

CAMBRIDGESHIRE HORIZONS

Agenda Item No: 8a

Protocol for commissioning and governance of new projects and Work Programme for 2010/11

To: **Cambridgeshire Horizons Board**

Date: **1st July 2010**

From: **Chief Executive**

Purpose: **FOR STEER (FS)**

To finalise the protocol for commissioning and governance of new projects and to set out a high level work programme for projects and other workstreams that will be brought before the Board up to March 2011.

Recommendation: **For Board Members to comment on the suggested format and content of the protocol and work programme, which will be updated and brought to each Board meeting as a standing agenda item.**

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1. Introduction

- 1.1 At its last meeting in March the Board considered a draft protocol for commissioning and governance of new projects together with a project overview plan to provide Members with a high level view of Horizons' work programme, with particular reference to work that needs to come before the Board for information or decision. Board Members suggested a number of changes to the approach to governance of projects and asked that this matter should come to the Board again.
- 1.2 This paper revisits the draft protocol and the work programme, which has now been developed at an appropriate level for the Board's consideration and is included with this paper for Board Members to comment on the content and format. It is proposed that the work programme, updated as appropriate, will be brought to each Board meeting as a basis for Members' oversight of progress with key strategic projects and the governance arrangements that apply to each.

2. Background and Principles

- 2.1 The previous paper on this issue noted that Cambridgeshire Horizons carries out a broad range of work on behalf of the partnership, not all of which needs to be considered in detail by the Horizons Board. The Business Plan for growth sets out the broad programme of work across the 2008-11 period and an annual plan that provides an update against Business Plan objectives is included with the Directors' Report and Financial Statements, which is reviewed by the Board each year.
- 2.2 There are a number of strategic workstreams that need to be considered by the Board, particularly where projects have a clear interface with local authority decision-making processes. Additionally, the Horizons Board will be kept informed of all projects on which Horizons is working. This needs to be done in a proportionate way for Board Members, with the appropriate balance between oversight and more detailed understanding, where necessary, of particular projects and workstreams, particularly where these come forward for decision.

3. Proposed Protocol

- 3.1 The following criteria were suggested as triggers for projects that need to be brought individually to the Horizons Board. Projects in this category are those which satisfy any of these criteria:
 - requires public consultation;
 - are countywide strategies or major strategy refreshes;
 - could result in a change to any local authority's policy, or would be part of the evidence base to support such policies, and so need to be taken through local authority Member approval processes;

- are linked to major funding, or potential funding, streams; and
- are otherwise requested by the Board as of significant interest.

Existing projects which meet these criteria are included in the Project Overview Plan which forms part of the Work Programme.

4. Board Papers

4.1 All Board papers will be clearly marked on the agenda whether they are:

- **For Information Only (FI)** - These will be update papers to keep the Board up to speed with the latest developments on major projects when no major decisions are required.
- **For Steer (FS)** – These papers will include information about a major project, and offer an opportunity to Members to shape the way forward. If only key elements require a steer, they will be clearly marked on the front page of the report.
- **For Decision (FD)** – When a project is fully developed, or when an action plan has been formulated, a report will come to Board for decision.

4.2 Reports will usually include an appendix giving details of the project, e.g. report for consultation. However, if these documents are substantial, a summary will be provided, together with a link to the appropriate document.

The Board is asked to comment on the suggested format and content of the protocol and the Work Programme 2010/11 at Appendix 1.

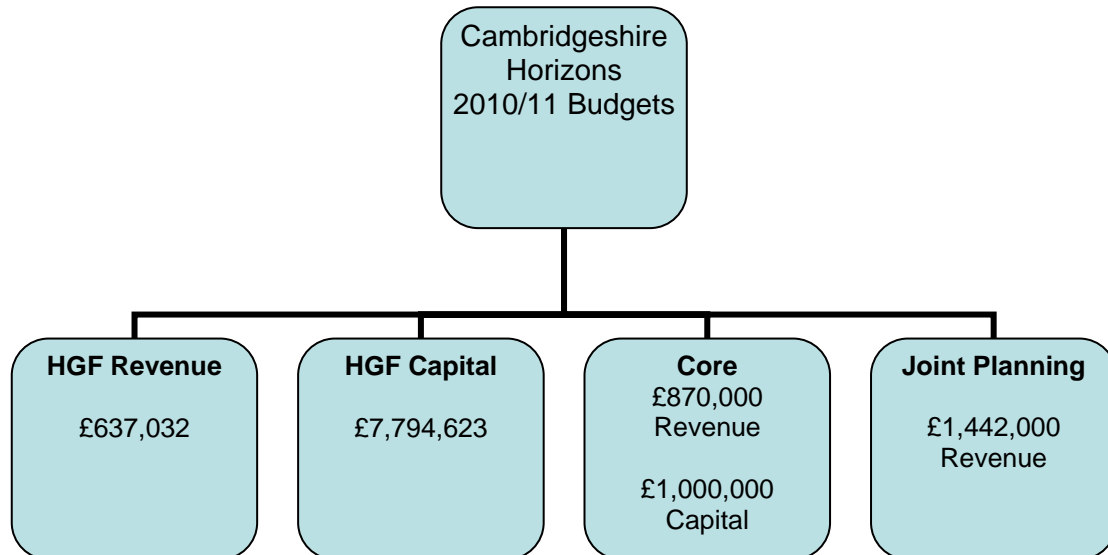
Appendix 1- Cambridgeshire Horizons Work Programme 2010/11

1. Introduction

- 1.1 Cambridgeshire Horizons is the Local Delivery Vehicle (LDV) for the Cambridgeshire growth strategy. This document sets out a high level work programme for the remainder of the period for which Horizons has confirmed revenue funding, ie March 2011. The programme is intended to complement the Business Plan 2008-11 and the Annual Plan, included with the Directors' Report and Financial Statements, which provides an update against Business Plan objectives.
- 1.2 This work programme sets out the resources available to Horizons and its partners for 2010/11; the main activities undertaken by Horizons in support of growth implementation; an oversight of the timescales for implementation of the major growth sites which, ultimately, the programme contributes to; an overview of all strategic projects with relevance for Horizons' work, as well as all projects included in the Housing Growth Fund (HGF) capital and revenue budgets; and a more detailed overview of key strategic projects which will be brought to the Horizons Board for information or decision.

2. Resources

- 2.1 Cambridgeshire Horizons receives annual contributions from the Local Authorities in addition to capital and revenue (core) funding from the Homes & Communities Agency in support of its role as LDV for Cambridgeshire.
- 2.2 Horizons is also responsible for managing HGF capital and revenue funding, which is separate from the LDV funding and is held by Cambridgeshire County Council as the responsible body. There is also a joint planning budget, supporting the joint planning arrangements in the City and South Cambridgeshire areas. The following diagram summarises the funding for 2010/11.



2.3 The Joint Planning and Core budgets support funding of some 51 posts wholly or partly involved in growth implementation in Cambridge City, South Cambridgeshire District and Cambridgeshire County Councils as well as Cambridgeshire Horizons, which has approximately 15 full time or equivalent staff. The HGF Capital and Revenue budgets fund a wide range of growth-related projects that are set out in this work programme.

3. Main activities

3.1 Horizons works flexibly in partnership with the Cambridgeshire local authorities and other stakeholders. Its main activities include:

- Programme and project management - Managing the HGF capital and revenue programmes to ensure funding is used in an effective and timely way. For the remainder of 2010/11 it is particularly important that rigour is applied to this management function to ensure project outcomes are delivered within and, where this is not possible, as close to the end of the funding period as possible; and clear processes are in place for managing any under or overspends and programme closure.
- Innovative use of funds and funding mechanisms – Includes completing loan deals for major development sites (southern fringe – Trumpington Meadows and access road)) and continuing to explore the case with government and partners for piloting new approaches to funding (CIL) and exploring other innovative approaches, such as Tax Increment Financing and asset based finance.
- Infrastructure planning and building a robust evidence base – Working with partners to build a comprehensive evidence base for Cambridgeshire’s infrastructure needs, including the Strategic Housing Market Assessment, the Integrated Development

Programme, managing the preparation of a Local Investment Plan as a basis for 'bidding' through the next Comprehensive Spending Review; managing water cycle studies and preparing a renewable energy infrastructure plan.

- Quality of Life programme - Includes a wide range of projects ranging across implementation of the Cambridgeshire Quality Charter (through the learning and development programme and secretariat role for the Quality Panel), low carbon initiatives and the green infrastructure strategy.
- Promoting Cambridgeshire at a national and local level – Effective and on-going engagement with government Ministers and senior advisors to make the case for financial and other support for the sustainable growth of Cambridgeshire. This applies to both generic issues such as innovative funding mechanisms or specific projects including Northstowe.
- Preparing a Communications and Engagement Strategy – Ensuring that the benefits of sustainable, high quality growth are communicated in an effective way to local communities and stakeholders.
- Working in partnership to overcome barriers to delivery – Using HGF effectively to support delivery on the ground including the southern fringe loan deals to kickstart development sites; and the Uttons Drove Land Drainage solution to facilitate further development at Cambourne and, ultimately, Northstowe.

3.2 These activities and the funding to support them are undertaken ultimately to achieve outcomes of the ground, namely the implementation of the Cambridgeshire growth strategy, which is focused on the major Cambridge fringe growth sites, the new town of Northstowe and the main market towns. Appendix A provides an overview of the projected timelines from planning, through construction, to occupation for the main sites and development locations. This provides the context for the more detailed information on programmes and projects that follows.

4. Programmes and Projects

4.1 The HGF capital and revenue programmes include a range of different projects; these, together with other strategic projects not directly funded from this source, comprise the main projects which the Board should have oversight of. These are shown comprehensively in Appendix B, which includes the budget for each project and a timescale for completion of each. This appendix will ensure that the Board has oversight of all relevant programmes and projects at an appropriate level of detail.

- 4.2 A Project Overview Plan is included at Appendix C, which provides further details of existing strategic projects and activities that the Board needs to see for information or decision. This includes the key aims for the project, the current status, the timing of when the project will next come to the Horizons Board for decision or information and whether the project needs to be taken through individual local authority formal decision-making processes.

5. Conclusions

- 5.1 This Work Programme provides an overview of the main areas of work undertaken by Cambridgeshire Horizons and its partners on growth implementation, including all individual projects funded through the Housing Growth Fund, and those which will need to come before the Horizons Board for decision or information.
- 5.2 Timely completion of the projects included in this programme is important to achieve the desired outcomes and to demonstrate that the growth partnership can use funding effectively to deliver sustainable outcomes.

Appendix 3 - Project Overview Plan

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
Green Infrastructure Strategy Sheryl French / David Bethel	To update the current Green Infrastructure Strategy to 2031 to reflect the whole of the County.	First stage of public consultation complete. Meetings with stakeholders to discuss their comments on the strategy ongoing and responses to the public and stakeholders now being drawn up.	July 2010 – Progress report on a 2 nd Draft September 2010 – Horizons Board comment on second draft December 2010 - 2 nd draft approved for public consultation Jan –Feb 2011 March 2011 – 2 nd Edition Green Infrastructure Strategy approved by Horizons Board	Yes. Sept- November 2010 – Local Authorities endorse 2 nd draft for public consultation in Jan-Feb 2011. 2 nd draft presented to Environmental Sustainability Partnership for comment in Autumn. Final strategy to go through LA endorsement process post March 2011.
Cambridgeshire Quality Panel John Williamson/Esther Cooke	To provide a panel of experts in the 4 C's of the Quality Charter to provide independent advice to planning authorities on major development site proposals.	In March 2010 a member panel selected 12 Quality Panel Members. First full meeting 25 th June 2010.	Review in December 2010	Yes. Quality Panel will present written advice to Local Planning Authorities following each Panel meeting.
East Cambs & Fenland Water Cycle Strategy (WCS) and Strategic Flood Risk Assessment	To deliver a Water Cycle Strategy for East Cambridgeshire and Fenland. This includes:	First draft Outline WCS June 2010. Final Outline WCS	September 2010 – update on progress with WCS	Yes. Fenland to use Overview and Scrutiny Policy Committee

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
(SFRA) Paul Mumford	<ul style="list-style-type: none"> - Strategic Infrastructure - Major Sites assessments including infrastructure - A pathway to sustainable water management for Growth To deliver a Level 1 SFRA for East Cambridgeshire and for Fenland.	September 2010. First draft Phase 2 WCS December 2010. Final Phase 2 February 2011. First draft SFRA's May 2010. Final SFRA's July 2010.		(meets monthly). East Cambs to use combined member seminar for WCS and Countywide Surface Water Management Plan (18 th November 2010). Sign-off by Strategic Development Committee.
Cambridge Area WCS Sheryl French/Paul Mumford	To deliver a Water Cycle Strategy for the major sites in and around Cambridge. This includes: <ul style="list-style-type: none"> - Strategic Infrastructure - Major Sites assessments including infrastructure - A pathway to sustainable water management for Growth 	Structure of Final Document now confirmed. Draft of Final Strategy due June/July 2010 Additional work on Northstowe WCS as part of the Eco-Towns requirements under discussion and still to be agreed.	September 2010 – presentation on draft Final Strategy for comment December 2010 – approval and sign off of Major Sites WCS	Yes. September – November 2010 – CCC, SCDC and City to take through member processes for comment. Jan- March 2011 – LAs formally adopt the Major Sites WCS as an evidence base to support the LDFs

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
<p>Low Carbon Development Initiative (LCDI)</p> <p>Sheryl French/ Renewables East</p>	<p>A regional delivery vehicle that works with the Local Authorities and partners to identify new renewable energy project opportunities. It then de-risks projects so the market will invest in their delivery.</p> <p><i>(Please note: LCDI can form one of the delivery vehicles for the carbon offset fund)</i></p>	<p>Funding secured from ERDF to match HGF capital investments.</p> <p>Business plan agreed with EEDA.</p> <p>A Community Interest Company formed.</p> <p>Four projects identified across the region, 3 in Cambridgeshire.</p>	<p>July 2010 – progress report and decision to support two additional projects in Cambridgeshire Parkside pools scheme including housing and St.Neots Barford Power Station.</p> <p>December 2010 – progress report.</p>	<p>Yes.</p> <p>The Local Authorities with projects involved in the LCDI are partners and investors in bringing forward appropriate solutions.</p>
<p>Cost Benefit Analysis for delivering new public buildings at zero carbon standards</p> <p>Sheryl French/John King</p>	<p>To identify the costs associated with delivering zero (or low) carbon new public buildings. Identifying if there is a financial benefit to investing early in zero carbon in advance of new standards coming forward.</p> <p><i>(Please note: this work can be linked with the implementation of the</i></p>	<p>Cyril Sweet and Partners appointed March 2010. Inception meeting held April 2010.</p> <p>Baseline information currently being collected and meetings with design teams and users of buildings underway.</p>	<p>July 2010 – progress report.</p> <p>September 2010 – Presentation of key findings and recommendations.</p>	<p>Yes.</p> <p>Implications of key findings to be assessed by LAs.</p> <p>Public Sector Partners to consider the adoption of a ‘generic specification for zero carbon new public buildings’ which can be adapted according to the type of building.</p> <p>Public Sector Partners to identify opportunities to</p>

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
	<i>Carbon Offset Fund)</i>			'Invest to Save' for new public buildings.
Carbon Offset Mechanism Sheryl French/Anna Keyes	The overall aim is to provide Cambridgeshire public sector partners with a strategic overview of available options for setting up some form of Carbon Offset Fund, and advise if the options will present real advantages over a 'do nothing' approach.	First draft Report issued May 2010. LA Officers commented on the first draft report and changes now agreed with the consultants.	July 2010 – discuss the first draft and provide a steer. September 2010 – Report for approval and to approve the next steps. This is likely to include: <ul style="list-style-type: none"> - Governance and structure options - the development of infrastructure plans for renewable energy and identify energy efficiency investment plans 	Yes. Environmental Sustainability Partnership to comment on draft report. If the Report is accepted in September 2010 it will include actions that will require LA inputs.
Renewable Energy Infrastructure Plan (REIP) Sheryl French	To develop a Renewable Energy Infrastructure Plan including <ul style="list-style-type: none"> - a closed loop energy-waste-transport solutions for a low carbon Cambridgeshire focusing initially on growth sites 	A proposal submitted to the Climate Change Skills Fund in May 2010 for £100,000. HGF Revenue budget for Low Carbon Initiatives identified to progress this project.	September 2010 – a draft scope of the project presented to Board for comment and approval. December 2010 – update report March 2011- draft report for comment	Yes. LAs to be represented on the Steering Group and other public sector organisations. Endorsement of final report as evidence base will be required by the Local Authorities.

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
	<ul style="list-style-type: none"> - an evidence base for the proposed introduction of CIL - To inform ongoing development of LDFs 	A project Steering Group to be identified.		
Carbon Management Plan for Growth Sheryl French/ Rebecca Bryant/ Anna Keyes	Develop a carbon management plan to be used as a tool for future infrastructure prioritisation.	To be started. A Steering Group to be set up and scope of work agreed.	December 2010 – scope of a carbon management plan presented to Board for comment March 2011 – draft Report presented	Yes. Tbc.
Strategic Housing Market Assessment (SHMA) Sue Beecroft	Provide evidence to support Districts' LDF on housing and affordable housing.	Evidence base used to inform policy development and at Planning Inquiries.	Continual refresh and update under guidance of local authority steering group.	None, except at Districts' discretion to support planning policy changes or decisions.
Cambridgeshire Local Investment Plan (CLIP) Anna Keyes / Sue Beecroft	To provide evidence to the HCA for investment in homes and communities across the County, supporting the single conversation and (later) local investment	Introductory section has been drafted, drawing together common evidence for the County. Letter and proforma to be circulated to chief executives to gather information on projects	Work in progress to be presented to July Board. Consultation draft to be presented to September Board, prior to Member consultation. December Horizons Board to consider results of consultation.	Yes, consultation with Local Authority members desired between September and December 2010.

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
	agreements	and their prioritisation, for each district, to be presented in the second section of the CLIP	Then (December to march 2011) enters HCA validation process.	
Northstowe Local Investment Plan (NLIP) Sheryl French / Dan Clarke	To provide evidence to the HCA for investment in Northstowe, supporting the single conversation and (later) a local investment agreement	Outline NLIP has been drafted. Local authorities to feed in information before goes to Northstowe Public Sector Board	Programme for Northstowe LIP dependent on the outcome of discussions between HCA and Gallaghers	Yes, consultation with Local Authority members desired at timescale tbc.
Community Infrastructure Levy Pilot Alex Plant/Anna Keyes	To support Huntingdonshire and East Cambridgeshire District Councils as they pilot standard charges on new development through the Community Infrastructure Levy.	A pilot group (including HDC, ECDC, County Council and Horizons) has been established and met, with legal advice from Denton Wilde Sapte. A further meeting to provide updates and share experience will follow in July.	The Horizons Board will receive updates on the progress of the pilot through the regular 'Investment Package Update'.	Huntingdonshire and East Cambridgeshire DCs will need to take their CIL charging schedules through appropriate member processes. Decisions from other LPAs on whether to implement CIL will follow.
Planned communications and community engagement	To raise public awareness of the growth agenda amongst local	A Communications and Community Engagement Strategy for 2008-11 was	The Horizons Board will provide a steer on proposed Community Engagement work and the	Yes – via the Cambridgeshire Partnership Communications Group (which has representatives from all six

Project Title and project lead	Key Aims	Current Status	Horizons Board Milestones	Links to LA processes required?
Laura Halstead	residents.	approved in September 2008 and is now being implemented. An additional Community Engagement paper is being taken to the July Board for a steer.	Renewable Energy awareness raising campaign proposal at the July meeting.	local authorities, Police, Fire, GCP, NHS, Cambridgeshire Together, CPL and the HCA).
Annual conference Laura Halstead	To share knowledge and best practice relating to the growth agenda.	The 2010 Conference has recently finished and feedback is being collated.	The Board will be asked for feedback on updated conference proposals once future funding is more certain.	Yes, via the Cambridgeshire Partnership Communications Group.
Quality Charter Learning & Development Programme Lianne Parrett	To better equip officers and members with skills and knowledge to deliver high quality new developments.	<p>Course themes have been identified.</p> <p>Training providers have been appointed (ARU/URBED/BRH; Essex Design Initiative; Inspire East -TBC).</p> <p>Course design & scheduling underway.</p> <p>An on-line Prospectus is being developed.</p>	Programme design and development guided by Quality Charter Steering Group comprised of officers and members from all 6 local authorities and an RSL.	<p>Yes – via the Quality Charter Steering Group.</p> <p>LA team leaders and member services teams required to help promote the programme to officers and members and support delegate participation.</p>