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3 March 2010

To: Councillor Tim Wotherspoon, Portfolio Holder

Cllrs: Dr Steve Harangozo Opposition Spokesman
Mike Mason Scrutiny Monitor
Bridget Smith Scrutiny Monitor and Opposition
Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **NORTHSTOWE PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 11 MARCH 2010 at 2.00 p.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

| AGENDA | | PAGES |
|---------------|--|----------------|
| 1. | Declarations of Interest | |
| 2. | Strategic Risk Register | 1 - 16 |
| 3. | Comprehensive Area Assessment (CAA) - Framework | 17 - 30 |
| 4. | Northstowe EcoTown | 31 - 58 |
| 5. | Forward Plan The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the forward plan. | 59 - 60 |
| 6. | Date of Next Meeting The Portfolio Holder is requested to agree a date for the next meeting. | |

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Northstowe Portfolio Holder 11 March 2010
AUTHOR/S: Executive Director (Corporate Services) / Finance Project Officer

STRATEGIC RISK REGISTER – QUARTERLY REVIEW**Purpose**

1. The purpose of this report is to enable the Northstowe Portfolio Holder to review the Council's strategic risk register and recommend its approval to Corporate Governance Committee.

Executive Summary

2. At its meeting on 9 February 2010, Corporate Governance Committee approved reallocating the Member "executive" role regarding risk management to the Executive. The Leader of the Council subsequently assigned this responsibility to the Northstowe Portfolio Holder (paragraphs 6(a) and 7 below refer).
3. As risk management comes under the Corporate Governance Committee's general responsibilities in the Council's Constitution, this reallocation will need an amendment to the Constitution agreed by Council. Pending this, the review of the strategic risk register is therefore for recommendation to Corporate Governance Committee (paragraphs 8 and 9 below refer).
4. Corporate Governance Committee also approved a revised risk register format and a revised matrix for assessing/scoring Impact and Likelihood of risks (paragraph 6(c) below refers). These have been applied to this review of the strategic risk register.
5. The key matters for the Northstowe Portfolio Holder in this report are to consider and recommend for agreement to Corporate Governance Committee:
 - (a) changes to existing risks and control measures (paragraph 10 below refers);
 - (b) new risks included in the strategic risk register (paragraph 11 below refers).

Background

6. At its meeting on 9 February 2010, Corporate Governance Committee approved:
 - (a) the reallocation of Member executive and governance roles regarding risk management between the Executive and Corporate Governance Committee:
 - (i) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
 - (ii) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Corporate Governance Committee;
 - (iii) Corporate Governance Committee to receive quarterly, the strategic risk register, covering reports and other associated documents presented to the portfolio holder, together with the minutes of the portfolio holder meetings, to monitor that the strategic risk register has been properly considered by the portfolio holder;

- (iv) Corporate Governance Committee to continue to receive an annual report on the risk management strategy and process, including how Executive Management Team (EMT) and the portfolio holder have performed the quarterly reviews of the Council's strategic risk register, thus giving the Committee assurance over the process;
 - (v) the reporting of the risk management strategy and strategic risk register once a year to Council;
- (b) the adoption of the procedural framework below setting out the reallocation of roles:

| | SMT/ EMT | Executive | Corporate Governance Committee | Council |
|---|--|---|---|---------------------|
| (i) review of the Council's risk management strategy | annually, as now [February] | annually [March] | | |
| (ii) review of the adequacy and effectiveness of the Council's risk management strategy and processes, taking recommendations resulting from (i) above into account | annually, as now [February] | | annually, as now [March] | |
| (iii) review and update of the Council's strategic risk register | quarterly, as now [May, August, November, February] | quarterly (previously Corporate Governance Committee) | | |
| (iv) monitoring the review of the Council's strategic risk register | | | quarterly | |
| (v) reporting of the risk management strategy and strategic risk register | | | | annually [April] |

- (c) changes in recording, assessing, prioritising and reporting of risks:
- (i) reconfiguration of the matrix (Impact v Likelihood) to 5 x 5;
 - (ii) changing the scoring of risks to a double-numeric method, where the highest score for both Impact and Likelihood is 5;
 - (iii) updated criteria for assessing Impact and Likelihood of risks, aligned to the revised matrix;
 - (iv) a revised risk register format to improve consideration of risks, bringing information together so that it can be viewed on one document.
- (Further information regarding these points can be found in the [report to Corporate Governance Committee, 9 February 2010](#), paragraphs 13 to 17.)

7. Corporate Governance Committee also noted that it was likely the Leader would assign the Executive responsibility to the Policy & Performance Portfolio Holder. The Leader subsequently decided to assign this responsibility to the Northstowe Portfolio Holder.
8. As risk management comes under the Corporate Governance Committee's general responsibilities in the Council's Constitution - and as responsibility for reviewing the strategic risk register is not separately identified - the reallocation of the Member "executive" risk management role to the Executive will need to be an amendment to the Constitution and be agreed by Council.
9. Pending Council approval, this review of the strategic risk register will therefore be for recommendation to Corporate Governance Committee.

Considerations

10. The strategic risk register was reviewed with the nominated risk owners and other officers. EMT agreed the following changes to the strategic risk register at its meeting on 24 February 2010:
 - (a) Medium Term Financial Strategy (MTFS): The description has been updated to reflect a risk that the impact of single status /equal pay implementation exceeds available reserves. Control measures have been updated as follows:
 - (i) the revised MTFS incorporates updated assumptions;
 - (ii) EMT/SMT review progress in achieving budget targets;
 - (iii) treasury management performance is reported quarterly to the Finance & Staffing Portfolio Holder;
 - (iv) the integrated business monitoring process.As the financial risks have been largely incorporated within the latest version of the MTFS, EMT reduced the risk score from 15 (Impact, Extreme, 5; Likelihood, Possible, 3) to 8 (Impact, High, 4; Likelihood, Unlikely, 2)
 - (b) Pandemic 'flu: The national pandemic 'flu lines have been closed; numbers are less than normal seasonal 'flu and are being dealt with at PCT level; there has not been a serious impact on the authority. Accordingly, EMT agreed that the risk be removed from the strategic risk register.
 - (c) Housing services budgeting and staffing: The subsidy settlement, combined with savings and agreed rent increases, has resulted in a reduced deficit budget for 2010/11.
 - (d) EU Services Directive: The authority is ahead of others in implementing the requirements; although not yet fully operational, it was considered that there would be no difficulties in achieving this. Accordingly, EMT agreed that the risk be removed from the strategic risk register.
 - (e) Making Cambridgeshire Count (MCC): As the Council has withdrawn from this project (although it is willing to participate in the shared services and the gipsy and traveller workstreams outside of the MCC project), EMT agreed that the risk be removed from the strategic risk register.
 - (f) Planning for Growth: The risk focused on reduced Housing & Planning Delivery Grant (H&PDG) and the consequential impact on the Council's financial position. As this had been taken into account in the updated MTFS (see (a) above) and as lack of development progress was included as a separate risk on the strategic risk register (see (j) below), EMT agreed that this risk be removed from the strategic risk register.
 - (g) Equalities: Control measures have been included as follows:
 - (i) the Council has an action plan to achieve Level 3 of the Local Government Equality Standard;

- (ii) the Comprehensive Equalities Policy, including a Gender Equality Scheme, is on Cabinet's forward plan for May 2010.
 - (h) Illegal traveller encampments or developments: The Council's consultation on a draft Gypsy & Traveller Development Plan Document, which is now being updated in preparation for adoption by the New Communities Portfolio Holder in May 2010, has been included in the control measures.
 - (i) Climate change adaptation: A Climate Change Action Plan being prepared for adoption by Cabinet in May 2010 has been included in the control measures
 - (j) Lack of development progress: As Northstowe could be included in the next wave of eco-towns, a dedicated portfolio holder has been appointed to drive the development forward and give it the prominence needed to successfully create a sustainable and desirable community. The first portfolio holder meeting is being held on 11 March 2010. The reference to Northstowe has therefore been removed from the description of the risk.
11. EMT also agreed to include the following new risks on the strategic risk register at its meeting on 24 February 2010:
- (a) Productive time: The various restructuring exercises taking place could cause staff uncertainty, anxiety or stress, leading to either significant staff absence or reduced productivity, resulting in a possible inability to provide full services to the public. Several policies already in place provide control measures; in addition, an Employee Engagement Strategy and a Staff Forum are being discussed. The risk has initially been scored at 9 (Impact, Medium, 3; Likelihood, Possible, 3).
 - (b) Shared services: Entering into a shared services agreement with diminished control over resources or governance could lead to reduced performance or increased cost to the Council, resulting in adverse publicity and damage to reputation. Alternatively, not entering into shared services arrangements could mean the Council missing opportunities for service improvement or not achieving savings, again resulting in damage to reputation. Control measures include business cases, agreed "Heads of Terms" and due diligence exercises. The risk has initially been scored at 9 (Impact, Medium, 3; Likelihood, Possible, 3).
12. The updated and new risks have been included as appropriate in the draft strategic risk register and matrix, attached at **Appendices A and B**. The previous alpha-numeric risk scores have been included for information this time in brackets under the 'Total' risk score (Impact, A to D [A highest]; Likelihood 1 to 6 [1 highest]). The updated criteria for assessing Impact and Likelihood of risks have been included for information at the end of Appendix A. A diagram at **Appendix C** shows how the previous risk matrix maps across to the new risk matrix against the updated Impact and Likelihood criteria.
13. The new risk register format requires control measures to be recorded for all risks; however, as explained in paragraph 19 of the report to Corporate Governance Committee on 9 February 2010, the previous strategic risk action plans only recorded actions/controls in place for risks above the line, so these have been migrated to the new risk register format at this review, together with some control measures for risks below the line. Control measures will be fully incorporated for risks below the line at the next review of the strategic risk register.

Options

14. In reviewing and recommending the strategic risk register and matrix (paragraphs 10 to 13 and Appendices A to B), the portfolio holder could:

- (a) add to, delete from, or make other changes to the strategic risk register (Appendix A), in terms of either the title or detail of the risks or control measures;
- (b) alter the assessment of risks on the matrix (Appendix B), in terms of either their impact or likelihood.

Implications

| | |
|--------------------------------|--|
| 15. Financial, Legal, Staffing | There are no immediate financial, legal or staffing implications resulting from this report. Some of the control measures may have financial, legal or staffing implications; if so, these will be considered in separate reports. |
| Risk Management | Risk management is undertaken regularly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for. |
| Equal Opportunities | The Council's risk management process has no inherent equal opportunities implications; however, Equalities is included as a risk area on the strategic risk register. |

Consultations

- 16. Members of EMT, risk owners, service and other relevant managers have been consulted regarding various aspects of this report.
- 17. There will be liaison with officers as appropriate regarding the implementation of any recommendations made by the portfolio holder regarding this report.

Effect on Strategic Aims

| | |
|-----|--|
| 18. | Commitment to being a listening council, providing first class services accessible to all. |
| | The proposals in this report ensure that strategic risks involved in the delivery of the Council's Corporate Plan and in meeting the Council's Aims are identified and managed; they also contribute to the Council's corporate governance responsibilities. |
| | Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all. |
| | Commitment to making South Cambridgeshire a place in which residents can feel proud to live. |
| | Commitment to assisting provision for local jobs for all. |
| | Commitment to providing a voice for rural life. |

Conclusions/Summary

- 19. Appendices A and B represent the strategic risk register and matrix resulting from consultations and the review by EMT. The portfolio holder needs to review and recommend these for agreement as outlined in paragraph 14.

20. The quarterly review of the strategic risk register enables the Council to manage its strategic risks to an acceptable level.

Recommendations

21. The Northstowe Portfolio Holder is recommended to agree the updated strategic risk register and matrix for recommendation to the Corporate Governance Committee.

Background Papers: the following background papers were used in the preparation of this report:

None unpublished

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Appendix A - Strategic Risk Register - March 2010



| Ref. | Title and Description of risk The risk event, <i>leading to</i> consequence for service/ Aim(s)/ Action(s), <i>resulting in</i> possible outcome(s). | 3 A's | Control measures in place | Risk score | | Direction of travel | Risk owner / Review frequency | Additional control measures | Additional cost resources required | Adjusted risk score (where relevant) | | Timeline to progress | |
|------|--|-------------------------------|---|------------|------------|---------------------|--|--|------------------------------------|--------------------------------------|------------|----------------------|------------------------|
| | | | | Impact | Likelihood | | | | | Total | Impact | | Likelihood |
| Str1 | Housing services budgeting and staffing Significant efficiencies and savings not achieved in housing services and revenue/ capital budgets, <i>leading to</i> Housing Revenue Account (HRA) continuing to run at a deficit, <i>resulting in</i> HRA working balance insufficient to meet ongoing and potential one-off demands; vulnerability to Government annual subsidy determination; deterioration in services provided to tenants; possible staffing implications; adverse publicity or other reputational damage. | C.iii. | A plan has been agreed with the Housing Portfolio Holder to implement efficiencies and savings in order to address/mitigate the impact on services. | Impact | 5 | → | Corporate Manager (Affordable Homes) / Review frequency | | | Impact | Likelihood | Total | Ongoing during 2010/11 |
| Str2 | Equalities The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation. | A.ii.3. B.iv.6. C.iv.3. | An action plan to achieve Level 3 ("Achieving") of the Local Government Equality Standard is in progress. | Impact | 4 | → | Corporate Manager (Community and Customer Services) / Review frequency | Gender Equality Scheme in preparation for adoption by Cabinet. | | Impact | Likelihood | Total | May 2010 |
| Str3 | Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the District, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation. | E.i. C.iv.3. | The draft Gipsy and Traveller Development Plan Document (GTDPD) has been out for public consultation. | Impact | 3 | → | Corporate Manager (Planning & Sustainable Communities) / Quarterly | GTDPD now in preparation for adoption by the New Communities Portfolio Holder. | | Impact | Likelihood | Total | May 2010 |

| Ref. | Title and Description of risk The risk event, <i>leading to</i> consequence for service/ Aim(s)/ Action(s), <i>resulting in</i> possible outcome(s). | 3 A's | Control measures in place | Risk score | | Direction of travel | Risk owner / Review frequency | Additional control measures | Additional cost resources required | Adjusted risk score (where relevant) | | Timeline to progress |
|------|--|------------------------------------|---|-------------------------------|-------------------|---------------------|--|--|------------------------------------|--------------------------------------|--------|-------------------------|
| | | | | Impact | Likelihood | | | | | Total | Impact | |
| Str4 | Climate change adaptation The Council does not develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation. | C.vii. | | Impact Likelihood Total | 3 3 9 C3 | → | Corporate Manager (New Communities) / Quarterly | Climate Change Action Plan in preparation for adoption by Cabinet. | | Impact Likelihood Total | | May 2010 |
| Str5 | Lack of development progress Lack of progress by developers at Cambridge East (Marshalls), <i>leading to</i> the authority being unable to deliver its housing targets, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages. | C.i. C.ii.2. E.iii. E.iv. | | Impact Likelihood Total | 3 3 9 C3 | → | Corporate Manager (Planning & Sustainable Communities) / Quarterly | | | Impact Likelihood Total | | N/a |
| Str6 | Productive time Restructuring exercises and threat of redundancy cause staff uncertainty, anxiety or stress, <i>leading to</i> significant staff absence or reduced productivity, <i>resulting in</i> inability to provide full services. | All | Management of sickness absence policy Employee Assistance Programme Redeployment support Redundancy and Reorganisation Policy and Procedure Stress Management Policy Monthly review of sickness absence by EMT | Impact Likelihood Total | 3 3 9 C3 | new | HR Manager / Review frequency | Employee Engagement Strategy Staff Forum | | Impact Likelihood Total | | In line with timetables |

| Ref. | Title and Description of risk The risk event, <i>leading to</i> consequence for service/ Aim(s)/ Action(s), <i>resulting in</i> possible outcome(s). | 3 A's | Control measures in place | Risk score | | Direction of travel | Risk owner / Review frequency | Additional control measures | Additional cost resources required | Adjusted risk score (where relevant) | | Timeline to progress |
|------|---|-------|--|------------|------------|---------------------|---|-----------------------------|------------------------------------|--------------------------------------|------------|--|
| | | | | Impact | Likelihood | | | | | Impact | Likelihood | |
| Str7 | <p>Shared services</p> <p>(a) The Council enters into a shared services agreement with another authority/ provider/ agency, with diminished control over resources or governance, <i>leading to</i> reduced performance or increased cost to the Council, <i>resulting in</i> adverse publicity and damage to reputation.</p> <p>-----</p> <p>(b) The Council does not enter into shared services arrangements, <i>leading to</i> failure to take advantage of opportunities for service improvement and/or achieve savings, <i>resulting in</i> damage to reputation with peer authorities, inspection agencies and the public.</p> | All | <p>Business cases</p> <p>Agreed "Heads of Terms"</p> <p>Due diligence exercises</p> <p>Shared service agreements</p> | Impact | 3 | new | Chief Executive / Review frequency | | | Impact | 3 | N/a |
| | | | Likelihood | 3 | | | | | | | | |
| | | | | Total | 9 | | | | | Total | 9 | |
| | | | | | C3 | | | | | | | |
| Str8 | <p>Medium Term Financial Strategy (MTFS)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of savings to meet targets; the RSG settlement is tighter than anticipated; pay and inflation exceed assumptions; employer's pension contributions increases exceed projections; impact of single status / equal pay implementation exceeds available reserves; changes in demand for some service areas could lead to pressures in the related budgets; unforeseen redundancy costs, <i>leading to</i> reserves going below the minimum acceptable level during the period of the MTFS, <i>resulting in</i> cuts in some services, public dissatisfaction, audit and inspection criticism. | A.v. | <p>Revised MTFS incorporates updated assumptions.</p> <p>Implement plans to deliver the Council's programme in line with the latest GF and HRA savings targets.</p> <p>EMT/SMT review progress in achieving budget targets.</p> <p>Explore opportunities for shared services.</p> <p>Treasury management reports to portfolio holder</p> <p>Monitor pay and inflation factors, the pay and grading review, the effect of the current economic climate on demand led services and budgets.</p> <p>Integrated business monitoring process.</p> | Impact | 4 | ↓ (from A3) | Executive Director (Corporate Services) / Monthly | | | Impact | 2 | Reports to Cabinet and Council in February 2010 on the robustness of the estimates and the adequacy of reserves. |
| | | | Likelihood | 2 | | | | | | | | |
| | | | | Total | 8 | | | | | Total | 8 | |
| | | | | | B4 | | Monthly | | | | | |
| | | | | | | | Monthly | | | | | |
| | | | | | | | Monthly | | | | | |
| | | | | | | | Monthly | | | | | |
| | | | | | | | Quarterly | | | | | |
| | | | | | | | Monthly | | | | | |
| | | | | | | | Monthly | | | | | |

| Ref. | Title and Description of risk The risk event, <i>leading to</i> consequence for service/ Aim(s)/ Action(s), <i>resulting in</i> possible outcome(s). | 3 A's | Control measures in place | Risk score | | Direction of travel | Risk owner / Review frequency | Additional control measures | Additional cost resources required | Adjusted risk score (where relevant) | | Timeline to progress |
|--------|--|----------------------------------|---------------------------|-------------------------------|-------------------|---------------------|--|-----------------------------|------------------------------------|--------------------------------------|--------|----------------------|
| | | | | Impact | Likelihood | | | | | Total | Impact | |
| Str9 | LAA actions Failure to meet LAA targets, <i>leading to</i> desired outcomes for residents of the District not being achieved, and/or poor CAA assessment, <i>resulting in</i> possible reduction in funding (e.g. Reward Grant) and low public satisfaction. | All | | Impact Likelihood Total | 3 2 6 C4 | → | Chief Executive / Quarterly | | | Impact Likelihood Total | | N/a |
| Str 10 | Embedding values Values not effectively embedded within Council <i>leading to</i> no real change in culture and behaviour, <i>resulting in</i> adverse comment by the Audit Commission, poor public and partner perception of the Council, low morale. | A.i. A.ii. A.iii. A.iv. | | Impact Likelihood Total | 3 2 6 C5 | → | Corporate Manager (Planning and Sustainable Communities) / Quarterly | | | Impact Likelihood Total | | N/a |

3 A's (Aims, Approaches, Actions)

Use this column to cross reference risks to:

- (a) the relevant Aims, Approaches and/or Actions adopted by Council on 27 November 2008 with effect from 1 April 2009 (e.g. A v, or E ii 2, etc); and
(b) the twelve Council Actions for 2010/11 approved by Council on 26 November 2009.

Impact

- 5 Extreme
4 High
3 Medium
2 Low
1 Insignificant

Likelihood

- 5 Almost certain
4 Likely
3 Possible
2 Unlikely
1 Rare

Direction of Travel

- ↓ Score reduced from last review (give the previous Total score in the brackets)
→ Score equal to last review
↑ Score increased from last review (give the previous Total score in the brackets)
new Risk included in the risk register for the first time

Notes: 1. The "Ref." will be a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.

2. Criteria and guidelines for assessing Impact and Likelihood are available on In-Site under Corporate Information > Risk Management and are provided on the following page for information.

3. The "Total" risk score is obtained by multiplying the Impact score by the Likelihood score.

4. The "Adjusted risk score" would result from re-evaluation of the Impact and Likelihood, taking the additional control measures into account.

5. The dotted line (- - - - -) shows the Council's risk tolerance line.

6. The "Timeline to progress" is the date (Month Year) by which it is planned that the risk will be mitigated to below the line.

Criteria and guidelines for assessing Impact and likelihood

| Impact | Giving rise to one or more of the following: | | | | | | | Score |
|---------------|---|---|--|--|--|---|--|-------|
| | Service disruption | People | Financial loss (including claim or fine) | Environment | Statutory service/legal obligations | Management | Reputation | |
| Extreme | Serious disruption to services (loss of services for more than 7 days) | Loss of life | Financial loss over £500k | Major regional / national environmental damage | <ul style="list-style-type: none"> Central government intervention; or Multiple civil or criminal suits | Could lead to resignation of Leader or Chief Executive | Extensive adverse coverage in national press and/or television | 5 |
| High | Major disruption to services (loss of services for up to 7 days) | Extensive multiple injuries | Financial loss between £251k - £500k | Major local environmental damage | <ul style="list-style-type: none"> Strong regulatory sanctions; or Litigation | Could lead to resignation of Member or Executive Director | Adverse coverage in national press and/or television | 4 |
| Medium | Noticeable disruption to services (loss of services for up to 48 hours) | Serious injury (medical treatment required) | Financial loss between £51k - £250k | Moderate environmental damage | <ul style="list-style-type: none"> Regulatory sanctions, interventions, public interest reports; or Litigation | Disciplinary / capability procedures invoked | Extensive adverse front page local press coverage | 3 |
| Low | Some disruption to internal services; no impact on customers | Minor injury (first aid) | Financial loss of between £6k - £50k | Minor environmental damage | <ul style="list-style-type: none"> Minor regulatory consequences; or Litigation | Formal HR procedure invoked | Some local press coverage; or, adverse internal comment | 2 |
| Insignificant | Insignificant disruption to internal services; no impact on customers | No injuries | Financial loss of up to £5k | Insignificant environmental damage | <ul style="list-style-type: none"> No regulatory consequences; or Litigation | Informal HR procedure invoked | No reputational damage | 1 |

| Likelihood | Guidelines | Score |
|----------------|---|-------|
| Almost certain | <ul style="list-style-type: none"> Is expected to occur in most circumstances (more than 90%), or More than 90% likely to occur in the next 12 months | 5 |
| Likely | <ul style="list-style-type: none"> Will probably occur at some time, or in some circumstances (66% - 90%), or 66% to 90% likely to occur in the next 12 months | 4 |
| Possible | <ul style="list-style-type: none"> Fairly likely to occur at some time, or in some circumstances (36% - 65%), or 36% to 65% likely to occur in the next 12 months | 3 |
| Unlikely | <ul style="list-style-type: none"> Is unlikely to occur, but could, at some time (11% - 35%), or 11% to 35% likely to occur in the next 12 months | 2 |
| Rare | <ul style="list-style-type: none"> May only occur in exceptional circumstances (up to 10%), or Up to 10% likely to occur in the next 12 months | 1 |

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**Appendix B
Strategic Risk Matrix
March 2010**



| | | | IMPACT | | | | |
|-------------------|----------------|---|---------------|-----|--|-----------------------------------|--|
| | | | Insignificant | Low | Medium | High | Extreme |
| | | | 1 | 2 | 3 | 4 | 5 |
| LIKELIHOOD | Almost certain | 5 | | | | | |
| | Likely | 4 | | | | | |
| | Possible | 3 | | | 3. Illegal traveller encampments/developments 4. Climate change adaptation 5. Lack of development progress 6. Productive time 7. Shared services | 2. Equalities | 1. Housing services budgeting & staffing |
| | Unlikely | 2 | | | 9. LAA actions 10. Embedding values | 8. Medium Term Financial Strategy | |
| | Rare | 1 | | | | | |

Risk Tolerance Line - - - - -

Managing the risk

Above the risk tolerance line (i.e. a score of 12 – 25):

- Requires active management (consider termination of the activity or project);
- Contingency plans – robust plans in place to detect any deviation from expectations;
- May require some mitigation to reduce likelihood (if cost effective).

Below the risk tolerance line (i.e. a score of 1 – 10):

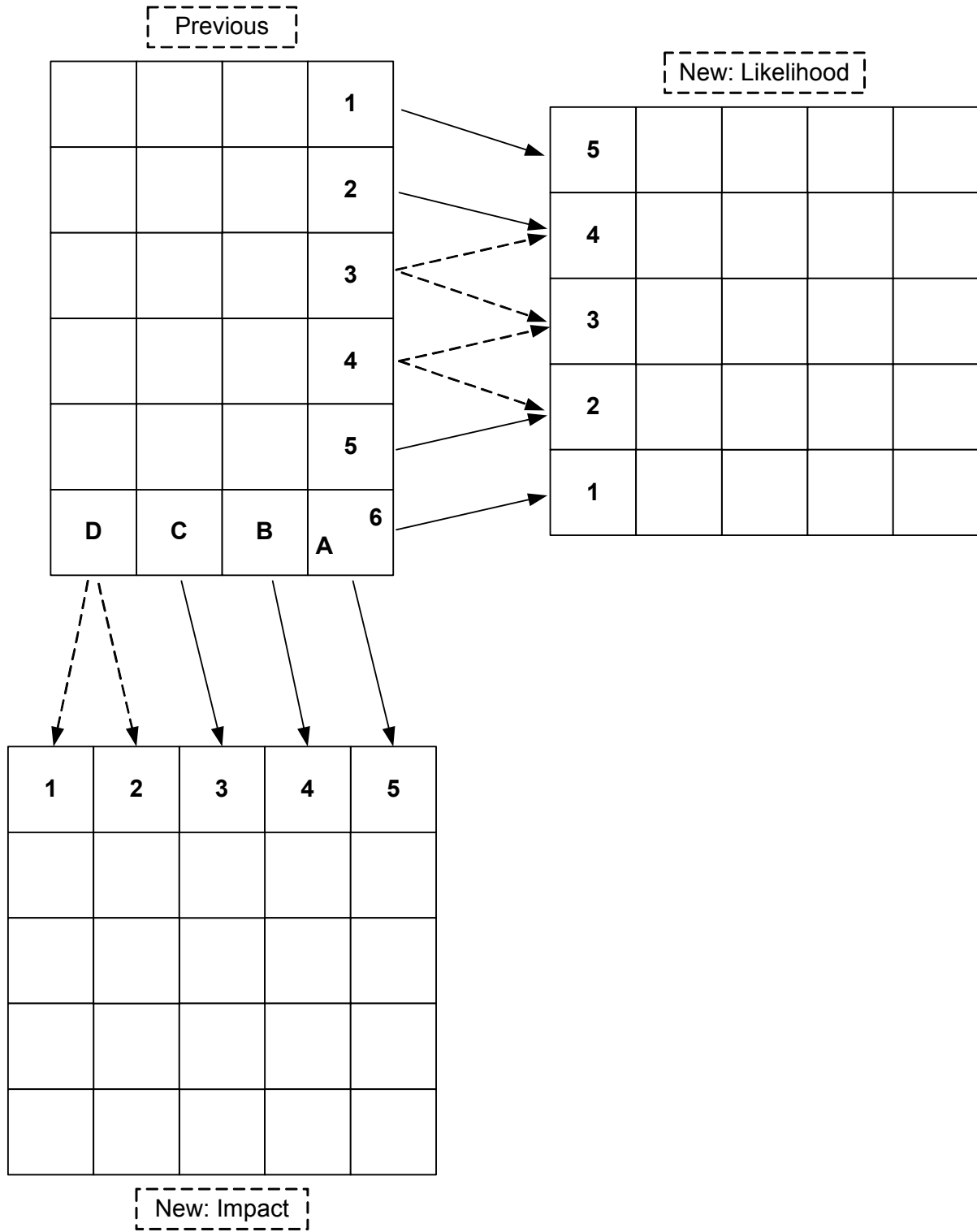
- Reassess quarterly to ensure no change to underlying risk or control measures.

[Note: The score is obtained by multiplying the Impact by the Likelihood (e.g. Impact: High; Likelihood: Possible would result in a score of 12 - i.e. 4 x 3).]

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Appendix C

Diagram showing how the previous risk matrix maps to the new risk matrix against the updated Impact and Likelihood criteria



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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

| | | |
|-------------------|---|---------------|
| REPORT TO: | Northstowe Portfolio Holder | 11 March 2010 |
| AUTHOR/S: | Corporate Manager (Community and Customer Services) | |

CAA – NEXT STEPS (CAA FRAMEWORK FOR THE FUTURE)

Purpose

- 1.1. To invite the Portfolio Holder to comment on and note the approach to improvement planning (as set out in para 3.2.) following the recent CAA inspection report.
- 1.2. To invite the Portfolio Holder to comment on and note the proposed CAA Framework (set out in paras 3.3. – 3.11.) for implementation across the authority.

Background

- 2.1. The Comprehensive Area Assessment (CAA) was introduced in April 2009, replacing the Comprehensive Performance Assessment (CPA) that had been in place since 2002.
- 2.2. CAA comprises of 2 main elements, namely;
 - (i) **Area Assessment** – looking at how well local public services are delivering better results for people across the whole area, focusing on agreed priorities such as health, economic prospects and community safety, and how likely they are to improve in the future
 - (ii) **Organisational Assessment** – combining the external auditors assessment of value for money/use of resources with a joint inspectorate assessment of council service performance

Both assessments lead to the publication of an annual report.

- 2.3. The first CAA report, covering area and organisational assessments, was published on 9th December 2009, highlighting both strengths and areas for improvement. It is vital that we demonstrate that we, as an authority, have taken this assessment on board and that we are able to evidence improvements that have been made to services with demonstrable outcomes, as a result of it.

Considerations

- 3.1. In light of 2.3. above, it is vital that South Cambridgeshire District Council does two things;
 - (i) address areas for improvements highlighted in the CAA report and provide a substantial evidence base supporting this, and
 - (ii) build a sustainable CAA framework for the authority moving forward.
- 3.2. In terms of (i), an action/improvement plan template has been constructed to cover areas of improvement highlighted in both the Use of Resources assessment and the wider CAA organisational assessment. The format of this follows the best practice

example circulated by Improvement East/CIPFA as part of their publication, *How to improve Use of Resources under comprehensive area assessment*. An example of this format is attached as Appendix A. As with any improvement plan, it is essential that this is seen as a council wide responsibility and closely monitored to maintain progress and ensure compliance. With this in mind, it is recommended that it is monitored on a quarterly basis to maintain focus and allow corrective action to be taken if necessary.

- 3.3. Following on from improvement planning in response to the latest CAA report, it is vital that the authority puts in place a comprehensive and sustainable CAA framework for the future. With this in mind it is proposed that the framework set out in Figure 1 below is adopted.

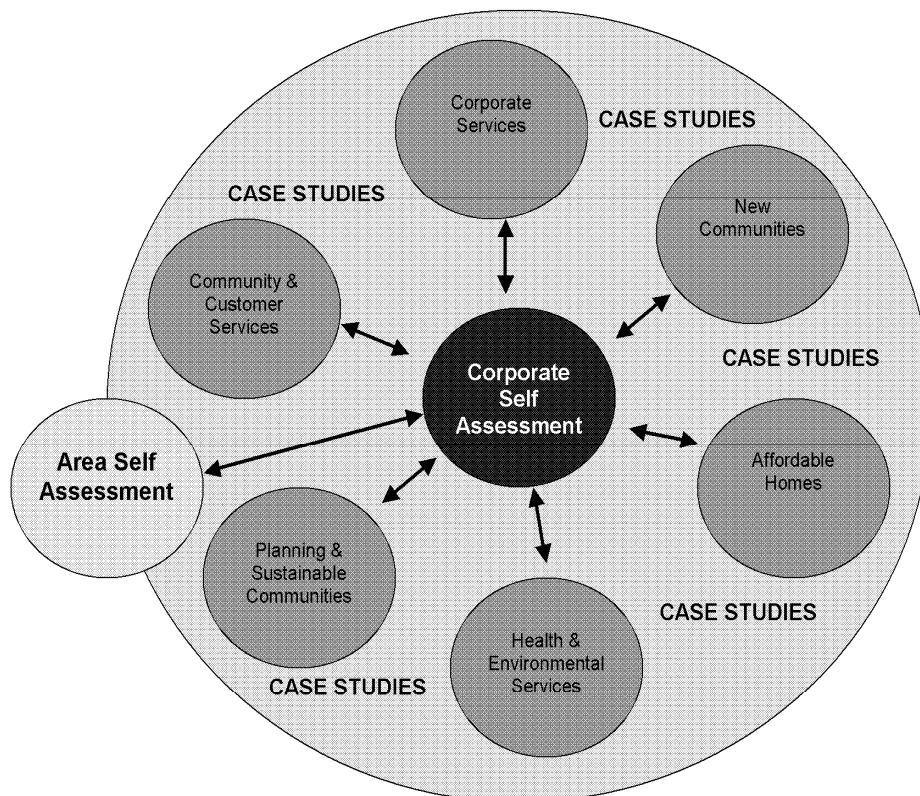


Figure 1 : Proposed SCDC CAA Framework

- 3.4. As can be seen from the diagram above, the framework is based on a system of self-assessment. This should be linked to published CAA guidance and Key Lines of Enquiry (KLoE's) and cover all aspects of the authority. It is assumed for the purposes of this framework that the area self-assessment will continue to be led by Cambridgeshire Together and that SCDC will input into the development of this through the usual channels.
- 3.5. Although under CAA guidance there is no **requirement** from the Audit Commission to prepare a self-assessment for CAA, it is implicitly recommended. It is also noticeable that a large number of authorities did complete one in the first year of CAA and achieved, on the whole, higher scores for their organisational assessment than those that didn't. There are risks and benefits associated with doing so, which are summarised in the table below.

| Benefits | Risks |
|--|--|
| <ul style="list-style-type: none"> Establishes a clear baseline for the authority | <ul style="list-style-type: none"> Can be a resource intensive and laborious process |
| <ul style="list-style-type: none"> Sets and manages internal and external expectations | <ul style="list-style-type: none"> Lack of engagement from operational staff |
| <ul style="list-style-type: none"> Tells the 'story' for the authority and helps supporting evidence to hang together | <ul style="list-style-type: none"> Failure to give the inspectors what they need leads to wasted effort |
| <ul style="list-style-type: none"> Can help to identify the 'big picture' outcomes that cross over more than one KLoE | <ul style="list-style-type: none"> Some officers are used to writing about processes rather than outcomes and may continue to do so |

- 3.5. On balance it is recommended that a self-assessment should be completed as part of the framework, particularly in light of the current self-assessments that are being completed for both Customer Service Excellence accreditation and the Equality Framework across the authority. It is envisaged that the CAA self assessment can substantially be drafted by reference to this already collected body of information with minimal new data needed to address any gaps in answering CAA specific KLoE's. A suggested template for the self-assessment is attached as Appendix B.
- 3.6. The CAA framework should also make good use of Value for Money (VfM) reviews across the authority and it is proposed that a programme of these reviews should be put in place for 2010/11. The programme of reviews will be informed by performance data and unit cost information, but not solely driven by these. Aspects such as user satisfaction rates, external funding secured and awards/accreditations will also be included. A suggested template is currently being developed and is attached as Appendix C. The ambition should be for a review cycle that ensures that every part of the council's operation is subject to periodic scrutiny. Such reviews should be in line with the authorities overall value-for-money strategy.
- 3.7. There is also a need to ensure that a comprehensive evidence base of information supports any self-assessment. This should primarily comprise of a series of case studies representing all service areas in the authority and highlighting notable practice, demonstrable outcomes etc. These case studies should be brief in nature (1-2 sides of A4) and illustrate (as far as possible) all areas covered under the KLoE's. It is envisaged that there may potentially be up to 45 or 50 such case studies. The evidence base should also contain all key policies, plans and strategies of the authority, as well as other key documents and evidence of benchmarking carried out across service areas. It is assumed that the Policy and Performance team will maintain a co-ordination role in pulling this evidence base together.
- 3.8. It should be noted that the proposed CAA framework and completion of a self-assessment have obvious links to the recently agreed Performance Improvement Strategy. This helps set a clear direction for future work and it is important that the two are aligned to each other.
- 3.9. It is important that any self-assessment demonstrates that the authority is 'self aware'. It presents a valuable opportunity for the authority to highlight good practice and sell ourselves in terms of the undoubted good work that is occurring across many service areas. The authority needs to become better at this and the CAA process gives us a clear opportunity to do this.

- 3.10. A number of things will need to be put in place to maximise the value we can get from the CAA framework.
- 3.10.1. We need to build on the already good relationship with our CAAL to ensure that we get feedback at all stages of the process, enabling us to present the best self-assessment we can.
- 3.10.2. It is also important that Community & Customer Services are seen to be the ‘information hub’ of the authority. At present we are unsure, as an authority, what information is available across service areas. For example, there is no central co-ordination of consultation or community intelligence activity. It will be a key role in this process for Community & Customer Services to draw in information relating to consultations, complaints, community intelligence, project management etc and use this information both for CAA purposes and also to feed it back out to service areas in an analysed form to inform management decisions and demonstrate learning across the authority.
- 3.10.3. We also need to develop a clear timetable for the whole CAA process within South Cambridgeshire District Council. A first draft will be developed following discussions with external audit and our CAAL.
- 3.10.4. The Council should also develop a “solution centre” approach, so that the Council – and partners, where appropriate – can use community intelligence and targeted research to understand why PIs may be failing to improve/deteriorating and put in place effectively designed interventions to address the issues.
- 3.11. It is the intention that by following the above framework we will, as an authority, present to the Audit Commission the following documents (subject to specific discussions with our CAAL around timescales);
- (i) **Improvement Plan** - highlighting actions taken in response to the previous CAA inspection,
 - (ii) **Self Assessment** – linking all service areas and addressing the KIoE’s and fully referenced to
 - (iii) **Evidence Base** – comprising of case studies, key plans, policies and strategies etc.

Implications

4.1.

| | |
|---------------------|---|
| Financial | None specific |
| Legal | None specific |
| Staffing | There are no staffing implications, although a full staffing complement will need to be maintained in Community & Customer Services to deliver the framework effectively as well as fully engaged staff in service areas. |
| Risk Management | If a sustainable framework is not put in place then the authority risks receiving a poor CAA judgement in future years. |
| Equal Opportunities | None specific |

Consultations

- 5.1. SMT and staff have been consulted. An outline of the proposed framework was delivered in a presentation on 12/01/10 to officers re: CAA findings. No adverse comments were received.

Effect on Strategic Aims

- 6.1.

| |
|---|
| Commitment to being a listening council, providing first class services accessible to all. |
| By putting in place a comprehensive and sustainable CAA framework, the authority will be in a better position to drive efficiencies through service areas, identify areas in need of improvement and demonstrate existing high levels of performance to the public and inspection bodies. |
| Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all. |
| See above |
| Commitment to making South Cambridgeshire a place in which residents can feel proud to live. |
| See above |
| Commitment to assisting provision for local jobs for all. |
| See above |
| Commitment to providing a voice for rural life. |
| See above |

Conclusions

- 7.1. As outlined throughout the report, it is vital that the authority responds positively to the recent CAA inspection and puts in place a sustainable framework for the future. It is felt that the framework suggested fulfils this need.

Recommendations

- 8.1. The Portfolio Holder is invited to comment on and note the approach to improvement planning (as set out in para 3.2.) following the recent CAA inspection report.
- 8.2. The Portfolio Holder is invited to comment on and endorse the proposed CAA Framework (set out in paras 3.3 – 3.11.) for implementation across the authority.

Background Papers: the following background papers were used in the preparation of this report:

Audit Commission (& other inspectorates) – CAA Framework Document

Audit Commission – Use of Resources Framework (Overall approach and key lines of enquiry)

Contact Officer: Paul Howes – Corporate Manager (Community & Customer Services)
Telephone: (01954) 713351

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Organisational Assessment Improvement Plan 2009/10

Appendix A

(colours in status column are for illustrative purposes)



Implementation Status (to be updated quarterly)

| | |
|----------|--|
| R | Little or no progress has been made to date. Target date likely to be missed. Caution |
| A | Significant progress has been achieved. On target to meet completion date. Monitor |
| G | The improvement action has been completed and the outcome/target date has been achieved. |

| Action Number | Challenge identified | Status | Action | Completion Date | Milestones | Accountable Officer | Responsible | Additional Resources? | Progress Update 1 - July 2010 |
|---|--|----------|--------|-----------------|------------|---------------------|-------------|-----------------------|-------------------------------|
| Over-arching across whole of Organisation | | | | | | | | | |
| 1.1.1 | 43.5 % of people are satisfied with the way the Council runs things which is lower than previous survey results and about the national average (p4, para. 4) | R | | | | | | | |
| 1.1.2 | Council is not achieving what it sets out to achieve. Only 30 of its key 54 targets were achieved in 2008/09 (p4, para 5.) | A | | | | | | | |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

| Action Number | Challenge identified | Status | Action | Completion Date | Milestones | Accountable Officer | Responsible | Additional Resources? | Progress Update 1 - July 2010 |
|---|---|--------|--------|-----------------|------------|---------------------|-------------|-----------------------|-------------------------------|
| Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future | | | | | | | | | |
| 1.2.1 | The Council works effectively with neighbouring councils to plan for development, but the impact of this is not currently being seen, because housing growth in the district has been badly hit by the recession (p4, para. 6) | R | | | | | | | |
| 1.2.2 | Progress on the major housing development at Northstowe has been affected by the economic downturn with no formal planning decision expected until late 2010 (p4, para. 6) | A | | | | | | | |
| 1.2.3 | In 2008/09 274 affordable homes were completed against a target of 239. A further 40 were granted planning permission. But this is a significant reduction on the 408 delivered in 2007/08. This is due to the economic climate (p4, para. 7) | G | | | | | | | |
| 1.2.4 | The future levels of service for council housing tenants are uncertain (p5, para. 1) | R | | | | | | | |
| 1.2.5 | There has been little impact on tackling climate change (p5, para. 2) | A | | | | | | | |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

Appendix B

Draft template for CAA Self Assessment

1. **Introduction**
2. **The South Cambridgeshire District Council Context**
3. **Understanding local needs and translation into local priorities;**
 - Our local intelligence
 - Community engagement
 - Ensuring engagement opportunities for all
 - Working in Partnership
 - Community engagement influencing decision making and service improvement
 - Community leadership
 - Our priority setting, links to Cambridgeshire Together, Local Area Agreement and South Cambridgeshire LSP

Assess the extent to which:

- There are arrangements for community engagement which provide an accurate understanding of the diverse needs and interests of all sections of the community, including those at risk of disadvantage or social exclusion
- The council and its partners actively seek to build the capacity of local communities to enable their engagement
- The input of local people genuinely informs and influences decision-making
- Local intelligence is gathered and shared in a co-ordinated way by the council and its partners
- Local intelligence is robust enough to provide a solid base for future plans and accurately identify opportunities, risks and threats for the future well-being of the community

4. **Organisational effectiveness;**

Assess the extent to which:

- The resources of the council and its partners are aligned with the agreed priorities of the area

- The council maximises the benefit secured from their resources and ensure value for money
- There are collaborative approaches between partners wherever working together will provide greater value than organisations working separately
- The opportunities for shared services and joint procurement are maximised by the council and its partners
- Practices and policies relating to the use of resources have regard to issues of sustainability
- The organisational policies, practices and cultures of the council and its partners support high quality performance, good people management and joined-up working
- The council HR practices and change activities are subject to rigorous equality impact assessment
- Within the council, there are constructive working relationships between elected members and officers and clearly defined respective roles and responsibilities

5. The delivery of improvements and outcomes in the area – evaluating progress

- Successes – what we have achieved against our priority areas

Assess the extent to which:

- The council and its partners are successfully delivering the priorities for the local area
- Life is improving for local citizens
- The council and its partners are reducing inequalities and discriminatory outcomes for all members of the community
- Risks to fulfilling the priorities and vision for the local area are identified, understood and managed effectively
- Barriers to the achievement of the agreed priorities and/or improvement in organisational functioning and delivery are understood and being addressed

6. Gap analysis and planning for the future – identifying areas for improvement

Planning Service (example)

Appendix C



Value for Money Scorecard Self Assessment Proforma

Summary

| Direction of Travel Risk Indicator | Cost Comparison | Cost Trend | Performance Comparison | Performance Trend | Current Assessment |
|------------------------------------|-----------------|------------|------------------------|-------------------|--------------------|
| Example | Example | Example | Example | Example | Example |

This assessment is based upon Audit Commission data for the Nearest Neighbour Comparison Group for 2009.
This group comprises sixteen non-Metropolitan Districts Councils

| How well do the Council's Planning Service costs compare with others? | | |
|---|---|-----------------|
| Current level of service costs | • | Cost Comparison |
| | | Example |
| | | Cost Trend |
| | | Example |

| To what extent are costs commensurate with service delivery, performance and the outcomes achieved? | | |
|---|---|------------------------|
| Quality and standards achieved, including targeted investment to improve poorer services and quality of life. | • | Performance Comparison |
| | | Example |
| | | Performance Trend |
| | | Example |
| Results of service inspections Awards /Accreditations | • | |
| Range of discretionary services provided. | • | |

| Do procurement and other spending decisions take account of full long term costs? | |
|--|---|
| Identifiable savings achieved through procurement | • |
| Use of external funding to deliver Council priorities | • |

Guidance Notes

Value for Money Scorecard Self Assessment Proforma



Direction of Travel Risk Indicator

| | |
|--|--|
| | Extremely unlikely that VfM will be demonstrated in the future |
| | Unlikely that VfM will be demonstrated in the future |
| | Some concerns |
| | Likely that VfM will be demonstrated in the future |
| | Extremely likely that VfM will be demonstrated/best practice in the future |

Cost Comparison Comparison

| | |
|--|------------------|
| | Top Quartile |
| | 2nd/3rd Quartile |

Performance

| | |
|--|------------------|
| | Top Quartile |
| | 2nd/3rd Quartile |





| | |
|--|-----------------|
| | Bottom Quartile |
| | Bottom Quartile |

Cost Trend

| | |
|--|---|
| | Costs rising faster than inflation by more than 2% |
| | Costs rising more than inflation by between 1% and 2% |
| | Costs +/- 1% of inflation |
| | Costs lower than inflation by between 1% and 2% |
| | Costs lower than inflation by more than 2% |

(For inflation rate – assume rate of 2.5%)

Performance Trend

| | |
|---|--------------------------------|
|  | Performance Strongly Improving |
|  | Performance Improving |
|  | Performance Worsening |
|  | Performance Strongly Worsening |

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Northstowe Portfolio Holder Meeting 11 March 2010
AUTHOR/S: Executive Director (Operational Services)/ Corporate Manager
(New Communities)

NORTHSTOWE ECO-TOWN**Purpose**

1. To present information on potential eco-town status for Northstowe.

Background

2. In December 2009, the Department of Communities and Local Government (DCLG) invited the Cambridgeshire authorities to submit a bid for Northstowe to be granted eco-town status. The criteria for eco-town status are laid out in an Eco-Towns Planning Policy Statement that was published in 2009 by DCLG. The Chief Executives for South Cambridgeshire District Council (SCDC), Cambridgeshire County Council and Cambridgeshire Horizons agreed that SCDC should lead a working group to produce a report covering:
 - (a) A Gap Analysis in terms of the planning policy base – comparing the Northstowe Area Action Plan and other local policy documents to the Eco-Town PPS
 - (b) Options for mechanisms to bridge the planning policy gap with recommendations
 - (c) Gap analysis in terms of the current planning application for Northstowe and what we would expect to see in an application that was sufficient to satisfy the PPS
 - (d) Some initial thoughts as to the major areas of work that will need to be developed in Phase 2, and areas where we may need funding support.
3. On 21 January, DCLG announced a tight timescale for submission of funding proposals for additional eco-town submissions:
 - (a) 19 February – submission of bids to the £5m studies/preparatory work fund (indicative bid range £50K - £500K)
 - (b) 26 February – Bids for demonstrator projects. (indicative bid range £50K - £1.5m).
4. The Eco-Town working group included key representatives from the District and County Councils, Cambridgeshire Horizons and Government Office Eastern Region. This small group conducted the gap analysis, acquiring technical input and advice as necessary, and followed on to produce the draft submission for revenue funding for additional studies and capital funding for a demonstrator project.

Considerations

5. In response to the letter from DCLG dated 21 January, SCDC, the County Council and Horizons submitted a bid for revenue funding to carry out additional studies to enable the development of an Eco-Town bid. A copy of the letter is attached as

Appendix 1. The letter includes a summary of the gap analysis and a request for £365,000 funding.

6. The local authorities also submitted a proposal for a demonstrator project, attached as appendix 2. The primary element of the proposal is a retrofit scheme for homes at Rampton Drift. The total cost of the project is £1.5m, although we are prepared to scale down the project if a smaller sum is awarded.

Consultations

7. A representative of Government Office attended most meetings of the eco-town working group, and consulted with DCLG regarding the project options. Informal comments were received that informed the shaping of the proposals for revenue and capital funding.
8. The general results of the gap analysis and bid for revenue funding as well as options for demonstrator projects were discussed with the Northstowe Parish Forum on 10 February. The Parish Forum included county, district and parish councillors and all supported the bid for funding to do further studies on the implications and deliverability of eco-town standards. County officers consulted with relevant county members.

Recommendations

9. To note the contents of this report.

Appendix 1 Letter to DCLG dated 19 February 2010

Appendix 2 Letter to DCLG dated 26 February 2010

Appendix 3 Letter from CLG regarding eco-town proposals for additional funding.

Background Papers: the following background papers were used in the preparation of this report:

Contact Officer: Jo Mills – Corporate Manager New Communities
Telephone: (01954) 713350

Draft Response to Henry Cleary, CLG, on Northstowe Eco Town and bid for support for studies and a demonstrator project v6 17 Feb 2010

Dear Henry,

Northstowe Eco Town proposal

Following our various discussions and earlier correspondence on this issue, this letter seeks to take the work on Northstowe forward so that we can give clarity to its status and progress a number of studies that are key to successful delivery.

This letter and its appendices covers the following key issues:

- a) the conclusions of the first stage of the “gap analysis” work we have undertaken to compare Northstowe as currently proposed with the standards set out in the Eco-Town Planning Policy Statement (“the PPS”);
- b) proposals for a number of studies to develop deliverable and financially viable solutions for key areas such as homes and transport, economic development, and climate change adaptation and “zero-carbon”, and a formal bid for financial support for these studies, and;
- c) proposals for demonstrator projects, along with a bid for financial support for these will follow by 26 February 2010

The local development framework

In summary, the results of the first phase of the analysis that we described in our letter of 23 December 2009 have been extremely encouraging. In particular, in relation to the planning policy “base” for Northstowe, we believe that what is in place already is largely sufficient for the purposes of achieving the PPS standards. The existing Local Development Framework, Core Strategy and Area Action Plan all put Northstowe at the centre of the development strategy for the area, and all confirm that the new development will have enhanced environmental standards.

Whilst the results of some of the further work we are proposing could require some necessary amendment or enhancement to the policy position, and we would need to leave this option open, on the whole we believe we already have a strong platform on which to build in moving towards delivering Northstowe as a fully fledged eco-town.

A summary of our initial assessment of Northstowe against the PPS is at Appendix 1.

Member level support

The establishment of joint planning arrangements by South Cambridgeshire District Council, Cambridgeshire County Council and Cambridge City Council in 2008 is evidence of the local authorities' commitment to working together to achieve the delivery of good quality new communities in the Cambridge sub region.

This development was based upon the foundation of collaboration between elected members in all the Cambridgeshire local authorities which established Cambridgeshire Horizons in 2004.

The more recent establishment of a Northstowe portfolio within the Cabinet at South Cambridgeshire District Council illustrates the authority's commitment to the Northstowe project and the first portfolio holder, Cllr Tim Wotherspoon, is supportive of this bid for eco town related resources. This proposal has also been discussed at the Northstowe Parish Forum which comprises elected members at County, District and Parish levels within the area.

Since the launch of the Eco town prospectus in July 2007, elected members of both South Cambridgeshire District and Cambridgeshire County Councils have been championing its potential as a full eco town rather than a prototype. This position is supported by the local Member of Parliament, Andrew Lansley MP.

Deliverability and private sector commitment

The more challenging questions posed by moving Northstowe towards eco-town status relate more to deliverability and viability issues, rather than the planning policy framework. Crucially, solutions to these questions will also depend upon the extent to which the local authorities and the promoters of Northstowe can find ways in which to work innovatively and collaboratively to deliver a shared ambition.

We believe that the position in Cambridgeshire is very advanced compared to other locations, given the length of time that local partners have been planning for Northstowe, the strength of the delivery arrangements already in place, and the sound relationship that is building between the HCA and local partners.

The context for Northstowe is also extremely good, with a wide range of positive aspects working in its favour, including:

- Established joint planning arrangements between South Cambridgeshire District Council and Cambridgeshire County Council, including the Northstowe Joint Development Control Committee;

- A well-established local delivery vehicle in Cambridgeshire Horizons with strong joint delivery arrangements;
- The strong track record and good practice of the local authorities in delivering growth, and a wealth of experience based on the lessons that have been learned from delivery of new settlements and urban extensions such as Bar Hill, Cambourne and Orchard Park, which can be applied to improve the quality of Northstowe;
- Extensive experience of working with developers on the sub regional strategic sites to address viability issues, in challenging economic circumstances.
- The commitment from a wide range of partners to the principles set out in the Cambridgeshire Quality Charter for Growth which puts community and cultural development, good quality design, accessibility, and addressing climate change and environmental concerns at the heart of planning new communities;
- A vibrant local economy based on the hi-tech and bio-tech clusters around Cambridge, with the potential to create many new jobs over coming years, as recognised by its designation as an 'engine of growth' within the Regional Economic Strategy;
- Important infrastructure already in place, in particular in the form of the Cambridgeshire Guided Busway, and plans for upgrading the A14 as part of a comprehensive planning and transport strategy for the A14 corridor ;
- Substantial work already completed by Renewables East and Cambridgeshire Horizons on a site-wide renewable energy solution for Northstowe (through a biomass Combined Heat and Power plant)
- Well-established community engagement processes with the Northstowe Parish Forum, stakeholder workshops and youth projects
- A proven level of market and affordable housing demand as set out in the Strategic Housing Market Assessment;
- Innovative arrangements for affordable housing delivery through the Cambridge Challenge project, with Cambridgeshire Partnerships Limited appointed to provide affordable housing on strategic growth sites;
- Excellent Beacon Council accredited performance in local waste collection/management, with an Innovative Waste Study already commissioned for Northstowe, and planning guidance included in the forthcoming Minerals and Waste Development Plan Document and approved supplementary design guidance;

- Substantial analysis already undertaken on appropriate governance structures for Northstowe as part of the Northstowe Community Development Trust work;
- A water cycle strategy for the Northstowe area that is almost complete, and an innovative land drainage solution to serve both Northstowe and the proposed expansion of Cambourne also nearing completion.

Notwithstanding these strengths, the challenge of ensuring that we can put in place arrangements that enable Northstowe to be delivered to the standards required, and within the envelope of what is financially viable, remains an acute one. To this end, we would hope that you can set aside sufficient funding support for Northstowe through this round of funding, and from the wider eco-towns funding pot.

Specific Proposals for Studies

The detailed proposals for studies, and our estimated costs for these, are attached in Appendix 2 to this letter.

We believe that all of these studies will build upon our existing evidence base and help to identify how we can ensure that we deliver the higher standards for Northstowe to meet the various elements of the PPS and strengthen a revised planning submission.

Whilst we are proposing studies to cover a fairly wide range of issues, it will be important to ensure that the connections between the various elements are recognised and taken fully into account. We therefore propose an overarching study to pull all the strands together, using a 'master consultant' who will work with our existing consultants where they are already in place, with South Cambridgeshire District Council, Cambridgeshire County Council and the Northstowe promoters working together, with Cambridgeshire Horizons coordinating consultancy input. By doing this, we can ensure we take full advantage of the detailed work already undertaken for Northstowe (much of it funded with Housing Growth Fund support).

Embedded within this work will be the crucial analysis of viability – as we need to ensure that whatever elements of the development we can push to higher environmental standards do not threaten the overall viability of Northstowe. This in turn will link to the delivery model that is developed, and where we have already begun some encouraging conversations with the HCA, and will continue these in the parallel process on the Single Conversation for Northstowe that will begin in earnest in the coming weeks.

The estimated total for the studies is £365,000.

Demonstrator Projects

We will also be putting forward demonstrator projects for funding support. The most promising projects we have been developing revolve around maximising the benefits to the new community of the Guided Busway, and retrofitting some of the existing housing stock in the Northstowe area to deliver low carbon benefits. We will continue to work these up over the next week, and will submit a demonstrator project bid to you by the deadline of 26 February.

We remain confident that Northstowe provides the best opportunity to show that a new type of development can be delivered in the UK, one that demonstrates all the facets of the Cambridgeshire Quality Charter for Growth, and that can be a beacon for developments elsewhere in the UK. We seek to meet the critical policy aims of delivering sustainable new communities whilst reducing our carbon footprint, whilst playing a key part in facilitating the future economic growth of one of the most important business clusters in the UK.

However, we can only do all of this if the public sector partners pull together. We hope that you can respond positively by confirming Northstowe's eco-town status and ensuring adequate funding support to reach the standards that we all aspire to.

Yours sincerely,

Greg Harlock
Chief Executive, South Cambridgeshire District Council

Brian Smith
Deputy Chief Executive, Cambridgeshire County Council

Alex Plant
Chief Executive, Cambridgeshire Horizons

Northstowe Eco-town proposal

Appendix 1

Summary of gap analysis against eco town planning policy statement

| | | |
|------|-----------------------------------|--|
| ET1 | Principles | No Gap |
| ET2 | Locational Criteria | No Gap |
| ET3 | Regional Spatial Strategies | No Gap Recommend: complete study and then amend in future if necessary. |
| ET4 | Local Development Frameworks | No Gap SCDC has an approved Core Strategy and Northstowe AAP |
| ET5 | Determining Planning Applications | No Gap |
| ET6 | Monitoring | No Gap AAP includes monitoring, however recommend review and refresh within the Eco-town study |
| ET7 | Zero Carbon in Eco Towns | Renewables East study (funded by Horizons) has proposals to bridge the gap including CHP. Issue is deliverability Recommend key area for Eco-town study |
| ET8 | Climate Change Adaptation | Small Gap Recommend include in study |
| ET9 | Homes | a) Issue is bringing forward Code Level 4 + ahead of building regulations. Links with ET7. Recommend key area for study to solve deliverability b) Not all homes will meet Lifetime Homes – may be small gap c) Digital technology – work has been done by the County Council but jointly agreed plan is needed. Recommend include in study. |
| ET10 | Employment | Small Gap Recommend refresh and review in the study |
| ET11 | Transport | Some gap regarding modal share and travel plans. Recommend refresh and enhance in the study. |
| ET12 | Healthy Lifestyles | No gap. Recommend review and refresh in the study. |
| ET13 | Local Services | No gap. Recommend refresh and review in the study. |
| ET14 | Green Infrastructure | No gap because PPS standards |

| | | |
|------|------------------------------------|---|
| | | includes private gardens. Recommend refresh and review in the study partly due to unresolved local concerns (to produce new Green Infrastructure Masterplan) |
| ET15 | Landscape and Historic Environment | No gap Could review in the study |
| ET16 | Biodiversity | Some gap because further work was required. Recommend update in the study, and link to ET14 |
| ET17 | Water | Some Gap Water Cycle Strategy due to be completed summer 2010. Recommend include in study particularly to focus on deliverability |
| ET18 | Flood risk management | As ET17 above Northstowe sits in area of severe water stress. |
| ET19 | Waste | Innovative waste study has been completed. Cambridgeshire is highly performing area with RECAP Waste Strategy 2008 –22 and high local targets. Issue is jointly selecting preferred system and ensuring deliverability. Recommend inclusion in study. |
| ET20 | Master Planning | No Gap – unless we extend the area of Northstowe to include the reserve land |
| ET21 | Transition | Some gap – mainly so we take advantage of the bid to strengthen our planning for delivery. Recommend include in the study as key area for developing the joint approach with HCA |
| ET22 | Community and Governance | Small gap – good groundwork on Northstowe Community Development Trust. As ET21, recommend include in the study as key area for developing joint approach with HCA |

Appendix 2 – Northstowe eco town proposal – summary of studies and cost estimates

| Study | Estimated Cost |
|--|----------------|
| Over-arching study Consultants responsible for the overarching study. | £50,000 |
| Monitoring Monitoring Frameworks to be reviewed and refreshed | £5,000 |
| Delivering Zero Carbon It is recommended that further work be commissioned as part of the eco-town study to revise the assessment so that code level 6 may be delivered across the site. This will include update of the business case and financial model, and detailed work regarding deliverability and financing in order to find a means for the preferred delivery model to use the Low Carbon Development Initiative (LCDI) to deliver the renewable energy infrastructure for the development site to achieve the zero carbon standard | £50,000 |
| Climate Change Adaptation It is recommended that further work be commissioned as part of the eco-town study to bring tailored adaptation measures to become substantive elements of the planning proposals. | £30,000 |
| Homes Study looking at appropriate Code level for housing and how this affects deliverability - in terms of costs and funding. | £30,000 |
| Employment Review and Up-date Economic Strategy. | £15,000 |
| Transport Refresh and enhance transport work previously carried out. Consider a low emissions strategy and explore best practice for public realm and street design. | £50,000 |
| Healthy Lifestyles Study looking at delivering healthy lifestyles. Refresh application; take advantage of recent health policies including the Growth Areas JSNA, NICE guidance, the County Obesity Strategy and the policy requirement for Health Impact Assessments. | £10,000 |
| Local Services Review and refresh local service provision to ensure that Northstowe is developed in a way that takes advantage of the new proposed delivery mechanisms. | £15,000 |
| Green Infrastructure Develop a Green Infrastructure Masterplan for Northstowe, integrated with public realm and development patterns, including ordnance removal work | £25,000 |
| Landscape and historic Environment Review and up-date the Landscape and Historic environment work - may feed into GI Masterplan. HGF Rev project on Historic environment will also inform this work | £5,000 |
| Biodiversity It is recommended that the previously drafted Biodiversity Strategy be reviewed, and repeat ecological surveys be completed to inform the environment strategy | £15,000 |
| Water and Flood Risk management A study costing the technical recommendations of the Water Cycle Strategy, including delivering water neutrality and strategy for maintenance and adoption of SUDS | £25,000 |
| Waste Pull together a waste strategy for Northstowe - feeding in the Waste Audit (If complete) and the innovative waste study | £20,000 |
| Transition Work with the HCA to develop plans to manage the transition. | £10,000 |
| Community and Governance Develop community development and governance model, including revisiting Community Trust analysis; work with HCA/RSLs to develop acceptable model. | £10,000 |
| Total | £365,000 |

Date: 26th February 2010



Henry Cleary
Deputy Director
Communities & Local Government
Housing & Growth Programmes Team
Room 1/C5, Eland House
Bressenden Place
London
SW1E 5DU

Dear Henry,

Re: Northstowe Eco Town Demonstrator Project

Following our correspondence last week regarding the conclusions of the first stage of the 'gap analysis' work and our proposal for studies, we are pleased to submit a proposal for a two element demonstrator project for Northstowe.

As you know, Northstowe has always been envisaged as an exemplar for low-carbon living, with a particular focus on energy efficient homes, sustainable transport mode, combined heat and power to provide site-wide renewable energy, sustainable urban drainage and innovative waste systems, and a focus on local production of food. Consistent with this, our demonstrator proposal centres on facilitating low-carbon lifestyles.

Brief description of project, timetable and funding bids

Our proposal consists of two elements, both within the footprint of Northstowe:

- The primary element of our proposal is for a retrofit scheme for homes in the existing community of Rampton Drift.
- The secondary element of our proposal is for a highly visible exhibition and learning facility, incorporating sustainable building techniques.

The proposal will demonstrate approaches to the nationally significant agenda around low carbon living. The fact that the project encompasses both existing and new buildings means we can capture the main options for achieving low carbon outcomes. The timing of delivering these projects on the site of an eco-town, along with plans for collection and analysis of sustainability performance data, will also allow learning to be transferred to future developments in other locations.

Currently around 6.5 million tonnes of CO₂ are emitted per annum in Cambridgeshire, with approximately 1.4 million tonnes of this coming from existing housing stock and 2 million from current road transport travel habits. This equates to over half of Cambridgeshire's per annum CO₂ emissions originating from these two sources – our proposal will illustrate approaches to tackling both of these key contributors.

Rampton Drift Retrofit – promoted by South Cambridgeshire District Council

Rampton Drift is an existing community of 86 privately owned homes that were formerly owned by the Ministry of Defence. The houses are a mixture of detached, semi-detached and terrace houses constructed in two stages between 1950 and 1980. They are built in brickwork with tiled, pitched roofs. The quality of the housing stock means that they currently have low energy ratings.

Unusually, several homes at Rampton Drift are currently on the market. We intend to purchase two of these properties to use as retrofit demonstrators.

- One house would be used as a demonstration house and public exhibition space in the first instance. It would be used to show residents and the wider public the recommended improvements, offering a menu of retrofit technology options. The menu would enable individual choice, and would mean that vulnerable groups such as older people or those with young children would be able to improve their homes without necessarily using those options that cause the greatest disruption.
- The other house would be retrofitted and then occupied. The residents would have volunteered to have their behaviour monitored including energy usage, and the performance of new technologies. Data collected would be used to inform the planning and delivery of Northstowe and other developments and retrofitting programmes.

This element of the project would:

- Show the residents and the wider public how increased sustainability levels in existing properties can be achieved, and the benefits they can expect to get from this.
- Showcase innovative technologies which could be used in the wider existing community.
- Demonstrate how behaviours could change, both in the building industry and in the way we live in properties.
- Establish on the Northstowe site a community already committed to sustainable living to support the development of the same for the new town

There is the potential eventually to sell one or both of the houses and to re-invest the funds back into the wider Northstowe project. This would maintain the tenure of Rampton Drift and demonstrate the impact of environmental improvements on market value of the homes.

A retrofitting project elsewhere in the country is anticipated to reduce carbon emission in similar properties by 68% and 71%.

We also want to deliver improvements for the wider Rampton Drift community through this project by providing funding assistance to help other residents retrofit their homes. Appendix 1 indicates the works that would have the most efficient impact on carbon reduction. In view of the work involved in projects with owner occupiers, we are seeking funds to cover the full cost of improvements for 20 houses. We will set up a scheme that meets state aid requirements, and is fair and equitable.

The final element for Rampton Drift is the introduction of renewable energy technologies. We propose to invest £150,000 in technologies such as solar photovoltaic panels and wind turbines. The technologies would be owned by the public sector or a community trust. They would be deployed on houses within Rampton Drift. The homeowners would receive free electricity and

the public body or community trust would have the benefit of retaining surpluses generated through the Feed in Tariff. The money collected could be reinvested in more units to connect up every house in Rampton Drift. In the longer term, the surplus could be invested in Solar Thermal technologies with the managing body collecting the Heat Incentive Tariff should that be introduced. This would be an innovative way of using up-front investment in technology to create an income stream that could be used to further drive lower carbon solutions. Furthermore, there is an excellent opportunity to compare and contrast, through the monitoring programme, the successes of different technologies in providing clean energy. This complements proposals for the nearby major development at the north west of Cambridge, where the University of Cambridge also intends to investigate the merits of different technologies.

Local people expressed support for the Rampton Drift project at a meeting of the Northstowe Parishes Forum earlier this month.

Exhibition and Learning Facility – promoted by Cambridgeshire County Council

We propose to construct an exhibition and learning facility that will be used to showcase the Rampton Drift retrofit and other eco-town related projects, as well as demonstrating highly sustainable construction techniques and features for the facility itself. It provides a valuable opportunity to educate the wider public on Northstowe's ambition for greener living, and will foster the behavioural shift that forms a key part of the eco town approach.

Given the benefits offered by a strong public access dimension, we are proposing to provide the facility at the Cambridgeshire Guided Busway Park & Ride site immediately adjacent to the new town. This location represents the earliest point of congregation associated with Northstowe. Forecasting shows that an estimated 1,500 members of the public will pass through the facility each day once The Busway is open. The exhibition element of the facility will allow us to communicate the eco-town ambition and associated projects to this sizeable audience. In addition to Busway passengers, this demonstrator project is expected to attract visitors from further afield who wish to examine the sustainable approaches on display, hence becoming a destination in its own right. As Northstowe develops, the number of trips from the Park & Ride is expected to increase to more than 4,000 in the morning peak hour each day, with the enhanced facility providing long-term benefits to these people.

The facility could educate the public about our sustainability vision through a number of measures including permanent information displays, interactive exhibits and by providing a base for sustainability learning events. To complement and enhance the exhibition measures, we will also investigate the development and launch of a downloadable application for mobile technology. The application could:

- Promote the eco-town ambition and guide people around the retrofitting projects, giving information on technologies used.
- Give real-time bus information – including departure times, estimated arrival times, etc.
- Act as a 'tour guide' along the route of The Busway, showing features such as the RSPB Fen Drayton Lakes, Northstowe eco-town and its history, and local community information
- Give information on connectivity, including footpaths and cycleways which link with The Busway, to encourage changes in travel behaviour towards more active travel and encourage use of the Busway for leisure purposes
- Form part of the welcome package for new residents, providing community information and advice on sustainable living in the town.

Based on our experiences providing other highly sustainable public buildings, we propose that the facility will demonstrate a wide range of sustainability measures, for instance using a Ground Source Heat Pump to provide under-floor heating, and with photo-thermal solar water heating and significant levels of insulation. This will keep emissions and energy use to a minimum. The building could also house a small office, toilets and bike lockers to encourage cycling journeys to the facility.

Further, the aim is to design the facility to make the best use of the site conditions, to use local, renewable materials with low levels of embedded carbon, and to construct the building using modern methods of construction that minimise on site works, maximise resource efficiency and enhance construction quality.

Locating the new facility at the Park & Ride site will make The Busway more attractive to residents of Northstowe and existing residents of the surrounding area, encouraging the use and raising awareness of sustainable modes of travel in accordance with the eco towns PPS.

The demonstrator projects will have a symbiotic relationship with innovative local projects including the SmartLIFE, the Hive and the Parish Energy Project. These initiatives are described in Appendix 2.

Timetable

The proposed timetable for the demonstrator project is:

| | |
|--|----------------------------|
| <i>Community Engagement with Rampton Drift residents</i> | <i>April onwards</i> |
| <i>Complete purchase of two Rampton Drift houses</i> | <i>June</i> |
| <i>Retro Fit demonstrator houses</i> | <i>July- November</i> |
| <i>Open Exhibition House pre-works</i> | <i>July</i> |
| <i>Open Exhibition House post-works</i> | <i>November</i> |
| <i>Residents move into one demonstrator house</i> | <i>December</i> |
| <i>Install improvements to participating homes</i> | <i>June – March</i> |
| <i>Secure planning permission for micro-renewables (if required)</i> | <i>August - October</i> |
| <i>Install PV Tech</i> | <i>November - February</i> |
| <i>Design, planning and construction of the exhibition and learning facility</i> | <i>April – March</i> |

Total Cost of Project

| | |
|---|-------------------|
| Purchase and Retrofitting of two houses | £470,000 |
| Retrofitting pot for residents | £300,000 |
| Micro renewables fund | £150,000 |
| Exhibition and learning facility | £580,000 |
| Total | £1,500,000 |

Links to PPS standards, Innovation and Behaviour Change

Our demonstrator projects have strong links to the PPS standards as shown below.

ET 7 – Zero carbon in eco-towns. The overarching theme of Northstowe is low-carbon living, and retrofitting of Rampton Drift homes would greatly reduce domestic energy use and emissions. In addition, the projects provide benefits to existing residents in the Northstowe site and contribute to all residents of the eco-town living in low carbon homes. There is also an element of educating residents to reduce carbon emissions by using sustainable transport.

ET8 – Climate Change and adaptation. The project will involve some adaptation and mitigation measures at the exhibition and learning facility and also in the homes at Rampton Drift.

ET 9 – Homes. Every aspect of the proposed retrofit is designed to improve the environmental performance of the existing homes at Rampton Drift, bringing them in line with the code-level 4 standard or above.

ET10 – Employment. The links with the Hive and SmartLIFE will enable the demonstrator project to increase skill levels of local contractors, support apprenticeships. There will also be an inter-relationship with the Northstowe economic strategy and the Sub Regional Economic Strategy that includes strategic objectives to:

- Grow a world class knowledge-based low carbon economy
- Encourage resource efficient growth of a diverse and robust economy
- Develop sustainable infrastructure and a high quality of life

ET 11 – Transport. The Guided Busway is a project of national significance, using bio fuel buses. Constructing the facility at the Park & Ride site will make The Busway more attractive to residents of Northstowe and the surrounding area, encouraging the use of sustainable transport. Bike lockers within the facility will encourage cycling to the Park & Ride site and use of the cycleway alongside The Busway route. This will also link in with ET 12 – promoting healthy lifestyles.

ET 12 – Healthy lifestyles. The exhibition and learning facility will encourage healthy lifestyles by providing information on local Rights of Way, walking and cycling routes, and by encouraging use of sustainable modes of travel.

ET 17 – Water. The retrofit measures will reduce water use in these homes, including rainwater collection, grey-water systems and toilets that use less water. The education and learning facility will include rainwater harvesting.

ET 21 – Transition. The presence of retrofitted code-level 4 homes at Rampton Drift before the beginning of construction at Northstowe will stimulate interest locally in the exemplar environmental standards that will be achieved at Northstowe. It will also ensure that Rampton Drift does not stand out as a less environmentally friendly area of the proposed eco-town. The exhibition and learning facility also plays a key role in supporting this PPS standard.

Public access/exhibition dimension

Public access and exhibition are integral to the demonstrator project. The exhibition and learning facility at the Park & Ride site will be a permanent public resource for promoting green lifestyles; and there will be a retro-fit house open to the public for the period of the demonstrator project. These resources will be promoted to all residents of South Cambridgeshire and interested groups from further afield. The highly accessible location of the facility will support this.

In addition, we would expect that the residents participating in the retrofitting project would give occasional access to both the public and also to the public sector as retrofit demonstrators and to allow research to be carried out into the carbon and cost savings, complementing the aforementioned University of Cambridge development plans.

Throughout the period of the project, and during the build out of Northstowe, we will run workshops to educate and inform the residents not only of this scheme but of the many things they can do to reduce carbon emissions without spending large sums of money.

Formal relationships will be established between the demonstrator project and the Hive, SmartLIFE and Parish Energy projects. These will further facilitate promotion of the project, and ensure it is embedded in existing local low-carbon networks. The retro-fit homes will be of particular interest to the Parish Energy network as they will allow members to see, in operation, the measures they are considering.

Management and Delivery

We have a range of options for the delivery and management of the project within our established partnership arrangements in South Cambridgeshire. South Cambridgeshire District Council, Cambridgeshire County Council and Cambridgeshire Horizons, have worked together to develop this proposal and will remain the lead agencies responsible for ensuring the effective delivery and management of the project.

For the Rampton Drift aspect of the project, we may involve Cambridgeshire Partnerships Limited (CPL), the Registered Social Landlord for the first phase of Northstowe. CPL have expressed agreement to this. We will also involve Renewables East and SmartLIFE. Considerable benefit will be gained from linking the retrofit project with SmartLIFE. The project will give opportunity for new innovative technologies to be trialled and monitored; the houses could be used to train both existing professionals and the young in the latest retrofitting techniques, building on their experiences gained with SmartLIFE. It will also be possible to make comparisons with similar projects in neighbouring districts

The exhibition and learning facility project would be managed within the existing transport infrastructure delivery mechanisms of the County Council and would be delivered by a tendered contractor, as selected from the tendering and procurement process.

There is also the potential for these homes to be part of the BRE demonstrator homes element of the Hive project at Cambridge Regional College (CRC). This is particularly the case given that Rampton Drift is around ten minutes from, and therefore easily accessible from, CRC via The Busway. BRE involvement would also increase the rigour with which improved sustainability performance is monitored, providing greater credibility for transferring learning nationwide.

The Parish Energy Project has a well established group of parish councils and volunteers delivering locally tailored projects to reduce carbon emissions in our villages. This highly motivated group will help to disseminate learning and strengthen the outcomes of this project.

Other committed/potential funding

This project has significant actual and potential match funding.

The actual funding includes investment in:

- Earlier design work for a building on the Park & Ride site by the County Council (£15,000 of work that could transfer to the exhibition facility proposal)
- £2,000,000 invested in the Hive from Housing Growth Fund.

Potential match funding includes funding from the Energy Saving Trust and business sponsorship. The County Council has previously been awarded an Energy Savings Trust grant of £5500 for solar heating of public facility at another Park & Ride site. The EST may make up to £100,000 available.

Sponsorship by way of contributed materials and technologies will also be sought from the private sector. Based on contributions to the SmartLIFE project, we estimate that, with the high

profile attached to the eco town agenda and funding for residents to retrofit their homes, we will achieve £20,000 of equipment for each element of the project from five companies totalling £200,000. This will of course be sensitive to the market conditions pertaining.

Planning Status/Site Ownership and Ease of Delivery

The Park & Ride site will pass into the ownership of the County Council when The Busway is handed over, and the proposed building may need to obtain planning permission if the design changes significantly from that originally included in the Transport And Works Act order which granted planning permission for the Guided Bus scheme. A planning application has been included in the timetable for the project, and is not expected to be a hindrance to the project.

The homes at Rampton Drift are owned by individual home-owners. The project will purchase two of the houses currently on the market in order to ensure deliverability of the project. Planning permission may be required for the micro-renewables. This would take 8 weeks and could be applied for whilst building work commenced. We have consulted with local residents within the constraints of this bidding process and believe there will be considerable support for this project.

We are confident that this demonstrator project is practical and deliverable, will help to provide greater confidence in the Northstowe project more widely, and provide transferable lessons for other low-carbon developments in the UK.

We look forward to hearing from you.

Yours sincerely,



Greg Harlock
Chief Executive, South Cambridgeshire District Council



Brian Smith
Executive Director
Environment Services
Cambridgeshire County Council



Alex Plant
Chief Executive, Cambridgeshire Horizons

Please address any reply to:

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Northstowe Eco-town Demonstrator Project

Appendix 1

Links with other initiatives

Appendix 2

SmartLIFE™ is a an initiative in public ownership (Cambridgeshire County Council) that promotes and delivers a sustainable built environment through training, awareness, knowledge

| No. | Element | Existing Assumptions | Proposed Improvement | Budget Cost |
|-----|------------------------|--|--|----------------|
| 1 | Roof | Pitched roof with concrete tiles on felt on timber structure with 50mm glass fibre insulation | Additional 200mm insulation | £325 |
| 2 | Walls | Brick & Block with 50mm cavity & 12.5mm plaster, total thickness assumed 265mm no insulation x 50% | Insert Cavity insulation to external walls | £250 |
| | | Block with tiles on battens & 12.5mm plaster & no insulation x 50% | Remove tiles & battens, add insulated render 75mm thick | £425 |
| 3 | Windows | Doubled glazed / UPVC windows | Replace with high performance triple glazed windows | £5,000 |
| 4 | External Doors | UPVC Doors | Replace with high performance doors & glazing etc | £1,500 |
| 5 | Thermal bridging | No insulation at head/ cills / jambs of openings | Add insulation to window & door reveals | £1,200 |
| 6 | Ground Floor | Solid ground bearing concrete slab with 50mm sand cement screed & plastic floor tiles | Remove screed & install insulated floating floor with under floor heating & carpets in living area | £750 |
| 7 | Air tightness | No additional measures taken | Seal round windows / doors/ eaves etc | £300 |
| 8 | Ventilation | Extract fan in bathroom | Mechanical Ventilation Heat Recovery System MVHR | £1,000 |
| 9 | Heating System | Gas Fired Boiler | New combi boiler | £3,000 |
| 10 | Water Heating | Gas Fired Boiler / lagged cylinder | Included with item 9 | |
| 11 | Lighting | Standard Fittings | Low energy light fittings | £50 |
| 12 | Water | Mains Supply / surface water to soak away | Rainwater collection & use in toilets etc | £500 |
| | | | | £14,300 |
| | | | | |
| | Usage Issues | Educate users | | |
| 1 | Internal temp | Ave 22 deg C | Ave 21 deg C | |
| 2 | Reduce hot water usage | | | |
| 3 | Fridge Rating | | Install Band A | £250 |
| 4 | Washing Machine | | Install Band A | £350 |
| 5 | Water consumption | | Install 2 No.2.6 l dual flush toilets & tapmagic inserts to taps to give 50% savings | £100 |
| | | | | |
| | | | | £700 |

transfer and innovative partnership solutions. It has been at the vanguard of promoting skills, qualifications and facilities for Innovative Methods of Construction (IMC), for students of 14-19 yrs and industry. SmartLIFE is delivering services to other parts of the UK – to schools, industry and local government.

CCC works locally with Cambridge Regional College at the SmartLIFE Centre on the College's Cambridge campus. In addition to IMC, SmartLIFE delivers training and skills development on renewable energy technology and is currently working to develop skills and training courses for retrofitting of existing residential and commercial buildings. SmartLIFE works locally and nationally with leading partners to bring about successful interventions to support products, skills and market-led approaches. A CCC/BRE SmartLIFE partnership agreement brings forward partnership activities in an effort to maximize the impact of available grant and other funding in this area.

Part of the SmartLIFE project is SmartLIFE retrofit. This is working with the Building Research Establishment and others on residential and commercial schemes to retrofit materials and technologies to make energy and carbon savings. SmartLIFE will extend its business and education in Innovative Methods of Construction to retrofitting. SmartLIFE will set up training and qualification routes for students and industry and work with tenants, home owners and building operators in the installation and operation of technologies.

A number of local showcase buildings will build awareness and demand for communities and industry to take up retrofitting energy efficiency measures.

The Hive will be an enterprise and education park (to be built 2010-2011). It is a partnership between Cambridgeshire County Council, Cambridge Regional College, Citylife and BRE. It has a primary focus on the supply chain for low carbon living: sustainable homes, products, services and skills. It consolidates the successful SmartLIFE training, skills and business in innovative methods of construction and extends the reach into low carbon and resource efficiency education, skills and business incubation. Alongside the showcase commercial buildings, the Hive will provide demonstrator homes showcasing affordable IMC, renewables, retrofit materials and technologies required to build and refit to carbon neutral standards of build and occupancy.

The Hive will work with:

- Professionals, technicians and businesses working in construction designers, engineers, builders, plumbers, electricians and the like who want to update their skills to adapt to a low-carbon economy
- Young people looking for vocational training in modern, sustainable construction techniques

The inherently available links between the Rampton Drift retrofitting project and The Hive and SmartLIFE can only serve to strengthen the exhibition element of this project.

Sustainable Parish Energy Partnership

A partnership of commitment, experience and confidence that can really help to deliver what parishes feel will work locally to cut fuel bills and reduce the carbon emissions

It is open to all parish councils who;

- are concerned about the implications of local energy issues and climate change,
- feel that there is sufficient community interest to work-up and co-ordinate local activities and projects that will directly contribute to reducing energy bills and tackling climate change

The SPEP can support the Rampton drift project by;

- Specialist energy advice - queries, signposting, reference and information Training - visits, workshops and seminars
- Grant support - government/supplier funds, grant-finder and match-funding
- Parish Energy Leaflet - for communities to tailor for their villages
- Home energy questionnaires - surveys and village mapping
- Village events and showcases - carbon foot printing, DIY projects and meet installers
- Energy saving - low-energy light bulbs and computer powerdowns
- Energy awareness - energy monitors and thermal imaging
- Bulk purchase options - insulation, draft proofing and renewable energy technology
- Community Carbon Counter - parish energy/carbon spreadsheet for setting targets
- On-line network support - information bank, project publicity and experience sharing

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www.communities.gov.uk
community, opportunity, prosperity

21 January 2010

Dear Alex,

ECO-TOWNS PLANNING POLICY STATEMENT – FURTHER PROPOSALS BY LOCAL AUTHORITIES

1. Following the Minister's announcement on 1 December and our subsequent contacts with you, I am writing to set out our process going forward including arrangements for applying for the £5m fund for studies (revenue) and the £5m fund for demonstrator projects (capital). These funds are part of the CLG growth fund and are open to the expressions of interest and locations listed in the Minister's announcement of 1 December. We will be aiming to make awards as soon as possible, and at the latest early in the 2010/11 financial year and the work funded is expected to be substantially completed in 2010/11.

2. As indicated in the Minister's statement the main objective of this programme is to support the work of local authorities in taking forward through the local planning process proposals for eco-development which meet the concepts and standards set out in the PPS. In most cases this will mean through support for preparing a preferred option in the local Core Strategy, but in a few cases where timing does not fit with this we will be happy to discuss alternative approaches.

3. **Funding for studies and supporting assessments** Before making a funding award Ministers will want to be assured on how the proposed programme of work will contribute towards preparation of a sustainable and viable development option in the core strategy and its testing in public examination, and that the work addresses any key strategic or showstopper issues raised by cross-Government Departmental and Agency partners most concerned – in particular DEFRA, EA, NE, DfT and HA - as well as any other key issues which GO colleagues may identify. It would therefore be useful if LA partners could liaise locally and regionally with the Agencies, as they would expect to do in any event in preparatory work on the Core Strategy. In addition we will be liaising at national level (on similar lines to the showstopper reviews carried out for new growth points) and pass back from that discussion advice on any particular issues which need to be addressed.

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E-mail: henry.cleary@communities.gsi.gov.uk

4. We appreciate that planning work is at different stages but where a preferred option is in prospect it will be important that the locational references are sufficient for the Agencies to give an informed view. Local area workshops with EA/NE and HA colleagues can be very useful on this. Where flood risk is an issue the proposed location of development is particularly important for the EA to be properly engaged.

5. It is important that funding for assessments is prioritised. At this stage no commitment can be made for further funding for studies in future years so the best possible use needs to be made of the potential award available in 2010/11 in the light of outstanding issues.

6. It is also important, in addition to work to demonstrate that the proposed development is sustainable, and alternative options have been considered, that there is adequate demonstration of deliverability – that there will be evidence as part of the Core Strategy work that the eco-town standards could be achieved by developers in that location. Engagement with the private sector is therefore likely to be an important element of this preparatory work and may be useful to include developers who have shown their engagement with high sustainability standards.

7. **Demonstrator Projects** In addition to revenue funding for studies, Ministers have made available £5m capital funding for early win demonstrator projects which can provide advance exemplars of the Eco-towns PPS standards and concepts – innovative low/zero carbon and more sustainable development, behaviour change in relation to innovation in services and public education on the PPS concepts. Novel, exhibition style approaches which will help engage the existing community in this agenda are being sought but it is also important that projects can be shown to be readily deliverable (eg. sites or buildings in public ownership). This concept is also being developed in the 4 first wave eco-town programmes and I will circulate shortly for illustration details of the type of project they are taking forward.

8. **Local Authority support** In submitting a bid it will be important to confirm that the authority is committed to developing and testing an eco-development option which will meet the concepts and standards set out in the PPS for potential inclusion in the core strategy. It is accepted that in many cases the current work predates the Authority's formal decision on submission of a core strategy but its support for the overall concept at this stage is an important consideration.

9. **Timetable** In order to be able to make funding awards as early as possible in 2010/11 it will be necessary to accelerate the timetable for submission of funding proposals. We propose:

- (i) 19 February – submission of bids for the £5m studies/preparatory work fund;
- (ii) 26 February – Bids for demonstrator projects.

The attached Annex sets out a short checklist of each bid (it would be helpful to have drafts in advance). If your authority or partnership would have difficulty with this timetable please get in touch so that we can discuss.

10. Can I please ask you to circulate this letter to the other members of your partnership or authority as appropriate, and to liaise with your usual Government Office contact as we go forward.

Yours sincerely

A handwritten signature in black ink that reads "H Cleary". The signature is written in a cursive style with a horizontal line underneath the name.

**HENRY CLEARY
DEPUTY DIRECTOR**

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CHECKLIST – BIDS NEED TO ADDRESS THE FOLLOWING

Eco-developments/Eco-towns PPS:

(i) Studies Funding (Revenue) (indicative bid range £50k-£500k)

- Does the bid identify the main areas where better evidence is needed for the core strategy;
- Is there an agreed/approved LDS – please summarise.
- Is there Member level support for work under this programme as set out in the bid;
- Does the work include testing/illustration of private sector commitment/deliverability of standards. If not how will this be addressed;
- Indications of how deliverability of major essential infrastructure (eg. roads) (where project depends on this) is being addressed.

(ii) Demonstrator projects (Capital) (Indicative bid range £50k-£1.5m)

- Brief description, proposed timetable including start of work and completion and funding sought;
- What PPS standards and innovative elements would be featured/is there a behaviour change dimension;
- How would public access/exhibition dimension be achieved;
- Who would deliver/manage;
- Other committed/potential funding;
- If a building or development - planning status/site ownership and ease of delivery.

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| Date of Portfolio Holder Meeting | Agenda Item | Key | Purpose | Corporate Manager(s) | Responsible Officer(s) |
|----------------------------------|---|-----|---------------|----------------------|------------------------|
| 11-Mar-10 | CAA Framework | | | Paul Howes | |
| spring 2010 | Strategic Risk Register Quarterly Reports 2010/11 | | | | John Garnham |
| | Communications Strategy Refresh | | Annual review | Paul Howes | Georgina Hayward |
| Jul-10 | Financial Monitoring: 2009-10 End-of-Year | | Monitoring | | |

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