

Risks have been sorted according to RAG status.

Project Risk and Opportunities Register Cambridgeshire Horizons

Project: Major Developments Strategic Level Risks

Director for Development: John Onslow

Last updated: 4 July 07

Number of Risks/ Opportunities	41
Number of Red RAG Status	10



No	Topic	Risk	Probability	Impact	Mitigation	Owner	Date to Complete	Current status (RAG)
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	JSIC to consider study – now deferred to September 2007. City Core Strategy includes options for employment-led development.	Horizons, LAs	March '08	R
R41	Funding	Failure to agree expenditure on new posts and consultancy work	H	H	Partners to agree allocations of funds. Joint Strategic Growth Implementation Committee to address allocation of funds 17 th July 2007.	JSIC	July '07	R
R42	Planning	Lack of agreement on development of 'reserve land' identified by AAP Inspector for Northstowe	H	H	Agree approach to reserve land.	SCDC, County	TBC	R
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 & South Cambs	July '07	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. Clarify mechanism for engagement with districts and other key partners.	County Council	July '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	August '07	R
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	Develop and implement area-wide communications strategy.	Horizons / LAs	Dec '07	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.	LSC		R
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 17 th July 2007.	JSIC	July '07	R
R1	Waste	Delay in approval of the Minerals & Waste LDS places further pressures on the need to identify and secure sites and funding for appropriate waste facilities on early sites.	H	H	A method for dealing with waste provision on early development sites is required prior to the approval of the LDF. Senior Officer Board requested Delivery Boards to address this issue. County to clarify how sites and funding will be secured for waste management at Southern Fringe and North West Cambridge.	County Council	July '07	R

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	Travellers	Insufficient provision for 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 HMA 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. Housing Board to clarify how travellers work links to spatial planning. Consultation on this single-issue review by EERA for Issues & Options to conclude 31 st July 2007.	CR Housing Board	July '07	A
R2	Community Services	No agreed 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 Summer '07.	CR Housing Board	July '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
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) Future agenda item for SOB.	LAs	2010	A
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. Future agenda item for SOB.	Horizons	Dec '07	A
R38	Housing	Slippage in Cambridge Challenge timescale results in failure to select RSL partner(s). Alternative mechanism for selecting RSL does not meet Housing Corporation bid deadline (Oct '07).	M	M	Confirm Cambridge Challenge timescale. Clarify RSL selection procedure and how to utilise output from Cambridge Challenge.	CR Housing Board	Oct '07	A
R14	Transport	No agreement on the interim infrastructure measures for Phase 2 of the A14 scheme, results in delay to commencement of Northstowe.	H	H	Joint working group / technical Group to develop interim measures in detail. Proposed measure to be agreed by partners	Horizons	July '07	A
R15	Transport	Highways Agency concern over impact of Major Developments on existing trunk roads results in holding directions stopping progress on developments.	H	H	Issues for Northstowe being dealt with through the interim measures work on A14. Highways Agency included on the Northstowe and Fringe Site Delivery Boards.	Horizons	July '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.	Horizons / County	July '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	Inadequate resources and 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.	County Council	Ongoing	A
R21	Community Services	Inconsistent approach to the delivery of communications and IT services across all the development sites could lead to poor quality provision.	M	M	LDF policies to include communications and IT requirements for all developments. Initial scoping work being undertaken on Northstowe Sustainable Infrastructure Advisor post to be filled.	Horizons / LAs	July '07	A
R22	Utilities	Inadequate or poor provision of 'Water Cycle' management solutions across the developments leads to poor quality sustainable developments.	H	M	Approval of SUDS on all major Developments to be progressed. Sub Regional 'Water Cycle' study to be carried out. Water Cycle Strategy Steering Group set up to oversee work. Workshop 11 th July. Sustainable Infrastructure Advisor post to be filled.	Horizons	July '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	July '07	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 provsion 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 fail to materialise.	L	H	GCP strategy being developed. Job strategy to be delivered and supported by the infrastructure investment	GCP / LAs	July '07	A
R31	Governance	Inadequate or inappropriate governance arrangements on development sites	M	H	Currently being dealt with on a district by district basis, but there is potential for a more joint up approach, additional resource identified.	LAs / Horizons	Dec '07	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
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 be clarified.	LAs	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	<p>Work progressing on Airport relocation for land Marshall to vacate end 2012. Final decision to be made end 2007.</p> <p>Land north of Newmarket Road on schedule.</p> <p>Land north of Cherry Hinton may come forward at same time as north of Newmarket Road.</p>	LAs, Horizons	Dec '07	G
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