

Risk Log - October 2015

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1	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	
2	Eco Bicester - Project Environment																	
3	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 arising from the passage through Parliament of the Deregulation Bill and the recent publication by Government of the National Planning Practice Guidance which is a streamlining of the previous planning guidance. 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	Jan-16	The Government's Productivity Plan published on July 10 2015 states that the Government does not intend to continue with the proposed 2016 increase in on-site energy efficiency standards "but will keep energy efficiency standards under review, recognising that existing measures to increase energy efficiency of new buildings should be allowed time to become established". The Bicester Delivery Team will need to review CDC's corporate response, consider any implications for the NW Bicester development and report back on this to a future meeting of the SDB.	CC	Eco Bicester		
4	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 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	Jan-16	CDC adopted the Local Plan at the meeting of its Full Council on 20 July 2015.	JB	Eco Bicester		
5	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 prepared 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	Jan-16	In the light of the above update on the Local Plan, further work is now required on the strategic level of infrastructure needed in Bicester. The Infrastructure Delivery Plan (IDP) will be reviewed by CDC's Planning Policy Team with a view to publishing an update in December 2015..	JB	Eco Bicester		
6	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	Jan-16	Further work on utilities infrastructure will take place to respond to any additional growth proposed as a result of the new CDC Local Plan. Notwithstanding this, the Eco Bicester Project Team have commissioned investigatory work into local grid capacity in Bicester - see specific item 14 Community Solar Project.	AB	Eco Bicester		
7	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	Jan-16		JB	Eco Bicester		
8	North West Bicester - Project Environment																	
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	4	3	12	Treat	Eco Bicester Project 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 North West Bicester development.	4	2	8	Jan-16	The PPS1 Eco Towns Supplement has been withdrawn except as it relates to NW Bicester, which will stay in force until CDC has an up to date Local Plan in place. CDC adopted the Local Plan in July 2105. It is assumed that PPS1 will now be withdrawn although this has yet to be confirmed.	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	Jan-16	4 outline planning applications for the site have been submitted to CDC which in total are seeking consent for up to 5350 dws and 55,000 sq m approx of employment floorspace. A full application has also been submitted covering on-site highways infrastructure. Detailed discussions and negotiations on the funding and phasing of infrastructure are now taking place. The first application submitted for 2600 dws by A2 Dominion (ref. 14/01384/OUT) was reported to CDC's Planning Committee on Mar 19 2015 where it was granted planning consent subject to the satisfactory completion of a S106 agreement. Negotiations on this are underway with a target date for completion of December 2015. OCC / CDC have agreed a joint project plan to ensure outstanding actions are completed to meet the December deadline. S106 discussions on the 3 other outline applications have also commenced with a development framework agreement being proposed by CDC to cover critical areas of site wide infrastructure.	JB	North West Bicester		

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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	12	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	12	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. This risk has now been subsumed within the Viability Workstream risk below.	JB	North West Bicester		
12	North West Bicester - Development of Masterplan																	
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 Eco 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	Jan-16	The Living Lab Project which is a joint initiative between Oxford Brookes University and BioRegional was launched in early July 2014. The aims of the Living Lab include: *To bring world-leading research and innovation to Bicester to enable the creation of a truly sustainable town for the 21st century. * To build a framework of learning and improvement for the various sustainability initiatives and programmes in the town. *To provide a focus for advances in solutions to sustainability, as applied and tested in Eco Bicester. In this way, the Living Lab Project will help to ensure that North West Bicester stays at the cutting edge of sustainability.	JB	North West Bicester		
14	9	Delay to Local Plan strategic allocation of North West Bicester.	The lack of a local planning policy context for North West 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 landowners.	Legal & Professional	3	4	12	Treat	The team will continue to liaise with CDC Planning Policy to ensure North West Bicester policy requirements are factored into the Local Plan and to keep abreast of Local Plan progress.	3	3	9	Jan-16	CDC adopted the Local Plan at the meeting of its Full Council on 20 July 2015.	JB	North West Bicester		
15	10	Inadequate utilities infrastructure in Bicester to support North West Bicester.	Risk that the utilities infrastructure in Bicester will be unable to support the North West Bicester development.	Technical / Equipment	3	4	12	Treat	The outline applications will contain measures to ensure there are environmentally acceptable ways of dealing with utilities provision, eg 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	Jan-16		AB	North West Bicester		
16		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.	1	3	3	Oct-15		JB	North West Bicester		
17	North West Bicester - Masterplan Workstreams																	
18		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	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester		
19		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	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester		
20		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 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester		
21		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 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JC	North West Bicester		
22		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 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	AB	North West Bicester		
23		Community Infrastructure and Development 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 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	CC	North West Bicester		
24		Community Governance and Engagement Workstream	Failure to progress a coherent and comprehensive strategy 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 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	CC	North West Bicester		
25		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 masterplan and subsequent discussions as to S106 requirements.	Legal & Professional	3	4	12	Treat	Eco Bicester Project Team to closely monitor and advise A2/P3 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester		

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26		Landscape / Green Infrastructure Workstream	Failure to progress a coherent and comprehensive strategy to underpin masterplan development. Further work required to complete a site wide biodiversity and green infrastructure plan to inform masterplanning.	Legal & Professional	3	4	12	Treat	Eco Bicester Project Team to closely monitor and advise A2/P3 Eco on requirements for a robust approach that meets the Eco Town standards.	2	4	8	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester	
27		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 Eco on requirements for a robust approach that meets the Eco Town standards.	3	4	12	Oct-14	Further work on this issue will be addressed as part of preparing the SPD and processing future planning applications for the site.	JB	North West Bicester	
28	North West Bicester - Supplementary Planning Document (SPD)																
29	11	Preparation of Masterplan SPD	Risk that the preparation of the masterplan and process towards its adoption as the SPD for the site is slow, so that it is not in place in time to provide the detailed planning policy context against which to determine the planning applications.	Legal & Professional	1	4	4	Treat	Eco Bicester project Team to exercise robust project management approach to minimise the possibility of this happening.	1	4	4	Jan-16	The draft SPD was reported to CDC's Executive on 1 June 2015 where it was approved as Interim Draft Guidance for the NW Bicester site. Now the CDC Local Plan has been adopted, the Bicester Delivery Team are preparing the draft SPD for adoption. To this end it will be reported to CDC's Executive by the end of the year.	AB	North West Bicester	
30	North West Bicester - Demonstration Projects																
31	12	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	2	8	Jan-16	A sustainable transport strategy has been commissioned for Bicester and this is expected to be completed by the end of July 2015. CDC is seeking funding to implement the main recommendations of the Strategy in partnership with OCC. CDC / OCC have submitted bids to OxLEP for funding - the outcome of which are currently awaited. The Sustainable Transport Strategy is also being reported to CDC's Executive in October 2015 for endorsement so that it can inform CDC's Local Plan Part II.	JC	North West Bicester	
32	13	Community Solar Project	Risk that potential network capacity issues could limit the effective implementation of the scheme.	Technical / Equipment	3	4	12	Treat	Conversations currently taking place with SSE to explore the issue.	2	4	8	Jan-16	A feasibility study into the capacity of the Bicester grid has been commissioned from the Low Carbon Hub. Initial findings have been delivered. The Low Carbon Hub is coordinating an approach with OxLEP and the Growth Board with a view to secure future funding to progress the project further - an update on this project is also contained in the October Eco Bicester Sustainability Project Plan on this agenda.	GK	North West Bicester	
33		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 Eco.	3	3	9	Jan-14	Employment & Community and Social Infrastructure Working Groups to identify opportunities. Consideration of West Northamptonshire Development Corporation (WNDC) approach re skills training - OCC to discuss internally how to progress with relevant officers. This risks now comes under the Employment Workstream.	AB	North West Bicester	
34		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	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	Jan-14	The Demonstration Building closed to the public on 31/05/13. 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	
35		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 31 March 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 least 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 March 2013.	Legal & Professional	3	2	6	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 31 May 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	
36		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 homeowners and private tenants to have cavity wall and loft insulation for free. The scheme also includes loft top ups, which makes CDC the only local authority in the UK which is currently providing this free. Scheme now ended and risk removed.	AS	North West Bicester	
37	North West Bicester - Phase 1 / Exemplar																
38	15	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	6	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	Jul-14	The development started on site during April 2014 and first occupation of the new homes is expected in Summer 2015.	JB	North West Bicester	

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39	14		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	Jan-16	OCC has confirmed that ministerial approval has been granted for OCC's preferred choice of school sponsor, The White Horse Federation. The school is the subject of a full planning application to OCC which has now been approved. The school is expected to open in September 2016.	LM	North West Bicester	
40	15	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 Eco / 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 Eco / 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	Jan-16	An application for the Phase 1 Local Centre was submitted to CDC in April 2015 (ref. 15/00760/F) and is awaiting determination.	JB	North West Bicester	
41	16	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 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.	2	4	8	Jan-16	CDC's Executive has now approved the use of the Eco Town funding towards delivery of the Eco Business Centre as a capital project and the first project steering group meeting will take place later this month. CDC are currently progressing the procurement of a design team and operator, to be in place by March 2016.	KC	North West Bicester	
42 North West Bicester - Planning application process																	
43	17	Pre-application discussions	Risk that there is inadequate pre-application discussions with all the relevant parties to deliver acceptable planning application submissions.	Legal & Professional	3	4	12	Treat	All applicants have been and will be encouraged to use CDC's pre-application service.	2	4	8	Jan-16	Pre-application meetings have been held on 4 out of the 5 applications that have been submitted to date, with the exception of the 1700 dws application submitted by P3 Eco. As a consequence, the processing of this application may take longer.	JB	North West Bicester	
44	18	Public concern over the application proposals	Risk that there will be some public opposition to significant elements of the proposals e.g. the Howes Lane re-alignment	Reputation / Communication	3	4	12	Treat	it will be very important that the proposals are explained clearly and thoroughly to the public and members as part of on-going engagement by the applicants, CDC and OCC. This has already happened to a good extent but needs to be continued.	2	4	8	Jan-16		JB	North West Bicester	
45	19		Risk that infrastructure required is not provided in a comprehensive manner and in an orderly sequence due to the fragmented nature of land ownership at the site and the number of applications.	Legal & Professional	3	4	12	Treat	On-going meetings between CDC and OCC are being held to firm up on the infrastructure requirements and when they should be provided.	3	4	12	Jan-16	Meetings with applicants are now underway to discuss issues of infrastructure necessitated by the site's development and timing of provision. CDC have secured legal advice on the same. Discussions are actively taking place on the S106 agreement related to A2 Dominion's 2600 dws application with a target date of December completion in order to access HCA funding to deliver major strategic infrastructure, with OCC now committed to meeting this deadline.	JB	North West Bicester	
46 Eco Bicester Projects																	
47	20	Heat Network Feasibility	Risk of failure to deliver the project in accordance with the stated project plan and under the terms of the grant agreed with DECC.	Legal & Professional	3	3	9	Treat	A Project Board has now been set up with agreed Terms of Reference and Governance Structures	1	3	3	Jan-16	Consultants Ramboll have been appointed to undertake the work and have now finalised their report - in essence the technical and commercial feasibility work has been completed. CDC have held 2 internal workshops to ensure corporate understanding and support of the project. Business modelling is to follow with another workshop to be held by the end of the year.	GK	Eco Bicester	