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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																		
2	Eco Bicester - Project Environment																	
	1	Changes to national planning context.	The national planning system has been through some significant changes recently. There are further potential significant changes on the horizon - for example the outcomes from the recent Housing Standards Review consultation which is looking to wind down the Code for Sustainable Homes standards and the ongoing review by government of all the companion / background guidance that supported the now withdrawn PPSs, for their relevance / usefulness. These and other changes may have some impact on the Project.	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	Apr-14		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	The CDC draft Local Plan contains a coherent and comprehensive strategy for directing growth in Bicester which is in the public domain and has passed through several rounds of public consultation.	2	4	8	Apr-14	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013. Representations from this most recent round of public consultation were reported to the Council's Executive and Full Council during October 2013 and the Plan has now been approved for submission to the Planning Inspectorate. <b>This will take place on January 24 2014.</b>	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	Apr-14	Ongoing work on education and transport infrastructure taking place - led by OCC with CDC input, with outcomes anticipated by the end of March 2014.	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	Apr-14		AB	Eco Bicester		
6																		
	5	Proposed Bicester Growth	Risk that the rate and location of growth in Bicester does not come forward in the manner envisaged in the CDC Local Plan, with the resultant risk that infrastructure is either not provided when it is needed or is provided but at the wrong time and place.	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	Apr-14		JB	Eco Bicester		
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8	<b>North West Bicester - Project Environment</b>																	
9	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	Apr-14	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013. Representations from this most recent round of public consultation were reported to the Council's Executive and Full Council during October 2013 and the Plan has now been approved for submission to the Planning Inspectorate. <b>This will take place on January 24 2014.</b>	JB	North West Bicester		
10	7	Comprehensive site assembly is not secured.	Land secured for Phase 1 application. Developers continuing to negotiate to secure all necessary land for approx. 6000 dwellings development. Failure to achieve complete site assembly could impact on phasing and the comprehensive delivery of development and supporting infrastructure.	Legal & Professional	4	4	16	treat	Site promoters to provide regular updates on land assembly progress and issues arising to Eco Bicester Project Team and SDB. CDC is seeking a comprehensive masterplan for NW Bicester which will promote and support the comprehensive development of the site.	3	4	12	Apr-14	<b>A2 have now acquired further land interest within the masterplan area and are also working with the other landowners to secure a comprehensive approach to the site's development.</b>	JB	North West Bicester		
11		Financial viability.	In common with many developments being planned at the current time, the financial viability of the 6000 dwellings 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		treat	Further work continues to be undertaken to explore the wider masterplan viability and provide greater certainty going forward. This matter will be kept under regular review.	3	4		Jan-14	A Viability Workstream has been established as part of the project management measures to progress the masterplan and outline application, one of the tasks of which will be to test the emerging proposals and make sure that they are financially viable and deliverable. <b>This risk has now been subsumed within the Viability Workstream risk below.</b>	JB	North West Bicester		
12	<b>NW Bicester - Development of Masterplan</b>																	
13	8	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 loose its ability to innovate over time.	3	3	9	Apr-14		JB	North West Bicester		
14	9	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 and to keep abreast of Local Plan progress.	3	3	9	Apr-14	Focused consultation on the changes to the CDC proposed submission draft of the Local Plan took place from 28 March 2013 to 9 May 2013. Representations from this most recent round of public consultation were reported to the Council's Executive and Full Council during October 2013 and the Plan has now been approved for submission to the Planning Inspectorate. <b>This will take place on 24 January 2014.</b>	JB	North West Bicester		
15	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	Apr-14		AB	North West Bicester		
16	11	Masterplan programme	Risk that the development of the masterplan for the whole 6000 dwellings site proceeds slowly. Current timetable for completion of masterplan is indicative but unlikely to be before Spring 2014.	Legal & Professional	4	3	12	treat	There is now a well established project management structure between the local authorities and developers which allows joint discussion of issues, agreement as to their resolution and the addressing of any obstacles to progress.	3	3	9	Apr-14	<b>Steady progress is being made on the masterplan. A2 dominion's consultation with the general public on the draft proposals took place in December 2013. Feedback from this exercise is awaited from A2, the outcomes from which will be taken into account in the further development of the masterplan.</b>	JB	North West Bicester		
17	<b>NW Bicester - Masterplan Workstreams</b>																	
18	12	Masterplan and Hubs Workstream	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 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Apr-14	There are some emerging options for the hubs from the work that the masterplan consultant team have carried out to date. Discussions are ongoing as to the exact number, what they will contain and their location within the site. <b>Broad principles have been established, now work is focusing on agreeing the details.</b>	JB	North West Bicester		
19	13	Energy Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to develop a site wide energy strategy to inform masterplanning.	Legal & Professional	3	4	12	treat	Eco Bicester Project team to closely monitor and advise A2 on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Apr-14	<b>A draft report which identifies potential energy options has now been received from A2 dominion's consultants. However a preferred solution has still to be put forward and progressed.</b>	JB	North West Bicester		
20	14	Masterplan Sustainable Construction Workstream	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	Apr-14	<b>Progress on this element of the project has been stalled to allow focus on higher priority matters. Work on this will be reactivated once the spatial disposition of uses across the site has been arrived at.</b>	JB	North West Bicester		

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21	15	Transport Workstream	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	Apr-14	Strategic road options have been identified and a preferred approach is being developed to be reflected in the draft masterplan. Strategies for buses, walking and cycling have been produced. <b>The modelling of the traffic impacts arising from the development is now underway.</b>	JC	North West Bicester		
22	16	Employment Workstream	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	Apr-14	A draft economic strategy for the site has been produced which will be subject to consultation with key stakeholders as part of the wider public consultation programme on the proposals.	AB	North West Bicester		
23	17	Community Infrastructure and Development Workstream	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	Apr-14	Good progress has been made on reaching agreement between OCC / CDC and a2d on the population characteristics of NW Bicester which is a key milestone. This information underpins the planning of what is needed by way of community infrastructure (including schools) for the site, which in turn has major spatial implications. <b>Agreement in principle has been reached between OCC, CDC and A2 dominion on the number of primary schools needed, their size and location on the site.</b>	CC	North West Bicester		
24	18	Community Governance and Engagement Workstream	Failure to progress coherent and comprehensive strategies to underpin masterplan development - both on Community Governance and Community Engagement on the masterplan.	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	Apr-14	<b>Public consultation on the masterplan took place in December 2013 and feedback from this exercise is currently awaited from a2 dominion. Further consultation on the proposals is anticipated in due course.</b> 6 workshops have been held to agree the detail of the first stage of the community governance organisation for NW Bicester and a draft terms of reference for the new group has been arrived at. <b>Workshop 7 is planned towards the end of January and these will continue throughout 2014 in preparation for the new community moving onto the site during 2015.</b> Further work which focuses on the development of the medium and long term details of the organisation will take place over 2014.	CC	North West Bicester		
25	19	Viability Workstream	Failure to establish a financial model to form the basis of the appraisal of the scheme, inform the preparation of the site wide master plan and subsequent discussions as to s106 requirements.	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	Apr-14	<b>A viability model has now been developed and agreed by the Workstream. Details of the development have started to be fed into the model and this process will continue as the masterplan progresses, so that a clear picture of the development's financial viability can be ascertained.</b>	JB	North West Bicester		
26	20	Landscape / Green Infrastructure Workstream	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	Apr-14	An emerging strategy has arrived at a number of options for how the green infrastructure and biodiversity of the site will be addressed. This is the subject of ongoing discussions with relevant stakeholders.	JB	North West Bicester		
27	21	Water Workstream	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.	3	4	12	Apr-14	<b>Details are still awaited from the developer's consultants with regard to the proposals for the site - this is now becoming a pressing matter to resolve.</b>	JB	North West Bicester		
28	<b>NW Bicester - Demonstration Projects</b>																	
29	22	Travel Behaviour Project	Risk that Travel Behaviour Project will not influence modal shift within the town.	Reputation / Communication	4	3	12	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.	4	3	12	Apr-14	Capital works have been agreed to improve walking and cycling provision in the town. However there is currently no agreed programme for taking this project forward - <b>a meeting has been arranged for January 2014</b> between OCC and CDC to establish an approach which will allow meaningful progress to take place.	JC	North West Bicester		
30		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		treat	Eco Bicester Project Team to ensure that skills and training are part of ongoing discussions with OCC, A2 and P3.	3	3		Jan-14	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. This risk now comes under the Employment Workstream.	AB	North West Bicester		
31		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 2013.	Political / Social / Economic	3	2		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		Jan-14	The Demonstration Building closed to the public on 31/05/2013. The building is currently being relocated to Warwick and is being used to study the mechanics of building relocation. The building has been successfully relocated and the site vacated so the risk has expired.	AB	North West Bicester		

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32		DECC Funded Green Deal Project	The successful bid to secure government funding towards a programme to retrofit domestic energy technologies in Bicester is a significant achievement for this project. Benefits include 5 demonstration homes to be created by March 31 2013 and the wider roll out of 100 Green Deal plans for Bicester residences. The scheme will also aim to include energy improvements to Bicester businesses including at lease 1 retrofit. The main risks are that there could be minimal interest in the proposals and therefore that the funding may not be able to be fully spent by end of May 2013.	Legal & Professional	3	2		treat	There is a clear division of project responsibilities with the main project management being covered by Bioregional who have a dedicated staff working in Bicester with extensive experience of domestic energy retrofit. CDC will work to promote the project. An early meeting with all relevant parties has been organised for early Jan to ensure no time is wasted in commencing the project and publicising the benefits to Bicester residents and businesses.	2	2	4	Jan-14	This scheme has resulted in a high volume of interest from Bicester residents and businesses. The retrofitting of the 5 demonstration homes was completed by May 31 2013, in time for an open day on 1 June, to allow interested Bicester residents the opportunity to visit the homes and find out about the advantages to be gained in energy saving from having such technologies installed.	JB	North West Bicester		
33		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		1	2	2	Jan-13	1742 referrals, 1354 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. Scheme now ended and risk removed.	AZ	North West Bicester		
34	NW Bicester - Phase 1 / Exemplar Implementation																	
35	23	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 complete the exercise of the option and meet S106 pre-commencement clauses and to clear the pre-commencement conditions	Legal & Professional	2	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.	1	3	3	Apr-14	A2D have progressed the exercise of the option and good progress is being made on all other fronts. It is not anticipated that future delays will arise from this area of work.	JB	North West Bicester		
36	24	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.	1	4	4	Apr-14	OCC have provided a programme for delivery of the first primary school on site. Key anticipated milestones are: March 2014 - initiate sponsor competition; Sept/Oct 2014 - final decision on sponsor by DfE; Sept 2016 - new school opens on-site. CDC has assisted OCC in shaping the competition brief to engage an appropriate sponsor for the school, in keeping with the school's potential to specialise in environmental education.	LM	North West Bicester		
37	25	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	Apr-14	Once there is a start on site, an up to date programme which details the delivery of the various areas of non-residential development will be needed from the developers.	JB	North West Bicester		
38	26	Delivery of the Eco-Business Centre	CDC are responsible for delivery but there is a risk that there will be delays in achieving this.	Legal & Professional	3	4	12	treat	The Eco-Bicester Project Team have recently appointed consultants to provide advice on the options for delivery of the Eco Business Centre. This work was completed in April 2013. Following evaluation of the issues and agreement on the best way forward, a Business Plan will be procured.	1	4	4	Apr-14	The consultants' report is now completed. The report concludes that delivery of this building will be financially viable if CDC were to contribute funding to pay for the construction costs. There is currently DCLG Eco Towns funding earmarked for this purpose and other sources of funding are also being explored. CDC is currently establishing a project board to oversee and drive the delivery of this project, so that it fits in with the developer's delivery timescales.	JB	North West Bicester		