

## **CAMBRIDGESHIRE HORIZONS**

**Agenda Item No: 15**

### **Work Programme for 2010/11**

*To:* **Cambridgeshire Horizons Board**

*Date:* **29<sup>th</sup> September 2010**

*From:* **John Williamson, Acting Director for Development**

*Purpose:* **For Information (FI)**

**To set out a high level work programme for projects and other workstreams that will be brought before the Horizons Board up to March 2011.**

*Recommendation:* **For Board members to note the work programme, particularly progress with strategic projects in the Project Overview Plan.**

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## **1. Introduction**

1.1 At its July meeting the Horizons Board was provided with a Work Programme for the remainder of 2010/11, which gave an oversight of progress with HGF-funded and other strategic programmes and projects. Board members welcomed this and agreed that an updated version of the Work Programme should be brought to each meeting.

## **2. The Work programme**

2.1 The Work Programme comprises several elements as follows:

- An overarching paper, which sets the context for the more detailed appendices, and includes Horizons' main budgets and tasks (attached as Appendix A to this paper);
- Appendix 1 – A timeline for planning, construction and occupation of the major development sites;
- Appendix 2 – A list of all HGF-funded and other strategic projects that contribute to delivering the growth strategy; and
- Appendix 3 – A Project Overview Plan, which provides more detail on the key strategic projects that Horizons is leading, including current progress and local authority and Horizons' Board governance of projects.

2.2 An oral update will be given at the meeting on progress with particular projects and relevant issues for the Board to be aware of.

## **3. Draft Protocol for Project Governance**

3.1 Also at the last Board meeting, members reconsidered a draft protocol for governance of projects. This set out the criteria for determining which projects should come to the Board for information or decision.

3.2 The Horizons Board asked that Growth Partnership Board should be consulted again on this protocol to ensure that senior officers are happy that it reflects appropriate working practices and to consider whether there was a need for anything more relating to commissioning and governance of projects. At the meeting earlier this month GPB members confirmed that they were content with the protocol as it stood and related working practices for governance of projects.

## **4. Recommendations**

4.1 Recommendations are as on the covering page for this report.

## **Appendix A**

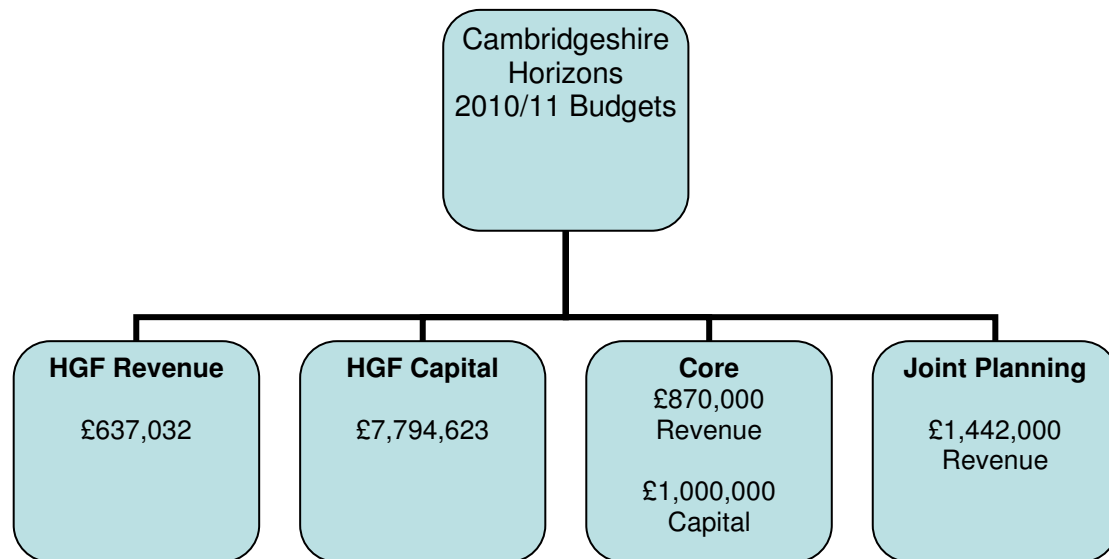
### **Cambridgeshire Horizons Work Programme 2010/11**

#### **1. Introduction**

- 1.1 Cambridgeshire Horizons is the Local Delivery Vehicle (LDV) for Cambridgeshire's growth programme. 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.
- 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 and equity 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 on 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 growth in 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.