

Item

Update on Recovery Programme & Future Plans

To:

Councillor Mike Davey, Executive Councillor for Finance and Resources

Strategy and Resources Scrutiny Committee 11th October 2021

Report by:

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Wards affected:

All

Key Decision

1. Executive Summary

- 1.1 This report provides an update on the progress to date and proposals in regard to the recovery programme and follows the update provided to committee in July 2021.
- 1.2 The expectations earlier in the year were that recovery might start in earnest during the summer. Whilst many restrictions have been lifted the City council and other partners remain in response mode as they have been for the for last 18 months. The transmission rates remain relatively high in the City, following the relaxation of social distancing and reopening rules, and may rise in the near term following the start of the school year¹. It is clear that the virus impacts will remain with us for a much longer period.
- 1.3 With businesses and residents still focussed on immediate actions and ongoing survival, the positive early shoots demonstrated in recovery can now underpin longer term plans but planning will take time and the future remains uncertain.
- 1.4 Section 3 provides the updated economic data underpinning recognition of both the more positive areas as well as those requiring intervention

¹ As has been seen in recent weeks since the start of the school year in Scotland.

- 1.4 As the City Council and their partners start to reengage in plans and activities either dormant for the last year or so, where new requirements or opportunities are arising from the pandemic, or political or financial changes are driving changes to previous plans, we are taking time to reflect on the kind of recovery the City needs to underpin its future vision. The emerging high level strategy described in section 4 provides a platform to engage partners, residents, business and community
- 1.5 Section 5 covers the proposed principles behind a more detailed approach to the regeneration of the city centre and how we can ensure a coherent approach to a vision and practical objectives to ensure a sustainable and successful city
- 1.6 Section 6 provides an update on business support and proposals for additional support over the next six months initially.

2. Recommendation

- 2.1 The Executive Councillor is recommended to:
- 2.2 Note the content of the report and the update on financial support progress
- 2.3 Note the emerging draft strategy and the intention to develop it further with partners and stakeholders before bringing it back to committee
- 2.4 Note the requirement to review the plans for council assets and related activity outlined in section 5.10 to ensure that they align broadly with the vision and principles developed and discussed at committee in January 2021 and also with reviewed partner proposals around wider transport and other related issues
- 2.5 Approve the in-principle proposals for residual grant funding support and delegate approval of final details, contracting and oversight of implementation and monitoring to the Strategic Director, in consultation with Chair and Spokes.

3.0 Economic Data

- 3.1 In the City and Greater Cambridge, we continue to see the impact of covid. The extension of the opening up period into August owing to the transmission rates of the delta variant has continued to impact on the visitor economy and footfall in the city.
- 3.2 At the current time, there is reason to be cautiously optimistic about some signs of recovery, although it is still very early days, and the public health concerns remain. Businesses remain focussed on reopening and re-trading, with the full impacts unlikely to be understood until later in 2021 or 2022.
- 3.3 Latest Economic data the following:

3.3.1

- The most recent June data showed a decrease from May in claimant counts across Greater Cambridge, with larger decreases in Cambridge, and in South Cambridgeshire, compared with across England overall. These decreases are the largest we have seen in the data overall since the start of the pandemic. To put this into context, in June this equated to 5,570 claimants across the Greater Cambridge area; which represents around 3% of people of working age (16-64), compared to 6% across England.
- On the 4 March 2021, the government announced an extension to the Covid Job Retention Scheme (CJRS) to support individuals and businesses who are impacted by disruption caused by COVID-19. The CJRS is anticipated to remain open until 30 September 2021. The first wave of the scheme saw 36,600 (30% of eligible) employments across Greater Cambridge furloughed to the end of June last year. At the beginning of the fourth wave, as at end of May this year, there were 9,000* employments furloughed across Greater Cambridge. representing a take-up rate of 7% based on eligible employments. This is lower than nationally where the figure is at 9%. The Greater Cambridge area has consistently remained lower than the national take up. Sector impact included 27% in the Accommodation and Food services sector. 16% of employments furloughed were in the Education sector.
- Greater Cambridge has had lower take up rates of the self-employment scheme in all four waves compared to regionally and nationally. 71% in wave one last summer compared to 51% most recently.
- The Covid pandemic has had a varied impact across sectors. Sectors like Life Sciences are involved in supporting the fight against the virus and future outbreaks. Information technology and telecoms have benefited as a consequence of the increase in remote communications, gaming and internet security, which have more than offset the reduction of demand in other areas. Logistics companies have been in high demand as the pattern of consumer spending has changed. 'Life science and healthcare' (+10.6%), 'Information technology and telecoms' (+10.0%) and 'Wholesale and retail distribution' (+5.8%) remained the fastest growing sectors during 2019-20. On the other hand a relatively large decline in employment has occurred in 'Property and finance' (-1.5%) and 'Other services' – e.g. hotels, pubs and restaurants (-0.8%). 'Life science and healthcare', 'Wholesale and retail distribution' and 'Manufacturing' (i.e. low- and med-low-tech manufacturing) are the only sectors to have seen employment growth accelerating in 2019-20 despite the unfolding of the pandemic.
- One-person businesses have grown by 4.1% in the latest year, a rate that is in line with total employment growth across all size classes. However, their small size means that they have played a minor role in employment growth – only 101 extra employees compared with the addition of 3,074 employees by other businesses. Whilst 1 employee businesses tend to have been the fastest growing companies in sectors such as 'Life science and healthcare', 'Transport and travel' and 'Wholesale and retail distribution', 2-9 employee businesses have also exhibited relatively high growth rates in 'Education, arts, charities, and social care' which

may appear to buck the trend in the overall sector impact. It is not entirely clear at this stage how many of these may be as a result of redundancies elsewhere in these sectors.

- Nationally, ONS data suggests that around 813,000 people were subject to redundancy in the year to March 2021. Of these, 54% were under 25. A CIPD poll conducted this month of those who remained unemployed since leaving education also found that around 50% had been unemployed for over a year, and lack of confidence is increasing despite many having applied for 30 jobs or more. They are not alone, however, and older workers have also been hit hard, with reemployment prospects challenging. In Greater Cambridge, ONS figures in March 2021 suggested redundancies of around 4200. Pro-rata, this might suggest that just over 2000 might be under 25 years old.

4.0 Renewing the Cambridge City Recovery Plan

4.1 Following from the Local Economic Recovery Strategy, Cambridge City Council have been working on an updated city recovery strategy, building on the LERS, and learning from other cities' experience. An early emerging draft is attached at Appendix B.

4.2 The draft strategy begins from the City Council's "One Cambridge, Fair for All" vision and the various sector strategies and policies in place in the City and wider geography. The strategy reflects what achieving the Vision may look like on the ground for different residents and businesses. The strategy is focussed on the need for sustainable growth to create a greener, fairer Cambridge in the future underpinned by evidence and development of data and activity monitoring within such frameworks as Doughnut Economics, Bennett Institute's Six Capitals, the Legatum Institutes Prosperity index. The draft acts as the basis for wider conversations to develop a future city vision.

4.3 The intention is to carry out further engagement and development work on the draft, priorities within the Council and with partners before bringing it back to committee and/or issuing it for more formal consultation

4.5 Implementation of the City Council elements of the strategy will align with its transformation programme.

5.0 City Centre Recovery and Regeneration

5.1 There are many aspects of the emerging future vision and strategy which we can continue to make progress on whilst developing the overall strategy and action plans. These include City Centre recovery,

5.2 The May 2021 elections, leading to a change in leadership at the Combined Authority and County, have underpinned a review of the Transport and the GCP's City Access programme. The latest proposals are due to be discussed by the Board on the 30th September, but reiterate the requirements for a more fundamental drive towards modal shift and an enhanced bus network provision (and the space and revenue to enable that to work effectively) to replace the CAM Metro plans developed under the previous Mayor.

5.3 The Greater Cambridge Shared Planning Service's Proposals, with the principles and key objectives outlined in the Making Space for People Vision and Principles report, was discussed at the Planning and Transport Scrutiny Committee meeting in January 2021. Whilst the decision at the committee reflects that there was further work to do following discussion at committee, in regard to elements such as heritage etc, there was general support for the vision and principles set out and these were also endorsed by partners including GCP and the County Council who had been involved in its preparation. A summary of the vision and principles is at Appendix A

5.4 The commitment of the Council and partners to substantially reduce the volume of traffic and their determination to tackle climate change, provides an exciting opportunity to rethink streets and open spaces to support Central Cambridge as the heart of a liveable city.

5.5. Four key factors have created a significant opportunity in Central Cambridge, namely:

- GCP's commitment to traffic reduction including demand management measures and improved public transport will free up road space that can be used for other purposes.
- All Local Authorities with responsibilities for the city centre have made a commitment to addressing air quality, climate change and a zero-carbon future, and this creates opportunities for change.
- Public engagement as part of the Making Space for People Project and Choices for Better Journeys, and the Greater Cambridge Citizens' Assembly, has demonstrated strong stakeholder support for change.
- Covid response measures have demonstrated how some streets and spaces have been changed to accommodate different needs and provides a basis for thinking longer term about the priorities for Central Cambridge.

5.6 The vision outlined in the report is:

“Central Cambridge should be an inclusive, green, healthy, vibrant and engaging place that is accessible, well run and welcoming to residents and visitors alike and to a standard that befits its status as a global city.”

5.8 The Council will be working with partners to develop a more detailed plan based on the principles of the report, to include work on City Access transport plans, and other relevant matters. The City Council has several assets in the city centre that can possibly contribute directly to some aspects of regeneration such as The Market Square, the Guildhall, the Corn Exchange etc.

Some of these are already progressing within high level plans for regeneration e.g. The Market Square (a project is being developed to enhance and improve the square and its facilities for the benefit of, and to ensure future sustainability of the popular 7 day market and for those who wish to shop, gather and spend time there, and also to explore more flexible uses where feasible and appropriate.

5.9 The Council also has leasehold/long leasehold interests where it may be able to influence or leverage redevelopment/value such as Cambridge Junction, Lion Yard and Grand Arcade Shopping Centres, Grafton Centre car parks and in facilities in Market Street

5.10 In July in an update report, the Council referred to a piece of related activity to bring together its assets within the historic core of the city to reflect the principles of the vision outlined and to develop a coherent approach to their future development and use. In the light of the election outcomes, resource constraints at the council owing to the ongoing pandemic issues, and further reviews of the individual assets, alongside the latest plans for wider retail parks the focus of this work needs amendment. The Council will be working with partners to ensure their assets can support the overall Making Space for People vision, and principles as a longer term objective, to include the following activities:

- Working with partners as indicated above, to ensure that the reviewed transport aims and objectives and the City Access proposals ensure a coherent approach to addressing issues into and across the city including the city centre
- Working with partners to ensure that key retail park proposals for redevelopment deliver a high quality, sustainable mixed and balanced offer with enhancements to public realm
- To reconsider the current plans for individual Council Owned Assets and review them in the light of the overarching vision, principles and plans. Initially, this will require outlining of key objectives and criteria including:
 - A clear vision for each property or scheme within the overarching vision and how any scheme will contribute to and enhance the city centre
 - The Council’s strategies and policies that any scheme must help meet or address through any redevelopment or refurbishment
 - Specific requirements related to quality and sustainability
 - Expected legal and financial approach for each scheme
 - Partnership options

- Proposed engagement with public
- Contractual obligations

This would then enable and inform any market testing or selection of a development partner so that the Council can be confident of a scheme that delivers and meets its expectations.

- Establishment of the new Destination Management Organisation (report to Environment and Communities Committee in this cycle) with partners. Ensuring delivery plans are aligned with the vision and principles

6.0 Economic Recovery Support

6.1 The economic impact data commissioning and analysis, and the establishment of the Local Economic Recovery Strategy or LERS at Cambridgeshire and Peterborough level, has been led by the economic recovery sub-group (ERSG), chaired by the CPCA and incorporating senior officers from each district, GCP, Cambridge University and business network representatives.

6.2 The LERS versions have subsequently been approved by the CPCA's business board and reported into the resilience forum.

6.3 The City Council and South Cambs District Council, working with GCP, established a joint member business support group, which has overseen the recovery activity at local level. This group is also supported by an officer group, also linked into the ERSG.

6.4 The focus moving forward will need to be on supporting sustainable outcomes for business and the economy within the city. A partnership approach is fundamental to achieving this.

6.5 Business Support Update

6.5.1 Over the past year – 17 months, the Council has provided the following support to business to help mitigate the impacts of the pandemic.

- Over £54m in business support grants
- C£54m in business rate relief
- C£1.2m in total support to Market Traders in grants, rental changes etc
- Public Health advice and support in managing covid issues
- Ongoing landlord support for commercial tenants
- Utilisation of funds won through the Reopening City Centres and Welcome back schemes to develop a package of measures to help welcome visitors back including, to date new tables and benches equipment in the market

square to provide further outdoor sitting and eating space. Further planned activity includes:

- Supply and installation of seasonal decorative lighting at neighbourhood shopping areas
- Supply of consultancy services to develop 'Evolution' themed city event programme plan for 2022 and associated marketing and community engagement collateral
- Supply city centre lighting-based arts projection event and associated outreach events at neighbourhood shopping areas
- Commission street entertainers to animate city centre and support safe messaging
- Extend contract to supply additional footfall monitors
- Commission 'meanwhile use' programme that enables local artist and community groups to re-animate vacant retail space in city centre and neighbourhood shopping areas

The activity covers reanimation of city centre and smaller retail areas such as Arbury Court, Mill Road, Chesterton and Mitchams Corner and Cherry Hinton High Street

6.5.3 LERS related activity

6.5.3.1 The focus for the main LERS related support activity has remained jobs and skills, in particular in relation to the younger age groups, which have been particularly impacted by the pandemic as reflected in the economic data section above.

6.5.3.1 Growth Works, commissioned by the CPCA following the LERS, provides key advice, training and funding to key sectors including Life sciences, advanced manufacturing, agri-tech and

- **Growth Coaching Service** – bespoke packages of advice and coaching to businesses to overcome growth barriers
- **Inward Investment Service** – targeting investors to lead and generate investment, providing high quality landing support
- **Growth Works with Skills** is an innovative demand-led skills service connecting learners and employers with opportunities that enable growth. Skills service and digital talent portal, supporting employers, providers, schools, colleges, higher education, parents and residents to navigate effectively through the complex skills landscape. Supports the promotion of Apprenticeships to connect employers, providers and learners. Encourages and increases work experience, T Level Industry placements, traineeships, apprenticeships, and graduate placements particularly through wider employer engagement and involving supply chains.

Targeted at 19 years plus age groups. The skills brokereeage service has a target of the creation of 1,600 apprentices and 1,000 additional learning outcomes

They have launched new digital talent platform has been launched by Growth Works with Skills to help employers, learners and workers across Cambridgeshire and Peterborough.

The online platform will allow employers to post their job and apprenticeship vacancies free of charge and access a detailed database of workers and learners across our region.

Learners and workers can register for the platform, creating an online account, to help them find relevant opportunities based on their experience and skills. The first phase of the online platform, which be found by visiting www.growthworks.uk/skills will initially focus on the immediate needs of those seeking opportunities and the Growth Works with Skills team are reaching out the local employers to encourage them to add their current vacancies to the site.

- **Capital Grants and Equity Investment** - Blended grants, loans, and equity products unavailable commercially. Combined pot value in excess of £11 Million

6.5.3.2 Greater Cambridge Partnership and Form the Future

Funded by the Greater Cambridge Partnership, Form the Future works with students of all ages. This ranges from primary school through to sixth forms and full-time education to open their eyes to a wide range of possibilities in the region and to help them think more widely about future career options and pathways. Working with partners across education, training and business, it will:

- Create an additional 420 apprenticeships across Greater Cambridge;
- Support employers to increase training and to bring business, training providers and the local community together to develop training that meets employers' needs and supports growth;
- Encourage local schools to support and educate students on the benefits of apprenticeships and help them to choose their path for the future; and
- Forge stronger links between businesses and the education sector to encourage a greater uptake of training and apprenticeships.

6.5.3.3 The Region of Learning (RoL), is led by Cambridge City Council. This is a digital innovation project working on the use of personalised data to support effective long-term delivery. The current iteration is focused on unemployed 15-24 year olds and supporting them into employment pathways targeting 1000 young people in the age range 15 to 24, enabling young people to recognise and share informal and experiential learning through digital CVs (including digital badges), and making the link between those demonstrable skills and experience and real world jobs and careers. The Council is leading the project in partnership with Cambridgeshire County Council, Form the Future, the RSA, Navigtr, and Shift Momentum. It is funded by the European Social Fund, Greater Cambridge Partnership, Cambridgeshire County Council and Arts Council England with additional in-kind support from Anglia Ruskin University, Form the Future and Shift Momentum.

6.6 Additional Future Activity proposed by the City Council

6.6.1 The Additional Restrictions Grant funding from Government is required to be spent by end March 2022. The City Council proposes the following new activities with residual funding in line with their key objectives:

- a) To ensure additional support for City businesses through the Growth Works service, considering more focus on employment, inward investment and skills support to City sectors additional to those receiving support through the main service.
- b) To partner with the Chambers of Commerce and/or other organisations to develop and deliver a package of small **green** grants funding, business support and matching business suppliers with business demand to support SMEs across the City (not just Chambers members) in reducing their carbon footprint. Details are still in train but possible examples will include changes in lighting, equipment, minimise waste, and promoting the circular economy etc.
- c) To work with the Cambridge BID to support business grants, training and development for both direct marketing and digital platform trading, extending the grant already in place and previously supported by the CPCA, to meet high demand.
- d) Alongside these activities, the council will:
 - continue to promote and support the Living Wage programme amongst businesses in Cambridge and will use analysis of recent surveys to identify any further evidence and data requirements, and to review the programme targeting and approach to ensure ongoing impact and value for money.
 - Explore further potential for supporting disadvantaged into employment or to start-up businesses

6.6.2 Final details of these strands are still being worked on by the Strategic Director and team in accordance with the Government guidance on the ARG scheme and/or other funding opportunities. Monitoring arrangements in relation to the guidance will be in place for all delivery routes.

7.0 Resources

7.1 The budget for a full time Economic Development Manager (EDM) post was agreed at Full Council at the end of February 2021

7.2 Following discussions with the Exec Cllr, interim officer, business networks and Local Authority partners, the EDM post was advertised in May 2021. Interviews were conducted in June 2021 and an appointment was made. Current start date for the successful candidate is expected to be in mid-November 2021

7.3 The EDM, once appointed, will continue to work with colleagues, business networks, and Local Authority and public sector partners, including the joint Greater Cambridge Business Support team and the Combined Authority, to ensure a collaborative approach to recovery and longer-term renewal.

8.0 Implications TBC

a) Financial Implications

None for this report. Emerging Strategy and projects will be subject to appropriate assessment

b) Staffing Implications

There are no staffing implications at this stage aside from those reflected in the report

c) Equality and Poverty Implications

Not required for this report. Emerging Strategy and projects will be subject to appropriate assessment

d) Environmental Implications

None for this report. Emerging Strategy and projects will be subject to appropriate assessment

e) Procurement Implications

None specific related to the service. Any procurement relating to the service provision is carried out in line with the Councils' policies.

f) Community Safety Implications

There are no community safety implications. Emerging Strategy and projects will be subject to appropriate assessment

g) Consultation and communication considerations

This will be conducted in accordance with the Council's agreed policy.

h) Background papers

Background papers used in the preparation of this report:

LEERS

Making Space for People Report
Updated economic data

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.

Appendix A

Making Space for People:

[CENTRAL CAMBRIDGE VISION AND PRINCIPLES](#)

January 2021

Version 1.3

A Vision for Central Cambridge

‘Central Cambridge should be an inclusive, green, healthy, vibrant and engaging place that is accessible, well run and welcoming to residents and visitors alike and to a standard that befits its status as a global city.’

4.1 Aims & Objectives

The following Aims and Objectives will help to deliver the overall Vision for Central Cambridge.

A1 - Green – a place which incorporates and maximises opportunities for improving biodiversity and sustainable living including carbon reduction. In practice this means ensuring:

- The nature conservation value of existing open spaces is maintained and enhanced to result in a biodiversity net gain.
- Making walking and cycling travel supported by good public transport the most attractive and obvious choice.

A2 - Healthy – a place that supports the health and well-being of all those who live in, work in and visit Cambridge. In practice this means having:

- The right environmental conditions including increased outdoor space, cleanliness, improved air quality and reduced [traffic] noise.
- A city centre which supports healthy, active and sustainable lifestyles.

A3 - Equitable – a place which is safe, accessible, welcoming and engaging for all. In practice this means ensuring:

- Places, cultural facilities, venues, activities and travel options are available that are engaging, safe, convenient and comfortable and consistent with the User Hierarchy to all users.
- Conflict between different modes of travel and uses of space are reduced with walking and cycling prioritised in Central Cambridge.

A4 - Welcoming – a pleasant and engaging place to be. In practice this means a city centre which:

- Is easy to navigate as well as move into and out of as a pedestrian, cyclist or public transport user and embraces ‘Smart City’ technology to support city centre users.
- Has calm places with space to stop, sit and relax as well as busy vibrant spaces.

A5 - Well-curated – a place which is beautiful as well as being managed effectively to reflect its heritage as a cradle of innovation and learning. In practice this means a city centre which:

- Understands and maintains its unique character whilst accommodating pressures for growth and change.
- Is clean, uncluttered and well-maintained.

4.2 Principles

4.2.1 A series of strategies have been identified that will help to deliver the overall Vision for Central Cambridge and show how the identified aims can be realised for movement, spaces and economic aspects.

4.3 Movement focused principles Central Cambridge movement focused principles

- S1 Make Central Cambridge easier to navigate for those walking and cycling so that everyone gets the most out of their visit or trip by providing better signage and designing places that are easy to find your way around.
- S2 Extend the pedestrian focused area to create a comfortable human scale and accessible environment that creates a safe and inclusive public realm and reduces conflict between different transport modes.
- S3 Improve, and where needed, create facilities for cyclists who want to pass through the city centre, so they have a choice to use safer routes that avoid the busiest streets consistent with LTN 1/20 Cycle Infrastructure Design².
- S4 Provide cycle routes to, and improved parking within, Central Cambridge and at local centres informed by a review of cycle parking facilities and locations that addresses high demand and support active travel options including e-bikes.
- S5 Re-appraise the location and function of central car parks and access routes to and from them to reduce private motor vehicle movements and minimise impacts on the enjoyment of the city centre for people walking and cycling and the reliability of bus journeys.
- S6 Re-appraise bus and coach (public and tourist) routing and the location and function of stops and drop off points in order to improve safety by creating more space for people walking and cycling and to minimise impacts on the enjoyment of the city centre, , whilst maintaining or, where possible, improving access into the city centre.
- S7 Review routing and arrangements for delivery and service vehicles including options for last mile/consolidated delivery hubs and cycle-based delivery. This will include the frequency and vehicle sizes, to minimise impact on city movement and enjoyment of the city for people walking and cycling.
- S8 Review the role, facilities and locations of taxi stands and routing of private hire vehicles to minimise impact on city centre movement whilst maintaining good accessibility.
- S9 Create opportunities for easier modal change between walking, cycling and public transport in the city centre with 'bus stops' acting as hubs to enable this to happen.

4.4 Space focused principles Central Cambridge space focused principles

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/906344/cycle-infrastructure-design-ltn-1-20.pdf

- S10 Create opportunities to reallocate space freed up by reducing the number of motor vehicles in the city centre to create new and repurposed public spaces with improved safety and air quality.
- S11 Enhance existing and new public spaces by creating opportunities to dwell including places to stop, sit and relax and explore opportunities for new cultural activities.
- S12 Enhance the market square as the City's 'beating heart', creating an attractive, inclusive and multi-functional civic space, which sustains a successful outdoor market and evening/ night-time visitor offer, which helps to animate and drive footfall to the city centre.
- S13 Create an integrated network of multi-functional, climate change resilient green spaces, which provide an enhanced visitor offer, including for outdoor events and activities and a net gain in biodiversity value.

4.5 Economic focused principles

Central Cambridge economic focused principles

- S14 Create the right conditions to support a wider range of uses in Central Cambridge beyond typical retail functions.
- S15 Change the balance of space for activities such as outdoor eating and drinking to develop a café culture approach creating street activity and interest.
- S16 Support local businesses and independent shops within the context of their contribution to a diverse, attractive and thriving city centre and linked district and local centres.
- S17 Seek and support opportunities for more day and night activities for all within public spaces.
- S18 Develop and market a sustainable tourism offer, which supports longer stay, higher value visits and reduces pressure on destination 'hot spots' in Central Cambridge.
- S19 Create flexibility in the Central Cambridge's streets and spaces to respond to different uses and activities throughout the day and year.
- S20 Encourage stewardship of streets and spaces to create opportunities for wider community involvement.

Appendix B

Emerging Draft Strategy