

Risk no.	Risk Theme	Risk Description	Probability	Impact	Gross	Risk treatment	Mitigation	Update/Change from November 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>Progress continues to be made on NW Bicester S106 agreements. Albion Land appeal allowed (Dec 2017). CDC's and OCC's S106 requirements were generally maintained by the Inspector, bar those relating to supporting the new community at NW Bicester. At the current time there is no discernible impact from this on the progress of S106 agreements.</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>See risk 1d above.</b> The s106 for Albion Land's application for commercial development application has been completed. <b>However, its appeal against CDC's refusal of the original application (for both housing &amp; commercial elements) allowed.</b> <b>At the current time there is no discernible impact from this on the progress of S106 agreements.</b>
3	<b>Risks to delivery of Strategic Infrastructure</b>							
3a		General issue of inadequate funding to deliver infrastructure to support planned development	4	4	16	Treat	Work with government and other partners to secure necessary infrastructure to support growth.	<b>No change</b>
3b		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>
3c		Development sites do not come forward speedily and / or in the manner	3	4	12	Treat	Engage in regular dialogue with developers to	<b>No change</b>

		anticipated so adversely impacting on comprehensive and timely delivery of infrastructure					understand underlying causes and see what can be done to re-profile timing of infrastructure provision.	
<b>3d</b>		Developers successfully challenge CDC / OCC S106 requirements resulting in a reduction of the developer funding needed to support the delivery of necessary infrastructure.	3	4	12	Treat	Work with developers / colleagues to agree a compromise if possible which avoids undermining the delivery of key infrastructure. Initiate discussions with the HCA / LEPs to explore opportunities to close major funding gaps.	<b>See risk 1d</b> <b>Albion challenged the NW Bicester S106 requirements through appeal. Appeal allowed (Dec 17).</b> <b>CDC's and OCC's S106 requirements were generally maintained by the Inspector, bar those relating to supporting the new community at NW Bicester.</b>
<b>3e</b>		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 continue with Network Rail &amp; A2Dominion to progress design of rail crossings and Network Rail agreement to deliver. This work will provide certainty over costs and the timing of delivery.</b>
<b>4</b>	<b>Risks to securing a whole town approach</b>							
<b>4a</b>		Reduction in availability of funding threatens delivery	3	4	12	Treat	Explore possible alternatives looking at	<b>No change</b>

		of town wide projects					both internal and external sources of funding. Look at re-profiling project outcomes. Consult other delivery partners and investigate pooling resources.	
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, however three members of the Team are on contracts which are due to expire during 2018/19. Discussions are underway in relation to this matter.</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 in terms of the capacity need to deliver actions.	No change
5b		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.	No change
5c		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.	No change Funding confirmed

5d		Funding to sustain the programme beyond current pilot phase (ending March 2019)	5	3	15	Treat		Explore future programme and funding opportunities
6	Risks relating to public opinion / stakeholder management							
6a		Lack of momentum results in an increase in negative opinions around development	3	3	9	Treat	Keep a keen watch on media reports etc. around Bicester and act promptly to address negative coverage. Maintain / increase good communications with stakeholders and other delivery partners.	No change
5b		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.	No change

## 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