



To: Executive Councillor for City Centre and Public Places.

Report by: Emma Thornton, Head of Tourism and City Centre Management

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

Wards affected: ALL

A FUTURE MODEL FOR TOURISM FOR CAMBRIDGE AND THE SURROUNDING AREA.

1. Executive Summary

This paper sets out a proposal to establish an alternative delivery mechanism for the future delivery of tourism in Cambridge and the surrounding area which is based on guidance from Government and best practise nationally. This move would deliver a long term sustainable model for tourism whilst increasing investment, safeguarding the visitor economy as a key economic driver for the city and the surrounding area, and reducing the cost to the City Council.

2. Recommendations

- 2.1 To support, in principle, the establishment of a Destination Management Organisation (DMO) as an alternative model for the delivery of tourism and to authorise work to progress this, subject to further decisions required as part of recommendation 2.2 below.
- 2.2 To agree that the following further work, which has wider implications for the Council, is progressed in discussion with the relevant Directors prior to discussion at Customer and Community Services Scrutiny Committee and final authorisation by the Executive Councillor for City Centre and Public Places in January 2015:
 - § Finalisation of the detailed business case for the DMO and implications for the Council.
 - § Management of transfer of staff
 - § Expectations and relationships between the Council and the DMO

- 2.3 To delegate authority for all other decisions necessary to implement and establish the DMO to the Director of Environment in discussion with the Executive Councillor, Chair and Opposition Spokes.
- 2.4 To acknowledge the indicative timetable for implementation as set out in Section 6 of this report.

3. Background

3.1 The service “as is”

3.1.1 - Visit Cambridge is the official tourism service for Cambridge and the surrounding area. Since 2009 the service has developed a partnership approach to delivery through its Membership Scheme (where tourism partners pay an annual fee in return for a range of business benefits including marketing, business support and networking). Membership to Visit Cambridge has grown significantly year on year and currently there are 260 Members of Visit Cambridge. These represent a broad range of business sectors, including accommodation providers, attractions, retail and leisure.

3.1.2 - The service has a wide geographical area of coverage incorporating Cambridge and the surrounding area including South Cambs, East Cambs, Huntingdonshire and other parts of Cambridgeshire. Recent interest has developed from Districts further afield e.g. Uttlesford DC and Forest Heath DC.

3.1.3 - The Visitor Economy is a key economic driver for Cambridge and brings around £393 million to the local economy and accounts for around 14.7% of local employment across a broad range of skills and sectors (source: Cambridge Economic Impact of Tourism Report 2011).

3.1.4 - It is therefore important that we have an effective sustainable tourism model in place which can safeguard and further improve the economic impact of the visitor economy. A vibrant well managed visitor economy makes a significant contribution to the quality of life for all users of the city and is a key contributor to attracting inward investment.

3.1.5 - The service also has a key operational function covering the following areas:

- **Tourist Information Centre** – serving approximately 365,000 visitors per annum.

- **Guided Walking Tours** – Providing public and private tours for approximately 70,000 people pa.

3.2 Why the need for change?

3.2.1 - Tourism is a discretionary service and over the past 6 years there has been a clear direction from Members to reduce the cost year on year with an aspiration for the mid-term of a service that is cost neutral. Real progress has been made in this respect; in 2007 the net cost of the service was £450k and through a combination of remodelling the service and an increased commercial focus, the net cost has been reduced to £164,940 in 2014/15.

3.2.2 - Given the scale of the Council's challenge to balance its budget, the tourism service has been investigating alternative models of delivery to ensure that we have a service which is sustainable in the longer term.

3.2.3 - Developing a sustainable model for tourism is important for the Council in order to safeguard the visitor economy as an important contributor to the local economy. It is also key to ensuring that the service is equipped to respond to the challenges and opportunities from growth.

3.2.4 - Given the discretionary nature of tourism, National Government Policy now identifies private sector led partnerships as the financially sustainable way forward for tourism delivery locally. Another key element of national policy is that the focus should be more on destination management, rather than marketing, which has been the emphasis historically. The reason for this is that having an effective joined up approach to destination management is essential to delivering a positive visitor experience and therefore maximising the economic benefits of the visitor economy. These new models are referred to as "Destination Management Organisations" (DMOs) in Government Policy.

3.3 Objectives

The key objectives of this proposal are to:

- Develop a long term sustainable model for tourism in Cambridge and the surrounding area and reduce the cost of tourism to the Council.
- Safeguard the visitor economy as a key economic driver for the city and the surrounding area.

- Maximise the economic benefits of the visitor economy across the city through actively promoting value not volume tourism and therefore supporting the on going economic wellbeing of the city.
- Ensure that there is an effective mechanism in place to work alongside partner organisations (e.g. Cambridge BID) and Local authority partners, in delivering a joined up approach to destination management which will be able to respond to the pressures of growth and the new opportunities through City Deal.
- Secure continued investment in destination management thus helping to make Cambridge a better place to live and to work and to help attract inward investment.
- Embed the City Council's core values of openness, transparency, diversity, and protecting the environment within the new organisation.

3.4 Desired outcomes - and benefits of the proposed change

3.4.1 - These have been informed and shaped through consultation with a broad range of tourism stakeholders through a well attended workshop held on 9th April 2014. These partners were encouraged by this review and the opportunities that it could bring. A detailed summary of the points raised at this workshop are included as **Appendix 1** and the **desired outcomes/benefits** highlighted as most important are summarised below:

- **Increased economic benefits from the visitor economy** - *More £ spend for businesses/ organisations in the city; visitors staying longer and spending more.*
- **A strategic, advocate for the importance of the Visitor Economy to Cambridge and the surrounding area**- *improved clarity on the "Go to" organisation on all things to do with the visitor economy.*
- **An organisation which takes the strategic lead on promoting Cambridge, and the surrounding area** - *providing a positive visitor experience end to end.*
- **An organisation which is able to operate more flexibly** - *able to increase income opportunities.*
- **Increase in resource** – *and increase in business support and training for tourism sector businesses/stakeholders.*

- **A “joined up” and collaborative approach to Destination Management in Cambridge and the surrounding area –** *improving the experience of all users of the city and encouraging increased length of stays.*

3.4.2 - In summary the principal benefit of establishing a DMO is that it presents an opportunity to increase investment, and to see an improvement in the scale and quality of tourism provision, which otherwise could not be delivered, whilst reducing the cost to the City Council.

3.4.3 - This would include an increase in the level of business support provided to the hundreds of small businesses in Cambridge and the surrounding area that are dependent on a flourishing visitor economy in order for their business to thrive. This is consistent with and would support the Council’s commitment to “sharing the city’s prosperity.”

3.4.4 – The DMO project is aligned to 5 out of 8 the Council’s new Vision statements (published in July 2014) as follows:

- Transforming services to meet the needs of residents with fewer resources
- Working with partners to pool resources and deliver services better
- Listening to our staff and engaging them in service redesign
- Being open, transparent, accountable and fair
- Promoting a high quality and sustainable environment
- Improving through flexibility, listening and continuing innovation

4.1- Proposed Future Model

4.1.1 - The model proposed, which is in line with best practise nationally, and guidance from Government, is a “Destination Management Organisation” (DMO). This would be a private sector led, public/private sector tourism partnership and most likely a “Not for Profit” Company Limited by Guarantee.

4.1.2 - **Destination Management** is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor’s experience, taking account of the needs of visitors, local residents, businesses and the environment.

4.1.3 - It would be essential for the DMO to work closely with Cambridge BID and other partnership organisations involved in “place making” in Cambridge and the surrounding area to ensure a joined up approach to Destination Management.

4.2 Governance

4.2.1 - The DMO would be governed by a Board of Directors drawn from a broad range of tourism stakeholders across Cambridge and the surrounding area. There would need to be Councillor representation from Cambridge City Council and possibly from, Cambridgeshire County Council and South Cambridgeshire District Council if they remain funding partners. In almost all cases tourism partnerships across the UK have a broad geographical remit covering surrounding districts and in some cases county wide; this is key to their financial viability.

It is important to note that in order that the DMO is not deemed to be local authority led, local authority board representation must not exceed 20%.

4.3 Funding

4.3.1 - Whilst all DMOs across the UK are based on the business led partnership model, the funding arrangements vary considerably dependent on the priority of tourism locally politically and the scale of private sector tourism stakeholders. The key themes however are “Partnership” and “Business led”. NB: All DMOs reviewed to date are currently in receipt of some public funding (average 20% of turnover subsidy) although many are anticipating a reduction in this year on year.

4.3.2 - Initially the funding model for the new organisation would be based on a combination of commercial activity and a Membership scheme, which is the funding basis currently. Alternative sources of funding would be investigated and developed as the new DMO develops. There would need to be some continued local authority funding in the first 2 years with a reduction in the second year as private sector support for the new organisation grows (as set out in the **DMO Financial Business Case** shown in Table 2). The DMO Financial Business case assumes between 2-20% growth in income across Membership and commercial activity.

4.3.3 - As part of developing the detailed business case further there will be a need to review the current Visit Cambridge Membership scheme. This will ensure it is in line with national best practise and that Membership fees are set at a level that will maintain and attract increased support locally in the early years of the new organisation.

4.4 Design Principles – Important characteristics for a new DMO organisation

4.4.1 - As with the desired outcomes, these have been developed in consultation with tourism stakeholders through the workshop held on 9th April 2014. These are detailed in full in **Appendix 1** but the most important Design Principles are summarised below:

- A Clear Vision
- Joined-up thinking between key stake-holders, visitor and business economy
- Flexible, and evolving to customer needs.
- Current and dynamic.
- Visitor focused
- Quality of service
- Self-funding
- Strong commercial focus
- Strong, co-ordinated marketing activity.
- Not restricted by boundaries
- Strong advocate for the Visitor Economy.
- Ethical, trusted and professional.
- Strategic.
- Realistic in what it can achieve, and its ambitions
- “Fleet of foot”-able to respond to business opportunities quickly.
- Politically aware and a contributor to delivering the Council’s vision for the city.
- The lead on up-to-date research on the value of the Visitor Economy
- Focus on environmentally sustainable tourism
- Widening tourism focus beyond Cambridge
- Delivering a “Year round” service.

4.4.2 - These design principles would be reflected in the new DMO through the development of a **Destination Management Plan (DMP)**.

4.4.3 - A **Destination Management Plan (DMP)** is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying the clear actions that they will take and the apportionment of resources.

4.4.4 - Visit England is encouraging and supporting the development of “Destination Management Plans” throughout England as an essential tool in the delivery of a successful visitor economy. National Government policy encourages destination organisations to become focused and efficient

bodies that are increasingly led by the private sector. Destination Management Plans are one mechanism to achieve this.

5. Alternative proposals

5.1 - One alternative proposal to establishing a DMO would be for the service to remain within the Council and for it to work to increase private sector investment and the commerciality of the service. In reality this would be very difficult as whilst it is public sector led, the service is not equipped to maximise fully the commercial opportunities and will not attract the level of private sector investment required.

5.2 - The Council could choose to reduce the specification of the service and decide not to run an all year round service. However this would lead to a direct reduction in income both from Membership and commercial activity and could lead to an increased detrimental impact from the visitor economy as the level of “operational management” is reduced. In addition an opportunity to deliver a long term sustainable model for tourism, which would improve the quality and scale of tourism provision, would have been missed.

5.3 - In summary the alternative proposals are likely to present a greater risk to the Council as they could result in a reduction in service specification, and a subsequent withdrawal in Visit Cambridge Membership income and therefore private sector investment in the service, therefore increasing the net cost of the tourism service to the Council.

6.1- Further Work and Project Timetable

6.1.1 - Subject to support from the Executive Councillor and Customer and Community Scrutiny Committee for the outline proposals, it is proposed that work progresses to further develop the detailed business case for establishing a DMO for Cambridge and the surrounding area. This would include the development of a reserves policy and consideration of how, if the Council were to agree to underwrite any risk in the DMO’s performance during the early years, a payback to the Council might be agreed if the DMO performs better than anticipated.

6.1.2 - It is then proposed that a further report will go to Customer and Community Services Scrutiny Committee in the January cycle which will set out the final detailed business case, implications for staff and detailed timetable to implementation.

6.1.3 - In considering this proposal there will be implications for other support services which will need to be addressed. A summary of these are set out in the financial implications section below.

6.2 Key Project Milestones

October 2014 - January 2015

- Further development of the detailed business case (to include a detailed cashflow forecast through consultation with the Executive Councillor and internal and external stakeholders and continued research on best practise nationally).
- Detailed assessment of the staffing implications in relation to a potential transfer under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and Local Government Pension Scheme (LGPS).
- Further research into the implications for support services and development of a detailed implementation plan
- **Cultural Trust/ DMO** – Joint project group set up with representation from HR, Finance, Property and Legal to help guide and advise the project. This group will be meeting a minimum of monthly.
- Determination of the process through which a Shadow DMO Board would be set up and appointment of Chair to help guide the development and implementation of the DMO.
- Appointment of independent legal advice by the shadow DMO Board to undertake due diligence work on its behalf.

October - November 2014

- Union and staff information and consultation on the proposal

January 2015

- Report to Customer and Community Services Scrutiny Committee seeking final approval for the proposal and detailed implementation Plan.

January -September 2015 – Implementation, transition and company set up, due diligence undertaken, formal TUPE information and consultation process undertaken Implementation, transition and company set up

Autumn 2015 – Target Launch of DMO (this will be confirmed in the January Committee report). An autumn launch is more realistic taking into account both the work involved at the implementation stage, and the fact that it would not be sensible from a service continuity perspective to launch during the peak of the tourism season.

7. Implications

(a) Financial Implications

The existing 'As is' costs (2015/16) are shown in Table 1 below:

Table 1: "As is" costs (2015/16)	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Core Funding (SCDC / Other)	(28,500)	(28,500)	(28,500)	(28,500)	(28,500)
Membership	(105,980)	(105,980)	(105,980)	(105,980)	(105,980)
Visitor Information Centre	(100,110)	(100,110)	(100,110)	(100,110)	(100,110)
Guided Walking Tours	(260,140)	(260,140)	(260,140)	(260,140)	(260,140)
Income from Gift shop and coffee shop	(54,290)	(54,290)	(54,290)	(54,290)	(54,290)
Other	(106,570)	(106,570)	(106,570)	(106,570)	(106,570)
Total Income	(655,590)	(655,590)	(655,590)	(655,590)	(655,590)
Expenditure					
Employees	398,320	398,320	398,320	398,320	398,320
Transport	1,050	1,050	1,050	1,050	1,050
Premises (ii)	0	0	0	0	0
Recharges (iii)	296,990	296,990	296,990	296,990	296,990
Supplies and Services	75,170	75,170	75,170	75,170	75,170
Total Expenditure	771,530	771,530	771,530	771,530	771,530
Net (Income) / Expenditure (i)	115,940	115,940	115,940	115,940	115,940
(i) Includes £43k BSR savings from 2015/16					
(ii) Included within recharges					
(iii) Includes Head of Service recharge to Tourism Service					

An outline business case for the new DMO is set out in Table 2 below:

Table 2: DMO Business Case (Summary)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
Core Funding (SCDC / Other) (i)	(35,000)	(28,000)	(21,000)	(14,000)	(7,000)	(105,000)
Membership (ii)	(109,800)	(129,510)	(153,052)	(181,184)	(214,817)	(788,364)
Visitor Information Centre (iii)	(90,110)	(91,910)	(93,750)	(95,620)	(97,530)	(468,920)
Guided Walking Tours (ii)	(270,000)	(283,500)	(297,680)	(312,560)	(328,190)	(1,491,930)
Other (iii)	(101,570)	(104,500)	(107,670)	(111,110)	(114,878)	(539,728)
Total Income	(606,480)	(637,420)	(673,152)	(714,474)	(762,415)	(3,393,942)
Expenditure						
Employees	479,710	479,710	479,710	479,710	479,710	2,398,550
Premises	65,880	65,880	65,880	65,880	65,880	329,400
Supplies and Services	113,130	113,130	113,130	113,130	113,130	565,650
Total Expenditure	658,720	658,720	658,720	658,720	658,720	3,293,600
Net DMO (Income) / Expenditure (iv)	52,240	21,300	(14,432)	(55,754)	(103,695)	(100,342)
(i) Assumes 20% reduction year on year.						
(ii) Assumes either 5% or 20% growth p.a. depending on Membership category.						
(iii) Assumes 2% growth p.a.						
(iv) After set up costs have been repaid to the Council, any DMO surplus will be reinvested into activities/resources to improve the Destination Management function						

This assumes the following:

- That the shortfall in years 1 to 2 of the new DMO is met by the Council, as seen in Table 3 below.
- That the core funding from South Cambridgeshire District Council and Cambridgeshire County Council (managed on behalf of the Cambridgeshire Tourism Officers group) is maintained at the same level in 2015/16 then reduces by 20% per annum thereafter.
- That the IT, Finance, HR and Legal support to the DMO would be provided independently of the Council. However there may be opportunities for the DMO to contract with the Council for some of these and this can be explored in the further development of the business case.
- That the Tourist Information Centre remains in its current location within the Guildhall for at least the first 5 years of the DMO. This would deliver an ongoing rental income to the Council.
- That the new DMO is successful in securing an additional £35k annual membership income in 2015/16 compared to 2013/14. Given the geographical coverage of this new DMO this should be achievable and an update on progress towards this will be provided when the

detailed business case is presented at the January October Scrutiny Committee.

- That the existing staff structure will transfer as is to the new DMO. The restructure of the Tourism service in 2010 was designed to put a structure in place which was lean and fit for purpose for a DMO organisation. Inevitably the new DMO would need to review its core operating costs within the first 5 years which could include reviewing the staff structure. However, as the current structure is lean compared to other DMOs with similar outputs, it is unlikely that the DMO would be looking to reduce its staffing levels as these will be key in meeting the aspirations of its Members.

The Financial Implications for the Council of establishing a DMO are set out below:

Table 3: Financial impact on City Council	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Status Quo Cost to Council (i)	115,940	115,940	115,940	115,940	115,940	579,700
Post DMO City Council costs						
DMO shortfall	52,240	21,300	0	0	0	73,540
Retained Recharges (ii)	168,470	137,132	105,794	74,456	43,118	528,970
	220,710	158,432	105,794	74,456	43,118	602,510
Rent income from Gift shop and coffee shop (iii)	(54,290)	(54,290)	(54,290)	(54,290)	(54,290)	(271,450)
Rent income from DMO (above existing recharge)	(15,630)	(15,630)	(15,630)	(15,630)	(15,630)	(78,150)
Post DMO Cost to the Council	150,790	88,512	35,874	4,536	(26,802)	252,910
Financial (benefit) / cost to the Council	34,850	(27,428)	(80,066)	(111,404)	(142,742)	(326,790)
Set-up Costs (iv)	40,000	0	(5,000)	(15,000)	(20,000)	0
Financial (benefit) / cost to the Council (including set-up costs)	74,850	(27,428)	(85,066)	(126,404)	(162,742)	(326,790)
(i) Status Quo includes £43k BSR savings from 2015/16.						
(ii) Includes saving from Head of Tourism & City Centre Management post and assumes 15% reduction year on year on other retained recharges.						
(iii) This has been reduced from 2014/15 to reflect under performance of the coffee shop.						
(iv) Initial set-up costs repaid from DMO surpluses.						

This assumes the following:

- That the £43k savings on the tourism service as identified in the Budget Setting Report (BSR), are delivered in 2015/16 reducing the cost of tourism to the Council to £115,940.
- That the base rent and turnover rent from the Gift Shop and Coffee Shop, which is currently included in the Tourism budget, is retained

by the Council. In addition, there will be an additional £15,630 pa of rental income to the Council from the DMO, over and above the existing premises recharge.

- The additional costs to the Council in Year 1 would be met from existing resources. There are a number of options available to the Council, including that these could be met from the potential underspend for 2013/14.
- It can be seen that the creation of a DMO has a positive financial impact for the Council, as the 5 year cost is predicted to be £326,790 a reduction of £252,910 based on the status quo.
- That the Council is able to reduce the residual overheads by 15% per annum until they reach 40% of the current level. This is being addressed corporately alongside other service transformation initiatives.
- That the additional costs to the Council, (excluding set up costs) in years 1 will start to be offset from savings in year 2.
- It is likely that there will be indirect financial benefits to the Council from setting up a DMO; the DMO will be able to operate more commercially which should increase opportunities to increase turnover rent to the Council from the Green Coffee Company and the Gift shop. There could well be additional indirect financial benefits which will be explored as the detailed business case is explored further.
- That the Head of Tourism and City Centre Management role transfers to the new DMO. Capacity will therefore need to be found at Senior Manager/Head of Service level to oversee the residual part of the Tourism and CCM service (CCM, Markets and Street Trading). The value of the retained recharges included in Table 3 above assumes that this can be found at no additional cost, so would deliver a further saving to the Council in the retained recharges. As part of this, consideration will need to be given to the ongoing officer lead for the Council with Cambridge BID and the new DMO.

Set Up Costs

- There will be initial set-up costs currently estimated at £40k relating to IT (£20k), Property issues (£5k), Corporate ID and Branding (£5k), possible VAT issues (£5K) and Legal (£5k). There will be a need for a bid to meet these as part of the 2015/16 budget process, but these will

be repaid in full by the end of year 5 out of the DMO surpluses in years 3, 4 and 5.

Pension arrangements

- The DMO business case assumes that the DMO will fund a pension bond of circa £9K pa and an ongoing pension contribution rate of 18.5%. These have been confirmed following receipt of an assessment by the County Council of the LGPS requirements in relation to any transfer.

(b) Staffing Implications

If a decision is made to set up the DMO and transfer services, staff assigned to services that move to the DMO will transfer under Transfer of Undertakings (Protection of Employment) Regulations (TUPE). A TUPE consultation process will begin with the unions and, those employees who are to be transferred. Approximately 16 members of staff may be impacted by the proposal.

(c) Equality and Poverty Implications

A high level Equalities Impact Assessment was undertaken in January 2014 and is attached as **Appendix 2**. A more detailed version will be prepared alongside the detailed business case and will be included in the report going to Customer and Community Services Scrutiny Committee in January 2014.

(d) Environmental Implications - None

(e) Procurement – None

(f) Community Safety - None

8. Risk Analysis

A high level risk analysis which sets out the key risks associated with this project is attached as **Appendix 3**.

9. Consultation and communication

The following consultation will be arranged:

9.1 Internal

9.1.1 - The implications for staff and all support services will be identified and addressed through regular meetings of the corporate joint Cultural Trust/DMO Project group.

9.1.2 - Regular briefings will be scheduled in for staff and the unions and more formal consultation will need to be arranged on specific issues.

9.1.3 - Trade Unions will be briefed on the proposals.

9.1.4 - Further discussion with the Director of Environment on the implications for the residual part of the Tourism and City Centre Management service i.e. CCM Markets and Street Trading team.

9.2 External

9.2.1 - Visit Cambridge has an informal Steering Group with representation from a broad range of tourism partners which has helped inform and shape current and future Visit Cambridge activity. Membership of this is from across the Cambridgeshire region. However membership of this group needs to be reviewed to ensure that there is broad representation at the right level to help guide this key strategic project.

9.2.2 - Critical to the success of this project will be significant “buy in” and leadership from the private sector and key tourism stakeholders. Since September 2013 the Head of Tourism and City Centre Management has held a number of meetings with key stakeholders and this work will be on going over the 4 months in order to develop the detailed business case further.

9.2.3 - In addition, it will also be important to have the support of the local authorities at all levels and in time to develop strong links with the LEP. This project would support three of the Greater Cambridge Greater Peterborough LEP’s strategic priorities, notably:

- 1) Skills (in particular for SMEs – business-led provision)
- 2) Enterprise (promoting enterprise growth and innovation)
- 3) International Profile (increasing inward investment)

9.2.4 - Visit Cambridge is a member of the English Heritage Cities Group which is an extremely valuable source of national best practise in the industry and will help to further shape these proposals.

9.2.5 - English Heritage Cities is a partnership of Destinations brought together by common product and interests. Membership is based on specific criteria which include a net contribution from tourism to the local economy of no less than £150 million per annum. Its purpose is to share knowledge, benchmark performance, develop evidence and deliver messages about the heritage product of England and facilitate joint activity, all with the intention of maximising the potential of the cities' visitor economies. Given the current funding challenges facing tourism organisations nationally it has a strong focus on developing sustainable income solutions.

10. Background papers

None

11. Appendices

- § 1 - Stakeholder Workshop feedback notes
- § 2 - DMO - EQIA
- § 3 - DMO - High Level Risk Analysis

12. Inspection of papers

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

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(g) Community Safety - None