

Item

REDEVELOPMENT OF PARK STREET CAR PARK

To:

Councillor Lewis Herbert, Executive Councillor for Strategy and External Partnerships

Strategy & Resources Scrutiny Committee 25/03/2019

Report by:

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Wards affected:

Market

NOT FOR PUBLICATION: Appendix 1 of this report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Information Item

1. Executive Summary

- 1.1 In March 2018, following Strategy and Resources Scrutiny Committee, Executive Councillor approved a proposal to delegate authority to the Strategic Director, in consultation with the Executive Councillor, to finalise negotiations on a commercial deal for redevelopment of Park Street Car Park, in line with an approved strategic brief.
- 1.2 The Exec Cllr also approved a proposal for the Director to bring a report back to Committee, for information only, in advance of works commencing.

- 1.3 Whilst the intention is for the works to actually commence in early 2020, the negotiations have progressed to the stage where the Director considers that bringing a progress report to committee for information is appropriate, in advance of a detailed planning application being submitted in May 2019.
- 1.4 This report therefore provides an update on the progress, current status and next steps for the project.
- 1.5 This is a complex agreement involving a number of parties. The report outlines the work done to date, and then summarises the principles and terms of the agreement are explained at section 6.
- 1.6 Appendix 1 of the report includes information which is commercial in confidence

2. Recommendations

2. 1 The Executive Councillor is asked to:

- Note the progress made in relation to the project and confirm delegated authority to the Strategic Director to finalise the due diligence and lease documents/conditional contracts required to ensure delivery of the project within the agreed parameters and timescales.
- Note that the legal documents will be conditional upon a successful planning application

3. The Parties to the Proposal

3.1 As suggested above, this is a complex project involving a number of parties. These include:

3.2 Cambridge City Council “The Council” .

The Council is the freeholder of the current car park and will remain the freeholder for the site. Once the basement car park is completed, the Council will manage and operate the car park.

3.2 Cambridge Investment Partnership “CIP”

CIP is the Council’s investment partner. For this project, CIP has led the competition for appointment of the Developer and the pre-planning phase of the design scheme. The Planning application will be made jointly by the Developer and CIP.

3.3 The Investment Fund “The Fund”

The use of institutional investment is a standard practice in this type of agreement. The Fund partners the Developer and provides the majority of the investment funding for the project. The Fund will be the main, or “head” tenant for a 250 year long lease arrangement for the above ground space on the site.

3.4 “The Developer”

The Developer leads and manages the development of sites, using their partner investment Fund’s resources. The Developer will appoint the hotel operator for the site and the main contractors.

3.5 “The Operator”

The operator is the main operator for the completed site. In this project, the term is used to describe the hotel operator (rather than the Council who will be operating the car park). The

operator will be appointed by the developer. The legal basis is a 25 year sub-lease between the Fund and the Operator. This would be the first of a number of potential sub leases over the full lease period.

3.6 “The Contractor”

The Contractor is appointed by the Developer to deliver the construction phase. A Tier 1 contractor is one of the top contractor companies in the country.

4. Background and Context

4.1 Park Street Car Park

- 4.1.1 The Park Street Car Park site comprises 0.75 acres and is located on Park Street within the historic core of the city. It is the only multi-storey car park north of the Market Square and within the historic core that is operated by Cambridge City Council. The car park currently comprises 390 spaces (including 7 disabled) and provides 249 covered cycle parking spaces. It is the car park that best serves vehicles arriving from the north of the city via Huntingdon Road, Histon Road and Milton Road.
- 4.1.2 The car park is in excess of 60 years old now and status reports have reflected the increasing levels of repair and maintenance required in order to address age and use related wear and tear. Over the past two years circa £170k has been spent on maintenance.
- 4.1.3 The Council’s objectives for their car parks remain balanced between addressing congestion and air quality issues, maintaining support for local business and resilience in income to underpin future service delivery.
- 4.1.4 The Council also has the objective for optimising the use of its own assets, and the proposal to consider the redevelopment of the car park was originally approved in 2012.
- 4.1.5 The latest status report, carried out in September 2017 by specialist consultants, indicated that in order to preserve the car park for a further five years without complete redevelopment, it would cost an estimated £1.65m. The repairs would require some periods of limited closure to complete.
- 4.1.6 As part of the early stages of the project car park usage figures were analysed to determine the appropriate numbers of spaces for the re-development. Analysis of the weekly usage figures and annual trend forecast data confirmed that a car park with a capacity of 225 vehicle spaces will meet future demand.

4.2 Proposals for Redevelopment

- 4.2.1 The Council approved a proposal to consider options for the redevelopment of the car park site in 2012. Since then a number of reports on the future of the car park have been considered by the Council, the most recent being a report to the Strategy & Resources Scrutiny Committee in March 2018.

4.2.2 The redevelopment principles for the development of the car park site approved by Exec Cllr following scrutiny at Committee in March 2018 included the following provisions:

- Retention of the freehold of the site for the Council
- The redevelopment of a basement car park, providing 225 vehicle spaces, re-provision of cycle spaces and consideration of appropriate facilities
- The provision of a number (an estimated 20 at that stage) of accessible EV charging point facilities to support the Council's sustainability strategy
- The intention to consider sustainability and future proofing for the car park facility
- The development of a hotel development above the basement car park on the site
- The potential for a capital receipt for reinvestment in housing
- Limit for cost exposure for the Council
- Other key parameters included the need to restrict the timescales for the closure of the car park in support of local businesses. The intention was to redevelop the car park within a closure timescale only including one Christmas period.

4.2.3 The proposed legal structure for implementation of the redevelopment is in line with similar structures in other areas.

4.2.4 Since the 2018 committee report further detailed discussions have occurred on particular aspects of the strategic brief in regard to progressing the project. These include:

- a) **EV Charging** – The original brief required a number (an estimated 20) of EV charging points to be provided as part of the car park development. It is important, however, that the car park development should ensure flexibility for future needs. Further negotiations on the car park have therefore included the provision of EV infrastructure across **the whole** car park, with, as planned, a smaller number -27- (of which 23 will be rapid rate and 4 medium rate) of completed connections made at this stage. This way the numbers can be more easily increased as demand increases. This represents a positive change from the original proposal.
- b) **Public Facilities** – The current car park includes public toilets at ground level. The original proposal was to consider what facilities might be appropriate within the redevelopment in line with wider Council and City requirements. As part of the review of public facilities within the city, it is proposed by the Council that public facilities, including a changing places facility, be provided at Quay Side, close to the car park, rather than as part of the new car park development itself.
- c) **Commercial Unit** – The current car park includes a small retail unit, currently tenanted by The Bike Shop. The tenant has been kept aware of the proposals. The 2018 Committee approved strategic brief contained no requirement for re-provision of the commercial unit. The practical economic and management value for money and conditions for small scale individual retail units have been further assessed in the recent period and it is re-confirmed that there should be no provision within the new site.

The current progress report and emerging scheme has therefore included these considerations.

5. Progress Report

5.1 In order to progress the plans the main activity has effectively been split between three areas:

1. Further stakeholder engagement
2. Development of a design scheme in line with timescale requirements and to optimise interest from potential partners.
3. Development of the commercial deal.

5.2 Stakeholder Engagement

5.2.1 The Exec Cllr requested the establishment of a stakeholder group in order to ensure an appropriate environment for information provision and feedback. The group (The Park Street Liaison Group) was established and first met in May 2018.

5.2.2 The group is chaired by the Leader of the Council or the Exec Cllr for Planning and Transport as alternate. The group comprises ward councillors and representatives for residents and local businesses, alongside the BID and FSB. Terms of reference were agreed at the initial meeting. The group meets on a quarterly basis or as project milestones require.

5.2.3 Initially, the businesses immediately adjacent to the site were also represented on the group but they requested bilateral meetings, and these have therefore been established. A representative of the Agents representing Landlord interest adjacent to the site is a member of the Liaison Group, but has also been involved in additional bilateral meetings.

5.2.4 The Group's discussions have surrounded a number of key areas, including:

5.2.4.1 Timescale for the development

5.2.4.1.1 The Council has made it clear that the intention is to restrict the car park closure to one Christmas period if possible, in line with business requirements. The practical implications of this for a basement car park mean very careful and detailed planning. The intention is to start on site very early in the year (January 2020) with the intention of completion and handover in the November of the following year (2021) to give the longest possible construction period.

5.2.4.1.2 The timetable planned also fits with the needs of the immediately adjacent businesses, with demolition planned at a quieter period of their business year.

5.2.4.1.3 Additional risk mitigation has included performing the initial archaeology studies in advance of the planning application. The studies were completed in 2018 and the pits reinstated in January 2019. A report was submitted to and agreed by the County Archaeologist.

5.2.4.1.4 The preferred bidder has already developed a detailed programme and risk delivery plan in line with our proposed timescale requirements. This will need to be confirmed in line with progress on the planning application.

5.2.4.2 Car Park Capacity

5.2.4.2.1 Para 3.1.6 reflected the analysis of the current usage to inform the proposed number of vehicle spaces for the new car park. Annual trend usage figures have reported a 25% reduction in use of the car park over 2014-18. Forecast trends suggest that if this trajectory continues over the next four years, the planned capacity will more than meet demand.

5.2.4.2.2 The Greater Cambridge Partnership's work around supporting more efficient journeys alongside other demand and supply activity under the planned Combined Authority's Transport Strategy indicates longer term reductions in demand for city centre car parking, or possibly alternative uses at a future date.

5.2.4.2.3 The commercial negotiations have been conducted on the basis that there will be no retention of car park spaces for the hotel and therefore all 225 spaces will be normally available.

5.2.4.3 The Impact of the Car Park Closure

5.2.4.3.1 We have completed a number of studies around the impact of the closure. In regard to access to parking, a visitor survey was carried out in 2017. The majority of users are business related, and only 10.4% of those parking in the multi-storey intending to buy. 55% of respondents said that the closure would make no difference to their activity intentions, as they would simply park in another multi-storey, 27% said they would park elsewhere and 18% said that they would use public transport, but would still visit their intended destination.

5.2.4.3.2 The Council requested that CIP commission some economic modelling on the business impact of the car park closure period. The modelling took into account the survey results carried out alongside other reports. The summary of this work concludes that a limited impact of the car park closure in a reasonably confined area could equal around £2.1m during the 20th month closure, but net additional spend created by the construction project (estimated 110 jobs) and 145 permanent jobs created by the hotel and additional demand from the hotel in the surrounding areas could generate circa £2.5m per year.

5.2.4.4 **Management and disruption during construction**

5.2.4.4.1 We have considered the possible disruption in relation to the construction project underway for the Union Society opposite. The Union Society project is due to complete its demolition stage, substructure and have started its superstructure before the demolition stage for the car park redevelopment so at this point in time we believe that the clash will be manageable.

5.2.4.4.2 In terms of the actual construction period, the focus is on the vehicle logistics. The funder developer has already considered the highway implications.

5.2.4.4.3 All the discussions and report findings have informed the more detailed design and commercial negotiations.

5.3 Design Scheme

- 5.3.1 The Committee report in March 2018 included approval for the CIP to progress the development plans.
- 5.3.2 The current car park site is bounded tightly within the historic city centre and initial pre-app discussions with the Greater Cambridge Planning Service indicated strict parameters would be applied.
- 5.3.3. Members of the Park Street Liaison Group suggested the possibility of a design competition held in conjunction with RIBA. The Strategic Director contacted RIBA, but it was regrettably concluded that the restrictive planning parameters on the site reduced the potential benefits of such a design competition at this time.
- 5.3.4 The CIP appointed an award winning hotel design architect, alongside a wider team to develop pre-app designs in line with the strategic brief.
- 5.3.5 The architect developed a concept design for a 'generic' scheme to support a detailed planning application. The concept design included a layout for the car park and hotel.
- 5.3.6 A number of pre-app discussions were held, and the initial design was submitted for consideration by the Design and Conservation Panel, in August 2018. The panel considered that further work needed to be completed on the details of a proposed courtyard, alongside materials, height and massing of the building.
- 5.3.7 The concept scheme to date has fed into the commercial deal negotiations.

5.4 The Commercial Deal

- 5.4.1 The strategy has focused on the selection of a developer, and developing a scheme pre-planning that would provide a commercial basis for potential institutional and private equity fund market partners to negotiate terms with a hotel operator over a minimum 25 year lease period.
- 5.4.2 The primary search criteria for the commercial competition process were based on parameters for redevelopment set out in the March 2018 Report to Strategy + Resources Scrutiny Committee:
- 5.4.3 CIP adopted a two stage process in identifying interested parties with an initial stage during October 2018 to identify potential interest and a second stage during November and December 2018. Formal Expressions of Interest were requested by 21st December 2018.
- 5.4.4 The initial stages indicated that circa 59 organisations comprising a mix of operators, institutional funds, and private equity funds/owners showed interest in some capacity across the development spectrum. However, the range of interest was broad, and initial formal interest included potential offers outside of the strategic brief in both level and risk.
- 5.4.5 At the close of Stage 2 a total of 5 organisations submitted final expressions of interest
- 5.4.6 Best and Final offers were requested from those parties, the deadline for submission was 23rd January 2019. Following shortlisting assessment and evaluation of the bids, CIP invited teams from shortlisted companies to present their proposals to the selection panel on 8th February 2019. The bidders' teams presented their offers and explained their approach to developing the site and delivering their schemes.

- 5.4.7 Following the assessment day final clarifications were sought from the teams. A preferred bidder has been appointed, and an exclusivity agreement is in the process of being signed to complete progression of the submission of a planning application with a target date on June 2019. An agreement for lease and the lease documentation are being drawn up for agreement, conditional on a successful planning determination, and the appropriate due diligence.
- 5.4.8 The commercial offer was assessed against the criteria set out in the March 2018 Strategy & Resources Committee Report as essential criteria for a redevelopment scheme. In addition to the commercial offer, the council has considered the preferred bidder's ability to deliver to programme milestones and made an initial assessment of due diligence carried out by them at the bid stage to support their offer and reduce planning, programme and construction phase delivery risks. The preferred bidder demonstrated a clear understanding of the council's requirements for the development of the site and has structured its offer based on these principles. The team evidenced a rigorous approach to exploring the commercial and technical constraints and challenges associated with delivery (including archaeology and deep basement construction) and has adopted a methodology based on providing solutions and achieving programme milestones. The proposed approach to the development evidences an understanding of the risk factors that could jeopardise successful delivery and demonstrates mitigation of the risks as far as is reasonably possible to the current milestone.
- 5.4.9 The overall master programme is based on achieving the programme milestones pre and post contract and based on a single Christmas closure for the car park. The proposed construction programme has been prepared by a tier 1 construction partner and with consideration of the potential risks and the construction methodology required for construction on a tight city centre site.
- 5.4.10 The reputational issues for all partners associated with the development of a prime city centre site in the heart of the historic core of the city have been considered including; heritage and conservation issues, impact on neighbours and local residents, impact on traders and businesses and the importance of adopting a sensitive and considerate approach to the construction phase of the development.
- 5.4.11 The construction methodology has been carefully thought out including developing early Traffic Management Plans and developing a quality Construction Management Plan to protect local businesses/residents and to address environmental concerns as far as is practicable.
- 5.4.12 Stakeholder consultation and communications throughout the life of the project have been considered and a proposal for managing the interface with consultees has been developed for all milestones in the project.
- 5.4.13 The preferred bidder has retained existing design team members to provide continuity and avoid losing momentum during the critical pre planning phase of the development.
- 5.4.14 The preferred bidder has demonstrated a strong track record working on projects which present similar challenges.

6.0 Summary

6.1 The Agreement

6.1.1 The strategic brief and further detailed considerations have informed a proposed commercial and legal deal which, at a high level, and subject to contract, is intended to provide the following:

- Retention of the freehold of the site for the Council
- An Agreement for Lease between the Council and the head tenant (the developer or its funder) which allows for:-
 - a 250 year long lease of the airspace within which the hotel will be constructed
 - a licence of the airspace within which the underground car park will be constructed
- The receipt by the Council, under the build lease/build licence with the developer, of a completed basement car park to technical specification, including 225 vehicle (est 18 disabled) and 249 cycle spaces, EV charging infrastructure across the car park and 27 full charging points. The plan is for a start on site in January 2020 and completion and handover of the car park in November 2021
- The head tenant will be accountable for agreement of an FRI 25 year sub-lease with a hotel operator for appropriate management and maintenance of the hotel
- The head tenant will be accountable for agreement of a design and build contract for the car park and hotel in line with planning, technical and sustainability requirements. The plan is for completion of the hotel in the spring of 2023.
- The Developer will support the final planning application which will be a joint submission between the CIP and the appointed Developer, with the intention of submission of the application in May 2019.
- Upon successful receipt of planning permission, the contracts will become unconditional and the Developer will pay agreed CIP historic costs for the project and extend a lease premium to the Council

7.0 Benefits to Council

7.1 The benefits to the council include:

- Lease premium
- Subject to contract recovery of historic CIP costs with associated removal of council cost risk
- New car park delivered to technical specification with savings on repairs and maintenance estimated in the early years
- The potential for additional income from hotel business rates from Spring 2023
- An asset with value uplift

- Future annual car park income of circa £1.3m per annum, including increased overnight usage

8.0 Management/Mitigation of Risk

Key risks in regard to this project and their mitigation include

Risk Area	Impact	Mitigation
Delivery	Design of Car Park to meet Employers Requirements within agreed Milestone for sign off/design freeze	Technical specialist identified and appointed to design team
Delivery	Scheme Delivers Car Park to client ERs	CIP Technical Assessment appointment to protect client interest and quality assurance
Delivery	Design of Hotel Scheme to address urban design and heritage matters raised during the pre app stage	Preferred bidder assembling design team to appoint appropriate professionals with skills and expertise
Delivery	Development of integrated car park and hotel scheme that meets planning requirements and delivers commercial viability	Preferred bidder assembling professional team to include designers, technical specialists and commercial partners
Delivery	-ve outcome from DCP which could jeopardise planning submission and impact on programme	Design team fully engaged with current design challenges and developing a robust approach to addressing current issues
Commercial	Selection of Developer	Wide ranging competition to select partner via robust criteria
Commercial	Developer cannot progress commercial offer either with funder or operator	Appropriate due diligence will be carried out as negotiations progress to identify potential threats and agree mitigation
Commercial	Developer to work with agility across workstreams to balance design and delivery issues with commercial matters to	At bid and interview stage the preferred bidder demonstrated a joined up approach to developing a master programme based

	achieve Milestones	on main workstreams and identifying risks factors for mitigation
Commercial	Construction Risks	Tier 1 contractor identified for construction phase. Input sought from Contractor to inform bid and therefore robustness of assumptions underpinning delivery programme based on 1 xmas closure
Commercial	Retention of tenancy type	Lease provisions provide for formal permission requirement from freeholder should leaseholder propose changes in tenancy type
Stakeholder Engagement	Minimise Construction disruptions	<p>Timescale plans aligned with other development e.g. Union Society Building</p> <p>Choice of Master developer and contractor</p> <p>Logistics plans developed for large vehicle entry and exit</p> <p>Targeted engagement in place through PLG and bilateral discussions will be maintained</p>
Stakeholder Engagement	Minimise disruption for residents and support business with only one Christmas period closure of car park	<p>Timescale requirements built into commercial negotiations</p> <p>Early archaeology reports completed and approved by County Archaeologist</p> <p>Detailed programme plans</p>
Procurement	Potential challenge	Use of a wide ranging competitive process

9.0 Next Steps

Planned Next Steps are as follows:

Dates	Activity
March (ongoing)	Agree and sign Exclusivity agreement and agree draft Agreement for Lease Heads of Terms Finalise Design and Development Stages for car park and hotel in line with pre-app requirements from LPA and technical adviser support
March/April (ongoing)	Finalisation of due diligence and lease documentation, in line with legal advice
May 2019	Meeting of Park Street Liaison Group in advance of public consultation
May 2019	Public Consultation will be held on the design proposals prior to the final stages of the pre app planning process. This will allow for feedback from the consultation to be considered as part of the final design development stage prior to planning submission.
June 2019	Submission of detailed planning application This stage is developer led by the preferred bidder with CIP support as a joint applicant.
September 2019	Target Planning Committee determination with a JR period during Oct/Nov
November 2019	Final planning consent. Contract goes unconditional and leases are granted to the fund triggering lease premium payment and payment of historic costs
December 2019	Pre-commencement planning conditions discharged
January 2020	Closure of the Car Park/Construction Start on Site
November 2021	Practical Completion/Handover of the Car Park to Cambridge City Council
Spring 2023	Completion and opening of Hotel

10.0 Implications

(a) Financial Implications

None outside of the details provided in the report or in Appendix 1

(b) Staffing Implications

There are no long term staffing implications for this report. The car park will be closed for the 22 months for redevelopment but a current resources review process for the wider team has taken this period into account.

The Council currently retains a project manager on the project. We have external lawyers overseeing the documentation. The Council will retain external consultants to ensure that the car park meets the required specifications. Such external costs will be met as a cost of the investment.

(c) Equality and Poverty Implications

An Equality Impact Assessment has been completed and is attached

(d) Environmental Implications

The Council will be required to give consent to the redevelopment as landlord and conditions of consent will be that all statutory consents are obtained and works undertaken in accordance with these, e.g., planning consent, building regulation approval.

The Car park will be constructed in line with modern methods of construction and sustainable design. The full basement will include Electric vehicle infrastructure with circa 27 spaces enabled with charging points.

BREEAM

The hotel will be designed to achieve an 'Excellent' rating. At the outset of the project a BREEAM Advisory Professional (AP) will be appointed to carry out the BREEAM pre assessment and ensure that the client and their design team have a clear understanding of the steps needed to obtain the BREEAM rating. A key role in this is helping the client make the correct professional appointments to ensure that credits that need to be undertaken at a particular RIBA stage are done.

Adaptation to Climate Change

At the outset of the project a climate change adaptation workshop will be held with the design team to ensure that the effects of future climate change are considered in the proposed design of the hotel. The workshop and the resulting design conditions will be prepared in accordance with the requirements of BREEAM credit WST 05 (adaptation to climate change).

Carbon Reduction

The hotel design will be guided by the "Be Lean, Be Clean, Be Green" energy hierarchy. This sets out to avoid unnecessary energy usage by using passive design techniques to limit heat loss / heat gains and promote good levels of daylight. The plant and equipment will be selected to be energy efficient along with LED lighting to maximise the BREEAM energy credits. It is envisaged that the hotel will be heated and cooled using heat pumps using a VRF system which is very energy efficient. Typically hotels have a large domestic hot water load which are suitable for a small combined heat and power (CHP) systems. However with the latest proposed grid carbon factors a small CHP system is unlikely to offer real life carbon savings. Currently it is understood that grid decarbonisation has resulted in around 50% reduction in grid CO₂ factors. It is therefore anticipated that water cooled heat pumps will be most suitable option connected with water cooled VRF units.

Water reduction

Water usage in hotels is traditionally high. The proposed approach will be to select fixtures and fittings that minimise flow rates without compromising performance. It is anticipated that a grey water recycling system will be technically feasible. This type of system uses bath and shower water to serve the toilets after undergoing a filtration process. This approach will go a long way to achieving all of the BREEAM water credits as dictated in Policy 28. A rain water system is unlikely to be feasible as the roof will be mainly be a green / brown roof as required under Policy 31. This is due to the Green / Brown roofs slowing the rate of water down from the roof reducing amount of rain that can be captured by a rain water system. In addition green / brown roof can taint (discolour) the water colour making them less acceptable for toilet flushing.

Site waste management

During the concept design stage a pre demolition audit will be carried out to identify whether the existing materials are suitable for reuse or recycling. The contractor will be set targets to minimise site waste and diversion of resources from landfill in order to achieve at least a BREEAM excellent rating.

Use of Materials

The preference will be to select materials which are responsibly sourced. Life cycle analysis will be carried out in accordance BREEAM MAT 1 credits to assess the embodied carbon of the development. All timber will be legally sourced and will be FSC accredited.

(e) Procurement Implications

The CIP has run a competitive process to identify a preferred bidder for the head lease for development.

The Fund will sub contract with a hotel operator, design team and construction contractors.

(f) Community Safety Implications

There are no specific community safety implications as a result of this report. Normal provisions and guidelines will be applied during the demolition and construction periods

11.0 Consultation and communication considerations.

The Council has set up the Park Street Liaison Group with local businesses and residents as well as ward members. Specific meetings have been held.

A public consultation event will be held in advance of the planning application submission

12.0 Background papers

Background papers used in the preparation of this report:

Strategy and Resources Committee October 2017 and March 2018 - Redevelopment of Park Street Car Park report

13.0 Appendices

Appendix 1 – Confidential Appendix

14.0 Inspection of papers

To inspect the background papers or if you have a query on the report please contact Fiona Bryant, Strategic Director, tel: 01223 - 457325, email: fiona.bryant@cambridge.gov.uk.