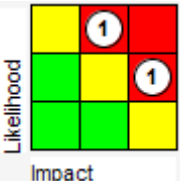




## Cabinet Top Risks

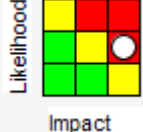
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Top Risk Code & Title	<u>TR40 Waste and recycling service</u>	
<b>Description</b>	<p>The waste and recycling service is one of the most visible services operated by NHDC and is one that each resident in the District uses. There is increasing pressure nationally on reducing the amount of waste created and in particular waste sent to landfill to protect the environment and reduce our carbon footprint; this requires the Council to work with the Herts Waste Partnership (HWP) in minimising the financial and environmental risks.</p> <p>The Herts Waste Partnership is currently actively making changes to diverting cardboard from the organic waste stream.</p> <p>The main risks to this service are detailed as the following sub-risks:</p> <ul style="list-style-type: none"> <li>- the new waste and recycling collection service</li> <li>- Northern Transfer Station and ancillary facilities</li> </ul>	
<b>Opportunities</b>	<p>Increased public participation in recycling and composting schemes, which will protect the environment by minimisation of domestic waste. Implementation ahead of imposition of new targets by the government. May lead to long-term reduction in waste disposal costs. Meeting adopted targets under the Herts Waste Strategy.</p>	
<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Increase in financial outgoings for NHDC (higher Council Tax)</li> <li>• Failing to meet residents high expectations for recycling</li> <li>• Increase in incidents of fly-tipping</li> <li>• Managing public expectations</li> <li>• Enforcement against fly-tipping, use of neighbours bins etc</li> <li>• Failing to achieve the government targets under the Land Fill Directive</li> <li>• Longer disposal journeys following closure of Holwell</li> </ul>	
<b>Service Area</b>	Leisure & Environmental Services	
<b>Lead Officer</b>	Vaughan Watson	<b>Cabinet Member</b> Waste, Recycling & Environment
<b>Current Risk Matrix</b>		

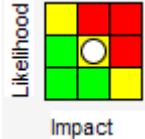
Current Impact Score			Current Likelihood Score		
Date Reviewed			Next Review Date		
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>• Joint Municipal Waste Strategy agreed with HCC and ongoing through until 2025 via the IAA</li> <li>• New EFW plant tendered, agreed and awarded to Veolia ES</li> <li>• Shanks, Bury Mead Road site approved by HCC for April 2010 use onwards for general waste transfer</li> <li>• Composting Strategy agreed by HWP, which led to significant changes for most collection authorities in Herts to be phased in during 2013/14 to reduce the contamination of cardboard in the organic waste stream. For North Herts, a new co-mingled recycling and waste service introduced in the summer of 2013 will achieve this objective</li> <li>• Kitchen caddies and liners provided to residents to encourage recycling of food waste</li> <li>• Implementing in September 2013 the weekly collection of food waste from flats and improving their recycling service, funded through a DCLG grant of £853k for five years</li> <li>• Introduced trade waste recycling and improved financial performance of this element of the service</li> </ul>				
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- Regular meetings with Portfolio Holder and Shadow Portfolio Holders and updates to all Members via MIS</li> <li>- Monthly meeting of the Heads of Waste throughout Hertfordshire</li> <li>- Quarterly meetings of Portfolio Holders responsible for waste as part of the Herts Waste Partnership</li> <li>- All District Councils represented at Strategic Director level within the County on the Herts Waste Partnership to ensure greater commitment at corporate level from all authorities</li> <li>- Implementation of the Communications Plan to ensure the commitment of our residents to minimise waste and recycle more</li> <li>- Herts Waste Partnership to consider standardisation of waste collection across the County</li> <li>- Major changes to waste and recycling service to be introduced in 2013</li> <li>- Working with the County to source a Northern Transfer Station</li> <li>- HWP is in the process of tendering co-mingled waste contract, which will commence in February 2014</li> </ul>				
Linked Action Code	Linked Action Title	Due Date	Status	Progress of Covalent Action	
PFD11/12 003.005	Trial of trade waste recycling service to businesses in Baldock, Hitchin and Letchworth	31-Dec-2013	In Progress	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; text-align: center; color: white;">80%</div>	
PFD12/13 003.001	Enable residents to recycle more waste	30-Sep-2013	Check Progress	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; text-align: center; color: white;">66%</div>	

<b>Top Risk Code &amp; Title</b>	<b><u>TR40.004 New waste and recycling service</u></b>		
<b>Description</b>	<p>The new co-mingled recycling kerbside collection service was introduced in the summer of 2013. There are a number of risks arising from and to this new service:</p> <ul style="list-style-type: none"> <li>- Due to the tendering of the co-mingled recycling service by the HWP, there is a risk that the cost of the service will increase leading to additional revenue expenditure for the Council.</li> <li>- There is a risk that the AFM payment received from HCC will stop in 2016/17. This currently funds the provision of caddy liners. This would lead to a loss of income to the revenue account and, if liners are not provided, a potential increase in food waste going to landfill or contamination of food waste going to in vessel composting.</li> <li>- A sum of £853,000 was provided by the DCLG to introduce a recycling service to flats in North Herts. Liners have to be provided to flats or there will be a risk that the Council is in breach of the funding agreement with the DCLG.</li> </ul>		
<b>Opportunities</b>			
<b>Consequences</b>	<p>The consequences of this risk include:</p> <ul style="list-style-type: none"> <li>- an investment bid may be required to support the new service and this could result in other services having to be reduced to fund the waste service</li> <li>- failure to meet residents expectations if caddy liners are no longer provided resulting in increased complaints</li> <li>- contamination of food waste resulting in more waste going to landfill</li> </ul>		
<b>Service Area</b>	Leisure & Environmental Services		
<b>Lead Officer</b>	Vaughan Watson	<b>Cabinet Member</b>	Waste, Recycling & Environment
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	3
<b>Date Reviewed</b>	21-Aug-2013	<b>Next Review Date</b>	01-Feb-2014
<b>Work Completed</b>	New service rolled out in the summer of 2013 resulting in an increase in recycling rate and less waste going to landfill.		
<b>Ongoing Work</b>	<p>Options for liners (not including flats) being considered:</p> <ul style="list-style-type: none"> <li>- NHDC continuing to fund the provision of liners</li> <li>- Advertise and promote collection points for liners to save in delivery costs</li> <li>- NHDC no longer to provide them</li> </ul>		

	<ul style="list-style-type: none"><li>- NHDC to provide three rolls per year with households having to buy their own if more are required</li><li>- seek sponsorship of liners from local 'green' businesses</li></ul> <p>AFM payment likely to be increased in 2014/15, as a result of the success of the new service, which will meet some of the additional costs for the service.</p>			

Top Risk Code & Title	<b><u>TR40.005 Northern Transfer Station and Ancillary Facilities</u></b>		
<b>Description</b>	<p>A Northern Transfer Station could reduce the overall cost of waste collection and disposal and the impact on the environment by minimising the number of vehicles going to the landfill or energy from waste site. It would provide one depot site for the contractor to be based. The energy from waste site is due to be built in 2016, so the transfer site is required by then. Current transfer station is at Burymead Road and the current arrangements with HCC are time limited.</p> <p>There is a risk that the energy from waste plant will not be ready by 2016. This would impact on the waste service contract at NHDC, which is due for renewal in 2017.</p> <p>The risks associated with the Northern Transfer Station are:</p> <ul style="list-style-type: none"> <li>- failure to agree a suitable site along the A1 corridor and development of a viable business case</li> <li>- failure to obtain planning permission</li> <li>- diversion of NHDC resources to support the project</li> <li>- failure to develop a site in time, leading to significant increased financial and environmental risks</li> </ul> <p>These risks could lead to the site not being built which would lead to increased transport costs (potentially an additional £500,000 p.a.) and a failure to capture all savings from having one dedicated waste and recycling site/depot.</p>		
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Reduction in transportation costs and minimising the impact on the environment</li> <li>- Consolidation of existing facilities (depot, transfer stations for recycling and residual waste) and dependant on location, working with other partners for other services (shared costs, economies of scale)</li> <li>- To improve operational efficiencies by providing one site for Household Waste (HCC), a depot and waste and dry recyclates transfer station</li> <li>- Work with East Herts, Stevenage and HCC on not only the transfer station but also amalgamation of waste contracts for economies of scale</li> </ul>		
<b>Consequences</b>	<p>The consequences of this risk are:</p> <ul style="list-style-type: none"> <li>- transportation costs to ultimate disposal site continue to increase</li> <li>- detrimental impact on the environment</li> </ul>		
<b>Service Area</b>	Leisure & Environmental Services		
<b>Lead Officer</b>	Vaughan Watson	<b>Cabinet Member</b>	Waste, Recycling & Environment
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	21-Aug-2013	<b>Next Review Date</b>	01-Feb-2014

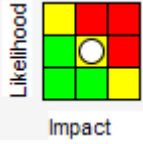
<b>Work Completed</b>	<ul style="list-style-type: none"><li>- Feedback to HCC strategic site allocation planning</li><li>- Worked with HCC waste services in identifying suitable locations</li><li>- Stevenage/North Herts location aborted due to planning restrictions</li></ul>
<b>Ongoing Work</b>	<ul style="list-style-type: none"><li>- Consider developing a transfer station in North Herts</li><li>- Consider working with neighbouring authorities to develop a shared transfer site</li><li>- Continue to maintain Burymead as a transfer site</li></ul>

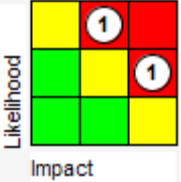
<b>Top Risk Code &amp; Title</b>	<b><u>TR45 Asset Management</u></b>		
<b>Description</b>	<p>The Council owns a number of aging assets and in the current financial climate, it is difficult to have sufficient budgetary provision for maintenance and repair.</p> <p>The risks arising from asset management include:</p> <ul style="list-style-type: none"> <li>- Failure to reach agreement on the future development of the Triangle site that includes Town Lodge</li> <li>- Failure to rationalise estate and therefore not achieving capital receipts or increased rental</li> <li>- Retaining assets that are no longer fit for purpose</li> <li>- The current economic conditions lead to slowing sales resulting in reduced capital receipts</li> <li>- Failure of assets to comply with Disability Discrimination Act</li> <li>- Failure of assets to comply with Health and Safety legislation</li> <li>- Failure to comply with the Occupiers Liability Act</li> <li>- Failure to dispose of vacant assets leading to a drain on constrained resources</li> <li>- Failure to deliver the Community Halls Strategy</li> </ul>		
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Rationalise property and land ownership to concentrate on key service assets, thereby realising capital</li> <li>- Potential to take advantage of shared/partnership working to deliver efficiencies</li> <li>- Also, sustainability improvements - emissions reductions, use of renewable energy sources, reductions in utility costs</li> </ul>		
<b>Consequences</b>	<ul style="list-style-type: none"> <li>- Inefficient service delivery</li> <li>- High cost of inappropriate facilities</li> <li>- DDA challenges</li> <li>- Poorly maintained facilities can cause injuries/health and safety legislation breaches</li> <li>- Higher costs required to bring some facilities up to standard</li> <li>- Energy inefficiencies</li> <li>- Vandalism/deterioration in unoccupied assets leading to the need to carry out repairs</li> </ul>		
<b>Service Area</b>	Finance, Performance & Asset Management		
<b>Lead Officer</b>	Andy Cavanagh	<b>Cabinet Member</b>	Finance & IT
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	03-Jul-2013	<b>Next Review Date</b>	06-Jan-2014
<b>Work Completed</b>	• Asset Management system (GVAS)		

	<ul style="list-style-type: none"> <li>• Health &amp; Safety compliance contract mobilised</li> <li>• Centralisation of R&amp;M responsibilities to Property now complete for most service areas</li> <li>• Relocation of staff to DCO from Town Lodge</li> <li>• Letchworth Town Hall disposed of on 25 year lease</li> <li>• Lease agreed for Baldock Town Hall</li> <li>• Terms of reference for Asset Management Group reviewed in May 2013</li> </ul>			
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>• Commenced process of condition surveys to determine functionality of properties</li> <li>• Initial disposal/transfer options for assets now being discussed with Area Committees</li> <li>• Further land/buildings options being researched and to be consulted on</li> <li>• Asset management plan review</li> <li>• The options for a joint disposal of the former Depot site and also the Triangle site (Town Lodge) being taken forward with LGCHF and HCC</li> <li>• New lease arrangements for community centres to be addressed, commencing with those soon to expire</li> <li>• Procurement process for new compliance contract underway - to be implemented in collaboration with several other councils April 2014</li> <li>• Energy audits to be carried out</li> <li>• Emissions reduction programme for operational buildings</li> </ul>			
<b>Linked Action Code</b>	<b>Linked Action Title</b>	<b>Due Date</b>	<b>Status</b>	<b>Progress of Covalent Action</b>
IAA12/13 018.001	Procedure Guidance	30-Nov-2013	Assigned	<input type="text" value="0%"/>
IAA12/13 018.003	KPIs for asset performance and benchmarking.	30-Nov-2013	Assigned	<input type="text" value="0%"/>



Top Risk Code & Title	<u>TR51 Office Accommodation</u>		
<b>Description</b>	<p>The District Council Offices are the main office accommodation for the Council. This is currently on a short-term lease that is due to expire in 2016.</p> <p><b>Current risk</b> There is a risk of failure to develop a long-term solution for office accommodation for the Council. This would lead to the authority being left without any resilient office accommodation plan after the expiry of the current lease in December 2016.</p> <p><b>Risks following purchase of the building</b> The following risks could materialise following the purchase of the building:</p> <ul style="list-style-type: none"> <li>• Failure to attract other partners to share the building could lead to under utilised office space</li> <li>• Failure to refurbish the offices could lead to energy inefficiencies resulting in lack of reduction in emissions and increased utility bills</li> </ul> <p>Failure to refurbish would prevent creation of more open plan space, remove opportunity to moderate internal temperatures and reduce attractiveness to 3rd party tenants</p> <ul style="list-style-type: none"> <li>• Failure to minimise disturbance caused by refurbishment works would lead to Officers working in difficult conditions that would impact on service delivery and morale</li> </ul>		
<b>Opportunities</b>	<p>Purchasing and refurbishment of the DCO provides the following opportunities:</p> <ul style="list-style-type: none"> <li>- Reduction in revenue expenditure currently for annual rent</li> <li>- Significant investment with the opportunity of providing employment during the construction phase of the project</li> <li>- More open plan encourages closer working between directorates and the removal of internal walls facilitates increased desk densities</li> <li>- Improvements to temperature issues will assist in achieving improved productivity</li> <li>- Long term commitment to remain in Letchworth town centre</li> <li>- Environmental benefits through reduced CO2 emissions, both from the refurbished building and compared to those generated by a new build scheme</li> <li>- To provide a “Civic Centre” for a range of services</li> <li>- Other public sector users would provide a rental income; 3rd sector users could facilitate grant reductions due to provision of subsidised space</li> <li>- Commercial rentals may also be an opportunity</li> </ul>		
<b>Consequences</b>	<p>The consequences of the risk include the following:</p> <ul style="list-style-type: none"> <li>- The authority is left without any resilient office accommodation plan after the expiry of the current lease</li> <li>- Insecurity of tenure precludes investment in the building</li> <li>- Current office conditions do not improve</li> </ul>		
<b>Service Area</b>	Finance, Performance & Asset Management		
<b>Lead Officer</b>	Andy Cavanagh	<b>Cabinet Member</b>	Portfolio Finance & IT

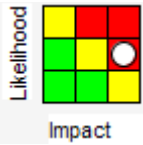
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	20-Aug-2013	<b>Next Review Date</b>	01-Nov-2013
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Consideration of acquisition of former grammar school site considered and discounted</li> <li>- At member request, new build option considered, but discounted due to cost and lack of available land</li> <li>- Purchase price agreed with landlord</li> <li>- Home working now embedded reducing the need for office space</li> <li>- Member workshop held on 26 June 13 to discuss the options available including an assessment of alternative sites and new build</li> <li>- Whole life costings for DCO, dilapidations estimates and formal valuation obtained</li> <li>- Full council approved purchase and early refurbishment plan on 18 July 2013</li> </ul>		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- re-engaged in negotiation with landlord</li> <li>- establishment of officer project group following Council approval to proceed</li> <li>- Discussions ongoing with Police/Job Centre re the use of some office space in the DCO</li> </ul>		

<b>Top Risk Code &amp; Title</b>	<b><u>TR52 Sustainable Development</u></b>		
<b>Description</b>	<p>This risk has been broken down into two sub risks:</p> <ul style="list-style-type: none"> <li>- National &amp; Regional Planning Issues</li> <li>- Neighbouring Authorities Plans and Consultations</li> </ul> <p>Both of these sub-risks have slightly different assessments but have similar risk exposures namely:</p> <ul style="list-style-type: none"> <li>- failure to protect the environment for our communities</li> <li>- failure to protect the green belt and rural areas from inappropriate development</li> <li>- failure to provide the right mix of residential/commercial development to meet local needs</li> <li>- failure to productively co-operate with neighbouring authorities</li> </ul> <p>These risks could result in:</p> <ul style="list-style-type: none"> <li>- unsustainable or inappropriate development</li> <li>- excessive development of the green belt and rural areas</li> <li>- insufficient or excessive provision of housing, employment and other commercial units</li> <li>- additional costs or delays in responding to challenges to NHDC planning policy</li> <li>- limiting the Council's ability to secure money from new development</li> </ul>		
<b>Opportunities</b>	A sustainable development of the District to provide sufficient housing and employment taking into account the impact on the environment.		
<b>Consequences</b>	<p>The consequences of the risk include:</p> <ul style="list-style-type: none"> <li>- loss of green belt and detrimental impact on attractive countryside</li> <li>- loss of the character of the District</li> <li>- impact on infrastructure</li> <li>- impact on NHDC services that would have to respond</li> <li>- failure to co-operate with neighbouring authorities could lead to NHDC being unable to adopt local plan</li> <li>- hostile planning applications</li> </ul>		
<b>Service Area</b>	Strategic Planning & Enterprise		
<b>Lead Officer</b>	Ian Fullstone	<b>Cabinet Member</b>	Portfolio Planning, Transport & Enterprise
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	<b>Current Likelihood Score</b>		

Date Reviewed		Next Review Date	
<b>Work Completed</b>	Please refer to sub risks		
<b>Ongoing Work</b>	Please refer to sub risks		

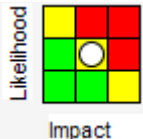
Top Risk Code & Title	<b><u>TR52.001 National and Regional Planning Issues</u></b>
<b>Description</b>	<p>There are a variety of National and Regional planning issues that NHDC has to comply with, such as the Localism Act 2011 and the National Planning Policy Framework that have a presumption in favour of sustainable development.</p> <p><b>Interpretation and implementation risks</b>  If the Council fails to properly interpret or implement planning legislation there is a risk of:</p> <ul style="list-style-type: none"> <li>- failure to comply with legislation</li> <li>- challenge of NHDC planning decisions</li> <li>- unfavourable outcomes at examination by inspector</li> <li>- poor advice provided to third parties</li> </ul> <p>This could lead to:</p> <ul style="list-style-type: none"> <li>- inappropriate development</li> <li>- additional costs for examinations</li> </ul> <p>As a result of the Town &amp; Country Planning (General Permitted Development) (Amended) Order 2013 there is a risk of:</p> <ul style="list-style-type: none"> <li>- staff resources being diverted to notify neighbouring property owner/occupiers of application for permitted development</li> <li>- loss of development control income as permitted development applications do not require a fee to be paid</li> <li>- change of use from offices to residential</li> <li>- change of use of agricultural buildings</li> </ul> <p>This could lead to:</p> <ul style="list-style-type: none"> <li>- deterioration in response time to planning applications</li> <li>- changes in use failing to meet strategic needs (by generating too much residential or employment provision)</li> <li>- changes of use which would otherwise have made financial or other contributions not making any such contributions</li> </ul> <p>As a result of the development of a Single Local Growth Fund there is a risk that:</p> <ul style="list-style-type: none"> <li>- New Homes Bonus will be top sliced</li> <li>- the Herts LEP does not receive any funding</li> </ul> <p>This could lead to:</p> <ul style="list-style-type: none"> <li>- loss of income</li> <li>- the Herts Local Enterprise Partnership and the District misses out on the opportunities to improve infrastructure provision, nurture science based businesses, links with London and in the development of its towns</li> </ul>
<b>Opportunities</b>	Planning system becomes more democratic and effective
<b>Consequences</b>	<p>The consequences of this risk include:</p> <ul style="list-style-type: none"> <li>- impact on revenue from decrease in New Homes Bonus, planning fee income and section 106 monies</li> <li>- strategic development needs of the District are not attained</li> <li>- loss of character of the District</li> </ul>

	- impact on infrastructure		
<b>Service Area</b>	Strategic Planning & Enterprise		
<b>Lead Officer</b>	Ian Fullstone	<b>Cabinet Member</b>	Portfolio Planning, Transport & Enterprise
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	3
<b>Date Reviewed</b>	22-Jul-2013	<b>Next Review Date</b>	01-Jan-2014
<b>Work Completed</b>			
<b>Ongoing Work</b>	<p>Engage consultants for external legal and professional expertise where needed.</p> <p>Engage with the LEP's to support their Growth Strategies to maximise funding for Hertfordshire and North Herts</p> <p>Monitoring of performance levels and fee incoming in Development Control to determine appropriate level of staff resources.</p> <p>Maximise s.106 and Unilateral Undertaking monies from applications.</p>		

<b>Top Risk Code &amp; Title</b>	<b><u>TR52.002 Neighbouring Authorities</u></b>		
<b>Description</b>	<p>The Strategic Planning decisions of neighbouring authorities can have a significant impact on NHDC. The main risks to NHDC arise from the West of A1(M) at Stevenage Planning Application and Land East of Luton and increase in capacity at London Luton Airport.</p> <p>The risks arising from these include:</p> <ul style="list-style-type: none"> <li>- planning applications are given approval in neighbouring authorities prior to our Local Plan being agreed</li> <li>- failing to respond to consultations in neighbouring authorities in a timely manner due to insufficient staff resources</li> </ul> <p>This leads to:</p> <ul style="list-style-type: none"> <li>- housing being developed adjacent to and/or within the North Herts area that would impact on our strategic planning including site allocation</li> <li>- representations or challenges by NHDC fail to be considered by neighbouring authorities and by the planning inspectorate at examination</li> </ul>		
<b>Opportunities</b>	Sustainable development by neighbouring authorities that has a beneficial impact for NHDC		
<b>Consequences</b>	<p>The consequences of this risk include:</p> <ul style="list-style-type: none"> <li>- housing land allocation to meet needs of adjoining districts are made within North Hertfordshire</li> <li>- loss of character of the District</li> <li>- impact on infrastructure</li> <li>- resource impacts on planning services that would have to respond</li> <li>- costs to NHDC in the case of legal fees at examination</li> </ul>		
<b>Service Area</b>	Strategic Planning & Enterprise		
<b>Lead Officer</b>	Ian Fullstone	<b>Cabinet Member</b>	Portfolio Planning, Transport & Enterprise
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	22-Jul-2013	<b>Next Review Date</b>	01-Jan-2014
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Secondment to Planning Policy to increase staff resource</li> <li>- Representations made to the Planning Inspectorate with regard the Secretary of States decision to refer the West of the A1M application for a Public Inquiry. Resulting in the application being withdrawn by the applicant.</li> <li>- Representation through the Planning Committee made to Luton Borough Council with regard the application to extend and increase passenger numbers at London Luton Airport.</li> </ul>		

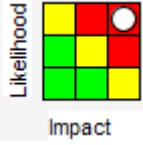
<b>Ongoing Work</b>	- Regular reports to Cabinet so that neighbouring consultation is monitored and reported - Representation being prepared with regard the speculative expansion of London Luton Airport to four runways - Assessment of planning application received for 1000 homes at East of Luton (August 2013)			
<b>Linked Action Code</b>	<b>Linked Action Title</b>	<b>Due Date</b>	<b>Status</b>	<b>Progress of Covalent Action</b>



Top Risk Code & Title	<u>TR53draft Churchgate and Surrounding Area</u>		
<b>Description</b>	<p>Following the decision taken by Council on 18 July, NHDC will continue to work with any interested developers during production of the New Local Plan due for submission in early 2014.</p> <p>The risks arising from this include</p> <ul style="list-style-type: none"> <li>- impact on available resources in continuing a dialogue</li> <li>- public perception that developers proposals in terms of planning permission are at a more advanced stage than is the case</li> <li>- proposals that are developed may not be in adherence to the final local plan</li> <li>- proposals are developed that fail to make the best use of Council assets</li> <li>- proposals that are developed might not meet the expectation of all stakeholders</li> </ul>		
<b>Opportunities</b>	The development of the Churchgate area to fulfill the longer term needs of the District		
<b>Consequences</b>	<p>The consequences of the risk include:</p> <ul style="list-style-type: none"> <li>- detrimental impact on day to day service delivery whilst officers are engaged on the project</li> <li>- conflict between residential /retail need that may only be determined in the the final local plan</li> <li>- conflict between residents wishes &amp; currently adopted policy</li> </ul>		
<b>Service Area</b>	Strategic Planning & Enterprise		
<b>Lead Officer</b>	Norma Atlay	<b>Cabinet Member</b>	Portfolio Finance & IT
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	22-Jul-2013	<b>Next Review Date</b>	03-Sep-2013
<b>Work Completed</b>	<p>Town Centre Strategy adopted Nov 2004</p> <p>Churchgate Planning Brief adopted by Council Nov 2005</p> <p>Hitchin Post Office Development Brief adopted February 2013.</p> <p>Agreement from Council on way forward July 2013</p>		
<b>Ongoing Work</b>	<p>Review of Local Plan that will include Town Centre Strategies.</p> <p>To consider any approach from developers.</p> <p>Consideration of return for use of Council assets in any development proposal.</p> <p>Financial appraisal of any suggested schemes.</p>		

Linked Action Code	Linked Action Title	Due Date	Status	Progress of Covalent Action

Top Risk Code & Title	<u>TR54 Local Plan</u>
<b>Description</b>	<p>The risks from this and arising from this include:</p> <ul style="list-style-type: none"> <li>- Failure to have sufficient resources to deal with unknown volume of representations to Local Development Documents - possibly significant public opposition</li> <li>- Failure to have sound Development Policy Documents</li> <li>- Failure to have software able to deliver statutory functions</li> <li>- Failure to have officer resources to ensure delivery</li> <li>- Failure to have sufficient revenue - New Homes Bonus</li> <li>- Failure to secure engagement of LSP may lead to plan being found 'unsound'</li> <li>- Failure to adhere to government policy changes</li> <li>- Failure to have 5 year land supply (+ 20%) of readily available housing sites</li> <li>- Failure to proceed with developments - downturn in housing market will impact on willingness of builders to proceed with developments</li> <li>- Failure to recognise long term needs fro Town Centres</li> <li>- Impact of delay in undertaking and analysing SNAP Preferred Options consultations</li> <li>- Impact of delay in undertaking and analysing Housing Growth Options consultation</li> <li>- Impact of delay on the validity of the Local Development Scheme</li> <li>- Failure to have an appropriate Infrastructure Delivery Plan to obtain levels of inward investment</li> <li>- Failure of government to publish new regulations and guidance in relation to Localism Act 2011 timorously</li> </ul> <p>These risks can lead to:</p> <ul style="list-style-type: none"> <li>- Delay in adoption of the new Local Plan</li> <li>- Increased uncertainty of planning policy base</li> <li>- Inspector at Examination finding Local Plan not sound</li> <li>- External imposition on our LDF</li> <li>- Costs of Independent Examination</li> <li>- Legal challenge to Local Plan</li> <li>- Detrimental impact on environment of additional buildings</li> <li>- Detrimental effect of economic situation on New Homes Bonus, as it is based on housing built</li> </ul>
<b>Opportunities</b>	- Balancing the need for sustainable development against environmental protection
<b>Consequences</b>	<ul style="list-style-type: none"> <li>- Development not sustainable</li> <li>- Development harms the environment</li> <li>- Hostile planning applications if Local Plan found unsound</li> </ul>
<b>Service Area</b>	Strategic Planning & Enterprise

<b>Lead Officer</b>	Ian Fullstone	<b>Cabinet Member</b>	Portfolio Planning, Transport & Enterprise
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	3
<b>Date Reviewed</b>	01-Aug-2013	<b>Next Review Date</b>	30-Sep-2013
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Representations made to two public consultations on housing allocations</li> <li>- Procedures followed, facts correct and scrutinised</li> <li>- Consultant reviewed work to ensure we meet the tests of soundness</li> <li>- Idox Acolaid development plan module being updated</li> <li>- Core Strategy - Preferred Options are now developed</li> <li>- Development Policies - Preferred Options are now developed</li> <li>- Land Allocations - Issues and Options and Additional Suggested Sites consultations are now developed</li> <li>- Planning Obligations SPD adopted</li> <li>- Vehicle Parking Provision at New Development SPD adopted</li> <li>- Design SPD adopted</li> <li>- Housing growth target and allocations consultations completed</li> <li>- Prepared evidence on matters requested by Inspector at the Stevenage BC Core Strategy Examination - SBC Core Strategy withdrawn February 2012</li> <li>- Prepared a new Local Development Scheme, as a result of the revocation of the RSS and presented it to Full Council for approval - approval received February 2013</li> <li>- Prepared a new Statement of Community Involvement following publication of new regulations in 2012 - approved December 2012</li> </ul>		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- Monitoring Planning Inspectorate decisions on other Authorities Local Plans and adapting or amending our approach as required</li> <li>- Joint working with SBC on SNAP suspended</li> <li>- Preparing new policies in the Local Plan, as a result of the revocation of the Regional Spatial Strategy and introduction of National Planning Policy Framework</li> <li>- Reworking the Core Strategy and Development Policies DPDs as one document, i.e. the Local Plan, to remove all references to Regional Planning and the East of England Plan pending the introduction of Localism Act and National Planning Policy Framework</li> <li>- Considering Housing Growth Options in terms of NPPF</li> <li>- Analysing Housing Growth Options following initial and additional consultations and identifying an agreed housing target and land allocations for inclusion in the Local Plan</li> <li>- Preparing new draft Local Plan incorporating the Core Strategy and Development Policies DPDs (including Preferred Options) to take to full public consultation in 2014</li> <li>- Meeting with adjoining districts on duty to cooperate on redevelopment targets etc</li> </ul>		

	<ul style="list-style-type: none"> <li>- Meeting with adjoining districts within housing market areas with regard joint Strategic Housing Market Assessments</li> <li>- Undertaking regular all party Member working parties</li> <li>- Organising an all Member briefing</li> <li>- Expert legal and technical advice obtained from external consultants</li> <li>- Seconded a member of staff to assist with staff resources</li> </ul>			
Linked Action Code	Linked Action Title	Due Date	Status	Progress of Covalent Action
PFD12/13 003.011	Local Development Framework - prepare Local Plan submission	31-Jul-2015	In Progress	30% <input type="text"/>

