



Project Risk and Opportunity Register

Cambridgeshire Horizons

Project: Northstowe

Programme Manager: Phil Smith

Last updated: 21st Sept 2007

Number of Risks / Opportunities	51
Number of Red Status	13

No	WBS	Risk	Probability	Impact	Mitigation	Owner	Date to Complete	Current status (RAG)
R1	Transport	No agreement on the Interim Infrastructure and softer measures for Phase 2 of the A14 scheme, this will prevent commencement of Northstowe.	M	H	Interim measures to be agreed by HA, Developers and CCC prior to submission of OPA in Dec 2007. Report from Promotors taking on board HA comments. Received, workshop organised for 08/10/07 Measures to be included in GAF3 bid.	David Hunt Promoters	Dec 07	R
R2	Transport	Transport model not finalised. PM peak has been validated. Construction traffic issues not agreed. Model needs to be complete to produce TA / EIA	H	H	Transport model due to commence 24/08/07 based on promoters proposed A14 scheme. Results available in Sept.. No progress on construction traffic issues. Promoters to clarify.	David Hunt Promoters	Dec 07	R
R3	Transport	Delay in remaining Highways & Public Transport costs & supporting methodology to assess financial contributions from the Promoters & County Council. These costs are also required to feed into the King Sturge viability model which is vital to development of the S106 negotiations.	M	H	Further clarification required on specific costs & proposed promoters financial contributions (e.g.CGB) and the methodology behind them by Dealt with in Sept round of S106 meetings with Topic Lead.	Joseph Whelan (CCC) Phil Smith (CH)	Oct 07	R
R4	Transport	HA may consider alternative layouts for A14 improvement scheme that may require a further round of public consultation. This process could delay the delivery of Northstowe.	M	H	Promoters written to HA expressing concern over possible changes to HA scheme proposal. HA / Promoters investigating the effect of the risk Contractor due to be appointed autumn 07 to commence Design and Phasing work. Promoters to start to engage with HA contractors on design and phasing of A14 TPI scheme.	David Hunt	Oct 07	R

R6	Housing	Lack of clarity around housing numbers, type, build rates & affordable element from developers as part of their master plan/planning application. This could lead to unrealistic forecasting of density of housing and late provision of services.	H	H	CCC & developer working together with Masterplanning Topic Group to resolve housing assumptions. Developers to submit background assumptions around PA number of 9,500 dwellings. Paper still awaited.	Caroline Clapson (Promoters)	Sept 07	R
R7	Water Services Infrastructure	Delay in SUDs viability study will impact master planning and street design work & issues of adoption & future maintenance. If SUDs not included in Masterplan then unlikely of meaningful implementation.	M	H	CCC to pursue timetable from Drainage Topic Group for study to inform drainage strategy. Sheryl French (Horizons) involved.	CCC Graham Hughes	Oct 07	R
R28	S106	Insufficient information on S106 principles & specifications/costs available from LA's to agree draft S106 Heads of Terms leading to delay in negotiations with Gallagher/EP and delay in granting planning permission.	M	H	LA's to provide responses to outstanding actions identified by Eversheds in July 07 to Horizons in accordance with programmes. 2nd round of meetings with Topic Leads fixed 12/09/07 & 17/09/07.	LA / Horizons	Oct 07	R
R42	Transport	Lack of proper cyclist routes/facilities in Northstowe, especially Town Centre, threaten modal shift targets & sustainability objectives. (See SUSTRANDS comments on TC Plans) CGB service corridor unsuitable for cyclists due to inappropriate surface materials. Panel tests failed. Target for cycle usage endangered.	H	H	Immediate discussions between CCC and promoters necessary to ensure proper provision is being made for cyclists and surface in specification is suitable.(CCC to provide additional costs & timings for surfacing Northstowe section of maintenance track for cyclists. Report to Delivery Board 14/09/07. Prospect of GAF3 funding.	Joseph Whelan (CCC)/Julie Ayre (SCDC)	Oct 07	R
R46	Transport	Promoters A14 scheme could be subject to potential challenges if different to Highways Agency scheme to be decided after Planning Application submitted.			Promoters & HA co-operating on scheme concept/design & rehearsing issues.	Promoters	Dec 07	R

R51	Education	CCC have identified a need for a second secondary school at Northstowe with co-located facilities and grounds to first Secondary School. Additional land take required and masterplan to reflect this. Developers objection may prolong masterplan discussions and delay submission of Planning Application.	H	H	CCC to demonstrate need for additional secondary school, and land take required. Discussions to be fed back to Delivery board and masterplanning Topic Group.	Graham Hughes	Sept 07	R
R41	Energy	Lack of clear energy strategy to support master plan & planning application will result in prolonged discussions between LA and Promoters, and delay in processing the Planning Application. Master Plan/Planning Application will not meet Gov't/LA's aspirations for Northstowe as exemplar/prototype eco town	H	H	Promoters working together to agree common approach. Arups presented Energy Strategy to Master Plan Topic Group 10/09/07 Change risk to red. See also GAF3 funding bid.	Gallagher/E P (Alan Joyner/Caroline Clapson)	Sept 2007	R
R38	S106	Delay in agreeing S106 heads of terms at time of submitting Planning Application, could prolong negotiations.	M	H	S106 negotiating mechanism to be established (see R 9) P Studdert to co-ordinate as part of new responsibilities	P Studdert (Horizons)	Dec 07	R
R10	Utilities	Advance ducting opportunity has been identified within the CGB maintenance track; this would provide advantages in accelerating the programme. Failure to agree scheme by Oct 07 means contract will proceed without ducting.	M	H	CGB, Nuttals, EDF & promoters have agreed specification regarding the provision of 33KV electricity supply into Northstowe. Estimated cost £800,000 plus CCC easement. Promoters unable to fund but scheme to be included in GAF3 bid. CCC need to know whether to vary CGB contract by Jan 08	David Hunt (Gallagher / EP) P Smith (Horizons)	Dec 07	R
R48	GAF 3 Funding	DCLG require expressions of interests around GAF 3 funding by 01/10/07 for Northstowe. Lack of co-ordination and agreement will delay submission and jeopardise bids.	L	H	LA / Horizons have agreed/assembled draft programme of bids for discussion with promoters 10/09/07. Agreement reached on programme bid. Approved by Horizons Board Sept 07 & submission to DCLG by 01/10/07	Phil Smith (Horizons)	Sept 07	A

R36	Planning Application	Lack of agreement on approach to reserve land identified by Inspector. If this is to be included in current OPA, masterplan, TA and EIA documents may need to be updated Risk of legal challenge.	M	H	SCDC received further Counsels advice on TA and EIA in relation to OPA. HA has received Counsel's advice – consistent with SCDC/Promoters advice Joint Promoters issued note on 03/09/07 on areas of agreement / differences. Change risk to amber?	/Tony Potter David Hunt	Sept 07	A
R39	Planning	"Policy Gap". Lack of clarity around key issues arising from Inspectors Report requiring SCDC policy response. (Also see R36)	M	H	Policy response to be produced as we proceed via the Section 101 committee. Report presented to informal meeting of Joint DC Committee 11/09/07 on way forward Change risk to amber?	SCDC (Jane Green/ Keith Miles)	Dec 07	A
R43	Water Services Infrastructure	Delay in progressing a Cambridge Area Water Cycle Strategy (WCS) may delay determination of PA. The WCS will provide sound evidence based in support of the required water services infrastructure. The study will need to consider the cumulative impacts of new development on the capacity of the water cycle. It will also need to link to and take account of R7 and R15 above. A Phase 1 WCS comprises a high level integrated assessment of water infrastructure including water resources and supply, flood risk mitigation (mostly storage and channel improvements), and sewage treatment. A Phase 2 concerns detailed site-specific investigations.	M	H	CH to agree / coordinate WCS scope (Phase 1 / Phase 2), partnering arrangements, tender process, funding and required timescale. 1 st Steering Gropup meeting 14/08/07. Draft brief circulated to Steering Group. Appointing consultants by January 2008.	Sheryl French (CH)	Jan 08	A

R44	Planning	Delay in submission of Outline Planning Application means delivery of Northstowe will be delayed.			Promoters confirmed Outline Planning Application will be submitted to SCDC by 19/12/07 Master Programme and Delivery Plan revised to reflect these new dates Change risk to amber?	Promoters Phil Smith	Dec 07	A
R5	Education	Lack of agreement on the location of the first primary schools and secondary School will delay in progressing design.	M	H	CC waiting policy decision on co-locating schools expected Sept 07. This will inform location and height. CCC exploring generic specifications while no firm location can be identified. School to be included in GAF3 bid	Joseph Whelan (CCC)	Sept 07	A
R40	Employment	Insufficient employment opportunities in Northstowe to achieve desired levels of "self containment" to meet sustainability objectives e.g. risk of excessive out-commuting	L	M	Promoters developing employment and training strategy with SQW & will monitor & review position See GAF3 bid for ICE	Gallagher/E P (Alan Joyner/Caroline Clapson)	Dec 07	A
R9	S106	No agreement between Horizons & promoters on who drafts Heads of Terms & recovery of legal fees threatens to hold up work on S106. Lack of clear process and structure for negotiation will hinder progress on S106.	M	H	Arrangements for fee recovery agreed between Promoters / Horizons. Process / structure for S106 negotiation to be established for Oct SOB.	Graham Hughes	Oct 07	A
R37	Master Plan	No mechanism for managing issues which will arise from the formation of the masterplan may delay agreement.	M	H	Paper on mechanism for co-ordination of Master Planning & Policy to be produced. (ref R39) Master Plan Topic Group meeting discussed outstanding issues 10/09/07	Keith Miles (SCDC)	Sept 07	A

R11	Energy	Climate change adaptation and mitigation measures to be incorporated, especially energy conservation & efficiency, and sustainable energy generation. Otherwise, adverse environmental impacts. Independent Inspectors' report stipulates higher level of sustainability and has set 20% as the target for renewable. Commitment from developers required to incorporate into master planning/planning application and topic group work and implement.	M	M	Energy Topic Group re-convened in May 2007. Agree work streams & agree programme early June. See R4.	Julie Ayres/Richard Hayles (SCDC)	Oct 07	A
R12	Education	No interim facilities identified to meet primary school needs should the delivery of first two schools be delayed.	L	H	County / SCDC and Horizons to identify measures for interim period including temporary accommodation should this be necessary.	County (JW)/horizons (PS)	Nov 07	A
R13	Education	Lack of agreement on provision of co-located facilities within first Primary School and community centres (eg health, Library) will delay provision of adequate Community facilities for first residences.	M	H	LA to confirm requirements for community facilities including feasibility, cost and specifications. Consideration to be given for temporary facilities	Phil Smith (CH)	Oct 07	A
R14	Education	Confirm extended secondary school model will meet the needs of all potential users, eg children at risk: Decision needed on whether secondary school will include post 16 students (LSC research indicates over 1,000 post 16 places required suggesting separate institution) Single or 2 storey building	M	H	For Education Topic Group next meeting See also R5	Joseph Whelan (CCC) Hazel Belchamber	Oct 07	A
R15	Water Services Infrastructure	Current proposed water strategy for Northstowe shows no allowance for additional foul drainage within current Anglian Waters capacity. Until resolved, envisaged that EA & IDB will object to current OPA.	M	H	On site Sewage Treatment Plan may need to be considered by Gallagher / EP. Option to upgrade existing MOD Treatment Works. Horizons to fund modelling scenario to assess viability of Swavesey drain. WSP report expected shortly. Scheme to be included in GAF3 bid.	(CH) Phil Smith	Dec 07	A

R16	Transport	No funding identified for Rights of Way crossing of A14-. Severance of Bar Hill from Northstowe- precluding the ability of residents to make healthier lifestyle choices for accessing rights of way and Bar Hill.	M	M	CCC working with HA to identify a way forward which aligns with A14 programme Countryside access scheme to be included in GAF3 bid	CCC (Peter Duthie)	Dec 07	A
R17	Waste	Waste collection method to be confirmed to inform Masterplan and s106. Impact on spec of homes and location of bulking up facility. If not completed in time for s106 and masterplanning processes innovative collection methods (which address the housing density and increasing demand to recycle challenges) will not be realised.	M	H	Feed RECAP Design Guide (due to be completed June 07) into masterplan/planning application/S106.	Jan Taylor CCC Paul Quiggley (SCDC)	Oct 07	A
R18	Waste	Scale, location, timing of HWRC to be agreed. Apportionment of costs between S106 & CCC to be agreed. Opportunities for co-location with other uses e.g. construction waste, bulking up. Need to identify interim measures.	M	H	Atkins report on supply & demand research into future County needs with separate more detailed reports on Northstowe & CSF. Report has now been received. CCC to now look at scale, location and timing of HWRC.	Jan Taylor (CCC)	Oct 07	A
R19	Waste	No decision on bulking up facility leading to lack of design guidance on road layouts / widths.	M	H	CCC/SCDC & developers to agree specification, design, costs (including apportionment) to be incorporated in s106 HoT's.	CCC	Oct 07	A
R20	Community Facilities	Failure to agree on the occupancy arrangements within the Civic Hub within the agreed timescale leads to delay in cost information. This will result in delay of production of Civic Hub Business Plan. This information also needs to feed into Development Trust discussions, which are on the critical path for S106.	H	H	LA and partners to agree on occupancy by end of June Specifications and costs to be prepared by end of 2007 Requirements to be included within the S106 document.	Jane ThompsonS CDC	Dec 07	A

R21	Community Facilities	Sport Management – delay of business case to confirm current spec impacts progress of LMO study due end of May 07	M	M	CCC working with SCDC to develop business case for management of community facilities., date for completion to be confirmed.	CCC (J Whelan)	Oct 07	A
R22	Community Facilities	Delay in agreement of location of Health Campus & Civic Hub; ie separate campus or integrated will result in inadequate provision for first residents. NB: The 3 year lead-in time indicates a need for early site identification.	M	H	CABE invited to advise on planning & design issues. Initial meeting fixed for 18/05/07. Workshop held in Sept with Arups. Further meeting with CABE planned. Outcomes fed into further work on Town Centre & Master Plan by Arups.	Jane Thompson/T racy Mann (SCDC)	Nov 07	A
R23	Community Facilities	Objection to location of Traveller facilities within the development may delay decision on OPA	M	H	Opportunity for integrating smaller sites within the fringe developments. (Site to be located outside the town)	SCDC	Oct 07	A
R24	Community Facilities	Procurement & ownership of local authority/service provider buildings not agreed, developers unable to transfer assets on completion. Implications for 4 other Major Development Sites.	M	M	Meeting held on 05/06/07 between CCC/SCDC/Horizons to consider procurement options. Feedback to be incorporated. Explore potential Trust & future Town Council	Nick Dawe (CCC)	Aug 07	A
R25	Health	Lack of resources available within PCT to plan & design permanent facility, leads to delay reaching S106 HoT's.	M	H	Developers to allocate site for health campus/civic hub within Town Centre . Provisional location of alternative sites in TC discussed with CABE & promoters Sept 07. See also GAF3 funding bid.	Gallagher/ EP Horizons	Oct 07	A

R26	Development Trust	No long-term management regime in place to maintain public realm & community facilities. Developers unwilling to provide or fund community facilities, public realm etc if no management arrangements have been agreed, this will result in Northstowe developing as an unmanaged non-sustainable community and poor public perception.	L	M	Horizons & LA's exploring Development Trust option & its financial implications with developers. Possible endowment to be included within the S106. County Council does not have a process for addressing the Long Term Management regime. Business plan commissioned from E&Y due to be complete end April SCDC commissioning legal work on Trust. Stakeholders to establish an alternative LMO should Trust not proceed. Workshop on Trust held in Sept 07. Consensus on way forward. Reports to Joint Member Group & Delivery Board. Trust submitted for GAF3 funding.	Horizons/ SCDC/ CCC	Dec 07	A
R27	Planning Application	Sustainability objectives/targets not met leading to negative perceptions of Northstowe. Developers reluctant to agree to certain standards.	M	H	Discussions to take place between SCDC & developers to agree deliverable standards. Agreed sustainability standards to be enshrined in planning permissions & conditions & strictly enforced.	SCDC	Dec 07	A
R29	Housing	RSL involved too late in discussion and housing type and mix delays the S106 processes	M	M	RSL be included early in the processes, in order to inform the S106 process on housing mix and types with LA and Promoters. RSL now appointed & to be fully engaged in programme.	Horizons	Nov 07	A

R30	Community Facilities	Community infrastructure is not delivered in line with residential and commercial development. This leads to a strain on existing infrastructure, possible stop on site, in addition to a poor quality development for existing residents, and poor public perception of the Northstowe development.	M	H	Horizon's delivery programmes for transport, education, health, community etc will show which projects need to be delivered before & during housing delivery enforced through trigger points . Temporary/interim facilities to be identified where necessary.	Horizons	Sept 07	A
R47	Construction Phase	Construction traffic based at a site close to the barracks could disturb the neighbouring villages. Possible opportunities to be investigated closer to the A14	M	H	Promoters requested to investigate site closer to the A14.	Promoters	Nov 07	A
R49	Transport	Lack of parking opportunities within Northstowe may preclude businesses from coming into the development.	M	M	Request policy & statistical analysis as to whether parking standards are excessive.	Promoters	Nov 07	A
R50	Studies	Underspend of current consultancies monies within the financial year I	M	M	Budget management to be implemented by Delivery Manager. Projected spend for current projects to end of financial year to be produced and monitored. Biid from LA's presented to SOB/JSIC	Phil Smith (Horizons)	Dec 07	A
R31	S106	Insufficient funding within the S106 to meet LA requirements leading to delay in negotiations and delay in granting planning permission & start on site.	M	H	Alternative sources of funding to be explored Infrastructure funding to be applied for under GAFF. LA to revisit specifications to fully test needs, assumptions, co-location etc	Horizons	Oct 07	A
R8	Emergency Services	Lack of engagement of emergency services in developing work programmes. Co-location of police, fire/rescue & ambulance services in doubt as ambulance service want separate facility, this would result in S106 Implications.	M	M	PCT obtained agreement of Ambulance Trust (subject to costs) to co-location with Police/Fire. A series of meetings starting October 07 to be set up with Emergency services. Priorities Northstowe & CSF. Change risk to green	Phil Smith (CH)	Dec 2007	G

R32	Housing	RSL build rate fails to match private build rate leading to overall lower build rate, gaps in development, limited integration of affordable & private housing and delays in reaching S106 trigger points for delivery of social infrastructure. Further detailed negotiations need to take place regarding the affordable housing How does the 08/11 Housing corporation funding programme fit in/effect the delivery of affordable housing	H	H	RSL selected through Cambridge Challenge process, includes commitment to delivery of housing trajectory Delivery will depend upon whether taking land parcels or built units. LA expects affordable housing to be delivered in tandem with market housing Housing corporation moving to a funding stream of 3yrs rather than 2yrs. Allocations can be made for a 5 year period to strategic sites. Northstowe identified as strategic site in Regional Investment Plan.	SCDC	Nov 07	G
R33	Planning Application	Lack of available resources in LA leads to delay in the discharge of OPA pre-start conditions leading to delayed start on site.	L	H	SCDC to prepare draft pre-start conditions with Gallagher / EP. Gallagher/ EP to transfer conditions to reserved matters with SCDC as appropriate or to appeal conditions (last resort) Gallagher / EP to prepare applications for enabling works on early infrastructure.	SCDC	Dec 07	G
R34	Transport	Longstanton Bypass due to commence Sept 2007, any delay will prejudice early start of housing.	L	H	Contract due to commence July 2007, and complete by April 2008	CCC	April 08	G
R35	Planning Application	Outline planning permission and conditions not considered acceptable to joint promoters as constituting a satisfactory and viable planning permission.	L	M	SCDC and Gallagher/EP to identify potential problems & try & resolve at pre-application meetings.	SCDC	Sept 08	G