

Building Stronger Communities

DRAFT

Community Centre Strategy

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Executive Summary

The Council has a clear vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. Community centres facilitate the provision of accessible services to those who most need them. The Council's current provision has developed iteratively over a number of decades, and there is a need to now review and develop a service vision that will ensure:-

- ◆ **Council supported community centres are located in the right areas of the city to address the greatest needs**
 - ⇒ **They are sustainable and provide accessible, joined up services to residents**
 - ⇒ **They effectively contribute to the delivery of the Council's corporate priorities in a cost efficient way**
 - ⇒ **The Council has successful partnership arrangements in place with the voluntary sector and other agencies, that meet the needs of local communities**
- ◆ **Council community development resource and activities are flexible to meet changing needs of the city**

The review has taken an evidence based and strategic approach, to look at the needs of the city holistically. The Council currently owns eight community centres. Five of these are managed by the Council (The Meadows, Buchan Street, Brown's Field, Ross Street and 82 Akeman Street) with three managed by local groups (Trumpington Pavilion, 37 Lawrence Way and Nun's Way Pavilion). Arbury Community Centre is owned by the Council and leased to Arbury Community Association, a local charity and so has not been included as a Council venue for the purpose of this review .

The report's findings are based on evidence gathered this year showing the extent of facilities available for community use across Cambridge. In total, the review has identified and mapped 107 community facilities across the city, including Council and non-Council community centres, and other facilities such as church and school halls. The report acknowledges the very important role of the voluntary sector in the city, which manages the vast majority of these facilities.

Four key principles underpin the development of the recommendations

1. They will provide the Council with a clear corporate steer now and for the future
2. They are supported by robust evidence
3. They will support change from current provision to the future vision in a supportive way
4. They have been developed in a way which will seek to avoid creating instability for the local community as changes are implemented

The recommendations have been developed to make sure that community provision meets the changing needs of the city as it evolves and continues to grow. The emerging proposals are not set in stone, and are being circulated by the council as an early draft to seek comments and feedback that will help shape a final strategy. The proposals for community centres include:-

1. Developing a new community hub on the site of the existing Meadows Community Centre site in Arbury, to provide the services currently offered by The Meadows and the nearby Buchan Street Community Centre as well as considering the potential for other co-located services and opportunity for housing
2. Improving facilities at Akeman Street or a more suitable redeveloped site nearby;
3. Exploring opportunities to enhance facilities in Kings Hedges, as current provision is restrictive in terms of its size and accessibility;
4. Inviting voluntary sector organisations to consider taking on the management of community centres in some areas, such as Ross Street Community Centre;
5. Looking into the feasibility of being able to also provide more affordable housing through the redevelopment of Council owned land;
6. Addressing gaps in the provision of community facilities in Abbey, Cherry Hinton, East Chesterton and Queen Edith's wards.

Next Steps

Between January and March 2017, the council will develop a detailed consultation plan to seek feedback from local residents, voluntary sector organisations and other agencies.

If you would like to be sent details of the consultation, please email community.review@cambridge.gov.uk

Background

Cambridge is a successful city with a world-class reputation for education, science and innovation; research and knowledge-based industries; and its historic environment. It is a major focus for employment, and many residents in Cambridge benefit from the city's prosperous economy, with high average earnings, low rates of unemployment and a large number of jobs available in the city. The success of Cambridge is also a driver for urban growth, with 14,000 new homes planned by 2031. The [Devolution Deal](#) provides £70m for 500 new homes.

There is another side to this success story for many households, however. A review of available evidence suggests that a significant proportion of people living in the city are living on low incomes. 11.2% of Cambridge residents are also in receipt of benefits such as Housing Benefit and Council Tax benefit, and this figure rises to more than 20% in some wards in the city. The Index of Multiple Deprivation 2010 (IMD), which brings together a range of indices to provide a single measure of deprivation, identifies two areas within King's Hedges which fall within the 20% most deprived areas in the country. There are also a further 18 areas in the city which are amongst the 40% most deprived areas nationally.

The Council's [vision](#) for Cambridge is to make sure that it continues to be a great place in which to live, work and learn – for both existing and new residents. The Council's [corporate plan](#) identifies a need to create well-designed, sustainable, strong new communities which are integral parts of Cambridge, and also to strive towards achieving 'One Cambridge - Fair for All', by helping to improve the standard of living for individuals and communities on a low income in the city.

The City Council's [Anti-Poverty Strategy 2014 -17](#) outlines how local authorities can have a direct impact on poverty through the types of services provided, and how they are targeted. Many are delivered as outreach programmes through a network of Council supported community centres across the city which are managed directly or through partnership arrangements with neighbourhood voluntary organisations. The Council is committed to the principles and values of community development, with long established support through community centres to enable local people to participate in decision making and the issues that affect them, to enable them to build stronger communities—of geography, identity and interest.

There are currently eight Council owned and managed community centres in the city. Arbury Community Centre is owned by the Council and leased to Arbury Community Association, and has not been included as a Council venue in this review. Three new community centres are being built in growth areas; two will be opened in 2017-18. The location and scale of this provision has evolved both iteratively over time, with some centres being built in areas of the city where social housing was expanded during the 1970s and 1980s.

There have been a number of previous reviews of the Council's community centre provision, with different drivers and outcomes. This current review has been commissioned by the Council to ensure that the centres that continue to receive Council support are located in the right areas of the city to give access to services for those with the greatest needs. The brief that has been set is for a strategic and evidence based review of provision, to enable identification of any areas of over-lapping or gaps in provision, and to provide a clear rationale for the Council's on-going support for community centres and community development activity into the future.

The review findings have been used to develop this draft strategy and a proposed vision for the Council’s support for community provision:

- ◆ **Council supported community centres are located in the right areas of the city to address the greatest needs**
 - ⇒ **They are sustainable and provide accessible, joined up services to residents**
 - ⇒ **They effectively contribute to the delivery of the City Council’s corporate priorities in a cost efficient way**
- ◆ **Council community development resource and activities are flexible to meet changing needs of the city**

The review was framed within the context of the Council’s commitment to target services and protect the vulnerable, linking to the priority to address poverty and inequality across the city. Council supported community centres are key to how services are delivered in new ways to focus on a more holistic approach to customer needs and, where and how we share our spaces with partner organisations to achieve this. Understanding community provision across the city is essential to identify where we want to work in partnership to bring together complementary services, enhance or redirect resource, and focus future activities and investment.



Strategy Overview

Part 1 — Background information on Cambridge City Council's current community centre provision

Part 2 — Evidence and analysis work undertaken to inform the strategy

Part 3 — The strategy

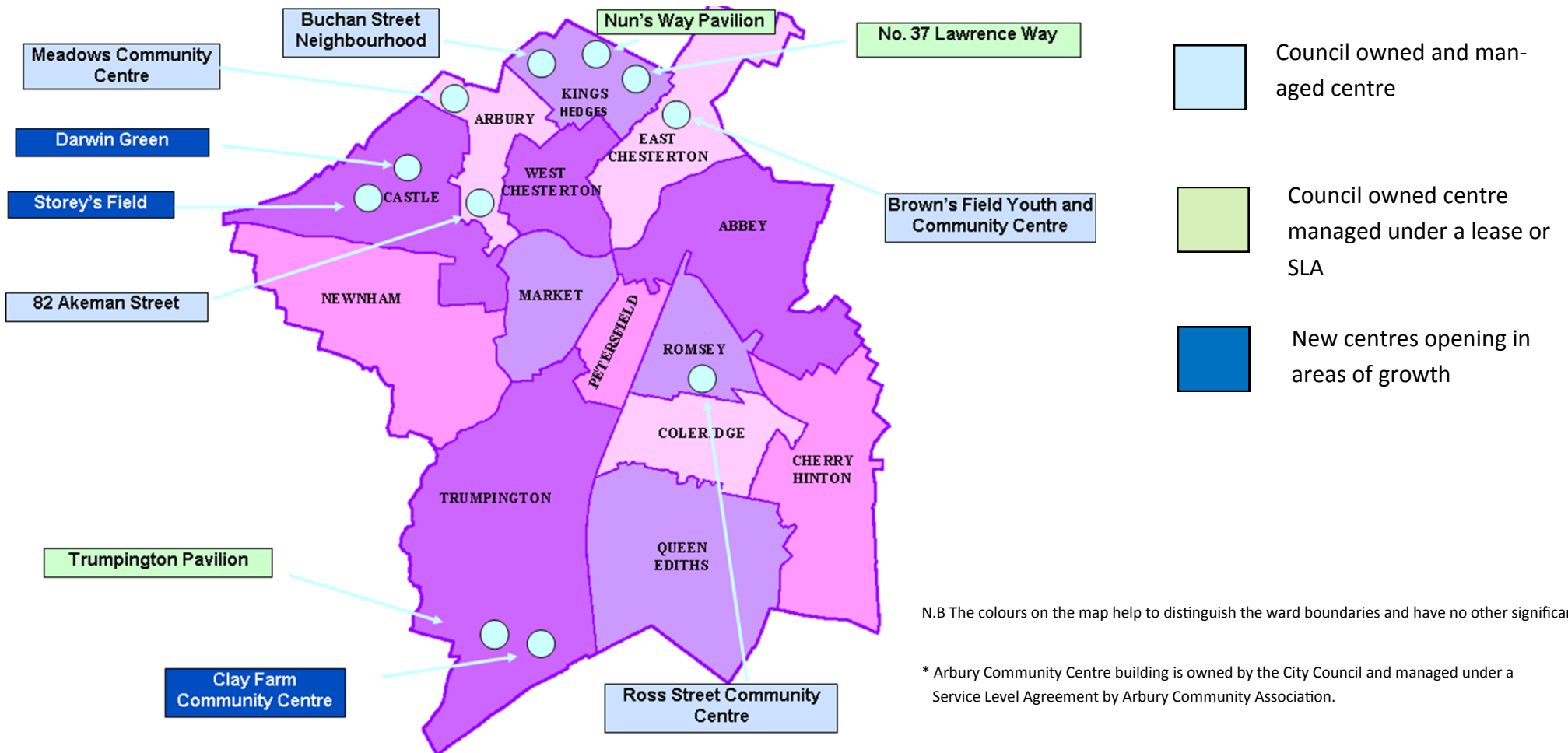
Part 4— The proposed vision

Part 1

**Cambridge City Council's
current community centre provision**

The Council currently owns **eight*** community centres, located in six wards across the city, and there are **three** new community centres planned to serve key growth areas. More information about each centre is detailed in the following pages.

The location of the Council’s current and new community centres and their management arrangements



Part 1— Background information on Cambridge City Council’s current community centre provision

The facilities are a mix of small community houses and community centres of different sizes. In 2015-16 there were over 160,000 visits across the sites. 5 of the 8 facilities are managed by the Council with the other three via a service level agreement/lease arrangement with a voluntary sector partner. The costs detailed in the table below are complex as they include central recharges and capital depreciation costs. The total cost of £886,671 for 2015-16 included:

- £406k staffing – 34%
- £340k project and running costs—29%
- £332k central recharges—28%
- £102k capital depreciation—9%
- Over £293k income was generated (The Meadows generates 61% of this income total)

The scale of each community centre in terms of capacity, number of visits and running costs in 2015-16*

Ward	Facility	Size	Capacity of largest room	Visits per year	Actual cost to the Council 15-16 (incl. staffing, recharges & depreciation)	Management arrangements
Arbury	•82 Akeman Street	•Small	20	•3,873	•£34,615	•City Council
	•The Meadows	•Large	120	•62,645	•£389,425	•City Council
King’s Hedges	•Buchan Street	•Large	100	•18,907	•£199,232	•City Council
	•Nun’s Way Pavilion	•Medium	40	•2,347	•£9,928	•SLA KHNP**
	•37 Lawrence Way	•Small	20	•2,544	•£18,782	•Grant KHNP
East Chesterton	•Brown’s Field	•Large	90	•30,538	•£160,032	•City Council
Romsey	•Ross Street	•Medium	65	•23,192	•£41,032	•City Council
Trumpington	•Trumpington Pavilion	•Medium	80	•16,419	•£33,625	•Lease/SLA TRA***
	•Clay Farm	•Large	300	•Not open	•Not open	•New
Castle	•Storey’s Field	•Large	180	•Not open	•Not open	•New
	•Darwin Green	•Small	30	•Not open	•Not open	•New

* A detailed overview of each community centre is available upon request **Kings Hedges Neighbourhood Partnership *** Trumpington Residents Association

Part 2

Evidence and Analysis

The Community Centre Strategy will address a number of fundamental questions in order to provide the council with both clarity, in terms of:

- a) Its role in community centre provision
- b) A framework for targeting services to those with the most need now
- c) How it should meet changing needs in future

We have built a comprehensive evidence base and completed analysis work to consider the following:

1. **What is the range of community facility provision currently in place across the city?**
2. **Are the Council's existing and planned community centres located in the right places to deliver the Council's community development activity and anti-poverty priorities?**
3. **If there are Council community centres which are not best located to deliver this work what should the future of these centres be?**
4. **Are there any gaps in current provision to be able to deliver the Council's anti-poverty priorities?**
5. **How could the Council look to address these gaps?**
6. **Following the analysis work, what is the future for Transitional Centres?**

In addition to providing spaces for local people to meet, community centres provide a base for outreach community development activity, and community and voluntary sector activities. In parallel to the above, consideration has also been given to the following questions to provide direction to the Council on its community development activity:

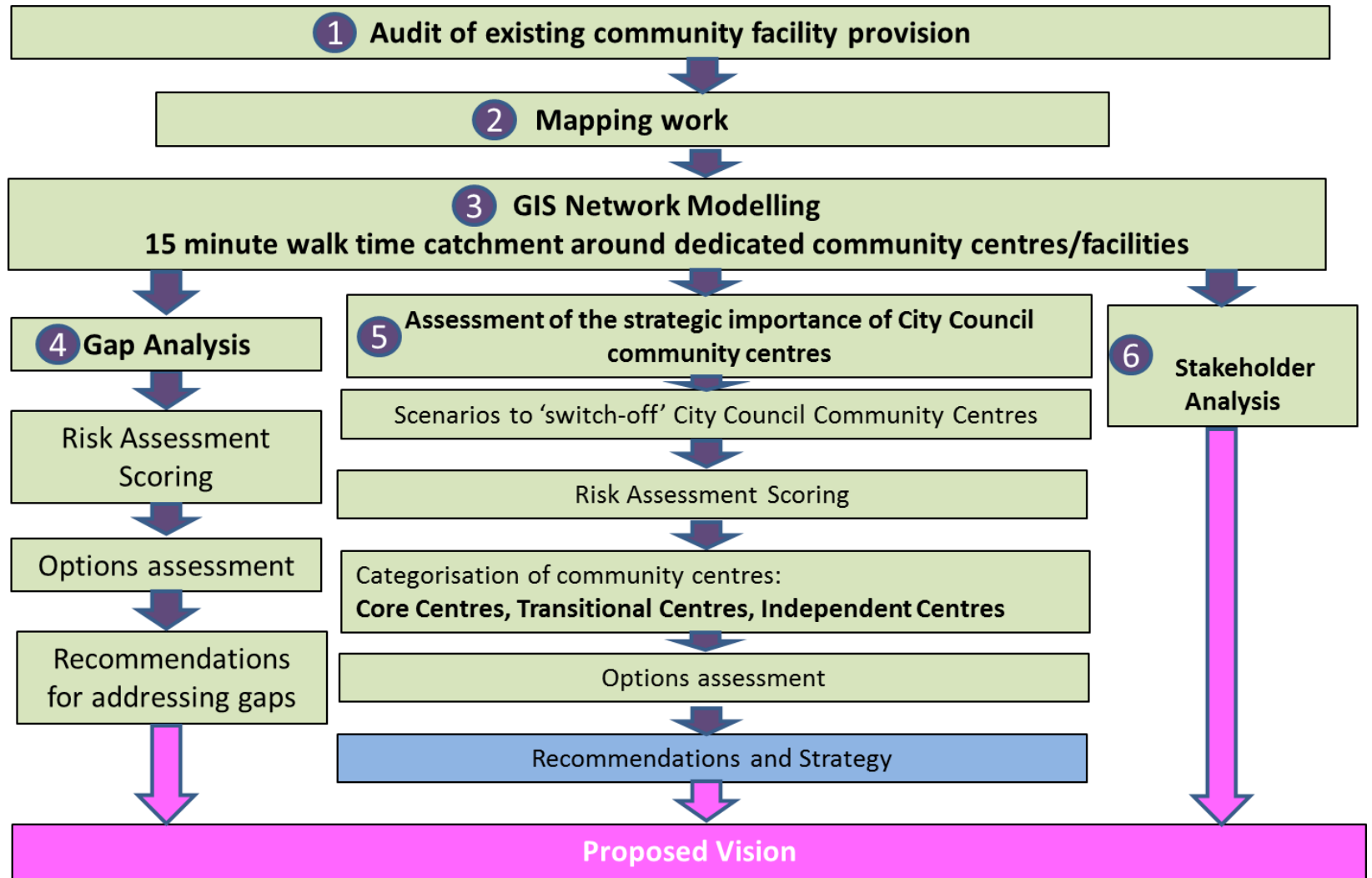
1. **What services are currently being delivered through community centres?**
2. **Are these services delivering the best impact for the Council in addressing the Council's anti-poverty priorities to target those residents with the highest need?**
3. **Does there need to be any re-focusing of services or redirection of resource?**

Information gathered will be used as a basis for refreshing the Council's community development strategy, and to inform future service planning priorities.

A summary of the key stages of work completed for the review

1 - 3 summarise the work completed to develop the evidence base

4 - 6 summarise the analysis work undertaken to inform options and recommendations.



1. Audit of Existing Community Facility Provision

What is the range of community facility provision currently in place across the city?

Audit work has been undertaken to develop a comprehensive evidence base of community facility provision across the city.

For the purpose of this review, a community centre or community facility is defined as being **“a building that is available for use by the wider community, and/or for hire by local groups for a range of community/ social activities and meetings, for at least some of their opening hours each week. The facilities* have to be accessible to everyone detailed under the protected characteristics of the Equalities Act 2010”**.

An initial list of 149 possible community facilities was compiled using data from existing Council databases. These facilities were asked to complete a survey (electronic and paper options) about what was available for community use, and current use and capacity. Survey Monkey was used to enable efficient reporting. There were 75 survey responses received, a return rate of 50%.

To strengthen initial information gathered a ‘call for evidence’ was launched, to develop the evidence base, via the local press, newsletters, email and fliers. This invited the public to identify facilities not included in the review to date and comment on gaps and over-lapping provision of facilities across the city.

To complement a second on-line survey, informal ‘drop-ins’ were held before each of the Council’s Area Committee meetings in March - April 2016 where members and residents were able to look at a map and identify

any missing facilities. The sessions were well attended, 47 surveys were completed and 27 additional facilities were identified.

The 176 community facilities were then verified to ensure:

- ◆ The definition of a community centre/facility was met
- ◆ Residents and community groups are able to hire them at an affordable rate
- ◆ Facilities could be promoted as available for use by the community

107 facilities met the above criteria to be included as a community centre or facility for the purposes of this review, which includes the Council’s community centres. This is a cautious estimate of provision across the city as others have not engaged or responded to the verification process.

Our overarching aim in deploying the Council’s resources to support communities and provide community facilities, will be to prioritise provision in those areas where there are highest levels of need.

But the Council also wants to see a network of community facilities, activities and development opportunities that meet the needs of local people and help build stronger communities. To do this, the Council will consider alternative management arrangements which could be community led and which could allow buildings to be managed by (or even have ownership transferred to) community organisations. Such arrangements would require formal agreements with appropriate safeguards to ensure access and broad-based community programming.

(*) Leisure facilities and pub rooms were excluded from the scope of the audit

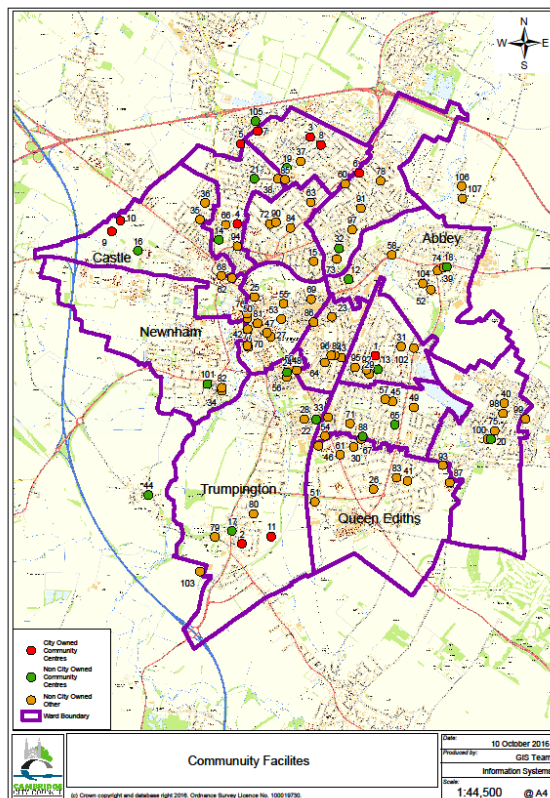
A summary of the audit work completed to develop the evidence base for the review



2. Mapping Work

The 107 verified community facilities is not a definitive list of all community facility provision in the city, but it does capture key facilities and provides a useful and extensive evidence base from which to complete the analysis and assessment work for the review. These facilities were mapped by postcode and colour coded to distinguish:

1. **Council community centres**
2. **Non-Council dedicated community facilities** (their primary purpose is a community facility)
3. **Non-Council other community facilities** (community facility provision is not their primary purpose but they have access for community use some of the time e.g. church, school)



The location and distribution of the three types of community facility provision by ward



Council community centres



Non-Council dedicated community facilities (their primary purpose is a community facility)

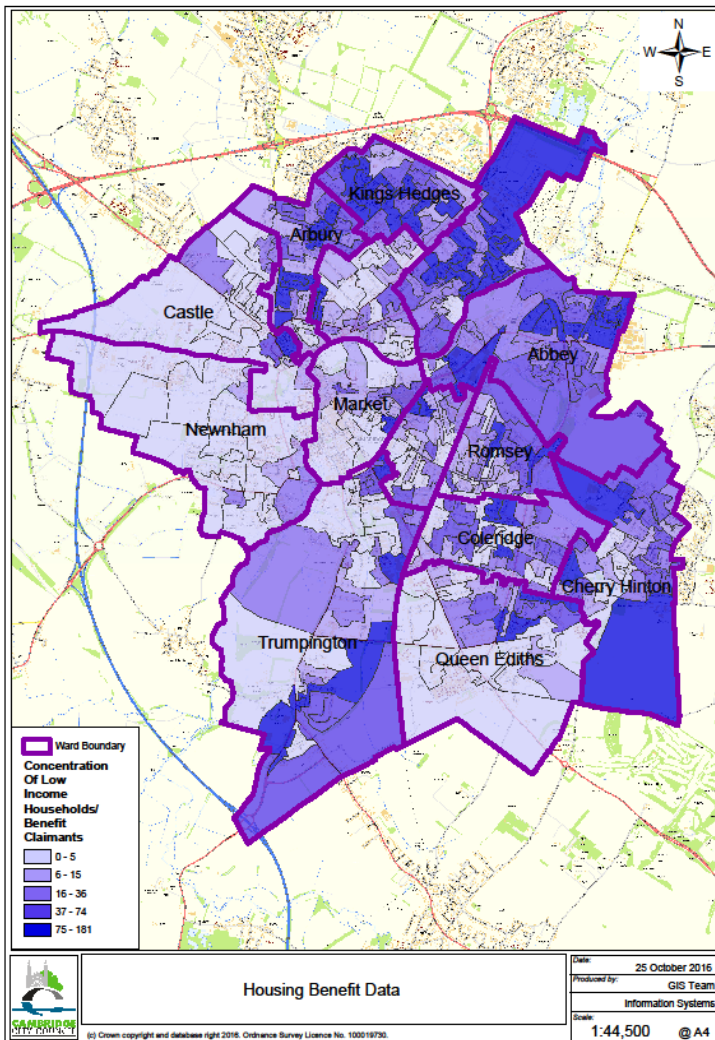


Non-Council other community facilities (community facility provision is not their primary purpose but they have access for community use some of the time e.g. church, school)

* A larger map is available upon request

Are the Council’s existing and planned community centres located in the right places to deliver the Council’s community development activity and anti-poverty priorities?

An existing dataset of low income households and benefit claimants was used to identify locations which have the highest concentrations of low income households and benefits claimants. This data was used as the evidence base to map high need residents across the city.



Key to map colours:-

Evidence of need: low Income households and benefit claimants at lower layer super output level

- Higher concentrations of low income households/benefit claimants
- Lower concentrations of low income households/benefit claimants

Key to colour bandings:-

- Low need 0-5 band (0% to 2%)
- 6-15 band (3% to 5%)
- 16-36 band (6% to 12%)
- 37-74 band (13% to 23%)
- High need 75-181 band (24% to 58%)

The bandings show the % of the total population in an area who live in a benefit household.

* A larger map is available upon request

Are there any gaps in current provision to be able to deliver the Council's anti-poverty priorities?

To help assess this question the population distribution across the city needed consideration, alongside the levels of need and existing provision already covered.

Population by Ward (CCC Census 2011 estimate)

	Abbey	9,907
	Castle	9,785
	East Chesterton	9,405
	Coleridge	9,386
	Romsey	9,386
	King's Hedges	9,142
	Queen Edith's	9,127
	Arbury	9,070
	Cherry Hinton	8,780
	West Chesterton	8,629
	Petersfield	8,333
	Trumpington	8,034
	Newnham	7,867
	Market	7,150

Key—Population Band

	9500-10000
	9000-9500
	8500-9000
	8000-8500
	7500-8000
	7000-7500

3. GIS Network Modelling

In addition to the location of existing facilities, an understanding of their catchment area was needed to help further consider:

- ◆ **Are the Council’s existing and planned community centres located in the right places to deliver the Council’s community development activity and anti-poverty priorities?**
- ◆ **If there are Council community centres which are not best located to deliver this work what should the future of these centres be?**
- ◆ **Are there any gaps in current provision to be able to deliver the Council's anti-poverty priorities?**

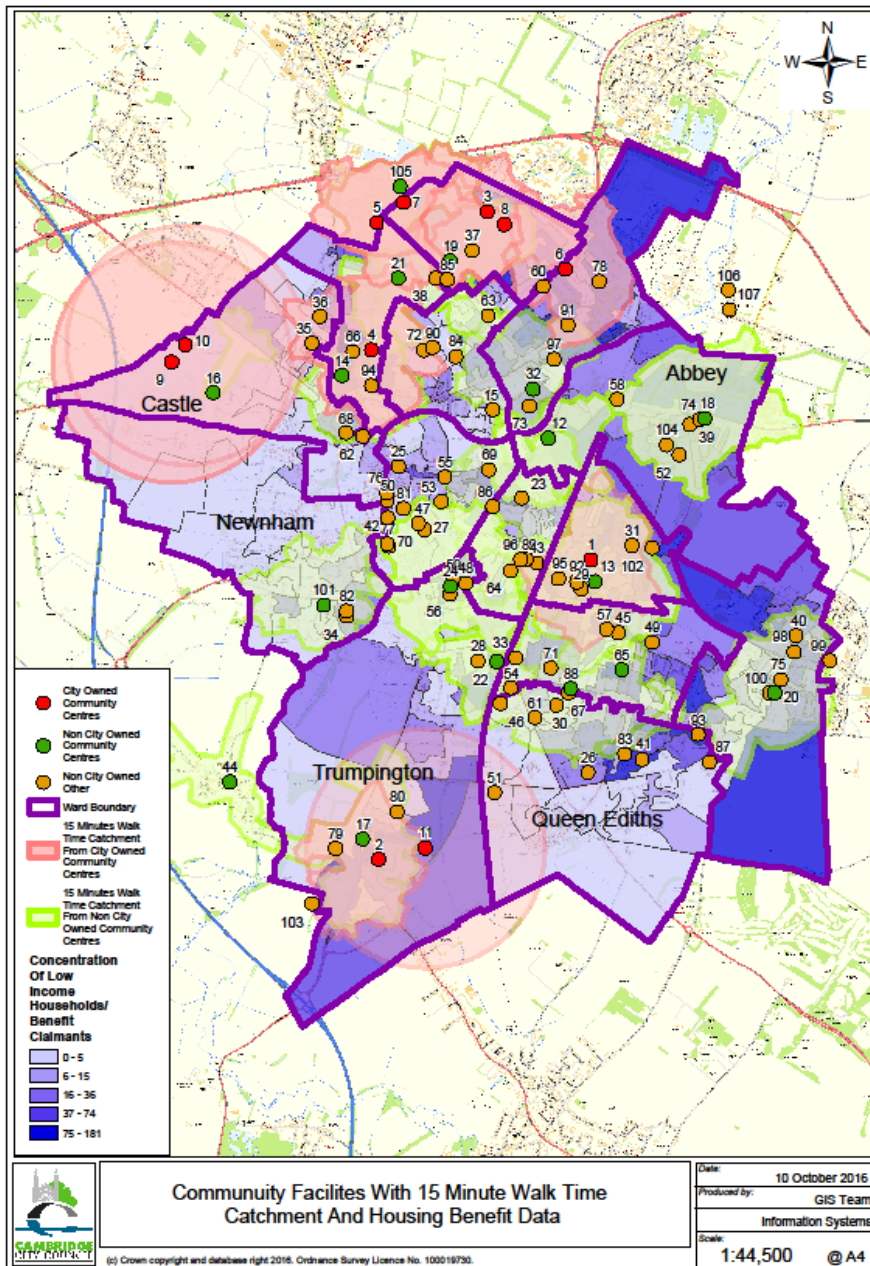
A bespoke network modelling software tool was purchased to be able to plot a real-time walking catchment around community facilities. Work completed by Oxford City Council to complete a similar strategic review of community provision had used a 15 minute walk-time catchment*, using the premise that residents living in areas with higher levels of need should be able to access a community centre within 15 minutes of where they live. It was agreed that the same catchment measure would be used for the Cambridge City review of community facility provision.

Catchments were mapped for two categories: Council community centres and non-Council dedicated community facilities (the red dots and green dots shown on page 26)

The non-Council other community facilities, (community facility provision is not their primary purpose but they have access for community use some of the time e.g. church, school—yellow dots), were not mapped as their availability and offer for community use could vary significantly affecting the perception of available facilities. Mapping these facilities could therefore have provided an artificially positive picture of existing community facility availability across the city.

It was also not possible to map a real walk-time catchments for the 3 new facilities opening in growth areas as no road or pavement network information is available yet for these sites. The analysis for these has been based on a 15 minute walking radius around the facility.

* Travel time of 3mph, covering 0.75 miles in 15 minutes Reference: <https://www.bhf.org.uk/get-involved/events/training-zone/walking-training-zone/walking-faqs>



An overlay of:

- ◆ the location of the 107 verified community centres and facilities
- ◆ the distribution of low income households and benefit claimants across the city
- ◆ the 15 minute real, walk-time catchments for Council owned / managed community centres, and non-Council dedicated community facilities

- City Council community centres
15 minute walk-time catchment areas
- Non-City Council dedicated community facilities
15 minute walk-time catchment areas

* A larger map is available upon request

4. Gap Analysis

The walk-time catchments maps were analysed to identify areas that did not have access to a community facility within a 15 minute walk-time in addition to having high concentrations of low income families and benefit claimants. These maps are shown on page 20.

The analysis was based on a risk assessment approach which asked the following questions:

Geographic Risk Rating 0 (low risk) - 5 (high risk)

- ◆ Do any residents have no access to a dedicated community facility within a 15 minute walk-time?

Demographic Risk Rating 0 (low risk) - 5 (high risk)

- ◆ Do any areas with high concentrations of low income households/benefit claimants not have access to any dedicated community facility within a 15 minute walk-time?
- ◆ Are these also densely populated areas of the city?

Ward	Geographic	Demographic	Total
Abbey	4	3	7
Arbury	1	2	3
Castle	2	1	3
Cherry Hinton	3	4	7
Coleridge	1	1	2
East Chesterton	3	2	5
King's Hedges	1	1	2
Market	3	1	4
Newnham	3	1	4
Petersfield	1	1	2
Queen Edith's	4	2	6
Romsey	1	2	3
Trumpington	3	2	4
West Chesterton	2	1	3

Summary of the gap analysis risk assessment scores for each ward



Highest risk scores requiring further options assessment work

The results of the gap analysis risk assessment highlighted four wards that have gaps in current provision for high need residents:

- ◆ **Abbey Ward** (total risk score of 7)
- ◆ **Cherry Hinton Ward** (total risk score of 7)
- ◆ **Queens Edith's Ward** (total risk score of 6)
- ◆ **East Chesterton Ward** (total risk score of 5)

The strategy makes recommendations about how these gaps could be addressed as part of the overall vision for improving community facility provision across the city and targeting services to those with the most need.

5. Assessment of the strategic importance of Council Community Centres

The review considered some scenario planning to address the 2 questions below. In this, centres were 'switched off' in order to assess what the impact would be of not having the provision:

- ◆ Are the Council's existing and planned community centres located in the right places to deliver the Council's community development activity and anti-poverty priorities?
- ◆ If there are community centres which are not best located to deliver this work at the moment, what should the future of these centres be?

Like the gap analysis, the assessment of the strategic importance of individual centres was based on a risk assessment approach, looking at four different risk criteria and posing the following questions:

A) Geographic Risk Rating 0 (low risk) - 5 (high risk)

- ◆ Do any residents lose access to a Council owned/managed community centre within a 15 minute walk time?
- ◆ Do any resident lose access to a non Council dedicated community facility within a 15 minute walk-time?

B) Demographic Risk Rating 0 (low risk) - 5 (high risk)

- ◆ Do any areas with high concentrations of low income households/benefit claimants lose access to a Council owned/managed community centre within a 15 minute walk time?

- ◆ Do any areas with high concentrations of low income households/benefit claimants lose access to a non Council dedicated community facility within a 15 minute walk-time?

C) Stakeholder Risk Rating 0 (low risk) - 5 (high risk)

- ◆ What percentage use of a Council community centre is by stakeholder groups who are council 'anti-poverty priority groups' who would lose access to this provision?

D) Other risks

- ◆ Are there any other risks from losing this community centre? e.g. corporate priorities that could no longer be delivered; any previous investment that may be at risk?

During the scenario analysis it became clear that there were inter-dependencies between facilities serving similar catchment areas. Additional scenario planning was completed to switch off both inter-dependent facilities, to establish evidence of need and to establish the hierarchy of priority between two facilities i.e. which is higher risk if switched off?

There were three sets of Council community centres which were identified as having inter-dependencies because of their proximity to each other:

Package 1—The Meadows and Buchan Street

Package 2—Nun's Way and Lawrence Way

Package 3—Trumpington Pavilion and Clay Farm

These have been considered jointly and the findings presented as analysis packages.

Package 1—Risk assessment analysis for Buchan Street and The Meadows

	Risk of closing Buchan Street but retaining The Meadows	Risk of closing The Meadows but retaining Buchan Street	Risk of closing both The Meadows and Buchan Street
Geographic risk	1	2	3
Demographic risk	1	2	3
Stakeholder risk	1	3	4
Other risks	3	4	5
Combined risk total	6	11	15

Analysis of the 15 minute walk-time catchment maps for Arbury and King’s Hedges wards show there is significant over-lap in the 15 minute real walk-time catchments for these two community centres, and also with other dedicated community facility provision in the area.

Joint scenario planning was therefore undertaken to switch off both centres to assess whether any Council community centre provision is required, and if it is, which community centre would be higher risk, if a decision were to be made about addressing overlapping provision.

The scenario catchment map shows that switching off both facilities creates some gaps in access to a Council community centre from some high need residents , and that it would be a high risk strategy (total risk score of 15) to switch off both community centres.

The Council therefore needs to retain one facility in this location. The overall risk assessment rating for switching off Buchan Street is lower (total risk score of 6), than switching off The Meadows (total risk score of 11).

Package 2—Risk assessment analysis for Nun’s Way Pavilion and 37 Lawrence Way

	Risk of closing Nun’s Way Pavilion but retaining 37 Lawrence Way	Risk of closing 37 Lawrence Way but retaining Nun’s Way Pavilion	Risk of closing both Nun’s Way and 37 Lawrence Way
Geographic risk	1	1	3
Demographic risk	1	2	3
Stakeholder risk	2	2	4
Other risks	2	1	3
Combined risk total	6	6	13

Analysis of the 15 minute walk-time catchment map for King’s Hedges Ward shows that there is significant over-lap in the 15 minute real walk-time catchments for these two community centres, and also with other dedicated community facility provision in the area.

Joint scenario planning was therefore undertaken to switch off both centres to assess whether any Council community centre provision is required, and if it is, which community centre would be higher risk, if a decision were to be made about addressing over-lapping provision.

The scenario catchment map shows that switching off both facilities creates some gaps in access to a Council community centre for some high need residents , and that it would be a high risk strategy (total risk score of 13) to switch off both community centres.

There is currently over-lapping provision in community centres in King’s Hedges, but one facility is required. The overall risk assessment rating for switching-off Nun’s Way Pavilion is the same (total risk score of 6), as switching off 37 Lawrence Way (total risk score of 6).

Package 3—Risk assessment analysis for Trumpington Pavilion and Clay Farm

	Trumpington Pavilion	Clay Farm
Geographic risk	1	not assessed
Demographic risk	1	not assessed
Stakeholder risk	2	not assessed
Other risks	3	not assessed
Combined risk total	7	not assessed

The mapping work for this facility has had to be completed using a 15 minute radius around the location of the new centre, as the road and pavement network is not yet in place on the ground in order for the GIS software to map a 15 minute real walk-time catchment.

Analysis of the 15 minute walk time catchment maps for Trumpington Pavilion and other dedicated community facilities, and the 15 minute radius for Clay Farm shows that there is significant over-lap in the catchments for these two Council community centres, and also with other dedicated community facility provision in the area.

Joint scenario planning was therefore undertaken to switch off both centres to assess whether any Council community centre provision is required, and if it is, which community centre would be higher risk, if a decision were to be made about addressing over-lapping provision.

It has not been possible to complete a joint risk assessment analysis for switching off both community centres, to assess whether one facility would be higher risk than the other, because the Clay Farm development is currently under construction and has not yet opened.

However, the scenario catchment map shows that switching off both facilities creates some gaps in access to a Council community centre for some higher need residents, so while there is currently over-lapping provision in Trumpington, but that one facility in this location is required.

The 15 minute walk-time catchments for the remaining Council community centres did not appear to have significant overlap with another City Council Community Centre and the analysis work for these has been considered separately.

Risk assessment analysis for Ross Street Community Centre

	Ross Street
Geographic risk	2
Demographic risk	2
Stakeholder risk	1
Other risks	3
Combined risk total	8

Analysis of the 15 minute walk-time catchment maps for Romsey Ward shows that the Ross Street Centre has significant overlap with the catchment for Romsey Mill, a community facility managed by Romsey Mill Trust. The needs of local residents are met through the current provision, and there are no areas of high need that cannot access facilities. The catchment mapping analysis shows there is relatively low geographic and demographic risk in ‘switching-off’ Ross Street community centre, because there is other dedicated community facility provision serving the same catchment area. The Council does not propose to reduce community centre provision in Romsey ward, but consider how local community management of facilities could both meet the Council’s strategic objectives and address the needs of local people.

Risk assessment analysis for Brown’s Field

	Brown’s Field
Geographic risk	4
Demographic risk	3
Stakeholder risk	2
Other risks	3
Combined risk total	12

Analysis of the 15 minute walk time catchment maps for East Chesterton Ward shows that Brown’s Field Centre has little overlap with either other Council provision or other dedicated community facilities (small overlap with St Andrews Church Hall). The catchment mapping analysis shows a relatively high geographical and demographic risk to switch off this centre as there is limited other dedicated community facility provision serving the same catchment area, and it is an area which has higher concentrations of need in the city. The Council therefore needs to retain community centre provision here.

Risk assessment analysis for 82 Akeman Street

	82 Akeman Street
Geographic risk	4
Demographic risk	3
Stakeholder risk	4
Other risks	1
Combined risk total	12

Analysis of the 15 minute walk-time catchment maps for Arbury Ward shows that 82 Akeman Street has very little overlap with either other Council community centre provision or other dedicated community facilities (small overlap with King’s Way Community Room). The catchment mapping analysis shows that there is relatively high geographic risk from switching off this community centre, as there is virtually no other dedicated community facility provision serving the same catchment area. It also has a relatively high demographic risk, because it serves a population which has high concentrations of need in the city. The Council needs to retain a community centre and development activity in this locality.

Categorisation of Council Centres following the Risk Assessment Scoring

Are the Council's existing and planned community centres located in the right places to deliver the Council's community development activity and anti-poverty priorities?

If there are community centres which are not best located to deliver this work at the moment, what should the future of these centres be?

The findings from the risk assessment were used to answer these questions and as the basis for categorising the Council's community centres:

1. Core Centres

Assessed as strategically important centres for the Council:

- Serve areas and communities with higher needs.
- Have no or limited overlap with other dedicated community facilities.
- Are likely to also deliver other council strategic priorities.
- Have a high percentage of anti-poverty activity.

2. Transitional Centres

Assessed as less strategically important centres for the Council:

- Serve areas and communities with lower concentrations of need.
- Have overlap with either other Council community centres or dedicated community facility provision.
- Are likely to deliver fewer other council strategic priorities.

3. Independent Centres

Assessed as less strategically important centres for the Council and likely to already receive minimal or no council support or core funding.

The categorisation process will help form recommendations for the future of the Council's community centres.

The following tables summarise the categories and the rationale for each community centre.

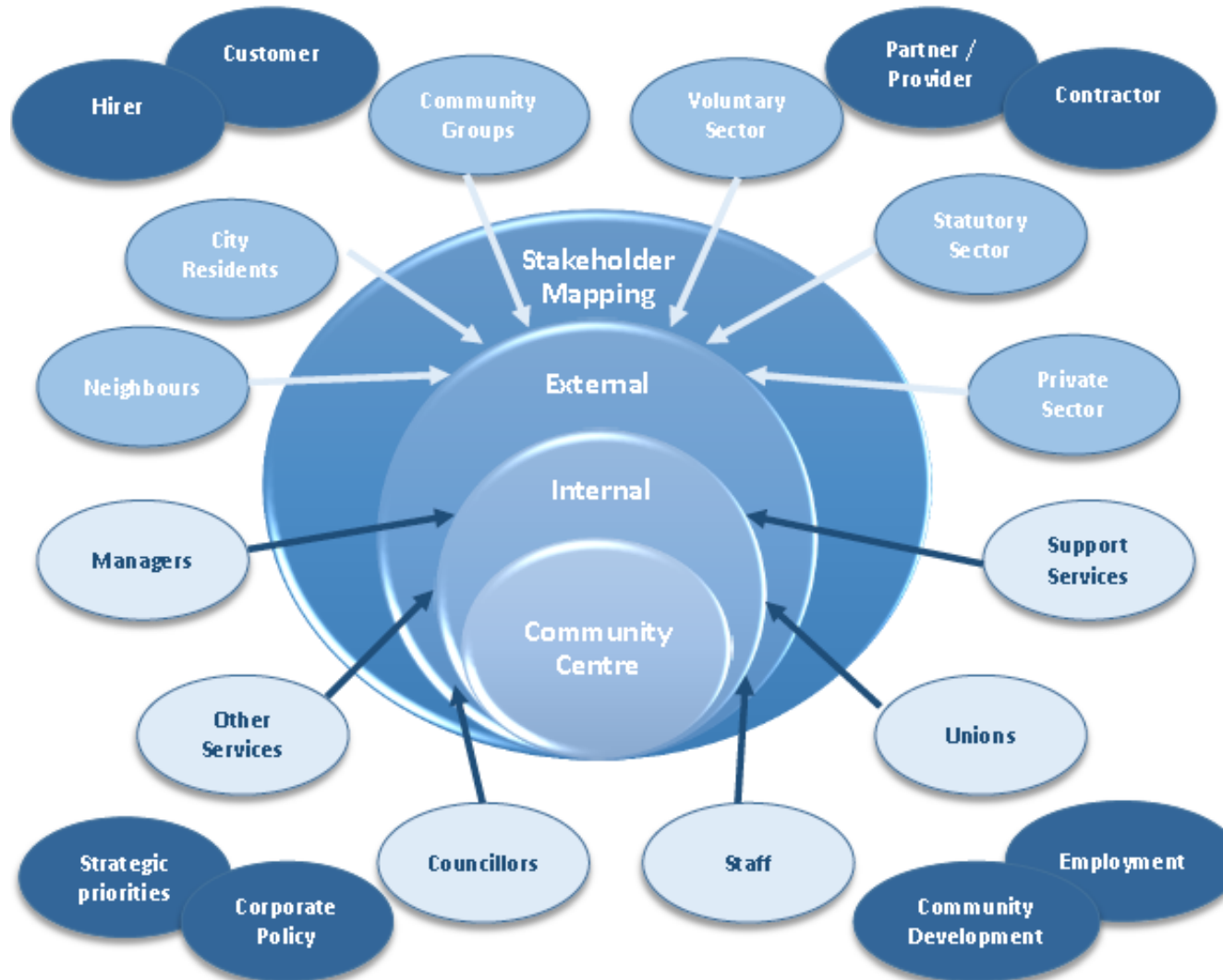
Summary of categorisation of Cambridge City Council existing or planned community centres

Community Centre	Ward	Categorisation
The Meadows	Arbury	Core Centre
Buchan Street	King's Hedges	Transitional Centre
Nun's Way Pavilion	King's Hedges	Transitional Centre—priority area: current centre not fit for purpose
37 Lawrence Way	King's Hedges	Transitional Centre—priority area: current centre not fit for purpose
Trumpington Pavilion	Trumpington	Independent Centre
Clay Farm	Trumpington	Core Centre
Ross Street	Romsey	Transitional Centre
Brown's Field	East Chesterton	Core Centre
82 Akeman Street	Arbury	Core Centre
Storey's Field	Castle	Core Centre
Darwin Green	Castle	Core Centre

Using the research gathered to date, a detailed options assessment has been undertaken for each centre to inform recommendations. The options assessment is available upon request.

6. Stakeholder Analysis

At the outset of developing the strategy, a stakeholder mapping exercise was undertaken to identify individuals, groups and organisations with an interest in the Council's community centres and the outcome of this review.



Expressions of Interest

The detailed stakeholder mapping has enabled the review to identify the key voluntary organisations and community groups. We were then able to contact them to ask for:

- Their knowledge of community facility provision
- Whether their group or organisation was unable to find a suitable space from which to base their activities

We also invited groups to submit an initial ‘expression of interest’ (EOI) if they would have an interest in taking over the running of all ,or part, of a Council community centre. This opportunity was also promoted on the Council website.

Eight groups contacted us covering a range of interests. Meetings were held to explore their needs and aspirations. This information has not been included in this document to maintain confidentiality for those organisations at this stage but it is available to enable further discussions as appropriate in the future.

All of the groups identified from the stakeholder mapping will be kept informed of progress with development of the draft strategy at each stage.

Working in Partnership

The Council already works in partnership with a number of voluntary organisations which have taken on responsibility for managing community facilities. This model has been very successful and offers a range of benefits for voluntary organisations such as income generation and reducing dependency on grant funding. The Council will therefore look for opportunities to form new partnerships with other voluntary organisations, or public sector joint ventures, to provide community centres in future. This will enable a broader range of services to be available for city residents from one location.

The stakeholder map has helped identification of organisations that we need to keep informed as the review progresses and the draft strategy emerges.

The Council is already working in partnership with Cambridgeshire County Council on the joint planning of a number of new community centres which will provide a much more sustainable basis for the long term funding requirement for the building and staffing, and simplified access to a range of services for residents.

This is being called a ‘Community Hub model’ and is the basis on which the new facility at Clay Farm has been planned .The hub model aims to plan, integrate and manage public services from one location. The review may identify opportunities for working on other community hub facilities in future.

Part 3

The Draft Strategy

The principles underpinning the Council's draft strategy

- The Council wants to work in partnership with residents, community groups and other organisations to help build stronger communities.
- The Council's ambition is to provide community facilities that are fit for the future and located in the right places.
- The draft proposals are not set in stone. Having done the analysis work and developed a set of recommendations to address the findings, we want to hear people's views about these at an early stage.
- This is a long-term plan, and all of the changes will require detailed feasibility and consultation, alongside partnership working with other organisations. Proposals which include redevelopment will also need to go through a planning process before any work can start
- The proposals aim to ensure the efficient use of resources, especially in supporting areas and communities with the greatest needs

The principles underpinning the draft recommendations

- They will provide the Council with a clear corporate steer now and for the future
- They are supported by robust evidence
- They will support change from current provision to the future vision in a supportive way
- They have been developed in a way which will seek to avoid creating instability for the local community as changes are implemented

Recommendations For addressing identified gaps

1. Abbey Ward

- Parts of Abbey ward remain a high priority area for the delivery of Council services to those who have the greatest need. The Council is working in partnership with the County Council to improve the community facility provision on the East Barnwell Community Centre site

<p>Gap 1 Abbey Ward</p> <p>Analysis Findings Total risk score 7</p>	<p>Recommendation</p> <ul style="list-style-type: none"> •Improved community facility provision through the County Council’s redevelopment and S106 investment in East Barnwell Community Centre 	<p>Rationale</p> <ul style="list-style-type: none"> •The Council is investing in the redevelopment of East Barnwell Community Centre which will provide access to the most populated areas of Abbey ward, and those areas with the highest levels of need •If Cambridge airport is ever redeveloped in future for housing, it is likely that additional provision will be needed to serve the new community in the southern half of Abbey ward
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2. Cherry Hinton Ward

- Cherry Hinton ward remains a high priority area for the delivery of Council services to those who have the greatest need
- The Council will work with partners and the local community to assess opportunities for improving existing community facility provision for residents in this area

<p>Gap 2 Cherry Hinton Ward</p> <p>Analysis Findings Total risk score 7</p>	<p>Recommendation</p> <ul style="list-style-type: none"> •Complete detailed viability assessment work to explore existing assets with partners and the local community to provide improved community facility provision 	<p>Rationale</p> <ul style="list-style-type: none"> •Cherry Hinton Village Centre and Cherry Hinton Library sites are ideally located to cover the most populated areas of the ward, and there could be opportunities to look at these sites collectively with the County Council to improve and join-up community service delivery and facility provision •New provision may also be required through new housing development in the ward
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3. East Chesterton Ward

- Parts of East Chesterton ward remain a high priority area for the delivery of Council services to those who have the greatest need
- The Council remains committed to Brown’s Field Youth and Community Centre as a core centre in this area, and will identify opportunities that arise through development to provide additional community space in the north of the ward

<p>Gap 3 East Chesterton Ward</p> <p>Analysis Findings Total risk score 5</p>	<p>Recommendation</p> <ul style="list-style-type: none"> •Explore the provision of a community room as part of future development in the north of the ward •Undertake a detailed community needs appraisal and consultation work to assess facility requirements •Look at opportunities for meeting identified need and replacing current provision at 37 Lawrence Way, through redevelopment of the Council’s asset portfolio in this ward 	<p>Rationale</p> <ul style="list-style-type: none"> •The north of the ward is an area of high need but without any coverage by any community centre or facility provision •There may be opportunities through the Cambridge Northern Fringe East area to assess the need and scale of community provision required to address this gap
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4. Queen Edith’s Ward

- Parts of Queen Edith’s ward remain a high priority area for the delivery of Council services to those who have the greatest need
- The Council will look to work in partnership with other facilities in the north of the ward, to provide additional community space

<p>Gap 4 Queen Edith’s Ward</p> <p>Analysis Findings Total risk score 6</p>	<p>Recommendation</p> <ul style="list-style-type: none"> •Explore opportunities to work in partnership with other community facility providers in the north of the Queen Edith's ward to increase provision through S106 funding 	<p>Rationale</p> <ul style="list-style-type: none"> •There are gaps in community centre and dedicated community facility provision for residents who have high need, in the north area of Queen Edith’s ward •These are not large enough areas to justify the consideration of new community facility provision, and it is not an area of growth which may generate a requirement for community space •This gap would be best addressed through partnership working with existing facility providers •There are a number of existing non-dedicated community facilities in this locality (churches and schools), that could be approached to explore their interest
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Recommendations Following strategic assessment for the future of Council community centres

1. Buchan Street (Kings Hedges ward)

- King’s Hedges and Arbury are high priority areas for the delivery of Council services to those who have the greatest need
- The proposals seek to enhance provision and not reduce it
- Buchan Street and The Meadows are community centres serving very similar areas
- There is an opportunity for the Council to improve provision to residents in these wards by developing a new community hub on the site of the existing Meadows Community Centre site to provide the services currently offered by The Meadows and the nearby Buchan Street Community Centre; also consider the potential for more outreach work and other co-located services as well as opportunity for housing.
- Engagement and consultation with residents, and the public and voluntary sectors, will ensure that the design of the new centre, and the services delivered from it, meet the community’s expectations. It can also potentially deliver joined up, cost effective services from one location .
- To ensure that any change from current to future provision is done in a supportive way, and does not create instability for community groups, Buchan Street will not be redeveloped until key user groups have been integrated into The Meadows, or other alternative locations

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •There is another dedicated community centre nearby (The Meadows) •If The Meadows location is retained as a Core Centre, this is no longer a priority site for council community development activity . The Meadows offers greater scope and flexibility for colocation of services •Transitional Centre 	<ul style="list-style-type: none"> •The Council will assess interest for other community uses from this site. •Alongside this, the Council will also complete detailed appraisal and viability assessment work for redevelopment of the site for new homes 	<ul style="list-style-type: none"> •The Council does not need to retain two separate community centres in this location •There is scope to integrate key stakeholders from Buchan Street into The Meadows •There may be interest from other organisations in managing this centre •There is a need to identify new sites for housing development and this site provides an opportunity to deliver this strategic priority

2. The Meadows (Arbury ward)

- King’s Hedges and Arbury are high priority areas for the delivery of Council services to those who have the greatest need
- The proposals seek to enhance provision and not reduce it
- Buchan Street and The Meadows are community centres serving very similar areas
- There is an opportunity to improve services available to local residents in Kings Hedges and Arbury by providing a new, expanded community centre on the same site as the current Meadows Community Centre
- This could be similar in its concept to the Clay Farm multi agency hub currently being developed in Trumpington, providing residents with joined up services delivered from one location
- Engagement and consultation with residents, and the public and voluntary sectors, will ensure that the design of the new centre, and the services delivered from it, meet the community’s expectations. It can also potentially deliver joined up, cost effective services from one location .
- The Council is exploring whether some of the existing land (owned by the Council) at The Meadows could provide much needed additional housing, which could in turn help to fund development of the new community centre

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •There is another dedicated community centre nearby (Buchan Street) •Core Centre 	<ul style="list-style-type: none"> •The Council’s preferred option is to retain The Meadows as a core community centre. Alongside this, the Council will also complete detailed appraisal and viability work for redevelopment of The Meadows site for new homes and provision of community space using the same multi-agency model as Clay Farm •With the redevelopment of Buchan Street, it is anticipated that additional and improved community provision will be needed at The Meadows 	<ul style="list-style-type: none"> •The Council does not need to retain two separate community centres in this location •The Meadows offers scope to integrate key stakeholders from Buchan Street •The Council has a need to identify new sites for housing

3. Nun’s Way Pavilion (Kings Hedges ward)

- King’s Hedges and Arbury are high priority areas for the delivery of Council services to those who have the greatest need
- The proposals seek to enhance provision and not reduce it
- Nuns Way pavilion is a challenging building to manage for delivering Council services to those who have greatest need, because of its isolated location and accessibility
- None of these issues –especially the location—can be easily addressed to make this facility fit for the future. The proposal is to re-provide this centre through partnerships with other facility providers in the area, or as part of opportunities which arise through new development in the area
- The changing rooms will be retained for local clubs who use the sports pitches
- The Council will explore whether there is on going interest from voluntary organisations in using/managing the facility
- To ensure that the change from current to future provision is done in a supportive way, and does not create instability for community groups, Nun’s Way will remain available to key user groups until this space has been re-provided elsewhere

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •There is another dedicated community centre nearby (37 Lawrence Way) •The current building is not fit for the future •Transitional Centre 	<ul style="list-style-type: none"> •Explore interest from KHNP in managing this facility without further Council capital investment or on-going revenue subsidy •The Council will retain the changing room provision for the sports pitches. •The Council will look for opportunities for additional community facility provision with other providers nearby •Explore opportunities for new community facility provision through new development •Complete detailed appraisal and consultation for community space requirements 	<ul style="list-style-type: none"> •The Council does not need to retain two separate community centres in this location, but neither of the existing facilities are fit for the future •The existing pavilion building has challenges which limit its use and which cannot be overcome even with further council investment e.g. isolated location •The sports pitches are part of the Council’s playing pitch strategy and changing provision does need to be retained here, but this could be managed at a community level

4. 37 Lawrence Way (Kings Hedges ward)

- King’s Hedges and Arbury are high priority areas for the delivery of Council services to those who have the greatest need
- The proposals seek to enhance provision and not reduce it
- 37 Lawrence Way is a challenging building for delivering Council services to those who have greatest need, because of its very small size and limited accessibility
- None of these issues can be addressed to make this facility fit for the future, by simply investing more funding into it, so it is proposed to re-provide this centre through partnerships with other facility providers in the area, or as part of opportunities which arise through new development in the area
- To ensure that the change from current to future provision is done in a supportive way, and does not create instability for community groups, 37 Lawrence Way will remain available to key user groups until this space has been re-provided elsewhere

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •There is another dedicated community centre nearby (Nuns Way Pavilion) •The current building is not fit for the future •Transitional Centre 	<ul style="list-style-type: none"> •Retain until alternative provision is in place and then return to housing stock •The Council will look for opportunities for additional community facility provision with other providers nearby •Explore opportunities for new community facility provision through new development •Complete detailed appraisal and consultation for community space requirements 	<ul style="list-style-type: none"> •The Council does not need to retain two separate community centres in this location •The existing house is very small and cannot be extended or made more accessible •The Council has a need to identify new sites for housing

5. Trumpington Pavilion (Trumpington Ward)

- Trumpington remains a high priority area for the delivery of Council services to those who have the greatest need
- The Council is developing a new community centre that will serve Trumpington ward and the Southern fringe growth area
- When Clay Farm opens in 2017, residents will be able to enjoy fit for the future facilities and joined up services delivered from one location
- The Council will continue to work in partnership with Trumpington Residents Association (TRA) who manage Trumpington Pavilion

<p>Analysis Findings</p>	<p>Recommendation</p>	<p>Rationale</p>
<ul style="list-style-type: none"> • There is another dedicated community centre nearby (Clay Farm) • Independent Centre 	<ul style="list-style-type: none"> • Work jointly with Trumpington Residents Association (TRA) to plan complementary activity between these two facilities and to enable the TRA to maximise income generation to achieve greater financial independence from the Council 	<ul style="list-style-type: none"> • The TRA already lease the building and have an SLA with the council to manage the facilities • Joint programming with Clay Farm may create opportunities for income generation for TRA

6. Ross Street (Romsey ward)

- The community facilities needs of local residents are met through the current provision, and there are no areas of high need that cannot access facilities.
- The Council is not planning to reduce community centre provision in Romsey ward. However, local community management of facilities could both meet the Council’s strategic objectives and the identified needs of the local area, whilst working with the local community. As such, the Council wants to invite voluntary sector organisations to express their interest in taking on the management of this centre.
- Any voluntary organisation management of the centre will be subject to a clear service level agreement .
- Future development in Romsey such as the redevelopment of the Mill Road Depot site may create a need for – and opportunity to develop - additional community facility provision.

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •There is another dedicated community facility nearby (Romsey Mill) •There is no high need area without access to a dedicated community facility •Transitional Centre 	<ul style="list-style-type: none"> •The Council’s preferred option is to explore interest from voluntary organisations in managing this facility without further Council capital investment or on-going revenue subsidy 	<ul style="list-style-type: none"> •Alternative management of the centre by a voluntary organisation could better meet the Council’s strategic objectives and identified needs of the local area

7. Brownsfield Youth and Community Centre

- East Chesterton remains a high priority area for the delivery of council services to those who have the greatest need
- The Council is committed to supporting Brown’s Field as a core community centre in this location

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none">•Strategically important centre •Core Centre	<ul style="list-style-type: none">•Retain as a priority location for a Council community centre	<ul style="list-style-type: none">•Serving an area of high need with limited other dedicated community facility provision

8. 82 Akeman Street

- Arbury remains a high priority areas for the delivery of Council services to those who have the greatest need
- The proposals seek to enhance provision and not reduce it
- There are already plans in place to redevelop the Akeman Street site, to provide more housing and to improve the core community centre available to local residents
- Engagement and consultation with residents, and the public and voluntary sectors, will ensure that the design of the new centre and the services delivered from it, will meet the communities expectations and needs
- To ensure that the change from current to future provision is done in a supportive way, and does not create instability for community groups, the council will ensure community space is available for key user groups until the new facility is open

Analysis Findings	Recommendation	Rationale
<ul style="list-style-type: none"> •Strategically important centre •Current provision is very small and not fit for the future •Core Centre 	<ul style="list-style-type: none"> •Improve the community facility ‘offer’ in this or an nearby location through redevelopment •Complete detailed appraisal and consultation for community space requirements 	<ul style="list-style-type: none"> •Serving an area of high need with limited other community facility provision •An approved scheme for redevelopment of the existing shops and community centre the has been approved •The current provision is not fit for the future and work is needed to understand what provision is required in this location to meet community needs

Planned New Facilities

No recommendations have been made regarding any changes required to the buildings for the three new community centres: Clay Farm, Storey's Field and Darwin Green. They have evolved as part of major growth area master-planning. These have all been categorised as Core Centres and are currently at different stages in the design, planning and development process. They will be considered as part of review assessing the outreach community development priorities.

Independent Centres

The role of the network of independent community facilities, activities and development opportunities that meet the needs of communities across the city is much valued.

A key finding identified during the call for evidence highlighted the lack of knowledge of the range of community facilities available across the city, what they have to offer and how to book them. The Council will explore mechanisms to improve the promotion of facilities accessible for use by the community. The Council will also consider alternative management arrangements which could be community led and which could allow buildings to be managed by (or even have ownership transferred to) community organisations. Such arrangements would require formal agreements with appropriate safeguards to ensure access and broad-based community programming.

Community Development Activity

In parallel to the work around the community centres strategy we will ensure a focus on delivery of the Council's anti-poverty priorities through community development activity.

Part 4—The Proposed Vision

Buchan Street—Transitional

- Over provision nearby
- Assess other community use interest in this site
- Appraise for redevelopment

82 Akeman Street—Core

- Appraise needs, re-provide

Nuns Way Pavilion—Transitional

Explore interest from voluntary organisations to manage, re-provide elsewhere,

East Chesterton—Explore the provision of a community room as part of future development

37 Lawrence Way—Transitional

Centre not fit for purpose, re-provide elsewhere

Abbey—S106 investment in East Barnwell Community Centre co-location opportunity with the County Council. With development, assess need for any additional community space

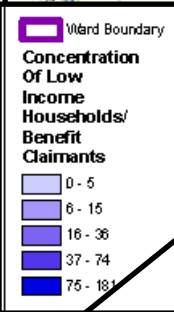
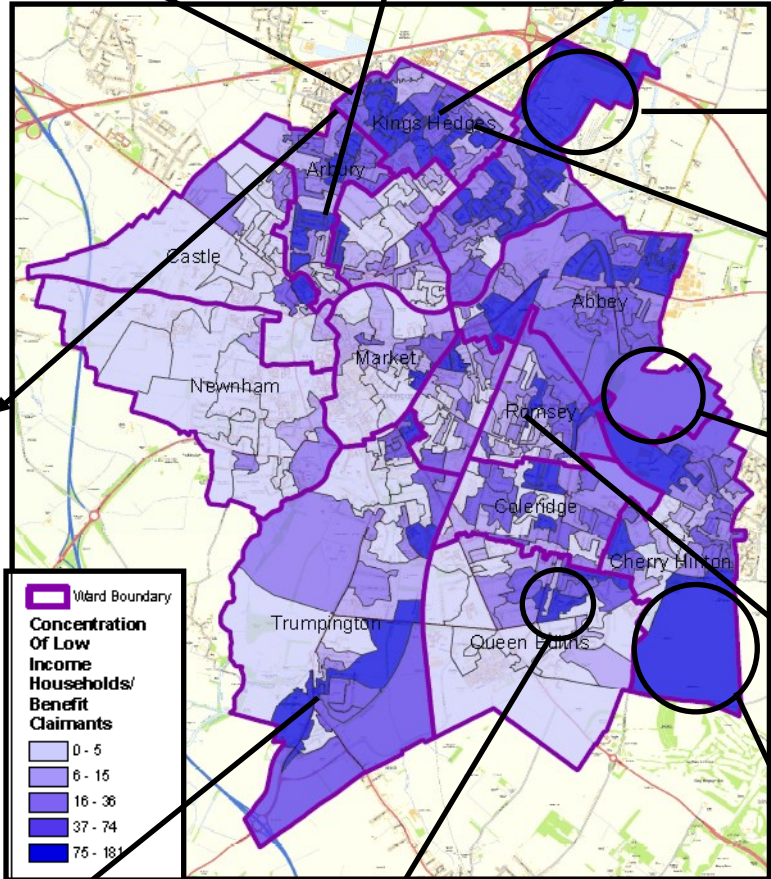
Ross Street—Transitional

Explore voluntary organisation interest in managing the centre

Cherry Hinton—Review existing assets with partners and the local community to improve community facility provision. New provision may also be required from housing development.

The Meadows—Core

- Overlapping provision with The Meadows
- Integrate key groups from Buchan Street
- Appraise the site for community and housing development



Trumpington Pavilion—Independent

- Work with the TRA towards greater independence and to ensure complimentary provision with the new

Queen Edith's—Explore opportunities with other facilities to increase capacity in the north of the ward

