

ITEM: North East Cambridge Core Site Update Report



Cambridge City Council

To: Leader of the Council
Report by: Fiona Bryant, Director of Enterprise and Sustainable Development
Relevant scrutiny committee: Strategy & Resources January 2023
Scrutiny Committee
Wards affected: East Chesterton

NON-KEY REPORT FOR INFORMATION ONLY

1.0 Executive Summary

1.1 This report provides an update on progress to date and next steps for the North East Cambridge (NEC) Core Site project, and the Housing Infrastructure Fund programme delivery.

1.2 The whole NEC area encompasses around one square kilometre within the City and South Cambridgeshire geographies.

1.3 The North East Cambridge (NEC) Core Site, situated south of the A14, west of the science park and north of the Cambridge business park, is one of the last large scale brownfield development regeneration sites suitable for housing development in Cambridge. The location beside the A14, Cambridge North Station, the guided bus way and the Chisholm Trail, make this a highly accessible and sustainable location. The Core Site of around 49ha is owned by Anglian Water Authority and Cambridge City Council and is located within Cambridge City Council's boundary. It currently houses the Cambridge Waste Water Treatment Plant (CwwTP). The relocation of this plant is key to unlocking the potential both for this site and for the wider area.

1.4 There are three key projects associated with the Council and relating to the proposed Core Site development which include:

1. **Planning Framework** North East Cambridge Area Action plan (NEC AAP or AAP) and the emerging Greater Cambridge Local Plan (GCLP)– led by Greater Cambridge Shared Planning Service.
2. **Cambridge Waste Water Treatment Plant Relocation** - Cambridge Waste Water Treatment Plant Relocation Project (CwwTP) – led by Anglian Water and funded through

HIF. Cambridge City Council is the grant recipient from Homes England for the HIF funding. Grant Monitoring meetings occur monthly.

3. **NEC Core Site Development** – led by Cambridge 4 LLP, a joint venture between Anglian Water and Cambridge City Council (with reserved matters to Cambridge City Council and Anglian Water), with master developers U&I and TOWN. The project board, comprising members from U&I, Anglian Water and the City Council, meets quarterly and reports to the LLP Board. The LLP Board, comprising members from Anglian Water and the City Council, meets quarterly and is administered by Anglian Water. All reserved matters are referred for decision to the Anglian Water Board and to Executive Cllr/scrutiny committee at the Council. Quarterly reports are also submitted to the Executive Members.

1.5 It should also be noted that other key landowners are also progressing development proposals and consented plans within the wider NEC area. Whilst the Core site project team are actively engaged with other landowners, this report does not focus on progress other than for the Core Site. The Planning framework and the CwwTP projects are only covered in very high level summary owing to the Core site project's interdependency with them.

1.6 Key progress has been mainly focussed this year on the Development Consent Order application, which is due to be submitted in early 2023. For the Core Site, 2022, like 2021, has been focussed on the widest possible engagement programme, focussed on the vision, values and very early master planning stages. Key elements include:

- Appointment of new master planners and confirmation of main team
- Progress towards a final DCO application and Approval of the Draft Regulation 19 North East Cambridge Area Action Plan
- Review of the Master Development Agreement
- Engagement programme for the Core Site including launch in February 2022
- Establishment of the Ideas Exchange
- Schools Programme with Cambridge Curiosity and Imagination
- People, City and Planet Festival October 2022
- Implementation of the Core Site Branding exercise
- Establishment of the AAP wide draft transport strategy, to be completed in 2023
- Progress on proposals for Meanwhile site activation and Early phase development, in compliance with current site constraints
- Planning 2023 refresh of the landowner group with independent chair, and submission of capacity bid to Homes England

1.7 The outcome of the engagement programme is being fed back into the workstreams on an ongoing basis. Emerging themes include:

- General support for the promises and values and for the early engagement
- Prioritisation of the values based around Openness to all and Living within Environmental means followed by Integration with nature
- Focus on the practical implications of low or no car use
- A truly mixed-use urban place
- A balance of homes and jobs
- Successful public realm with vibrant animated streets and close amenities
- A range of new types of homes & ownership models

1.8 Key risks for the Core site remain within the planning and transport arenas, with the added risk this year of the inflationary rises, which are currently impacting on both the Relocation project and Core Site development. The longer-term timelines of the project may provide some mitigation on this basis, but reviewing the business cases and working closely with Homes England and DHLUC will be key during 2023

2.0 Recommendations

2.1 The Executive Cllr is asked to:

- Note the progress and next steps reports for the project workstreams
- Note the increased risks arising as a result of the inflationary pressures and delegate authority to the Director to work on further risk mitigation to assure the Council that the programme remains on track for delivery.

3.0 Background and Context

3.1 The potential relocation of the Cambridge Waste Water Treatment Plant would enable South Cambridgeshire District Council and Cambridge City Council's long held ambition to develop a new low-carbon city district on Cambridge's last remaining major brownfield site, known as North East Cambridge. The relocation will enable this new district to come forward and deliver 8,350 homes and c15,000 new jobs in North East Cambridge. "

3.2 The launch of a national Housing Infrastructure Fund (HIF) programme round in the autumn of 2017 offered an opportunity to overcome previous barriers associated with development of the site. A successful bid was made to the programme to enable and fund the relocation of the CwwTP, subject to the relevant permissions.

3.3 The expectation is, that, subject to the relevant consents, occupation of new homes and facilities on the Core Site may be achieved from 2028 onwards, with the full project expected to span circa 20 years

4.0 Interdependent Project Update

4.1 North East Cambridge Area Planning Framework

4.1.1 The Greater Cambridge Shared Planning Service has commenced development of the next Greater Cambridge Local Plan. The [Local Plan First Proposals](#) (Preferred Option) consultation was completed in 2022 and outlined the Councils' preferred strategy for growth to 2041. The first proposals identified the Core Site as an important component for the new Greater Cambridge Local Plan given its highly sustainable location and access to public transport.

4.1.2 The next key stage of the Greater Cambridge Local Plan is to produce a draft Greater Cambridge Local Plan (Regulation 18) for approval by both Councils in the summer 2023, prior to consultation. The final plan submission date will depend upon the submission and determination of the Development Consent order application for the relocated Water Treatment Plant, though also having regard to the governments highlighted planning reforms.

4.1.3 In advance of the Regulation 18 draft, the Councils will shortly be considering reports setting out the latest local plan evidence around growth rates and the implications for the Local Plan

process. The reports, due at Planning and Transport Scrutiny Committee in January 2023 nevertheless recommend a continuing commitment to the spatial strategy set out in the preferred options consultation, which included NEC as a key strategic growth location.

4.1.4 The NEC Area Action Plan provides the strategic planning framework for the North East Cambridge Area, covering South Cambs and City geography and encompassing Cambridge Regional College, the Science Park, St Johns Innovation Park, Cambridge Business Park, Cowley Road Industrial estate and Chesterton Sidings. The North East Cambridge Area Action Plan was approved at draft Regulation 19 stage by South Cambridgeshire District Council, and Cambridge City Council in January 2022. This proposes comprehensive, residential-led, redevelopment of the CoreSite, including provision for approximately 5,500 homes, up to 23,500m² commercial floorspace (Class E(g)), 8,500m² retail uses, 5,100m² of community and cultural uses, and at least 2 primary schools. In line with the statutory requirements for this plan, it is currently paused pending the submission, and determination of the Development Consent Order for the Relocation project.

4.2 The Cambridge Waste Water Plant Relocation Project

4.2.1 The third, and final statutory stage for consultation on the CWWTP took place in 2022.

Following this consultation stage, Anglian Water have been finalising the design and mitigation plans and completing the Environmental Impact Report (PEIR)

4.2.2 The Development Consent Order (DCO) is expected to be submitted to the Planning Inspectorate (PINS) in early 2023. Once accepted it enters a six-month examination process where Interested Parties are invited by PINS to provide more details of their views.

4.2.3 The inflationary cost risk has increased over the last year, and the team is working with Homes England to ensure that the project remains on track for delivery, subject to DCO consent, by end March 2028

5.0 North East Cambridge Core Site Project Update and Next Steps

5.1 The Core site development project emerged more overtly over the last year following sufficient progress on the NEC Area Action Plan and CWWTP project

5.2 2021 saw the establishment of a vision, promises and values for the Core Site. These remain in place and act as an anchor for all progress on the draft proposals

Our vision is for a new kind of innovative, sustainable, and inclusive community like no other. Over a 20-year programme, we will shape the future of how we live, work, educate, innovate, experience and come together. Creating an urban quarter that will support the health, happiness and wellbeing of local people, play an integral role in the future of Cambridge, and be an exemplar for sustainable 21st century development.

5.3 The vision is underpinned by three promises which underpin all the progress and activity:

People – To support the **health, happiness and wellbeing** of the people who will live, work and spend time here

City - Be an **integral new quarter** of Cambridge, taking inspiration from the city, engaging with citizens' present needs and helping shape the future of Greater Cambridge

Planet - Be an **exemplar for development** fit for the challenges of the 21st Century, enabling sustainable lifestyles, enhancing nature and accelerating the transition to a net zero carbon world

5.4 And by six values which underpin the promises:

- **Rooted in Cambridge:** The Core Site will be an integral, new piece of Cambridge, that is both part of the city and a distinctive new place in its own right. It will help shape the City's future whilst learning from the city's history and character. It will be a place to live, work, play and learn, where people know their neighbours, shop locally and put down roots.
- **Shaped by Many:** We'll 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. It will be delivered by many partners: larger developers, affordable housing providers, SMEs and community-led organisations. Once built, residents will continue to shape the new place, through community-focused forms of place and space management and a culture of participation.
- **Open to All:** The Core Site's resources – its homes, public space, shops, employment opportunities and community facilities – will be affordable, available and accessible to all. It will provide a place to start, and a place to stay, with homes for those just starting out, those raising families, people downsizing and others in the later stages of their lives. 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 Environmental Means:** 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.
- **Street Life** - We envisage the Core Site will be, in large part, free of cars. Streets should take on many new roles — places for children's play, exercise, cafe tables and natural landscaping. The Core Site's streets will be home to a variety of uses, providing places to work, shop and have fun within easy walking distance of home. Streets will enable walking, cycling and low-carbon modes of transport with excellent bus connections and easy access to Cambridge North Station.
- **Integrated with Nature** - We want the Core Site to incorporate nature and wildlife throughout its buildings, gardens, streets and parks. We want it to offer the opportunity to experience nature at first hand — through food growing, conservation initiatives and exploring wild places, and using nature to enhance wellbeing. We'll learn from nature in developing innovative approaches to design, construction, energy production and water management.

Further information on these is provided on the website which is at www.coresitecambridge.co.uk

5.5 In practice this means:

- It covers a brownfield opportunity the size of 223 Cambridge Market Squares, **10 minutes' walk to** Cambridge North and within easy access to the city centre by foot, bike, train or bus.
- A place to start and a place to stay. Target number of 5600 homes, of which 40% will be affordable (2400) to support the needs of individuals on Cambridge's housing register (currently over 2000). It will include a variety of homes to meet the needs of people through all stages of life.

- Bringing much needed homes in proximity to key employment sites reducing the need for private vehicle travel which currently sees 260,000 vehicle trips per day in and out of the city. Supporting the transition to a low-carbon workforce.
- A 5 minute district centre - the Core Site's streets will be home to a variety of uses, providing places to work, shop and have fun within easy walking distance of home. Streets should take on many new roles — places for children's play, exercise, cafe tables and natural landscaping. A 21st century quarter with a vibrant and fun aesthetic 24/7. Thoughtfully designed to meet the needs of all.
- It will support the growth of the green local economy with up to 6000 jobs. Facilities will include a mix of commercial, leisure, amenity, health, culture and community. New schools will be benefiting new and existing communities.
- A proposed net zero carbon development with a culture and priority for cyclists and pedestrians. Designed to make active travel the easiest choice for everyday journeys. We envisage the Core Site will be, in large part, free of private motor vehicles.
- Innovatively designed to make efficient use of valuable natural resources such as land, water and energy. We'll learn from nature in developing innovative approaches to design, construction, energy production and water management, minimising embodied & operational energy.
- A place that respects and embraces the natural world. It will make it easier for people to live a more sustainable and healthier lifestyle, with a high quality of life. We want the Core Site to incorporate nature and wildlife throughout its buildings, gardens, streets and parks. We want it to offer the opportunity to experience nature at first hand — through food growing, conservation initiatives and exploring wild places, and using nature to enhance wellbeing.

5.6 2022 has seen the reemphasis of those promises and values, and the start of communicating these as the principal vision to key stakeholders. Ongoing research is being undertaken into the core values of the project, scoping the potential for future thematic workshops and engagement content. Topic papers are being prepared to break down perceived issues around the Core Site and will inform engagement activities.

5.7 Overarching Programme

The current estimated key milestones for the project going forward are:

Milestone	Estimated date
Submission of Development Consent Order (DCO) for the CwwTP relocation project	Early 2023
DCO examination commences	Spring 2023
Local Plan Regulation 18 draft consultation	Summer 2023
DCO Examination concludes	Autumn 2023
2 nd People City Planet Festival	September 2023
DCO determination	2024
Core Site hybrid planning submission	2024
Greater Cambridge Local Plan final draft submission following Reg 19 consultation and feedback	2025
Core Site hybrid planning application determination	2026
Completion of CwwTP relocation (subject to DCO consent)	2028
Start-on-site and occupation of initial homes	2028/9

5.8 Key Workstream Updates and Next Steps

5.8.1 Masterplanning and Planning

5.8.1.1 The contract for the masterplanning lead role was retendered by U&I during 2022, with Kjellander Sjoberg (KS) appointed as lead masterplanner. Subsequently mobilisation of the full design team has occurred and commencement of the first design period or sprint.

5.8.1.2 The focus for them has been on reviewing the earlier masterplan, and also taking into account key areas of feedback from the engagement programme in 2022, namely:

- Everything close at hand. A place for all. Delivering Amenities for everyone
- Good, liveable density - A truly mixed-use urban place
- A balance of homes and jobs
- Successful public realm with vibrant animated streets
- Detailed understanding of the practical knock-on effects of reduction of car use
- Not one place but many highly connected and Integrated
- New types of homes & ownership models

5.8.1.3 Members of the master developer and master planning teams have undertaken site visits to London and Copenhagen to look at best practice elsewhere. London visits focused a range of new residential led schemes including Fish Island, Agar Grove and Sugar House Island. Copenhagen visits focused around residential-led development which comprises a mix of uses, courtyard and street typologies.

5.8.1.4 Next Steps

- The team are organizing a number of further site visits in early 2023 for Members and key partners around key themes including density, education and transport
- Reviewing evidence base and feedback to develop the stages of the masterplan. This focuses around a number of design periods (sprints) followed by review periods for engagement, consultation and review (as well as key decisions where required), working towards full design freeze at the end of 2023, in anticipation of it feeding into the future planning application.

5.9 Planning

5.9.1 In 2022 work has focussed on support for the development of the DCO application, reviewing the NEC AAP evidence base to inform work on planning, and developing the planning programme for a future hybrid application. The team have also initiated discussions on a planning performance agreement with the Greater Cambridge Shared Planning Service, and initiated plans for the meanwhile use and early phase development in line with current site constraints

5.9.2 Next Steps

In 2023 the focus will be on the development of the Principal Planning Application which will be a hybrid planning application that will be prepared and submitted for the comprehensive redevelopment of the Core Site. The application will be predominantly in outline form, to provide optimal flexibility for the majority of the 5,600 homes, green infrastructure, schools, community and civic facilities, shops and other high street uses to be accommodated. Outline elements will be

underpinned by parameter plans, a design code, the indicative masterplan, and a number of strategies, to help guide and inform subsequent reserved matters applications.

5.9.3 Detailed elements of the principal planning application might include:

- a detailed residential phase ('Phase 1') to accelerate the delivery of housing and establish a sense of place.
- access junction(s) on to Cowley Road
- a first phase of strategic green infrastructure

5.9.4 A comprehensive programme of engagement will be carried out with the local planning authority and other relevant stakeholders up to planning submission, including finalisation of the Planning Performance Agreement with Greater Cambridge Shared Planning Service. The team will also undertake regular peer-to-peer meetings between members of the technical team and their counterparts in local authority/ statutory and non-statutory bodies, and presentations of our proposed scheme to the Design Review Panel. The team will draw on both the completed and planned programme of public and private stakeholder and community engagement, and undertake consultation with relevant businesses, adjoining landowners, and key service providers and Institutions.

5.9.5 The team will review all and respond where appropriate to relevant evidence base documents, planning policy and guidance, and planning applications, where there are potential implications for the Core Site.

5.9.6 We are seeking to establish a bold and ambitious meanwhile and activation programme that will establish and build awareness of the site in the short term, embody the project's vision and values through its planning phase, and support the longer-term establishment of this new place. The primary site initially identified for meanwhile uses is located on the southern boundary of the Core Site, measuring approximately 2 acres. Further information is provided in section 5.15

5.10 Transport

5.10.1 The Transport Strategy sits within local, regional and national context both in terms of transport and wider domains. At a local level, the emerging North East Cambridge AAP attempts to achieve Transport Net Neutrality over the life of the development of the area, working within a 'trip budget' which apportions car (equivalent) trips across the area at a level offset by the mitigation measures identified. This approach will be tested through the statutory examination process and the transport strategy for the Core Site may require adjustment.

5.10.2 Under the leadership of the Core Site team and its advisers Pell Frischmann, substantial progress has been made on an Interim Transport Strategy for North East Cambridge covering the AAP area. A Task & Finish Group of Transport Consultants of the NEC landowners/ developers, together with officers from the County Council and the AAP Team has now all but completed the draft document. Further work is being investigated on updating the model data. Despite the good progress, this area remains a key risk to the project. Further Transport modelling instigated by the team and undertaken in 2022 suggests that there is a clear trend away from employees driving to the employment sites during the traditional network peaks. This is encouraging, as reduction in vehicle movements to the Science Park forms a key part of the 'Transport Net Neutrality' strategy for the AAP area as a whole.

5.10.3 Next Steps

Urban Movement have been appointed to lead on the further development of the Core Site Transport Strategy, supported by Pell Frischmann. This will include sub-strategies to establish a logical hierarchy to support the masterplan and help achieve the objectives listed above, including:

- Active travel - ensuring walking and cycling are the default and easiest modes of transport for everyone at the Core Site.
- Micro-mobility - flexible and shared transport schemes such as e-scooters and e-bikes will be explored to help with first mile and last-mile journeys in getting residents and visitors to public transport amenities and local employment sites.
- Public Transport - ensuring the site will be well serviced by public transport for longer journeys, including
- Increasing accessibility to Cambridge North Station, improved bus availability and a focus on Demand Responsive
- Mobility as a Service - exploration of mobility as a service for the residents and users of the Core Site.
- Delivery and Servicing - a site wide delivery and servicing strategy that minimises the need for vehicle-based freight trips both to the site, this may include consolidation hubs, last mile delivery options and underground refuse collection systems.
- Parking, including Neighbourhood Hubs and disabled car parking
- Management and Maintenance - a site-wide strategy will ensure that all forms of transport are managed considerately and in a manner which protects pedestrians and the public realm.
- Offsite Infrastructure and required links - existing off-site links and infrastructure will be considered alongside considering opportunities for new connections.

5.11 Housing

5.11.1 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.

5.11.2 Our aspiration is for the Core Site to take a leading 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.

5.11.3 The overall strategy objectives are:

- To provide much needed new high quality and sustainable homes to help meet growing local demand and support economic growth
- To deliver an innovative range of types, sizes and tenures, including affordable, that will help diversify the city's housing stock and address affordability and other challenges
- To offer new world-class provision that will help differentiate Cambridge from other places in the UK and support the city's role as a leading global city in terms of knowledge, economy and sustainability
- To accelerate the delivery of early housing where possible (see reference to Phase 1 in Phasing Strategy)

5.11.4 Next Steps

5.11.4.1 Bespoke research Market research has been commissioned with Live Work to supplement the data already available (for example work done already includes Cambridge Ahead Youth Group

research on “housing tribes”). The in-depth customer research will help more accurately identify the ‘personas’ of the market the Core Site is most likely to appeal to and establish Affordable housing of various tenures.

5.11.4.2 The housing offer at the Core Site will be as much about the neighbourhood we create as it is about the homes themselves. The Core Site will offer a genuinely new way of living in the city, with new types of housing situated within walkable neighbourhoods, offering convenient access to major areas of employment, education, retail and leisure/recreation.

5.12 Infrastructure

5.12.1 The planning, delivery and funding of infrastructure is a critical element of the Core site and the wider AAP area. The business plan Infrastructure 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 at the right time and by the appropriate party 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.

5.12.2 2022 work and activity has been based on development of base research for feed into the masterplan and also on working to review the Infrastructure Development Plan developed as part of the wider NEC AAP.

5.12.3 Next Steps

2023 will see further continuation of this work in more detail in order to inform the future planning application.

5.13 Engagement & Communications

5.13.1 The Core site team place a major priority on communications and engagement in particular in relation to the value ‘shaped by many’, and as the Core Site proposals are still at a very early stage, the 2022 focus has been on engagement and feedback with a wide range of stakeholders and via a wide range of routes.

5.13.2 The programme is underpinned by an Engagement and Communications strategy which was established as part of the initial business plan development. A communications protocol is in place and the Communications group meet monthly (City, SCDC, Homes England, Anglian Water, CPCA etc). 2022 saw the ongoing engagement programme with key stakeholders, build on the initial 2021 engagement, starting with the public online launch in February 2022.

5.13.3 The website went live in January 2022 and modifications have since been made to its accessibility. Over 7000 people have registered for the site to receive regular updates.

5.13.4 A soft launch online for the Core site took place in February 2022 owing to Covid A preview event for Key Stakeholders (primarily Members and MPs) was held and followed by a series of 4 workshops over a two week period. The workshops were focussed on the vision, promises and values and feedback has continued to be taken into account as the masterplan progresses.

5.13.5 The team worked with Cambridge Curiosity and Engagement on a programme of engagement for the local schools, from which a short video was made, and presented to Members and key stakeholders in July 2022. The link to the video is here: [Events » Cambridge Curiosity and Imagination \(cambridgecandi.org.uk\)](#)

5.13.6 Working with Sortition, the team prepared and progressed recruitment of local residents to an Ideas Exchange. Out of over 100 applications, 18 people representing a wide range of demography and interests were appointed. The exchange will form a longer-term engagement process with a single group over the project design period, and will occur alongside other forms of informal, formal engagement and consultation. So far the Ideas Exchange has met 11 times to focus on key areas for the future design concept and has also been consulted on the branding shortlist

5.13.7 The team have also worked to engage with harder to reach groups, such as those with disabilities, Gypsy, Roma and Traveller communities, and older people to ensure that their views are reflected in the future development.

5.13.8 The People, City, and Planet Festival

5.13.8.1 Delayed from its original date in September 2022 owing to the death of HM The Queen, the festival took place at the end of October. The Festival took place over two days at the weekend, with a mix of entertainment, workshop and exhibition offers including:

- 7 talks; 6 workshops; 2 panels
- The exhibition zone including boards, an active demonstration of sustainable urban drainage and a virtual reality experience “ experiencing life and urban design as a child”
- Cambridge Community Circus
- Facepainting and art workshops to design spaces for future living
- Outspoken Cycles with a bike clinic, cycle-powered juke-box, scalextric, and smoothie-maker
- A bulb giveaway
- Food and Drink and music
- A presentation by the president of the Magic Circle, Megan Swann, who specialises in magic related to climate change
- Tours of the current site and a public art tour
- The talks and workshops included those by the master planners on “designing a place where you would like to live”, and by Livework, a company working with the team on looking at who will live in future developments and how their needs may change from the current requirements. Professor Tim Gill presented on designing spaces for children. Useful Projects presented on “Meeting human needs within planetary constraints”

5.13.8.2 Alongside articles in Cambridge Independent, direct contact with key stakeholders, distribution of 18000 leaflets through doors in local area, social media coverage and use of the team’s cargobike to do street level direct marketing, the team also used the website to promote the event.

5.13.8.3 A more formal report is underway but emerging information includes:

- 420 people attended the event over the two days
- 100 took part in the workshops and panel sessions
- 405% increase in visits to Instagram stories over the period
- 500 people submitted forms helping to choose a brand name for the site
- Alongside the direct feedback during the live sessions, c 50 people submitted additional feedback forms

5.13.8.4 Some Emerging Findings are below

88% agreed with the promises and values	84% were in favour of the early design approach proposed for the master plan	The most important design principles are: Open to All and Living within Environmental Means (joint
---	--	--

		first) and then Integrated with Nature
The most important amenities to have within a 5 minute walk are: parks/open spaces (77%), Links to public transport (42%) and shops (42%)	Of the 88% that agree with the approach to travel and movement, many included support of sustainable mobility	The top three improvements to help walking and cycling included: cycle lanes, wide pavements and well-lit streets
The top three most important factors people need to live a happy and healthy life in an apartment are: access to a private outdoor space, access to shared amenities, spacious design	1 person commented that they still had a slight concern that the masterplan did not focus sufficiently on the needs of young adults and teenagers	75% agree with the approach to density
The Joint top three features of open space are: places to sit, play space, wildlife and greenery	96% agree with the approach to creating a variety of spaces for humans and nature	

5.13. 9 Next Steps

- Review of engagement strategy, scope and action programme for 2023
- Review of Ideas exchange focus for 2023 and preparation for meetings
- PR plan and focus through communications group
- Diary invites for circulated for Festival next year, to take place 22-23rd September.
- Public naming vote concluded, with plans for announcement in early 2023. Launch plan to be finalised and delivered

5.14 Branding

5.14.1. The focus for 2022 has been on progress towards achievement of a brand name for the site.

5.14.2 In August 2021, following a procurement process, Mobas, a local company, were appointed to develop and manage the engagement and branding process. At the start of the plan, Mobas approached Cambridge Regional College and began working with a small group of marketing students. The ambition was that they would join us through the entire process as an additional layer of community engagement, representing the generation who will be residents of the site, and ensuring we stay true to our values on the project.

5.14.3 Mobas undertook local area research to understand the history, demographics and future of the local area. A series of workshops were held with those living, working and studying in the local community to aid the name generation process. In addition a number of stakeholder interviews were conducted to explore opportunities, challenges and preferences on the naming process. In January 2022, a shortlist of names evolved and was presented to the Ideas Exchange. The final shortlist of four names were put through an agreed due diligence process, approved by the landowners, and then opened up for public vote via online survey or physical voting at the festival in 2022. The final selected name will be launched in early 2023.

5.15 Phasing

5.15.1 For a site of this scale and nature, and in line with other development plans across the AAP area, there is a need to consider phasing carefully.

5.15.2 The phasing strategy (more information in Appendix 5) is split into four sections: Activation, Phase 0, Phase 1, and Future Phases.

5.15.3 2022 has been focussed on the activation and phase 0 stages which set out the logic for the first on-site interventions. There are a number of live discussions with designers, funders, operators, tenants, partners and curators.

5.15.4 Large urban extensions are often difficult places for communities to form and grow, especially in their early phases. The meanwhile or activation stage project will play an important role in forming partnerships and relationships with local communities, groups, and organisations in Cambridge and beyond. It will help to embed the project in the local area from the outset, providing early activation to an otherwise inward facing site. In 2022 the team have been developing the meanwhile use strategy which currently envisages the provision of a Core Site 'R&D/ innovation' 'hub which will serve as a home for innovators in fields of study which may serve to benefit the development of the Core Site masterplan (this might for instance include innovation in construction technology, food or sustainability). In addition to providing a home for innovation, the meanwhile use will provide affordable workspace to support the needs of smaller businesses in the city. Discussions with a number of anchor tenants are already underway and a more formal business plan is emerging. This has been used to underpin a business case for CPCA funding which has been submitted for determination in January 2023. The next stage will focus on a planning application later in 2023

5.15.5 The Phase 0 strategy sets out our proposal for a commercially-led phase to be proposed in advance of the wider masterplan to build on the activation phase.

Current and next steps include:

- Further engagement with the planning team
- EIA scoping
- soft market testing with potential funders
- Sustainability review with Useful Projects
- Development of Communications and Engagement Strategy
- Further progress towards a planning application

Focus for 2023 will also be on reserved matters applications for the Meanwhile Use and potentially, an early phase development.

5.16 Sustainability & Quality of Life

5.16.1 The scale of the Core Site project presents an opportunity to 'move the needle' and the sustainability & quality of life strategy is a central focus of the project. It will be used to inform key decisions pre-planning submission, as part of the planning application itself and subsequently to guide the delivery stage of the project.

The strategy builds on the Promises and Values of the Core Site, helping to build trust with the local community and key stakeholders and will play a large role in garnering support for the development. It will also help to grow an understanding of the vigorous sustainability and quality of life requirements of the project through planning, delivery, and post-delivery enforcement.

5.16.1 2022 has seen further development of the strategy as well as bringing together the sustainability and quality of life elements. The objectives of the strategy are as follows:

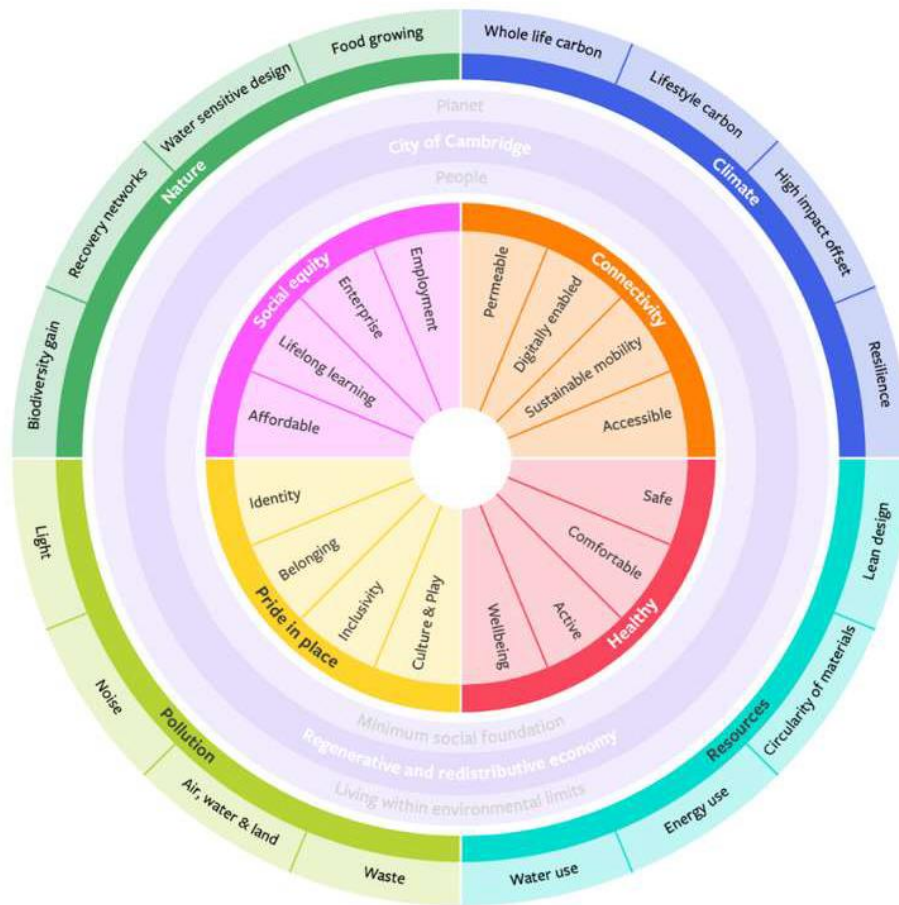
- To work towards the goal of achieving net zero carbon before 2030 in line with the UK, City Council and Anglian Water commitments, strategies and tools , including the emerging City Portrait.
- To lead and champion sustainable development and be an exemplar model for development that helps tackle climate change whilst prioritising quality of life.
- To respond to the Climate emergency, biodiversity emergency and cost of living crisis.
- To make the Core Site resilient to climate change and to build in climate adaptation measures.
- 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
- environmental sustainability and quality of life 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, planning, procurement, construction, operation, management, and maintenance.
- To establish specific measurable targets for environmental sustainability and quality of life against which
- performance can be monitored.
- To align with local policy and planning aspirations, in particular those in the draft North East Cambridge Area Action Plan (NEC AAP).

5.16.2 The Sustainability & Quality of Life Framework is being developed over a three-year period through an iterative process which allows it to evolve into something ambitious and deliverable that responds to the current climate and biodiversity challenges whilst also ensuring a high quality of life for future residents and users of the Core Site.

5.16.3 In December 2021, the team appointed Useful Projects as Sustainability and Quality of Life consultants on the Core Site and tasked with developing a sustainability and quality of life framework. The framework would provide a tool that helps to convey the overarching approach and philosophy of the Core Site, bring stakeholders on board, set ambitious targets and goals, and then enshrining them through planning and commercial mechanisms.

5.16.4 In 2022 the initial vision and framework has been developed in draft in support of the objectives. The emerging model is based on Kate Raworth's Doughnut economics. At the heart of the model is our social foundation which defines the minimum threshold to sustain a suitable quality of life while the outer boundary is defined by the planet's environmental ceiling which is why the initial Environmental Sustainability and Quality of Life Strategies have merged.

This was formed through a series of benchmarking against other frameworks, such as UN Sustainable Development Goals, as well as in partnership with the master developer's, and landowners', values and corporate objectives. A review of the site context, and local emerging policy was also undertaken alongside both internal and external consultation including with the Council's Sustainability Officer and the Ideas Exchange. The Framework is a key reference point for decision making, review and evolution of the masterplan. It sets out the strategic vision and draft KPIs in a digestible format to help grow an understanding of the high level of ambitions of the project whilst also helping to build support for the project.



5.16.5 Next Steps

5.16.5.1 As shown above, the framework helps to break down sustainability and quality of life into key themes. For each areas of focus are several sub-areas. Key targets in the form of KPIs are being established for each area considering best practice such as the Quality-of-Life Foundation framework or LETI guide.

5.16.5.2 Several further studies under each segment of the framework are being undertaken to demonstrate how the vision can be delivered and to inform refinement of targets and performance indicators for different assets. This will help to iterate the Sustainability and Quality of Life Framework as work progresses.

The studies include:

- Connectivity - Progression of the transport strategy focussing on walking & cycling
- Climate - Pathways to net zero carbon; Total Carbon Modelling; Energy Strategy
- Resources - Review of security options for the WWTW demolition works; Circularity Strategy; Water Strategy
- Pride of Place - A local needs assessment to inform community infrastructure and placemaking requirements
- Nature - Biodiversity gain calculation
- Pollution - Microclimate modelling; Waste management and operational

5.16.5.3 These have informed the approach, providing an evolved brief to the design team, which will be progressed through the masterplan development.

5.16.5.4 Over the course of 2023, we will work to embed these principles and strategies within the masterplan, ahead of design freeze in December 2023.

5.16.5.5 To ensure that sustainability and quality of life remains core to decision making and design progression, a tracker will be created to guide the design team over the course of the masterplan development. This will cover elements under direct control of the master developer such as the delivery of key infrastructure, as well as the targets we will set for plot developers. Particular focus will be the strategic decisions we will make with the masterplan team and the impact this has on upfront carbon under the 'Climate' segment of the Framework. A Carbon Tracker has also been established so we can capture upfront carbon impacts and opportunities for reduction.

5.16.5.6 At the end of 2023 we will have a preferred approach with an aligned set of targets for each asset type. These approaches will be detailed in the wide range of required planning documentation as listed in the planning strategy, and set out below for reference:

- ☑ Air Quality/ Odour Assessment
 - ☑ BREEAM Pre-Assessment
 - ☑ Daylight/ Sunlight Assessment
 - ☑ Energy/ Carbon Reduction Statement
 - ☑ Water Conversation Strategy
 - ☑ Whole Life Carbon Assessment
 - ☑ Circular Economy Strategy
 - ☑ Biodiversity Net Gain Assessment
 - ☑ Digital Infrastructure and Open Innovation Strategy
- Implementation of strategy

Our People, City, Planet vision needs to be underpinned by several mechanisms for delivery to ensure the targets are achieved.

6.0 Key Risks

A summary of key risks identified in relation to the Core Site project are as follows:

No	Risk arena	Impact	Mitigation
1	Financial	Cost overruns for both the Core Site and AW relocation site, making either unviable.	Close working with Homes England, DHLUC and other partners and frequent review of relocation costs Close work with F+G to monitor costs from the Core Site perspective.
2	Transport	Transport modelling renders the AAP unsound or reduces development capacity materially undermining	Ensure robust strategy to deliver required outputs. Lead AAP developer forum to produce co-ordinated response.

		the viability of the scheme.	Continue to engage and influence key partners at all levels.
3	Planning	DCO is significantly delayed or is not obtained preventing the scheme proceeding.	Close and efficient working relationship with the AW team. Allow flexibility to adjust programme if required.
4	Vacant Possession	Unable to achieve vacant possession dates for timely release of the relevant land parcels required for the Core Site.	Effective monitoring of occupier lease dates and management alongside CCC. Work closely with AWG on the relocation for the CWWTP and the potential for early release of land. Clear Understanding of programme for CWWTP relocation.

7.0 Significant Implications

7.1. Financial Implications

7.1.1 The funding strategy is split into context, approach, sources and investment. In addition, the individual elements of the scheme that will require funding at different points in time are split into four categories: Non-Infrastructure, Hard / Ground Infrastructure, Social / Place Infrastructure and Transport Infrastructure. We continue to assess these funding requirements to provide working assumptions, but these will be firmed up over 2023 in advance of the planning application (and reviewed regularly). The business plan is being/will be reviewed annually to ensure that the viability of the project is maintained.

7.1.2 Objectives

The objectives of this strategy is to ensure our approach to funding is pragmatic and flexible, based on a cost-benefit analysis of options available in the market, utilises the most cost-efficient funding whenever possible, whilst balancing this with achieving the wider objectives and vision for the Core Site and conserving certain funding sources for their optimum use.

7.1.3 To date, the financial resources required have been met through the following:

- HIF funding for the CwwTP and programme management. This is on track for the enabling stage of the project
- City Council funding for project coordination and consultancy costs
- Master Developer funding
- In kind resources time from partners and stakeholders
- Provision for Infrastructure funding through the Master Development Agreement

7.1.4 The exact funding strategy will be dependent on the availability, extent, pricing, profile, security requirements, restrictions, fees, risks, and detailed terms for each potential source. We will

engage specialist funding advice to ensure we have fully assessed the options available to arrive at the optimum solution.

7.2. Legal Implications

7.2.1 None specific for this report. Legal advice on all aspects of the programme are provided to the LLP by Eversheds and to the Council by Freeths

7.3 Public Health implications

7.3.1 None specific for this report. The design for the core site will be informed by engagement with PHE and Integrated Care colleagues and in line with the emerging Quality of Life framework provisions

7.4 Environmental and Climate Change Implications

7.4.1 Environmental and Climate change impact targets, metrics and monitoring procedures are being developed for the core site through the emerging sustainability and quality of life frameworks and are outlined in this report

7.5 Other Significant Implications

7.5.1 Communication and Engagement activity to date is provided in the report and is a major priority for the project. Wider public voluntary and statutory consultation will be carried out at appropriate stages

7.5.2 EQiA reports will be submitted, where appropriate alongside Cambridge City Council's reports to committee in line with agreed processes

8.0. Background Papers

[Core Site - new urban quarter - Cambridge \(coresitecambridge.co.uk\)](http://coresitecambridge.co.uk)

[North East Cambridge Area Action Plan \(greatercambridgeplanning.org\)](http://greatercambridgeplanning.org)

[Cambridge Waste Water Treatment Plant Relocation Project – About The Project \(cwwtpr.com\)](http://cwwtpr.com)