

CAMBRIDGESHIRE HORIZONS

Agenda Item No: 9

Horizons Work Programme including transitional issues

To: **Horizons Main Board**
Date: **12th September 2011**
From: **Director for Development**

Purpose: **For Information (FI)**

To provide an update on current Horizons-led projects and transitional arrangements for projects or activities continuing beyond September 2011.

Recommendation: **For Board members to note progress with projects and the arrangements for transition of relevant work once Horizons ceases operations at the end of September 2011.**

Contact:	Name: Job Title: E-mail address: Telephone No.	John Williamson Director for Development john.williamson@cambridgeshirehorizons.co.uk 01223 714053
-----------------	---	---

1. Introduction

- 1.1 The work programme for the final six months of Horizons' operations was agreed by the Horizons Board in March. As also agreed by the Board, a group of senior officers from the local authorities and Horizons met in April to discuss arrangements for managing projects and activities that will continue after September 2011 when Horizons ceases to operate.

2. The Work programme and transitional issues

- 2.1 The latest version of the work programme is attached to this paper. It includes the current position on existing projects, a number of which have finished or will do so shortly; for example the water cycle strategies and Green Infrastructure Strategy.

- 2.2 The final column of the table sets out whether projects or activities will continue beyond September and, if so, current thinking on transitional arrangements. For a number of workstreams, notably the first, *Bidding for Funding and promoting Growth issues*, much of the activity is likely to be picked up by the Local Enterprise Partnership. Details of how these activities might be undertaken in practice will therefore be for the LEP to determine and are not addressed in the work programme.

- 2.3 For the main projects and activities that will continue beyond the end of September this year, the Horizons Board noted and agreed transitional arrangements at its June meeting. The projects reported then, with the latest position, are as follows:

- **Community Infrastructure Levy pilot** - The CIL pilot group, chaired and supported by Horizons, will continue to operate after September.
- **Cambridgeshire Renewables Infrastructure Framework (CRIF) and Community Energy Fund (CEF)** – These inter-related low carbon projects will run beyond September. The Board agreed that the Horizons Delivery Manager's current role in leading these projects will be extended until January 2012 to enable them to be completed.
- **Housing co-ordinator role and SHMA work** – The Board agreed to fund the current post from Horizons monies until the end of this financial year. It is anticipated that the local authorities will agree to support the role between them from April 2012.
- **Low Carbon Development Initiative (LCDI) projects** – The three projects comprising the LCDI will continue to be managed by the relevant local authorities with input from Renewables East.
- **Cambridgeshire Quality Panel** – Administrative and secretariat support for the Quality Panel is now being provided by the County Council. The Quality Charter Steering Group also decided that from

April 2012 funds for running the Panel will be sought from developers whose schemes are being reviewed.

- 2.4 There are a number of other areas of activity included in the work programme where decisions will need to be made by the local authorities on whether or not they continue in a similar way, for example the major sites delivery boards.

3. Recommendations

- 3.1 For the Board to note progress with projects and the arrangements for transition of relevant work once Horizons ceases operations at the end of September 2011.

Cambridgeshire Horizons' Work Programme – April to September 2011

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
1. Bidding for funding and promoting growth in Cambridgeshire					
Supporting Regional Growth Fund (RGF) bids	To co-ordinate RGF bids until LEP becomes operational.	Two bids submitted on behalf of LEP by deadline of 21 st January 2011; others endorsed by LEP.	Second round of RGF bids now closed. No further rounds anticipated.	Chief Executive, Communications Manager and Project Manager.	No, as further funding rounds are not expected.
Undertaking other funding bids, e.g. ERDF and other EU funds	To ensure bids are submitted for other appropriate funding opportunities.	No other bids submitted as yet.	On-going.	Chief Executive, Communications Manager and Project Manager.	Yes.
Securing transitional funding from government where available	To access funding opportunities from govt to support transition from LDV to LEP.	£5m total available over next two years nationally. Discussions with CLG on-going.	Decision on whether funding available by no later than end March 2011.	Chief Executive and Director for Development.	No – now done. Funding relates to on-going functions and may be used by the LEP and/or local authorities.
Targeted engagement with of government in support of Cambridgeshire growth issues	To ensure relevant govt departments are aware of challenges of delivering growth and need for funding.	Discussions with CLG, BIS and HMT on importance of sufficient resources, including LEP funding and powers.	On-going.	Chief Executive and Director for Development.	By LEP and/or local authority partnerships – for LEP Board and/or local authorities to determine

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
					governance and practical arrangements.
2. Innovative use of funds and funding mechanisms					
Community Infrastructure Levy Pilot	To pilot establishment of CIL, working with local authorities (Huntingdonshire, East Cambs and County Councils). Learning will be shared with non-pilot local authorities.	CIL Pilot Working Group established; working through issues following govt's confirmation of CIL go ahead.	Adoption and use of CIL charging schedules by April 2012 at the earliest.	Chief Executive, Director for Development and Project Manager.	Yes. Pilot group to continue under local authority chair (to be agreed). Continued need for retained legal advice.
Tax Increment Financing pilot	To continue to work with City and County Councils on TIF pilot.	Proposal for TIF pilot established and submitted to govt.	Depends on what can happen before TIF legislation. Likely to be carried forward beyond September 2011.	Chief Executive and Project Manager.	Yes. LEP to lead. Local authorities would need to agree any future bids and directly be involved in specific projects.
Community Energy Fund	To establish principles and practicalities of operation a CEF to inform LA decisions on	Developing options around evidence base, planning approach, and structure and	Options for taking forward presented to Horizons Board in March 2011	Chief Executive/Director for Development, Delivery Manager, Project	Yes. Current Horizons Delivery Manager to continue project until

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	whether to take forward.	governance.		Manager. £30,000 HGF revenue	January 2012.
Managing Clay Farm equity investment, Trumpington Meadows loan and Rolling Fund	To manage on-going use of flexible funds to ensure compliance with loan/investment agreements.	Loan and investment funds now available for use.	Need for regular, on-going management of funds. Loans and investment unlikely to start returning until around 2017.	Chief Executive and Delivery Manager.	Yes. To County Council to manage funds, with decisions on use reserved for all Cambs authorities through Horizons shell company.
3. Infrastructure planning and building a robust evidence base					
Strategic Housing Market Assessment and Housing Market Bulletin	Up to date information on housing market to inform planning (and wider) policy and decisions.	SHMA under continuous review. Bulletin issued quarterly (next issue June 2011).	Up to date SHMA including affordable housing figures. Continuous process funded through district contributions.	Housing Coordinator. Hometrack subscription (£8,000 pa).	Yes. Housing co-ordinator role to continue (hosted by City Council) subject to confirmation of funding from April 2012.
Complete and review Local Investment	Agree priorities for potential HCA	Final draft CLIP requires County	Final CLIP to guide HCA investment decisions	Director for Development,	Housing co-ordinator to lead on targeted

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
Plans (Cambridgeshire and Northstowe)	investment.	<p>member sign off then Horizons Board sign off.</p> <p>NLIP on hold until have agreed way forward for Northstowe.</p>	signed off March 2011.	Housing Coordinator, Project Manager	updates where necessary and wider review of CLIP if needed.
Green Infrastructure Strategy Review	Strategy for the planning and delivery of Green Infrastructure to 2031.	Final Strategy completed and signed off by Horizons Board July 2011. Currently being considered by individual local authorities.	Publish and launch final Strategy July 2011.	Director for Development, Delivery Manager, Programme Manager, Project Managers, Communication Manager	No. Green Infrastructure Forum to continue as main focus for implementation and future review.
Water cycle strategies	Develop comprehensive plan of water services infrastructure needs and costs, with 'policy pathway' for implementation through stakeholder policy and local	<p>Cambridge and surrounding areas – final report published on Horizons website August 2011.</p> <p>East Cambs and Fenland – Phase 1 complete. Phase 2 at final draft report.</p>	<p>East Cambs and Fenland strategy to complete by mid September 2011.</p> <p>Huntingdonshire – Phase 2 to be completed November 2011.</p>	Programme Manager, Delivery Manager.	No.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	planning policy.	Huntingdonshire – consultant appointed to complete Phase 2.			
Low Carbon Development Initiative projects	The purpose of the LCDI programme is to overcome the early-stage development risks which currently impede progress on the delivery of low carbon developments.	St Neots project - Business case is complete and project has commenced. Cambridge project – Putting business case together and approaching businesses. Northstowe – on hold following initial work.	All projects funded until 2012.	Chief Executive Delivery Manager Project Manager	Yes. Specific projects for City, St Neots and Northstowe to continue to be managed by local authorities and Renewables East.
Cost benefit analysis for low carbon buildings	The purpose of the study is to determine whether there is any net benefit to LA's to move to a zero carbon specification ahead of the mandatory 2018	Finalising report, sign off by the end of Feb. LA's to take the finding through member processes. Partners have identified next steps.	Report signed of Feb. Next steps to be decided.	Delivery Manager Project Manager	No not for specific project – although on-going need for dissemination and understanding of issues – particularly through Making Assets Count work.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	target.				
Cambridgeshire Renewable Infrastructure Framework	Develop comprehensive renewable evidence base for Cambridgeshire.	Six work streams identified. First two (establishing a baseline, and an education and communications strategy) have commenced now. Reaching final agreement on Climate Change Skills Fund funding. Engagement and communications strategy for renewable energy (Complete)	<p>Completion of full project after September 2011.</p> <p>Heat and renewable energy capacity mapping for Cambridgeshire (to be completed by June 2011).</p> <p>Engagement and communications strategy for renewable energy</p>	Director for Development, Delivery Manager, Programme Manager, Project Managers	Yes. Current Horizons Delivery Manager to continue project until January 2012.
Cambridgeshire Integrated Development Programme	Provide a statement of countywide strategic infrastructure priorities, which would form part of	Agreed by all six Local Authorities and the Cambridgeshire Horizons Board in December 2009. Review required to take	A reviewed IDP for agreement by the six Local Authorities. Timescales will be shaped by available resource.	Project Manager TBC	TBC – Likely that evidence base needed for strategic infrastructure (eg for CIL) but to be determined whether

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	the evidence base for CIL	account of changes since.			review of IDP most appropriate vehicle.
4. Providing a space for resolution of issues and playing a brokering role to overcome barriers to delivery					
Growth sites Delivery Boards	Independent forum for resolving issues and coordinating delivery of major development sites. <ul style="list-style-type: none"> - Northstowe - St Neots - East Cambs - Alconbury 	Northstowe – Awaiting Joint Promoters’ agreed way forward. All other Boards actively engaged on different stages of pre-planning or development.	On-going	Chief Executive, Director for Development, Communications Manager Delivery Managers Project Manager	TBC. Principle of Boards operating at strategic level agreed as effective. Local authorities to decide on case-by-case basis which Boards to continue.
Developers’ Forum	Forum for discussion and information sharing for Cambridgeshire developers.	New chair (Ed Skeates) and renewed commitment to the forum.	To be determined whether continues beyond Sept 2011.	Servicing meeting (Admin support). Preparing material/papers (various staff).	TBC For LEP to decide whether it wants a strategic Developers’ Group to advise it on relevant issues.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
5. Implementing the Cambridgeshire Quality Charter					
Cambridgeshire Quality Panel	To provide secretariat support to the Quality Panel to ensure it operates effectively in advising on major development schemes and to manage its transfer to an alternative host organisation.	Panel continues to provide advice on development schemes.	Options for alternative hosting arrangements were agreed by the Quality Charter Steering Group in June and reported to Horizons Board.	Director for Development and Project Manager.	Yes. County Council supporting Panel with funding from April 2012 to be secured through developer contributions.
6. Communications and engagement					
Website – Horizons	To keep the Horizons website up-to-date and find a suitable means of archiving the information post-September.	Updates ongoing. Research into archiving ongoing.	By the end of September.	Communications Manager All Horizons staff	Website to be retained as part of Horizons legacy for fixed period (two years).
Website - LEP	To create a cost effective interim LEP	Website completed and live.		Communications Manager	Yes.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	website, that is also scalable.				
Growth in Cambridgeshire e-newsletter	To provide our database of contacts with bi-monthly updates on the growth agenda.	Last version sent out in March.		Communications Manager	No.
Cambridgeshire Partnership Communications Group	To manage a forum for sharing public sector communications and engagement knowledge and best practice, and to seek further opportunities to work together.	County Council has agreed to chair meetings in future.		Communications Manager	No.
HGF Project: Developing an online community for the southern fringe	To develop online and social media space for residents of the southern fringe	Project handover to be discussed at next Community Services and Infrastructure Group meeting 6 th	Work to be delivered by the end of 2011.	Communications Manager	Yes. Arrangements to be determined.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	of Cambridge.	September.			
Supporting north west Cambridge public events	Working as a part of a team, to support the delivery of north west Cambridge public events, in particular managing the PR and marketing.	Work ongoing. Next Communications and Engagement group meeting 8 th September.	Ongoing.	Communications Manager	Yes. Local Authorities to continue activity.
Twitter	Managing Horizons twitter feed to ensure a continuous flow of info regarding growth agenda.	Ongoing.	To be wound up or passed on by September 2011.	Communications Manager	No.
LEP Communications and Engagement	Continue to develop strategy and key messages with partners, act as workstream lead, key contact for generic queries,	Ongoing	To be handed over by September 2011.	Communications Manager	Yes. Propono PR appointed to continue this work.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	management of the CoP and Twitter lead.				
Communications and Community engagement strategy	To continue to deliver the approved communications and engagement strategy.	Ongoing.	By September we will have communicated the closure of Horizons, and the area's continued commitment to growth.	Communications Manager.	No.
7. Programme and project management					
Management of HGF Capital and Revenue programmes	To manage HGF programmes to ensure projects completed and funding used.	Established latest completion dates for all projects; continuing to review progress internally and with project leads.	All projects to be completed and funding spent, unless necessary to continue, by no later than end September 2011.	Director for Development, Finance Manager and Lead Project Manager.	Small number of projects running beyond September 2011 to be managed by County Council.
Major development sites programme support	Continue to work with partners in producing one-page delivery plans for major sites and supporting on key issues where	On-going, with particular focus on Cambridge Southern Fringe and North-West Cambridge.	By end September 2011.	Delivery Managers and Project Managers.	Tbc Major Developments Management Team to review value of delivery plans and whether continue to be produced/updated.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
	necessary.				
Strategic Risk Register	To update the Strategic Risk Register to identify key risks and mitigation in relation to growth delivery.	SRR updated regularly by officers and reviewed by JSGIC and ARM.	By end September 2011.	Director for Development and Delivery Manager.	No.
Support for other partnership projects, eg Chesterton Station	Provide support, where necessary, in relation to delivery of relevant partnership infrastructure projects through funding or advice.	On-going, with particular focus on Chesterton and Ely stations.	By end September 2011.	Director for Development, Delivery and Project Managers.	No.
Support Sub-Regional Housing Board	Housing Co-ordinator to continue to provide effective support to SR Housing Board.	Role continues until at least September 2011.	SR Housing Board considering options for maintaining role supporting the Board beyond September 2011.	Housing Co-ordinator (seconded from Cambridge City Council). Director for Development	Yes. Housing co-ordinator's role to be continued, subject to confirming funding.

Workstreams	Relevant Projects and Key Aims	Current Status	Outputs and Overall Timescales	Horizons resources	Whether project continuing beyond Sept 2011 and transition arrangements
8. Transition, including Horizons knowledge and information transfer					
Transfer and storage of relevant knowledge and information held by Horizons	Effective legacy and transition plan in place to ensure orderly transfer and storage of knowledge/information	Actively working on transfer and storage of information.	Proposals developed and agreed to be completed before end of September 2011.	Director for Development, Communications Manager and Programme Manager.	No.
9. Finance and administration					
Management of Horizons finance functions, plus office and committees management	Ensure effective financial management to Horizons' closure; continue to provide administrative support to Horizons operations, including Board and sub-committees.		On-going to September 2011.	Finance Manager and Office and Committees Manager.	No.

Risks to successful implementation of work programme

- Insufficient staff resource to undertake work, particularly as staff start to leave Horizons.

Mitigation: Look to local authority partners and others to support completion of key projects, where possible and appropriate.

- Projects not completed to anticipated timescales and so run beyond closure of Horizons.

Mitigation: Tight management of projects leading up to September, putting in place transition arrangements where necessary.

- Loss of Horizons' knowledge and information as a result of company ceasing to operate

Mitigation: Put in place effective legacy and transition plan to ensure orderly transfer and storage of knowledge/information.

- Lack of active management of Rolling Fund investments (£20.5m to return to growth partnership).

Mitigation: Transfer relevant knowledge to county council staff as fund managers.