

Cambridgeshire Growth - Strategic Risk Register - As at July 2009 with updates for JSGIC Sep 2009

No	Risk	Probability	Impact	OVERALL SCORE	Mitigation	Who does this involve?								Owner authority	Date to Complete	Status	
						HORIZONS	COUNTY	CITY	SCDC	ECDC	FDC	HDC	OTHER				
Please note: This is a work in progress document. The SRR will next be reviewed in full in October 2009. Please see Appendix B for explanatory notes.																	
1. Providing new affordable housing and adaptations to existing housing in established communities																	
1.1	Local policy commitments for levels of affordable housing and housing tenure mix not met, resulting in reduced ability to meet housing demand.	4	4	16	a.	Ensure early involvement of appropriate RSLs in discussions and negotiations with developers and attendance at Delivery Boards.			x	x	x	x	x		Local Authorities	ongoing	😊
					b.	Local authorities to undertake site searches, and a sub-regional approach to be considered, for integrating travellers sites within growth sites.		x	x	x	x	x	x		Local Authorities	tba	😐
					c.	Maintain programme of continuous refresh of the SHMA - Next milestone: 2009 consultation (two phases) closes 30 Oct 2009.			x	x	x	x	x		CRHB supported by County	Oct-09	😊
1.2	Targets for new and affordable homes not met, resulting in loss of future support from HCA and Government.	3	5	15	a.	Continue to work with the Homes & Communities Agency as part of the 'single conversation' to take forward the issues set out in the Cambridgeshire Prospectus and to deliver the housing programme. Next Milestone: tba	x	x	x	x	x	x	x	x	Horizons and LAs	tba	😊
					b.	Cambridgeshire Partnerships negotiate appropriate grants to unlock housing delivery. Next Milestone:								x	Cambridgeshire Partnerships	Sep-09	😐
					c.	Review workload priorities to target efforts at the most deliverable sites in line with the agreed delivery strategy.			x	x	x	x	x		Local Authorities	tba	😊
1.3	Applications for development (including major growth sites) do not come forward to meet delivery timescales, leading to long-term shortfall in key sites and potential failure of Core Strategies.	3	5	15	a.	Work with Marshall to determine approach to relocation of Marshall Aerospace by September 2009	x	x	x	x			x		Horizons	Sep-09	😐
					b.	Northstowe (mitigation tba)	x	x		x					County and SCDC	tba	😐
					c.	Press for EIP of strategic issues. Next Milestone: see JSGIC report		x	x	x	x	x	x		Local Authorities	tba	😊
					d.	Press forward with Strategic Housing Land Availability Assessments.		x	x	x	x	x	x		Local Authorities	tba	😐
1.4	Submitted applications for major developments are significantly delayed (because, e.g., of the downturn in the housing market and mortgage availability, prolonged S106, viability gaps, planning appeals)	3	5	15	a.	Commission viability modelling to increase understanding of viability, supporting requirements for 40% affordable housing and 106 packages. Next Milestone: viability modelling for Clay Farm.	x	x	x						Horizons	Sep-09	😐
					b.	Use Flexible Fund and Kickstart to bring forward or kick-start major growth sites. Next Milestone: Complete Trumpington Meadows agreement	x							x	Horizons and HCA	Sep-09	😐
					c.	Take planning applications to development control committees at appropriate times. Next Milestone: Main NIAB application to Joint DC Committee Autumn 2009.		x	x	x	x	x	x		Local Authorities	Oct-09	😊
					d.	Maintain engagement with developers and landowners through the Developer Forum (next meeting tba)									Horizons	tba	😊
					e.	Defend appeals to ensure robustness of our approach if applicable. Next Milestone: Clay/Glebe Farm appeal.		x	x	x					Local Authorities	Sep-09	😊

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2. Ensuring early provision of services for children and young people, including schools and children's centres																
2.1	Early Years, Primary and Secondary Education facilities (0-16) not provided on time resulting in reduced ability to meet the needs of first residents.	3	4	12	a.	Keep demographic information up to date to ensure planned provision remains consistent with the proposed scale and nature of developments.		x						County	ongoing	☹
					b.	Early identification of school promoters through competition process to enable early engagement in the design and delivery of schools.		x						County	ongoing	☺
					c.	Ensure land for schools is secured in timely way within s106 agreements. Generally need 2 years for design and construction of primary schools, 4 years (or possibly longer) for secondary schools. Next Milestone: agree NIAB school provision		x	x	x				County and district councils	Oct-09	☹
					d.	Develop fall-back positions for education to be put in place where land may not be available in a timely manner. Next Milestone: tba		x						County	tba	☹
					e.	Work with existing providers of early years to ensure they are in a position to respond to demand.		x						County	tba	☺
2.2	Tertiary Education facilities (16+) not provided on time resulting in reduced ability to meet the needs of first residents.	4	4	16	a.	tba										
					b.	Addressing the needs of NEETS in view of lack of Government funding for colleges. (NEW tba)		x						County	tba	
3. Ensuring early provision of affordable leisure and appropriate community facilities and social infrastructure that is accessible to all																
3.1	Affordable leisure and appropriate community facilities not provided on time, resulting in reduced ability to meet the needs of first residents.	3	3	9	a.	Consider co-location, delivery and management of community facilities within, e.g., schools. Next Milestone: determine way forward with joint uses on NIAB schools		x	x	x	x	x	x	County and district councils	Sep-09	☺
					b.	Put in place temporary/interim and fall-back arrangements to serve the needs of first residents. Next Milestone tba			x	x	x	x	x	District Councils	tba	☺
					c.	Press forward with work on Cultural, Arts and Sports facilities. Next Milestone: report to JSGIC	x							Horizons	Nov-09	☺
					d.	Ensure sites for faith and community facilities are reserved in Master Plans. Next Milestone: Masterplanning University site (Cambridge NW)			x	x	x	x	x	Local Authorities	Nov-09	☺
3.2	Lack of community development activity and social infrastructure, resulting in lack of community cohesion and integration.	4	3	12	a.	Youth Participation event on growth in October 2009.	x	x	x	x			Horizons	Oct-09	☺	
					b.	Develop and implement Community Development Plans. Next Milestone tba			x	x	x	x	x	District Councils	tba	☹
					c.	Seek funding for community development workers through Section 106 agreements. Next Milestone tba			x	x	x	x	x	District Councils	tba	☺

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4. Ensuring easily accessible local and strategic open spaces that are safe, clean and rich in biodiversity																		
4.1	Easily accessible (strategic and local) open spaces not provided resulting in reduced ability to meet residents' needs.	3	4	12	a.	F&WM Bill maintenance of open spaces (work in hand to develop these mitigations in light of F&WM Bill)										County, City and SCDC	tba	☺
					b.	SUDS spaces											County and Horizons	tba
5. Providing a well maintained and managed highways network																		
5.1	Highways network not improved to enable growth to happen, leading to insufficient highway capacity for major growth.	3	5	15	a.	Engagement with Highways Agency at traffic modelling and impact meetings. Next Milestone: tba.		x	x	x						County, City and SCDC	tba	☺
					b.	Engagement with Highways Agency to maintain funding for strategic routes improvement that will enable development in the sub-region.	x	x							County and Horizons	tba	☺	
					c.	Press Government for clear timetable for A14 widening. Next Milestone: Horizons regular meeting with Costain-Skanska	x								Horizons	Oct-09	☺	
5.2	Failure to achieve sufficient modal shift resulting in over-reliance on car travel and traffic congestion.	4	4	16	a.	Ensure sufficient improvements to public transport and the network of cycle ways and footpaths are secured from developers.	x	x	x	x	x	x	x		Local Authorities	ongoing	☺	
					b.	Implement Cycle Demonstration Town projects		x	x	x					County	tba	☺	
					c.	Delivery of Cambridgeshire Guided Busway. Next Milestone: opening of St Ives to Cambridge section end Oct 2009.		x							County	Oct-09	☺	
					d.	Explore potential of Car clubs and other initiatives tba										tba		
5.3	Failure to manage traffic demand arising from growth (and failure to secure necessary funding).	4	4	16	a.	County Council to consider report from Cambridgeshire Transport Commission.		x							County	complete	☺	
					b.	County Council Cabinet to consider TIF proposals.		x							County	Autumn 09	☺	
					c.	Consider alternative investment priorities with and without TIF money.		x	x	x					County	tba	☺	
					d.	Maximise investment in transport infrastructure and services from funding sources other than TIF. Next Milestone tba	x	x							County and Horizons	tba	☺	

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6. Ensuring the appropriate infrastructure (and transport networks) are in place and maintained to facilitate and sustain economic development																	
6.1	Failure to understand the scale of need for infrastructure (including measures to deliver zero-carbon growth) and related investment requirements, resulting in reduced ability to secure necessary funding.	3	4	12	a.	Develop Integrated Development Programme taking account of comments from partners.	x	x	x	x	x	x	x		Horizons	Oct-09	😊
					b.	Explore potential of Variable Tariff to increase funding of strategic projects from infill and strategic sites. Next Milestone: tba	x	x	x	x	x	x	x		Horizons	tba	😊
					c.	Find funding for Infrastructure studies to support Tariff work.	x		x	x	x	x	x		Horizons and district councils	Sep-09	😐
					d.	Consider response to the Government's proposed reduction in HGF capital funding for 2010-11	x	x	x	x	x	x	x		Horizons	Sep-09	😐
6.2	Inability to secure early adequate infrastructure delays progress on growth sites.	5	5	25	a.	Use Flexible Fund to bring forward infrastructure on major growth sites. Next Milestone: Trumpington Meadows agreement	x	x	x	x				Horizons	Sep-09	😊	
					b.	Chesterton Station RFA Next Milestone: tba	x	x							Horizons	tba	😐
6.3	Inability to deliver advanced technologies and utilities that might result in poorer services for residents and deter employers from locating to the new	4	3	12	a.	Secure funding for, and implement, IT and communications strategy		x	x	x				County, City and SCDC			
					b.	Secure funding for, and implement, Northstowe renewable energy project	x	x		x					Horizons	tba	😊

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7. Supplying new developments with necessary services																		
7.1	Failure to understand/interpret the scale of need for services (including public services) to meet the needs and expectations of a growing and changing population, resulting in reduced ability to secure necessary funding.	3	5	15	a.	Implement the GIS partnership project to enhance monitoring capability by enabling spatial representation of information. Next Milestone tba.		x	x	x	x	x	x		County	tba		
					b.	Set up sub-group(s) involving all partners for identifying service needs and interdependencies. Next Milestone: Work plan being devised.												tba
7.2	Inability to afford/provide services to meet demands arising from population growth, resulting in increased pressure on budgets and services for the wider community including existing residents.	4	5	20	a.	Explore potential for locating new facilities such that they support the needs of existing communities as well as new. Next Milestone tba		x	x	x	x	x	x		District Councils	tba	☺	
					b.	Authorities to review service and resource implications of growth. Programme of work tba		x	x	x	x	x	x	x		District Councils	tba	☹
					c.	Explore alternative funding and delivery methods that do not rely on traditional public sector financing (e.g., tax increment financing). Next Milestone: bid for TIF pilot submitted; announcement awaited.	x										Horizons	tba
7.3	Governance arrangements, to represent the needs of new communities, are not put in place in time.	2	3	6	a.	Ensure proposals for establishment of Parish or other relevant community representation bodies are brought forward. Next Milestone: tba			x	x	x	x	x			tba	☺	
					b.	Timely reviews of parish boundaries as appropriate. Next Milestone: Parish Boundary Review for				x						SCDC	tba	☺
					c.	Consider changes to administrative boundaries. Next Milestone: implement Boundary change proposed between City and SC areas.		x	x	x						City and SCDC		☺
8. Ensuring planned growth is sustainable with job and housing growth running in tandem																		
8.1	Housing growth does not correspond with job growth, leading to rising unemployment and financial difficulties, also not enabling people to live nearer to work, resulting in continuing commuting/traffic congestion pressures.	4	4	16	a.	Mitigations being worked up in detail around IDP.											☺	
8.2	Future patterns of growth are not sustainable.	4	3	12	a.	Drive sustainability arguments through RSS Review to 2031		x	x	x	x	x	x		County	tba	☺	

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9. Improving community safety through well designed and managed developments																	
9.1	Failure to 'design out' potential 'hot spots' for crime and/or anti-social behaviour.	3	4	12	a.	Ensure that all partners are fulfilling responsibilities for taking community safety implications into account in a coordinated way. Next Milestone tba		x	x	x	x	x	x	x		tba	☹
9.2	Health and emergency services unable to meet additional demands for services arising from growth.	3	5	15	a.	Engage emergency services more fully in the growth agenda. Next Milestone tba	x	x	x	x	x	x	x	All	tba	☹	
10. Ensuring high sustainability standards are present in the design, mix and construction and occupation of new developments including energy efficiency and more sustainable waste management																	
10.1	Proposals for sustainable design are not implemented, resulting in low sustainability standards and poor character developments where people do not want to live.	4	4	16	a.	Explore need for investment in skills and construction methods through, e.g., SmartLIFE/The Hive, and skills academy in Northstowe. Liaise with education providers and employers to ensure skills and capacity are developed. Next Milestone: revised business case and funding agreed for The Hive		x						County	Sep-09	☹	
					b.	Ensure climate change mitigation measures are an integral part of sustainable development plans. Next Milestone IDP to Board	x						Horizons	Sep-09	☺		
10.2	Residents do not change their behaviours/lifestyles enough for designed-in sustainability measures to work.	4	4	16	a.	Consultation to garner public opinion on Renewable Energy. Publish results.	x							Horizons		complete	
					b.	Further mitigations tba											
10.3	Failure to address challenges of climate change, including risks of flooding, insufficient water supply, and excessive heat.	3	4	12	a.	Roll out programme of water cycle strategy work. Next Milestone: NW Cambridge	x	x						Horizons	Oct-09	☺	
					b.	Assess and consider the potential impacts of the F&WM Bill. Next Milestone TBA		x					County	tba	☺		
					c.	Renewable Energy mitigations tba											

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11. Overarching Risks																	
11.1	Opportunities not seized and/or barriers to development are not overcome	4	4	16	a.	Learning from previous experiences on e.g., Orchard Park.	x	x	x	x	x	x	x	x	All	ongoing	😊
					b.	Explore opportunities to use HGF to unblock barriers. Next Milestone: tba	x								Horizons	tba	😊
					c.	Mitigation being formulated around Robust prioritisation of S106 agreements										tba	
11.2	Funding is not secured or used effectively	4	4	16	a.	Secure sufficient s106 contributions from developers.	x	x	x	x	x	x	x	x	All	ongoing	😐
					b.	Monitor and manage to ensure effective use of HGF Capital and Revenue. Next Milestone: Board progress report	x								Horizons	Sep-09	😊
					c.	Ensure effective use of JPB by March 2010.	x	x	x	x					Horizons, County, City and SCDC	Mar-10	😊
					d.	Close partnership liaison on Cambridge Gateway project to ensure CIF2 time limited funding are spent by March 2011.	x	x	x						Horizons	Mar-11	😊
11.3	Partners don't work together in an effective/co-ordinated way on growth	3	4	12	a.	Establish S29 Committee: Next Milestone: deliver Local Development Scheme Jan 2010		x	x	x				County, City and SCDC	Jan-10	😊	
					b.	Regular opportunities for key members from partners to come together informally to build trust and address areas of potential disagreement (JSGIC and delivery boards). Next Milestone: Next Growth Partnership Board	x	x	x	x	x	x	x		Horizons and LAs	Sep-09	😊
					c.	Partners to agree to implement the Delivery Plans for major development sites to highlight at what point input will be required. Next milestone: Senior Officer Board resources meeting Oct 2009	x	x	x	x	x	x	x		All	Oct-09	😐
11.4	Lack of public awareness of growth.	3	4	12	a.	Ensure Horizons and other partner websites are up to date. Ongoing updates.	x	x	x	x	x	x	x	All	ongoing	😊	
					b.	Maintain and implement communications plans.	x	x	x	x	x	x	x		All	ongoing	😊