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Cambridge City Council

COMMUNITY SERVICES SCRUTINY COMMITTEE

To: Scrutiny Committee Members: Moghadas (Chair), Ratcliffe (Vice-Chair), Austin, Baigent, Reid, Reiner, Sarris and Sinnott

Alternates: Councillors Robertson and Moore

Executive Councillor for Community, Arts and Recreation:
Councillor Johnson

Executive Councillor for City Centre and Public Places
Councillor O'Reilly

Despatched: Monday, 6 October 2014

Date: Thursday, 16 October 2014

Time: 2.30 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Toni Birkin

Direct Dial: 01223 457013

AGENDA

1 APOLOGIES

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member of the Committee is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services **before** the meeting.

3 MINUTES *(Pages 7 - 28)*

To approve the minutes of the meeting of 11th July 2014. *(Pages 7 - 28)*

4 PUBLIC QUESTIONS (SEE INFORMATION BELOW)

5 INFORMATION ITEM: NORTH WEST COMMUNITY FORUM - APPOINTMENT OF CHAIR AND DEPUTY (Pages 29 - 30)

Items for decision by the Executive Councillor, without debate

These Items will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the recommendations as set out in the officer's report.

There will be no debate on these items, but members of the Scrutiny Committee and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

Items for debate by the Committee and then decision by the Executive Councillor

These items will require the Executive Councillor to make a decision *after* hearing the views of the Scrutiny Committee.

There will be a full debate on these items, and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

Decisions for the Executive Councillor for Community, Arts and Recreation

Items for debate by the Committee and then decision by the Executive Councillor

6 PROJECT APPRAISAL - ARU/HOWES PLACE SPORTS GROUND Recreation Services Manager (Pages 31 - 40)

7 REVIEW OF NEIGHBOURHOOD COMMUNITY PROJECTS (NCP'S) Head of Community Development (Pages 41 - 76)

8 REVIEW OF OUTDOOR AND OTHER ENTERTAINMENT EVENTS Head of Arts and Recreation (Pages 77 - 86)

Decisions for the Executive Councillor for City Centre and Public Places

Items for debate by the Committee and then decision by the Executive Councillor

- 9 **OUTCOMES OF THE CONSULTATION ON A NEW MANAGEMENT PLAN FOR COLDHAM'S COMMON** Streets and Open Spaces Asset Manager *(Pages 87 - 184)*
- 10 **A FUTURE MODEL FOR TOURISM FOR CAMBRIDGE AND THE SURROUNDING AREA** Head of Tourism & City Centre Management *(Pages 185 - 218)*
- 11 **S106 PRIORITY-SETTING AND DEVOLVED DECISION MAKING** Urban Growth Project Manager *(Pages 219 - 250)*
- 12 **LOCAL CENTRES IMPROVEMENT PROGRAMME - OUTCOME OF AUDIT** Urban Design and Conservation Manager *(Pages 251 - 294)*
- 13 **ENVIRONMENTAL IMPROVEMENT CAPITAL PROGRAMME REVIEW** Project Delivery & Environment Manager *(Pages 295 - 312)*
- 14 **PROPOSALS FOR A SUSTAINABLE BUSINESS MODEL FOR CAMBRIDGE'S BEREAVEMENT SERVICES** Head of Specialist Services *(Pages 313 - 322)*

The public is likely to be excluded during any discussion on the confidential Part 2 of Appendix 1 and Appendices 2 and 3 by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

(Pages 313 - 322)

Information for the Public

Location

The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.

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Some meetings may have parts that will be closed to the public, but the reasons for excluding the press and public will be given.

Most meetings have an opportunity for members of the public to ask questions or make statements.

To ask a question or make a statement please notify the Committee Manager (details listed on the front of the agenda) prior to the deadline.

- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

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COMMUNITY SERVICES SCRUTINY COMMITTEE

11 July 2014
1.30 - 4.55 pm

Present: Councillors Moghadas (Chair), Ratcliffe (Vice-Chair), Austin, Reid, Sinnott, Robertson and Moore

Executive Councillor for Community, Arts and Recreation: Councillor Johnson

Executive Councillor for City Centre and Public Places: Councillor O'Reilly

Director of Customer and Community Services: Liz Bisset
Head of Community Development: Trevor Woollams
Urban Design and Conservation Manager: Glen Richardson
Green Space Manager: Alistair Wilson
Principal Accountant: Chris Humphris
Head of Specialist Services: Paul Necus
Committee Manager: Toni Birkin

FOR THE INFORMATION OF THE COUNCIL

Change to Published Agenda Order

Under paragraph 4.2.1 of the Council Procedure Rules, the Chair used her discretion to alter the order of the agenda items. However, for ease of the reader, these minutes will follow the order of the agenda.

14/33/CS Apologies

Apologies were received from Councillors Reiner, Baigent and Sarris. Councillors Richardson and Moore were present as alternates.

Councillor Reid left after the consideration of item 14/38/CS. Councillor Reid informed members of the public that the date of the meeting had changed and that this had caused diary conflicts for some Councillors.

14/34/CS Declarations of Interest

Item Number	Name	Interest
14/42/CS	Councillor Austin	Personal: River user as a rower
14/40/CS		Personal: City Council appointed Observer to Junction Management Committee
14/40/CS	Councillor Reid	Personal: Trustee of Cambridge Literary Festival and Trustee of Close the Door, both of which are grant recipients

14/35/CS Minutes

The minutes of the meetings of the 13th March 2014 and the 12th June 2014 were approved as correct records.

14/36/CS Public Questions (See information below)

Public Speakers

Fiona Chapman

Fiona Chapman was unable to attend the meeting and the Chair read out the question on her behalf.

- i. Concerned about lack of continuity of thinking re, Nature Conservation, eg why are elderberries bushes badly neglected, yet trees cut down.
- ii. It is a serious waste of money to do Coe Fen and Sheeps Green conservation plan, then completely ignore its recommendations.
- iii. As Folly area and opposite side of river being badly neglected, flooding not rectified.
- iv. The Folly petition comments prove that Public want Folly restored.
- v. Clarification on Folly area is needed, Land Registry states area only owned by Council since 2004. So it is not necessarily common land. As islands owned independently, and this area was originally an island.

The Green Space Manager responded to the questions and undertook to contact Ms Chapman after the meeting. He made the following points:

- Elderflowers are a native species and seed and reproduce prolifically throughout the City often in inhospitable situations. The examples that grow on Vicars Brook are old and in decline.
- We regularly coppice elders on nature reserves as their flowers and fruits are a great food sources for insects and birds.
- We formally inspect trees, so are aware of the ivy issue. Our view is to retain ivy for its wildlife benefit were possible and only to remove if it is compromising the health or safety of the tree.
- Hodson's Folly: I recently discussed this with the Executive Councillor who is now aware. I have instructed the cleaning off of the graffiti; however it would appear this has now returned. I will ask our cleaning crews to revisit.
- At present Hodson's Folly is not in our work programmes. I am aware however aware of an online petition and I have had previous communications with Cambridge Past, Present and Future. I am more than happy to help with issues relating to maintenance of the Folly in its current state.

Any future plans or indeed projects for the Folly would be decided by the Executive Councillor. I would recommend raising the Folly with local Councillors at Area Committees. Area Committees can set their priorities for projects which then replicate into Officer work programmes

- Paradise: This project is now complete and the boardwalk was the last item to be installed. The site is well used and the new wetlands are establishing successfully.
- Stourbridge Common Riverbank: The recent riverbank repairs where undertaken when a condition report showed the potential risk of failure of the existing river piling. A range of options where considered and because of the rural feel of the common it was agreed to consider soft engineering solutions rather than the traditional steel sheet piles. This soft engineering allowed us to create habitats for flora and fauna. The contractors were tasked with reseeding the newly formed riverbank and the area disturbed during the works. I do agree that this has not been that successful and we will reseed this autumn as required.

The temporary fence has now been removed and the thistles will be cut, with the cattle returning to the common from July to November.

The pollarding of the two riverside willows is now complete and I will ask them to return as the works to balance the crowns of other the tree was to be undertaken at the same time.

The marginal planting along the new river bank is establishing well.

Tree Management: I am happy to consider tree removal to facilitate a project at Hodsons Folly but at the moment there does not appear to be an agreed approach or solution. I am certain that many people would also agree about the importance of the site and its folly. I am equally certain there will many views expressed as to what to do with the Folly. Some would argue, leave it as it is and others who would express views about further roles the building could take for the future.

Luther Phillips

Luther Phillips addressed the Committee regarding the Stourbridge Common Riverbank Works Extension item (14/38b/CS) and made the following points:

- i. Questioned the safety of access to boats along the Stourbridge riverbank.
- ii. Asked where boats would go once work was completed.
- iii. Welcomed the work but requested the riverboats were taken into account.

The Chair reminded the Committee that this item was for information only and that the decision had already been agreed.

The Green Space Manager added clarity. Existing funding had allowed some riverbank work to be completed in this area. That work was now completed. Further works would follow once priorities had been set and relevant consultation completed. Safe entry and access points would be considered.

Public Speakers Minute Item 14/42/CS

Nine speakers addressed the committee regarding minute item 14/42/CS. Their comments are noted with the item below.

14/37/CS Future Meeting Times for Community Services Committee

The Committee debated the start time of the meeting and questioned if a move to an evening slot would allow more members of the public to attend. It was suggested that the numbers attending was related to the interest in agenda items rather than the time of the meeting.

Councillor Reid proposed the slightly later start time of 14:30pm.

The Committee resolved to move to a 14:30 start time (by 6 vote to 0).

14/38/CS Decisions Taken by Executive Councillors**6a Record of Urgent Decision: Tour de France, Cambridge 2014**

The decision was noted.

6b Stourbridge Common Riverbank Works Extension

The decision was noted.

6c Jesus Green Drainage

The decision was noted.

14/39/CS 2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Community, Arts and Recreation Portfolio**Matter for Decision**

The report presented a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Community Wellbeing portfolio, compared to the final budget for the year. The position for revenue and capital was reported and variances from budgets were highlighted, together with explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15 were identified.

It was noted that outturn reports being presented in this Committee cycle reflected the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) Members of this Committee were asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance and Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

Decision of Executive Councillor for Community, Arts and Recreation

The Executive Councillor resolved:

- i. to agree that the carry forward requests, totalling £94,000 as detailed in Appendix C of the Officer's report, are to be recommended to Council for approval; and
- ii. to carry forward capital resources to fund rephased net capital spending of £452,000 from 2013/14 into 2014/15 as detailed in Appendix D of the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant regarding 2013/14 outturn position (actual income and expenditure) for services within the Community Wellbeing portfolio.

The Committee made the following comments in response to the report:

- i. Sought clarification regarding requested carry forwards and overspends.

The Director of Customer and Community Services stated that the profile of the Arts and Recreation portfolio had been historically been problematic. Work was on-going to unpack staffing costs and income strands. She undertook to circulate detailed figures to the Committee after the meeting. However, she added that overall variances for were very good.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

14/40/CS Review of Community Development and Arts and Recreation Development Grants

Matter for Decision

To agree new grant priorities and desired outcomes for Community, Arts and Recreation Development Grants to be used for assessing all future applications.

To agree the budget for Community, Arts and Recreation Development Grants from 2015/16.

Decision of Executive Councillor for Community, Arts and Recreation

The Executive Councillor resolved:

- i. to agree new priorities and outcomes for the Council's Community, Arts and Recreation Development Grants as set out in Section 7, paragraphs 7.1 and 7.2 of the Officer's report;

- ii. that, the 2015/16 budget for Community, Arts and Recreation Development Grants is provisionally set as £900,000 subject to confirmation as part of the 2015/16 budget round;
- iii. that, once confirmed as part of the 2015/16 budget round, the budget for Community, Arts and Recreation Development Grants will be frozen at that level for a further two years (2016/17 and 2017/18);
- iv. that the amount of the overall budget devolved to area committees for 2015/16 is provisionally set as £80,000 and distributed as set out in Section 7, paragraph 7.3c, subject to confirmation at Community Services Scrutiny Committee in January 2015; and
- v. that the Community, Arts and Recreation Development Grants are renamed 'Community Grants'.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of Community Development regarding new grant priorities and desired outcomes for Community, Arts and Recreation Development Grants.

The Committee made the following comments in response to the report:

- i. Expressed concerns that they were being asked to agree cuts without fully understanding the impact that would have on services.
- ii. Some members argued that the Junction was a special case and should be allowed extra time for new management structures to achieve results.
- iii. Some members stated that the budget should not be agreed until all applications had been received.

In response to Members' questions the Head of Community Development said the following:

- iv. The proposed priorities and outcomes will focus future grant funding on helping those residents who have the highest needs whether this is because of poverty or because they experience barriers due to equalities issues.

- v. No individual funding decisions are being requested today.
- vi. The Executive Councillor was being asked to agree future priorities and desired outcomes against which future applications would be assessed.
- vii. Some voluntary sector groups and organisations would be well placed to deliver the desired outcomes while others might need to seek funding elsewhere if they are unable to meet the proposed priorities and outcomes.
- viii. Positive meetings had been held with groups representing the voluntary sector.
- ix. Consultation had suggested that an average 25% grant reduction was sustainable for most services.
- x. The Junction was in year three of a three year agreement. There is currently no agreement to fund the Junction beyond 2014/15. This would be dependent upon the Junction's grant application which would be assessed against the proposed priorities and outcomes in the same way as applications from all other voluntary sector groups and organisations.

Councillor Reid stated that setting a budget cut ahead of budget setting decision was premature. She stated that further information was needed to allow proper debate and proposed the following amendment to the recommendations (delete wording struck through and insert the underlined):

- i. To agree new priorities and outcomes for the Council's Community, Arts and Recreation Development Grants as set out in Section 7, paragraphs 7.1 and 7.2 of the Officer's report;
- ii. That a decision as to the future funding of the Junction is made after a review by CSSC of the Junction's viability;
- iii. ~~That, the 2015/16 budget for Community, Arts and Recreation Development Grants is provisionally set as £900,000 subject to confirmation as part of the 2015/16 budget round;~~
- iv. That the 2015/16 budget for Community Arts and Recreation Grants is set at a level which will protect services for those with high needs, the level to be ascertained following the grant application round;
- v. That, once confirmed as part of the 2015/16 budget round, the budget for Community, Arts and Recreation Development Grants will be frozen at that level for a further two years (2016/17 and 2017/18);

- vi. That the amount of the overall budget devolved to area committees for 2015/16 is provisionally set as £80,000 and distributed as set out in Section 7, paragraph 7.3c, subject to confirmation at Community Services Scrutiny Committee in January 2015; and
- vii. That the Community, Arts and Recreation Development Grants are renamed 'Community Grants'.

The Director of Customer and Community Services stated that this process had built in a long lead in time to allow clarity and stability for the sector

Councillor Reid requested that her amendment be considered in two stages amended recommendations i and ii, followed by amended recommendations iii to vii.

On a show of hands amended recommendations i and ii were lost by 4 votes to 3.

On a show of hands amended recommendations iii to vii were lost by 4 votes to 3.

Councillor Reid requested that the substantive recommendations be considered individually.

The Committee resolved unanimously to endorse the recommendation i.
The Committee resolved by 4 votes to 3 to endorse the recommendation ii.
The Committee resolved unanimously to endorse the recommendation iii.
The Committee resolved unanimously to endorse the recommendation iv.
The Committee resolved unanimously to endorse the recommendation v.
The Committee resolved unanimously to endorse the recommendation vi.

The Executive Councillor approved the recommendations.

14/41/CS 2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances - City Centre and Public Places Portfolio

Matter for Decision

The report presented a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Public Places portfolio, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets were highlighted, together with

explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15, and future years where relevant, were identified.

It was noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of this committee were asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance and Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to agree the carry forward requests, totalling £1,980 as detailed in Appendix C of the Officer's report are to be recommended to Council for approval; and
- ii. to carry forward capital resources to fund rephased net capital spending of £820,000 from 2013/14 into 2014/15 as detailed in Addendix D of the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant regarding the summary of the 2013/14 outturn position (actual income and expenditure) for services within the Public Places portfolio.

The Committee sought clarification regarding overspends and requested more information on this matter in future reports.

In response to Members' questions the Interim Head of Services, Streets and Open Spaces stated that some costs related to Environmental Improvement Projects were difficult to predict and were unrecoverable on some projects.

The Principal Accountant undertook to provide more information to Councillor Robertson outside the meeting.

The Committee resolved unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation.

14/42/CS Riverside Moorings - Progress Update

The Executive Councillor for City Centre and Public Places welcomed the members of the public who had attended to speak on this item.

Public Speakers

Amy Spencer

Amy Spencer addressed the Committee regarding Riverside Moorings and made the following points:

- i. Some boats are used as permanent homes while others are kept for leisure use.
- ii. Will consideration be given to those who might become homeless if they lost their mooring place?

The Green Space Manager stated that records were kept of when a boat moved onto the river. The next stage of the process would be to establish tenure types.

Amy Spencer asked the following supplementary question.

Once tenure is established, will the subsequent treatment of the boater be different?

The Green Space Manager confirmed that those who could establish the boat as their sole residency would be placed on the regulation list.

Amy Alys Tillson

Amy Alys Tillson addressed the Committee regarding Riverside Moorings and made the following points:

- i. Has a residential mooring.
- ii. Welcomes the work that Officers have done on this matter.
- iii. Enforcement would be needed as some people would be penalised as they had followed the correct waiting list procedures.
- iv. The process needs to be fair.
- v. Turnover of spaces also needs to be improved.

The Executive Councillor thanked Ms Tillson for the work she had done and assured her that Riverside mooring would not jump the waiting list. The cut off point for regulated moorings would be the start of this meeting. Enforcement would be needed to ensure new boats did not move onto future gaps when other boats moved on.

Lynette Gilbert

Lynette Gilbert addressed the Committee regarding Riverside Moorings and made the following points:

- i. Local residents welcomed attractive and well maintained boats.
- ii. Residents want quiet enjoyment of their homes.
- iii. Noise and fumes can be a problem.
- iv. Derelict boats and rubbish mar the area.
- v. Residents would like: enforcement of regulation, prevention of new boats and action to stop railing moorings being a revolving door.
- vi. Weekend and derelict boats should be removed.
- vii. The report is unclear of future numbers.
- viii. All options should be explored.

The Executive Councillor stated that she understood residents concerns. Housing in the area was very close to the railings. Removal of graffiti and a general tidy up of the area had been undertaken. The next step would be to stop new boats moving onto the railings. The wider strategy for the future would be work with all sectors of the community to improve the area.

Lynette Gilbert read a statement on behalf of Suzi Shimwell

- i. Health and environmental concerns need to be addressed.
- ii. Boats discharge sewage into the river.
- iii. Pollution and rubbish is a problem.
- iv. Boaters repair boats in the area leading to pollution.
- v. The river is a green space for all to enjoy but large areas have boats blocking the entire river frontage.
- vi. The river is narrow in places.
- vii. Moored boats block safety chains needed by rowers.

The Executive Councillor stated that regulated mooring would address many of these issues. Sewage concerns would be addressed as all boats would need to be capable of moving to the pumping station. Issues related to smoke and noise would be addressed in future. Quality of life for all residents was the long term goal. Mooring licences could be examined in future to see if repairing boats in the river could be addressed.

Gemma Pilmer

Gemma Pilmer addressed the Committee regarding Riverside Moorings and made the following points:

- i. Will regulatory moorings be a temporary fix or a permanent solution?
- ii. Will the moorings become secure?
- iii. Can existing boaters remain where they are until they come up on the waiting list?

The Executive Councillor stated that she could not promise that boaters would not be asked to move. However, when added to the regulatory moorings list, there would be some security.

Tom Crawley

Tom Crawley addressed the Committee regarding Riverside Moorings and made the following points:

- i. The Riverside area is not suitable for moorings.
- ii. There is a safety impact.
- iii. Railings are against the road.
- iv. Loading, in particular gas bottles, over railings is unsafe.
- v. Blocks access to safety chains for rowers.
- vi. Adding a pontoon would be a high cost solution for little return in terms of additional spaces.
- vii. This committee is about community issues not housing
- viii. Attention given to moorings, such as painting the railings, is poor value for money.

The Executive Councillor stated that the pontoon suggestion had been deferred as this was not the best use on funds. She agreed that the area was not great for moorings and that safety issues needed further investigation. No decision would be made about painting the railings at this stage.

Tom Crawley stated that he had only raised the painting issue to illustrate the cost involved with the mooring issue.

Ivan MacTaggart

Ivan MacTaggart addressed the Committee regarding Riverside Moorings and made the following points:

- i. Lives in a house in Riverside and want to make it clear boaters and non-boaters get along.
- ii. However, all residents object to poor quality boats.
- iii. The revised policy should consider Riverside as a special case.
- iv. Pontoon costs represent poor value for money.
- v. Residency dates should apply from today.
- vi. Riverside is a special case.
- vii. How does today's proposal impact on the wider vision for the area.

The Executive Councillor stated that she appreciated concerns over derelict boats and hoped to see them removed very soon. Boaters pay Council Tax and are part of the community. The vision for Riverside is wider than the City. Cross authority work will be needed on joint issues.

Ivan MacTaggart asked what action would be taken on the long term vision.

The Executive Councillor stated that further consultation, including cross authority, would follow regarding time frames for the next steps.

Luther Phillips

Luther Phillips addressed the Committee regarding Riverside Moorings and made the following points:

- i. Feels reassured by debate today.
- ii. Safety is a key issue.
- iii. Mooring should be limited.
- iv. A pontoon would be poor value for money.
- v. The Local Plan includes a marina and this should be built.
- vi. Remove right to remain from non-resident boaters.

The Executive Councillor stated that the cost of a marina would be prohibitive. This cannot be delivered in the short term. However, a joint venture with South Cambs had not been ruled out long term.

Luther Phillips asked what would happen once legitimate boaters had been identified. Would other boats be moved on?

The Executive Councillor confirmed that once numbers were established future possibilities could be explored.

Kirsty McMullen

Kirsty McMullen addressed the Committee regarding Riverside Moorings and made the following points:

- i. Has been reassured by the discussions.
- ii. Riverside residents welcome boaters as part of the community.
- iii. Is not concerned if boats are pretty or not.
- iv. Derelict boats should be removed and By-law 11 could be used to enforce the removal of unlicensed boats.
- v. A compromise is needed to allow existing users to stay.

The Executive Councillor stated that the report should kick start better community relations. Action has been lacking on derelict boats for some years. Enforcement is needed and all options would be explored.

Kirsty McMullen stated that she was encouraged by the comments.

Matter for Decision

The report summarised the outcomes of a feasibility study commissioned in the Spring of 2014 to explore options for the adaptations of the river wall and railings to facilitate river boat moorings at Riverside.

The report recommended the continued investigation of the creating of mooring positions; coupled with the introduction of regulation of moorings at Riverside as an interim solution to overcome some of concerns raised by stakeholders and local residents.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to instruct Officers to continue to develop option 2 of the Officer's report, as detailed at 3.4 of the Officer's report. To prepare a full project appraisal of allowing Riverside to be incorporated into the City Council's River Moorings Policy, including whether or not adaptations can be made to Riverside;
- ii. to instruct Officers not to pursue option 3 detailed at 3.4 of the Officer's report;
- iii. to instruct Officers to regulate moorings at Riverside from the 1st October 2014; and

- iv. to instruct Officers to facilitate those currently moored on Riverside to be given the opportunity to join the River Moorings Waiting List in chronological order where the period of first occupancy can be evidenced.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Green Space Manager regarding a feasibility study commissioned in the Spring of 2014 to explore options for the adaptations of the river wall and railings to facilitate river boat moorings at Riverside.

The Committee made the following comments in response to the report:

- i. The needs of rowers should be taken into account.
- ii. Welcomed the comments from the public.
- iii. Safety issues should be addressed.

The Executive Councillor undertook to work with the Cam Conservators regarding safety issues.

The Committee resolved unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation.

14/43/CS Tree Maintenance Framework**Matter for Decision**

The framework agreement for tree maintenance services expires at the end of April 2015. Officers were seeking permission to commence a formal tender process for the provision of tree maintenance services for a period of 2 years from 1 May 2015.

A new two year framework agreement (which would run until April 2017) would allow Officers to properly explore further, longer term collaborative opportunities across the whole County, with an aspiration for a County wide framework agreement, for the period 2017 onwards.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to authorise the Head of Streets and Open Spaces to invite and evaluate tenders for contractors to provide tree maintenance services for 2015 to 2017;
- ii. to authorise the Director of Environment to award the contract(s) to the most favourable tender(s), in accordance with pre-determined evaluation criteria; and
- iii. to instruct Officers to explore longer term collaborative opportunities with an aspiration for a County wide framework agreement, for the period 2017 onwards.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Green Space Manager regarding tree maintenance services.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

14/44/CS Local Centres Improvement Programme**Matter for Decision**

At its meeting on February 27, 2014, Council agreed to create a programme to improve selected local centres in the city. The program would run from the 2014/15 financial year and include a total budget of £635,000.00 to 2017/18. At least three projects would be undertaken for completion by 2018/19). The purpose of the report was to set out the planning policy background to local centres; proposed criteria in the selection of projects; and expected approval and consultation arrangements for the programme.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to approve the proposed approach to the Local Centres Improvement Programme for the years 2014 to 2020 as set out in the Officer's report, specifically:
 - a) the audit criteria and approach to the selection of local centres;
 - b) the need for a report back to the October 2014 meeting of the Customer and Community Services Committee with the outcomes and recommendations from the local centres audit and selection process; and
 - c) the creation of a Project Board to oversee the projects once agreed by the Executive Councillor for City Centre and Public Places

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Urban Design and Conservation Manager.

The Committee made the following comments in response to the report:

- i. Expressed disappointment that more could not be done for Mitcham's Corner.
- ii. Members praised the work done by the Friends of Mitcham's Corner and expressed the hope that the gyratory system could be removed.
- iii. Councillor Robertson requested an amendment to the report to reflect the fact that the station area included parts of Petersfield and not just Trumpington.

The Executive Councillor stated that the importance of Mitcham's Corner had been recognised, A Chesterton co-ordinator would be appointed and a sensible, long-term approach could be agreed including investigation of funding options.

The Urban Design and Conservation Manager stated that work was on-going with the County Council and spending money on short term window dressing would be poor value for money. He suggested that Members might wish to consider a two centre plan in October, with the option of holding funding for a third centre, Mitcham's Corner, for the future.

The Committee resolved unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation.

14/45/CS Draft Management Plan for Coldham's Common

Matter for Decision

Cambridge City Council is currently working on the development of a comprehensive management plan for Coldham's Common, to ensure that the site continues to benefit future generations.

Officers have used national guidance relating to community engagement on the management of Common land.

An initial consultation has been undertaken to identify and collect the views of all stakeholders and respondents.

A further consultation is now proposed detailing Issues and Options for consideration. It is intended to allow opportunities for greater narrative and expression of interest to reach broad consensus on a range of management options.

The subsequent management plan will be consider for adoption by Community Services Scrutiny Committee in the autumn.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to approve the content and publications of the Issues and Options paper for consultation detailed at Appendix A of the Officer's report; and
- ii. to instruct Officers to draft a Management Plan for Coldham's Common based on the outcomes of consultations; for future consideration by Scrutiny Committee.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Green Space Manager regarding a comprehensive management plan for Coldham's Common.

The Committee made the following comments in response to the report:

- i. Consultation would need to take into account the wider community who were also users of the Common.
- ii. The consultation should allow a rich picture of how the Common was used to be developed.

The Committee resolved unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation.

14/46/CS Review of Bereavement Services Business Model**Exclusion of the Press and Public**

The Chair reminded the Committee that some of the appendices to the report were confidential and that if they were minded to discuss matter in those documents, it would be necessary to consider excluding the press and public.

The Committee resolved to discuss the report in open session.

Matter for Decision

The report considered future service delivery options for Bereavement Services in Cambridge, in the context of the Council's strategic objectives and its savings targets. A set of key principles for the design of the service and relevant financial objectives were set out.

Different organisational changes were considered, ranging from 'no change' to the current operational model to outright disposal of the service. It is proposed that moving the service onto a trading account and introducing a pricing strategy will best meet the Council's financial and policy objectives. On the basis of this recommendation a detailed business case will be developed, for further consideration and approval in the next budget round.

Decision of Executive Councillor for City Centre and Public Places

The Executive Councillor resolved:

- i. to consider the options set out in the report and the financial projections for the service;
- ii. to approve in principle, on the basis of the outline business case, a proposal for bereavement services that moves the service onto a trading account, in which surpluses over and above the required return to the General Fund can be ring-fenced for reinvestment in the service infrastructure; and
- iii. to approve the development of a detailed pricing strategy and coherent plan that will be brought back to members to consider in October 2014.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of Specialist Services.

The Committee made the following comments in response to the report:

- i. Expressed concern that ring fencing funding could result in a shortfall in the future.
- ii. Suggested that the services would need to evolve in future.
- iii. Suggested that predicting future death rates was problematic.

In response to Members' questions the Head of Specialist Services stated that:

- iv. The service would need to become more business focused in future.
- v. Ring fencing of funding could be reversed in future if circumstances changed.

The Committee resolved unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation.

The meeting ended at 4.55 pm

CHAIR

Information Item – Growth Site Community Forums

North West Community Forum – appointment of Chair and Deputy

The North West Cambridge Community Forum brings together residents, local authorities and developers in an information exchange concerning the new housing and community facility developments on the northwest quadrant of Cambridge. The Forum is not decision making.

It is jointly hosted by Cambridge City Council and South Cambridgeshire District Council and further details are available via:

<https://www.cambridge.gov.uk/north-west-community-forum>

The Forum is chaired by a local Councillor and rotates between Cambridge City Council and South Cambridgeshire District Council. The Cambridge City Council Chair and Deputy has been agreed in discussion with the Leader.

For 2014/15 the Chair has been agreed as Cllr Hipkin and the Deputy as Cllr Tucker

Southern Fringe Community Forum – appointment of Chair

The Southern Fringe Community Forum brings together residents, local authorities and developers in an information exchange concerning the new housing, community facility and medical facility developments across the southern fringe growth sites which are primarily in Trumpington ward. The Forum is not decision making.

It is hosted by Cambridge City Council and further details are available via:

<https://www.cambridge.gov.uk/southern-fringe-community-forum>

The Forum is chaired by a local Councillor. The Cambridge City Council Chair has been agreed in discussion with the Leader.

For 2014/15 the Chair has been agreed as Cllr Dryden

Moving forward the above appointments will be agreed as part of the Annual Meeting appointment process.



To: Executive Councillor for Community, Arts and Recreation: Councillor Richard Johnson
Report by: Ian Ross
Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014
Wards affected: Arbury Castle King's Hedges West Chesterton

USE OF DEVELOPER CONTRIBUTIONS AT ARU HOWE'S PLACE SPORTS FIELD DEVELOPMENT

Not a Key Decision

1. Executive summary

1.1 Anglia Ruskin University (ARU) are proposing to redevelop their Howe's Place sports ground facility off Huntingdon Road. The proposals are to create a new facility on the existing site for two full size floodlit all weather pitches (one football - 3G - one hockey - sand), grass pitches and a new pavilion. The total cost is estimated at £4.5 million, and is a current planning application for consideration at South Cambridgeshire District Council ref S/1372/14/FL.

1.2 The nearby site of Darwin Green is a major growth development area, and part of the development is being built upon Sidney Sussex playing fields. This part of the Darwin Green proposal received objections from Sport England which had to be mitigated to allow the whole site to be approved. These mitigations were adopted into the S106 Agreement for Darwin Green for the loss of sporting facilities and playing pitches and a specific ring fenced sum of £250,000 was agreed for offsite contribution to improve local sports facilities and pitches but were restricted to only being able to be spent in the four neighbouring wards or within 1 mile of the City Boundary.

1.3 It is proposed that the ring fenced £250,000 of developer contributions are invested into the ARU sports pavilion building, which as a direct result of the investment will allow ARU to enhance the first floor facilities providing two community room spaces, additional toilets and a kitchenette facility, along with spectator viewing area across the playing pitches.

1.4 A community use agreement would be drawn up between the City Council and ARU which would secure public access to the artificial and playing pitches, and the pavilion and community spaces within.

2. Recommendations

The Executive Councillor is recommended:

2.1 Approve the release of £250,000 of developer contributions derived from the Darwin Green - 14/0086/REM - Sidney Sussex playing fields development towards the ARU development of sports pitches and ancillary facilities at Howe's Place – (subject to South Cambridgeshire District Council planning approval being granted for the application.)

2.2 Authorise Officers to enter into a Community Use agreement to secure public access to the Howe's Place facilities based on the provisions in 3.11.

3. Background

3.1 ARU is proposing to redevelop their Howe's Place sports ground facility off Huntingdon Road, which is just in South Cambs. The current facility is a very dated pavilion consisting of just two team changing rooms and a reception area. These service several adult football pitches and a rugby pitch, with limited parking on site.

3.2 The proposal is to redevelop the site maintaining it as a sporting facility to provide new high quality changing facilities, two floodlit artificial pitches, senior football pitches, and keeping the rugby pitch to the front of the site. The artificial pitches will be one third generation (3G) rubber crumb pitch suitable for football, with the other a sand based artificial pitch for hockey. Both will be floodlit with modern LED floodlights with minimal light pollution disturbance to residential properties in the area. The total cost for the development is estimated at £4.5 million.

3.3 A major growth site Darwin Green (DG1) borders the top end of Howe's Place and although providing some onsite sports facilities such as Cricket and Tennis, could not provide for the loss of pitches from the Sidney Sussex Sports Ground.

3.4 Sport England originally objected to the loss of pitches and opposed the Darwin Green development but eventually withdrew their objection after the following mitigation was agreed and approved at the Joint Development Control Committee (JDCC) in July 2010.

3.5 This mitigation was to have included in the S106 agreement that £250,000 - Former college sports pitch compensation: Is a ring-fenced contribution towards the provision of sports facilities within the ward areas of Castle, West Chesterton, Arbury or Kings Hedges, within 1 mile of the City Council boundary of these wards or within the North West Quadrant being compensation towards the loss of former college sports pitches located in the southern part of the Site.

3.6 The contribution sum is to be paid to the City Council via five £50,000 instalments, triggered for payment over the years through dwelling occupation levels on the site.

3.7 Discussions have been held with ARU about the potential for these ring fenced developer contributions to be used within their sports ground improvement scheme, with the aim of increasing the capacity of pitch provision and community use.

3.8 Creating a good level of community use at the Howe's Close site represents a good way to ensure public use of these facilities for people living in the ward areas who could have been affected by loss of the college pitches.

3.9 Officers are not aware of any alternative projects within the constraints of the specific s106 conditions that could be potentially come forward that would offer the same high levels of strategic benefit.

3.10 If the contributions are not used on the Howe's Place proposal it may be some considerable time before any other schemes come forward that would meet the criteria, or it is likely there would be a call on the money to fund schemes further outside of the City in Milton, or Histon and Impington, where City residents would not benefit as much as the Howe's Place scheme could offer.

3.11 It is proposed that the following arrangements form part of a legal Community Use agreement in return for the £250,000 investment;

- § 32 artificial floodlit pitch hours per week spread out across Monday - Friday in the key time of 6pm and 10pm. This is likely to consist of 1 full evening of 4 hours plus a further 4 hours spread across 2 or 3 other days.
- § Public and community access to the Community rooms and kitchenette facility
- § Public and community access to the grass pitches

- § Public and community access to the facility outside of College term times.
- § Priority given to city based clubs and organisations for use of the community hours
- § Representation on a stakeholder group which looks annually at pricing and performance of the community hours.
- § A sliding scale of repayments based over a 12 year period if ARU were to withdrawn from the Community use agreement

3.12 The development proposals are considered by Officers to represent good value for money, and are inline with similar levels of contributions at other non-Council facilities providing Community access through agreements.

3.13 The proposal also contributes to the 2014-2017 Sports Strategy, and Labour Party manifesto objectives to open up a University sports grounds to the public.

3.14 A city council web page is currently being created which details community all the community use at sports centres and school provision that S106 developer contributions have secured. This is provide better information and to promote the public access to non Council facilities and the ARU hours will be added and promoted through this web page if approved.

3.15 There are currently no other full sized 3G pitches in the City, just smaller training pitches at Netherhall and Chesterton schools which delivers significant positive local sporting infrastructure impact, with the possibility of ARU's use of other facilities in the City declining, therefore freeing up capacity for both hockey and football, on City owned sites.

3.16 Feedback from sports organisations highlights a lack of floodlit all weather training facilities as an ongoing issue and this would help to meet local club needs, and ARU are keen to undertake targeted outreach work at the site to encourage and promote access to local people and communities

3.17 Consultation has been undertaken with Ward Councillors in the four identified wards (Arbury, Castle, Kings Hedges and West Chesterton) and a dedicated briefing on the ARU proposal and community use hours agreement was given by Officers and Martin Beaver the Head of Sport at ARU on the 19th August 2014.

3.18 The briefing was not delivered at North or West Central Area committees following advice from Members Services as the S016 contribution was specific on where it could be spent and only covered some of the Wards in each Area. They advised a consultation with the ward councillors directly affected was required and then a decision at Community Services Scrutiny Committee could be made taking into account the views expressed through the consultation.

3.19 Feedback from Ward Councillors was supportive of the proposal with the following questions asked at the briefing;

Q: Will the loss of cricket and tennis on the former college pitches be replaced?

A: There will be cricket and tennis provision within the Darwin Green site and seasonal floodlit tennis would be able to be played at the new ARU facility.

Q: Is the ARU project solely in South Cambridgeshire?

A: It is, but it will clearly benefit City residents in the north of Cambridge and be a good lever to extend community use.

Q: The location is not easy to get to.

A: Although not ideal, cycling times have been determined and there is good public transport along Huntingdon Road. – See Appendix 1 for cycle times.

Q: Football is predominant in the scheme could other sports not have been given more opportunity?

A: ARU currently have an agreement with Fenners to use cricket facilities there during term times, the rugby pitch on site will remain unchanged, and there is a partnership with Kelsey Kerridge Sports Centre for indoor sports.

A: Mobile artificial cricket pitches can be rolled out on sand dressed artificial surfaces and that will be achievable on the new ARU site.

Q: The development is in the Green Belt, is that problematic?

A: Green Belt development is permissible under best use of land and outdoor sport facilities and its ancillary buildings are currently in place on the site, so essentially no change of use as it will remain a sporting and recreational facility.

3.20 Feedback received via email and 1-2-1 briefings was also supportive of the proposal with the following views or concerns expressed during the consultation period of 19th August to 12th September;

- Distance from West Chesterton – not easily accessible from West Chesterton, too far to walk and cycling times would be longer for children, and therefore likely to encourage greater car usage.
- Safety of Travel - Huntingdon Road isn't cycle friendly to children
- Confirmation of the range and public access to other sporting opportunities on Darwin Green to complement those on the ARU site.

- The Whitehouse Lane Junction – Traffic congestion and unsafe cycling routes are likely to have increased in road traffic due to the Darwin Drive, ARU development and the new NW University Cambridge. How is this being addressed and is it being fully assessed.
- Whitehouse Lane – concerns over road widening for access by coaches and cars.
- How would the proposed secondary school on Darwin Green link to the ARU Howe's Place facilities.
- Is the development of the Pavilion for Community rooms and Training sessions still within the defined "Class use" of the existing site
- Has a noise assessment been incorporated for potential use for club socials and licence applications
- The floodlighting of the pitches is likely to cause disturbance to natural habitats in the Green Belt.

4. Implications

(a) **Financial Implications**

The funding of the money would be paid to ARU from the specific S106 developer contribution derived from the planning application for mitigation to the development of the Sidney Sussex playing fields.

The proposal meets the S106 conditions agreed by JDCC that the money for Formal Open Space provision can only be spent in the four neighbouring wards or within 1 mile of the City boundary.

This would be a capital award and the City Council would have no revenue responsibilities for the site.

ARU are aware of the payment profile highlighted in 3.6 and accept the risk going forward on that basis i.e. the City Council is not obliged to pay the money to ARU until/if it receives it from the developer once the trigger points are reached.

There are no VAT implications.

If not approved the funding may be drawn upon by projects in South Cambridgeshire parishes further afield from Howe's Place giving little benefit to local residents in the City where the mitigation was derived from and meant for.

(b) **Staffing Implications**

There are no staffing implications as this will be a capital grant to ARU and the facility will be staffed in the future by ARU faculty employees

Officer time will be required to conclude the Community Use Agreement with ARU, and monitor the conditions going forward.

(c) **Equality and Poverty Implications**

An EQIA has been carried out and the main findings which have produced actions points are in the following areas;

- The need for baby changing facilities in the public toilet area
- The ability to monitor and scrutinise access and pricing as not to exclude those on low incomes
- Introduce a concessionary pricing policy
- Improve cycle access from the North of the city to the development
- Improve access from the school site to the pitch facilities.

(d) **Environmental Implications**

As the contribution is a Capital award to the proposed scheme and there are no revenue payments, therefore it is a Nil climate change impact for the City Council.

(e) **Procurement**

There are no procurement implications as the developer contributions are a capital award to ARU and a Community Use Agreement will be drawn up to secure public access.

(f) **Consultation and communication**

Wide ranging consultation has been undertaken by ARU as part of the planning application process, including open evenings on the site, environmental surveys, traffic impact assessment and ecological surveys.

Officers have carried out a briefing session and held 1-2-1 consultations with Ward Councillors from the four identified wards over the following timeline

01/08/14	Email about the proposals and invite to briefing
14/08/14	Reminder for Briefing
19/08/14	Briefing at Guildhall by Officers and ARU
26/08/14	Follow up notes and presentation circulated
04/09/14	Reminder for feedback to be received by 12/09/14
08/09/14	1-2-1 sessions for those not able to attend 19/08/14 briefing
12/09/14	Close of feedback

Summaries of the comments received from these sessions are included in this report at 3.19 and 3.20, and full copies of the comments received can be made available upon request.

(g) **Community Safety**

There are no identified Community Safety implications with the proposed grant to ARU, and it will provide publically available facilities for local residents to be able to use.

5. Background papers

These background papers were used in the preparation of this report: JDCC report July 2010.

<https://www.cambridge.gov.uk/darwin-green-planning-applications>

6. Appendices

Appendix 1 – Cycle Route travel times from neighbouring wards

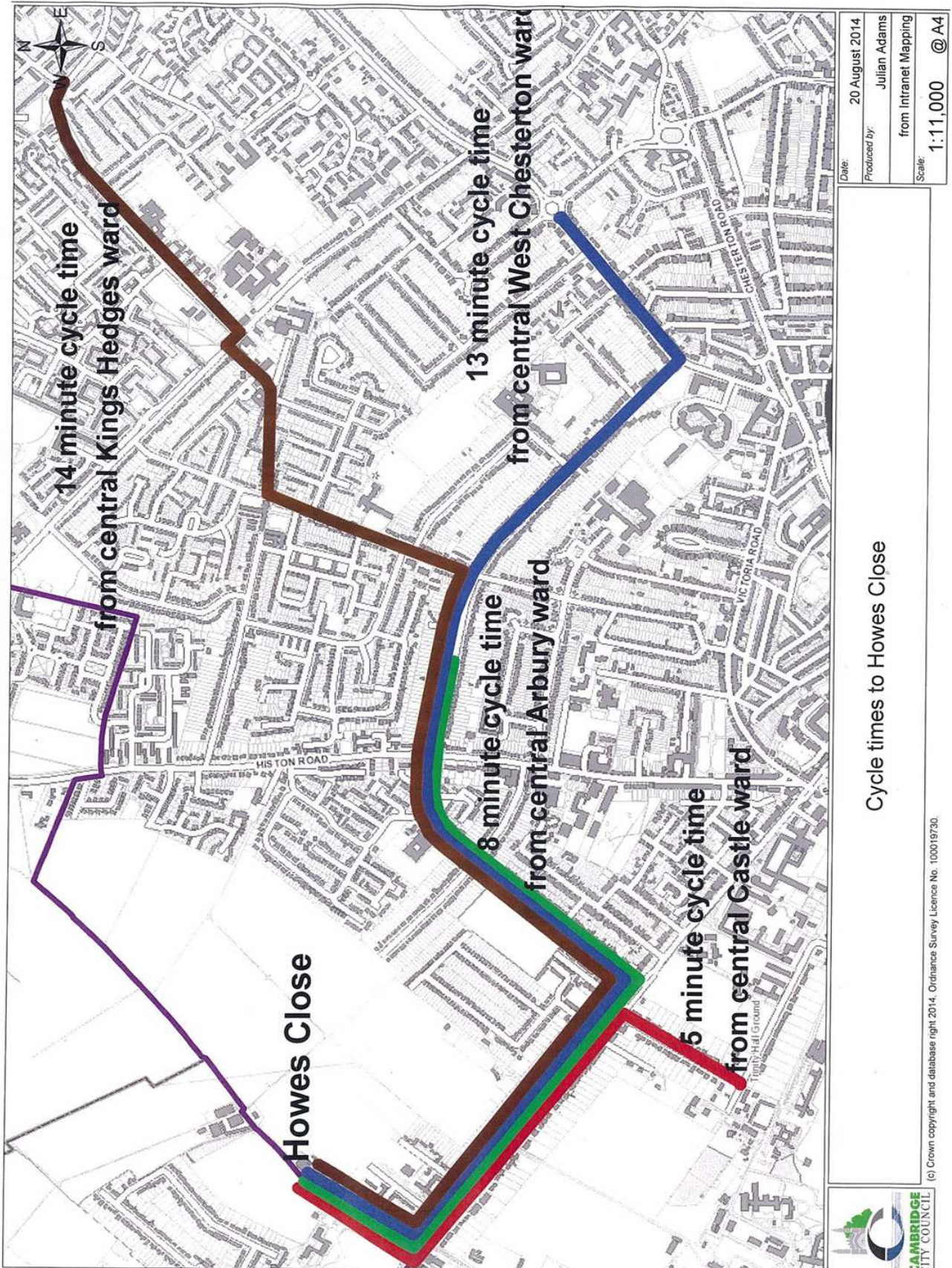
Appendix 2 – Images of proposed site layout and pavilion facility

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Ian Ross
Author's Phone Number:	01223 - 457000
Author's Email:	ian.ross@cambridge.gov.uk

Appendix 1 – Cycle Route travel times from neighbouring wards



Appendix 2 – Images of proposed site layout and pavilion facility



scheme aerial view



Preliminary
 Architecture: Maber Associates
 Project: Anglia Ruskin Sports Facility
 Drawing No: 2234-MA-00-XX-DR-A-00003A
 Date: 12/06/2014
 Scale: 1:500
 Drawing No: 2234-MA-00-XX-DR-A-00003A



rev	date	comment

project: **Anglia Ruskin Howes Close** purpose of issue: **Preliminary**
 M&J job no: drawing number: 2234-MA-00-XX-DR-A-00003A
 2234 2234-MA-00-XX-DR-A-00003A
 drawing name / status / revision: scale: nts @A3
 Perspective View 01
 architecture / interiors / landscape
 Email: info@maber.co.uk
 Tel: 0115 9511555
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To: Executive Cllr for Community, Arts and Recreation
Report by: Trevor Woollams (Head of Community Development)
Scrutiny committee: Community Services 16.10. 2014
Wards affected: Abbey, Arbury, Kings Hedges

Review of Neighbourhood Community Projects (NCPs)

1. Executive summary

- 1.1 This report sets out the findings from a review of the three Neighbourhood Community Projects (NCPs) that operate in Abbey, Arbury and Kings Hedges wards. These wards have the highest overall multiple deprivation scores in Cambridge.
- 1.2 Papers have been produced by each of the NCPs which reflect on their achievements over the last 2 to 3 years and set out their ambitions for the next 3 years. These papers are shown at Appendix A.
- 1.3 The report considers how the 3 NCPs might evolve in the future to ensure they can remain sustainable and carry on their valuable work, given the difficult financial challenges faced by Cambridge City Council.
- 1.4 The recommendations include feedback to the 3 NCPs and future funding proposals.
- 1.5 A table setting out where other Council neighbourhood community development resources are provided across the city is shown at Appendix B to provide context for the 3 NCPs.

2. Recommendations

The Executive Councillor is recommended to agree:

- 2.1 To thank the 3 NCPs for their valuable work and achievements
- 2.2 That the existing budgets for the 3 NCPs as shown in the table at 3.10 are protected for 2015/16 but cash limited.
- 2.3 That funding for the 3 NCPs for 2016/17 and 2017/18 is agreed in consultation with ward councillors from Abbey, Arbury and Kings Hedges as part of the 2016/17 budget process (i.e. consultation with ward councillors in September / October 2015).
- 2.4 That the 3 NCPs are encouraged to maximise opportunities for external funding in order to lessen their financial reliance on the Council in future years.
- 2.5 That officers feed back the comments set out in Section 6 to the 3 NCPs and include them, where appropriate, within their funding agreements for 2015/16.

3. Background

- 3.1 The NCP projects in Kings Hedges, Abbey and Arbury wards have organised and supported a range of activities in each of the neighbourhoods they serve. Examples include neighbourhood newsletters, networking lunches for organisations and groups working in the area and events such as street parties and Christmas activities. They each provide a focus for engagement and activity and provide a vital information giving and linking role within their neighbourhood.
- 3.2 The NCP projects were established c. 1997. Each NCP project had a capital sum of £200,000 to spend on local initiatives following consultation with local people. A revenue budget of approx £20,000pa was made available to each NCP project to develop ongoing initiatives and activities. This revenue budget has changed a little as the 3 projects have evolved but it continues to be part of the Community Development Service's base budget. Each NCP project has dedicated Community Worker support paid for from their revenue budget.

- 3.3 The Community Workers report to the NCP's steering groups or Boards but they remain City Council employees line managed by the City Council's Neighbourhood Community Development Team. Each project has evolved in its own way as follows :
- 3.4 **Abbey People (previously Abbey Action)** is an umbrella organisation for groups meeting in Abbey ward. During the last 12 months, Abbey People has become an independent organisation run by a group of Trustees who meet regularly with a range of local organisations and local people including local ward Cllrs, local churches, residents groups, representatives from East Barnwell Community Centre and other local voluntary organisations.
- 3.5 Abbey People is supported by a part time Community Worker (18.5 hrs) from Community Development. In addition, last year they successfully bid for funding from 'The People's Health Trust' which has enabled them to employ a 'Community Catalyst Worker' for 2 years.
- 3.6 **Arbury NCP** still has an informal steering group which meets quarterly at 82 Akeman Street to discuss project ideas, progress and to input into current projects. In the last review the steering group were clear that they did not wish to pursue an independent management model.
- 3.7 The steering group is currently made up of ward councillors and other local residents. The NCP does a lot of work with young people and vulnerable adults. The project is supported by a part time Community Worker (18.5 hrs) and Project Workers (8 hrs total) who work with children and young people.
- 3.8 **Kings Hedges Neighbourhood Partnership (KHNP)** was the first NCP to become an independently constituted voluntary organisation. KHNP has day to day management responsibility for their base at No. 37 Lawrence Way, which is leased from City Homes North. The remainder of their revenue budget, after staffing costs, is given to the partnership in the form of a grant. In April 2013 KHNP took on the management of Nun's Way Pavilion through a Service Level Agreement with Community Development.
- 3.9 The partnership is run by a voluntary management group. KHNP generates small amounts of income through hiring a room at 37 Lawrence Way which helps to offset their running costs. In addition they can now derive limited income through hiring out Nuns Way

Pavilion and the adjacent sports pitches. As an independent constituted voluntary group, they have also been able to successfully apply for small grants. They are supported by a part-time Community Worker (18.5hrs)

3.10 Current base budget support given to the NCPs by the Council is shown in the table below.

NCP	Budget			Community & Project Worker Hours
	Staff	Project*	Total	
Abbey	£13,680	£9,600	£23,280	18.5 hours
Arbury	£20,230	£5,670	£25,900	26.5 hours
Kings Hedges**	£16,260	£13,570	£29,830	18.5 hours
Total	£50,170	£28,840	£79,010	63.5 hours

**Project budget includes some support costs such as rent, telephone, printing etc.*

*** Kings Hedges NP also runs Nuns Way Pavilion under a Service Level Agreement with the Council. For 2014/15 the SLA includes an additional budget of £7,500 which helps Kings Hedges NP to cover running costs.*

4. The Review

4.1 The 3 NCPs were last reviewed in March 2012 when they were asked to set out their plans for 3 years (2012/13, 2013/14 and 2014/15). Their plans were reported to this Scrutiny Committee in January 2013 where they received strong support from members and the Executive Councillor agreed to protect their budgets until the end of 2014/15 pending a further review in 2014 and a report presented to this committee.

4.2 This review has followed a similar format. The NCPs were asked to demonstrate progress towards delivery of their current priorities and to set out new priorities for 2015/16, 2016/17 and 2017/18. Responses from each of the NCPs are shown at Appendix A.

- 4.3 Whilst saving money has not been a driver for this review, it was explained to the NCPs that any proposals that reduce the reliance on Council funding over time whilst retaining or expanding their good work (e.g. through income generation) would be considered favourably.

5. Development and Future Sustainability of the NCPs

- 5.1 Even though around £900,000 will have been saved from Community Development in 2014/5 and 2015/16, it needs to be acknowledged that the City Council may not be able to continue to fund this discretionary service to the same level in future years because of the significant budget pressures faced by the City Council. Given these pressures, the move to independent management structures should be supported and encouraged as this can provide the NCPs with alternative opportunities for funding which have been exploited already by Kings Hedges Neighbourhood Partnership and, in particular, by Abbey People.

- 5.2 Whilst this review has not been about 'saving money', it is not possible (as described above) to guarantee that the Council will be able to fund the 3 NCPs to the same level for the next 3 years. Therefore, it is proposed that:

- a) Funding for 2015/16 is cash limited (i.e. kept at the 2014/15 levels shown in the table at 3.10 and not increased by inflation).
- b) Funding for 2016/17 and 2017/18 is agreed in consultation with ward councillors from Abbey, Arbury and Kings Hedges as part of next year's budget process (i.e. consultation in September / October 2015).
- c) The 3 NCPs are encouraged to maximise opportunities for external funding in order to lessen their financial reliance on the Council in future years.

6. Proposed feedback to the 3 Neighbourhood Projects

- 6.1 It is proposed that the issues set out in this section are fed back to the 3 NCPs by officers and included, where appropriate, in their detailed funding Agreements for 2015/16.

6.2 General feedback

6.2.1 The work carried out by the NCPs is highly valued by the Council as it provides important support for some of our most vulnerable residents in some of our most deprived neighbourhoods. The Council acknowledges the hard work and time that volunteers put into the NCPs, with the support of staff, for the benefit of their communities.

6.2.2 It is acknowledged that ward boundaries are often not recognised by local residents and they can sometimes bisect natural communities or neighbourhoods. However, each NCP should do all they can to ensure they are engaging residents from across their ward. Projects which span ward boundaries to accommodate natural communities are also encouraged.

6.2.3 The NCPs should continue to focus their work on projects and activities which help to reduce social isolation for older people, which engage young people and which bring different communities together to help build understanding, trust and mutual support.

6.2.4 The NCPs should ensure that they are not inadvertently discriminating against LGBTQ residents (lesbian, gay, bisexual, transgender or questioning) when they are organising activities, for example by using publicity or language that may be seen as a barrier to such residents. In addition, the NCPs should consider including activities that would encourage LGBTQ residents to engage with their work. Advice can be sought from Encompass and their 2014 Needs Assessment provides useful background information:

<http://encompassnetwork.org.uk/uploads/LGBTQ-Needs-Assesmentabsolutelyfinal.pdf>

6.2.5 The NCPs should strive to broaden and strengthen their membership and to engage with local councillors, groups, organisations and businesses on joint projects and activities.

6.2.6 The NCPs should continue to seek other opportunities to gain income so that they are less reliant on funding from the City Council in future years. This will help to ensure that the valuable work they do is sustainable.

6.2.7 As set out in Section 5 above, the move towards independent management and charitable status will help to provide longer term sustainability for each NCP. Whilst it is appreciated that each NCP is at a different stage of development, they will each be encouraged and supported along this path.

6.3 Abbey People – Specific feedback

- 6.3.1 There has been real progress over the last couple of years, especially in terms of moving to an independent organisation, drawing in external funding and broadening the range of activities and projects across the ward.
- 6.3.2 The planned development on the Wing site and the proposal that Abbey people might receive funding from Marshalls to employ community development workers to support the integration of the new and existing communities would be innovative and provide the means to help ensure that the Wing development does not become a separate ‘enclave’ even though it will be situated outside the City Council’s administrative boundary.
- 6.3.3 Abbey People’s continued involvement with the £1.8m redevelopment of East Barnwell Community Centre is very important, especially now that the scheme has secured funding and the tender process has begun. The City Council has invested heavily into this project (in September East Area Committee approved £255,000 of developer contributions towards additional and improved community space) and we see Abbey People’s role as helping to ensure that the whole community within Abbey (and beyond) feels it has a stake in the centre.
- 6.3.4 Given both of these projects sit at the eastern edge of Abbey ward, it is very important for Abbey People to ensure their work covers all of Abbey. This is acknowledged in their paper. It is appreciated that Abbey is a large ward with various neighbourhoods bisected by main arteries such as Newmarket Road, Barnwell Road and the railway. However, Abbey People should seek to actively work across all parts of the ward.
- 6.3.5 Abbey People’s comments about structure and the possibility of moving the organisation to full charitable status are noted. Officers would be happy to assist the Trustees in exploring this option over the coming year if they wish.
- 6.3.6 The focus on both older and young people through Abbey people’s 2 working groups is welcome. Again, it is important for this work to span all areas within the ward such as the Rowlinson and Stevenson estates off of River Lane where joint projects could be carried out with Cambridge Housing Society.

6.4 Arbury NCP– Specific feedback

6.4.1 Arbury NCP continues to deliver some really good local projects which are promoted to residents across the ward. The work includes lots of activities for young people as well as projects for older people and those in real need. There has been some great work bringing people from different backgrounds and different ages together.

6.4.2 In the last review, Arbury NCP decided that they did not want to pursue an independent governance model. They felt there were not enough volunteers with the time or commitment to take this forward and that their existing steering group setup was working. This was accepted by members at the time. However, given the financial pressures faced by the Council, this does leave the NCP in a vulnerable position, should funding have to be reduced in future years, as they would have few options to lever in meaningful funds from other sources to pay for staffing or project costs.

6.4.3 Therefore, it is important for Arbury NCP to explore governance options that will help to make them more sustainable and able to carry on delivering their good work if future funding reduces. This is acknowledged in their paper. Their intention to actively engage with the County Council's Time Credits project next year and to work to increase membership on their steering group is welcomed.

6.4.4 In addition, Arbury NCP should work with their existing and new members to actively explore becoming an independent group as this will enable them to apply for grant funding in a similar manner to the Abbey and Kings Hedges partnerships.

6.4.5 Arbury NCP and Kings Hedges NP should also consider what the benefits might be were they to join together into a single partnership. For example, pooling their knowledge and resources might have significant benefits, especially as the wards are next to each other.

6.4.6 If progress is made towards independence (whether as Arbury NCP or with Kings Hedges NP) the partnership should be encouraged to work with officers to explore options for them taking over the running of the neighbourhood centre at 82 Akeman Street where they are based.

6.5 Kings Hedges NP – Specific feedback

- 6.5.1 Kings Hedges Neighbourhood Partnership continues to run many projects and activities for local groups and more vulnerable residents and, like Abbey People, continues to have ambitions to develop.
- 6.5.2 They have successfully taken on the running of Nuns Way Pavilion under a Service Level Agreement with the Council, in addition to running 37 Lawrence Way. They have increased use of the pavilion and exploited the open space around it to hold events and activities for local people through direct provision and in partnership with others.
- 6.5.3 The partnership has strong links with Arbury Community Centre and good links with organisations such as Locality and Future Business who provide advice to the partnership.
- 6.5.4 Like the other 2 NCPs, they have highlighted the need to strengthen their membership and volunteer base which should be supported and encouraged.
- 6.5.5 Kings Hedges NP's proposal to seek to improve and possibly expand Nuns Way Pavilion should be supported so that they can look to relocate there and free up 37 Lawrence Way which could return to housing (or other relevant use) as their paper suggests.
- 6.5.6 Kings Hedges NP is currently a Company Limited by Guarantee. Their previous objectives included an objective to become a registered charity. They have explored this but have not had the capacity to take the proposal forward. Officers should support the partnership to understand the benefits that charitable status might bring and, if appropriate, to help them achieve such status.

7. Other Neighbourhood Community Development Work

- 7.1 In addition to the staff who support the 3 NCPs, the Neighbourhood Community Development Team includes other staff who:
 - a) Manage / administer neighbourhood community centres at Buchan Street in Kings Hedges, Ross Street in Romsey and 82 Akeman Street (The Meadows Centre and Brown's Field Youth and Community Centre are managed by staff from the wider Community Development Service).
 - b) Are funded by developers for fixed periods and provide community development support in specific growth areas.

c) Provide flexible community development support and could be moved around the City

7.2 To give some wider context to this report and the resources allocated to the 3 Neighbourhood Partnerships, I wanted to provide members with an overview of where neighbourhood community development support is currently (and/or will be) located across the City. The table at Appendix B shows this by ward and identifies the 'flexible' support that could be moved around the city.

7.3 Members will note that the 'flexible' staff time is small and generally focused on those wards with higher deprivation levels. It needs to be recognised that there are pockets of high deprivation within other more affluent wards which would also benefit from community development work. Officers try to provide some support in these areas by (for example) working on local activities and events with officers from City Homes, the local Housing Associations and residents.

7.4 If, at some point in the future, the funding required from the Council by the 3 NCPs were to reduce (e.g. because they had been successful in gaining income from elsewhere which was protecting the services they provide in Abbey, Arbury and Kings Hedges) the remaining funding could be used to provide some additional 'flexible' staff resource for other wards or used to help meet future savings requirements. This could be reviewed again when the budgets are set for 2016/17 and 2017/18 (see recommendation 2.2).

8. Implications

(a) Financial Implications

The review was carried out within existing budgets. Cash limiting the NCP budgets for 2015/16 will save £1,580 assuming 2% inflation.

(b) Staffing Implications

None

(c) Equality and Poverty Implications

A new Equalities Impact Assessment (EQIA) has been completed. This highlights that the 3 NCPs are situated in the City's 3 most deprived wards and provide valuable support for those with higher needs, both in terms of protected characteristics and in terms of low income.

It acknowledges the financial pressures on the Council and, in particular, on the Council's discretionary services and notes that this report recommends that the NCPs seek ways to ensure they are sustainable in the future through changing their structures and seeking additional income sources. If they are successful, this will help to reduce any negative impact on those residents with protected characteristics and may result in a positive impact.

The EQIA does highlight that none of the returns from the 3 NCPs or future plans specifically mention support for LGBTQ residents. Officers know, from working closely with each of the NCPs over many years, that they try hard to engage all communities and that there is no direct discrimination. However, it is important that the NCPs ensure they do not inadvertently dissuade any LGBTQ residents from attending their activities because of publicity design or the use of inappropriate language.

The EQIA recommends that each NCP considers opportunities for positive activities and publicity that welcomes LGBTQ residents and refers the NCPs to Encompass and their recent Needs Assessment.

The EQIA also notes that the report recommends protecting NCP funding for 2015/16 and points out that the EQIA will need to be reviewed in September / October 2015 to inform funding decisions for 2016/17 and beyond.

The EQIA can be found at this link:

<https://www.cambridge.gov.uk/equality-impact-assessments>

(d) Environmental Implications

None

(e) Consultation and Communication

This is set out in the report.

(f) Procurement

None.

(g) Community Safety

The 3 NCPs contribute towards community safety through their work which helps to build local confidence within communities and pride in the local area.

9. Appendices

Appendix A Papers from the three Neighbourhood Community Partnerships setting out their work and their ambitions.

Appendix B Neighbourhood Community Development resources

10. Inspection of papers

10.1 Multiple Deprivation Scores for wards can be found on the County Council's Atlas site at this link:

<http://atlas.cambridgeshire.gov.uk/IMD/AllDeprivation/atlas.html>

10.2 Review of Neighbourhood Community Projects (NCPs) – Equality Impact Assessment

<https://www.cambridge.gov.uk/equality-impact-assessments>

10.3 Neighbourhood Community Planning projects in Abbey, Arbury and Kings Hedges wards – Report to Community Services Scrutiny Committee in January 2013 (see item 21)

<http://democracy.cambridge.gov.uk/mgChooseDocPack.aspx?ID=541>

10.4 Review of Neighbourhood Community Planning projects in Abbey, Arbury and Kings Hedges Wards – Report to Community Services Scrutiny Committee in March 2012 (see item 12)

<http://democracy.cambridge.gov.uk/mgChooseDocPack.aspx?ID=529>

10.5 Equalities Impact Assessment Sept 2014

<https://www.cambridge.gov.uk/equality-impact-assessments>

To inspect the background papers please follow the appropriate link, or if you have a query on the report please contact:

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Appendix A

Partnership Reviews and Plans

Arbury Neighbourhood Community Partnership

1. Review of objectives from our last 3 year plan:

a) Produce and deliver Newsletters

3 newsletters a year have been produced and distributed to every household in Arbury. The newsletters outlined activities, information and addresses and current concerns of Arbury residents.

b) Information Exchanges and Networking meetings

3 meetings a year have been held. Voluntary, statutory and business groups, companies, and individuals were invited to introduce themselves, explain who they are and what they do, and find out who others are and what they do. They then networked and started connecting for potential joint projects or referrals for their clients.

c) Supporting existing projects

Work has included 50+ Friends – a project for people over 50; Street Voices - a project for people who are homeless or temporarily housed, with mental health and/or drug/alcohol misuse issues; English Class – outreach work for a basic class for those whose first language is not English; Smart Art – a project primarily for young disadvantaged people using art as a means of discussing issues.

d) Developing new projects and responding to needs as they arise.

We have contributed to community cohesion by bringing different communities together. This has been through events and projects developing strong links between different groups.

We have continued to respond to individuals and organisations that contact the project seeking information/help/advice. Individuals/organisations are supported and referred onto other organisations where appropriate. Currently, a large amount of time is taken for this aspect of the Arbury community worker role, writing emails, phone calls and face to face contact.

We have built the confidence and skills of local people through Arbury NCP support and activities – groups, events, referrals.

We have continued to raise awareness of different equality issues, supported projects and encouraged involvement in diversity events and activities. Celebrations have included Cambridgeshire Celebrates Age, Eid events, Chinese New Year and International Women's Day.

2. Summary of achievements

The objectives in our current plan have all been achieved. However, looking forward we will need to try and increase the number of active people in the Arbury NCP Steering Group as the membership has remained the same for a number of years.

We have carried out a number of activities that have brought people from different backgrounds or with different issues together. Examples include:

- a) A project to bring together people experiencing mental health, substance abuse and who were temporarily housed or homeless involved in joint performing activities with people over 50 and other members of the general public. The performances were held at Arbury NCP Christmas events, Arbury NCP Cambridgeshire Celebrates Age Sing-a-long events, Street Parties and other local events including Chesterton Fair.
- b) Inter-generational projects between older and younger people including Ten pin bowling, and WWW1 event. Also, older people volunteering to support people in the Basic English class (for people learning English).

Groups have been supported to apply for grants to run projects and expand projects, including community meals at Bermuda Community Room and Histon Road Recreation Fun Day.

We have supported the community to become healthier and fitter. For example, by initially organising T'ai Chi sessions in Kingsway Community Room. Some of these people have since gone on to complete T'ai Chi courses with the University of the Third Age. We have linked Bengali women to local sport activities at Chesterton Sports Centre. The women went on to organise two groups for themselves; badminton and also a walking group for mothers, who started walking together in the morning after having dropped off their children at school.

Arbury NCP have helped to reduce poverty. For example, we collated information about organisations, events and activities that are either free or low cost, or advice and information giving services for people in need/poverty. It has proved to be extremely useful to refer to this information and give out contact details and information to residents.

We have actively recruited older volunteers to visit isolated older people in Arbury, who for different and varied reasons are unable to or have difficulty in leaving their home.

The process of building confidence and skills within the local community is very important. If Arbury NCP did not exist isolated groups and individuals would not be put in contact with each other, and the activities listed above and the support we give would not happen.

3. How Arbury NCP has developed

Over the last 2 to 3 years the need for more intensive capacity building work with disadvantaged groups has increased:

- BME communities (e.g. outreach work for English Classes for people mainly from Eastern Europe, and Bengali community)
- Temporarily housed /homeless – (e.g. Women's Aid activities, linking 222 Victoria Rd hostel with Chesterton Sports Centre, supporting Street Voices.
- Residents Associations/ informal groups (e.g. DEARA, many informal groups of residents in the area organised street parties for the Jubilee and the royal wedding).

There has been an increase in arranging day trips for local people to free local City Venues eg Museums (Twilight at the Museums Events), Milton Country Park (You Can Bike Too), rather than to locations further afield that can be more costly.

Moving projects to different areas and/or locations to enable people to access activities more easily, to appeal to different people and to do more targeted work such as Resident Action Days.

4. Arbury NCP's 3 Year Plan April 2015 to March 2018

a) Respond to local need

Arbury NCP wants to continue to be responsive to the changing needs of the community and to continue to work particularly with 'hard to reach', disadvantaged and less privileged members of the community. Arbury NCP will continue to 'find gaps' and focus on disadvantaged / less privileged groups whose needs are not being met.

b) Inform local people

We want to continue the networking lunches (Information Exchanges) and community newsletter to make sure the community is well informed.

c) Become more sustainable

Arbury NCP does recognise that in the current economic climate, there is a need to think about sustainability and self-sufficiency.

Arbury NCP will seek to actively engage with the Time Credits project when it is launched in the spring of 2015 to encourage a broader volunteer base. (Time Credit is a County Council initiative due to be launched in North and East Cambridge which aims to increase the range of people volunteering in the area).

Arbury NCP acknowledges there are already many groups and individuals in Arbury who are taking an active part in the community by, for example, organising street parties or taking an interest in improving the local parks and cemetery.

We will encourage individuals, groups and organisations to join our Steering Group. We will be proactive in seeking new members of the community who want to become involved and help to shape our future development. This in turn may increase resources and create opportunities for generating income.

Arbury NCP appreciate the support provided by Cambridge City Council and hope that this will continue so that, in turn, we can continue to support our most deprived and vulnerable residents by tackling poverty and social exclusion.

Abbey People

1. Abbey People – A Brief Introduction

As outlined in the 2012 NCP Review, it was the desire of the Abbey Action NCP to become an independent voluntary organisation. This decision took place in March 2013, when at a meeting of local residents, a Constitution (attached) was agreed and the first Trustees were elected.

Since that date two of the original trustees have stepped down, but we have made a further appointment, and have worked to give Trustees different areas of responsibility (see attached). Abbey People is currently chaired by Rev Stuart Wood, who led the Abbey Action working group which established Abbey People and has served as Chair of Abbey People since the beginning

As we started out in March 2013, we had support from Community Worker, Keith Jordan (18.5 hours/week) employed by Cambridge City Council. As things developed, we were approached about grants being made by The People's Health Trust, with the suggestion that we should apply, which we did in the summer of 2013 and were successful, giving us £25,000 of funding a year for two years, with the bulk of this enabling us to employ a Catalyst Worker, whose role would be to help establish a small number of community-led activities and ensure they were sustainable. Nicky Shepherd, a local resident, was employed from 6th April 2014.

On top of this, we have also applied for and received East Area Committee grants of £2,000 for the past two years to help with costs associated to specific projects; The Marshall Group have agreed to be our Patrons with financial support (thus far we have received £900 at the end of 2012 towards web costs and set up costs as we worked to become independent).

We have received further funding through Cambridgeshire Community Foundation and looking ahead, we have already identified some future funding sources, although much of this will be project-led.

Our budget for 2014/15 is quite hard to set as we hope to add further funding streams and costs during the year. We anticipate that the funding we receive from our NCP grant will be used for publicity, office costs and on-going costs associated with establishing a functional and strong voluntary organisation.

We share very good relationships with The Marshall Group, our local Councillors (County and City), Cambridge United Football Club, the local Schools, Churches, and many other voluntary groups.

2. How Abbey People is delivering the current plan

When we set out to become independent, our hope was to gather more and more local people to get involved and to shape what Abbey People was to become – we were very clear that it wasn't simply about a small number of Trustees deciding how to shape the programme of activities and events.

It has therefore been a key part of the process to have as much opportunity for feedback as possible, to create space for people to feed ideas in.

What we didn't anticipate in those early days was the possibility of a second worker funded by a grant. This opportunity has given Abbey People a focus in certain areas (see below).

In establishing Abbey People, we have accepted a Constitution, opened our own Bank Account, got excellent Trustees, adopted relevant policies, got a logo and developed our own website, facebook page and twitter account! We have changed our newsletters and stepped up our other publicity, and a key target for the next year will be to significantly increase our resident mailing list, (see "Abbey Alive Project" below).

One of the exciting things that we have developed are working groups – we have established two – one for Youth & Children and another for Seniors, These working groups seek to bring together those working in these respective age groups in Abbey or wider with the desire to eradicate overlap, share good practice and resources and work to fill the gaps that are identified. The Seniors group are holding a Seniors fair in October 2014 as part of the Cambridgeshire Celebrates Age initiative, to highlight all the various groups and activities, to allow some taster sessions and to provide a one-stop shop for information about help available.

We have seen more cohesion between groups with a greater willingness to work together across the area. The driver for this has partly been the financial constraints more and more are facing, but Abbey People has been well placed to seek to connect groups.

With the Catalyst Worker's appointment, we have seen an increase in the ability of Abbey People to deliver on some exciting projects and initiatives. We have taken over the running and maintenance of the Margaret Wright Community Orchard, which has also been a point of contact for a number of groups – often with different agendas but which work around the space and vision we have for that area. We have supported the setting up of the Abbey

People Glee Club – run by two enthusiastic young women. This group has grown to over 30, and at the end of the school year presentation, attracted 100 people to see them perform.

We have run some training events, with more to be put on as the need requires. Training, Education and Up-skilling the local community is an area we want to invest more in in the coming years.

Abbey People is still in its infancy in many ways, but we have achieved quite a lot in a short space of time. We are seeing more and more people get involved almost weekly, and with the Abbey Alive Campaign, we hope to attract many more to be involved.

3. Key Achievements

Our most significant achievement to date has been the success of securing the People's Health Trust grant and therefore the appointment of our Catalyst Worker. Receiving funding of that significance within a matter of weeks of starting out was fantastic and demonstrates that as an organisation, we are in a position to deliver significant work locally. Adding Nicky to the team has been a major blessing and has enabled us to take on the Community Orchard, which is looking amazing after only a few months, and has attracted further significant investment of time and finance from local companies and voluntary groups as well as local residents. We are really pleased to be able to do this not just for the benefit of Abbey residents, but in memory of Margaret Wright who was so well loved and respected by those who knew her.

Other key achievements from these past two years would be: -

- a) The establishing of the organisation – there is so much administration involved in establishing an organisation, especially where employment is involved and the necessary plethora of Policies that are required. Much of this work has been done by the Trustees with little outside involvement. The strength of the Trustee body is also remarkable and shows what untapped resources were in the Abbey community for so many years. We have also sought to invest in our office space and the equipment available for our workers to function effectively. Alongside this process, and linked to it, is the high regard that there is from some significant key organisations. The Marshall Group offered to be our patrons. They continue to offer support and encouragement, as well as speak very favourably of all that is happening, which demonstrates how far we have come. Add to that our good relationships with Cambridge City Council, South Cambs District Council (who we are linking up with over the new Wing development),

Cambridge United, and other local businesses, we have made some significant strides forward over these past 18 months or so.

- b) The way Abbey People has built on the work of Abbey Action, growing the Summer Outings from 1 to 2, establishing the Big Lunch event, which this year attracted over 350 people, increasing the number of Community Action days in 2014 to 5 from 2, the Abbey Christmas Tree lights switch-on event which in 2013 attracted over 100 people, a significant increase on the 30 or so there in 2012. These are to name but a few.

What we have sought to do is not do away with all that was there, but invest in improving and increasing our capacity to deliver and the quality of what is delivered.

4. Development of Abbey People

The whole journey of the past 2-3 years has been one of transition and development, and this has been highlighted through what has been written thus far. Membership and involvement from the local community remains a high priority and one we are seeking to tackle with our Abbey Alive Campaign.

5. Ambitions of Abbey People

The Abbey Alive Campaign is a Free Prize Draw we are running through September/October 2014 to encourage locals to sign up to be on our database. In return for supplying their names and contact details, we will enter Abbey residents in a prize draw, with some significant prizes. We believe that when we are able to consistently tell the good news stories, highlight needs and promote events, we will see many more people come forward to get involved. It remains our highest goal to empower local people to help make Abbey a better place to live.

Alongside this, we have plans to fund more staff. The precise nature of those roles and posts are yet unclear, and will be shaped by the needs of the community. As highlighted earlier, one of our top priorities is to address the area of education/training through the establishing of small groups – homework club, IT training sessions, employment skills – CV writing, interview skills, etc

We have some significant funds that we have highlighted that would be possible for us to tap into, but we don't simply want to rely on employing staff. Linking up with the business community is reaping reward – we already have a day planned for staff from HP; and Abcam have also indicated they would like to support one of our community action days.

As mentioned previously, we are in conversation with South Cambs DC, Cambridge City Council and The Marshall Group about the proposed Wing development and with a particular focus on ensuring that what is built can enhance the existing Abbey community that it borders. There is the possibility of S106 funding for community development staff that would work as part of Abbey People with this specific focus.

One of the other needs of the Abbey ward are good quality and useable community facilities. We have touched on the Orchard already, but Abbey People are represented through our Chair on the East Barnwell Centre Strategy Group, as well as working to ensure the community can make good use of other spaces – Cambridge United FC, The new Scout Hut, the Churches, etc.

One of the issues we are aware of needing to address is how Abbey works as a whole – the East Barnwell end of Abbey works very differently from the Riverside area. Each distinct area brings its own challenges. We have spoken to the Residents group for the Riverside area and we also now have a Trustee who lives in that area, so we hope we can continue to work for the benefit of the whole of the Abbey ward.

We are still considering what the best structure for us is – we have looked into Charitable Status and have had some discussions with the Charity Commission on that. We are also very conscious that we need to make Abbey People as robust as we can, so gathering a good team of Trustees is important, but we are also looking to gather teams of local volunteers to work with the Trustees on a range of things – Publicity, Social Media, Events, etc

6. Support from City Council

We are keen to work in partnership with the Council on many levels – Housing, Anti-Social behaviour Team among others with the Community Action days; Community Development with provision locally – whether that be children, youth or facilities; Sports Development – again promoting opportunities and working on addressing local needs.

At this stage in our development, having a greater say in how the NCP money is allocated to the organisation would be very helpful. As we develop and identify the needs both locally and of the organisation, we would like to discuss with the Council during 2015/16 what options there are for using our grant in more flexible ways so that it can help us change.

Given the difficult financial situation faced by local authorities, we understand that it is unlikely the Council will be able to continue funding groups such as ours, to the same level in the future. Therefore, we have

been careful to use the funds we have received to date to set us up for the future rather than use it for projects that might not be sustainable if funding is reduced.

Based on the past two years, we are confident that moving ahead we will be able to continue to grow an organisation that can deliver what Abbey needs.

7. Summary of 3-year Objectives: -

Continue to build the organisation in a sustainable way: -

- Developing sub-groups focused on specific activities, including work with Seniors and Young People, under the lead of the Trustees
- Promote local volunteering, developing the use of Time Credits
- Introducing Street Champions to advocate for, and be a link on behalf of, their local area
- Enhance all methods of communication with local residents, partners and funders – including the use of social media and more traditional methods

Improve local services, facilities and the environment: -

- Supporting the development of local community facilities – including developments to East Barnwell Community Hub
- Working on a range of initiatives to improve the outdoor environment, with particular emphasis on the Margaret Wright Community Orchard
- Identifying and promoting local meeting spaces, facilities and services

Offer local residents an increasing range of Community Activities and Groups: -

- Local opportunities for training, education and mentoring
- Establishing a Community “Come Dine with me”
- The organising of the annual Abbey “Big Lunch” to bring people together
- Holiday activities for the young and old, including visits to the seaside and other family attractions
- Hosting Parents coffee mornings in conjunction with the local schools
- Identifying where the gaps are and how to reach those who are isolated or currently not engaged in their local community

Stuart Wood (Chair)

on behalf of Abbey People and endorsed by the Trustees at their meeting on 8th September 2014.

What is Abbey People? (prepared June 2014)

Abbey People is a charity working in the Abbey ward of Cambridge to encourage people to work together for the benefit of the community. We will...

- Be a voice for the people who live in Abbey
- Work in partnership with others to improve local services and facilities

To meet these aims we are currently working on the following activities...

Communicate with and on behalf of local residents by...

- Preparing and distributing a termly Newsletter
- Holding regular consultation events, including the use of our own facebook page
- Introducing Street Champions to advocate for, and be a link on behalf of, their local area
- Promoting local volunteering

Improve the local Environment by...

- Campaigning for suitable maintenance of local Play parks
- Organising events to make a cleaner and tidier ward
- Working with dog owners and the Council on cleaning up dog fouling
- Overseeing the maintenance of the Community Orchard
- Encouraging better use and care of local open spaces

Enhance local Services and facilities by...

- Supporting a local credit union collection point
- Identifying and promoting local meeting spaces
- Enhancing local youth facilities including the provision of Pop up youth clubs
- Providing opportunities for service providers to network with a view to identifying both overlaps and gaps
- Supporting the development of community facilities, including developments to East Barnwell Community Centre

Offer local residents a range of Community Activities and Groups, including...

- Increased local opportunities for training, education and mentoring
- Establishing a Community "Come Dine with me"
- The organising of the annual Abbey "Big Lunch" to bring people together
- Holiday activities for the young and old, including visits to the seaside and nearby zoos
- Hosting Parents coffee mornings

Who will do this work?

Abbey People is comprised of a Board of Trustees, made up of people who live or work in Abbey. Over the course of the last 12 months the Trustees have successfully bid for money to do many of the things outlined above. Two part time workers make these things happen; Keith who is employed by the City Council, and Nicky, who is employed directly by Abbey People.

We cannot do this work on our own and we are proud of our connections to many other organisations working in Abbey. These include the local schools, the Fields Children's Centre, Cambridge United FC and the CUFC Community Trust, local Councillors, East Barnwell Community Association, Romsey Mill, local businesses and the local churches. However the most important group we work with is the local residents. We try to listen to what they say, and then act on their behalf. There have already been some great successes, and we will seek to maintain this principle in all that we do in the future.

Kings Hedges Neighbourhood Partnership (KHNP)

Review of objectives from our last 3 year plan

Our objectives were:

1. To take over the management of Nuns Way Pavilion to KHNP.

This was achieved with KHNP taking over the running of Nuns Way Pavilion in 2013 through a Service Level Agreement with the City Council.

2. To secure funds and raise income to become more self-sufficient.

KHNP have become a Ltd company with a constitution. The partnership is still reliant on the grant it receives from Cambridge City Council but they also bring in revenue through the following avenues:

- The hire of Nuns Way Pavilion and 37 Lawrence Way
- Ticket sales for events
- Advertising revenue from the newsletter.
- Community First funding received for equipment for Nuns Way Pavilion and for work they have delivered with Kinnerz Coaches.

KHNP feel they are moving in the right direction.

3. To increase number of volunteers and groups that we work with.

KHNP ran a recruitment event and increased their number of volunteers by 7 people. However recently this has dropped off again with members failing to attend meetings and events and 2 longstanding members due to retire. This area needs re-visiting and is going to be one of the committee's main focuses over the coming months.

The partnership has worked with Future Business, Can Do Communities, Business in the Community, Kinnerz Coaches and Locality, all of which has involved work with volunteers.

4. Become a registered charity.

KHNP is company Limited by Guarantee. The partnership looked into becoming a registered charity, but this became very complicated. This is an area where the partnership would like support from the City council to revisit.

3 Year Plan April 2015 to March 2018

By looking at the City Council's objectives and gaining feedback from local residents and professionals who work with the area, the partnership has identified the following as our **key areas of focus**:

- Working with disadvantaged people,
- Working to ensure equality for all,
- Improving quality of life,
- Involving the community,
- Reducing poverty
- Giving people empowerment

The partnership feel their **priorities** should be:

- Working to improve the employment, education, self-confidence and prospects of local people.
- Looking at ways to get more individuals and groups involved with their local community.
- Exploring ways to reach the hard to reach, isolated and/or vulnerable people of all ages within the community.

KHNP would also like to work in **partnership** with other local organisations to:

- Bring diverse communities together by looking into working with different cultural groups within the neighbourhood.
- Provide opportunities for the community to have access to affordable or where applicable free healthy food by working with other organisations on food bank, food cycle, community allotment projects etc.
- Offer opportunities for local people to be able to access affordable clothes, household goods etc. by creating opportunities for bring and buy sales, swishing events and offering upcycling opportunities.
- Work in partnership with Kettles Yard on their 'Open House' project.

The partnership feels they are already working towards **reducing poverty** in the following ways:

- Targeted events to local families
- Providing opportunities for families who don't have the funds to go elsewhere
- Providing training
- Developing transferable skills
- Building confidence/ self esteem

We would like to consider building upon this with:

- Research
- Consultation
- Partnership Work with: Future business, GAPS, CRC, Business in the community
- Possibly organise a Job Fair

A big challenge for the partnership at present is getting more individuals involved, and committed to staying involved, with the partnership. This includes volunteers to help to put together and run events and volunteer committee members to help make decisions and keep things going.

KHNP recognises that they need to look at restructuring the way they do things to allow for people's busy lifestyles. They are going to look at the way they structure meetings and times these meetings are held and investigate ways that social media may support this process. They are also going to work more closely with partner organisations who work in the community and can feed into the work they do.

KHNP Objectives for the next 3 years:

1. Consolidation of organisation:

- Organise the structure of the committee
- Recruit and maintain a realistic level of volunteers
- Develop our partnership work combining skills for better outcomes

2. Look at the expansion of Nuns Way Pavilion

- Improving usage
- Continue to increase income
- Provide and develop more activities for the community
- To look into the possibility of applying for a capital grant for the expansion of Nuns Way- with a mind to eventually consolidate activities within this building, which would reduce the partnership's outgoings and allow for the return of 37 Lawrence Way to housing.

3. working in partnership with the aim of reaching those who are isolated/ excluded within our community

- Develop greater opportunities to work with diverse groups within the community.

- Continue with the newsletter, investigate other social media, revisit website.
- Continue to provide activities and events that will enhance the lives of people within the community.

Appendix B

Neighbourhood Community Development Resources

The table below shows the Neighbourhood Community Development staff time and how it is allocated across wards. Staff time is shown as “fixed” where we have no discretion over its location (e.g. where it is funded by developers) and “flexible” where we can move the location.

We have also shown the location of Council owned Community Centres, where new community centres are planned and the amount of developer contributions spent on (or committed to) improvements to community facilities in each ward over the last 3 years.

Wards are ranked according to 2010 Multiple Deprivation Indices across the City (starting with the most deprived). Some staff have dual roles such as managing a centre and doing outreach work. In addition we have a part time (20 hrs) Community Development Officer Assistant who works flexibly across the city on community cohesion projects. The staff time shown does not include time spent on centre management or administration work.

The way resources are allocated across the city is partly historical (for example, where our community centres have been built). However the main driver is the Council’s Community Development Strategy 2013-2016 which strives to deliver the following outcomes:

- Communities which have consideration for others and celebrate their diversity.
- Communities which support the economically and socially disadvantaged and work together to improve community wellbeing.

- Communities which work together on community initiatives and can influence public decision making

Ward	Rank Mult. Dep Index Cambridge (highest first)	Capital spent / committed (last 3 years) community facilities	Council Community Centres	Staff Fixed hrs per week	Staff Flexible hrs per week	Comments
City-wide	-	-	-	-	20	20 hrs flexible time provided by CDO Assistant (Cohesion) on project work aimed at bringing communities together. At present their time is primarily allocated to projects in Arbury, East Chesterton and Romsey.
Kings Hedges	1	£250k	Meadows Community Centre Buchan St Neighbourhood Centre No. 37	18.5	10	10 hrs flexible time provided by CDO north (who also manages Buchan Street). 18.5 hrs fixed time by Community worker KHNP who manages Lawrence Way & Nuns Way Pavilion

Ward	Rank Mult. Dep Index Cambridge (highest first)	Capital spent / committed (last 3 years) community facilities	Council Community Centres	Staff Fixed hrs per week	Staff Flexible hrs per week	Comments
			Lawrence Way Community House Nun's Way Pavilion	(KHNP)		and community projects in the area
Abbey	2	£460k	-	18.5 (Abbey People)		18.5 hrs fixed time by Community Worker for Abbey People NCP
Arbury	3	£6k	82 Akeman St	18.5 (NCP) 8 (NCP)		18.5 hrs fixed time by Senior Community Worker is support for Arbury NCP 8 hrs fixed time by Smart Art Project Workers
East Chesterton	4	£140k	Brown's Field Youth & Community		3	3 hrs flexible time by Service Manager – e.g. support for Chesterton

Ward	Rank Mult. Dep Index Cambridge (highest first)	Capital spent / committed (last 3 years) community facilities	Council Community Centres	Staff Fixed hrs per week	Staff Flexible hrs per week	Comments
			Centre			Festival, networking lunch etc.
Cherry Hinton	5	£74k			(4)* see note 1	4 hrs CDO flexible time by CDO - networking lunch and projects
Petersfield	6	£181k			(3)* see note 1	3 hrs flexible time by CDO
Romsey	7	£262k	Ross Street Neighbourhood Centre		(3)* see note 1	3 hrs flexible time by CDO South (also manages Ross Street Community Centre)
Coleridge	8	£355k			(3)* see note 1	3 hrs CDO flexible time by CDO
Trumpington	9	£150k	Trumpington Pavilion (managed by TRA)	80		80 hrs fixed time by small CDO team funded by southern fringe developers for approx 4 years to March 2016
			New Multi-use Centre opens at	10		10 hrs fixed time by CDO

Ward	Rank Mult. Dep Index Cambridge (highest first)	Capital spent / committed (last 3 years) community facilities	Council Community Centres	Staff Fixed hrs per week	Staff Flexible hrs per week	Comments
			Clay Farm in Sept 2015	22.5		funded by CB1 developers for 3 years to March 2016 22.5 hrs fixed time by CDO in Newtown area funded by Circle Anglia to March 2016
West Chesterton	10	£100k			1	1 hr flexible by Service Manager - links with Chesterton Festival / Newsletter
Queen Edith's	11	£20k			(5)* see note 1	5 hrs flexible time by CDO South (also manages Ross Street Community Centre) - support for projects , networking lunch and QE forum
Market	12	£62k				
Castle	13	£100k	New Community Centre is being		10	10 hrs flexible time funded by Council until March 2015 to prepare for growth. We

Ward	Rank Mult. Dep Index Cambridge (highest first)	Capital spent / committed (last 3 years) community facilities	Council Community Centres	Staff Fixed hrs per week	Staff Flexible hrs per week	Comments
			<p>built by the University to open in Spring 2016</p> <p>Small Community Centre will also be built by developer on Darwin Green 1. Date to be confirmed.</p>			will receive developer funding for on-site CDO staff in late 2015. Projects supported include NW forum , sub grp and networking lunch
Newnham	14	£150k	-			

Note:

1. We have just recruited to a vacant 9 hour Community Development Officer (CDO) post. This post had previously worked in Cherry Hinton and supported other ad-hoc project work. Officers propose to use this time to enable some Community Development support across Cherry Hinton and Queen Edith's wards to continue. The Community Development Officer (CDO) South, who also manages Ross Street

Neighbourhood Centre, would then focus some of their time in Romsey, Coleridge and Petersfield. The allocated time for each ward is approximate and will depend upon the projects and activities that are being delivered at any one time.

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To: Executive Councillor for Community, Arts and Recreation: Councillor Richard Johnson
Report by: Head of Arts & Recreation
Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014
Wards affected: ALL

REVIEW OF OUTDOOR AND OTHER ENTERTAINMENT EVENTS Not a Key Decision

1. Executive summary

The report examines the profile and cost of the Council's outdoor events programme and considers opportunities for refreshing this and making efficiencies within the context of the Cultural Trust. The Executive Councillor for Communities, Arts & Recreation has clarified that the Cambridge Folk Festival is outside the scope of this review.

2. Recommendations

The Executive Councillor is recommended:

2.1. To continue the general profile of the programme of events as now

2.2 That the programme should consider ways to offer more support via expertise to neighbourhood events

2.3 To carry these recommendations forward into the new cultural trust model if approved by the Leader of the Council and Executive Councillor for Strategy and Transformation, Councillor Lewis Herbert, at the meeting of Strategy and Resources Committee on 20th October 2014.

2.4. And if approved:

a) To establish the process outlined in point 3.14 to enable Council input and influence to the event programme

b) Acknowledge that:

- § Along with other external organisations, the Trust may bring forward new ideas for events for the Council to consider.

- § The Council may request support from the Trust for additional events such as major sports events.
- § The Council can consider additional activity and investment into the events programme in discussion with the Trust.

c) To agree a saving of 21% will be made against current net costs by year 5 through potential for greater operating efficiency and increased fund-raising in the Trust model

d) Note that the arrangements for monitoring the trust and the outdoor events in point 3.15.

3. Background

3.1 In March 2014, the then Executive Councillor for Community Well-being took a decision to approve in principle the establishment of a Trust to run Cambridge Corn Exchange, Cambridge Folk Festival and other events, and to authorise work to progress this, subject to further decisions required, including a recommendation to:

- § Bring forward proposals to the autumn 2014 committee cycle for a refreshed programme of outdoor events.

3.2 Since then, the Arts & Recreation team, and specifically, the Arts and Events team, have successfully delivered a diverse programme of events, including:

- § Much of the local work involved in hosting the world's largest annual sporting event, the Tour de France, in Cambridge
- § The iconic 50th Cambridge Folk Festival
- § The Big Weekend
- § Midsummer Fair
- § The Mayor's Day Out
- § Other activities such as Jazz and Brass in the Parks and Tea Dances
- § Bonfire Night on 5th November

3.3 The Council is relatively unique in authorities of its size in retaining an in house events team which has substantial industry expertise in planning and managing a wide range of public event activity.

3.4 The arts & events team work across all the events although the major events have individual officer leadership. The Business and Marketing section of Arts & Recreation provides financial and promotional support across the programme. Other areas of the Council are also involved, such as Streets and Open Spaces (for example, in relation to preparation and use/repair of open spaces) and Refuse and Environment (food traders, noise monitoring). Each event is managed as a project with a workflow stream and budget which is overseen by the Arts & Events Manager. Each event has a comprehensive event management document which outlines

every aspect of the planning and operation, and this is presented to the Local Resilience Forum (which used to be called the Safety Advisory Group) for comment. These arrangements will continue under the Trust.

3.5 The City Council outdoor events programme provides accessible opportunities for a broad cross section of local people to come together and celebrate their shared social and cultural lives, adding to the overall quality of life in the City and in particular providing events that are genuinely open and diverse. The events also provide a platform to celebrate equality and diversity in the City. The purpose of the outdoor events programme is to meet the Cambridge City Council vision: “One Cambridge – Fair for All”.

3.6 The challenge of delivering large scale events, safely and successfully, in a historic city centre, albeit one with significant quantities of open space should not be underestimated. The team’s experience, expertise and professional approach to delivery is crucial in ensuring high quality, well-managed, safe major public events that are visited and enjoyed by thousands.

3.7 The table in Appendix A highlights the significant amount of external funding required to cover the costs of the outdoor event programme. The total of external income required is approximately £189,000 per year. This is raised via sponsorship and donations (£90,000), traders and catering concessions (£85,000), and ticket and parking income (£14,000). There is a significant staff resource implication in raising and managing sponsorship revenue.

3.8 Budgetary constraints, rising costs and the impact of the economic downturn (affecting income from fundraising) have meant that the team has had to focus on delivering the same with less. However, the alliance of major national events such as the Olympic Torch Relay and the Tour de France, to the Big Weekend, has created more external financial interest; and the collective locally business-led approach to fundraising for Bonfire Night has proved successful. The Council is very grateful for the support local businesses have traditionally offered and continue to provide in this respect. Whilst there has continued to be a strong emphasis on meeting strategic goals through the outdoor events, opportunities for growth and development have been tightly constrained, and although valued and developed each year in discussion with partners, the overall programme has remained largely the same for some time.

3.9 The Executive Councillor for Communities, Arts & Recreation has clarified that Cambridge Folk Festival is outside the scope of this review. The ruling group’s manifesto contained a commitment to retain the Big Weekend. Midsummer Fair takes place under statute. The Executive Councillor has advised he wishes to see the Bonfire Night and Mayors Day

Out events retained in the programme. Therefore this review will not recommend changes to the profile of the programme. It will instead examine opportunities for refreshment, a sharper focus on Council priorities, and given the Council's financial constraints, identify opportunities for savings.

3.10 There are opportunities to develop the programme, at one end of the scale by working with smaller, existing community led events, and at the other with more high profile events, such as the recent visit of the Tour de France, and the hosting of the Olympic Torch Relay.

3.11 The move to the Cultural Trust offers the following benefits:

- § Operating efficiency leading to financial saving for the Council
- § Greater capacity for fundraising to support the events
- § Reduction in risk to the Council in continuing to manage the services directly
- § More opportunity to innovate and develop the existing programme, both creatively and financially, at the same time as continuing to deliver open and accessible events such as supporting the approaches emerging from the Council's Anti-Poverty Strategy work
- § Retention of the connectivity to the other functions in the service (such as box office, marketing, technical), retaining an efficient model in which skills and expertise can continue to be shared

3.12 Three key areas for development are set out below:

a) A Coherent City Wide Programme

Continue to work with the Council via the Event Management Group on the broader programme of outdoor events regulated by Streets & Open Spaces, bringing together Cambridge Live events, community events and potentially other commercial and professional events into a coherent, highly visible and easily recognised programme of City based outdoor activity

b) Community Events Capacity Building and Development

Working with community events to build their skills and aspirations, through targeted professional support and programming

c) Increased Scope and Quality for Existing Programme

Development of the existing outdoor event programme, in particular building the scope of the programming to include high quality outdoor arts, funded through external sources such as Trusts and Foundations, Arts Council England lottery funding, and philanthropic giving.

3.13 The business plan for the Cultural Trust highlights that by year 5, savings against the base budget of 21% (£42k) can be made. This will be achieved by a combination of the following:

- § The Trust's enhanced ability to seek external funding

- § Operational efficiencies e.g. procurement
- § Less use of temporary agency staff (more directly employed staff)
- § Developing the use of volunteers - where appropriate and in suitable roles
- § Considering options for maximising use of infrastructure (in discussion with the Council)
- § Examining scope for increasing income for example through traders and partners

3.14 The funding for the outdoor event programme is ring-fenced in the Trust budget, giving the Council visibility and offering opportunity for review. Under this proposal, the Trust will be contracted to maintain existing events, and develop the programme in discussion with the Council and other stakeholders. The current event programme will be maintained with the reduced subsidy, some of which will come from cost savings, and some replaced with additional earned income. Any additional activity not required by the Council would have to be funded via the Trust and or through external sources.

3.15 At present, each autumn the arts & events team consult with stakeholders and community groups to review the summer's programme and begin to collate ideas for the following year. This process will continue under the Trust, with the added formality of a meeting with the Relationship Manager and the Executive Councillor in the autumn at which the Trust will outline the proposed programme for the Council's comment and input. The early planning currently being undertaken to consider a programme in 2015 to commemorate the end of World War Two is a good example of how this opportunity for influence is working now and will continue to in the future.

3.16 The outdoor events will be supported via the Trust's involvement in the Council's Event Management Group; also via the Council's overall performance framework (PMF) which is being established to manage the Council's relationship with the Trust. The PMF will include the following:

a) Strategic and performance management

- § Relationship manager – Head of Communities Arts & Recreation
- § Monthly meetings with the Trust's Managing Director (MD)
- § Quarterly Finance & Performance Report with Chair and MD (QFPR)
- § Observer at board meetings

b) Political engagement and scrutiny

- § Elected member trustees (2)
- § Executive Councillor invited to QFPR meeting (outdoor events programme will be an agenda item)
- § Annual Report by Chair to Council (proposed half yearly initially)

c) Public scrutiny

- § Minutes of Board meetings published
- § Open aspect to AGM
- § Annual report published
- § Public can apply to be Trustees through open process

d) Service Outcomes

- § Contractual performance indicators agreed in respect of outdoor event programme relating to Council priorities
- § Branding of events and civic/political engagement to be determined by the Council

e) Contractual levers

- § The use of Council buildings and assets will be controlled through leases and licences. This will identify the duration of arrangements, responsibilities of each party and financial relationships
- § The contract will establish Council requirements for the outdoor event programme and opportunity for input and monitoring, as well as compliance with regulatory and statutory obligations
- § The Council's contracts with the Trust will have termination clauses relating to serious contractual breaches for reputational, financial mismanagement, health and safety reasons
- § Review points – proposed every 5 years, although the first would take place in autumn 2017 to consider requirements and subsidy post 2020/21

Implications

(a) Financial Implications

If the outdoor events are managed as part of the Cultural Trust model, it is expected that a saving to the Council of 21% (£42k) on the base budget will be made by year 5. This will be achieved largely through the Trusts operating efficiencies and greater fundraising potential. The saving cannot be delivered if the programme remains within the Council without curtailing it. The Council's overall financial support for the Trust over the next 5 years is detailed below.

	2015/16	2016/17	2017/18	2018/19	2019/20
Trust Subsidy	275	225	175	100	50
Outdoor events Grant	207	196	185	175	165
Total	482	421	360	275	215

(b) Staffing Implications

If the outdoor events are managed as part of the Cultural Trust model, all the staff assigned to this work will transfer to the Trust under TUPE¹.

(c) Equality and Poverty Implications

EQIA's are done for each Council event and will continue to be updated on an annual basis. An EQIA has been done on the proposals for detailed arrangements of the transfer of these services to the Cultural Trust, and this will be considered by Strategy & Resources Committee on 20th October.

(d) Environmental Implications - Nil

(e) Procurement

The outdoor events will transfer with other services to Cambridge Live. The Council has taken advice on the basis of the arrangements from its legal advisors BWB and the Council's Procurement Manager.

(f) Consultation and communication

Consultation has been undertaken with the Council's Arts & Events team

(g) Community Safety - None

5. Background papers

Arrangements for the establishment of the Cultural Trust – report to Strategy & Resources Committee 20.10.2014. Available upon request 8.10.2014

6. Appendices

A. Summary of events

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Debbie Kaye
Author's Phone Number: 01223 - 457551
Author's Email: debbie.kaye@cambridge.gov.uk

¹ Transfer of Undertakings and Protection of Employment legislation
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APPENDIX A: SUMMARY OF EVENTS

Event	Expenditure 15/16	Revenue projection*	Net Cost to the Council**
Big Weekend	£180,000	£ 76,000	£ 104,000
Bonfire Night	£ 56,000	£ 46,000	£ 10,000
Midsummer Fair	£ 62,000	£ 51,000	£ 11,000
Mayor's Day Out	£ 16,000	£ 15,000	£ 1,000
Tea Dances	£ 3,000	£ 1,000	£ 2,000
Jazz & Brass concerts	£ 3,000	£ 0	£ 3,000
Permanent staff cost	£ 76,500	£ 0	£ 76,500
Total	£396,500	£189,000	£ 207,500

* Earned revenue such as sponsorship, fundraising, and trading income

** Excludes Cambridge City Council central overhead costs

Midsummer Fair

Cambridge Midsummer Fair is one of the oldest fairs in England and was granted a charter by King John in 1211. In the sixteenth century the Council and Mayor of Cambridge acquired the rights to the Fair, and today it takes place on Midsummer Common and comprises a traders' market and a fun fair with rides, amusements and catering. The modern day event also aims to reflect traditions and heritage associated with the Fair and begins each year with a formal civic opening. Revenue is generated via income from traders and car parking on the site.

The Big Weekend

This is the City Council's flagship community event featuring 3 days of large scale arts, cultural, entertainment and sports activity on Parkers Piece. The event incorporates the Cambridge Mela and involves a wide range of partnerships with community groups, local businesses and other stakeholders such as Cambridge University, Anglia Ruskin University and national governing bodies of sport. Across the three days approximately 30,000 people attend from across the greater Cambridge area (plus significant additional numbers when events such as the Olympic Torch Relay or the Tour de France are incorporated into the overall event). It brings together a large, diverse audience; provides a focus for professional city based cultural organisations to introduce themselves to new audiences; and a route for community based groups to raise their profile and perform on a significant platform. The event budget relies on significant levels of external funding, primarily through sponsorship from local business/organisations, also through trader income.

November 5th Fireworks - Bonfire Night

Held on 5th November at Midsummer Common, the November 5th Fireworks is one of the largest free gatherings of its kind in the region. The central location and easy access by foot, cycle or bus attracts a broad cross section of approximately 25,000 local people and provides a very positive community experience. The event relies upon the generous financial

support from the local business community, trading income and an on-site bucket collection undertaken by volunteers. The event provides a citywide focus for November 5th Fireworks, which it is believed results in fewer domestic and small scale events. This reduces the scope for accidents, damage and injury caused by bonfires and fireworks. In the past, it has been suggested the event should make a charge. Officers believe the costs of securing the site and dealing with cash payments would negate any benefit of doing this. There are also issues around access to common land which makes the proposal unworkable. No other site has been identified that could provide the focus and accessibility of Midsummer Common.

Other events

Other events are provided which include

- § The summer programme of Jazz and Brass concert on the City's parks and open spaces
- § The Mayors Day Out (a civic occasion involving a coach trip to Great Yarmouth and a theatre show enjoyed by 700 older people)
- § Tea Dances for older people held in the Guildhall and other locations.

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To: Executive Councillor for City Centre and Public Places (and Deputy Leader):
Councillor Carina O'Reilly

Report by: Head of Streets & Open Spaces

Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014

Wards affected: Abbey and Romsey

Outcomes of the consultation on a new management plan for Coldham's Common

Non Key Decision

1. Executive summary

1.1 A consultation on creating a management plan for Coldham's Common was completed between August & September 2014. 34 responses were received and comments made on a range of issues and options. Responses were primarily from individuals but there were also representations from local community based groups.

1.2 This consultation builds on a previous independent consultation undertaken in Spring 2014, which attracted 704 responses. The initial consultation was used to gauge the views of all stakeholders and users of the Common and shape the current issues and options consultation.

1.3 This report provides a brief summary of the views received and includes a numerical breakdown of responses and a copy all responses for councillors to consider.

1.4 The Council is following principles contained within the Common Purpose ¹model to create the management plan and to ensure that there is community contribution to the formulation of policies and practices.

¹ Common Purpose A guide to Community Engagement for those contemplating management on Common Land. Revised edition 2012.DEFRA
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2. Recommendations

The Executive Councillor is recommended:

- a) To note the outcomes of the recent consultation reports; and
- b) Instruct officers to draft a Management Plan for Coldham's Common in discussion with key stakeholder groups.

3. Background

3.1 Coldham's Common is a large open space on the eastern side of Cambridge and is one of the city's historic commons. The site is owned by Cambridge City Council and fulfils a number of functions, with space and resource allocated to nature conservation, sport and play facilities, and general recreation, particularly for local people. There is also occasional use of part of the site as a car park and campsite in connection with the city's annual Folk Festival at Cherry Hinton.

3.2 The Council wishes to manage the site effectively to meet the needs of both present and future users whilst conserving and enhancing the natural and ecological value of the site.

3.3 To inform management options the City Council has previously commissioned a botanical survey and report from the local Wildlife Trust, seeking their views on the best way to manage the site for conservation.

3.4 An independent consultation in Spring 2014 was also commissioned to gauge the views of all stakeholders and users of the Common. The consultation collected quantitative data and had 704 responses. The issues raised in the initial consultation were used to form issues and options posed in the current consultation.

3.5 At the July 2014 Community Services Scrutiny Committee, councillors unanimously approved to undertake an Issues and Options Consultation on the future management of Coldham's Common (14/45/CS).

3.6 The consultation has been held throughout August & September 2014, and it was extensively advertised directly to known stakeholders, hosted on the Council consultation web pages and promoted through social media, with posters also being displayed and maintained at all the site entrances.

3.7 A total of 34 responses were received, primarily from individuals but also representatives from groups. A summary of the response can be found at Appendix A. Appendix B provides a numerical breakdown of numbers of respondents who supported or objected to the proposals in the consultation.

3.8 Not all respondents answered every question, whilst some provided comments rather than objecting or supporting. These additional comments can be viewed in Appendix A.

3.9 The consultation has shown there is broad support for the need to produce and work to a management plan for the Common. Broadly most respondents felt that the City Council was best placed to lead this work, but with support from stakeholders such as the Friends of Coldham's Common and the Wildlife Trust.

3.10 There was no consensus achieved on the proposed vision for the Common, with many offering amendments, some suggested that this should include a larger area than the Commons boundary, to include the wider green corridor along Coldham's Brook, the allotments and the Leper Chapel through to Stourbridge Common. Officers propose that the Vision could be agreed through a workshop event with key stakeholders.

3.11 Some respondents suggested that the management plan should prioritise works based on an agreed annual action plan that concentrated on the general maintenance, including grazing numbers and timings, litter, grass cutting and general day to day operations.

3.12 There was support for limited monitoring of works, activities and progress, particularly in respect of the flora and fauna on the site. Although some were concerned that resources could be best used elsewhere.

3.13 Few respondents supported the ceasing of grazing in its entirety and there was no support for removal of existing fence lines to graze the current sports pitches. There was strong support for a review of the current stocking rates and timings to improve the grassland diversity of the existing grazed areas.

3.14 The reinstatement of grazing on the Barnwell Road section of the common (Local Nature Reserve) proved to split opinions with some sharing strong feelings about the need for this site to remain cattle free. However, most are in agreement that the biodiversity of this area is of importance and management options, be they grazing or hay cutting, should be explored in the management plan.

3.15 There was strong support for the need to manage the existing tree stock and scrub on the Common. The majority felt that new planting should only occur in existing woodland blocks, not along cycle routes or footpaths. Some felt this work should be guided by an arboricultural specialist to ensure long term viability of the tree stock. There was support for maintaining the current levels of scrub on the site.

3.16 There was some support for the provision of information on the history and wildlife of the Common, but concern about the amount of resource this could involve. The majority thought that signage should be restricted to the main entrances, along with dog and litter bins to avoid clutter and urbanisation of the site. Some would welcome notice boards at key entrances, particularly if this included information on events such as volunteer work parties on the Common. Most would also welcome a dedicated web page on the City Council website with information detailing activities and events.

3.17 There was support for the continuation of the current cutting regimes, although a small number felt the Barnwell Road (LNR) hay cut was too early in the season and the cutting of the thistles on the site should be more rigorous and better timed.

3.18 Maintenance of the existing surfaced routes across the site was supported, but the majority wanted to keep all other routes as informal, natural or mown paths.

3.19 There was general support for further investigation into the enhancement of the watercourses on the site. However, some were concerned about the possible disturbance to the Water Vole populations.

3.20 Summary of proposed steps in drafting the management plan:

- Officers gather relevant information, including liaison with stakeholders such as the sports clubs and Friends of Coldham's Common.
- Officers host a visioning workshop for the Common, inviting a representative from stakeholder groups to seek consensus on objectives for the management plan. Officers draft and circulate the management plan, to stakeholders and member to comment.
- Community Services Scrutiny Committee considers the plan and approves for adoption by the City Council.

3.21 The management plan will be a working document; officers will investigate the desire amongst stakeholders to form a management committee, with a representative from each of the groups to review progress and objectives.

4. Implications

(a) Financial Implications

There is currently no financial implication identified. A full financial impact will be better understood when options and actions are detailed in the final management plan.

(b) Staffing Implications

There is no staff implications currently identified. The final management plan will consider staff resource needed to develop or deliver a broad range of options and actions.

(c) Equality and Poverty Implications

An Equalities Impact Assessment will be completed on a range of options and actions identified in any proposed final management plan.

(d) Environmental Implications

+L: The proposal has a low positive impact. Improved management of the common will enable species to better adapt and disperse in response to a changing climate. Increased appreciation and use of the space by local people for quiet recreation will reduce the need to travel by car to more distant green spaces for exercise or to experience nature.

(e) Procurement

There are none identified at this stage of development.

(f) Consultation and communication

The representations made to the consultation will be made public and sent to key stakeholders such as the Wildlife Trust and Friends of Coldham's Common.

(g) Community Safety

The proposed management plan will explore possible solutions regarding safety. The initial consultation specifically explored people's perceptions of site safety.

5. Background papers

These background papers were used in the preparation of this report:

Managing Coldham's Common - a report for CCC by Phil Back Associates Ltd. March 2014

Coldham's Common Habitat Survey & Recommendations - a report for CCC by BCN Wildlife Trust. September 2013.

A Common Purpose - a guide to Community Engagement for those contemplating management on Common Land. Revised edition 2012 - DEFRA

6. Appendices

Appendix A - Issues and Options Consultation on Coldham's Common Draft Management Plan - Representations Summary Report

Appendix B - Issues and Options Consultation on Coldham's Common Draft Management Plan - Representation breakdown

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Alistair Wilson
Author's Phone Number:	01223 458514
Author's Email:	alistair.wilson@cambridge.gov.uk

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28646 - 5536 - 3.2 - None

28646 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: So long as other stakeholders have the opportunity to comment, make recommendations and supply evidence to the Council to support recommendations.

28647 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Support

28664 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: As a democratic body and the landowner it makes perfect sense for the City to be the lead

28666 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The City Council is the owner of the site and implements management activities.

28707 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Given the council's recent record the council cannot be trusted to lead. Although the council has the resources and is paid in taxes by the users of the common to work on their behalf, the council has shown itself to be biased and following its own agenda of increasing the area of the common to be grazed. This is completely at odds with the needs and wishes of the users of the common. Therefore a committee of local users with demonstrated support of the majority of users should be in charge.

28709 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: City Council has had numerous consultations as it does not like the responses it receives. It has a hidden agenda so it continues to consult until it gets the result it wants

28759 Comment

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The City Council should lead, but in partnership with other stakeholders to ensure a plan is developed that meets the needs of the wider community.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28770 - 5555 - 3.2 - None

28770 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The council is obviously best placed to deal with this issue as the land is under their jurisdiction; however, this should not be equated with blanket support of the council's plans

28800 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Whilst I agree the City Council should act as the "lead" in this matter I feel they need to take greater notice of local user views rather than follow their own agenda. Their track record in this respect has been disappointing so far.

28846 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Provided that the input of nature/wildlife conservation bodies and other stakeholders is taken into account

28859 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The Council is the democratically elected local institution and can therefore take decisions on how to manage the common in accordance and under consultation with local residence who are most directly affected by the management of the common.

28860 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The Council is the democratically elected local representation and can therefore take such decision in reflection of the opinions of local residence who are most directly affected.

28867 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The council owns the land and therefore should take the lead but should also consult the local residences how the common should be managed.

28891 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: City council own much of the site and democratically elected. But very important that the fishing lake/former brick nor owned by council, and site boundaries are included in any completed document.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28895 - 5574 - 3.2 - None

28895 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: But the City Council should consult the Wildlife Trust, and the management plan should follow best ecological principles

28924 Comment

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Friends of Coldhams Common would be best placed to run the consultation and to manage the common with financial support of the council

28925 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Friends of coldhams common would be best placed to write the management plan with financial support of the council

28927 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Provided that importance placed on views of local residents and nature trust.

28945 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: I think the City Council is probably the most dispassionate of all of the stakeholders and, hopefully, the most objective, making it best placed.

As a passionate stakeholder, I believe that the Wildlife Trust should have the major input to the management plan (see my comments on the Vision for the Common).

28956 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Obvious innit

29008 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: As a passionate stakeholder, I believe that the Wildlife Trust should have the major input to the management plan in association with the City Council.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29050 - 5582 - 3.2 - None

29050 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The Council is democratically elected and representative of the local population. Its members will hopefully be consulting their constituents and take their views into account while deciding on such issues.

29094 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Cambridge Council is the most representative body involved. BUT the Wildlife Trust should have a veto on proposed management actions.

29123 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: No. Friends of Coldhams common would be best to lead.

29126 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: The issue raised most frequently with the Friends are getting the basics right on the common : keeping it clean, tidy and accessible.

Friends of Coldhams Common is happy to lead on the management plan for the Common, and make a more detailed proposal to the council on this. It has very strong community links, a high level of technical expertise in land management, history and ecology, but is also able to focus on getting the basics right first.

29176 Object

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: No

29177 Support

Coldham's Common Draft Management Plan Issues and Options 3.2

Summary: Yes

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28648 - 5179 - 3.3 - None

28648 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Would support this so long as it embraces all views and communities.

28667 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Yes. This will improve understanding and reduce tension between users of the Common, some of whom have widely differing interests and starting points.

28690 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: As long as the management group reflected the local users as the main stakeholders, I would very much welcome the establishment of such a group.

28710 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: yes providing it is made up of truly local people not City Council stooges.

28760 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Provided local stakeholders cover the interests of all major groups including pedestrian and cycle users.

28771 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Given the council's recent disastrous efforts in maintenance of the common, decisions on its use/management are best left in the hands of those who use it regularly

28792 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: I support the development of a stakeholder management group for Coldhams Common. It is important that a cross section of the local users are represented, included young people, and not just those that use the space for dog-walking.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28801 - 5563 - 3.3 - None

28801 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: It would be essential for any such group to be truly representative of all users of the common.

28861 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Especially local residents' interests should be taken into account because these are most directly affected by the management of the common. Representatives of these should therefore be considered as stakeholders and included in the management group

28870 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: By having local stakeholder, local residence could take part in influencing the decision made.

28892 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Yes, but not if used as an excuse to pass maintenance and costs to this group rather than city council.

28896 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: I'm broadly in favour, providing this does not give influence to pressure groups interested only in their narrow use of the common, such as dog walkers

28928 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: support, fair representation of all stakeholders.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28946 - 5559 - 3.3 - None

28946 Comment

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: My concern is that this could result in inaction rather than action, or persistent discussions and amendments of the Vision.

Once the Vision, Aims & Objectives are clearly established then active management, by the Council should adhere to those. A monitoring or interest group, consisting of all stakeholders, with the ability to provide legitimate feedback, may be more appropriate.

If a Management Group is formed then it should be truly representative of all stakeholders and include the Wildlife Trust.

28954 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Seems sensible.

28957 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Critical for success - get local "ownership" and "involvement"

29009 Comment

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Having read a lot of local comments regarding the Coldhams Common Consultation I believe local stakeholders should be present but not majority. If a Management Group is formed then it should be truly representative of all stakeholders and include the Wildlife Trust.

29016 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: So long as the views of all users groups are represented, proportionate and genuine users of the space. views of certain groups should not be allowed to rail road the fact that this is essentially a green space with a feeling of great 'wildness'

29051 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: It would be important to have a group of stakeholders interested in the upkeep of the area to be managing it.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29089 - 5584 - 3.3 - None

29089 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: It needs the involvement of local organisations such the Wildlife Trust.

29095 Support

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: I support this proposal if the Management Group includes some interested individual local residents, who use the Common, as well as 'local stakeholders'.

29124 Comment

Coldham's Common Draft Management Plan Issues and Options 3.3

Summary: Keep common as wild as possible, with minimum interference. Do not "tart it up", it is a common not a park or recreation ground and should be treated accordingly.

28643 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: I support this on an overall basis but the term 'natural' requires some clarification. Some areas of the common are blighted by bindweed for example. Thus the Common should 'appear' to be natural but detrimental elements need to be tackled with vigour for maintenance and preservation purposes.

28649 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Sounds fine

28668 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: I support the vision: this is a common which many people enjoy while engaged in a wide range of activities. There is some interesting biodiversity at the site which could be enhanced further with sympathetic management which requires some explaining to the wider public. City Council (and agencies such as the sports centre) should also be able to gain some benefits through grazing and use of sports facilities.

28691 Object

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: I do not support any conclusions based on the previous consultation. This consultation was so biased as to be fictional.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28711 - 5547 - 3.5 - None

28711 Object

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: the vision is typical council meaningless drivel.
What does this mean in plain English??

28761 Object

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Coldhams Common is sat between two important City Roads, Coldhams Lane and Newmarket Road. The vision needs to reflect that cyclists and walkers would use this route to transit through the area for travel to work and use of local amenities

28793 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: It is important that the vision reflects the use of the common for sporting activities and as a open space for the community to gather in and share.

28802 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: I'm not convinced of the need for a vision statement, especially if it then requires performance targets, etc. This doesn't seem a very sensible approach.

28845 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: The vision also needs to acknowledge the importance of the Common in terms of strategic cycle routes and local pedestrian links. The expansion of the city will lead, inevitably, to an increase in usage of these paths and this needs to be managed in a sensitive but proactive way.

28848 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Would prefer to see more emphasis on enhancing, where possible, its value for wildlife/nature conservation/species diversity (and agree that 'natural' is open to interpretation) - this seems a bit lost in the current statement, which combines it with 'historic landscape'

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28862 - 5567 - 3.5 - None

28862 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: In general I support the vision although I would like to see something about the protection in particular also of the local nature reserve and the natural landscape that it should allow to flourish.

28873 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: It will give a some sort of direction. But it has to be agreed by all stakeholder and review periodically.

28893 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Support open access, importance of natural green space in such an urban area. Wary that this vision not firm enough re no more sporting pitches etc. We need new open spaces to cope with new housing, not more intense use of existing open spaces - Coldhams great value lies in being peaceful, and a place you can get away from people in crowded city where msny now hve no gardens (eg Cromwell Rd). With discrete playareas etc on fringe.

28894 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Worried that green spaces are seen as cheap cycle highways rather than integrating dedicated cycle routes into existing road network.

Some cycling fine. Intensive use that leads to more hard surfaces and 24 hour lighting endanger the character of green space.

Cycle lobby probably the most effective lobby group in Cambridge, which is good, but sometimes their priorities not the same as users of green space. Or pedestrians -the greater the usage, the more dangerous shared use routes, and the greater the likelihood of seperate pedestrian and cycle areas, with yet more hard surface.

28897 Object

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: I think it worded the other way around. The prime aim should be to preserve the landscape & wildlife, with recreation provided around this

28929 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: More emphasis on enhancement of wildlife and environmental conservation, transit of bikes should be deterred. Space should be used to be informative and educate public about habitat protection conversation and wildlife ect.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28947 - 5559 - 3.5 - None

28947 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: With the ever increasing pressures on our environment and on biodiversity this is an opportunity to secure Coldham's Common as a wildlife / nature reserve for future generations, the benefits of which are well documented. It can accommodate other uses, such as sports and access for all, but within the constraints that best support that Vision. The report from the Wildlife Trust should be the basis for the aims & objectives of the Management Plan.

28958 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Delete "natural" - it can only be "semi-natural" - "green space" is good enough. Important to add "water quality" to list of things to be protected etc - provides a link to Water Framework Directive aims (possible funding). Should add "maintaining" to protecting and enhancing, to cover all angles. Should include a reference to maintaining the "quality" of habitats etc. There is every difference between a green field and a green field full of biodiversity. Most people do not understand that a green field can be an ecological desert.

29010 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: With the ever increasing pressures on our environment and on biodiversity this is an opportunity to secure Coldham's Common as a wildlife / nature reserve for future generations, the benefits of which are well documented. It can accommodate other uses, such as sports and access for all, but within the constraints that best support that Vision. The report from the Wildlife Trust should be the basis for the aims & objectives of the Management Plan.

29052 Comment

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: The wording should be modified to indicate that Coldham's Common will be a protected open space, not just managed.

29090 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Broadly support. It is important to ensure that the current mixed range of usage continues (football etc) as well as preserving crucial wildlife habitats and the areas for informal use (picnics etc). However this does need managing so that trees etc are managed properly and paths kept open rather than overgrown.

29096 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: The wording is excellent.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29127 - 5272 - 3.5 - None

29127 Object

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: The text presented is not a true vision: a vision describes a state. The written text is closer to management objectives. We would suggest the following s a better example :

"Coldham's Common is recognised and protected as a unique common and open space in the city, and is an important green area integral to the Romsey and Abbey wards. Free from unnecessary fencing and gates and with well-maintained paths, it is an attractive landscape, easily accessible to all in the community, whether for leisure or getting to work. The wooded surrounds of the site, by buffering against adjacent buildings, provide a feeling of tranquility and a strongly rural landscape character. The site is free from unnecessary overmanagement by the council and clutter, and the rights of the citizens as commoners and owners are respected."

29178 Support

Coldham's Common Draft Management Plan Issues and Options 3.5

Summary: Yes

28650 Support

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Support

28669 Support

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: A modest number of performance targets could be useful, but these should be outcomes focused: number of dog mess complaints, number of orchids flowering, number of people playing sport etc.

28692 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: The previous consultation was so flawed as to be fiction. It must not be used in any way. The changes made by the council over the past 4 years have been at odds with the needs of the local users.

28693 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Dog fouling etc. these performance indicators bias the feedback. Better to stop and ask users on a regular basis.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28712 - 5547 - 3.7 - None

28712 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Complete 1984 Orwellian meaningless words.City Council has a hidden agenda and will not come clean about it's intentions.

28762 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Targets need to be mindful of current and future use and not be aimed at supporing those stakeholders who would restrict its use further.

28803 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Not an efficient use of Council resources, better to respond to complaints or compliments as they arise.

28849 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Risks focusing on a narrow range of issues

28930 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Performance targets outlined not good representation of progress, if progress to be measured should be things like; plant/species diversity, regular users of area satisfaction, less litter, restore flow of water in stream among many others. However importance and budget should be put to achieving things rather than monitoring.

28959 Support

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Obtaining evidence is key - and carrying out repeat surveys. It is OK to have output measures if you cannot develop outcome measures.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28996 - 1376 - 3.7 - None

28996 Comment

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Performance measurements needed re litter, plants, trees, stream quality buyt esp towards agreed targets for imorovement - what and how yet to be agreed etc.
Need for constant review.

29053 Comment

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Performance measures are often divert attention to the measures and away from actual performance.

29097 Support

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: Performance targets can be a good idea if carefully chosen. How about monitoring water quality and flow in Coldham's Brook?

29128 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: We would suggest that you do not monitor progress towards a vision ; you monitor progress towards objectives OR you monitor the condition of the site. Issue 3 is somewhat confused in this respect.

29159 Object

Coldham's Common Draft Management Plan Issues and Options 3.7

Summary: a How do you measure progress towards a vision-that makes no sense ?

28651 Support

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Support

28670 Comment

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: This is useful if it is not impinging on existing management costs to a significant extent.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28694 - 5533 - 3.8 - None

28694 Object

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Public opinion (including a majority who did not even use the common) was used in the past flawed survey. The survey should be of the users of the common and should be done by an independent body, not the council itself.

28713 Support

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: About time too, but this must include ALL USERS of the common, even if they are not local to the area. How are you going to do this as you do not know who they are?

28715 Object

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Agree providing you survey all users even those who visit occasionally. how are you going tom ensure this?

28763 Support

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Agreed

28804 Object

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: I do not believe public opinion on the use of open spaces changes regularly enough to support this action. If the Council constructed unbiased surveys in the first place the repeat surveys would not be needed.

28931 Object

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Money could be better spent than regular survey on public opinion (e.g. litter collection) but should be somewhere (e.g. online) in which continuous feedback can be given by public.

28960 Comment

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Yes but, the "opinions" need to be tempered by a professional view on what people are saying. Fo example, simply responding to demands for "more tress" by planting tress all over the last few remnants of high-quality semi-natural grassland would be daft. So there needs to be professional input too in interpreting and responding to public opinion surveys.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28997 - 1376 - 3.8 - None

28997 Comment

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Need to balance cost against what is achieved. Every x years maybe ?

29098 Support

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Large commercial concerns (and national government) can manipulate public opinion via various media, and care should be exercised to account for this.

29160 Object

Coldham's Common Draft Management Plan Issues and Options 3.8

Summary: Would cost lots of money, and would need for ALL locals to be canvassed.

28671 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: I work in biodiversity management, so of course I support this. However, monitoring should not be implemented at the cost of effective (and informed) management.

28695 Object

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: While flora and fauna are important and should be part of a plan, we must resist undue influence from groups not made up of local users. These outside groups often have their own agenda which might not be entirely compatible with local use. Someone living in a different town might like the common to be barred to people altogether for instance. Fashions in conservation and wildlife management swing wildly. Personally I support biodiversity and would resist any move to create more artificial chalk grassland.

28714 Object

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Green clap trap.

28716 Object

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Green clap trap

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28764 - 5546 - 3.9 - None

28764 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Good idea, this would indicate how current use was impacting on the site over time. It should also look at off site impacts such as local traffic to assess if this was affecting the site.

28778 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: A very good idea. It would be very useful to know how wildlife of all kinds is doing on this valuable green space.

28805 Object

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: I object to regular surveys, but would support occasional monitoring of all the open spaces in Cambridge & not just Coldhams Common.

28850 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Necessary information.

28874 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Any little help. This could help everyone understand more of the common's potential or areas that requires attention.

28898 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: This is the most important way to measure success

28926 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: The habitats and flora of the city spaces are of much importance, particularly as wildlife corridors and refuge for threatened species

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28932 - 5550 - 3.9 - None

28932 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Very important, should be made a priority. Perhaps educate local residents who in return volunteer time to help complete surveys.

28961 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Definitely support - critical to assessing impacts and informing responses to deliver the vision.

29054 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: With wildlife trust

29079 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: With Wildlife Trust

29080 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: With Wildlife trust.

29082 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: I think it is especially important to protect the wildlife that we have because 1 the broad web of Life that supports us humans cannot speak for itself
2 wilderness and wildlife are under threat from us and must be retained in cities so that succeeding generations can experience and benefit from being in a wild place.

29091 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Yes, this would be very valuable in measuring any effects of pollution etc.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29099 - 1649 - 3.9 - None

29099 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: The results of such surveys should be made available to the public.

29161 Object

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: Would cost lots of money, and would need for ALL locals to be canvassed.

29179 Support

Coldham's Common Draft Management Plan Issues and Options 3.9

Summary: AGREE

28644 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: I believe that monitoring is essential and that it is not particularly difficult to develop KPIs. Also outcomes ranging from hard - managing to clear certain weeds, maintain pathways etc - to soft, including dog-walking/sporting activity as an indicator of exercise and it's benefits, are essential measures and could support other areas of work by other departments (such as ChYps).

28652 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Need to embrace all opinions, and not just dog walkers.

28696 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: I think it is of paramount importance that any monitoring be carried out by non council personnel. Local people can assist the council in monitoring and if this influences the actions taken, local support for council actions could be achieved. As the local assistance is likely to be voluntary, the council should look to ways that it can encourage and support those who would help in this way.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28717 - 5547 - 3.10 - None

28717 Object

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: We have used the common for several years and have many friends who also love and respect the common.
Th city council has a hidden agenda as there have been numerous consultations and none have been to the Councils liking , hence yet another one!
Give up and leave the common alone.
A vast amount of money had been wasted on fencing and now only part removed despite assurances it would be used elsewhere.
The City Council has wasted huge amounts of money on needless works on the common. Back off!!!!

28794 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: I think long term management must include some sort of qualitative data about the use of the site and local people

28806 Comment

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: I'm not sure specific Council investment in monitoring is needed. Support for local volunteer monitoring would seem a better option. Monitoring by any agency with their own agenda should be avoided.

28863 Comment

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Monitoring is sensible but should be proportionate to the task, based on expertise and cost effective.

28962 Comment

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Pretty obvious but best to secure local community/Wildlife Trust involvement to get high quality low cost volunteer activity. Maybe schools too.

28998 Comment

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Useful but again depends who does it - Council with input from Wildlife Trust, Friends group, Sport pitch users (potential conflicts if interest that need working on first)

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29083 - 5259 - 3.10 - None

29083 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Monitoring species is a useful tool for indicating the health of the Common. I would be prepared to be part of the monitoring.

29100 Support

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: There is no chance that Coldham's Common could become a stable ecosystem if left to itself--thus monitoring is vital to retain its amenity. This includes evaluation of invasive plant species and ecological diversity.

29162 Object

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: The cabinet member needs to have an annual plan and he needs to demonstrate that this has been adhered to.

29180 Comment

Coldham's Common Draft Management Plan Issues and Options 3.10

Summary: Occasional monitoring would be a good thing, but if overdone could be a waste of resources.

28653 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Strongly opposed. Grazing is an essential and historic feature of the Common and can help to promote wildlife. It should be extended.

28672 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Not a good option. Represents loss of revenue and increased expenditure.

28697 Support

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: It would be better to remove all cattle from Coldham's Common than continue with the council's current bias and bullying behaviour towards the increased grazing agenda being forced on the users of the common.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28718 - 5547 - 4.3 - None

28718 Support

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing only on minority areas. Children and cattle don't mix.

28719 Support

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Support limited grazing in securely fenced areas including full secure fences so children and dogs cannot access the areas.

28720 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: No grazing of sports field

28765 Support

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Given the location of this common and the amount of foot and cycle traffic it would make sense to remove grazing rights to reduce the risk of injury to people.

There is a link with injury and death to individuals when dog walkers and cattle mix.

28779 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: The whole point of a Common as opposed to a park is that Commoners have grazing rights. This suggestion would change the entire legal foundations of this green area, and would possibly lead to it being open to development. Cambridge is also virtually unique in having cattle in what is an urban area. I prefer cow pats to dog poo.

28795 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing is historical and an important part of the common.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28807 - 5563 - 4.3 - None

28807 Support

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Whilst I support the idea of grazing in principle, there are so many alternative grazing areas in the City and it would not be missed on Coldham's Common. In your last survey 48% of respondents valued the presence of livestock on the common so actually just over half did not appreciate their presence.

28851 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Strongly object to this option.

28878 Comment

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: I in principle OK with grazing arrangement at the moment, however the areas which are not grazed should be given a bit more attention as brambles and nettles are over growing. These are plans that will not be grazed even cows are put there.

28899 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing is essential to the wildlife, and must be continued. The cattle that have been used in the last few years are very docile and pose almost no risk to the public

28933 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grassland should be preserved with a grazing animal and cows are of historical importance their presence preserve the land rights of the common protecting it from development so by no means should they be removed, (plus I like them!) But numbers should be cut I think the area is overgrazed and priority should be flora and fauna diversity as a whole not just cows.

28935 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing adds character.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28963 - 5578 - 4.3 - None

28963 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Runs completely counter to ecological requirements. Cutting simply does not replicate grazing.

28999 Comment

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Fully support grazing - this is a common. But needs to be balanced with sporting use and walkers and dogs. Agree re controlled areas.

29000 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: NO

29011 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: I believe a well managed grazing system is beneficial to the environment, ecology and gives users of the Common exposure to these animals and how to behave around them.

29055 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: It is far better for grassland to be managed by grazing rather than mechanical means.

29084 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Cattle are better than mechanical mowers at keeping grassland as grass. It gives me pleasure to see them grazing!
In addition there are about 20 species of insects which live in dung and contribute to the biodiversity of the common.

29092 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Cattle are an important part of maintaining the grass levels and their cowpats provide valuable habitats for insects.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29101 - 1649 - 4.3 - None

29101 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing cattle has several beneficial effects on amenity and ecological complexity--and it helps the Common to continue to be productive. The downside--the chance of stepping in cowpats--is a minimal nuisance.

29103 Object

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: Grazing is an intrinsic feature of the Common land use.

29129 Comment

Coldham's Common Draft Management Plan Issues and Options 4.3

Summary: It is neither safe nor responsible to assume that site uses will mix in all instances with grazing. Most people have no problem with cows on part of the common, but do on all of it.

28654 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: What a daft question, how can cows and football mix? I do not understand why the recently installed fencing has been removed before this consultation has been concluded. The last consultation showed overwhelming support for grazing on the Common.

28673 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Not a good option as the sports pitches would become unpleasantly messed up and livestock would interfere with play. There could be an increase in dogs worrying the cattle.

28698 Comment

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Clearly grazing the entire site would mean the loss of the sports pitches. This would also lead to a dramatic change in the feel etc. of the site. While I would not support grazing the entire area, the idea of removing all of the fences has some merit as long as grazing was also removed from the entire site.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28699 - 5533 - 4.4 - None

28699 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: While grazing the entire site would dramatically change the feel and use of the site and be in none of the local users interests, there is some merit to the idea of removing all fences as long as all grazing was also removed.

28721 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Stupid idea.

28808 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Not sure how this could possibly be a serious proposal.

28864 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Opening up the sports pitches to grazing would impede the possibilities of exercise whihc is an important function of the common for sports clubs and individuals.

28865 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: In addition to my response about the negative impact about possibilities to carry out sports is that the local nature reserve would be grazed which is to be avoided in order to guarantee a natural environment that allows wild flowers and other species to flourish and allows local residants to be on a part of the common without cattle. This would cater for people who are afraid of the cattle. Dog walkers could also let their dogs run safely without any potential danger and interference caused by the cattle.

28900 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Retaining existing control over the grazing is essential, in order to prevent rough vegetation from developing

28934 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: NO!!!

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28964 - 5578 - 4.4 - None

28964 Comment

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Should graze as much as possible/practicable with appropriate measures to manage stock and minimise negative public/livestock interaction.

29012 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: Fenced area grazing would be more beneficial as some areas could be protected or occasionally grazed to ensure this is a beneficial not detrimental process for local flora & fauna.

29021 Support

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: I would love to see the whole site given back to nature.

29056 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: The sport pitches should be retained. If not in the current situation, in an alternate area.

29181 Object

Coldham's Common Draft Management Plan Issues and Options 4.4

Summary: OBJECTION

28722 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: Totally stupid. Children will be injured or killed.

28772 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: An utterly idiotic idea. This removbes vital sports provision, and decreases the area of available lead free dog walking

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28780 - 1863 - 4.4 , 4.4 Map 1 - None

28780 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: The areas should be left as they are. The sports provision is also valuable.

28796 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: This option completely disregards the many children, families and young people that use the sports pitches for sports games and other recreational uses. It would also turn the entire common into space only usable by cattle and dog-walkers because there would be no space that was free of cow-pats.

28879 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: Cows will be everywhere!

29102 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: The good balance should be maintained between grazing and sports facilities. There is enough space on the Common for both.

29130 Object

Coldham's Common Draft Management Plan Issues and Options 4.4 , 4.4 Map 1

Summary: We are not sure why this option is presented, unless it is to present removal of illegal and unnecessary fencing as something farcical. The removal of the fencing we have identified would allow access to around 2.5 hectares of land from which the public are excluded and save several £1000 per year. It would not involve grazing the football pitch.

28655 Support

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Support. Cows an essential part of the common.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28700 - 5533 - 4.5 - None

28700 Object

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: The area currently grazed is familiar to users, this is not to say that people like it that way. There are many problems associated with the presence of cows and the loss of wildlife associated with grazing (at any level). I would like some cows or commoner's horses, to be present in the currently grazed area but given the incredible bias and bullying by council for grazing, I think it would be better for users if there was no grazing at all. At the very least the council should recognise that users suffer and generously tolerate the current grazing regime.

28723 Support

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Ageed providing child and dog proof fencing provided

28866 Comment

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: I think this would be an option. In order to reduce overgrazing, however, the number of cattle could simply be reduced. I am surprised that this is not given as an option.

28868 Support

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: This would appear to be a good option to avoid overgrazing. This is not the only site where cows could be grazed so it seems unlikely to put any local farmer out of business. Nature and public well being are surely more important (the benefit of the many) than economic growth of a single farmer or two (the benefit of the few).

28901 Comment

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: It would be slightly better to graze with more animals in the latter half of the year, leaving the grassland to flower until about June

28936 Object

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Numbers od cattle should be reduced or rotation of should occur to prevent overgrazing and encourage flowering/ scrub growth to sustain wild population.
Be nice to have one area cattle free at anyone time.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28965 - 5578 - 4.5 - None

28965 Comment

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Should graze as much as possible/practicable with appropriate measures to manage stock and minimise negative public/livestock interaction.

29013 Comment

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: I understand that some areas have been over grazed and would therefore adhere to the Wildlife Trusts recommendations for future grazing.

29017 Object

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Currently the common is heavily over grazed to the extent that the wildlife interest is lost/reduced. Reduce stocking density. keep existing grazing compartment. Reconfigure access furniture, currently the paths of the cycle lane and pedestrian access cross under the rail line - leading to conflict between users. The location of the trough on the coldhams common side is located so that conflict between cattle and users is maximised

29057 Comment

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: Taking into account the Wildlife Trust's view, it would be better to rotate grazing areas.

29104 Object

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: The Wildlife Trust's recommendations need to be taken very seriously.

29182 Support

Coldham's Common Draft Management Plan Issues and Options 4.5

Summary: OK

28773 Support

Coldham's Common Draft Management Plan Issues and Options 4.5 , 4.5 Map 2

Summary: The status quo represents the best use of the land; if it isn't broken, don't fix it.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28883 - 5568 - 4.5 , 4.5 Map 2 - None

28883 Support

Coldham's Common Draft Management Plan Issues and Options 4.5 , 4.5 Map 2

Summary: Generally happy about the way it is now. Area not grazed is over grown by brambles and nettles which cows don't eat.

28656 Object

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Object

28701 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: This question again shows the bias in the council's agenda. Although the wildlife trust is (erroneously) used to justify grazing on new sites, here the needs of wildlife are over-ridden if it means the end of grazing... Clearly the council push is to graze more of the common at a lower density and so maintain stock numbers while supposedly reduce maintenance costs. Nothing to do with the users and tax payers needs.

28724 Object

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Tough

28810 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: If over-grazing is indeed a concern I would be in support of fewer cattle and alternating between these 2 grazing areas each year. If local graziers are deterred I wouldn't consider it a loss if the cattle weren't there.

28902 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: As for 4.5

28938 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Environmental conservation should be made a priority over grazing.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28966 - 5578 - 4.6 - None

28966 Comment

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Should graze as much as possible/practicable with appropriate measures to manage stock and minimise negative public/livestock interaction.

If there is scope to deliver better management of grazing to optimise ecological benefits, then yes, this should definitely happen.

29001 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: support

29018 Comment

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: No grazing is better than overgrazing from a nature conservation point of view. I would support no grazing and moving to cutting over the existing management. The high stock numbers lead to greater conflict between people and cattle.

29105 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Very important to maintain a balance that ensures good ecological diversity. Has the profitability of grazing on the Common been quantitatively investigated?

29137 Comment

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: Because of over grazing in the last 4 years and the creeping thistles not being cut, the areas presently grazed are deteriorating both as pasture and wildlife habitat. The site is without debate heavily overgrazed and the council appears to have limited control over the stocking rates.

29183 Support

Coldham's Common Draft Management Plan Issues and Options 4.6

Summary: OK

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28674 - 5541 - 4.7 - None

28674 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: I think this would be a valuable management option which improves the quality of the site and reduces management costs.

28702 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: To say, as this question does, that putting cows on the LNR is 'reinstating' grazing is not honest. In fact there has not been grazing on the LNR at any time since it was made a Local Nature Reserve. At some time in the distant past when this area was grazed, there was a much smaller local population of local users and those users were much less likely to use the whole site for running and other more modern fitness and human/nature interactions. Although local users object to this option less than any other of the grazing expansion proposals.

28797 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: This is my preferred option for grazing on the site.

28811 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: Strongly object, but it is obvious that this is the aim of the Council and I doubt any objections will be considered.

28852 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: This seems like a sensible solution to overgrazing of particular areas; increased biodiversity of the site makes it a more interesting place to visit, as well as of being of benefit to wildlife.

28869 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: The local nature reserve is to be avoided in order to guarantee a natural environment that allows wild flowers and other species to flourish and allows local residents to be on a part of the common without cattle. This would cater for people who are afraid of the cattle. Dog walkers could also let their dogs run safely without any potential danger and interference caused by the cattle.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28872 - 5567 - 4.7 - None

28872 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: Grazing on the local nature reserve is to be avoided in order to guarantee a natural environment that allows wild flowers and other species to flourish and allows local residents to be on a part of the common without cattle. This would cater for people who are afraid of the cattle. Dog walkers could also let their dogs run safely without any potential danger and interference caused by the cattle.

28939 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: Preserve local nature reserves current environment and biodiversity and allow a cattle free area. This area should be instead used to support and encourage fauna/ flora which can't be sustained in grazed areas to increase overall diversity across the common.

29002 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: support

29014 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: As per my comments section 4.5, graze according to the most beneficial rotation for the site.

29019 Comment

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: STOP CUTTING THIS AREA AT THE WRONG TIME OF YEAR!

29058 Support

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: Best possible option.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29138 - 5272 - 4.7 - None

29138 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: The people who signed the two petitions directly [close to 300 signatures] objected to Options E and F, and we would reiterate this now. FoCC and other users do not want the last two areas of "wild" common, being the railway line strip and LNR, grazed.

29184 Object

Coldham's Common Draft Management Plan Issues and Options 4.7

Summary: STRONG OBJECTION

28657 Support

Coldham's Common Draft Management Plan Issues and Options 4.7 , 4.7 Map 3

Summary: Support. Cattle grazing should be extended on the common

28725 Object

Coldham's Common Draft Management Plan Issues and Options 4.7 , 4.7 Map 3

Summary: Must be kept as a cattle free area

28774 Object

Coldham's Common Draft Management Plan Issues and Options 4.7 , 4.7 Map 3

Summary: This reduces the amount of land available to off lead dog walking

28675 Support

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: This would provide the quality of management required for the species that are currently being crowded out by other vegetation in the 'species triangle'. However, it may be somewhat difficult for people to visit this area as it is so small when cattle are grazing.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28703 - 5533 - 4.8 - None

28703 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: For all of the people I have spoken to on the common, this is the worst option. Fencing and grazing the favourite part of the common for picnics and walking and running. This would be a disaster for local users. Almost as bad as the original illegal fence attempt. This part of new fencing must be removed. The Wildlife trust has said different things to me and so I question the suggestion that they support this extra destruction at all.

28726 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: Children will be injures or killed by cattle if this is agreed.

28781 Support

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: If the Wildlife Trust suggest that areas that are not currently grazed would benefit from some limited grazing, and that this would also benefit the areas that may currently be overgrazed by reducing grazing, but at the same time allow those who are exercising their Commoner's Rights to do so with convenience (ie being able to drove their cattle to the other areas rather than costly moves to other commons on lorries) this all seems very sensible.

28812 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: Please no. The existing areas are more than sufficient, it is good to be able to appreciate the different flora and fauna in the LNR and we don't need yet another section of the common overrun with thistles.

28871 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: The grazing on the local nature reserve is to be avoided in order to guarantee a natural environment that allows wild flowers and other species to flourish and allows local residents to be on a part of the common without cattle. This would cater for people who are afraid of the cattle. Dog walkers could also let their dogs run safely without any potential danger and interference caused by the cattle. The wording 'rich triangle' is highly leading by the way. What is rich here? If at all biodiversity which would be severely negatively impacted by the cattle.

28940 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: The common is already overgrazed, please don't also overgraze the species rich triangle.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28967 - 5578 - 4.8 - None

28967 Comment

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: Should graze as much as possible/practicable with appropriate measures to manage stock and minimise negative public/livestock interaction.

Probably needs an empirical approach - try it under carefully-managed arrangements to see if it is feasible to optimise benefits without getting disbenefits.

29003 Support

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: support

29020 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: This is a vastly more sensible suggestion than the previous fencing layout. HOWEVER the majority of this 'nature reserve' is managed for amenity and it is only the tiny triangle where there is any potential benefit from grazing. I object to this fencing layout until such a time as the whole reserve is managed with nature at its core... rather than camping!

29139 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: This is said to "benefit the volunteer's work parties existing efforts to maintain and enhance this area" : their efforts would be better assisted by grants for equipment such as a reciprocating mower, financial support to community groups such as the Wildlife Trust, and by removing cuttings instead of creating a fire hazard as has historically happened.

29185 Object

Coldham's Common Draft Management Plan Issues and Options 4.8

Summary: STRONG OBJECTION

28658 Support

Coldham's Common Draft Management Plan Issues and Options 4.8 , 4.8 Map 4

Summary: Support. Cattle grazing should be extended as a means of controlling overgrown areas and promoting wildlife.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28903 - 5574 - 4.8 , 4.8 Map 4 - None

28903 Support

Coldham's Common Draft Management Plan Issues and Options 4.8 , 4.8 Map 4

Summary: This is essential as a management tool to conserve & enhance species-rich grassland. The current cutting regime is expensive and cannot be implemented over a large enough area. Provided the right number of cattle are used, the effects of grazing are carefully monitored, and the stock removed at the right time, it will enhance and not damage the grassland. Such grazing on Barnwell East LNR has been very successful. If the same docile cattle are used as currently graze the rest of the common, there should be no safety concerns.

28676 Comment

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: Rotation between the northern and Barnwell road ends seems to be sensible as it would improve revenue, decrease management costs and reduce over-grazing.

28904 Comment

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: The rough ground between the sports pitches and the East Main Drain could be added to the LNR grazing block

28941 Comment

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: Rotation between coldhams common and the area north of the railway line meaning only one of the two areas is being used at one time.

28968 Comment

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: Should graze as much as possible/practicable with appropriate measures to manage stock and minimise negative public/livestock interaction.

29163 Object

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: Most people have no problem with cows on the common but NOT on all of it. Although this years cows are more belligerent than previously and a local was hospitalized following a cow attack. Because of over grazing in the last 4 years and the creeping thistles not being cut, the areas presently grazed are very poor grass. We do not want the last 2 areas of common-railway line strip and LNR- grazed because of the poor management of the common by the council. All illegal and useless fencing to be removed. Re the above options: No

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29186 - 5590 - 4.9 - None

29186 Comment

Coldham's Common Draft Management Plan Issues and Options 4.9

Summary: I DO NOT WANT ANY GRAZING ON THE BARNWELL ROAD MEADOW.

28677 Comment

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: Many trees in the area are non-native and replacement with native species could be a benefit. Control of muntjac would also improve the understorey species. Would coppicing work at the small scale of the woodlands in the site? Would the visual impact of coppicing be accepted and understood by the public?

28704 Object

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: In the past 5 years or so the tree management has been too aggressive and has disproportionately reduced the number of fruit bearing trees that are so important to local users. Again the use of the previous 'respondents' views from the fiction that is claimed as a questionnaire only attempts to utilise the council prejudiced agenda expressed therein.

28782 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: If tree management is done with the advice of the Wildlife trust (rather than tree surgeons who seem to have a slash and burn approach), then it seems sensible if the aim is to support wildlife primarily and the general appearance of the area as a secondary concern.

28814 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: I support a minimal programme of tree works to maintain biodiversity and for the safety of all using the common.

28856 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: Coppicing would encourage woodland flowers - it would provide a welcome contrast to the dense dark thickets. If done in rotation this provides a good range of different habitats and limits the visual impact of removing vegetation. Agree that this would need education/explanation.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28905 - 5574 - 5.1 - None

28905 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: If only logs are left in piles, and the brash is immediately burnt or chipped, there will be little easy fuel for unauthorised fires

28942 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: As long as not excessively cut, perhaps could be good to increase species diversity as well age(eg rare native). I like the idea of the log piles to encourage insects.

28969 Comment

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: Support the responses - sensible management programme needed. Log piles being a fire risk? Suggest the risk is negligible, especially if the logs are big. They should be tucked away out of public view. Should not let the perfect (e.g. control every risk to infinitely small levels) be the enemy of the good.

29004 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: managed coppicing good

29022 Comment

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: I don't see that this is necessary. I don't believe that there is a history of coppicing in these areas. The scale of the woodland blocks on the common would not support these methods of management without having a negative impact on the landscape of the common.

29059 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: Some management needed.

29081 Support

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: Some management needed

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29141 - 5272 - 5.1 - None

29141 Object

Coldham's Common Draft Management Plan Issues and Options 5.1

Summary: The trees need a proper programme of maintenance and where appropriate selective thinning to allow them to grow to maturity in 100 years time. This needs to be done by professionals to avoid damage and inappropriate action. We would suggest entry into a scheme of management for the woodlands.

28645 Support

Coldham's Common Draft Management Plan Issues and Options 5.1 , 5.1 Map 5

Summary: Tree maintenance on a cyclical basis is of paramount importance.

28727 Support

Coldham's Common Draft Management Plan Issues and Options 5.1 , 5.1 Map 5

Summary: Agreed

28728 Support

Coldham's Common Draft Management Plan Issues and Options 5.1 , 5.1 Map 5

Summary: Agreed

28884 Support

Coldham's Common Draft Management Plan Issues and Options 5.1 , 5.1 Map 5

Summary: All trees will get attention eventually.

28705 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: Clearly some management of trees is needed to maintain the mix and diversity of habitats available. Given that most people using the East of the common (the part to be impacted by the council's grazing agenda) are runners and dog walkers, I find it incredible that the council has not asked about maintaining walking/running tracks. This again shows the utter ignorance of the council when it comes to the needs of the local users. Again I say, ask them.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28729 - 5547 - 5.2 - None

28729 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: Not viable

28783 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: Some blocks should only be subjected to this if the Wildlife Trust suggests it would be beneficial to some species.

28815 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: I'm generally in favour of letting nature take control, but for the safety of everyone using the common management is necessary.

28906 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: This would create leggy trees and scrub of low wildlife value

28943 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: Efforts should be taken to increase species diversity within blocks.

28970 Comment

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: One wouldn't want the common over-manicured so that it looks like an urban Park - so I hope there will be areas of woodland/trees which are basically left to get on with it, without over-manicuring. Intervention should be targeted on the areas that will need and benefit from it most.

29005 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: object

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29023 - 3060 - 5.2 - None

29023 Comment

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: Somewhere between a coppicing regime and sympathetic management would make sense. Each block needs to be assessed individually for species composition and the opportunities for management.

29060 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: This is supposed to be a managed resource

29085 Object

Coldham's Common Draft Management Plan Issues and Options 5.2

Summary: managed woodland is more bio diverse than unmanaged woodland.
managing woodland gives the opportunity for people to learn about woodland.

28678 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: I strongly support this. Replacing non-native species with native species will have a long-term benefit for biodiversity on the common.

The patch of (mostly) hawthorne woodland between eastern end of the common and Barnwell Road requires improvement. Improving this area with better quality native tree species could benefit the biodiversity of the common.

No grassland should be planted for reasons given by the Wildlife Trust.

28730 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: Agreed if cattle not allowed near new planting

28816 Object

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: I support the planting of new native tree species, but only when replacing dead or dying trees.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28855 - 2599 - 5.3 - None

28855 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: Agree

28885 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: I support in diversity as well as building up resistance.

28907 Object

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: There is already a considerable range of tree & shrub species on the common, some unfortunately not native. I object very strongly to any further planting of non-native trees & shrubs. Trees & shrubs are also very capable of seeding themselves into areas where the grazing-pressure is not too heavy, in brambly thorny thickets for example. It would be far better for wildlife not to have planted blocks of trees and shrubs, but to have more natural self-planted thickets. Tree-planting provides work for people who plant trees, but is completely un-necessary & often bad for wildlife

28944 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: Native species advantageous.

28971 Comment

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: Don't introduce alien species. Should use local seeds. Natural regeneration should be favoured rather than planting of standards. Fencing is expensive, and planted trees tend to attract the vandals. Aim for a more natural approach - but of course do so only where areas of high biodiversity value will not be at risk. Trees rather than rye-grass yes, but not trees in place of valuable grassland.

29006 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: suport

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29024 - 3060 - 5.3 - None

29024 Object

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: Again a block by block analysis of the woods is required. Just because well meaning locals like the idea of planting does not mean it is a good idea. It has long been proven (and in fact does so in the Wildlife Trusts survey of the common) that good intentioned planting of trees can lead to a loss of diversity.

29086 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: woodland management and planting trees leads to greater biodiversity

29106 Support

Coldham's Common Draft Management Plan Issues and Options 5.3

Summary: It would be desirable to take the opportunity of encouraging varieties of native tree species that have natural resistance to the current diseases and pests that are ravaging trees world-wide.

28679 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: No grassland should be planted as this is scarce nationally. All the reasons above are valid.

28706 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Although I would support planting and replacing trees, increasing diversity especially planting new fruit bearing trees, I also do not want to loose the open spaces on the common that currently exist.

28731 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Not needed

28784 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: The whole point of the Common is that it is open, with trees at the edge. I see no benefit in this "man interfering" approach which merely seems to have the aim of trying to make the place look managed. And if the Wildlife Trust think this is a silly idea, then it probably is.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28817 - 5563 - 5.4 - None

28817 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: We should not reduce the grassland area in this manner & as a cyclist I feel safer on this route with a clear line of sight.

28854 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: As well as the reasons given by the WT, this would change the character of the common

28908 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: The grassland would be destroyed over a considerable area by large specimen trees. The species-rich grassland is the most important habitat on the common. You might as well plough it up as plant trees in it. I cycle across the common regularly, & the paths are mostly nice & open, safe with good sightlines. Planting trees for shade will destroy this, & the roots will also make the path very bumpy, as has happened on Stourbridge Common.

28972 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Don't plant trees anywhere where they will damage the grassland.

Probably need to put lot of effort into explaining how important and distinctive and rare the grassland is - need some good interpretation boards pointing out interesting species, and telling people how few hectares there are of interesting grassland in Cambridgeshire (and in the City itself). And helping local people identify the interesting species so they can recognise them - and monitor them.

29007 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Object

29025 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Coldham's common is, to me, an essential wild open space - I don't want to see trees planted in lines! There are plenty of lines of trees on the more formal open spaces in Cambridge!

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29061 - 5582 - 5.4 - None

29061 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: Problems with light and safety, as well as threat to grassland.

29087 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary: I support the arguments of the Wildlife Trust

29201 Object

Coldham's Common Draft Management Plan Issues and Options 5.4

Summary:

28680 Comment

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: This seems a lot of effort for limited reward. I would focus on improving management of existing woodland by planting native species.

28732 Object

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: Wildlife trust comment

28785 Support

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: This seems a sensible idea where it is recommended to stop the grassland habitats being over-shaded.

28818 Object

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: Resources better spent elsewhere.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28909 - 5574 - 5.5 - None

28909 Support

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: This will prolong the life of the trees and the aging trunks will provide habitat for invertebrates. Old pollards look far better & more natural than newly planted trees

28973 Support

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: Pollarding is good - valuable traditional management technique to preserve the tree bole and if it helps other grassland conservation objectives at the same time that is good too.

29062 Support

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: If the area is to be managed, some amount of work needs to be undertaken.

29107 Object

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: Pollarding of most tree species generally destroys their beauty. It should only ever be done to willows.

29142 Object

Coldham's Common Draft Management Plan Issues and Options 5.5

Summary: Option E : Pollarding

Pollarding is an expensive and sometimes dangerous method for tree maintenance and is really only applicable for veteran trees with a history of such management. The maiden growth of the trees on the LNR is attractive and given another 100 years some will mature into very significant specimens.

28733 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: No

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28734 - 5547 - 5.6 - None

28734 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: No

28910 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: To repeat, please don't plant any more trees. Despite common perceptions, tree planting isn't usually good for wildlife

28974 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: Good to involve people in coppicing. Good to find a market for harvested timber too if possible - firewood at least.

29140 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: This option is unclear and we also do not recollect an option about woodland management on the previous consultations or any mention within the Wildlife Trust report. We suggest that you need to contact a qualified tree officer to come up with an action plan going forward for the lifespan of the tree on the common, i.e. the next 100 years.

29164 Object

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: You need to contact your council tree officer to come up with an action plan going forward for the next 100 years.

29202 Comment

Coldham's Common Draft Management Plan Issues and Options 5.6

Summary: I don't feel sufficiently knowledgeable on tree management. However, the options seem reasonable but log piles are a fire risk.

28681 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: This seems most suitable. Maintaining the existing character ensures reasonable levels of berry-bearing bushes.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28735 - 5547 - 6.1 - None

28735 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Good idea

28786 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: This seems an entirely sensible management plan.

28819 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Sensible.

28853 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Agree that scrub management is necessary

28911 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Excellent

28975 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Yes, critical. Scrub is an important habitat in its own right.

29026 Comment

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Scrub will not develop on managed grassland! Management of the existing scrub along the brook would benefit species such as water vole. I question whether there are any areas of species rich grassland on the common - just areas that are more species rich than others!

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29042 - 1376 - 6.1 - None

29042 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: support

29063 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Necessary

29088 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: scrub is a n important habitat for birds and needs to be managed

29108 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Good idea.

29143 Comment

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: We would want to see no net increase or decrease in scrub at the site.

Scrub is not particularly difficult to control on the common and in our view is under control. Scrub clearance does not need to be extended, since otherwise it will have a significant impact on the landscape character of the site.

29165 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: No increase/decrease in scrub

29196 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: These options both seem a reasonable idea

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29204 - 5590 - 6.1 - None

29204 Support

Coldham's Common Draft Management Plan Issues and Options 6.1

Summary: Reasonable option but agree re log pile fire risk

28682 Object

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: No grassland should be lost as this is the most habitat on the common and is scarce nationally.

28736 Comment

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: Agreed

28820 Object

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: No reduction in grassland area should be considered.

28912 Object

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: Current species-poor grassland should be managed to increase its species-richness, not allowed to develop scrub

28976 Comment

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: Sounds good. Anything better than rye grass.

29027 Comment

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: I think the balance between scrub and grassland on the site is about right at the moment.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29041 - 1376 - 6.2 - None

29041 Support

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: No more scrub

29064 Object

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: Scrub would take over naturally if an opportunity existed, not sure it needs artificial management

29109 Support

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: Could the Lady's Slipper orchid be reintroduced?

29197 Support

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: These options both seem a reasonable idea

29203 Object

Coldham's Common Draft Management Plan Issues and Options 6.2

Summary: I do need to feel safe when walking this area

28913 Comment

Coldham's Common Draft Management Plan Issues and Options 6.3

Summary: The fenced-off blocks tend to be tall & leggy, with little wildlife value. Good bird-nesting habitat is provided by more natural development of younger scrub that is leafy & branched down to the ground. This would develop by removing the fences around the current blocks, cutting down the tall scrub & allowing regeneration with moderate browsing from cattle.

28977 Comment

Coldham's Common Draft Management Plan Issues and Options 6.3

Summary: Have the batologists checked out the brambles? Are there any interesting/rare ones? Important scrub component and some are good for fruit too.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28737 - 5547 - 7.1 - None

28737 Comment

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: Agreed

28821 Comment

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: If local schools want to help out with this project that's fine, but do we really need an app to enjoy the common?

28875 Support

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: That would be interesting also for community building and involvement of the local community and especially younger generation. Any cluttering of the common should be avoided where possible to a summary of the findings at the entrances to the common should suffice in addition rather than signage all over the place.

28886 Support

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: QR code can be used to direct people to some article or picture?

28915 Support

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: We need to engage people's interest

28978 Support

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: Yes, excellent engagement opportunities.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29043 - 1376 - 7.1 - None

29043 Support

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: History important - grazing, mineral extraction, gulag for plague and smallpox victims, sport from golf to football, allotments(important part of common fringe.)Signs get read, or at least noticed and provoke curiosity. Any form other communication requires more motivation.

So information boards important but few, and need budget to renew every five years plus to clean of graffiti etc. Faded or vandalised signs end wrong message about the common being not loved.

Conc: A few signs a cost, but worth it.

29065 Comment

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: Leaflets would be environmentally unfriendly and need constant replenishment; they would also be picked up and thrown away by most people if freely available. It would be important to make information available, and a website and/or apps would be the minimum. Leaflets could be made available for a charge or people who wanted information could be directed to the website for printing off their own copies.

29174 Comment

Coldham's Common Draft Management Plan Issues and Options 7.1

Summary: The Friends group have most of the information mentioned plus the history - a dialogue with them would make sense.

28659 Object

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Object, but would support discreet signage at the main entrances to the common only.

28738 Comment

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Agreed

28798 Support

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: This is a great idea and a good way to include local residents in the development of the site.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28822 - 5563 - 7.2 - None

28822 Comment

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Not sure about a trail, but do support discreet signage at entrances to the common.

28857 Object

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Don't agree to the visual impact of increased signage on the common, which would change its character

28914 Support

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Provided there's not too much

28979 Comment

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Would not worry about a trail as such - but if local volunteers want to do it, why not.

29015 Support

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: Signage such as 9 wells would be hugely beneficial to all visitors of the common.

29066 Object

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: One or two strategically placed signs at entrance or exit points, which can point people to sources of further information (e.g. on the website) should be sufficient.

29110 Support

Coldham's Common Draft Management Plan Issues and Options 7.2

Summary: The signage would need to be very discreet to avoid glaring dissonance with the natural environment.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28787 - 1863 - 7.3 - None

28787 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Seems a good idea to give people a map and information as they enter the Common. Don't want noticeboards anywhere else but the entrances.

28823 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Would be useful.

28844 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Would be useful.

28858 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Agree to improved signs/information at entrances (only).

28876 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: This would be of interest to visitors without cluttering the common and could be combined with the first option of a school project or the like.

28980 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Yes, selective, robust, good quality, vandal-proof, engaging, inexpensive are useful guide points.

29044 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: as 6.2

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29067 - 5582 - 7.3 - None

29067 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Minimise signage, see comment for 7.2

29111 Support

Coldham's Common Draft Management Plan Issues and Options 7.3

Summary: Such signage would be very welcome--people always benefit from being able to make sense of what they are experiencing.

28739 Comment

Coldham's Common Draft Management Plan Issues and Options 7.3 , 7.3 Map 6

Summary: Agreed

28981 Support

Coldham's Common Draft Management Plan Issues and Options 7.4

Summary: Website with repository for survey results, historical info, opportunities for people to submit comments, sitings, etc would be good, but would need volunteer manager(s).

29028 Comment

Coldham's Common Draft Management Plan Issues and Options 7.4

Summary: I don't know that this is necessary. I think getting the management right over the next 5-10 years is the priority and getting uses to feed into that. There is bad feeling at the moment with regards to the unwanted fence - let the dust settle first!

29045 Comment

Coldham's Common Draft Management Plan Issues and Options 7.4

Summary: A comprehensive history of the common is very necessary to inform future management and to engage residents - from formal relationship/management with public authorities re plage house, footpath,rail routes,rifle range, golf course, swimming, mineral extraction esp coprolites, etc to informal use for sport and 'courting', to dog walking and exercise, and esp as an empty sposace in a crowded city where you can get away from others (eg 'courting')

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29144 - 5272 - 7.4 - None

29144 Comment

Coldham's Common Draft Management Plan Issues and Options 7.4

Summary: Understanding the history of the site and its historic context is key to its' management and not a peripheral "educational" issue. Basic historical research needs to be done prior to the plan, in particular documenting the illegal fencing on the site and the site's historical features. There are several features on the common in need of protection e.g. the Weighbridge Cottage on Coldham's Lane.

29193 Comment

Coldham's Common Draft Management Plan Issues and Options 7.4

Summary: I am not keen on technology! Discreet signs and historical information etc on low natural wooden boards would blend in.

28799 Support

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: Local involvement is necessary and would help to preserve the site for future users.

28824 Object

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: The resources required would be better spent elsewhere. If people have an interest in nature they can find this information out for themselves from many of the existing wildlife websites.

28877 Support

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: Sounds good for involvement of the future generations to learn about wild life and involve local residents in their natural environment.

28916 Support

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: We need to engage the public in the wildlife, why it's important, and what we need to do to conserve it

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29046 - 1376 - 8.1 - None

29046 Support

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: Need to give local residents sense of ownership. The danger is that the City Council sees this as an opportunity to opt out of providing similar spaces on new sites as the city expands and encourages greater use of the common which would destroy its attraction. Can we have a common this size ? Why not ?

29068 Comment

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: No to leaflets, but yes to website or app information.

29195 Comment

Coldham's Common Draft Management Plan Issues and Options 8.1

Summary: I am not keen on technology! Discreet signs and historical information etc on low natural wooden boards would blend in.

28825 Comment

Coldham's Common Draft Management Plan Issues and Options 8.3

Summary: I would support some signage at main entrances, but nothing too imposing.

28917 Support

Coldham's Common Draft Management Plan Issues and Options 8.3

Summary: Good

29047 Support

Coldham's Common Draft Management Plan Issues and Options 8.3

Summary: At entrances fine. Then up to people to use initiative. Guided 'Exploring' more likely to lead to understanding than lots of signs

29069 Object

Coldham's Common Draft Management Plan Issues and Options 8.3

Summary: As for 7.2

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29194 - 5590 - 8.3 - None

29194 Support

Coldham's Common Draft Management Plan Issues and Options 8.3

Summary: I am not keen on technology! Discreet signs and historical information etc on low natural wooden boards would blend in.

28740 Comment

Coldham's Common Draft Management Plan Issues and Options 8.4

Summary: No

28826 Object

Coldham's Common Draft Management Plan Issues and Options 8.4

Summary: No promotion is needed, this takes away the joy many experience on discovering the area for themselves.

28982 Comment

Coldham's Common Draft Management Plan Issues and Options 8.4

Summary: Has anyone looked at water resources/ quality/ biodiversity angles on the common. Might repay some attention. maybe there is scope to develop scrapes or ponds to enhance the water environment. Maybe there were more ponds/wet areas in the past which could be reestablished?

29029 Comment

Coldham's Common Draft Management Plan Issues and Options 8.4

Summary: Again - let's get the management right first and look into signage in the future!

29145 Comment

Coldham's Common Draft Management Plan Issues and Options 8.4

Summary: The majority of common users have no knowledge of what a Local Nature Reserve is and would regard the whole of the common as a "local reserve for nature". Therefore focusing only on a single area would create a slanted approach in management of the common. Furthermore would the adjacent Barnwell Road West LNR require separate treatment.

The production of the materials and signage for the LNR seems too narrowly focused, given that the whole of the common is used as a recreational resource by visitors. We have included our comment about signage in the signage section.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28683 - 5541 - 9.1 - None

28683 Support

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: I support this as it saves money and minimises management costs.

28741 Comment

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: Carry on as before

28827 Support

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: No change needed.

28880 Comment

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: In general I agree with this but negative effects on biodiversity should be absolutely minimised. If this means cutting the grass on the LNR in August and shifting the date for the Folk Festival for this reason then so be it.

28918 Support

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: The recent hay cuts on the LNR have started reducing the nutrient levels on that area allowing finer species to flourish - they should be continued.

Cutting for thistle has unfortunately not been done well for many years. This has led to an increase in the thistle which dominates & eradicates the species-rich grassland. The cut will cause some damage to the invertebrate populations, but if done properly (when the thistle is just setting seed, usually mid-July) should reduce the thistle & become less necessary in the long-term.

28983 Support

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: Sensible

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 29030 - 3060 - 9.1 - None

29030 Object

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: The common is in terrible condition with regards to over grazing and cutting at the wrong time of year (barnwell Road side) and the fact that thistles are remaining unmanaged. The grazing and cutting regimes need close scrutiny with the intention being to introduce a regime that leads to sward diversity. Injurious weeds are dominate on the over grazed sections of the common and have been allowed to go to seed and sequester. The current regime is TERRIBLE!

29048 Comment

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: Timing of cutting crucial. Needs to be monitored and seen as a priority, not a 'when we get around to it'.

29070 Support

Coldham's Common Draft Management Plan Issues and Options 9.1

Summary: Some management necessary

28742 Comment

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: Agreed

28828 Object

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: The wildness of other species rich areas on the common add to the habitat diversity. The different areas add to the overall enjoyment of the common.

28881 Object

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: Negative impacts on biodiversity should be avoided. This option is also be much more costly and the benefit for this option doesn't seem to be clear to me.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28919 - 5574 - 9.2 - None

28919 Object

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: Grazing is better. To have any hope of cutting & collecting larger areas than are cut already, it would have to be mechanised, and that would remove the ant-hills that provide essential micro-climates. The current mechanised hay-cut on the folk-festival camp are should be continued, however, since there are few ant-hills there & the area needs a lot of nutrient to be removed.

28984 Support

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: Do need to remove cuttings from species rich grassland otherwise you get seral eutrophication and it just turns into woodland. Could be a focus for community fund-raising to get the equipment. Or maybe business sponsorship - a practical thing that businesses could support. Could have the sponsor's name on the side.

29031 Object

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: I have no idea what this statement is getting at - management should continue on the 'triangle'. all the rest of the grassland is either cut or grazed.

29071 Object

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: Damaging local ecosystems is not to be recommended.

29199 Comment

Coldham's Common Draft Management Plan Issues and Options 9.2

Summary: NOT SURE

28788 Comment

Coldham's Common Draft Management Plan Issues and Options 9.4

Summary: It seems that a combination of approaches are needed depending on exactly which area is under consideration.

29049 Support

Coldham's Common Draft Management Plan Issues and Options 9.4

Summary: support

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29146 - 5272 - 9.4 - None

29146 Comment

Coldham's Common Draft Management Plan Issues and Options 9.4

Summary: The hay on the LNR is harvested too early on the LNR and this damages the ecology. Furthermore the hay cut of the entire area at once leaves no refuges for wildlife. The thistles on the grassland need cutting before they seed and spread by mid July as part of a regular annual programme.

29166 Comment

Coldham's Common Draft Management Plan Issues and Options 9.4

Summary: Cut the thistles BEFORE they seed/spread: by mid July.

29198 Support

Coldham's Common Draft Management Plan Issues and Options 9.4

Summary: AGREE we could map areas for cutting

28660 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Support

28743 Comment

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Agreed

28766 Object

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: The Cambridge City Local plan shows Coldhams Common as a sustainable transport route. This route is on the desire line for the Science Park Rail Station and business hubs to the north, south. To prevent conflict between cyclists and pedestrians the paths need to support both users. It is short sighted to suggest paths remain as they are. In other parts of the country parks and common areas support sustainable transport by providing significantly improved cycle and walking infrastructure. Cambridge is unique in the number of people who regularly cycle; this should be recognised and celebrated by ensuring sustainable options are available.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28789 - 1863 - 10.1 - None

28789 Comment

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: The route from Coldhams Lane to Newmarket Road could do with similar works to those currently being undertaken on Jesus Green. It is very bumpy (so not great for pushchairs or wheelchairs) and very narrow leading to trampling on the grassland either side which must damage the soil. It is a fairly heavily used route which would benefit from improvement, which would reduce impingement on the grass by users. It is a pleasant walk or cycle which refreshes the spirit.

28829 Comment

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Some of the existing surfaced routes are far too narrow for both pedestrians and cyclists, these need some further attention. Generally the informal routes are maintained adequately.

28847 Object

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: The footpaths across the Common are also important cycle routes and widening of some of these paths will be needed to avoid conflicts between users and to encourage use of sustainable and healthy modes of transport.

28882 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Sounds good.

28920 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: The tree & shrub canopies have not been cut high enough or far enough back in recent years. Some paths have been badly obstructed. Cutting needs to be high enough to allow for lowering when they are in leaf & wet with rain, and far enough off the side to easily allow for a year's growth.

28985 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Sensible. Good to keep access/egress points clear and open for safety, etc reasons.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29032 - 3060 - 10.1 - None

29032 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: I do not want to see any more routes with hard surfacing! I'm happy to pick my way along informal paths as this adds to the sense of adventure - especially for children! Cutting back scrub on a rotational cycle to ensure they don't end up scrub over and then leaving them for a few years at a time is my preferred approach.

29072 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Keep interference to natural grasslands or woods to a minimum.

29093 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Some management of the paths is essential (especially cycle ways) but it should not be too intrusive.

29113 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: Cut brambles and nettles from tracks to keep clear but keep to minimum. If clear people will use and trample down new growth.

29187 Support

Coldham's Common Draft Management Plan Issues and Options 10.1

Summary: AGREE. Leave it natural as it is but with shorter grass on paths

28744 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: Don't interfere with the common.

28767 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: Work closely with the County cycle and travel to work teams to ensure all users are fully considered. It is not enough to suggest it is a special place. More people walking and cycling will support the common and its long term interests. It is in between two busy roads.
Less people driving will improve air quality and both flora and fauna will benefit

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28830 - 5563 - 10.2 - None

28830 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: When the willows were last pollarded the chippings were piled in the scrub, these could have been put to better use if they were scattered on the path as this route is impassable when muddy.

28921 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: No - there's already enough tarmac on the common, we don't need more.

28937 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: There should be a cycle route from Barnwell Road, heading west, linking up with the cycle routes near Abbey Pool and the sports ground.
There is a lack of good cycle routes in the east-west direction, in this part of the city. Although there are cycle routes on Newmarket Road and Coldhams Lane, these are no more than painted lines on busy and dangerous roads.

29147 Comment

Coldham's Common Draft Management Plan Issues and Options 10.2

Summary: We note that there is also cycle access across the site e.g. cycleway from Newmarket Road to Coldhams Lane, but also from Barnwell Road, much of which is by commuters. This section is therefore better entitled "Access provision". The council has no apparent audit for the access infrastructure (e.g. gates) on the site and this needs to be done. The Friends are happy to help with this.

28684 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: In the long run, this would have important benefits for freshwater wildlife. It should be a priority.

28790 Comment

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: If this can be done without disturbing the voles, it may benefit them in time. I have seen a kingfisher near the Abbey Stadium once.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28831 - 5563 - 11.1 - None

28831 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: I would support this improvement if planned carefully.

28986 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: Would strongly support work to enhance water environment.

28994 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: The forum shares the concern about disturbing waters voles, but considers that this should not prevent improvements to the brook. We suggest that, if possible, the works should be carried out in winter when there are no young voles in the burrows and when the water vole population is smaller and more mobile.

29073 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: Let nature take its course

29074 Object

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: Let nature take its course

29112 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: Maintaining water flow along Coldham's Brook should be a high priority, to allow a good diversity of fish. Of course the voles should be undisturbed, if possible.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29148 - 5272 - 11.1 - None

29148 Comment

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: The Cambridge East Drain is overdeepened and straightened. The pipes feeding Coldhams Brook are not maintained, both from under Barnwell Road and over the drain near Galfrid Road. We believe that this rather than expensive "lining repairs" are the issues behind its lack of water during summer months.

29167 Object

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary: Do NOT upset water voles they need supporting

29208 Support

Coldham's Common Draft Management Plan Issues and Options 11.1

Summary:

28661 Support

Coldham's Common Draft Management Plan Issues and Options 11.1, 11.1 Map 7

Summary: Strongly support - the brook needs to be improved with a better flow of water.

28745 Comment

Coldham's Common Draft Management Plan Issues and Options 11.1, 11.1 Map 7

Summary: No comment

28922 Support

Coldham's Common Draft Management Plan Issues and Options 11.1, 11.1 Map 7

Summary: This is essential, and should have been done 10 years ago. Any disturbance of Water Voles would be temporary, and they would rapidly recolonise the areas of work from the East Main Drain. A temporary loss of public access is also a small price to pay in order to reinstate the brook.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29033 - 3060 - 11.1, 11.1 Map 7 - None

29033 Support

Coldham's Common Draft Management Plan Issues and Options 11.1, 11.1 Map 7

Summary: I think a vision for the brook is a great idea and I would support further investigation. I remain concerned that the lack of management between the pitches and the brook will lead to the areas becoming totally dominated by scrub and reducing the wildlife potential of the brook.

29114 Support

Coldham's Common Draft Management Plan Issues and Options 11.1, 11.1 Map 7

Summary: support

28662 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Support

28685 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Good plan. This would improve water quality flowing into the Cam.

28746 Comment

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: No comment

28832 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: The reed bed seems a good idea, but I do not support the installation of more fencing. The habitat should look as natural as possible, overfencing has already ruined the look of other areas of the common and is an unnecessary cost.

28987 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Would strongly support work to enhance water environment.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28995 - 2770 - 11.2 - None

28995 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: The forum supports the idea of a reed bed provided measures are taken to minimise the impact on water voles eg by carrying out the works in winter.
But it feels that the document needs to give more attention to the management of invasive species, and the effects on management upon catabrosa aquatica (if it is still present)

29034 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Seems like a well planned project there would enhance the common.

29075 Object

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Best not to interfere with natural formations

29115 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Support a lot

29168 Object

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary: Do NOT upset water voles they need supporting

29209 Support

Coldham's Common Draft Management Plan Issues and Options 11.2

Summary:

29207 Support

Coldham's Common Draft Management Plan Issues and Options 11.3

Summary: YES, I feel that the £65,000 spent on the new fencing for a dozen cattle was a complete waste of money and could have gone towards a much more worthwhile activity as maintaining and making improvements to the stream, which could be a beautiful area to enjoy.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28663 - 5179 - 12.1 - None

28663 Support

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Support

28747 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Agree

28791 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Dogs which are on leads or under proper control should not be a concern for the kind of stock grazed on the Common. However, irresponsible dog walking (not under control so a pest other users, leaving dog poo) needs to be clamped down on for the benefit of everyone.

28833 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Most dog owners already know that dogs and livestock are a bad combination.

28887 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: The absolute majority of dog owners are very responsible with their dogs. Cows can be just as dangerous as a dog out of control. But to be honest I am on the common twice a day every day for and I have witnessed only one intimidating dog during that time while cows blocking ways etc are a daily occurrence and seem from that viewpoint a far greater problem for cyclists and pedestrians - in addition to rather intimidating large horns. Clearing dog faeces is also a ridiculous request as long as cows are allowed to poo all over the place.

28988 Support

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Sensible. Good to engage dog owners as supporters.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29035 - 3060 - 12.1 - None

29035 Support

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: I don't think this is a subject just effecting dog owners - as a mother I know lots friends who don't take their children across the common because of the cattle. a reduction in the stock numbers would reduce this conflict and prevent the site being over grazed.
Moving the cattle trough so the cattle don't congregate at the entrance to the common would be the best thing you can do to ease this conflict!

29076 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Keep signage to minimum, but provide info on website etc

29116 Comment

Coldham's Common Draft Management Plan Issues and Options 12.1

Summary: Signs saying 'Don't' ruin setting of Common and unlikely to make a difference.
Dog users most regular visitors to common - rain, snow etc. Dog poo, dogs out of control reflect badly on all dog owners so not welcome by anyone. Irresponsible users easily identifiable as regular users od common, so why not use enforcement as with Traffic Wardens and irresponsible car owners. Significant fines quickly stop bad behaviour. Signs likely to be ignored by these people as they already know and disregard the rules.

28748 Comment

Coldham's Common Draft Management Plan Issues and Options 12.2

Summary: Cows can kill or injure children or animals just as much as out of control dogs.
Cows should always be behind totally secure fencing and notices should be be very obvious and and large.

28923 Comment

Coldham's Common Draft Management Plan Issues and Options 12.2

Summary: We need stronger enforcement by the council of unruly dogs & of owners failing to clear up faeces.

29210 Comment

Coldham's Common Draft Management Plan Issues and Options 12.2

Summary: I am a keen dog owner and feel that there are few areas in Cambridge for my dog to enjoy a good free run - very important for her wellbeing. this is why I do not want barnwell Roas meadow to be grazed on as I don't want to walk my dog near cattle. I want to enjoy a nice relaxing walk as I do now.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28775 - 5555 - 13.1 - None

28775 Comment

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: Bins (both litter and dog mess) should be sited wherever there is an entrance/exit to the common, especially by the railway footbridge. More signage for penalties for littering should be considered

28834 Comment

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: The sports field would be a good place to site more benches. I'm not sure benches in the LNR would be appropriate.

29077 Object

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: Avoid benches. Existing benches are fine, but no more please.

29149 Comment

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: Benches are helpful for the less able as a place to rest, but also may attract rough sleepers. We suggest two more narrow steel benches as per existing design on the common may be best. These should be sited in pleasant areas, but without creating visual clutter or urbanising the common. A suitable site may be in the Newmarket Road section near the football ground.

29158 Object

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: Do not put up loads of boards, bins, benches noticeboards etc. 1 dog poo bin plus one litter bin at each entrance. 2 more benches but not ones suitable to lie down on. Benches the same as the present ones are best as THESE WORK.

29169 Support

Coldham's Common Draft Management Plan Issues and Options 13.1

Summary: 1 bin per entrance not a proliferation of them.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28686 - 5541 - 13.2 - None

28686 Comment

Coldham's Common Draft Management Plan Issues and Options 13.2

Summary: There is a huge amount of dog mess on the Coldham's Lane side. This is probably because there are no bins between Coldham's Lane and the Sports Centre / Barnwell Road. A bin by the footbridge and possibly by the foot tunnel would have a major benefit for everyone. Please add this.

28749 Comment

Coldham's Common Draft Management Plan Issues and Options 13.2

Summary: Rubbish on the common is a serious nuisance. More bins every where.

28835 Comment

Coldham's Common Draft Management Plan Issues and Options 13.2

Summary: Bin provision on the sports field is completely inadequate. Dog waste or combined litter/dog waste bins should be discreetly sited at regular distances around the common - and emptied regularly.

29078 Comment

Coldham's Common Draft Management Plan Issues and Options 13.2

Summary: Bins are needed around the playing pitches. Currently only one bin at the entrance (near football practice pitch) exists. Another 2 bins at the far ends would be useful

29150 Comment

Coldham's Common Draft Management Plan Issues and Options 13.3

Summary: There is a major issue with litter on the common, which is more than "bins".
With respect to providing bins, we suggest that each site entrance should have a single dog bin plus a litter bin together with a direction sign, and there should not be a proliferation of them. We note that there is no bin on the Coldhams Lane entrance nor at Newmarket Road or Barnwell Road.

29211 Comment

Coldham's Common Draft Management Plan Issues and Options 13.3

Summary: Benches are a welcome asset, especially on a sunny day, but unfortunately can be misused and attract litter - it is a difficult one. I like benches.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28750 - 5547 - 14.1 - None

28750 Comment

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: Agreed

28836 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: Explanations on temporary boards would be welcome.

28989 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: Important.

29036 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: This seems like common sense to me!

29117 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: support

29172 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary: Small notice board at Coldhams Lane entrance might be usefu

29200 Support

Coldham's Common Draft Management Plan Issues and Options 14.1

Summary:

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28751 - 5547 - 14.2 - None

28751 Comment

Coldham's Common Draft Management Plan Issues and Options 14.2

Summary: Agreed

28768 Comment

Coldham's Common Draft Management Plan Issues and Options 14.2

Summary: Whilst the friends group are important for the common, information and response from wider groups is important to prevent a bias. The common is a public space that should be all to use and enjoy.

28837 Comment

Coldham's Common Draft Management Plan Issues and Options 14.2

Summary: Information should be provided to all users of the common, so in addition to various groups any relevant information should be provided at entrances to the common.

28990 Support

Coldham's Common Draft Management Plan Issues and Options 14.2

Summary: Important.

29037 Support

Coldham's Common Draft Management Plan Issues and Options 14.2

Summary: Again common sense!

28687 Support

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: Good plan.

28838 Comment

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: A good idea if the website covered all of the City's common areas. This might require considerable resources & I think money could be better spent elsewhere.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 28889 - 5568 - 14.3 - None

28889 Support

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: Setting up website would provide transparency and information what's happening.

28991 Support

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: Good to make it free-standing and voluntarily run ultimately - builds "ownership" and local engagement rather than everyone expecting the Council to do everything all the time - use Big Society approach.

29038 Support

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: I think information that easily available is good - but only if the benefits outweigh the costs. This is something the council could work with the friends group to achieve?!

29118 Support

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: support

29151 Object

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: A dedicated website is not needed, but we would suggest that key documents are clearly signposted.

29170 Object

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: Dedicated site not needed.

29192 Comment

Coldham's Common Draft Management Plan Issues and Options 14.3

Summary: I rarely use websites

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28752 - 5547 - 14.4 - None

28752 Comment

Coldham's Common Draft Management Plan Issues and Options 14.4

Summary: This must include regular visitors to the common who love it but are not close residents.

28839 Comment

Coldham's Common Draft Management Plan Issues and Options 14.4

Summary: This statement implies to me an expectation of continued conflict between the Council's "vision" for Coldham's Common and the wishes of it's users.

29191 Support

Coldham's Common Draft Management Plan Issues and Options 14.4

Summary: Agree

28753 Comment

Coldham's Common Draft Management Plan Issues and Options 14.5

Summary: More transparency about the Council's intentions for the Common.
Better information about changes to the Common

29152 Comment

Coldham's Common Draft Management Plan Issues and Options 14.5

Summary: Panels are highly expensive (£1000s per panel) and easily vandalised or outdated.

29154 Comment

Coldham's Common Draft Management Plan Issues and Options 14.5

Summary: Events at the moment are not communicated to a regular plan. We suggest that a single individual is nominated for all communications and a communication plan is written annually. We also suggest that a schedule of events is placed on the notice board next to the Abbey Pool entrance presently this has duplicate copies of pitch layouts].

The Friends of Coldhams Common would ask for a de-brief following the Folk Festival and briefings before next years new format Folk Festival. We suggest that this is also extended to the wider community e.g. Station Cycles, Romsey Traders Association.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29171 - 3691 - 14.5 - None

29171 Comment

Coldham's Common Draft Management Plan Issues and Options 14.5

Summary: Friends of Coldhams Common need a de-brief following the Folk Festival and a briefing before next years.

29188 Comment

Coldham's Common Draft Management Plan Issues and Options 14.5

Summary: I do feel it is so important to get the views of people who ACTUALLY USE THE COMMON and are not just looking at it sitting in an office and looking at a map.

28840 Comment

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: People would have to go out of their way to check a website for updates so information at entrances to the common would be the best way to inform all users of events.

28888 Support

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: Sounds like a good idea.

29039 Support

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: I think this is a good idea - I wonder whether weekend works parties may be better received? I certainly can't attend on a Tuesday!

29119 Support

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: suport

29155 Support

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: A small notice board at the Coldhams Lane entrance might be useful.

FoCC are happy to be involved in co-ordinated audits of the common and litter picking. We think these should be lead by the community or organisations such as the Wildlife Trust.

Issues and Options Consultation on Coldham's Common Draft Management Plan

S - 29189 - 5590 - 15.1 - None

29189 Support

Coldham's Common Draft Management Plan Issues and Options 15.1

Summary: Agree

29120 Support

Coldham's Common Draft Management Plan Issues and Options 15.2

Summary: support

29190 Support

Coldham's Common Draft Management Plan Issues and Options 15.2

Summary: Agree

28754 Comment

Coldham's Common Draft Management Plan Issues and Options 15.3

Summary: Agreed

28841 Support

Coldham's Common Draft Management Plan Issues and Options 15.3

Summary: This would be very useful.

29205 Support

Coldham's Common Draft Management Plan Issues and Options 15.3

Summary:

28665 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: There were problems this year regarding the desire of the railway authorities to cut hedges, trees and scrub at the worst time of the year for wildlife. Could there be regular communication with them to ensure that they are aware of wildlife management and any cutting by the line happens outside of nesting time.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 28755 - 5547 - 15.4 - None

28755 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: Council back off being so dictatorial about the site and cattle grazing.

28955 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: The fencing along the railway line needs to be better.

28992 Support

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: All good ideas.

28993 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: There are no oppos to comment on 16 and 17 - no button to comment! Template looks good.
Should actively involve the businesses closest to the Common in the Friends etc groups. Good source of volunteer working parties for charity days, etc.

29040 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: There are sections on this consultation that ask questions then don't give you the ability to write an answer!
It is important that the common is thought about as a whole - including its surrounding. All the management on the common to maintain its sense of wilderness means nothing if developers are allowed to build tall buildings alongside it.

29121 Comment

Coldham's Common Draft Management Plan Issues and Options 15.4

Summary: Need to use/fund LNR officer to have active regular engagement with Abbey Meadows school to give children ownership for common

28756 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: people just want the common to be what is has been for many years ie a great place for people to go, meet friends and enjoy a valued green space in that part of Cambridge without bureaucratic interference from the city Council.

Issues and Options Consultation on Coldham's Common Draft Management Plan

O - 28769 - 5546 - 16.1 Question - None

28769 Object

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: The consultation does not consider the wider use of the common by a variety of users; the City Local Plan has the Chisholm Trail routing through this area. Rightly so, as this is a low impact form of transport. Given the new Station it is likely to be a major transit point for access to and from the local area. Improvements to the common must include better paths and cycle routes

28776 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: You have not addressed the issue of littering by football teams who use the pitch facilities. An inspection regime should be implemented with the assistance of GLL who run Abbey Pool. Any team whose use of a football pitch results in plastic drinks bottles strewn over the sides of the pitches should be banned from playing for a specified amount of time.

28842 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: You have neglected to consider the complexity of this consultation and the time required by anyone wishing to comment. I await with interest to find out how many respondents you receive this time.

29156 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: Cycling has not been mentioned on the Common. The Cattle Creep, the underpass to the railway line, is frequently overgrown by hanging brambles and thorns as is the area around the crossing of the drain near the football ground. Cycle paths need to be kept clear from such vegetation.

There is no bike access or rack provision for the Coldham's Common playground nor near the pool : both would be useful. We suggest that the plan includes not only the common per se, but also the adjacent land e.g. Barnwell West LNR, Barnwell Pits.

29173 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: Bike racks for the kids playground near pool would be useful. Best ones are like those in Burleigh Street with 2 horizontal bars-have a look at them. Nothing flash thank you.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29175 - 1376 - 16.1 Question - None

29175 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: Need for 'Vision' to include boundaries and access across roads for plan to work and to link Common with adjacent residential areas and with Cherry Hinton Brook green corridor. Roads - Newmarket Rd, Barnwell Rd, Coldhams lane at present barriers.

29206 Comment

Coldham's Common Draft Management Plan Issues and Options 16.1 Question

Summary: These are my views, but I am also a member of the Friends of Coldham's Common.

28688 Support

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: This looks like an intelligent plan which considers the costs of management compared with potential benefits to many different users. The incorporation of biodiversity into this plan is good. I would encourage continued and ongoing openness in how this plan is developed and how and when it is implemented.

28757 Object

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: there was no link to the Plan therefore I could not comment. This is typical of the Council's hidden agenda !!!

28777 Comment

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: I welcome the council's efforts to engage, but the questions asked do not cover the concerns of those who use the common.

28843 Comment

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: I welcome any attempt by the Council to seek the views of residents, but think most people will have lost the will to live after responding to this particular document.

28890 Support

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: It is important to review the plan yearly to monitor the progress and success.

Issues and Options Consultation on Coldham's Common Draft Management Plan

C - 29157 - 5272 - 17.1 - None

29157 Comment

Coldham's Common Draft Management Plan Issues and Options 17.1

Summary: we suggest that a focus on the action plan, including annual maintenance plan, to be a priority.

Section Name	Respondents	Support	Object	Comment	Representations
Issues and Options Consultation on Coldham's Common Draft Management Plan	34				531
3.2 Do you agree the City Council is best placed to lead on the writing of the management plan? If not, who would you suggest is best placed to lead?	24	18	7	2	27
3.3 Would you support the establishment of a Coldham's Common Management Group, made up of local stakeholders?	22	19	0	3	22
3.5 We'd like to know if you support this vision, or if you would want to change it to say something different, or to focus attention on other aspects of the common and its uses? Please comment on the vision or provide alternative wording.	23	9	5	10	24
3.7 We could set up some performance targets and measure our progress towards them.	13	4	8	2	14
3.8 We could survey public opinion on a regular basis and see whether perceptions and views are changing.	10	4	4	3	11
3.9 We could undertake regular surveys of flora and fauna on the site.	17	16	4	0	20
3.10 Do you think monitoring is a useful tool that the Council should invest in? Do you support any of the proposed options? Are there other ways we could monitor our progress? Would you be interested in assisting with such monitoring?	12	6	1	5	12
4.3 We could cease all grazing of Coldham's Common	21	5	17	3	25
4.4 We could remove existing fence lines to instate a single large grazing compartment north of the railway line, including the current sports pitches. Retaining Coldham's Lane as a separate grazing compartment.	13	1	12	2	15
4.4 Map 1 We could remove existing fence lines to instate a single large grazing compartment north of the railway line, including the current sports pitches. Retaining	7	0	7	0	7

Coldham's Lane as a separate grazing compartment.									
4.5 We could continue to graze the current compartments at the existing stocking rates (number of cattle) through April – November.	12	4	4	5	13				
4.5 Map 2 We could continue to graze the current compartments at the existing stocking rates (number of cattle) through April – November.	2	2	0	0	2				
4.6 We could review stocking rates and timings on existing sites	12	7	2	3	12				
4.7 We could reinstate grazing on the Local Nature Reserve (LNR) section, following the folk festival. This would allow a rotational grazing of compartments, whereby one or two compartments would remain cattle free at any one time.	13	6	7	1	14				
4.7 Map 3 We could reinstate grazing on the Local Nature Reserve (LNR) section, following the folk festival. This would allow a rotational grazing of compartments, whereby one or two compartments would remain cattle free at any one time.	3	1	2	0	3				
4.8 We could implement 4.7. plus realign a short stretch of fence to allow limited grazing of the species rich 'triangle'.	12	3	8	1	12				
4.8 Map 4 We could implement 4.7. plus realign a short stretch of fence to allow limited grazing of the species rich 'triangle'.	2	2	0	0	2				
4.9 Are there any other options, grazing compartments or rotations that you would like to be considered?	5	0	0	5	5				
5.1 We could implement a cyclical programme of tree works across the common to manage the woodland blocks on a suitable rotation. For instance, coppice a proportion of trees in one or more blocks on a rotation.	12	8	2	3	13				
5.1 Map 5 We could implement a cyclical programme of tree works across the common to manage the woodland blocks on a suitable rotation. For instance, coppice a proportion of trees in one or more blocks on a rotation.	3	4	0	0	4				

5.2 We could leave the blocks unmanaged to allow trees to naturally compete for light and space, with some ultimately dying and others thriving	11	0	9	2	11
5.3 We could plant new species within the woodland blocks to diversify tree composition, broadening the habitats and create greater resistance within the stock to future tree diseases.	12	8	3	1	12
5.4 We could plant new trees along the main paths and cycle routes and at site entrances.	13	0	13	0	13
5.5 We could pollard existing semi mature trees in the grassland areas to prevent the further shading the grassland habitats	9	4	4	1	9
5.6 Are there any other options regarding tree management that you think we should consider?	5	0	0	6	6
6.1 We could draw up a programme of annual scrub management to retain the existing level of scrub on the site. Priority areas would be around species rich grassland and along water courses or encroachment on informal paths.	14	13	0	2	15
6.2 We could select new area of species poor grassland to allow scrub habitat to increase	10	3	5	3	11
6.3 Would you like to suggest an alternative option for the management of scrub on the site?	2	0	0	2	2
7.1 We could research the history of the Common and produce leaflets, website and /or smart phone apps.	8	5	0	3	8
7.2 We could produce discreet signage, positioned at points of interest, this might be in the form of a history trail.	10	4	3	3	10
7.3 We could produce interpretative signage at the main entrance points. Combined with notice boards, site maps and other information such as wildlife, and grazing	8	9	0	0	9

compartments									
7.3 Map 6 We could produce interpretative signage at the main entrance points. Combined with notice boards, site maps and other information such as wildlife, and grazing	1	0	0	1	0	1	1	1	1
7.4 Would you like to suggest an alternative option regarding the historic value of the site?	5	1	0	4	0	4	5	5	5
8.1 We could produce leaflets, school activity sheets, website and /or smart phone apps describing the habitats, species and their management.	7	4	1	2	1	2	7	7	7
8.3 We could produce interpretative signage at the main entrance points to the common. Combined with notice boards, site maps and other information.	5	3	1	1	1	1	5	5	5
8.4 Would you like to suggest an alternative option for promoting and interpreting the Local Nature Reserve?	5	0	1	4	1	4	5	5	5
9.1 We could continue the current cutting regimes across the site	9	5	1	3	1	3	9	9	9
9.2 We could cut and collect grass from the more species rich areas of the common	8	1	5	2	2	2	8	8	8
9.4 Are there other ways we could manage grass cutting on the Common?	4	2	0	2	0	2	4	4	4
10.1 We think we should retain and maintain the existing surfaced routes and agree a programme of regular cutting of the informal routes.	14	9	2	3	2	3	14	14	14
10.2 Do you think there are other options that should be considered?	6	0	0	6	0	6	6	6	6
11.1 There are number of small 'sink holes' along the course of the natural brook, loosing water from the channel into the lower east main drain. This results in the channel running dry at certain times.	9	7	1	2	1	2	10	10	10

11.1.1 Map 7 There are number of small 'sink holes' along the course of the natural brook, losing water from the channel into the lower east main drain. This results in the channel running dry at certain times.	5	4	0	1	5
11.2 A possible enhancement could be the creation of a linear reedbed feature in the Newmarket Road compartment, adjacent to the ditch that separates Barnwell Pit.	10	8	1	1	10
12.1 We could offer advice to dog owners on the grazing animals to alleviate concerns about dogs and livestock?	9	3	0	6	9
13.1 Are there any particular locations you would like benches to be located or avoided	4	0	1	3	4
13.2 The existing litter bin provision could be reviewed and rationalised. Are there any particular locations you would like bins to be located or avoided	4	0	0	4	4
13.3 Are there any other options you think we should consider relating to bins and benches? Where do you think bins and benches are required?	2	0	0	2	2
14.1 When we do work on the common (such as coppicing) we could explain what we're doing, so that people's fears are allayed and to improve understanding and involvement. We could do this through notice boards at the main entrances, press releases, and through the Council website. We could also erect temporary information boards to explain what we're doing, and what it will achieve	6	5	0	1	6
14.2 We could provide information for stakeholders such as the Friends group to disseminate to their members. This will extend the reach of the information and hopefully engage support from key groups.	5	2	0	3	5
14.3 We could set up an area on our website, containing information about the common, such as the management plan, history and landscape, wildlife character, protection policy, events and so on. We could develop this in conjunction with local partners so that their information is integrated into the site as well, including details for local groups or individuals who might be able to help on specific cases. Setting up a site could be useful, but we'd need to think about how the site gets updated, and how we promote awareness of the site across the city – because it's a lot of work, and will only be of value if people turn to it as a reliable source and partners agree to provide	8	5	1	2	8

updates								
14.4 We could offer to meet at agreed times with local groups such as residents' associations, Friends' Groups and the like, to discuss progress on the Management Plan and investigate new opportunities for involvement, projects etc.	3	1	0	2	3			
14.5 Are there other ways we could make sure you, residents and others who need or want information about the common, can find what they need?	3	0	0	4	4			
15.1 We could do more to advertise the existing practical conservation work parties on the common and adjacent Barnwell Local Nature Reserves	6	5	0	1	6			
15.2 We could create a network of local expertise, in identifying plant and animal species, helping to compile a useful species list to guide future management.	2	2	0	0	2			
15.3 We could provide clear information on site notice boards about who to contact with specific issues such as cattle, play areas, anti-social activity etc.	3	2	0	1	3			
15.4 Are there other things we can do to promote involvement in monitoring and caring for the Common?	6	1	0	6	7			
16.1 Are there any other Issues you feel we have neglected to consider in this consultation?	6	0	1	5	6			
17.1 Do you support the proposed template for the Plan?	6	2	1	3	6			



To: Executive Councillor for City Centre and Public Places.

Report by: Emma Thornton, Head of Tourism and City Centre Management

Relevant committee: Community : 16/10/2014
Services
Scrutiny
Committee

Wards affected: ALL

A FUTURE MODEL FOR TOURISM FOR CAMBRIDGE AND THE SURROUNDING AREA.

1. Executive Summary

This paper sets out a proposal to establish an alternative delivery mechanism for the future delivery of tourism in Cambridge and the surrounding area which is based on guidance from Government and best practise nationally. This move would deliver a long term sustainable model for tourism whilst increasing investment, safeguarding the visitor economy as a key economic driver for the city and the surrounding area, and reducing the cost to the City Council.

2. Recommendations

- 2.1 To support, in principle, the establishment of a Destination Management Organisation (DMO) as an alternative model for the delivery of tourism and to authorise work to progress this, subject to further decisions required as part of recommendation 2.2 below.
- 2.2 To agree that the following further work, which has wider implications for the Council, is progressed in discussion with the relevant Directors prior to discussion at Customer and Community Services Scrutiny Committee and final authorisation by the Executive Councillor for City Centre and Public Places in January 2015:
 - § Finalisation of the detailed business case for the DMO and implications for the Council.
 - § Management of transfer of staff
 - § Expectations and relationships between the Council and the DMO

- 2.3 To delegate authority for all other decisions necessary to implement and establish the DMO to the Director of Environment in discussion with the Executive Councillor, Chair and Opposition Spokes.
- 2.4 To acknowledge the indicative timetable for implementation as set out in Section 6 of this report.

3. Background

3.1 The service “as is”

3.1.1 - Visit Cambridge is the official tourism service for Cambridge and the surrounding area. Since 2009 the service has developed a partnership approach to delivery through its Membership Scheme (where tourism partners pay an annual fee in return for a range of business benefits including marketing, business support and networking). Membership to Visit Cambridge has grown significantly year on year and currently there are 260 Members of Visit Cambridge. These represent a broad range of business sectors, including accommodation providers, attractions, retail and leisure.

3.1.2 - The service has a wide geographical area of coverage incorporating Cambridge and the surrounding area including South Cambs, East Cambs, Huntingdonshire and other parts of Cambridgeshire. Recent interest has developed from Districts further afield e.g. Uttlesford DC and Forest Heath DC.

3.1.3 - The Visitor Economy is a key economic driver for Cambridge and brings around £393 million to the local economy and accounts for around 14.7% of local employment across a broad range of skills and sectors (source: Cambridge Economic Impact of Tourism Report 2011).

3.1.4 - It is therefore important that we have an effective sustainable tourism model in place which can safeguard and further improve the economic impact of the visitor economy. A vibrant well managed visitor economy makes a significant contribution to the quality of life for all users of the city and is a key contributor to attracting inward investment.

3.1.5 - The service also has a key operational function covering the following areas:

- **Tourist Information Centre** – serving approximately 365,000 visitors per annum.

- **Guided Walking Tours** – Providing public and private tours for approximately 70,000 people pa.

3.2 Why the need for change?

3.2.1 - Tourism is a discretionary service and over the past 6 years there has been a clear direction from Members to reduce the cost year on year with an aspiration for the mid-term of a service that is cost neutral. Real progress has been made in this respect; in 2007 the net cost of the service was £450k and through a combination of remodelling the service and an increased commercial focus, the net cost has been reduced to £164,940 in 2014/15.

3.2.2 - Given the scale of the Council's challenge to balance its budget, the tourism service has been investigating alternative models of delivery to ensure that we have a service which is sustainable in the longer term.

3.2.3 - Developing a sustainable model for tourism is important for the Council in order to safeguard the visitor economy as an important contributor to the local economy. It is also key to ensuring that the service is equipped to respond to the challenges and opportunities from growth.

3.2.4 - Given the discretionary nature of tourism, National Government Policy now identifies private sector led partnerships as the financially sustainable way forward for tourism delivery locally. Another key element of national policy is that the focus should be more on destination management, rather than marketing, which has been the emphasis historically. The reason for this is that having an effective joined up approach to destination management is essential to delivering a positive visitor experience and therefore maximising the economic benefits of the visitor economy. These new models are referred to as "Destination Management Organisations" (DMOs) in Government Policy.

3.3 Objectives

The key objectives of this proposal are to:

- Develop a long term sustainable model for tourism in Cambridge and the surrounding area and reduce the cost of tourism to the Council.
- Safeguard the visitor economy as a key economic driver for the city and the surrounding area.

- Maximise the economic benefits of the visitor economy across the city through actively promoting value not volume tourism and therefore supporting the on going economic wellbeing of the city.
- Ensure that there is an effective mechanism in place to work alongside partner organisations (e.g. Cambridge BID) and Local authority partners, in delivering a joined up approach to destination management which will be able to respond to the pressures of growth and the new opportunities through City Deal.
- Secure continued investment in destination management thus helping to make Cambridge a better place to live and to work and to help attract inward investment.
- Embed the City Council's core values of openness, transparency, diversity, and protecting the environment within the new organisation.

3.4 Desired outcomes - and benefits of the proposed change

3.4.1 - These have been informed and shaped through consultation with a broad range of tourism stakeholders through a well attended workshop held on 9th April 2014. These partners were encouraged by this review and the opportunities that it could bring. A detailed summary of the points raised at this workshop are included as **Appendix 1** and the **desired outcomes/benefits** highlighted as most important are summarised below:

- **Increased economic benefits from the visitor economy** - *More £ spend for businesses/ organisations in the city; visitors staying longer and spending more.*
- **A strategic, advocate for the importance of the Visitor Economy to Cambridge and the surrounding area**- *improved clarity on the "Go to" organisation on all things to do with the visitor economy.*
- **An organisation which takes the strategic lead on promoting Cambridge, and the surrounding area** - *providing a positive visitor experience end to end.*
- **An organisation which is able to operate more flexibly** - *able to increase income opportunities.*
- **Increase in resource** – *and increase in business support and training for tourism sector businesses/stakeholders.*

- **A “joined up” and collaborative approach to Destination Management in Cambridge and the surrounding area –** *improving the experience of all users of the city and encouraging increased length of stays.*

3.4.2 - In summary the principal benefit of establishing a DMO is that it presents an opportunity to increase investment, and to see an improvement in the scale and quality of tourism provision, which otherwise could not be delivered, whilst reducing the cost to the City Council.

3.4.3 - This would include an increase in the level of business support provided to the hundreds of small businesses in Cambridge and the surrounding area that are dependent on a flourishing visitor economy in order for their business to thrive. This is consistent with and would support the Council’s commitment to “sharing the city’s prosperity.”

3.4.4 – The DMO project is aligned to 5 out of 8 the Council’s new Vision statements (published in July 2014) as follows:

- Transforming services to meet the needs of residents with fewer resources
- Working with partners to pool resources and deliver services better
- Listening to our staff and engaging them in service redesign
- Being open, transparent, accountable and fair
- Promoting a high quality and sustainable environment
- Improving through flexibility, listening and continuing innovation

4.1- Proposed Future Model

4.1.1 - The model proposed, which is in line with best practise nationally, and guidance from Government, is a “Destination Management Organisation” (DMO). This would be a private sector led, public/private sector tourism partnership and most likely a “Not for Profit” Company Limited by Guarantee.

4.1.2 - **Destination Management** is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor’s experience, taking account of the needs of visitors, local residents, businesses and the environment.

4.1.3 - It would be essential for the DMO to work closely with Cambridge BID and other partnership organisations involved in “place making” in Cambridge and the surrounding area to ensure a joined up approach to Destination Management.

4.2 Governance

4.2.1 - The DMO would be governed by a Board of Directors drawn from a broad range of tourism stakeholders across Cambridge and the surrounding area. There would need to be Councillor representation from Cambridge City Council and possibly from, Cambridgeshire County Council and South Cambridgeshire District Council if they remain funding partners. In almost all cases tourism partnerships across the UK have a broad geographical remit covering surrounding districts and in some cases county wide; this is key to their financial viability.

It is important to note that in order that the DMO is not deemed to be local authority led, local authority board representation must not exceed 20%.

4.3 Funding

4.3.1 - Whilst all DMOs across the UK are based on the business led partnership model, the funding arrangements vary considerably dependent on the priority of tourism locally politically and the scale of private sector tourism stakeholders. The key themes however are “Partnership” and “Business led”. NB: All DMOs reviewed to date are currently in receipt of some public funding (average 20% of turnover subsidy) although many are anticipating a reduction in this year on year.

4.3.2 - Initially the funding model for the new organisation would be based on a combination of commercial activity and a Membership scheme, which is the funding basis currently. Alternative sources of funding would be investigated and developed as the new DMO develops. There would need to be some continued local authority funding in the first 2 years with a reduction in the second year as private sector support for the new organisation grows (as set out in the **DMO Financial Business Case** shown in Table 2). The DMO Financial Business case assumes between 2-20% growth in income across Membership and commercial activity.

4.3.3 - As part of developing the detailed business case further there will be a need to review the current Visit Cambridge Membership scheme. This will ensure it is in line with national best practise and that Membership fees are set at a level that will maintain and attract increased support locally in the early years of the new organisation.

4.4 Design Principles – Important characteristics for a new DMO organisation

4.4.1 - As with the desired outcomes, these have been developed in consultation with tourism stakeholders through the workshop held on 9th April 2014. These are detailed in full in **Appendix 1** but the most important Design Principles are summarised below:

- A Clear Vision
- Joined-up thinking between key stake-holders, visitor and business economy
- Flexible, and evolving to customer needs.
- Current and dynamic.
- Visitor focused
- Quality of service
- Self-funding
- Strong commercial focus
- Strong, co-ordinated marketing activity.
- Not restricted by boundaries
- Strong advocate for the Visitor Economy.
- Ethical, trusted and professional.
- Strategic.
- Realistic in what it can achieve, and its ambitions
- “Fleet of foot”-able to respond to business opportunities quickly.
- Politically aware and a contributor to delivering the Council’s vision for the city.
- The lead on up-to-date research on the value of the Visitor Economy
- Focus on environmentally sustainable tourism
- Widening tourism focus beyond Cambridge
- Delivering a “Year round” service.

4.4.2 - These design principles would be reflected in the new DMO through the development of a **Destination Management Plan (DMP)**.

4.4.3 - A **Destination Management Plan (DMP)** is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying the clear actions that they will take and the apportionment of resources.

4.4.4 - Visit England is encouraging and supporting the development of “Destination Management Plans” throughout England as an essential tool in the delivery of a successful visitor economy. National Government policy encourages destination organisations to become focused and efficient

bodies that are increasingly led by the private sector. Destination Management Plans are one mechanism to achieve this.

5. Alternative proposals

5.1 - One alternative proposal to establishing a DMO would be for the service to remain within the Council and for it to work to increase private sector investment and the commerciality of the service. In reality this would be very difficult as whilst it is public sector led, the service is not equipped to maximise fully the commercial opportunities and will not attract the level of private sector investment required.

5.2 - The Council could choose to reduce the specification of the service and decide not to run an all year round service. However this would lead to a direct reduction in income both from Membership and commercial activity and could lead to an increased detrimental impact from the visitor economy as the level of “operational management” is reduced. In addition an opportunity to deliver a long term sustainable model for tourism, which would improve the quality and scale of tourism provision, would have been missed.

5.3 - In summary the alternative proposals are likely to present a greater risk to the Council as they could result in a reduction in service specification, and a subsequent withdrawal in Visit Cambridge Membership income and therefore private sector investment in the service, therefore increasing the net cost of the tourism service to the Council.

6.1- Further Work and Project Timetable

6.1.1 - Subject to support from the Executive Councillor and Customer and Community Scrutiny Committee for the outline proposals, it is proposed that work progresses to further develop the detailed business case for establishing a DMO for Cambridge and the surrounding area. This would include the development of a reserves policy and consideration of how, if the Council were to agree to underwrite any risk in the DMO’s performance during the early years, a payback to the Council might be agreed if the DMO performs better than anticipated.

6.1.2 - It is then proposed that a further report will go to Customer and Community Services Scrutiny Committee in the January cycle which will set out the final detailed business case, implications for staff and detailed timetable to implementation.

6.1.3 - In considering this proposal there will be implications for other support services which will need to be addressed. A summary of these are set out in the financial implications section below.

6.2 Key Project Milestones

October 2014 - January 2015

- Further development of the detailed business case (to include a detailed cashflow forecast through consultation with the Executive Councillor and internal and external stakeholders and continued research on best practise nationally).
- Detailed assessment of the staffing implications in relation to a potential transfer under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and Local Government Pension Scheme (LGPS).
- Further research into the implications for support services and development of a detailed implementation plan
- **Cultural Trust/ DMO** – Joint project group set up with representation from HR, Finance, Property and Legal to help guide and advise the project. This group will be meeting a minimum of monthly.
- Determination of the process through which a Shadow DMO Board would be set up and appointment of Chair to help guide the development and implementation of the DMO.
- Appointment of independent legal advice by the shadow DMO Board to undertake due diligence work on its behalf.

October - November 2014

- Union and staff information and consultation on the proposal

January 2015

- Report to Customer and Community Services Scrutiny Committee seeking final approval for the proposal and detailed implementation Plan.

January -September 2015 – Implementation, transition and company set up, due diligence undertaken, formal TUPE information and consultation process undertaken Implementation, transition and company set up

Autumn 2015 – Target Launch of DMO (this will be confirmed in the January Committee report). An autumn launch is more realistic taking into account both the work involved at the implementation stage, and the fact that it would not be sensible from a service continuity perspective to launch during the peak of the tourism season.

7. Implications

(a) Financial Implications

The existing 'As is' costs (2015/16) are shown in Table 1 below:

Table 1: "As is" costs (2015/16)	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Core Funding (SCDC / Other)	(28,500)	(28,500)	(28,500)	(28,500)	(28,500)
Membership	(105,980)	(105,980)	(105,980)	(105,980)	(105,980)
Visitor Information Centre	(100,110)	(100,110)	(100,110)	(100,110)	(100,110)
Guided Walking Tours	(260,140)	(260,140)	(260,140)	(260,140)	(260,140)
Income from Gift shop and coffee shop	(54,290)	(54,290)	(54,290)	(54,290)	(54,290)
Other	(106,570)	(106,570)	(106,570)	(106,570)	(106,570)
Total Income	(655,590)	(655,590)	(655,590)	(655,590)	(655,590)
Expenditure					
Employees	398,320	398,320	398,320	398,320	398,320
Transport	1,050	1,050	1,050	1,050	1,050
Premises (ii)	0	0	0	0	0
Recharges (iii)	296,990	296,990	296,990	296,990	296,990
Supplies and Services	75,170	75,170	75,170	75,170	75,170
Total Expenditure	771,530	771,530	771,530	771,530	771,530
Net (Income) / Expenditure (i)	115,940	115,940	115,940	115,940	115,940
(i) Includes £43k BSR savings from 2015/16					
(ii) Included within recharges					
(iii) Includes Head of Service recharge to Tourism Service					

An outline business case for the new DMO is set out in Table 2 below:

Table 2: DMO Business Case (Summary)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
Core Funding (SCDC / Other) (i)	(35,000)	(28,000)	(21,000)	(14,000)	(7,000)	(105,000)
Membership (ii)	(109,800)	(129,510)	(153,052)	(181,184)	(214,817)	(788,364)
Visitor Information Centre (iii)	(90,110)	(91,910)	(93,750)	(95,620)	(97,530)	(468,920)
Guided Walking Tours (ii)	(270,000)	(283,500)	(297,680)	(312,560)	(328,190)	(1,491,930)
Other (iii)	(101,570)	(104,500)	(107,670)	(111,110)	(114,878)	(539,728)
Total Income	(606,480)	(637,420)	(673,152)	(714,474)	(762,415)	(3,393,942)
Expenditure						
Employees	479,710	479,710	479,710	479,710	479,710	2,398,550
Premises	65,880	65,880	65,880	65,880	65,880	329,400
Supplies and Services	113,130	113,130	113,130	113,130	113,130	565,650
Total Expenditure	658,720	658,720	658,720	658,720	658,720	3,293,600
Net DMO (Income) / Expenditure (iv)	52,240	21,300	(14,432)	(55,754)	(103,695)	(100,342)
(i) Assumes 20% reduction year on year.						
(ii) Assumes either 5% or 20% growth p.a. depending on Membership category.						
(iii) Assumes 2% growth p.a.						
(iv) After set up costs have been repaid to the Council, any DMO surplus will be reinvested into activities/resources to improve the Destination Management function						

This assumes the following:

- That the shortfall in years 1 to 2 of the new DMO is met by the Council, as seen in Table 3 below.
- That the core funding from South Cambridgeshire District Council and Cambridgeshire County Council (managed on behalf of the Cambridgeshire Tourism Officers group) is maintained at the same level in 2015/16 then reduces by 20% per annum thereafter.
- That the IT, Finance, HR and Legal support to the DMO would be provided independently of the Council. However there may be opportunities for the DMO to contract with the Council for some of these and this can be explored in the further development of the business case.
- That the Tourist Information Centre remains in its current location within the Guildhall for at least the first 5 years of the DMO. This would deliver an ongoing rental income to the Council.
- That the new DMO is successful in securing an additional £35k annual membership income in 2015/16 compared to 2013/14. Given the geographical coverage of this new DMO this should be achievable and an update on progress towards this will be provided when the

detailed business case is presented at the January October Scrutiny Committee.

- That the existing staff structure will transfer as is to the new DMO. The restructure of the Tourism service in 2010 was designed to put a structure in place which was lean and fit for purpose for a DMO organisation. Inevitably the new DMO would need to review its core operating costs within the first 5 years which could include reviewing the staff structure. However, as the current structure is lean compared to other DMOs with similar outputs, it is unlikely that the DMO would be looking to reduce its staffing levels as these will be key in meeting the aspirations of its Members.

The Financial Implications for the Council of establishing a DMO are set out below:

Table 3: Financial impact on City Council	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Status Quo Cost to Council (i)	115,940	115,940	115,940	115,940	115,940	579,700
Post DMO City Council costs						
DMO shortfall	52,240	21,300	0	0	0	73,540
Retained Recharges (ii)	168,470	137,132	105,794	74,456	43,118	528,970
	220,710	158,432	105,794	74,456	43,118	602,510
Rent income from Gift shop and coffee shop (iii)	(54,290)	(54,290)	(54,290)	(54,290)	(54,290)	(271,450)
Rent income from DMO (above existing recharge)	(15,630)	(15,630)	(15,630)	(15,630)	(15,630)	(78,150)
Post DMO Cost to the Council	150,790	88,512	35,874	4,536	(26,802)	252,910
Financial (benefit) / cost to the Council	34,850	(27,428)	(80,066)	(111,404)	(142,742)	(326,790)
Set-up Costs (iv)	40,000	0	(5,000)	(15,000)	(20,000)	0
Financial (benefit) / cost to the Council (including set-up costs)	74,850	(27,428)	(85,066)	(126,404)	(162,742)	(326,790)
(i) Status Quo includes £43k BSR savings from 2015/16.						
(ii) Includes saving from Head of Tourism & City Centre Management post and assumes 15% reduction year on year on other retained recharges.						
(iii) This has been reduced from 2014/15 to reflect under performance of the coffee shop.						
(iv) Initial set-up costs repaid from DMO surpluses.						

This assumes the following:

- That the £43k savings on the tourism service as identified in the Budget Setting Report (BSR), are delivered in 2015/16 reducing the cost of tourism to the Council to £115,940.
- That the base rent and turnover rent from the Gift Shop and Coffee Shop, which is currently included in the Tourism budget, is retained

by the Council. In addition, there will be an additional £15,630 pa of rental income to the Council from the DMO, over and above the existing premises recharge.

- The additional costs to the Council in Year 1 would be met from existing resources. There are a number of options available to the Council, including that these could be met from the potential underspend for 2013/14.
- It can be seen that the creation of a DMO has a positive financial impact for the Council, as the 5 year cost is predicted to be £326,790 a reduction of £252,910 based on the status quo.
- That the Council is able to reduce the residual overheads by 15% per annum until they reach 40% of the current level. This is being addressed corporately alongside other service transformation initiatives.
- That the additional costs to the Council, (excluding set up costs) in years 1 will start to be offset from savings in year 2.
- It is likely that there will be indirect financial benefits to the Council from setting up a DMO; the DMO will be able to operate more commercially which should increase opportunities to increase turnover rent to the Council from the Green Coffee Company and the Gift shop. There could well be additional indirect financial benefits which will be explored as the detailed business case is explored further.
- That the Head of Tourism and City Centre Management role transfers to the new DMO. Capacity will therefore need to be found at Senior Manager/Head of Service level to oversee the residual part of the Tourism and CCM service (CCM, Markets and Street Trading). The value of the retained recharges included in Table 3 above assumes that this can be found at no additional cost, so would deliver a further saving to the Council in the retained recharges. As part of this, consideration will need to be given to the ongoing officer lead for the Council with Cambridge BID and the new DMO.

Set Up Costs

- There will be initial set-up costs currently estimated at £40k relating to IT (£20k), Property issues (£5k), Corporate ID and Branding (£5k), possible VAT issues (£5K) and Legal (£5k). There will be a need for a bid to meet these as part of the 2015/16 budget process, but these will

be repaid in full by the end of year 5 out of the DMO surpluses in years 3, 4 and 5.

Pension arrangements

- The DMO business case assumes that the DMO will fund a pension bond of circa £9K pa and an ongoing pension contribution rate of 18.5%. These have been confirmed following receipt of an assessment by the County Council of the LGPS requirements in relation to any transfer.

(b) Staffing Implications

If a decision is made to set up the DMO and transfer services, staff assigned to services that move to the DMO will transfer under Transfer of Undertakings (Protection of Employment) Regulations (TUPE). A TUPE consultation process will begin with the unions and, those employees who are to be transferred. Approximately 16 members of staff may be impacted by the proposal.

(c) Equality and Poverty Implications

A high level Equalities Impact Assessment was undertaken in January 2014 and is attached as **Appendix 2**. A more detailed version will be prepared alongside the detailed business case and will be included in the report going to Customer and Community Services Scrutiny Committee in January 2014.

(d) Environmental Implications - None

(e) Procurement – None

(f) Community Safety - None

8. Risk Analysis

A high level risk analysis which sets out the key risks associated with this project is attached as **Appendix 3**.

9. Consultation and communication

The following consultation will be arranged:

9.1 Internal

9.1.1 - The implications for staff and all support services will be identified and addressed through regular meetings of the corporate joint Cultural Trust/DMO Project group.

9.1.2 - Regular briefings will be scheduled in for staff and the unions and more formal consultation will need to be arranged on specific issues.

9.1.3 - Trade Unions will be briefed on the proposals.

9.1.4 - Further discussion with the Director of Environment on the implications for the residual part of the Tourism and City Centre Management service i.e. CCM Markets and Street Trading team.

9.2 External

9.2.1 - Visit Cambridge has an informal Steering Group with representation from a broad range of tourism partners which has helped inform and shape current and future Visit Cambridge activity. Membership of this is from across the Cambridgeshire region. However membership of this group needs to be reviewed to ensure that there is broad representation at the right level to help guide this key strategic project.

9.2.2 - Critical to the success of this project will be significant “buy in” and leadership from the private sector and key tourism stakeholders. Since September 2013 the Head of Tourism and City Centre Management has held a number of meetings with key stakeholders and this work will be on going over the 4 months in order to develop the detailed business case further.

9.2.3 - In addition, it will also be important to have the support of the local authorities at all levels and in time to develop strong links with the LEP. This project would support three of the Greater Cambridge Greater Peterborough LEP’s strategic priorities, notably:

- 1) Skills (in particular for SMEs – business-led provision)
- 2) Enterprise (promoting enterprise growth and innovation)
- 3) International Profile (increasing inward investment)

9.2.4 - Visit Cambridge is a member of the English Heritage Cities Group which is an extremely valuable source of national best practise in the industry and will help to further shape these proposals.

9.2.5 - English Heritage Cities is a partnership of Destinations brought together by common product and interests. Membership is based on specific criteria which include a net contribution from tourism to the local economy of no less than £150 million per annum. Its purpose is to share knowledge, benchmark performance, develop evidence and deliver messages about the heritage product of England and facilitate joint activity, all with the intention of maximising the potential of the cities' visitor economies. Given the current funding challenges facing tourism organisations nationally it has a strong focus on developing sustainable income solutions.

10. Background papers

None

11. Appendices

- § 1 - Stakeholder Workshop feedback notes
- § 2 - DMO - EQIA
- § 3 - DMO - High Level Risk Analysis

12. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Emma Thornton
Author's Phone Number: 01223 – 457464

Author's Email: Emma.thornton@cambridge.gov.uk

(g) Community Safety - None

Appendix 1

Feed-back from Tourism Work-shop, 9 April 2014.

1: Scope of Existing Services – What does it do now?

- A key focus on operational management.
- Attracts people to Cambridge
- Provides information on:
 - *What to see and do where to stay*
 - *How to get here, ways to see the city; Guided tours, punting and Open top bus tours.*
 - *The source for historical information on the city*
- The first point of contact for visitors
- Providing a positive experience for the visitor
- Under resourced
- Perceived as the “Official,” trusted “Go to” place for Visitor Information
- Provides information to residents for Friends/Family visiting the area.
- Almost self-funding
- Contributes to the economic well-being of the city
- Coordinates and brings tourism stakeholders together (partnership working).

Business and sign-posting.

- Membership services- support agency for tourism organisations/businesses.
- Marketing (limited activity due to current business model).
- Business promotion

2: What more could the Tourism service do better?

- Be the body that comprehensively and effectively promotes Cambridge and the surrounding area nationally and internationally, for both business and leisure, across all marketing platforms including social media.
- The body that promotes develops and helps to sustain tourism businesses and helps them to thrive; business support, networking, research, training and ticketing services where appropriate.

- Advocacy- The lead organisation that lobbies on behalf of the visitor economy for improved transport infrastructure, skills and LEP investment

-The strategic lead on coordinating and delivering a positive visitor experience to Cambridge and the surrounding area.

-More effective at defending the Visit Cambridge brand (this is under threat and being diluted by the proliferation of touts who use the Official Tourism “I.”)

-More proactive coordinated targeted marketing and promotion for Cambridge and the surrounding area. The “one stop” shop for advanced itinerary planning.

- All year round marketing campaigns to release pressure on the peak summer period and improve opportunities in the quieter months.

Focus on increasing dwell time and encouraging short breaks in order to maximise economic impact of the visitor economy and reduce pressure on the historic core.

Consider developing an offer for younger people and other sectors not currently attracted to the area.

Consider the needs and opportunities through local residents.

Better coordinated promotion of Cambridge as a “City of Festivals”

The organisation that ensures that Cambridge has the opportunity to attract high profile events to the city (e.g. Tour De France)

Promotes sustainable tourism

Promoting the area in different languages

Provides improved, informed quality information to visitors, both online and in person. This needs to be on the “here and now” in addition to the historical aspects.

Encourage inward investment

- Qualitative Market research/ economic impact studies - Find out about the visitor experience.

- Join up research undertaken by other tourism stakeholders

- Investigate opportunities for increase in quality assurance taking into account State Aid legislation/ guidance from Government...

- Investigate further trading opportunities to generate income for the tourism service e.g. look at UK and European examples [e.g. a tour company?].

- Facilitate opportunities for increased access to skills training for tourism businesses.

- Increase promotion for conference business.

- Promote local distinctiveness

- ~ Local foods, local crafts, famous Cambridge people.
- The service needs to more dynamic and nimble of foot.
- Be better equipped to respond to the opportunities and challenges from Growth.
- Improved - 'Up selling' by all Visit Cambridge staff.
- Contribute financially to the City Council?

Put the Visitor needs first!

Longer term, the TIC/ Visitor Centre needs to be in a more prominent location within the city centre.

3: Who are our stakeholders?

- Visitors
- ~ Residents
- , Business in the broadest sense.
- Museums, and heritage.
- Universities [both].
- Colleges.
- Arts, and culture venues.*
- Visitor attractions.
- Retail.*
- Hotels, bed-and-breakfast establishments, and restaurants.*
- Tour guides.
- Transport providers.
- Language schools.
- Schools.
- Market traders.
- Visit England.
- Councils, and elected Members.*
- Hospitals.
- Pubs.

- The Cambridge working population.
- Event organisers.
 - ~ Festivals.
- Police, and regulators.
- Airports (Regional and Local).
- The Conservators of the River Cam.
- Trade unions.
- Members of Visit Cambridge.
- Food manufacturers, and other suppliers.
- Press, and media.
- Conference Cambridge.
- Local Enterprise Partnership
- Cambridge BID,* and other BIDs in the County.
- CAMBAC.
 - ~ Night-time economy.

4: Desired outcomes for a new tourism organisation

More £ spend for businesses in the city.

A strategic, effective organisation for the tourism sector in Cambridge and the surrounding area - Visitors staying longer and spending more.

Visitors spread through the year.

Help with national / international marketing

An organisation which takes the strategic lead on promoting Cambridge, and the surrounding area, and providing a positive visitor experience end to end.

An organisation that helps to leverage investment for events which attract visitors.

Improved networking and support for tourism businesses and shared best practice

Joined up thinking.

Better information on visitor types, and numbers; research.

The promotion of Cambridge nationally, and inter-nationally [Kings' Cross Station currently advertising Tour de France in Yorkshire through "Visit Yorkshire".]

Increase in resource to meet the needs of tourism businesses/stakeholders.

Fantastically informed visitor information staff.

5. New Tourism Organisation: Design Principles.

- Flexible, and evolving to customer needs.
- Current, and dynamic.
- Visitor focused.
- Leading on up-to-date research.
- Free from bureaucracy.
- Self-funding.
- Partnership between stake-holders [no one lead].
- Collaboration, and partnership.
- Realistic in what it can achieve, and its ambitions.
- Trusted.
- Quality in service.
- Integrated.
- Out-ward looking.
- Clear, and well-communicated objectives.
- Strong, co-ordinated marketing.
- Joined-up thinking between key stake-holders, visitor, and business economy.
- Strong sales focus.
- Robust business case (including future).
- Not restricted by boundaries (geographic, or mental).
- Ability to develop business opportunities.
- Politically aware.
- Protect the integrity of 'the brand'.
- Fleet-of-foot.
- Strong advocate for tourist economy.
- Ethical, and professional.

- Strategic.
- Pro-active.
- Environmental sustainability.
- Aware, and respect of constraints [for example, capacity].
- Adequate / appropriate resources.
- Clear vision [for example, a destination management plan].
- Widening tourism focus beyond historic centre.
- Buy in, from businesses.
- Year round service.
- Pro-active on inward investment.

Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from David Kidston, Strategy and Partnerships Manager on 01223 457043 or email david.kidston@cambridge.gov.uk or from any member of the Joint Equalities Group.

1. Title of strategy, policy, plan, project, contract or major change to your service:

Arms Length Tourism Model

2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

To develop a long term sustainable model for tourism delivery which will reduce the cost to the council whilst delivering an enhanced service to the industry.

3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

- Residents
- Visitors
- Staff

A specific client group or groups (please state):
Tourism businesses/stakeholders in Cambridge and the surrounding area.

4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

- New
- Revised
- Existing

5. Responsible directorate and service

Directorate: Environment

Service: Tourism and City Centre Management

6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

No

Yes (please give details):

The likely successful model will be private sector led and delivered in partnership with tourism stakeholders across the public and private sectors. In undertaking the feasibility work and developing the business case, it will also be necessary to work with colleagues in all the support services(HR, Legal and Finance) and colleagues in neighbouring Local Authorities.

7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

(a) Age (any group of people of a particular age, including younger and older people)

Nil The service age profile is broad(25-34-21%,35-44-25%, 45-54-17%,55-64-37%) .

(b) Disability (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

Nil. The service profile is 4% disabled. As there is no proposed relocation of the service there will be no impact from this proposal. .

(c) Gender

Nil . The Service profile is 75% female and 15% male

(d) Pregnancy and maternity

Nil

(e) Transgender (including gender re-assignment)

Nil

(f) Marriage and Civil Partnership

Nil

(g) Race or Ethnicity

Nil. The service profile is 91%BAME and 9%BAME.

(h) Religion or Belief

Nil

(i) Sexual Orientation

Nil

(j) Other factor that may lead to inequality (please state):

8. If you have any additional comments please add them here

The aim of this project is to enhance not reduce the specification of this service through the development of this new model. Therefore I do not anticipate any negative impact on any equalities group through this project. In fact the aspiration should be that all groups should benefit positively from the project. At this early stage, when the scope and scale has yet to be defined, it is not possible to evidence this positive impact. However I hope to be in a position to evidence this once the feasibility work is complete and a firm proposal has been developed (May /June 2014). An updated more detailed EQIA will then be included in the report which will go to Environment Scrutiny Committee in July 2014.

9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to David Kidston, Strategy and Partnerships Manager, who will arrange for it to be published on the City Council's website. Email david.kidston@cambridge.gov.uk

10. Sign off

Name and job title of assessment lead officer: Emma Thornton

Names and job titles of other assessment team members and people consulted:

Date of completion: 13th December 2013

Date of next review of the assessment: Beg June 2014

Action Plan

Equality Impact Assessment title:

Date of completion:

Equality Group	Age
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Disability
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Gender
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Pregnancy and Maternity
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Transgender
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Marriage and Civil Partnership
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Race or Ethnicity
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Religion or Belief
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Sexual Orientation
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Other factors that may lead to inequality	
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

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Creation of Destination Management Organisation Risks

	Risk	Cause	Consequence	Controls	Likelihood	Impact	Score
1.	Staff not engaged and in support of the project (DMO/Council)	Lack of on-going regular communication with staff	Staff less productive. Low staff morale affecting service delivery and income performance	Regular staff briefings. Staff engaged in the project and included in the circulation of key reports	2	4	8
2.	Increased competition from other organisations delivering services similar to Visit Cambridge (DMO).	Other organisations providing similar services/products to Visit Cambridge e.g. Walking Tour companies, Punt Touts, visitor focussed websites and publications	Reduction in commercial income levels	Increased development and promotion of the unique selling points (USPs) of the Visit Cambridge services/products provided. Working with partners to tackle punt tout issues. Working closely with Cambridge BID	2	3	6
Page 215	Failure to develop robust financial management arrangements(DMO)	Some core Visit Cambridge income streams are seasonal and dependant on a number of external factors including the weather	Cash flow issues resulting in inability to cover monthly revenue costs (e.g. salaries)	The detailed business case will include details of cash flow forecasting and need for any initial working capital. The business plan will also include recommendations to increase the breadth of commercial opportunities thus reducing the dependency on income streams which are dependent on external factors	2	3	6
	4.	Failure to develop alternative delivery models for Tourism (Service remains in house)- (Council)	No political support for alternative delivery models	A reduction in Membership income and inability to maximise income opportunities thus increasing the net cost of the Tourism Service to the Council	Cross Party Political Engagement. Member Briefings. Development and support for robust business case.	2	3
5.	The projected growth in Membership income is not achieved(DMO/Council)	The DMO fails to deliver adequate ROI (return on investment) for Tourism organisations resulting in reduction in Membership. DMO Members partners are not obliged to contribute as it is a voluntary membership scheme	Additional subsidy required from the Council. Unable to meet objective of service being cost neutral	Robust Business Plan. Clearly defined business benefits for DMO members. Clear objectives. Evidence of delivery and KPI's. Regular engagement and communication with DMO members	3	3	9

Creation of Destination Management Organisation Risks

	Risk	Cause	Consequence	Controls	Likelihood	Impact	Score
6.	Unable to secure income levels as projected in outline business case for Year 1(DMO/Council)	Lack of "Buy in" from Partners. Income Targets over ambitious	Additional subsidy required from the Council. Unable to meet objective of service being cost neutral	Robust Business Plan. Clearly defined business benefits for DMO members. Clear objectives. Evidence of delivery and KPI's. Regular engagement and communication with DMO members	2	3	6
7.	Inability to ensure DMO reflects CCC core values (Council)	Inadequate reflection of CCC core values in the Articles of Association for the new DMO	Ineffective partnership working. Lack of political support leading to the failure of the project to fulfil its potential	CCC representation on Shadow Board of DMO. Active engagement at Member and Executive Councillor level.	2	4	8
Page 2 of 6	Failure to engage key strategic partners (DMO/Council)	Lack of engagement and communication with key partners. Inability of key partners to 'buy in' to the vision.	Failure of the project.	Stakeholder workshops held. Meetings with key partners planned including Cambridgeshire County Council SCDC, the LEP, Cambridge University (Pro Vice Chancellor), Key attractions, Cambridge Ahead and other Business Networks	2	4	8
9.	Lack of Political Support for the new Destination Management Organisation (Council)	Project fails to articulate how it links in with current political priorities	Failure of the project. Tourism service unable to deliver significant further savings without a reduction in service specification which could lead to increased costs if the private sector disinvests.	Project is aligned to 5 out of the 8 new Vision statements for the Council (published in July 2014). Regular on-going briefings with Members across both parties (Lib Dem & Labour). Environment Scrutiny Member briefing in March 14. Labour briefing planned for early September. Included as an item on the Forward Plan.	2	4	8

Creation of Destination Management Organisation Risks

	Risk	Cause	Consequence	Controls	Likelihood	Impact	Score
10. Page 217	The Council is unable to reduce the residual recharges at the rate assumed in the DMO business case(Council) .	The assumption is overambitious.	Increase in the cost of the project to the Council.	Further work has been undertaken by the Finance department to agree a more cautious and realistic reduction in retained recharges and 15% pa has been agreed on all Business Transformation projects corporately . A proposition to review and redesign central support provision with the aim of aligning it better with the future demands and circumstances of the Council is being developed and will be the means by which central support costs will be managed down; this will be a project within the Councils corporate transformation programme.	2	4	8

Key:	
1 – 4	Low
5 – 10	Medium
12 – 15	Significant
16 – 25	High

NB: Each risk is annotated to highlight whether the risk is assigned to the DMO, the Council or both.

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To: Executive Councillor for City Centre & Public Places
(and Deputy Leader): Councillor Carina O'Reilly

Report by: Director of Environment

Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014

Wards affected: All wards

S106 PRIORITY-SETTING AND DEVOLVED DECISION-MAKING

Key Decision

1. EXECUTIVE SUMMARY

- 1.1 This report takes stock of how the S106 priority-setting process (with devolved decision-making to area committees over the use of some types of developer contributions) has operated over the last two years.
- a. The process has given local communities more say on how S106 contributions are used locally on new/improved facilities. More projects have been taken forward across all four areas of the city.
 - b. Thirty six S106-funded projects have been completed over the last two years. At the same time, another 35 projects are still being implemented. There are competing pressures to focus on delivering projects that have already been identified and to respond to local expectations to allocate further S106 funding to new priorities.
 - c. Cambridge is fortunate to still have significant S106 contributions available, but this will change (see Appendix A). The level of S106 income is set to taper off within a few years. Future S106 priority-setting rounds will eat in to the S106 funding available, causing it to run down. This reinforces the need to make sure that S106 contributions are used to greatest effect – to address the impact of development and, as far as possible, needs within the city.
- 1.2 In this context, this report proposes to continue with further S106 priority-setting, but to fine-tune the principles behind S106 devolved decision-making. In addition, it is proposed that the next (third) round on S106 priority-setting this autumn should be confined to projects that can be grant-funded.

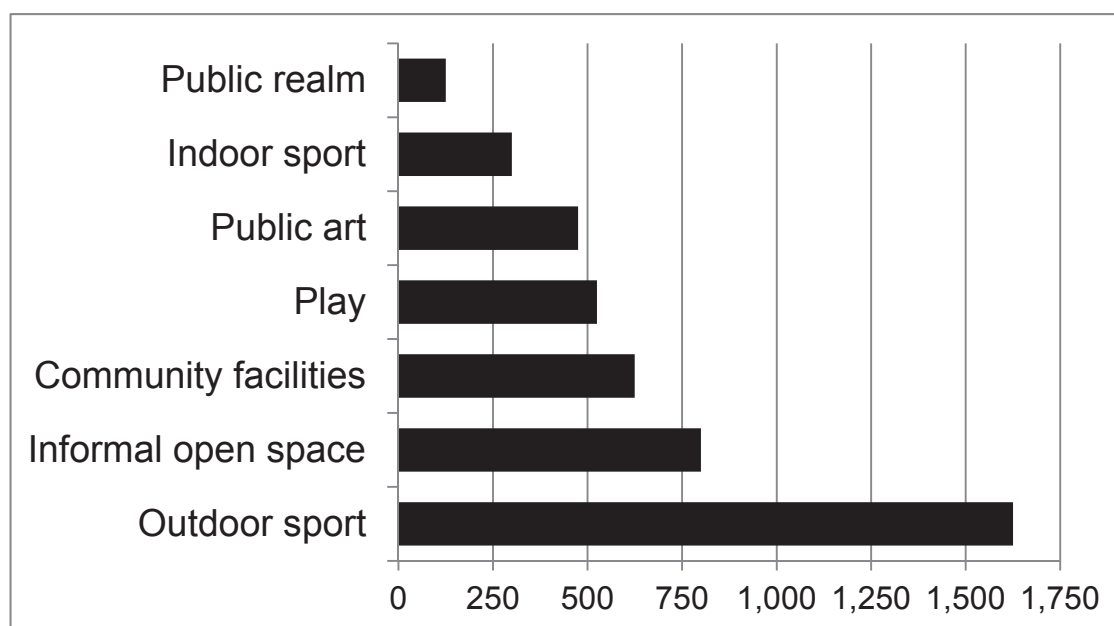
2. RECOMMENDATIONS

- 2.1 The Executive Councillor for City Centre and Public Places is recommended to:
- a. re-focus devolved decision-making to area committees within future S106 priority-setting rounds on developer contributions for community facilities, informal open space, outdoor sports provision (incorporating formal open space) and play provision for children and teenagers [see paragraph 4.1];
 - b. continue to include developer contributions for indoor sports provision, public art and public realm in future S106 priority-setting rounds, but return the decision-making for these contribution types to the relevant Executive Councillor [paragraph 4.2];
 - c. adapt the method for devolved S106 funding to areas to reflect the fact that area committees no longer make planning decisions: this will be based on 100% of S106 contributions from 'minor'/'other' categories of planning applications from the area and 50% of S106 contributions from the 'major' category planning applications from the area [see paragraphs 4.3];
 - d. adapt the method for assigning S106 funding to strategic funds (for use of projects benefitting more than one area of Cambridge, or the city as a whole): this will be based on the other 50% of S106 contributions from the 'major' category of planning applications;
 - e. confirm that the 50:50 split (devolved:strategic) of S106 contributions from major planning applications can continue to be varied on a case-by-case basis, following officer discussions with the relevant Executive Councillor;
 - f. agree that the next (third) S106 priority-setting round, scheduled for November 2014-February 2015, should be focussed on prioritising schemes suitable for S106 grant-funding [see Section 5];
 - g. agree that a fourth S106 priority-setting round, currently proposed to take place between June 2015-January 2016) should focus on the wider range of S106 contribution types, including proposals for projects which would involve project management and/or delivery by the city council.
- 2.2 Although not a recommendation for this current report, please note the discussion in Appendix E about the issues relating to the S106 funding for the Rouse Ball Pavilion project on Jesus Green.

3. BACKGROUND

- 3.1 The council asks developers to pay S106 contributions for new or improved facilities in order to address the impact of development. This currently happens via Section 106 agreements in line with the council's Planning Obligations Strategy 2010. See the Rough Guide to developer contributions funding in Appendix A.
- 3.2 Over the last two years, the council has devolved to area committees decision-making over the use of devolved S106 contributions from planning approvals in their respective areas. At the same time, half the S106 contributions from (major) developments approved by the Planning Committee have been assigned for use on strategic projects (benefitting more than one area or the city as a whole): decisions on strategic priorities are made by the relevant executive councillor. Appendix B features a summary of the current arrangements.
- 3.3 There have been two S106 priority-setting rounds in 2012/13 and 2013/14, which have incorporated the devolved decision-making approach. During that time, the council has completed 36 S106-funded projects. Another 35 (including most of the project priorities identified in the 2nd priority-setting round in late 2013/early 2014) are on-going. See Appendices C and D for more details.
- 3.4 Whilst the council has spent in the region of £4 million on S106-funded project delivery over the last couple of years, there is still around £4.5 million of off-site developer contributions available overall for the contribution types featured in this report. The impact of the concerted efforts on improved S106 management and project delivery has been masked by the receipt of around £3.7 million of off-site S106 contributions (ie, not including on-site contributions for the growth sites) over the same period. This should take nothing away from the note of caution sounded in paragraph 1.1(c).
- 3.5 A top-level analysis of available S106 contributions (received but not yet allocated to other projects) can be found in Table 1. The main point to note is the variation in funding availability of S106 funding across the different S106 contribution types. This reflects both the S106 contributions that have requested and received and the nature of projects that have been funded in recent years. Few projects based on S106 outdoor sports funding were prioritised in the first two rounds of S106 priority-setting ahead of the development of the council's Sport and Physical Activity Strategy last March. Now that this strategy is in place, there is a real opportunity to identify outdoor sports projects in the third (granting-funding) and fourth priority-setting rounds in 2014/15 and 2015/16 respectively.

Table 1: Availability (£000) of S106 funding in Cambridge (overall)



- 3.6 A more detailed analysis of S106 contributions devolved to each area is currently being developed. Each area committee will receive a breakdown of its devolved funding - this information will be made available on the council's website. As highlighted to this Committee in previous reports, the level of devolved S106 funding available varies greatly from area to area: this broadly reflects differing levels of development across the city. The South Area tends to have significant levels of S106 funding in most contribution types whereas the North Area has comparatively very low levels.

4. PROPOSED CHANGES

This section focuses on the reasoning behind recommendations (a) - (e) under paragraph 2.1,

- 4.1 As part of the arrangements introduced in 2012, devolved decision-making applies to seven main contribution types (see Appendix B). This currently works well in the case of four contributions types (outdoor sports facilities, informal open space, community facilities and play provision for children and teenagers), given the overall levels of funding available.
- Although the contributions for play provision are not as high as the other three contribution types, a number of play projects allocated S106 funding in recent years are in the £25k-£50k price bracket, so it is anticipated there will still be possibilities for most/all area committees to prioritise one or more play area improvement.
 - In this context, it is recommended (in 2.1a) that area committees continue to have devolved decision-making powers over the use of their devolved S106 funding for these four contribution types.

- 4.2 Opportunities for taking forward projects funded by S106 contributions for indoor sports, public art and public realm have been more limited, however, given the levels of funding available (again, see Table 1). The situation is exacerbated by these scarce resources, which are intended for use anywhere within the city, anyway) being spread thinly across four area (devolved) funds and the strategic fund. Consequently, (with the exception of a couple of local priority projects), it has not been possible to consider other options for new indoor sports, public art or public realm projects in the last two priority-setting rounds. The proposed way forward is as follows.
- a. Aggregate the funding within each of these contribution types so that there is enough money available in a city-wide fund to make it more possible for future projects to be considered.
 - b. Decisions on the use of the S106 funding in these city-wide funds will still be part of future S106 priority-setting rounds and will be informed by S106 consultations (eg, in the 3rd and 4th rounds).
 - c. Decisions on priority-setting will be made by the relevant portfolio-holder (ie, the Executive Councillor for Community, Arts and Recreation for indoor sports contributions and the Executive Councillor for City Centre and Public Places for public art and public realm contributions).
- 4.3 Following a report to the Environment Scrutiny Committee on 8 July 2014, the Executive Councillor for Planning Policy and Transport decided to rescind the delegation of powers to area committees to determine planning applications with effect from 1 October 2014. This has implications for the current method of assigning devolved S106 funding to area committees, and this latest report provides the opportunity to tie up the loose end.
- a. A comparison of the current and proposed methods for devolving funding to area committee is set out in Table 2. Given that area committees used to consider mainly minor planning applications and the Planning Committee major ones, the new assignment method bears a strong similarity to the previous arrangement.
 - b. The recommendation in 2.1(e), to confirm that the 50:50 split (devolved:strategic) of S106 contributions from major planning applications can continue to be varied on a case-by-case basis, is simply a repeat of current practice (see paragraph B4b in Appendix B).
- 4.4 Officers have also considered whether it would be possible to revise the definition of what constitutes 'strategic' projects for the use of S106 contributions in the strategic fund in order to allow more explicit

Table 2: Proposed new method for assigning S106 funding

Current method	Proposed method
Devolved funding: <ul style="list-style-type: none">• 100% of S106 contributions from planning applications from the area, agreed by the area committee or determined by officers (delegated authority)• 50% of S106 contributions from applications from the area, agreed by the Planning Committee	Devolved funding: <ul style="list-style-type: none">• 100% of S106 contributions from 'minor'/'other' planning applications from the area• 50% of S106 contributions from 'major' planning applications from the area
Strategic funding: Based on the other 50% of contributions from applications, agreed by the Planning Committee.	Strategic funding: Based on the other 50% of S106 contributions from 'major' planning applications

emphasis on addressing significant need in Cambridge. For example, the Cambridgeshire Index of Multiple Deprivation 2010 shows there are high levels of disadvantage in parts of the North and East Area.

- a. When devolved decision-making system was introduced two years ago, 'strategic' projects were defined as those projects benefitting more than one area or the city as a whole. Consideration of a revised definition has been prompted by the development of the council's Anti-Poverty Strategy, which is to be reported to the Strategy & Resources Scrutiny Committee later this month.
- b. An over-riding consideration, however, is that the primary purpose of developer contributions is to address the impact of development, not deprivation as such. Officers also need to apply the tests set out in official guidance (ODPM Circular 05/05 and the CIL Regulations 2010) to ensure the use of particular contributions would be appropriate to fund particular projects (see Appendix A).
- c. It has, therefore, been concluded to continue with the existing definition of a project eligible for S106 strategic funding.
 - (i) Within that broad definition, however, officers will be mindful of opportunities that may arise to locate new facilities that would benefit the city as a whole in those areas with the greatest needs. This could strengthen the justification for the use of S106 developer contributions in the S106 strategic fund from other parts of the city.
 - (ii) In order to increase the level of contributions available to particular areas under specific contribution types, the relevant Executive Councillors may also wish to consider, in future,

whether to release back to an area those S106 contributions from that area that have been assigned to the strategic fund. There are two examples from the last two years where this has already been done: in relation to play provision contributions for North and East areas (January 2013) and informal open contributions for North Area (October 2014).

- 4.5 In response to feedback about the process from North and East areas during the last two years, officers will also look to compile area profiles to inform S106 consultations and priority-setting. These could include:
- demographic data and social research statistics
 - mapping information about existing local facility provision
 - officer advice about possible options to help address local needs
 - and an analysis of the levels of devolved funding available for the area by contribution type.

Whilst this will help to provide useful context, these profiles will not provide all the answers. Area committees will still need to use their local knowledge in making difficult priority-setting decisions.

5. NEXT S106 PRIORITY-SETTING ROUNDS: PROPOSED PROCESS

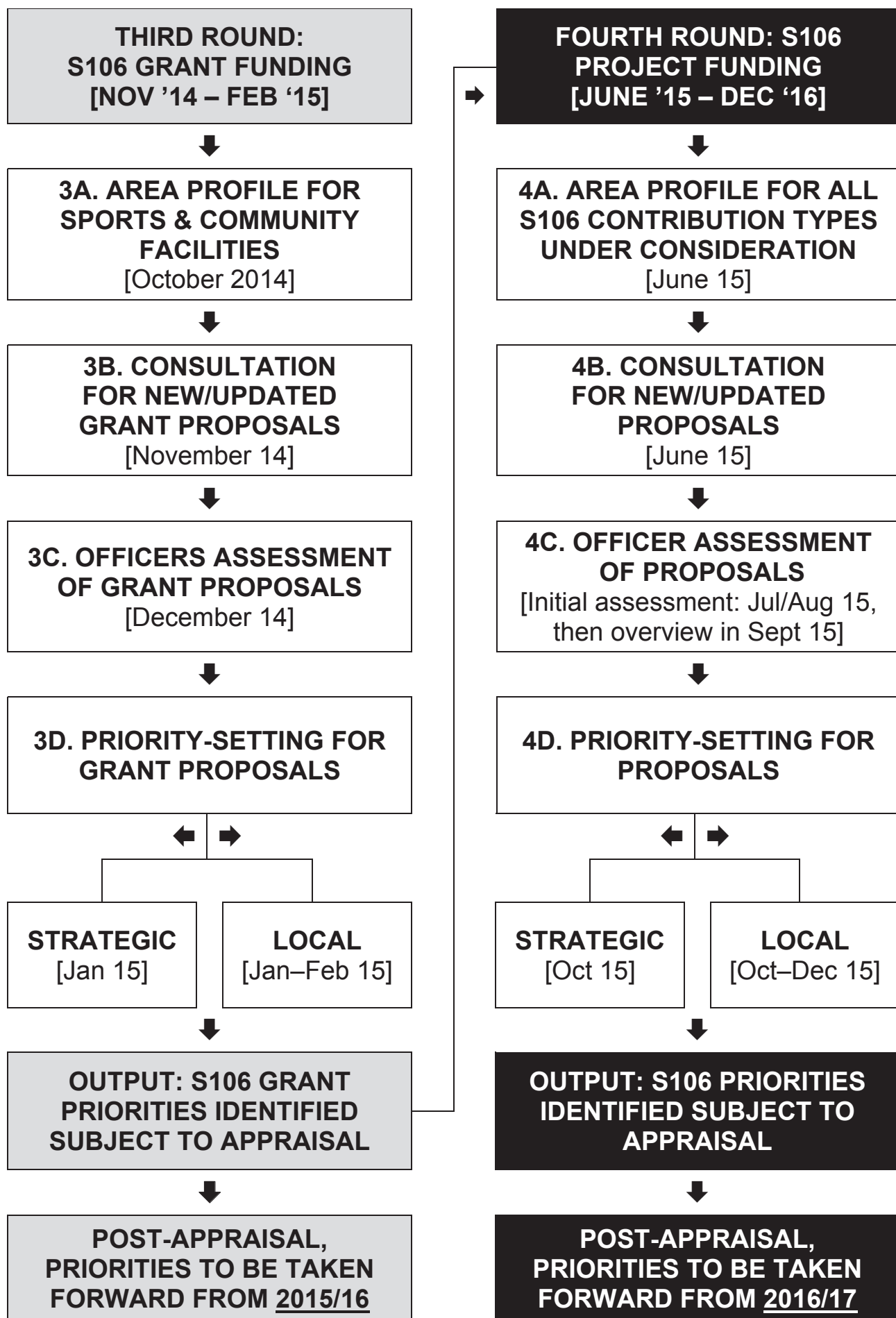
- 5.1 Previous scrutiny committee reports on S106 devolved decision-making process mentioned the likelihood of further priority-setting beyond the first two rounds. From contacts made to local councillors and officers by local residents and community groups over recent months, it is clear that there is a real interest in seeking S106 funding for further local project proposals, particularly for grant-funding.
- 5.2 At the same time, given the number of S106 priority projects on the council's Capital Plan that are still being implemented (Appendix D) - not least projects from the second priority-setting round - there have been calls to focus on delivering those, without adding further projects that would involve project management and delivery by the council. These concerns coincide with the on-going review of the council's Capital Plan, which is looking at whether there is scope to reduce the number of projects already on the list in order to relieve pressures on council budgets and available staffing resources for project delivery.
- 5.3 This report proposes a way forward between these competing pressures. Table 3 suggests that the next (third) priority-setting round this autumn should focus on projects that can be grant-funded from developer contributions. Processing grants for projects being taken forward by local community groups, involves much less officer time than projects being managed and delivered by the council. This would enable council officers to focus on delivering of existing S106 priority projects before a wider (fourth) priority-setting round in 2015/16.

Table 3: Next priority-setting rounds – key features

	3rd round	4th round
Focus on	Project proposals that can be grant-funded from S106 contributions	All proposals (either for S106 grant-funding or management/ delivery by the council)
Contribution types being considered	Those suitable for S106 grant funding: <ul style="list-style-type: none"> • community facilities • indoor sports • outdoor sports and (possibly), public art – (small-scale projects by local groups) 	<ul style="list-style-type: none"> • community facilities • informal open space • play provision for children and teens • indoor sports • outdoor sports • public art • public realm
Area Committees will prioritise local proposals for:	<ul style="list-style-type: none"> • community facilities • outdoor sports facilities 	<ul style="list-style-type: none"> • community facilities • informal open space • play provision for children and teens • outdoor sports
Relevant Exec Councillors will prioritise proposals	Strategic proposals for: <ul style="list-style-type: none"> • community facilities • outdoor sports facilities And all proposals for: <ul style="list-style-type: none"> • indoor sports facilities 	Strategic proposals for: <ul style="list-style-type: none"> • community facilities • informal open space • play provision • outdoor sports And all proposals for: <ul style="list-style-type: none"> • indoor sports facilities • public art • public realm
Consultation	Primarily for local community groups with capital project proposals	Local residents and community groups
When	Consultation in November 2014 followed by priority-setting reports to area & scrutiny committees in January/February 2015	(Provisional) consultation in June '15 followed by priority-setting reports to area/scrutiny committees between Oct-Dec 2015
When could priorities be taken forward	From 2015/16 (depending on the readiness of grant-funded priority projects)	From 2016/17 (depending on the readiness of priority projects)

Table 4 sets out the process within the priority-setting rounds in more detail.

Table 4: S106 priority-setting process for 3rd and 4th rounds



5.4 Please note the following points about the process set out in Table 4.

- a. Visits are being made to all four area committee meetings in mid-late October 2014 in order to brief them on the process for the next S106 priority-setting rounds. This will also provide an update on progress on the delivery of S106 projects prioritised by the area committees in the last two rounds. These briefing sessions will not involve making any priority-setting decisions at this stage – this will follow (for proposals for S106 grant-funding) at the area committee meeting next January/February, once the consultation has taken place this November.
- b. The consultation this November (step 3B) will be focussed on seeking new/updated proposals for projects which could be grant-funded from developer contributions. Brief area profiles will be made available as contextual information for consultees. This consultation will welcome comments either by email or by letter over a one month period. Any help that local councillors can provide in encouraging local community groups to submit proposals would be greatly appreciated (the same applies to the fourth round consultation). Further guidance will be provided but, for the time being, please see the advice in paragraph B8 of Appendix B.
- c. Any feedback received relating to proposals for projects eligible for S106 contributions, but not suitable for grant-funding, will be kept on file and reported as part of the fourth priority-setting round.
- d. Although the main consultation for the fourth round will also take place over the period of a month (provisionally, June 2015), officers plan to get in contact with local equalities groups in the meantime to encourage them to put forward their ideas for local facilities that could be funded by developer contributions. Any other resident or community group who would wish to put forward their ideas for projects before June can also do so by getting in contact with the report author (see section 9 of this report for details).
- e. The officer assessments (steps 3C and 4C) will provide an initial filter of the project ideas received through the consultation. Officers will check whether suggested projects would be eligible for S106 funding. They will also assess whether there are any particular practicalities/feasibility issues and whether the proposals have links with any of the council's policies and strategies (including the Anti-Poverty Strategy).
- f. The reports to the area and scrutiny committees in January-February 2015 will include an update on S106 funding availability

and will highlight any significant considerations relating to expiry dates attached to particular developer contributions. The report to the Community Services Scrutiny Committee is also likely to feature a recommendation on the issues relating to the Rouse Ball Pavilion project (see paragraphs E4.1-E4.5 in Appendix E). It may also highlight any opportunities and implications for future use of S106 funding arising from the on-going review of the Capital Plan.

- g. Prior to the area committee meeting at which priority-setting reports will be considered (part of steps 3D and 4D), local ward councillors will be asked to identify amongst themselves which (small number of) local proposals they would want to short-list from their ward. Each ward will be asked to identify its short-listed proposals at the start of the area committee's priority-setting discussions before the area committee decides which proposals to prioritise from its overall short-list.
- h. In setting their priorities for local and strategic grant-funded projects (step 3D), the area committees and Executive Councillors will not be confined to a certain number of grant-funded priority projects apart from considering:
 - the amounts of S106 funding available to them in the relevant contribution types (not least to consider whether they would wish to set aside a certain amount of funding for proposals likely to come forward in the fourth priority-setting round) and
 - any guidance from officers in January/February 2015 about the capacity to process S106 grants (albeit that grant-processing is less intensive than project management/delivery).

Similar considerations will also apply to priority-setting of S106 grant-funded projects in the fourth round.

- i. When it comes to prioritising projects in the fourth round that would involve project management/delivery by the council, it is likely that the area committees will be asked to confine their choices to two per area. This is so that the council can continue to manage the delivery of the council's Capital Plan within the financial and staffing resources available. The exact arrangements will be confirmed at the start of the fourth round.
- j. The priority-setting process will culminate in areas committees and relevant Executive Councillors setting their local and strategic priorities. These priorities will be subject to local consultation and project appraisal, as appropriate. Whilst relevant S106 contributions will be provisionally allocated to priorities at this point,

grant and project priorities will not be added as specific items in the Capital Plan (under the existing S106 programme entries) until project appraisals are approved.

6. IMPLICATIONS

- 6.1. **Financial Implications:** S106 contributions are not immune to the financial constraints facing the council and the city as a whole. The issues (including S106 funding availability and the context of the on-going review of the council's Capital Plan) have been highlighted in sections 3 and 5, as well as in Appendix A. For S106 grant-funded projects, the grant recipients will be responsible for the running/maintenance costs of their projects. For projects involving council project management and delivery, the running and maintenance costs tend to be the council's responsibility: this cannot be funded by S106 contributions (unless this is stipulated in the relevant S106 agreements) and the revenue implications would need to be managed within service budgets.
- 6.2. **Staffing implications:** Central to this report is the need to ensure that S106 priority-setting, grant-processing and project management and delivery can operate with the available staffing capacity.
- a. Council officers deliver a wide range of other projects on the Capital Plan (including Environmental Improvement Programme schemes) as well as S106 projects.
 - b. The focus on S106-grant funding in the third priority-setting round will enable the council's project delivery resources to progress S106 projects that are already on the Capital Plan.
 - c. Processing S106 grant-funded projects is less time-consuming/intensive than commissioning/project managing projects.
 - d. Considerations relating to the number of priorities that can be taken forward in the third and fourth rounds are addressed in paragraph 5.4 (h) and (i).
 - e. Preparations for the introduction of the Community Infrastructure Levy system are likely to have some impact on the level of staffing capacity to co-ordinate the S106 priority-setting process. For example, this may affect the amount of time available to develop area profile documents and compile priority-setting reports.
- 6.3 **Equal Opportunities implications:** The updated Equality Impact Assessment for S106 priority-setting and devolved decision-making can be found in Appendix E. The key points are that:

- a. Developer contributions have to be used to address the impact of development, first and foremost, and need to provide benefit for the whole community.
- b. The most deprived wards in the city are in the North and Areas. The North Area has significantly lower levels of S106 funding available than the other areas. The need to make sure that developer contributions are used to address the impact of development, first and foremost, is a key consideration here too. However, paragraph 4.4 (c) addresses some options available for addressing needs as far as possible.
- c. There is scope for encouraging greater engagement of equalities groups in S106 consultations on possible uses of developer contributions – this is reflected in the action plan.
- d. The run-up to the 4th priority-setting round, which is provisionally scheduled for June 2015, will provide more time to engage with groups representing equality strands in the meantime. Findings from equalities needs assessments will also be taken into account.

6.4 **Environmental Implications**

The S106 priority-setting process has a nil or low positive environmental impact. Being able to fund new/improved facilities through the use of developer contributions provides an opportunity for those facilities to incorporate energy-saving sustainability measures.

6.5 **Procurement:** This is considered as part of the project appraisal of specific S106 priority projects.

6.6. **Consultation and communication:** These issues are addressed in section 5. The consideration of proposals for S106 grant-funding will be able to take account of consultation feedback received as part of the development of the council's Sport and Physical Activity Strategy. See the advice for consultees in paragraph B8 of Appendix B – this is also featured on the Council's Developer Contributions web page.

6.7 **Community Safety:** This is considered as part of the project appraisal of specific S106 priority projects.

7. **BACKGROUND PAPERS**

These background papers on the S106 devolved decision-making process were used in the preparation of this report:

- “Devolved decision-making to area committees, report to Community Services Scrutiny Committee, 12/1/12

- “Developer contributions & devolved decision-making” (1st round), report to Community Services Scrutiny Committee, 28/6/12
- “Developer contributions: 2nd priority-setting round”, report to Environment Scrutiny Committee: 8 October 2013
- “Sport and Physical Activity Strategy”, report to Community Services Scrutiny Committee, 13/3/14
- “Changes to the consideration of planning applications at area committees”, Report to Environment Scrutiny Committee, 8/7/14
- “Anti-Poverty Strategy”, report to Strategy & Resources Scrutiny Committee, 20/10/14
- Cambridgeshire Index of Multiple Deprivation 2010 – visit www.cambridgeshireinsight.org.uk/interactive-maps/deprivation
- Response to FOI request 3202 on Planning Gain, May 2014.

Further information (including details of priority-setting reports to area and scrutiny committees, photos of completed projects and links to web pages about the Community Infrastructure Levy and the Planning Obligations Strategy can be found at the council’s Developer Contributions web page (www.cambridge.gov.uk/s106).

8. APPENDICES

- A. Rough guide to S106 developer contributions
- B. S106 devolved decision-making: current arrangements
- C. S106 priority projects completed in the last two years
- D. On-going S106 priority projects
- E. ‘On hold’ S106 projects
- F. Equality impact assessment

9. INSPECTION OF PAPERS

To inspect the background papers or if you have a query on the report please contact:

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Rough guide to S106 developer contributions

- A1. New development creates additional demands on local facilities. Through S106 agreements and unilateral undertakings (simpler versions), developers or property owners agree to pay off-site financial contributions (in lieu of providing facilities on site) in order to address the impact of that development.
- A2. Most S106 agreements and unilateral undertakings identify different contribution types for which the developer/property owner will pay contributions. The contribution types are defined in the council's Planning Obligations Strategy.
- A3. Most S106 agreements present the intended purpose of particular contributions in terms of "for the provision of, or improvement of, or better access to" [contribution type] within the city of Cambridge. Some S106 agreements identify other specific stipulations as to how a contribution should be used or whether it has to be spent or contractually committed by a particular time after the payment of the contribution (say, seven or ten years). Details of S106 agreements can be found on the Public Access page of the council's website: <https://idox.cambridge.gov.uk/online-applications//>
- A4. Developer contributions also have to comply with official regulations (eg, ODPM Circular 5/05 or the Community Infrastructure Levy [CIL] Regulations 2010). The latter sets out three tests which councils have to apply to make sure that a contribution is:
- necessary to make the development acceptable in planning terms;
 - directly related to the development; and
 - fairly and reasonably related in scale/kind to the development.
- A5. Here are examples, based on suggestions from previous priority-setting rounds, of proposals for capital projects that have been eligible for S106 funding.
- a. New, improved or converted community centres, meeting rooms and community cafés that are open to everyone
 - b. Improved kitchens, storage and/or toilets at community centres
 - c. New/more parks & open spaces or improved access to existing ones (eg, better entrances, paths, signage, lighting and drainage)
 - d. More benches, picnic areas, litter bins, shelters, noticeboards within parks and open spaces
 - e. Improved biodiversity measures within parks and open spaces

- f. New/improved equipment for play areas and more facilities for older children/teenagers (eg, improved BMX tracks, skate parks)
- g. New/improved sports facilities (eg, tennis courts, cricket nets, basketball & multi-use games areas, outdoor gym/trim trails)
- h. New/improved sports pavilions (possibly incorporating community/social meeting space) and changing rooms
- i. Improved paving, seating, landscaping and tree-planting outside local shops, including improved access for people with disabilities
- j. Public art to commemorate Cambridge's history and local public art to highlight local identity (grants possible for small schemes).

It is also important to be clear what developer contributions cannot be used for. Please see paragraph B8 of Appendix B.

- A6. In recent years, the council has strengthened its management of S106 contributions to make sure that developer contributions are used in line with the conditions set out in S106 agreements. Most immediate issues of developer contributions with imminent expiry dates have already been addressed. More details on expiry dates relating to contributions in particular devolved and strategic funds will be reported to the relevant area and scrutiny committee in early 2015.
- A7. The planning obligations system, with its off-site S106 contributions, is set to be eventually replaced by the new Community Infrastructure Levy system. (That said, there will still be S106 agreements in relation to on-site provision of facilities within some developments). The scope for entering into new S106 agreements for off-site provision/ improvement of facilities will be more constrained from next April.
- a. Whilst developer contributions from existing S106 agreements will continue to come in to the council over the next few years (as building work commences/progresses), the amount of off-site S106 funding is set to taper off thereafter.
 - b. As future S106 priority-setting rounds make use of the available funding in the council's devolved (area committee) and strategic S106 programmes, it is important to recognise that these programmes will not continue to be 'topped up' to the same extent as before. The S106 funding is finite.
 - c. Whereas paragraph 3.4 of the main report has highlighted that the council received £3.7 million of off-site S106 contributions (not including on-site contributions for the growth sites) between October 2012 and September 2014, it has been estimated that CIL could net the city council between £4-5 million over 2015/16-2019/20.

S106 devolved decision-making: current arrangements

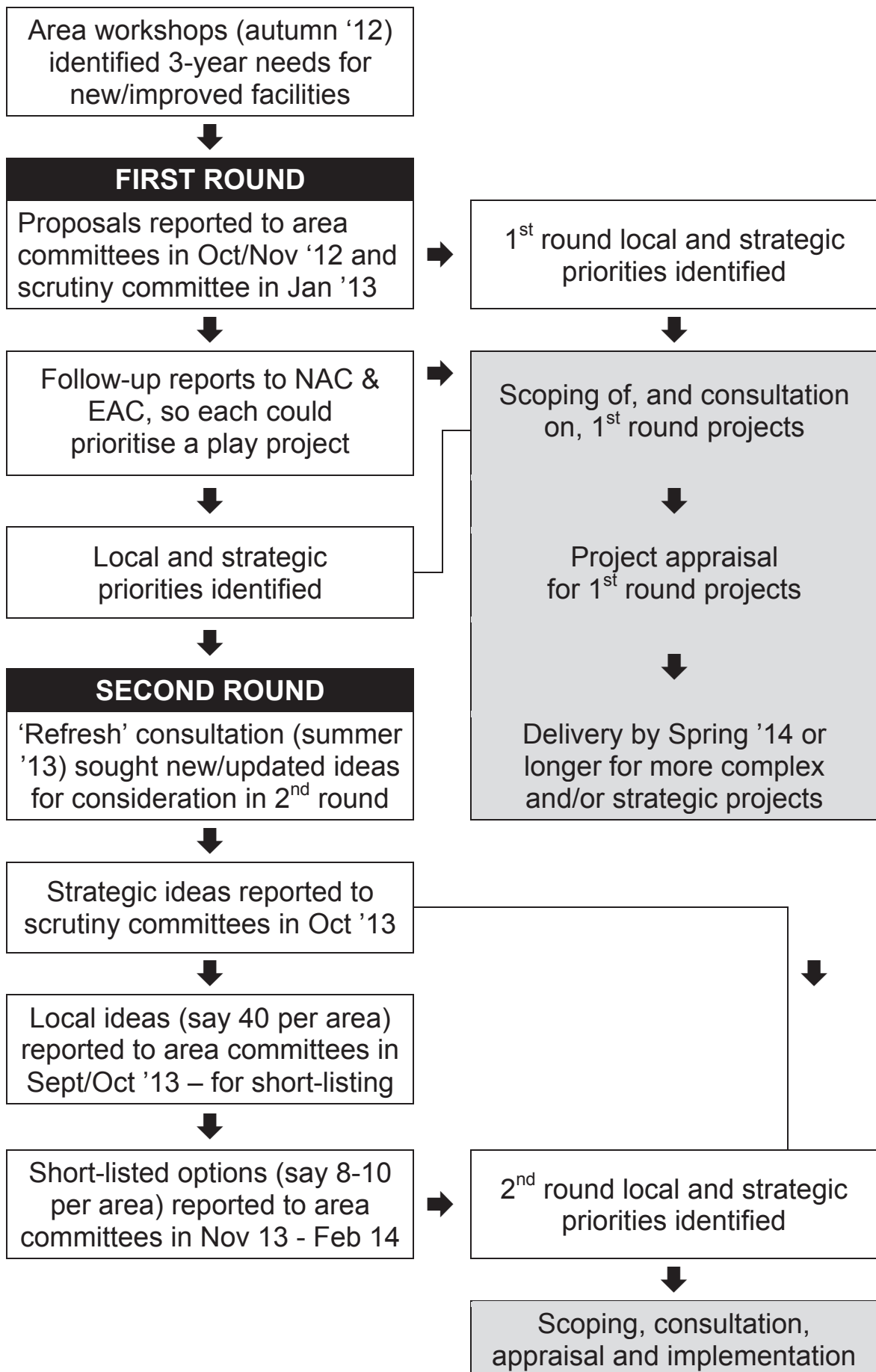
The key features of the current system were agreed following a report to Community Services Scrutiny Committee in January 2012.

- B1. Devolved decision-making applies to the following contribution types: community facilities, informal open space; play provision for children and teenagers; indoor sports facilities; outdoor sports facilities (formerly, formal open space); public art and public realm.
- B2. The area committees decide how the S106 funding devolved to them should be used on eligible local projects. Alongside this, the relevant executive councillors identify strategic projects for S106 funding, based on the amounts assigned to the strategic S106 funds. Strategic projects are those that benefit more than one area of Cambridge.
- B3. Relevant Executive Councillor for contributions in the strategic fund:

City Centre and Public Places	Community Arts & Recreation
Informal open spaces, play provision for children & teenagers, public art and public realm	Community facilities, outdoor sports facilities (incorporating formal open space contributions) and indoor sports facilities
Plus responsibility for the overall S106 priority-setting process	

- B4. Available S106 funding (ie, received by the council and not yet allocated to projects) is currently assigned to devolved and strategic S106 funds as set out in (a) and (b) below. Within the area/strategic funds, the different contribution types are kept separate as the contributions have to be used for their separate, intended purposes.
- a. Devolved S106 funding is based on: 100% of contributions from planning applications from the area, agreed by the area committee or determined by officers under delegated authority and 50% of S106 contributions from planning applications from the area, agreed by the council's Planning Committee;
- b. S106 funding assigned to strategic funds is based on the other 50% of contributions from applications agreed by the Planning Committee. The January 2012 report made clear that the 50:50 (devolved:strategic) split could be varied on a case-by-case basis, following officer-executive councillor discussions.
- B5. The relevant Executive Councillor has the power to reallocate any devolved contributions getting close to 'expiry dates' to schemes that would enable the money to be used appropriately and on time.

B6. There have been two S106 priority setting rounds in 2012/13 and 2013/14 relating to all seven contribution types mentioned in B1. The process can be summarised as follows.



- B7. A project can only be taken forward where:
- a. sufficient developer contributions funding is available in the appropriate devolved/strategic fund & relevant contribution type(s);
 - b. there is sufficient officer capacity to oversee project delivery or processing of S106 grants, as appropriate;
 - c. it is formally prioritised, subject to project appraisal, by the relevant area committee (for local priorities) or by the relevant Executive Councillor (for strategic priorities);
 - d. it subsequently receives project appraisal approval - all projects above £15k have to be appraised by the appropriate councillors.

Project value	Area priorities	Strategic priorities
Below £75k	Area committee chair, vice chair and opposition spokes	Executive councillor in consultation with scrutiny committee chair, vice chair & opposition spokes
Above £75k	Area Committee	Scrutiny Committee

- B8. In seeking project ideas for new/improved facilities in Cambridge, consultees are reminded that:
- a. developer contributions cannot be used for funding running costs or repairs or maintenance or projects outside the city of Cambridge;
 - b. proposed new/improved facilities need to be publicly accessible (grant recipients have to sign a community use agreement);
 - c. the more information that consultees can provide about their proposals the better (eg, what is proposed and where, how much it could cost, how it would benefit residents (including residents from disadvantaged wards), what preparations are already in place, how long the project could take and when it could be completed);
 - d. the amount of developer contributions available is limited and it will not be possible to fund all the ideas received- tough priority-setting decisions will need to be made;
 - e. groups seeking funding for new/improved facilities are encouraged to explore other funding sources and carry out fund-raising. As part of this, groups will need to make sure they can afford the running and maintenance of any new/improved facility that they are looking to develop.

See also paragraph A5 of Appendix A.

S106 priority projects completed in the last two years

CP ref.	COMPLETED PROJECTS	AREA	£k S106
Projects agreed prior to 1st round S106 priority-setting			
PR25	Grant for Rock Road library community meeting space	S	<25
-	Bat and vole biodiversity project at Accordia	S	<15
PR26	Grant for Flamsteed Road Scout Hut	E	100
PR26	Grant for King's Church Community Centre	E	100
PR26	Grant for St Martin's Church Centre: phase 1	E	100-125
PR26	Grant for St Martin's Church Centre: phase 1b	E	100-125
SC432	Mill Road Cemetery memorial public art	E	50-75
SC436	Pye's Pitch facilities (pitch provision and improved access/landscaping)	N	25-50
SC468	Vie play area (revised)	N	25-50
SC474	Cherry Hinton Hall grounds improvements: phase 1	S	75
SC476	Abbey Pool paddling pool splash pad	E	125
SC477	Coleridge Rec Pool paddling pool splash pad	E	100
SC478	King's Hedges paddling pool splash pad	N	125
SC492	Jesus Green play area	W/C	100-125
SC494	Kings Hedges (The Pulley) play area	N	75-100
SC496	Petersfield & Flower Street play area (also funded from other sources)	E	<25
SC497	Peverel Road play area	E	75-100
SC512	Hobbs Pavilion	W/C	225-250
SC556	Grant for Arbury Community Centre	N	75-100
1st round S106 priority-setting: strategic projects			
PR34b	Paradise local nature reserve (including footpath sign-posting)	W/C	100-125
PR34g	Grant for Centre at St Paul's: phase 3	S	50

CP ref.	COMPLETED PROJECTS	AREA	£k S106
PR34i	Grant for Cherry Trees centre (incl. £36k funding from East Area)	E	75-100
1st round S106 priority-setting: local projects			
PR30a	Stourbridge Common biodiversity improvements	E	<25
PR30c	Ditton Fields outdoor fitness equipment	E	25-50
PR31c	Nun's Way skate park	N	50-75
PR32a	Hanover Court/Princess Court community meeting space	S	100
PR32b	Nightingale Avenue Rec trim trail	S	25-50
PR32c	Cherry Hinton Rec Ground improvements (play dome, panna goals, skate park)	S	100-125
PR32d	Grant for Cherry Hinton community hub	S	<25
PR33a	Benches in parks and open spaces	W/C	25-50
PR33b	Access improvements to Midsummer Common orchard	W/C	<25
PR33d	Grant for community meeting space at Centre 33	W/C	<25
2nd round S106 priority-setting: strategic projects			
SC584	Parker's Piece lighting project	W/C	25-50
2nd round S106 priority-setting: local projects			
PR31j	Grant to Mitcham's Models public art project	N	<5
PR33e	Grant for community meeting space at Great St Mary's Church	W/C	50

Areas: N = North; E = East; S = South and W/C = West/Central

More information about projects funded by S106 contributions, which were completed between 2007 and 2012, can be found on the council's Developer Contributions web page: www.cambridge.gov.uk/S106.

On-going S106 priority projects

S106 projects from the 1st and 2nd rounds were prioritised subject to consultation/project appraisal, as appropriate. Assuming those still being appraised are approved, delivery is expected within the next 6-12 months, unless otherwise stated. More details will be reported to the area committee.

CP ref.	ON-GOING PROJECTS	AREA	£k S106
Projects agreed prior to S106 priority-setting 1st round			
PR26	Stanesfield Road Scout Hut (expected to complete in December '14)	E	100
SC469	Vie open space (residual landscaping works)	N	125-150
SC479	Abbey Pool play area (expected to complete in November '14)	E	75-100
SC544	Coleridge Recreation Ground improvements (play area installation from October '2014)	E	275-300
SC548	Southern Connections public art project	S	75-100
1st priority-setting round: strategic projects			
PR34a	Logan's Meadow local nature reserve (largely complete)	N	125-150
PR34c	Jesus Green drainage (commencing October 2014)	W/C	100-125
PR34c	Cambridge Rules public art project	W/C	100-125
PR34g	Grant for St Andrew's Hall extension (expected January 2015)	N	125-150
1st priority-setting round: local projects			
PR30b	Improve access to Abbey Pool play area from Coldham's Common (expected Nov '14)	E	<25
PR30d	St Thomas Square play area	E	50
PR31b	BMX track by Brown's Field community centre	N	25-50
PR31d	Chestnut Grove play area improvements	N	50
PR33c	Histon Road Rec entrances / public art	W/C	50-75
2nd priority-setting round: strategic projects			
PR34k	Grant for Netherhall School cricket nets	S	25

CP ref.	ON-GOING PROJECTS	AREA	£k S106
PR34l	Grant for Parkside Pool starting blocks (installation due in late September 2014)	W/C	<25
2nd priority-setting round: local projects			
PR30e	Cavendish Road (Mill Road end) improvements (seating, paving public art)	E	25-50
PR30f	Bath House play area improvements (public consultation being arranged)	E	50
PR30g	East Barnwell Community Centre improvements (delivery not due until 2015/16)	E	250-275
PR30h	Romsey 'Town Square' improvements (construction programme for autumn 2015)	E	50-75
PR30i	Ross Street community centre improvements (expected in December '14)	E	50-75
PR31e	Alexandra Gardens trim trail	N	25-50
PR31f	Buchan Street Neighbourhood Centre improvements (expected in December '14)	N	100
PR31g	Grant for Milton Road library community rooms (awaiting feasibility study from county council: delivery projected to be end 2015/16)	N	100
PR31h	Lighting for Nun's Way multi-use games area	N	<25
PR31i	Perse Way flats play area	N	25-50
PR32e	Accordia scooter/trim trail (more consultation this autumn; committee report will follow)	S	25-50
PR32f	Cherry Hinton Baptist Church family centre	S	50-75
PR32g	Cherry Hinton Rec pavilion refurbishment	S	100
PR32h	Trumpington Bowls Club pavilion	S	50-75
PR32i	War memorial improvements (landscaping) (expected in November 14)	S	<25
PR33f	Histon Road Rec improvements (play equipment, seating, nesting boxes)	W/C	50-75
PR33g	Lammas Land solar studs (expected shortly)	W/C	<10
PR33h	St Augustine's Church Hall extension	W/C	100
PR33i	St Mark's Church Hall extension	W/C	150

Projects currently on the 'on hold' list

E1.1 The following projects have previously been added to the council's Capital Plan but are currently on the 'on hold' list as there is not yet sufficient funding available for the projects to be taken forward.

E1.2 All projects on the Capital Plan and the 'on hold' list will be considered as part of the on-going review of the Capital Plan, which will examine which projects should remain on these lists.

CP ref.	ON-HOLD PROJECTS	AREA	£k S106
474	Cherry Hinton Hall grounds improvements phase 2	S	400
475	Nightingale Avenue Pavilion	S	200
PR34j	Rouse Ball Pavilion (Jesus Green)	W/C	250

E2. **Cherry Hinton Hall Grounds improvements: phase 2:** This project is 'on hold' list because lottery funding opportunities were being explored in order to fund a full masterplan of improvements. Although this did not come to fruition, there is still £400k of S106 informal open space contributions allocated to the project. Proposals for a series of smaller-scale grounds improvements at Cherry Hinton Hall are being developed, so that project appraisals for works using these existing allocations can be brought forward in due course.

E3.1 **Nightingale Avenue Pavilion:** The project was added to the Capital Plan on the understanding that community facilities contributions from the Bell School site (once received in phased payments) could go towards the overall costs of the project, which could be in the region of £300k-£400k. Contributions are still awaited: the first instalment has been requested recently and subsequent phased payments are likely to come in over a number of years.

E3.2 In the meantime, the South Area Committee in January 2014 earmarked £200,000 of outdoor sports contributions for this project (currently allocated from devolved funding). Depending on the facilities to be included in a new pavilion and considerations about how it would be managed, there are still questions about which contribution types the S106 funding for this project would come from.

E3.3 It is possible that the project might need further allocations of S106 outdoor sports funding, if the currently anticipated levels of community facilities contributions are no longer appropriate for this particular project. Such project allocations would need to be determined as part of a future S106 priority-setting round.

E4. Rouse Ball Pavilion:

- E4.1 This project was identified as a long-term strategic priority project in the first S106 priority-setting round in January 2013. With additional S106 funding added in October 2013, £250k of S106 contributions are currently allocated to the Rouse Ball Pavilion project (half community facilities contributions and half outdoor sports contributions). It is on the 'on hold' list, however, because the overall project is expected to cost £700k-£800k and options are being explored for securing the necessary external funding for the project to go forward.
- E4.2 Officers have been mindful that some of the S106 contributions that are currently allocated to this project feature expiry dates for the funding to be contractually committed by late 2016 and spring 2017. To ensure that they can be used on time, officers expect to be able to reallocate these specific contributions to appropriate strategic projects that are likely to be prioritised following the 3rd round S106 priority-setting report to this Committee in January 2016. However, the consideration of these specific allocation issues has highlighted further questions about the funding of this project from S106 contributions.
- E4.3 At the same time as the Rouse Ball pavilion on Jesus Green was prioritised in January 2013, a drainage improvement project for Jesus Green was also prioritised as a strategic project (and works are due to commence in October 2014). Initially, around three-quarters of the costs of the drainage project were allocated from outdoor sports money but this was subsequently changed to 100% funding from informal open space contributions in the light of concerns that the character of Jesus Green could be changed if there was more emphasis on outdoor sports provision.
- E4.4 In this context, questions have been raised about whether the Rouse Ball pavilion project would still be eligible for S106 outdoor sports funding for changing rooms if the drainage project is not now creating further formal sports opportunities on Jesus Green. In addition, doubts have been expressed as to whether S106 community facilities contributions could be used for facilities which might be for a café run on a commercial footing.
- E4.5 Officers are currently minded to recommend to the Executive Councillor for Community, Arts and Recreation in January 2015 that the Rouse Ball Pavilion project should no longer be allocated S106 community facilities and outdoor sports contributions. This would mean that the project would remain on the Capital Plan 'on hold' list without funding, in case there is a possibility that other sources of funding could be identified.

Equality Impact Assessment

1. Title of programme:

S106 contributions: priority-setting and devolved decision-making

2. What is the objective or purpose of the programme?

Purpose: The updates to the programme aim to fine-tune the Council's approach to devolved decision-making to area committees over the use of S106 contributions. It also sets out the process and timetable for the next two (third and fourth) S106 priority-setting rounds in 2014 and 2015.

Background: The council asks developers to contribute towards the costs of new/improved facilities in order to offset the impact of development. This currently happens through S106 agreements as part of planning applications, in line with the council's Planning Obligations Strategy 2010.

The use of S106 contributions has to comply with official regulations (eg, CIL Regulations 2010 or ODPM Circular 05/05). The CIL 'three tests' ask whether a S106 contribution is: necessary to make the development acceptable in planning terms; directly related to the development; and fairly & reasonably related in scale/kind to the development. S106 contributions have to be used on capital projects that provide additional benefit and cannot be used for running costs and repairs/maintenance costs.

In 2012, the council devolved to area committees decision-making over the use of some types of developer contributions (community facilities, informal open space, indoor sports, outdoor sports [including formal open space], public art and public realm). The amounts of devolved S106 funding available has been based on whether planning applications were determined by an area committee or the Planning Committee. Following consultations in autumn 2012 (to develop area needs assessments), refreshed in summer 2013, two priority-setting rounds have taken place.

Changes to S106 devolved decision-making are now proposed (as reported to the Community Services Scrutiny Committee in October 2014):

- a. so that decisions on S106 developer contributions for indoor sports, public art and public realm are no longer devolved to area committees;
- b. now that area committees no longer determine planning applications;
- c. to focus the next (3rd) priority-setting round in 2014/15 on proposals that could be eligible for S106 grant funding. A 4th round (including proposals involving project management by the council) is planned for 2015/16. Both rounds will incorporate consultation and analysis of area needs.

3. Who will be affected by this programme?

Residents Visitors Staff

A specific client group or groups: Local sports and community groups

4. What type of project is this?

New Revised Existing

The previous EqIA on S106 devolved decision-making (January 2013) focussed on the initial consultation exercise and first round of S106 priority-setting. This update considers the equality implications of the proposed changes to S106 devolved decision-making (as set out in section 2 above). The equality impacts of particular schemes that come forward through S106 priority-setting are not covered here as they are addressed through specific project appraisals.

5. Responsible directorate and service

Directorate: Environment

Service: Urban Growth

6. Are other departments/partners involved in delivering this programme?

No Yes

S106 priority-setting leads to the identification of projects which are either:

- a. scoped and project managed by council services (eg, Streets & Open Spaces, Community, Arts & Recreation)
- b. grant-funded so that the projects can be project-managed by the grant recipients (eg, community groups or local organisations). S106 grants largely relate to community or sports facilities. These are processed by the council's Community Arts & Recreation service.

7. Potential impact: How could this programme positively or negatively affect individuals from the following equalities groups?

In general, the scope for positive or negative effects is limited given the purpose of S106 contributions (to address the impact of development [as opposed to need]) and the council's Planning Obligations Strategy. Apart from the 'play provision for children & teenagers' contribution type, the focus is on providing benefit to the broad community, not providing facilities to benefit particular groups. Grant recipients are required to sign community use agreements that the facilities being funded will be open and accessible to all sections of the community.

7. Potential impact (continued)

The greatest scope to affect individuals from particular equalities groups positively or negatively relates the proposed focus on S106 grant-funding in the 3rd priority-setting round (see section 7j below, in particular) and the consultation arrangements for seeking ideas for new/improved facilities.

The proposed change, so that S106 priority-setting decisions over indoor sports, public art and public realm contributions are no longer devolved, will produce no differential impact (as there will still be consultation and S106 priority-setting). The same applies to the proposal to change the basis on which S106 contributions are devolved to area funds.

(a) Age

- The provision of new/improved play areas via through S106 funding makes a positive difference to children and teenagers.
- Whilst a small number of young people have had their say, children and teenagers have been under-represented in S106 consultations. Even so, improvements to play area have been made across the city.

(b) Disability

- Disability groups have been invited to have their say as part of previous S106 consultations, and feedback has been received. Even so, more could be done to engage with those groups, not least groups representing people with mental health difficulties.
- Measures to improve physical access to facilities have been incorporated into priority projects delivered with S106 funding.

(c) Gender

- Women's groups have been invited to have their say as part of previous S106 consultations. Even so, more could be done to engage with them.

(d) Pregnancy and maternity

- The timing of some previous S106 consultation meetings (weekday evenings and Saturday mornings) has made it difficult for parents with young children to attend.
- Measures to improve access to facilities for people with pushchairs have been incorporated into priority projects delivered with S106 funding.

(e) Transgender

- Whilst transgender groups have been invited to have their say as part of previous S106 consultations, more could be done to engage with them.

(f) Marriage and Civil Partnership

- There is no evidence that the S106 devolved decision-making programme will have differential impacts.

(g) Race or Ethnicity

- Black and minority ethnic (BME) groups have been invited to have their say as part of previous S106 consultations, and some feedback has been received. Even so, more could be done to engage with them

(h) Religion or Belief

- Faith groups have been invited to have their say as part of previous S106 consultations, and some consultation feedback has been received (including from Christian churches and the Sikh community). Even so, more could be done to engage with those and other faith groups.
- The council does not provide S106 funding for faith issues, but can and does provide S106 funding for community facilities that are open to all, which are run by faith groups.

(i) Sexual Orientation

- Whilst previous S106 consultations have sought to engage LGTB groups, more could be done to engage with them.

(j) Other factors that may lead to inequality – in particular –the impact of any changes on low income groups or those experiencing poverty

Focussing the 3rd priority-setting round on S106 grant-funding makes sense to enable the council to progress S106 priority projects (largely from the 2nd round) that still need to be completed before taking on further S106 projects to project manage/deliver. That said, there are two considerations.

- As community groups receiving S106 grants for capital projects have to meet the project running and maintenance costs themselves, not all groups will have sufficient funds to do this. This could disproportionately affect the more deprived parts of the city in the North and East areas.
- By taking forward priority-setting for S106 grant-funding in the 3rd round, this could be less funding for community and sports facilities in the 4th round, not least for those that would involve delivery by the council.

8. If you have any additional comments please add them here

As identified in the previous EqIA for S106 devolved decision-making (Jan '13), the North Area tends to have significantly lower levels of S106 devolved funding available compared to other areas (particularly South).

Additional comments (continued)

This reflects the differing levels of development across the city. At the same time, parts of the North and East areas have comparatively high levels of deprivation (Cambridgeshire Indices of Multiple Deprivation, 2010).

The low levels of devolved funding for some contribution types has been partly addressed in previous S106 priority-setting rounds: some contributions from major developments in North and East areas, originally assigned to strategic funds (as part of the 50:50 split of contributions), have been released to the respective area's devolved funds, to enable the area committees to help fund local priority projects. This option will be available to executive councillors in future as far as appropriate S106 monies are available in strategic funds.

The report to Community Services Scrutiny Committee in October 2014 also suggests that funding from other parts of Cambridge could be justified for projects in North or East areas if major facilities benefitting the whole city were located in those areas.

9. Conclusions and Next Steps

It is possible to address some of the (potential) inequalities that have been identified in section 7 – and this is covered in the action plan, below.

- S106 consultations will be publicised in a variety of ways (not assuming access to computers) and there will also be different ways to provide feedback.
- The run-up to the 4th round consultation in late Spring/early summer 2015 gives the opportunity to engage with equality groups more fully in advance in order to help make sure that their comments can be taken into account.

For other inequalities (particularly, differences between the four areas of the city), there is less room for manoeuvre given official requirements over the use of S106 funding.

That said, there is still S106 funding available to help provide and improve local facilities and address the impact of development. Local communities and their area committees still have important roles to play in helping to identify how the available funding should be used locally.

10. Sign off

Tim Wetherfield, Urban Growth Project Manager

Date of completion: 29 September 2014

Date of next review of the assessment: March 2016

EqlA Action Plan:

S106 contributions: priority-setting & devolved decisions

Lead officer: Tim Wetherfield, Urban Growth Project Manager.

Other factors that may lead to inequality	
Possible negative impact	The 3 rd priority setting round (S106 grant-funding) may reduce funds available for project proposals to provide/improve council facilities in the 4 th round.
Action to be taken	Highlight the possibility in reports to committees in the 3 rd round (Jan/Feb 2015), alongside a breakdown of S106 funding availability by type. Give examples of community/sport facility project ideas previously suggested that may be included in 4 th round.
Complete by	February 2015

Equality Groups	Various
Possible negative impact	BME groups, LGTB groups, women's groups and faith groups have been also under-represented in consultation on possible uses of S106 contributions
Action to be taken	Work with the Community Development Officer (Inclusion & Engagement) to engage them more in S106 consultations (particularly for the 4 th S106 priority-setting round). This will also take stock of the findings of needs assessments surveys with these equality groups.
Complete by	July 2015

Equality Group	Age
Possible negative impact	Children and teenagers have been under-represented in consultations on possible uses of S106 contributions
Action to be taken	Work with Children and Young People's services to engage more young people in S106 consultations (particularly the 4 th S106 priority-setting round)
Complete by	July 2015

Equality Group	Disability
Possible negative impact	Disability groups (esp. those representing people with mental health issues) have been under-represented in consultations on possible uses of S106 contributions
Action to be taken	Work with the Access Officer to engage disability groups more in S106 consultations (particularly the 4 th S106 priority-setting round)
Complete by	July 2015

Equality Group	Pregnancy and Maternity
Possible negative impact	Parents of young children have felt less able to take part in consultations due to child care responsibilities
Action to be taken	Publicise the range of S106 consultation opportunities and ways to comments via support groups for parents
Complete by	July 2015

Other factors that may lead to inequality	
Possible negative impact	Community groups struggle to find identify other sources of funding to support the running/maintenance costs likely to arise from their capital project proposals
Action to be taken	Continue to work with Community, Arts & Recreation to signpost other sources of external funding as well as to encourage community groups to undertake other fund-raising for their proposed new/improved facilities.
Complete by	December 2015



To: Executive Councillor for City Centre and Public Places: Councillor Carina O'Reilly
Report by: Head of Planning Services
Relevant scrutiny committee: Community Services 16/10/14
Scrutiny Committee
Wards affected: All

LOCAL CENTRES IMPROVEMENT PROGRAMME – OUTCOME OF AUDIT

Key Decision

1. Executive summary

- 1.1 At its meeting on July 11, 2014, Committee agreed that an audit be prepared which would examine all local centres based on specific criteria and for a report to be brought back with the outcomes of that audit. Funding has been agreed already by resolution of full Council in February, 2014, for targeted improvements to select local centres with a total, phased-in budget of £635,000.00 to 2017/18. The purpose of this report is to set out the results of that audit and the proposed centres to be included in the programme. An update on the Mitcham's Corner District Centre will also be included.

2. Recommendations

- 2.1 The Executive Councillor is recommended to note the findings of the Local Centres Improvement Programme audit and to approve the following, specifically:
- a) the selection of Cherry Hinton High Street and Arbury Court centres for inclusion in the Local Centre Improvement Programme for the reasons set out in this report;
 - b) the retention of a third priority project to be added to the programme at a later date pending the outcome of progress with planned work related to the Mitcham's Corner District Centre as part of City Deal implementation, and:

- c) that the detailed funding, design and delivery of improvements to Cherry Hinton High Street and Arbury Court be the subject of Project Appraisals to be approved by the Executive Councillor for City Centre and Public Places at a future committee meeting.

3. Background

- 3.1 The list of district, local and neighbourhood centres being the subject of the audit are attached as Appendix B to this report. As set out in the committee report on this subject in July 2014, criteria have been used to “rank” all such centres in the city. The criteria used for the evaluation are set out and explained in detail in Appendix A. As an outcome, the use of criteria seeks to ensure the prioritising of investment where it will deliver the greatest benefit. The criteria used in the audit include the following:
- environmental quality/health check
 - Local Plan policies (supporting policy and proposals sites near to a centre)
 - Population catchment within an 800 metre walking distance
 - Potential for and/or known investment from other sources
- 3.2 The outcomes of the audit were then summarised and given a summary ranking of “low”, “medium” or “high” potential for inclusion in the programme. As a rough summary, many centres simply “fell out” of the ranking because of their low potential for delivering the greatest impact against selection criteria.
- 3.3 While not a specific criteria that has been scored, consideration may also be given to the Council’s Vision in considering which centres to include in the programme. This includes reference to sharing in the city’s prosperity. Some of the centres that ranked high are in areas which are known to enjoy less prosperity, such as Arbury Court. It should be noted that the audit does not include proposed centres planned on Areas of Major Change, specifically at the Station Area (cB1), North West Cambridge and Darwin Green (centres 15, 16 and 17 respectively in Appendix C - Designations Schedule of the Draft Cambridge Local Plan (2014) as well as the planned centre in Clay Farm (no. 32)). Additionally, the Wulfstan Way neighbourhood centre (no. 30) has not been included as this centre was only recently the subject of environmental improvements.

3.4 Those centres that ranked “high” in the ranking include the following:

1. Cherry Hinton High Street
2. Histon Road
3. Mitcham’s Corner
4. Barnwell Road
5. Adkins Corner
6. Arbury Court
7. Chesterton High Street

3.5 Several centres were assessed as medium or low due the fact that they were already identified as part of new Opportunity Areas in the Draft Local Plan, are assessed as being in relatively good condition, or have low population thresholds. In cases of centres with already low population thresholds, it is assumed that environmental improvements would likely do little to change overall footfall which is a key determinant of “health” of the centres. These are listed in Appendix B and the results explained.

3.6 For those that rank highest, the following is a brief summary of each (with the “scorings” shown):

- Cherry Hinton High Street Score

This centre ranks high because there are clear benefits to twinning the improvements under this program with a project (£92K budget) already in the design stages for Rectory Terrace (the terrace supporting a parade of shops in the middle of this centre). In addition there is a proposal by the County Council to target £250K for cycling and walking improvements for the street. The terrace and High Street are well used but there are several over-engineered parts to the street that could be de-cluttered and improved. In addition, the centre scores highly because there are several large proposals sites as identified in the Draft Local Plan in close proximity. High(9)

- Histon Road

This centre ranks highly because it's environmental quality is poor overall and it is bisected by Histon Road itself. It also enjoys a very high population threshold in the surrounding area and is well used, particularly the Aldi and Iceland stores on the west side of Histon Road. A large part of the area also comprises car parking for the aforementioned stores or the forecourt of a petrol station.

High (12)

- Mitcham's Corner

As noted in the July report on this project, the Budget Setting Report approved by Full Council in February of this year noted that Mitcham's Corner would be a first priority for this programme. There is however opportunity to deliver the improvements to Mitcham's Corner as part of the implementation of the City Deal for improvements to the Milton Road/A10 corridor. In addition, the works envisioned in the Cambridge Local Plan 2014 – Draft Submission at Policy 21: Mitcham's Corner Opportunity Area are extensive in nature and include reversion of the gyratory highway system back to a more traditional two way traffic calmed, street environment. These works are likely to cost several million pounds to deliver. Therefore it is more likely that other, more significant funding sources will be necessary to properly deliver works to Mitcham's Corner. Members may recall these points were discussed in detail at the July committee meeting and it was resolved to select only two centres until such time that there is further clarity on the funding of Mitcham's Corner improvements as part of City Deal. Hence, only two projects are put forward at this time, the specific funding for which will be further reviewed as part of the detailed Project Appraisals.

High (10)

- Barnwell Road

This centre scores highly in terms of having a high population within 800m walking distance. It is also located at the intersection with Newmarket Road and near several new proposals sites. However, at some stage there may be improvements to Newmarket Road to support public transport into and out of Cambridge. Therefore, including this centre under the programme might be considered premature when it is possible that it could be included as part of a program of transport improvements in the future.

High (10)

- Adkins Corner (corner of Cherry Hinton Rd and Perne Rd)

This centre is very small includes a Budgen's store at its heart. The centre experiences heavy amounts of traffic along with traffic noise. The centre scored high because it close to significant development sites e.g. site R7 in the Draft Cambridge Local Plan, and has a high population within the 800m catchment. It could also benefit from considerable de-cluttering of highway furniture and physical improvements.

High (11)

- Arbury Court

Arbury Court currently has no planned improvements however it is relatively busy, has a good population threshold within 800m and is not part of an Opportunity Area so has no current special planning policy to support its improvement. There are also recent and potential development opportunities in the wider area including the recent approval the construction of a new North Cambridge Academy across the road from the centre.

High (9)

- Chesterton Hinton High Street

High (9)

This centre is very long with no obvious “heart”. It does however enjoy considerable passing traffic and provides services to a relatively high surrounding population density. The challenge of this centre is being able to ensure any improvements can be targeted so as to help bring a coherent approach across some 500m of street.

3.7 Some conclusions may be drawn from the above summary points. While Histon Road does rank in the “top seven” centres, to undertake improvements to this centre may well have limited benefit due to the fact that large parts of the centre are to the rear of a petrol garage, constitute car parking which isn’t likely to change in the near future, and are on private land. Barnwell Road, for the reasons noted above, may be premature for inclusion in the programme owing to potential future investment on Newmarket Road. Given its length, Chesterton High Street would require a considerable investment to justify improvement works, possibly more than the total sum of the program. Finally, Mitcham’s Corner is currently excluded for the reasons noted elsewhere in this report. This then leaves Adkins Corner, Cherry Hinton High Street and Arbury Court as the centres which most highly overall meet the established criteria.

3.8 Officers recommend that given the planned improvements to Cherry Hinton High Street and the fact that a limited budget has been targeted for environmental improvements to Rectory Terrace (£92K) that this centre should be included in the program. The benefit of twinning these budgets is that they can be also be co-ordinated and aligned with some £250K of improvements for cyclists and pedestrians to this same street being put forward by the County Council. Secondly, officers recommend Arbury Court also be included in the programme, principally because the area is large and very much in need of improvement and the fact that there is a relatively good level of activity and surrounding population density to continue to benefit from any improvements. The recently approved North Cambridge Academy will provide a continuing, added benefit to the prosperity of this centre too. The centre also is located in an area of the city with less economic prosperity and so meets the Council’s stated objectives of fairness and sharing prosperity. While Adkins corner did rank well in the audit, it is not considered that it will be able to deliver the potential benefits to the same degree as the other two centres.

Detailed costs for the improvements cannot be provided at this time but will be worked up as design and consultation work progresses. It is suggested that the first centre be Cherry Hinton High Street, given that active design work and planned consultation on highway improvements are now happening, providing a “live” project to support.

3.9 As a reminder of the time table set out in the July 2014 report, the next steps in the program include:

- i. setting up of a Project Board this autumn;
- ii. the first local centre consultation to take place in early 2015 followed by design work and first scheme approval by the Summer of 2015;
- iii. Procurement would take place thereafter with likely completion of the first scheme in 2016.
- iv. The second and third local centres would follow a similar process, with the second local centre work starting in 2015/16 and terminating in 2018, and the third starting in 2016/17 and terminating in 2019.

3.10 Subject to the Executive Councillor agreeing the recommended centres above, officers will organise a Project Board comprising the Executive Councillor for City Centre and Public Places, a local ward member, local residents, local stakeholders e.g. businesses, and officers from the Urban Design and Conservation Team and the Environmental Projects Team. Assuming the first centre to be the focus of the programme will be Cherry Hinton High Street, a Project Appraisal for that centre will be brought forward for the approval of the Executive Councillor in 2015 and for the scrutiny of the Community Services Committee at a later date.

4. Implications

(a) Financial Implications

Funding has already been earmarked for the programme as noted herein.

(b) Staffing Implications

Officers in the Urban Design and Conservation Team and Project Delivery and Environment Team will be leading the work. Funding is provided for covering required in-house officer time across all projects or for consultancy support as part of the £635K.

(c) **Equality and Poverty Implications**

The improvement of local centres is considered positive in terms of helping promote equal opportunity and economic prosperity through improved quality of environment in selected local centres for all, regardless of economic status, age, ability or orientation.

(d) **Environmental Implications**

The environmental implications of the programme are considered to be positive as they support the quality and continuity of the city's neighbourhoods through the improvement of selected local centres and will be positive for residents, the local economy, businesses and tourism alike.

(e) **Procurement**

Procurement of selected local centres will be undertaken in accordance with the Council's procurement rules.

(f) **Consultation and communication**

Consultation will be a key part of the Local Centres Improvement Programme. As noted in the July 2014 report to committee, bespoke workshops and follow up meetings with stakeholders, traders and local residents will be undertaken as standard for each of the local centres progressed.

(g) **Community Safety**

Safety will be an important aspect of the improvement of any selected local centres. Depending on the local centre there may be an identified need to improve lighting, visibility into or from key spaces, and involvement of community safety expertise to assist in finding solutions to identified local concerns.

5. Background papers

Minutes of February 27, 2014, Council meeting including Budget Setting Report 2014/15 (Version 3)

Report and minutes from the Community Services Scrutiny Committee meeting of July 11, 2014 regarding the Local Centres Improvement Programme

6. Appendices

Appendix A – Local Centres Improvement Programme – Explanation of Evaluation Criteria

Appendix B – Local Centres Audit

Appendix C – Map of local centres taken from Proposals Map in the Cambridge Local Plan 2014 – Draft Submission

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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APPENDIX A

LOCAL CENTRES IMPROVEMENT PROGRAMME – EXPLANATION OF EVALUATION CRITERIA

1. Methodology - Criteria for evaluation

The methodology officers have used is based on evaluating the centres against the following criteria which was agreed at the July 2014 Community Services Committee meeting:

1.1. Environmental quality audit / health check – this includes a physical analysis of the:

- context – location and surrounding area, other facilities nearby
- accessibility (ease of access on foot, cycle, public transport and by car, including car and cycle parking, location of bus stops)
- the types of shops and facilities (activity generators such as an anchor store, newsagent, post office, pub) and key community facilities (library, health centre, doctors surgeries, chemist for example); and
- the quality of the public realm (footways, public space, seating, lighting, street furniture)

1.2. Local Plan Policies – this includes listing relevant policies such as:

- Supporting policies for Opportunity Areas, e.g. Mill Rd and Hills Rd Opportunity Areas, and how these are planned to strengthen local centres
- Proposal Sites in close proximity and how these are relevant to local centres

1.3. Catchment area and population within 800m radius (10 minutes walking time). Officers have used accessibility standards for local facilities from the guide: **“Shaping Neighbourhoods: A Guide for Health, Sustainability and Vitality”** by Barton, Hugh; Grant, Marcus; Guise, Richard, Spon Press, 2003.

- 6000 persons is a generally used figure, according to this guide, as the base population threshold to support a local centre within a ten minutes walking time. Actual walking distances have been used, taking into account barriers to movement such as rivers, urban blocks, railway lines and circuitous routes in order to provide increased accuracy in calculating the walkability of the neighbourhood. Officers reviewed the current population figures as well as the potential uplift from allocation sites to establish whether there already exists a “critical mass” to support a local centre and make it viable.

1.4 Potential for / known investment – this includes investment that has a direct impact on the local centres, such as:

- Known Public investment e.g. highway, public realm and environmental improvements
- Known Private investment
- Potential investment e.g. City Deal initiative

Added value and potential for business growth – a commentary is provided on the potential for added value in undertaking improvements to local centres through consideration of social, commercial and environmental aspects (along with information gathered from discussion with others including Property Services and the Environmental Projects Team). These criteria will not form part of the ranking system and will be used as background information only.

2. Scoring/Ranking approach

Having established and agreed criteria for evaluation, officers then developed an objective ranking approach, giving a numerical value from 1 to 3 for each of the criterion. The rationale for the ranking system is explained below:

2.1 Environmental quality audit / health-check – the ranking is based on **1 representing an existing good level of environmental quality and 3 as a poor level of environmental quality**. The implication is that a low ranking local centre has less need of improvement (and so scores a lower number of points).

2.2 Local Plan Policies relevant to local centres:

- Supporting policies for Opportunity Areas – Centres which do not relate to any Opportunity Area will rank highest at 3 points. Alternately they will be scored with 2 points if adjacent to an Opportunity area, while centres within the Opportunity area will rank the lowest 1. This is because it is assumed that centres within existing Opportunity Areas are likely to be supported by other programmes and/or funding to support their regeneration e.g. City Deal, developer contributions, corridor transport payment, etc..
- Proposal Sites as taken from the Draft Local Plan 2014, Appendix B “Proposals Schedule” - Centres adjacent to proposal sites will rank highest at 3 points; they will be scored with 2 points if Proposal sites are near to local centres; and will score lowest at 1 point where there is no proposal site in close proximity. The rationale for this scoring is that future proposals sites will potentially provide further support and investment to local centres through additional population, activity and potential for developer contributions in the immediate area, further enhancing any investment made through the Local Centres Improvement Program.
- The scores from these two parts (supporting policy and proposals sites) are then added together to reach one score for this criterion. If there is a strong likelihood that centres will be the subject of investment via City Deal or are located in parts of the city where significant new development is planned (and so will likely benefit from significant new foot fall) then they have scored no points in relation to supporting policies.

2.3 Catchment area and 6000 population threshold – Centres with a negative threshold will score only 1 point; up to 1000 persons above this threshold will score 2 points; and above 1000 persons will score 3 points.

2.4 Potential for / known investment (added value) – this includes investment that has a direct impact on the local centres. This criteria is potentially very subjective and subject to interpretation, so a detailed score is not provided. Rather, a commentary is given and referred to in the summary for each centre.

2.5 Finally, all scores are then placed in a “low” (6 points), “medium” (7-8 points) and “high” (9 or more points) category for ease of the final assessment and selection. It is not considered beneficial to select centres for inclusion in the program on the basis of absolute numbers given in the scoring. Rather, a low-medium-high approach allows scope for qualitative assessment and relative comparison of a “basket” of highly ranked centres.

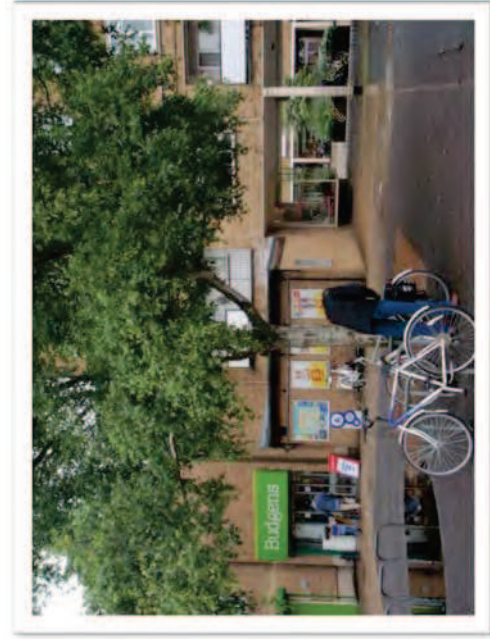
APPENDIX B - LOCAL CENTRES AUDIT

1-6: District Centres

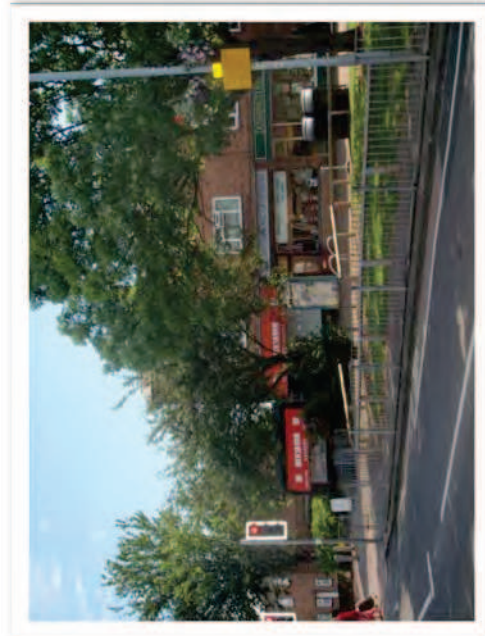
7-14: Local Centres

15-31: Neighbourhood Centres

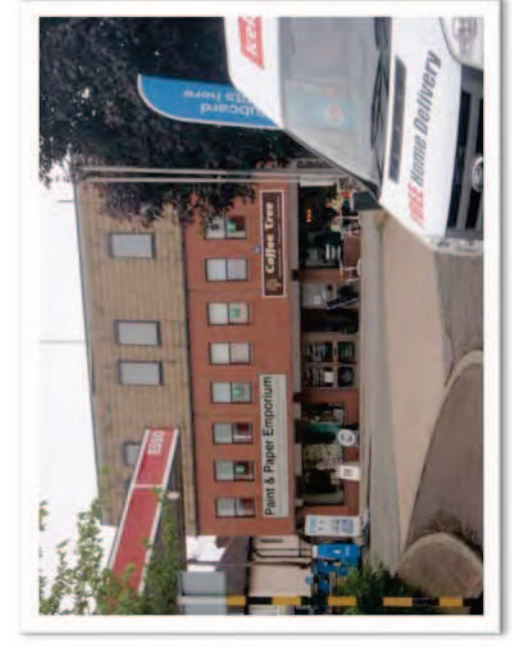
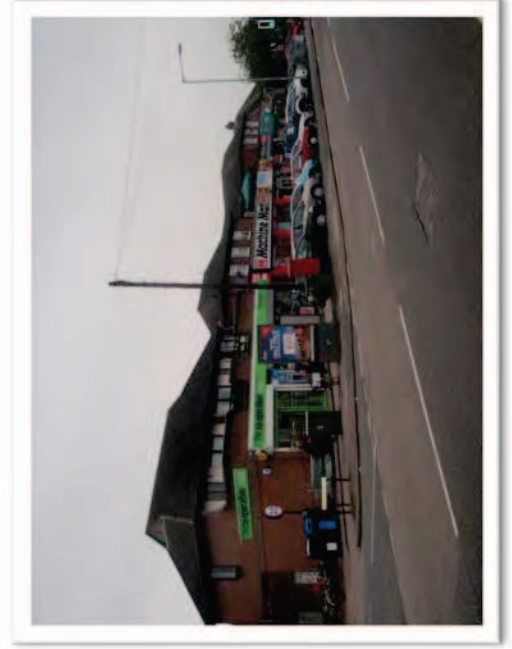
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>01 Arbury Court</p>	<p>No presence/frontage to Arbury Road (arterial route) difficult vehicular accessibility, entrance to centre is unclear, poor level of legibility. Access from neighbourhood dominated by car park. Internalised and facing a central court, dark alleyways through buildings linking to surrounding areas. Healthy mix of shops, community facilities, places of worship, but laid in an ad-hoc way. Vertical mix residential flats overlooking court. Existing cycle racks unused, aged street furniture and paving. Day centre detached.</p>	<p>Not part of an Opportunity Area, not near any proposals sites, however planned Cambridge North Academy.</p>	<p>962</p>	<p>No planned investment at present Council owned. Leasing rate is good, all shops are rented. Recent planning approval of North Cambridge Academy opposite, so investment represents a good opportunity to support planned investment in education.</p>	<p>Would significantly assist with raising quality of character of environment and so potential use/activity. Planned North Cambridge Academy creates an opportunity to provide better pedestrian linkage and facilities/shops for young people Overall Score: HIGH (9)</p>



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>02 Cherry Hinton High Street</p>	<p>Linear centre both sides along busy through route, some traffic calming measures; Many facilities but fragmented & car dominated. Poor crossroads leading to Leisure Centre and parking area. Poor pedestrian access (no direct routes across street, crossings difficult to navigate). On bus route Some on-street parking (limited to 30min), some off-street parking on Colville Road and dental centre Good mix of shops and community facilities - Cherry Hinton VC & library Vertical mix – residential above shops Community – pubs The Unicorn, 15 High Street (now a restaurant); Red Lion, 20 Mill End Road, Robin Hood, 1 Fulbourn Road</p>	<p>GB3 & GB4 Employment uses within close proximity</p>	<p>-94</p>	<p>Funding proposed from City Council and landowner for environmental improvements (City Council part £92K) Part owned by Council (102-104) Good occupation rates Expected improvements for cycling & walking by County Council, planned budget of £250K.</p>	<p>Improvements would have significant benefits to centre as it is currently very much dominated by public highways. Proposals for the improvement of Rectory Terrace are already in the planning stages, and consultations, design work and delivery of cycle and pedestrian improvements by the County Council would help create a significant lift to this centre when taken together.</p> <p>Overall Score: HIGH (9)</p>

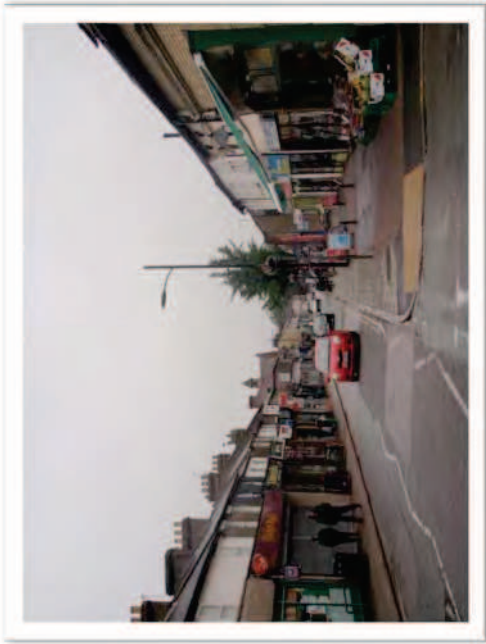


No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>03 Histon Road</p>	<p>Centre fragmented into 4 parts with no permeability or continuity of pedestrian routes Poor pedestrian access, lack of public realm in front of Aldi and Iceland Poor public frontage petrol station dominates frontage to Histon Road Accessible, on busy through route, bus stop nearby Off-street car parking well used, lack of cycle racks</p>	<p>R1 Residential Histon Road, 32 dwellings R2 Residential Willowcroft, 78 dwellings R17 Residential Mount Pleasant House 50 dwellings R42 Residential Darwin Green NIAB 52.87ha, 1780 dwellings</p>	<p>5298</p>	<p>Likely improvements by County Council as part of wider improvements under City Deal. Shops and facilities in the area are well used already - improvements to the environment would help with the pedestrian experience but would require an integrated approach to the future design of Histon Road which may be realised via City Deal.</p>	<p>Improvements could create some benefit but a) would be largely on private land and not alter the parking/highways dominated nature of the centre and b) could be premature if future improvements via City Deal are realised</p> <p>Overall Score: HIGH (12)</p>

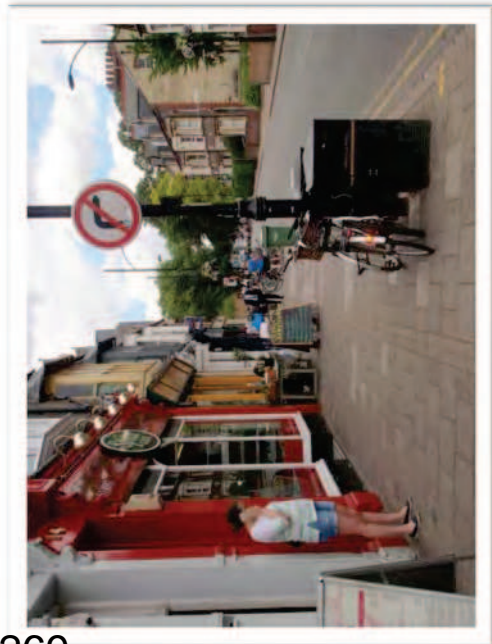


No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>04 P Mill Road East</p>	<p>Linear centre, long stretch along both sides of Mill Road. Mainly fine grain narrow frontage shops, with a few larger units of community facilities and anchor stores. Very good mix of shops, services and community facilities. On a busy through route and bus route with frequent stops. No cycle lane and narrow footways along most part, with a few occasional setbacks providing public realm space. Very minimal on-street parking, limited to 30min, access mainly on foot. Serves a compact and higher density residential area. Few empty units at eastern end. Vertical mix – residential over shops, interspersed with residential terraces. Community – a wide range of facilities and services</p>	<p>Policy 23 Mill Rd Opportunity Area</p> <p>R9 residential development Travis Perkins, 43 dwellings</p> <p>R10 Residential development Mill Road Depot 167 dwellings</p> <p>R12 Residential development Ridgeons, 245 dwellings</p> <p>R21 mixed Use 315-349 Mill Road, Brookfields, 128 dwellings + employment</p> <p>M2 Mixed use, Clifton Road 550 dwellings, 2 ha employment and leisure</p>	<p>11,328</p>	<p>Potential for future funding for traffic calming and cycleway improvements</p> <p>Improvements would have to be targeted to one key location as Mill Road is extremely long and a limited budget (of some £200K) would not provide significant benefit overall to such a long centre</p>	<p>This centre will at some stage require a comprehensive plan and investment, via a master plan for the public realm. This would need to be more significant than recurrent maintenance of the public highway. This is the intent in the new Draft Local Plan policy (Policy 23). There is potential for such a plan, and investment, to be realised as part of other initiatives, possibly including City Deal. This being said, there remains the need, long term, to make improvements to the public realm as pavements and crossings are very well used in Mill Road East and activity, foot fall and interest in living and enjoying the area are all high.</p> <p>Overall Score: MED (8)</p>

No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	POSSIBLE ENVIRONMENTAL IMPROVEMENTS
<p>05 Mill Road West</p>	<p>Busy but narrow through route, bus route, no cycle lanes No traffic calming or pedestrian crossings Wide range of shops, community facilities and services on both sides. No loading bays, compromises pedestrian areas Footpaths generally narrow, few pockets with building setbacks but these spaces not fully utilised. pockets of gardens with good public realm Spill-out common - eating out and goods display. Some street clutter – A-boards, refuse bins, cycles on lamp posts Insufficient cycle racks on street, good solution to locate round the corner on side streets. No on-street parking, short stay at back of block accessed from side street Pockets mixed with residential Community – pub, street cafés culture, community buildings</p>	<p>Policy 23 Mill Rd Opportunity Area R9 residential development Travis Perkins, 43 dwellings R10 Residential development Mill Road Depot, 167 dwellings M2 Mixed use, Clifton Road 550 dwellings, 2 ha employment and leisure M4 Residential, Police Station, 50 dwellings M14 Mixed uses, Station Road West 8.77ha including residential, and A and B classes and other amenities</p>	<p>12918</p>	<p>Potential for future funding for traffic calming and cycleway improvements Improvements would have to be targeted to one key location as Mill Road is extremely long and a limited budget (of some £200K) would not provide significant benefit overall to such a long centre</p>	<p>This centre will at some stage require a comprehensive plan and investment, via a master plan for the public realm. This would need to be more significant than recurrent maintenance of the public highway. This is the intent in the new Draft Local Plan policy (Policy 23). There is potential for such a plan, and investment, to be realised as part of other initiatives, possibly including City Deal. This being said, there remains the need, long term, to make improvements to the public realm as pavements and crossings are very well used in Mill Road East and activity, foot fall and interest in living and enjoying the area are all high. Overall Score: MED (8)</p>

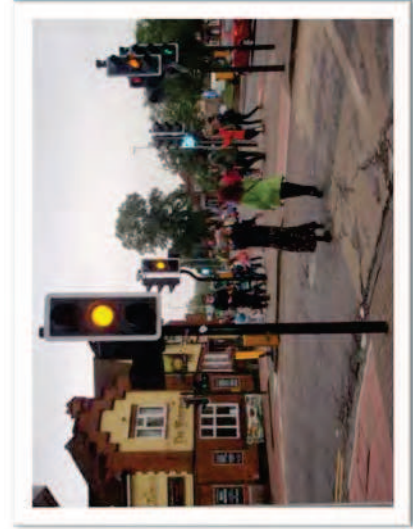


Mill Road East
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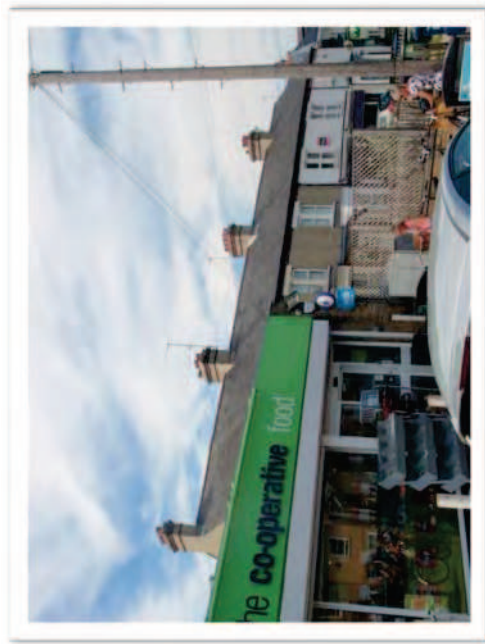


Mill Road West

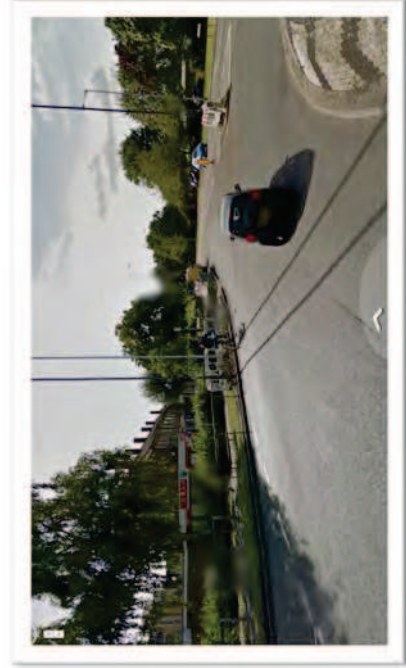
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESH OLD (populati on above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>06</p> <p>Mitcham's DCorner</p>	<p>Crossroads of busy through routes, Milton Rd bus route</p> <p>Gyratory intersections, noise pollution</p> <p>Strong pedestrian desire lines N-S and along/across Chesterton Rd but lacking pedestrian crossings overall</p> <p>Shared pedestrian/cycle path on east end of Victoria Rd – narrow, with conflicting points and obstructions on route, very narrow pedestrian path and no cycle route at river crossing section</p> <p>Off street parking at Staples, Co-op, Portland Arms; On-street parking on Milton Rd</p> <p>Lacking in cycle parking overall on Chesterton and Milton Rd. resulting in street clutter</p> <p>Spill out café on Milton Rd and Chesterton Rd</p> <p>Vacant office building and some units on Chesterton Rd, blank wall/boarded up building frontage on Victoria Rd</p>	<p>Policy 21 Mitcham's Corner Opportunity Area</p> <p>R3 residential City Football Ground, 138 dwellings</p> <p>R4 Residential Henry Giles House, 48 dwellings</p>	<p>4263</p>	<p>Improvements to centre likely to come forward as part of City Deal funding linked to transport improvements for Milton Road/A10. Boathouse car park + toilets + office run by City Council</p> <p>Vacant units on Chesterton Road – office block, shops</p> <p>Boarded up building frontage on Victoria Rd</p> <p>Improvements to the area would add significant value to the look, feel and function of the area but will cost significantly more than the total cost of this programme, however some funding could act as “seed” funding.</p>	<p>It is expected that improvements to this District Centre will be progressed via City Deal. Further explanation of the overall suggested approach to this centre is provided in the main report.</p> <p>Overall Score: HIGH (10)</p>



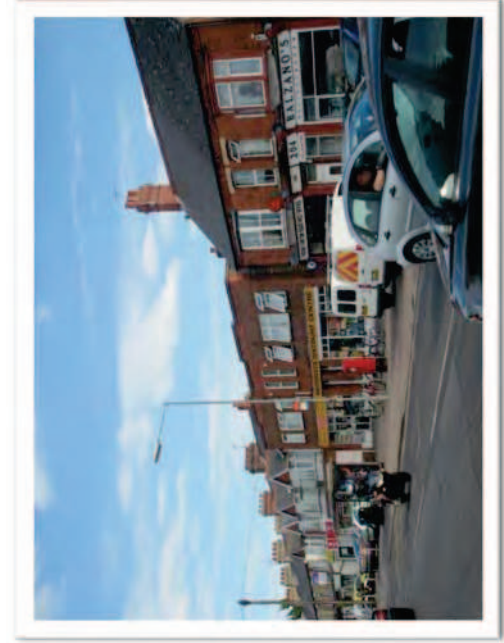
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>07 Arbury Road/ Milton Road</p>	<p>Linear centre along one side of busy vehicle and pedestrian thoroughfare, benefits from passing trade Good accessibility, bus stop nearby Good mix of shops, takeaway and services; anchor store Off-street parking available, but few bike racks Public realm fragmented and of lesser quality, in places compromised by loading bays and parking Vertical mix residential</p> <p style="text-align: center;">2</p>	<p>Policy 21 Mitcham's Corner Opportunity Area</p> <p>R3 residential City Football Ground, 138 dwellings</p> <p style="text-align: center;">3</p>	<p style="text-align: center;">2338</p> <p style="text-align: center;">3</p>	<p>Likely that improvements to Milton Road to be delivered via City Deal may support improvements to the public highway at least. Otherwise no planned investment known.</p>	<p>Generally well used local centre, however very traffic dominated (which would continue regardless of any future improvements to Milton Road) and likely that some of this the centre will benefit from public transport improvements to be delivered for Milton Road as part of City Deal</p> <p style="text-align: right;">Overall Score: MED (8)</p>



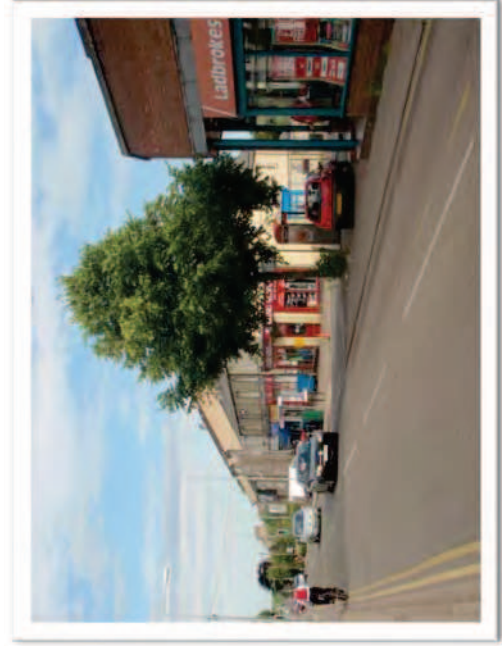
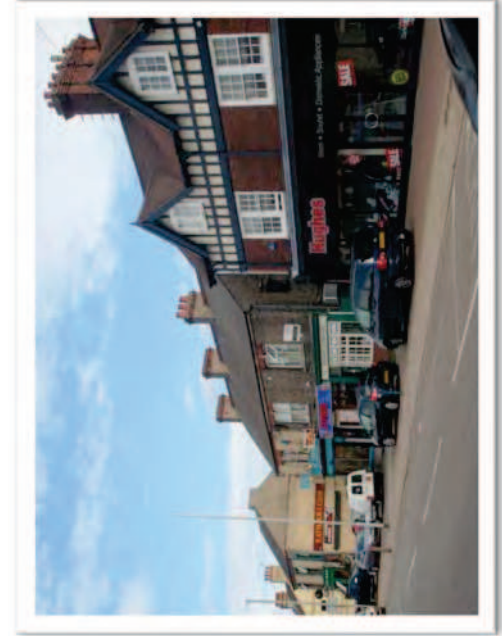
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>08</p> <p>Barnwell Road</p>	<p>Located on two sides of a busy and large roundabout, set back from the road. Benefits from passing trade and bus stop nearby, but direct pedestrian and cycle access and links across are lacking</p> <p>On-street and off-street parking available, some disabled parking near library</p> <p>Good mix of shops and community facilities</p> <p>Community - library and a public realm with seating area, fair condition and well used</p> <p>Vertical mix residential</p>	<p>Policy 12 Area of Major Change Cambridge East Cambridge East Area Action Plan</p> <p>R5 Residential 35 dwellings</p> <p>R6 Mixed use Holy Cross Church Hall, Community facilities and 75 dwellings</p>	<p>42</p> <p>2</p>	<p>Potential for long term improvements to Newmarket Road as a result of development Cambridge East</p> <p>Part City Council owned and working well</p> <p>Site next to McDonalds developed</p> <p>Could help moderate the impacts of the dominant highway infrastructure and so “add value” for local residents.</p>	<p>Potential for centre improvements to be realised as part of future City Deal works to Newmarket Road. Very highways dominated centre, unlikely to change over time.</p> <p>Summary Score: HIGH (10)</p>



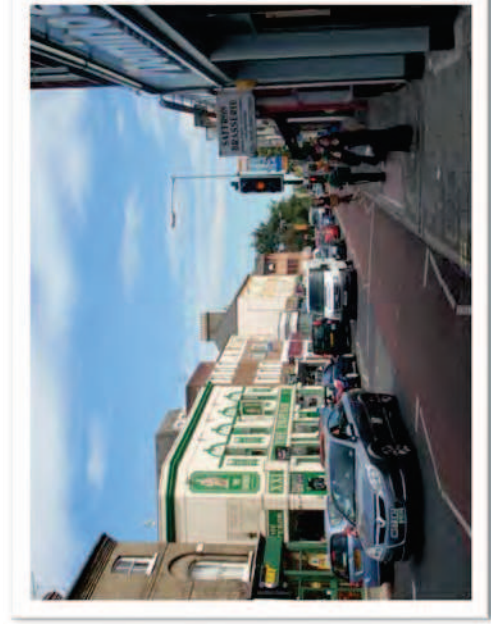
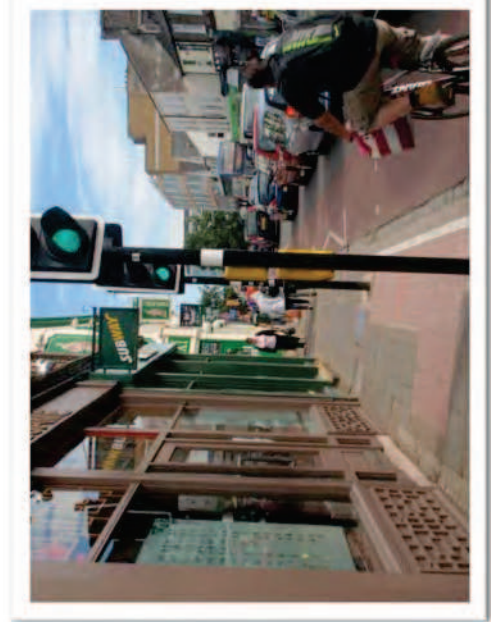
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>09 Cherry Road Hinton Road East</p>	<p>Located on both sides of a busy thoroughfare and bus route and crossroads, benefits from passing traffic Good mix of shops, takeaway and services Good accessibility, bus stops, cycle route, pedestrian crossing Off-street parking to one side Vertical mix Residential Community – pub @The Rock, post office</p>	<p>R7 Residential The Paddocks 123 dwellings R8 Residential Telephone exchange 33 dwellings</p>	<p>769</p>	<p>None known. Improvements could add some value to use of areas outside shops and so economic benefit to traders</p>	<p>This centre is one of three centres on Cherry Hinton Road. Parts of the pavement are dominated by car parking bays, however there facilities are understood to be well used. Compared to other centres the public realm in this location is generally good, making this centre a less than high priority at this time.</p> <p>Summary Score: MED (8)</p>



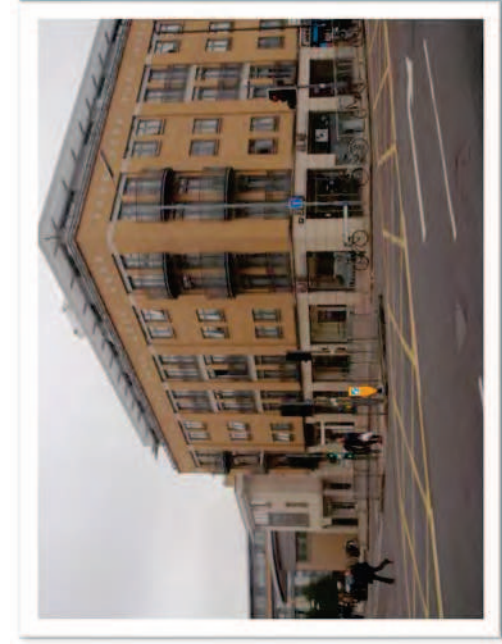
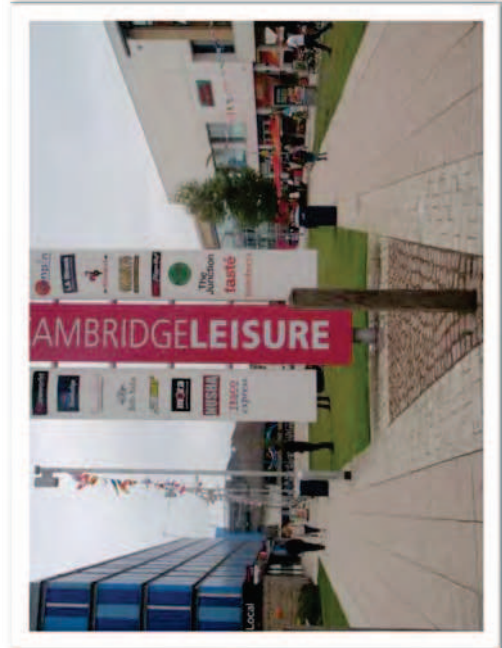
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>10 Cherry Hinton Road West</p>	<p>Located on both sides of a busy thoroughfare and bus route/crossroads, benefits from passing traffic Good mix of shops, takeaway and services Good accessibility, bus stops, cycle route, poor pedestrian crossing On- and off-street parking available Residential above community uses Community – pub @The Rathmore Club</p> <p>1</p>	<p>Policy 24 Hills Rd corridor and railway station opportunity area</p> <p>R8 Residential Telephone exchange 33 dwellings</p> <p>M2 Mixed use, Clifton Road Area Industrial, office and leisure uses 550 dwellings, 2 ha employment and leisure</p> <p>M3 Mixed Use Michael Young Centre, 50 dwellings, 0.5 ha employment</p> <p>M14 Mixed uses, Station Road West including residential, and A and B class and other amenities</p> <p>4</p>	<p>2984</p> <p>3</p>	<p>None currently planned, though redevelopment of the Clifton Road Area could lead to improvements as a result of off-site contributions on parts of Cherry Hinton Road which in turn could add some value to use of areas outside shops and so economic benefit to traders</p>	<p>As is the case with Cherry Hinton Road East, this centre is one of three centres on Cherry Hinton Road. Parts of the pavement are dominated by car parking bays, however there facilities are understood to be well used. Compared to other centres the public realm in this location is also generally good, making this centre a less than high priority at this time.</p> <p>Summary Score: MED (8)</p>



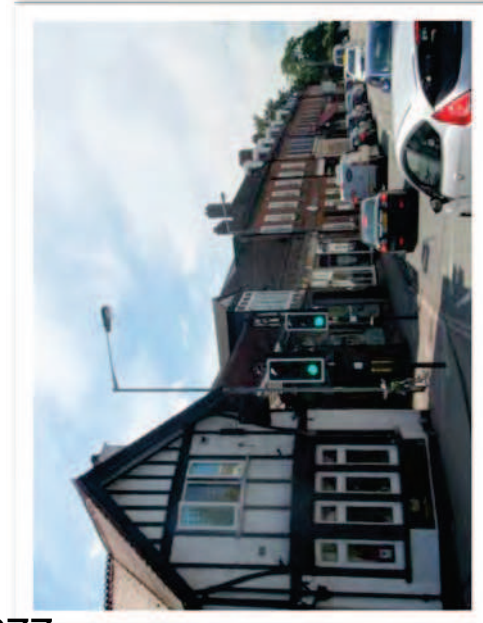
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>11</p> <p>Hills Road</p>	<p>Linear centre located along a busy vehicle and pedestrian thoroughfare, on a bus route and benefits from passing trade</p> <p>Very good mix of shops, takeaway, services, restaurants.</p> <p>Vertical mix – residential, services</p> <p>Public realm - narrow footways; some street clutter – bins, trolleys, signs; seating area in setback in front of bank</p> <p>No vehicle or cycle parking</p> <p>Parkers Piece and station nearby</p> <p>Community - The Emperor, Earl of Derby, The Flying Pig pubs</p>	<p>Policy 20 Station Area west and Clifton Road</p> <p>Areas of major change; Policy 24 Hills Rd corridor and railway station</p> <p>Opportunity Area; E5 Employment uses 1, 7-11 Hills Rd</p> <p>M5 Offices and Education 20 dwellings</p> <p>R44 Benjamin House 156 dwellings</p>	<p>1774</p> <p style="text-align: right;">3</p>	<p>Potential for City Deal funding in future.</p> <p>Will likely come forward as future investment/improvements to Hills Road corridor as part of City Deal.</p>	<p>Well used and accessible centre, but likely candidate for improvements as part of City Deal and as already set out in Policy 24 for a future opportunity area</p> <p>Summary Score: MED (8)</p>



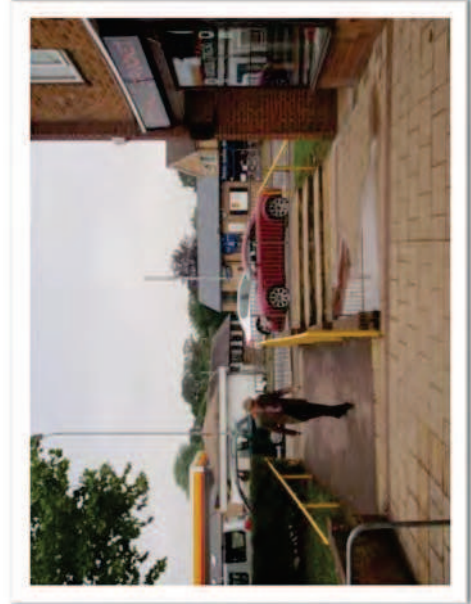
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>12 Hills Road / Cherry Hinton Road</p>	<p>Designation of a new District Centre on the basis of the number of retail and supporting uses in the area. Adjacent to the Cambridge Leisure Park.</p> <p style="text-align: center;">1</p>	<p>Policy 24 Hills Rd corridor and railway station opportunity area</p> <p style="text-align: center;">3</p>	<p>1381</p> <p style="text-align: center;">3</p>	<p>Part of Opportunity Area so City Deal funding potential in future.</p>	<p>Likely candidate for improvements as part of City Deal and as already set out in Policy 24 for a future Opportunity Area. Improvements to public highway would require integration with any detailed junction improvements.</p> <p>Summary Score: MED (7)</p>



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>13 Newnham Road</p>	<p>Linear centre located along both sides of a very busy through route, narrow road Good mix of shops and restaurants Public realm – very narrow footpath, controlled pedestrian crossings On-street parking Community uses -The Granta Pub</p>	<p>No specific policies</p>	<p>-3691</p>	<p>None currently known</p>	<p>Heavily trafficked local centre on edge of city centre. Possible improvements likely to be minimal given pavement areas are the only areas of public realm that are used, and in most areas are in good condition. Summary Score: MED (7)</p>



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>14 Trumpington</p>	<p>Shops on both sides of Trumpington Road Crescent development on east side around green space with seating, petrol station and shops on west side but no direct pedestrian crossing Bus route with stops On street parking on Trumpington Rd and side street, no direct pedestrian route from parking Community – post office, park, seating area Vertical mix – Residential on top at crescent Limited no. of shops, vacant unit</p>	<p>Southern Fringe Area Development Framework R42a Clay Farm 2250 du residential and community facilities 42b Trumpington Meadows 598 du residential 42c Glebe Farm 286 du residential M15 Cambridge Biomedical Campus, including Addenbrooke's Hospital NHS and private clinical biomedical and biotechnology within class B1, R&D Sui generis development, energy innovation centre</p>	<p>4782</p>	<p>None currently planned, Council owned Units 1-6</p>	<p>This centre is located in between significant new development occurring on the fringes of Trumpington. As such, it is likely that in time the centre will benefit from increased activity and footfall in the general area. The green in front of shops is used from time to time for community events already.</p> <p>Summary Score: MED (8)</p>



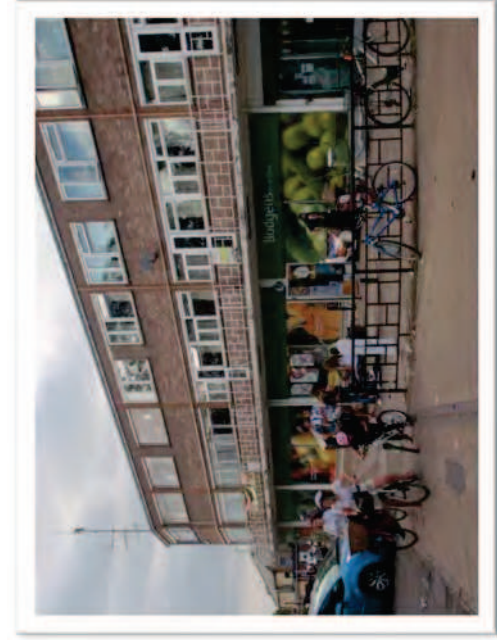
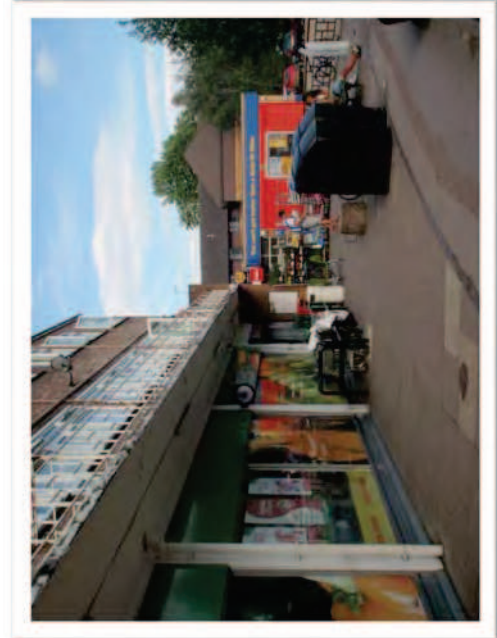
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>18 Adkins Corner</p>	<p>Situated on crossroads, accessible and convenient location on bus/cycle route. Good mix of shops and services, garage operation takes up large space Lacks direct pedestrian connection at crossroads Bus stop and off-street parking, few cycle racks; Public realm with green space, mature trees, some seating, but could be improved. Some vertical mix of uses</p>	<p>R7 Residential The Paddocks 123 dwellings R8 Residential Telephone exchange 33 dwellings</p>	<p>1687</p>	<p>No current investment known. Added value would be realised, though there is already a range of centres along the westerly end of Cherry Hinton Road</p>	<p>Potential candidate for inclusion in the programme as a) it is a well used centre on a busy route, b) has pedestrian areas set well back from the public highway and c) is close to development sites and benefits from a high population footfall.</p>

3

6

2

Overall Score: HIGH (11)



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>19 Akeman Street</p>	<p>Small centre with good mix of shops Community board, Community rooms and children's centre Public realm could be improved Off-street parking Vertical mix residential</p>	<p>R2 Residential Willowcroft, 78 dwellings R3 residential City Football Ground, Milton Road, 138 dwellings</p>	<p>509</p>	<p>Potential for redevelopment mixed residential/retail City Council owned, partly run by Community Services. Potential for funding from Strategic Housing</p>	<p>Some potential for improvement to public realm but area involved would be quite limited e.g. pedestrian zone in front of shops. Likely expenditure would therefore be relatively minimal compared to other centres. Overall Score: MED (8)</p>

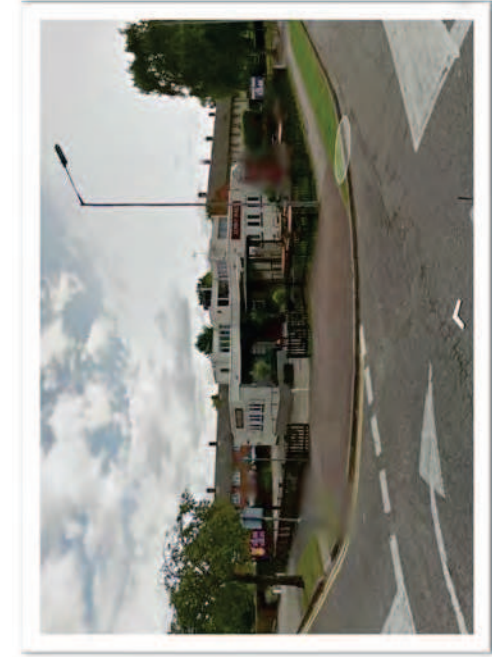
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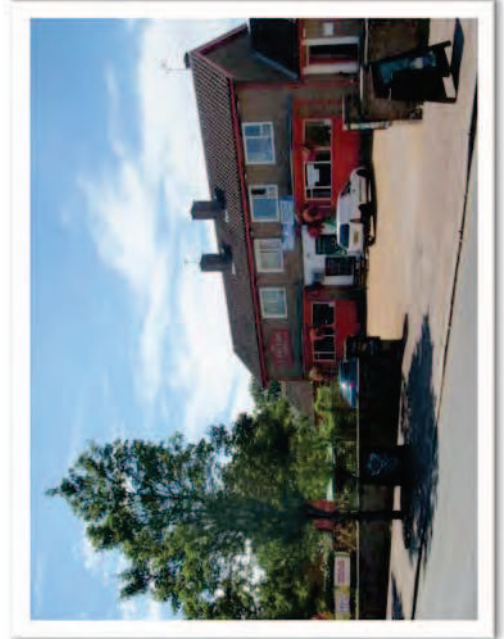
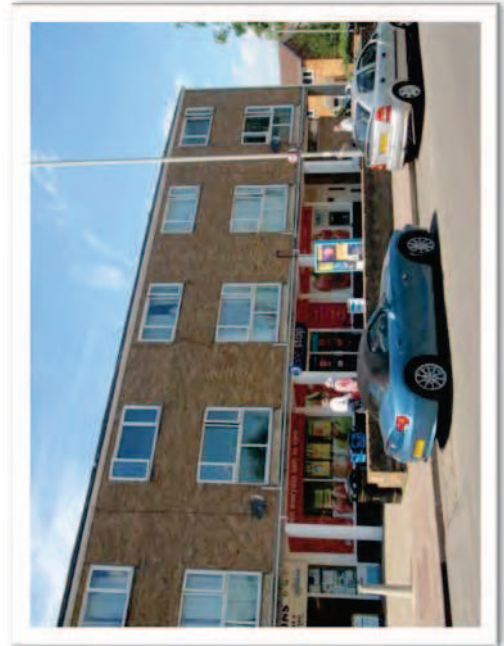
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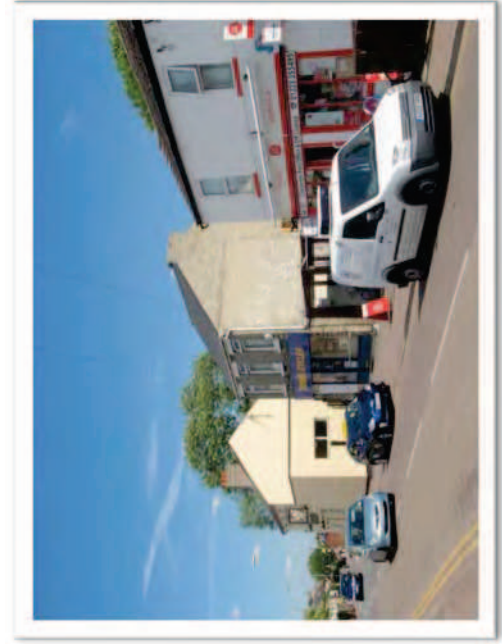
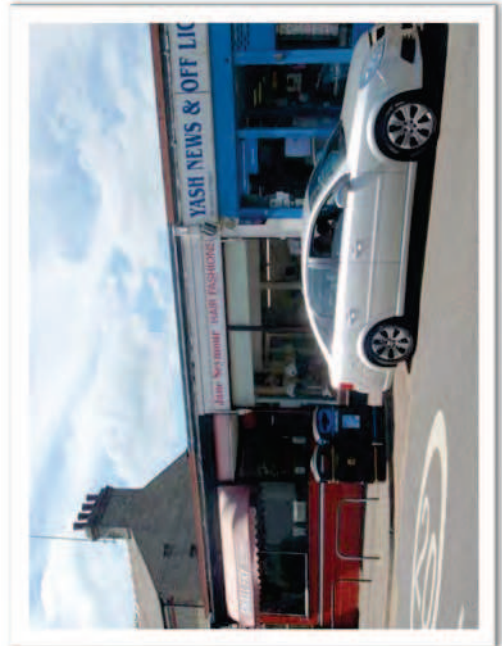
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>20</p> <p>Campkin Road</p>	<p>Quiet residential area, centre set back from road on a corner, good visibility and good access across road</p> <p>Good mix of shops - anchor store, takeaway</p> <p>Convenient on-street parking</p> <p>Good quality public realm, seating, park & play area nearby</p> <p>Community – seating area, The Jenny Wren acts as a community hub</p> <p>Vertical mix residential</p>	<p>Policy 14 Northern Fringe</p> <p>East Area of major change at the railway sidings</p> <p>M1 Mixed use</p> <p>379-381 Milton Road</p> <p>95 dwellings 0.53 ha employment</p>	<p>-1182</p> <p>1</p>	<p>None currently known but potential for parallel investment from Northern Fringe East Area of major change at the railway sidings</p> <p>Protected open space</p> <p>Parade and forecourt City Council owned</p>	<p>Neighbourhood Centre which generally works well overall and has good tenancy of shops.</p> <p>Some improvements already undertaken to shop forecourt some years ago.</p> <p>Overall Score: LOW (6)</p>



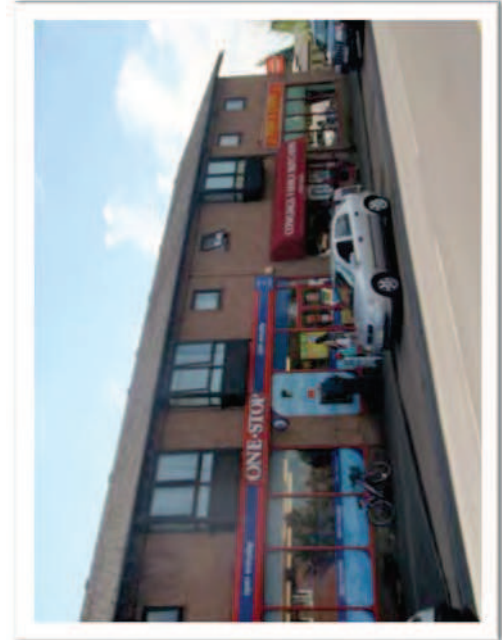
No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>21 Carlton Way</p>	<p>Good accessibility, on a bus route and bus stop 50m Small centre with limited number of shops, well used anchor shop Community - pub (Carlton Arms) On- street parking available, off-street for pub Vertical mix residential</p> <p style="text-align: center;">1</p>	<p>R3 residential City Football Ground, Milton Road, 138 dwellings</p> <p style="text-align: center;">4</p>	<p>1546</p> <p style="text-align: center;">3</p>	<p>None currently known City Council owned, generally successful small centre overall</p>	<p>Small neighbourhood centre with anchor store and small pedestrian fore court. Cost of improvements likely to be relatively small, though may encourage greater use of fore court. Overall Score: MED (8)</p>



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>22</p> <p>Chesterton High Street</p>	<p>Long centre with small frontages of shops along a busy thoroughfare, interspersed with residential uses</p> <p>Benefits from passing traffic</p> <p>Good accessibility on foot, bus, cycle, car</p> <p>Good mix of shops, services and takeaway</p> <p>Some on-street parking available, cycle parking available on street</p> <p>Community – post office</p> <p>Public realm could benefit from improvement, shared pedestrian /cycle route</p>	<p>Parts fall within Chesterton and Chesterton Ferry Lane Conservation areas</p>	<p>4005</p>	<p>None known at this time though possible in future. Units 97-101 City Council owned.</p> <p>Busy pedestrian and cycle route – environment could benefit from improvement e.g. by a well defined and continuous shared-pedestrian/cycle area and pedestrian crossings.</p> <p>Many buildings are residential conversions</p>	<p>Very long, lineal neighbourhood centre which would require targeted improvements to specific areas along the street.</p> <p>Any solution would require and integrated approach with the public highway and need to consider creating linked pedestrian areas and landscape.</p> <p>Overall Score: HIGH (9)</p>



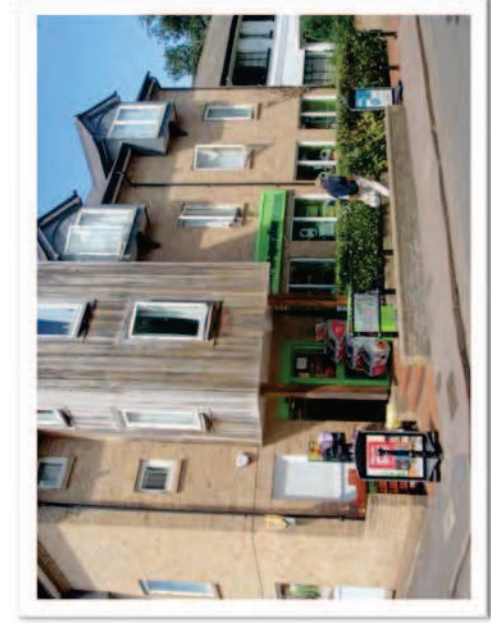
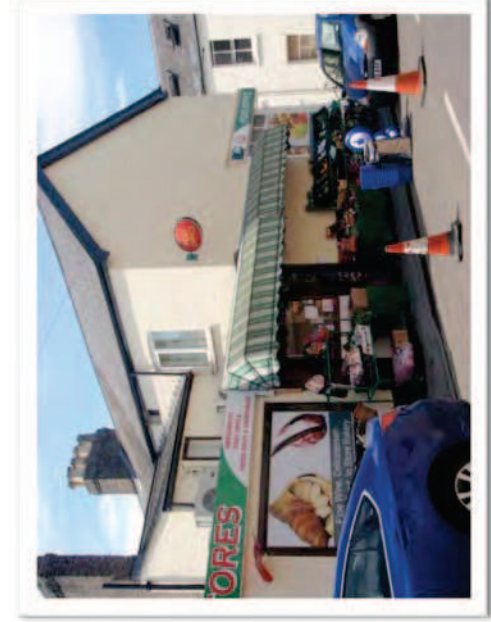
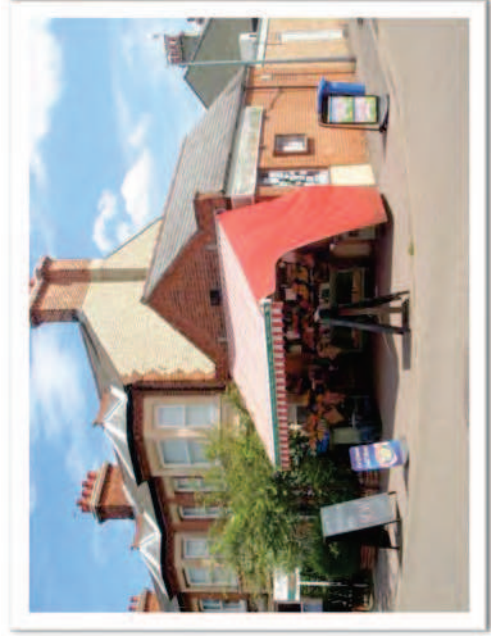
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23 Ditton Lane	Small neighbourhood centre on a busy thoroughfare On-street parking available Accessibility – constrained pedestrian realm, poor crossings Community – medical centre nearby	R6 Mixed use Holy Cross Church Hall, East Barnwell Community Centre and Meadowlands, 1.01ha Community facilities and 75 dwellings; close to proposed Wing development planned north of airport	-1777 1	None currently known City Council owned, functions well overall	Limited scope for improvements to pedestrian realm given small area of centre. Significant portion of area is to the rear of shops. Limited population to support centre, though it is located on a busy and well trafficked route. Overall Score: MED (7)



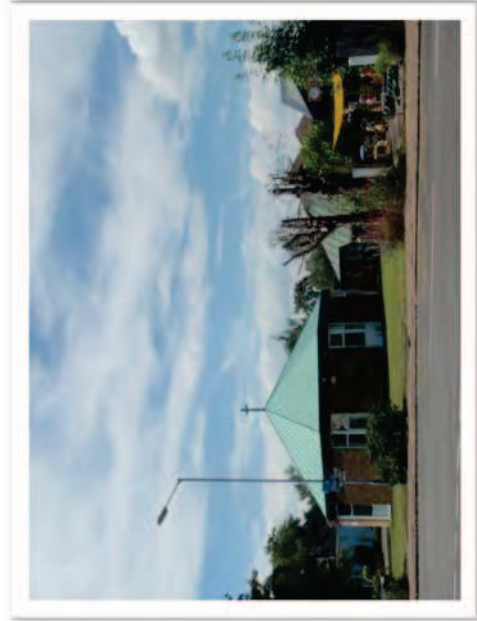
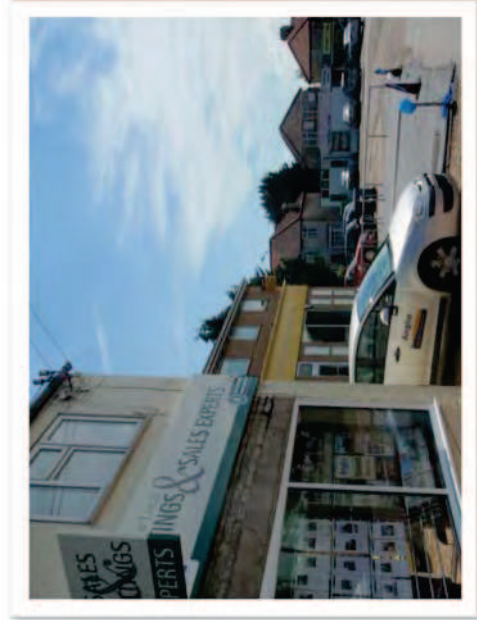
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<p>24</p> <p>Fairfax Road</p>	<p>Small neighbourhood centre in a quiet higher density residential area</p> <p>Limited mix of shops, empty units on ground and first floor</p> <p>Challenging access due to one-way streets, lack of direct pedestrian routes</p> <p>Off-street parking available, but difficult to access</p> <p>Public realm – mature vegetation and seating but segregated from centre</p>	<p>Policy 23 Mill Rd Opportunity Area</p> <p>R12 Residential Ridgeons/Cromwell Rd, 245 dwellings</p>	<p>272</p>	<p>None currently known but could be potential for off-site improvements on Cromwell Road resulting from development of R12 site</p> <p>Potential for added value – likely sustained foot fall in the area and good population threshold within 800m</p>	<p>Small forecourt to shops but confluence of streets creates complex movement patterns in front. Review of road layout/roundabout would be desirable to enable full benefits of programme improvements to be realised.</p> <p>Overall Score: MED (8)</p>



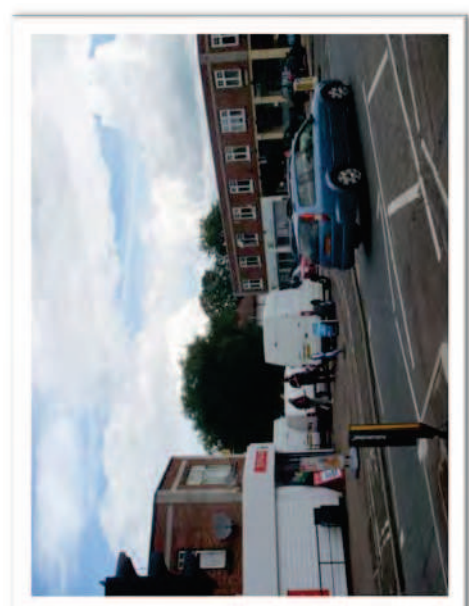
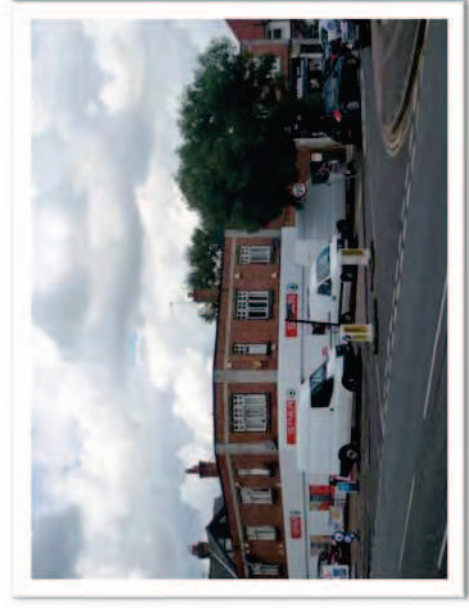
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<p>25</p> <p>Grantchester Street (Newnham)</p>	<p>Small neighbourhood centre, very compact on narrow streets and predominantly residential conversions</p> <p>Good accessibility on foot and cycle</p> <p>Limited range of shops, small corner shops and residential conversions</p> <p>Anchor store with residential above</p> <p>No car or cycle parking</p> <p>Community – small seating area at corner</p>	<p>Policy 25 Old Press/Mill Lane Opportunity Area</p> <p>Subject to a Masterplan, mixed use incl. up to 6000sqm commercial, 150 units (200 student), hotel (75 room), other 1000sqm</p> <p>U1 University Old Press/Mill Lane, 2.00ha Up to 150 dwellings, up to 6,000 sqm Commercial use, up to 75 Bedroom hotel and up to 1,000 sqm other uses</p>	<p>-3065</p>	<p>None currently known</p> <p>Relatively small local centre with public realm in generally good condition. Likely added value would be limited, however currently a well used and well located centre.</p>	<p>This centre is relatively popular and experiences a high degree of activity due to established population, high student population in the general area and good location on key route into the city. Condition of centre is generally good already.</p> <p>Overall Score: LOW (6)</p>



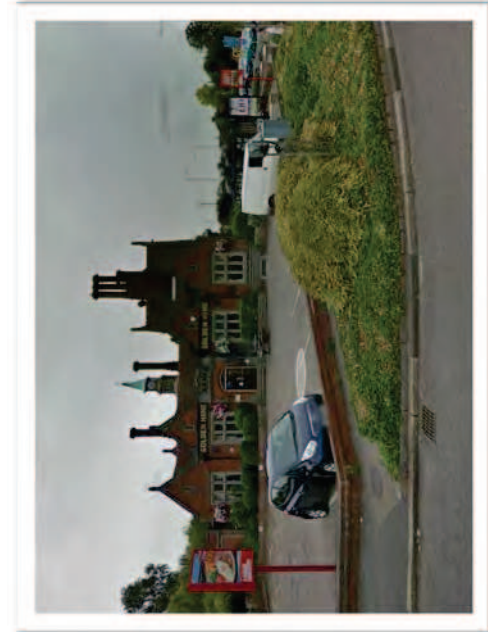
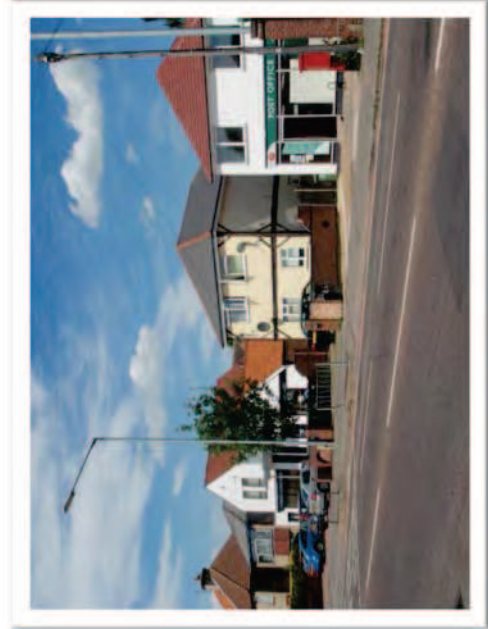
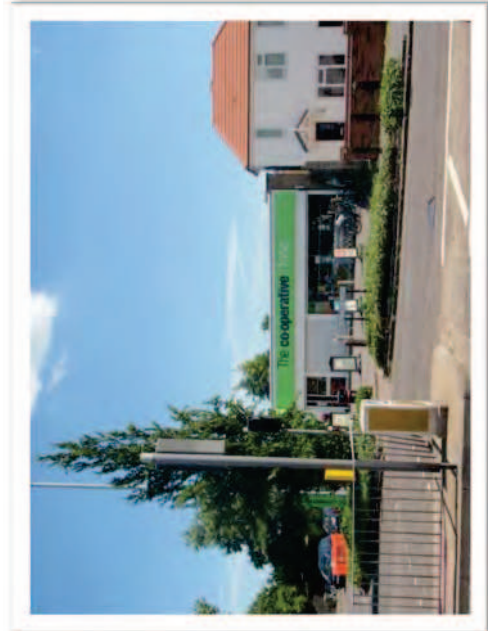
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<p>26</p> <p>Green End Road</p>	<p>Located at a busy crossroad, but somewhat fragmented by roadway.</p> <p>Accessibility - pedestrian crossings not ideal, buildings set-back and no clear pedestrian space</p> <p>Good mix of shops and services</p> <p>Community uses available but lack of integration to rest of centre</p> <p>Off-street parking available</p> <p>Lacking clear definition of pedestrian space and direct pedestrian crossings</p> <p style="text-align: center;">2</p>	<p>None</p> <p style="text-align: center;">4</p>	<p>325</p> <p style="text-align: center;">2</p>	<p>None currently known</p> <p>Some benefit possible from improvements as fragmented nature of centre could be “mended” through public realm enhancements to carriageway etc.</p>	<p>This centre is somewhat bisected by its location straddling Scotland Road and with forecourts dominated by parking. There are no proposed parallel investments or proposals sites in the vicinity.</p> <p>Overall Score: MED (8)</p>



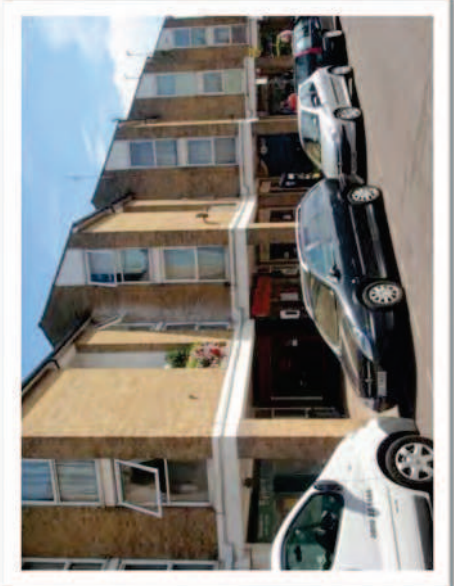
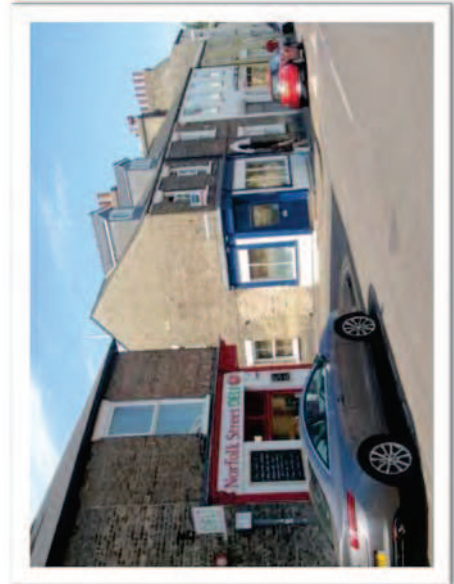
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<p>27 Hawthorn Way</p>	<p>Located along a busy through route at an intersection with quiet residential street; fragmented structure to the centre Limited mix, anchor and services; Large empty unit Set-back from the road with off-street parking Public realm in poor condition - lacking clear definition of pedestrian space and direct pedestrian crossings Vertical mix – residential and services</p>	<p>Policy 21 Mitcham’s Corner Opportunity Area R3 residential City Football Ground, Milton Road, 138 dwellings</p>	<p>3596 3</p>	<p>None currently known Limited added value likely given very small scale of centre</p>	<p>New centre in the draft Cambridge Local Plan under the heading of “neighbourhood” centre given its very small size. Two-sided centre bisected by Hawthorn Way. Forecourts to shops used by parking, so areas for improvement would be limited. Focus on Mitcham’s Corner likely to be of greater benefit for general area overall. Overall Score: Medium (8)</p>



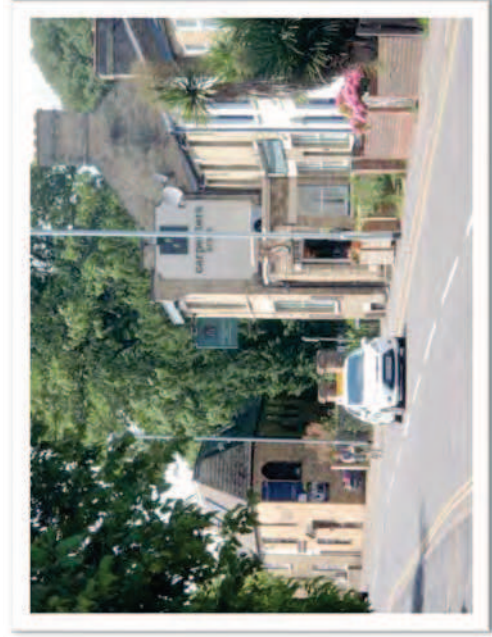
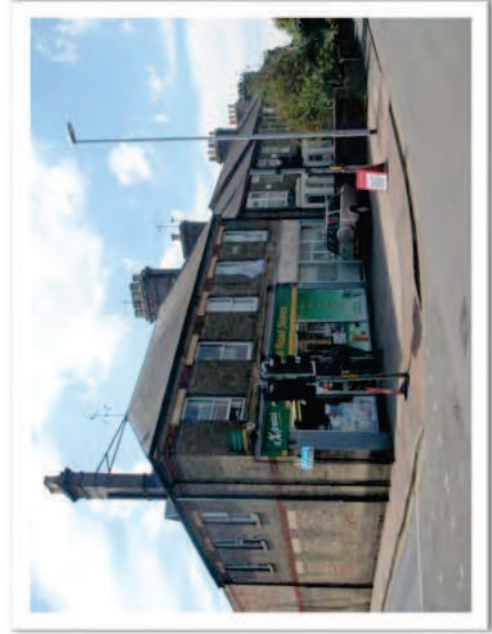
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<p>28 King's Hedges Road</p>	<p>Small neighbourhood centre at two corners of a major, busy crossroad Not generally one centre Limited mix of shops, mainly residential conversions in a residential strip. Community – Pub 'Golden Hind' with off-street parking @ corner Milton Road Accessibility – Lack of pleasant or direct pedestrian links Limited off-street parking</p>	<p>Policy 14 Northern Fringe East Area of major change at the railway sidings M1 Mixed use 379-381 Milton Road 95 dwellings 0.53 ha employment</p>	<p>-337 1</p>	<p>Northern Fringe East Area of major change at the railway sidings – potential for parallel investment Potential for improvements to Milton Road via City Deal project</p>	<p>This centre will likely be the subject of highways improvements via City Deal to improvement public transport links into and out of the city. Therefore inclusion in the programme is likely premature at this time. Overall Score: MED (7)</p>



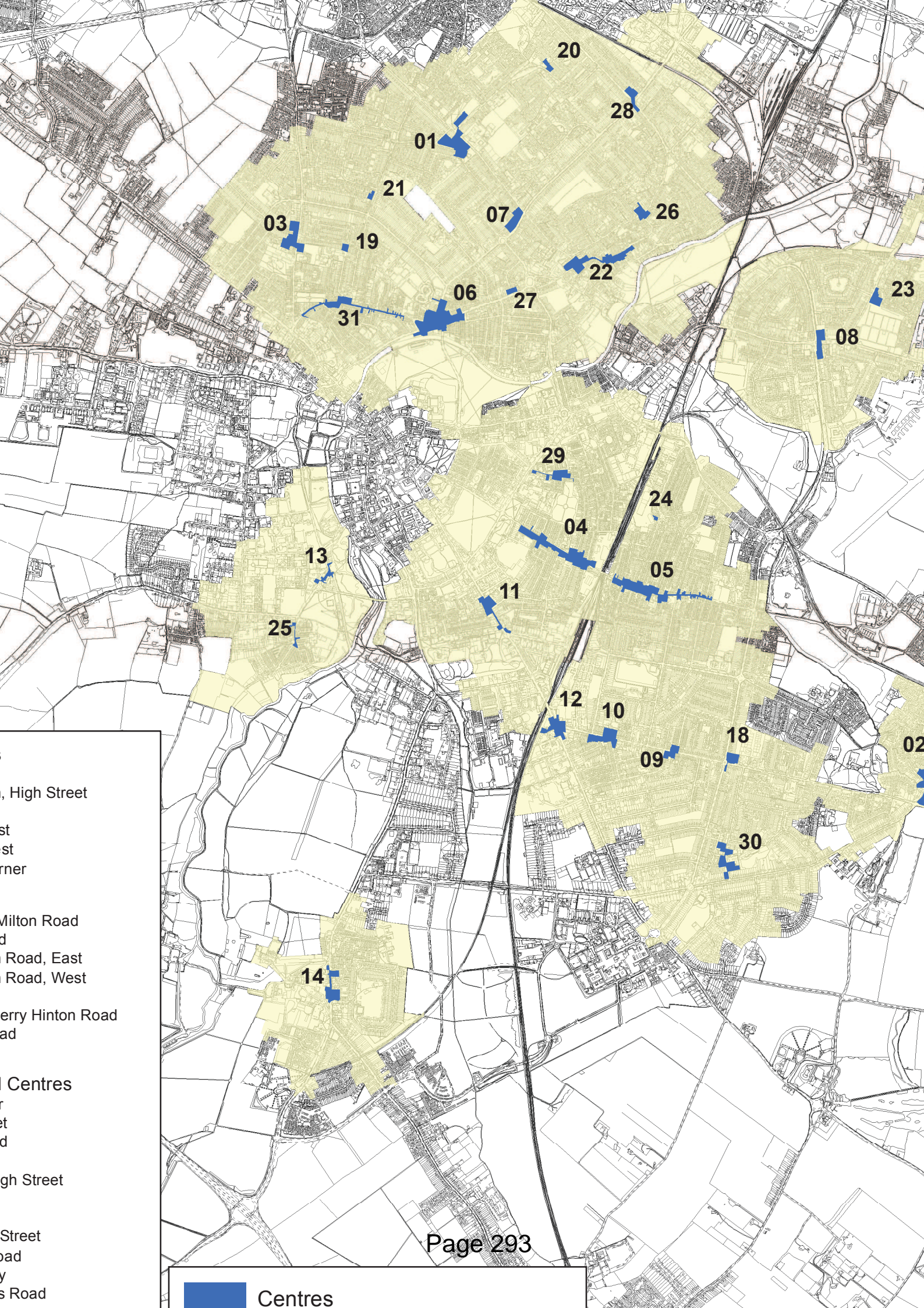
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<p>29</p> <p>Norfolk Street</p>	<p>Located in a quiet residential neighbourhood, very compact along both sides of a narrow street</p> <p>Residential conversions to speciality shops/restaurants</p> <p>Parking - short term on-street paid car parking, no cycle parking</p> <p>Good mix of shops, restaurants and services;</p> <p>Vertical mix, residential on top</p> <p>Public realm – seating in front of pub</p> <p>Community – flats above shops strong sense of community</p>	<p>Policy 23 Mill Rd Opportunity Area</p> <p>Policy 11 Fitzroy/Grafton Centre Area of Major change</p> <p>Redevelopment for retail and leisure use with residential and student</p> <p>M4 Residential, Police Station, Parkside 50 dwellings</p> <p>R10 Residential Mill Road Depot and adjoining properties, 167 dwellings</p>	<p>4723</p>	<p>Fitzroy/Grafton Centre Area of Major change – Potential for parallel investment</p> <p>Expansion plans for Anglian Ruskin campus</p> <p>Future improvements as part of City Deal to the Eastern Gate as identified within Policy 22: Eastern Gate Opportunity Area</p> <p>Potential “added value” to what is already a well used centre</p>	<p>Centre well used and in good location to established residential area. Existing public realm in good condition. On well used route through to East Road. In area of considerable change and development e.g. ARU planned expansion, Eastern Gate area, Grafton Centre. Centre likely to benefit from parallel investment by private and public sector, but existing good condition overall means inclusion in programme may have limited benefit.</p> <p>Overall Score: MED (8)</p>



No. CENTRE	HEALTHCHECK- EXISTING CONDITION	LOCAL PLAN POLICIES and PROPOSAL SITES	THRESHOLD (population above or below 6,000)	KNOWN INVESTMENT POTENTIAL ADDED VALUE	SUMMARY
<p>31</p> <p>Victoria Road</p>	<p>Mainly small scale residential conversions along Victoria Road. Located on crossroads, functions well with good visual & pedestrian connections</p> <p>Accessibility – good, on a main bus route, good pedestrian crossings (road relatively narrow).</p> <p>Mix of services and shops, on a neighbourhood scale</p> <p>Community - community centre in converted church, The Carpenters Arms, Blackmoors Heads pubs</p> <p>Vertical mix - Residential above</p> <p>Higher density established neighbourhood</p> <p style="text-align: center;">1</p>	<p>Policy 21 Mitcham’s Corner Opportunity Area</p> <p>R2 Residential Willowcroft, 78 dwellings</p> <p>R3 residential City Football Ground, Milton Road, 138 dwellings</p> <p>R4 Residential Henry Giles House, 73-79 Chesterton Road, 48 dwellings</p> <p>R17 Residential Mount Pleasant House, 50 dwellings</p> <p style="text-align: center;">4</p>	<p>2177</p> <p style="text-align: center;">3</p>	<p>None currently known</p>	<p>Long, lineal neighbourhood centre on a well used and highly trafficked route. On the edge of the Mitcham’s Corner Opportunity Area so likely to experience the benefits of any improvements to that district centre as a result. Pavements and crossings, as well as overall condition of public realm, is generally good. Limited areas of pavement around main centre (intersection with Harvey Goodwin Ave.) will limit scope of improvements.</p> <p style="text-align: right;">Overall Score: MED (8)</p>



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 East
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 Corner
 Milton Road
 Road, East
 Road, West
 Merry Hinton Road
 Road
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 Street
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 Road
 Road

Centres

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To: Executive Councillor for City Centre and Public Places (and Deputy Leader): Councillor Carina O'Reilly

Report by: Joel Carré, Head of Streets and Open Spaces

Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014

Wards affected: All

ENVIRONMENT IMPROVEMENT CAPITAL PROGRAMME REVIEW

Not a Key Decision

1. Executive summary

1.1 This report provides a review of the Environmental Improvement Capital Programme's performance over its four year extension period, 2011/12-2014/15. The review includes a breakdown of the various local improvement schemes, including local highway projects, delivered through the programme to date; and the pipeline of schemes remaining to be delivered by March 2016. With the current programme budget ending March 2016, the report outlines the need to consider an extension of the programme for a further agreed period, as part of the corporate budget setting process.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To note the Environmental Improvement Capital Programme schemes delivered over the period 2011-2014
- 2.2 To note the Environmental Improvement Capital Programme schemes scheduled to be delivered over the period 2014 -2016
- 2.3 To consider making provision, as part of the corporate budget setting process, for an extension of the Environmental Improvement Capital Programme

- 2.4 To consider making provision, as part of the corporate budget setting process, of a new dedicated budget to support the match funding of local highway schemes under Cambridgeshire County Council's Local Highway Improvement Programme

3. Background

- 3.1 The Council's Environmental Improvement Capital Programme (EIP) was established in 2005/6, as an initial five year programme, to provide each of the four Area Committees with a delegated annual capital budget for local public realm improvements. Following a review in 2011, the initial five year programme was extended for a further four years, ending 31 March 2015. The programme is funded by and forms part of the Council's Capital Programme.
- 3.3 The Council provided an annual budget of £523,000 per annum over the initial five year programme period, to be apportioned between each of the four Area Committees, based on their respective population sizes. This annual budget provision was reduced to £200,000 per annum for the extended four year programme period, 2011/12-2014/15. By the end of the initial five year period, the programme budget had a balance of £600,000, which was carried forward and included in the extended programme budget.
- 3.4 Under the devolved management system, each Area Committee determines which schemes to fund using the adopted eligibility criteria detailed in appendix A. Schemes are submitted for Area Committee consideration from a range of sources including local groups and organisations, Councillors and officers. Once an Area Committee approves a scheme for programme funding, staff in the Council's Streets and Open Spaces service are tasked to lead its development and delivery, including any associated feasibility, business planning, stakeholder consultation and legal consent work.
- 3.5 Under the initial five year programme, the Council's staff costs associated with providing this project management service was met by taking a 20% top slice of the annual programme budget. In 2011/12, with the reduction in annual programme budget from £532,000 to £200,000 per annum, the 'top slicing' facility for staff costs was removed. The Streets and Open Spaces project management service now receives a General Fund budget allocation of £82,000, which covers the costs of 2 full-time equivalent (FTE) project officers.

3.6 In addition to the EIP, the Streets and Open Spaces project management service also manages the delivery of the following other elements of the Council's Capital Programme:

- Specific corporate projects, including the refurbishment of Lion Yard toilets (circa £500,000), Cambridge 20mph Project (£600,000) and improvements to bus shelters across Cambridge (£267,000)
- Section 106 funded schemes (circa £1,340,000 million currently being developed and delivered); and
- Cycleway schemes (circa £540,000 currently being developed and delivered) under a jointly funded capital programme with the County Council.

The additional staff costs associated with managing the delivery of these other schemes is met on a re-charge basis.

4. Programme review

4.1 Over the past four years, 2011-14, the EIP has delivered a total of 70 schemes with a value of £540,472. A breakdown of these completed schemes by Area Committee and public realm asset category, eg. tree planting, street lighting, verge repairs, etc., is included in appendix A. The majority of these schemes relate to issues raised by local residents and are often local and relatively small-scale in scale. There is also a significant increase in the number of projects that either directly or indirectly require legal traffic regulation orders (TROs).

4.2 Over the past two years, Area Committees have used the EIP budget to provide the necessary match funding of various local highway schemes through Cambridgeshire County Council's Local Highway Improvement (LHI) programme. The current LHI annual budget is £112,000 per annum and is provided in full by the County Council. Under the LHI Programme, schemes can receive up to £10,000 LHI funding, subject to a minimum 10% third party match funding. A breakdown of Area Committee highway schemes delivered with LHI/ EIP match funding over the period 2012-14 is included in appendix C.

4.3 A compilation of images illustrating a range of schemes delivered by the EIP over the past four years is included in appendix D. The popularity and success of the EIP is evident from the number of suggested schemes that are received for consideration by Area Committees, with some receiving suggestions valued at more than four times the available budget.

4.4 The Council's Streets and Open Spaces service is currently working on the development and delivery of the remaining schemes in the approved programme. The programme budget has been fully allocated to deliver these schemes, based on a re-phased spend profile of £452,856 in 2014/15; and £168,921 in 2015/16. A breakdown of the approved schemes to be delivered in each of these periods is included in appendix E. With a total overall programme budget of £1,400,000 for the extended programme, 2011-15, (based on £600,000 carry forward from the initial programme period plus £800,000 for the extended period), the % budget spend slippage to 2015/16 equates to 12% of the overall budget.

5. Future programme arrangements

5.1 The Council is currently reviewing its Capital Programme as part of the corporate budget setting process. Any future extension of the EIP and establishment of a new standalone LHI programme match funding budget, will need to be considered within this context and as part of the overall budget setting process.

5.2 Streets and Open Spaces is currently undergoing a Comprehensive Service Review, which will deliver annual revenue budget savings and improved service performance. In the context of this report, one of the priority areas being targeted in the review is actions to improve the management and delivery of capital schemes and programmes.

6. Implications

a) Financial

6.1 The programme schemes relate to improvements to the public realm. Those schemes which relate are on the public highway or hard surfaced definitive footpaths are the maintenance responsibility of the County Council. In addition, the capital budget for any highway tree planting scheme includes a commuted sum, which is paid to the County Council for the tree's establishment and ongoing maintenance. The revenue costs of those schemes which relate to the City Council are met within existing service budgets. As a programme design stage principle, all schemes are designed to minimise ongoing maintenance costs.

b) Staffing

6.2 Any extension of the existing programme budget can be managed and delivered within the existing staffing resource.

c) Equality and Poverty Implications

- 6.3 The impact of all programme schemes on Equality Act 'protected groups' is assessed at the design/ planning stage. All hard infrastructure schemes are designed to national standards to accommodate the needs of those with physical impairments, including mobility, sight and hearing. The overall impact of the programme is considered positive.

(d) Environmental

- 6.4 The programme is delegated to Area Committees to approve schemes which deliver local environmental improvements. As a result, the overall impact of the programme on the environment for Cambridge is rated as +M.

(e) Procurement

- 6.5 The programme schemes are either delivered in-house utilising existing resources within the Streets & Open Spaces service, or via existing framework contract arrangements. To ensure value for money, the larger programme schemes are delivered through competitive tender processes.

(f) Consultation and communication

- 6.6 All the programme's schemes are consulted on at the planning/ design stage, with the level/ type of consultation determined by and proportionate to the nature, scale and scope of the proposed scheme. With the majority of the programme schemes being small- scale, it is imperative that the proportionate principle continues to be followed in any future extension of the programme.

(g) Community Safety

- 6.7 The programme is designed to deliver local public realm environmental improvements and foster increased pride of place and community cohesion. As a result, the programme is considered to have a positive impact on community safety.

6.0 Background papers

None

7.0 Appendices

Appendix A – Programme eligibility criteria

Appendix B – Completed schemes by Area Committee

Appendix C – Completed Local Highway Improvement programme/
EIP match funded schemes

Appendix D – Sample of 'before' and 'after' project images

Appendix E – Re-phased delivery programme 2014/15 and 2015/16

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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Appendix A: Programme eligibility criteria

The following criteria were agreed by the Executive Councillor (Environment) on the 18th March 2003 with amendments agreed 22 March 2005.

Essential Criteria:

- Schemes should have a direct, lasting and noticeable improvement to the appearance of a street or area.
- Schemes should be publicly visible and accessible.
- Should the scheme be on private land, the owners' permission must be granted – unless there are exceptional circumstances by which the Area Committee may wish to act unilaterally, with full knowledge and responsibility for the implication of such action.
- Schemes must account for future maintenance costs.

Desirable criteria:

- Active involvement of local people.
- The project will benefit a large number of people.
- 'Partnership' funding.
- The potential for inclusion of employment training opportunities.
- Ease and simplicity of implementation.
- Potential for meeting key policy objectives (e.g. improving community safety or contributing to equal opportunities).

Ineligible for funding:

- Where a readily available alternative source of funding is available.
- Revenue projects.
- Schemes that have already received Council funding (unless it can be clearly demonstrated that this would not be 'top up' funding).
- Works that the City or County Council are under an immediate obligation to carry out (e.g. repair of dangerous footways)
- Play areas (S106 funding should pay for this resource)

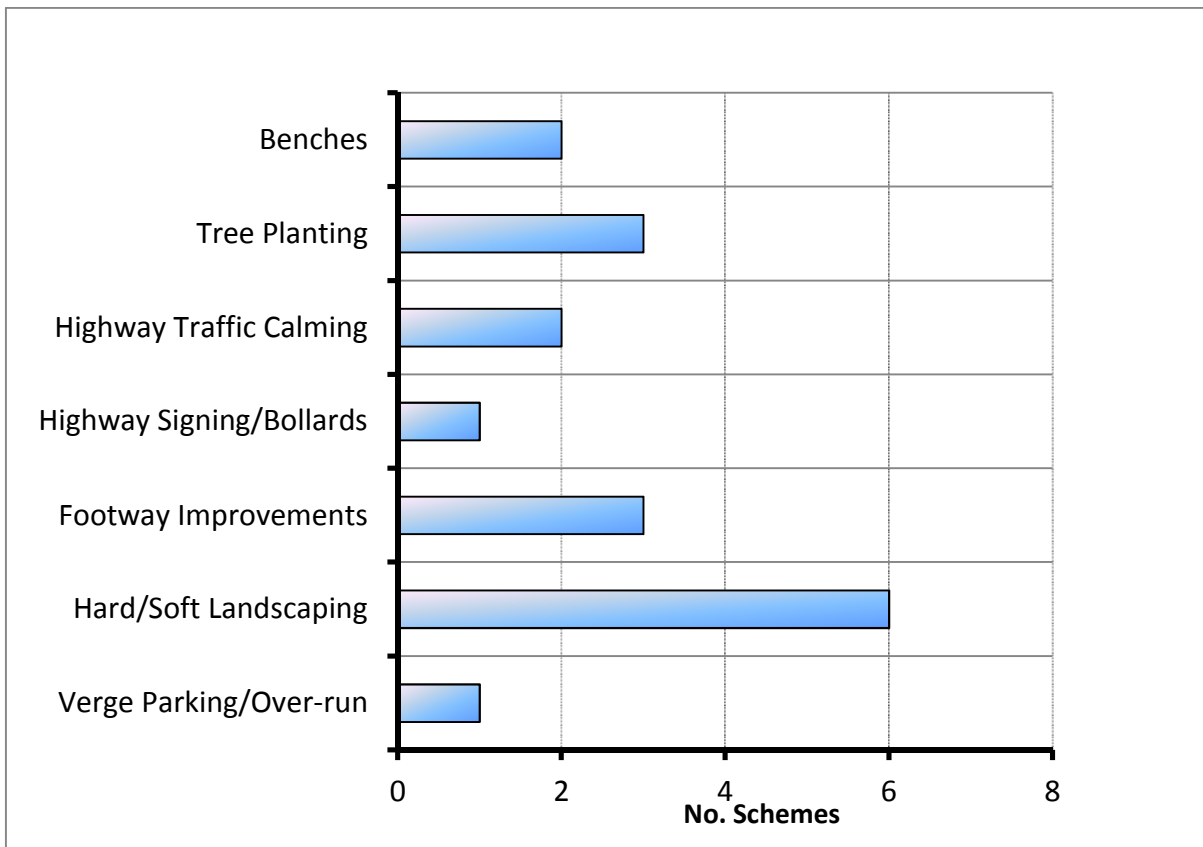
Other Information:

The following categories of work were agreed as being eligible for funding by the Area Committees:

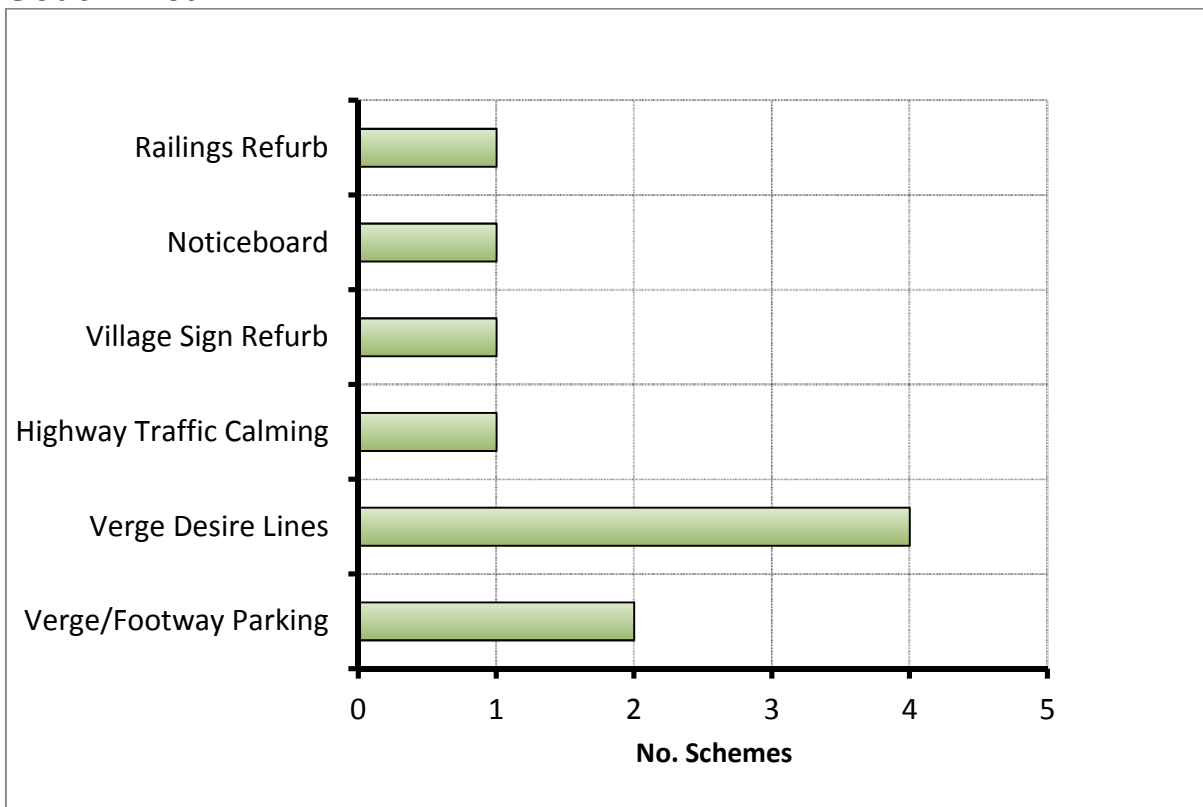
- Works in areas of predominately council owned housing
- Works to construct lay-bys where a comprehensive scheme can be carried out which not only relieves parking problems but achieves environmental improvements.

Appendix B – Completed schemes by Area Committee (2011-14)

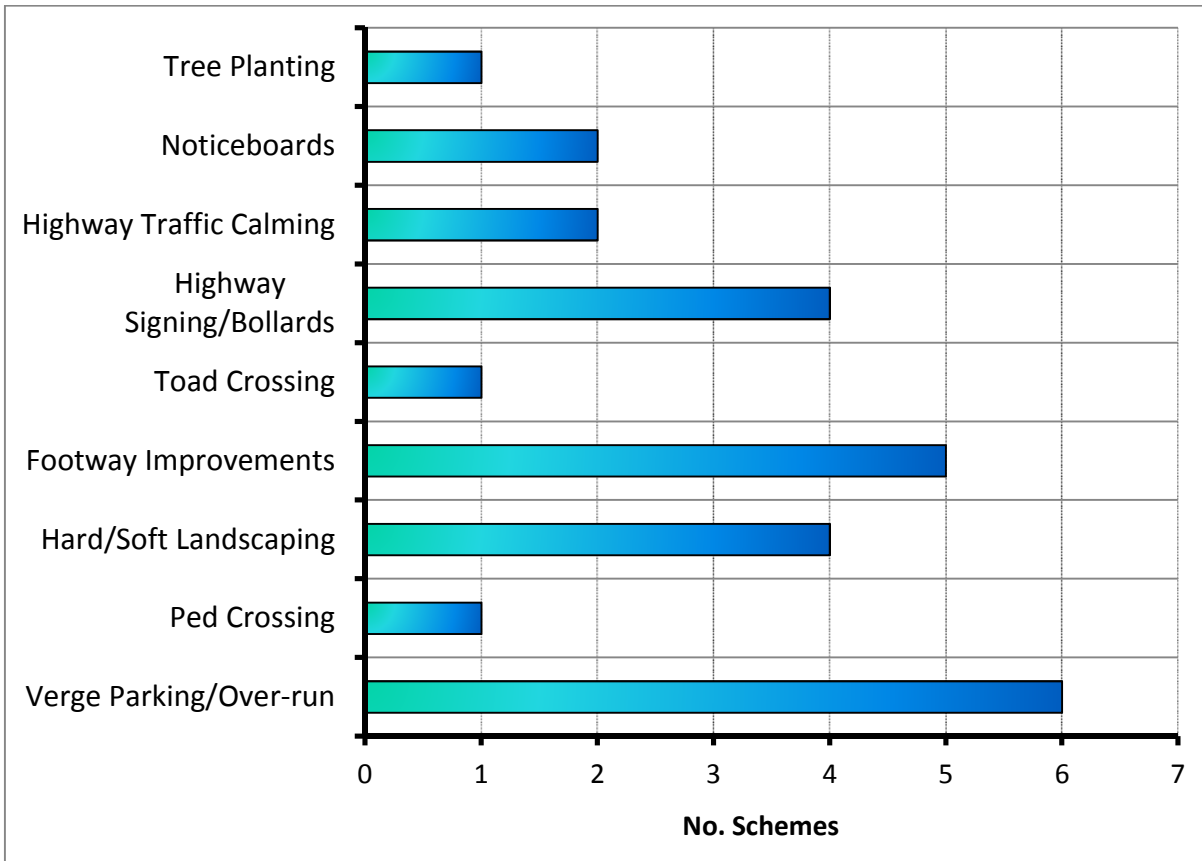
North Area



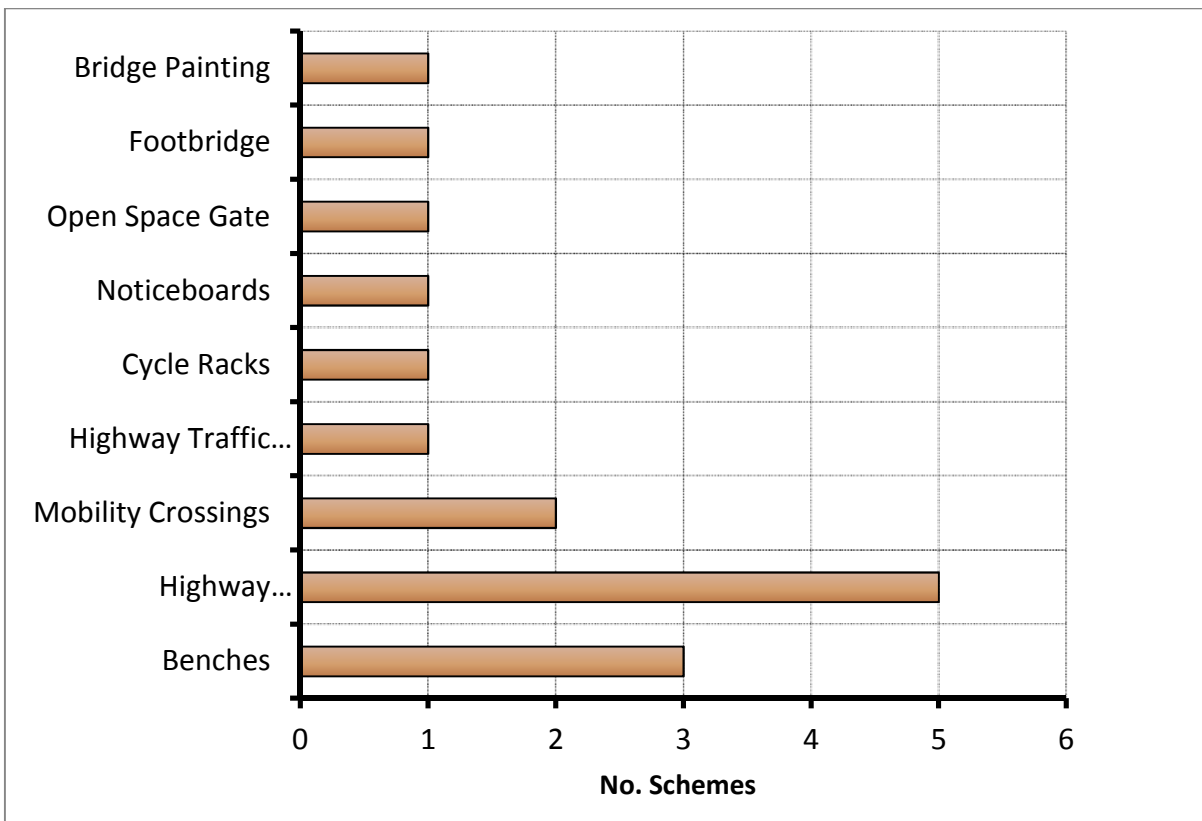
South Area



East Area



West/ Central Area



Appendix C – Completed Local Highway Improvement programme/ EIP match funded schemes, 2012-14

Project	Description	Total Project Value £	LHI Funding £
Fen Rd/Halingway Access	Mobility Crossing and removal of pram arms	3000	2700
Shelly Row Ped Crossing Feasibility	Feasibility study for zebra crossing	2000	1700
King St Bollards	Bollards to protect footway from vehicles attempting to park.	5000	4500
Radegund Road Bollards	Bollards to protect verges from vehicles attempting to park.	6500	5500
Catharine St Traffic Calming	Speed cushions and raised table	21000	11000
Tiverton Way Traffic Calming	Removal of raised table and installation of chicane	10000	9000
Mill Rd Pinch Point Feasibility	Feasibility into removing a pinch point in the carriageway outside Cutlacks on Mill Rd	2000	1800
Interactive School Warning Signs Arbury Rd	Signs for Manor School	9000	3000
Interactive School Warning Signs Northfield Avenue	Signs for Kings Hedges School	9000	3500
Newmarket Rd/Maids Causeway 20mph Signage Improvements	Improved signage for the 20mph limit on Maids Causeway and Newmarket Rd	7500	3000
Mill Rd Right Turn into Coleridge Road	Bollard to prevent vehicles over-running the footway, whilst attempting to pass vehicles waiting to turn right into Coleridge Rd	1000	900
	TOTAL	76,000	46,600

Appendix D: Sample of 'before' and 'after' project images

BEFORE	AFTER
<p>Cherry Hinton Rd Forecourts</p> 	
<p>Bespoke Sculpted Oak Bench Newnham</p> 	
<p>Rackham Close Improvements</p> 	



BEFORE

AFTER

Staffordshire Street Parking Bays



Riverside Conflict Reduction Scheme



Ditton Walk Improvements



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Appendix E – Re-phased delivery programme 2014/15 and 2015/16

Schemes to be delivered 2014/15

Project	Description	Value £
Joint Minor Highway TRO schemes	25 of 45 Minor TRO's in all four areas	17,500
Chesterton Rd/Herbert St Improvements	Footway/Access improvements	8000
Arbury Rd Tree Removal	Removal of Leylandi trees on Arbury Road behind the houses on Hanson Court. Once trees have been removed the area is to be topsoiled and grass seeded.	3205
Ramsden Square /Kings Hedges Road Verge Parking Prohibition	Verge Parking Prohibition	2000
Fallowfield Loop	Closure of carriageway to motor vehicles	10,000
Green End Rd Ped Crossing Visibility	Improve visibility of zebra by removing road side clutter	2500
Green End Rd Tree Planting	Highway tree planting on Green End Road	8500
Fen Road adjacent to former Penny Ferry PH and Haylingway	Improve forward visibility, and safety, for users of the path on the south side of Fen Road adjacent to the parking bays and Haylingway access.	1,000
Campkin Road hanging baskets	4 hanging baskets to the lamp posts on Campkin Road opposite the shopping area	2,500
Brimley Road verge reinforcement	Grass seeding and topsoil to verges which are in a poor condition. Some very small areas of verge to be replaced with asphalt.	1,000
Sherbourne Close tree	Plant tree at entrance to Sherbourne Close to replace previous tree. Add flower display.	3,000
Chesterton Road near Elizabeth Way	Improvements to Chesterton Road near to Church Street, and either side of the signalled crossing of Elizabeth Way, to improve pedestrian and cyclist separation.	1,000
High Street by Haymakers Pub	Either replace missing bollards, add some extra bollards. Or reconfigure junction to provide a cycle path as well as the pavement and road.	1,000
Mariners Way	Improvements to separate pedestrian and cycle	1,000

	movements in Mariners Way on the east side of the Elizabeth Way bridge underpass.	
Carlton Way verge reinforcement	Combination of measures to help address issues with verge parking between the school and Brimley Road on both sides. Measures proposed include reinforcement of Grass Verges, installation of timber bollards and changing some badly damaged grass verges to asphalt.	5,000
Ashfield Court replanting	Improve visual appearance of area by replanting green areas of Ashfield Court.	5,000
Green End Road Rec park entrance	Make improvements to entrance to Green End Road recreation ground from Cam Causeway. 3 options: replace the current bollards with a gate and plant a large bush to block the open area; keep the current gate area and plant a bush to block the open area; or remove all the blocks and replace concrete path with green space.	5,000
Church Street/High Street junction	Protection for grass on the left side (approaching from Church Street) of this junction to improve drainage and look of corner. Possible inclusion of bollards and/or low level fencing/planting.	5,000
St. Giles War Memorial	Clean and repair war memorial	2,000
North area ward dropped crossing improvements	A provisional sum for dropped crossing access improvements across the 4 North area wards, targeted towards local shopping and sheltered housing areas.	40,777
BrownsField and Bramblefield nature reserve - new benches	Provision of new benches at these two locations.	2,500
Vie Estate parking management	Provision of a parking management scheme to address safety and access concerns within the estate, including to bin stores and for refuse collection.	500
Hanging Baskets 2014 - Chesterton High St	Provision and maintenance of hanging baskets along Chesterton High St	5,954
Rectory Terrace Forecourt Refurbishment	Refurbishment of privately owned shop forecourt. (part funded by owners)	71,483
Trumpington War Memorial	Improve the drainage, Improve the landscaping around the base Specialist condition and conservation report on the stone, measured survey and good quality black and white photographs Information board	8,500
Cherry Hinton War Memorial	Village war memorial near the recreation ground. Look into the fence being moved back and a hard surface put down around this area and the memorial to be raised up from the ground so to make it more prominent. Cherry Hinton Residents Association notice board could be erected near this area as well.	5,000

Baldock Way - Verges	Grass verges affected by vehicle over-run to be appropriately reinforced and reseeded. Driveways to be widened and resurfaced where required.	25,000
Bateman St - Tree Pits	Existing trees to be retained and new trees to be planted, in order to replace those which did not survive. All existing tree pits to be improved. Larger tree pits are required to provide sufficiently large volume of soil to supply the trees with water and nutrients needed for growth. Also appropriate species to be selected.	20,000
Hills Rd - Verges	Illegal verge parking on Hills Road, between Fendon Road and Wort's Causeway has been already addressed by Cambridgeshire City Council. As grass verges on Babraham Road have been badly damaged by vehicular over-run, it is recommended to reseed them. Selected crossovers to be re-profiled.	15,000
Cherry Hinton High St Hanging Baskets 2014/15	Provision and maintenance of hanging baskets along Cherry Hinton High St	4,500
Grantchester Road Traffic Calming	Installation of lighting column, table and speed limit changes in 2015/16	8,321
Castle St/Bells Court Improvements	The Green at Bell's Court on Castle Street needs improving, Proposals would see the area improved by installing cycle racks to formalise cycle parking in the hard standing area and installing a suitable measure to screen domestic waste bins.	6,000
Adams Rd, Wilberforce Rd, Clerk Maxwell Rd TRO's	TRO measures to manage parking and coach parking in the locations listed.	5,000
Christ's Pieces Signing	Improved cycling/no cycling signage on Christ's Pieces/New Square	4,000
Midsummer Common & Jesus Green Path Refurbishment	Contribution to major path widening works on Jesus Green	15,676
Kite Area Parking	Proposed changes to the existing parking restrictions with the aim increasing the number of resident parking spaces in the evening. Additional double yellow lines proposed at various junctions to improve access.	4,000
Histon Rd Ped Crossing Feasibility	Install pedestrian crossing on Histon Road between Gilbert Rd and Carisbrook Rd to facilitate crossing of road to/from Macmanus Estate to/from bus stops.	3,000
All Souls Lane Noticeboard	Install a road name at entrance to All Souls Lane off Huntingdon on south side of lane where one does not exist and a notice board.	1,000
Barton Rd Junction Feasibility	Improvements to assist pedestrians cross at the junction.	500
Adam & Eve St Car Park	'Greening' of boundary between car park (city) and road	15,000
Albion Row Zebra Crossing	Zebra Crossing on Albion Row	15,000

Elm St - Prospect Row Feasibility	Closure of through route between Elm Street and Prospect Row creating public open space	300
Warwick Rd/Windsor Road	Remove pedestrian/cyclist conflict at school end of passageway	1,000
King St Weight Limit	Weight limit on western end of King Street	500
Newnham Rd Footway Feasibility	Widening the footway on the western side of Newnham Road north of the Fen Causeway junction.	500
Mill Rd/Cavendish Road	Hard & Soft Landscaping plus creation of disabled bay.	15,000
Budleigh Close	Landscape Improvements	4,000
Birdwood Rd Verges	Birdwood Road (between Perne Road and Chalmers Road) - Verge Protection	15,000
Peverel Road Knee Rail	Installation of knee-high rail fencing on two selected grass verges, in order to prevent parking on green spaces.	13,000
Ross Street	Construction of footway build-outs at least three locations in order to provide suitable planting sites.	15,000
Mill Rd Hanging Baskets 2014	Provision and maintenance of hanging baskets on Mill Rd	10,890
Riverside/Stourbridge Common Parking Scheme	Installation of parking bays and a 'Pay-and Display' parking scheme at the Stourbridge Common end of Riverside with addition of residents parking bays for the residents on Riverside adjacent to the common. Double yellow lines to prevent other parking in this area.	12,500
Tenison Road Noticeboard	Add second noticeboard on Cannons Green for permanent display of local history	1,750
Glisson Road Bollards	Request to plant tree by road hump that slows traffic and narrows Glisson Rd before turning into Lyndewode Rd; unsuitable for tree, therefore use bollard	2,000
Silverwood Close	Parking regulation and management	500
	TOTAL	452,856

Schemes to be delivered 2015/16

Project	Description	Value £
Joint Minor Highway TRO schemes	Remaining Minor TRO's in all four areas	7,000
Fen Road Traffic Calming (contribution to major scheme)	Review the existing traffic calmed features and layout along Fen Road up to and beyond the railway line. Devise a proposal for public consultation and if supported under the implementation. Suggested improvements include: 1) The removal of the existing	20,000

	speed cushions. 2) The removal of the existing illegally installed ramps. 3) The creation of possibly 4 No. gateway priority features and the installation of other new speed humps. 4) Cycle / pedestrian	
Mowbray Road/Fendon Rd Verge Parking Prohibition	Verge Parking Prohibition (may not be delivered)	4,000
Queen Ediths Allocation	Ward Councillors to decide which projects to fund	12,433
Trumpington Allocation	Ward Councillors to decide which projects to fund	12,433
Quayside Improvements	Improvements to the Quayside area including new bins, trees and planting areas	14,005
Canterbury Street Traffic Calming	Consultation on measures to calm traffic using Canterbury St	12,250
Lighting Lammas Land Footpath	Implementation awaiting outcome of S106 funded lighting of main diagonal path.	10,000
Lammas Land Pavilion	Budget may be reallocated to fund the refurbishment of the existing kiosk.	20,000
Newnham Parking Restrictions	Consultation on parking across the ward - Barton Close, The Croft, etc	2,000
North Newnham & Castle TRO's	Proposed development of double yellow line waiting restrictions to address concerns around safety and access in these areas.	3,000
Grantchester Road	Construction of speed table, following speed limit changes	5,000
Stanley Row/Garlic Rd TRO	Measures to reduce rat running from Garlic Row to Stanley Road via Oyster Rd.	27,500
Parking Restriction Coleridge Rd/Davy Rd area	Measures to prevent commuter parking.	8,000
Mill Rd Footway Grants	Grants for private areas not required (budget to be reallocated)	5,300
Cherry Hinton Rd/Perne Rd Signs	Move "NO ENTRY" road marking on entry to one way route to Budgens and KWIK FIT businesses.	6,000
	TOTAL	168,921

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To: EXECUTIVE COUNCILLOR FOR CITY CENTRE AND PUBLIC PLACES
Report by: HEAD OF SPECIALIST SERVICES
Relevant scrutiny committee: COMMUNITY SERVICES 16 OCTOBER 2014
Wards affected: ALL WARDS
EqIA Undertaken: Yes

BEREAVEMENT SERVICES SUSTAINABLE BUSINESS MODEL AND PRICING STRATEGY

Key Decision

It is recommended that the committee resolves to exclude the press and public during any discussion on Part 2 of Appendix 1 and Appendices 2 and 3 of the report by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. These sections of the report are exempt from publication because they contain information relating to the financial or business affairs of a particular person (including the authority holding that information)

1. Executive summary

In July 2014 the Executive Councillor approved recommendations to:

- a) Introduce a pricing strategy that is consistent with the Council's financial and policy objectives
- b) Prepare a sustainable business model and investment plan to support the development of the service
- c) Move Cambridge's Bereavement service onto a trading account in which surpluses over and above the required return to the General Fund can be ring-fenced for reinvestment in the service infrastructure, subject to a detailed business case

This report presents detailed proposals for a sustainable business model for Cambridge's Bereavement Services. It shows how the service plans to meet current savings targets and deliver an improved return to the Council, whilst ensuring both that essential capital investment is properly funded and also recognising the need to safeguard families and individuals who are struggling economically, and the most vulnerable.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the pricing proposals and investment programme for the service contained within the report
- 2.2 To approve in principle the proposal to further restructure the service to accommodate required changes to raise the public profile of the service.
- 2.3 Move Cambridge's Bereavement service onto a trading account basis from April 2015, in which surpluses over and above the required return to the General Fund can be ring-fenced for reinvestment in the service infrastructure.

3. Background

3.1 Cambridge's Bereavement Service is required to deliver a sustainable business model that can:

- Secure the Council's revenue streams
- Meet agreed budget targets
- Ensure that further capital spending is properly funded
- Recognise the need to safeguard families and individuals who are struggling economically, and the most vulnerable

3.2 With an overall income of £2.2m, the 2014 Budget Setting Report for the City Council includes an on-going budget saving proposal of £105k from 2015/16 for the bereavement services.

3.3 Investment in recent years in the commemorations service, has established a new memorial garden for cremated remains at Newmarket Road Cemetery, a children's garden at Huntingdon Road Crematorium, marketing materials including a display garden, and the development of dedicated training for staff to advise about commemorations.

3.4 Key investment in the past four years has also improved the infrastructure of Bereavement Services at Newmarket Road Cemetery and at the Crematorium on Huntingdon Road through:

- New cremation facilities, following the mercury abatement project,
- The repair and refurbishment of the chapels, waiting rooms and public facilities to the main sites

- Technical infrastructure improvements works, including the upgrading of ICT networks and electricity supply to the Crematorium

3.5 The Bereavement Services Business Plan (2011) identified that improvements in the overall financial position of Cambridge's Bereavement Services are likely to depend on the success of initiatives to reduce operating costs and to generate income. Investment in recent years in cremations and commemorations infrastructure, and a recent staffing restructure has improved turnover and reduced energy and employee costs. The service still needs to make substantial investments in its buildings and facilities in the coming years to safeguard and develop those revenue streams, and there is a need to make suitable financial provision for these works. Prudent investment in more commercially-based initiatives in the future, such as a flower shop and a café for customers and visitors to the crematorium, and in the commemorations service in particular was recommended as offering the best potential for raising awareness of available services and sustaining additional income growth in the coming years, providing the foundation to secure, sustain and maintain a successful and valued community service.

3.6 An examination of the current market was carried out in the report to the June 2014 Community Services Scrutiny Committee. In summary, the report illustrated how Cambridge has sustained its cremation numbers and its market share, despite fee increases over the last five years, and concluded that Cambridge's position in the local market is strong and that demand for bereavement services does not appear to be particularly price-sensitive.

3.7 Demand forecasts indicate that there is potential for additional revenue to be generated in the coming years, from demographically-driven growth in cremations and burials for which there is now operational capacity following investment in the infrastructure at the Crematorium and at Newmarket Road cemetery.

3.8 The market analysis also indicated that additional income can be delivered within the current service arrangements through modest price increases, without affecting market share. By increasing its fees in the short-term, Cambridge could reasonably expect to improve its turnover.

3.9 Using the Office of National Statistics (ONS) population and death rate projections for the area, activity levels for burials, cremations and commemorations are expected to rise for the next 5 years, following relatively static rates over the past five years.

3.10 The July 2014 committee agreed to approve in principle a proposal for moving the bereavement onto a trading account, in which surpluses over and above the required return to the General Fund can be ring-fenced for reinvestment in the service infrastructure, on the basis of the outline business case.

4. Pricing Proposals- Cremation fees

4.1 A pricing strategy that sustains income growth for the Council can both accommodate the Council's General Fund priorities and support the Bereavement Service's investment needs. The current standard weekday charges for cremations are £645 (Band 2), and £520 for cremations before 10am and after 4pm (Band 1). The 11 July 2014 report supported the development of a detailed pricing strategy for future consideration. Three specific proposals are recommended below to amend future cremation fees.

4.1.1 Identifying the Environmental surcharge.

4.1.1.1 The cremation charges currently published for Cambridge include a proportion of the costs committed to manage mercury abatement processes and provide for the investment in replacement plant and equipment. For example, the current standard weekday charge for a Band 2 cremation is advertised at £645. This consists of a fee for the cremation of £600 plus an environmental surcharge of £45.

4.1.1.2 It is proposed to separate out those elements of the current charges that relate to environmental improvements and costs to the service. In future these costs will therefore be identified and listed as an Environmental Surcharge additional to all cremation fees in Cambridge's published charges, with effect from 1 April 2015. Presenting the charges in this way will:

- a) Provide better transparency of future prices and
- b) Make it easier to directly compare the costs of services in Cambridge against other providers that publish their charges in this way.

4.1.2 Proposed pricing strategy from April 2015 –Standard charges

It is recommended that a new pricing strategy is introduced from April 2015 as set out in Appendix 1. Part 2 of Appendix 1 is exempt from publication because it contains information relating to the financial and business affairs of the Council and others.

4.1.3 Anti-poverty considerations. Maintaining Band 1 Charges in line with inflation

In order to accommodate a charging option that is consistent with the need to safeguard families and individuals who are struggling economically, and the most vulnerable, it is recommended to apply inflation-only increases to the Environmental surcharge element for the lower banded rate for the foreseeable future.

4.2 The proposed pricing schedule and the budgetary effects of these pricing proposals for 2015/16 are set out at Appendix 2. The model is based on the above assumptions for predicted activity levels in relation to cremations and burials. Appendix 2 is exempt from publication because it contains information relating to the financial and business affairs of the Council

5. Investment Proposals

5.1 While there are opportunities for the service to grow and capacity to accommodate increasing demand, there is also a need to invest in its future. The July 2014 report indicated that substantial investment is required in the coming years to maintain and repair the infrastructure and facilities of the crematorium at Huntingdon Road and of Newmarket Road cemetery. Significant work is needed to improve the drainage to the Crematorium site, and a recent condition survey has identified specific structural repairs to buildings, paths and roadways at both locations.

5.2 A programme of investment is set out in Appendix 3 that illustrates what is required to support the Bereavement Service's infrastructure and facilities, to accommodate service development and to enhance the value of the business in future years. Appendix 3 is exempt from publication because it contains information relating to the financial and business affairs of the Council.

5.3 Besides the building related repairs and improvements, opportunities also exist to develop a more transactional website, to deliver additional services such as Green burials, and ethical funeral planning and to provide other services such as a flower shop and a café for customers and visitors to the crematorium that will also require investment in the service infrastructure.

5.4 We will bring forward a programme of essential works to deliver this investment through the usual budget process, and in keeping with the Council's financial regulations.

6. Organisational Change proposals

6.1 Further restructuring of the Bereavement Service

6.1.1 The gardens and grounds at the Crematorium and at NMRC are in many respects the 'shop window' for the service. The quality and care of the memorial gardens and burial areas are required to be kept in excellent condition to meet the expectations of visitors and future customers. To benefit from raising the public profile of the services, the standards of these facilities have to match or exceed its main competitors.

6.1.2 To this extent it is critical that the management of the public areas are closely associated with raising the profile of the bereavement service as a whole. The service is working closely with the Council's Streets and Open Spaces service to explore how the grounds can be more effectively managed and a detailed business case will be prepared in the coming months to consider and consult on the merits in organisational and financial terms of changing the current arrangements.

7 Forming a trading account

7.1 The previous report to members approved the establishment of a trading account for the Bereavement service operations, subject to the production of a business case. Under these arrangements any surpluses over and above the required contribution to the General Fund will be retained by the service. Surpluses can be built up over a period to pay for capital investments in the facilities, and there is a proviso that required changes to annual savings targets and contributions to the Council's central funds may need to be accommodated as part of this arrangement.

7.2 The budget forecast in Appendix 2 demonstrates that the pricing strategy and assumptions underlying the forecast performance and activity levels of the service will sustain an arrangement for delivering a required return to the General Fund, whilst funding the required investment in bereavement services for the foreseeable future.

7.3 Moving to a trading account basis will allow the service to raise the profile of the service, developing the council's business experience and potential. A trading account can provide the basis to improve the council's income return, provide financial headroom to market the service and manage the risks from increasing exposure to the competitive environment. It can also provide for reinvestment, preparing the way to consider establishing a fully commercial entity in the medium term, once the service's brand and the Council's commercial experience have both matured.

8. Conclusions and Recommendations

8.1 The bereavement service in Cambridge has continued to improve its income levels despite only moderate fee increases and growing concerns about infrastructure works required. Nevertheless the service is required to increase its contribution to central revenues and at the same time continues to fund essential works. By moving the service onto a trading account basis, adopting a sustainable pricing policy and ring-fencing any surpluses over and above the required return to the General Fund, this reports demonstrates how it is possible to fund the required investment within existing budget provision.

8.2 The pricing proposals set out in Appendix 1 and delivered through a trading account are recommended as a sustainable business model. This model can establish a sound business basis for the bereavement service to mature and grow, with a medium-term objective of developing a fully commercial company.

8.3 The first five years of a long-term investment plan is set out in Appendix 3 to illustrate how the key infrastructure can be safeguarded and funded into the future.

8.4 Further restructure of the service will also need to be considered to ensure effective management, develop appropriate skills and knowledge and ensure the capacity needed to deliver a more flexible and customer – focussed service.

9. Implications

(a) Financial Implications

The proposed business model could deliver sustainable income streams that meet current savings targets and support the funding of required investment in the service,

(b) Staffing Implications

These proposals are based on the current approved staffing structure. Further development of the service in the medium-term will require a review of the management arrangements, in line with the Council's Organisational Change policy.

(c) Equal Opportunities Implications

The proposals in this report make provision for a pricing strategy that can take account of the needs of families that are struggling economically.

(d) Environmental Implications

The proposals in this report indicate a +L climate change impact from the potential to improve opportunities for green burials.

(e) **Procurement**

None

(f) **Consultation and communication**

Not available for consultation at this stage.

(g) **Community Safety**

None

10. Background papers

These background papers were used in the preparation of this report:

- a) List of charges 2014/15
- b) Bereavement Services Business Plan (2011)

11. Appendices

Appendix 1. Pricing strategy (Part 2 is exempt from publication)

Appendix 2. Pricing schedule and budget forecast(Exempt from publication)

Appendix 3. Detailed investment programme and Repairs & Renewals plan to 2019/20. (Exempt from publication)

Appendix 4. Equalities Impact Assessment

12. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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APPENDIX 1 – Proposed Pricing Strategy

1. Identifying the Environmental surcharge.

The cremation charges currently published for Cambridge include a proportion of the costs committed to manage mercury abatement processes and provide for the investment in replacement plant and equipment. For example, the standard weekday charge for a Band 2 cremation is advertised at £645. This consists of a fee for the cremation of £600, plus an environmental surcharge of £45. It is proposed to separate out those elements of the current charges that relate to environmental improvements and costs to the service. In future these costs will therefore be identified and listed as an Environmental Surcharge additional to all cremation fees in Cambridge's published charges, with effect from 1 April 2015.

Presenting the charges in this way will:

- Provide better transparency of future prices and
- Make it easier to directly compare the costs of services in Cambridge against other providers that advertise their charges in this way.

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