

Risks have been sorted according to RAG status.

Project Risk and Opportunities Register Cambridgeshire Horizons

Project: Major Developments Strategic Level Risks

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Last updated: 6th September 07

Number of Risks/ Opportunities	44
Number of Red RAG Status	10



No	Topic	Risk	Probability	Impact	Mitigation	Owner	Date to Complete	Current status (RAG)
R33	Public Perception	Failure to manage jointly local opposition to the Growth agenda leads to poor public perception and possible disruption / failure to determine Planning Applications	M	M	Recruit communications manager at Horizons. Develop and implement area-wide communications strategy to reflect Delivery Plans and Co-operation Agreement (R43)	Horizons / LAs	SOB to set deadline	R
R43	Partnership Management	Partnership fails to work effectively at all levels. The focus is on the political interest of each individual organisation as opposed to the wider objective of sustainable growth within the sub-region. Resources are fought over, are not used effectively and do not address key capacity issues (e.g. S106 legal support). Partnership fails to deliver fully sustainable growth.	H	H	Regular opportunities for key Members from partners to come together informally to build trust and address areas of potential disagreement. Co-operation Agreement between Local Authorities and Horizons to outline resources & responsibilities. Delivery Plans for major development sites to highlight at what point input will be required. Founder members preparing revised Horizons Business Plan. Co-operation Agreement and Delivery Plans to be agreed and monitored by JSGIC and influence communications strategy (R33).	Horizons / LAs	SOB to set deadline	R
R39	Education	Failure to deliver appropriate post-16 education provision to meet growth at early major development sites.	M	M	LSC and County to prepare clear strategy to deal with capital investment and decisions regarding post-16 provision. Clarify process to prepare strategy (Oct '07)	LSC, County	Nov / Dec '07	R

R3	Education	Failure to deliver appropriate secondary school education provision to meet growth at major sites.	M	H	County Council to prepare a clear strategy to deal with capital investment and decisions regarding new Secondary Schools. (Site location and demonstration of need at Southern Fringe and North West now being addressed by Fringe Sites Delivery Board).	County Council	SOB to set deadline?	R
R5	Transport	Major sites and Cambridge inadequately served by transport infrastructure. Results in delay to developments and failure to meet sustainable transport objectives.	M	H	Long Term Transport Strategy and Cambridge Area Transport Strategy to be progressed to completion. Partners to agree TIF joint member working arrangements with finalised Terms of Reference. Senior Officer Board to clarify how TIF should be considered by major planning applications	County Council	SOB to set deadline	R
R1	Waste	Failure to deliver appropriate waste management facilities to meet growth at major development sites	H	H	A method for dealing with waste provision on early development sites is required prior to the approval of the LDF. County to clarify how sites and funding will be secured for waste management at Southern Fringe and North West Cambridge.	County Council	SOB to set deadline.	R
R10	Housing	Failure to provide for the Regional Housing targets of and additional 4,300 RSS allocation homes in Cambridge.	H	M	Process needed for reviewing sub regional allocation (will include LDF review) SOB to clarify how and when to be addressed.	LAs	2010	R
R11	Housing	Developers delay implementation of Planning permission resulting in delay to delivery of housing and associated infrastructure. Early residents compromised.	M	H	SOB to consider process. SOB to clarify how and when to be addressed.	Horizons	Dec '07	R

R21	Community Services	Failure to provide and coordinate the delivery of sustainable infrastructure including information technology and communications.	M	M	LDF policies to include communications and IT requirements for all developments. Initial scoping work being undertaken on Northstowe SOB to clarify how this will be addressed and who will lead: envisaged that Sustainable Infrastructure Coordinator would have been in post.	Horizons / LAs	SOB to revise deadline	R
R34	Climate Change	Failure to adequately address climate change through design and build quality in new developments.	M	H	Ensure climate change issues are fully addressed. City Council has recently adopted a design and sustainable construction SPD which will be applied to all major developments. Processes to ensure issues fully addressed must be clarified. SOB to clarify how this will be addressed without Sustainable Infrastructure Coordinator in post and who will lead.	LAs	SOB to set deadline	R
R14	Transport	Failure to address impact on trunk road network caused by major developments results in Highways Agency holding directions and delay to growth.	H	H	Joint working group to complete work on proposed interim measures for A14 by Oct/Nov '07 (also identified as potential issue for North West Cambridge). Proposed measures to be approved by individual parties (Highways Agency, County Council, South Cambs District) Outstanding issues on Southern Fringe to be addressed at Delivery Board 24 th Sept. Highways Agency to report to JSGIC to clarify how impact of development on trunk roads network will be dealt with.	Horizons	Oct '07	A

R4	Green Infrastructure	No agreed system in place for green infrastructure management at Cambridge Fringe Sites. Results in insufficient open space and funding and poor public perception of growth.	H	M	City and South Cambs to agree approach for Southern Fringe open space management. City and South Cambs to confirm approach to taking on land on long leasehold – being addressed at Fringe Sites Delivery Board	City & South Cambs	Sept '07	A
R40	Funding	Failure to agree prioritisation of Section 106 requirements based on independent valuation results in delay to planning application determination.	M	M	Partners to agree prioritisation of Section 106 requirements. Joint Strategic Growth Implementation Committee to address prioritisation of Section 106 requirements for Cambridge Southern Fringe 11th September 2007. Paper to JSGIC to set out process for further negotiations.	JSGIC	Sept '07	A
R44	Environment	Delay to planning application determination and possible refusal due to inadequate standard of air quality assessments submitted with outline applications. Air quality assessments based on insufficient data results in reduced air quality in the City Centre and/or planning decisions being open to third party challenge.	H	M	Assess potential likelihood of third party challenge and implications for planning decisions. City, County and SCDC to agree standard of traffic data required for air quality assessment. Consultancy work to address Environmental Health's concerns over Air Quality data to be funded through LDV consultancy budget 2007/08.	LAs	March '08	A

R41	Funding	Failure to recruit new posts and undertake consultancy work funded by Government 2007/08.	H	H	Partners to agree final package of posts to be recruited and consultancy work to take place before end March 2008. Recruit agreed posts (posts to be advertised 14 th September) and commission agreed consultancy work before end March 2008. JSGIC to approve consultancy package 11 th September Prepare alternative strategy in event of unsuccessful recruitment. Authorities to appoint interim cover for posts.	JSGIC	Oct '07	A
R13	Land Assembly	Land for Northern Fringe does not come forward to meet delivery timescales leading to long term shortfall in key sites.	H	H	JSGIC to consider study – now deferred to end 2007 after the Rail Utilisation Strategy.	Horizons, LAs	March '08	A
R42	Planning	Lack of agreement on development of 'reserve land' identified by AAP Inspector for Northstowe	H	H	Agree approach to reserve land. Being dealt with at Northstowe Delivery Board.	SCDC, County	TBC	A
R23	Urban Design	Poor quality or inconsistent urban design across all the development sites, leads to poor quality urban environments.	H	M	Design Manual for streets for standardisation across all developments to be adopted for launch Autumn 2007. (Design coding for residential areas). Need to secure developer ownership. County Council to lead on consultation and adoption at Cabinet October 2007.	Horizons / LAs	Oct '07	A

R6	Gypsies & Travellers	Insufficient provision for Gypsy and Traveller sites across the sub region. Lack of sub regional strategy could lead to opportunities missed.	M	M	Local authorities to undertake site searches, and a sub regional approach to be considered, potentially through the SHMA Opportunities for integrating smaller sites within the fringe developments to be explored (Southern Fringe and NIAB land excluded) County led group looking at this, Gareth Jones to ensure engagement with planners. Gypsies & Travellers needs assessment to be incorporated into SHMA Housing Board representation on Strategic and Working Groups led by County.	County with CR Housing Board input	Deadline for site searches to be added here.	A
R2	Community Services	No agree system in place for community facilities management. Results in insufficient funding and facilities and poor quality developments.	H	H	Clarify community services / infrastructure management strategy, roles and resources for each major site.	Horizons / LAs	Dec '07	A
R8	Housing	No strategy identified for the delivery of housing types at major sites results in failure to meet requirements of LDFs.	M	H	Strategic Housing Market Assessment to be completed by Housing Board, which will influence delivery on the early sites. Due date for SHMA completion end '07. Formal consultation period for SHMA Sept-Nov '07.	CR Housing Board	Dec '07	A
R9	Policy	Delay in confirmation of Planning Policies or policies overturned by Inspectors would delay progress on Major Development Sites Planning Applications.	H	M	Development Plans and LDFs are progressing to ensure soundness of the policies. Legal challenges on policy to City Local Plan and SCDC LDF Core Strategy to be resolved.	LA	March '08	A

R38	Housing	RSL Delivery partner (Cambridgeshire Partnerships Ltd) fails to fulfill terms of commitment of Cambridge Challenge.	M	M	Housing Corporation to clarify terms of commitment with Cambridgeshire Partnerships Ltd. City and South Cambs to prepare bid to Housing Corporation for Cambridge Challenge October 2007. Districts to submit separate bids to Housing Corporation for rest of sub-region with support from sub-Regional Housing Coordinator.	Housing Corp with support from CR Housing Board	Oct '07	A
R15	Transport	A428 (Caxton – St Neots) missing link is not accelerated which leads to increased pressure on network.	H	L	Early discussions between Highways Agency and relevant partners taking place. Economic Impact Assessment commissioned, to complete Sept 2007	Horizons / County	Sept '07	A
R17	Transport	Insufficient funds in place for transport measures to meet timetable for Major Developments, this leads to a strain on existing infrastructure, or delay to progress.	H	H	Local Transport Plan / TIF strategies in place for medium term. Long Term Delivery Plan being prepared to explore funding issues. Need to continue to lobby and source new areas of funding.	County / Horizons	Dec '07	A
R18	Education	Competing priorities leads to delay implementing County Council Schools Programme.	M	M	Programme for major development sites to be incorporated into Long Term County Capital Strategy (including District and City requirements for community uses in schools).	County Council	Ongoing	A
R22	Utilities	Inadequate or poor provision of 'Water Cycle' management solutions across the developments leads to poor quality sustainable developments.	H	M	Implement coordinated approach to SUDS management methods across major development sites. Sub Regional 'Water Cycle' study to be carried out. Phase 2 to be commissioned for completion	Horizons	Dec '07	A

R24	Urban Design	Process for the adoption of roads and paths is unclear, which may lead to delay in housing delivery.	H	M	Process to be clarified and approved by all parties – linked to Design Guide Work.	Horizons / LAs	Revised deadline to be added here	A
R25	Community Services	No agree system in place for community facilities procurement and delivery results in insufficient funding (including Section106)and inadequate or poor quality facilities.	H	M	Clarify community services / infrastructure strategy, role and resources in delivery for each major site.	Horizons / LA	Dec '07	A
R27	Health	Review of hospital provision does not take into account the growth agenda. New development not served adequately by hospitals.	H	M	Horizons have engaged with SHA. Health Forum being re-convened following PCT review.	Health Forum	Dec '07	A
R28	Health	Insufficient provision of health facilities across the development sites due to inadequate funding.	M	H	Need for clear S106 prioritisation process and clarity of public funding (Long Term Delivery Plan to inform). Health Forum is reconvening and will advise on way forward.	Health Forum	Dec '07	A
R29	Health	Inadequate provision for healthy living leads to poor health outcomes	M	M	Ensure healthy communities issues are dealt with through Health Impact Assessments of the various stages of planning and implementing.	Health Forum	Dec '07	A
R30	Employment	Jobs identified in Structure Plan (Policy P2/1) fail to materialise (49,300 new jobs in sub region 2001-2016).	L	H	GCP strategy being developed. Job strategy to be delivered and supported by the infrastructure investment	GCP / LAs	Timescale for GCP strategy to be added here.	A

R32	Skills	Inadequate local availability of skills to meet the demanding growth agenda. This leads to a delay in progress of the developments	M	H	Need for investment in skills and construction methods. Eg SmartLIFE. Liase with education providers and employers to ensure skills and capacity are developed. LTDP to inform at high level, but more detailed strategy needed.	LAs / Horizons	Dec '07	A
R35	Community Services	Failure to deliver appropriate arts and cultural facilities results in non-sustainable communities.	M	M	Ensure Arts and Culture provision is implemented. Put in place an Action Plan.	Arts and Culture Implementation and Development Group (ACID)	Dec '07	A
R36	Sports and Recreation	Failure to deliver appropriate sports facilities results in non-sustainable communities.	M	M	Ensure sports facilities are addressed, funded and implemented. Put in place an Action Plan.	Sports strategy Steering Group.	Dec '07	A
R12	Land Assembly	Land for Cambridge East does not come forward to meet delivery timescales.	M	H	Work progressing on Airport relocation for land Marshall to vacate end 2012. Final decision to be made end 2007. Land north of Cherry Hinton may come forward at same time as north of Newmarket Road.	LAs, Horizons	Dec '07	A
R31	Governance	Inadequate or inappropriate governance arrangements on development sites	M	H	Currently being dealt with on a district by district basis,	LAs / Horizons	Dec '07	G