



# **UPDATE ON CAMBRIDGE NORTH EAST PROGRAMME AND PROGRESS ON THE BASELINE SUMMARY CORE SITE BUSINESS PLAN**

**TO: EXECUTIVE COUNCILLOR FOR STRATEGY AND PARTNERSHIPS**

**REPORT BY: FIONA BRYANT, STRATEGIC DIRECTOR**

**COMMITTEE: STRATEGY AND RESOURCES SCRUTINY COMMITTEE 8<sup>TH</sup>  
FEBRUARY 2021**

**WARDS AFFECTED: EAST CHESTERTON**

## **1.0 Executive Summary**

1.1 This report provides an update on the North East Cambridge programme and outlines progress against the three key projects associated with its strategic regeneration.

1.2 The North East Cambridge Programme aims to deliver a brand new district in North East Cambridge. The new district will encompass around 8000 homes, set new standards of sustainability, enhance the quality of life of local people and support the economy of Greater Cambridge. It will help meet the pressing need for new homes in the Greater Cambridge housing market, in a highly sustainable location close to places of employment and well supported by amenities and infrastructure.

1.3 Located at the heart of the new district will be the Core Site – currently the location for Anglian Water's Cambridge Waste Water Treatment Plant and the adjacent Cambridge City Council owned Land. The Core Site will be central to delivering the Local Planning Authorities' vision for the wider North East Cambridge area as:

**“an inclusive, walkable, low-carbon new  
city district with a lively mix of homes, workplaces, services and social spaces,  
fully integrated with surrounding neighbourhoods”.**

1.3 The programme is highly complex, but, in simple terms, comprises three key projects with a number of underlying workstreams.

- The overarching planning framework (primarily through the North East Cambridge Area Action Plan (NECAAP or AAP)), led by the Greater Cambridge Shared Planning Service
- The Cambridge Waste Water Treatment Plant Relocation Project (Relocation project or CWWTPR) -funded by c£227m of MHCLG's Housing Infrastructure Programme funding, administered by Homes England), led by Anglian Water
- The Core Site development project, led by Cambridge 4 LLP, the joint venture (JV) between the City Council and Anglian Water, with U&I appointed as the Master Developer.

The JV partners and the Greater Cambridge Shared Planning Service are also working with other landowners within the NECAAP area to support the LPA to ensure a coherent master planning process for the district as a whole.

1.4 Whilst the NECAAP and the Relocation project have held public consultations in 2020, the progression on the Core Site development, of which the emerging baseline business plan is a key document going forward, has only just started this process following the final agreement on the Housing Infrastructure funding (HIF) in March 2020. At this stage the business plan is emerging as a series of high level strategies, outlining the key purpose and objectives of each area of the future business plan.

1.4 The programme is subject to monthly monitoring and reporting for Homes England and MHCLG. The individual projects also have their own statutory and/or other governance and reporting lines e.g. NECAAP through the normal statutory and/or via scrutiny and/ Exec Cllr decision making processes as appropriate. The Core Site development scheme operational management comes under the auspices of the Joint Venture LLP but reserved matters are decisions for the Council decision processes and the Anglian Water Board. General highlight and exceptions reporting has been established within the City Council's own Corporate Programme Office, with quarterly updates to Council Executive Members and the Senior Leadership team. Quarterly reporting for information will be made to the Cambridgeshire and Peterborough Combined Authority's (CPCA's) Housing Committee.

## **2.0 Recommendations**

The Executive Councillor is asked to:

- Note the update on progress across the programme

Note the progress against the projects which are managed in line with their statutory and legal governance and management arrangements.

- Note that a further update will be submitted to Strategy and Resources committee in 2022 (any reserved matters decision requirements will be reported to the relevant Committee and Anglian Water's Board as required)

## **3.0. Programme Timescales and Milestones**

3.1 The programme is a complex one, and the timescales are based around a key number of planning dependency milestones. These comprise some key milestones outlined within the Housing Infrastructure Fund (HIF) agreement.

3.2 Final development timescales are still evolving. Project interdependencies are key to this programme, and are under regular review, but the current estimated dates are as follows:

NEC AAP Draft Consultation	2020 (completed)
Development Consent Order (DCO) Initial Consultation	2020 (completed)
<b>Emerging Core Site Baseline Business Plan</b>	2021
<b>Meanwhile Use Planning Application</b>	2021
DCO Submission	2022/3
DCO Determination	2023
AAP final submission	2024
AAP Adoption	2025
<b>Hybrid planning application submission</b>	2024
<b>Hybrid planning application determination</b>	2025
<b>Plot option agreements complete</b>	2026-2030
<b>Phased development starts on site</b>	2027 – 2043
<b>First Occupation of Housing on Core Site (can only happen when WWTP is fully decommissioned and commissioned at new site)</b>	2028

## 4.0 Key Project Updates

### 4.1 The North East Cambridge Area Action Plan (NECAAP or AAP)

4.1.1 The relevant planning consents for the relocation project and the Core Site development are related to the timescales for progression on the NECAAP and the emerging Local Plan

4.1.2 The Greater Cambridge Shared Planning Service published and consulted in summer 2020 on early proposals for the new low-carbon city district including 8,000 new homes and 20,000 new jobs in a draft Area Action Plan (NECAAP) for North East Cambridge.

4.1.3 The draft proposals were approved by Executive Councillor following scrutiny in public at Planning and Transport Scrutiny in June 2020, prior to being issued for public consultation between July and October 2020

4.1.4 The vision for the Area Action Plan underpins the desired outcomes for the new district in proposing **‘an inclusive, walkable, low-carbon new city district with a lively mix of homes, workplaces, services and social spaces, fully integrated with surrounding neighbourhoods’**

4.1.5 The Greater Cambridge Shared Planning Service are working on preparing the Pre-Submission Plan for member scrutiny in summer/autumn 2021, which will form the Council's final proposed plan for North East Cambridge, subject to formal consultation and scrutiny by the Inspector at the Examination hearings. The formal submission of the AAP seeks to track the Relocation Project Development Consent Order process.

4.1.6 The Greater Cambridge Local Plan Preferred Options will be considered by members (for Cambridge - Planning & transport scrutiny committee) prior to consultation in Summer/ Autumn 2021. Specific dates yet to be confirmed. Details of the timetable of plan production can be found in the [Local Development Scheme](#).

4.1.7 . The project is led by the Greater Cambridge Shared Planning Service and primary reporting for the NEC AAP is, for City Council purposes, to Executive Cllr and Planning and Transport Scrutiny committee so this update to SnR committee is simply in the context of progress on the overall programme..

## **4.2 The Cambridge Waste Water Treatment plant (CWWTP) Relocation**

4.2.1 Strategic regeneration of the NEC area into a new district for the city relies upon the Cambridge waste water treatment plant being relocated, unlocking an area that will deliver around 5600 of those new homes at the heart of the new quarter. The proposed relocation is being funded by the Housing Infrastructure Fund (HIF) , administered by Homes England.

4.2.2 The relocation project will deliver a modern, carbon-efficient waste water treatment plant that will continue to provide vital services for the community and the environment, recycling water and nutrients, producing green energy, and enabling Cambridge to grow sustainably.

4.2.3 Relocating the plant from the current site on Cowley Road will:

- Allow the existing site to be redeveloped, delivering thousands of much needed new homes including 40% affordable housing
- Provide a mix of homes, workplaces, retail and community spaces that are physically connected, socially cohesive and fully integrated with surrounding neighbourhoods
- Enable Improvements to walking, cycling and public transport connectivity, helping to address climate change through reducing car use
- Create a lively mixed area with a real sense of place, fostering community wellbeing and encouraging collaboration
- Create new parks and open spaces that will form a biodiverse and accessible network linked with parks in the wider area

4.2.4 The project is being considered as national strategic level project and the planning strategy is via a Development Consent Order (DCO), which is determined by a nationally appointed inspector. The development of a DCO application is a statutory process. Section 35 consent for the DCO has been approved by DEFRA.

4.2.5 The project was launched by Anglian Water on 8<sup>th</sup> July 2020 and the initial site selection consultation was published on the same day, across a range of digital and traditional

communication and engagement channels. Alongside the benefits of the strategic regeneration of North East Cambridge, the project will provide the opportunity to design and build a modern, carbon efficient waste water treatment plant using the latest technologies. This will enable more efficient service to customers across Greater Cambridge and into the future. The new plant will enable:

- Reduction of the plant footprint to around half the existing site
- Reduced carbon emissions, contributing to aim for net zero carbon
- Minimising odour through modern design and operational management
- Delivery of new biodiversity habitats and environmental enhancement

4.2.6 The project has built on Anglian Water's open, iterative stakeholder engagement strategy designed to gather feedback from a range of stakeholders throughout the development of the proposals (and in compliance with legal and regulatory requirements). In the run up to launch, Anglian Water engaged with a range of technical, local authority, community and elected stakeholders to engage them on the project and seek their input.

4.2.7 The project team has also engaged the services of the Design Council who are an independent charity and the government's advisor on design. Their team has a global network of experts in the built environment and design. The DCO process requires the applicant to demonstrate openness to good design and the Design Council will provide external assurance and validation throughout the programme's design journey.

4.2.8 The pre-application phase is a 24-month programme with three rounds of technical and community engagement.

4.2.9 The project was launched with a virtual 'village hall' exhibition and a [digital engagement platform](https://cwwtpr.com/) which can be accessed through the website (<https://cwwtpr.com/>) where can view, real time, the feedback Anglian Water are receiving from the community:

4.2.10 The first phase of consultation on the Relocation (CWWTPR) project was held between July and September 2020, designed to build awareness and understanding regarding the need for the relocation and what it would deliver and specifically asked for feedback regarding the three relocation site options:

4.2.11 Anglian Water published a '[consultation summary report](#)' towards the end of November which summarised the quantitative and qualitative feedback received and explained how this was being incorporated into the final decision on the site and the early design process.

4.2.12 There were 5,700 unique visitors to the website and 3366 comments made by 1766 unique respondents giving further insights from the local communities and a wide spectrum of stakeholders.

4.2.13 The vast majority of respondents stated they were local residents and responses were received from communities local to all three site area options. The most frequently raised topics for each site were: 'Air quality, noise and vibration': the most popular topic for each site option, within which the main concern was anticipated odour impacts to local communities and amenities.

'Traffic and access', 'Impact on local amenities', and 'Landscape and views' were also frequently commented on for each site.

4.2.14 All feedback received to the consultation is being considered in the site selection alongside environmental, planning, operational and programme assessments. Site selection will conclude in late January 2021 when Anglian Water will announce which site has been selected. All feedback received during this consultation and the further two phases to follow will be published in full in the final Consultation Report which will be included within the application for a Development Consent Order (DCO) planned for 2022/23.

4.2.15 Stakeholder engagement is ongoing and now focused on seeking to build an understanding and gain input into Anglian Water's design vision both for the new plant and to explore the wider community aspirations the project could deliver.

## **5.0 The Development of the Core Site**

5.1 The Core Site comprises around 48ha of land at the heart of the proposed new district and is owned by Anglian Water and Cambridge City Council. Whilst the Core site itself is located within the City, its place within the wider NECAAP area and its location at the very heart of the proposed new district mean that its strategic regeneration will also deliver major benefits for the wider Greater Cambridge geography.

5.2 The development of the Core Site is underpinned by the master development agreement (MDA), the contract between the Cambridge 4 LLP Joint venture (Anglian Water and Cambridge City Council) and the appointed master developer, U&I. The terms of MDA require the Developer and the Owners to act in good faith to achieve the objectives.

5.3 Following the signing of the Housing Infrastructure Funding (HIF) contract and the Area Action Plan and Development Consent Order process being underway, it was agreed, as reported to Strategy and Resources Committee in October 2018 and February 2020 that the next key piece of work would be to develop an emerging business plan for the proposed Core Site development.

5.4 The timescales of the negotiations on the HIF agreement and the early stages of the Core Site development project mean that at this stage, the business plan is a series of high level strategies, outlining the key objectives and context for each strategy.

5.5 The Business Plan is a legal document to be reviewed at least once a year. A number of virtual workshops were held this year with colleagues to establish the key principles and objectives for the strategies making up the emerging business plan, and senior management team members and other key managers have commented on the draft strategies. Summaries of the major strategies are outlined in the following pages.

## **5.6 The Vision**

5.6.1 Central to any major scheme development is outlining the vision and values for such a development. The vision for the Core Site builds on the NECAAP's vision and on City Councillor and Anglian Water Board's input and contributions to discussions by many stakeholders on the project over the last few years.

5.6.2 A draft Placebook is being developed to help to introduce the importance and opportunity of the Core Site to underpin the new district at its heart through an innovative, sustainable and integrated scheme. The placebook is a dynamic document and will evolve as the scheme develops and the NECAAP masterplan becomes more established. The current draft is attached at Appendix B.

5.6.3 The Vision for the Core Site is for a place that:

- is not only located, but also firmly **rooted in Cambridge**. It will be an integral area of this unique city, delivering the needs of the future whilst taking inspiration from the past. It will be a place where people know their neighbours and put down roots. It will be **shaped by many**, involving local people and organisations as it is planned, being built by a wide range of delivery partners and involving future residents in its management once it's complete.
- The Core Site will be **open to all**: its resources will be available to everyone, offering affordable housing as well as a place to start and a place to stay. By considering the needs of children and more vulnerable people, it will be a good place for everyone. The Core Site will make it easy for people to **live within their environmental means**, using innovative technologies to reduce the impacts of construction, responding to the climate emergency and encouraging more sustainable lifestyles.
- The Core Site will **be integrated with nature**, incorporating biodiversity, enabling people to experience wildlife at first hand, and looking to the natural world to help solve challenges. And it will be an inclusive place with **street life** offering spaces for play, exercise and nature, places to work, shop and have fun, and enabling walking, cycling and low-carbon modes of movement.

5.6.4 The vision is based on three Promises – to the people who'll live, work, or simply spend time here, to the city of Cambridge, Greater Cambridge and to the planet – and six Values, the principles that will guide the project as it is planned and delivered, and which will shape the identity of the new place.

### Three key Promises underpin our vision for the Core Site.



**PEOPLE:** The Core Site will support the health, happiness and wellbeing of the people who'll live, work and spend time here.



**CITY:** The Core Site will be an integral new quarter of Cambridge, taking inspiration from the city, engaging with its citizens' present needs and helping shape its future.



**PLANET:** The Core Site will be an exemplar for development fit for the challenges of the 21st Century, enabling sustainable lifestyles, protecting and enhancing nature and accelerating the transition to a zero-carbon world.

**Six Values** will underpin and guide the project.

Rooted in Cambridge	<ul style="list-style-type: none"> <li>• The Core Site will be an <b>integral, new piece of Cambridge</b>, that is both <b>part of the city</b> and a <b>distinctive new place</b> in its own right.</li> <li>• It will help shape the City's future whilst learning from the city's <b>history</b> and <b>character</b>.</li> <li>• It will be a place to live, work, play and learn, where people know their neighbours, shop locally and <b>put down roots</b>.</li> </ul>
Shaped by many	<ul style="list-style-type: none"> <li>• We'll engage with <b>many people</b> and organisations through the process of planning and delivering the Core Site, enabling the new place to be influenced by different perspectives.</li> <li>• It will be delivered by <b>many partners</b>: larger developers, affordable housing providers, SMEs and community-led organisations.</li> <li>• Once built, residents will continue to <b>shape the new place</b>, through community-focused forms of place and space management and a culture of participation.</li> </ul>
Open to all	<ul style="list-style-type: none"> <li>• The Core Site's resources – its homes, public space, shops, employment opportunities and community facilities – will be <b>affordable, available and accessible to all</b>.</li> <li>• It will provide <b>a place to start, and a place to stay</b>, with homes for those just starting out, those raising families, people downsizing and others in the later stages of their lives.</li> <li>• The Core Site will foster a culture of inclusiveness and diversity, <b>designed to value children, older people, those who are more vulnerable</b>, and those whose voices do not always get heard.</li> </ul>
Living within environmental means	<ul style="list-style-type: none"> <li>• The Core Site will be <b>innovatively designed</b> and constructed to make efficient use of valuable natural resources such as land, water and energy.</li> <li>• It will respond to the challenges of the <b>climate emergency</b> and help Cambridge meet its commitment to achieving net zero carbon before 2050.</li> <li>• It will make it easier for people to live <b>sustainable and healthy lifestyles</b> with a high quality of life.</li> </ul>
Integrated with nature	<ul style="list-style-type: none"> <li>• The Core Site will incorporate <b>nature and wildlife</b> throughout its buildings, gardens, streets and parks.</li> <li>• It will offer the opportunity to <b>experience nature</b> at first hand – through food growing, conservation initiatives and exploring wild places, and using nature to enhance wellbeing.</li> <li>• We'll <b>learn from nature</b> in developing innovative approaches to design, construction, energy production and water management.</li> </ul>



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Street life	<ul style="list-style-type: none"> <li>• In large part <b>free of cars</b>, streets at the Core Site will take on many new roles – places for children's play, exercise, café tables and natural landscaping.</li> <li>• The Core Site's streets will be home to a <b>variety of uses</b>, providing places to work, shop and have fun within easy walk of home.</li> <li>• Streets will enable walking, cycling and <b>low-carbon modes of transport</b>, with excellent bus connections and easy access to Cambridge North station.</li> </ul>
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## 5.7 THE PLANNING STRATEGY

**5.7.1** The planning strategy is a key component of the business plan in that it identifies, for the Core Site development, the framework within which a planning application will be progressed. The approach to the planning strategy will be informed by the objectives in the Master Development Agreement and the Promises and Values established for the Core Site.

**5.7.2** Of particular relevance is the Promise to support the health, happiness and wellbeing of the people who'll live, work and spend time here, and to *enable sustainable lifestyles, preserving and enhancing nature and accelerating the transition to a zero-carbon world*

**5.7.3** The Planning Strategy will chart an appropriate course through the planning process, noting in particular the inter-relationships with the Development Consent Order (DC) and Area Action Plan (NECAAP)

**5.7.4** Whilst the Core Site is proposed for redevelopment in the 2018 adopted Cambridge Local Plan, the wholesale relocation of the waste water treatment plant was not envisaged at that time. Therefore adopted policy seeks commercial & industrial uses rather than a residential led approach. Given this, the purpose of the Planning Strategy is to articulate the journey from current planning status to submission and determination of a planning permission for a residential-led mixed use development to the quantum set out in the MDA (5,600 homes).

**5.7.5.** The principal factors determining what detailed matters will be included for determination in the principal outline planning application will relate to the following:

1. Meanwhile Use If a programme of meanwhile activities can be funded and is deliverable;
2. Any proposed initial phase of commercial development being brought forward under the scope of the existing adopted local plan;
3. The requirement for principal infrastructure and other matters to be fixed at the outset, even if not to be delivered until later phases.

**5.7.6** The design code will be a particularly important element of the planning application since it will set out what is prescribed of development – and critically of streets and the public realm. It will also provide guidance and advice where there is more flexibility for developers.

## 5.8 PLOT DELIVERY STRATEGY

5.8.1 The Plot Delivery Strategy describes how developers will be selected to deliver plots, safeguard design and construction quality, and ensure each plot fulfils its part of the overall vision and masterplan for the Core Site. In doing so, it will help ensure that we deliver on the project's promises and values described in the Vision, while protecting and enhancing our and our partners' wider interests and reputation.

5.8.2 This strategy is based around the following key objectives:

### **1. Engaging a range of delivery partners in bringing forward the coordinated delivery of the masterplan**

A key aim of the Plot Delivery Strategy is to enable the delivery of the development in a way that reflects the Vision, Promises and Values of the project. This involves the Master Developer setting the context, parameters and commercial arrangements for a range of delivery partners, making sure that what is delivered is compliant with the planning permission, the vision of the project and the longer-term value creation strategy. It will also involve making sure that development is coordinated between Plots and phases.

### **2. Maximising the value of the land as a whole by optimising the value of each plot**

This objective recognises that achieving the highest possible price for each plot will not always be the best way to maximise the whole. The merits and logic of this approach are increasingly well understood and assessed. For example, *The Value of Placemaking* (Savills, October 2016) found that additional early spending on placemaking increased overall land value by nearly a quarter as significant new developments became established in the market as destination places to live and inhabit, enabled by a patient approach to investment and land-value extraction.

**5.8.3** The summary of the strategy is as follows:

- All developable land within the Core Site Masterplan will be allocated to a Plot Plan.
- Plots will reflect the development parameters established by the Planning Permission.
- There will be three Plot Types – Enabling Plots, Standard Plots and Bespoke Plots – according to size, complexity and requirement for infrastructure.
- A range of different development partners will be engaged in the delivery process – from specialist SMEs to volume housebuilders and institutional investors; the three different Plot Types will provide a framework for categorising the potential partners.
- Enabling infrastructure will either be delivered by the Master Developer or otherwise passed on as a requirement to the plot developer with appropriate safeguards.
- Plots will be subject to design governance including the Site Wide Design Code. A Plot Development Brief will be prepared for every Plot and form the basis of the disposal of that Plot.
- A range of disposal and procurement processes, design governance measure, financial structures and enforcement mechanisms will be applied to ensure quality.

**5.8.4** A Plot:

- is any area containing developable land which it is intended will be disposed of as a single entity;
- may range in scale from multiple blocks or even a whole neighbourhood down to a single building lot;
- may or may not also contain non-developable land, together with any associated obligations.

- enforcement in deliver

**5.8.5** The matrix below shows how the tools described above may be deployed in relation to the three types of plot.

	<b>Strategic scale</b>	<b>Enabling</b>	<b>Standard</b>	<b>Bespoke</b>
<b>Overview</b>	<b>Description</b>	Large disposals under which plot developers fund or deliver infrastructure enabling wider neighbourhood development, as well as their own plot development, with the cost of infrastructure offset against the land price.	Mid-size disposals of residential plots for 'good ordinary' development by housing developers of a mix of sizes and types.	Bespoke disposals at the scale of a street, block or building requiring special attention to design quality or user engagement by virtue of its prominence, civic importance or market niche.
	<b>Plot developers</b>	Institutional investors Tier 1 contractor-developers Council	Volume housebuilders SME housebuilders Commercial and mixed-use developers Housing associations Specialist developers Council	SME developers Specialist developers Master developer Council
	<b>Estimated % of site (by plots)</b>	35%	50%	15%
	<b>Typical locations</b>	Higher-density plots at neighbourhood edges	Lower-to-medium density residential areas throughout	Prominent plots on primary streets One-off, special buildings
<b>Scope</b>	<b>Typical size (residential units)</b>	250+	100-250 (more in stages)	<100
	<b>Typical tenures</b>	PRS residential Market sale residential Affordable	Market sale residential PRS residential Affordable residential	Civic, cultural and community Mixed-use Custom-build and community-led

		residential Mixed-use		residential Specialist residential
	<b>Infrastructure responsibilities</b>	Primary and/or secondary to neighbourhood Tertiary to plot	Tertiary to plot Some secondary	Tertiary to plot
<b>Tools</b>	<b>Disposal and procurement processes</b>	Competitive or negotiated dialogue	Developer Panel Open-market disposal	Open-market disposal Direct delivery
	<b>Design governance</b>	Site-wide Design Code Plot Development Brief Master Developer review and approval Design subdivision Independent design review Additional planning permissions	Site-wide Design Code Plot Development Brief Master Developer review and approval Design subdivision Independent design review	Site-wide Design Code Plot Development Brief Design Competitions Master Developer review and approval Independent design review Additional planning permissions
	<b>Financial structures</b>	Negotiation Joint venture Land-for-infrastructure	Competitive two-stage sale Negotiation Overage and profit-sharing Deferred payment	Competitive two-stage sale Deferred payment Joint venture
	<b>Enforcement mechanisms</b>	Building licence Approval of construction details	Building licence Panel reviews	Building licence Mandatory forms of contract Approval of construction details

## 5.9 PHASING STRATEGY

### 5.9.1 Strategy Objectives

This strategy is split into 4 sections: Activation, Phase 0, Phase 1, and Future Phases. The objectives of the Phasing Strategy are as follows:

- To establish the place making as early as possible by bringing forward a mix of residential and complementary non-residential uses.
- To support the long-term value creation strategy as detailed in the Plot Delivery Strategy.
- To strike a balance between spreading development (i.e. developing out multiple areas simultaneously to speed up delivery) and concentrating it (i.e. focusing on completion of specific neighbourhoods).
- To maintain a mix of Plot types, dwelling types, sizes and tenures in each phase, with the aim of accelerating absorption rates.

- To support flexibility and resilience allowing the project to respond to changing market conditions.

5.9.2 It must be noted that we expect the masterplan and phasing to evolve considerably through the design and engagement process over the 3 years preceding a planning application. The Phase 0 Strategy will set out a proposal for a commercially-led phase to be delivered in 2023-25 (prior to the submission of the overall masterplan) – to build on the activation phase with the first permanent phase on site and keep momentum on the project. The Phase 1 Strategy sets out our thinking behind the first comprehensive mixed-use phase delivered in 2026-2028, as part of the overall site wide planning application, once the site is free from the operational, odour zone, and tenancy constraints, and when residential units can be occupied.

The Future Phases Strategy is less specific given the uncertainties with predicting trends and markets 7 years in advance – but simply sets out our general strategy to adapt future phases to achieve the project objectives. This considers absorption rates, placemaking, unit type/tenure mixes, best value, etc.

## 5.10 INFRASTRUCTURE STRATEGY

5.10.1 The following values are of particular importance in devising and implementing the infrastructure strategy:

‘Open to all’ - The Core Site will foster a culture of inclusiveness and diversity, **designed to value children, older people, those who are more vulnerable**, and those whose voices do not always get heard.

‘Living within our means’ - The Core Site will **be innovatively designed** and constructed to make efficient use of valuable natural resources such as land, water and energy.

‘Integrated with nature’ - The Core Site will incorporate **nature and wildlife** throughout its buildings, gardens, streets and parks.

5.10.2 This strategy seeks to ensure that the necessary infrastructure to support growth at the Core Site is planned, programmed, funded and delivered at the most appropriate level and at the right time as development proceeds; draws on economies of scale across North East Cambridge; is future-proofed and resilient to the challenges of climate change, adopting proven innovation where possible and appropriate

5.10.3 The infrastructure strategy will be delivered at three levels:

1. North East Cambridge AAP
2. The Core Site-wide
3. Individual plot or parcel

### 1. North East Cambridge AAP

Consultants Stantec have been appointed by Greater Cambridge Shared Planning Services to produce an Infrastructure Delivery Plan for NEC. Aspinall Verdi have been appointed alongside Stantec to undertake viability modelling. The Core Site team will be engaging with the consultant team to ensure that any proposals do not impact on the viability of development coming forward at the Core Site.

## **2. On-site infrastructure by the master developer**

The scope of on-site infrastructure to be directly delivered by the master developer is anticipated to include the following:

- Demolition of any remaining waterworks infrastructure left over following the relocation and demolition procedures undertaken by Anglian Water;
- Completion of the necessary remediation and site preparation either on a plot-by-plot or entire-site level basis, where not undertaken by the Anglian Water Contractor (see section on remediation below);
- Primary streets to serve the development plots together with strategic links to neighbouring sites;
- Provision of public transport facilities on the primary street network;
- Strategic utilities to serve the development plots (to include electricity, water, sewage, surface water drainage, telecoms);
- Key water attenuation infrastructure, including ponds and storm cells;
- Key green infrastructure, including the main park, perimeter boundaries and green links;
- Key public buildings such as community centres and healthcare; and
- Transport hubs.

### **On-site infrastructure to be delivered by Cambridgeshire County Council, statutory undertakers and an Independent Distribution Network Operator (IDNO) will include:**

- Two or more new schools. These will be funded through a Section 106 contribution (or any replacement regime) with the delivery supply chain either being procured by Cambridgeshire County Council coordinated with the wider development under the control of the master developer or procured by the master developer directly
- The diversion of the high-voltage overhead power cables currently crossing the site on pylons. The work will be coordinated and delivered by UKPN and their contractors but in coordination with the master developer

### **Off-site infrastructure to be delivered by U+I as master developer**

The scope of the infrastructure to be delivered by U+I will likely include highway works consisting of two junction improvements, primarily on Milton Road and new junctions serving the site from Cowley Road east/west and Cowley Road north/south. It will also include improvements to pedestrian and cycle links west to the Science Park.

5.10.4 The delivery of this infrastructure will be controlled under the guardianship of the master developer using explicit contractual arrangements and the Design Code. The anticipated scope of the infrastructure to be delivered by the plot developers includes the following:

- Secondary and tertiary streets within development plots
- Neighbourhood squares within development plots
- Utilities distribution within development plots
- Local water attenuation, for example through blue roofs and storm cells
- Infrastructure for the recycling / reuse of grey water
- Waste management infrastructure

## 5.11 HOUSING STRATEGY

5.11.1 The Cambridgeshire and Peterborough Independent Economic Report focussed on the need to address the major challenges of housing and transport if wishing to fulfil Greater Cambridge's potential as a leading economy in the UK and globally recognised. The approach to the Housing Strategy will be informed by the Project Objectives in the Master Development Agreement and the Promises and Values established for the Core Site, as outlined in the Vision section earlier in this Business Plan. Delivery of the Core Site is consistent with a wider set of strategic objectives, including the emerging Greater Cambridge Local Plan and North East Cambridge Area Action Plan as well as the Greater Cambridge Housing Strategy. In design of housing, the reviewed Cambridge Sustainable Housing Design Guide will be a key reference.

5.11.2. The aspiration is for the Core Site to play a major role in the Greater Cambridge housing market, delivering a significant quantum of housing of a range of housing types and tenures to meet a variety of needs over the next two decades and becoming an exemplar community equipped to address the challenges of climate change in the decade to come. The Core Site will be revolutionary in its approach to housing in Greater Cambridge. It will have the ability to accommodate new and diverse solutions to residential-led development, with an emphasis on innovative, flexible, high quality, sustainable new homes.

5.11.3 The objectives of the Housing Strategy are for the Core Site to provide a range of different types, sizes and tenures, including affordable, to offer a new world-class provision to meet the requirements of those most in need (there are currently 1600 people on the City's housing register) and to also create new forms of market hitherto not offered in the City nor indeed its UK competitors. Parts of the City's economy compete on a global scale and the Core Site needs to respond to the opportunity that this presents whilst ensuring that no sections of the community are left behind or socially excluded.

5.11.4 The affordable tenures will make up 40% of the total number of housing units on the site.

5.11.5 The housing market in Cambridge is remaining reasonably buoyant at this time. Affordability ratios remain worse, and house prices and rents higher, than many parts of the country. The ratio of median house price to median gross annual residence based earnings in the City compared to the East of England and England as a whole is set out in the table below.

Table 1: Decreasing affordability of housing in Cambridge (house price:earnings ratio)<sup>1</sup>

Area	2002	2010	2019
Cambridge City	7.84	9.16	13.67
East of England	5.45	6.94	9.02
England	5.11	6.85	7.83

5.11.6 These are some of challenges that the adopted and emerging planning policy documents, and the Greater Cambridge Housing Strategy, are attempting to address. They suggest that the

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<sup>1</sup> Available at

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoresidencebasedearningslowerquartileandmedian>

Core Site should maximise the opportunities of providing a plurality of tenures and specialist housing types. These include not just affordable housing but also diversifying the range of products to respond to changing demographics and demand pressures. As well as Build To Rent, student housing, specialist housing suitable for an ageing population, people with disabilities, HMOs, custom build and cohousing could all have a role to play (see section on potential markets below).

5.11.7 Furthermore, the inclusion of a number of mixed land uses within the walkable neighbourhood concept, will ensure that a majority of residents in the Core Site can achieve their daily needs (work, shopping, education, community, leisure and recreation) without the permanent ownership of a car. It will also help to exploit post Covid-19 patterns of living including increased working from home.

5.11.9 The positive effect of this strategy will mean that the Core Site will appeal to a wide range of housing sectors and residents:

- Micro-housing for single people and couples, such as engineers / scientists / researchers seeking an affordable home close to work at the surrounding science, innovation and research parks;
- The Build to Rent / Private Rented Sector – across a range of different models and with varying additional facilities;
- Student accommodation;
- More conventional market housing of various sizes to suit people at different stages of life, from apartments to 4-bedroom family townhouses;
- Some larger apartments for family housing. For example, four bedrooms to suit those familiar with living in these types of units in other parts of Europe;
- Affordable housing of various tenures;
- Housing for older people, and/or people with mobility difficulties – who wish to live within a community and independently in homes suitable for their needs, where activities and facilities are within close proximity;
- Purpose built Houses in Multiple Ownership, for groups of people seeking accommodation that is affordable in the City; and
- Those seeking to live in an intentional community (such as a cohousing group) and/or seeking custom-build opportunities close to the City.

## 5.12 TRANSPORT STRATEGY

5.12.1 The Transport Strategy for the Core Site seeks to set it apart from its competitors as a place which is not designed around the needs of the motor vehicles but adopts a people-first approach, maximising the use of cycling and walking due to the great connectivity for public transport and by locating employment close to where people live. The strategy will help create a liveable space where people feel comfortable – and will improve their health and wellbeing in the process. It underpins each of the three Promises that define the project's goals and strikes a chord with the following Values: Street life - Streets will enable walking, cycling and low-carbon modes of transport, with excellent bus connections and easy access to Cambridge North station.

5.12.2 The overall transport objectives for the project are:

- Long-term transport neutrality, across the life of the development. Creating a sustainable development through constraining car usage and promoting sustainable travel options as an alternative to single occupancy car use.



- Quality of life. Providing a high quality of life through the provision of a highly accessible development without the high levels of emissions associated with inner city living.
- Quality of place. Creating a high-quality environment through the restriction of cars, whilst prioritising the aesthetic quality of the streetscape over a car dominated environment.
- Rebalancing an employment dominated part of Cambridge, achieving a sustainable mix of housing, work, retail and leisure and reducing the need to travel.
- Integration with existing and proposed infrastructure to create and improve linkages across the north of Cambridge as well as key destinations such as the City centre, the Science Park and recreational space.
- Reducing severance. Establishing sustainable transport links, which have been severed by major roads or the Anglian Water Treatment Plant itself.
- Wellbeing. Creating a sense of wellbeing through landscaped street scenes and green links, through the provision of Healthy Streets; helping to create an environment that people want to live and socialise in.
- Integration. Integrating the scheme with the ethos of Cambridge to promote active travel, as well as integrating and enhancing existing sustainable transport links.
- Innovation. Utilising SMART City technology to provide innovative solutions to how people go about their day to day life from a transport point of view. In addition, focusing on how we can future proof to ensure the development can adapt to change and technology progress.
- Providing a scheme that is designed to be accessible to all, with provision for disabled people and supporting those travelling by sustainable alternatives to the private car.

5.12.3 Nationally, the drive to minimise the need for transport and use more sustainable forms including cycling and walking is part of the response to the global challenges of climate change and the journey to net zero carbon. This will have ramifications in the design of development and in the approach to storage and use of cars in particular.

The masterplan and **outline planning application** will be key mechanisms for delivering the transport strategy through:

- Establishing the design principles which reduce the need to travel (locating employment and living space close to each other);
- Providing access to essential goods and services within 5, 10 and 15-minute walking times;
- Enabling access to sustainable methods of transport including the guided busway and Cambridge North Station; and
- Making the ownership and storage of vehicles less attractive than in many conventional volume-built urban extensions through the use of car-barns located in neighbourhood hubs rather than on-plot parking.

## 5.13 VACANT PLOT STRATEGY

5.13.1 The objective of the vacant plot strategy will be to balance ongoing income to Cambridge City Council and Anglian Water with achieving vacant possession of the patchwork of land parcels required at the appropriate times, to deliver the masterplan at the Core Site. We will work with the JV partners (LLP) to meet both the project's, and their own, short and long-term needs.

5.13.2 There are a number of occupiers across both the Cambridge City Council (CCC) and Anglian Water (AW) ownerships. Vacant possession across the site will be required

on a phased basis, and the strategy will need to be considered carefully in line with the proposed programme of the masterplan and the phasing.

5.13.3 The strategy will also consider how to facilitate construction. Construction phases of each plot will be facilitated through the formation of a site construction compound. The strategy will consider the timing and phasing of the masterplan in relation to the different areas of land owned. We will manage these to maintain and maximise income, and adhere to operational requirements, whilst still ensuring vacant possession is given at the optimum time. The strategy also aims to allow flexibility for all parties and for alterations in both the future masterplan and phasing.

5.13.4 There is currently a project ongoing within the Council to identify future needs for the depot and to plan for a relocation to another, or possibly more than one site.

## 5.14 ENGAGEMENT STRATEGY

5.14.1 The final three strategies summarised in this report (engagement and sustainability) are particularly important in underpinning the entire project and the development. Of particular relevance to this strategy is the Promise to be an integral new quarter of Cambridge, taking inspiration from the city, engaging with its citizens' present needs and helping shape its future and the following value: 'The proposals for engagement include the intention to engage with **many people** and organisations through the process of planning and delivering the Core Site, enabling the new place to be influenced by different perspectives.'

5.14.2 The approach to engagement focuses on collaboration between specialists and communities of interest, marrying specialist expertise with a broader perspective, and in doing so is reflective of the distinctive history of Cambridge. The engagement strategy will maximise the opportunity for dialogue and seek to draw in people who wouldn't normally get involved in the planning process. We look to go well above the standard expectation of engagement, particularly with the local community.

### 5.14.3 The key objectives of the strategy are:

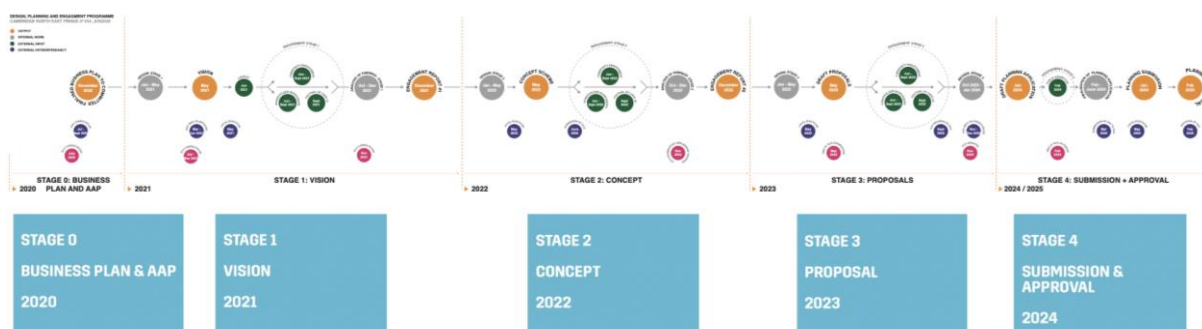
- To identify relevant business and community organisations before the launch, in addition to the statutory consultees, to make sure the design process benefits from their **early involvement**.
- To map the local demographics to help make sure the engagement is **representative** of the community as a whole, including harder to reach groups.
- To provide stakeholders with timely, accurate and **tailored information throughout** the stages of the design and planning process - using **accessible formats** and different mediums to appeal to harder to reach groups.
- To pro-actively engage utilising a variety of approaches to support focused dialogue with a wide variety of stakeholders in a **phased approach** that enables the engagement to genuinely inform the evolution of the Scheme.
- To **utilise digital**/social media platforms and accessible formats and be responsive to the differing needs of harder to reach groups to make sure the approach is **inclusive** of the whole community.
- To reflect the Vision and Values of the Core Site in the practical arrangements for the engagement activities – to **live the values in practice**.

- To establish **panels** for challenge and accountability through the design process to supplement the community engagement process.
- To **listen to feedback** thoroughly, seeking to understand concerns and explore alternative ideas and suggestions. To establish the **foundation for ongoing dialogue** and involvement which will endure past the outline planning application stage and throughout the life of the project.
- To ensure **best practice** compliance with planning guidance for public consultation.
- To support Project Partners with their engagement strategies for the Area Action Plan and the Cambridge Waste Water Treatment Plant and learn from their consultation experience, in so far as it is relevant and appropriate to do so while maintaining a **clear distinction** between the three elements.

5.14.4 The initial targets are:

Timeframe	Unique individuals involved	Event attendees	Each newsletter delivered to
<b>Three years of local engagement</b>	<b>6,000+</b>	<b>10,000+</b>	<b>18,000</b> Residents and businesses
Social media followers	Comments on the masterplan	Regular updates to	Local events
<b>4,000+</b>	<b>2,000+</b>	<b>15,000</b> addresses	<b>100+</b>

5.15.5 The engagement programme is summarised in the table below. The first four stages of engagement activity mirror the four stages of the design process - vision, concept, proposal and planning submission (see image below). The fifth stage relates to the period when both both Anglian Water and U+I are expected to be active on the Core Site, while the sixth stage relates to a period when just U+I is active on the Core Site.



The timing of the phases is dependent on the Development Consent Order for the Cambridge Waste Water Treatment Plant and the Area Action Plan programmes. There has been liaison with Anglian Water and the local authorities and will continue to be close liaison to make sure there is a logical sequence for all the engagement activities to avoid confusion between the different engagement processes.

5.15.6 We plan to use a number of activities to engage with our stakeholders set out below. Flexibility of approach will be needed in order to be responsive as the engagement process unfolds. Covid-19 brings a significant degree of uncertainty to the early phases. The detailed planning will take be taking this into account and with contingencies for as many planned activities as is practicable.

	Stage 0 - Bussines plan	Stage 1 - Vision	Stage 2- Concept	Stage 3- Proposal	Stage 4 - Submission &	Stage 5- Transition	Stage 6 - Delivery		Digital platforms	Social media	Mainstream media	1-to-1 meetings	Attend local events	School enagement	Receptions	Festivals	Public exhibition	Desian charettes	Hackathons	Focused workshops	Thematic workshops	Community outreach
Nearby Landowners		*	*	*	*	*	*					*			*							
Decision-makers and key influencers		*	*	*	*	*	*					*	*		*							
Other local influencers		*	*	*	*	*	*				*	*	*		*							
National influencers		*	*	*	*	*	*				*	*			*							
Statutory consultees			*	*																		
Other consultees		*	*	*											*	*	*	*	*	*	*	*
Local community		*	*	*	*	*	*		*	*	*		*	*	*	*	*	*	*	*	*	*

5.15.6 Communications for the programme are already managed through a communications task group, comprising key programme and communications and media representatives from Anglian Water, the City Council, South Cambs DC (communications and shared planning team), U&I, CPCA, and Homes England, and are underpinned by an agreed communications protocol.

## 5.16 ENVIRONMENTAL SUSTAINABILITY STRATEGY

5.16.1The proposal is for the Core Site to be an exemplar for development fit for the challenges of the 21st Century, enabling sustainable lifestyles, protecting and enhancing nature and accelerating the transition to a zero-carbon world and the following value: The Core Site will be **innovatively designed** and constructed to make efficient use of valuable natural resources such as land, water and energy. It will respond to the challenges of the **climate emergency** and help Cambridge meet its commitment to achieving net zero carbon before 2050. It will make it easier for people to live **sustainable and healthy lifestyles** with a high quality of life.

5.16.2 The objectives of the Environmental Sustainability Strategy are as follows:

- To work towards the goal of achieving net zero carbon before 2050 in line with the UK, Cambridge City Council and Anglian Water commitments.
- To lead and champion sustainable development and be an exemplar model for development that helps tackle climate change.
- To respond to both the Climate emergency and Biodiversity emergency.
- To make the Core Site resilient to climate change and to design and build in climate adaptation measures. (e.g. to address overheating)
- To align with local policy and planning aspirations, in particular those in the draft NEC AAP.
- To enable people living and working on the Core Site to live a healthy and sustainable life.
- To thoroughly engage with and listen to stakeholders' and the local community's concerns and needs regarding environmental sustainability and to adapt the strategy to reflect local needs.
- To ensure the strategy is fully integrated in different elements and phases of the project including design, procurement, construction, operation, management and maintenance.
- To establish specific measurable targets for environmental sustainability against which performance can be monitored.
- To continually review and adapt the strategy in response to changes in policy, technology and scientific evidence about the impact of climate change.

5.16.3 The Environmental Sustainability Strategy will be developed through an iterative process to evolve into an ambitious and deliverable strategy that responds to the current climate and biodiversity challenges. We are currently at the early stage of this process which will take the project to planning submission. The process is divided into seven steps as set out below.

<b>Step 0</b>	<b>Set out environmental sustainability commitments for the Core Site</b> Commitments will be established in the context of the following: Adhering to global environmental limits. Being a model for development fit for the challenges of the 21st Century and beyond. Cambridge City Council and Anglian Water commitments.
<b>Step 1</b>	<b>Establish what does this mean in terms of targets for the Core Site</b> Derive appropriate overarching targets for the Core Site, for example: Carbon: 2.5 tonnes per person pa (vs 8.34 tonnes pa today) Lowering energy consumption to 2,000 watts per person (2000-Watt Society concept) A combined ecological footprint approach (eg <a href="https://www.footprintnetwork.org">https://www.footprintnetwork.org</a> ) or alternative metrics
<b>Step 2</b>	<b>Break down the challenge</b> Break down the current ecological impact across relevant categories, eg: Construction, Building operation, Holiday travel, Food, Products/services, etc NB this may require specialised footprinting input
<b>Step 3</b>	<b>Work out which areas we can control or influence</b> For each of the above, establish which elements are i) under our direct control (as owner / master developer), ii) things we can influence and iii) outside our control or influence
<b>Step 4</b>	<b>Set out strategy scenarios</b> Set out and test alternative scenarios for how we get from current state to the target state for ecological impact.

	For example one approach may focus more on embodied carbon, another more on in-use carbon.
<b>Step 5</b>	<b>Test scenarios</b> Test the scenarios to establish the preferred strategy, against: Project values (for example, how do they support wellbeing, etc), Cost (which interventions provide the best return), Local constraints (which deliver best against factors such as local air quality, water management, biodiversity etc)
<b>Step 6</b>	<b>Set objectives and targets</b> For each area of intervention (grouped as above and added to if necessary to make a complete strategy), prepare: Strategic vision, Objectives, Specific actions / requirements / targets
<b>Step 7</b>	<b>Establish measuring and monitoring framework</b> Up to and post planning, maintain an overarching assessment of the impact

5.16.4 The first step will be to set out environmental sustainability commitments for the Core Site which will be informed by the NECAAP vision, Core Site Vision, Cambridge City Council sustainability objectives, Anglian Water sustainability ambitions, and both local and global climate and biodiversity challenges. In addition, during this step of the process we will also look to include any relevant commitments from the landowners and other relevant project partners such as Homes England. Of particular relevance will be the sustainability aspirations in the draft NEC AAP as well as Anglian Water's commitments such as the Green Recovery Goals. Examples of relevant objectives that Cambridge City Council have signed up to include those in the Climate Change Strategy 2016-2021. The Climate Change Strategy is currently undergoing consultation and the updated targets and objectives will then be embedded in the Core Site environmental sustainability strategy. For reference, the current Climate Change Strategy objectives are set out below:

- Reducing energy consumption and emissions by promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change
- Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change
- Reducing consumption of resources, increasing recycling and reducing waste
- Supporting council services, residents and businesses to adapt to the impacts of climate change

5.16.5 Anglian Water has also signed up to sustainability ambitions as part of its Strategic Direction Statement 2020-2045. Similarly to Cambridge City Council's sustainability objectives, these will help form the context for setting out the Core Site environmental sustainability commitments. Anglian Water's ambitions as set out in the Strategic Direction Statement are as follows:

- Make the east of England resilient to the risks of drought and flooding.
- Enable sustainable economic and housing growth in the UK's fastest growing region.
- Be a carbon-neutral business by 2030.
- Work with others to achieve significant improvement in ecological quality across our catchments.

5.16.6 It would be pre-emptive at this stage to foresee what the the Core Site targets will be but some examples of possible targets or frameworks used elsewhere include:

- Carbon (2.5 tonnes per person pa vs 8.34 tonnes pa today)
- Combined ecological footprint approach (eg <https://www.footprintnetwork.org>)
- One Planet Living framework
- Sustainable Development Goals
- Doughnut Economics model
- Energy (eg 2000-watt society)
- Water - A provisional target on water consumption of 80l per day (vs current local plan target of 110l/day)

5.16.7 In terms of frameworks, the Doughnut, developed by economist Kate Raworth, for example, is a model that defines our social and planetary boundaries and gives a framework within which to make progress, govern and build. It can be used to apply to the whole world, a specific country as is the case in Costa Rica, a city such as Amsterdam, or even a specific development such as Meridian Water in North London. Another framework that approaches environmental sustainability with a social foundation in mind are the United Nation's 17 Sustainable Development Goals. The interlinked goals and their respective targets and 231 measurable indicators address various challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. The goals form part of a UN Resolution and are intended to be achieved by 2030. A number of these models, frameworks and targets overlap and / or can be complementary. The selected targets for the Core Site may therefore include a combination of some of the above, an adaptation of an existing framework or an entirely new model tailored specifically to the needs and aspirations of the Core Site.

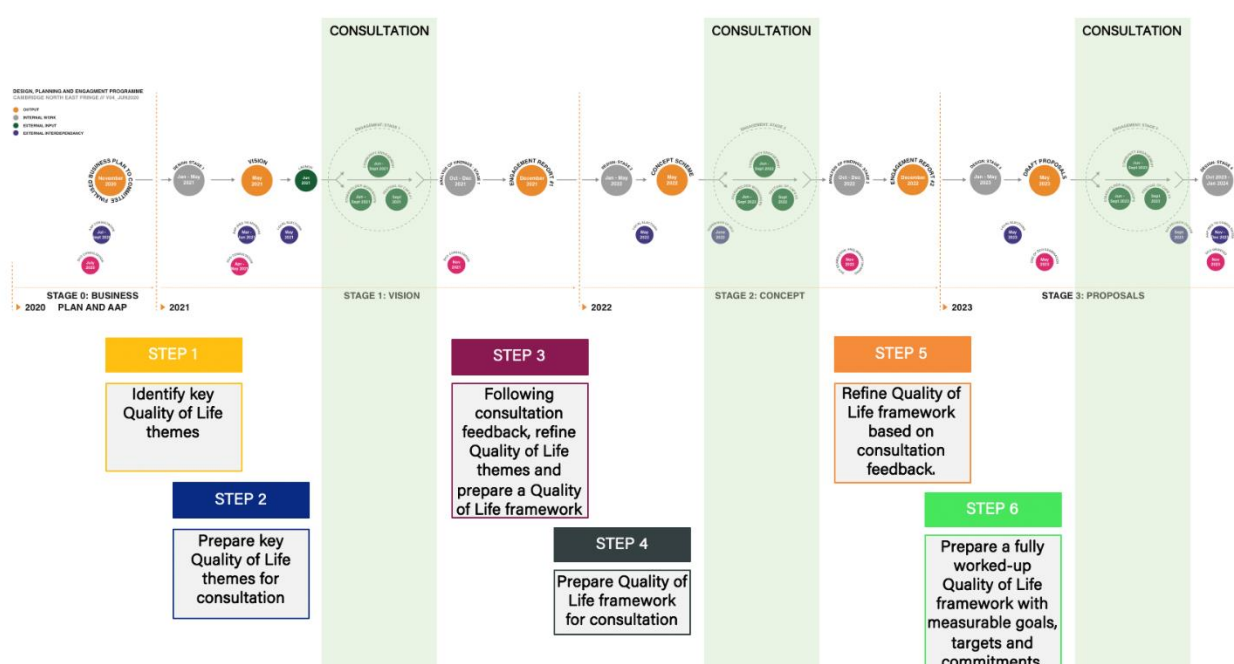
## **5.17 QUALITY OF LIFE STRATEGY**

5.17.1 The Vision for the Project sets the framework for the Quality of Life aspirations for the Core Site project. Of particular relevance is the Promise to support the health, happiness and wellbeing of the people who'll live, work and spend time here and the Open to all value that states that the Core Site will foster a culture of inclusiveness and diversity, designed to value children, older people, those who are more vulnerable, and those whose voices do not always get heard.

5.17.2 The objectives of the Quality of Life Strategy are as follows:

- To ensure Quality of Life is an integral element of the way the Core Site is designed, planned, built and managed.
- To champion the importance of Quality of Life in the built environment.
- To help tackle the existing health challenges the UK society is facing such as loneliness, obesity, respiratory disease, etc., through the delivery of the Core Site.
- To take into account the results of the latest research and evidence on the relationship between quality of life and the built environment.
- To ensure Quality of Life on the Core Site is resilient to potential global challenges such as climate change, natural disasters, biodiversity emergency, global pandemics, etc.
- To enable people living and working on the Core Site to live a healthy, happy and sustainable life.
- To thoroughly engage with and listen to stakeholders' and the local community's concerns and needs regarding quality of life challenges and to adapt the strategy to reflect local needs.

5.17.3 The Quality of Life Strategy will be developed over the next three years through an iterative process to deliver an ambitious and deliverable strategy that ensures Quality of Life is firmly embedded in all aspects of the Core Site project. The Quality of Life Strategy will be prepared in line with the general stages of the project which are based around three key stages: Vision, Concept, and Proposals. The process for setting out the Quality of Life framework is summarised in the programme below.



The first two steps will include undertaking research, looking at best practice case studies, and preparing a set of key themes for Quality of Life such as those described above. This process will be underpinned by stakeholder and public engagement to refine the themes and make them relevant and reflective of local needs.

Steps 3 and 4 will revolve around taking the themes and working them into a Quality of Life Framework. This process will be further refined through an engagement stage with a focus on consulting with experts in the area, such as the Quality of Life Foundation and similar, who can help set out a framework that would work for the project for the long term.

5.17.4 We are currently at the early stage of this process which will culminate in a Quality of Life Framework for the project. Although further work needs to be undertaken, at this stage it is expected that the Quality of Life Framework will comprise key themes that help define what is meant by good Quality of Life. These themes will then form the basis of the Quality of Life Framework through detailed goals, targets and commitments.

An initial set of themes that will form an integral part of Quality of Life are summarised below but the list is currently not exhaustive and further works needs to be undertaken to review, refine, and consult on the themes.

**Active life.** The Core Site will be built to encourage a physically active life both through building in active transport such as walking and cycling, and through the provision of green space, leisure and play facilities.



**Community life.** Being able to be part of a community will form an integral part of this new place with opportunities for communities to be able to have control of and manage their environment.

**Public life.** Public space will be open and accessible to all and social infrastructure, such as publicly accessible buildings like libraries, will form the backbone of the Core Site.

**Equal life.** The Core Site will be an inclusive place that welcomes people from all walks of life, creating intergenerational communities, making spaces accessible, and homes and workplaces affordable.

**Sustainable life.** The Core Site will enable a lifestyle that is respectful of our planetary boundaries by making active travel the best choice for transport, building to high environmental sustainability standards, encouraging local food growing and healthy eating, and incorporating climate resilience into the built environment.

**Healthy life.** Accessibility to nature, community spaces, and walkable, cyclable and car-free streets, will all help tackle air and noise pollution, respiratory disease, cardiovascular disease, obesity, and mental health issues such as loneliness.

**Thriving life.** The Core Site will be a compact and well-connected place where people can live close to work with employment and training opportunities nearby, as well as leisure, shopping, entertainment and open spaces.

## 5.18 FINANCIAL STRATEGY

5.18.1 At this early stage, any financial summary is extremely indicative. More detailed work will need to be done over time to ensure:

- Any summary includes all indicative costs and values based on AAP masterplan framework and up to date valuations
- Costs and sources of financing
- Development sustainability levels
- That summaries will need to be regularly updated in line with market conditions
- That summarised and backing data are verified by cost consultants and That the SRO and Section 151 have considered appropriate analysis and assurance.

5.18.2 The objective of the financial summary is to summarise concisely the key inputs and outputs of the financial appraisal and to test viability on a phase-by-phase basis as the masterplan progresses. The financial model will be continually refined and updated as the masterplan evolves and there is greater certainty around the value, cost and scale assumptions.

5.18.3 The current assessment of the Gross Development Value has taken advice from the Savills teams to ensure the robustness of initial inputs. In terms of value per sq ft, Cambridge behaves much more like London than the rest of the East of England and has seen the same levels of rapid growth since the global financial crisis of 2008. Prime private residential values in the city centre are the equivalent of London Zone 2 locations at £600-650 psf. This may change over time. Current sales of new build stock in Cambridge are concentrated at the top end of the market in terms of quality. The inputs used to calculate the total GDV including residential, commercial, community and leisure

values will be reviewed on a regular basis to ensure these remain robust reflections of the market and will be based upon comparable evidence provided by commercial advisers.

5.18.4 The housing costs, including the associated infrastructure costs applicable to the residential-led development of the Core Site will be supported by the Faithful+Gould order of cost estimate. This estimate is based on the design information currently available and forms a working document that has been reviewed by the design team and will be under constant review going forward. The estimate will be expanded and updated as and when the detail and designs develop. In turn the developing design will be challenged at every point, regarding the cost effectiveness and programme efficiency of the proposed solution. The building costs and rates estimates will be established from F+G's extensive database along with their knowledge & experience within the residential market for the various residential unit types and ancillary / section 106 related buildings. The model assumes professional and contingency fees in line with market standard.

5.18.5 A plot development management fee has been included, linked to construction costs, in line with the market for what housebuilders will charge. A development management fee linked to infrastructure costs is included to reflect the U+I fee as agreed and included within the MDA.

5.18.6 In terms of finance costs, the model assumes the development will be financed via a mix of equity/debt. U+I will be funding the initial up-front planning and promotion costs and, potentially, infrastructure costs up to a capped maximum within any funding period. Interest rates will vary with debt financing levels under the MDA. Therefore there may be alternative sources of finance preferred. The viability of the scheme will be tested on an ongoing basis as the masterplan evolves.

5.18.7 The following have been excluded from the initial financial review:

- The Meanwhile use (referenced in Meanwhile Strategy) and any temporary industrial uses that may be located in the north west corner of the site.
- Properties outside of the red line boundary
- Costs of the AAP development funded through a budget bid of £799k which was secured through the BSR process in 2018. The proposed budget covers the costs of the development of the Area Action Plan and the project management and legal costs for the HIF programme bid. SCDC is co-funding the production of the AAP.

5.18.8 The Council has also indicated a provisional interest in an open book investment in 500 council rented homes and possible commercial property on the Core Site. Any specific requirements for investment by the Council at this stage e.g. the purchase of 500 council rented homes and or commercial property which will be requested through the relevant decision channels and built into the business plan at the appropriate time.

## **6.0 KEY RISKS**

6.1 At this early stage, the majority of the current risks are associated with the pre-planning period. A short summary of the key risks for this period is included below.

Area	Impact	Action
Funding and alignment with financial requirements	Insufficient funding to support development	Robust financial modelling and alignment with section 123 and Anglian Water's requirements
Planning -DCO Consents	Consent application unsuccessful	Robust compliance with statutory process and high level engagement
Planning - Area Action plan submission	AAP coverage or timescale does not meet HIF requirements	Maintain the proposed AAP programme in alignment with wider project
Governance	Governance insufficient to manage project in line with best practice requirements	Ensure transparent and robust governance structures to oversee and manage projects and programme interdependencies
Transport	Lack of coordination of project with AAP and wider transport strategy and capacity	Critical early engagement with partners and DFT ref transport strategy, priorities and planning
Customer and Stakeholder Engagement	Insufficient engagement with key stakeholders	Establish clear vision and plan early and consistent stakeholder engagement with robust strategy and communications framework

Supply chain capacity & expertise	Challenges around capacity and expertise availability in the supply chain to deliver the masterplan	Early market engagement and use of proven technologies
Failure to implement relocation of Water Recycling Centre in a timely fashion	Delays in relocation and decommissioning of the CWRC impact subsequent delivery of the masterplan	Achieving statutory consents Development of robust implementation plan underpinning agreed project plan
Market demand	Market changes impact masterplan viability	Professional teams support in underpinning robust business plan and reviews to ensure masterplan evolves to reflect market demands

## 7.0 Implications

### a) Financial

See section 5.18 in the report for financial strategy

The programme is subject to monthly monitoring and reporting for Homes England and MHCLG. Financial claims for the Relocation Project are signed off by the S151 Officer before submission and funding received is monitored by the Deputy Head of Finance prior to allocation to the project.

The individual projects also have their own statutory and/or other governance and reporting lines e.g. NECAAP through the normal statutory and/or via scrutiny and/ Exec Cllr decision making processes as appropriate, with the appropriate underpinning project management frameworks.

The Core Site development scheme is managed by the Joint Venture LLP Board through the legal framework of the Master Development Agreement, and the professional team appointed, but reserved matters (as approved as part of the Joint

Venture Membership Agreement) remain subject to the Council and the Anglian Water Board decision processes.

General highlight and exceptions reporting has been established within the City Council's own Corporate Programme Office, with quarterly updates to Council Executive Members and the Senior Leadership team. Quarterly reporting for information will be made to the Cambridgeshire and Peterborough Combined Authority's (CPCA's) Housing Committee.

#### **b) Staffing Implications**

The SRO for the programme is the City Council's Strategic Director. The full project team also includes resources provided by Anglian Water and the Master Developer. Anglian Water are leading the Relocation project.

The NECAAP project is led by the Greater Cambridge Shared Planning Service

#### **(c) Equality and Poverty Implications**

None specific at this stage although as the programme progresses, the relevant implications will be considered as part of the overall programme. The strategic objectives, including those around affordable housing, are in line with the antipoverty strategy, and sustainable development objectives.

#### **(d) Environmental Implications**

The relevant implications are considered as part of the overall programme and in line with Section 5.16.

#### **e) Procurement Implications**

The Master Developer was procured in accordance with the Competitive Procedure with Negotiation under the Public Contracts Regulations 2015. Project team procurement is in line with the Master Development Agreement

#### **(f) Community Safety Implications**

The relevant implications are being considered as part of the overall programme

#### **(g) Consultation and communication considerations**

Initial consultations have been carried out for the NECAAP and Relocation projects in 2020. The communications and engagement strategy for the Core Site development is outlined in this report.

#### **(h) Appendices**

Appendix A  
Placebook draft 1.0

**(i) Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Fiona Bryant, Strategic Director, Cambridge City Council  
tel: 01223 - 457325, email: [Fiona.bryant@cambridge.gov.uk](mailto:Fiona.bryant@cambridge.gov.uk)

## **APPENDIX A**

### **CORE SITE PLACEBOOK**