

4.0 Curating a Local Centre

4.5 A Local Centre Mix Informed by Consultation

Working with local people, a proposal for which local centre uses might support the scheme in being inclusive, useful, and safe has been developed. This mix of uses will continue to evolve throughout the next period of reserved matters applications and construction. Some key themes that have emerged from our research are that the local centre should achieve the following goals and be supported by an exploration of the accompanying initiatives outlined below them.

A new local centre mix of uses will fill the ground floor of the masterplan to create an exciting and useful addition to the city. Uses are grouped into zones to help define the character of key spaces and encourage movement to all areas of the site.

Curate an affordable place for locals and workers alike.

Look to keep or relocate key affordable retailers

Curate affordable for food and beverage businesses or cafés

Allow a portion of units to be let at affordable rates

Make the community facility free to access through a commercial levy from the workplace occupiers

Provide an affordable gym

Design a safe space through continuous and active use.

Activate open space through an active two-way management mechanism

Develop a meanwhile strategy for the construction period

Activate ground floor uses on all corners of the site

Curate uses that can offer some night-time activity across the site

Address traffic, parking and safe cycle access

Make a unique place that does not replicate what works locally.

Create a new cultural venue

Create a health and wellness spaces to bring locals and wider public into the site

Curate social food and beverage options

Include current valued uses from the existing centre

Establish a unique model for community space

Create an interactive place where people can meet and learn from each other.

Create opportunities for interactions between workers and local residents

Set up internships and work experience programmes with office tenants

Position facilities for local community at the centre of the site



A Mixed Use Local Centre at Ground Floor - Indicative Layout and Mix

	Workplace		Retail
	Lobby		Supermarket
	Community		Restaurant
	Gym		Cafe

4.0 Curating a Local Centre

4.6 Community

4.6.1 Dedicated Community Space

The revised proposal continue to involve local partners in order to ensure the ground floor and wider public realm is for everyone. Existing and future partnerships are central to the place that we will create here, and the basis for the way that we will approach our role within the community.

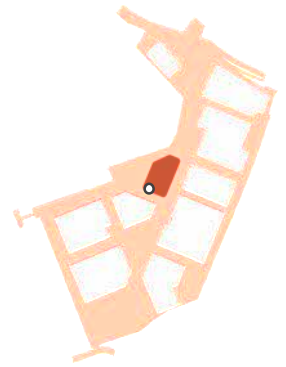
The Revised Application has replaced the Community and Cafe Pavilion with a dedicated community facility within Plot 10. Located near the St Matthews' entrance, it will be a destination point within this area of the site. Opportunities will be created that can provide social and educational spaces for all.

A concept for the Community Hub is being developed in partnership with Abbey People, Romsey Mill and Cambs Youth Panel. The space itself will be extremely flexible and will be informed by continued engagement with these groups.

We expect the space to be able to host a wide range of events for local clubs with the following having been suggested during community consultation.

- Coding clubs
- An under 5's drop-in
- Homework support clubs
- Art and craft classes
- Tai Chi, line dancing, and
- yoga
- A repair café

The Community Hub would also be available for hire with discounted rates for local residents and community groups.



Illustrative visual of one of the Community Hub concepts being developed in association with local groups



Community Hub Concept Visuals

4.0 Benefits of the Revised Proposals

4.6 Community

4.6.2 Further Community Facilities

STEM Education Space, Cambridge Science Centre

A new STEM educational space will be created at the Beehive. The proposed space will be an energetic hub of youth engagement and activity throughout the day, providing an exceptional and distinctive 'STEM' educational resource nestled in the heart of a vibrant Beehive community. The current concept, at time of submission, is being developed with Cambridge Science Centre.



STEM Education Space Powered by Cambridge Science Centre

Skate the Streets by Cam Skate

Skateboarding is a growing sport and Cambridge is home to the 2019 and 2022 UK Street Skateboarding Champion. We are working with Cam Skate to co-design skatable streets and skatable furniture within the Beehive to support skaters of all abilities, build confidence and raise the profile of skating in the city. The illustrative design dedicates the space between Plot 5 and 6 for skating use.



Consultation with Cam Skate, June 2023

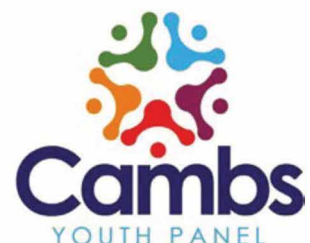
Inclusive Open Space Powered by Make Space for Girls

Make Space for Girls is working with Railpen to help plan the open space across the development to ensure it is a welcoming and inclusive place for all.

The Make Space for Girls team is working with a group of local young girls and women to investigate the experiences of young girls and women in the local area. This investigation will contextualise their experiences of youth provisioning to inform the youth strategy and open space strategy for the Beehive.



Consultation with Cambridge Youth Panel, April 2023



5.0 Management and Custodianship

5.1 On-site Management

The aim of this section is to set out the key matters for management and maintenance strategies of the Beehive Redevelopment.

To ensure that the vision is delivered and maintained, a formal maintenance strategy consisting of schedules and responsibilities will be established in the next design phases (RIBA 3 & 4) in conjunction with Railpen Estate/Property Manager.

Long Term Design Objectives

This will encompass:

- security;
- cleaning;
- maintenance;
- lighting;
- landscape management;
- Retail/F&B/community use, will be a clearly defined leasehold;

If there is a specific use e.g. Community Orchard, it is envisaged this would also be a license/leasehold; usage will be clearly defined.

The intention for the public realm is to create a strong sense of place through varied and vibrant landscapes. Each landscape character area is distinguished based on intended use and its relationship with the groundfloor building use, the planting and material palettes respond to this. Refer to pages in the DAS for more detailed descriptions.

The Public Realm comprises 5 principle public Character areas:

- Abbey Grove
- Garden Walk
- Maple Square
- Hive Park
- The Lanes

And 3 secondary non-public areas:

- Linear Walks
- Railway Corridor
- Wildlife Area

Management Objectives

The following highlights the overall objectives for the management and maintenance strategy, which will form the basis of the document to be produced in subsequent design stages. The management strategy of the Beehive Public Realm should ensure the following objectives are met:

- To ensure that the overall character of the site is welcoming and inclusive to local residents and the wider public.
- To create new habitats and enhance already established vegetation.
- To focus on a *People First* approach, from the Gateway entrances and primary circulation routes, through the varied internal spaces, active frontages, and facilities.
- To recognise and accommodate for the space to be used by many users with different needs.
- To provide a robust landscape setting to the buildings, defining entrances, routes and promote ease of access and movement.
- To support the health and wellbeing of communities through the provision of formal and informal activities.
- To provide rain gardens along the Beehive Greenway to support water run-off drainage. The management of SuDs systems should be suitable and sustainable.
- To integrate cycling within the site to better connect local residents and commuters to the wider green transport network.

Management Responsibilities

The Estate/Property Manager should ensure that all hard and soft elements are maintained in line with the material schedules provided in the next design phases (RIBA 3 & 4). Implementation and maintenance works is the responsibility of the Main Contractor in accordance with the design, management and maintenance goals. The Main Contractor is responsible for the maintenance of all hard and soft landscape components for the duration of the 2 year Defects Liability Period (DLP), and provides a 2 year guarantee for all trees in

accordance with the specification and drawings. For phased completions and/or handovers, the date commences from handover, with the Client accepting Practical Completion and that all necessary insurances are in place.

The Main Contractor will be responsible for ensuring the site is in a good condition and complete with no outstanding defects up to and at Practical Completion and will remain responsible for implementation, establishment and maintenance for all areas duration of the 2 years Defects Liability Period (DLP). Following the 2 year Defect Liability Period, the landscape management and maintenance will be the responsibility of the Estate/ Property Manager. They will not be responsible for incomplete or non-established works, or be responsible for defects.

Outline Maintenance Strategy

Hard Landscaping

Key objectives for the hard landscaping will be to ensure it is kept to a high standard, for the enjoyment and safety of residents and the wider community of Cambridge. Hard surfaced areas should be clear of litter, twigs, leaves, glass, debris and similar on a regular basis. If possible, a vacuum sweeper should be used. Any graffiti shall be removed immediately. Drainage systems and adjacent hard surfaces should be inspected and cleaned from silt, dirt, debris, leaves and litter to prevent blockages.

Cutting of undergrowth, overgrowth, overhanging plants/trees and shrubs should be regularly undertaken to ensure unobstructed routes for pedestrians, cyclists and vehicles as appropriate.

The hard landscape maintenance strategy will cover specific maintenance requirements for the following items;

- Paving & hardworks
- Gates, bollards & barriers
- Street furniture; benches, bins etc.
- Drainage
- Lighting

Each element of the hard landscape will have a schedule of maintenance associated with it in the following categories;

- Inspection requirements
- Repairs
- Clearing of debris
- Cleaning, sanitising

- Graffiti removal/ stain removal
- Litter Picking
- Staining, Powder Coating, Painting

Soft Landscaping

At all times planted areas shall be kept clear of all litter and debris and the Contractor shall ensure that all paths are swept clean of arisings. Soil and arisings are to be removed from hard surfaces and grassed areas and removed from site. Leave the works in a clean, tidy condition and after any maintenance operations.

The soft landscaping maintenance strategy will cover the schedule of maintenance for Trees, Shrubs, Climbers, Hedging, Herbaceous Planting, Rain Gardens, Roof Gardens, Lawns.

Detailed maintenance requirements will be set out under the following categories;

- Watering requirement/ No irrigation
- Pruning
- Pest & Disease Control
- Mulching
- Fertiliser application
- Deadheading
- Young tree pruning
- Staking
- Leaf clearing
- Weeding
- Mulching
- Replacement planting
- Trim edges to planting beds and around trees
- Aeration
- Scarification/ Thatching
- Firming of Grass Areas
- Top Dressing Application
- Autumn leaf removal
- Specialist maintenance of wildflower planting
- Specialist maintenance of rain garden species
- Specialist maintenance of wetland species

Schedules will be provided with annual requirements for routine maintenance, as well as including an allowance for responsive maintenance (as needed).

Wildlife Area

A dedicated Wildlife Area will be included as part of the landscape proposals. This area will have restricted access by maintenance personnel and ecological professionals only. A specific maintenance strategy and management plan will be produced in the next design phases with a qualified Ecologist.



Estate Management Plan



6.0 Estate Management Plan Framework

6.1 Executive Summary

- 1.1. This Estate Management Plan (EMP) has been produced by JLL (as Property and Asset Management advisors) on behalf of Railway Pension Nominees Ltd (Railpen) to support the outline planning application for the redevelopment of The Beehive Centre. This EMP sets out the strategy and approach for management of the constructed Beehive Redevelopment. The overarching aim is to ensure that there is a secure and certain approach to the long-term management of the new place to ensure the vision for the Beehive Redevelopment is delivered and maintained, including the wider access to, and use of, the site by the wider community. It is anticipated that a planning condition would require the submission of a detailed EMP prior to first use.
- 1.2 This EMP considers the following estate management principles:
 - Ownership of the external estate common parts.
 - The roles and responsibilities to be undertaken by the owners Railpen or an estate management company (EMC) established by themselves to own and manage the external common parts.
 - The composition of the Estate Management Team (EMT) and their responsibilities.
 - Funding of the services provided by the EMT.
 - The operation of community facilities and the multistorey car park within the development.

6.2 Introduction

- 2.1 This EMP relates to the external estate common parts only within The Beehive Redevelopment which can be defined as:
- “All those external areas within The Beehive Masterplan that are not adopted and do not comprise part of a building plot”.
- 2.2. Figure 1 below shows the entire masterplan area of the scheme edged black with indicative building demises edged red. This is an illustrative layout but enables the principles of the EMP to be formed at the outline planning application stage. The EMP will therefore consider all external common areas within the black boundary but will exclude any areas within the buildings edged red such as tenant demises and internal common areas within buildings (such as staircases and lobbies) and external areas only benefitting occupiers of certain plots (i.e., internal courtyards and roof top gardens, external terraces).

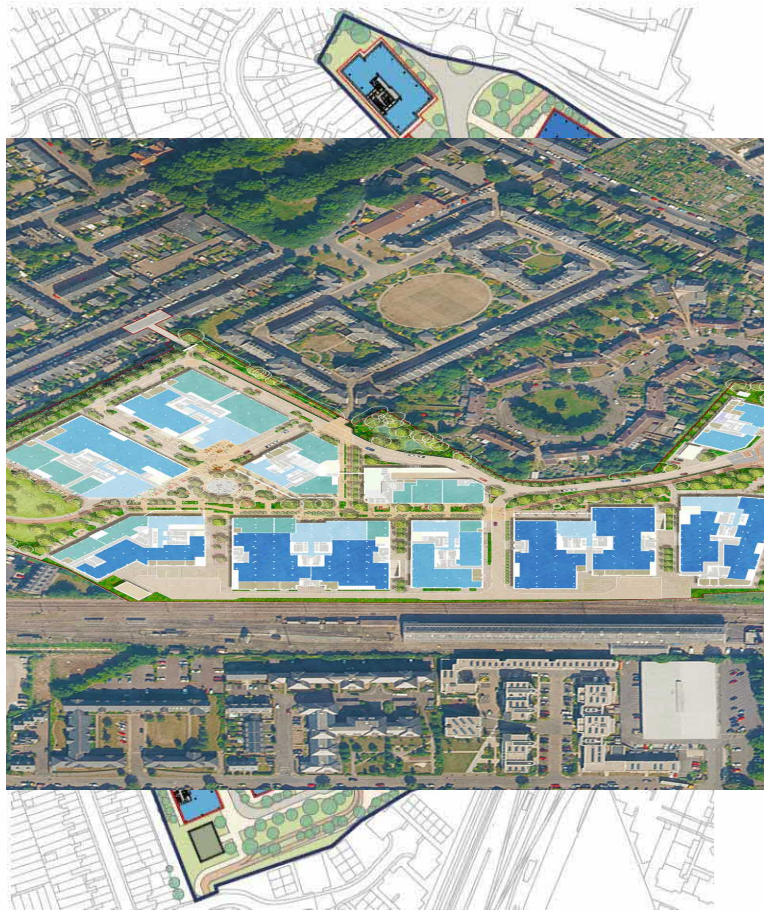


Figure 1: Illustrative Masterplan

- 2.3 The masterplan comprises a total of 10 buildings providing a combined floor area of c92,000 sq. m. of laboratory, office and retail accommodation. Around 21 car parking spaces will be designed at surface level in addition to a further 374 within a multistorey car park. 4068 cycle parking spaces will be provided within building footprint with additional spaces provided for the ground floor mixed-use space as outlined in the below table:

Car parking / Cycle parking spaces							
	Office/lab Staff	Drawn provision	Car Parking Spaces	Retail GIA	Food/non-food retail staff	Food/non-food retail visitor & Food and drinks visitor	office visitor
	1/30sqm GIA				2 spaces per 5 members of staff (1 staff per 15sqm)	Food retail: 1 visitor per 50sqm up to 1500sqm, thereafter 1 per 100sqm / Food and drinks: 1 short stay space for every 15 sqm	on merit
Block 1	64	68					5
Block 2	484	558					30
Block 3	447	502					30
Block 4	354	356		107	4	3	10
Block 5	839	840		608	18	35	30
Block 6	425	374 (for lab)		614	18	41	10
Block 7	530	736		856	24	58	10
Block 8	454	636		1204	34	25	10
Block 9	371	372		710	20	29	10
Block 10 (MSCP)			374	1079	30	41	
Landscape			21				
Total	3968	4068	395	5178	148	232	145

6.3 Estate Management Principles

Ownership

- 3.1. The external common parts and the buildings within the Beehive Redevelopment will be developed and owned by Railpen. It is anticipated that prior to completion of the entire development, they will establish an EMC, of which they will be the preferential shareholder, to own and manage the estate common parts. They will then appoint directors to administer the EMC.
- 3.2. To form a robust EMP it also considers the situation in the event that individual buildings are subsequently sold by Railpen, with the new owners of these buildings (either freehold or long leasehold) to also become shareholders of the EMC and bound by the EMP.
- 3.3. Again, to ensure a robust long-term EMP is secure, if Railpen fully exit from the scheme, their preferential shareholding will fall away and the owners of the buildings will then control the EMC and will manage the estate common parts in accordance with the articles of association initially established by Railpen.
- 3.4. The directors will be responsible for the administration of the EMC, the setting of the annual estate service charge budget and appointing any managing agents to act on its behalf. They may introduce various levels of engagement whereby day to day management functions can be controlled by an Operations Board upon which various occupiers and stakeholders can be represented. Such a board would support the long-term strategy and delivery of the services, agreeing a standardised approach. The Board would enable single overarching decisions to be made across the EMP area to ensure a coherent and coordinated approach remained in place no matter the ownership (in singular or multi-ownership)
- 3.5 This single management model of all the estate common parts is important as it will ensure that:
 - There will be consistency of service level standards across the entire scheme.
 - Economies of scale and flexibility of staffing will be achieved by tendering larger contracts.
 - There will be no lower-level service areas where protocols are less stringent attracting those wishing to engage in anti-social activities.
 - Cost levels will be consistent across the scheme.

Roles And Responsibilities Of The EMC

- 3.6. The EMC will be responsible for appointing the EMT to manage and maintain the estate common parts and to recover costs from the owners and occupiers of the development by way of an estate service charge to fund such activities. The aims of the EMC will include:
 - Adopting a consistent future proofed approach and working to an agreed cohesive and tenure blind vision for the lifespan of the scheme.
 - Producing a high quality safe, clean well-maintained environment.
 - Delivering all services in accordance with the sustainability aspirations of the development.
 - Enabling meaningful participation from occupiers and visitors.
 - Promoting a sense of belonging, cohesion, and empowerment.
 - Maintaining the scheme vision, mission, and objectives.

- Establishing an open and transparent and aligned funding structure.

The Estate Management Team

- 3.7. It is anticipated that the EMC will appoint a managing agent to manage and maintain the estate common parts. The appointed on-site EMT is likely to comprise an Estate Director and administrative staff. The Estate Director will have overall responsibility for the management of the estate common parts ensuring the highest possible standards of services are delivered to occupiers and visitors. They will directly undertake many of the duties and services outlined below with support from central office surveying and accounting teams.
- 3.8. The EMT will be based within the management office located in the multistorey car park with responsibility for engagement with occupiers and visitors. Duties of the EMT will be numerous and will include (although this is not an exhaustive list):
- Ensuring that the areas are fully compliant with all statutory legislation at all times and undertaking all required risk assessments.
 - Setting and administering service charges and devising recovery mechanisms for the costs that are fair and transparent and in accordance with the RICS Code of Practice.
 - Cleaning all areas of hard standing, street furniture and play equipment to include pest control, general and specialist cleaning.
 - Implementing a waste management and recycling.
 - Providing security to include patrols and CCTV monitoring.
 - Maintaining all areas of soft landscaping and undertaking planting and soil dressing as required.
 - Maintaining and repairing the lighting, in particular ensuring that all defective external lighting is replaced without undue delay.
 - Promoting the use of the community space and external spaces with the local community.
 - Management of the Multistorey car park.
 - Management of the Cycle Barns.
 - During the phased delivery, continually monitoring and amending practices and routes in consultation with the main contractors and tenants to ensure that the use of the completed phases of the estate is not compromised by contractor activities. Hoardings will separate completed areas from those under construction, with clear signage provided that is regularly amended to take account of varied routes.
- 3.9 Third party contractors will be appointed to provide many of the services through a competitive tender process which will be in accordance with the RICS Service Charge Code, the British Standard for Procuring Sustainably, the British Standard for Procuring Facility Related Services and ARMA Q. The procurement programme will focus on achieving supplier partner relationships which deliver quality of service and best value for money.

Funding

- 3.10 The EMC will be funded by estate service charge payments from the owners and occupiers and may also be supplemented by commercialisation revenue if appropriate (additional income that that can be

earned from the external common parts i.e. from, advertising opportunities, organised commercial events etc).

3.11 It will be crucial that the estate service charge is fully funded, and key issues to address will include:

- The EMC duties, as defined in the legal documentation will form the basis of defining the heads of expenditure for the estate service charge budget.
- The occupational leases and freehold sales will require the leaseholders/purchasers to contribute to the estate service charge.
- The EMC, or managing agent, appointed to act on its behalf will formulate an estate service charge budget in advance of each service charge year to provide the occupiers with an indication of the anticipated annual expenditure and their respective proportion. Contributions will then be collected on a quarterly in advance basis and a reconciliation will be undertaken after the end of the service charge year with any additional contributions being sought or credits issued shortly thereafter.
- The estate service charge budget may include a number of schedules to which there will be different contributors to ensure that the apportionment of costs reflects the benefits received and is in accordance with all industry codes.
- Where there are multiple occupiers within a block, the estate service charge will be levied on the owner of the block who will then recover the costs via the building service charge and its associated apportionment structure.

Community Spaces

3.12 The community space is currently envisaged to be located on the ground floor of the MSCP. It is anticipated that this space will be let in its entirety to a community organisation at a peppercorn rental whilst there be both commercial and community uses within the ground floor of the MSCP.

A STEM education space currently envisaged to be located on the ground floor of the MSCP is intended to be a stem education community space within the development. It is anticipated that this space will be let in its entirety to a community/charitable organisation at a significant discount to market rent whilst there will be both commercial and community spaces within the ground floor of the MSCP.

3.13 The long-term community engagement strategy is still to be finalised but there is clear intent by Railpen to ensure that:

- The on-site EMT will be responsible for a community engagement programme which may require the appointment of a community manager.
- Where accommodation is not solely let to specific community group, the EMT will operate a booking function and will promote the availability of the space.
- It will not be the intention of the EMC to make a profit from community uses.
- It is intended that the estate service charge and any building service charge apportionment structure will seek to minimise charges raised to community organisations.

The Multistorey Car Park

3.14 The detail for the car parking strategy for the development is still to be finalised. However, it is anticipated that occupiers will be given the “right to park” within their leasehold agreements or by separate licence for so many spaces during normal business hours within the multi-storey car park, but within a strict arrangement on those that have a need to travel by car and otherwise a parking charge to be levied. Public parking arrangements will be provided as appropriate. It is likely that the EMC will appoint an operator to run the car park either by way of a leasehold or an operator agreement. This process will involve the EMC seeking management proposals from operators

who will be required to outline their management plan and charging regime. Strict protocols will be required by the EMC who will agree management and charging regimes along with enforcement measures and appeal processes.

