



Strategic Risk Register

**Major Developments Strategic Level Risks
Updated to 26 August 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)

Status of mitigations	Red	mitigation needs serious intervention	Version Control SRR 2008 09 v2 as submitted to JSGIC for 10 September 2008
	Amber	mitigation needs active management	
	Green	mitigation is being adequately managed or is progressing well	

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R1	Transport	Insufficient funds to meet required transport infrastructure to support sustainable growth leading to delay to housing delivery.	(i)	Securing additional government finances in future years for a Rolling Fund to facilitate early delivery of infrastructure.	County	ongoing	R
			(ii)	Progress the Transport Innovation Fund (TIF) proposals through to funding and scheme development. County establishing a Transport Commission to consider the proposals further. Detailed terms of reference to be considered by Cabinet Sep 08. (See also R35)	County	Sep-08	R
			(iii)	Develop effective partnership working between County, City and South Cambs Councils through the Joint Transport Forum and Commission. Next Milestone - Establish Terms of Reference	County	Sep-08	R
R2	Resources	Delay in recruitment to new posts leads to failure to undertake planning and development processes and delays to the delivery programme	(ii)	Appoint planning team members as proposed (wording changed following SOB 19/6/2008)	City	Sep-08	A
			(iv)	Press Government for enhanced capital allocations and greater flexibility; next milestone: refresh of POD	Cambs Horizons	Sep-08	A
	Funding	Insufficient funds to meet the infrastructure deficit: Gap in LTDP is shown to be £3.7Bn - plus further costs emerging from work to establish zero-carbon growth options. Existing S106 and Government capital funding sources fall short of total needed.	(ii)	Explore innovative methods of funding the infrastructure gap, e.g., Community Infrastructure Levy (also referred to as Variable Tariff). Contract awarded to PWC for CIL research; CIL study presented to CH Board 11/6/2008; Next Milestone sign-off by steering group Aug 2008	Cambs Horizons	Aug-08	G
			(iii)	Maximise benefits of extra flexibility from HGF/Rolling funds Next milestone – review half yearly:	Cambs Horizons	Sep-08	A
			(iv)	Improve value capture from development sites by developing robust financial model(s). Next milestone: engage King Sturge to model Northstowe	Cambs Horizons	Jul-08	A
R3a	Funding	S106 requirements do not meet infrastructure/service needs in new settlements.	(i)	Viability work to assist s106 negotiations and maximise resources secured. Next milestone is 106 for Trumpington Meadows now end of Aug 08	Joint Dir Planning	Aug-08	A
			(ii)	Joint Planning Director to develop a coordinated s106 negotiating strategy for each development.	Joint Dir Planning	tba	A
			(iii)	Alternative sources of funding to fill the viability gap to be identified (e.g., variable tariff scheme [CIL], HGF). Next milestone: sign off by steering group Aug 2008	All	Aug-08	G

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R3b	Funding	Failure to secure adequate Rolling Fund prevents early delivery of key infrastructure. See also R1	(i)	Put in place mechanism to operate Rolling Fund: Next milestone: bid for additional Rolling Funds in POD refresh.	Cambs Horizons	Sep-08	A
			(ii)	Submitted expressions of interest in potential CIF. Station Gateway bid has been identified as suitable for CIF funding. Project Management arrangements are being established. Business case to be submitted 28 Nov 2008.	County	Nov-08	G
R4	Waste	Inadequate recycling and waste management facilities to cater for the new population. (Note: Milton landfill site permission expires 2010). Risk of failure for waste collection authorities to be in a position to discharge their duty.	(iv)	Adopt County Minerals & Waste LDF	County	2010	A
				joint waste collection capacity study to be conducted with the city council. To be commissioned by RECAP	all LA's		A
				ensure that capacity exists to allow for increased pressure on doorstep collections of waste. Investigate S.106 and other sources for funding.	SCDC /City?		A
			(v)	Develop programme of delivery for Waste Facilities	County	2010	A
R5a	Housing	Failure to meet the current target for affordable homes in Cambridge sub-region. See also new R37	(i)	More engagement with developers and Cambridge Partnership Ltd to ensure timely decisions.	Joint Dir Planning	Ongoing	G
			(iii)	Ensure housing targets are given full consideration in s106 negotiations.	Joint Dir Planning	Ongoing	G
R6	Education	Failure to provide adequate education facilities (0-19) due to inadequate funding or land.	(i)	CCC has completed review of secondary school provision. CCC's Capital Programme includes the Growth Areas. Fringe Sites Delivery Board 9/6/2008 considered provision for CNW. Next milestone: Meeting with developer 28/7/2008. A potential way forward to establish a secondary school is being negotiated with the developers. Next Milestone: S106 meeting 17 Sep 2008.	County	Sep-08	A
			(ii)	Avoid changes to masterplans or developers proposals as they mean the statutory promoter process having to be repeated, delaying the delivery of the schools. Next milestone: CCC Cabinet select the promoter for Northstowe Secondary School and first primary Oct 08.	County	Oct-08	A
		Post-16 provision is inadequate to meet needs of new communities	(iv)	LAs to establish robust principles for co-location of appropriate services across the Growth Areas to identify joint solution arrangements.	All LA's	tba	A

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R7	Community Services	Failure to deliver appropriate, joined up services to the new communities leading to inequality of access.	(i)	Identification of timely facilities and robust business plans to secure them-including reference to existing studies. Next milestone: Agree specification for Southern Fringe facility	City	Sep-08	A
			(ii)	Effective and timely Member and community engagement	All	Ongoing	A
			(iii)	Ensure community access to community facilities co-located with the schools is secured through the S106 process. Next Milestone: agreed 106 for Trumpington Meadows.	County	Aug-08	A
			(iv)	Appoint Community Facility Project Manager to coordinate development of plans for, and procurement of, facilities.	SCDC	Dec-08	A
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.	(i)	Implement findings of Long Term Delivery Plan recommendations for funding	Cambs Horizons		A
			(ii)	GAF 3 (Housing Growth Fund) funding announcement - Jan 08. Next milestone: Completing funding agreements with grant receivers by end Jul 2008.	Cambs Horizons	Jul-08	A
			(iii)	Bid for Transport Innovation Funding (TIF). Possible decision due end 2008. Link to R2(ii)	County	Dec-08	G
			(iv)	Alternative sources of funding to be explored as part of a wider public / private funding package. Next milestone: CIL sign off by steering group Aug 2008 [see also R3(ii)]	Cambs Horizons	Aug-08	G
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, SUDS, zero-carbon design) leading to unsustainable reliance on non renewable energy sources.	(i)	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.	All	Sep-08	A
			(ii)	Public buildings to be designed and delivered to low-carbon standards to 'lead the way' for private developers.	All	Sep-08	G
			(iii)	Establishing effective travel plans to reduce private car use and facilitating choosing healthier lifestyles	All	Sep-08	G
			(iv)	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.	All	Jul-08	A

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R10	Public Perception	Local Authorities fail to maintain one public voice on issues concerning the	(i)	Develop and implement area-wide communications community engagement strategy	Cambs Horizons	Jun-08	A
R15a	Transport	Trunk Road schemes delayed leading to insufficient highway capacity for major growth	(i)	Maintain pressure on Highways Agency to maintain funding for strategic routes improvement that will enable development in the sub-region. Next milestone tba	Cambs Horizons	tba	A
R16b	Green Infrastructure	Ineffective SUDS systems due to lack of adoption and maintenance issues leading to greater risk of flooding.	(i)	Partners to agree at member level the adoption and management arrangements for SUDS schemes.	Cambs Horizons	Sep-08	A

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R16c	Green Infrastructure	Failure to deliver green infrastructure resulting in unsustainable communities.	(i)	Ensure green infrastructure provision is addressed, funded, and implemented.	Cambs Horizons	(rolling) to be kept on agenda	A
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.	(i)	Work to identify airport relocation site for Marshall to vacate end 2012. Final decision to be made end 2010.	Cambs Horizons	Dec-10	R
			(ii)	Opportunities to identify other sites with potential for development (see also R37(ii)).	Cambs Horizons	ongoing	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	(i)	Local authorities to undertake site searches, and a sub regional approach to be considered, potentially through the Strategic Housing Marketing Assessment.	local authorities	Jan-10	A
			(ii)	Opportunities for integrating smaller sites within the fringe developments to be explored (Southern Fringe and NIAB land excluded).	City & SCDC	tba	A
			(iii)	Gypsies & Travellers needs assessment to be incorporated into SHMA.	Cambs Horizons	tba	A
			(iv)	Review in light of emerging RSS	City & SCDC	tba	A
R20	Policy	Delay in confirmation of Planning Policies or policies overturned by Inspectors would delay progress on Major Development Sites Planning Applications.	(i)	Development Plans and LDFs are progressing to ensure soundness of the policies. Next Milestone Approval of NW Cambridge Area Action Plan	City & SCDC	Sep-08	A
			(ii)	Legal challenges on policy to City Local Plan and SCDC LDF Core Strategy. City legal challenge heard in June; judgement expected late Jul 08.	City & SCDC	Jul-08	A
R21	Housing	Failure to fulfill terms of commitment of Cambridge Challenge.	(i)	CPL to submit bids to Housing Corporation with support from Districts and sub-Regional Housing Coordinator (to suit 106 timetables) CPL meeting with Housing Corporation to take place in week commencing 14/07/08. Housing Corporation continues to be supportive and there is no indication of issues.	Housing Corporation		G
			(ii)	Ensure early involvement of Cambridge Partnerships Ltd on all major sites – attend Delivery Boards (next milestone: next DB meeting). Project management process in place to oversee delivery of affordable housing with CPL		Aug-08	G
R22	Transport	A428 (Caxton – St Neots) missing link is not accelerated which leads to increased pressure on network.	(i)	Incorporate findings of economic case in prioritisation and capital schemes programme for Eastern Region – process to be confirmed.	All	tba	A

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R23	Utilities	Inadequate or poor provision of 'Water Cycle' management solutions across the developments leads to poor quality sustainable	(i)	Sub Regional 'Water Cycle' study to be carried out. Phase 2 to be commissioned for completion.	Cambs Horizons	tba	A
R24	Community Services	No agreed system in place for community facilities procurement and delivery results in insufficient funding (including Section106) and inadequate or poor quality facilities.	(i)	Partners to consider process for future area-based delivery chain. Ongoing on site-by-site basis. Next Milestone: agree specification for CSF facility	All	Nov-08	A
			(ii)	Workshop with other authorities picking up best practice?			G
R25	Health	Review of hospital provision does not take into account the growth agenda. New developments not served adequately by hospitals.	(i)	Horizons has engaged with SHA. Health Forum being re-convened following PCT review (tba by PCT); Next Milestone tba	Cambs Horizons		A
R26	Health	Inadequate provision for healthy living leads to poor health outcomes	(i)	Ensure healthy communities issues are dealt with through Health Impact Assessments of the various stages of planning and implementing. PCT convened Rapid Impact Assessment workshop for NW Cambridge April 08. Next	Cambs Horizons	tba	A
R27	Employment	Jobs identified in Structure Plan (Policy P2/1) fail to materialise (49,300 new jobs in sub region 2001-2016).	(i)	GCP strategy being developed.	Cambs Horizons	Timescale for GCP strategy to be added here.	A
			(ii)	Job strategy to be delivered and supported by the infrastructure investment	Cambs Horizons		A
R28	Skills	Inadequate local availability of skills to meet the demanding growth agenda. This leads to a delay in progress of the developments	(i)	Need for investment in skills and construction methods. e.g., SmartLIFE/ICE, skills academy in Northstowe. Liase with education providers and employers to ensure skills and capacity are developed.	All		A
			(ii)	LTDP informs at high level, but more detailed strategy needed. LTDP says not a problem.	All		G
			(iii)	Explore potential for temporary use of housing to accommodate construction workers.	All		A
			(iv)	Exploit contacts at EEDA (Alison Lys)	Cambs Horizons		A
R29	Community Services	Failure to deliver appropriate arts and cultural facilities results in non-sustainable communities.	(i)	Ensure provision is implemented. Next milestone tba	Cambs Horizons	tba	A
			(ii)	Put in place an Action Plan.	Cambs Horizons	tba	A

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R30	Sports and Recreation	Failure to deliver appropriate sports facilities results in non-sustainable communities.	(i)	Ensure sports facilities are addressed, funded and implemented.	Camb Horizons	ongoing	G
			(ii)	Put in place an Action Plan.	Camb Horizons	tba	A
R33	Resources	Proposals for Eco Towns and other major alternative developments emerge, distracting effort and resources from headline work.	(ii)	Agree and put into place procedures that minimise the use of staff time for dealing with major speculative developments.	local authorities	ongoing	A
			(iii)	Governments announcement of the Eco Towns short listed (and whether this includes Hanley Grange) expected October 2008		Oct-08	G
			(iv)	Decision by the Secretary of State on Mereham date tba		tba	G
R34	Resources	Failure to provide for the expected migration of the construction industry employees and their families. Note relationship with R28.	(i)	Potential demography to be scoped in order to continue planning an approach to early (possible specialist) provision of services. CCC Research Group producing projections to inform the Migration Workers Network (cross stakeholder forum). MENTER (the regional group considering migration) with CCC bid for post to support the Migration Network Forum. Bid was successful Jul 08. Next Milestone: LAA Board meet to discuss bid 15 September 2008.	All	Sep-08	A
R35	Transport	Adequate funding is not secured through TIF or the proposals do not proceed thus compromising deliverability of Cambridge East and potentially making other non-planned developments more likely. Links to R1(ii) and R8(ii)	(i)	Work closely with Government to ensure the maximum level of TIF funding is secured.	County	ongoing	A
			(ii)	identify and develop alternative proposals to address traffic congestion and assess on this basis, the extent to which the planned growth can still go ahead. Next milestone: County Council Cabinet to consider the commission, its scope, and its relationship to the Joint Transport Forum on 9th September 2008	County	Sep-08	A
			(iii)	Develop realistic Plan B for transport funding should TIF not come forward	County	tba	A

3	Topic	Risk	#	Mitigation	Owner Authority	Date to Complete	Status (RAG)
R36	Funding	Funding from multiple sources does not come forward at the right time, compromising delivery of complex joint funded schemes (e.g., AAR, CSF Secondary school)	(i)	County to disseminate widely schools procurement process and sign-up with providers, allowing 12 months for completion of secondary and 6-9 months for primary processes.	County	Sep-08	A
R37	Resources	Inability to meet higher housing targets in light of RSS allocation esp as CNFE is now off the agenda (link to R5b)	(i)	SCDC Site allocations review - consultation on sites 6 October (PFH); complete consultation Xmas; Inspectors Feb 09.	SCDC	Feb-09	G
			(ii)	Identify optional alternative sites through Strategic Housing Land Availability Assessment The SHLAA will inform how far the City can meet the RSS target of 19,000 units by	City	Sep-08	A
R38	Resources	Downturn in housing market leads to slow-down in rate of progress against trajectory. Link to R13.	(i)	Maintain knowledge of market conditions and prospects through property and economic journals	All	ongoing	R
			(ii)	Delivery Plans to show "Housing Trajectory" based on LDF figures and "Developer Forecasts" based on developer figures.	Horizons	Sep-08	A
			(iii)	All parties to hold the line that 106 agreements are negotiated prior to resolution by planning committee and that proposals to revisit the the terms of agreement must be taken back to Committee.	All	ongoing	A
			(iv)	County to liaise with GCP on effect of hi-technology industries and impact on the local housing market and demand. Paper to be presented to JSGIC early 2009.	County	Jan-09	A
R39	Community Facilities	Impact of Roanne Ruling is that procurement of community facilities has to be put out to competitive tenders adversely affecting delivery programme.	(i)	Obtain Counsel Opinion on application of the ruling to the type of cases that we will encounter in the major developments	City	Jul-08	R
			(ii)	County to consider review of framework procurement contract to enable County to procure on behalf of all authorities.	County	Mar-09	A

mitigations at red	6 Red
mitigations at amber	56 Amber
mitigations at green	17 Green
Mitigations complete	0 Complete
	79

Validation
County Council
City Council
South Cambs District Council
Cambs Horizons

