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No	Risk Name	Risk Description	Type of Risk	Inherent Probability	Inherent Impact	Gross	Risk Treatment	Mitigating Action Controls	Residual Probability	Residual Impact	Target	Due Date	Update on Actions	Owner	Workstream	Status Today	
1	<b>Eco Bicester - Project Environment</b>																
2	1	Changes to national planning context.	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. The National Planning Policy Framework (NPPF) has now been published (March 2012) and all the former PPSs have been withdrawn by the government, except the PPS1 Eco Town Supplement.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 Bicester.	Legal & Professional	3	3	9	tolerate	The Team will note any potential impacts on Bicester from emerging and final forms of legislation/guidance and provide regular updates for the SDB so that all are aware of further developments.	3	3	9	Oct-12	A report on the implications of the NPPF for Bicester is on the agenda for this meeting.	CC	Eco Bicester	
3	2	Competing development sites.	Competing development sites could result in uncertain infrastructure priorities for service providers, resulting in delayed delivery and diluted market demand for properties with associated reductions in projects' viability.	Political / Social / Economic	3	4	12	treat	CDC has commissioned a Bicester-wide masterplan which sets out areas for future development across the town, with a view to informing Local Plan preparation. Stakeholders, landowners and developers have been engaged to better understand their delivery programme and aspirations, and to ensure a managed approach to the release of sites for development. Public consultation on the draft masterplan is anticipated to take place at the same time as that on the draft Local Plan. Eco Bicester 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.	2	4	8	Oct-12		JB	Eco Bicester	
4	3	Delivery of Infrastructure	Risk that the strategic level of infrastructure necessitated by the anticipated growth of Bicester is unable to be funded from development.	Political / Social / Economic	3	4	12	treat	CDC and OCC have commissioned consultants to prepare an infrastructure plan for Bicester, which will scope the amount of new infrastructure needed to support the new development and provide a cost estimate of the same. This can then be factored into developers' negotiations with landowners over the price paid for land and also can be used to support possible bids for funding from Government and others.	3	4	12	Oct-12		JB	Eco Bicester	
5	4	Inadequate utilities infrastructure to support wider growth in Bicester	Risk that the utilities infrastructure in Bicester will be unable to support wider growth in Bicester.	Technical / Equipment	3	4	12	treat	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.	2	4	8	Oct-12		AB	Eco Bicester	
6	5	Proposed Bicester Growth	Risk that the proposed growth in Bicester will take place slower than envisaged, due to a possible prolonged period of economic instability. Also a related risk that the planned commercial development to support the housing growth fails to materialise, due to it resulting in a lower financial return for developers / landowners than housing development.	Political / Social / Economic	3	4	12	tolerate	Progress on this issue will be kept under review and will be reported to the SDB as necessary.	3	4	12	Oct-12		JB	Eco Bicester	
7	<b>North West Bicester - Project Environment</b>																
8	6	Withdrawal of PPS1 Supplement	The continued existence of the PPS1 Eco Town Supplement ensures that the national policy approach to eco towns is maintained – but it is expected that this will eventually be withdrawn by the Government - timescale currently unknown.	Legal & Professional	5	3	15	treat	Eco Bicester team to liaise with CDC Planning Policy team to ensure the One Shared Vision standards are embedded in the new Local Plan, so that a comprehensive local policy framework exists to steer the NW Bicester development.	5	2	10	Oct-12		JB	North West Bicester	
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10	7	Delay to Local Plan strategic allocation of NW Bicester.	The lack of a local planning policy context for NW Bicester, especially if the PPS1 Eco Towns Supplement is withdrawn, could weaken the Council's hand in achieving the high standards of sustainability aspired to and may also result in legal challenge from other land owners.	Legal & Professional	3	4	12	treat	The Team will continue to liaise with CDC Planning Policy to ensure NW Bicester policy requirements are factored into the Local Plan.	3	3	9	Oct-12	The pre-submission draft CDC Local Plan was reported to CDC's executive in May 2012. Public consultation is anticipated later this year.	JB	North West Bicester	
11	8	Comprehensive site assembly is not secured.	Land secured for Phase 1 application. Developers continuing to negotiate to secure all necessary land for 5000 dw development. Failure to achieve complete site assembly could impact on phasing and the comprehensive delivery of development and supporting infrastructure.	Legal & Professional	3	4	12	treat	Site promoters to provide regular updates on land assembly progress and issues arising.	3	4	12	Oct-12	CDC to indicate that planning permission is unlikely to be forthcoming for sites that come forward independently of the masterplan.	JB	North West Bicester	
12	9	Long term sustainability	The Eco Town programme sought innovation in the development of new communities. However there is a risk that what is currently regarded as cutting edge in terms of sustainability, will be the norm or even outdated by the time the development is completed in 20 -25 years time.	Technical / Equipment	3	4	12	treat	Eco Bicester Project Team to closely scrutinise emerging masterplan proposals from A2/P3 and keep continually appraised of emerging and examples of innovation and best practice, to ensure that the development does not lose its ability to innovate over time.	3	3	9	Oct-12		JB	North West Bicester	
13	10	Inadequate utilities infrastructure in Bicester to support NW Bicester	Risk that the utilities infrastructure in Bicester will be unable to support the NW Bicester development.	Technical / Equipment	3	4	12	treat	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	2	4	8	Oct-12		AB	North West Bicester	
14	11	Financial viability.	In common with many developments being planned at the current time, the financial viability of the 5000 dw site is likely to be under pressure. In particular there is a risk that the strategic level of infrastructure necessitated by the site's development could fail to be delivered satisfactorily or could be delivered later than would be desirable.	Political / Social / Economic	3	4	12	treat	Further work has been undertaken to explore the wider masterplan viability and provide greater certainty going forward. This matter will be kept under regular review.	3	4	12	Oct-12	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 was held in early July.	JB	North West Bicester	
15	<b>NW Bicester - Development of Masterplan</b>																
16	12	Masterplan programme	Risk that the development of the masterplan for the whole 5000 dw site proceeds slowly. A comprehensive and up to date revised programme of work to deliver the masterplan is awaited from the site promoters. Current timetable for completion of masterplan is unknown but unlikely to be before Summer 2013.	Legal & Professional	4	3	12	treat	Steering Group meetings established between the local authorities and developers to encourage smooth masterplan progression. 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.	3	3	9	Oct-12		JB	North West Bicester	
17	<b>NW Bicester - Masterplan Work Streams</b>																
18	13	Energy, Waste and Water Strategy	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide energy & waste strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-12		JB	North West Bicester	
19	14	Design and Sustainable Construction Strategies	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-12		JB	North West Bicester	
20	15	Transport and Access Strategies	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide transport strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-12		JB	North West Bicester	
21	16	Commercial and Employment Strategies	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide employment strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-12		JB	North West Bicester	

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17	Social and Community Strategies	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to complete a site wide infrastructure plan to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards. 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.	2	4	8	Oct-12	A2 are currently carrying out 1-1 interviews with stakeholders in relation to their views on the LMO and report a largely positive response to date.	JB	North West Bicester	
18	Green Infrastructure Strategies	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to complete a site wide bio diversity and green infrastructure plan to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 / P3 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-12		JB	North West Bicester	
19	Community Engagement Strategy	Failure to progress a coherent and comprehensive community engagement strategy to inform masterplan development.	Reputation / Communication	3	4	12	treat	Eco Bicester Project team to provide support to P3 and A2 to develop their engagement strategy for the masterplan.	3	4	12	Oct-12	A2 have now commissioned Remarkable Engagement to manage community engagement and public relations on the project.	JB	North West Bicester	
<b>NW Bicester - Demonstration Projects</b>																
20	Travel Behaviour Project	Risk that Travel Behaviour Project will not influence modal shift within the town.	Reputation / Communication	3	3	9	treat	Survey work undertaken in September 2010, implementation of project now commenced focusing on achieving interim modal travel split of 40% non-car modes / 50% car modes (end state 50% / 50%). Eco Bicester Project Team to ensure that findings are used to influence transport proposals for Bicester including the Eco Town.	3	3	9	Oct-12		JC	North West Bicester	
21	Skills and Training	Risk that opportunities will be missed for CDC / OCC to secure skills and training as part of the masterplan development.	Political / Social / Economic	3	3	9	treat	Eco Bicester Project Team to ensure that skills and training are part of ongoing discussions with OCC, A2 and P3.	3	3	9	Oct-12	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.	AB	North West Bicester	
22	Demonstration House	Risk that there will not be an agreed approach which deals with its future by the time the temporary consent expires in December 2012.	Political / Social / Economic	3	2	6	treat	Eco Bicester Project Team to set up a meeting with all relevant parties in the near future to agree an approach to deal with the building's future - whether it be retained or removed from the site altogether.	2	2	4	Oct-12		AB	North West Bicester	
23	Failure of programme to encourage retrofitting within existing properties	Risk that Insulation Scheme has minimal take up by Bicester residents. launched to provide insulation to existing properties that would benefit.	Legal & Professional	1	2	2	treat	Eco Bicester Project team to continue to monitor take up of scheme and report to SDB.	1	2	2	Oct-12	1742 referrals, 1363 completed to date (this is 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. Since the last SDB CDC has launched a free scheme (to end in September before the introduction of Green Deal), that allows all home owners and private tenants to have cavity wall and loft insulation for free. The scheme also includes loft top ups, which makes Cherwell DC the only local authority in the UK which is currently providing this free.	AZ	North West Bicester	
<b>NW Bicester - Phase 1 / Exemplar Implementat</b>																
24	Project Implementation	Risk that there could be a delay to the implementation of the project due to a number of operational factors, such as the time it will take A2 to meet S106 pre-commencement clauses and to clear the pre-commencement conditions .	Legal & Professional	3	3	9	treat	Eco Bicester Project team to maintain regular liaison with A2 on these matters so that any problems can be dealt with quickly and to ensure that the team is resourced sufficiently to respond promptly to the material being submitted by A2.	2	3	6	Oct-12		JB	North West Bicester	
25	Primary School delivery	Risk that the primary school will fail to be delivered on time due to the time it will take OCC to work through the complex school procurement procedures.	Legal & Professional	3	4	12	treat	Eco Bicester Project Team to liaise regularly with A2 to understand the latest envisaged phasing of development and with OCC Education to ensure the timescales for housing development are understood by OCC and are factored into the school delivery programme with the appropriate resources.	2	4	8	Oct-12		DR	North West Bicester	
26	Delivery of non-housing parts of the development	Risk that the non-housing parts of the development that have outline planning consent only such as the eco-business centre, the pub, community hall, nursery and other retail and commercial office space are slow to be delivered due to delays in commissioning the work needed to support the submission of detailed applications by P3 / A2 and the time it may take CDC to process such planning applications.	Legal & Professional	3	4	12	treat	Eco Bicester Project Team to liaise regularly with P3/ A2 to understand and encourage the programme of delivery of these aspects of the project and to work towards agreeing an overarching programme for their delivery.	3	4	12	Oct-12		JB	North West Bicester	