Agenda Item No: 10

Just Transition Fund Proposals - Flood Management & Biodiversity

To:	Environment & Green Investment Committee
Meeting Date:	7 July 2022
From:	Steve Cox; Executive Director for Place & Economy
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	N/a
Outcome:	To consider the application to the Just Transition Fund from the Natural & Historic Environment Service
Recommendation:	The Environment & Green Investment Committee is asked to: Approve the allocation of the funds requested from the Just Transition Fund

Officer contact:
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1. Background

1.1 The Natural & Historic Environment Service (NHES) has formulated three proposals for the Just Transition Fund, designed to meet the criteria of:

Environmental Sustainability:

- Significantly improving the natural environment

Flooding

- Flood mitigation and prevention
- Creation of infrastructure to support places

All three proposals also meet the Joint Administration priorities for biodiversity/doubling nature and climate change mitigation.

1.2 The business cases are presented as a single proposal but are itemised in Appendices 1-3. All three have progressed through the Rapid Implementation Team stages and have been approved by the Strategy & Resources Committee on 27 June 2022.

1.3 The usual process for applications to the Just Transition Fund is for Strategy & Resources Committee. Due to the committee timetable, this has not been possible on this occasion, so the process has been reversed.

1.4 This is not a key decision for this committee as the funding has already been the subject of an application to the Strategy & Resources Committee.

2. Main Issues

2.1 There are three individual elements to this bid:
(A) March Natural Flood Risk Management
(B) Flood Mitigation Designs & Solutions
(C) Community Led Nature Restoration

2.2 (A) March Natural Flood Risk Management (NFRM)

2.2.1 The market town of March has a deficit in greenspace and biodiversity as well as serious flooding challenges. The town suffers from the legacy of an old, combined drainage system into which much of the surface water from roofs and roads drains, mixing with foul sewerage from the community's homes and businesses.

2.2.2. This drainage network becomes overwhelmed on a frequent basis, leading to flooding of properties, businesses, and roads, and the discharge of untreated sewerage to local watercourses. Most recently in December 2020 dozens of streets and houses were flooded with both surface water and backflow from the combined sewers.

2.2.3. Our project aims to address both the flooding issues and the lack of good quality green space in this urban environment. We will undertake an initial period of research, reviewing nature enhancing activities in other locations across the UK and Europe and will build on modelling already undertaken by Anglian Water to jointly identify where there are opportunities across the town to implement nature-based solutions.

2.2.4 Anglian Water are already investigating flood solutions in March to protect their existing systems. However, by combining our desire specifically for nature based solutions that we can utilise elsewhere in the county, we will be enhancing their programmes to improve nature alongside flood risk.

2.2.5 Working with the residents of March, we will focus primarily on publicly owned land (i.e. County, District and Town Council) such as parks and verges and solutions such as rain gardens, green streets, holding ponds, planters and the replacement of impermeable surfaces with permeable ones.

2.2.6 In addition to the introduction of new green spaces we will look to enhance existing green spaces and the connectivity between those spaces for both nature and people. (e.g. through utilising linear cycle and pedestrian routes).

2.2.7 This would be the first time we would have looked at natural flood risk management solutions across an entire town and will give us examples and experience in using these methods elsewhere across the county.

2.3 (B) Flood Mitigation Designs & Solutions

2.3.1 This work will allow us to proactively plan for flood risk and have a series of 'shovel ready' projects to enable us to seek out partner funding and other support. We will identify locations across the county that have seen frequent surface water flooding in the past 3 years, and others where we expect to see it in the next few years. This is a staged approach.

2.3.2 Stage 1 will be to undertake a series of Surface Water Flood Risk Assessments for these locations to identify options for future management of surface water and establish a long-term action plan to influence capital investment, maintenance, public engagement, land-use planning and future developments.

2.3.3 These will deliver high level solutions, identify partner agencies and also determine the maximum return in terms of houses protected per project cost. This will develop a priority list for projects.

2.3.4 Moving to Stage 2, we will work on design solutions for the highest priority ones to enable rapid movement should funding become available. It will also allow us present design solutions to partner agencies to secure their funding.

2.3.5 Stage 3 would involve seeking funding from other Risk Management Authorities (e.g. Anglian Water, Environment Agency) or Regional Flood & Coastal Committees levy funding to deliver schemes, using council funds as matched funding to lever in the investment needed to mitigate flood risk to our most vulnerable communities.

2.4 (C) Community Led Nature Restoration & Environment Management

2.4.1 This project will provide the catalyst for a County scale, community-led nature recovery approach.

2.4.2 Stage 1 will create a replicable and scalable toolkit to achieve multiple benefits for local communities, whilst contributing to the Nature Recovery Strategy for Cambridgeshire as a whole.

2.4.3 This pilot programme will explore how Community Nature Recovery Plans (CNR) plans can be created, implemented locally and how these can then be integrated with the countywide Local Nature Recovery (LNR) Networks and overall Nature Recovery Strategy, being led by the Local Nature Partnership (LNP). It will also explore different means of delivering this process including options around developing a social enterprise approach.

2.4.4 Stage 2 will roll this out across the county based on our Climate Change & Environment Strategy and developing biodiversity strategy and supported by a core team. It builds on the LNP's approach, and work of the Cambridgeshire and Peterborough Future Parks Accelerator (CPFPA), by developing CNR for open spaces, supporting the local populations which surround them, to identify restoration opportunities that deliver the greatest impact.

2.4.5 Helping ensure that critical bottom-up link in the development of the County-wide Nature Recovery Strategy process and the link with local environmental justice and levelling up. It will enable a step change in the delivery of nature recovery within the most deprived and nature depleted public open spaces in Cambridgeshire identified through the newly and locally developed, Natural Capital mapping tool.

2.5 Funding Request

2.51 All three proposals involve investment funding across more than one financial year. Projects B & C are multi-phased, and project C in particular will not have a fully defined and costed business case until the completion of the first stage of work. These figures for project C are, therefore, for guidance

2.52 The total request for £1,635k to £1,735k across this and the next four financial years. This is broken down as follows.

			Funding Request (£'000)					
Ref	**Project**	**Stage**	**2022/3**	**2023/4**	**2024/5**	**2025/6**	**2026/7**	**TOTAL**
A	March NFRM	n/a	50	100				**150**
B	Flood Mitigation Design & Solutions	1	150	150	100			**400**
		2		50	50			**100**
		3		100	150	125	125	**500**
C	Community Led Nature Restoration	1	75	60				**135**
		2		50	100-140	100-130	100-130	**350-450**
	TOTAL		**275**	**510**	**400-440**	**225-255**	**225-255**	**1,635-1,735**

3. Alignment with corporate priorities

3.1 Environment and Sustainability

The following bullet points set out details of implications identified by officers:

- This proposal enhances nature and biodiversity
- We will be developing nature-based solutions that bring practical outcomes whilst enhancing nature

3.2 Health and Care

Positive engagement with nature and open spaces has proven health benefits. Research by the Future Parks Accelerator Project has demonstrated that a single visit to an open space delivers over £20 of mental and physical health benefits.

3.3 Places and Communities

The following bullet points set out details of implications identified by officers:

- This proposal enhances nature and biodiversity and improves open spaces in communities where a deficit of the same has been identified
- Local communities will be empowered to develop nature solutions in their areas that suit their priorities, engendering a sense of 'ownership' in the climate and nature emergency
- We will be improving surface water management and reducing/mitigating flood risk in vulnerable areas, thus reducing the trauma and distress of flooding experienced by residents and businesses

3.4 Children and Young People

There are no significant implications for this priority.

3.5 Transport

There are no significant implications for this priority.

4. Significant Implications

4.1 Resource Implications

There are no significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The arrangements with the Environment Agency and Anglian Water are covered by our statutory requirement to use those organisations for flood risk activities. Those arrangements are therefore exempt from Public Contract Regulations and therefore the Council's own Contract Procedure Rules. The arrangements with Natural Cambridgeshire will be managed via a sole supplier waiver which has already been discussed with the Head of Procurement and her agreement sought.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category but a press release is to be issued.

4.6 Localism and Local Member Involvement

The report above sets out details of significant implications in para 3.3 above.

4.7 Public Health Implications

The report above sets out details of significant implications in para 3.2 above.

4.8 Environment and Climate Change Implications on Priority Areas:

4.8.1 Implication 1: Energy efficient, low carbon buildings.
~~Positive~~/neutral/~~negative~~ Status:
Explanation: no buildings are involved

4.8.2 Implication 2: Low carbon transport.
~~Positive~~/neutral/~~negative~~ Status:
Explanation: no transport issues are involved

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Positive/~~neutral/negative~~ Status:
Explanation: we will be creating new and enhancing existing greenspaces, improving habitats and biodiversity

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
~~Positive~~/neutral/~~negative~~ Status:
Explanation: these areas are not impacted by these proposals

4.8.5 Implication 5: Water use, availability and management:
Positive/~~neutral/negative~~ Status:
Explanation: we will be improving surface water management to mitigate/reduce the impacts of flooding

4.8.6 Implication 6: Air Pollution.
Positive/~~neutral/negative~~ Status:
Explanation: improved biodiversity can be shown to benefit air quality

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive/~~neutral/negative~~ Status:
Explanation: we will be improving surface water management to mitigate/reduce the impacts of flooding

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Sarah Heywood/David Parcell

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Name of Legal Officer: Fiona Macmillan

Have the equality and diversity implications been cleared by your Service Contact?
Yes
Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications?
Yes
Name of Officer: Joel Lamy/Amanda Rose

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Name of Officer: Emma Fitch

Have any Public Health implications been cleared by Public Health?
Yes
Name of Officer: Iain Green

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?
Yes or No
Name of Officer: n/a

5. Source documents

5.1 Source documents

a) Cambridgeshire County Council 'Local Flood Risk Management Strategy 2022'

b) Natural Cambridgeshire Priority Landscapes Areas

c) Natural Cambridgeshire Developing with Nature Toolkit

d) Cambridgeshire & Peterborough Future Parks Open Space Standards Toolkit and "Green Ground" Mapping

e) Cambridgeshire County Council Climate Change & Environment Strategy

5.2 Location

a) https://www.cambridgeshire.gov.uk/business/planning-and-development/flood-and-water/flood-risk-management/flood-risk-management-strategy

b) https://naturalcambridgeshire.org.uk/priority-landscapes/

c) https://cambsfutureparks.org.uk/resources/

d) https://cambsfutureparks.org.uk/resources/

e) https://www.cambridgeshire.gov.uk/residents/climate-change-energy-and-environment/climate-change-and-environment-strategy

Appendix 1: Business Case A

Title:	March - Nature Based Solutions for Flood Risk and Biodiversity		
Business lead / sponsor:	Quinton Carroll (Head of Service – Natural and Historic Environment) / Hilary Ellis (Flood Risk Business Manager)		
Document prepared by:	Hilary Ellis		
Date:	18 May 2022	Version	1

1. Outline / Summary

The market town of March has a deficit in greenspace and biodiversity as well as serious flooding challenges. The town suffers from the legacy of an old, combined drainage system into which much of the surface water from roofs and roads drains, mixing with foul sewerage from the community's homes and businesses. March is known to have previously flooded in 2020, 2018, 2016, 2014, 2012, 2009 and 2006. The most notable historic flood event on the LLFA records occurred on the 8/9th August 2014. Additionally, work undertaken by the County Council's Future Parks Accelerator project highlighted a lack of accessible greenspace in Fenland District.

This business case seeks to address both the flooding issues and the lack of good quality green space in this urban environment through the following:

- Work in partnership with Anglian Water who are already in the final stages of preparing an 'Integrated Model' of flood risk in March from all sources (surface water, sewer, groundwater etc.) to identify locations where nature-based solutions could be implemented to reduce flood risk. We would use the funding to ensure that not only do these solutions reduce flood risk to the public sewer system but they also enhance biodiversity and green space
- Contribute to the work being undertaken by Anglian Water to determine the most appropriate types of nature-based solutions per location (e.g. rain gardens, SuDS, permeable paving, holding ponds, green streets, enhancement of parks/open spaces, tree planting)
- Engage with communities to help increase the understanding of the importance of nature and the benefits this can bring.

Anglian Water have already set aside £1.7m to construct the nature-based solutions. In the event this amount would not cover the additional biodiversity/green space enhancements we would look to submit a future bid to the Just Transition fund to top up Anglian Water's fund as a second stage to the project. We would also seek funding from other sources such as local levy and flood defence grant in aid as further partnership funding.

2. Driver(s)

March is highlighted as a nationally significant Flood Risk Area by the Environment Agency and a priority catchment by Anglian Water. The drainage network in the town is overwhelmed on a frequent basis leading to flooding of properties, businesses, and

roads, and the discharge of untreated sewerage to local watercourses. Most recently in December 2020 dozens of streets and houses were flooded with both surface water and backflow from the combined sewers. Solutions to tackle the flooding issue are complicated as March is a densely urbanised area meaning replacement of existing infrastructure would be both extremely costly and hugely disruptive. Climate change is likely to worsen the risk of flooding. Met Office data shows that in Cambridgeshire a 4-degree Celsius rise in temperatures could mean 12% more rainfall on the wettest day of the year compared to the last 30 years and global temperatures are already 1.2 degrees warmer than the end of the 19th Century.

An action with the adopted Cambridgeshire Flood Risk Management Strategy is to explore opportunities for flood resilience in March, recognising that a range of interventions will be required. A measure within the Environment Agency's Flood Risk Management Plan (FRMP) is for partner agencies (including Cambridgeshire County Council) to specifically engage with communities at risk in March.

Anglian Water has already set aside funding of £2 million towards addressing flood risk in March. £300,000 of this is for the design of features and £1.7 million is for the construction/implementation (the availability of this funding is time limited to Anglian Water's Asset Management Period (AMP) which runs from 2020-2025). Given that March also suffers from a deficit in green space, Anglian Water have committed to work with Cambridgeshire County Council to expand the design scope and ensure designed solutions also enhance biodiversity and open spaces and reduce wider surface water flooding (i.e., not just risk affecting the public sewer network). Tackling March's flooding issues needs to be a joint collaboration with Anglian Water to ensure it jointly benefits residents and businesses across March.

We would ensure we can learn from this collaboration and design work to apply it across other towns in Cambridgeshire.

3. Outcome(s)

Outcome	**CCC Priorities**
Opportunity mapping for nature-based solutions across March to benefit flood risk, biodiversity and open spaces produced jointly with Anglian Water	**Environment and Sustainability – *Build climate resilience into our service delivery and infrastructure*** The risk of flooding in March is already great and this is likely to increase further with climate change. The implementation of nature-based solutions will provide multiple benefits (reduction in flood risk, enhancement of biodiversity, improved green space, tree planting to contribute towards reducing impact of urban heat islands). The reduced risk of flooding to the highway and other public land will improve the resilience of our infrastructure, reduce the incidents of flooding and therefore allow resource to be focussed on other areas at times of significant flooding
A model that is replicable across other towns in Cambridgeshire	

Outcome	CCC Priorities
	Places and Communities – *Enable communities to work creatively and collaboratively to address their local needs* It is important to work with the local community who have experienced flooding in the town for many decades. An engagement programme coordinated by CCC and Anglian Water will enable communities to provide local knowledge and input into proposed solutions to ensure it meets their needs as well as those of CCC/Anglian Water.

4. Benefits

Benefit	Measurement & Evaluation
Mapping of viable nature-based solutions in March that already have a significant proportion of funding secured will ensure that any works undertaken by Anglian Water will also provide benefits to biodiversity, open space and wider surface water flood risk	Deliverable: Opportunity mapping and supporting report demonstrating where different features can be implemented across March and their associated flood risk and biodiversity benefits.
Anglian Water have an established community engagement team that we would work closely with over the duration of the project. This would help us to have improved engagement with the community where we have previously struggled, and they will in turn be better informed about flood risk management in their area.	**Engagement levels with community flood groups** (evaluated internally). Monitored through the Community Flood Action Programme.

5. Impact Assessments

- Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities:
  An Equality Impact Assessment has already been undertaken for the Local Flood Risk Management Strategy. This business case relates to the action plan of that strategy and as such a further EQIA is not required. Irrespective, an updated form has been submitted via the online Equality form.

  Environmental:
  This project will have positive impacts for the environment. The aim of the project is to reduce the risk of flooding and increase quality and access to green space in March. Measures will include:
  - Creation of pockets of green space which are currently urbanised and impermeable
  - Planting trees and other appropriate vegetation to intercept rainfall

- Disconnecting of surface water pipes from the public combined sewer network to reduce the risk of flooding and combined sewer overflows during heavy rainfall.

- Social:
  Several options for social value in this project have been identified:
  - Improve outcomes for March residents regarding climate change and vulnerability to flooding
  - Co-production with the community regarding project outputs, drawing on local knowledge and experience of flooding to ensure their needs are met, and to ensure the community engage in the project. Anglian Water have an established community engagement team that we would work closely with over the duration of the project. This would help us to have improved engagement with the community where we have previously struggled, and they will in turn be better informed about flood risk management in their area.
  - Improve March residents' access to good quality green space where we know there is a deficit already

6. Financial Assessment

	One off or Permanent	**2022-23 £000**	**2023-24 £000**	**2024-25 £000**	**2025-26 £000**	**2026-27 £000**	**2027-28 £000**
Saving							
Income							
Investment	One off	50	100				
Pressure							
Total	One off	**50**	**100**				

As outlined earlier in this business case there may be a potential future ask for capital funding to cover the implementation/construction of solutions that fall outside of the scope of Anglian Water's allocated funding.

6.1 For pressures / investments only, please provide further details regarding:

Partnership funding of £300,000 will be utilised from Anglian Water to deliver a joint design. Funding of £1.7m has been confirmed by Anglian Water for the construction and implementation of the solutions.

7. Resources and support to deliver

The project will be managed and supported internally by existing officers in the flood team. The opportunity mapping and design work will be undertaken by specialist consultancies which will be procured either through the Council's or Anglian Water's existing frameworks.

Role	**Length of time required**	**Effort required (% of time needed)**	**Named resources**	**Internal or recruit**
Project Manager	24 months	0.25 FTE	Flood Risk Team	Internal

Role	Length of time required	Effort required (% of time needed)	Named resources	Internal or recruit
Guidance on urban green space	24 months	0.4 FTE	Active Parks Unit	Internal
Consultancy Costs	24 months	TBC	TBC	External

7.1 Resource cost

Due to the technical nature of the project we propose to utilise a specialist consultancy to undertake the detailed design of the nature-based solutions. These will be experienced in delivering similar work and will be procured either through the Council's or Anglian Water's existing frameworks.

Role	Length of time required	Effort required / days per week	Daily Cost (£)	Internal or Recruit	Included in Financial Assessment	Total cost (£)
Project Manager	24 months	1.25	-	Internal	N (existing resource)	£12,500
Guidance on urban green space	24 months	2	-	Internal	N (existing resource)	£20,000
Consultancy Costs	24 months			External	Y	£150,000

8. Timescale for delivery

Due to confirmation from Anglian Water of the ability to run a joint project it is anticipated that work could commence immediately upon receipt of funding and is expected to run for a period of 2 years. The implementation and construction of solutions would then be led by Anglian Water for a period following those 2 years up to 2025.

9. Out of scope

- The physical construction and implementation of any nature-based solutions
- Options that would not deliver a flood risk/biodiversity benefit

10. RAID – Risks, Issues, Assumptions, Dependencies

10.1 High-level Risk

Description (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible
Availability of suitable consultants to carry out options development	Disruption to delivery	Follow formal procurement process, asking appropriate questions around previous experience of similar work etc. Build in allowance of time to procure as required with contingencies in the time plan to allow for changes in resource. Investigate	Medium to High

Description (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible
and design work		options to utilise partner agencies to deliver some aspects of the work	
Availability of partnership funding (including withdrawal of funding)	Disruption to delivery of some elements of work	Work with relevant teams at Anglian Water on a regular basis to identify if any changes to funding are likely. Also explore funding potential from other organisations	Low to medium
Lack of community or partner 'buy-in' to schemes	Reduction in confidence of community	Work with Anglian Water's engagement team and the National Flood Forum who are a charity that work closely with flood affected communities to increase confidence.	Low
Significant flooding occurs during the project	Reduction in officer availability due to statutory investigation work and likely reduced input from affected communities during recovery phase	Monitor forecasts and appropriately plan officer time wherever possible to ensure break-points are reached ahead of flooding.	Medium to High

10.2 Issues

Issue (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Exposure High/Medium/Low
Historically it has been more difficult to engage well with the community on flood risk issues than in other locations	If this difficulty continued it could present difficulties in the community accepting proposals to change the landscape and thus implement the solutions	Utilise Anglian Water's professional engagement team who have already commenced work in March with local communities. Community Flood Action Programme is shortly commencing engagement with March residents with professional support from the National Flood Forum as part of the 2022/23 programme.	Medium

10.3 Assumptions

- Existing procurement frameworks (either Cambridgeshire County Council or Anglian Water) can be utilised to secure consultants and contractors within the timescales of the projects
- Existing officers will be sufficiently available for the duration of the project
- There will be buy-in from communities and partners and any potential resistance can be overcome through engagement
- There will be no significant changes to partnership funding offered by Anglian Water

10.4 Dependencies (or interdependencies)

- Successful achievement of some Local Flood Risk Management Objectives and actions are partially dependent on this business case
- Engagement with the expertise and learning of the Future Parks Accelerator Programme, as delivered by the newly created Strategic Parks & Greenspaces Team.

11. Governance & approvals

Approval board/group:	Approval or oversight?	Date for approval
Project Board	Approval	
Strategy and Resources Committee	Approval	
Environment & Green Investment Committee	Approval / Oversight	Dependent on dates of meeting
As we would be working with Anglian Water this may be subject to their own approval boards	Approval / Oversight	Dependent on timescales of external partner meetings

Appendix 2: Business Case B

Title:	Cambridgeshire Flood Resilience & Mitigation		
Business lead / sponsor:	Quinton Carroll (Head of Service – Natural and Historic Environment) / Hilary Ellis (Flood Risk Business Manager)		
Document prepared by:	Hilary Ellis		
Date:	18 May 2022	Version	1

1. Outline / Summary

There was significant and widespread flooding across Cambridgeshire in December 2020 which had not previously been experienced in scale for over 20 years. The flooding demonstrated the existing vulnerability of the county to flooding from all sources. It is recognised that climate change is likely to increase the risk of flooding with more frequent and intensive events experienced in the future. With the County Council's Lead Local Flood Authority (LLFA) role this will mean more pressure on our service as we experience more of these events. In December 2020 alone, the County Council received over 300 reports of properties flooded internally and a further 496 externally (garages, gardens, outbuildings, roads etc.). Whilst the exact cost to those flooded residents is unknown, the Association of British Insurers (ABI) calculate that flooding events incur an average claim per household of £32,000[1] which would equate to a cost approaching £10m. This does not consider the other disruption (and associated costs) caused by flooding such as threats to infrastructure, hospitals, care homes etc.

Cambridgeshire County Council already recognises the risks associated with climate change and in May 2019 declared a climate emergency and approved the Climate Change and Environment Strategy. The recently adopted Local Flood Risk Management Strategy commits to an action plan to understand flood risk in Cambridgeshire and manage the likelihood and impact of flooding between now and 2027.

In order to successfully deliver actions within the strategy we are requesting funding from the Just Transition fund to combine with partnership funding from other risk management authorities including the Environment Agency, Anglian Water and District/City Councils. We anticipate 3 parts to the work including the following associated costs:

1. **Options Development**
   - Undertake assessments of surface water flood risk / ordinary water course flood risk at locations across Cambridgeshire (as listed in the action plan of the strategy) including a review of all available information, investigations, and surveys
   - Engage with stakeholders including partner agencies, community flood groups and farmers/landowners for input into optioneering
   - Identify a range of options for future management of flood risk from surface water and ordinary watercourses at each location

[1] https://www.abi.org.uk/news/news-articles/2020/03/insurance-pay-outs-to-help-customers-recover-from-storms-ciara-and-dennis-set-to-top-360-million/

- Work to establish a long-term action plan to influence capital investment, maintenance, public engagement and land-use planning
- Identify partner agencies and determine maximum return (number of properties/business protected etc.) and develop priority list for projects
- Funding requirement of **£400,000** to develop options at 16 locations as specified in the Local Flood Risk Management Strategy action plan.

2. **Detailed Solutions**
   - Develop 'shovel-ready' detailed designs for highest priority areas to enable rapid movement should other funding become available. This allows us to present design solutions to partners to secure funding – funding requirement of **£100,000**

3. **Implementation / Construction of Schemes**
   - Delivery of schemes identified through stage 1 where funding has already been secured through ongoing work with partners
   - Work with organisations such as Natural England to provide advice and support to farmers on catchment sensitive farming (starting with tenant farmers of Cambridgeshire County Council) to reduce flood risk
   - Some elements of stage 3 could run in parallel with stage 1 where the LLFA or partners have already identified opportunities for flood resilience schemes but lacked the funding for implementation. The Environment Agency is especially keen on the use of Natural Flood Management (NFM) and is already funding up to £25,000 to identify locations for NFM techniques. We would look to support this work by funding monitoring equipment, implementation of NFM techniques and to support the engagement with landowners. We have previous experience of a NFM scheme in the Alconbury catchment including techniques such as leaky woody dams, check dams, new ponds and enhancement for water quality of farmyard runoff which we would want to replicate elsewhere across the county.
   - Funding requirement **£500,000**

2. Driver(s)

As already outlined, climate change is likely to worsen the risk of flooding across the county. Met Office data shows that in Cambridgeshire a 4-degree Celsius rise in temperatures could mean 12% more rainfall on the wettest day of the year compared to the last 30 years and global temperatures are already 1.2 degrees warmer than the end of the 19th Century. Cambridgeshire faces a unique vulnerability to flooding with large areas of flat, low-lying land which in many locations requires artificial pumped drainage networks.

The Flood and Water Management Act 2010 made Cambridgeshire County Council a Lead Local Flood Authority (LLFA) with a responsibility for developing, maintaining, and applying a local flood risk management strategy. The most recent strategy for Cambridgeshire was adopted in 2022 and contains an action plan for understanding and managing flood risk across the county between now and 2027. Actions for which Cambridgeshire County Council is the lead partner include:

- Investigations into flood risk and exploring opportunities for flood resilience schemes at areas assessed be at greatest risk

- Exploring opportunities for nature-based solutions across Cambridgeshire including Natural Flood Risk Management (NFM) and Sustainable Drainage Systems (SuDS).

Given the County Council's status as a LLFA it is a legal duty to apply the adopted strategy which includes delivering our actions. Many of these actions will be delivered in partnership with other bodies including the Environment Agency, Anglian Water, Cambridgeshire Highways, District/City Councils and Internal Drainage Boards (IDBs). The existing Cambridgeshire and Peterborough Flood and Water Partnership chaired by the County Council will help facilitate delivery of these actions by bringing partners together on a regular basis.

The County Council's 'Cambridgeshire Flood Action Programme' (CFAP) which supports communities to manage and respond to flooding is now in its second year and has been successful in creating and supporting community flood action groups, improving mapping of watercourses, and offering financial support towards remedial watercourse works where they meet defined criteria. These flood action groups have led to greater community awareness of flooding and a will to engage well with the County Council to reduce risk in their areas. We need to harness this interest at a time we have optimum community buy-in.

We have recently submitted bids for Flood Defence Grant in Aid (GiA) and local levy to support the work identified in this paper which have received 'in-principle' support from the Environment Agency. The granting of any such funds from GiA or local levy are partly dependent on partnership funding from the County Council.

Partner organisations across the county have expressed interest in working with the County Council to deliver flood studies and resilience schemes, with the offer of partnership funding.

3. Outcome(s)

Outcome	**CCC Priorities**
Measurable progression against the actions set out in Cambridgeshire's adopted Flood Risk Management Strategy	**Environment and Sustainability – *Build climate resilience into our service delivery and infrastructure*** It is recognised that the climate is changing and flood risk is likely to increase, potentially significantly. Studies into flood resilience/management options will provide the LLFA with details of what can be done and where to enhance resilience of communities to a changing climate. The installation of schemes such as Natural Flood Risk Management (NFM) provides climate resilience by allowing high river flows to be stored on agricultural land to reduce flood risk whilst also providing availability of water for irrigation, thus reducing reliance on potable sources. The installation of SuDS in/adjacent to the highway will increase the resilience of the County's road network to flooding whilst providing dual benefits of shading during periods of hot weather.
The LLFA will have a better understanding of flood risk across the County including the causes and options for mitigation	
A reduced risk of flooding at locations where resilience schemes are implemented such as natural flood management, SuDS, flood plain restoration and watercourse improvements	
A pipeline of 'shovel-ready' flood scheme projects will be produced which will improve the Council's ability to unlock partnership funding in the future	
Increased awareness of flood risk and the wider water environment through educational events and provision of resources for those at risk of flooding	

Outcome	CCC Priorities
	Places and Communities – *Enable communities to work creatively and collaboratively to address their local needs* It is important to harness the enthusiasm and engagement we currently have with community flood groups across the county, utilising their local knowledge to inform and deliver resilience /flood risk reduction in their areas.

4. Benefits

Benefit	Measurement & Evaluation
A county that is better prepared for flooding and has better managed flood assets will see savings generally. Residents and businesses will benefit from reduced costs and problems created by flooding such as business interruption, staff absences, damage to perishable goods and crops, damage to property and assets, decrease in serviceable areas, impacts on reputation etc.	**Number of reported flood incidents** (evaluated internally). Baseline measured using previous flood risk management strategy period compared annually over current strategy period (2022 to 2027).
Development of evidence base / designs for flood projects across the county to inform priorities, unlock funding opportunities and deliver flood resilience to our communities	**Number of schemes designed and implemented** (evaluated internally). Measured against actions and timescales set out in adopted flood strategy
Increased engagement with local communities who will in turn be better informed about flood risk management in their area.	**Engagement levels with community flood groups** (evaluated internally). Monitored through the Community Flood Action Programme.
Delivery of several actions with the adopted Cambridgeshire Flood Risk Management Strategy	**Number of actions successfully delivered within timescales** (evaluated internally). Measured against actions and timescales set out in adopted flood strategy.

5. Impact Assessments

- Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities:
  An Equality Impact Assessment has already been undertaken for the Local Flood Risk Management Strategy. This business case relates to the action plan of that strategy and as such a further EQIA is not required. Irrespective, an updated form has been submitted via the online Equality form.

- Environmental:
  This project will have positive impacts for the environment. The aim of the project is to reduce the risk of flooding at locations across the county and natural Flood Management techniques will utilise natural processes to reduce the risk of flooding including:

- Planting trees to absorb water and slow the flow
- Reconnecting floodplains and creating ponds to store water
- Altering agricultural practices to reduce soil compaction

- Social:
  Several options for social value in this project have been identified:
  - Improve outcomes for Cambridgeshire residents regarding climate change and vulnerability to flooding
  - Co-production of flood resilience measures with community flood groups, drawing on local knowledge and experience of flooding to ensure their needs are met, and to ensure the community engage in the project.
  - Utilise local contractors/landowners from within the flood risk area to deliver resilience measures where possible
  - Utilise and develop existing natural assets to better cope with and manage flooding
  - Improve community resilience to climate change across Cambridgeshire through the implementation of local scale flood risk management measures

6. Financial Assessment

Options Development / Detailed Design (i.e Part 1 and 2)

	One off or Permanent	**2022-23 £000**	**2023-24 £000**	**2024-25 £000**	**2025-26 £000**	**2026-27 £000**	**2027-28 £000**
Saving							
Income							
Investment	One-off	150	200	150	-500		
Pressure							
Total	One-off	**150**	**200**	**150**	-500		

Implementation (i.e Part 3)

	One off or Permanent	**2022-23 £000**	**2023-24 £000**	**2024-25 £000**	**2025-26 £000**	**2026-27 £000**	**2027-28 £000**
Saving							
Income							
Investment				250	250	-500	
Pressure							
Total				**250**	**250**	-500	

6.1 For pressures / investments only, please provide further details regarding:

In addition to funding from Cambridgeshire County Council, partnership funding is available and is expected to be utilised from a variety of sources (this has already been explored). Sources include:

- Anglian Water's partnership funding scheme
- Local Levy (secured through the Regional Flood and Coastal Committee)
- Flood Defence Grant in Aid (secured through Regional Flood and Coastal Committee)
- National Highways Designated Funds (Environmental)
- District Council (including contribution in kind of land for flood storage, officer time etc.)
- Department for Education (Flood Risk funding)
- Water Environment Investment Fund (WEIF)
- Defra (Pathfinder funds and agricultural payments)
- Development related funding (CIL, Section 106 etc.)

Availability of funding from each partner is dependent on benefit to that party and development of business case. Engagement has already commenced with several partners with high-level agreement to part fund opportunities in several locations.

Work to implement the actions of the Local Flood Risk Management Strategy cannot be met by the existing team's budget.

7. Resources and support to deliver

The project will be managed and supported internally by existing officers in the flood team. Due to the highly technical resource required to deliver the project we propose to utilise a specialist consultancy to undertake the options development and detailed design stages of the project. These will be experienced in delivering similar work and will be procured through the Council's existing frameworks.

Role	Length of time required	Effort required (% of time needed)	Named resources	Internal or recruit
Project Manager	48 months	0.5 FTE	Flood Risk Team	Internal
Officer support	48 months	0.5 FTE spread between various existing officers depending on requirements	Flood Risk Team	Internal
Highways input	48 months	This will vary depending on the stage of the project but is not expected to exceed a maximum of 0.1 FTE	Highways	Internal
County Farms input	48 months	This will vary depending on the stage of the project but is not expected to exceed a maximum of 0.1 FTE	County Farms and Rural Estates	Internal
Community engagement	36 months	External voluntary organisations –	Community Flood Action Groups	External (no cost to CCC)

		Would seek to engage with these groups for duration of project – time unknown		

7.1 Resource cost

As already outlined due to the highly technical resource required to deliver the project we propose to utilise a specialist consultancy to undertake the options development and detailed design stages of the project. These will be experienced in delivering similar work and will be procured through the Council's existing frameworks. In addition to consultancy we anticipate the following resource requirement from the County Council. The costs outlined in the table below are not expected to be funded by the Just Transition fund but will instead be absorbed by team's annual budgets through existing staffing arrangements.

Role	Length of time required	Effort required / days per week	Daily Cost (£)	Internal or Recruit	Included in Financial Assessment	Total cost (£)
Project Manager	48 months	0.5 FTE		Internal	N (existing resource)	£100,000 (£25,000 per year)
Officer support	48 months	0.5 FTE spread between various existing officers depending on requirements		Internal	N (existing resource)	£100,000 (£25,000 per year)
Highways input	48 months	This will vary depending on the stage of the project but is not expected to exceed a maximum of 0.1 FTE		Internal	N (existing resource)	£20,000 (£5,000 per year)
County Farms input	48 months	This will vary depending on the stage of the project but is not expected to exceed a maximum of 0.1 FTE		Internal	N (existing resource)	£20,000 (£5,000 per year)
Community engagement	36 months	External voluntary organisations – Would seek to engage with these groups		Internal	N (no cost to CCC)	0

		for duration of project – time unknown				

8. Timescale for delivery

It is anticipated that the options development and detailed design stages of the project will run for 3 years (commencing this year). This timescale will allow engagement with a wide range of stakeholders including partner agencies, landowners, local communities, internal teams, and community flood groups. A period of 3 years will also work around the pre-set timescales for partnership funding buds. (e.g. bidding for funding from local levy or flood defence grant in aid is determined by nationally/regionally set timescales).

The implementation/construction stage would be phased over a period of 4 years, commencing this year as a number of smaller works have already been identified that can reduce flood risk and these could be undertaken quickly upon receipt of funding.

9. Out of scope

- The long-term maintenance of any constructed flood resilience schemes
- Delivery of schemes without flood risk benefits from surface water or ordinary watercourses
- Delivery of LLFA statutory functions already delivered by the flood team

10. RAID – Risks, Issues, Assumptions, Dependencies

10.1 High-level Risk

Description (Event → Cause →)	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible
Availability of suitable consultants to carry out options development and design work	Disruption to delivery	Follow formal procurement process, asking appropriate questions around previous experience of similar work etc. Build in allowance of time to procure as required with contingencies in the time plan to allow for changes in resource. Investigate options to utilise partner agencies and charities/universities to deliver some aspects of the work	Medium to High
Availability of partnership funding (including withdrawal of funding)	Disruption to delivery of some elements of work	Work with relevant teams at partner agencies to gain initial understanding as to availability of funding and relevant requirements so we can focus on gathering evidence and developing projects in areas which are most likely to secure funding.	Low to medium
Timing of partnership funding	Disruption to timescales of delivery	Work with partner organisations to confirm the likely timescales involved in funding bids and programming our	Low

Description (Event → Cause →)	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible
		work around those timescales where possible.	
Lack of capital funding available to deliver schemes identified through project	May not deliver actions with local flood risk management strategy – also reputational impact	Manage expectations that investigations may lead to the identification of options which are beyond existing partnership funding capabilities. Identification and high-level development of these options can then help us be ready to respond to future national or regional funding opportunities.	Medium
Lack of community or partner 'buy-in' to schemes	Disruption to delivery of schemes and reduction in confidence of community	Engage with partners from the beginning of the project and work with the established network of community flood groups developed through the team's own work on the community flood action programme	Low
Restricted supply of labour, tools and materials to implement schemes	Disruption to delivery of schemes and reduction in confidence of community flood groups	Follow formal procurement process, identify multiple suppliers where possible as delivery partners (e.g. Internal Drainage Boards, District Councils, farmers etc.)	Medium
Significant flooding occurs during the project	Reduction in officer availability due to statutory investigation work and likely reduced input from affected communities during recovery phase	Monitor forecasts and appropriately plan officer time wherever possible to ensure break-points are reached ahead of flooding.	Medium to High

10.2 Issues

Issue (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Exposure High/Medium/Low
No existing issues identified that would impact successful delivery of the project			

10.3 Assumptions

- Existing procurement frameworks can be utilised to secure consultants and contractors within the timescales of the projects
- Existing officers will be sufficiently available for the duration of the project
- There will be buy-in from communities and partners and any potential resistance can be overcome through engagement
- There will be no significant changes to partnership funding criteria and application process for the duration of the project

10.4 Dependencies (or interdependencies)

- Successful achievement of the Local Flood Risk Management Objectives and actions are partially dependent on this business case
- Availability of partnership funding is dependent on this business case and demonstrable benefits to other agencies and the communities which will be identified through options development
- Creation of a catchment plan for the Granta which can be used to inform priority interventions of Natural Flood Risk Management anticipated for delivery in 2022/23
- Delivery of joint flood management schemes with partner agencies who have undertaken initial feasibility work

11. Governance & approvals

Approval board/group:	Approval or oversight?	Date for approval
Project Board	Approval	
Strategy and Resources committee	Approval	
Environment and Green Investment Committee	Approval / Oversight	Dependent on dates of meeting
Cambridgeshire and Peterborough Flood and Water Partnership (CPFloW)	The group represents all flood management partners in Cambridgeshire so would be reported to throughout duration (oversight)	NA
As we would be working with external partners this may be dependent on external approval boards such as Regional Flood and Coastal Committee, Anglian Water, National Highways etc.	Approval / Oversight	Dependent on timescales of external partner meetings

Appendix 3: Business Case C

Title:	Community Led Nature Restoration & Environment Management		
Business lead / sponsor:	Quinton Carroll, Head of Service, Natural & Historic Environment		
Document prepared by:	Alice Tithecott/Phil Clark		
Date:	01/06/22	Version	2

The Business Case describes the driver for and outcomes of the change, venture, or investment, as well as the justification for undertaking it, based on the estimated costs, risks, and the expected financial and non-financial benefits.

1. Outline / Summary

This project will provide the catalyst for a County-wide scale, community-led nature recovery approach. Stage 1 will create a replicable and scalable toolkit to achieve multiple benefits for local communities, whilst contributing to the Nature Recovery Strategy for Cambridgeshire as a whole. Stage 2 will roll this out across the county based on our CCES and developing biodiversity strategy, supported by a core team.

It builds on the Local Nature Partnerships (LNP) approach, and work of the Cambridgeshire and Peterborough Future Parks Accelerator (CPFPA), by developing Community Nature Recovery Plans (CNR) for open spaces, supporting the local populations which surround them, to identify restoration opportunities that deliver the greatest impact.

The pilot programme will explore how CNR plans can be created, implemented locally and how these can then be integrated with the countywide Local Nature Recovery (LNR) Networks and overall, Nature Recovery Strategy, being led by the County Council. This will help to ensure that critical bottom-up link in the development of the County-wide Nature Recovery Strategy process, and the link with local environmental justice and levelling up.

It will enable a step change in the delivery of nature recovery within the most deprived and nature depleted public open spaces in Cambridgeshire identified through the newly and locally developed, Natural Capital mapping tool.

Amount estimated at:

Stage 1: c.£135k for 12-15 months

Stage 2: c. £350-450k over five years.

2. Driver(s)

This project builds on the Parish Nature Recovery Plan approach, developed and trialled by the LNP and the Community project work undertaken by the CPFPA, to fill the gap in more focused and local, urban nature recovery.

Sites will be identified using the new local greenspace standards developed through the CPFPA programme alongside the work of the new Cambridge Natural Capital Assessment. The project will consider the diverse landscape of Cambridgeshire and the definition of urban in this local context, with a focus on market towns and cities.

The approach has been tested on a small scale thanks to funding and related support from the CPFPA. Local communities from across Cambridgeshire were provided with the opportunity to enhance their local green space and bid for funding to help support them in their activities.

The project will utilise the data collated by the CPFPA, which provides information about local parks and the community groups active there. Where opportunities for nature restoration are identified in parks, we will encourage local groups to take these opportunities forward and support them through the emerging Active Parks Unit and wider activator partners from the LNP.

Active Parks Unit overview

This project will build on this to target a network of communities and volunteers interested in nature restoration across the County, building on existing networks and able to work with the parks team and other partners, to build stronger ownership and resourcing of public open space.

If the business case for this project is not approved the main impacts will be:

- A missed opportunity to involve local communities in the development of the Local Nature Recovery strategies, which is a new duty for Local Authorities as a result of the Environment Act 2021.

- A missed opportunity in terms of The Think Communities approach whereby we aim to "empower and enable communities to support themselves and encouraging community-led solutions and intervention"
- Whilst there are no 'legislative' triggers work around delivery of our new duties as a result of the new Environment Act, the Joint Administration agreement, where there are objectives to "look for other ways to promote biodiversity and increase Cambridgeshire's natural capital." is a key driver for this project

3. Outcome(s)

Outcome	CCC Priorities
Nature Recovery, and Community Resilience: This project will empower communities to help shape the future of nature, supporting them to deliver nature restoration at a local scale, contributing to the County's aspiration of doubling nature, integrating communities, and developing a long-term, self-sustaining groups of resident-led volunteers to manage, maintain and enhance their local green spaces. It will also set the foundation for community input to Cambridgeshire's county-wide Nature Recovery Strategy and support communities in considering the roles they can play in emerging local policy including biodiversity net gain, social prescribing, ecosystem services and responding to the climate emergency; and enable them to leverage ongoing funding support, as financial opportunities emerge. The CNR plans will provide short and long-term opportunities for green space enhancement. This project will help to create a closer relationship between communities and their local green spaces, supporting and strengthening community resilience.	**Environment and Sustainability** • Take proactive measures in moving forward the net zero target for Cambridgeshire County Council towards 2030 • Promote biodiversity in Cambridgeshire and increase our county's natural capital • Support residents to tackle climate change and protect the environment **Places and Communities** • Deliver practical, localised and evidence-led actions that improve social mobility, reduce poverty and address inequalities • Enable communities to work creatively and collaboratively to address their local needs • Creating 'Places' that support communities to live low carbon, resource efficient lifestyles **Making Cambridgeshire a great place to call home** • Increase community engagement with their local green spaces
Community Resilience, Health and Wellbeing This project will provide opportunities for increased health and wellbeing amongst communities through activities in green spaces, by promoting healthier living, to encourage better physical and mental health amongst residents. It will set standards and benchmarks for delivery of health-related activities in green spaces and provide communities with the tools to undertake these activities.	**Health and Wellbeing:** • Improve outcomes and combat health inequalities • Promote mental and physical wellbeing, and recognise the importance of communities in supporting these

4. Benefits

Benefit	Measurement & Evaluation
Nature/environment: Helping doubling nature, nature restoration and recovery	Nature restoration success will be determined partly through modelling undertaken by consultants Natural Capital Solutions who will model ecosystem services delivered by each study area before and after enhancements have been undertaken, along with biodiversity value and change in Accessible Natural Greenspace Standards (ANGST).
Communities: Increase community engagement with local green spaces, help to build community resilience	Communities will complete before and after wildlife audits and volunteer health and wellbeing surveys. The outputs will feed into the LNP's ongoing assessment of doubling nature across the County. Through community panels and the newly created Cambridgeshire and Peterborough Open Space Forum, groups will be invited to share their experience and feed into the countywide LNR Strategy process. This will help the identification and support of other priority sites and communities at the local level. Community hours committed to nature restoration will be recorded as well as qualitative feedback from volunteers and local communities at various points throughout the project to gauge satisfaction and the value gained at a personal and community level. This will provide valuable intelligence on overcoming barriers to community participation in nature recovery. An external evaluation will be undertaken to capture changing attitudes, success, lessons learnt and outcomes.
Health and wellbeing: Promote health and wellbeing through outdoor spaces	An external evaluation will be undertaken to capture changing attitudes, success, lessons learnt and outcomes. Qualitative feedback from volunteers and local communities will be collected at various points throughout the project to gauge satisfaction and the value gained at a personal and community level
Dis-benefits	
There are no dis-benefits as this project is meeting an unmet need amongst local communities who are keen to identify resources to make more of their local greenspaces.	

5. Impact Assessments

- Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities:

- Environmental: *This project will have positive impacts for the environment. Through engaging local communities to undertake surveys of local biodiversity and habitats it will help to develop their understanding of nature in their local area, provide opportunities for local communities to work together and develop projects that lead to more nature.*
  Also, through identifying opportunities for more local accessible greenspace, will help with reduction of car journeys to greenspace not within walking or cycling distance.

  Social: Social Value section of Business Case Template.docx

6. Financial Assessment

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment	One-off	£75	£60	-135			
Pressure							
Total	One-off	£75	**£60**	-135			

6.1 For pressures / investments only, please provide further details regarding:

- What is the service's forecast outturn for the current financial year?
  Greenspaces Team forecast outturn for the current financial year is £184k

- What financial mitigations have been considered?
  Neither the service nor team budget have sufficient flexibility to make any mitigations to cover this

- What other funding sources have been explored?
  Funding from the National Heritage Lottery Fund through the Central Future Parks Project was applied for but proved unsuccessful

- Could you meet the costs from your own budget?
  No

6.2 Resources and support to deliver

The below is based on stage 1 of the project; further work will

Role	Length of time required	Effort required (% of time needed)	Named resources	Internal or recruit
Project Manager	c.15 months	20 - development	Service	Internal
Project Officer(s) (Delivery)	c.15 months	100	Service	Recruit

Role	Length of time required	Effort required (% of time needed)	Named resources	Internal or recruit
Project materials – equipment for communities	6 months	10	External design company	Recruit
Contractors – external expertise for specialist community/conservation support	c.15 months	20	External appointment	Recruit
Marketing	c.15 months	10	External appointment	Recruit
Natural Capital Solution (Natural Capital modelling (before and after))	6 months	20	Natural Capital Solutions (have worked on CCC natural capital)	Appointment
Room Hire (community events)	c.15 months	5	CCC	Internal
Evaluation	c.15 months	10	External appointment	Recruit

7. Resource Cost

Role	Length of time required	Effort required / days per week	Daily Cost (£)	Internal or Recruit	Included in Financial Assessment	Total cost (£)
Project Manager	15 months	1 day per week		Internal	No–will be an internal resource	£20,000
Project Officer(s) (delivery)	15 months	5 days		Recruit	Yes	£40,000
Specialist Consultancies	12 months	1.25		Appointment	Yes	£38,000
Project materials – equipment for communities	6 months	1 day		Appointment	Yes	£3,600
Contractor costs	12 months	1 day		Recruit	Yes	£12,600
Marketing	15 months	1 day		Recruit	Yes	£1,500
Natural Capital Solution	6 months	1 day		Recruit	Yes	£12,600
Room Hire	15 months	.25		Internal	Yes	£700
Evaluation	12 months	.5		Recruit	Yes	£6,000

8. Timescale for delivery

Estimated start date: September 2022

Estimated end date: December 2023

9. Out of scope

There are no items to be out of scope

10. RAID – Risks, Issues, Assumptions, Dependencies

10.1 High-level Risk

Description (Event → Cause →	**Impact Description → Impact)**	**Mitigation / Resolution Plan**	**Very High/ High / Medium/ Low / Negligible**
Lack of community participation	If targeted communities do not engage, success and associated benefits will be limited	Wide promotion in the target areas through a range of communication media. Communities will also be identified through the existing relationship and network of the project partners who have extensive connections within the target areas. Through previous programme of activities, we have also seen a demand for the support being offered as part of the programme. Ensure that a range of activities and roles are created within the programme to encourage as many participants as possible to take part and use their existing skills and learn new ones.	Medium
COVID Restrictions introduced at a national level	If COVID restrictions are re-introduced nationally, this may limit our ability to carry out the programme of activities and	Should further lockdowns be introduced we will review the programme of activities and rearrange as required. We will follow the latest government guidelines and	Medium

Description (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible
	engage effectively with communities and residents as interactions may be limited.	our own defined policies and protocols to ensure events are Covid compliant and that the risk is minimised as much as possible. Events will be held outdoors where possible to reduce risk.	
Lack of resources available for project delivery	Success of project delivery will be limited or not happen at all leading to a reputational risk	The proposed project team has the required resources to undertake the programme, however, should resourcing become an issue, additional resourcing can be provided through the wider partnership of Natural Cambridgeshire.	Low
Health and Safety contraventions	Accidents/injuries incurred during events and activities may lead to contraventions of the Health & Safety at Work Act	All events and activities will have a full health and safety risk assessment undertaken. Where appropriate, training will be provided to the community groups.	Low
Insufficient or inadequate Project and Financial Management/Governance	Failure to spend funds according to project outcomes or not delivering against agreed outcomes	The project will be overseen by a steering group of partners and managed by the CFPA team with monthly reports and steering group meetings. To ensure good governance around the management of funds, an external panel will be created to review all applications and authorise the distribution of grants. The Project Team will follow its highly efficient and effective financial procedures to ensure funds are distributed and used for the proposed purposes with financial reporting and evidence to be provided by all grant recipients.	Low
Disbandment of the Strategic Parks & Greenspaces Group		Alternative sources of professional input will be sought.	Low

Description (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Very High/ High / Medium/ Low / Negligible

10.2 Issues

Issue (Event → Cause →	Impact Description → Impact)	Mitigation / Resolution Plan	Exposure High/Medium/Low
Inability to recruit due to national skill shortage	Delay in commencement of project	Advertise more widely than usual to attract candidates. If not possible then use 3rd party	Medium
Inability to meet demand from communities	Frustration etc and perception of inability to deliver	Carefully manage expectations and 'message'	Low

10.3 Assumptions

- Unknown demand to be established
- Existing demand – assume it would go up but to be established
- Parks navigator recruitment

10.4 Dependencies (or interdependencies)

- Local Nature Recovery Strategy Steering Group (broad partnership involving other LA's and external partners)
- Biodiversity Strategy (internal corporate document t.b.c.)
- Natural Cambridgeshire (Local Nature Partnership)
- Nature Recovery Networks
- Other community focussed activities (e.g. climate)

11. Governance & approvals

Approval board/group:	Approval or oversight?	Date for approval
Rapid Implementation Team	Approval	23/05/2022
Corporate Leadership Team	Comment	06/06/2022
Strategy & Resources Committee	Approval	27/06/2022
Environment & Green Investment	Oversight	07/07/2022

Additionally, several stakeholders as identified in section 10.3 also have their executives or stakeholder boards that would need to be kept informed of this work