

## DEVELOPMENT BUDGET FOR FORDHAM RENEWABLE ENERGY NETWORK DEMONSTRATOR PROJECT

To: Commercial and Investment Committee  
Meeting Date: 18<sup>th</sup> December 2020  
From: Steve Cox, Executive Director, Place and Economy  
Electoral division(s): Burwell  
Forward Plan ref: 2020/049  
Key decision: Yes

Outcome: Increase local renewable energy generation by 21.3MW and the forecast reduction of 53,000 tonnes of carbon emissions over the project lifetime through offsetting fossil fuel electricity generation.

Recommendation: Members are asked to:

- a) To approve the high level assessment for a 21.3MWp (DC) solar farm to be sited at Glebe Farm, part of the Rural Estate, adjacent to Landwade Road in Fordham.
- b) Approve entering into a call off contract with Bouygues to commence on the development of an Investment Grade Proposal (IGP).
- c) provide support for a total budget of £635,000 as set out in in Table 3 to fund the development costs for an IGP, with inclusion of £550,000 capital budget into the Council's 2021-22 Business Plan to be agreed by Council in February 2021;
- d) agree the project will progress through the development phases as described in Diagram 1, with stage gate reviews as described in paragraph 2.24-2.29 in consultation with the Energy Investment Programme Member Working Group and the Chair and Vice-Chair of Commercial and Investment Committee; and
- e) agree that at the conclusion of the IGP development, should the business case remain feasible, to seeking an investment decision from Commercial and Investment Committee seeking approval for an investment decision.

Officer contact:

Name: Cherie Gregoire / Jack Kennedy  
Post: Delivery Manager, Energy Investment Unit / Interim Rural Asset Manager, Strategic Assets  
Email: Cherie.Gregoire@cambridgeshire.gov.uk / [Jack.Kennedy@cambridgeshire.gov.uk](mailto:Jack.Kennedy@cambridgeshire.gov.uk)  
Tel: 01223 715689 / 07927 139600

Member contacts:

Names: Councillors Goldsack and Boden  
Post: Chair/Vice-Chair  
Email: Mark.Goldsack@cambridgeshire.gov.uk / cboden@fenland.gov.uk  
Tel: 07831 168899 / 07860 783969

## 1 Background

- 1.1 In July 2019, the County Council published its Corporate Energy Strategy which set out the need for a more ambitious and innovative approach in using council assets to generate income.
- 1.2 Following its declaration of a Climate and Environment Emergency, Cambridgeshire County Council approved its Climate Change and Environment Strategy in May 2020 and its Action Plan. These set out the Council's ambitious plans to reduce its own and the County's carbon footprint, and to support others in their efforts.
- 1.3 In early 2020, the Energy Investment Unit ran a procurement process to secure a new energy performance contractor to continue its energy efficiency and renewable energy work on Council estate, schools and academies. An examination of Rural Estate property commissioned from the company ADAS revealed that Glebe Farm (FMP28), which is 57.8 acres (23 hectares) of land bordering Landwade Road and the railway line in Fordham, would be suitable for the development of a large-scale solar farm. Other options for energy generation were reviewed and the results are summarised in **Appendix A**. The financial returns of leaving the site tenanted or sold are described in paragraphs 2.1 and 2.13 for comparison.
- 1.4 The land at Glebe Farm was included in the Invitation to Tender for the new energy performance contractor as a pilot project in order to assess the innovation, pricing, and knowledge of tenderers. Bouygues E&S Solutions subsequently was awarded the contract, continuing a successful 6 year partnership.
- 1.5 The intended outcome of this paper is approval of the outline business case and support for development of the Investment Grade Proposal (IGP) at a budget of £635,000. This budget will cover both internal staff and consultancy time. A public consultation will be conducted ahead of the submission of any planning application.

## 2 Main Issues

- 2.1 The Council's Service Provider, Bouygues Energies & Services Solutions, developed an Outline Business Case (OBC) to build a 21.3 MWp (DC) solar farm covering 57.8 acres

(23.4 hectares)<sup>1</sup> on a parcel of Rural Estate land. The farm is let until October 2022, which would allow sufficient time to develop the project. The tenancy currently generates an annual revenue of £9,710 or a 1.5% return.<sup>2</sup>

- 2.2 According to MapInfo data, the majority of the site is classified as Grade 2 agricultural land, with a small section classified as Grade 4, as shown in Appendix B. Grade 1, 2 and 3a is the highest agricultural land classification reflecting the best and most versatile. The Triangle Farm solar farm in Soham was built on Grade 3 land and the planned solar farm at North Angle will be on Grade 3 land. However, Rural Estates data on the agricultural grade of the Fordham site differs from the MapInfo source, setting a Grade 3 rather than a Grade 2 value on the land. Therefore a soil analysis will need to be conducted to resolve the matter. Also, there is value in leaving the land fallow to improve the productivity of the site.
- 2.3 It is estimated that the site could generate nearly the same amount of electricity as used by about 6,400 households annually and would prevent the emission of more than 53,000 tonnes of CO<sub>2</sub> over the project's lifetime through offsetting fossil fuel electricity generation.
- 2.4 The removal of farmland from food production for energy production will have an impact both environmentally and to the local economy. Alternative energy does involve a tradeoff with local food production to an extent. Working with colleagues Rural Estates, the EIU needs to work out how to reduce food miles and CO<sub>2</sub> from food production if as a result of installing solar farms on our farmland more foodstuffs are imported, especially bulky foods like grain and vegetables from overseas.
- 2.5 When successfully delivered the project has the potential to hit four of the six priorities for the Corporate Energy Strategy: energy generation, energy supply, selling energy and supporting sustainable growth.
- 2.6 The project would be the first developed under the latest procurement run by the Energy Investment Unit for energy performance contracting. If built, it would make a significant contribution towards meeting the County's net zero carbon targets. Given the ambitious carbon reduction targets and the concentration of solar farms in the region, there is some urgency to get out ahead of other projects.

## Summary of business case

- 2.7 A summary of the 25 year outline business case is included in the confidential **Appendix C**, which identifies the current financial position for the project.
- 2.8 The base business case is predicated on generating revenue through a blend of selling electricity to nearby customers and exporting a portion of electricity to the distribution network.
- 2.9 Based on modelling of expected electricity demand from three local potential private wire customers, the business case assumes that about a third of the electricity generated could be accepted by private wire customers with the remainder exported to the grid. Early conversations with the largest customer have verified their interest in discussing purchasing clean local energy. These conversations will continue in the coming months. By selling

---

<sup>1</sup> There is a 1 ha (2.35 acre) parcel of wooded land attached to the site, however this is not being considered to host solar generation currently.

<sup>2</sup> Based on expected value of £168/acre at next rent review in October 2021.

locally, a higher tariff per kWh can be acquired as compared to exporting to the distribution network.

- 2.10 When creating business cases, Bouygues will estimate the solar generation potential under three different scenarios, modelled, guaranteed and expected. Modelled generation makes basic assumptions about the generation which are not tailored to the exact location (i.e. latitude) which has a direct impact on daily hours of sunshine. The guaranteed generation is the amount Bouygues would be willing to commit to delivering under the energy performance contracting model. And the expected generation incorporates real-world experience from other solar farms installed and typically is more advantageous than the other two scenarios.
- 2.11 The financials in **Appendix C** uses the modelled generation scenario which is appropriate at the early stage of development and subject to change. As the project develops and the assumptions refined, reports will shift to using expected figures.
- 2.12 For comparison, **Appendix C** also includes the financials for a stand-alone solar farm which exports all generation to the grid, without battery energy storage or sales of electricity via private wire. Note that the model underpinning that option is not as well developed as the base scenario of solar collocated with battery storage. This scenario does result in a negative NPV, which will reduce further if a 'guaranteed' energy generation scenario is modelled. As such securing PPAs, reducing potential curtailment, and employing a battery storage optimisation solution will be needed for this proposal to be commercial viable. However, given the location of the site, and our learning from previous projects, the teams believes that this project presents an opportunity that requires further consideration.
- 2.13 In order to control the timing and flow of electricity, battery storage will be required, which also offers opportunities for revenue. Estimates of the potential revenue are included in the business case summary.
- 2.14 There are opportunities to improve potential returns through the addition of an electric vehicle forecourt which may be considered in a later phase once further road safety and traffic management investigation required to confirm suitability can be conducted.
- 2.15 The notional value of carbon savings over 25 year life of the project is £2M. The carbon savings assumes 42,790 tonnes of carbon avoided over the 25 year life of the project.
- 2.16 For several years the County Council has adopted 25 years as the standard assessment period for major solar projects. The main reason for initially choosing this period was that it fits with the projected lifespan for solar panels. However, evidence has been accumulating during that time from long-running experiments that solar panels have a longer lifespan than previously assumed. This evidence has now been reflected in the market, where standard supplier guarantees for solar panels are now for 30 years and not 25. Although the business cases in this report are based on 25 years, it is likely that future business cases for this and similar projects will move to a 30 year assessment period. This would typically improve the Internal Rate of Return (IRR) for a project by something over 1%.
- 2.17 The existing solar farm at Triangle Farm in Soham was built with the financial support of Contracts for Difference. In every year of operation, Triangle has over-performed

guaranteed generation raising an additional £180,000 over projections.<sup>3</sup> Due to economies of scale and the potential for local energy sales the business case for the Fordham clean energy project is viable without the need for subsidy. The same internal and external teams that worked on the Triangle and North Angle Farm Solar Farm projects are involved in this project.

- 2.18 In subsequent auctions, Contracts for Difference (CfD) no longer covered large-scale solar farms and the North Angle Solar Farm is not located near businesses, therefore its business case is based on selling at the wholesale tariff to the distribution network. Recently, it was announced that solar would once again be supported under the CfD auction, however the expected clearing price is expected to be low, so not as lucrative as selling electricity at either the wholesale or retail tariff.

## Risk Analysis

- 2.19 There are a number of known challenges facing this project which will impact on the final decision of whether to proceed to contract and these are outlined in **Appendix E** along with mitigation strategies. The risk ratings are detailed in **Appendix D**. The appendix also indicates a quantification of the funds at risk for each risk identified, representing the total cost of the IGP phases (therefore taking into account surveying, design, planning permission, grid connection, project management and consulting). In the interest of transparency, the table also includes all known risks for all stages of project development, not just for the IGP development budget being requested.
- 2.20 While the site is nearby the planned 500MW Sunnica solar farm, it will not cause an issue with the Fordham project connecting to the distribution network. Due to the size of the Sunnica plant, it will connect to the transmission network. Sunnica will however increase the cumulative impact consideration that will be made by planners when assessing the planning application.

## Design options

- 2.21 The development of clean energy projects is complex. The sizing of different elements of a scheme is dependent on a number of variables including:
- availability of a suitable grid connection;
  - local electricity demand and interest in a Power Purchase Agreement;
  - regulatory restrictions;
  - potential battery energy storage revenue;
  - planning constraints; and
  - community support.
- 2.22 These options will become clear as further development work is undertaken and engagement with the Local Authorities, distribution network operator and communities is progressed in more detail.

---

<sup>3</sup> The income figure is from the 3<sup>rd</sup> year Annual Reconciliation report for the Triangle Solar Farm, comparing estimated generation to actual.

## Development Approach

2.23 It is proposed to split the IGP development into four phases as described in Diagram 1 below. The intention is to obtain the maximum level of certainty and security at the earliest phase of the development, in terms of cost and commitment. A prescribed scope of work has been set for each phase of development, with a decision gateway between the phases.

Diagram 1. IGP phases



2.24 We are requesting a total budget of £635,000 to develop the IGP. £550,000 of this will be capital funded by prudential borrowing and the £85,000 revenue to be funded by the previously agreed Transformation Fund bid, approved by GCP in May 2019. This will cover internal staff and legal costs, external consultants (including extensive design costs, cost modelling, and grid connection investigations), development of the commercial approach and securing planning permission. However should the project not proceed any capital costs incurred will need to be transferred to revenue.

Table 3. Breakdown of development budget costs

<b>Element</b>	<b>Estimated cost*</b>	<b>Capital / Revenue</b>
<b>External consultancy</b>		
IGP phase 1	£96,000	Capital
IGP phase 2	£204,000	Capital
IGP phase 3	£87,000	Capital
IGP phase 4	£48,000	Capital
<b>Other</b>		
Costs for internal staff, legal and financial services for all phases	£80,000/£70,000	Capital/Revenue
Third party review	£35,000	Capital
Public engagement	£15,000	Revenue
	£635,000	£550,000 capital/ £85,000 revenue

2.25 The Energy Investment Unit (EIU) in consultation with the Rural Assets and Commercial Teams will manage the process to move through the IGP phases. The OBC has established benchmarks against which the IGP will be assessed which will also form the basis of the energy performance guarantee. Those benchmarks will be codified into a Call-off Contract phase 1 with Bouygues that will be entered into upon approval of the development budget.

2.26 At the conclusion of each phase of the IGP, the Project Team will report to the Member Working Group and the Chair and Vice Chair of C&I on outcomes, expenditure and risk management with the intention of seeking guidance and ongoing support for the project through the remaining phases. The full C&I Committee will be updated regularly via the Quarterly Monitoring reporting process.

2.27 At the conclusion of the fourth and final phase, assuming the final IGP is acceptable and meets the established benchmarks, the Project Team will return to Committee to request authorisation to proceed to implementation. It is expected that the development of the full IGP will take until late 2022. Once the IGP is completed and accepted, the County Council could then enter into an implementation contract.

2.28 Should the project be halted at any point, the Council is only responsible to recompense costs incurred to that date. Also, under the terms of the procurement, should the resultant IGP not meet the benchmarks set in the Call-off Contract Phase 1, the Council will not be liable to pay for its production nor be required to proceed to implementation. Fees to outside bodies and consultation fees to develop applications for planning (~£120,000), third

party technical reviewers (£35,000) and the grid connection (£18,000), as well as internal costs incurred will not be recoverable.

### 3 Alignment with corporate priorities

#### A good quality of life for everyone

Any revenues derived from the scheme would be used to support key Council services, supporting a good quality of life for residents.

#### Thriving places for people to live

There are no significant implications for this priority.

#### The best start for Cambridgeshire's children

There are no significant implications for this priority.

#### Net zero carbon emissions for Cambridgeshire by 2050

Schemes like these will make a significant contribution towards reaching net zero carbon emissions targets.

### 4 Significant Implications

#### Resource Implications

If, following the development of the detailed business case, the Council decides not to invest, the funding for the development of the detailed business case will have to be paid from revenue. A buffer to protect against the failure of any individual project is managed through the development of a pipeline of projects. The current proposition is to offset any sunk costs against the revenues generated from the wider programme of energy projects being developed on our assets (excluding the schools and corporate building energy projects). However, as these income streams have been budgeted for within the Council's wider Business Plan, this would cause an additional one-off pressure as outlined in 2.28. However, now that we have a proof of concept business case for a subsidy-free solar farm, the likelihood of not building a solar farm on any portion of our Rural Estate is slim.

- There are no implications for Information and Communications Technologies or data ownership.
- Impact on human resources: The costs for County Council staff involvement to deliver the project are included in the requested development budget. The Energy Investment Programme team will need to add resources to manage the growing portfolio of projects.
- Sustainable Resources: The project's goal is to generate low-carbon electricity.

#### Procurement/Contractual/Council Contract Procedure Rules Implications

- Bouygues Energies & Services was procured under an Official Journal of the European Union (OJEU) compliant competition. As the Framework does not expire until 2024, there are no significant implications from a procurement or contractual standpoint. Any resulting construction contract would only need to be in place before the expiration of the Framework. As of 4 December 2020, the contract between CCC and Bouygues for the overarching Energy Services Delivery Contracting has yet to be signed, however it should be before the Commercial and Investment Committee meets to discuss this matter.

## Statutory, Legal and Risk Implications

- All projects have to demonstrate compliance with State Aid requirements, even where there is no grant funding. The main way of doing that for this project will be to demonstrate that the Authority is acting commercially when generating and selling electricity.
- The Council has power to sell electricity under section 11 of the Local Government (Miscellaneous Provisions) Act 1976 (as amended) and under the Sale of Electricity by Local Authorities (England and Wales) Regulations 2010 which specifically refers to solar energy. The power is subject to the requirements of the Electricity Act 1989 in regard to a distribution or supply licence, which in turn are subject to exceptions under the Electricity (Class Exemptions from the requirement for a Licence) Order 2001.

## Equality and Diversity Implications

- There are no significant implications

## Engagement and Communications Implications

- The project team has discussed the project with Rural Estate staff, the Capital Programme Board, the local councillor and the Chair and Vice Chair of Commercial and Investment Committee. Contact has been made with two of the three potential Power Purchase Agreement customers. The clerks for both Exning and Fordham Parish Councils were approached seeking opportunities to present on the project at an upcoming Parish Council meeting and the team is scheduled to present to Exning at their January meeting.

## Localism and Local Member Involvement

- Initial discussions were held with local Members Cllr Schumann and Goldsack about the concentration of solar projects in the area in terms of public perception. Also, subsequently, a briefings were held with Cllrs Goldsack, Boden, Jones, Jenkins and Wotherspoon. The East Cambridgeshire Local Plan supports solar renewable energy generation. Concerns at loss of productive agricultural land is mitigated by focussing the development wherever possible to lower grade agricultural land, whilst acknowledging that most of East Cambridgeshire is classed as high grade agricultural land.

## Public Health Implications

- There are no significant implications.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Ellie Tod

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes

Name of Officer: Gus de Silva

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes

Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Eleanor Bell

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Emma Fitch

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Iain Green

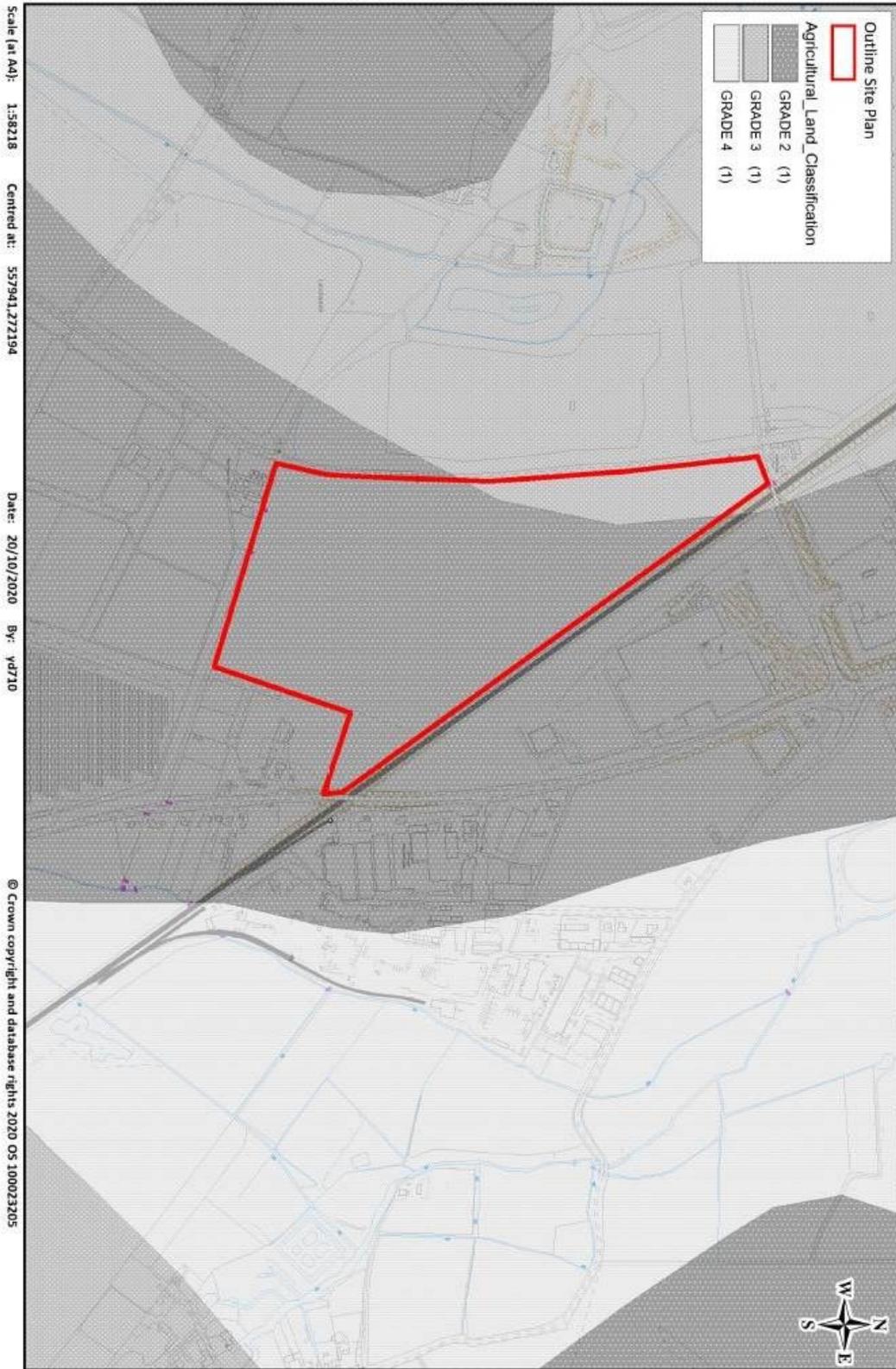
## 5 Source documents

### Documents

- Link to the Corporate Energy Strategy [Corporate Energy Strategy - MLEI](#)
- Outline Business Case (business case), Fordham site, July 2020, available from the Energy Investment Unit
- [Link to the East Cambridgeshire District Council Local Plan](#)
- Email communication between the project manager and planners on the question of which body should serve as the Local Planning Authority, available from the Energy Investment Unit

# 6 Appendices

## Appendix B – map of the site with agricultural grade overlaid



## Appendix D

### Risk Impact Ratings:

Description	Descriptor	Scale
Insignificant disruption to internal business or corporate objectives Little or no loss of front line service No environmental impact No reputational impact Low financial loss <£100k	Negligible	1
Minor disruption to internal business or corporate objectives Minor disruption to front line service Minor environmental impact Minor reputational impact Moderate financial loss >£100k <£500k	Marginal	2
Noticeable disruption to internal business and corporate objectives Moderate direct effect on front line services Moderate damage to environment Extensive reputational impact due to press coverage Regulatory criticism High financial impact >£500k < £1m	Significant	3
Major disruption to corporate objectives or front line services High reputational impact – national press and TV coverage Major detriment to environment Minor regulatory enforcement Major financial impact >£1m <£2.5m	Critical	4
Critical long term disruption to corporate objectives and front line services Critical reputational impact Regulatory intervention by Central Govt. Significant damage to environment Huge financial impact >£2.5m	Catastrophic	5

## Appendix E – Risk Register

Timeline for resolution	Risk	Likelihood (1-5)	Impact <sup>4</sup> (1-5)	Risk Score	RAG Status	Mitigation strategy	Maximum funds at risk <sup>5</sup>
IGP Phase 1	<p><b>Unable to secure a technically and financially feasible grid connection in a constrained area.</b></p> <p>Fordham sits in a flexible distributed generation area meaning that UK Power Networks may request over 20% annual curtailment (stopping generation) in exchange for a connection agreement.<sup>1</sup></p>	3	3 (dependent on cost)	9	A	<p>Early discussion with UK Power Networks has suggested that the addition of battery energy storage could mitigate the level of curtailment applied to less than 5%.</p> <p>An application will be made to UKPN to determine the terms on which a connection to the grid can be made, the cost of the connection, the capacity available and whether any reinforcement is required, which could impact the revenues and scale of the project. An estimated cost of connection of £1.01M has been included in the business case.</p> <p>This area has also just been added to the Piclo Flex platform which is used by UKPN to run auctions for flexibility services. Depending on timelines, the project could enter an auction and receive payments to turn down generation.</p>	£18,000 (cost of applying for grid connection) <sup>1</sup>

<sup>4</sup> See Appendix D for scale.

<sup>5</sup> These figures reflect a discrete amount of funds at risk per risk identified.

Timeline for resolution	Risk	Likelihood (1-5)	Impact <sup>4</sup> (1-5)	Risk Score	RAG Status	Mitigation strategy	Maximum funds at risk <sup>5</sup>
IGP Phase 1	<p><b>State Aid</b></p> <p>Funding the project is challenged on the basis of State Aid. State Aid is concerned where public funds distort competition. The sale of electricity to a few local customer could be seen as distorting competition if done at a discount to their retail tariff.</p>	4	3	12	A	Negotiations on tariffs could be based on a principal of providing a minimal discount. External legal advice will be sought.	Unknown
IGP Phase 2	<p><b>Planning permissions</b></p> <p>There is the potential presence of protected birds (namely Lapwing, Corn Bunting etc.), therefore there is a risk that planning permission is not granted for all necessary areas or components.<sup>3</sup></p>	2	2	4	A	<p>Pre-application discussions will be held with the Local Planning Authority and ecologists during the first phase of the IGP. Cambridgeshire County Council will be the Local Planning Authority for this project as the site is on Council owned land.<sup>6</sup></p> <p>The pre-application discussions would cover the fact that the site is well screened from surrounding properties and additional planting can be made to supplement, a net gain in biodiversity can be accommodated, the project is consistent with goals established in the Local Plan and no listed buildings or monuments are adjacent to the site.</p>	Unknown as dependent on planning response

<sup>6</sup> Regulation 3 of the Town and Country Planning Act allows for a local authority to determine planning applications where the same local authority is the applicant. EIU sought advice from County Council planning officers on which body should determine the application. Emma Fitch, Joint interim Assistant Director Environment & Commercial Services, agrees that the County Council should be the LPA, which aligns with recent legal advice that she has sought on this matter.

Timeline for resolution	Risk	Likelihood (1-5)	Impact <sup>4</sup> (1-5)	Risk Score	RAG Status	Mitigation strategy	Maximum funds at risk <sup>5</sup>
<p><b>Construction phase</b> (procurement of equipment)</p>	<p><b>Changes in exchange rates / Global supply change disruption</b></p> <p>The majority of equipment for this project will be imported. Should the pound to euro exchange rate become unfavourable (due to COVID-19 or other factors) resulting in increases in the cost of the imported equipment and the overall cost of the project, therefore decreasing the internal rate of return to the point where the project is no longer viable.</p> <p>COVID 19 has also resulted in the shrinking in the number of suppliers which has driven up costs in the short term.</p>	3	3 (highly dependent on external factors)	9	A	<p>The Project Team will be monitoring changes in exchange rates and import tariffs.</p> <p>Procurement could be delayed to await more advantageous exchange rates. The works contract could include a maximum agreed contract price. Should the price exceed the maximum agreed, we could take a decision not to proceed.</p> <p>In the worst case scenario, the drop in the pound could make the project potentially financially unsustainable resulting in the project ending and a need to recover development costs. Should this occur, the Project Team would return to C&amp;I for a decision on how to proceed.</p>	<i>Unknown</i>

Timeline for resolution	Risk	Likelihood (1-5)	Impact <sup>4</sup> (1-5)	Risk Score	RAG Status	Mitigation strategy	Maximum funds at risk <sup>5</sup>
<b>Design phase</b>	<p><b>Flood risk</b></p> <p>Parts of the site are in flood zone 3 (FZ3) based on the Environment Agency online flood maps. Concurrent detailed flood risk maps obtained from the Environment Agency confirm the areas as FZ3.</p> <p>Flood risk is likely to be a key risk for this project and regard should be given to local plan policy 'ENV 8: Flood risk' which states that development would not be permitted if it increased the risk of flooding or would have a detrimental effect on existing flood defences or inhibit flood control and maintenance work.</p>	4	Unknown		A	<p>Flood risk mitigation measures may be required, such as drain reinforcements / channels, increasing table heights, or avoidance of highest risk areas.</p> <p>Bouygues is to commission a detailed flood risk assessment for the site by a competent person. This shall include analysis of EA data, other sources and site investigations. CCC to confirm the adequacy of this risk assessment with insurers. BYES to prepare designs to mitigate any risks (to an acceptable level), options include reducing capacity to avoid areas of highest risk of flooding.</p>	
<b>All phases</b>	<p><b>Negative Public Opinion</b></p> <p>The Fordham site is just over 600m from the planned location of the Sunnica West Site B which has received considerable push back from the public. This public disapproval could spill over onto the Fordham site.</p> <p>There is a concern that the quantum of solar farm projects coming forward may have a significant effect on the character of the landscape.</p>	4	3	12	A	<p>The public communication will focus on the benefits of the Fordham scheme for supporting local businesses and generating revenue to support Council services. The messaging would also highlight the existing tree screening on the Fordham location, as well as the likely addition of more ahead of operation.</p>	

Timeline for resolution	Risk	Likelihood (1-5)	Impact <sup>4</sup> (1-5)	Risk Score	RAG Status	Mitigation strategy	Maximum funds at risk <sup>5</sup>
All phases	<p><b>Agreeing sufficient Power Purchase Agreements</b></p> <p>Early modelling of the energy demand for the three types of nearby businesses demonstrate they could accept about a third of the energy generated. The risk is that the companies are not interested or CCC is unable to present an acceptable tariff for them to purchase the clean energy.</p>	3	3	9	A	Contact has been made with two of the three potential PPA customers ahead of the C&I Committee to gauge interest and with the aim to collect data to verify compatibility.	Depends on phase of development reached
All phases	<p><b>General</b></p> <p>The business case worsens over the course of development</p>	3	unknown			As per the terms of our contract with Bouygues, the Council will not be liable to pay Bouygues' costs. However internal staff and legal costs and any external fees paid will not be recoverable.	Depends on phase of development reached
All phases	<p><b>No Deal Brexit</b></p> <p>In the event a trade deal cannot be negotiated with the EU, import tariffs on solar photovoltaic modules and battery storage are likely to be applied, increasing the cost of the project.</p>	3	unknown			Given the stage of development, the impact of a no deal Brexit on import tariffs and exchange rate movements will be known early in the development process and actions can be taken accordingly.	Unknown but minimal
All phases	<p><b>General</b></p> <p>Common risks associated with building solar farms, i.e. ground conditions are unfavourable for supporting structures, a large expanse of solar panels are under flight corridors.<sup>3</sup></p>	<i>Dependent on the results of the Ground Investigation</i>				A ground investigation will be performed to inform the suitability of the site to support solar farm foundations. Cambridge City Airport and the MOD have been alerted as to the development of the project. A Glint and Glare assessment will be conducted as part of the planning application.	Dependent on phase of development

