



# Coldhams Lane Management and Funding Framework

Presentation to Cambridge City Council Members: 8th July 2024



Community Stewardship Solutions



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# Our Team



Community Stewardship Solutions



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Financial Management



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Landscape Management

35 years experience

*Trusteeship, management  
and delivery of stewardship  
solutions*

Bespoke Stewardship  
Solutions for Major  
Development Sites

**ALWAYS HAPPY TO SHARE BEST PRACTICE  
AND EXPERIENCE**

## 35 years experience

- Trustee, management and delivery of stewardship solutions

## Bespoke Stewardship Solutions for Major Development Sites

- Ashford, Caterham, Chichester, Cirencester,
- Harlow, Letchworth, Luton, Oxford, Norwich...

## Ebbfleet Development Corporation: Stewardship Project Manager

- 15,000 new homes, 5msq.ft. commercial space, 250Ha of new city parks, and 6 estate management companies

## Stewardship for parks and nature reserves

- Trumpington Meadows, Wisley Airfield,
- Faversham Lakes, Caddington Woods



# 01. Introduction: Aims

1

To deliver a significant new recreational resource to address a lack of publicly accessible open space at the local level.

2

To ensure that the landscape at Coldhams Lane develops in a manner commensurate with the original design intentions.

3

To support the objectives of Cambridge's Nature Recovery Network, by securing both public open space through this key corridor for Cambridge.

4

Create a safe and clean environment, providing a high-quality landscape.

5

Ensure the long term management of the proposed landscape in an environmentally and financially sustainable and appropriate way.



# 02. Site Context and Ambition

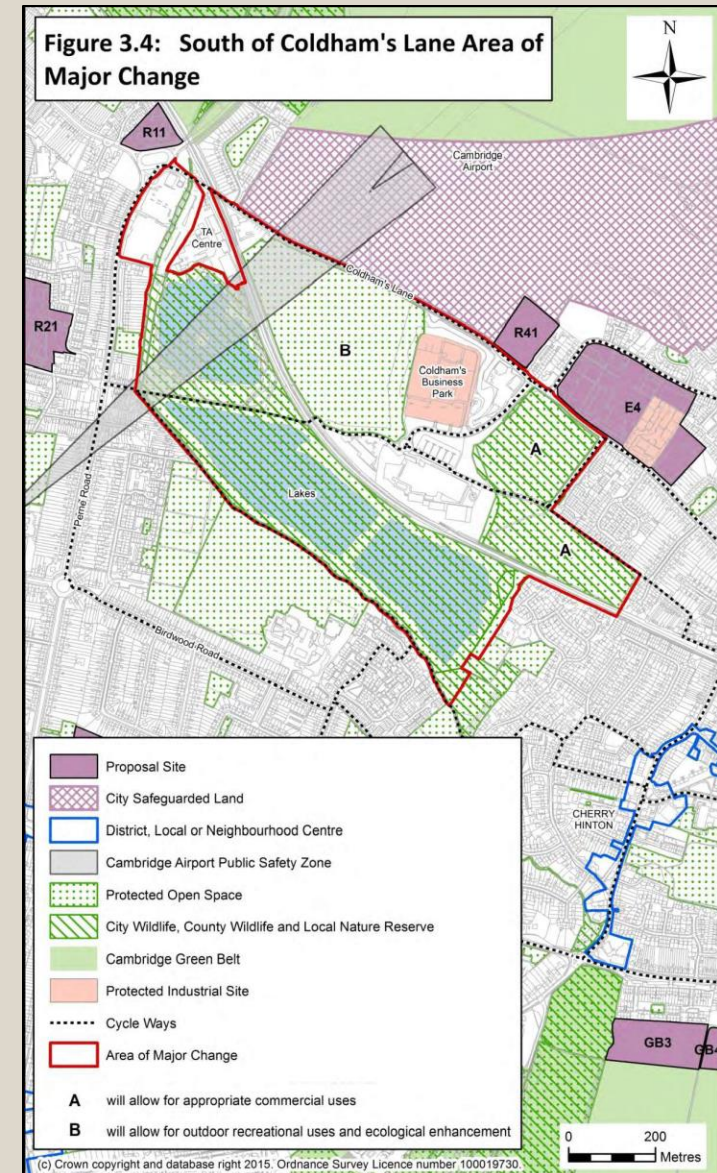
## Cambridge Local Plan 2018

The Site lies within the “South of Coldham’s Lane Area of Major Change” under Policy 16 of the Adopted Local Plan. Mission Street’s ambitions for the Site are fully aligned with those of the Council and the adopted Local Plan, and particularly Policy 16.

We genuinely feel that our aspirations for the wider area are shared and we are committed to the submission of a comprehensive masterplan with our planning application.

### Policy 16 requires the following:

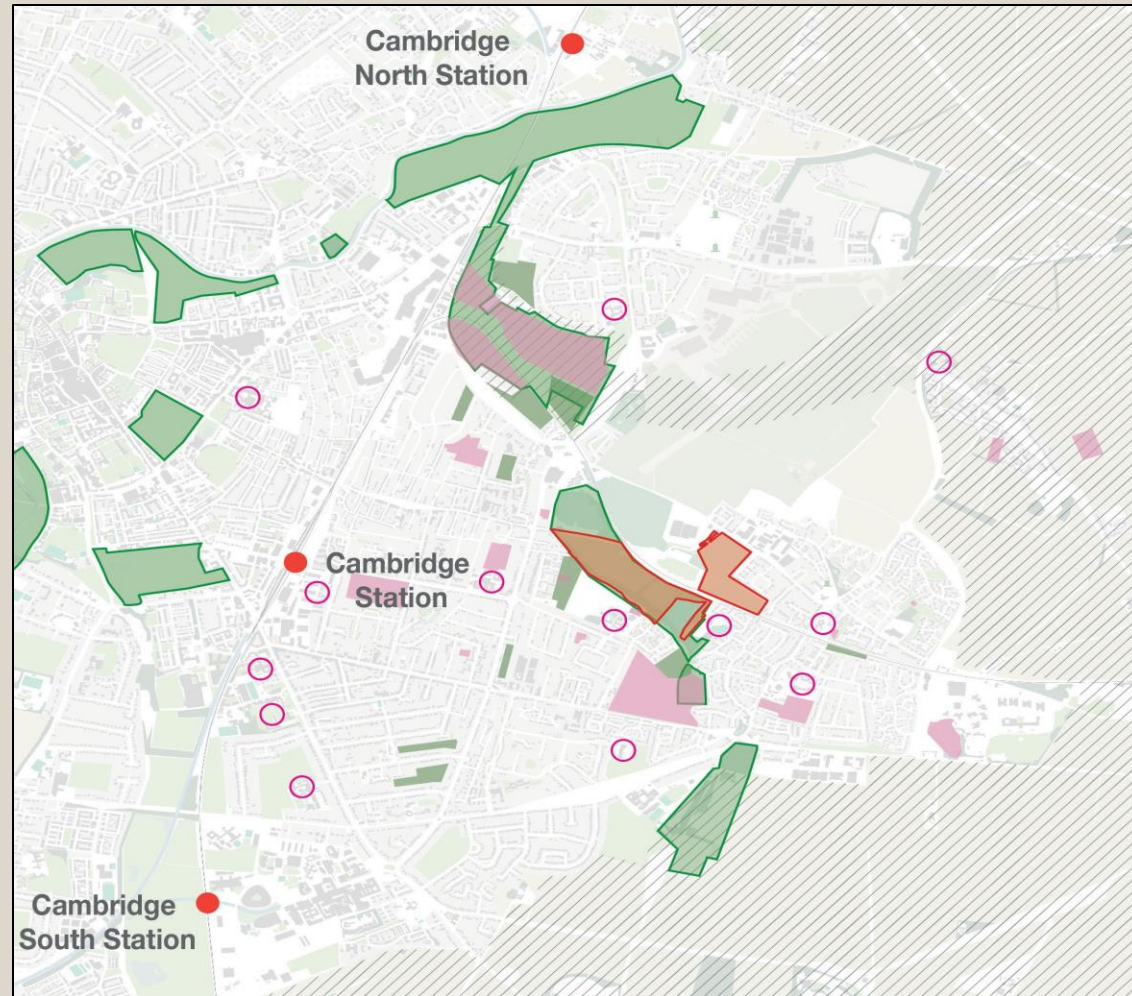
- A masterplan approach to the area.
- The creation of a new Urban Country Park, comprising:
  - Opening of the Lakes to the public for passive recreational use.
  - Ecological enhancements and passive recreational access/ use that complements the ecological upgrades on the area marked “B”.
  - Opening and making safe of the area marked “A” for public access and the incorporation of commercial uses.



# 02. Site Context and Ambition

## Site - Wider Context Analysis

This is the missing link critical to the Cambridge ecosystem, which can support good growth and greater accessibility of underutilised land while providing tangible community benefits for present and future generations including the creation of an urban country park, in an area where accessible open space is in short supply.



-  Proposed Site Boundary
-  Educational Facilities
-  Train Station
-  Publicly Accessible Open Space
-  Active Recreation Area
-  Allotments
-  Cambridge Green Belt



# 02. Site Context and Ambition

## Wider Masterplan

## Urban Country Park

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# 02. Site Context and Ambition

## Parcel C - Providing Public Access to the Lakes

### Recreation

Significant new areas of public open space will be opened for recreation, and the enjoyment of local residents. Areas for groups with a special interest in ecology will be subject to access control, for the benefit of wildlife and ecology.

### Connection

Four access points will be provided to Burnside Lakes, three along The Tins, and one off Burnside. These will provide excellent access points to the Lakes, with dedicated public cycle parking provided on the western boundary.

### Ecology

Biodiversity measures to be associated with Parcel C are outlined within the Biodiversity Net Gain report. These include:

- Enhanced Lowland Calcareous Grassland
- Enhanced Dense Scrub
- faunal specific measures will be implemented such as the inclusion of a Sand Martin Riparia Barrel within the East Lake, Bat Boxes and Reptile Refugia



Circular Route



The Tins



Quiet Path

## Parcel B-Safeguarding Ecological Enhancement

### A Tranquil Place

This parcel will focus on ecological protection and enhancement.

A Mosaic creation Plan has developed, that will provide habitats that encourage ecological enhancement.

The creation of the bespoke Open Mosaic habitat across the Mitigation site, split into the three distinct below areas:

- Species-rich wildflower grassland;
- Scrub; and
- Bare and recolonising ground

As the habitats develop, the plan will be developed to included details of the optimum way to provided managed access to Special Interest & Educational Groups, without compromising ecological biodiversity.



Parcel B Overview



## Parcels B and C

### Roles and Responsibilities

- Long term management and maintenance for both Parcels B & C
- Maintain rights of public access to Parcel C
- Support learning and on-site practical opportunities in wildlife restoration, enhancement and management

### Funding

- Appropriate funding mechanism to provide security for successor management bodies.

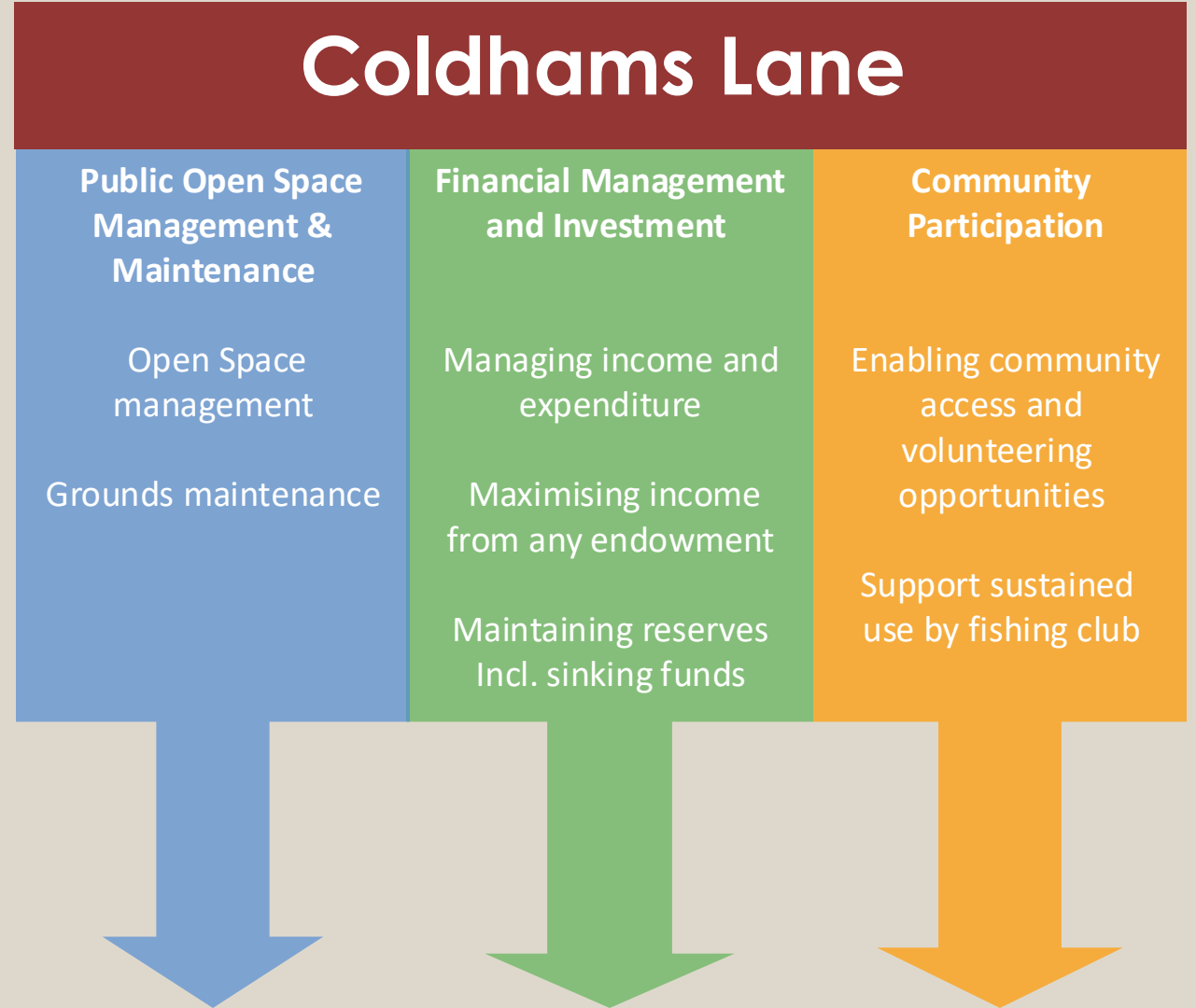
### Governance and Participation

- Creation / appointment of a management body to oversee implementation of agreed Stewardship Strategy
- Creation of an 'advisory board' (or equivalent) to include landowners, Council and local interest groups to consult on the implementation of the Plan in relation to Parcel C.
- In event of failure, enable continued management of Parcels B and C

# 03. The Site: Stewardship Roles and Responsibilities



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# 04. Costs: Management and Operations

## Coldhams Lane Parcels B&C. Estimated costs for annual maintenance and sinking fund

	Comment	Cost (average p/a)
<b>Parcel B</b>	<b>Maintenance of parcel B in accordance with Ecology Solutions Report March 2024 11264.OHCMP.vf1.</b>	
Species-rich wildflower grassland, Scrub management, Bare and recolonising ground, Hedgerows, Semi mature and mature trees within hedgerow	Scrub requires some clearance on routine basis to maintain ratio with open ground and wildflower grassland Bare ground to be managed to remain less than 15% of overall habitat area Assumes hedges cut using tractor mounted equipment Assumption of 20 trees each coppiced every 5 years	£11,875
Fencing & Gates	Fencing and gates checked regularly. Costs also include small maintenance tasks and sinking fund for 30 year replacement on fencing and 15 year on gates.	£990
Litter picking	Assumption is that an annual litter clearance is carried out as a community volunteer event.	£0
Ecological monitoring (habitats)	Qualified specialist required 2 days per year.	£1,200
	<b>Sub total</b>	<b>£14,065</b>
<b>Parcel C</b>	<b>Areas and assets informed by Bidwells Masterplanning &amp; Landscape assessment</b>	
Hedges and scrub management Rotational cutting of reeds Woodland management	Hedges cut back once every 3 years Notional requirement of 1 day per year - cutting done manually Woodland maintained to current regime.	6,370.00
Hard landscaping - Loop path & Car park	Includes ad hoc small scale repairs and sinking fund (20 year renovation)	3,900.00
Physical assets (Gates, fencing, cycle parking, interpretation boards, lifebuoys, seating etc)	Includes maintenance checks and sinking funds (ranges between 15 and 30 year replacement)	2,520.00
Litter picking and bin management		3,140.00
	<b>Sub total</b>	<b>15,930.00</b>
<b>Total annual maintenance cost</b>		<b>£29,995.00</b>

# 04. Costs: Management and Operations

Cost estimates derived using unit costs sourced on the following basis:

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- Known costs from other sites
- Published tender costs from other local authorities
- Recommended advice and potential costs provided by authoritative organisations such as Woodland Trust, Sport England and so on)
- Data from Grounds Maintenance companies
- Unit costs updated frequently to reflect changes in the market



## Long term cost requirements fall into five broad headings:

- Management of public open space
- Maintenance and replacement of hard landscaping, furniture and signage
- Ecologist to monitor Biodiversity Net Gain (BNG) over 30 years
- Operating costs of communication and community participation
- Overall management and coordination, including commissioning of landscape contractors

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## Sources of income:

- Initial start-up funding
- Income from endowment
- Cambridge City Council
- Charitable grants
- In-kind/practical support from user and volunteer groups

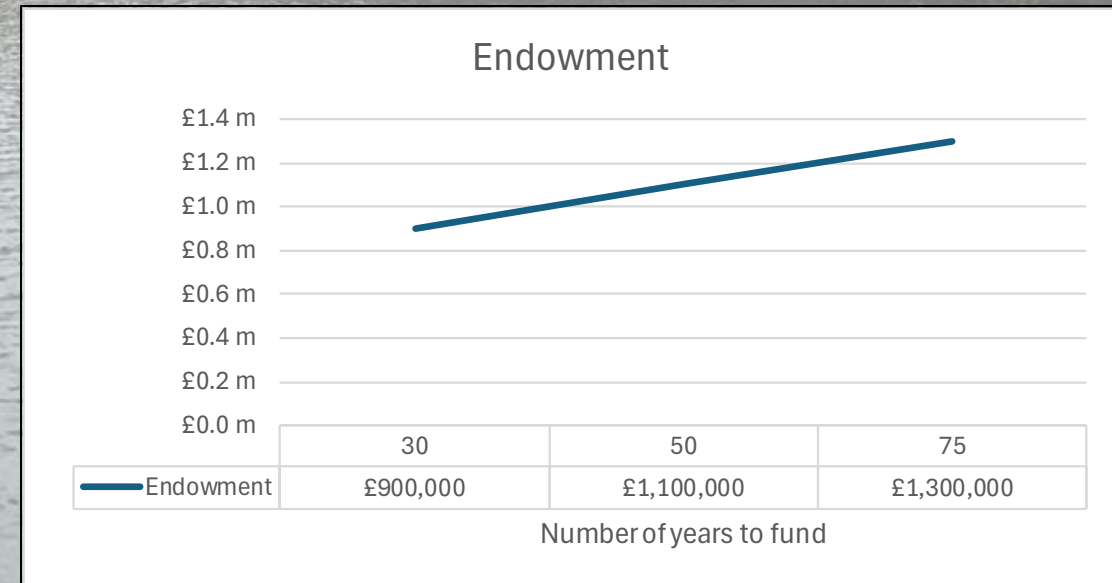


# 05. Funding

<b>Costing</b>			<b>Number of years</b>			
			<b>30</b>	<b>50</b>	<b>75</b>	
Inflation assumption	2.5%					
Annual interest	4.4%					
Parcel B - v3 costing		£ 14,065				
Parcel C - v3 costing		£ 15,930				
Mgmt & Admin fee (incl Treasury Mgmt)	20%	£ 5,999				
Contingency	5%	£ 1,800				
<b>Total</b>		<b>£ 37,794</b>				
			<b>Endowment</b>	<b>£900,000</b>	<b>£1,100,000</b>	<b>£1,300,000</b>

The timeframe is important to the amount of the endowment:

- 30 years relates to the BNG period.
- 50 and 75 years are shown to give a longer perspective.





# 05. Funding Model Assumptions for Endowment

Using the assumptions below, the key driver for the endowment fund is the duration that the endowment has to cover.

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- Long term inflation assumption= 2.5%
- Long term interest assumption= 4.4% (assuming long term base rate of 3.1% + 1.5% premium for high value savings)
- Parcel B: Ecologist in years 1-5, 10, 15, 20, 25 and 30 as per BNG audit requirements. No Parcel B costs after year 30, because the BNG programme has finished.
- Management Fee of 20% £6k at Year 1
- Contingency of 5% £1.8k at Year 1
- Startup costs at £50k. E.G. legal and corporate

# 06. Key Governance Requirements

1. Ability to fulfil ecological, recreational, maintenance and monitoring functions in the long term, incl. risk of non-delivery to quality standards expected;

2. Financial and organisational capacity of both long term owners and day to day management organisation(s), particularly with regard to management of revenue resources, sinking fund, and endowment.

3. Credibility and acceptance by Cambridge City Council and local stakeholders.



# 06. Requirements of Governance & Management Bod(ies)

Safeguarding asset and associated endowments

Meeting BNG and ecological requirements

Ensuring effective and appropriate long-term use by fishing club

Ensuring public access, benefit to promote health & wellbeing

Stakeholder participation

Efficient day to day management

Accountability

Sustainability

# 06. Governance Options: For Ownership, Management or Delivery

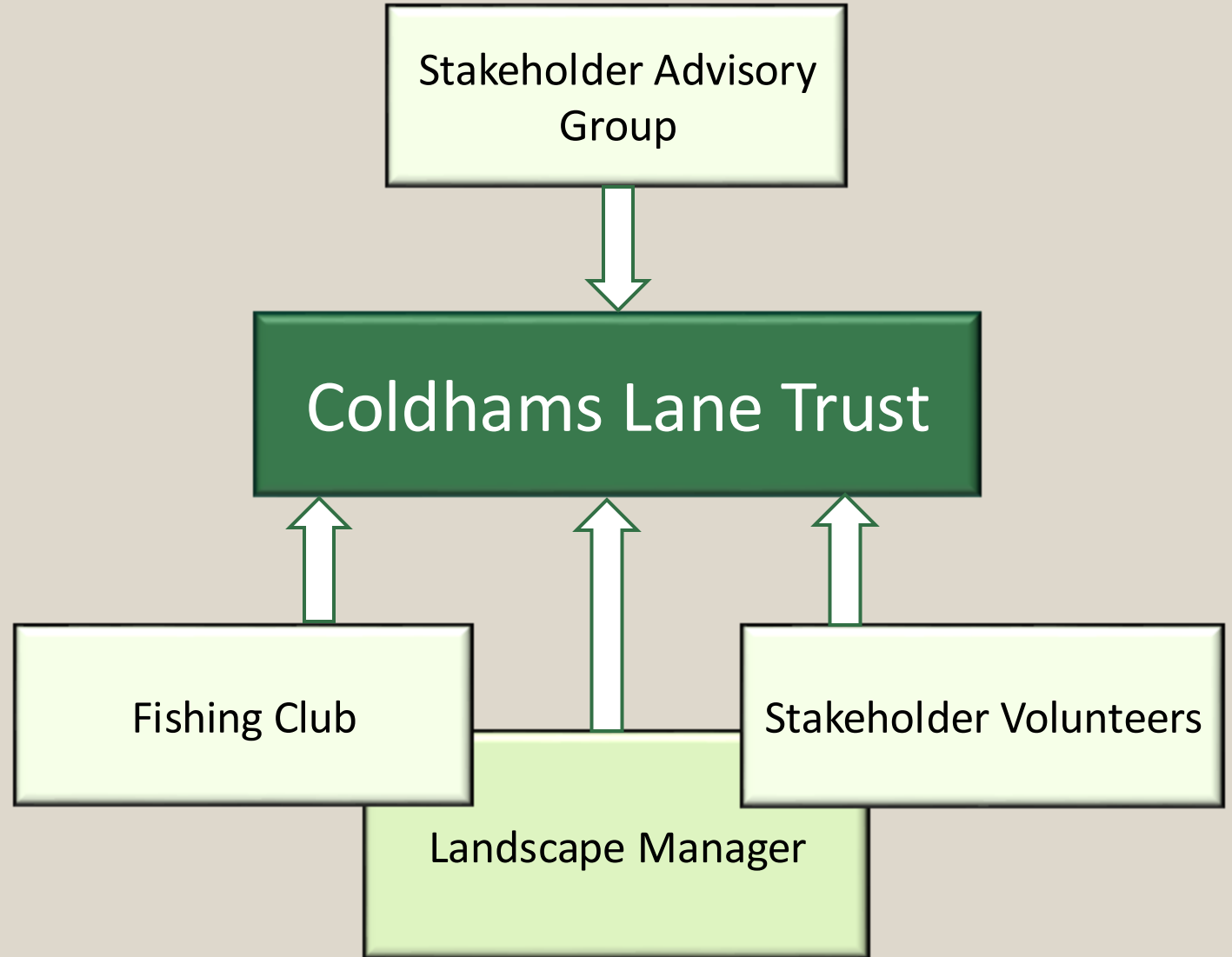
Transfer of Responsibilities	Establish bespoke new local organisation		Outsource responsibilities
Adoption	Management Company	Local Trust	Third Party
<ul style="list-style-type: none"> <li>Cambridge City Council</li> </ul>	<ul style="list-style-type: none"> <li>Limited by Guarantee</li> <li>Community Interest Company</li> </ul>	<ul style="list-style-type: none"> <li>Charitable Incorporated Organisation</li> <li>Charitable Trust</li> </ul>	<ul style="list-style-type: none"> <li>The Land Trust</li> <li>Wildlife Trust</li> <li>Fishing club</li> <li>Other local body</li> </ul>

# 06. Proposed Governance Structure

Subject to testing and consultation with:

- members
- local authority partners
- community representatives

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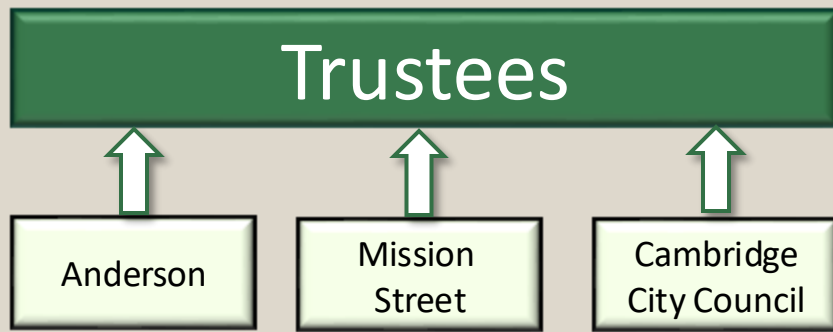




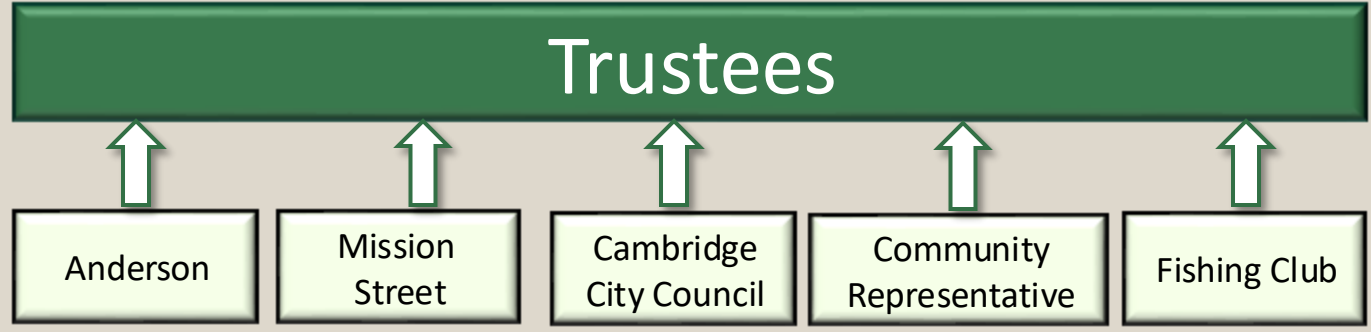
# 06. Structure and Governance

Trustee make up for the Coldham's Lane Trust:

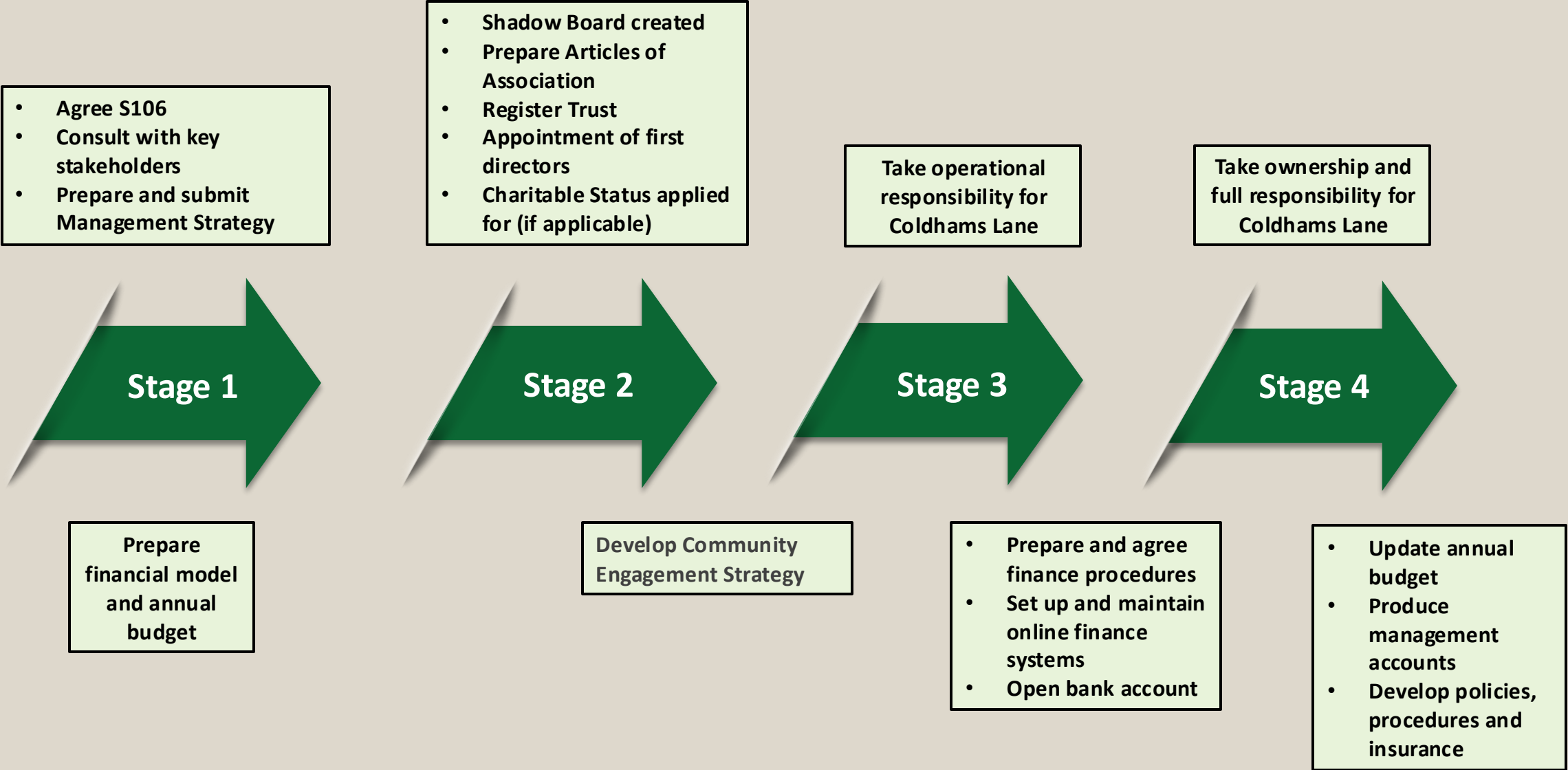
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**To**



# 07. Next Steps



# 07. Next Steps: 2 Year Pilot Scheme

Parcels B and C landscaping and enhancement works completed

Sites retained by developers but new day to day stewardship and management arrangements put into effect

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Revenue funding provided directly by developers

Costs and operating model reviewed at end of years 1 and 2 before new Trust established, title transfer made and endowment funding passed across







# Questions & Comments





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