



Cambridge City Council  
**Environment and Community Scrutiny**  
**Committee**

**Date:** Thursday, 1 July 2021

**Time:** 5.30 pm

**Venue:** Main Room - The Cambridge Corn Exchange, 2 Wheeler Street, Cambridge, CB2 3QB

**Contact:** [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk), tel:01223 457000

**Agenda**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 5 - 32)
- 4 Public Questions

**Decisions for the Executive Councillor for Climate Change, Environment and City Centre**

- 5 Market Square Information Update  
Councillor Payne requested an update on the process for trial, testing and consultation of the demountable stalls proposed for the market square redevelopment project be brought to the 1st July scrutiny committee so that:
  - A definitive process for the consultation of the trial stalls can be subjected to scrutiny, which has previously not taken place. The success of these stalls is a critical component of the project's success and the experience of traders and shoppers so should be properly and publicly scrutinised.
  - There is clarity about the consultation process being used for the demountable stalls, which has currently changed from the initial report and Executive Cllr's information at full council, which indicated two stalls would be tested and that at the time no prototypes existed. Substantive changes to the initial plans should be highlighted.
  - Members can understand the criteria by which the initial stall

designs have been selected, including having sight of any technical specifications, information about prior evaluations and their certification for use in environments like the Cambridge market square, to be satisfied of their quality and suitability for the local context. and whether time taken to demount and reassemble is to be considered.

- An indication of the cost of the different models of stalls can be shared with members for comparison.
- The plans for storing the market stalls during city centre events can be shared, along with an indicator of how and by whom the stalls will be taken down and reassembled.

Report to follow.

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|---|---|-----------------|
| 6 | Visit Cambridge Destination Management Organisation | (Pages 33 - 62) |
| 7 | Greater Cambridge Waste Service - Annual Report     | (Pages 63 - 76) |

### **Decisions for the Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing**

- |   |   |                   |
|---|---|-------------------|
| 8 | Biodiversity Strategy                                     | (Pages 77 - 212)  |
| 9 | Logan's Meadow Local Nature Reserve Designation Extension | (Pages 213 - 220) |

**Environment and Community Scrutiny Committee Members:** H. Davies (Chair), Healy (Vice-Chair), S. Baigent, Copley, Hauk, O'Reilly, Payne, Porrer, Sheil and Sweeney

**Alternates:** Ashton, Bond, S. Davies and Gilderdale

**Executive Councillors:** Collis (Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing), Moore (Executive Councillor for Climate Change, Environment and City Centre) and A. Smith (Executive Councillor for Communities)

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til late also [Coronavirus \(COVID-19\) Rapid community testing - Cambridgeshire County Council](#).

**ENVIRONMENT AND COMMUNITY SCRUTINY COMMITTEE** 25 March 2021  
5.00 - 9.25 pm

**Present:** Councillors H. Davies (Chair), Collis (Vice-Chair), Barnett, Hadley, Matthews, O'Reilly, Payne and Summerbell

Executive Councillors: Moore (Executive Councillor for Climate Change, Environment and City Centre) and A. Smith (Executive Councillor for Communities)

**Officers:**

Strategic Director: Suzanne Hemingway

Head of Environmental Services: Joel Carré

Culture and Community Manager: Jane Wilson

Neighbourhood Community Development Manager: Sally Roden

Strategy and Partnerships Manager: David Kidston

Committee Manager: James Goddard

Meeting Producer: Liam Martin

**Others Present:**

Head of Community Services: Debbie Kaye

Head of Corporate Strategy: Andrew Limb

Community, Sport & Recreation Manager: Ian Ross

Contract & Projects Manager: Sarah French

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**21/16/EnC Apologies for Absence**

Councillor Collis sent apologies as she would join the meeting late (joined for 21/19/EnC).

Councillor Massey was in attendance although she had no agenda items.

**21/17/EnC Declarations of Interest**

No declarations of interest were made.

## 21/18/EnC Minutes

The minutes of the meeting held on 28 January 2021 were approved as a correct record and signed by the Chair.

## 21/19/EnC Public Questions

Members of the public asked a number of questions, as set out below.

1. Raised the following points:

- i. In its recent report the Cambridgeshire & Peterborough Independent Commission on Climate states:

In the Cambridgeshire and Peterborough Combined Authority (CPCA) area, emissions are approximately 25% higher per person than the UK average. At this level of emissions, we have only about 6 years remaining before we will have exhausted all our 'allowed' share of emissions to 2050 ...

- ii. Much of the excess in emissions was due to agricultural practices and their effect on the peat. Read the Climate Change Strategy and Carbon Management plan with this in mind. Seen in this light the plan cannot be considered adequate and, in many respects, it can only be viewed as timid. It makes bold claims to leadership yet constantly refers to waiting on central government and the perceived inability of the council to do more than preach or cajole. To fully respond to such news would, amongst other things, require stopping pouring concrete tomorrow which was impractical.
- iii. Credit where credit was due. The Plan sought to set an example by tackling the Council's own emissions and in this it is admirably thorough. Beyond that this proposal is simply supine, seeking to preach rather than engage.
- iv. The Plan claimed to show leadership but constantly shied away from action. Why is there no proposal to influence development of the local plan towards the 15-minute city – reducing the need for cars, promoting active travel and building community? Why is there no initiative to kick-start an energy co-op, that can produce green electricity, share the burden with commerce and generate funds to retrofitting buildings? Why

is there no proposal to establish electric car clubs, helping residents avoid the cost of maintaining vehicles they only use for occasional trips and family visits? Above all where is the willingness to learn from other cities' experience?

- v. Specific ideas may not work, but actions must actively engage communities and test ideas if real change is to happen. Some may never get off the ground, some may fail and that is the price of change, some may produce disappointing results, but many will find support and grow and a few will succeed beyond expectation.
- vi. Above all what is lacking in this piecemeal plan is any sense of systems thinking, any notion that changing the outcome of complex physical and social interactions is not a matter of small local adjustments. Change required real vision, system scale trial and error and above all willingness to take risks.
- vii. Would the Council now pledge to make the very positive proposals to put its own house in order the foundation of something much more ambitious – a plan that shows imagination, the courage to engage and, above all, seeks to take responsibility and show real leadership?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Said she was sorry the public speaker felt the plan was inadequate.
- ii. Would be happy to hear from the speaker about clear examples where action was not being taken.
- iii. The Council was supporting car clubs and electric vehicle uptake in the city (eg encouraging taxis to become electric) and putting in charge points for these.
- iv. The City Council was learning from other authorities' good practice.
- v. The Council could not "stop pouring concrete". Homes were being built in the city. The Council would ensure they were sustainable.
- vi. The Council's Climate Change Strategy set out how the Council would reduce emissions from the city.

Supplementary question:

- i. Car Clubs had not joined up to the '15 Minute City' scheme.
- ii. Individuals had installed photovoltaic panels but there was no joined up scheme to participate in, please ensure one was available.

The Executive Councillor responded:

- i. The Council was doing work on the '15 Minute City' scheme eg community provision and Local Plan policy reviews.
- ii. Was happy to discuss ways to join up initiatives with the speaker after this meeting.
- iii. An annual update report would be made on the Climate Change Strategy. The Strategy could be adapted if necessary, it was not set in stone.

2. Raised the following points:

- i. The City Council had declared a climate emergency.
- ii. Would the Council support the Climate and Ecological Emergency Bill?  
Referred to motion text supplied in an email.

Councillor Davies (Chair) said any questions/statements made should be within the remit of the Committee, the motion was better directed to a meeting of Full Council.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Agreed the motion was a question for Full Council.
- ii. Speaking personally, she supported the aims and principles of the bill. It was similar to the Labour Bill that Central Government rejected.

3. Raised the following points:

- i. Queried if market operating hours were practical for traders.
- ii. Referred to "Life on Cambridge" website.
- iii. Queried what the Redevelopment Team do to address operational shortcomings?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. (Market Square report.) Quarterbridge were contracted by Mace Project Consultants and were not employed by the City Council. They did 'blue

sky thinking' and were looking at alternative options before making a decision regarding the market.

- ii. The plan was to facilitate a 7 day general market.
- iii. People would be consulted on how to use the space around the market.
- iv. The intention was to make the best use of city centre space and provide what residents wanted.

Supplementary question:

- i. Alternative locations for the market were unavailable in lockdown and could be constrained afterwards.
- ii. Practical solutions should be reviewed in future.

4. Raised the following points about the market redevelopment:

- i. As part of the Concept presentation people were being asked to assess the qualities of new stall designs.
- ii. Asked that the stall designs in question are erected in the market square where both Traders and the public would be able to judge them in terms of useability and aesthetics.
- iii. Asked that the stalls were erected on the Square to coincide with the full Consultation period.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. 5 stall concept designs had been reduced to 2 as the most practical designs. If these were approved at committee then prototypes would be made for people to look at and comment on in the consultation period. Comments would then go forward to the next stage of the process.

5. Raised the following points:

- i. How was the decision made to engage Quarterbridge as consultants for the development of the vision and concept design for the Cambridge Market Square Redevelopment?
- ii. Was the Council not aware of the questionable integrity of the directors of Quarterbridge as shown in an investigative article published in the newspaper Corporate Watch in April 2019?

- a. Queried the reliability of Quarterbridge.
- iii. Was the Council not informed of the notoriety of Quarterbridge, and its subsidiary company Market Asset Management, for the damaging impact it has had on markets up and down the country? This has been clearly researched, recorded and published in an article (ResearchGate, 2015) by an academic who specializes in local markets, Dr Sara Gonzalez of Leeds University, as well as being reported in various newspapers.
- iv. Could the Council reassure market traders and the people of Cambridge and surrounding areas who love to shop in the market, that Market Asset Management will not be employed or involved in the future management of Cambridge Market?
- v. Reading the Quarterbridge Report it soon becomes clear that the company has little familiarity with either the City of Cambridge or the Market. Just two examples can serve to illustrate this: their remark that more needs to be made of the view of Great St Mary's from the Square – anyone who has spent more than a minute in the Square knows that Great St Mary's completely dominates the scene from wherever you stand! A second example is their remark that food festivals will attract thousands of visitors. Anyone who lives in or visits Cambridge knows that the last thing we need is to attract hundreds, let alone thousands of visitors to the centre of the City.
- vi. Given, then, that it appears that Quarterbridge have supplied a one-size-fits-all proposal for how to improve Cambridge Market that is remarkably ill-informed of the actual trade that already takes place in the market, why is it that the Council appears to have been so influenced by the report in formulating their vision for the future of the market square?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Quarterbridge were appointed by the Council for multi-design work based on an agreed brief. Quarterbridge scored the highest in the tendering process.
- ii. The Council would not outsource market management, the Market Team would do this.

Supplementary question:

- i. Referred to the open letter sent on behalf of Cambridge Market traders, Friends of Cambridge Market, FeCRA and Living Streets Cambridge.
- ii. Why was there no plan to use existing stalls?

The Executive Councillor responded:

- i. The concept for this project was to future proof the market. The intention was to create a flexi-use space. Stalls were expected to be set up most of the time.
  - ii. High level detail was being considered at present, residents would then be consulted on preferred stall design etc. Options were being kept open at present.
6. Raised the following points:
- i. Why is it that we are at this stage of the project and financial commitment before the Council has actually spoken to the general public?
  - ii. There has been stakeholder engagement, but there had been no engagement with the general public.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Lots of engagement had been undertaken with traders.
- ii. The public would be consulted when more defined concept design details were available. The market square committee report had been delayed from January to March 2021, consultation would occur circa May if the Committee agreed proposals today. We were still early in the process.

Supplementary question:

- i. Suggested the public should have been involved at the 'blue sky thinking' stage.
- ii. Suggested consultation should have been moved on-line, instead of being delayed for 6 months due to lockdown.

The Executive Councillor responded:

- i. Some residents were unable to engage on-line during lockdown. In order to be accessible to all, consultation would be done after lockdown.
- ii. The Council had to focus on how to function in lockdown, so it was unable to consult the public then.
- iii. There would be consultation in future.

7. Raised the following points:

- i. Could Councillors clearly define what they each understand by the terms 'Vision' and 'Concept' in relation to the proposed development of Cambridge Market?
- ii. Could they illustrate how such understanding would ensure that tradespeople experience job security and were able to sustain crucial relationships with local residents who are regular customers?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Vision: Sets out the big picture.
- ii. Concept: Abstract idea and model to first design. A model could be in place by 2023.
- iii. The project would be similar to the current market square but more accessible for users and have more seating. It should help the long term viability of the market, leading to job security and better facilities for traders and customers.
- iv. Affordable rents would continue to support small and independent traders.

Supplementary question:

- i. The city centre was very small and saturated with people ie overcrowded.
- ii. Please consider moving the development out of the city centre, possibly into the Fens.

The Executive Councillor responded:

- i. It was not within her scope to move the market to the Fens.
- ii. Her remit covered making best use of the market square.

8. Raised the following points:
  - i. What was proposed would adversely affect traders and local residents; there were better ways to provide outdoor events in a public space. For example, the area around Cambridge Leisure Park was under-used.
  - ii. The space between The Junction and the various shops and restaurants is large enough for Christmas markets and events, there is road, bus and train access, plus a multi-storey car park. Perhaps Councillors have not considered the potential for this space to fulfil all the functions that they are now proposing?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. The market did not need to move.
- ii. The market square needed work to improve it regardless of proposals for the market (eg stall designs).
- iii. The Council did not own the land outside The Junction so could not influence its use. They were looking at ways to make best use of space.

9. Raised the following points:
  - i. Strongly supported the open letter sent on behalf of Cambridge Market traders, Friends of Cambridge Market, FeCRA and Living Streets Cambridge.
  - ii. Concerned at the leap straight into Concept Design before any real articulation of, or consultation on a 'Vision' for the market, the market square and the central civic space. It was (finally) now possible for the public to be able to see an articulation of the Council's proposed vision. A vision that seemed to be based on the dreams of people looking out of the Guildhall and imagining St Mark's Square in Venice. Rather than our smaller, very beautiful, also very busy medieval square and city. The Council had only made its vision available after it had already spent £158,000 on the project so far, including dismissing BDP, their first set of consultants.
  - iii. In the 2019 Feasibility Study, BDP said "It is ...imperative that a clear vision is set for the square which is in line with the aspirations of Cambridge's residents and businesses. This vision should set the level

of ambition for the change the market square designs should strive to achieve, be based upon community led engagement, and have an understanding of the key challenges the vision would face, including where the required capital investment would come from.”

- iv. In the light of no public consultation or engagement with a project that has been discussed within the council for well over 2 years now, it remains interesting that the Council dismissed those consultants. Following the dismissal of BDP the Council engaged further consultants, Quarterbridge, and then failed to produce the Quarterbridge report at the first Environment and Communities Scrutiny committee meeting in January of this year. The Quarterbridge report (now available as appendix C in the committee papers) features an analysis of the Concept Design, skipping and bypassing the need for any Vision, or for public consultation before Concept Design. So placing the cart firmly before the horse.
- v. Both the Council and by extension the Quarterbridge report, determinedly and relentlessly pushing the replacement of the existing market stalls with ‘flexible’ demountable stalls. And it is on these demountable stalls that the whole of the Council’s vision for large scale events hinges. We are all now able to see the Quarterbridge analysis that small-scale public events may be marginally commercially viable; while they also say that large scale events are definitely not commercially viable. This blows out of the water any justification the Council might have for their insistence on demountable stalls; and so the root stock of the Council scheme for the market square.
- vi. We see our existing traditional market as front stage and centre of our historic market square and city centre. We are now able to see that the Quarterbridge report says that our market is a rarity in being a successful 7 day a week market, one that brings in good returns for the city.
- vii. Our City Council is landlord to the market and the market traders. As landlords the Council have a duty, sadly neglected over successive years, to maintain, and to refurbish. Our market is very well used, it is also much loved. At very recent Full Council meeting an allocation of £320,000 was agreed for further spending on the market square project.
- viii. We are now calling on our City Council to fulfil their role as landlords and use a portion of that agreed allocation to refresh and refurbish our existing market.

- ix. We also call for the Council to spend some of that allocation on a full and wide public consultation on a vision for the market square. One that encompasses keeping front stage and centre our existing traditional 7 day a week market. One that also looks at the whole of our central market square. Our central public space at the heart of our busy, and in non covid times, quite crammed medieval city centre.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. BDP completed phase 1 of the feasibility study contract, the project ended and the City Council moved onto the next stage.
- ii. There was no consultation on how to use the market square as the Council aimed to retain its current use.

Supplementary question:

- i. Needed to ensure the existing traditional market could continue. Demountable stalls were not required for this.

The Executive Councillor responded:

- i. A traditional market would continue, but with better infrastructure and more space around the fountain.
- ii. A better space was being created in the heart of the city.

10. Raised the following points:

- i. Referred to the range of issues raised in the Open Letter.
- ii. This project needed a reality check. Officers had provided a draft Vision (only after prompting) 3 years in. Took issue with the Vision.
  - a. There wasn't capacity, in space or in time, for the aspirational activities listed on page 32 of the officers' report.
  - b. Too narrow in that the vision doesn't look beyond the edges of the market square in terms of either physical or policy context.
- iii. The chart on page 33 did not show the full impact on market activities, or the residential context. Radcliffe Court has 18 flats, 5 directly overlooking the Square, and there are proposals for 9 flats in the upper floors of 3-4 Market Hill. Caius and Kings have many student rooms overlooking the Square or which would be affected by noise from it. Yet

- the Council's plans involve disturbance from large events, compounded by late night or overnight taking down of staging.
- iv. The narrowness of the Vision is highlighted by Peas Hill and Guildhall Street, included in the 2019 Feasibility Study, but now treated only as dumps for cycle parking displaced from the market square.
  - v. Any market square proposals must be part of a wider vision for the City Centre, which considers the uses of buildings and spaces post-Covid, and tackles capacity issues including cycle parking. With the SPD postponed, the market square project must take more account of the existing policy context, notably the Historic Core Conservation Area Appraisal and its Street Analysis for Market Hill, and the belated Historic Core Management Plan on which work is due to start.
  - vi. Neither the Vision nor the 2019 Feasibility Study were subject to formal public consultation. The Feasibility Study was biased and flawed, but did at least suggest a range of different options. The proposed temporary stalls have not yet been tested, and the economic basis for them has been scotched by the Quarterbridge report. The consultation strategy proposed in the report doesn't include any physical display in the market square.
  - vii. How to move forward?
    - a. Have a full 6-week consultation on 'vision options and feasibility', and not including the current draft Concept Design. (When would this occur?)
    - b. If either 1 or 2 prototype demountable stalls have been ordered and paid for, it would be a waste not to have them tested by the traders.
    - c. It's also vital that any proposals for our market square are exhibited in the market square where all users can see them.
  - viii. When the prototype stalls were available, they should be installed for the full 6 weeks. One stall for trialling by the traders, another to house a consultation display of Vision options (including refurbishment as a default) together with information from a revised and updated Feasibility Study, which should be also be put to public consultation. The draft consultation plan, process and questions should be brought to this Committee for approval.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Thought that residents would want a 7 day market preserved with improved facilities.
- ii. The project would focus on consultation after committee today discussed the report on concept design.
- iii. Information on the market would be published in various locations.

Supplementary question:

- i. A market with demountable stalls was not a traditional market. There was failure to take on board heritage aspects in a multi-use area.
- ii. There was a risk that the consultation would be undertaken at the same time a planning application was submitted, so residents' views would not be taken on board.

The Executive Councillor responded:

- i. Council processes were open and transparent.
- ii. The market area had various uses over time such as being a carpark. The intention was to make it fit for purpose as a multi-use area in future.

11. Raised the following points:

- i. Referred to issues raised in the Open letter sent on behalf of Cambridge Market traders, Friends of Cambridge Market, FeCRA and Living Streets Cambridge. She was on the panel that assessed BDP and other consultancies for the Spaces and Movement SPD. The brief included the enhancement of Cambridge market square and it prioritised community engagement. Procurement support was provided by LGSS Procurement.
- ii. In July 2019 the Feasibility Study for the Spaces and Movement SPD concluded that it "is therefore imperative that a clear vision is set for the square which is in line with the aspirations of Cambridge's residents and businesses. This vision should set the level of ambition for the change the market square designs should strive to achieve, and be based upon community led engagement".
- iii. What was the process of procurement of Quarterbridge - after the removal of BDP?

- iv. How did this procurement process relate to the Consortium that included Cambridge City Council, Fitzwilliam Museum Enterprises Ltd (ie the University), Cambridge Bid and King' College. The Consortium's bid for funding for the Wider Cambridge Visitor Project which includes the market redevelopment and the city's green spaces was approved by the Combined Authority Business Board.
- v. What were the Consortium' s governance arrangements?
- vi. The report of the Combined Authority minutes contained two appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. The Mayor asked whether any member of the Board wished to discuss the information contained in the exempt appendices. No member expressed the wish to do so. Lewis Herbert was representing the City Council.
- vii. Residents asked if there was a plan to raise matched investment from a fund raised by the Consortium?
- viii. What is the Consortium's definition of public goods? What proportion if any of the funding approved or to be raised by the Consortium will go to support the market traders?
- ix. It was important that residents understood that Quarterbridge's role in other cities and towns seemed to be to prepare councils for the idea of outsourcing their market services and/or to upgrade markets spaces to generate more income. The direction of travel seems to be privatisation of Cambridge city centre, the market square and the city's green spaces.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Was unaware of meetings so could not attend them.
- ii. Empathised that it was a difficult time for traders when the market was closed.
- iii. The Consortium were not involved in the market square project and its procurement. These were two separate projects.
- iv. Visit Cambridge had not survived lockdown. The new group (now known as Destination Management Organisation) had no legal status at present but had a memorandum of understanding. Its focus was managing tourists.
- v. There was no plan for matched investment.

- vi. There was no plan to privatise the market square and outsource management.

Supplementary question:

- i. Referred to Combined Authority minutes.
- ii. £700,000 was allocated for the market square project. It then came up again later as the destination project/Consortium.

The Executive Councillor responded:

- i. The Consortium/Destination Management Organisation were not making plans for the market. They were an alternative organisation to Visit Cambridge.
- ii. The City Council had applied for Combined Authority funding to upgrade the market. The Combined Authority Board did not want to support a long term project so the City Council put in a second bid for a separate project. (See 21/6/EnC 28 January 2021 minutes.)

12. Councillor Martinelli raised the following points:

- i. Supported the project and the 7 day market.
- ii. Expected benefits:
  - a. Improved facilities.
  - b. Increased stall size.
- iii. Concerns:
  - a. Reduction of cycle storage spaces.
  - b. The market square could attract anti-social behaviour at night – please manage.

13. Raised the following points:

- i. Referred to [lifeoncambridgemarket.com](http://lifeoncambridgemarket.com) website.
- ii. Given that market stalls were full from Friday to Sunday, queried where extra weekend markets could be placed (such as farmers markets, craft markets, vinyl markets, food markets etc) as highlighted in the Quarterbridge report?
- iii. They could not go on the existing market stalls unless you were planning to displace the current traders and put them out of work.

- iv. Queried what was meant by a '7 day a week market'? Asked if regular traders would still get access to use the market 7 days a week, as they did under current licences which applied 362 days of the year?
- v. Or could these '7 day a week markets' apply to and include the planned visiting markets; would these go in place of regular stalls, as and when decided by the Council?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. The aim was to allow new and existing traders to use the market area for all (7) days in a week. The focus was on regular traders.
- ii. There was no detailed planning on visiting markets. This was the next stage to consider after the concept design.

Supplementary question:

- i. Where would visiting markets go?
- ii. Expressed concern the multi-use area would drive away traders.

The Executive Councillor responded:

- i. It was not the intention to drive away traders from the market area. The intention was to maintain and improve the market in a multi-use area.
- ii. The market was closed in lockdown due to public health concerns. It was a separate issue to the market square improvement project.

14. Councillor Porrer raised the following points:

- vi. Ward Councillors welcomed the commitment to a 7 day market.
- vii. There appeared to be a break down in trust between traders and the council. Ward Councillors attended meetings with traders.
- viii. Welcomed a transparent and open consultation process. Asked for as much information as possible to be made publicly available for consultation. Asked that Ward Councillors were involved in the process.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Council staff worked hard to maintain and improve the city.

- ii. The market closed earlier in the year due to health and safety concerns. The Council had to abide by guidance that had been made law 29 March.
- iii. Ward Councillors were invited to all workshops except the trader only ones. They would be involved in the consultation process.

## **21/20/EnC Market Square Project: Consultation Draft Vision and Concept Design**

### **Matter for Decision**

The Council has embarked on a major public realm capital project to improve Cambridge's market square, as the city's principal outdoor civic space and venue for the Council's popular seven day a week General and Sunday market.

The market square, its associated outdoor public realm and market infrastructure, was not up to the quality standard befitting the city's international status and profile.

The Council's initial project work has involved an assessment of the issues, needs and opportunities associated with the market square space. Using the site assessment findings, the Council, with the support of specialist design and market consultants, has engaged key organisational stakeholders, including market traders, to develop a proposed vision and supporting concept design plan for the square.

The Council was now seeking to go out to a six-week public consultation on the proposed vision and concept design, as detailed in Appendix A and B of the Officer's report after the local elections in May 2021.

### **Decision of Executive Councillor for Climate Change, Environment and City Centre**

- i. Approved the proposed consultation draft market square project vision and concept design, as detailed in Appendix A and B respectively, for a six-week public consultation starting in May, as outlined in Section 5 of the Officer's report.
- ii. Noted the findings of the market square project operational management and outline business case assessment report in Appendix C of the Officer's report.

- iii. Agreed not to proceed to the design work on RIBA Stages 3 and 4 until the public consultation was complete and the results had been brought to and approved by this 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 Head of Environmental Services.

The Executive Councillor and Head of Environmental Services said the market square project should deliver the following benefits:

- i. Improved market square space.
- ii. Improved facilities, public realm and waste management.
- iii. Electrics would be improved which would allow food stalls to be grouped together (which was not possible now).
- iv. It would be more accessible and easier to clean.
- v. Should attract more people and so support traders.
- vi. Looking to restore and improve heritage facilities.
- vii. Make better use of space.

Councillors requested a change to the recommendations. Councillor Matthews proposed to add the following recommendation to those in the Officer's report:

- (New ) 2.3 Not to proceed to RIBA Stages 3 and 4 until the public consultation is complete and the results have been brought to and approved by this committee.

Councillor Moore proposed revised wording (as agreed with Councillor Matthews):

- (New ) 2.3 Not to proceed to **the design work on** RIBA Stages 3 and 4 until the public consultation is complete and the results have been brought to and approved by this committee.

The Committee unanimously approved this additional recommendation.

The Committee unanimously resolved to endorse the recommendations as amended.

The Executive Councillor approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)**

No conflicts of interest were declared by the Executive Councillor.

**21/21/EnC Climate Change Strategy and Carbon Management Plan 2021-2026****Matter for Decision**

The Officer's report presented a revised Climate Change Strategy covering the period from 2021-2026 for approval, following public consultation in autumn 2020. The revised strategy set out the Council's approach to: reducing its own carbon emissions; supporting residents, businesses and organisations in Cambridge to reduce their emissions; and helping the city adapt to the predicted changes in climate. The revised strategy builds on what the Council has achieved to date, but sets out new ambitions in the context of the Climate Emergency, including working more with residents, communities, businesses and institutions.

The report also presented a new Carbon Management Plan for 2021-2026 for approval. The Carbon Management Plan set out in more detail how the Council would reduce its direct carbon emissions from its corporate buildings and fleet vehicles towards net zero carbon.

**Decision of Executive Councillor for Climate Change, Environment and City Centre**

- i. Approved the Council's Climate Change Strategy for 2021-2026.
- ii. Approved the Council's Carbon Management Plan for 2021-2026.

Agreed to:

- iii. Commit to ensuring that all future reports aid understanding of carbon emissions by providing: both percentages of total emissions and the absolute denominator in ktCO<sub>2</sub>; a definition of the scope of the emissions referred to; and a clear visual representation of the scope of emissions referred to.
- iv. In addition to presenting data on carbon emissions that are within the Council's direct influence, explore the feasibility of quantifying the emissions contained within Council's policy influence and report to Scrutiny Committee in October 2021.

- v. Explore the feasibility of measuring the impact of the Council's future activity on emissions within its direct influence and its policy influence and report to Scrutiny Committee in October 2021.
- vi. The council will prepare a list of existing for gas fired heating systems under council control and their remaining expected service life.
  - a. Scope: All gas consumers included in Appendix 4 Figure 10 (page 123 of reports pack)
  - b. Target date: Next committee cycle
- vii. In addition, the committee notes the already recognised need to complete an asset management plan for all the council's corporate building, and additionally recommends that the council ensure the plan addresses the following points:

For all systems with less than 5 years life remaining prepare a report on the:

- a. Extent of insulation, heating system or other work required to ensure feasibility of low carbon heating
- b. Current gas consumption
- c. Estimated combined costs of remedial work and low carbon heating system

Output: Prioritised (by tCO<sub>2</sub>/£) list of urgent works required to avoid future replacement of existing heating systems with gas fired boilers at end of life

Target time frame: 12 months

### **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 Strategy and Partnerships Manager.

Opposition Councillors made the following comments in response to the report:

- i. The Council needed to do more to mitigate/address climate change.

- ii. Needed to take more meaningful action as a city and wider area, to do more than the city could on its own.
- iii. The city should take action and set a good example for other organisations to follow.

The Strategy and Partnerships Manager said the following in response to Members' questions:

- i. The Council had a target to reach net zero carbon emissions by 2030.
- ii. The intention was to reduce direct emissions from buildings and the transport fleet first. Technology options to achieve this were being reviewed eg through the Carbon Management Plan.
- iii. It was not possible to fully decarbonise all buildings with current technology eg the Council had a gas powered crematorium.
- iv. The Council was investing in energy efficient measures for housing.
- v. A report was due in April 2020 looking at how 7,000 council homes could be retrofitted (to various levels) to decarbonise them. (See Housing Revenue Account under remit of Housing Scrutiny Committee).
- vi. Officers were working with 'Climate View' to visualise citywide emissions to break them down into different sectors and then address.
- vii. Community engagement and work with partners was needed to achieve net zero.
- viii. The Council bid for funding where available to undertake work, but would take action regardless. It would use its resources efficiently as work took high levels of capital investment.
- ix. The Council planned to use passivhaus standards from 2021 and net zero from 2030. This was phrased as 'where possible' in the Strategy as there were constraints on sites the Council proposed to use.

The Strategic Director said Housing Scrutiny Committee would review passivhaus standards as it fell under their remit.

- x. The Strategy recognised the Council needed to do more regarding off-setting carbon emissions.
- xi. Depending on what vehicles were available and most practicable, the Council aimed to use electric and ultra-low emission vehicles in its fleet.

The Executive Councillor said:

- i. The Strategy was work in progress and could be added to over time. A report would be brought back to committee. Consultations and workshops had been undertaken to develop the Strategy.
- ii. Green investments were separate to off-setting actions.

Councillors requested a change to the recommendations. Councillor Summerbell proposed to add the following recommendations (shown in bold) to those in the Officer's report:

#### Recommendations

The Executive Councillor is recommended to:

1. Approve the Council's Climate Change Strategy for 2021-2026.
2. Approve the Council's Carbon Management Plan for 2021-2026.

#### **In addition:**

#### **Amendment 1 for item 6 to read as follows:**

1. **Commit to ensuring that all future reports aid understanding of carbon emissions by providing: both percentages of total emissions and the absolute denominator in ktCO<sub>2</sub>; a definition of the scope of the emissions referred to; and a clear visual representation of the scope of emissions referred to.**
2. **In addition to presenting data on carbon emissions that are within the Council's direct influence, explore the feasibility of quantifying the emissions contained within Council's policy influence and report to Scrutiny Committee in October 2021.**
3. **Explore the feasibility of measuring the impact of the Council's future activity on emissions within its direct influence and its policy influence and report to Scrutiny Committee in October 2021.**

#### **Amendment 2 for item 6 to read as follows:**

**The council will prepare a list of existing for gas fired heating systems under council control and their remaining expected service life.**

**Scope: All gas consumers included in Appendix 4 Figure 10 (page 123 of reports pack)**

**Target date: Next committee cycle**

**In addition, the committee notes the already recognised need to complete an asset management plan for all the council's corporate**

**building, and additionally recommends that the council ensure that plan addresses the following points:**

**For all systems with less than 5years life remaining prepare a report on the:**

**2) Extent of insulation, heating system or other work required to ensure feasibility of low carbon heating**

**3) Current gas consumption**

**4) Estimated combined costs of remedial work and low carbon heating system**

**Output: Prioritised (by tCO2/£) list of urgent works required to avoid future replacement of existing heating systems with gas fired boilers at end of life**

**Target time frame: 12 months.**

The Committee unanimously approved these additional recommendations.

The Committee resolved to endorse the recommendations as amended by 5 votes to 0 with 3 abstentions.

The Executive Councillor approved the recommendations.

Councillor Smith asked for it to be noted that she had been unwell at the Strategy and Resources Committee (and had informed the chair of that but didn't want to make a fuss by broadcasting it more widely), and this had prevented her from giving as effective an answer as she would have liked at that point.

### **Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)**

No conflicts of interest were declared by the Executive Councillor.

### **21/22/EnC Cambridge Corn Exchange Heating System**

#### **Matter for Decision**

This was a report on the heating system replacement for Cambridge Corn Exchange. It summarised why an interim gas-based solution was necessary.

#### **Decision of Executive Councillor for Communities**

The Executive Councillor noted the 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 Culture and Community Manager.

Opposition Councillors made the following comments in response to the report:

- i. Expressed concern that a gas fired heating system was installed as an emergency measure.
- ii. There was no time to look at other options eg heat source pump) that had a longer lifespan. The gas system would need to be replaced after 9 years.
- iii. Looked forward to cross-party action to address the issue in future.
- iv. Welcomed the opportunity to be briefed by the engineer.

The Culture and Community Manager said the following in response to Members' questions:

- i. It was very complicated to get heat pump boilers installed.
- ii. Extensive work would have to be undertaken before another type of heating system could be installed.

The Executive Councillor said that officers had looked at various heating system options.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

**Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)**

No conflicts of interest were declared by the Executive Councillor.

**21/23/EnC Storey's Field Centre Future Management Arrangements****Matter for Decision**

The Storey's Field Centre, on the Eddington Development in the North West of the City, opened to the public in February 2018 and has been managed under a contract for services with the Storey's Field Centre Trust (SFCT) by the City Council since July 2016 when the Centre manager was appointed.

The initial contract was for a 5-year period which comes to an end on 30 June 2021. The SFCT has recommended an 18-month extension to the existing contract whilst it considers recommendations made during a recent review of the Centre and its operations.

The City Council considered this option and recommended approval of this extension to ensure continuity for the Centre and staff during this period whilst changes are considered. It is the officers' view that an 18-month extension is an appropriate length of time for the Trust to make any necessary decisions.

The previous contract was approved by Committee in 2015 and any further decisions after the 5-year period of the contract (which expires on 30 June 2021) required approval by the Executive Councillor.

### **Decision of Executive Councillor for Communities**

- i. Approved the extension to the existing contract for services for the Storey's Field Centre for a further 18 months from 1st July 2021 – 31 December 2022.
- ii. Delegated any further decisions in respect of the Council's commitments to the implementation of the contract until 31 December 2022 to the Director of Communities.

### **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 Neighbourhood Community Development Manager.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)**

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 9.25 pm

**CHAIR**

**ENVIRONMENT AND COMMUNITY SCRUTINY COMMITTEE** 27 May 2021  
1.50 - 1.55 pm

**Present:** Councillors H. Davies (Chair), Healy (Vice-Chair), S. Baigent, Copley, Hauk, O'Reilly, Page-Croft, Payne and Sweeney

Executive Councillors: Collis (Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing), Moore (Executive Councillor for Climate Change, Environment and City Centre) and A. Smith (Executive Councillor for Communities)

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**21/24/EnC Appointment to Outside Bodies**

The Scrutiny Committee recommended appointment to the outside bodies listed below.

The Executive Councillor for Communities, Executive Councillor for Climate Change, Environment and City Centre and the Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing agreed the following appointments.

**The Junction** (Observer Status)  
Councillors – Dryden, Lee

**Cambridge BID**  
Councillor – Moore

**Health and Wellbeing Board**  
Councillor – Healy

**Health Committee**  
Councillor – Healy  
Alternate Councillor – S. Baigent

**Cambridge Community Safety Partnership**  
Councillor – Collis  
Alternate Councillor – Moore

**Cambridgeshire Police and Crime Panel**

Councillor – D. Baigent  
Alternate Councillor – S. Baigent

**Cambridge University Hospitals NHS Foundation Trust Council of Governors**

Councillor – Healy

**Cambridgeshire and Peterborough Military Covenant Board**

Councillor – Davey

**Clay Farm Advisory Group**

Councillors – Scutt, Cox, Hauk

**Cambridge East Community Forum**

Councillor A. Smith

**North West and West Quadrant Community Forum**

Councillor Thornburrow

**Storey's Field Community Trust**

Councillors – S. Smith, Thornburrow, Nethsingha

**Recycling in Cambridge and Peterborough (RECAP)**

Councillor – Moore

The meeting ended at 1.55 pm

**CHAIR**



Item

## **‘Visit Cambridge’ Destination Management Organisation**

**To:**

Councillor Rosy Moore, Executive Councillor for Climate Change,  
Environment and City Centre

Environment and Community Scrutiny Committee

01/07/2021

**Report by:**

Joel Carré, Head of Environmental Services

Tel: (01223) 458021 Email: joel.carre@cambridge.gov.uk

**Wards affected:**

All

### **Key Decision**

#### **1. Executive summary**

- 1.1 Last summer, the Council, in partnership with Cambridge BID, Fitzwilliam Museum Enterprises Ltd (the trading arm of the University of Cambridge) and King’s College, successfully acquired the liquidated assets of the former destination management organisation (DMO), Visit Cambridge and Beyond (VCB), including web domain name and brand identity.
- 1.2 The Council and its asset owning partners have since been working, as an ‘Interim Board’, to establish a new legally incorporate DMO to support the recovery and development of the city’s tourism sector. The new DMO has a Cambridge city focus

and, in recognition of this, and of the acquired VCB brand assets, has been named 'Visit Cambridge'.

- 1.3 The Council, and its DMO partners, have investigated and assessed the potential alternative legal entity options for the incorporation of Visit Cambridge and identified a Community Interest Company (CIC) as the preferred option, given the DMO's core objectives and activities. The results of the options assessment and a summary of the associated CIC governance requirements are set out in the main report.
- 1.4 The Council is being asked to approve the incorporation of Visit Cambridge as a CIC, with representation on the CIC statutory Board delegated to the Council's Strategic Director to determine. The Council is also being asked to approve the proposed appointment of an official Visit Cambridge CIC walking tour partner or partners, in accordance with specified performance standards, through an open, competitive selection process.

## **2. Recommendations**

**The Executive Councillor for Climate Change, Environment and City Centre is recommended:**

- a) To approve the establishment of Visit Cambridge as a Community Interest Company (CIC)**
- b) To delegate the decision on the City Council's representation on the statutory Board of Visit Cambridge CIC to the Council's Strategic Director**
- c) To approve Visit Cambridge's proposal to appoint an official walking tours partner(s)**

## **3. Background**

- 3.1 In June 2020, the city's and surrounding area's destination management organisation (DMO), Visit Cambridge and Beyond

(VCB), ceased trading and went into liquidation. The Council had provided financial grant and rent relief support to VCB at the start of the pandemic, while the organisation's board reviewed its business plan. Despite the VCB Board approving, what it felt to be, a viable new commercial operating model, the actual impact of COVID on returning visitor numbers was so great, that the new model's income targets were not able to be met and so, the Board had no option but to close the business.

- 3.2 The Council, in partnership Cambridge BID, Fitzwilliam Museum Enterprises Ltd (the trading arm of the University of Cambridge) and King's College, successfully acquired the liquidated assets of VCB, including web domain name and brand identity. The Council and its asset owning partners have since been working, as an 'Interim Board' to establish a new DMO to support the recovery and development of the city's tourism sector. The new DMO has a Cambridge city focus and, in recognition of this and of the acquired VCB brand assets, has been named 'Visit Cambridge'.
- 3.4 Visit Cambridge is currently managed as an unincorporated organisation under a Memorandum of Understanding (appendix A) between the four asset owning partners – Cambridge City Council, Cambridge BID, Fitzwilliam Museums Enterprise and King's College. The lack of clarity of its legal status means the new DMO is totally dependent on its founding partners to fulfil its organisational management needs, including business banking, entering into contracts, procuring goods and services and employing staff. This lack of independence has been identified by the current Visit Cambridge Interim Board as a major constraint to Visit Cambridge being able to fulfil its DMO function efficiently and effectively.
- 3.5 In response, the Shadow Board has opted to pursue incorporation and appointed Hewitsons Solicitors to provide independent legal advice on the following potential legal entity options for Visit Cambridge: Company Limited by Share/ Guarantee; Community Interest Company (CIC) and Charitable Incorporated Organisation (CIO). A table showing Hewitsons technical assessment of each

of these options and the associated supporting recommendations is included in appendix B.

### **a) Community Interest Company**

- 3.6 Based on Hewitsons assessment and the intended objectives and activities of Visit Cambridge, as set out in the Memorandum of Understanding in appendix A, the Interim Board has opted to pursue incorporation of Visit Cambridge as a CIC. A CIC is defined by Hewitsons as: *“A limited company, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage.”* CICs are registered with Companies House and regulated by the CIC Regulator.
- 3.7 To be accepted as a CIC, Visit Cambridge must satisfy the CIC ‘community interest’ test, by providing a formal statement declaring that its activities will be carried out for the benefit of the community and explaining how this will be achieved. The community interest statement must satisfy the regulator that a reasonable person would consider the CIC’s activities will be carried on for the benefit of the community. The CIC must provide a report each year detailing how its activities have benefited the community for which it was created and how it continues to meet the test throughout its life. Based on Hewitsons options assessment of CIC, Visit Cambridge’s activities are considered to satisfy the CIC community interest test.
- 3.8 Under the CIC option, company directors have the same decision-making role as they would in any limited company, but they also owe an obligation to the wider community that the CIC serves. This means that they should involve community stakeholders in activities or decisions where relevant. This added requirement is seen as a positive, given Visit Cambridge’s city DMO function and the need for transparency in decision making.

- 3.9 As a CIC will be separate legal entity, it would be able to enter into contracts, hold property and employ staff itself, rather than in the names of the individual directors. Consequently, it is the organisation, rather than the directors, that would be liable for any liabilities arising from such arrangements, except in certain cases, for example fraud, deliberate misconduct or where personal guarantees have been given. The liability of CIC directors would be limited to the amount they have invested in the incorporated entity.
- 3.10 The CIC regulations specify that a CIC cannot transfer its assets (including any profits or other surpluses generated by its activities) for less than market value, unless transferring them to another CIC or charity (that is either specified in its or articles or consented to by the Regulator); or if the transfer is for the benefit of the community it was set up to serve (known as the ‘asset lock’). This asset lock is set out in the articles of association of the CIC. CICs must consider the asset-lock when entering into commercial relationships and when deciding remuneration for any employees and directors. The asset lock protects the assets of the CIC and ensures that the assets and profits of the CIC will be devoted to the benefit of the community and not for rewarding shareholders and directors.
- 3.11 Visit Cambridge is being set up as a lean organisation with minimal overheads and whose main assets are its website, company trading name, logo, social media accounts, and profiles on sites such as TripAdvisor. The organisation aims to use these assets to generate a modest sustainable revenue stream that will be used to manage the equally modest overhead costs associated with running the DMO. In addition, Visit Cambridge will target ‘soft’ funding sources, including public grants and donations, to fund the delivery of specific project activities. At present, there is no plan for the DMO to directly employ staff; using, instead, available capacity of its four partner organisations, supplemented by external consultants to deliver discrete externally funded project activity as required.

## **b) Board representation**

- 3.12 The Council was previously represented on the former VCB Board by the Executive Councillor for Climate Change, Environment and City Centre, who held one of the VCB company director 'seats'. To support the Council's elected representative and corporate continuity, the Council's Head of Environmental Services and senior officer lead for tourism, also attended VCB Board meetings in a non-voting capacity.
- 3.13 The current Visit Cambridge Interim Board is made up of a single senior officer representative from each of the four asset owning partners. The chairmanship and secretary functions of the Interim Board are currently fulfilled by the Council. The Council's Head of Environmental Services is the Council's current representative on the Interim Board.
- 3.14 Given the predominantly operational management activities of Visit Cambridge, including destination management and marketing, the Interim Board feel the existing organisational representatives should continue to lead the legally incorporated Visit Cambridge CIC, as non-paid directors. Therefore, the Council's Head of Environmental Services, or a senior officer substitute, to be determined by the Council's Strategic Director, is identified as the Council's representative on the new Visit Cambridge CIC Board. Where the CIC Board is considering decisions or activities relating to strategy and/ or policy, any such matters will need to involve community stakeholder engagement, in accordance with the CIC requirement in 3.8 above. This will include the Council and, subject to the matter in hand, may require appropriate Council Committee input and Executive Councillor decision.
- 3.15 In addition, to further support community stakeholder engagement in the operation of Visit Cambridge, the CIC Board will establish a constituted non-statutory Advisory Board to sit as a separate but parallel body to the statutory Board. The CIC Advisory Board will

complement the statutory Board and be comprised of community stakeholder representatives, with knowledge, understanding and expertise in the city's tourism sector and its management. The Advisory Board will provide advice, support and assistance to the statutory CIC Board in fulfilling its DMO activities. The Advisory Board will have no authority over the governance of the CIC, including no executive or decision-making function. The Council will be invited to be represented by an appropriate officer and/ or Member representative on the Advisory Board.

**c) Official walking tour partner**

- 3.16 Visit Cambridge is in the process of setting up a new 'Visit Cambridge' website - [www.visitcambridge.org](http://www.visitcambridge.org) - to help market the city's visitor offer and receive associated automated bookings and fee payments. The current Interim Board has agreed that it will operate an open market model for most bookable products, such as hotels, attractions, punting and cycle hire, so that any qualified provider who agrees to sign up to the site can do so. Visit Cambridge would denote these suppliers as 'Official Partners', ask them use the DMO brand on their booking pages if possible and ask them to refer to the DMO in their narrative.
- 3.17 The current proposed exception to this open market approach is the management of pre-booked and rota walking tours, where the Interim Board feel the objective needs to be 'tout control' and limiting poor customer experience. To that end, Visit Cambridge is proposing to undertake an open competitive selection process to appoint a preferred walking tour partner or partners.
- 3.18 To support Visit Cambridge's walking tour management objective, interested businesses will be invited to submit a proposal demonstrating how they meet specific partner requirements designed to support high standard of visitor offer, including:
- a) Only delivering tours that are led by accredited guides, ie. Blue Badge

- b) Supporting the training of accredited guides, including through bursaries
- c) Engaging in activity that would attract more people to become guides
- d) Managing the booking of tours and payments to guides
- e) Managing customer contact before during or after the booking process and the tour is delivered
- f) Acting responsibly when selling and not behaving in any manner that will reflect poorly on Visit Cambridge and the city

3.19 Visit Cambridge will advertise the official walking tour partner opportunity and selection process; and undertake an evaluation of all bids submitted, against published criteria. In return for being selected as Visit Cambridge's official walking tour partner, the business will be promoted on the DMO website and pay Visit Cambridge an agreed commission rate, to be submitted as part of the bid, on all tours booked through the website.

#### **4. Implications**

##### **4.1 Financial implications**

None

##### **4.2 Staffing implications**

None

##### **4.3 Equality and poverty implications**

None

##### **4.4 Other implications**

None

**5. Consultation and communication considerations**

None

**6. Background papers**

None

**7. Appendices**

Appendix A: Visit Cambridge DMO Memorandum of Understanding

Appendix B: Hewitsons assessment of legal entity options for Visit Cambridge

**8. Inspection of papers**

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

Joel Carré, Head of Environmental Services

Tel: 07801 890606      Email: [joel.carre@cambridge.gov.uk](mailto:joel.carre@cambridge.gov.uk)

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# **Visit Cambridge**

## **Memorandum of Understanding**

# Contents

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## 1. Background

- 1.1 Cambridge City Council, Cambridge BID (Business Improvement District), Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, have formed a partnership to establish a Destination Management Organisation (DMO)<sup>1</sup> for Cambridge city to be titled – 'Visit Cambridge'.
- 1.2 The partnership was established to support the continuation of DMO services following the closure of the previous DMO company, Visit Cambridge and Beyond (VCB), in July, 2020. The four founding partners collectively acquired the former DMO's intangible assets at auction; and are making them available to support the establishment of the new DMO partnership.

## 2. Aims and objectives

- 2.1 The overarching aim of the partnership is to fulfil the role of a DMO for Cambridge city.
- 2.2 The partnership's specific objectives are:

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<sup>1</sup> A DMO is defined by the UNWTO (United Nations World Tourism Organisation) as, "the leading organisational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision". A DMO's role is to lead and coordinate activities under a coherent strategy in pursuit of a common goal, namely the competitiveness and sustainability of the tourism destination.

- 2.2.1 To develop and manage the delivery of a Destination Management Plan (DMP) for the city, based on sustainable development principles<sup>2</sup>
- 2.2.2 To support the recovery and sustainable development of the city's tourism sector
- 2.2.3 To market and promote the city and represent the city's tourism sector locally, regionally, nationally and internationally
- 2.2.4 To manage the DMOs assets in accordance with sustainable development principles and use any income generated to reinvest in the DMO and sustainable tourism development.

### **3. Activities**

3.1 The core activities to be delivered by the partnership are as follows:

- Visitor welcome
- Quality assurance
- Marketing and promotion
- Strategic planning
- Project/ product development
- Partnership development
- Lobbying

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<sup>2</sup> Sustainable tourism development is defined by UNWTO as, "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

3.2 The initial timeframe for partnership activities will be 3 years, commencing in 2020/21

3.3 Activities will be reviewed annually to ensure that they are being delivered as agreed, and that they are having the intended impact.

## **4. Governance**

4.1 The partnership will be known as 'Visit Cambridge'

4.2 The partnership has no legal status, though the need for becoming legally constituted will be kept under review.

4.3 The partnership is made up of the following organisations, with each organisation identifying an agreed representative to sit on the DMO Board:

- Cambridge City Council
- Cambridge BID Ltd
- Fitwilliam Museum (Enterprises) Ltd
- King's College, Cambridge

4.4 The Board will consider applications for partnership membership against agreed criteria.

4.5 The Board is able to co-opt additional members, either to fill strategic gaps in representation or to address specific skill/ resource needs, as required.

4.6 The DMO management board will be chaired by Cambridge City Council's nominated lead officer. The chair will be responsible for convening Board

meetings and agreeing associated agendas and supporting papers for circulation by the secretariat.

- 4.7 The secretariat of the Board will be provided by Cambridge City Council. The secretariat will be responsible for taking a note of the meeting, which will be circulated within 5 working days of the meeting; and for circulating the meeting agenda and associated supporting papers no less than 2 working days prior to a meeting.
- 4.8 The partnership will set up a bank account in its name. The partnership's finances will be managed by Cambridge City Council, who will provide the Board with required financial reports, including an annual budget plan and end of year report.
- 4.9 The Board will make decisions based on consensus. Where a consensus cannot be achieved, the decision will be put to a vote, with the results formally recorded in the note of the meeting. Each organisation represented on the Board has a single vote facility, with the Board chair having a casting vote.

## **5. Asset management**

- 5.1 Cambridge City Council, Cambridge BID Ltd, Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, have collectively acquired the former DMO's intangible assets at auction. An inventory of these acquired assets and associated equity partner share is included in appendix A.
- 5.2 The owners of the acquired assets (as detailed in appendix A) have agreed

for these assets to be made available to the DMO to develop and manage.

5.3 Should any owner of the acquired assets wish to sell their equity stake in the assets, this should be offered, in the first instance, to the other remaining owners to acquire. Should the remaining asset owners not be willing to acquire any available stake, then it can only be sold to an approved third party organisation, as agreed by the other remaining asset owners.

## 6. Disclaimer

6.1 It should be noted that by signing this document or by participating in the DMO partnership, the partners are not committing to legally binding obligations. It is intended that the partners remain independent of each other and that their collaboration and use of the term 'partner' does not constitute the creation of a legal entity, nor authorise the entry into a commitment for or on behalf of each other.

Signed on behalf of **Cambridge City Council**

..... Date .....  
[NAME, POSITION]

Signed on behalf of **Cambridge BID Ltd**

..... Date .....  
[NAME, POSITION]

Signed on behalf of **Fitzwilliam Museum (Enterprises) Ltd**

..... Date .....  
[NAME, POSITION]

Signed on behalf of **King's College, Cambridge**

..... Date .....  
[NAME, POSITION]

## Appendix A:

### Visit Cambridge and Beyond assets acquired at auction

Cambridge City Council, Cambridge BID Ltd, Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, collectively acquired the following former DMO's Intangible assets at auction in July, 2020; and are making them available to support the establishment of the new DMO partnership. The respective partner financial contributions to acquire the assets at auction is as follows:

- Cambridge City Council - £14000
- Cambridge BID Ltd - £14000
- Fitzwilliam Museum (Enterprises) Ltd - £7000
- King's College, Cambridge - £7000

#### The company trading name & style

The company traded as Visit Cambridge & Beyond and provided the main tourism board in Cambridge offering tours, tour guides, selling tickets and all other related products for marketing the city and surrounding area. Previously part of the local authority the tourism sector was privatised in 2015 when Visit Cambridge & Beyond was established.

#### The company website domain & content

The web domain URL is [www.visitcambridge.org](http://www.visitcambridge.org) is owned by the company and the site administered by Netservers. The site is currently suspended, but at its peak attracted up to two million visitors a year. More recently visitor numbers to the site have been circa 1.75 million per annum. Emails are linked to this address.

The booking engine and associated database of private clients is held by a third party. It may be possible to negotiate an arrangement for the third party to continue to act on behalf of a purchaser.

#### Company Profiles and Ratings

The company has profiles on GetYourGuide and TripAdvisor (Viator) under the brand "Official Guided Tours of Cambridge".

## **Appendix 2:**

### **UNWTO (United Nations World Tourism Organisation)**

#### **- Destination Management guidance**

The following extracts relating to Destination Management are taken from the UNWTO website: <https://www.unwto.org/policy-destination-management>

#### **DESTINATION MANAGEMENT**

Destination management consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination. Joined up management can help to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.

Destination management calls for a coalition of many organisations and interests working towards a common goal, ultimately being the assurance of the competitiveness and sustainability of the tourism destination. The Destination Management Organization's (DMO) role should be to lead and coordinate activities under a coherent strategy in pursuit of this common goal.

Though DMOs have typically undertaken marketing activities, their remit is becoming far broader, to become a strategic leader in destination development. This is a vital ingredient for success in every tourism destination and many destinations now have DMOs to lead the way.

From a traditionally marketing and promotion focus the trend is to become leading organisations with a broader mandate which includes strategic planning, coordination and management of activities within an adequate governance structure with the integration of different stakeholders operating in the destination under a common goal. Destinations wherein such an organisation is not still in place are increasingly creating or plan to create a DMO as the organisational entity to lead the way.

UNWTO has identified three areas of key performance in destination management at DMO level: Strategic Leadership, Effective Implementation and Efficient Governance.

UNWTO supports its Members and Destination Management/Marketing Organisations through the [UNWTO.QUEST](#) - a **DMO Certification System**. **UNWTO.QUEST** promotes quality and excellence in DMOs planning, management and governance of tourism, by means of capacity building. UNWTO.QUEST Certification evaluates the three areas of key performance in destination management at DMO level: Strategic Leadership, Effective Implementation and Efficient Governance. With a training and capacity building component, UNWTO.QUEST is a strategic tool which allows the DMOs to implement an improvement plan to achieve the criteria and standards of the Certification with the aim of enhancing their management processes and thus contribute to the competitiveness and sustainability of the destinations they represent.

## **DESTINATION MANAGEMENT ORGANISATION**

A destination management organisation (DMO) is “the leading organisational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision”.

The governance structures of DMOs vary from a single public authority to a public-private partnership model – to a lesser extent also entirely private models are found – with the key role of initiating, coordinating and managing certain activities which will be further explored in the next pages.

The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs, as well as on the decentralisation level of the public administration. Convention and Visitors Bureaus are also widely considered as DMOs, although their remit is primarily focused on promoting the destination for the meetings industry. Not all tourism destinations have a DMO.

It can be drawn up from the definition above, that traditionally responsible for destination marketing, the role of the DMO is becoming far broader. Development of sustainable governance institutions requires partnerships beyond traditional organisational boundaries to include community and non-governmental actors in decision-making and management. The governance models differ according to the areas to be covered and they increasingly require new ways of thinking and collaborating.

The DMO emerges as a key player in the development and management of tourism at destination level, although its mandate and scope of action will be determined by its context, maturity of the destination, level of decentralisation, priorities in the destination, resources and other factors. Accordingly, the starting point for a DMO should be to assess the destination's current situation for which ideally a consultation process should be conducted whereby all key stakeholders in the destination participate: both public and private, as well as civil society (local community and residents, academia, NGOs, indigenous communities, among others). Once the scene is set, the DMO will be positioned to fix a road map and formulate a strategy for the destination adapted to the needs, competences and priorities resulting from this participative process.

The successful performance of the DMO will be determined by its capacity to obtain the credibility and trust of all stakeholders in the destination and beyond its boundaries. As the leading organisational entity in the destination, the DMO needs to get the support of all acting stakeholders and be considered as the legitimised entity – institutionally, legally and operationally speaking – to lead the management of tourism in the destination. For this to happen, an appropriate governance model stands as a key element.

## **SUSTAINABLE DEVELOPMENT**

*UNWTO definition: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"*

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

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## Appendix B: Hewitsons' assessment of potential incorporation entities for Visit Cambridge

	<b>Company limited by shares/ guarantee</b>	<b>Community Interest Company</b>	<b>Charitable Incorporated Organisation</b>	<b>HCR Hewitsons' recommendations for Visit Cambridge</b>
<b>Structure</b>	<p>A limited company is a legal personality, and therefore can hold property and enter into agreements in its own name.</p> <p>A company can be limited by guarantee or by shares. A member's liability upon winding up is limited either to any unpaid shares it holds or, if limited by guarantee, by the sum it has agreed to contribute.</p> <p>In order to incorporate, among other requirements a limited company must create a memorandum of association, articles of association, choose at least one director, and</p>	<p>A CIC is a limited company, and therefore is structured in the same way as a company limited by shares or guarantee.</p> <p>A CIC must prepare all of the same documents that a limited company is required to produce. Additionally, it must complete an application form to become a CIC, in which it must explain how the CIC will benefit the community. The Regulator of Community Interest Companies will then use this information to determine whether the proposed company is eligible to become a CIC.</p>	<p>A CIO is a charity and a legal personality. It can own property, employ staff and enter into commercial contracts in its own name. A CIO can have both members and trustees and it is possible for a CIO to pay its trustees.</p> <p>The liability of charity trustees and members of a CIO is limited: the CIO may decide that members are not at all liable to contribute to the CIO's assets if it is wound up.</p> <p>To form a CIO, an application must be made to the Charity Commission. In its application, Visit Cambridge would need to explain how the CIO will be funded so that it could continue to work to further the public benefit.</p>	<p>A company limited by guarantee is the least burdensome to incorporate and then manage from an administrative perspective and is the most flexible structure.</p> <p>However a CIC is not significantly more difficult to set up.</p>

	register with Companies House.		Once you submit the application to register the CIO, the Charity Commission will either register the CIO straightaway or they will come back with further questions. If this happens then it can take weeks or even months before it is registered. This is considerably longer than the registration process for a limited company, which may be completed within a day.	
<b>Funding</b>	<p>Where a company is limited by shares, it may raise funds by way of issuing of new shares and returning profits to investors by way of dividends and capital returns when the company is dissolved.</p> <p>A company limited by guarantee does not have the ability to raise funds in the same way as a company limited by shares, however it is entitled to provide distributable profits to its members, and to</p>	There are limited distributable profits available to investors in CICs limited by shares only, and the majority of assets owned by a CIC are not available for distribution to members at dissolution of the company because they are subject to an asset lock. It may therefore be more difficult for a CIC than a standard company limited by shares or by guarantee to raise funding.	Details of any charges over property owned by a CIO are not published by the Charity Commission: by contrast, charges over property owned by a company are detailed at Companies House. This lack of visibility may create difficulties in the event that Visit Cambridge incorporates as a CIO and seeks funding that will need to be secured against any property that it owns.	<p>If Visit Cambridge incorporated as a CIO, it may find doing so would be beneficial for fundraising, as a registered charity would have public confidence.</p> <p>We understand that Visit Cambridge does not expect significant running costs, and that it anticipates making a small profit from the online ticketing system, which should cover the entity's costs. However, incorporation as a CIC may allow Visit Cambridge credibility with "soft" funders, as compared against a standard limited company. From a</p>

	distribute any assets upon dissolution of the company to its members. This may be attractive to investors, in the event that Visit Cambridge requires funding from parties other than the initial members.			funding perspective, a CIC may therefore be the most appropriate model.
<b>Profit</b>	A limited company can make a profit and deliver returns to investors as set out above.	If a CIC is limited by shares, it can pay dividends from profits to its shareholders so long as it has obtained agreement from the members and subject to the dividend cap, which is currently 35% of the distributable profits.  It cannot distribute profits to members if the CIC is limited by guarantee.	A CIO's profits or funds may be spent on its charitable purposes and on matters that are incidental to those purposes. Additionally, a CIO may in occasional circumstances seek permission from the Charity Commission to use profits or funds for other purposes, where it considers that it has a moral obligation to do so.  This is a strict regime, under which it is not possible to return profits to investors or members.	Visit Cambridge's Memorandum of Understanding details that it will use any income generated to reinvest in the DMO and sustainable tourism development. Restricting the distribution of profits does not appear to be a key priority. Therefore, either a company limited by guarantee or a CIC would therefore be suitable.
<b>Assets</b>	Limited companies have flexibility to distribute or sell assets where it is in the interest of the company to do so. However, the	The CIC's assets are 'locked' into the company. They cannot be transferred other than for full value or for specific purposes, including for the benefit of the	A CIO's trustees may dispose of assets where they consider that it is in the public benefit and doing so furthers its charitable purpose.	Visit Cambridge holds certain intangible assets that previously belonged to Visit Cambridge & Beyond. If it incorporates as a CIO or as a CIC it may be limited as to who

	<p>Companies Act 2006 includes restrictions on certain transactions between the company and its directors, which require the approval of its members.</p>	<p>community for which the CIC was established. Whilst this protects the CIC's assets, at dissolution there are limitations as to where any surplus assets may be distributed. At dissolution members that are entitled to may share in the distribution of surplus assets that are not 'locked in', however members cannot receive more than the paid-up value of any shares that they hold in the CIC.</p> <p>The asset lock does not prevent CICs from using any assets as collateral to secure funding.</p>	<p>When closing a CIO, the trustees should consider if any funds may be transferred to another charity with a similar purpose, and must detail how any assets will be distributed on winding up. The governing document may contain a provision which states where the funds/assets are to go, should the CIO be wound up. Any assets that remain with the CIO when it is wound up may be transferred to the official custodian for charities.</p> <p>Therefore, any assets transferred to Visit Cambridge by any investors or members would not be returned to them upon dissolution.</p>	<p>it can distribute those assets to on a winding up.</p> <p>We understand that the intention is to keep those assets from being exploited for commercial gain, and therefore Visit Cambridge may choose to transfer the assets to an organisation with similar aims, which it would be entitled to do if it incorporated as a CIC.</p> <p>Soft funders may consider restrictions on transfers of assets to be beneficial.</p> <p>Therefore a CIC would be an appropriate model in this respect.</p>
<b>Community interest test</b>	N/A	<p>CICs must pass the community interest test before the Regulator will approve its application. This test is whether a reasonable person might consider that the CIC's activities are being carried out for the benefit of the community. It seems likely that this will be satisfied in this case.</p>	<p>A CIO needs to be established for charitable purposes and for the public benefit exclusively, which includes advancement of the arts, culture and heritage.</p> <p>The Charity Commission will assess whether a CIO's purpose is for charitable purposes only and, within an application to register as a CIO,</p>	<p>There will be no community interest requirement if Visit Cambridge chooses to incorporate as a company limited by guarantee.</p> <p>If Visit Cambridge chooses to incorporate as a CIC or CIO, the test that must be met will be an additional burden. The</p>

		<p>CICs must ensure that they continue to satisfy the community interest test.</p>	<p>details of what the CIO will be set up to achieve, how it will achieve its aims, and who the CIO will help. The Charity Commission may ask for a business plan and a document explaining the benefit that will be provided by the CIO's charitable purpose.</p> <p>If Visit Cambridge would like to set up as a CIO, it is possible to draft charitable purposes for the entity. However, this may limit some of the existing work of the charity which may not fall under the charitable purpose.</p> <p>If the gross income exceeds £500,000 an external audit must also be carried out.</p>	<p>requirement to satisfy the test will be a continuing obligation, however we discussed that it was likely that Visit Cambridge would be capable of satisfying this test, based on the proposed activities.</p>
<p><b>Filing obligations/transparency</b></p>	<p>Limited companies are required to provide Companies House with, among other things, details of directors, registered company address, the number of shares in circulation (if any), details of any person with significant</p>	<p>CICs are required to file the same information as a limited company. Additionally, the directors of a CIC must provide the Registrar of Companies with a financial report each year, including information about directors' remuneration and how its activities have benefitted the</p>	<p>A CIO must file an annual report with the Charity Commission that explains how it carried out its purpose for the public benefit: this only needs to be a brief summary unless the charity's income exceeds £500,000.</p>	<p>Incorporating as a CIO or CIC will increase Visit Cambridge's administrative burden with regard to filing obligations, in particular because they must detail how they benefit the community for which they are set up, or ensure that their activities are for the public benefit.</p>

	<p>control, and to file their annual accounts. Limited companies must also keep a register of members.</p>	<p>community for which it was set up. CICs' reporting requirements are therefore more onerous than normal limited companies.</p> <p>CICs are also regulated by the Regulator of Community Interest Companies, who must ensure that the CIC satisfies the community interest test.</p>	<p>Details of CIOs, including their constitution and financial information, are held on the register of charities. CIOs must keep a register of trustees, which must be available for the public to inspect, along with a register of members which must be open to inspection by its members.</p>	<p>However, the additional transparency may be considered to be beneficial by soft funders.</p>
<b>Decision-making</b>	<p>Directors and members of a limited company are entitled to make decisions for the company. Directors owe a duty to act in the best interests of the members of the company.</p>	<p>CIC members and directors have the same decision-making role as in any limited company, but they owe an obligation to the wider community that the CIC serves. They should involve community stakeholders in activities or decisions where relevant.</p>	<p>Trustees are able to make decisions for a CIO. They must ensure that they exercise any powers or duties in the way that they think will further the CIO's purpose.</p> <p>Trustees owe a duty of care to exercise such skill and care as is reasonable; where trustees have specialist knowledge or experience, this will be taken into consideration when deciding whether trustees have acted reasonably.</p>	<p>If Visit Cambridge chooses to incorporate as a company limited by guarantee or as a CIO, the decision-making process will be fairly straightforward as the directors or trustees will be responsible for making decisions.</p> <p>However, if Visit Cambridge decides to incorporate as a CIC, it must consult community stakeholders where relevant. Given that Visit Cambridge intends for one of its primary functions to be marketing, it may consider that stakeholder involvement will not be relevant often.</p>

				In addition, several key stakeholders will already be involved in Visit Cambridge as members and directors.
<b>Conversion</b>	<p>It is possible for a limited company to become a CIC.</p> <p>It is also possible for a company limited by guarantee to convert into a charitable company limited by guarantee by completing a Charity Commission application.</p>	It is not possible for a CIC to convert to a normal limited company.	<p>It is possible for a CIC to convert into a CIO, although the Charity Commission may refuse an application for conversion in certain circumstances. An application to convert a CIC into a CIO when converted would mean that the CIC is no longer in existence, as part of the conversion process the CIC will be removed from the Companies House register.</p> <p>It is unlikely that a standard limited company will be able to convert to a CIO.</p>	
<b>Summary</b>	A limited company offers far more flexibility as an incorporated entity. It is not subject to as many limitations, but it is possible for the company to place further limitations on its directors to ensure that decisions	<p>A CIC is subject to restrictions and supervision from the regulator. There is additional administration required, but this is not a significant additional burden.</p> <p>The requirements for the publication of directors'</p>	A CIO is a charitable structure. It is therefore governed and regulated by the Charity Commission to ensure that its activities and aims are for a charitable purpose which benefits the public. There is little flexibility afforded to a CIO in comparison to a limited	If Visit Cambridge chooses to incorporate as a CIO, there may be limitations placed on its activities. In addition, the reporting and governance requirements will be more burdensome than the requirements of a CIC or a company limited by guarantee.

	<p>require input from all members if it wishes, or to carry on the business in accordance with certain DMO principles.</p> <p>A limited company is less transparent than a CIC, and does not offer the same protection for its assets (if it has any) or limitations on distribution of profits. Depending upon the profits generated by the limited company, this may be considered as a positive where there are excess cash reserves. Additionally, at dissolution, it is easier to distribute any surplus assets.</p>	<p>remuneration and an annual update of the activities carried out by the CIC that year require a higher level of transparency. In addition, the CIC must involve the community in some decision-making. Although this is more onerous, stakeholders and the community may consider this a benefit. Similarly, whilst the dividend cap and asset lock may cause some complications at dissolution of the CIC, the CIC model provides clear protection of assets and ensures that profits are predominantly used for the benefit of the community for which the CIC was established.</p>	<p>company, although the restrictions ensure that assets and profits are protected.</p> <p>The requirements regarding publication of annual accounts are similar for a CIO and limited company, however a CIO additionally must publish an annual report setting out how it achieved its aims. This is similar to a CIC's obligation to publish an annual update of activities. This additional transparency, whilst an additional administrative burden, may be considered beneficial as it ensures that there are adequate checks in place on a CIO's activities.</p> <p>At the dissolution of a CIO, investors are not able to receive the return of any assets or receive a share of any profits. This is more restrictive than a CIC (whereby members may receive a share of assets that are not locked in).</p>	<p>Whilst there are a number of benefits available to charities, it does not seem likely that Visit Cambridge would use them, and therefore the less burdensome options of a CIC or company limited by guarantee are more appropriate.</p> <p>You have indicated that you consider incorporating as a CIC will provide Visit Cambridge with credibility, and that you believe that you can satisfy the requirements of a CIC relatively easily. We cannot therefore see any reason why incorporating as a CIC would be problematic.</p>
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## Shared Service Reporting Form

This form is to be used by Shared Services in reporting to the Management Board. The form is to be completed by the shared service and returned at least seven working days prior to the Management Board meeting. The form needs to be agreed by client arrangements for all authorities to which the service is being provided before being submitted.

<b>Shared Service:</b>	Greater Cambridge Shared Waste Service
<b>Date of reporting:</b>	May 2021 (Q4 of 2020/21) and end of year.
<b>Completed by:</b>	Rebecca Weymouth Wood/ Trevor Nicoll

### General update

#### Greening the fleet

This year we have seen the following positive changes for the service:

- E-Collect – this revolutionary electric powered waste collection vehicle has been collecting waste and improving our carbon footprint since October 2020, not only that but saving us money on re-fuelling.
- Electric Vans – three electric vans purchased, which can be charged in our yard using electric generated from our own site solar panels.
- 4 Electric Charging bays – Employees and visitors can now charge their electric vehicles from our six electric vehicle charging bays, using power generated from our own site solar panels.
- Alternative Fuels – In addition to the electric fleet we are already running, we are now working with a manufacturer to test Hydrogen technology vehicles to replace our diesel fleet.
- Alternative Diesel Fuel – We are also investigating an alternative diesel fuel which if successful, will bring our NOx down by 60% and our particulates down by 30%.

#### Food Waste collection trial

Another 2,000 properties were added to the to the food waste collection trial bringing the total house to just under 4,000. The collections have now been extended to flats. Monitoring work is underway, and a review of impact will be done in June 2021.

#### Alloy information management system

The Service successfully integrated its bulky waste collection into Alloy in January year. The bulky waste service has been under increasing demand due to covid and resident being reluctant to go to the County Household Recycling Centres (HRC's) and as such we are looking at provide ad hoc Saturday dates for booking.

Review of the two existing Alloy integrated webforms is continuing between GCWS, HDC and ICT with a view to creating a solution that is suitable for all 3 authorities. The customer experience of using our on-line calendar and webforms has been further improved due to work to increase the efficiency of new property updates by the LLPG which feeds into Alloy keeping our records as up to date as possible.

### **Commercial Waste service**

The service is gradually “returning to normal”. Operating 6 days a week again has been welcomed by many customers, planning to return to 7 days in late September 2021 as the University term restarts.

The extra resource assigned to business support has been very beneficial to date from both a back-office management and customer service level.

The commercial waste service has been “soft launched” into Alloy this year to get the crews accustomed to the system. While operationally the service is now using Alloy, complete integration with the office management side of the system is about to happen, later than anticipated in Q1 2021.

### **Resident Engagement**

The service has succeeded in delivering behavioural change campaigns alongside the core essential service information. We also delivered all the necessary communication about changes to collections due to covid and disposal of PPE and infected waste, which dominated Q1 and 2.

It has not been possible to support this campaign work with physical resident engagement and so have increased our use of social media throughout the year as result.

### **Sickness Level**

Despite the Covid pandemic we have achieved a decrease in the amount of sickness absence seen and within our target of 12 days. The below show the difference between this year and last.

During 19/20 – 16.37 days / FTE – 2798 total days

During 20/21 – 11.37 days / FTE – 1936 total days



**GREATER CAMBRIDGE**  
SHARED WASTE

<b>Budget position Current Q4 figures (Final Outturn)</b>	
What is the budget for the service area for the current financial year?	<b>4,086,600</b>
What is the budget for the service area for the current period (quarter 4 of the current financial year)?  *Overheads, Internal support service costs and capital charges are still to be calculated and apportioned to all services, so budget reflected is with these costs excluded.	<b>4,086,600</b>
What is the outturn for the service area for the current period (quarter four of the current financial year)?	<b>4,859,384</b>
What is the budget variance for the service area for the current period (quarter four of the current financial year)?	<b>772,784 (overspend)</b>

<b>Domestic Collection Service</b>	<b>March Finance Position (Q4 - Final)</b>	
	<b>£</b>	<b>£</b>
<b>Waste Operations Variance (Pressure)</b>	(105,638)	
Staffing Costs (saving)		133,325
Transport Related Costs (pressure)		(133,503)
Waste Processing Costs (pressure)		(253,778)
Other costs (pressure)		(152,848)
Income (increase)		301,166

\*\*\* total expenditure of £270,600 has been incurred within the above figures in response to tackling the Covid-19 pandemic. These costs have been submitted for reimbursement against the Government's funding support given to Local Authorities. This potential reimbursement **is not** in the figures above.



**GREATER CAMBRIDGE**  
SHARED WASTE

<b>Commercial Collection Service</b>	<b>March Finance Position (Q4 - Final) March</b>	
	<b>£</b>	<b>£</b>
<b>Waste Operations Variance (Pressure)</b>	(667,146)	
Staffing Costs (saving)		136,823
Transport Related Costs (saving)		67,976
Waste Processing Costs (saving)		410,290
Other costs (saving)		57,227
Income*** (deficit)		(1,339,462)

\*\*\* total Government compensatory support totalling £448,673 for loss of commercial profit has been claimed against the losses shown above in response to the Covid-19 pandemic.

<b><u>Shared Whole Service</u></b>	<b>March Finance Position (Q4 - Final)</b>	
	<b>£</b>	<b>£</b>
<b>Waste Operations Variance (pressure)</b>	(772,784)	
Staffing Costs (saving)		270,148
Transport Related Costs (Pressure)		(65,527)
Waste Processing Costs (saving)		156,512
Other costs (Pressure)		(95,621)
Income (income deficit)		(1,038,296)

Total submitted / received from Central Government support in response to the Covid-19 pandemic is totalled at **£719,273**.

## Overview

It is no surprise that the biggest pressure placed on the shared service in the last year has been the response to the Covid-19 pandemic which has noticeably decimated the trading position of the Commercial Waste service. The downturn in profit of the Shared Commercial service against the target set pre-pandemic was over **£667k**.

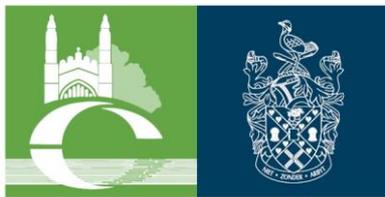
Central UK Government has designed a formulaic income loss compensatory scheme based on what Local Authorities were estimating their profits to be when budgets were set pre-pandemic. The model of this scheme meant that Authorities would receive approximately 2/3rds of this loss of profit back by way of Government support which inevitably meant that the £667k loss of profit was tapered down to **£218k** in real terms.

The challenge for the shared service will come in the following years when the Government support is scaled back and the requirement to take stock of the longer-term effects of Covid-19 on commercial activities will become necessary.

Of course, the pandemic also had a massive effect on the domestic collection service, especially with the heavy demands placed on PPE for staff and crews and the challenges of ensuring that social distancing is adhered to as closely as possible whilst ensuring that essential collection services were not disrupted. To enable the service to do this as cost efficiently as possible meant the suspension of green waste collections during April and May and also utilising the crews who were not going out on the trade rounds to instead undertake domestic collections. Whilst this meant that it was necessary to operate more domestic rounds and crews which inevitably has meant greater fleet running costs, the staffing costs were kept to a minimum as there was no requirement to backfill operator costs with agency as we were using existing staff. The 5-day reduction per FTE in sickness rates as indicated above will have also driven down the staffing costs for the service.

The effect of much of the population being in a national lockdown has meant that more waste has been generated at home which is shown in the cost of processing recycled waste material being over £250k more than estimated. Most of this increase in processing costs will be offset by an increase in the amount received from Cambridgeshire County Council (WDA) through recycling credits – the increase in income derived from household collections on the table is over **£300,000**.

So, although the table above demonstrates that there was a spending pressure on the domestic service of £105,638; £270,600 was spent as a direct response Covid-19



**GREATER CAMBRIDGE**  
SHARED WASTE

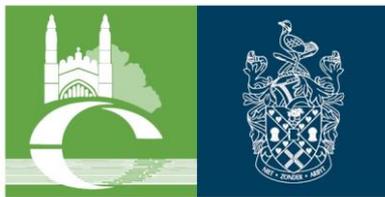
and will be set against each authorities Government revenue support grant for Covid-19. This means that the underlying saving on the shared domestic collection service not withstanding the pandemic was **circa £165,000**.

The net position of the Greater Cambridge Shared Waste Service, taking full account of the potential amount received from Government in response to the pandemic would show that the service has overspent the 2020-21 budget by **circa £54,000**.

<u>Shared Whole Service</u>	March Finance Position (Q4 - Final)	
	£	£
<b>Waste Operations Variance (pressure as above)</b>		<b>(772,784)</b>
Government Revenue Support Grant	270,600	
Government Income Loss Compensatory Scheme	448,673	719,273
Underlying Pressure Due to Unfunded Covid-19 Trade Losses		<b>(53,511)</b>

<b>KPI Targets</b>	
How many KPI targets have been set for this service?	9
How many are currently on track?	5
How many are currently within 5% of target?	4
How many are red more than 5% adrift of target?	

<b>KPI Ref</b>	<b>Description</b>	<b>2019/20 Outturn</b>	<b>2020/21 Target</b>	<b>2020/21 Outturn</b>	<b>Comments</b>
KPI-A1	% bins successfully collected on scheduled collection days	99.83%	99.7%	<b>99.8%</b>	We exceeded our target this year. The service maintained a collection rate of 99.7% and above the entire year despite the pandemic
KPI-B1	% recycling rate (and year to date)	51%	52%	<b>51%</b>	Although we did not meet the target it is encouraging that we maintained our rate from last year given the disruption to services (lost of 6/8 weeks of green collections) and the changes in waste generation from householders. While we saw an increase in both recycling and garden waste we also saw an increase in general rubbish disposal. Reflected in the figures below.
KPI-B2	Kg of residual waste per household	408kg	410 kg	<b>420kg</b>	This increase is a reflection of changes to waste habits due to covid enforced lifestyle change. We collected an extra 2,500 tonnes of rubbish this year
KPI-B3	Kg of dry recyclate per household	195kg	205 kg	<b>210kg</b>	The amount of dry recycling collected increased as more packaging has been thrown away. We collected an additional 2,000 tonnes of recycling compared to 19_20



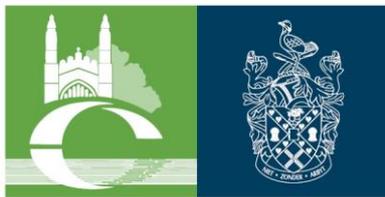
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KPI-B4	Kg of organic waste per household	255 kg	290 kg	<b>260kg</b>	Garden waste collections were heavily impacted by covid increasing the lost of 6/8 weeks of green collections but overall we collected 600 tonnes more than last year.
KPI-B5	Contamination rate	6.77%	6.00%	<b>6%</b>	The amount of contamination often rises with quantity of recycling collected but we have managed to keep this in check via our increase communication to residents.
KPI-D1	Increase in service profit	N/A	100k	<b>TBC</b>	Likely to break even with budget through central government claim <i>and</i> increase in new business since November.
KPI-D2	Increased total numbers of businesses	N/A	60	<b>102</b>	Gaining customers still despite the impact of Covid. 102 new contracts since August 2020
KPI C1	Sickness absence	12 days per FTE (3 per quarter)	12 days per FTE (3 per quarter)	<b>11.37</b>	Q1 2.09 day per FTE Q2 3.57 day per FTE Q3 4.14 days per FTE Q4 1.55 Days per FTE The service met its target this year as despite the pandemic.

Project update	
How many projects have been identified for implementation for this service for this year?	7
How many are currently complete?	3
How many are currently ongoing?	4

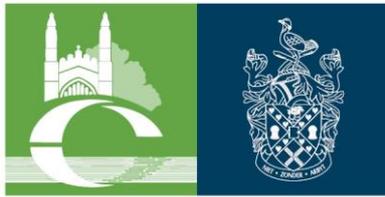
		Status	Comments
DO1	Actively use Yotta Alloy datasets both at an operational and strategic level to help shape service.	Ongoing	<p>This is classed as ongoing as the integration of Commercial waste service into Alloy in ongoing into the new year.</p> <p><i>Reduction of number of systems and Reduction of support required from Resources Team.</i></p> <p>This year has seen yet another key waste management function, Bulky waste, integrated into the Alloy and out of M3 and Contender. This reducing manual handling within the service and contact to call centres. In the first two months of operations we had bookings collecting 2,433 items. The service has been so popular, due to Covid, that we looking at provision for ad hoc Saturday collections.</p> <p>In addition to this we continue to monitor our missed collections, and pay attention to any that are assisted collection to repeated missed. Focussing on these reduces contact from the public and escalation of complaints</p> <p><i>Increase use in data to make service improvements.</i></p> <p>This year we have also been able to use data from Alloy to tailor education of resident about recycling. We have instigated a rolling report and analysis of issues logged by crews, that allows us to address this with the households concerned in a timely manner. This help to keep out contamination rate at the MRF within the 6% threshold and informs the message we give residents making our communication more effective.</p> <p>We continue to track bin delivery data to monitor number of bins requested, which is turn if helping us to manage our stock levels and ordering of bins</p>

DO2	Develop the Greater Cambridge Trade Waste Business to increase profitable return.	In progress	<p><i>Reduced operational costs.</i> During 2020 we removed one round (1x 26t vehicle and driver) from the commercial service back to domestic, saving approx £125,000 per annum.</p> <p>As businesses re open we are re-routing the remaining vehicles over the week to cover the work of that removed round.</p> <p><i>Increased profitable contracts, customer retention and budget surplus.</i> We have started £176,000 worth of new work since April 2020.</p> <p><i>Increase number of customers with recycling service and tonnages.</i></p> <p>We have gained 102 new contracts but it has not been possible to increase the amount collected for recycling. The recycling rate had dropped from 23% in 19_20 or 20 this year. Drop in tonnage compared to 19_20</p> <p>23% fall in general rubbish 30% fall in dry recycling 52% fall in food waste 25% overall</p> <p><i>Customer feedback</i></p> <p>An electronic customer survey is going out with the invoicing and will be advertised via email until mid-July. Results will be collated in August/September. However, feedback from direct contact has been positive, many customers thanking us for our reliability and flexibility to help them throughout the year.</p>
DO3	Communication programme to increase high quality recycling and reduction in waste.	Complete	<p>Work on this has been two-fold.</p> <p>Firstly: A rolling programme of resident communication has been instigated based on data from Alloy. This allows us to contact the actual households that are making mistakes. New leaflets and letters have been designed for this purpose,</p>



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			<p>based on the most common mistakes, to specifically explain what should not be recycled.</p> <p>Secondly: we continue to act upon reports of issues at communal recycling provision, either at blocks of flats or at public recycling sites. This involves collaboration with housing or managing agents, councillors and managing agents and residents to make practical changes to make the service perform better. While we have not conducted as many as usual this year we have been able to make some improvements.</p> <p><i>Impact on contamination and recycling rate.</i></p> <p>This work has kept our contamination levels in check and increase quality of recycling collected overall. levels of contamination reported by the MRF only exceeded 7% once on the year.</p>
DO4	Community Events Sustainability Guide.	Complete	Written, just waiting to be published and promoted in the new year alongside the changes to government rules about events.
DO5	Determined implications to the service due to 'The Resources and Waste Strategy.'	Ongoing	Currently working with DEFRA on next consultation. Consultation for Extended Producer Responsibility, Deposit Returns Schemes and Consistency of Collections are now published, and officer and member meetings have been organised to discuss and form responses.
DO6	Reducing the carbon impact of the collection fleet.	Complete - for this year.	The service was due make one electric vehicle operational this year. Our first 100% electric RCV has been in used since October.
DO7	Food Waste awareness Campaign Weekly food waste collection trial	Complete	<p><b>Weekly food waste collection trial</b></p> <p>The initial 6<sup>th</sup> month collection trial of 900 properties was successfully completed. The scheme was then extended. About 4,300 properties, including some flats, are now have a weekly collection of food waste.</p> <p>Between March 2020 and March 2021 185 tonnes of food waste has been collected.</p>



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			<p>Participation monitoring done has shown that our average participation is 54%. National bench marking of scheme indicates that this is average/ good performance for a food waste collection service.</p> <p><b>Food Waste awareness Campaign</b></p> <p>A Love Food Hate Waste Campaign was successfully delivered in three stages and took advantage of residents changing attitudes towards food and wasting food due to the pandemic.</p> <p>The three phases were Keep crushing it (ideas for using up leftovers) Wasting food, it's out of date (education about labelling) and finally National Food waste Action week, (raised awareness of the link between food waste and climate change)</p> <p>Campaigns were delivered via social media, including videos, plus use of new vehicle liveries, poster boards, councils magazine and service leaflets and stickers on black bins.</p> <p>In addition to our corporate council accounts and the Recycle for Cambridgeshire account for the waste service, we engaged local "micro influencers" who have good presence on on Facebook, twitter and Instagram to share our campaign messages to their followers. This had the anticipated impact.</p> <p>Twitter. Over the week we had an average of 1900 impressions (views) per day (17,100 impressions across the week total)</p> <p>Facebook:267 engagements, or first video post on day one reached 1,500 individuals</p> <p>Instagram: Average reach of each post during the week 658 people.</p>
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Risk management	
Risk	Commentary
Resources and Waste Strategy	While the 2 <sup>nd</sup> round of consultation documents are now published there is still uncertainty on the national strategy, making it difficult to develop improvements to service. The current exception being food waste.
Covid-19	Although the running of the service is back to normal this remains a risk and the service will be required to adapt its service again should

Any other comments
Please provide in the space below any other comments you wish to make.
<p><b>General:</b> The beginning of the year saw significant disruption to the service with both Bulky Waste being paused and green bins collections suspended for 8 weeks. The sudden closure of businesses impacted the commercial waste service. The running of the service significantly changed, with additional health and Safety measures and a physical divide between operational and office staff due to working at home. Despite this the service has achieved a lot this year with minimal negative impact on its KPI's, except for commercial waste service. A significant amount of work was given to communication with residents about the disruption and to businesses, specifically about disposal of PPE, which has been impacting on the quality of recycling collected.</p> <p><b>Additional community engagement education work</b> Face to face resident engagement has been limited but in December the service was able to partner with Cambridge housing team and community services to raise some Christmas cheer and deliver Christmas recycling messages without resident having to leave their houses Officers have also been able to participate in on-line events to provide recycling education via zoom meetings and 5 meetings for community groups have been attended and will continue to offer this flexible approach to resident engagement.</p> <p><b>Garden waste collection subscription permit scheme</b> As per the bulky waste collection, we have had an uptake in requests for additional green bins and subscription, with 637 residents joining since the new subscription year in October2020.</p> <p><b>Royal Visit: Princess Anne</b> As a thank you to front line workers, HRH Princess Anne visited the Depot on March 23<sup>RD</sup>. This was a welcome occasion and appreciated by staff. Photo below.</p>



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Item

## **BIODIVERSITY STRATEGY DRAFT PROPOSED FOR PUBLIC CONSULTATION**

**To:**

Councillor Alex Collis, Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing  
Environment & Community Scrutiny Committee 01/07/2021

**Report by:**

Joel Carre, Head of Environmental Services  
Tel: 01223 - 458201 Email: joel.carre@cambridge.gov.uk

**Wards affected:**

All

Key Decision

### **1. Executive Summary**

- 1.1 In 2019 the City Council declared a biodiversity<sup>1</sup> emergency in recognition of the pressures facing our natural world, both locally and internationally. The Council pledged to review its 2006 Nature Conservation Strategy to meet current legislation, policy, initiatives, and challenges.
- 1.2 This report is accompanied by a draft Biodiversity Strategy for Council services for the period, 2021 to 2030. The Strategy sets out a series of

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<sup>1</sup> The term biodiversity describes all forms of life, their interactions and the ecosystems that support them and us. It includes all species, both common and rare, which combine to provide us with the air we breathe, water we drink and the food we eat

objectives to guide our work and groups the subsequent actions under three themes.

- I. **‘Biodiversity Mainstreaming’** seeks to embed biodiversity across all Council services and ensure that protection and enhancement opportunities are considered through the decision-making process.
  - II. **‘The Core’**, identifies and explains how we propose to enhance the key wildlife sites and habitats that we manage, including Local Nature Reserves, Commons, Pieces, Closed Cemeteries, and larger parks. The report includes recommendations that inform the strategy on how to achieve measurable biodiversity net gain from this baseline.
  - III. **‘Nature in your Neighborhood’**, recognises that nature should not be restricted to core sites, that the City Council manage only a small percentage of Cambridge’s green spaces and that we must work in partnership with other organisations and individuals to achieve City wide biodiversity net gain.
- 1.3 Officers request Committee approval to consult on the draft strategy between July and September 2021, with a view to adopting a further revision of the Strategy after scrutiny in the autumn committee cycle.

## **2. Recommendations**

- 2.1 The Executive Councillor is recommended to:
- a) Approve for public consultation the draft Biodiversity Strategy

## **3. Background**

- 3.1 In 2019 the City Council declared a biodiversity emergency in recognition of the pressures facing our natural world, both locally and internationally. We pledged to review our 2006 Nature Conservation Strategy which had previously provided an ambitious 20-year biodiversity net gain vision for our services and partnerships however, it was in need of updating to meet current legislation, policy, initiatives and challenges.
- 3.2 The 2006 Strategy was written with expertise from the Bedfordshire, Cambridgeshire, and Northamptonshire Wildlife Trust and the original document identified the key sites and habitats within the City and

proposed more than 80 projects to deliver enhancements on City Council managed land and influence others through policies and partnerships. Many of the objectives and actions within the 2006 involve ongoing management and will be continuing within the new revised strategy but set within the context of measurable biodiversity net gain and the Cambridge Nature Network<sup>2</sup>.

- 3.3 The Council has delivered much of the original Strategy for our wildlife and communities, however, as demonstrated nationally and internationally, we continue to see local biodiversity loss and not the nature recovery that is required.
- 3.4 A key achievement from the 2006 strategy has been the designation of 12 Local Nature Reserves (LNRs) to give these precious sites greater statutory protection. This has been successful in protecting them from inappropriate development, attracting capital funding for projects and revenue resources for habitat management, however, the accompanying habitat baseline report shows that many still require further efforts to enhance their habitat conditions.
- 3.5 The Council also needs to monitor its progress against this baseline to be sure we are delivering on our biodiversity net gain commitments and Natural Cambridgeshire's 'Doubling Nature<sup>3</sup>' ambitions.
- 3.6 As with the climate change emergency the biodiversity emergency requires all City Council services to consider biodiversity within their operations, rather than traditionally just through planning services and land management within the open spaces team. This new strategy attempts to embed biodiversity principles and considerations across all service areas and the communities they serve.
- 3.7 For many years the Council has worked with our Friends Groups, Local Nature Reserve volunteers and partners such as the Wildlife Trust and Cam Valley Forum to maintain and improve the rich diversity of habitats which can still be found in and around Cambridge. We greatly value this

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<sup>2</sup> The Cambridge Nature Network has been prepared by the Local Wildlife Trust and Cambridge Past Present and Future, providing an evidence based spatial plan for protecting and enhancing nature. It includes the best of the remaining habitats within 10km of the city and it identifies the key opportunities and locations for creating new habitats. Through collaboration with landowners and communities it represents an ambitious but achievable vision for local nature recovery.

<https://www.cambridgeppf.org/cambridge-nature-network>

<sup>3</sup> Natural Cambridgeshire is the Local Nature partnership of leaders from businesses, local authorities, the health sector, farming, wildlife and environmental organisations that exists to champion, influence and enable the fulfilment of the Doubling nature vision

<https://naturalcambridgeshire.org.uk/wp-content/uploads/2019/07/Doubling-Nature-LR.pdf>

shared expertise and passion, recognising that we cannot hope to reverse the decline and help our species adapt to a changing climate alone. For this reason, the new strategy seeks to further engage with landowners, businesses, community groups and visitors to respect, protect and enhance our city's wildlife and the multiple benefits it provides.

- 3.8 The strategy is intended to support the Cambridge Past Present & Future and Local Wildlife Trust proposed Cambridge Nature Network, which incorporates our iconic riverside commons and LNRs and seeks to work in partnership to improve these sites' habitat condition. The strategy also recognises the uniquely placed Cambridge Conservation Initiative<sup>4</sup> partners ambitions to collaborate more on local biodiversity issues, including their 2020 Biodiversity Action Plan for the university estate.
- 3.9 Due to the economic success of Cambridge and the local region, the city has seen considerable development; major growth sites, which were identified within the 2006 Nature Conservation Strategy, have now been built, along with new Country Parks and habitats to complement the existing network of LNRs, woodlands and water courses.
- 3.10 These previous schemes demonstrate that with good design and planning policies, biodiversity net gain is achievable on multifunctional spaces. The new Greater Cambridge Shared Planning Service for Cambridge City and South Cambridgeshire District Councils allows us to plan strategically, on a Greater Cambridge geography, for new green infrastructure and measurable biodiversity net gain within our emerging shared local plan. Identifying land not just for new homes but for new habitats and connections to meet our duty under the Environment Act due Autumn 2021.
- 3.11 The strategy references Greater Cambridge Shared Planning Services commitments to biodiversity, mirroring those laid out within South Cambridgeshire District Council's 'Doubling Nature' Strategy, including the adoption of a new shared Biodiversity Supplementary Planning Document to guide applicants and planning case officers on how to secure Biodiversity Net gain for all development

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<sup>4</sup> The Cambridge Conservation Initiative (CCI) is a collaboration between the University of Cambridge and leading internationally focused biodiversity conservation organisations based in and around Cambridge, UK.

## **4 Implications**

### **4.1 Financial Implications**

The delivery of the draft Strategy will be resourced, in the main, from within existing service budgets. However, there may be specific capital project needs arising from the proposed strategy, which will need either Council and/ or external investment. Any Council investment needs will be considered as part of the annual Budget Setting Report process.

### **4.2 Staffing Implications**

The management and delivery of the draft Strategy will be resourced from within existing staffing resources.

### **4.3 Equality and Poverty Implications**

Positive impact. A thriving biodiverse environment is critical for our well-being with a growing evidence base to suggest that we lead healthier lives, both mentally and physically, if we have more opportunities to interact with nature. Therefore, this strategy has the potential to positively impact on all groups through preventing disability or long-term illness. Where we identify sites for potential recreational zoning, then the balance between public accessibility and wildlife protection will be subject to separate EQIA assessment.

### **4.4 Environmental Implications**

The strategy is deemed to provide a high positive rating due to the associated climate change adaptation scores. The strategy proposes actions to improve habitat condition and connectivity across the City which will improve its resilience to a changing climate and give species it supports the greatest opportunity to adapt and disperse. By increasing the vegetation cover, species, and structural diversity of our city's natural and built environment we will harness the multifunctional ecosystem service that these provide, including reducing flood risk and reduction of the urban heat island effect.

### **4.5 Procurement Implications**

There are currently no procurement implications identified with this recommendation.

### **4.6 Community Safety Implications**

The actions proposed within the draft strategy include Council site management plan reviews, with a view to making our parks and open spaces more biodiverse. The changing of management practices and creation of new habitats to achieve this will need to be considered against the sites multifunctional needs and ensure that community safety is enhanced and not compromised.

Depending on the scale of the proposal this will be achieved through careful design, following consultation with other services, site users and wider local community.

## **5 Consultation and communication considerations**

- 5.1 We propose to consult stakeholders and members of the public for an eight-week period over July, August and September 2021. A proposed list of key consultees has been provided in the Appendices and includes the groups and organisations the council already engages with on biodiversity issues and projects.
- 5.2 We will provide an online public consultation on our web site and advertise through our social media channels during the consultation.
- 5.3 The results of the survey will be collated and presented with a final amended Biodiversity Strategy and Action Plan for approval by the Executive Council for Open Spaces, Sustainable Food and Community Wellbeing in the autumn committee cycle.

## **6 Background papers**

Background papers used in the preparation of this report:

- a) Cambridge City Council Nature Conservation Strategy (2006) Prepared by BCN Wildlife Trust:  
<https://files.cambridge.gov.uk/public/ldf/coredocs/RD-NE/rd-ne-080.pdf>
- b) Greater Cambridge Chalk Stream Report (2020) Prepared by BCN Wildlife Trust and Wild Trout Trust:  
<https://www.cambridge.gov.uk/media/9067/greater-cambridge-chalk-streams-project-report.pdf>
- c) Biodiversity Audit (baseline survey for key City Council owned and managed sites) prepared by MKA Ecology 2021:

<https://www.cambridge.gov.uk/media/9597/biodiversity-audit.pdf>.

## **7 Appendices**

Appendix A - Draft Biodiversity Strategy (2021)

Appendix B - Parks Biodiversity Toolkit (2021)

Appendix C - List of proposed stakeholders consultees

## **8 Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Guy Belcher, Biodiversity Officer, tel: 01223-458532, email: [guy.belcher@cambridge.gov.uk](mailto:guy.belcher@cambridge.gov.uk).

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**Cambridge City  
Council  
Biodiversity  
Strategy  
2021 – 2030**



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## **Foreword**

### **Exec Cllr Alex Collis**

*Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing*

When the City Council declared a biodiversity emergency in May 2019, we said that we wanted to put in place a clear plan of action for how we would tackle the growing challenges facing not just our city but also the wider world.

I'm delighted to present to you our new Biodiversity Strategy, which offers exactly that – a robust plan of action, well supported by evidence gathered through our work with key stakeholders including conservation groups, experts and local residents. We have carried out a comprehensive biodiversity audit to help us fully understand the different local pressures and threats such as habitat loss, fragmentation and degradation that have been caused by increasing urbanisation, recreational pressure from increased demands on our green spaces, and depletion of our water supply.

This strategy sets out a clear vision of the direction in which we need to be heading, in order to achieve our objective of a net biodiversity gain across Cambridge, alongside our objective of tackling climate change by becoming a net zero council by 2030.

We will continue to develop our core biodiversity sites, including our nature conservation areas, as well as more widely in neighbourhoods across the city, working closely with local communities. We will also embed biodiversity across all the council's different areas of work – planning, housing, transport.

Protecting biodiversity isn't an optional extra – it's one of the most important things we do as a local authority. The last fifteen months has really shown the importance of our open spaces and the habitats they support. There is a lot of work ahead of us all in order to meet the challenge, but this new biodiversity strategy is an essential first step.

## 1. Introduction

The term 'biodiversity' describes all forms of life, their interactions and the ecosystems that support them and us. It includes all species, both common and rare, which combine to provide us with the air we breathe, water we drink and the food we eat.

In 2019, the City Council declared a biodiversity emergency<sup>1</sup> in recognition of the pressures facing our natural world, both locally and internationally. We pledged to review our 2006 Nature Conservation Strategy which provided an ambitious 20-year biodiversity net gain vision, however, it was in need of updating to meet current legislation, policy and challenges. Written with expertise from the BCN Wildlife Trust the original document identified the key sites and habitats within the City and proposed in excess of 80 projects to deliver enhancements on City Council managed land and influence others through policies and partnerships. Many of the objectives and actions within the 2006 plan involve ongoing management and will be continuing within the revised strategy.

We have delivered much of the 2006 plan for our wildlife and communities, however, as demonstrated nationally and internationally, we continue to see local biodiversity loss and not the natural recovery that is required. A key achievement from the previous strategy has been the designation of the City's 12 Local Nature Reserves (LNRs) to give these precious sites greater statutory protection. This has been successful in protecting them from inappropriate development, attracting capital funding for projects and revenue resources for habitat management, however, the accompanying habitat baseline report shows that many still require further efforts to enhance their habitat conditions. We also need to monitor our progress against this baseline in order to be sure we are delivering on our 'Biodiversity Net Gain' commitments and Natural Cambridgeshire's 'Doubling Nature' ambitions.

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<sup>1</sup> <https://www.cambridge.gov.uk/biodiversity-emergency>

As with the Council's climate change emergency, the biodiversity emergency requires all City Council services to consider their net impact on biodiversity within their operations. This new strategy attempts to embed biodiversity principles and considerations across all Council service areas and the communities they serve.

For many years, we have worked with our Friends Groups, Local Nature Reserve volunteers and partners such as the Wildlife Trust and Cam Valley Forum to maintain and improve the rich diversity of habitats which can still be found in and around Cambridge. We greatly value this shared expertise and passion, recognising that we cannot hope to reverse the decline and help our species adapt to a changing climate alone. For this reason the new strategy seeks to further engage with other city property owners, businesses, community groups and visitors to respect, protect and enhance our city's wildlife and the multiple benefits it provides our communities.

We are partners in the recently launched Cambridge Nature Network, which incorporates our iconic riverside commons and LNRs and we look forward to working more closely with other Network land owning/managing partners and the wider local community to conserve and enhance the Network as a vital strategic piece of green infrastructure for the city.

Due to the success of Cambridge and the local region, major growth sites which were identified within the 2006 Nature Conservation Strategy have now been built, along with new country parks and habitats to complement the existing network of LNRs, woodlands and water courses. Trumpington Meadows Country Park and Hobsons' Park are now vibrant new strategic green spaces, providing welcome respite for communities during the Covid pandemic and also new homes for farmland and wetland species. These schemes demonstrate that with good design and planning policy, biodiversity net gain is achievable on multifunctional spaces. The new Greater Cambridge Shared Planning Service between the City and South Cambridgeshire District Council allows us to help plan on a strategic Greater Cambridge Geography for existing and new green infrastructure and measurable biodiversity net gain within our emerging shared local plan. Identifying land not just

for new homes but for new habitats and connections to meet our duty under the Environment Act due Autumn 2021.

## 2. Biodiversity in context

The biodiversity emergency we are experiencing is not just local but also global. Current global species extinction rates are 100 to 1000 times higher than the expected baseline rate, and they are increasing. Some of the key driving forces which are causing the emergency are increasing demands for food and energy production. These result in habitat loss, habitat degradation, habitat fragmentation and environmental pollution. They also contribute to, and exacerbate, the effects of climate change. The result is a decrease in species diversity, but also impacts on other elements of biodiversity, such as genetic diversity within species, or the functional characteristics of ecosystems. Ultimately these declines and changes undermine nature's productivity, resilience and adaptability placing it at risk of damage or collapse.

All of these pressures are damaging to the intrinsic value of biodiversity, and also the ecosystem services that we rely on for our social, economic and environmental health and wellbeing - including clean air, urban cooling, flood alleviation and food to name but a few. A thriving biodiverse environment is critical for life with a growing evidence base to suggest that we lead healthier lives, both mentally and physically, if we have more opportunities to interact with nature.

The UK is one of the most nature depleted countries in the world (ranked 189 out of 218). Almost 15% of all species in the UK are at risk from extinction. With 72% of the UK land area managed for agriculture it is no surprise that changes in this industrial sector, responding to Government policy and societal changes, have one of the greatest impacts on our nation's biodiversity. Other drivers for change include urbanisation, inappropriate woodland management, invasive species, hydrological change and, of course, climate change. It is thought that climate change is responsible for 40% of the significant decline in UK moth abundance. At the same time it has resulted in significant growth for some pest species with aphid abundance increasing by 60%.

In comparison to other parts of the UK Cambridgeshire has some of the lowest proportions of Priority Habitats and land designated for nature conservation, and it has the second lowest proportion of woodland coverage. Within the region agricultural change has also been instrumental in land use changes and biodiversity losses. Grassland cover has decreased from around 30% in the 1930s to less than 10% in 2018, being replaced in large part by arable farmland. Cambridgeshire also contains relatively little accessible green infrastructure for people, with growing populations this places greater recreational pressures on those greenspaces.

The same suite of threats impact on the biodiversity of our city as they do throughout the rest of the world. Our city and its associated sub region is experiencing rapid urban growth, including housing, commercial and institutional development. Whilst this helps support a thriving local economy it places significant pressure on our green infrastructure<sup>2</sup> and the biodiversity it supports. Within Cambridge we have immediate threats such as habitat loss or fragmentation. In urban environments recreational pressures are more prevalent with a higher population density. There are also broader fundamental threats such as the impacts of climate change or hydrological changes which continue to place pressure on our biodiversity at a local level.

It is challenging in an urban environment to balance the needs of both wildlife and people. If we are to really halt the declines in biodiversity we will have to work hard to make space for nature in the urban communities where we live and in the surrounding countryside. This will mean protecting and enhancing the precious biodiversity resources that we have left, but also ensuring there is sufficient outdoor recreational space for residents to be able to access and enjoy.

The very fact that these pressures are occurring at a local level does mean that it is within our power to do something about them. Biodiversity is resilient, and particularly in our towns and cities; and has the capacity to bounce back. The suite of actions set out within this strategy is the response of Cambridge City Council to the

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<sup>2</sup> The term green infrastructure also includes the blue infrastructure of our city such as rivers and streams

biodiversity emergency we face locally, nationally and internationally. We recognise the importance of a healthy and biodiverse environment that is sustainably planned and managed to ensure the current and future prosperity and health and wellbeing of all sections of our city community, but especially the sick, poor and vulnerable. Our aim is to go beyond simply halting the decline in biodiversity but to actively restore the quality of our natural environment and leave our city's wildlife in a better state than that in which we found it. We hope the following strategy will inspire you to join us and help to deliver the proposed actions and associated changes needed to achieve this.

### **3. Legislation and policy**

This Biodiversity Strategy considers and is aligned with a range of national, regional and local policies and plans, as outlined below, to ensure cohesion and a net positive contribution to wider strategic initiatives. Legislative documents, policy reports and reviews or policy drivers are discussed in further detail in the Appendix 1.

#### *National Legislation*

- Environment Bill 2019 - 2021
- The Wildlife and Countryside Act 1981 (as amended)
- The Conservation of Habitats and Species Regulations 2019 (EU Exit)
- Natural Environment and Rural Communities (NERC) Act 2006
- The Countryside and Rights of Way (CRoW) Act 2000

#### *Policy documents (national, regional and local)*

- National Planning Policy Framework (NPPF) 2012 (last updated February 2019)
- South Cambridgeshire Local Plan (2018) and Cambridge Local Plan (2018) - currently being updated to the Greater Cambridge Local Plan
- Cambridgeshire & Peterborough Biodiversity Action Plan
- UK Post-2010 Biodiversity Framework
- Biodiversity 2020: A strategy for England's wildlife and ecosystem services.

#### *Reviews, plans and policy drivers (national, regional and local)*

- Cambridgeshire Green Infrastructure Strategy 2020
- Greater Cambridge chalk streams project report
- CCC/MKA Ecology Ltd Biodiversity Audit
- Natural England Nature Networks

- 25 Year Environment Plan 2018
- Making Space for Nature: A review of England's Wildlife Sites and Ecological Network (The Lawton Report, 2010)
- Dasgupta Review (2021)

## 4. Local initiatives

The continued decline in biodiversity has prompted a number of local and regional initiatives that seek to protect, restore and enhance biodiversity through both development and land management practices. Many of these seek landscape scale restoration of habitats to ensure that ecosystems are resilient. The City Council seeks to support these through both policies and projects to ensure that opportunities are realised on our land holdings and we deliver measurable biodiversity net gain through our statutory functions, operational services and activities and community influence.

### *Natural Cambridgeshire (Local Nature Partnership) Doubling Nature Vision*

Natural Cambridgeshire is a partnership of leaders from businesses, local authorities, the health sector, farming, wildlife and environmental organisations that exists to champion, influence and enable the fulfilment of the Doubling nature vision <https://naturalcambridgeshire.org.uk/wp-content/uploads/2019/07/Doubling-Nature-LR.pdf>

### *Cambridge Nature Network Stage 2 report*

The Cambridge Nature Network is a landscape scale biodiversity initiative led by the Local Wildlife Trust and Cambridge Past Present and Future with support from the City Council and other key landowning partners. The initiative is founded on an evidence based spatial plan for protecting and enhancing nature, focussed on the best of the remaining habitats within 10km of the city and key opportunities and locations for creating new habitats and associated linkages. Through collaboration with landowners and communities it represents an ambitious but achievable vision for local nature recovery.

<https://www.cambridgeppf.org/cambridge-nature-network>

### *Cambridge Canopy Project*

This EU Interreg 2 Seas Programme funded city wide project aims to significantly increase the tree and shrub canopy cover in Cambridge from 17% to 19% of the area of the city (the average canopy cover in England is 16%) and enhance its resilience to the impacts of a changing climate, in line with the goals of the Council's Citywide Tree Strategy 2016-2026.

<https://www.cambridge.gov.uk/cambridge-canopy-project>

### *South Cambridgeshire District Councils Doubling Nature Strategy*

This document lays out how South Cambridgeshire District Council will seek to 'Double Nature' through their land management, community support and shared planning function with Cambridge City Council.

<https://www.scambs.gov.uk/media/16668/digital-final-doubling-nature-strategy.pdf>

### *Cambridge University Biodiversity Action Plan*

Representing considerable land holdings across the City, this plan seeks to deliver a significant and measurable improvement in the biodiversity of the University of Cambridge estate, and the Greater Cambridge Area more generally, in a manner that educates and inspires an appreciation of the natural environment, and that encourages interventions, research and innovation to enhance and protect biodiversity for future generations. It seeks to further collaborative working with the City Council on biodiversity initiatives.

<https://www.environment.admin.cam.ac.uk/biodiversity-and-ecosystems>

### *The Fens Biosphere*

The Fens Biosphere designation proposal seeks to give global recognition to this unique and valuable area. Biosphere status is achieved by applying to UNESCO. The application process is usually managed by a group of relevant organisations, charities and local authorities with one lead partner (in this case, Cambridgeshire

ACRE) and must be endorsed by a wide range of stakeholders. Once an area has been granted Biosphere status its stated activities will be managed by a constituted partnership drawn from local organisations and community members. There are a number of golden threads linking the activities of all Biospheres:

- Biospheres will meet the needs of their current and future residents and work towards providing secure and happy futures for all.
- Biospheres will improve the natural environment.
- Biospheres will use new ideas, science and technology to explore new ways of living every day that solve global challenges.

Within the proposed designation Cambridge is recognised as a key gateway to the Fenland landscape north of the City.

<https://www.fensbiosphere.org.uk/>

#### *Wicken Fen Vision*

The National Trust's Wicken Fen Vision is an ambitious, 100 year plan to create a diverse landscape for wildlife and people stretching from Wicken Fen to the edge of Cambridge. By restoring natural processes, careful management of water and grazing will allow the land to evolve a mosaic of habitats for a wide variety of abundant wildlife. People will be able to enjoy access and recreation opportunities across a beautiful, tranquil natural fenland landscape, with opportunities for volunteering, education and interpretation.

<https://www.nationaltrust.org.uk/wicken-fen-nature-reserve/features/wicken-fen-vision>

## 5. Cambridge City Council role

Cambridge City Council manages in excess of 80 parks and open spaces totalling over 742 hectares. Some of these sites are designated and managed predominantly as nature reserves, for their wildlife value and form part of the key Cambridge Nature Network, whilst others provide valuable predominantly recreational open space for residents and visitors to enjoy. Whatever the primary purpose and size of these spaces, combined they provide a huge potential for increasing the extent, quality and connectivity of habitats within the City and their contribution to the wider associated Cambridge Nature Network. Therefore we have an obligation and opportunity to ensure that all sites maximise their potential for biodiversity, provide good examples of habitat management and creation and hopefully influence other landowners to do the same.

We manage approximately 23 kilometres of awarded watercourses, including some of our precious chalk streams, by ensuring management is sensitive to biodiversity, whilst providing our statutory drainage functions, we can protect such iconic species as water vole, kingfishers and brown trout in the City. We are also riparian owners of a significant stretch of the main river bank through the City. wherever possible we are seeking to 'naturalise' previously engineered banks such as at Stourbridge Common, creating new backwaters and wetland such as on Logan's Meadow Local Nature Reserve (LNR) and providing passage for fish around artificial obstructions, such as at the weir at Byron's Pool LNR and 'The Rush' fish pass at Sheep's Green LNR.

We are custodians of our precious common land and oversee the historic grazing management practice that retains a flood meadow landscape and iconic cattle grazing in the heart of the City. These grasslands form a key part of the network of Cambridge spaces and offer potential for enhanced management to benefit biodiversity.

Through implementation of our tree strategy we manage over 30,000 trees, contributing to the urban forest that provide both wildlife and communities with a

range of ecosystem services, making our neighbourhoods cooler, cleaner and more attractive places to live

Our property estate includes rental units, iconic buildings such as the Guildhall and council housing properties with gardens and communal open spaces. How we manage, renovate and invest in these assets will impact upon existing species present and provide huge opportunities for restoring nature where people live and work.

Through our Streets and Open Spaces Community Engagement Team we offer support to local Friends Groups, providing opportunities for volunteering in our parks and open spaces, and work closely with local community groups including On The Verge promoting new wildflower meadows and Action for Swifts, with swift box provision such as on Queen Ann Terrace car park and at Edgecombe Flats.

As a local authority we are often a key partner in many local initiatives and projects with links to community groups. By promoting biodiversity through raising awareness in communities and public stakeholders we can ensure that opportunities to protect, enhance and appreciate nature are realised.



## **6. Cambridge's biodiversity resource**

### ***The geological and landscape setting***

There are three National Character Areas (NCA) around Cambridge, each with distinctive geological features which dictate the landscape character and biodiversity contained within them.

To the north and west is NCA 88 Bedfordshire and Cambridgeshire Clay lands. A broad gently undulating lowland plateau with shallow rivers, and notably the Great Ouse and Nene, which broaden as they reach the Fens. The area is dominated by intensive arable farming. There is an underlying clay geology which is overlain by glacial deposits of chalky boulder clays which add great character to the ancient woodlands in the area.

To the south and east is NCA 87 East Anglian Chalk. Characterised by smooth rolling chalkland hills with large irregular field enclosed by low-lying hedgerows. Much of the area is under cereal production but important semi-natural habitats include lowland calcareous grassland and the chalk streams which are under significant threat from modification and abstraction.

Further north and east of the City, and with a narrow corridor alongside the River Cam, is NCA 46 The Fens. Characterised as an expansive low-lying wetland landscape. Woodland cover is sparse and the open fields are bounded by drains and river systems which provide an important ecological network. An important area for biodiversity with several internationally recognised areas of nature conservation value.

Within the City of Cambridge it is possible to see the influence of each of these regions on the habitats and species that are present. Directly to the south-east of the city are chalky grasslands with exposed chalk (such as East Pit). To the north and east are areas which have characteristics of fenland with reedbeds and drains (such as Wilbraham Fen). To the west, and running right through the heart of the city, are

riverside meadows and pastures which are characteristic of the semi-natural habitats of the claylands (such as Granchester Meadows or Midsummer Common).

### ***The ecological setting***

#### *Statutory and non-statutory designated areas*

Within Cambridge there are a range of areas designated for their nature conservation value. These include statutorily designated Sites of Special Scientific Interest (SSSI) which are of national significance for the biodiversity and geological features they support. The statutory sites also include LNRs which are of statutory local significance for both people and wildlife.

Non-statutory sites include County Wildlife Sites (CWS), which represent some of the most important habitats in Cambridgeshire. Within the city itself are a suite of City Wildlife Sites (CiWS). These areas do not meet national criteria for designation, but they do meet important criteria at a local level and contain many locally significant habitats and species.

The habitats and species at these locations are varied but typically reflect the wider landscape with woodlands, chalky grasslands and rivers and streams. Some are designated for the species they support, such as water vole *Arvicola amphibius*. Some habitats and species within Cambridge are listed as Habitats of Principal Importance and Species of Principal Importance, or Priority Habitats and Species. These are listed on the NERC Act (2006) and represent some of the most valued habitats and species in the UK.

#### *Other greenspaces*

Cambridge is fortunate to have a host of other greenspaces which all make a significant contribution to our biodiversity. These include country parks, such as those at Milton and Trumpington Meadows. There are also other accessible

greenspaces including Granchester Meadows, Hobson's Park, and new areas of openspace at Eddington and Darwin Green in north-west Cambridge.

Cambridge is a 'green' city. Beyond the formal greenspaces such as designated areas and parks, there are also numerous informal greenspaces, backlands, gardens as well as college grounds, street trees and, more frequently, green roofs. Canopy cover from trees in the city is estimated to average 17% across the wards, and these trees alone make a significant contribution to the biodiversity resource in Cambridge.

### *The Cambridge Nature Network*

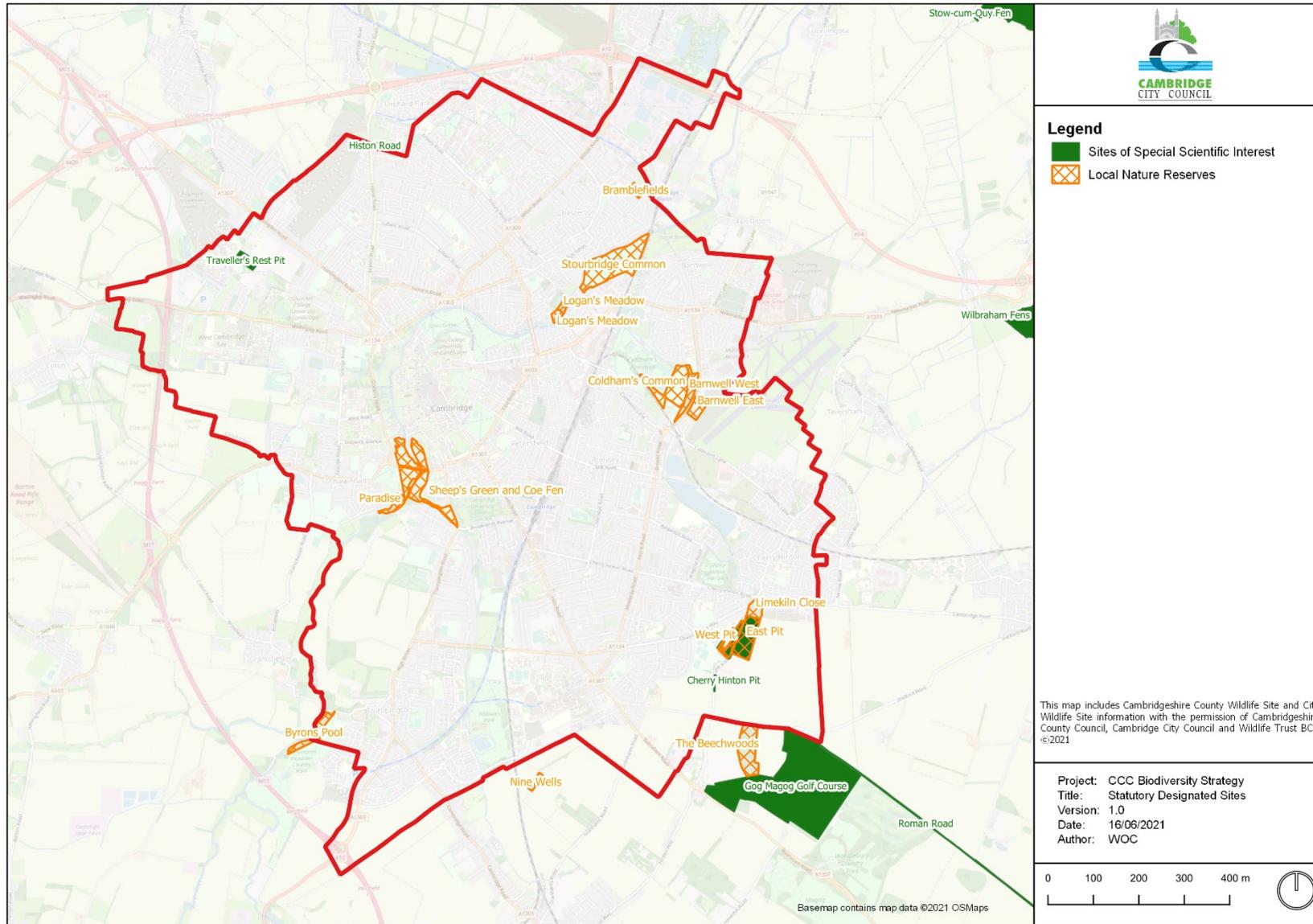
Two priority areas of the Cambridge Nature Network directly interact with the City. The Cambridge Nature Network Priority Areas have been identified by grouping core sites based on landscape features, topography and hydrology. Within these areas, potential extension habitats (or 'stepping stones') are proposed with a view to creating coherent joined up nature networks, which are resilient to the modern day pressures on our biodiversity. The Cambridge Nature Network target is to achieve a 30% coverage of wildlife rich habitats within each Priority Area.

The River Cam Corridor Priority Area passes right through the heart of Cambridge following the course of the Cam. This Priority Area also includes the tributaries of the Cam which flow from the south, such as Cherry Hinton Brook or Hobson's Brook. This is a critical Priority Area within the network as it provides the connection linking other Priority Areas to the north, south, east and west. Many of these sites and watercourses are managed by Cambridge City Council so we are uniquely placed to help deliver the network through the city.

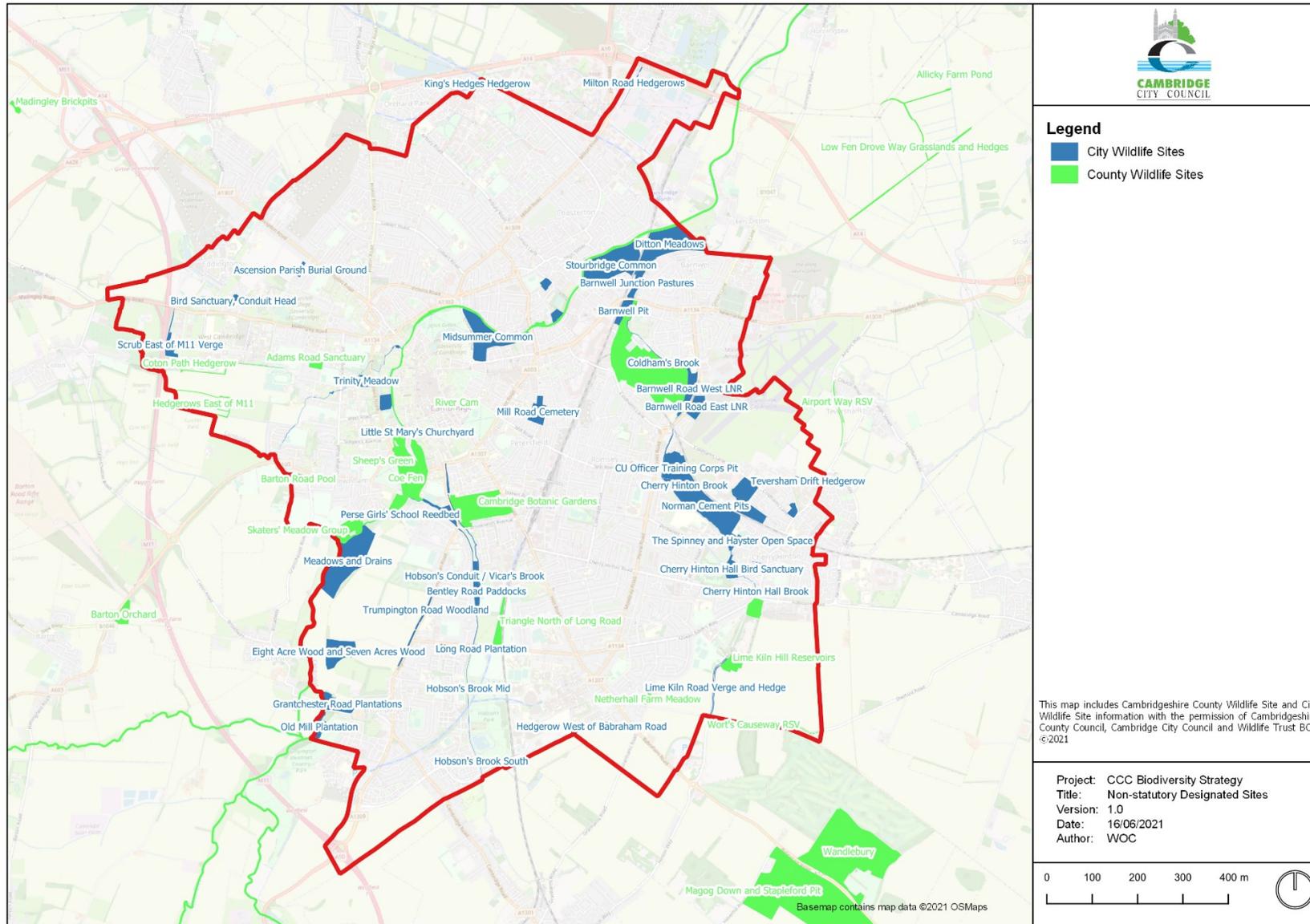
Just south of Cambridge, the Gog Magog Hills Priority Area reaches to the fringe of the city. This Priority Area is characterised by the underlying chalk with the key sites of nature conservation importance located at the Cherry Hinton chalk pit complex at this point on the edge of Cambridge. It stretches further south and east of the city with other important chalk habitats, such as the Roman Road SSSI.

There are four other Cambridge Nature Recovery Network Priority/Opportunity Areas. Directly to the north and east are the Cambridge Fens Priority Areas and Wicken Fen Vision South Priority Area. To the west lies the Boulder Clay Woodlands Priority Area and further north is the Fen Edge Orchards and Drovers Opportunity Area.

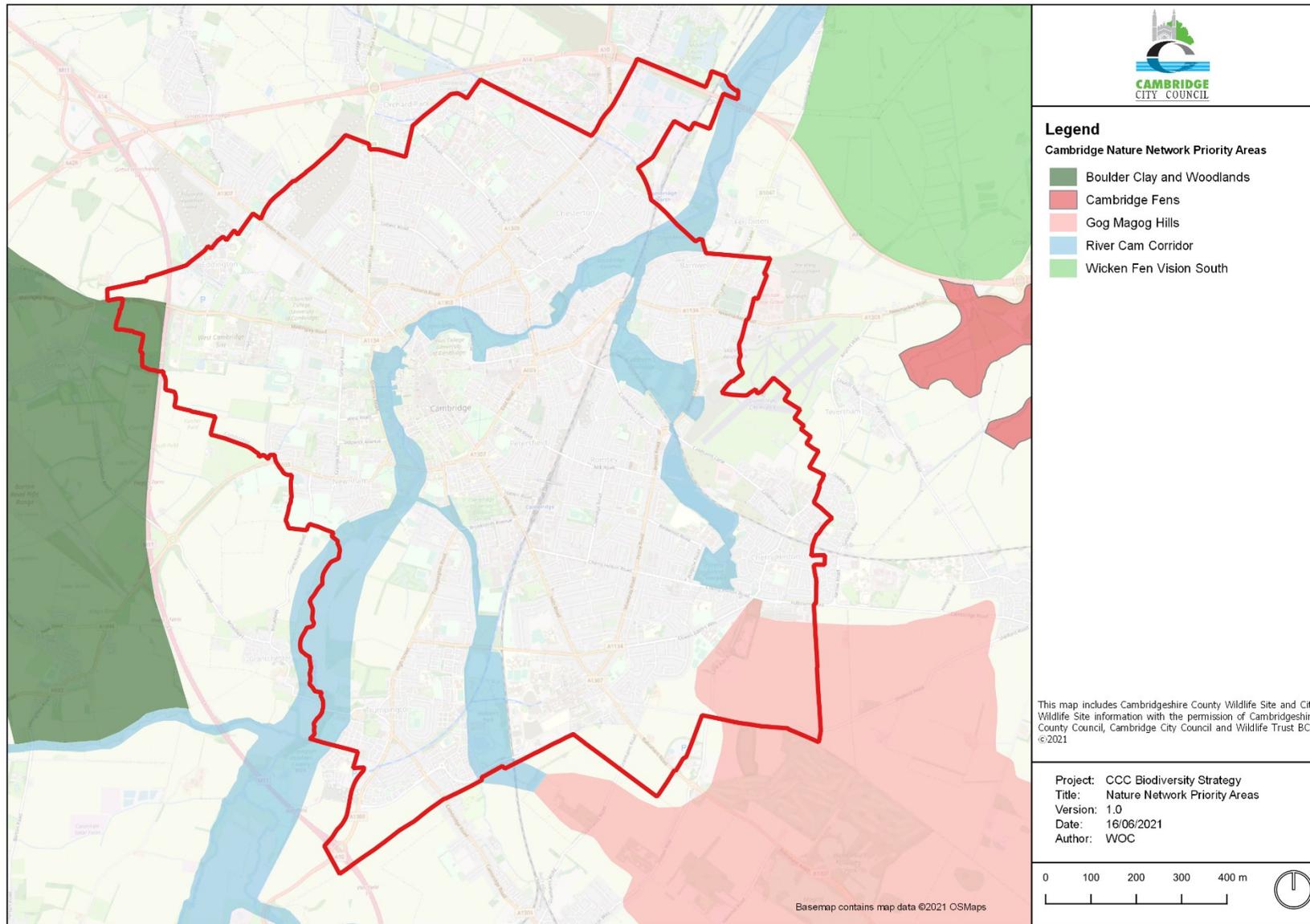
Map 1 showing statutory designated areas in Cambridge



Map 2 showing non-statutory designated areas in Cambridge

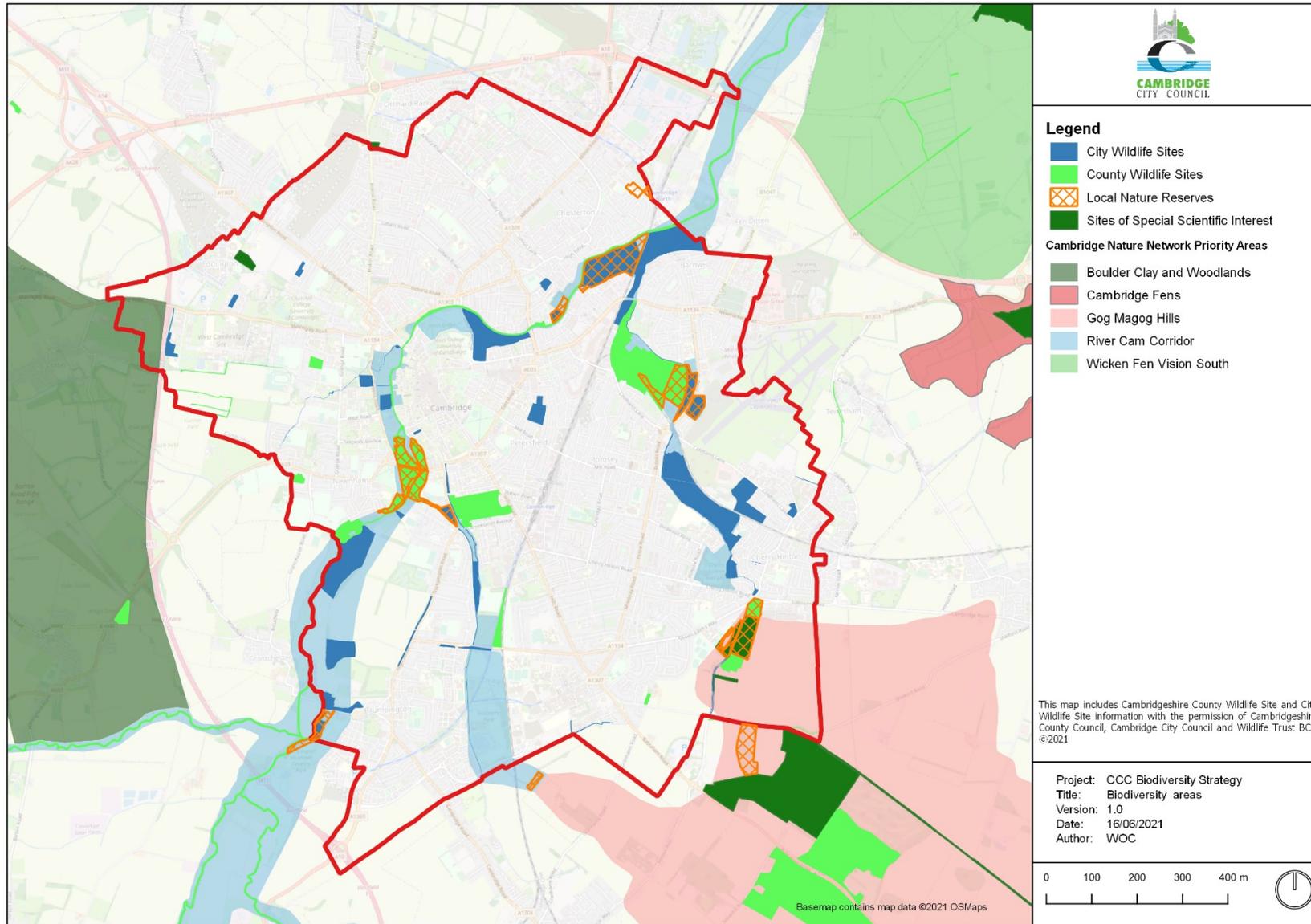


Map 3 showing Cambridge Nature Network Priority Areas in Cambridge



Map 4 showing biodiversity sites and areas in Cambridge

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## *Grasslands*

Cambridge grasslands range from species-rich lowland calcareous grassland to wide expanses of species poor amenity grasslands, which are widespread throughout the city. Significant grassland habitats are present along the Cam corridor and these run through the centre of Cambridge including Sheep's Green, Midsummer Common and Stourbridge Common. These areas, with their frothing cow parsley and grazing cows, give Cambridge its rural character. Coldham's Common provides further large areas of grassland with a mix of amenity grassland through to more species diverse neutral and calcareous grasslands. There have been significant additions to the species-rich grassland resource in recent years with the creation of Trumpington Meadows and Hobson's Park.

Priority grassland types within Cambridge include;

- Lowland calcareous grassland
- Lowland meadows

A nationally important population of moon carrot *Seseli libanotis*, which grows in the chalk grasslands at Cherry Hinton. Snails thrive within these chalky grasslands and they are preyed upon by glow-worms *Lampyrus noctiluca*. The female glow-worms can be observed as pinpricks of bioluminescence in the grasses on summer evenings. The rare Whorl-grass *Catabrosa aquatica* grows on the damp mud at the edges of the ditches at Coe Fen and Sheep's Green. Key grassland sites within the City include Cherry Hinton Chalk Pits SSSI and the neighbouring verges with their lowland calcareous grassland, and the Skater's Meadow complex with lowland meadow habitats on more neutral soils.

## *Woodland*

Woodlands are uncommon in Cambridge with very few areas of ancient woodland remaining. Areas of naturally regenerated woodland are present throughout the city however and include Byron's Pool in Trumpington and the Bird Sanctuary, The

Spinney and Limekiln Road LNR, all situated in Cherry Hinton. Several areas of wet woodland occur, primarily at Paradise and Logan's Meadow LNR.

Priority woodland types within Cambridge include;

- Lowland beech and yew woodland
- Wet woodland
- Lowland mixed deciduous woodland

Sheep's Green contains wood pasture habitat which comprises mature trees set within semi-natural grassland habitats. This combination of habitats, and particularly the veteran and ancient pollard willows, is important for numerous invertebrates including the scarce musk beetle *Aromia moschata*. These woodlands and mature trees also provide roosting and foraging habitats for a range of bat species, such as common pipistrelle *Pipistrellus pipistrellus* and brown long-eared bat *Plecotus auritus*.

#### *Hedgerows and scrub*

Old and mature hedgerows are uncommon in the city with a few remaining examples at King's Hedges, Coton and Cherry Hinton. There are significant areas of scrub habitats, particularly around Coldham's Common and Barnwell within the designated sites at these locations.

Priority hedgerow and scrub habitats within Cambridge include;

- Hedgerows

These old hedgerows and scrub habitats provide important habitats through the city and particularly for bird species which use them for breeding during the spring and summer months and for foraging and cover in the autumn and winter months.

## *Wetlands*

The River Cam corridor contains a variety of wetland habitats, including wet grasslands, reedbeds, and the chalk streams which form tributaries to the Cam. The chalk streams around and within the City are very scarce habitats of worldwide importance. Other wetland habitats occur away from the Cam and these include ponds, lakes and ditches.

Priority wetland habitats within Cambridge include;

- Reedbeds
- Ponds
- Rivers (including Chalk Streams)

The River Cam presents one of our most important wetland habitats, and, combined with its tributaries, forms a network of habitats through the city. To the north Teversham and Wilburton Fen are biodiversity ‘hotspots’, which are home to a wealth of specialist birds, invertebrates and other species which reside in the reedbed and wetland habitats there.

Our wetland habitats are home eels *Anguilla anguilla*, kingfisher *Alcedo atthis*, grey wagtail *Motacilla cinera*, otter *Lutra lutra* and water vole. Water vole has suffered significant declines as a species but Cambridgeshire, and Cambridge in particular, remains a stronghold for the species. They thrive in the slow-flowing, well-vegetated ditches found through the city. Pike *Esox lucius* lurk within the backwaters of the river, and can often be seen resting along Garret Hostel Lane drains. Within west Cambridge is a significant population of great crested newt living in the ponds and associated terrestrial habitat throughout this area.

## *Urban*

Urban habitats dominate the City and are not necessarily devoid of wildlife. There are pockets of habitats for species to thrive, including gardens, allotments and street trees. Increasingly the built environment is purposefully designed to accommodate biodiversity with integrated bird and bat boxes or green roofs.

Priority urban habitats within Cambridge include;

- Open mosaic habitat on previously developed land

The David Attenborough Building on the New Museums Site is an example of how biodiversity can work with the built environment. Here green roofs provide habitats high above street level, and swift boxes are built into the towers. Swifts are charismatic birds that form part of the backdrop to a Cambridge summer with squadrons of screaming birds swooping through the streets and nesting within the cracks and crevices of the buildings in Cambridge. Similarly house martins use our buildings as nesting sites, for example along Mill Road or in the gatehouse at King's College. The buildings of Cambridge also host peregrine falcon, which can regularly be seen surveying the city from the spires of King's College Chapel. Many species of bat roost in the buildings in the city, and some are specialists that will typically only roost in buildings. This includes serotine bat *Eptesicus serotinus*, which can be seen hawking and swooping for prey over Nightingale Recreation Ground. As you move towards the edge of the city where the gardens are bigger you are more likely to encounter other important species such as song thrush, or even part of the thriving urban badger population.

## ***The cultural setting***

Cambridge is a place of naturalists and conservationists, and has been for many years. Cambridge has perhaps one of the most studied natural histories of any city. It is possible to trace this history through just one plant in the city. The butterbur stand which grows alongside the River Cam at Paradise LNR was first recorded in that

location in the 1600s by the notable botanist John Ray. It has been recorded in that location ever since by countless natural historians who still express surprise at the appearance of its flowers in very early spring before the leaves.

Cambridge is home to many individuals, trusts, societies, groups and institutes with nature conservation at the heart of what they do. Some groups have been well-established in the city for considerable periods of time, such as the Cambridge Natural History Society which has been studying the biodiversity of the area for over 164 years. Other more recently established organisations such as the Cambridge Conservation Initiative, a collaboration of the University and conservation organisations, have a world-wide reach far beyond the perimeter of the city. Whilst these groups are varied and diverse they each have a shared goal to conserve and promote biodiversity. Collectively they present an enormous opportunity for successful collaboration to help Cambridge lead the way in the world as an example of how biodiversity and communities can co-exist and thrive together in a city geography.

## 7. Biodiversity net gain and doubling nature

In agreeing its previous Nature Conservation Strategy in March 2016, the Council set an aspiration for the city of Cambridge to achieve biodiversity net gain (BNG) by 2026. However, this has not been methodically measured to date. As part of the development of this new Biodiversity Strategy, we have established a baseline of habitat types and their condition for the key natural green spaces in our ownership so that we can plan and monitor management and enhancements to deliver a measurable BNG. Monitoring will include habitat areas, conditions (using a DERFA metric) as well as specific species surveys.

Biodiversity Net Gain and the associated Biodiversity Metric is a tool developed by Natural England in partnership with DEFRA, The Environment Agency and other organisations to provide developers, planners and land managers with the means of measuring the value of the biodiversity under their jurisdiction. It uses the size, type and condition of habitats as a proxy for their importance and value for nature (Crosher *et al.*, 2019b).

Using a variation on the DEFRA Biodiversity Metric 2.0, the following attributes of the habitats within our natural green spaces where recorded:

- *Distinctiveness*: The type and importance of a habitat. Habitats that are rare and/or support a wide range of species are more distinctive.
- *Condition*: A measure of the quality of a given habitat type. It should be stressed that condition in biodiversity terms is not to be confused with traditional perceptions of condition or maintenance. A grassland that might be perceived to be well maintained (e.g. regularly mown) is very likely to be in poor condition. Distinctiveness and condition are also not wholly independent. Some of the factors that lead to a habitat being in poor condition may also lead to its definition as being a lower distinctiveness.
- *Strategic significance*: Any site that possesses a designation, or falls within the Cambridge Nature Network Priority Area, is considered High, those deemed ecologically valuable but without designation are considered Medium,

and those with limited ecological value and no designation are classed as Low.

Each of these factors or scores is given a weighting and the scores multiplied together along with the area of habitats or lengths of linear features (e.g., hedgerows) to create a 'Biodiversity Unit'. Areas with large areas of rare habitats in good condition have the highest number of units. Whilst the biodiversity unit can appear to overly simplify the complexity of the natural world, it does at least provide a method of measuring it; to formally double nature, there should be a way of measuring it in the first place.

The baseline habitat audits for these important areas of green space within the city of Cambridge was conducted in the summer of 2020. It encompassed 32 sites ranging from SSSI to recreation grounds and parks in all areas of the city and included key City Council owned or managed locations.

A total of 1350 habitat units and 122 hedgerow/tree-line units were recorded across the 32 sites. Sites that scored highly were generally large or supported highly distinctive habitats in good condition. The top six sites listed in Table 1 account for 60% of the total biodiversity units within the audit. They comprise a mix of sites which highlight the methodological principles behind BNG.

Larger sites or areas will naturally hold more biodiversity; Hobson's Park (25ha) and Coldham's Common (41ha) are the two largest sites within the audit and are at the top of the list.

Even in smaller sites, more distinctive (i.e., rarer or more valuable) habitats in good condition also score highly; East Pit, a unit within the Cherry Hinton Pits SSSI is a third of the size of Hobson's Park and a fifth of Coldham's Common, but holds over 40% of the biodiversity units of each. East Pit is dominated by the highly distinctive chalk grassland in good condition.

**Table 1: The top six most valuable sites within the Biodiversity Audit, as measured using the DEFRA Metric 2.0**

Site	Area Units	% Total area units	% Total survey area
Hobson's Park	263.1	19.5	12.4
Coldham's Common	251.2	18.6	19.9
East Pit (Cherry Hinton Pits SSSI)	109.7	8.1	3.9
Byron's Pool	80.3	5.9	2.1
Stourbridge Common	60.6	4.5	9.3
Limekiln Close LNR	53.8	4.0	1.4

Woodland provides the most biodiversity units among the habitats found within the surveyed sites, accounting for 32% of the total. Some of these units are associated with the highly distinctive 'wood pasture and parkland', a habitat found in large areas within the River Cam floodplain, particularly in Sheep's Green. Neutral grassland is the second most productive accounting for 21%. It is noteworthy that nearly half of the units from neutral grassland come from a single site - Hobson's Park.

The largest areas of habitat within the surveyed sites are modified and amenity grasslands. Many of the sites surveyed are large recreational areas (Pieces and recreation grounds) or Commons, which are dominated by these highly managed and therefore low value and poor condition habitats. By contrast, a much smaller area of habitat that nevertheless provides a relatively high proportion of the total is found in lowland calcareous grassland, a high distinctiveness habitat.

As well as measuring the distinctiveness of a given habitat, an assessment of its condition using published assessment guidelines (Crosher *et al.*, 2019a) was made. Overall, 123 ha (63%) of the total area of the audit is in poor condition, accounting for 28% of all the biodiversity units. A number of common observations emerged

from the Audit. Several of these relate directly to constraints on the condition of some habitats:

- *Larger sites hold more biodiversity.* This presents both an opportunity for habitat creation; the large commons, pieces and recreation grounds offer enormous potential for habitat creation or restoration. It also highlights a risk; at present, a lot of the biodiversity under City Council control is contained within a small number of sites.
- *Recreation pressure.* Many of the woodland and grassland sites suffer from high recreation pressure, particularly from dog-walking. The associated damage can be the main reason for a site's poor condition.
- *Less is more.* The large areas of grassland habitats within the city are intensively managed. Cutting less often will both promote higher value grasslands and improve their condition. Similarly, many of the Commons are over grazed and a relaxation of grazing pressure will benefit these areas; the right amount of grazing can bring the best results for grasslands.
- *Deadwood.* Woodlands across Britain are usually stripped of their deadwood and those in Cambridge are no different. Introduction of deadwood, either from selective felling within sites or from outside, plus techniques to 'veteranise' existing trees will lead to improvements in the condition of the City's woodland.<sup>3</sup>
- *Habitat succession and species.* The more objective approach taken in this audit is naturally habitat focussed. However, conservation objectives for particular species, particularly those of Local or National Importance is still an important consideration when determining future management strategies.

As well as providing a tool for calculating the value of current habitats, BNG and the DEFRA Metric that guides it provides a framework to calculate whether changes to those habitats will lead to an increase or decrease in the biodiversity value of a given place. Typically, these comparisons are made in the context of development, but

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<sup>3</sup> We leave deadwood where it is safe to do so, specify conservation deadwood where appropriate to, shorten existing deadwood so that it is safe, leave both fallen and standing deadwood where appropriate, and deploy veteranisation techniques by employing a managed-decline approach to many trees.

they also provide a method for planners and land managers to more easily identify how biodiversity under their jurisdiction can be improved. This is one of the key outcomes of the audit and it helps us identify areas of green space where there are opportunities.

In order to demonstrate on a more practical level how an increase in measurable biodiversity can be achieved, we include four case studies within the Audit Report. The case studies have been selected to highlight different approaches to increasing measurable biodiversity in Cambridge:

- *Habitat enhancement*: In many cases improving the *condition* of what is already there will bring about significant gains.
- *Habitat restoration*: There are opportunities, at both small and large scales, to create new or restore historical habitats and in so doing, improve the *distinctiveness* of habitats.

By estimating the *predicted* habitat types and their conditions, a comparison between the current and future value of land can be made and, if the changes are positive, a *net gain* will arise.

In addition to these specific case studies, below are three scenarios which also demonstrate how gains in biodiversity can be met by enhancing habitats within the city.

**Table 2: Scenarios of city-wide habitat enhancement**

Scenario	Current Units	Potential Units	% Increase	Notes
All (8.3ha) calcareous grassland in poor condition to moderate	57	68.3	20	80% of this scenario could be met at one site: Coldham's Common

Scenario	Current Units	Potential Units	% Increase	Notes
50% (5.5ha) of all neutral grassland from poor to moderate condition	50.5	68.3	35	63% of all neutral grassland is also at Coldham's Common
25% (10.5ha) of all amenity grassland to wildflower (assuming poor condition)	91.3	112	23	The potential value of adding wildflower areas to Recreation grounds and Pieces

The Audit provides a number of specific recommendations for each site. However, a number are common. These include, but are not limited to:

- Relaxation of grazing pressure or reduced mowing frequency on grasslands - to improve both value and condition of grassland, whilst potentially saving costs and allowing other work elsewhere.
- Restricting or limiting the impacts of recreation (especially dog walking) on grasslands, woodlands and waterways.
- 'Meadow creation'. Many of the city's parks already have 'wildflower corners'. These could be made bigger and more permanent.
- Increase the volume of deadwood in woodlands.
- Wetland restoration on the River Cam floodplain.
- Improving the structural (e.g., widening by less frequent cutting) and floristic component of hedgerows and their ground flora.
- Improving the connectivity of sites and habitats, particularly south of the City centre.

## 8. Local threats and pressures

As with many other urban areas there are pressures and threats in Cambridge which degrade and deplete our biodiversity resource. In order to understand the opportunities and threats to biodiversity in Cambridge we commissioned the Biodiversity Audit and the Greater Cambridge Chalk Stream Project. These reports also identified a number of threats and pressures which are specific to our local area. The key pressures on biodiversity within Cambridge include;

- Habitats loss: Direct loss of biodiverse habitats and the species they support
- Habitat fragmentation: Removal of the links between areas resulting in smaller, less resilient habitats
- Habitat degradation: A deterioration in the condition of the habitat, such as reduction in species diversity

The key local causes of these are;

- Urbanisation: This can result in direct habitat loss and fragmentation. It could also lead to a degradation of habitats, for example from the effects of artificial light. Other indirect effects include poor air quality from increasing traffic. Nitrogen from exhaust fumes can over time increase nutrients in greenspaces and alter the composition of these habitats.
- Recreational pressure: As the population grows there is increasing demand on our greenspaces. Many habitats and species in the city are sensitive to disturbance. Impacts include trampling, or disturbance and nutrient deposition from the increasing popularity of dog walking in the city. Dog fouling deposits nutrients in sensitive habitats and this can change the vegetative composition of the area. Dogs off leads can have significant effects on ground nesting birds or disturbance of other animals such as mammals.
- Hydrological change: The Greater Cambridge Chalk Stream Project identified hydrological change as a major driver for negative impacts on our chalk streams and rivers. This includes channel modification or depleted aquifers

leading to low flow and poor water quality. These result in habitat loss and degradation.

There are also wider causes, such as climate change which has the potential to alter habitats and species populations, thereby making them more scarce or unviable.

## 9. Biodiversity strategy

Cambridge City Council recognises the global biodiversity emergency and the local impact this will have, and is having, on the city and associated communities we serve. Therefore, in May 2018 we pledged to provide leadership and to ensure that we work with all sections of the community, including university colleges, businesses and residents to reverse the decline in biodiversity and deliver measurable net gain within Cambridge and the wider sub-region. Within this section we have defined our objectives and set out our proposed actions to enable us to achieve this.

Our aim is to put biodiversity at the forefront of everything that we do, our vision is a vibrant, thriving, biodiverse Cambridge. By maximising opportunities for collaboration we will work in partnership with residents, businesses and institutions, and build upon existing strategies for climate and trees, to achieve this goal.

We will promote the principles set out in the Lawton Report: bigger, better, more joined up. This will require improvements and enhancements to our core sites in the City to create a biodiverse blue and green thread through the heart of Cambridge. In doing so our work will dovetail with the Cambridge Nature Recovery Network River Cam Priority Area. We will see a healthy river and tributaries flowing through their natural floodplain habitats. Areas of existing grasslands will be improved, former wetland features will be restored, and new ones created. This network will help to restore healthy populations of species such as otter, eel and water vole.

The biodiversity emergency is intricately linked with the climate emergency. Many of the proposed actions set out below will also serve to alleviate the climate emergency. The actions set out within our climate strategy will contribute to resolving the biodiversity emergency. Therefore our climate and biodiversity strategies will work together to ensure we do what we can to confront these threats. Where relevant we have highlighted which biodiversity actions will make a contribution to our climate emergency response.

Beyond this core area we will strive to create a city that is more permeable for nature. We have made a commitment to enhance our own estate to maximise the opportunities for biodiversity. And we have also made a commitment to engage and enable others in the City to do the same. Building upon our core network this will help to join the dots, creating a city where birdsong and buzzing invertebrates can be heard and experienced by everyone everywhere who lives, works and studies in Cambridge.

Our strategic objectives are;

1. To secure a measurable net gain in biodiversity across the City by 2025 and support the Natural Cambridgeshire Doubling Nature Vision by 2030
2. To ensure designated sites and priority habitats are in good / favourable condition and connected, where possible, to increase resilience to a changing climate and contribute to the Cambridge Nature Network
3. To promote awareness of biodiversity and wellbeing, supporting coordinated action in our communities, businesses, and institutions
4. To ensure that biodiversity is considered by all council service functions and projects
5. To maximise the potential of our buildings, parks, open spaces, watercourses and tree stock to support biodiversity, whilst balancing their multifunctional needs
6. To harness the wealth of local professional and amateur knowledge and experience in identifying and solving local issues.
7. To establish long term, species and habitat surveys and monitoring to measure the impact of activities and identify new threats and opportunities across the city

In order to meet the objectives the proposed actions have been grouped within the three main themes. These themes are:

*Biodiversity mainstreaming:* This theme is about embedding biodiversity into everything that we do, whether that is constructing new houses, buying materials, or undertaking our role as a planning authority. We will ensure that our actions minimise impacts on biodiversity as well as seek opportunities to enhance it. We will aim to develop cross-cutting strategies and solutions between all services that promote biodiversity and focus on nature based solutions.

*The core:* This theme is about developing our core of biodiversity sites in the City. This includes reviewing and updating management plans for our most important nature conservation areas and working with partners to ensure a coherent and resilient nature network through Cambridge.

*Nature in your neighbourhood:* This theme is about encouraging nature to flourish across the city through collaboration with communities, businesses and institutions. The aim is to ensure nature is not restricted to a few precious locations and that it can be enjoyed, understood and experienced by all.

## 10. Action plan

As part of the final adopted strategy, a fully-costed action plan will be developed to provide clarity and guidance on who does what, when and how. This will ensure that we can maintain the commitment over the long-term and ensure that the resources are available to sustain it. The final action plan will be informed and defined by the responses to this public consultation.

### *Biodiversity mainstreaming*

Our ambition is to consider conserving and enhancing biodiversity, as part of everything that we do. We will take steps to ensure that we review the effects of our activities and decisions on biodiversity and that, wherever feasible, we can be working to promote and enhance the biodiversity of the city. We will take our objectives concerning biodiversity policy and consider them within all other areas of our work, for example our housing, transport and economy. In essence we will take biodiversity from the fringes of our policy into the mainstream where it will be considered equally with our other policy domains.

We can achieve this by recognising that nature conservation interests make a significant contribution to our lives in Cambridge by generating economic, community and health and well-being benefits. Such an approach will also help us to explore sustainable nature-based solutions across the city. This means we can use nature to help us solve some of the biggest issues that face us today including climate change, water and flood management or atmospheric pollutants from vehicles. This process will transform nature into an asset that delivers multiple benefits to us.

### *Biodiversity Checklist*

We will develop a checklist to ensure that all operational departments consider biodiversity within their service and project planning or procurement decisions and that this is available for scrutiny by decision makers and our communities. This will enable early consideration of biodiversity constraints and ensure that appropriate

avoiding or mitigating measures are put in place. If such measures are required then their consideration at an early stage will mean that they are thoroughly integrated and planned. The checklist will also prompt officers to consider nature based solutions to other project constraints, such as water management. It will help to encourage project planners to actively consider positive biodiversity interventions that can be delivered alongside other goals. This will help us to deliver biodiversity net gain across the city and help us to promote a corporate led approach to biodiversity.

The checklist will ensure that procurement actively considers the sustainability of services and goods providers and their potential impacts on biodiversity. The procurement process will also include biosecurity checks to eliminate risks of introducing pests and diseases or invasive species. These can present a significant risk to our habitats as we have experienced in recent years with the arrival of ash dieback and floating pennywort in the UK and Cambridge. We will develop biosecurity guidance and policy to inform the checklist.

**Action: Develop biodiversity checklist**

*Biodiversity Net Gain*

Cambridge City Council projects will seek to go beyond a 10% biodiversity net gain and will aim for a 20% gain. Where possible will use the biodiversity metric to help us establish a measurable net gain across our estate. Where it is not feasible to deliver these gains within our project sites we will deliver them in other parts of our estate.

**Action: Achieve 20% biodiversity net gain on Cambridge City Council projects**

*Environmental Management System*

Our Streets and Open Spaces team will have a new operational Environmental Management System by summer 2021 which we will seek to have accredited to ISO14001. The system will help to ensure the biodiversity constraints and

opportunities, based on the principle of continuous improvement, are embedded into the work that the team undertake. It will help to ensure that positive steps for promoting biodiversity are enacted and that appropriate measures for managing existing features are clear and available to the team at all times.

**Action: Implement Environmental Management System**

*The Cambridge Green Roof Project*

We will undertake a systematic review of the buildings within Cambridge City Council estate to identify opportunities to retro-fit green roofs. We will also ensure that new Cambridge City Council projects with flat roofs have green roofs installed. Green roofs are one of the most effective measures to integrate biodiversity into the fabric of our built environment. They offer excellent opportunities for invertebrates to thrive in unique habitats which are floristically rich with areas of bare ground - a combination that is generally scarce in Cambridge.

**Action: Implement the Cambridge Green Roof Project**

*The Cambridge Swift Project*

Swifts are charismatic birds which are regularly seen screaming and swooping through the skies of Cambridge. However, the species is suffering with a decline of nearly 60% since 1995. The drivers of this change are very difficult to establish but there is some concern that modern and refurbished buildings no longer contain the cracks and crevices within which the species breeds. The Cambridge City Swift Project will review all of the Cambridge City Council estate to understand where we can appropriately retrofit boxes specifically designed for this species. As part of this project we will continue to work closely with Action for Swifts to encourage and advise others on suitable measures to enhance the populations of this species, and others such as house sparrow, in Cambridge.

**Action: Implement the Cambridge Swift Project**

### *Cambridge Citywide Tree Strategy 2016-2026*

We will work across services to help deliver the biodiversity benefits associated with our adopted tree strategy, which seeks to achieve a 19% canopy cover across the city by 2030.

We will seek to plant, and encourage the planting of a range of native and non-native species to improve resilience of the 'urban forest' to pests, disease and a changing climate. The strategy will help the city to mitigate and adapt to the effects of climate change through carbon storage, storm water attenuation and urban cooling. Strategic planting of trees can also help to alleviate and filter some of the effects of atmospheric pollution from vehicle emissions. By delivering these regulatory services, the urban forest will help buffer and mitigate the adverse effects of a changing climate on the network of sites with a high biodiversity value within the city. It is important to recognise that tree planting within these sites must be carefully planned in appropriate locations that will not have a detrimental effect, for example, on existing habitats such as chalk grassland, even when currently in poor condition.

### **Action: Promote biodiversity through implementation of the Citywide Tree Strategy**

#### *Peat free Cambridge*

We are committed to ensuring that we are peat free in all of the work that we do. The extraction of peat from the natural environment reduces its carbon storage capacity and has significant negative consequences for the climate emergency. We will ensure that peat is not used within our projects and maintenance activities. As part of this work we will encourage others throughout the city, such as our allotment holders, to find alternatives to peat to help us achieve our aim of a peat free Cambridge.

**Action: To make Cambridge City Council peat free, and to encourage others to do so**

*Greater Cambridge Planning Service*

Our planning function is carried out in partnership with South Cambridgeshire District Council through the Greater Cambridge Shared Planning Service. We set local policy and manage development in line with Government policies laid out in the National Planning Policy Framework. The current Cambridge City Local Plan was adopted in 2018. It includes a suite of policies to help ensure that new development in the area reduces its environmental impact by minimising carbon emissions, flood risk, pollution and pressure on resources such as water and helping to protect and enhance biodiversity. We are developing a joint Biodiversity Supplementary Planning Document that expands on policies to ensure that biodiversity is adequately protected and enhanced throughout the development process. Our planners have been able to work with developers and communities using these policies to secure good outcomes for nature, as demonstrated at Trumpington Country Park and Hobson's Park.

Revisions to the National Planning Policy Framework since the 2018 Local Plan was adopted have created new opportunities to achieve net gains for nature. The current Framework states that planning policy should identify and pursue opportunities for securing measurable gains for biodiversity. Using the Government's pilot biodiversity accounting tool, we are doing this, and have succeeded in securing biodiversity net gain on several major development sites (for example Newbury Farm, Netherhall Gardens and Hobson's Park). The Government has indicated that biodiversity net gain will become mandatory in the new Environment Bill, meaning that developers will be required to ensure habitats for wildlife are enhanced and left in a measurably better state than they were pre-development.

Greater Cambridge Local Plan - Through the Greater Cambridge Shared Planning Service we are preparing a new joint Local Plan, which will set out planning policy in Greater Cambridge (Cambridge City and South Cambridgeshire) for the next 20

years. Both Cambridge City and South Cambridgeshire District Councils recognise the pressure on the natural environment and are committed to exploring how the new Local Plan can do more to improve natural and semi-natural spaces, known in planning terms as 'green infrastructure', across the area of Greater Cambridge. This will include how we can make use of new powers to mandate biodiversity net gain. We have made biodiversity and green spaces one of the four big themes that will influence how homes, jobs and infrastructure will be planned in the new Local Plan. In a novel move which underlines the priority we are giving to our biodiversity and green spaces theme we included a Call for Green Sites in our Call for Sites process. A Call for Sites is a normal part of plan making, providing a way for landowners, developers, individuals and other interested parties to suggest sites for development. The Call for Green Sites specifically allowed anyone to submit suggestions of land to grow and enhance the green space network; and provided an important signal to landowners of the importance of working with them to identify suitable land, such as for community forests.

Green Infrastructure Opportunity Mapping - To inform the development of policies to deliver the City and South Cambridgeshire doubling nature joint aspiration, we have commissioned a Greater Cambridge Green Infrastructure Opportunity Mapping study. The baseline report provides robust evidence on the quantity and quality of existing green infrastructure assets and networks within Greater Cambridge and identifies broad opportunity areas to enhance and expand the network. Later stages of the study will identify a range of deliverable projects to enhance the green infrastructure network. The baseline report can be viewed on the Greater Cambridge Shared Planning website. Plan making takes a long time due to the need to do it rigorously and in dialogue with our communities. As the new Greater Cambridge Local Plan nears adoption it will carry ever greater weight in planning decisions. However, it is not expected to be finally adopted until 2023.

Making policies stick - An important aspect of our influence through policies is in how we ensure that they are implemented effectively. Through the Development Management process our planning team ensures that planning applications address matters relating to the protection and enhancement of nature, and provision of green

space. They impose planning conditions to make otherwise unacceptable developments acceptable, and negotiate planning obligations, also known as section 106 agreements, to secure particular measures that are needed.

Tackling water quality and scarcity - We know water is an important issue to our local communities, and we have commissioned an Integrated Water Management Study to inform the new Greater Cambridge Local Plan. The interim study (published in November 2020) highlights that there is no environmental capacity for additional growth levels, being tested for the new plan, to be served by increasing abstraction from the chalk aquifer which supplies much of the water to the Cambridge area. It also shows that water quality in the surface water bodies assessed under the Water Framework Directive is at best moderate with three bodies assessed as poor. This is mainly because of abstraction, wastewater treatment (point source discharges) and agricultural diffuse pollution. The study will help us to develop a sustainable development strategy for the Local Plan and robust policies on water quality and efficiency, and we are working collaboratively with a number of bodies on this, including Water Resources East who are planning regional solutions to address these issues.

New Supplementary Planning Documents - We are developing a new Biodiversity Supplementary Planning Document to support current Local Plan policies to protect and enhance biodiversity, and to provide a framework by which mandatory biodiversity net gain can be achieved across all development within the district. We aspire to achieve 20% net gain through development while recognising we cannot require this unless and until adopted in planning policy.

**Action: Project and enhance biodiversity through our statutory planning functions**

**Climate actions: A biodiverse Cambridge is more resilient to climate change and more, higher quality green infrastructure assists with urban cooling and carbon capture. This will be achievable through improvements to our estate and encouraging wider engagement with these themes through our statutory**

**planning functions. Green roofs ensure buildings are more sustainable, helping with energy efficiency and water management, as well as promoting biodiversity. Greater tree cover will mean more urban cooling. Helping to make our city peat free will ensure the conservation of key carbon sinks.**

### ***The core***

The Lawton Report encourages 'bigger, better and more joined up'. The aim of this theme is to focus on our core sites, many of which are situated within the Cambridge Nature Recovery Network. Here we aim to focus on 'bigger and better' by improving biodiversity management of our core greenspaces, and wherever possible making more space for nature at these locations.

Many of these sites fall within the Cambridge Nature Recovery Network and our work there will help us make a meaningful contribution to this initiative to deliver a joined up and resilient biodiversity network. The City Council will work to achieve a measurable biodiversity net gain in these core locations to contribute to our commitment to double nature.

### ***Local Nature Reserves, County Wildlife Sites and City Wildlife Sites***

We will prepare/review and implement Management Plans for all Cambridge City Council owned Local Nature Reserves, County Wildlife Sites and City Wildlife Sites. Opportunities for biodiversity net gain are set out in the Cambridge City Council Biodiversity Audit and the Greater Cambridge Chalk Stream Project. We will ensure that resources are allocated to help achieve these goals.

In some locations, particularly the accessible Local Nature Reserves the emphasis will be on striking the right balance between recreation and biodiversity. In other locations it will be important to reassess the grazing regimes to ensure that they are compatible with ambitions to improve the floristic diversity and conditions of the grasslands. Unfortunately, many of the commons have undergone significant, sustained pressures over a long period of time. This means that it may never be

possible to regain flourishing wildflowers without more proactive interventions, including scarification and reseeded. Such interventions are sensitive as the desired approach is always to try and allow the habitat to flourish from its own seedbank. The Biodiversity Audit has highlighted what a significant positive impact improving the condition of these grasslands would have on the city's biodiversity.

Many of these core sites are situated along the River Cam within the Cambridge Nature Network Priority Area. Around these core sites are numerous other green spaces, which are managed by other organisations such as colleges. We recognise the complex ownership issues, in addition to the many other interest groups and stakeholders, associated with the River Cam in the City. However, these boundaries are not recognised by nature and biodiversity and therefore a collaborative approach is required to ensure that measures to enhance biodiversity are coherent throughout the corridor. The overarching River Cam Priority Area in the Nature Recovery Network will provide the framework for this coherent approach and Cambridge City Council will be fully supportive of developing this project. We will facilitate collaboration where we can do so and we will work to ensure that our approach to management of our core sites is fully integrated into the Nature Recovery Network.

**Action: Prepare/review and implement Management Plans for all Cambridge City Council owned Local Nature Reserves, County Wildlife Sites and City Wildlife Sites**

*Grazing Project*

Grazing is an essential management tool for many of our core sites, and particularly the commons through the city such as Midsummer Common, Stourbridge Common, Coldham's Common as well as Sheep's Green and Coe Fen. The action of grazing animals is critical within the grasslands to create the micro-niches within which wildflowers can flourish, and also to ensure that some species are not allowed to dominate. Cattle dung provides an ecosystem for a diverse range of invertebrates, which in turn feed birds and bats. However, grazing performs other functions, not least the sustainable production of food, as well as creating a sense of place in our

city. In order for grazing to effectively perform each of these roles a careful balance is required which meets the needs of biodiversity, graziers and the welfare of livestock. Our aim is to develop a grazing strategy that meets these requirements through review of grazing management plans and liaison with graziers. The aspiration would be to achieve sustainable grazing for graziers and floristic diversity across our core sites but also those of other organisations within the city such as the Colleges or conservation organisations like the Wildlife Trust or Cambridge Past Present and Future. A key element of this project would be to measure change and success for all stakeholders.

**Action: Develop and implement the Cambridge Grazing Project**

*Veteran trees, ancient trees and pollard willows*

We will continue our programme of management of pollard willows along the River Cam and associated floodplain sites. Pollard and old willows hold considerable value for invertebrate species as well as contributing to a sense of place in our riverside environments in Cambridge. The target is to maintain a proportion of trees, and particularly pollards, as over mature veteran and ancient trees with some unpollarded and allowed to collapse naturally. We will seek to enhance connectivity of this resource through the city. We will also implement our veteran tree plan for Sheep's Green, and as part of this process we will be engaging other organisations within the city for training purposes.

**Action: Continue work on pollard willows around Cambridge and implement the recommendations of the 2018 Veteran and Ancient Tree Survey**

*Chalk streams*

Together with Cambridge Water we have commissioned a report to understand the threats and opportunities for our chalk streams. These habitats are incredibly scarce with only 200 chalk streams found mainly in the UK and northern France. They possess a unique and diverse ecology which is a result of the gin clear spring fed

water filtered by the chalk aquifer and the constant temperatures though both summer and winter maintained by the spring water. These are a globally rare habitat and they occur on our doorstep. Almost all of our chalk streams are degraded with the key threats being low flow pressure, channel modification and poor water quality.

The key actions to address these threats and to restore our chalk streams include managing our water resource in a more sustainable way and, where feasible, making interventions to improve the conditions of the streams. These interventions include removal of historical barriers to movement, bank reprofiling, altering flow with brash and branches, creating riffles and fast flowing water over gravels to aid fish spawning and flow variety. We will support these measures in the following ways;

- Working in partnership with key stakeholders to promote the sustainable management of our water resource. This is key to ensure that water flow and quality in the chalk streams are restored. Our Integrated Water Management Study will inform this process.
- Work in partnership to support the restoration projects proposed for the Cherry Hinton Brook, Coldham's Brook and Hobson's Brook and Conduit which lie within our core sites.

Water vole is a key species which occurs within these habitats. The chalk stream enhancement measures will ensure that habitat is provided for these species. In order to understand how the species is responding to these changes we will undertake regular monitoring. This will establish populations in established areas, and also if the species is colonising new locations.

We will also continue our collaboration with CamEO, The Cam and Ely Ouse Catchment Partnership (<http://www.cameopartnership.org/>) to improve the quality and resilience of the water environment in our area.

**Action: Implement and support the enhancement measures in the Greater Cambridge Chalk Stream Project**

### *Commons' waterways*

As part of our work to enhance the riverside commons we will explore opportunities to enhance existing waterways and to reinstate waterways which have been lost or infilled over time. Target locations for such work include Jesus Ditch where there are opportunities to soften and naturalise banks to provide a greater species diversity for invertebrates and water voles. On Midsummer Common we are beginning to develop plans for reinstating former ditches and channels across the area which have been lost in the past. These, together with the formation of other wetland features will help to create biodiverse hotspots right in the heart of Cambridge. Similar opportunities are available at Stourbridge Common. Together with proposed enhancement works at Logan's Meadow and the development of Chesterton Fen these projects will allow Cambridge City Council to make a major contribution to the Cambridge Nature Network River Cam Priority Area.

**Action: Deliver opportunities for the creation/reinstatement/enhancement of waterways and wetland areas on the Cambridge commons**

### *Logan's Meadow*

We will continue our commitment to extending the statutory designation of our major enhancement scheme which is proposed at Logan's Meadow. Here we will build upon our current baseline of wet woodland, ponds, reedbeds and ditches to deliver a substantial wetland mosaic and grassland enhancement scheme. This area will be designated as an extension of the existing Local Nature Reserve.

**Action: Implement the agreed enhancement plan at Logan's Meadow and designate as a Local Wildlife Site**

### *Promoting positive management of core sites and beyond*

We will continue to work with the Wildlife Trust to provide practical advice to landowners and managers to promote the sensitive management of privately owned

City Wildlife Sites and County Wildlife Sites. This advice and support will ensure that habitat conditions are improved delivering biodiversity net gain. Undertaking this work within the Nature Recovery Network will help to deliver wider goals. We will also work with partners to encourage positive management of stepping stone sites within the network between the core sites.

**Action: Continue our work with the Wildlife Trust to provide advice to private landowners and managers**

### *Biodiversity Audit*

We will undertake Biodiversity Audit reviews every five years. This will ensure that we are meeting our targets for a measurable biodiversity net gain and will help to measure the success of our projects. As part of this process we will endeavour to incorporate more of our Council's estate into the audit to allow for a greater understanding of the biodiversity in our city.

**Action: Undertake the Biodiversity Audit every five years to monitor change**

**Climate actions: Maintaining and improving the biodiversity of our core sites will help to improve climate resilience in Cambridge. New areas of green space, such as wetland features, will provide better carbon storage. Bigger, better core sites will help to ensure that there is sufficient opportunity for key species in a changing climate.**

### Nature in your neighbourhood

The biodiversity emergency is too big a problem to solve alone. In this theme we have developed actions which require a collaborative approach to the problem and to help encourage nature on your doorstep. Many of the actions relate to how you interact with nature in Cambridge and we will provide the means and inspiration to help facilitate and encourage positive steps to be taken at a local level. We have developed actions to promote collaborative working in the city, drawing on the wealth

of biodiversity expertise that we are fortunate to have in Cambridge. Other actions provide you with the information or resources you need to help biodiversity in your neighbourhood. We will continue our commitment to existing initiatives, such as our hedgehog and Neighbourhood Canopy projects.

Our aim is to encourage engagement with nature to ensure that it is pervasive throughout the entire city. It is vitally important that we work hard to ensure that our key sites of nature conservation are protected and managed effectively. However, we need to go beyond these islands of biodiversity and work to create greater connectivity for nature. Within this theme we are focussing on the Lawton's Report 'more joined up'. This will also help to eliminate nature deficits in some parts of Cambridge.

#### *Parks Biodiversity Toolkit*

Published in tandem with this Biodiversity Strategy is the Parks Biodiversity Toolkit. This is designed to help local groups and community engagement officers to select from a wide range of small-scale biodiversity interventions that could be implemented in the parks and open spaces across the city. As the City Council we will encourage the implementation of these measures and provide the necessary support for groups wishing to make the most for biodiversity in their area. This will help to ensure that we maximise the potential of all of our open spaces to help address the biodiversity emergency.

#### **Action: Publish, promote and implement the Parks Biodiversity Toolkit**

#### *Wild about Cambridge*

We will work with partners to provide greater interpretation materials for our greenspaces and particularly our Local Nature Reserves. Our aim is to provide a suite of tools to help everyone understand and care for the natural world in Cambridge. We will use traditional methods such as interpretation boards but also explore new technologies to inform visitors about the biodiversity of each site. New

technologies will allow us to provide greater interaction for visitors, and it will also provide an easier platform to update and to signpost users to related information.

**Action: Develop and enhance the provision of interpretive materials for our Local Nature Reserves**

*Cambridge Sustainable Food*

Working in partnership with Cambridge Sustainable Food we will help them to achieve their aims of promoting sustainable food production and minimising ecological impacts. This is to be achieved through sharing ideas and support through a vibrant network in the city. As determined in the City Council Sustainable Food Strategy we will continue to support urban agriculture and aim to secure a 'silver award' as a Sustainable Food City. We will continue our support of the CoFarm initiative situated between Coldham's Common and Barnwell East LNR.

We manage or lease to associations numerous allotment sites cross Cambridge, representing significant area of green space with the potential to host a rich array of wildlife and provide corridors and stepping stones though the City (<https://www.cambridge.gov.uk/allotment-sites>). We will continue to work with groups at these allotments and the community orchards and gardens to promote biodiversity.

**Action: Continue support for Cambridge as a Sustainable Food City**

*Recreational pressure*

The Biodiversity Audit identified that some locations through the city are suffering a reduction in condition as a result of recreational pressures, for example at Byron's Pool, Sheep's Green and Coldham's Common. This was particularly apparent with impacts from dog walking observed in woodland, grassland and waterways. These are lowering the condition and consequently the biodiversity value of these greenspaces. Effects are diverse but typically comprises trampling and nutrient

enrichment which damage sensitive habitats. However, less obvious impacts are also fundamental and these include regular disturbance in sensitive areas, or dogs disturbing ground nesting birds when they are off the lead. The grazing stock within the City perform a vital role in managing the vegetation in some of our more sensitive sites. We need to ensure the welfare of the livestock and avoid any disturbance that may be caused by recreational activities.

We will explore options to protect our most sensitive locations from these impacts, at the same time recognising that recreation, and contact with nature, is an equally vital part of everyday life. It may be necessary to introduce zoning, or regulations on control of dogs at certain times of year. Combined with this we will take measures to engage dog walkers with what is appropriate, and where, through signage and information campaigns.

**Action: Implement recreational pressure campaign**

*Volunteering*

There is a wealth of enthusiasm and expertise for the natural world in Cambridge and our communities play a critical role in conserving and enhancing biodiversity in the city. Our aim is to provide the opportunities for all sections of the community to work with us to conserve and enhance the biodiversity of our local greenspaces. We will continue to work with volunteers through our work with the Wildlife Trust and Local Nature Reserves volunteers. Our Streets & Open Spaces community engagement teams will work with individuals and groups throughout the city to help promote biodiversity, particularly by encouraging the use of the Parks Biodiversity Toolkit to inspire and engage communities to enhance their open spaces. Our Streets and open Spaces volunteers will also have the opportunity to assist with new and existing campaigns such as Hedgehog highways, the Tree canopy project and litter picking events.

We already have a number of Friends Groups for our Local Nature Reserves, Commons and open spaces, who work hard to protect, enhance and monitor the

biodiversity of their local patch. We will continue to support these groups and offer further opportunities to help revise management plans, deliver new projects plan and monitor the results.

We have many annual student requests to undertake biodiversity based research on our sites, subject to health and safety requirements, these are welcomed and we request that all relevant findings are shared with the Cambridgeshire & Peterborough Environmental Records Centre as part of the agreement of use.

**Action: Continue to engage with volunteers and groups around the City in practical actions to protect, enhance and monitor biodiversity**

*Collaboration for conservation*

Cambridge is home to a huge number of organisations, societies and trusts all with the same aim - nature conservation. Working collaboratively with these partners we can pool skills, knowledge and resources to facilitate a better understanding of our wildlife and develop ways to protect it and measure change. This includes organisations such as Cambridge University, Cambridge Conservation Initiative and Cambridge Natural History Society. Cambridge City Council will devote resources to help facilitate and influence initiatives across the city to help deliver positive biodiversity interventions. We are currently working with On the Verge Cambridge and Keep Britain Tidy on creating pollinator corridors on City land and Cambridge Water, The Wildlife Trust and The Wild Trout Trust on Chalk Stream enhancements.

**Action: Maximise opportunities for conservation collaboration across the City**

*Annual Biodiversity Campaigns*

Cambridge City Council will run annual biodiversity campaigns through the city to focus on particular habitats, species or aspects of biodiversity. This will include social media and events to promote our related activities and articles in our Cambridge

Matters and Open Door magazines. Some examples of forthcoming campaigns include:

- Water for Wildlife 2021. Working with partners throughout the city to improve the quality of our waterways and to create new wetland habitats such as ponds.
- Green roofs
- Swifts, House Martins and House Sparrow
- Deadwood is good
- Fruit trees and community orchards

**Action: Implement annual campaigns to promote biodiversity across the City**

*Keep Cambridge Buzzing*

We will continue our work with Cambridgeshire County Council, On the Verge Cambridge and Keep Britain Tidy to encourage the growth of wildflowers across the verges, parks and roundabouts in Cambridge. This will be achieved through the combination of habitat creation via seeding, and sensitive cut and collect regimes that are timed to maximise the opportunities for flowering plants and at the same time remove too many nutrients that encourage the less desirable vigorous grass species. Our approach is driven by the Plantlife Good Verge Guide which promotes the use of cut and collect machinery and sensitive timings of cuts through the year. We are committed to 'no mow May' although there are some situations where regular mowing activities are required, for example with critical sight lines on verges, around play areas and within designated amenity spaces.

**Action: Continue our work on the Keep Cambridge Buzzing project**

*Pesticide use reduction plans*

We have ceased the routine use of pesticides, including herbicides, in our City Council owned parks and green spaces (<https://www.cambridge.gov.uk/restricted->

use-of-herbicides). We will only consider the use of specific herbicides in these areas, when we are unable to use viable, non-chemical alternatives. For example, we might need to do this to control the invasive Japanese Knotweed.

We are committed to ceasing the routine use of pesticides across the city's wider public realm estate at the earliest feasible opportunity and will engage with the County Council and Pesticide Action Network (PAN) to achieve this, including on hard surfaced public realm areas of our commercial and housing estate; and the County Council's public highway facilities, including adopted roads, streets and cycle/ footways.

We are currently working with the County Council to achieve Plantlife managing grassland road verges best practice standards for biodiversity, in line with our Biodiversity Emergency Motion. This work includes the following ongoing commitments:

- Undertake a review of street furniture and public realm to design out areas that require herbicide treatment.
- Ensure that any new environmental improvement schemes and adopted open spaces do not require herbicide maintenance.
- Adopt the Plantlife guidance on changes to verge maintenance.
- Reduce the need for the use of herbicides by adopting other viable alternatives and integrated weed control management system, including mechanical and non-chemical treatments.
- Make modifications and changes to maintenance regimes to enable achievement of the Plant life guidance.
- Develop best practice and offer advice and maintenance services to others.

Part of this work also involves raising public awareness of ecologically sensitive weed management practices and that 'weeds' are wildflowers that support wider biodiversity.

Key targets are:

- To end the use of pesticides in the routine maintenance of the City and County Council's public realm estate in Cambridge
- Bring in other key stakeholders to follow suit in ending the use of pesticides on land under their control.
- Encourage the general public to stop the use of pesticides in gardens, allotments and other areas.
- Lead and support making Cambridge a Pesticide-Free City

**Action: Continue with action to reduce the use of herbicides in the city's public realm, phasing out its routine use as soon as feasibly possible, and engaging with other land managers and residents to follow suit.**

*Hedges for King's Hedges.*

We will implement a project to recreate the historical network of hedgerows throughout King's Hedges. Our aim is to build upon the currently depleted and fragmented hedgerow network that gave this part of Cambridge its name. We will create new hedgerows along roadsides and other estate areas to provide habitat and connectivity for a range of species. As part of this work we will also incorporate other hedgerow features such as banks and ditches that provide further structural diversity to benefit biodiversity.

**Action: Develop and implement the Hedges for King's Hedges project**

*Wild About Art*

We will build on previous successes which have combined both art and biodiversity. Previous projects include the Chesterton Swift Tower or the 'Bird sculptures' at Mill Road Cemetery. These projects aim to celebrate the biodiversity of Cambridge through artistic endeavours, which at the same time provide habitats in themselves.

**Action: Continue to work with artists around the city to facilitate understanding and interest in our biodiversity**

*North-west Cambridge great crested newt project*

We will undertake an assessment of the great crested newt populations in the north-west of Cambridge to help us understand and subsequently protect and enhance the population of this charismatic and scarce amphibian. The assessment will help us understand distribution, population size and availability of habitat. We will then work with partners to provide advice to landowners and managers.

We will continue our work with Cambridge Amphibian and Reptile Group and Natural England to deliver more ponds in the area as part of the Natural England District Licencing process, including exciting proposals for new ponds, meadows and scrub on land adjacent to our Bar Hill Crematorium site. We will also run a campaign to encourage and provide advice to landowners and managers in the area, such as the colleges, to create new ponds and terrestrial habitats.

**Action: Develop and implement the North-west Cambridge Great Crested Newt Project**

*Bioblitz*

We will continue to run and assist with Bioblitz campaigns across our Local Nature Reserves and other sites. A bioblitz enlists the help of species experts from all groups to spend one day at each location to collect as many records as possible, aided by volunteers and residents. These enable a greater understanding of the species biodiversity of our reserves and also help to develop an interest and understanding in the wider public about the biodiversity on their doorstep.

**Action: Continue our work with Bioblitz events across the City**

### *Biodiversity data*

In order to understand the biodiversity of our city it is important that we have accurate, comprehensive and up to date information available. This will ensure that we can make informed decisions on the implications of land management, development and projects. We will continue our support for Cambridge and Peterborough Environmental Records Centre which provides a repository for biodiversity data in Cambridge. This will include financial support through our Service Level Agreement and guidance through the steering group. We will ensure that all biodiversity data we gather as part of our projects and audits are submitted to the records centre.

**Action: Continue our support of Cambridge and Peterborough Environmental Records Centre**

**Climate actions: More connectivity for biodiversity throughout Cambridge will help to ensure that species are given more opportunity to cope with a changing climate and environment. Encouraging others to take action for biodiversity will contribute to a reduction in climate impacts too, for example through sustainable food production or reducing the use of chemical treatments in our environment.**

### *List of actions*

#### Biodiversity mainstreaming

- Develop biodiversity checklist
- Achieve 20% biodiversity net gain on Cambridge City Council projects
- Implement Environmental Management System
- Implement the Cambridge Green Roof Project
- Implement the Cambridge Swift Project
- Promote biodiversity through implementation of the Citywide Tree Strategy
- To make Cambridge City Council peat free, and to encourage others to do so

- Project and enhance biodiversity through our statutory planning functions

#### The core

- Prepare/review and implement Management Plans for all Cambridge City Council owned Local Nature Reserves, County Wildlife Sites and City Wildlife Sites
- Develop and implement the Cambridge Grazing Project
- Continue work on pollard willows around Cambridge and implement the recommendations of the 2018 Veteran and Ancient Tree Survey
- Implement and support the enhancement measures in the Greater Cambridge Chalk Stream Project
- Deliver opportunities for the creation/reinstatement of waterways and wetland areas on the Cambridge Commons
- Implement the agreed enhancement plan at Logan's Meadow and designate as a Local Wildlife Site
- Continue our work with the Wildlife Trust to provide advice to private landowners and managers
- Undertake the Biodiversity Audit every five years to monitor change

#### Nature in your neighbourhood

- Publish, promote and implement the Parks Biodiversity Toolkit
- Develop and enhance the provision of interpretive materials for our Local Nature Reserves
- Continue support for Cambridge as a Sustainable Food City
- Implement recreational pressure campaign
- Continue to engage with volunteers and groups around the City in practical actions to protect, enhance and monitor biodiversity
- Maximise opportunities for conservation collaboration across the City
- Implement annual campaigns to promote biodiversity across the City
- Continue our work on the Keep Cambridge Buzzing project

- Continue with action to reduce the use of herbicides in the city's public realm, phasing out its routine use as soon as feasibly possible, and engaging with other land managers and residents to follow suit.
- Develop and implement the Hedges for King's Hedges project
- Continue to work with artists around the city to facilitate understanding and interest in our biodiversity
- Develop and implement the North-west Cambridge Great Crested Newt Project
- Continue our work with Bioblitz events across the City
- Continue our support of Cambridge and Peterborough Environmental Records Centre

## 11. References

Crosher, I., Gold, S., Heaver, M., Heydon, M., Moore, L., Panks, S., Scott, S., Stone, D. & White, N. (2019a). *The Biodiversity Metric 2.0: Auditing and accounting for biodiversity value: technical supplement* (Beta version, July 2019). Natural England

Crosher, I., Gold, S., Heaver, M., Heydon, M., Moore, L., Panks, S., Scott, S., Stone, D. & White, N. (2019b). *The Biodiversity Metric 2.0: auditing and accounting for biodiversity value. User guide* (Beta Version, July 2019). Natural England

## 12. Appendix

### Appendix 1

#### National Legislation

##### *National Planning Policy Framework (NPPF) 2012 (last updated February 2019)*

The revised NPPF was updated on 19 February 2019 setting out the Government's planning policies for England and the process by which these should be applied. The policies within the NPPF are a material consideration in the planning process. The key principle of the NPPF is a presumption in favour of sustainable development, with sustainable development defined as a balance between economic, social and environmental needs.

Policies 170 to 183 of the NPPF address conserving and enhancing the natural environment, stating that the planning system should:

- Contribute to and enhance the natural and local environment by protecting and enhancing valued landscapes;
- Recognise the wider benefits of ecosystem services; and
- Minimise impacts on biodiversity and provide net gains in biodiversity where possible, contributing to the Government's commitment to halt the overall decline in biodiversity.

Furthermore there is a focus on re-use of existing brownfield sites or sites of low environmental value as a priority, and discouraging development in National Parks, Sites of Specific Scientific Interest, the Broads or Areas of Outstanding Natural Beauty other than in exceptional circumstances.

Where possible, planning policies should also "promote the conservation, restoration and enhancement of priority habitats, ecological networks and the protection and

recovery of priority species; and identify and pursue opportunities for securing measurable net gains for biodiversity”.

#### *Environment Bill 2019 - 2021*

The Environment Bill, currently delayed but intended to be passed through Parliament in 2021, sets out key legislation after the UK’s exit from the European Union. Promising to contain the largest changes to green regulations in decades, the bill includes the establishment of an Office for Environmental Protection, targets on air pollution, water quality and biodiversity, and the enshrinement of the 25 Year Environment Plan in law.

#### *The Wildlife and Countryside Act 1981 (as amended)*

The Wildlife and Countryside Act 1981 (as amended) provides legal protection to natives UK species and enhances the protection of SSSIs. In addition to affording protection to some species, The Act also names species which are considered invasive and require control. Section 14 of the Act prohibits the introduction into the wild of any animal of a kind which is not ordinarily resident in, and is not a regular visitor to, Great Britain in a wild state, or any species of animal or plant listed in Schedule 9 to the Act. In the main, Schedule 9 lists non-native species that are already established in the wild, but which continue to pose a conservation threat to native biodiversity and habitats, such that further releases should be regulated.

#### *The Conservation of Habitats and Species (UK Exit) Regulations 2019*

The Conservation of Habitats and Species (UK Exit) Regulations 2019 is secondary legislation which puts into domestic law the EU Habitats Directive (Council Directive 92/43/EEC) and certain elements of the EU Wild Birds Directive (Directive 2009/147/EC). These Directives contain rules for the protection of habitats and species, the proper management of habitats and preventing exploitation of species. The Regulations ensure that the UK will continue to meet international commitments under the Bern Convention and the Bonn convention.

Schedule 2 offers protection to a number of notable species such as great crested newts, hazel dormouse, otter and all bat species. Schedule 2 protects these species from deliberate capture, death or injury as well as disturbance both to themselves and their breeding sites or resting places.

#### *Natural Environment and Rural Communities (NERC) Act 2006*

Many of the species covered by The Conservation of Habitats and Species Regulations 2017, along with a host of others not afforded additional protection, are listed on Section 41 of the NERC Act 2006.

Section 41 (S41) of the Natural Environment and Rural Communities (NERC Act 2006) requires the Secretary of State to publish a list of habitats and species that are of principal importance for the conservation of biodiversity in England. The list (including 56 habitats and 943 species) has been drawn up in consultation with Natural England and draws upon the UK Biodiversity Action Plan (BAP) List of Priority Species and Habitats.

The S41 list should be used to guide decision-makers such as local and regional authorities to have regard to the conservation of biodiversity in the exercise of their normal functions – as required under Section 40 of the NERC Act 2006. The duty applies to all local authorities and extends beyond just conserving what is already there, to carrying out, supporting and requiring actions that may also restore or enhance biodiversity.

#### *The Countryside and Rights of Way (CRoW) Act 2000*

The CRoW Act (2000), as well as implementing the “right to roam”, also contains changes for nature conservation updating aspects of the Wildlife and Countryside Act 1981 such as strengthening punishment for killing, injuring or disturbing protected species, and extending the regulations to cover reckless behaviour as well as intentional acts against protected species.

Section 74 of the act contains a list of habitats and species of Principal Importance for the conservation of biodiversity in England, which falls in accordance with the 1992 UN Convention on Biological Diversity.

### **Policy documents (national, regional and local)**

*South Cambridgeshire Local Plan (2018) and Cambridge Local Plan (2018) - currently being updated to the Greater Cambridge Local Plan*

South Cambridgeshire District Council adopted their Local Plan in 2018, with the overall environmental objectives of: “contributing to protecting and enhancing our natural, built and historic environment; and, as part of this, helping to improve biodiversity, prudent use of natural resources, minimising waste and pollution, and mitigating and adapting to climate change including moving to a low carbon economy”.

Key policies include:

Policy NH/4, which prevents developments from occurring that result in the loss, deterioration or fragmentation of irreplaceable habitats, and also outlines that new developments must aim to maintain, enhance, restore or add to biodiversity;

Policy NH/5, which sets out protection for sites of biodiversity or geological importance; and

Policy NH/6, which encourages proposals that reinforce, link or create new green infrastructure in line with the Cambridgeshire Green Infrastructure Strategy (2011).

Cambridge City Council also adopted their Local Plan in 2018, with a small selection of key policies including:

Policy 4: Green belt - New development in the Green Belt will not be approved except in very special circumstances, in line with Green Belt policy in the National Planning Policy Framework;

Policy 7: River Cam - development proposals that are situated along the River Cam should where possible enhance the natural resources of the River and provide opportunities for renaturalisation of the river; and Policy 31 f: Any flat roofs should be a green or brown roof, as part of a key measure in Cambridge's climate change adaptation policy.

Cambridge City Council and South Cambridgeshire District Council are preparing a Greater Cambridge Local Plan, which will set out plans for infrastructure, new homes and economic growth in the region over the next 20 years to 2041.

### *Cambridgeshire & Peterborough Biodiversity Action Plan*

UK Biodiversity Action plans were written following the signing of the Convention on Biological Diversity at the Earth Summit 1992. These plans have been periodically reviewed and are now known as Priority Habitats and Species. Cambridgeshire and Peterborough still have local Habitat Action Plans, but these are supplemented by a local list of Priority Habitats and Species. These lists ensure that practical conservation projects can be targeted towards these species including in development proposals and site management plans. Such species include: barbastelle bat, common lizard, eel, house sparrow and white-letter hairstreak.

### *UK Post-2010 Biodiversity Framework*

The DEFRA/JNCC UK Post-2010 Biodiversity Framework, published in 2012, outlines at a UK-wide level ways to achieve the "Aichi Targets" and the EU Biodiversity Strategy produced in 2011. Overall, 23 areas were identified that would benefit from a targeted UK focus, and these formed part of an implementation plan with defined milestones for 2013 - 2015. The revised plan in 2018 was simplified to focus on high-priority activities.

### *Biodiversity 2020: A strategy for England's wildlife and ecosystem services*

DEFRA produced the Biodiversity 2020: A strategy for England's wildlife and ecosystem services with the strategy mission defined to: "halt overall biodiversity loss, support healthy well-functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people". The first two action areas include developing an integrated landscape-scale approach to conservation on land and at sea, and to "put people at the heart of biodiversity policy". The actions themselves are supported by numerous grants, campaigns and competitions.

### **Reviews, plans and policy drivers (national, regional and local)**

#### *Cambridgeshire Green Infrastructure Strategy 2020*

The Green Infrastructure (GI) assessments undertaken as part of the local plan development have identified numerous opportunities to ensure natural networks across Greater Cambridge are maintained and enhanced as part of the local plan. The GI Opportunity Mapping project performed by LUC produced an evidence base on the existing quality of GI networks within Greater Cambridge, and have been successful in identifying opportunities to enhance and expand the network. Underlying these opportunities are seven GI themes with associated maps.

#### *Greater Cambridge chalk streams project report*

This report, published in late 2020, comprises an audit of chalk streams in the upper Cam catchment. This audit provides an overview of issues and opportunities affecting each watercourse, some of which are organised into projects and ambitions. Some overarching results included a paucity of chalk streams in "good" condition, primarily due to low flow pressures from over abstraction, channel modifications and poor water quality. Key opportunities to improve the watercourses include providing in-stream woody habitats, gravel placement and bank re-profiling.

#### *CCC/MKA Biodiversity Audit*

The Biodiversity Audit, released in conjunction with this Biodiversity Strategy, is a report calculating a baseline estimate of biodiversity across several statutorily and non-statutorily designated sites owned by Cambridge City Council. Habitat and condition maps provide the data on the existing value of sites, with opportunities for enhancement and alterations to management regimes also provided. Sites were assessed using the Defra Biodiversity Metric 2.0 (Crosher et al., 2019b) with the intention of providing measurable biodiversity gain in the future.

### *Natural England Nature Networks*

Natural England have published a range of resources regarding Nature Networks including an “Evidence Handbook” and a “Summary for Practitioners”. These documents outline the planning and creation of nature networks, promoting the concept of conservationists working with dynamic natural processes at a landscape scale and the role of nature network planning in delivering climate-resilient nature-based solutions. The Evidence Handbook provides priority actions which range from improving core wildlife sites to creating corridors, whereas the Summary for Practitioners, amongst other information, provides models and tools to support the decision-making process when creating Nature Networks.

### *Making Space for Nature: A review of England’s Wildlife Sites and Ecological Network (The Lawton Report, 2010)*

The Lawton Report (2010) is an independent review of wildlife sites across England, with the key aim of assessing whether these sites are capable of responding and adapting to climate change. Professor Lawton reached this conclusion: “England’s collection of wildlife sites are generally too small and too isolated, leading to declines in many of England’s characteristic species. With climate change, the situation is likely to get worse... We need more space for nature”. The report outlines 24 recommendations to improve the situation, with key themes of “more, bigger, better and joined”.

### *25 Year Environment Plan 2018*

The 25 Year Environment Plan published by DEFRA outlines long term government actions that prioritise environmental health in agriculture, fishing, land use and other areas. One of the six key areas identified for further action include “Recovering nature and enhancing the beauty of landscapes”, under which the development of a Nature Recovery Network (NRN) and the opportunity to reintroduce native species are outlined. Through the NRN, the goal is to provide half a million hectares of additional wildlife habitat to provide linkages and promote connectivity between existing protected areas. Ensuring environmental net gain in housing and infrastructure developments is also discussed as a key method of achieving economic growth whilst providing measurable improvements for the environment.

### *The Dasgupta Review 2021*

The Dasgupta Review was prepared by Professor Sir Partha Dasgupta and released in February 2021. The review’s critical message is that nature can no longer be ignored within economic decisions, and that human demands vastly outpace the capacity of the natural environment to provide the “goods and services” required. In direct relation to ecology, the review discusses the importance of biodiversity in increasing the stability of ecosystem functioning, and that the loss of biodiversity reduces the productivity of communities and their ability to produce biomass. The review also outlines a fundamental flaw in Gross Domestic Product (GDP), highlighting its lack of consideration of the depreciation of natural capital, and the economic costs of these losses.

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# BIODIVERSITY TOOLKIT



**RE-THINKING AND ENHANCING**  
PUBLIC OPEN SPACES TO BENEFIT  
BIODIVERSITY AND PEOPLE



## WELCOME!

I am so pleased that this guide is now available, and I am sure that it will provide inspiration to us all to do what we can to make sure our beautiful parks and open spaces can support a wide range of plants and animals.

Improving biodiversity is one of the most important things we can do to counter the effects of climate change, and the advice given here will help us make sure that we can co-exist with other species and help threatened wildlife adapt to the impact of global heating.

Cambridge is fortunate to have an amazing range of community groups, residents associations and wildlife associations who care about the environment, and our team is working closely with many of them. I encourage everyone to get involved - if being in a park can make you feel good, then getting involved with park projects, learning more about local wildlife, and making a difference, is even better.

At the City Council we are doing all we can to ensure that land we look after is hospitable to wildlife, but there's a lot that you can do too, in your garden or in the spaces around your workplace. We want to create more space for plants and animals and connect them together to form 'linked habitats', and many of the suggestions in this guide will work for gardens and spaces of any size, so please give them a go. Every one of us can make a difference, and together we can transform our city.

### **Councillor Alex Collis**

Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing

Front cover picture: Perennial meadow at Cherry Hinton Hall



Perennial meadow at Histon Rec

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# 1 | SCOPE

## AIMS AND AUDIENCE

The scope of this guide covers public open spaces in Cambridge. These places might already be green open spaces but could benefit from additional features to better support biodiversity. They might currently be completely 'grey' but could be made more friendly to people and nature.

In addition to its private gardens, including the Cambridge colleges and the Cambridge Botanic Garden, Cambridge is fortunate to have a wealth of public green assets, including:

- 12 Local nature reserves (LNRs).
- Over 80 parks and recreation grounds, of all sizes.
- Large commons, including along the River Cam.
- Large and small allotment sites, community gardens and orchards
- Burial grounds, including some designated for their wildlife value.
- Extensive green roadside verges
- Brownfield sites, some of which can be classified as open-mosaic habitats.
- Many mature trees, with an active programme of both new and replacement planting.

Traditionally, these public green and open spaces have been managed by Cambridge City Council operations staff, including under Highways Agency contracts. Increasingly, residents and community groups have become involved in aspects of planning and caring for them, often with the support of the Community Engagement Officers within the Streets and Open Spaces (SOS) Community Engagement Team. The knowledge and skills of these people varies widely – from experts and enthusiasts to people just volunteering for one session through corporate social responsibility. They all, however, share the desire to be part of making Cambridge better for people - and nature.

This guide aims to provide some reasons for re-thinking the ways we care for our public open spaces to benefit biodiversity and provide inspiration and confidence for people to get involved.

Here we list some individual features that could be incorporated into green and grey public spaces and some tips on how they might be achieved, in what spaces, when, and by whom. It includes examples from Cambridge and links to further advice, including from council staff and local volunteer groups. In Cambridge, some features, such as sustainable urban drainage (SUDs), are being incorporated into new housing and commercial developments, including as part of their planning permission. However, because these can be complex and are generally installed by professionals, these are out

of scope of this guide. Further advice on these features can be found here:  
[www.london.gov.uk/sites/default/files/rba-gla\\_guide-parks\\_and\\_greenpace\\_final.pdf](http://www.london.gov.uk/sites/default/files/rba-gla_guide-parks_and_greenpace_final.pdf)

This guide has been authored by the biodiversity staff in SOS, with input from individual volunteers working in public open spaces across our city and the Community Engagement team. It reflects our combined experience but also, importantly, invites everyone to get involved in projects that include volunteers, and to contribute your ideas and projects for future versions of the guide.

We hope this guide will be useful for City Council Community Engagement and Operations staff and especially for people who already volunteer with them – or who might consider it in the future.



Perennial flowering meadow at Cherry Hinton Hall



Native Chalk Grassland Creation at Fulbourn Road open space

## 2 | BENEFITS

### OF RE-THINKING HOW WE MANAGE OUR GREEN SPACES

Urban green spaces benefit the natural world, humans, the wider environment, and our climate. Gardens and parks can have a greater variety of flowering plants than many rural areas, often flowering for longer, and may use less pesticides than nearby farmland.

To humans, they are places to travel through, visit and enjoy:

- Regular exposure to green spaces has well-understood short- and long-term benefits to mental and physical health and wellbeing.
- Appropriate planting of hedgerow and trees can reduce local air pollution and reduce urban heat in summer.
- Urban green spaces can be a local and healthy source of food, for example from allotments, community gardens, community orchards or even bramble and nettle patches.
- They are attractive places for life-long learning – for example, from pre-school to the University of the Third Age.
- Provide a place to meet friends and family, walk the dog, observe and reflect on the day to day life of other creatures

To the non-human natural world, their benefits include habitats for:

- Pollinators, including bees, butterflies, hoverflies and moths.
- Mammals, including mice, voles, hedgehogs, foxes, badgers and deer.
- Birds, resident, wintering and migrating through Cambridge.
- Molluscs, including slugs and snails.
- Reptiles and amphibians, including frogs, newts, lizards, grass snakes and toads.
- Fungi and plants, including wildflowers, trees, and the amazing soil ecosystem.

More generally, green spaces also:

- Help mitigate climate change by capturing carbon, especially by planting trees.
- Can help prevent flooding and drought by storing and using rainwater.
- Can be part of sustainable waste management, for example by hyper-local composting of food and green waste.
- Provide opportunities to recycle materials. For example, community gardens, orchards and allotments tend to reuse materials, for example use pallet wood for wildlife habitats and bird boxes.

There is a wealth of resources freely available online, to inspire and provide detailed guidance on how to enhance gardens and parks for both biodiversity and people. We have provided links within the A to Z section to helpful guides produced by a range of organisations to promote urban and garden biodiversity.

### 3 | **MAINTAINING** GREEN SPACES IMPACTS THE ENVIRONMENT

In general, it is accepted we need to transition to a lower carbon lifestyle, using fewer non-renewable resources, with less waste, less fossil-fuel and less water extraction. The council has begun this transition in our parks:

Until recently the City council invested in formal bedding areas requiring the annual purchase of plants and bulbs, which might be changed twice a year. Most of these would have been intensively produced at large scale. Suppliers specified peat-free composts, however the use of long-acting pesticides, single-use plastic containers and considerable transport costs was not sustainable. Annual bedding and hanging baskets, though popular with site users, also require a programme of frequent watering by Council staff, with this water being drawn from the chalk aquifer that supplies the City's drinking water and our precious chalk streams. We have replaced annual bedding with perennial flowering meadows made up of purely native or a mix of native and non-native beneficial species, depending on the site's location. These species are drought tolerant and require no or very little watering during establishment.

Many of our green spaces and verges have been traditionally maintained by regular cuts with petrol-driven mowers and strimmer's, with obstacles sprayed around with short or long-acting applications of herbicides. We have now taken the precautionary approach of applying no herbicides and leaving more areas of long grass to flower and provide food and cover for insects

In many parks, areas of brambles and nettles are now managed on rotation to support biodiversity whilst preventing their encroachment on our Local Nature Reserves staff and volunteers are cutting meadows using traditional scythes, a far more peaceful and pleasant pastime and less destructive to wildlife than petrol strimmer's.

We manage our tree stock to ensure a diverse range of species and age groups within our parks. When specifying works we inspect for potential nesting or roosting features and retain standing deadwood, including large monoliths where safe to do so. If the tree needs felling and safe to do so, we leave large sections of timber on site as natural play features and long lasting deadwood habitat for beetles and fungi.

We are also leaving many more areas of former short amenity grassland to grow longer to provide habitat for invertebrates and their predators.

## 4

**WHAT KINDS****OF PUBLIC OPEN SPACES CAN BE RE-THOUGHT?**

Cambridge's public open spaces range from:

- Relatively wild and special local nature reserves (LNRs), which are managed by SOS staff, sometimes working with local Wildlife Trust staff, and especially with regular teams of volunteers. These aim to have only native species of plant but can have additional features for biodiversity incorporated within them.
- Commons, which are mainly grazed using cattle and occasionally 'topped' by tractor to reduce pernicious 'weeds' such as Creeping thistle and Docks.
- Larger parks used for recreation, including team sports requiring pitch markings.
- Parks used for informal leisure activities.
- Play areas and fitness kit.
- Community gardens, which are usually led by volunteers working with Council staff.
- Some might be in, or near, allotments.
- Community orchards, with primarily fruit trees, which can be in or near allotments and commons.
- Numerous small but important patches of grass in housing estates, along roads and around trees.
- The River Cam and associated ditches and chalk streams running through the open spaces.

There are also grey public spaces, such as by some social housing or shops, that could be made greener with careful design.

Each location will have its own characteristics, including its own ecology, and also its own actual and potential benefits to both nature and people. Before planning to install and maintain some of the features listed in this guide it is useful to consider their suitability and also consult with council staff, local residents and users.

Many of these projects and management options have been trialled with volunteers at the amazing Nightingale Community garden, we encourage you to visit, learn more and be inspired of what can be achieved by partnership working.

# 5 | HOW TO ASSESS YOUR SPACES?

The described features will work in many Cambridge spaces if carefully positioned. It is worth taking time to consider the various options and how they fit with the wider network of parks, gardens and street tree habitats. Studying an aerial photo gives a fantastic insight as to how green spaces link up for nature. Using our parks to connect existing areas of vegetation cover and providing stepping stones of nectar rich planting for pollinators will go a long way to increasing our city's biodiversity.

Once you have an area in mind we can work with you to assess its suitability and check no existing biodiversity will be negatively impacted.

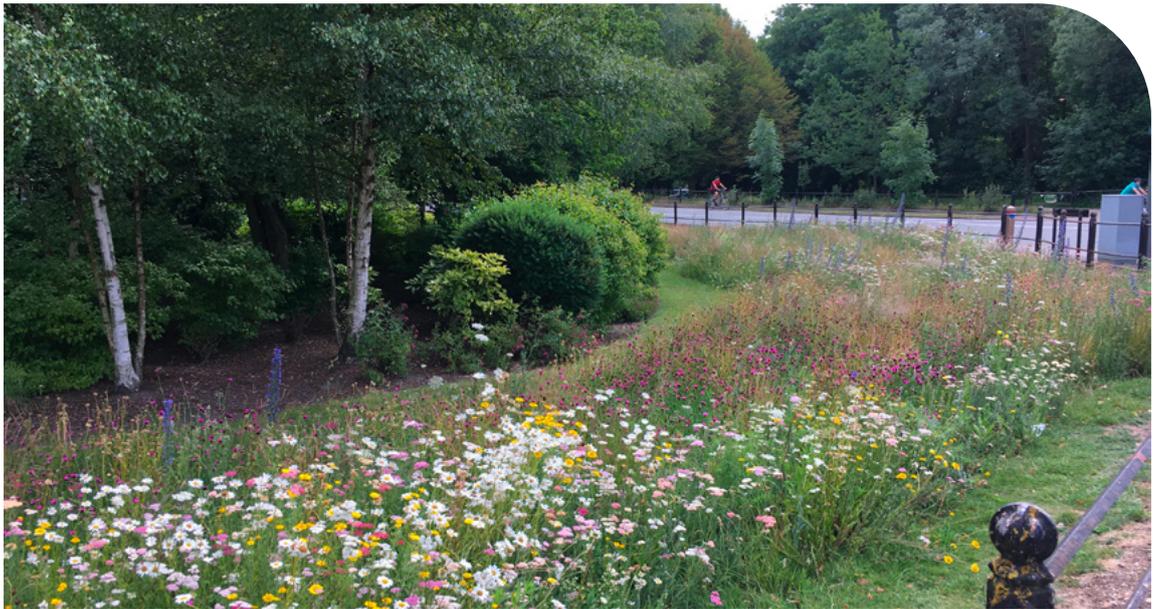


Recently created pond at Nine Wells

Collectively, private gardens cover a far greater area of Cambridge than all our parks and nature reserves. As our City grows gardens are becoming an increasingly vital refuge for wildlife. Many of the ideas in this guide can be translated to your garden or place of work. If everyone were to implement just one of these ideas on their patch, think of the benefits to our biodiversity and all those who enjoy it.

# 6 | HOW TO GET INVOLVED?

We hope this guide inspires you to get involved in helping us create and maintain new habitats across the city, both in on our parks and in your gardens and places of work. Based on the guide we would like to hear your ideas for your local parks and open spaces. We will then work with you to consult other park users, secure funding and deliver supported projects.



Perennial meadow on Trumpington Road

To find out how to get involved, register project ideas, and hopefully sign up to become a City Council volunteer, please visit:

[www.cambridge.gov.uk/streets-and-open-spaces-volunteers](http://www.cambridge.gov.uk/streets-and-open-spaces-volunteers)

or contact us at:

[sosvolunteers@cambridge.gov.uk](mailto:sosvolunteers@cambridge.gov.uk) / 01223 458084

# 7 | A TO Z

## OF FEATURES

FEATURE KEY	
	House/urban friendly (bird and bat boxes that can be integrated into buildings)
	Tree friendly (bird and bat boxes for trees)
	Bat friendly (good habitats for bats)
	Pollinators
	Invertebrates
	Birds
	Mammals
	Amphibians
	Reptiles
	Plants (good for wildflowers or freshwater plants)

## BAT BOXES



Several bat species are commonly seen flying over Cambridge open spaces, especially near woodland, ponds and the river at dusk. They are fascinating mammals that eat flying insects and are a good indication of a functioning ecosystem. Evening bat walks and punt safaris, using bat detectors, are very popular ways of engaging people with nature.

<p><b>DESCRIPTION OF FEATURE</b></p>	<p>Artificial roosts designed to encourage bats into areas where there are few roosting sites. There are various designs of bat box from home-made wooden boxes to ready-assembled boxes and ones that can be built into walls. Different bat species need different designs. On the Accordia Estate at Brooklands Avenue we have converted an old pill box into a winter hibernation site.</p>
<p><b>WHICH SPECIES BENEFIT MOST</b></p>	<p>Bat boxes are most suitable for crevice-dwelling bats such as Soprano and Common Pipistrelles, which are widespread across the City. It can however, take several years before bat boxes are used.</p>
<p><b>BEST LOCATION TO MAXIMISE BENEFITS</b></p>	<p>Bat boxes can be positioned on tree, built into or attached to buildings. Pole mounting is also an option in some locations. It is best to put at least two or three boxes close to each other but with different aspects so bats can choose the one with the right temperature for a given season.</p> <p>In general, it is best to site them where bats are known to feed, close to hedges and tree lines but away from artificial light. Ideally, they should be at least 4 m above the ground, sheltered from strong winds and exposed to the sun for part of the day, which is usually a south or south-west aspect. The entrances should not be impeded by branches.</p>
<p><b>LOCATIONS TO AVOID</b></p>	<p>Once occupied, a bat box cannot be opened legally without a Natural England licence and may be used for many years. For this reason, it is best not to install boxes in temporary locations or places that are likely to have extensive building or maintenance works. Avoid siting them above public walkways. It will be necessary to consult with the City council tree officer to agree suitable trees for fixing.</p>

<p><b>WHEN TO INSTALL</b></p>	<p>Boxes can be installed at any time of year. Take advantage of scaffold during buildings works to mount on suitable buildings. Tree boxes are potentially easier to install in winter when trees are not in leaf.</p>
<p><b>WHEN TO MAINTAIN</b></p>	<p>Select designs that have an open base for bats to access and therefore are self-cleaning of dropping, requiring no maintenance. Wooden boxes should not be treated with preservative, as this can be detrimental to bats. They should be allowed to naturally deteriorate, and new boxes erected in advance of their failure. Purchased 'Woodcrete' boxes provide a long-term solution with better insulation properties although are more expensive.</p> <p>The making of wooden bat boxes is a suitable project for volunteers, but ensure the materials and design are appropriate. If the location can be reached safely, they could be installed by volunteers. Otherwise the council may be able to provide a tree contractor to erect safely and securely.</p>
<p><b>LOCAL EXAMPLES</b></p>	<p>Accordia bat hotel, boxes on many LNRs, parks and new development sites</p>
<p><b>FURTHER INFORMATION</b></p>	<ul style="list-style-type: none"> <li>● <a href="http://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/buildabatbox/">www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/buildabatbox/</a></li> <li>● <a href="http://www.wildlifetrusts.org/actions/how-build-bat-box">www.wildlifetrusts.org/actions/how-build-bat-box</a></li> <li>● <a href="http://www.bats.org.uk/our-work/buildings-planning-and-development/bat-boxes">www.bats.org.uk/our-work/buildings-planning-and-development/bat-boxes</a></li> </ul>



Woodcrete bat box on Christ's Piece



## BEE BANKS (SAND BANKS)

Of the 267 species of bee in the UK, 220 are solitary, nesting as individuals, although often close together where conditions are right. After mating, the female makes a series of cells in which she lays an egg in a 'cake' of pollen and nectar, leaving the young to feed on these stores. Mining bees are one category of solitary bee, they nest in underground burrows, which can be encouraged by making bee banks.

<b>DESCRIPTION OF FEATURE</b>	Mound of compacted soil kept bare by occasional disturbance
<b>WHICH SPECIES BENEFIT MOST</b>	Solitary bees, including tawny mining bees. They are also good habitats for pollinator-friendly plants such as viper's bugloss.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Sunny locations adjacent to good nectar sources such as woodland edges, meadows, and water courses. Perfect as part of a suite of measures to increase biodiversity on a more formal park
<b>LOCATIONS TO AVOID</b>	Adjacent to play or seating areas or on public path desire lines. Consider the potential attraction for use as bike ramps and design this temptation out with planting, dead hedges or ditches.
<b>WHEN TO INSTALL</b>	Any time of year. The majority of bee species take up residence from March onwards
<b>WHEN TO MAINTAIN</b>	Plant cover might need trimming back in autumn to ensure exposed areas remain for nesting. These structures lend themselves to be managed and ideally monitored by a small group of volunteers
<b>LOCAL EXAMPLES</b>	One planned for installation at Logan's meadow LNR in 2020
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>• <a href="https://community.rspb.org.uk/wildlife/homesforwildlife/b/gardeningforwildlife/posts/get-wildlife-rich-at-the-bee-bank">https://community.rspb.org.uk/wildlife/homesforwildlife/b/gardeningforwildlife/posts/get-wildlife-rich-at-the-bee-bank</a></li> </ul>



## BEE HOTELS – FOR CAVITY NESTERS

Cavity-nesting bees are another category of solitary bee. They need dry, hollow tubes or holes in logs and walls to lay their eggs.

<b>DESCRIPTION OF FEATURE</b>	Structures that mimic the cavities where solitary bees nest. They often have ‘tubes’ of between 2 and 13 mm in diameter designed for bees to lay eggs. These can be made from paper straws, hollow stems of plants, drilled bamboo canes or drilled into logs.
<b>WHICH SPECIES BENEFIT MOST</b>	Different bee species prefer different diameter tubes. Aim for a range between 2mm and 13mm and a depth of around 100mm
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Different solitary bees need different conditions. In general, site the hotel at least 1 m off the ground, on a south-facing wall or alternative sunny location that is protected from strong winds. Think about siting where bees have access to pollen rich habitats.
<b>LOCATIONS TO AVOID</b>	Locations that are likely to get driving rain are surrounded by urban environment with few foraging opportunities close by, or close to play areas.
<b>WHEN TO INSTALL</b>	Any time of year. The majority of bee species take up residence from March onwards.
<b>WHEN TO MAINTAIN</b>	The tubes can build up a parasite load over time. Preferably, replace tubes every 2 to 3 years
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Sheep’s Green &amp; Coe Fen LNR has a bespoke sign for the learner pool, incorporating a bee hotel</li> <li>● Christ Piece has a large hotel built by the Cambridgeshire Youth Offending team</li> <li>● Empty Common Community Garden: has a small, but sophisticated, bee hotel with channels that can be opened to view the larvae.</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="http://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/build-a-bug-hotel/">www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/build-a-bug-hotel/</a></li> <li>● <a href="http://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/buildabeebandb/">www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/buildabeebandb/</a></li> <li>● <a href="http://www.nightingalegarden.org.uk/bees">www.nightingalegarden.org.uk/bees</a></li> </ul>

## BEETLE TOWER



Some types of beetle, including lesser and greater stag beetles lay eggs in rotting wood, especially underground.

<b>DESCRIPTION OF FEATURE</b>	Collection of logs or wood buried in the ground to encourage the wood to rot, providing a habitat for beetles to lay eggs.
<b>WHICH SPECIES BENEFIT MOST</b>	Wood boring beetles such as Lesser Stag beetle.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Stable location unlikely to be disturbed. Some beetles take years to pupate and become adults.
<b>LOCATIONS TO AVOID</b>	Waterlogged soil.
<b>WHEN TO INSTALL</b>	Any time of year. City Council tree team will be able to source suitable logs from tree works in the City. These may be more readily available in the autumn and winter.
<b>WHEN TO MAINTAIN</b>	Keep vegetation clear, so the feature is not forgotten.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Nightingale Community Garden</li> <li>● Byron's Pool LNR</li> <li>● Logan's Meadow LNR</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="https://ptes.org/get-involved/wildlife-action/help-stag-beetles/build-a-log-pile-for-stag-beetles/">https://ptes.org/get-involved/wildlife-action/help-stag-beetles/build-a-log-pile-for-stag-beetles/</a></li> </ul>

## BIRD BOXES



Many species of bird use natural tree cavities including those excavated by woodpeckers, to raise their young. Such cavities are often not available in parks as the trees are not of a suitable age or safety requirements have meant deadwood features have been removed. Bird boxes of various designs are an effective alternative and provide instant nest sites. Across the City we have boxes being used by a diverse array of species including Swift, House Sparrow, Blue Tit, Kestrel and Tawny Owl.

<b>DESCRIPTION OF FEATURE</b>	Structures to provide cavities for hole nesting birds, they can also be popular with tree bumblebees and small mammals
<b>WHICH SPECIES BENEFIT MOST</b>	Different bird species prefer different designs.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Depends on the desired bird species and whether the appropriate habitats are nearby. Great way of providing nesting opportunities when few mature trees with suitable features on site.
<b>LOCATIONS TO AVOID</b>	Places that cannot be protected against predators, especially cats. Also, areas in full sun as some types of box can overheat in strong sunshine.
<b>WHEN TO INSTALL</b>	Any time of the year, but before March is best to ensure ready for nesting season. These links show the sort of design likely to be most successful in the City. Species to target include: Swift (on buildings), Starling, Blue Tit, Great Tit, Tawny Owl, Kestrel <ul style="list-style-type: none"> <li>● <a href="http://actionforswifts.blogspot.com/p/diy.html">http://actionforswifts.blogspot.com/p/diy.html</a></li> <li>● <a href="https://www.rspb.org.uk/fun-and-learning/for-families/family-wild-challenge/activities/build-a-birdbox/">https://www.rspb.org.uk/fun-and-learning/for-families/family-wild-challenge/activities/build-a-birdbox/</a></li> <li>● <a href="https://www.wildlifetrusts.org/actions/how-build-nesting-box-birds">https://www.wildlifetrusts.org/actions/how-build-nesting-box-birds</a></li> <li>● <a href="https://www.bto.org/how-you-can-help/providing-birds/putting-nest-boxes-birds/make-nest-box">https://www.bto.org/how-you-can-help/providing-birds/putting-nest-boxes-birds/make-nest-box</a></li> <li>● <a href="https://www.bto.org/sites/default/files/bto-nest-boxes-essential-guide.pdf">https://www.bto.org/sites/default/files/bto-nest-boxes-essential-guide.pdf</a></li> </ul>
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Many sites including Christ's Piece, Jesus Green, Byron's Pool LNR.</li> <li>● Trumpington Community Orchard: have a swift tower.</li> <li>● Logan's Meadows LNR: has a swift tower designed as public art</li> </ul>

## BOG GARDENS



Bog gardens are invaluable for wildlife and great for wetland plants. Many amphibians use these to stay cool in the Summer and they are also attractive to a large range of invertebrates.

<b>DESCRIPTION OF FEATURE</b>	A marshy, usually wet area designed as a habitat for wetland plants but also insects and amphibians. Artificial ones usually have a hole-pierced butyl liner to prevent the soil above drying out. This can be planted or just left to develop its own flora.
<b>WHICH SPECIES BENEFIT MOST</b>	Native marsh flowers, amphibians, and invertebrates
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Near a water source such as an overflow to a pond, water butt or at the base of downpipes from roofs.
<b>LOCATIONS TO AVOID</b>	Anywhere that might dry out, deep shade
<b>WHEN TO INSTALL</b>	Any time of the year.
<b>WHEN TO MAINTAIN</b>	They might need topping up with water but should not be reliant on mains water. Plants will need occasional thinning in the autumn to prevent single species dominating or the feature drying out.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Nightingale Community Garden,</li> <li>● Byron's Pool LNR,</li> <li>● Logan's Meadow LNR</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="http://www.rhs.org.uk/advice/profile?PID=356">www.rhs.org.uk/advice/profile?PID=356</a></li> <li>● <a href="http://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/digadampditchfordiversity/">www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/digadampditchfordiversity/</a></li> <li>● <a href="http://www.wwt.org.uk/discover-wetlands/gardening-for-wetlands/how-to-build-a-mini-drainpipe-wetland/">www.wwt.org.uk/discover-wetlands/gardening-for-wetlands/how-to-build-a-mini-drainpipe-wetland/</a></li> </ul>

## BRAMBLE PATCHES



Brambles (wild blackberries) can be invasive and without management threaten to take over other habitats such as grassland. However, a mature bramble in a sunny location is one of the best native plants for an array of species, including pollinators, small mammals and nesting birds. They are also popular with people who like eating the berries.

<b>DESCRIPTION OF FEATURE</b>	Area of wild blackberry allowed to thrive and managed on a cyclical rotation
<b>WHICH SPECIES BENEFIT MOST</b>	Butterflies and moths for nectar and larvae food. Birds and small mammals for nesting, cover and food. Berries for humans.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Sunny spot adjacent to other habitats, ideally away from boundary fences to avoid growth becoming a nuisance to neighbouring properties.
<b>LOCATIONS TO AVOID</b>	On existing good quality grassland, immediately adjacent to footpath and cycle ways as risk of thorns
<b>WHEN TO INSTALL</b>	Many parks will have patches of bramble already established. If planting new plants this is best done in the autumn / early winter. Ideally select a native variety rather than a garden cultivar.
<b>WHEN TO MAINTAIN</b>	Cut edges back annually to ensure bramble does not encroach into unwanted areas. Part of the patch should be cut back to ground level in the winter, every two years, to ensure a varied structure and encourage flowering and fruiting on newer canes.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>Nightingale Recreation Ground: large areas to the West by the peripheral path. Bramblefields LNR</li> </ul>



Bramble boundary at Nightingale Recreation Ground

## BROWNFIELD GARDENS

*(also known as open-mosaic habitats)*



Brownfield sites, which are often post-industrial, can support nationally important populations of rare and endangered invertebrates, alongside other wildlife such as birds, reptiles, plants and lichens. The best examples have a mosaic of different habitats. Such sites are often needed for redevelopment, meaning the communities that have developed are often destroyed. In mitigation or just for increased biodiversity, similar ecosystems 'brownfield gardens' can be intentionally created in grey and green spaces. If planned and installed correctly they tend to be relatively maintenance free once established.

<b>DESCRIPTION OF FEATURE</b>	Habitats with varied topography and low-nutrient soils. These can self-establish naturally on derelict land, or they can be created seeded and planted with suitable species. If the site has rich soils or pernicious weeds these can be controlled by first laying down a permeable root proof barrier and laying the planting substrate on top of this.
<b>WHICH SPECIES BENEFIT MOST</b>	Black Redstarts, Pied Wagtails, scarce plants, ground beetles, bumblebees, butterflies and reptiles.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Close to existing brownfield sites and railways lines already supporting similar plant and animal communities. They can be installed on roofs, alongside paths, roundabout and areas that are otherwise tricky to maintain.
<b>LOCATIONS TO AVOID</b>	Places where people might not tolerate the aesthetics of the substrate until the planting is established.
<b>WHEN TO INSTALL</b>	Any time of year. They can be made with materials existing at the location or purchased crushed concrete or crushed ceramics, such as toilets and basins.
<b>WHEN TO MAINTAIN</b>	Occasional weeding of invasive species such as Buddleia
<b>LOCAL EXAMPLES</b>	Bramblefield LNR has a large area created on a former bramble patch.
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>• <a href="https://insideecology.com/2017/08/25/connecting-people-with-nature-brownfield-gardening/">https://insideecology.com/2017/08/25/connecting-people-with-nature-brownfield-gardening/</a></li> <li>• <a href="https://cdn.buglife.org.uk/2019/08/Planning-for-Brownfield-Biodiversity.pdf">https://cdn.buglife.org.uk/2019/08/Planning-for-Brownfield-Biodiversity.pdf</a></li> </ul>



## BUTTERFLY AND MOTH PLANTING

Butterflies and moths are insects that form the insect order Lepidoptera. There is no consistent way of telling butterflies and moths apart: butterflies are all day-flying and most moths fly at night, but several species fly by day. In the UK there are 59 resident species of butterfly and around 30 others that visit. Whereas there are around 2,500 species of moth.

Both are very important for pollination and the food web. The adults feed bats, owls (and other birds), small mammals and spiders. The caterpillars feed many species of birds (particularly their young) and parasitic wasps.

Most adults need nectar rich plants to fuel their flight, whilst the caterpillars feed on a huge range of plants, often species specific. Good species for butterfly larvae includes alder buckthorn, birds foot trefoil, brassicas, currants, docks, elm, garlic mustard, grasses (tussocky), lady's smock, holly, hop, ivy, nettle, purging buckthorn, sorrels, thistles and willows.

Species good for moths and their caterpillars include, evening primrose, foxglove, fuschia, honeysuckle, knapweed, lady's bedstraw, primrose, lavender, summer-flowering jasmine, rose-bay willowherb, sweet rocket, thistles, thyme, tobacco plants and native trees such as birch, hawthorn, hornbeam, oak, willows.

<p><b>DESCRIPTION OF FEATURE</b></p>	<p>Planting especially for butterflies and moths, this could be within other habits features being created or targeted to benefit known butterfly or moth species on a site. It is important to think about the requirements of a species throughout their life cycle, to ensure they can sustain a population on the site.</p>
<p><b>WHICH SPECIES BENEFIT MOST</b></p>	<p>Some plants attract a wide range of pollinators to nectar, foodplant for caterpillars tend to be more host specific</p>
<p><b>FURTHER INFORMATION</b></p>	<ul style="list-style-type: none"> <li>● <a href="https://butterfly-conservation.org/how-you-can-help/get-involved/gardening/gardening-for-butterflies">https://butterfly-conservation.org/how-you-can-help/get-involved/gardening/gardening-for-butterflies</a></li> <li>● <a href="https://www.rhs.org.uk/get-involved/community-gardening/butterfly-garden">https://www.rhs.org.uk/get-involved/community-gardening/butterfly-garden</a></li> <li>● <a href="https://butterfly-conservation.org/how-you-can-help/get-involved/gardening/gardening-for-moths">https://butterfly-conservation.org/how-you-can-help/get-involved/gardening/gardening-for-moths</a></li> </ul>



## COMMUNITY ORCHARDS

Cambridgeshire used to be a strong hold for commercial orchards with several local apple varieties, most of these orchards have been lost through changes in agricultural practices and development of former sites. Traditional orchards are rich habitats and groups of trees in larger gardens remain in the City, along with several community orchards that have been established on common or allotment land.

The best orchards for biodiversity are lightly managed, with widely spaced and longer-lived trees on half standard or standard rootstocks, growing in unimproved grassland with a range of fruit types and varieties. Orchard fruit trees can share many of the same physical characteristics as usually much older native woodland trees. A fifty-year old fruit tree can have fissured bark, rots holes from pruning wounds and some dead wood, all of which create ideal food sources and habitats for other wildlife to use.

<b>DESCRIPTION OF FEATURE</b>	Area with fruit trees, usually with public access or the harvest is shared with the community.
<b>WHICH SPECIES BENEFIT MOST</b>	Mosses, lichens, fungi, and numerous species of mammals (including bats), insects and birds.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Location suitable for fruit tree growing where community keen to be involved with planting and management. Important to have access to water, at least until the trees are established.
<b>LOCATIONS TO AVOID</b>	Locations where caring for the trees or harvesting the fruit would be difficult or dangerous. Areas where fallen fruit may accumulate on roads and footpaths or attract wasps near to benches and play equipment.
<b>WHEN TO INSTALL</b>	Best to plant bare root trees in Autumn to early Spring.
<b>WHEN TO MAINTAIN</b>	Young trees need frequent watering until established. Tree will require formative and ongoing pruning to optimise fruit production. There will also need to be a regime agreed for mowing or scything between the trees. Many orchards are volunteer led. Tree planting is relatively quick and easy to attract volunteers, it is the aftercare and grassland management that is more onerous. Harvesting is popular, including for juicing at apple days. Professional help might be required for pruning.

<b>LOCAL EXAMPLES</b>	Margaret Wright Community Orchard. Midsummer Common Community Orchard. Trumpington Community Orchard.
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"><li>● <a href="https://trumpingtonorchard.org/">https://trumpingtonorchard.org/</a></li><li>● <a href="https://www.midsummercommon.org.uk/Orchard/page.html">https://www.midsummercommon.org.uk/Orchard/page.html</a></li><li>● <a href="http://www.applesandorchards.org.uk/">http://www.applesandorchards.org.uk/</a></li></ul>



Midsummer Community Orchard

## COMPOST HEAPS



Many green open spaces, especially community gardens and orchards, have space for on-site composting. This avoids the transport required to remove greenwaste off site to recycling facilities. It also produces local valuable organic material for the green space, for example to mulch beds against water loss. Compost heaps and bins are also good habitats for wildlife.

<b>DESCRIPTION OF FEATURE</b>	A collection of green, and shredded woody waste aimed to break down into a mulch or compost. It is often supported by walls but can also be enclosed in a bin. Food waste should not be incorporating as it will attract congregations of brown rats and associated health hazards to site users.
<b>WHICH SPECIES BENEFIT MOST</b>	Mice, snails, slugs, woodlice. Some of which are food for hedgehogs, frogs and toads.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	A warm compost heap near wetland and grassland habitats may attract grass snakes to lay their eggs.
<b>LOCATIONS TO AVOID</b>	Cold, dry, shady places.
<b>WHEN AND HOW TO MAINTAIN</b>	<p>Compost heaps need a mix of materials adding to them and require frequent turning. The final product can be used on bee borders or left in situ for biodiversity.</p> <p>Compost bins can be constructed from waste wood (including pallets). They can also be purchased. Turning compost is a good physical task, which is popular with many volunteers.</p>
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Empty Common Community Garden</li> <li>● Nightingale Community Garden</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/startcomposting/">https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/startcomposting/</a></li> <li>● <a href="https://www.rhs.org.uk/advice/profile?pid=444">https://www.rhs.org.uk/advice/profile?pid=444</a></li> </ul>

## GRASSLANDS



Close-mown, perfect-green lawns are popular with many people but can be very resource intensive and are not wildlife friendly. The charity Buglife say that verges are either cut too often, removing flowers at peak flowering season, or not cut enough, resulting in grasses and scrub taking over and swamping wildflowers.

<b>DESCRIPTION OF FEATURE</b>	It is better for biodiversity to have a diversity of grass types and heights. By careful management of mowing, some species of plants, such as orchids, can be encouraged.
<b>WHICH SPECIES BENEFIT MOST</b>	Rarer plant species such as orchids. Meadow Ants which encourage Green woodpeckers that feed on their larvae. Long grass is a good habitat for insects, such as crickets, small mammals and the seed heads are food for birds.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Good habitat choice to join other areas of habitats such as woodland and ponds. Especially good along hedgerow bases and woodland edges. Cutting a scalloped edge can help provide micro climates for insects.
<b>LOCATIONS TO AVOID</b>	For long grass, locations that are at high-risk of anti-social behaviours, such as dog fouling and littering.
<b>WHEN TO INSTALL</b>	Existing grassland can simply be left to grow longer. New grass mixes can be sown on prepared ground in spring or autumn.
<b>WHEN TO MAINTAIN</b>	<p>Cutting regimes will need to be agreed with CCC operation team. Long grass needs to be monitored for anti-social littering and also perennial weed growth. Grass can be left to grow long over the Summer and then cut and collected in the autumn leaving some seed heads and tussocks to overwinter.</p> <p>Additional mid-season cuts may be appropriate dependent on location and multifunctional uses of a space. For example, it may need to be cut before a specific summer event but could provide enhanced habitat in the interim. Volunteer work parties may be required to help rake up the areas once cut.</p> <p>Plug plants can be added and yellow rattle sown in the autumn, this semi parasitic plant will inhibit grass growth making space for other flowering species.</p>

<p><b>LOCAL EXAMPLES</b></p>	<ul style="list-style-type: none"> <li>● Nightingale Recreation Ground has areas that are close mown in Autumn and then allowed to grow longer to support bee orchids.</li> <li>● Most large green spaces in Cambridge now have some areas of different heights of grass.</li> <li>● <a href="https://www.cambridge.gov.uk/long-grass-areas-on-parks">https://www.cambridge.gov.uk/long-grass-areas-on-parks</a></li> </ul>
<p><b>FURTHER INFORMATION</b></p>	<ul style="list-style-type: none"> <li>● <a href="https://www.rspb.org.uk/globalassets/downloads/activities-pdfs/gnahactivities_nomow.pdf">https://www.rspb.org.uk/globalassets/downloads/activities-pdfs/gnahactivities_nomow.pdf</a></li> <li>● <a href="https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/giveyourmowerarest/">https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/giveyourmowerarest/</a></li> </ul>



Spring buttercups on New Bit

## GREEN ROOFS



Green roofs provide benefits for the buildings occupants such as insulation and storm-water attenuation, and an additional level of habitat for urban biodiversity. They can range from small areas of low-height sedum 'mats' to deep-substrate mosaics of habitats across the whole roof surface, which support the most biodiversity. Cambridge has a Green Roof planning policy for all new flat roofs. There may be opportunities to retrofit biodiverse green roofs on existing council structure such a bin stores or bike sheds. This will require various permissions; City Council officers can provide technical advice and help with funding if suitable opportunities identified.

<b>DESCRIPTION OF FEATURE</b>	The roof of a building, or structure of any size, that has a substrate suitable for growing drought tolerant plant species.
<b>WHICH SPECIES BENEFIT MOST</b>	Depending on the depth and type of substrate, height, aspect and seeding/planting, a wide variety of plants and also insects. Rare Black Redstarts if you're really lucky!
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	The larger the area, the more diverse the ecosystem can become.
<b>LOCATIONS TO AVOID</b>	Under deciduous trees, due to shade and leaf fall.
<b>WHEN TO INSTALL</b>	Any time of the year, however seeding or planting is better in the Autumn or early Spring.
<b>WHEN TO MAINTAIN</b>	
<b>LOCAL EXAMPLES</b>	Nightingale Community Garden has a green roof shelter installed in 2020 and using clinker from underneath the original bowling green
<b>FURTHER INFORMATION</b>	<a href="http://www.thegreenroofcentre.co.uk/Library/Default/Documents/GRC%20Biodiverse%20Design%20small_634147160617860000.pdf">http://www.thegreenroofcentre.co.uk/Library/Default/Documents/GRC%20Biodiverse%20Design%20small_634147160617860000.pdf</a>



## HEDGEHOG HABITATS

In the 1950s, there were around 30 million hedgehogs in the UK but, in 2019, there are probably just 1 million. There are many reasons for this decline but also ways we can make our parks and gardens more friendly to these popular animals.

### Provide food and water

By leaving some areas wild and undisturbed for foraging.

Leaving grass, moss, leaves for them to make to nests.

Providing well-designed ponds for drinking.

### Reduce dangers

Identify hotspot for road casualties and provide signage

Check before strimming or hedge cutting

Check bonfires before lighting

### Improve habitat

Create hedgehog highway (next section).

Create nest sites in a variety of places including hedgerows and dense shrubs, long grass and overgrown areas, under sheds and decking, and in compost heaps.

Purpose-built hedgehog houses will be used but natural sites are preferable

<b>DESCRIPTION OF FEATURE</b>	Construct or maintain nesting and forging habitats
<b>WHICH SPECIES BENEFIT MOST</b>	
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Shady, dry place, away from noise, crowds and pets.
<b>LOCATIONS TO AVOID</b>	Busy places with lots of dogs off of leads or close to main roads.
<b>WHEN TO INSTALL</b>	Before November
<b>LOCAL EXAMPLES</b>	Nightingale Community Garden
<b>FURTHER INFORMATION</b>	<a href="https://www.cambridgehedgehogs.org/">https://www.cambridgehedgehogs.org/</a> <a href="https://www.britishhedgehogs.org.uk/">https://www.britishhedgehogs.org.uk/</a>



## HEDGEHOG HIGHWAYS

Hedgehogs can roam approximately one mile each night to find food. In Cambridge, there are many barriers to this, which is why there is a national and local campaign to make better corridors for them, including making new CD-case (130mm x 130mm) sized gaps in garden fences and walls.

<b>DESCRIPTION OF FEATURE</b>	Safe corridor for hedgehogs to roam for food, especially at night.
<b>WHICH SPECIES BENEFIT MOST</b>	Hungry hedgehogs as well as other small mammals and amphibians
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Boundaries to parks and gardens in urban areas.
<b>LOCATIONS TO AVOID</b>	Exits onto busy roads and cycle routes.
<b>WHEN TO INSTALL</b>	Any time of year.
<b>WHEN TO MAINTAIN</b>	Routine checking to make sure they have not become blocked.
<b>LOCAL EXAMPLES</b>	<p>Cambridge City Council officer can make hedgehog holes in the fences of any city resident unable to do the work themselves, contact <a href="mailto:sosvolunteers@cambridge.gov.uk">sosvolunteers@cambridge.gov.uk</a>.</p> <p>From May 2019, the ongoing Cambridge Hedgehogs without Borders project aims to open up wildlife corridors for hedgehogs in Cambridge to allow them to roam freely from one garden to the next.</p> <p><a href="https://www.cambridgehedgehogs.org/recent-projects/">https://www.cambridgehedgehogs.org/recent-projects/</a></p>
<b>FURTHER INFORMATION</b>	<a href="https://www.hedgehogstreet.org/">https://www.hedgehogstreet.org/</a>

## HIBERNACULA



There is an overlap between habitats designed for cavity-laying bees, ones for insects (often called bug hotels) and ones that are designed for overwintering small and larger amphibians and mammals (sometimes called hibernacula. Overwintering creatures will seek out dry, cool, stable places to hibernate. Hibernacula are safe places for them because once they are made, they are left alone.

<b>DESCRIPTION OF FEATURE</b>	A reasonably dry and cool space for creatures to hibernate over winter in safety.
<b>WHICH SPECIES BENEFIT MOST</b>	Any creature that hibernates including hedgehogs, frogs, newts and toads.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Close to other habitats, especially ponds and wetlands.
<b>LOCATIONS TO AVOID</b>	Sites in full sun or that can become waterlogged.
<b>WHEN TO INSTALL</b>	Any time of year.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Nightingale Community Garden: hibernaculum behind the nature pond;</li> <li>● Great Crested Newt Hibernacula at Bar Hill Crematorium</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="https://www.froglife.org/wp-content/uploads/2015/09/Hibernacula.pdf">https://www.froglife.org/wp-content/uploads/2015/09/Hibernacula.pdf</a></li> <li>● <a href="https://www.wildlifetrusts.org/actions/how-build-hibernaculum-amphibians-and-reptiles">https://www.wildlifetrusts.org/actions/how-build-hibernaculum-amphibians-and-reptiles</a></li> </ul>



Great Crested Newt hibernaculum at Bar Hill Crematorium



## HONEYBEE HIVES

Honeybees are good pollinators and can provide honey! They do especially well in urban settings because of the diversity of flowering plants in gardens, parks, and other green spaces. There is evidence, however, that managed honeybees compete for pollen and nectar with our native bumblebees and other pollinators.

<p><b>DESCRIPTION OF FEATURE</b></p>	<p>Constructed habitat, of several designs, for honeybee colonies. Colonies should be considered permanent, they live in the hives all year around.</p> <p>Some types, such as horizontal and vertical top bar hives, are considered more 'natural' for the colonies – they are also easier and cheaper to make. “National hives” are more common and it will be easier to find bee-keepers with experience of this type of hive.</p>
<p><b>WHICH SPECIES BENEFIT MOST</b></p>	<p>Honeybees and plants to be pollinated by them, including fruit trees.</p>
<p><b>BEST LOCATION TO MAXIMISE BENEFITS</b></p>	<p>Near to forage (including fields of crops) and away from crowds and strong winds.</p> <p>Hives need a reasonable amount of space around them for manipulation and honey harvesting. Usually, they need netting or a fence at the front to encourage the bees to fly higher than head level, so they do not interact with the public. They are often found in or near community orchards for their pollinating benefits.</p>
<p><b>LOCATIONS TO AVOID</b></p>	<p>Near to populations that might be especially allergic to stings.</p> <p>Dark, cold and shady places. Local Nature reserves where bees may compete with native bumble bees</p>
<p><b>WHEN TO INSTALL</b></p>	<p>Any time of the year but colonies (including from caught swarms) are usually introduced around May to July.</p>

<p><b>WHEN TO MAINTAIN</b></p>	<p>Cambridge City Council are keen to support beekeeping in our parks and allotments. There will need to be consultation to make sure local people are happy with the idea of hives, for example close neighbours. Most colonies will swarm at some point (sometimes several times in a season) and are likely to settle on local trees or structures. They should be collected and re-hived to prevent them starting a new colony in nearby buildings.</p> <p>The hives would need to be maintained by volunteers, registered, and insured, which can be done via Cambridgeshire Beekeepers Association, who also offer a very comprehensive training programme.</p>
<p><b>LOCAL EXAMPLES</b></p>	<p>Trumpington Community Orchard: observation beehive.</p>
<p><b>FURTHER INFORMATION</b></p>	<p>Need frequent attention from trained beekeepers.</p>



Solitary bee hotel at Christ's Pieces

## MEADOWS

### *Perennial sown (wildflower or mixed)*



The term meadow can describe a variety of grassland habitats. In Cambridge parks we have been establishing a number of different sorts from simply allowing the existing grassland to grow longer to removal of existing low diversity amenity grassland and sowing both annual and perennial native and non-native species mixes. The diversity of the grassland flora and associated invertebrate will depend on the soil conditions, proximity to other habitats and ongoing management.

At a practical level, you can achieve a wildflower meadow by careful management of the existing grass or can prepare an area of bare earth and sowing with a variety of native and carefully selected non-native species. This can be by sowing seed or using ready-prepared turf. All the meadows trialled in Cambridge have proved very popular with people – and pollinators.

<b>DESCRIPTION OF FEATURE</b>	Meadow sown once with mainly perennial species, including soft grasses
<b>WHICH SPECIES BENEFIT MOST</b>	Pollinators
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Not to shady
<b>LOCATIONS TO AVOID</b>	Waterlogged.
<b>WHEN TO INSTALL</b>	Best sown on prepared bare ground in spring or autumn – follow supplier's instructions.
<b>WHEN TO MAINTAIN</b>	Can need irrigation, weeding, two or more cuts in the first Summer to reduce weed load. Cut and collect in the Autumn or early the following Spring.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Cherry Hinton Hall, Jesus Green.</li> <li>● Nightingale Community Garden</li> </ul>
<b>FURTHER INFO AND ADVICE</b>	<a href="https://wildseed.co.uk/page/sowing-and-aftercare">https://wildseed.co.uk/page/sowing-and-aftercare</a>

## MEADOWS

### *Annual sown (wildflower or mixed)*



Annual meadows can be a popular 'first meadow' to trail a locations suitability. These are prepared on bare earth each Spring following rotavation, seed is sown as per the supplier's instructions. There is, therefore, an annual cost. They usually start to flower around June/July, in Autumn or late winter they can be scythed (or strimmed) down to a low level. The arisings are usually collected by raking and can be composted or removed. If they are left long over winter, they provide additional habitats and food for birds and may drop seed for next years display. Over time undesired weeds may begin to dominate the annual sowings. After one or more years of annual meadow, we usually replace them with perennial meadows, either sown or using pre-established turf.

<b>DESCRIPTION OF FEATURE</b>	Meadow-like planting of annual flowers sometimes mixed with grass seed.
<b>WHICH SPECIES BENEFIT MOST</b>	Pollinators. Parks users enjoy the colourful displays
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Sunny location
<b>LOCATIONS TO AVOID</b>	Heavily shaded or water-logged.
<b>WHEN TO INSTALL</b>	Usually sown in early to mid-Spring on bare earth prepared from February onwards.
<b>WHEN TO MAINTAIN</b>	Can need irrigation and weeding during establishment, Followed by an Annual cut and collect
<b>LOCAL EXAMPLES</b>	Parker's Piece, Barnwell Road verge
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/sowapoppypatch/">https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/sowapoppypatch/</a></li> <li>● <a href="https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/startawildflowermeadow/">https://www.rspb.org.uk/get-involved/activities/give-nature-a-home-in-your-garden/garden-activities/startawildflowermeadow/</a></li> <li>● <a href="https://www.onthevergecambridge.org.uk/">https://www.onthevergecambridge.org.uk/</a></li> </ul>

## NETTLE PATCHES



Much maligned, nettles are one of the most important native plants for wildlife in the UK, supporting over 40 species of insect. Flourishing on previously disturbed ground they can provide a challenge when trying to establish other habitats such as meadows, however, in some location they are by far the easiest way of boosting biodiversity and should be embraced and managed with this in mind.

<b>DESCRIPTION OF FEATURE</b>	Area in which nettles are allowed to flourish.
<b>WHICH SPECIES BENEFIT MOST</b>	<p>Specialist invertebrates, birds, such as blue tits, who eat over-wintering nettle aphids, and also species that eat their late-Summer seeds such as house sparrows, chaffinches and bullfinches.</p> <p>Caterpillar food plant for many colourful Butterflies, including small tortoiseshell, comma, peacock, and red admiral. Also, moths, including burnished brass, golden Y, small magpie, mother of pearl, and spectacle.</p>
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	A sunny sheltered location is best for butterflies. Nettles like rich soil but will grow in most conditions. Larger patches tend to support more species.
<b>LOCATIONS TO AVOID</b>	Adjacent to paths, benches, play areas and other places where people are likely to get stung. Next to habitats which they may invade such as species rich meadows.
<b>WHEN TO INSTALL</b>	Most sites will have existing nettle patches that can be nurtured. They spread by seed and root. If necessary, seed can be shaken from mature flower heads onto bare ground in late summer.
<b>WHEN TO MAINTAIN</b>	Can manage them by trimming and mowing in Summer, which can induce a late growth of fresh leaves.
<b>LOCAL EXAMPLES</b>	Patched identified and left on Stourbridge Common and all our Local Nature Reserves.
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>• <a href="http://www.wildlifetrusts.org/wildlife-explorer/wildflowers/stinging-nettle">www.wildlifetrusts.org/wildlife-explorer/wildflowers/stinging-nettle</a></li> <li>• <a href="http://www.nettles.org.uk/nettles/wildlife.asp">www.nettles.org.uk/nettles/wildlife.asp</a></li> </ul>

## MIXED NATIVE HEDGE



Mixed native hedges are a boon for biodiversity, providing food, cover and fantastic corridors to aid species moving around the City.

<b>DESCRIPTION OF FEATURE</b>	<p>Hedge planted from several species of native trees and shrubs. Species can include beech, blackthorn, crab apple, dog rose, dogwood, field maple, guelder rose, hawthorn, hazel, holly, hornbeam, spindle, wayfaring tree, wild cherry and wild privet.</p> <p>The mixes can be selected to provide a long period of interest (flowers, berries, leaves and seeds) and diversity of wildlife food and shelter.</p>
<b>WHICH SPECIES BENEFIT MOST</b>	Birds, invertebrates, small mammals, including hedgehogs.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Park boundaries, linking other habitats and gardens.
<b>LOCATIONS TO AVOID</b>	Blocking views of junctions or screening areas that encourage anti-social behaviour.
<b>WHEN TO INSTALL</b>	They are cheapest to plant from bare root 'whips' from late Autumn to early Spring. Prepare a weed free strip for planting in a double staggered row of 5 plants per metre. Mulch with bark chippings to reduce competition from weeds and retain soil moisture.
<b>WHEN TO MAINTAIN</b>	Hedgerows require regular management most likely by our operations team. Cutting different sides or sections on a rotation can ensure an annual supply of flowers and berries.
<b>LOCAL EXAMPLES</b>	Nightingale Community Garden, Lammas Land Driftway
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>• <a href="http://www.bbc.co.uk/gardening/basics/techniques/organic_nativehedge1.shtml">www.bbc.co.uk/gardening/basics/techniques/organic_nativehedge1.shtml</a></li> <li>• <a href="http://www.rhs.org.uk/advice/profile?pid=377">www.rhs.org.uk/advice/profile?pid=377</a></li> <li>• <a href="http://www.wildlifetrusts.org/actions/how-make-hedge-wildlife">www.wildlifetrusts.org/actions/how-make-hedge-wildlife</a></li> </ul>

## PONDS



Installing a pond is one of the best ways of attracting a wide range of new species and enhancing existing habitats on a site. However, finding suitable locations and gaining community support can be tricky due to perceived safety issues. However, ponds do not need to be deep and careful design can usually reduce risk and enhance the ponds biodiversity value.

<b>DESCRIPTION OF FEATURE</b>	A small water body that retains water for all or much of the year. Drying up in the summer is not always a bad thing as some species of plant and insects thrive in the 'draw down' zone. Occasional drying up also prevents introduced goldfish from becoming established and impacting on amphibians and invertebrate communities.
<b>WHICH SPECIES BENEFIT MOST</b>	Amphibians (frogs and newts), bats, bees, birds, dragonflies and damselflies, molluscs, pond invertebrates, reptiles including grass snakes. Young and old pond dippers love them!
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Ponds of a range of sizes and designs could be installed in most locations. Best to have sunshine for at least some of the day. Useful if there is a nearby water supply, ideally harvested rainwater rather than tap water.
<b>LOCATIONS TO AVOID</b>	Where children might visit unsupervised Near to trees to avoid excessive leaf fall into the pond.
<b>WHEN TO MAINTAIN</b>	<p>Frequent check on water levels, which might need topping up. Check for litter and invasive plants species. Infrequent thinning out of plants is best undertaken by volunteer groups in the autumn.</p> <p>Due to the complexities of construction and perceived hazards, potential locations will need to be assess by City Council officers for suitability and necessary permission or design considerations.</p> <p>Depending on the scale ponds can be quite expensive in labour and materials, but could be suitable for fundraising projects or council grants.</p>

<p><b>LOCAL EXAMPLES</b></p>	<ul style="list-style-type: none"> <li>● Bramblefields LNR</li> <li>● Byron's Pool LNR</li> <li>● Empty Common Community Garden</li> <li>● Margaret Wright Community Orchard</li> <li>● Nightingale Community Garden: large nature pond and tiny mini pond.</li> </ul>
<p><b>FURTHER INFORMATION</b></p>	<ul style="list-style-type: none"> <li>● <a href="http://www.rhs.org.uk/advice/profile?PID=622">www.rhs.org.uk/advice/profile?PID=622</a></li> <li>● <a href="http://www.froglife.org/wp-content/uploads/2013/07/JAW2014-for-printing-HLF1.pdf">www.froglife.org/wp-content/uploads/2013/07/JAW2014-for-printing-HLF1.pdf</a></li> <li>● <a href="http://www.wildlifetrusts.org/actions/how-build-pond">www.wildlifetrusts.org/actions/how-build-pond</a></li> <li>● <a href="http://www.rspb.org.uk/birds-and-wildlife/advice/gardening-for-wildlife/water-for-wildlife/making-a-pond/">www.rspb.org.uk/birds-and-wildlife/advice/gardening-for-wildlife/water-for-wildlife/making-a-pond/</a></li> <li>● <a href="https://freshwaterhabitats.org.uk/pond-clinic/create-pond/make-garden-pond/">https://freshwaterhabitats.org.uk/pond-clinic/create-pond/make-garden-pond/</a></li> </ul>



Wildlife Pond at Nightingale Community garden

## TREE PLANTING

Trees provide arguably the most important habitat across Cambridge, collectively creating an urban forest in the surrounding predominantly arable landscape. The Cambridge Canopy Project seeks to increase overall canopy cover by 2% by working with communities to identify locations, plant and care for new tree stock.

To find out how to get involved with this exciting project visit:

- [www.cambridge.gov.uk/cambridge-canopy-project](http://www.cambridge.gov.uk/cambridge-canopy-project)
- [www.cambridge.gov.uk/suggest-a-location-for-planting-a-new-tree](http://www.cambridge.gov.uk/suggest-a-location-for-planting-a-new-tree)

## PLANTING



### *For pollinators, including perennials and bulbs*

The flowers in urban environments are very important for the survival of pollinators. A study showed colonies of wild bumblebees thrived much better in village and urban environments compared with agricultural ones.

Different species of pollinators prefer different plants, for example different bee species are active at different times of the year and have different length tongues; some moths fly in the evening and at night so prefer night-scented plants. In general, it is best to have as many kinds of flowering plants with different shapes and colours, to flower from at least February to November. This can best be achieved using a structure of perennial plants and trees, with bulbs, annuals and biennials added.

The RHS advises growing a wide diversity of plants and flowering trees and hedges, allowing lawns to grow longer so they can flower and to learn to tolerate dandelions because their flowers are superb for spring forage. Understanding of species' preference can help with the design of an area. For example:

- Ashy mining bees like early hedge blossom such as blackthorn and fruit blossom.
- Buff-tailed bumblebees nest underground in old mouse holes, beneath sheds and in long grassland. They like lavender, alliums and cornflowers.
- Common carder bees have long tongues and like comfrey, clover and other long flowers.
- Hairy footed flower bees especially like lungwort
- Ivy bees emerge in September and feed on mature ivy.
- Leafcutter bees like knapweed, annual and perennial sweetpeas and old roses
- Red mason bees line their cells with mud and likes fruit tree blossom and catmint.
- Tree bumblebees have short tongues and like daisy-type flowers, such as single dahlias, chamomile, (early) coneflowers and thistles
- The female wool carder bee will shave off the fluff from rabbits' ear plants (*Stachys byzantina*) and mullein to line nests and feed from the nectar-rich flowers. 2

You don't need huge spaces to make an impact, containers can have useful plants for pollinators. The RHS has a labelling system for 'Plants for Pollinators' and useful online lists.

<b>DESCRIPTION OF FEATURE</b>	A diversity of flower shapes and types across the year. From early Spring flowers, such as crocus and primroses, to later flowering Verbena bonariensis and echinacea.
<b>WHICH SPECIES BENEFIT MOST</b>	Bees, butterflies, hoverflies, moths.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Can find 'right plant for right place'. Full sun can be very good for pollinator-friendly plants. Will be visited practically anywhere and provide useful staging post for flying insects in dense urban environments.
<b>LOCATIONS TO AVOID</b>	Very Shady, dry or waterlogged ground will restrict range of plants. However, a few suitable species can usually be found.
<b>WHEN TO INSTALL</b>	Best planted in autumn or spring. Diversity can be increased gradually as space and resources allow. Most perennial plants are best moved in spring or autumn. Bulbs are planted in Autumn.
<b>WHEN TO MAINTAIN</b>	Likely to require occasional weeding. Weeds can be suppressed by dense planting and use of organic mulch such as woodchips. The council would be able to provide wood chip from our tree management activities. Plants can be divided (often in the Autumn) to keep them healthy and produce more plants for other sites.
<b>LOCAL EXAMPLES AND ADVICE</b>	<ul style="list-style-type: none"> <li>● Cambridge Botanic Gardens: bee borders – and other planting such as herbaceous borders and Mediterranean beds, scented garden and a winter garden.</li> <li>● Nightingale Community Garden: several beds with plants chosen for pollinators including bees and butterflies and moths, most are also drought tolerant when established and cope with full sun and freely draining soil.</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="http://www.rhs.org.uk/science/pdf/conservation-and-biodiversity/wildlife/plants-for-pollinators-garden-plants.pdf">www.rhs.org.uk/science/pdf/conservation-and-biodiversity/wildlife/plants-for-pollinators-garden-plants.pdf</a></li> <li>● <a href="http://www.rhs.org.uk/science/conservation-biodiversity/wildlife/plants-for-pollinators">www.rhs.org.uk/science/conservation-biodiversity/wildlife/plants-for-pollinators</a></li> <li>● <a href="https://friendsoftheearth.uk/bees/gardening-bees">https://friendsoftheearth.uk/bees/gardening-bees</a></li> <li>● <a href="http://www.buglife.org.uk/get-involved/gardening-for-bugs/gardening-for-bumblebees/">www.buglife.org.uk/get-involved/gardening-for-bugs/gardening-for-bumblebees/</a></li> </ul>

## WETLAND PLANTING



Wet areas along watercourses or around pond edges can be easy to establish with a diverse range of flowering native plants providing rich habitats for invertebrates.

<b>DESCRIPTION OF FEATURE</b>	Native plants adapted to thrive in wet conditions, including by ditches, streams, and ponds. Other low-lying areas that hold water after heavy rains may also be appropriate.
<b>WHICH SPECIES BENEFIT MOST</b>	Plants, invertebrates, water voles if close to the river or watercourses.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Adjacent to other habitats
<b>LOCATIONS TO AVOID</b>	Locations that might dry out.
<b>WHEN TO INSTALL</b>	Any time of year
<b>WHEN TO MAINTAIN</b>	Vegetation likely to grow rapidly and over time some species may dominate, vegetation can be cut on a rotation once a year and removed, Dominant species can often be hand pulled to keep in check.
<b>LOCAL EXAMPLES</b>	Logan's Meadow and Paradise LNRs.
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.wwt.org.uk/discover-wetlands/gardening-for-wetlands">https://www.wwt.org.uk/discover-wetlands/gardening-for-wetlands</a></li> <li>• <a href="https://www.wwt.org.uk/discover-wetlands/gardening-for-wetlands/how-to-build-a-mini-drainpipe-wetland/">https://www.wwt.org.uk/discover-wetlands/gardening-for-wetlands/how-to-build-a-mini-drainpipe-wetland/</a></li> </ul>



Marginal planting at Nine wells

## WOODPILES (LOG PILES)



Piles of wood, including logs, attract invertebrates and anything that feeds on them, including frogs and newts. Small mammals and hedgehogs like them as shelter too.

<b>DESCRIPTION OF FEATURE</b>	Semi-permanent collection of wood, including logs, designed as a habitat. They can be above ground with earth piled up to support them or dug into pits in the ground to encourage the wood to rot for beetle larvae. They are also similar to beetle towers which tend to have a larger portion of logs buried in the ground, including uprights.
<b>WHICH SPECIES BENEFIT MOST</b>	Invertebrates, amphibians, small mammals. Species of fungi that live on rotting wood.
<b>BEST LOCATION TO MAXIMISE BENEFITS</b>	Sun or shade will determine the species present and how long the feature persists.
<b>LOCATIONS TO AVOID</b>	Places that will be disturbed frequently. Highly waterlogged places.
<b>WHEN TO INSTALL</b>	Any time of the year.
<b>WHEN TO MAINTAIN</b>	Might need vegetation cleared back from time to time.
<b>LOCAL EXAMPLES</b>	<ul style="list-style-type: none"> <li>● Nightingale Community Garden: two medium-sized piles.</li> <li>● Bramblefield's LNR</li> </ul>
<b>FURTHER INFORMATION</b>	<ul style="list-style-type: none"> <li>● <a href="http://www.rspb.org.uk/birds-and-wildlife/advice/gardening-for-wildlife/dead-wood-for-wildlife/">www.rspb.org.uk/birds-and-wildlife/advice/gardening-for-wildlife/dead-wood-for-wildlife/</a></li> </ul>



Woodpile at Nightingale Community Garden



Tawny Owl box at Christ's Piece

We would like to acknowledge all of the content provided by third parties within the links suggested in this summary guide. We will endeavour to review and keep this guide and associated links relevant, but apologies if some become outdated.



Common Blue on White Campion Kings Hedges Recreation Ground



Dead tree monolith at Cherry Hinton hall left for beetles fungi and numerous species of solitary bees and wasps.



Felled timber left for insects and a cattle scratching post on New Bit



New flowering grassland at Hobsons's park

**Appendix C - List of proposed stakeholders consultees.** Please note these groups are to be directly contacted with regard the consultation, which will also be published through social media, the council website and consultation channels.

Abbey People

Action for Swifts

BCN Wildlife Trust

Butterfly Conservation - Cambridgeshire & Essex Branch

Cam & Ely Ouse Catchment Partnership

Cam Valley Forum

Cambridgeshire County Council

Cambridge Conservation Forum

Cambridge Conservation Initiative

Cambridge Environmental Records Centre

Cambridge Friends of the Earth

Cambridge Natural History Society

Cambridge Past Present & Future

Cambridge Schools Eco Council

Cambridgeshire Mammal Society

Cambridgeshire Moth Group

Cambridgeshire & Peterborough Biodiversity Group

Cambridgeshire and Peterborough Amphibian and Reptile Group

Cambridgeshire Bat Group

Cambridgeshire Bird Club

Coton Loves Pollinators

Empty Common Community Garden

Federation of Cambridge Residents' Associations

Friends of Cherry Hinton Brook

Friends of Logan's Meadow Local Nature Reserve

Friends of Midsummer Common

Friends of Mill Road Cemetery

Friends of Paradise LNR

Friends of Stourbridge Common

Friends of the Cam

Hobson's Conduit Trust

Labour Party Environment Forum

Nat His Cam

Natural Cambridgeshire (Local Nature Partnership)

Nightingale Community Garden

On the Verge - Cambridge

Pesticide-Free Cambridge

RSPB - Cambridge Local Group

South Cambridgeshire District Council

The Wild Trout Trust

## Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, ([graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk) or 01223 457044).

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
Biodiversity Strategy 2021 – 2030 (review of existing 2006 Nature Conservation Strategy). For approval for public consultation.
<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
To be published committee papers for the 1 <sup>st</sup> July 2021
<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
Review of existing 2006 Nature Conservation Strategy in response to 2019 Biodiversity Emergency Declaration. Seeking to mainstream biodiversity protection and enhancement across all services, protect and enhance the core of the Cambridge Nature Network sites and to work with our communities to enhance wildlife in all neighbourhoods.

#### 4. Responsible service

Environment Services

#### 5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- Residents
- Visitors
- Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

**Relevant to all residents and visitors to the City. No specific group affected**

#### 6. What type of strategy, policy, plan, project, contract or major change to your service is this?

- New
- Major change
- Minor change

#### 7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

- Yes
- No

If 'Yes' please provide details below:

**The strategy seeks to embed the consideration of biodiversity across all services to both protect and enhance biodiversity in all projects, maintenance tasks and functions.**

#### 8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Due to go to on 1<sup>st</sup> July 2021 to the Environment and Community Scrutiny Committee for approval to publicly consult, prior to formal adoption in Autumn 2021.

#### 9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

None to date. The strategy has the potential to impact on a wide variety of groups as it seeks to engage with landowners, businesses, community groups and visitors to respect, protect and enhance our City wildlife and the multiple benefits it provides. Within the EQIA Action Plan we will

ensure that people of different protected characteristics are engaged and that all engagement materials and processes are accessible. This EqIA will be updated with any evidence of equality impacts from the consultation.

## 10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

### (a) Age - Please also consider any safeguarding issues for children and adults at risk

There are no impacts specific to this protected characteristic group.

### (b) Disability

Positive impact. A thriving biodiverse environment is critical for our well-being with a growing evidence base to suggest that we lead healthier lives, both mentally and physically, if we have more opportunities to interact with nature. For instance, the Mental Health Foundation's Mental Health Awareness Week theme this year was nature (see: <https://www.mentalhealth.org.uk/campaigns/mental-health-awareness-week>.) Therefore, this strategy has the potential to positively impact on all groups through preventing disability or long-term illness. Where we identify sites for potential recreational zoning, then the balance between public accessibility and wildlife protection will be subject to separate EQIA assessment.

### (c) Gender reassignment

There are no impacts specific to this protected characteristic group.

### (d) Marriage and civil partnership

There are no impacts specific to this protected characteristic group."

**(e) Pregnancy and maternity**

There are no impacts specific to this protected characteristic group

**(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**

There are no impacts specific to this protected characteristic group

**(g) Religion or belief**

There are no impacts specific to this protected characteristic group.

**(h) Sex**

There are no impacts specific to this protected characteristic group

**(i) Sexual orientation**

There are no impacts specific to this protected characteristic group

**(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on low income groups or those experiencing the impacts of poverty**

The Local Nature Reserves, Commons and public open spaces and volunteering opportunities arising from the strategy are all free to access or be involved in. Officers will explore alternative ways of promoting the sites and volunteer events to ensure broad engagement. We will work with existing community groups, including those working with people on low-incomes to help promote initiatives.

**11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)**

Cambridgeshire contains relatively little accessible green infrastructure for people, and with growing populations this places greater recreational pressures on those greenspaces. The Biodiversity Audit that accompanies the Biodiversity Strategy identified that recreational pressure on the City's open spaces is having a negative impact on biodiversity and the associated challenge in an urban environment of balancing the needs of both wildlife and all our communities. We need to protect and enhance the biodiversity resources that we have left, but also ensuring there is outdoor space for residents of the city to enjoy and harness the multiple physical and mental health benefits. In evaluating site management plans and biodiversity projects we will undertake specific EQIAs to ensure the needs of different groups of residents from protected characteristics are considered and balanced.

**12. Do you have any additional comments?**

Where any equality impacts are identified from the consultation, this EqlA shall be updated.

**13. Sign off**

Name and job title of lead officer for this equality impact assessment: Guy Belcher, Biodiversity Officer, [guy.belcher@cambridge.gov.uk](mailto:guy.belcher@cambridge.gov.uk)

Names and job titles of other assessment team members and people consulted: Heather Crowther, Equality and Anti-Poverty Officer

Date of EqlA sign off: 16/06/2021

Date of next review of the equalities impact assessment: 01/09/2021

Date to be published on Cambridge City Council website: 20/01/2021

**All EqlAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer. Ctrl + click on the button below to send this (you will need to attach the form to the email):**

**Send form**

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Item

## **EXTENSION OF LOGAN'S MEADOW LOCAL NATURE RESERVE DESIGNATION**

**To:**

Councillor Alex Collis, Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing  
Environment & Community Scrutiny Committee 01/07/2021

**Report by:**

Joel Carre, Head of Environment Service  
Tel: 01223 - 458201 Email: joel.carre@cambridge.gov.uk

**Wards affected:**

Abbey, East Chesterton

Not a Key Decision

### **1. Executive Summary**

- 1.1 The City Council has 12 Local Nature Reserves (LNRs) and manages them for wildlife and people. LNRs are a statutory designation local authority can declare in association with Natural England.
- 1.2 Officers have been working with the Friends of Logan's Meadow LNR on a proposal to extend the site's existing LNR designation onto former sports pitches and an area of adopted land. See appendix A for a location and site plan of proposed LNR extension. Red line demarks the existing LNR designation, green line the proposed extension.

- 1.3 A public consultation on the LNR extension and proposed creation of new habitats was widely publicised between 12th October and the 20th November 2020 and received 460 responses, with an overall support for the proposal.
- 1.4 Officers are now seeking the necessary authority from the committee to formally consult with Natural England on the proposed LNR extension, prior to public advertisement and declaration.

## **2. Recommendations**

The Executive Councillor is recommended to:

- a) Approve the proposed LNR extension to Logan's Meadow LNR and provide authority for officers to formally consult with Natural England and secure its declaration.

## **3. Background**

- 3.1 Local Nature Reserve (LNR) is a statutory designation<sup>1</sup> made under Section 21 of the National Parks and Access to the Countryside Act 1949 by principal local authorities. LNRs are for people and wildlife. They are places with wildlife or geological features that are of special interest locally. They offer people opportunities to study or learn about nature or simply to enjoy it.
- 3.2 The City Council has designated 12 Local Nature Reserves to protect and enhance the key natural green spaces for which we are custodians. The management of these site is overseen by our Local Nature Reserve Officer, working closely with Friends Groups and volunteers, except for two Cherry Hinton LNRs – Limekiln Pit and East Pit. Limekiln Pit LNR is leased by the City Council and managed under contract by the local Wildlife Trust; and East Pit LNR is owned and managed by the local Wildlife trust. For more information on existing reserves visit: <https://lnr.cambridge.gov.uk/>

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<sup>1</sup> Local Nature Reserve designation gives the site increased protection from damaging operations, including development, via Local Plan policies. By designating, the authority is committing to management of the space for people and wildlife via an approved management plan.

- 3.3 Logan's Meadow LNR is a riverside site in East Chesterton, incorporating a mix of wet woodland, grassland, backwaters, ponds and reedbed. It also includes the iconic Cambridge Swift Tower. The location of the LNR makes it an important steppingstone in the recently launched Cambridge Nature Network<sup>2</sup>, which seeks to restore and connect habitats through the City.
- 3.4 The council is committed to enhancing our riverside LNRs as part of the wider nature network. In 2020 we consulted on plans to extend the existing Logan's Meadow LNR designation to incorporate former sports pitches and an adopted area of open space in front of the Vie development. We also outlined potential new habitat creation on the space to guide details designs and future projects.
- 3.5 The public consultation was promoted widely by the Council, with considerable support from the Friends of Logan's Meadow, and subsequently received 460 responses. A summary report of the responses is included within the appendices of this report. 93% of responses supported the proposed extension of the LNR.

## **4. Implications**

### **a) Financial Implications**

There are no financial implications associated with the proposed extension of the LNR designation, the site will remain in Council ownership and management.

### **b) Staffing Implications**

The LNR designation will be resourced from within existing staffing resources.

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

The designation will ensure the site has statutory protection for the enjoyment of all users. Future for new habitat and access enhancements will be subject to public consultation and associated EQIA.

### **d) Environmental Implications**

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<sup>2</sup> [https://www.wildlifebcn.org/sites/default/files/2021-05/CambridgeNatureNetworkStage3ReportFINAL%28lowres%29\\_0.pdf](https://www.wildlifebcn.org/sites/default/files/2021-05/CambridgeNatureNetworkStage3ReportFINAL%28lowres%29_0.pdf)

Positive. The proposed designation will safeguard and enhance floodplain habitats along the river corridor and help the City adapt to a changing climate and riparian flood events. By increasing, linking and enhancing existing designated wildlife sites the proposed designation will help species to disperse and adapt to a changing climate.

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

The designation has no direct procurement implications. .

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

The existing and proposed LNR designation are currently public open space managed by the City Council and are therefore subject to public realm enforcement service visits, tree safety audits, operational management and specialist habitat management. The proposed designation will not generate any specific community safety implications, future proposals for habitat and access enhancements will be subject to careful design to ensure potential community safety issues are addressed.

### **5. Consultation and communication considerations**

The consultation explored public support for the broad principle of an LNR extension and opportunities to enhance and extend the LNR for both wildlife and people. Further questions sought an understanding of what people most valued about the current space and the kind of enhancements they would like to see implemented through a series of projects. These views and detailed responses have been captured and will be used to inform detailed designs for future enhancement plans.

### **6. Background papers**

Background papers used in the preparation of this report:  
Natural England and Department for Environment, Food & Rural Affairs  
guidance to local authorities, October 2014

<https://www.gov.uk/guidance/create-and-manage-local-nature-reserves>

Feedback report on the Logan's Meadow extension consultation. Guy Belcher, Cambridge City Council, December 2020.

<https://www.cambridge.gov.uk/media/9079/logans-meadow-local-nature-reserve-extension-consultation-report.pdf>

## **7. Appendices**

Appendix A – Location and site map of proposed Logan's Meadow LNR designation

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Guy Belcher, Biodiversity Officer, tel: 01223 - 458532, email: [guy.belcher@cambridge.gov.uk](mailto:guy.belcher@cambridge.gov.uk).

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# Logan's Meadow LNR proposed extension



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- City Boundary
- Ward Boundary

Date: 10 June 2021

Produced by: **3C** Shared Services  
from Mapping Portal

Scale: 1:2,500

@ A4

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