



To: Executive Cllr Community Development and Health  
Report by: Trevor Woollams (Head of Community Development)  
Relevant scrutiny committee: Community Services March 14<sup>th</sup> 2013  
Wards affected: All

## Community Development Strategy Re-fresh Aims and Objectives 2013 - 16

### Key Decision

#### 1. Executive summary

- 1.1 This report examines the pressures on the Council's Community Development Service and pulls together the findings of recent reviews of each part of the service to provide a summary document setting out high level Aims and Objectives for the next 3 years.
- 1.2 The high level Aims and Objectives are shown in Appendix C together with the approach Community Development is planning to take to ensure each service area remains financially sustainable in the difficult economic climate and given the Council's savings requirements over the next few years.

#### 2. Recommendations

The Executive Councillor is recommended:

- 2.1 To agree the draft Aims and Objectives for the Community Development service for 2013 to 2016 as set out in Appendix C.

#### 3. Context

- 3.1 The Community Development Strategy covered the period 2009 to 2012 and set priorities for the service. The priorities were:
  1. *Priority should be given to the community development needs of groups and communities experiencing social and economic deprivation, in particular those at risk from the effects of economic recession.*

2. *Work with partners to explore options for planning, delivering and managing sustainable community facilities in growth areas.*
3. *Re-engineer the grant aid process to improve the monitoring and evaluation of the contribution that grants to voluntary organizations make to corporate and service objectives.*
4. *Increase the range and availability of funding opportunities for voluntary organizations in partnership with the Cambridgeshire Community Foundation.*
5. *Focus the work of the Children and Young People's Participation Service on the needs of and opportunities for the 9 – 13 age group and work in partnership with the County Council and other play and youth work providers to address the needs of vulnerable young people.*
6. *In partnership with the Cambridge Council for Voluntary Service and other voluntary organizations, explore the potential for efficiencies through greater use by voluntary groups of shared premises and services.*
7. *Work with residents in areas of the city that are adjacent to or nearby growth sites to develop the social and community infrastructure required to address existing community needs and to facilitate the integration of new communities.*
8. *Promote community cohesion – good relations between people of different backgrounds in the city.*

3.2 The context for the strategy was a period of significant uncertainty. The banking crash had recently happened, the country was facing recession, public spending was under pressure and significant growth was being planned for Cambridge. It was uncertain what impact the economic situation would have on the Council's budgets or the timing of the growth sites.

3.3 Whilst the economic situation remains very challenging we do have more clarity about the impact that government measures to reduce the country's deficit are having on the budgets of public sector organisations nationally and locally. For example, we have recently learned that South Cambridgeshire District Council is reducing their voluntary sector funding and the County Council has announced £32m of savings in the next year.

3.4 Demand is growing on the voluntary sector to support those in need and to step in to help as public sector organisations reduce their costs and services.

3.5 We have much more certainty about growth. It is happening. There has already been significant development around the station area. Developers are building homes across the southern fringe sites and

new residents are already moving in. Developers will soon be starting on site across the north west of Cambridge. Plans are well advanced for new community facilities in both the southern fringe and north west Cambridge sites. We need to ensure these are well designed, built to high standards and that they have financially sustainable management arrangements that engage users and local residents. We also need to encourage existing and new residents to fully integrate.

- 3.6 In addition, as the 2011 Census has confirmed, the city has become more diverse with greater numbers of people from different cultural backgrounds. BME residents in Cambridge now make up 17.5% of the population. We have the move towards localism, greater transparency and the immediacy of social media which provides greater scrutiny about everything we do.
- 3.7 The services within Community Development play a very important role in delivering sustainable communities as the city grows, and in supporting the voluntary sector to encourage community cohesion and help our more vulnerable residents and communities.
- 3.8 The City Council is working hard to find savings through efficiencies or through different service delivery methods so that front line services, services to more vulnerable residents and grants to voluntary groups can be protected. However, it must be remembered that the City Council also has challenging savings targets to meet in the coming years. All of the services provided by Community Development are discretionary and so we also have to continue to seek ways of delivering our services more efficiently.

#### **4. Service Reviews**

- 4.1 Over the last 12 months or so, the key elements of the Community Development Service have been reviewed:
  - The Children and Young People's Participation Service (ChYpPS) went through a thorough member review informed by the views of partners, young people and parents. In January 2012 the Review was reported to this committee and in October 2012 this committee considered and supported a 3 year Business Plan for ChYpPS.
  - A major review of the management of our community centres, involving members, staff and voluntary sector providers, is being reported to this committee today. The review recommends a strategy for the future management of our community centres that will protect

the centres for residents, increase community participation in the management of the centres and deliver savings.

- The Community Development Grants Priorities were re-affirmed and proposed funding awards supported by this committee in January 2013. A process for awarding capital grants using developer contributions to improve community facilities operated by voluntary organisations has been implemented successfully as part of the wider Council process to devolve budgets. £1.33m has been spent or committed on projects to improve community facilities owned by voluntary or faith groups in the last 3 years.
- The 3 Neighbourhood Community Development Projects in Abbey, Arbury and Kings Hedges were reviewed by this committee in March 2012 and the 3 year work programmes produced by the project's partners supported by this committee (together with funding proposals to support the projects) in January 2013.
- The budget for the service was agreed at Council in February 2013.

4.2 In addition, a small team of Community Development staff are supporting existing and new communities across the southern fringe growth sites, bringing partner providers together to ensure new residents are fully integrated into city life. A similar team will be recruited over the next 12 to 18 months as funding becomes available to support the north west growth sites. A Community Development Officer also supports work across the Newtown area and will soon be working closely with an officer from Bedfordshire Pilgrims Housing Association to cover the CB1 area. All the above are being funded through developer contributions.

4.3 Community centre managers at Buchan Street, Ross Street and Brown's Field community centres also carry out work in neighbourhoods along with the Neighbourhood Community Development Manager. A lot of their work involves supporting BME, elderly, disabled and residents' groups and families in work to enhance health and well-being. They primarily work in the wards with the highest multiple deprivation scores in the north and east of the city but they are also currently doing project work in Cherry Hinton and Queen Edith's wards.

4.4 Our 'flexible' community development staff resource within the Neighbourhood Community Development team amounts to around 44hrs per week or 1.5 fte posts and includes some time spent on this work by centre managers. This is the staff time that is left once the staff funded through developer contributions or the 3 Neighbourhood

Community Development Projects are discounted. This staff time is currently allocated across the wards with the higher rates of multiple deprivation in line with the existing Community Development Strategy.

- 4.5 In addition we have a community development worker who works 18 hour a week focusing on Asian communities, particularly supporting Asian women. The Council's Community Engagement Officer also reports to the Head of Community Development. They have been working to support managers with the devolved decision making processes around developer contributions and supporting the work around capital grants for improving community facilities, as well as having a corporate role to support other community engagement projects across the Council.
- 4.6 A chart summarising how community development resources are currently split across the city is shown at Appendix A.
- 4.7 Equalities is central to the work of Community Development and our approach across the whole service is about trying to bring people and groups together to promote understanding and foster mutual support. We therefore, do not have an 'Equalities' team. However, we do have one post that focuses on promoting understanding across the various equalities strands by working with partners and groups to arrange activities to celebrate events such as Black History Month, LGBT History Month, Disability History Month, Refugee Week, International Women's Day etc. We also have two part time posts within Community Development that specifically work with and support Asian community groups, in particular Asian women's groups, across the City.

## **5. Approach to the Strategy Refresh**

- 5.1 Given that most of the service has recently undergone review, officers have pulled together the key outcomes of the reviews together with the grants priorities agreed in January and examined them against the pressures and demands on the service and the service priorities in the 2009-2012 Strategy.
- 5.2 Appendix B summarises the pressures that shaped the service in 2008/9 when the Strategy was written. The pressures that are shaping the service today are very similar and so our overall service aim and the outcomes we are seeking to deliver also remain similar.
- 5.3 Appendix C sets out draft service specific aims and objectives for the next 3 years. This is high level and presented in summary form so as

not to duplicate information in the service reviews and reports that have informed the strategy refresh.

- 5.4 The Executive Councillor is asked to agree the draft Aims and Objectives shown at Appendix C which will guide and focus the work of the Community Development Service over the next 3 years.

## **6. Implications**

### **(a) Financial Implications**

The approved budget for Community Development in 2013/14 is £3.77m

ChYpPS has savings targets of £30k in 2013/14 and £60k on-going from 2014/15 which will be off-set through increased income to protect the net service budget.

The budget for the operation of the Council's existing community centres is planned to reduce by £35k in 2013/14, 70k in 2014/15 to a total of £100k on-going by 2016 through efficiency savings, increased income and closer involvement of residents and community groups.

There is a need to plan for and agree additional funding if the Council wishes to provide and maintain similar service provision across the growth areas in the future.

### **(b) Staffing Implications**

There are currently no plans for any compulsory redundancies arising from the service reviews. However, when a member of staff leaves we will carefully assess whether their work can be accommodated more efficiently through other means such as re-prioritising work, greater use of volunteers etc.

### **(c) Equal Opportunities Implications**

As the government's measures to reduce the national deficit take more of an effect, there are and will be more residents living on low incomes who need support. These are likely to be those residents who were already on relatively low incomes and who are likely to live in the city's more deprived wards. The impact of the welfare benefits changes will start to be realised this year and this is likely to increase the demand on our

partners such as the Citizens Advice Bureaux, Cambridge Council for Voluntary Services, Cambridge Ethnic Community Forum etc.

Equality of opportunity is central to everything the service does. An Equalities Impact Assessment of the proposed Aims and Objectives has been carried out, drawing on more specific EQIA findings from the different service areas. A link to the EQIA is:

<https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/document/s/community-development-strategy-refresh-2013-eqia.pdf>

The key findings are:

**Positive:**

The focus of the Community Development strategy is to improve the community wellbeing of local communities, particularly those who are socially and economically disadvantaged.

Our community centres are primarily in the north and east of the city and many of the user groups are local to the centres and support vulnerable people. Our 5 main centres record around 130,000 visits each year from residents within our 'priority' groups which are children, young people, families, older people, people with disabilities, black and minority ethnic residents and residents living locally to the centres. Our draft Community Centre Management Strategy seeks to protect these centres for our residents into the future. We are also working to ensure developers provide new community facilities in the growth areas and we are using developer contributions to improve the accessibility of community facilities operated by voluntary and faith organisations in the city.

Our Community Development grants programme supports around 280 groups including umbrella organisations such as CAB, CCVS, CECF who in turn provide support for those in need. Unlike our neighbours, the Council is protecting its Community Development grants budgets into 2013/14.

ChYpPS provide an extensive programme of free play activities for children and young people running around 1,500 sessions and recording around 30,000 attendances. They also run some targeted sessions for young people with particular needs (for example, for Travellers at Fen Road). The ChYpPS Business Plan seeks to protect the service's net budget by generating income through offering its specialist services to schools and other providers of services to young people.

Our Neighbourhood Community Development workers bring residents together in their local area and help them to provide mutual support and access funding. Our Neighbourhood Community Development Projects in Abbey, Arbury and Kings Hedges have had their budgets protected for another 2 years.

We are receiving significant funding from developers to support our community development work in the growth areas in the south and north west parts of the city so we can make sure new and existing communities are well integrated and social infrastructure is established to protect those who are vulnerable.

### **Negative**

Measures to reduce costs and/or increase income across our community centres may impact a little on groups supporting people on low incomes or those from groups with protected characteristics and their impact will need to be assessed when individual changes are considered.

Our grants budgets have been protected for 2013/14 however, demand is growing from groups and organisations who have seen other income streams cut. As an example, South Cambridgeshire District Council has recently announced cuts in its grant to CAB and the County Council are having to make huge savings in the coming years. The grants budget has been cash limited and so will not rise by inflation.

Whilst our Neighbourhood Community Development Project budgets for Abbey, Arbury and Kings Hedges have been protected, there is growing demand for support in other areas of the city.

The developer contributions that are paying for Community Development staff in the growth areas is time limited for 3-4 years. Staff will be encouraging new residents to come together to provide mutual support groups such as resident's associations but we will need to decide whether some on-going Community Development support should be retained beyond the life of the developer contributions.

The Council can not be expected to step in and pick up all the additional need, especially when some of it is the result of funding decisions made by other organisations. However, our Community Development Strategy prioritises those areas of the city and those communities which have the highest needs.



**(d) Environmental Implications**

Staff try to ensure that the Council's existing community facilities are energy efficient and we take the opportunity to encourage other community facility providers to improve the energy efficiency of their buildings when we give capital grants.

**(e) Consultation and Communication**

All of the work we do involves working with and supporting community groups and residents. Examples are:

Young people, voluntary groups, members, and staff were actively involved in the review of the ChYpPS service.

Voluntary groups, staff and members have been involved in the review of the management of our community centres and a key strand of our work going forward is to involve local residents in the running of our centres.

Residents and community groups, members and staff are being consulted or are actively engaged with Architects designing new community centres at Clay Farm and the University site.

Existing and new residents are being engaged at the southern fringe sites through community activities, forums and meetings. A community Forum for the north west sites has been established.

Residents and local members were involved in the review and preparation of the forward plans for the 3 Neighbourhood Community Projects.

Residents, community groups and local members have been involved in shaping priorities for capital grants and the Community Development grants application process was widely promoted across the City by our staff and through the voluntary sector networks.

**(f) Community Safety**

Much of the work carried out by Community Development indirectly improves community safety through improved understanding, reduced prejudice, mutual respect. The service also carries out some specific work aimed at improving

community safety. For example, ChYpPS has recently worked with a group of young people identified as causing or at risk of causing anti-social behaviour.

#### (g) **Procurement**

There is limited procurement within the service at present however, they may be procurement implications should we look to transfer any community centres to community ownership.

### **7. Background papers**

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

ChYpPS Review and Business Plan.

<http://democracy.cambridge.gov.uk/documents/g530/Public%20reports%20pack%2012th-Jan-2012%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

*This one goes to whole committee agenda not the particular report*

<http://democracy.cambridge.gov.uk/documents/g540/Public%20reports%20pack%2011th-Oct-2012%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

<http://democracy.cambridge.gov.uk/documents/g540/Public%20reports%20pack%2011th-Oct-2012%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

Review of the management of the Council's Community Centres

*Please see separate report on today's agenda*

Review of the Neighbourhood Community Projects

<http://democracy.cambridge.gov.uk/documents/g541/Public%20reports%20pack%2017th-Jan-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

<http://democracy.cambridge.gov.uk/documents/g541/Public%20reports%20pack%2017th-Jan-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

Community Development Grants Report January 2013

<http://democracy.cambridge.gov.uk/documents/g541/Public%20reports%20pack%2017th-Jan-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

<http://democracy.cambridge.gov.uk/documents/g541/Public%20reports%20pack%2017th-Jan-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

### **8. Appendices**

- Appendix A      Neighbourhood Community Development Resources in the City
- Appendix B:      Pressures and outcomes
- Appendix C:      Community Development Strategy Refresh – Draft Aims and Objectives for 2013-2016

## 9. Inspection of papers

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

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## Appendix A

### Community Development Resources in the City

The table below shows the Neighbourhood Community Development staff time and how it is currently allocated across wards. Wards are ranked according to Multiple Deprivation across the County. A number of staff have dual roles such as managing a centre and doing outreach work. The staff time shown does not include time spent on centre management work. Flexible staff time that can be moved to support community activities or projects is shown [xx]. In addition we have a Community Development Worker who works 18hrs a week focusing on Asian Communities across the city. The Council's Community Engagement Officer also reports to the Head of Community Development. They provide support to managers across the Council and support to the Head of Community Development to help manage the community facilities capital grants programme.

Capital grants from developer contributions to improve community facilities operated by voluntary or faith groups are shown in column 3 for the last 3 years. Council owned community centres are shown in column 4.

Ward	Rank Mult. Deprivation Index Cambs	Capital spent / committed (last 3 years) on community facilities	Council Community Centres	Staff time hrs per week [xx] = flexible time	Comments
Kings Hedges	8th	£130k	Buchan St Lawrence Way Nun's Way	[12hrs] 18.5 ( KHNP )	Provided by CDO north (also manages Buchan Street) Comm worker – KHNP – time split between managing house and community projects in the area
Abbey	11th	£220k	-	18.5 hrs (NCP)	Staff time is support for Abbey Action NCP
East Chesterton	13th	£140k	Brown's Field	[6hrs]  [2hrs]	Average, depends upon activities – e.g. support for Chesterton Festival Focus on Asian women

Ward	Rank Mult. Deprivation Index Cambs	Capital spent / committed (last 3 years) on community facilities	Council Community Centres	Staff time hrs per week [xx] = flexible time	Comments
Arbury	17th	£0	Meadows 82 Akeman St St.Lukes Barn	18.5hrs (NCP) [2hrs]	Staff time is support for Arbury NCP Focus on Asian women
Petersfield	29th	£208k	-	[2 hrs]	Some support form CDO south (also manages Ross Street)
Trumpington	30th	£130k	Trumpington Pavilion	80hrs approx  10hrs  22.5 hrs	Will get new community centre at Clay Farm in 2015. All staff time paid by developers for 3 years.  CB1 – paid for by developers for 3 years from April 2013.  Newtown area - CDO Cupban area paid for by grant from Circle Anglia
Romsey	33rd	£122k	Ross Street	[6 hrs] [2hrs]	CDO south (also manages Ross Street) Focus on Asian women
Cherry Hinton	37th	£9k	-	[4hrs]	Focused on supporting CH Residents Association and plans for community room in the library.
Coleridge	41st	£355k	-	0hrs	
West Chesterton	44th	£0	-	[2hrs]	NCDM – working with Milton Rd Library and links with Festival / Newsletter in Ch area which feed into WC area
Market	46th	£12k	-	0hrs	
Queen Ediths	72nd	£0	-	[6hrs]	CDO south (also manages Ross Street)

Ward	Rank Mult. Deprivation Index Cambs	Capital spent / committed (last 3 years) on community facilities	Council Community Centres	Staff time hrs per week [xx] = flexible time	Comments
Castle	89th	£0	-	11 hrs per week developing n/w forums	Staff time is temporary until we receive developer contributions for on-site CD staff. Will get new community centre on University site in 2014 and community café on NIAB1 site in 2014/15
Newnham	106th	£0	-	0hrs	

## Appendix B Pressures and outcomes

The following table summarises the pressures that shaped the service and the desired outcomes in 2008/9 when the Community Development Strategy was written and compares them with the pressures today. We conclude that the pressures are similar but broader and stronger. Our service aim and the outcomes we are seeking to achieve are similar but need to be re-focussed on the Council's vision statement.

<b>Community Development Service</b>	
<p><b>Service Pressures 2009-2012</b></p> <ul style="list-style-type: none"> <li>• Funding uncertain</li> <li>• Impact of recession uncertain</li> <li>• Capacity /funding of voluntary sector</li> <li>• Growth planning – timing uncertain</li> <li>• Greater diversity</li> </ul>	<p><b>Service Pressures 2013-2016</b></p> <ul style="list-style-type: none"> <li>• Funding for service will reduce</li> <li>• Austerity- increasing demand / more people in need</li> <li>• Capacity of voluntary sector (less funding, more demand)</li> <li>• Growth implementation – tight deadlines</li> <li>• Greater diversity</li> <li>• Localism</li> <li>• Transparency / expectation</li> </ul>
<p><b>Our Service aim 2009-2012</b></p> <p>To develop healthy, thriving, safe and sustainable communities built on social justice, mutual respect and trust. Priority should be given to tackling the barriers that prevent people from living fulfilling lives and from participating in decisions that affect them, particularly in areas of the city lacking opportunities and facilities and with groups experiencing social and economic deprivation.</p>	<p><b>Our Service Aim 2013-2016</b></p> <p>To develop community wellbeing, where support for the economically and socially disadvantaged is prioritized, where all citizens respect each other, where diversity is celebrated and where all citizens can influence public decision making and pursue individual and community activities.</p>

**Desired outcomes 2009-2012**

- More liveable communities – good and safe places to live which have access to high quality community facilities.
- More inclusive communities – the barriers, preventing people from living fulfilling lives, are tackled and removed.
- More sustainable communities – who have the knowledge, skills and ambition to sustain healthy and thriving communities and are committed to tackling the causes and effects of climate change.

**Desired outcomes 2013-2016**

- Communities which have consideration for others and celebrate their diversity.
- Communities which support the economically and socially disadvantaged and work together to improve community wellbeing.
- Communities which work together on community initiatives and can influence public decision making



## **Appendix C**

### **Community Development Strategy Refresh – Draft Aims and Objectives for 2013-2016**

#### **Community Development contributes towards the achievement of the following Council Vision Statements:**

A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing.

A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.

A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.

#### **Our service aim is:**

To develop community wellbeing, where support for the economically and socially disadvantaged is prioritized, where all citizens respect each other, where diversity is celebrated and where all citizens can influence public decision making and pursue individual and community activities.

#### **The key outcomes for the service are:**

- Communities which have consideration for others and celebrate their diversity.
- Communities which support the economically and socially disadvantaged and work together to improve community wellbeing.
- Communities which work together on community initiatives and can influence public decision making

## Community Developments' Strategic Objectives are:

Ref	Strategic Objectives
CD1	Work with stakeholders to plan, provide and sustain access for residents to good quality community facilities and services in parts of the city where opportunities are lacking including growth areas.
CD2	Develop and support networks of community groups and agencies working together to improve the quality of community life.
CD3	Promote opportunities for residents to get involved in decisions that impact on their neighbourhoods and which improve and sustain their satisfaction with their neighbourhoods as places to live.
CD4	Improve the capacity of local people to organise activities of benefit to their communities.
CD5	Work with partners to help reduce the community development needs of disadvantaged groups and communities experiencing social and economic deprivation, in particular those at risk from measures to reduce the national debt.
CD6	Provide support for targeted groups including children and young people; low-income families with pre-school children; active older people; black and minority ethnic communities: people with disabilities.
CD7	Promote community cohesion – good relations between people of different backgrounds in the city.
CD8	Work with residents in areas of the city that are adjacent to or nearby growth sites to develop the social and community infrastructure required to address existing community needs and facilitate the integration of new communities.
CD9	Promote health and well-being through community development facilities and services in partnership where appropriate.
CD10	Support voluntary and community organisations to contribute to community development objectives through funding, infrastructure support and capacity building.
CD11	Work with partners to promote, develop and review the Cambridgeshire Compact and monitor funding to the voluntary sector.
CD12	Focus the work of the Children and Young People's Participation Service on the needs of and opportunities for the 9 – 13 age group providing open access, neighbourhood, and citywide provision and opportunities for them to be involved in issues that affect them.

## Our service area objectives

This summary document brings together the key findings of the recent reviews of the key strands of the Community Development Service in the table below. It shows how the service will deliver its outcomes by focusing on key Aims and Objectives for the next 3 years. The 'Equalities' strand has not been formally reviewed and we do not have an equalities team. Equality and diversity are central to what we do as a service and, therefore, central to the work of all of our staff. The 'Service Sustainability' column recognises that staff within Community Development will have to play their part in working more efficiently to find savings whilst doing all they can to protect the services they deliver to residents.

<b>Community Development Service</b>			
<b>Service Area</b>	<b>Aim</b>	<b>Primary Objectives</b>	<b>Service Sustainability</b>
ChYpPS	To enrich the growth and development of the city's children and young people through play and to give children and young people a voice in the development of their city	<p>To meet the needs of 9 – 13 year olds by:</p> <p>Providing open access play and youth provision in neighbourhoods where children and young people live, particularly areas lacking opportunities</p> <p>Running city-wide projects bringing children and young people together from different parts of the city</p> <p>Creating opportunities for children and young people to be actively involved in and consulted on issues that affect them, their families and neighbourhoods</p>	<p>ChYpPS are developing a more entrepreneurial and business focused approach by:</p> <ul style="list-style-type: none"> <li>• Offering services such as training and the delivery of specialist play programmes to schools and other providers</li> <li>• Developing, over time, stronger relationships with volunteers and voluntary groups</li> </ul> <p>Income generation will be used to reduce the cost of the service to the Council whilst protecting the net service budget.</p>

### Community Development Service

Service Area	Aim	Primary Objectives	Service Sustainability
Council Owned Community Centres	Cambridge residents have access to high quality, well maintained community centres.	<p>To maintain high quality accessible facilities for Cambridge residents.</p> <p>To encourage greater resident involvement in the running of the Council's community centres.</p>	<p>Seek to reduce the cost of running the existing community centres through:</p> <ul style="list-style-type: none"> <li>• Involving centre staff in exploring income generation activities and money saving ideas such as energy efficiency improvements.</li> <li>• Closer resident involvement including community management where appropriate</li> </ul>
Neighbourhood Community Development	Stronger, more cohesive and self sufficient communities	<p>To build the capacity of voluntary groups to help them become self sufficient.</p> <p>To encourage resident involvement and build confidence through community activities and project work.</p> <p>To encourage integration of new and existing communities.</p>	<p>Seek to do more through:</p> <ul style="list-style-type: none"> <li>• Partnership work with other stakeholders / groups</li> <li>• Encouraging volunteers</li> <li>• The use of developer funding</li> <li>• External funding sources</li> </ul>

### Community Development Service

Service Area	Aim	Primary Objectives	Service Sustainability
Community Development Grants	Enable voluntary community and not-for-profit organizations to provide activities meeting the needs of residents experiencing discrimination or social or economic disadvantage.	<p>To provide access to funding for activities meeting the community development grants priorities and criteria.</p> <p>To build the capacity of voluntary groups to maximize efficiency, effectiveness and sustainability.</p> <p>To develop cohesive and engaged communities.</p>	<p>Work with and support partner organizations to maximize support for voluntary groups.</p> <p>Work with other public sector funders to minimize the impact of funding pressures on the voluntary sector.</p>
Community Development Grants (Capital)	Improved community access to community facilities owned and operated by voluntary and faith based organizations across the City	To ensure developer contributions are used effectively to improve community access to community facilities owned and operated by voluntary sector and faith based organisations.	<p>Use developer contributions to improve the resilience of voluntary and faith based organizations is maintained and improved.</p> <p>Developer contributions will become available as the City grows.</p>

### Community Development Service

<b>Service Area</b>	<b>Aim</b>	<b>Primary Objectives</b>	<b>Service Sustainability</b>
Equalities	Community cohesion is strong across the City	<p>To promote understanding of equalities and diversity issues to residents and staff.</p> <p>To celebrate the City's diversity through events and activities such as Disability History Month, Black History Month etc.</p>	Through strong partnership work with other Council services, voluntary groups, Universities etc.