

Appendix 2a Environment & Green Investment

Pressures / Investment proposals

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Business Planning: Business Case – Pressure

Project Title: Place & Economy Restructure

Committee: Highways & Transport / and
Environment & Green Investment

2022-23 Investment request: £260k pa

Brief Description of proposal:

JMT agreed the restructure of Place & Economy (P&E) senior management structure which is currently being recruited to. It has been agreed that the in-year costs (2021/22) will be met using existing funds but the ongoing costs (£260K pa) need addressing through Business Planning.

This business case requests £260k to fund the additional costs of the new agreed structure. The existing revenue and capital funding will continue to fund the structure but this £260k is required to fund the net increase.

Date of version: 23 September 21 BP Reference: B/R.4.015

Business Leads / Sponsors: Steve Cox

1. Please describe what the proposed outcomes are:

The Place & Economy (P&E) Directorate is responsible for many of the enablers of growth across the county, and supporting prosperity by delivering services which keep residents and businesses moving efficiently and safely. As the central focus for Cambridgeshire's place-based services, the work of P&E is crucial in achieving the Council's overall aim of making Cambridgeshire a great place to call home and accomplishing the four core priorities of:

- Developing the local economy for the benefit of all
- Helping people to live independent and healthy lives
- Supporting and protecting vulnerable people
- Climate change and sustainability

The landscape that the County Council is working within has changed significantly in recent years with the introduction of the Greater Cambridge City Deal in 2015 now managed by the Greater Cambridge Partnership (GCP) and the Mayoral Combined Authority in 2017 (CPCA). In addition, most of CCC's senior management team until recently have been engaged in shared roles with Peterborough City Council (PCC), including the Executive Director for Place & Economy and the Service Director for Highways & Transport.

In March, our JMT (Joint Management Team) agreed to a proposed new structure for P&E Management. In order to drive forward the aspirations described above and to achieve the ambitions set out for P&E and the drivers for a new senior management structure, the following changes were agreed:

1. Deletion of the existing Service Director post
2. Deletion of Assistant Director Highways & Assistant Director Infrastructure & Growth posts
3. Creation of a new Director for Highways & Transportation that is 100% focussed on CCC
4. Three new Assistant Director roles:
 - a. Assistant Director Highways Maintenance: focussed on maintaining our existing highways asset
 - b. Assistant Director Transport & Strategy: focussed on longer term strategy, development and getting the best out of our network
 - c. Assistant Director Project Delivery: focussed on commissioning and project delivery of the schemes and initiatives we are tasked to deliver. This will also include ensuring we get the best out of our supply chain partners and stronger relationship management with GCP and CPCA.

All the posts have now been recruited to, and senior management within P&E is fully in place with the task of ensuring that the new management structure works for the service. Moving forward there will be a need to fund the additional costs of the new agreed structure. The existing revenue and capital funding will continue to fund the structure but £260k is required to fund the net increase.

2. What evidence has been used to support this work, how does this link to any existing strategies/policies?

During the Summer and Autumn of 2020 an internal review of Highway Capital Delivery was commissioned to understand the effectiveness of capital programme management and the overall control environment. It included a detailed review of several key schemes. That work was completed in October 2020. It concluded that a significant programme of work was being delivered across the Major Infrastructure Delivery (MID) team with a large number of complex and high profile schemes.

The review underlined the need for stronger early concept and design work, a greater understanding of risk and improved budget setting. There are a number of components that team leaders and managers are already seeking to re-shape and enhance service delivery within P&E; together these will create a stronger and more transparent control environment. Once implemented and operational across H&T projects, the service can realise overarching governance, project assurance, and greater control including programme, risk and cost control. It is in the context of this review that a revised management structure was settled upon.

3. Has an options and feasibility study been undertaken? Please explain what options have been considered.

The proposed restructure went through various iterations before it went out to consultation and was further developed to reflect the consultation feedback. This structure was felt to be the most appropriate to deliver the objectives mentioned above.

4. What are the next steps/ actions the Council should take to pursue it? Please include timescales.

High Level Timetable

Task	Start Date	End Date	Overall Responsibility
Recruitment to all posts	In process	TBC	Steve Cox
Recruitment of Director	Sue Proctor started on 1 November 2021		Steve Cox
Assistant Director appointments	One AD started on 1/9/21. The second will start on 23/11/21. New AD for Growth, Environment and Planning started on 1/7/21	23/11/21	Steve Cox

5. Could this have any effects on people with Protected Characteristics including poverty and rural isolation? If so please provide as much detail as possible.

It is not anticipated that this restructure will have effects on people with protected characteristics. An Equality Impact Assessment was developed and this will be reviewed and updated for this iteration of the restructure. The EqlA was completed before the restructure commenced to ensure we adhered to our Public Sector Equality Duty.

6. What financial and non-financial benefits are there and how will you measure the performance of these? Are there any dis-benefits? These MUST include how this will benefit the wider internal and external system.

The revised senior management structure will:

- Provide robust and resilient leadership for the future goals of the Place and Economy directorate;
- Better align functions within Place & Economy to build cohesion and resilience
- Ensure accountability rests at the right level in the organisation through clearly articulated roles and responsibilities;
- Simplify structures so our staff are closer to the customers that they are serving;
- Look for opportunities to commercialise and take appropriate risks by putting in place supportive systems and processes that enable and facilitate service delivery

Financial Costs

The restructure will result in an additional £260k being needed per year to fund the new roles outlined above.

7. Are there any identified risks which may impact on the potential delivery of this? What is the risk if we do not act?

Risk	Mitigation	RAG (should the risk occur)	Overall Responsibility
Risk of not being able to recruit to roles.	N/A All roles have now been recruited to	Green	Steve Cox
Risk of not being able to retain managers	Working closely with managers and being proactive about addressing problems as and when they arise	Amber	Steve Cox

8. Scope: What is within scope? What is outside of scope?

Only the roles above (listed in section 1) are impacted by the proposals and are in scope.

Business Planning: Business Case – Investment proposal

Project Title: County Biodiversity Enhancements

Committee: Environment & Green Investment

2022-23 Investment amount: £105k

Brief Description of proposal:

To develop the actions required for the biodiversity commitments within the Climate Change & Environment Strategy and to ensure the best biodiversity and natural capital benefits are gained from Cambridgeshire County Council (CCC) owned public assets.

This is a request for additional budget of £105,000 for 2022/3 to develop a programme for further delivery beyond 2023, estimated at £145,000 per annum.

Date of version: 24 November 2021

BP Reference: B/R.5.110

Business Leads / Sponsors: Quinton Carroll / Cllrs Dupre & Gay

1. Please describe what the proposed outcomes are:

Cambridgeshire County Council (CCC) has made strong commitments towards biodiversity and the environment within the Climate Change & Environment Strategy (CCES) and the Joint Administration Agreement (JAA) commitments on areas such as 'Doubling Nature'.

Understanding and improving our biodiversity will:

- Increase the quality of our public open space.
- Increase the value of our natural capital account.
- Provide the target for hitting 20% biodiversity net gain.
- Help us understand the opportunities for net gain credits.
- Give the baseline for understanding habitats and environs for proactive creation and management.

In the CCES, biodiversity sits at the core of at least 10 objectives in all three areas (Mitigation, Adaptation and Natural Capital).

This project is critical for the CCC outcomes for communities, quality of life and the environment:

- Communities at the heart of everything we do
- A good quality of life for everyone
- Cambridgeshire: A well-connected, safe, clean, green environment

The JAA has biodiversity at the 'heart of the Council's work' and to 'look for other ways to promote biodiversity and increase Cambridgeshire's natural capital'. (Priority 1).

The service has already attracted some 'in year' additional core funding for biodiversity that is allowing for urgent works on our accessible local nature reserves and heritage sites, the commencement of information gathering for strategy work and extra staffing capacity to deliver these. This funding request is to continue with this increase in resources, site work and further strategy development.

2. What evidence has been used to support this work, how does this link to any existing strategies/policies?

Biodiversity and natural capital are central to the government's Environment Act, that recently received Royal Assent. This will increase the council's statutory obligations under biodiversity/ecology and introduce the principle of mandatory biodiversity net gain and local nature recovery strategies.

The council's Climate Change & Environment Strategy contains ambitions and headline targets for biodiversity, in particular achieving a 20% biodiversity net gain target and more generally 'Doubling Nature'. However we need to understand how to best to deliver this, building on the biodiversity baseline audit due to commence in early 2022.

These principles are also key to the Environment Framework developed for the OxCam Arc, where creating a greener environment enhances nature and increases natural capital/ecosystem services is core.

The Council is already undertaking work within its rural estate on some of these areas, but our partners are concerned about our continuing capacity to meet our commitments and take on the challenges to come.

3. Has an options and feasibility study been undertaken? Please explain what options have been considered.

There are many operators and agencies working on biodiversity and natural capital, and we already work closely with Natural Cambridgeshire and others; for example we are working with the Wildlife Trust on undertaking a biodiversity baseline assessment of our land.

However, these are our own commitments and obligations and whilst we can and do work with others, our position as a county wide body with statutory obligations and a large estate means we are better acting as a leader not a follower and to define our actions for the next few years accordingly.

This request follows on from the funding recently granted for within this financial year and forms part of a longer term proposal for delivering biodiversity outcomes in the council as set out below. The increase in biodiversity officer resource and site maintenance/repairs works remains throughout as permanent items for revenue funding, but additional revenue requests vary by year. Alternatives to deliver this work such as the use of consultants would be considerably more expensive than the proposals set out below (including the resource to project manage and review their work programme), and wider Council services such as officers in the communications team to support the delivery of this specialist workstream and promote its benefits are already being used, which ensures that the best value for money for the public purse is being sought as set out below:

The proposed programme is as follows:

2021/2 (already agreed):

Increased officer hours in biodiversity team	£19,000
Increased site works budget	£40,000
Biodiversity Baseline Audit	£50,000
Total	£109,000

This work will set the baseline for what comes below insofar as the baseline audit will inform and guide the council's next steps for doubling nature and will grow the team's capacity in this area.

2022/3 (estimate):

Maintained biodiversity officer hours	£45,000
Maintained site works budget	£25,000
Additional Biodiversity Officer Hours	£25,000
Policy Development Advice/Consultancy	£10,000
Total	£105,000

The main focus for 2022/3 will be the development of a biodiversity strategy and maintaining the sites and other works commenced in 2021/2. This will form the basis of a further bid for the delivery of the five year strategy. We are keeping core functions within our own establishment but the strategy development will require specific expertise and input that may be better sourced via external partners or consultancies.

Development of the strategy will require a diverse skillset around a core discipline of preparing environmental policy, with specific reference to biodiversity and land management. Even so it will likely require specific consultancy and advice, especially around areas such as natural capital accounting and green prescribing. It is unlikely that one person will have the full skillset or capacity to do this work so we are budgeting for additional officer hours plus a small consultancy/commissioning budget.

An alternative would be to request a consultancy to prepare the entire strategy on our behalf, but this is not recommended for several reasons. Strategies prepared in this way are more difficult to embed within the organisation and are rarely cost effective to produce in the first place. Our approach also allows us to keep some knowledge and skills in house to help future proof any updates.

2022/3 (estimate):

Maintained biodiversity officer hours	£70,000
Maintained site works budget	£25,000
Biodiversity Strategy Delivery	£50,000
Policy Development Advice/Consultancy	£10,000
Total	£145,000 p/a

4. What are the next steps/ actions the Council should take to pursue it? Please include timescales.

Our next steps will be to reassess the CCES ambitions and objectives, considering emerging developments such as ELMS (Environmental Land Management Schemes), Local Nature Recovery Strategies, Future Parks Delivery Models and emerging other projects including:

- The proposed county land use mapping exercise proposed by the Food, Farming & Countryside Commission.

- Natural Capital assessments/opportunity mapping produced by Water Resources East, OxCam and the Future Parks Accelerator.
- Emerging Green Infrastructure Mapping tools developed by Natural England
- Mapping of environment opportunity areas

An Environmental Policy Officer post will be required from 2022/3 onwards to start that work and for the development of a biodiversity plan for the county to be implemented 2023-2028.

This has been discussed with the Assistant Director of Climate Change and Energy Services, the Assistant Director of Planning, Growth and Environment, elected Members and the Chief Finance Officer.

High Level Timetable

Task/Item	2021/2	2022/3	2023 onwards	
Additional Biodiversity Staffing Resource				
Additional Site Maintenance Budget				
Biodiversity Audit				
Additional Environmental Policy Resource				
Develop Biodiversity and Natural Capital Strategy				
Deliver Strategy				

5. Could this have any effects on people with Protected Characteristics including poverty and rural isolation? If so please provide as much detail as possible.

Enhanced open spaces can provide mental and physical health benefits by providing calm and natural environments. The government is currently running 'green social prescribing' pilots with NHS England and others where health professionals refer patients to nature-based interventions and activities such as local walking for health or community garden schemes. This is on the back of an increasing awareness during the pandemic of the importance of access to open space and the inequality of open space in value and quality, with poorer areas being worse in this respect than wealthier ones. This work potentially will allow the county to 'level up' access to nature and open space.

6. What financial and non-financial benefits are there and how will you measure the performance of these? Are there any dis-benefits? These MUST include how this will benefit the wider internal and external system.

Financial Benefits

There are limited direct financial benefits definable at this stage. The use of ecosystem services and natural capital accounting is still under development. Similarly the market for biodiversity net gain credits is still to be defined, but this work will allow us to take advantage of these income streams at the earliest opportunity,

There are significant savings to be had to other council and public services through green social prescribing (above).

Non-Financial Benefits

Key Benefit	Measure	Baseline	Target & Timescale
Improved biodiversity	Surveys	Currently being assessed	Doubled by 2040
Increased ecosystem services (e.g. natural flood risk management)	Natural capital	Tbc	Tbc
Improved quality of life for residents	Surveys	Tbc	Tbc

7. Are there any identified risks which may impact on the potential delivery of this? What is the risk if we do not act?

The council will miss or delay the opportunity to engage with a newly emerging way of valuing nature and the wider environment and miss targets/commitments made.

Risk	Mitigation	RAG (should the risk occur)	Overall Responsibility
Not doubling nature	This project	Red	QMC
Failure to meet CCES targets	This project	Red	QMC

8. Scope: What is within scope? What is outside of scope?

Biodiversity and natural capital enhancement is increasingly being seen as core to wellbeing, resources and the climate/nature emergencies. Our work will originally focus on council owned assets but will broaden out to work with partners and stakeholders across the county including (but not limited to) CPCA (Cambridge & Peterborough Combined Authority), Water Resources East, Natural Cambridgeshire, Fens Water Partnership and the OxCam Arc.

Business Planning: Business Case – Investment proposal

Project Title: Community Flood Action Programme

Committee: Environment & Green Investment

2022-23 Investment amount: £75k

Brief Description of proposal:

To continue the Community Flood Action Programme (CFAP) beyond 2021/2.

The total funding request is for £150,000 (other £75k of which would be temporary funding) that will add to the sums carried forward from this year to allow the programme to continue.

After 2022/3, the programme can continue to operate at a reduced level.

Date of version: 5/11/21

BP Reference: B/R.5.111

Business Leads / Sponsors: Quinton Carroll/Hilary Ellis

1. Please describe what the proposed outcomes are:

The CFAP is a multi-faceted piece of work developed to support Cambridgeshire's communities to manage and respond to flooding threats. It covers the following:

- Creation, training and support for flood action groups.
- Creation of a 'one-stop shop' website for flood risk advice and guidance.
- Mapping of watercourses throughout the County.
- Development and publication of riparian maintenance guidance and support.
- Offering of financial support towards remedial watercourse works where they meet defined criteria.
- Development and implementation of an improved reporting system for flooding and watercourse issues.
- Advice to residents on protecting their homes.

These areas of work were identified as being of most in need for development after the flooding in December 2020 and a programme commenced April 2021 with one year's funding. The primary focus of the first year has been working with communities to develop and train flood groups to aid local resilience whilst gathering information and intelligence on the location of watercourses throughout the county. The team is also working on developing the new reporting tool which can identify where watercourses are in need of repair or maintenance. By extending the programme into a second year (and onwards) we can nurture the strong working relationships we have already built with various community groups, along with creating new relationships in communities with a history of poor engagement, or no engagement at all. We will be able to use the information gathered from the communities to address watercourse blockage and maintenance issues through engagement with flood groups, our powers under the Land Drainage Act 1991 and a continuation of riparian grants (where necessary). As outlined in the initial scope of the programme, we wish to develop a robust watercourse enforcement policy which would put us in league with only a handful of Lead Local Flood Authorities (LLFAs) across the country and to be proactive in delivering our statutory obligations as a LLFA.

As LLFA we have the following statutory functions that are relevant to this investment:

- Prepare a local flood risk management strategy with other bodies and communities: CFAP is a key element of our community engagement and partnership with the district councils
- Enforce obligations to maintain flow in and repair watercourses: the proposed work on enforcement will enable us to discharge this more effectively
- Maintain a Register of Assets

The main outcome of extending the programme will be better prepared and resilient communities that in turn will enable us to be more effective in the delivery of our statutory functions. The investment made in 2021/2 has given us a 'head start' but further investment at a reduced level will embed the outcomes further within the county.

2. What evidence has been used to support this work, how does this link to any existing strategies/policies?

CFAP has been developed in partnership with district councils, the Local Resilience Forum and the other Risk Management Authorities such as the Environment Agency, Anglian Water and Internal Drainage Boards (IDBs).

Flooding is an increasing issue in the county, and with climate change impacting rainfall patterns we are likely to be seeing increased large scale rainfall events in the future, meaning that our communities need to be better prepared.

As Lead Local Flood Authority, the council's actions are underpinned by the Local Flood Risk Management Strategy (LFRMS). This has recently been updated and is currently out for public consultation. Page 95 of the Strategy reads:

“The Community Flood Action Programme is anticipated to generate new materials for this purpose and new connections with communities to make residents more aware. After the CFAP is completed the ongoing communication with communities will continue as business as usual to build on awareness of risk and responsibilities.”

CFAP directly implements Objective 3 – ‘Helping Cambridgeshire's Citizens to manage their own risk’ and especially Objective 3.3 - ‘Offer support & advice on responsibility for flooding and potential solutions’.

The CFAP itself is Action 3.5 in the LFRMS Action Plan. As a result of this connection to the LFRMS, it has been agreed that the Equality Impact Assessment undertaken for the Strategy will apply to this business case.

Joint research by the Environment Agency and Defra (R&D Technical Report SC040033/SR3, 2005) highlights the importance of authorities maintaining relationships with community flood groups in order to prevent a number of negative perceptions including the neglect of victims' psycho-social needs, anxiety within the community, and economic blighting (e.g. falls in house prices). However, this research also found that communities that have been involved in decision making will have begun to ‘own’ their flood risk environment and will develop a sense of trust towards facilitators. Therefore, by maintaining effective community engagement, many of these negative perceptions will not arise or will be easier to manage.

3. Has an options and feasibility study been undertaken? Please explain what options have been considered.

CFAP is a response to flood events. CCC is the lead local flood authority, and thus investigates flooding incidents, which makes us best placed to understand how best to support communities. However, the programme is very much a partnership approach with other councils and agencies. If we cease the programme in March 2022 we risk a loss of trust/relationship with communities and a loss of information flow between those communities and the risk management authorities (primarily the County Council but

also other councils and agencies). This in turn risks the County Council being unaware of flood risk issues and therefore unable to take action to reduce the risk.

4. What are the next steps/ actions the Council should take to pursue it? Please include timescales.

Many of the outcomes for CFAP are in already development for implementation this year, but two aspects in particular would benefit from ongoing support. These are support for Community Flood Action Groups and riparian maintenance grants with an extra emphasis on riparian enforcement.

High Level Timetable

Task	Start Date	End Date	Overall Responsibility
Continued work establishing community flood groups working with Environment Agency and District Councils	01/04/2022	31/03/2023	Q Carroll / H Ellis
Review of flood reporting tool and improvement works	01/04/2022	30/06/2022	Q Carroll / H Ellis
Review of website and improvement works	01/07/2022	30/09/2022	Q Carroll / H Ellis
Review of flood risk data and continued data enrichment works	01/04/2022	31/03/2023	Q Carroll / H Ellis
Watercourse enforcement policy development	01/07/2022	31/03/2023	Q Carroll / H Ellis

Beyond 2022/3, the programme can continue with the support of one officer to work with flood groups and support enforcement, plus a small ongoing grant fund for occasional or emergency riparian maintenance.

2022/3

Officer Support (2 FTE)	£100,000
Enforcement Policy Development (incl. legal input)	£30,000
Website reviews, licencing and improvements	£20,000
Total	£150,000

2023 onwards

Officer Support (1 FTE)	£50,000
Riparian Maintenance/Enforcement	£30,000
Total	£80,000

5. Could this have any effects on people with Protected Characteristics including poverty and rural isolation? If so please provide as much detail as possible.

Flooding affects everybody in the community but one of the key elements of a community flood plan is to understand who is most vulnerable and thus to be a priority for support, such as the elderly or in medical need. It is understood that flooding disproportionately impacts the most vulnerable in our society. The CFAP provides assistance to communities to develop their flood plan and can share the knowledge and experience between the groups across Cambridgeshire.

It is known that smaller rural communities often feel they are isolated in terms of flood risk support, particularly as much of the funding criteria is weighted heavily towards the number of properties protected. Due to the nature of the villages being small, this is often difficult to demonstrate. The CFAP provides the ability to demonstrate the County Council is committed to working with all communities.

As mentioned in Section 2, it has been agreed that the Equality Impact Assessment undertaken for the Strategy will apply to this business case.

6. What financial and non-financial benefits are there and how will you measure the performance of these? Are there any dis-benefits? These MUST include how this will benefit the wider internal and external system.

Financial Benefits

A county that is better prepared for flooding and has better managed flood assets will see savings generally. Residents and businesses in particular will benefit from fewer 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.

Nationally, the Environment Agency estimate that flood defences and flood risk management reduced the overall economic costs of flooding between November 2019 and March 2020 from £2.4bn to £333mn across England. The Associate of British Insurers (ABI) calculate that flooding events incur an average claim per household of £32,000¹. Throughout December/January 2020/1, there were 310 reported incidents of flooded houses, so a total cost approaching £10m. This does not take into account other disruption, such as threats to infrastructure, hospitals, care homes etc, where the costs of emergency responses can be disproportionate. For example, officers are aware that the December flooding threatened a COVID-19 vaccine distribution point.

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/>

Furthermore, the council itself will likely benefit from more autonomy within the community with regard to flood risk management. With better informed communities we are likely to see better asset management and in turn, reduced flood risk, fewer significant incidents of flooding and fewer investigations.

Key Benefit	Measure	Baseline	Target & Timescale
Riparian fault reports	Number of reported incidents	Tbc	
Enforcement Actions	Number of cases	Tbc	
Section 19 reports identifying faulty riparian watercourses	Number of identified incidents	Tbc	

7. Are there any identified risks which may impact on the potential delivery of this? What is the risk if we do not act?

By not extending CFAP we have a real risk that the benefits created in its first year will be lost, especially around community engagement/support. We know that building a network takes time, and the more support given at the outset the more likely it is to embed and become self-supporting. In addition, given the complexity of setting up community groups, particularly where towns and larger villages are concerned, by not extending CFAP we could see a number of groups in important areas not receiving the support they require to make the most impact from a flood risk perspective. Furthermore, we risk the LLFA falling behind those of our neighbouring counties who have recently set up similar innovative schemes.

Flooding is a high-profile matter for the county and as Lead Local Flood Authority (LLFA) we may have serious reputational risks by not being seen to support residents.

Risk	Mitigation	RAG (should the risk occur)	Overall Responsibility
Increased flooding caused by riparian watercourses	Focus attention on maintenance and enforcement	Red	Q Carroll / H Ellis
Lack of overview of surface water drainage networks in the county	Map and monitor watercourses; use flood groups and parish councils to monitor	Red	Q Carroll / H Ellis
Lack of confidence by public, agencies and	Take leadership role	Amber	Q Carroll / H Ellis

other councils in role of LLFA			
Failure to discharge statutory functions as LLFA	Be visible and proactive in fulfilling statutory functions	Red	Q Carroll / H Ellis

8. Scope: What is within scope? What is outside of scope?

As LLFA our main responsibility is towards surface water flooding. Other assets, such as rivers, drains and sewage systems are within scope of other agencies and companies. However, the combined effect of flooding impacts all these interests.