



To: Executive Cllr for Community, Arts and Recreation
Report by: Trevor Woollams (Head of Community Development)
Scrutiny committee: Community Services 16.10. 2014
Wards affected: Abbey, Arbury, Kings Hedges

Review of Neighbourhood Community Projects (NCPs)

1. Executive summary

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

2. Recommendations

The Executive Councillor is recommended to agree:

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

3. Background

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

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

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

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

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

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

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

4. The Review

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

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

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

5. Development and Future Sustainability of the NCPs

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

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

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

6. Proposed feedback to the 3 Neighbourhood Projects

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

6.2 General feedback

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

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

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

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

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

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

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

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

6.3 Abbey People – Specific feedback

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

6.4 Arbury NCP– Specific feedback

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

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

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

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

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

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

6.5 Kings Hedges NP – Specific feedback

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

7. Other Neighbourhood Community Development Work

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

- c) Provide flexible community development support and could be moved around the City
- 7.2 To give some wider context to this report and the resources allocated to the 3 Neighbourhood Partnerships, I wanted to provide members with an overview of where neighbourhood community development support is currently (and/or will be) located across the City. The table at Appendix B shows this by ward and identifies the 'flexible' support that could be moved around the city.
- 7.3 Members will note that the 'flexible' staff time is small and generally focused on those wards with higher deprivation levels. It needs to be recognised that there are pockets of high deprivation within other more affluent wards which would also benefit from community development work. Officers try to provide some support in these areas by (for example) working on local activities and events with officers from City Homes, the local Housing Associations and residents.
- 7.4 If, at some point in the future, the funding required from the Council by the 3 NCPs were to reduce (e.g. because they had been successful in gaining income from elsewhere which was protecting the services they provide in Abbey, Arbury and Kings Hedges) the remaining funding could be used to provide some additional 'flexible' staff resource for other wards or used to help meet future savings requirements. This could be reviewed again when the budgets are set for 2016/17 and 2017/18 (see recommendation 2.2).

8. Implications

(a) Financial Implications

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

(b) Staffing Implications

None

(c) Equality and Poverty Implications

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

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

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

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

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

The EQIA can be found at this link:

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

(d) Environmental Implications

None

(e) Consultation and Communication

This is set out in the report.

(f) Procurement

None.

(g) Community Safety

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

9. Appendices

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

Appendix B Neighbourhood Community Development resources

10. Inspection of papers

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

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

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

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

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

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

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

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

10.5 Equalities Impact Assessment Sept 2014

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

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

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Appendix A

Partnership Reviews and Plans

Arbury Neighbourhood Community Partnership

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

a) Produce and deliver Newsletters

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

b) Information Exchanges and Networking meetings

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

c) Supporting existing projects

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

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

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

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

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

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

2. Summary of achievements

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

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

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

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

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

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

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

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

3. How Arbury NCP has developed

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

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

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

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

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

a) Respond to local need

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

b) Inform local people

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

c) Become more sustainable

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

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

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

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

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

Abbey People

1. Abbey People – A Brief Introduction

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

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

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

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

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

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

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

2. How Abbey People is delivering the current plan

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

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

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

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

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

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

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

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

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

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

3. Key Achievements

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

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

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

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

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

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

4. Development of Abbey People

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

5. Ambitions of Abbey People

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

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

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

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

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

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

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

6. Support from City Council

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

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

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

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

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

7. Summary of 3-year Objectives: -

Continue to build the organisation in a sustainable way: -

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

Improve local services, facilities and the environment: -

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

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

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

Stuart Wood (Chair)

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

What is Abbey People? (prepared June 2014)

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

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

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

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

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

Improve the local Environment by...

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

Enhance local Services and facilities by...

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

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

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

Who will do this work?

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

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

Kings Hedges Neighbourhood Partnership (KHNP)

Review of objectives from our last 3 year plan

Our objectives were:

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

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

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

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

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

KHNP feel they are moving in the right direction.

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

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

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

4. Become a registered charity.

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

3 Year Plan April 2015 to March 2018

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

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

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

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

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

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

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

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

We would like to consider building upon this with:

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

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

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

KHNP Objectives for the next 3 years:

1. Consolidation of organisation:

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

2. Look at the expansion of Nuns Way Pavilion

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

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

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

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

Appendix B

Neighbourhood Community Development Resources

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

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

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

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

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

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

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

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

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

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

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

Note:

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

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