

## Strategic Risk Register

**Major Developments Strategic Level Risks**

**Last updated: 28 January 2008**



The Strategic Risk Register is a database to record and monitor the current risk status, who is responsible and the action taken. The register holds details regarding risks and allows the risk status to be tracked; all the actions relating to the risk are held within the programme.

This register includes the following information:

- Risk identification number: Risks start with “R”
- Risk: a clear description of the risk and its consequence: the description should include the cause, the risk itself and the impact of that risk to the project in terms of cost, time, quality and/or public perception. Ill-defined risks do not get managed effectively because the risk may not be fully understood.
- Probability: using the Risk matrix, this will be Low, Medium or High (see column headed “P”)
- Impact: using the Risk matrix, this will be Low, Medium or High (see column headed “I”)

- Mitigation: This describes the action undertaken to mitigate the risk, if the risk mitigation is a set of activities, then these will be added to the programme.
- Owner: Who, or which organisation (dependant upon the level of reporting) is responsible for undertaking the mitigation action
- Status: The current status of each **mitigation** using RAG Status (red, amber, green)

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No	Topic	Risk	P	I	Mitigation	Owner	Date to Complete	Status (RAG)
R1	Transport	Inadequate/ untimely delivery of transport infrastructure to support growth leading to delay to housing delivery.	M	H	Seek maximum level of funding from all available sources	County Council	tbc	R
					Development of robust policy and implementation delivery mechanisms to ensure infrastructure is delivered in a timely fashion.	County Council	tbc	R
					Progress the TIF proposals through to funding and scheme development	County Council	tbc	A
					Develop effective partnership working between County, City and South Cambs Councils through the Joint Transport Forum	County Council	tbc	A
R2	Resources	Delay in recruitment of new posts leads to delay in commencing agreed consultancy work funded by Government 2007/08.	H	H	Recruit agreed posts (posts advertised 3rd October) and commission agreed consultancy work before end March 2008 (Joint Design Team).	All	Jan 08	R
					Develop innovative team structures to maximise efficiency of resource use (Joint Design Team).	All Local Authorities	Jan 08	A
					Secure additional funding for new posts.	City and SCDC	Jun 08	R
					Put in place effective project management arrangements to maximise spend against budget.	All	Mar 08	R
R3a	Funding	S106 requirements do not meet infrastructure/service needs in new settlements.	M	M	Viability work to assist s106 negotiations and maximise resources secured.	Cambs Horizons	ongoing	A
					Develop a coordinated s106 negotiating strategy for each development.	Cambs Horizons	tbc	R
					Alternative sources of funding to fill the viability gap to be identified (e.g., variable tariff scheme).	Cambs Horizons	tbc	R
R3b	Funding	Failure to secure adequate Rolling Fund prevents early delivery of key infrastructure.			Work with Government and others to secure funding streams, e.g: with Government develop S29 plans to release rolling fund.	Cambs Horizons	Sep 08	R
R4	Waste	Inadequate recycling and waste management facilities to cater for the	H	H	Identify locations for facilities through the Waste Characterisation Study.	County Council	tbc	A

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		new population			Complete Waste and Minerals LDF studies to inform preferred options due Sept/Oct 08. Relationship with Waste PFI to be determined.	County Council	tbc	A
			Pursue sites through site specific policy examinations.	County Council	Ongoing	A		
R5a	Housing	Failure to meet the current target for affordable homes in Cambridge sub-region.	H	M	More engagement with developers and Cambridge Partnership Ltd to ensure timely decisions.	Housing Board	Ongoing	A
					Strategic Housing Market Assessment to be completed Feb 2008.	Cambs Horizons	Feb 08	G
					Ensure housing targets are given full consideration in s106 negotiations.	City and SCDC	Ongoing	R
R5b	Housing	Failure to provide for the RSS proposal for an additional 4,300 homes in Cambridge, and possible additional 2000 for SCDC area, up to 2021.			Process needed for reviewing sub regional allocation (will include LDF review)	tba	tba	A
					Explore future opportunities to incorporate additional RSS requirements if needed.	All Local Authorities	tbc	A
R6	Education	Failure to provide adequate education facilities (0-19) due to inadequate funding or land.	H	M	Timely completion of study of future educational and other children's needs (including both buildings and services) across the sub region to inform the Major Projects (this must now include post-16 provision).	County Council	tbc	R
					Consistent mechanism for dealing with co-location of appropriate services across the Growth Areas.	County Council		A
R7	Community Services	Failure to deliver appropriate, joined up services to the new communities leading to inequality of access.	M	M	Identification of timely facilities and robust business plans to secure them-including reference to existing studies.	All Local Authorities	Jan 08	A
					Effective and timely Member and community engagement	All		R

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R8	Funding	Sufficiency of land values to support the identified required infrastructure, leads to trade off of provision of services / facilities and inadequate 'upfront' infrastructure.  (Note linkage with R3a and b)	M	H	Implement findings of Long Term Delivery Plan recommendations for funding.	Cambs Horizons	Ongoing	A
					GAF 3 funding/ TIF strategy.		tbc	A
					Alternative sources of funding to be explored as part of a wider public / private funding package.	Cambs Horizons	Tbc	A
R9	Climate Change	Failure to adequately address climate change through design and build quality across the new developments (e.g., reducing carbon emissions, providing other energy sources, sustainability, waste reduction, re-use of construction materials) leading to unsustainable reliance on non renewable energy sources.	M	M	Delivering urban design within the framework of the City Council's design and sustainable construction SPD and CCC/CH's Sustainable Construction Good Practice Guide.	Cambs Horizons and Local Authorities	revise	A
					Public buildings to be designed and delivered to low-carbon standards to 'lead the way' for private developers. (adapted from Tom's suggestion)	Local Authorities	ongoing	A
					Establishing effective travel plans to reduce private car use and facilitating choosing healthier lifestyles		tbc	G
					Appraisal of long term delivery plan to deliver a low-carbon future. Identify how PPS1 <i>Delivering Sustainable Development</i> can support our policy framework. (GB)	Cambs Horizons	May 08	G
R10	Public Perception	Local Authorities fail to maintain one public voice on issues concerning the communication of the Growth Areas to the Public, leading to failure of local communities to understand the issues and ultimate disenchantment with the growth agenda programme.	M	M	Develop and implement area-wide communications strategy.		Mar 08	R
					Cambs Horizons to appoint replacement Head of Communications & Business	Cambs Horizons		A
					Regular news update to the public from one source.			R
					Regular updates to Horizons web pages			G
					Standard Communications meeting and item on SOB agenda.			G
					Lunch time briefings			A

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R11	Urban Design	Poor quality or inconsistent urban design across all the development sites, leads to poor quality urban environments. Poor quality workmanship also leads to poor image of the growth areas, leading to lower than anticipated house sales.	H	M	Design Manual for Streets, Quality Charter and Design Codes to be applied to all developments.	Cambs Horizons and Local Authorities	Ongoing	A
					Establish Joint Urban Design Team to enable determination of issues re. Southern Fringe and the analysis of Northstowe application.	Local Authorities	tbc	A
R12	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.	Cambs Horizons and Local Authorities	Mar 08	A
					Partners to agree to implement the Delivery Plans for major development sites to highlight at what point input will be required.			G
					Horizons Business Plan (interim) agreed by Horizons Board in Sep 2007; to be reviewed with HGF allocation in Mar 2008.	Cambs Horizons	Mar 08	G
R13	Housing	Developers delay implementation of Planning permission resulting in delay to delivery of housing and associated infrastructure. Early residents compromised.	M	H	Investigate methods of incentivising developers for early start on site.	Cambs Horizons	Mar 08	A
R14	Community Services	Failure to provide and coordinate the delivery of consistent level of sustainable infrastructure including information technology and communications.	M	M	LDF policies to include communications and IT requirements for all developments.	All Local Authorities	SOB to revise	A
					Initial scoping work being undertaken on IT for Northstowe.	County Council		A
					SPV to be established to deliver site-wide renewable energy for Northstowe.	Cambs Horizons		A
					Monitor procurement strategy for sustainable infrastructure for a MUSCO for Northstowe.	Cambs Horizons	Mar 08	A

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R15	Transport	Failure to address impact on trunk road network caused by major developments results in Highways Agency making holding directions and potential for delay to growth. (GB)	H	H	Joint working group to complete work on proposed interim measures for A14 by March 08 (also identified as potential issue for North West Cambridge).	Cambs Horizons	March '08	A
					Proposed measures to be approved by individual parties (Highways Agency, County Council, South Cambs District)			A
					Highways Agency to report to JSGIC to clarify how impact of development on trunk roads network will be dealt with.			R
R16 a	Green Infrastructure	Lack of management and maintenance of public spaces.	H	H	Partners to agree management arrangements for all Fringe Sites prior to CE.	City & South Cambs	March '08	A
R16 b	Green Infrastructure	Ineffective SUDS systems due to lack of adoption and maintenance issues.	H	H	Partners to agree at member level the adoption and management arrangements for SUDS schemes.			A
R16 c	Green Infrastructure	Failure to deliver green infrastructure resulting in unsustainable communities.	M	M	Ensure green infrastructure provision is addressed, funded, and implemented.	Green Inf. Forum	(rolling) to be kept on agenda	A
R17	Environment	Poor quality base data could be used for air quality monitoring. (GB)	H	M	Consultancy work to address Environmental Health's concerns over Air Quality data to be funded through LDV consultancy budget 2007/08.	All LAs	March '08	A

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R18	Land Assembly	Land for development at major sites does not come forward to meet delivery timescales leading to long term shortfall in key sites.	H	H	Study has been commissioned.	Cambs Horizons and Local Authorities	March '08	A
					Work progressing on Airport relocation.			A
					Opportunities to identify other (SC) sites with potential for development.			A
R19	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 Strategic Housing Marketing Assessment.	County with CR Housing Board input	tbc	A
					Opportunities for integrating smaller sites within the fringe developments to be explored (Southern Fringe and NIAB land excluded).		tbc	A
					Gypsies & Travellers needs assessment to be incorporated into SHMA.		tbc	A
R20	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.	LA's	March '08	A
					Legal challenges on policy to City Local Plan and SCDC LDF Core Strategy to be resolved.			
R21	Housing	Failure to fulfill terms of commitment of Cambridge Challenge.	M	M	Housing Corporation to clarify terms of commitment with Cambridgeshire Partnerships Ltd. Memorandum of Understanding in place.	Housing Corp with support from CR Housing Board	Nov '07	G
					Districts to submit bids to Housing Corporation for sub-region with support from sub-Regional Housing Coordinator.			A
					Ensure early involvement of Cambridge Partnerships Ltd on all major sites – attend Delivery Boards			A

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R22	Transport	A428 (Caxton – St Neots) missing link is not accelerated which leads to increased pressure on network.	H	L	Incorporate findings of economic case in prioritisation and capital schemes programme for Eastern Region – process to be confirmed.	Cambs Horizons and Local Authorities	tbc	A
R23	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.	Cambs Horizons	Ongoing	A
					Sub Regional 'Water Cycle' study to be carried out. Phase 2 to be commissioned for completion.			
R24	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	Partners to consider process for future area-based delivery chain.	Cambs Horizons and Local Authorities	tbc	A
R25	Health	Review of hospital provision does not take into account the growth agenda. New developments not served adequately by hospitals.	H	M	Discussions taking place with health sector on way forward.	Cambs Horizons / County Council	tbc	A
R26	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.	Cambs Horizons / County Council	Ongoing	A
R27	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.	Greater Cambridge Partnership and LAs	Timescale for GCP strategy to be added here.	A
					Job strategy to be delivered and supported by the infrastructure investment			A

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R28	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	Cambs Horizons and Local Authorities	Ongoing	A
					Liase with education providers and employers to ensure skills and capacity are developed.			A
					LTDP to inform at high level, but more detailed strategy needed.			A
					Explore potential for temporary use of housing to accommodate construction workers.			A
R29	Community Services	Failure to deliver appropriate arts and cultural facilities results in non-sustainable communities.	M	M	Ensure Arts and Culture provision is implemented.	Arts and Culture Implementation and Development Group (ACID)	Ongoing	A
					Put in place an Action Plan.			A
R30	Sports and Recreation	Failure to deliver appropriate sports facilities results in non-sustainable communities.	M	M	Ensure sports facilities are addressed, funded and implemented.	Sports strategy Steering Group.	Ongoing	A
					Put in place an Action Plan.			A
R31	Governance	Inadequate or inappropriate governance arrangements on development sites	M	H	Review delivery Boards and project management arrangements and put new systems in place if needed.	Cambs Horizons and Local Authorities	April 08	G
R32	Resources	Inadequate supply of building materials results in demand-led price rises, unsustainably long delivery routes, and consequent higher housing costs.	M	M	Assess supplies and price projections within the plan period; explore alternative sources of materials if needed.	tbc	tbc	A