

Risk no.	Risk Theme	Risk Description	Probability	Impact	Gross	Risk treatment	Mitigation	Update/Change from March 2017
<b>1</b>	<b>Risks to Housing Delivery</b>							
<b>1a</b>		Reduction in market demand results in slowdown in housing completions	3	4	12	Treat	Undertake regular engagement with developers to understand any early signs of market decline and potentially explore re-phasing of affordable housing.	<b>No change</b>
<b>1b</b>		Significant changes to national policy (e.g. affordable housing policy) creates climate of uncertainty	3	4	12	Tolerate	Keep up to date with government policy consultations and assess possible detrimental impacts to Bicester housing delivery.	<b>No change</b>
<b>1c</b>		Developer interest in sites slows, resulting in a fewer number of planning applications being submitted to CDC	3	4	12	Treat	Maintain awareness of what applications are being submitted to CDC Development Management and follow up with conversations with developers to understand their timescales / reason for slowdown.	<b>No change</b>

1d		Slow completion of S106 agreements which delays issuing of planning permissions leading to delayed start on sites.	3	4	12	Treat	Identify source(s) of delay and agree with relevant parties' actions and those responsible for implementing with timescales to resolve.	<b>No change</b> <b>In terms of NW Bicester progress being made on all S106 agreements - Albion Land expected to be completed shortly.</b>
2	<b>Risks to delivery of Strategic Commercial Sites</b>							
2a		Risk that market demand for premises does not match the Use Class(es) which are being sought.	3	4	12	Treat	Explore potential for attracting wider range of business to Bicester.	<b>No change</b>
2b		Reduction in market demand results in slowdown in completed commercial development	3	4	12	Treat	Undertake regular engagement with developers to understand any early signs of market decline and potentially explore if there are any options to remediate the situation.	<b>No change</b>
2c		Slow completion of S106 agreements which delays issuing of planning permissions, leading to delayed start on sites.	3	4	12	Treat	Identify source(s) of delay and agree with relevant parties' actions and those responsible for implementing with timescales to resolve.	<b>No change</b>
3	<b>Risks to delivery of Strategic Infrastructure</b>							
3a		General issue of inadequate funding to	4	4	16	Treat	Work with government and other partners to	<b>No change</b> <b>Strategic infrastructure to</b>

		deliver infrastructure to support planned development					secure necessary infrastructure to support growth.	<b>support growth in the town has been identified; however challenges remain around securing the timing and quantum of funding to ensure it is provided when it is needed.</b>
<b>3b</b>		Reductions in staff capacity of consultees leading to delays in providing advice, comments on applications etc.	4	3	12	Treat	Identify area of reduced capacity and assess likely impact on infrastructure delivery. Explore alternative options to provide capacity in-house in CDC.	<b>No change</b>
<b>3c</b>		Development sites do not come forward speedily and / or in the manner anticipated so adversely impacting on comprehensive and timely delivery of infrastructure	3	4	12	Treat	Engage in regular dialogue with developers to understand underlying causes and see what can be done to re-profile timing of infrastructure provision.	<b>By virtue of its scale NW Bicester will require strategic infrastructure provision to offset the impacts of development. All NW Bicester S106 agreements being drafted with mechanisms to ensure infrastructure will be provided at the right time whatever the sequence of development.</b>
<b>3d</b>		Developers challenge CDC / OCC S106 requirements resulting in a reduction of the developer funding needed to support the delivery of necessary	3	4	12	Treat	Work with developers / colleagues to agree a compromise if possible which avoids undermining the delivery of key	<b>No change</b>

		infrastructure.					infrastructure. Initiate discussions with the HCA / LEPs to explore opportunities to close major funding gaps.	
3e		Issues around Network Rail requirements threaten to delay completion of S106 agreements.	3	4	12	Treat	Maintain continuous dialogue with Network Rail, OCC and A2D. Maintain regular dialogue with relevant government departments including DfT and CLG.	<b>No change</b> <b>Meetings taken place with Network Rail and A2Dominion which is progressing design of rail crossings. This work will provide certainty over costs and the timing of track possession to undertake the works. Progress is slow which could impact S106 completion.</b>
4	<b>Risks to securing a whole town approach</b>							
4a		Reduction in availability of funding threatens delivery of town wide projects	3	4	12	Treat	Explore possible alternatives looking at both internal and external sources of funding. Look at re-profiling project outcomes. Consult other delivery partners and investigate pooling resources.	<b>No change</b>

4b		Capacity of Bicester Delivery Team is inadequate to deliver projects in a timely and effective manner.	2	3	6	Treat	Utilise Project Delivery Plan to keep a close eye on delivery milestones and ability of Team to meet them, agree which projects are top priority to progress and those of less importance, recruit to vacant posts and explore opportunities for project reassignment / sharing within Team.	<b>No change</b> <b>Sustainability Project Officer has resigned from the Bicester Delivery Team. Discussions underway to secure temporary cover as permanent.</b>
4c		Lack of partner interest in collaborating and / or ability to support delivery of projects	3	3	9	Treat	Discuss with potential partners with a view to trying to find compromises / a way forward e.g. if capacity is limited then prioritise areas for involvement.	<b>No change</b>
5.	<b>Risks to progressing the Bicester Healthy New Town Programme</b>							
5a		Expectations exceed what can be reasonably delivered	3	3	9	Treat	Work to continuously manage expectations - through communications, SDB, partners, NHS England etc. Ensure that agreed programme is realistic	<b>No change</b>

							in terms of the capacity need to deliver actions.	
<b>5b</b>		General understanding of the Programme and its objectives suffers from confusion, leading to lack of support from key stakeholders and lack of interest from the public in taking part in the initiatives.	2	4	8	Treat	Ensure clarity over key messages and deliver all communications according to an agreed strategy which provides a consistent and clear guide to govern all communications. Hold a variety of events which allow people to get involved in the Programme and ask questions, rather than just relying on social media, press coverage etc.	<b>No change</b> <b>Attention now focussed on maintaining momentum of interest and support.</b>
<b>5c</b>		Funding to deliver Year 2 of the Programme fails to materialise	1	4	4	Treat	Maintain positive dialogue with NHS England to ensure mutual understanding of each other's objectives and priorities.	<b>Risk downgraded from yellow (score 8) to green (score 4)</b> <b>NHS (England) now confirmed £600k funding secured against most of the projects proposed to take place 2017 -2019.</b>
<b>6</b>	<b>Risks relating to public opinion / stakeholder management</b>							
<b>6a</b>		Lack of momentum results in an increase in negative opinions around	3	3	9	Treat	Keep a keen watch on media reports etc. around Bicester and act	<b>No change</b>

		development					promptly to address negative coverage. Maintain / increase good communications with stakeholders and other delivery partners.	
<b>5b</b>		Ineffective communication leads to concerns over lack of control and direction of development	3	3	9	Treat	Manage communication to ensure that messages are clearly communicated explaining the Council's role of developing the town.	<b>No change</b>

## Guide to Risk Assessment

Probability	Scale	Likelihood	Indicators
Very likely	5	More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered
Likely	4	50% - 75% chance of occurrence	Likely to happen at some point within the next 1-2 years Circumstances occasionally encountered (a few times a year)
Possible	3	30% - 50% chance of occurrence	Likely to happen once or a small number of times over 2-3 years
Unlikely	2	10% - 30% chance of occurrence	Only likely to happen once in 3 or more years
Remote	1	Less than 10% chance of occurrence	Has happened rarely/never before

Impact	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
	1	2	3	4	5
Catastrophic	5	10	15	20	25
5	5				
Major	4	8	12	16	20
4	4	8	12	16	20
Moderate	3	6	9	12	15
3	3	6	9	12	15
Minor	2	4	6	8	10
2	2	4	6	8	10
Almost none	1	2	3	4	5
1	1	2	3	4	5

	low risk
	medium risk
	medium/high risk
	high risk