

**RISK LOG: This document sets out the high level risks**

**Created: April 2012**

**Project Name: NW Bicester Eco Town**

**Delivery of the Development of NW Bicester Eco Town**

**Scope :**

- 1. Master planning for the whole site**
- 2. Phase 1 planning application**
- 3. Demonstration projects**

**Areas:**

- A. Project Environment**
- B. LDF**
- C. Development of a Masterplan**
- D. Masterplan Workstreams**
- E. Phase 1 application**
- F. Demonstration Projects**
- G. Supporting Utilities Infrastructure**

<b>RISK LOG: This document sets out the high level risks</b>
<b>Created: April 2012</b>
<b>Status:</b> <b>Green:</b> Not likely to effect the programme <b>Amber:</b> Risk of programme being affected <b>Red:</b> Serious risk of programme being affected <b>Grey:</b> Risks that are no longer active / relevant.

Risk	Initial Status	Progress	Mitigation / Contingency	Revised Status
<b>A. Project Environment</b>				
Change of government resulting in uncertainty of position on Eco Towns	A	Government's views on Eco Towns are emerging. Likely to endorse development with local support, incentivising & rewarding communities where growth takes place and supporting the development of neighbourhood plans. Second round growth funding reduced by 50% but retention of funding reflects continuing commitment to growth in appropriate locations and the NW Bicester Eco Town.		

<p>1. Changes to national planning policies and regional structures resulting in uncertain planning context</p>	<p>A</p>	<p>The Localism Act has now come into force (as of November 2011) although many of its provisions require additional legislation before they can be enacted. <b>The National Planning Policy Framework (NPPF) has now been published (March 2012) and all the former PPSs have been withdrawn by the government, except the PPS1 Eco Town Supplement. At the current time it is difficult to get a comprehensive picture of how these wide ranging changes will impact on NW Bicester - however the continued existence of the PPS1 Eco Town Supplement does ensure that the national policy approach to eco towns is maintained – at least for the time being.</b></p>	<p>The Team will note any potential impacts on the Eco Town from emerging and final forms of legislation/guidance and provide regular updates for the SDB so that all are aware of further developments. <b>A report on the NPPF will go to a future meeting of the SDB later this year.</b></p>	<p>A</p>
<p>2. Site assembly is not secured, threatening comprehensive approach to delivery of development</p>	<p>A</p>	<p>Land secured for Phase 1 application. Developers continuing to negotiate to secure further land. Could impact on phasing.</p>	<p>Site promoters to provide regular updates on land assembly progress and issues arising.</p>	<p>A</p>
<p>3. Insufficient funding from Government threatening ability of CDC / OCC to deliver project.</p>	<p>A</p>	<p>First round funding secured and received from CLG. DfE funding announced was not received. Announcement re 2<sup>nd</sup> Round Funding received, now to be provided as block grant. Other sources of funding being explored.</p>	<p>The Team will provide updates to the SDB on use of funding and current funding bids as appropriate.</p>	<p>G</p>
<p>4. Insufficient HCA Funding for affordable housing</p>	<p>R</p>	<p>HCA generally has much reduced funding available for affordable housing but has allocated 2010/2011 funding to deliver the Phase 1 affordable housing. It is currently unknown whether the HCA will be in a position to assist with the funding of affordable housing delivery across the masterplan site – either way this could have a bearing on the viability of the overall project.</p>	<p>There have been significant changes in the approach to delivery of affordable housing. Continue discussions with HCA regarding future funding for affordable housing once masterplan details are firmed up.</p>	<p>G</p>

5. Risk that innovative responses to the challenge of creating a new form of development will not be successful	A	The Eco Town programme sought innovation in the development of new communities. There are risks that new solutions may fail for a variety of reasons including technical failure, lack of markets or investors. There are also risks that innovation will be limited due to the current market and caution of investors.	Eco Bicester Project Team to closely scrutinise emerging proposals from A2/P3 as well as other examples of innovation and best practice, to ensure the development applications meet the agreed Eco Town standards and aspirations contained in the One Shared Vision.	A
6. Risk that the increased level of social and physical infrastructure necessitated by the full 5000 dwelling development together with the costs of meeting the eco standards expected, will adversely impact on the financial viability of the project, making delivery unviable.	A	In common with many developments being planned at the current time, the issue of financial viability has emerged as part of the planning negotiations on the Phase 1 planning application. However A2 / P3 have been willing to adopt an open book approach to Phase 1 which has greatly assisted negotiations; this approach is being used for the outline application for the entire development.	Further work <b>has been</b> undertaken to explore the wider masterplan viability and provide greater certainty going forward. <b>CDC and OCC members discussed development viability in general and NW Bicester viability in particular at the end of March; another session for Bicester members is planned to be held later on in Spring 2012.</b>	A
<b>B. LDF</b>				
1 Delay to LDF strategic allocation of NW Bicester	A	<b>The National Planning Policy Framework has now been published (March 2012) and all the former PPSs have been withdrawn by the government, except the PPS1 Eco Town Supplement.</b>	<b>The pre-submission draft CDC Core Strategy is anticipated to be reported to CDC's executive in May 2012 and published for public consultation in Summer 2012.</b> The Team will continue to liaise with CDC Planning Policy to ensure NW Bicester policy requirements are factored into the Core Strategy.	A

<p>2. Competing sites being put forward for development which could result in uncertain infrastructure priorities for service providers, diluted market demand for properties with associated diminution of project viability.</p>	<p>A</p>	<p>A planning application for housing and employment has been submitted by the MOD (September 2011) which is currently under consideration. A Bicester-wide masterplan has been commissioned by CDC from White Young Green consultants to look at future areas for growth across the town and engage with developers and stakeholders to understand their delivery programmes and aspirations, with a view to informing Core Strategy preparation. Public consultation on the draft Bicester masterplan is anticipated to take <b>place in Summer 2012.</b></p>	<p>Eco Project team to liaise closely with CDC Planning Policy colleagues so they understand the emerging picture on this issue and provide updates as necessary to the SDB.</p>	<p>A</p>
<p><b>C. Development of Masterplan</b></p>				
<p>1. Development of masterplan required for the whole site proceeds slowly</p>	<p>R</p>	<p>Steering Group meetings established between Local Authority and Developer team to ensure planning stays on track. A comprehensive revised programme of work to deliver the masterplan from the site promoters is awaited. As such, the estimated timescale for the completion of the Masterplan is currently unknown, although unlikely to be earlier than Autumn 2012.</p>	<p>New Planning Performance Agreement (PPA), to be prepared and signed by all parties to ensure there are agreed timescales and processes for the submission of the masterplan and outline application.</p>	<p>A</p>

2. Consultation exercise does not meet Government expectations	A	First, second and third round consultation undertaken by P3/A2, outcome of consultation reported in Phase 1 application submission as part of the Statement of Community Involvement. Government expectations with regard to localism and engagement may not yet be fully met by existing developer approach to consultation. Discussions are on going with A2 / P3 regarding the next stages of consultation to support masterplan preparation. A2 have now commissioned Remarkable Engagement to deal with community engagement and public relations on the project.	A joint Communications Strategy was approved at the January 2011 meeting of the SDB, devised by the Eco Bicester Strategic Community Engagement Manager to foster a coordinated and streamlined approach to all communications on the project. A Community Engagement Strategy has been developed to guide a joint approach to community engagement and was reported to the October SDB. Support is being provided to P3Eco and A2 to develop their engagement strategy.	A
<b>D. Masterplan Work Streams</b>				
1. Energy and Waste	A	Further work required to develop a site wide energy & waste strategy to inform masterplanning.	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A
2. Design and Sustainable Construction	A	Further work required to inform masterplanning.	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A
3. Transport and Access	A	Further work required to develop a site wide transport strategy to inform masterplanning.	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A

4. Commercial and Employment	A	Further work required to develop a site wide employment strategy to inform masterplanning.	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A
5. Social and Community	A	Further work required to complete a site wide infrastructure plan to inform masterplanning. <b>A2 have commissioned The Young Foundation to carry out stakeholder and community engagement to assist the evolution of proposals for the Local Management Organisation – 2 events have been held in Bicester to date.</b>	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A
6. Green Infrastructure	A	Further work required to complete a site wide bio diversity and green infrastructure plan to inform masterplanning.	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	A
7. S106 Requirements	A	<b>Work has been carried out by CDC, OCC and other external service providers, to complete the social and physical infrastructure requirement for the entire 5000 dw site. This is an important area of work</b> due to the wider implications for site viability and the spatial arrangement of uses in the masterplan, arising from it. <b>Some further refinement is required.</b>	A list of requirements has been given to P3 / A2. Further internal meetings between CDC and OCC are arranged to refine further. P3 / A2 to be given any further information as soon as it becomes available. <b>A2 and CDC are jointly commissioning a Stage 1 Business Plan for the Local Management Organisation, the results of which are expected in Summer 2012 and will be fed into the viability work.</b>	<b>G</b>

E. Phase 1 Application				
1. Land Acquisition	A	Land for exemplar demonstration secured.		
1. Slow progress on development and processing of planning application	A	Planning Application was determined with a resolution to grant planning consent subject to conditions and the satisfactory completion of a S106 agreement at CDC's Planning Committee in August 2011.	Regular S106 meetings are being held between CDC, OCC, P3 / A2 to progress S106 agreement completion. Target date for signing is <b>April 2012</b> .	G
2. Lack of innovation in layout & design	R	The resolution to grant planning consent for the Phase 1 application was subject to several conditions which related to the design aspects of the scheme. <b>Details have now been provided by A2 / P3 in fulfilment of these conditions.</b>	Scheme includes zero carbon energy, rain water harvesting, code 5 houses, proposals to promote sustainable transport including a car club and electric vehicle infrastructure and measures to promote employment and provide training. Close scrutiny of proposals by the Eco Project Team to ensure they meet the high quality design standards expected.	
3. Failure for scheme to deliver appropriate levels of community infrastructure	R	Discussions ongoing with promoters concerning satisfactory provision of community infrastructure; this aspect <b>is being resolved</b> as part of the current S106 negotiations.	Open book approach to examining scheme financial viability has been agreed in principle with site promoters so that issues which could impact on community infrastructure provision can be explored and resolved jointly. This information has been used to define S106 contributions to be secured through the exemplar application.	G



4. Failure to provide primary school at early stage of development	A	Discussions ongoing within OCC regarding timing of school delivery. While the normal lead in time for school delivery makes it unlikely that the school will be in place when first families move to the site, OCC are now estimating that the school could be delivered just over a year after the first occupations. OCC currently investigating school place provision in the interim period between first occupations and school opening.	Primary school site to be secured through S106 and contribution to infrastructure sufficient to fund first phase of school with Eco Town Funding previously identified. OCC officers to ensure OCC / CDC councillors and the SDB are updated on progress.	G
<b>F. Demonstration Projects</b>				
<b>1.Exhibition House</b>				
Failure to deliver Exhibition House	A	Lease agreed with Bicester Town Council, license with P3 signed. Planning permission granted. Hoarding erected, start October 2010. Building specification provided. Completion Spring 2011. Opened May 2011.	Eco Bicester Project team to keep close watch on progress to prevent slippage.	
<b>2. Cooper School</b>				
Construction of building	G	Opened September 2011.	Eco Bicester Project team to keep close watch on progress to prevent slippage.	
<b>3. Bryan House</b>				
Development of affordable housing	G	Planning permission granted and S106 completed. Construction to be completed 2012/13; first lettings have now taken place.		G
NAHP funding	A	Bid for funding has been made and funding required for work to start. Announcement now received for funding 2010/11		

<b>4. Community Hall</b>				
Construction of building	A	Planning permission granted. Work started June 2010 and progressing on site. Opened August 2011: formal opening by HRH Princess Anne November 2011.	Eco Bicester Project team to keep close watch on progress to prevent slippage.	
<b>5. Travel Behaviour</b>				
Travel behaviour project to deliver modal shift within the town	A	Survey work undertaken in September 2010, <b>implementation of project now commenced focusing on achieving interim modal travel split of 40% non-car modes / 50% car modes (end state 50% / 50%).</b>	Eco Bicester Project Team to ensure that findings are used to influence transport proposals for Bicester including the Eco Town.	<b>G</b>
<b>6. Construction Skills</b>				
P3Eco establishing programme and accreditation for industry training and base for delivering skills required	R	Course accreditation agreed. Tim Fenn pursuing on behalf of Oxfordshire Construction Group.		A
Identify other opportunities for skills training	R	Employment & Community and Social Infrastructure working groups to identify opportunities. Consideration of WNDC approach re skills training - OCC to discuss internally how to progress with relevant officers.		A
OCVC Skills Training	G	OCVC have established Technology and Skills Centre to offer construction training. Awaiting further details of what it will offer.		G
<b>7. Residential Retrofits</b>				
Programme to encourage retrofitting within existing properties	A	Insulation scheme launched to provide insulation to existing properties that would benefit. <b>1705 referrals, 1294 completed to date (this is just under 10% of Bicester's homes). All community halls which are eligible under the extended scheme have been contacted and West Bicester Community Hall is in the process of getting a free survey done.</b>	Eco Bicester Project team to continue to monitor take up of scheme and report to SDB.	G

<b>G. Supporting Utilities Infrastructure</b>				
Inadequate utilities infrastructure in Bicester to support NW Bicester	A	Exemplar application and outline application will contain measures to ensure there are environmentally acceptable ways of dealing with utilities provision, e.g. water recycling and conservation, on-site renewable energy generation, broadband installation, SUDs to deal with surface water run-off.	As details of the proposed measures evolve, Eco Bicester Project Team to ensure that there will be no net adverse impact on existing utilities capacity	G
Inadequate utilities infrastructure to support wider growth in Bicester	A	As part of the preparatory work on CDC's Infrastructure Strategy, an infrastructure audit will be carried out to assess the extent of capacity or otherwise in the utilities infrastructure serving Bicester.	As the infrastructure audit will be carried out as part of CDC's Development Plan process, it will allow these issues to be scoped out, understood and remediated so that new development is supported by adequate infrastructure, although this will depend to some extent on the utilities companies taking a positive response to the issue.	A