

High impact / probability	
Medium impact / probability	
Low impact / probability	

Project: Local Development Plan - Programme Management
Client: Harlow Council
Date: 01 June 2017
Job No: 2018/0074
High Level Risk Register

OWNERS: Danny Purton (DFP), Paul MacBride (PM), Graeme Bloomer (GB), Dianne Cooper (DC)

REF.	RISK DESCRIPTION	CURRENT POSITION		COMMENTS / PROPOSED RESPONSE ACTIONS	OWNER(S)
		PROB	IMPACT		
	Risk Items				
1.00	DUTY TO CO-OPERATE / GARDEN TOWN				
1.01	Harlow Local Development Plan (LDP) completed in isolation			Duty to Co-operate Board (DTCB) has been setup; continue to liaise. Reports required for LDP commissioned jointly by neighbouring Councils to aid co-ordinated approach. DFP to continue positive relationships	DFP
1.02	Duty to Co-Operate Board (DTCB) member Councils unable to come to agreement			Strategic, joined up approach being used by all members. Memorandum of Understanding(s) (MOU) in place or being requested, relating to key strategic, cross-boundary matters. DFP to continue positive relationships	DFP
2.00	HOUSING REQUIREMENTS				
2.01	Insufficient utilities available to provide services for the locations and number of homes to be provided within the LDP period			Infrastructure Viability Review (IVR) has been commissioned, will be supported by studies commissioned as part of the IVR. Risk of insufficient gas and electricity provision. See 4.01 below	DC/PM
2.02	The number of houses that can be delivered on the strategic housing site to the east of Harlow may be reduced by the road alignments of the proposed M11 J7a			Close liaison with Essex County Council who are producing traffic modelling and continue to press the need to clarify the number of houses that can be built	DC/PM
2.03	The traffic model is implying a requirement for a secondary access, which until it is provided will affect the short term delivery of housing on the strategic housing site to the east of Harlow			Close liaison with Essex County Council who are producing traffic modelling and continue to press the implications of not delivering the model's findings to meet the timescale required for the LDP	DC/PM
2.04	The traffic model has not yet been checked for all the housing sites so it is not yet known if there may be other road infrastructure requirements for the other housing sites, as yet unidentified			Close liaison with Essex County Council who are producing traffic modelling and continue to press the implications of not delivering the model's findings to meet the timescale required for the LDP to ensure the housing sites are deliverable.	DC/PM
2.05	Essex County Council are now responsible for delivering J7a			Close liaison with Essex County Council to ensure that J7a is delivered to enable the delivery of the housing and employment requirements of the LDP. It is understood J7a will go to Planning Committee in June 2017	GB
2.06	Local Development Plan production highlights pressure of competing, multiple land uses being required for sites within the Harlow Council boundary; affects strategic vision and key decisions			Review and understand findings of the various studies informing the LDP. Close liaison with DTCCB members and wider stakeholders; construct and put relevant MOUs in place. Resolve location issues e.g. where to locate the hospital and employment land, at the earliest opportunity	DC/PM
2.07	Harlow's required Affordable Housing numbers cannot be delivered within the Harlow boundary			Identification of strategic housing sites completed; wary of land pressure implications and need to identify issues at DTC Board	DC/GB




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2.08	Developers come forward with schemes that do not align with strategic goals of the Local Development Plan			Meetings with developers held via DTC Officers group, discussing the requirements and expectations within the LDP they will have to meet. Garden Town agenda will also aid, by identifying strategic goals for development and setting design guidance	GB/PM
2.09	Princess Alexandra Hospital (PAH) site currently earmarked for housing cannot be delivered during the LDP period			Liaise with NHS England regarding property strategy for the hospital and healthcare delivery model	GB/PM
2.10	Retention of current PAH site for health care use requires an alternative housing site to be identified for approximately 600 homes			Recent publicity identified PAH replacement as high priority for central government. Monitor against other influencing factors e.g. M11 J7a and transport modelling. Consider alternative site options for the 600 homes and knock-on impact	DC/PM
3.00	WATER, SEWAGE & DRIANAGE				
3.01	Environment Agency (EA) require further work to be undertaken by the water service companies as they consider there is insufficient evidence detailing the potable water & waste water infrastructure required to serve the future growth and its phasing			Thames Water to complete hydraulic modelling so that the Water Cycle Study can be commissioned by Harlow Council; enabling the Environment Agency to enter into MOU with Thames Water and Affinity Water to progress agreement of strategy and programme to support housing growth. A letter has been sent to the Environment Agency from the DTCB seeking clarification of EA requirements. DTCB to lobby central government for support	PM/GB
3.02	Additional capacity in potable water & drainage systems required to support the quantum of development during the Local Development Plan delivery period			Additional infrastructure capacity required during timescale of the Local Development Plan is identified. Responsibilities, timescale and costs for remedying to be defined and interrogated with the water authorities so that they can progress strategic planning for future demand	DC/PM
3.03	Change in standards/regulations of treatment of waste water quality during Local Development Plan period may affect infrastructure requirements at Rye Meads			Liaise with Thames Water and Environment Agency to develop a feasibility study showing the likely investment required to meet any change in standards/regulations, that can be presented to the Planning Inspectorate when the LDP is submitted	DC/PM
4.00	INFRASTRUCTURE VIABILITY REVIEW				
4.01	Infrastructure Viability Review timescale for completion impacts upon LDP finalisation			Consultant now appointed to enable commencement of IVR. Inception meeting held 25 May. LDP to be considered 'live' following finalisation in order to react to findings of IVR	DC/PM
4.02	Findings of Infrastructure Viability Review (IVR) impact upon the viability and deliverability for individual sites within the Local Development Plan			Consultant to commence work; provide them with all available studies ASAP	DC/PM
5.00	TRANSPORT CONNECTIVITY				
5.01	Finalisation/approvals of transport modelling cannot be achieved; see 2.03, 2.04, 2.05 above			Monitor ECC progress and liaise with them closely to reduce risk. Consider political lobbying to aid progression	DFP
5.02	Problems with Routing of Sustainable Transportation Corridor affects connectivity to Strategic Sites			Early identification of routing problems and alternative solutions will be important - Need for individual Strategic site master plans to incorporate connectivity	GB
5.03	Problems with identification of viable Stort Valley second crossing route may affect deliverability of development on Northern sites			Co-ordinate discussions between Strategic Stakeholders (ECC - HCC - A414 Member Group - DTCB - Gilston Developers - NHS - Landowners) to achieve satisfactory outcome	GB/DFP

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6.00	RETAIL STUDY				
6.01	Risk that the Retail Study outcome, noting the need to retain current provision and expand the amount of Retail land required, impacts upon sites currently earmarked for alternate uses e.g. Housing			Review and manage results of study via the Town Centre Area Action Plan (TCAAP) which is being rolled out (subject to Cabinet approval). Identify viable sites that meet the outcome requirements of the study	DC/PM
6.02	Town Centre Area Action Plan production programme does not meet timescales for Local Development Plan finalisation			TCAAP to be a separate work stream outside of Local Development Plan. Timeline to be managed so that TCAAP can inform the Local Development Plan; manage process as 'live' following submission of LDP to Planning Inspectorate	DC/PM
7.00	EMPLOYMENT STUDY				
7.01	Harlow Council unable to meet the forecast demand for Employment Land within the District as identified within the recent study			Interrogate Employment Study and liaise with DTCPB regarding alternative sites in neighbouring Districts	DC/PM
8.00	HEALTH FACILITIES				
8.01	Care delivery provisions may be impacted upon by relocation of the hospital and programme of provision			Liaise with NHS England regarding property strategy for the hospital and healthcare delivery model. Understand interim investment to maintain care provisions	DC/PM
9.00	LIAISON WITH STAKEHOLDERS				
9.01	Ability to engage and obtain support for the Local Development Plan with third party stakeholders			Positive engagement being undertaken by Harlow District Council with third party stakeholders who are key to the LDP being taken forward and who will be key to success once instigated	GB/DFP