



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Full Business Case City Portrait - Cambridge

Version 2: 26 May 2022

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# VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	May 5 <sup>th</sup> 2022	Full Business Case, City Portrait – Cambridge, First version.	Michael Soper
2	May 26 <sup>th</sup> , 2022	Full Business Case, City Portrait – Cambridge. Amendments post PARC and final review by project director	Michael Soper

# INTRODUCTION

## PROJECT BACKGROUND

Achieving the Combined Authority's GVA target will require Cambridge's economy to see sustained and sustainable growth and the region's cities have an important role to play.

Cambridge City Council's draft recovery strategy (for a greener and fairer city) notes how an imbalanced jobs market and lack of appropriate skills had already seen sections of Cambridge's population disengaged from the Cambridge Phenomenon, reliant on food banks and benefits, and experiencing a ten-year gap in life expectancy. These inequalities deepened during the pandemic as the knowledge-based sectors thrived, and lower-wage sectors struggled. The economic success of the area has also brought into focus the limitations of the local environment, highlighting the needs for additional investment to achieve sustainability.

Cambridge City Council's Climate Change strategy identifies the risks to the city and its communities from climate change and shares a vision for the city to be net zero carbon by 2030. The Council's Anti-Poverty Strategy identifies the levels of poverty and inequality in the city and sets objectives to address these.

To help inform the strategies and interventions that will ensure sustainable economic growth and an inclusive recovery from the impact of COVID, it is proposed working in partnership with the Combined Authority, County Council, business, and community groups to commission capacity to develop a portrait of Cambridge City that will identify strengths and weaknesses against the most appropriate elements of several sustainable economic models.

- Doughnut or Lifebelt economics
- The six capitals,
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework
- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,
- PWC Good Growth Index

This will provide a dynamic analysis of the "state of the city" and a regularly updated evidence base to inform interventions to underpin sustainable economic growth within environmental limits with social justice.

## PROJECT SCOPE AND OUTCOMES

The project scope will be to conduct data analysis and public engagement for the area of the City of Cambridge. The analysis will consider the strengths and weaknesses of Cambridge against several sustainable economic models

The initial project outputs will be:

- An analytical report and a data framework about Cambridge against sustainable economic goals which can be readily updated on into the future and presented in an engaging way that aids understanding.
- Engagement with the public, business, and community groups on this topic to fully understand the constraints and opportunities for achieving sustainable growth and to help identify the most

meaningful available data to inform understanding.

- A shared learning session held, with County Council and District officers invited across the CPCA area (and the wider region if capacity allows) to learn about the methodology of the project and the results of the analysis, with on-going officer support from within the CPCA to implement the model of analysis for other areas within the CPCA should they wish.

The project outcomes will be judged a significant improvement in the evidence base to inform policy and investment decisions. For the City Council this could potentially include policies and investments relating to achievement of the City Council's vision and the priorities contained in the Council's Corporate Plan.

For the Cambridgeshire & Peterborough Combined Authority, Existing parallels for the Combined Authority include the development of market town master plans. The informed, future spending plans could target the CPCAs specific goals of:

- Social: Improving the skills and life chances of current excluded populations
- Environmental: Meeting doubling nature and carbon neutral targets

# STRATEGIC CASE

**The strategy case for the City Portrait shows a significant fit with the CPCA's Sustainable Growth Ambition Statement and supports developing this approach at a local level.**

## INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

## STRATEGIC PRIORITY

The opening paragraph of the CPCA's sustainable growth ambition statement is as follows:

*"In pursuing economic growth, we have a responsibility to ensure that rising prosperity makes life better, healthier, and fairer, and does not exhaust the resources our children will need for the future. More and more people are recognising that we don't just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our value".*

This proposed project speaks to the core of this statement and the ambition outlined in the opening paragraph. To achieve this stated ambition, there is the urgent need for good quality data and insightful analysis to underpin action. Picking up on the principles of doughnut economics and other holistic analytical models, this analysis needs to encompass both social and environmental issues, as well as economic.

The Joseph Rowntree Foundation noted in its review of Poverty, Social Justice, and Climate Change that lower-income and other disadvantaged groups contribute least to causing climate change but are likely to be most negatively affected by it; they pay, as a proportion of income, the most towards implementing certain policy responses and benefit least from those policies; and their voices tend to go unheard in decision making. The report cites examples of the interaction between vulnerabilities, for example being elderly and living on a low income, and the impact of climate change for example coping with flooding events or extremes of heat and cold.

There may be a view that the issue is not as pertinent to Cambridge as other places that rank higher in measures of poverty such as the Index of Multiple Deprivation. However, the city has a significant number of people living on a low income and there are plenty of examples of an inequality gap for Cambridge:

- Cambridge being cited as the UK city with the third worst gender pay gap, pre-covid, Cambridge's gender pay gap was quoted as being Cambridge's 19.6%.

- The City has long been identified as having the most unequal in terms of pay with the top 6% of earners who live there take home 19% of the total income generated, while the bottom 20% of the population account for just 2% of that total.
- The City has some of the most unequal rental and property prices in the UK. According to property website Zoopla the average house costs about £440,000, nearly 13 times more than the city's high median annual salary of £34,400. One in 10 households, however, earned less than £16,518 a year, according to the Office for National Statistics, and were paid hourly rates lower than the national living wage.

## CASE FOR CHANGE

Failure to address low income, environmental imbalance and inequality has consequences. Excessive levels of income inequality ultimately holding back economic growth and causing instability. The upward redistribution of income in favour of a relatively small group restricts consumer spending, encourages debt, and creates an economy more vulnerable to financial crises<sup>1</sup>. Overtime there will be an increasing burden on the NHS, Social Security and Local Government Services with a knock on for local taxation.

Housing affordability and improving public, active transport infrastructure and addressing water and power constraints are key to meeting the needs of current and future populations in terms of accessing employment, reducing carbon emissions etc. Failure to nurture Cambridge's globally recognised innovation eco-system and to address the needs of businesses in the wider economy will lead to a reduction in productivity and threaten Cambridge's ability to attract inward investment which has wider implications across the Greater Cambridge area and beyond.

The Cambridgeshire Independent Commission<sup>2</sup> on Climate Change has identified that the region faces at least 42 local risks of the 53 national risks referenced in the UK Climate Change Risk Assessment 2017. Nearly 1-in-10 homes and nearly 1-in-4 agricultural and industrial production facilities may face flooding from rivers by 2099 due to changing precipitation patterns without further adaptation. Flooding from runoff in urban and paved areas may also impact a significantly higher proportion of the built environment. Due in part to greater future water needs, changes in the character of summer precipitation, and increased summer temperatures, the region may seasonally experience lower river and aquifer levels than in years past. This, in turn, exposes the region to several risks across several crucial areas including people, businesses, industry, and biodiversity within the natural environment. Clearly then the case for change includes understanding and mitigation these risks by taking action to reduce climate change.

Models that have been put forward to understand local systems:

- The Six Capitals, Doughnut or Lifebelt economics
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework,
- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,

<sup>1</sup> Double Trouble: A review of the relationship between UK poverty and economic inequality ([lsc.ac.uk](https://lsc.ac.uk))

<sup>2</sup> CPICC: Initial Report ([hs-sites.com](https://hs-sites.com))

- PWC Good Growth Index

But at present there has not been in-depth local research, engagement, and data analysis to support us to understand these. Rather, local analytical resources are largely restricted to understanding systems, transactions, and service demands. Focusing on the symptoms rather than the causes, to quote the Treasury Green Book (para 3.4)

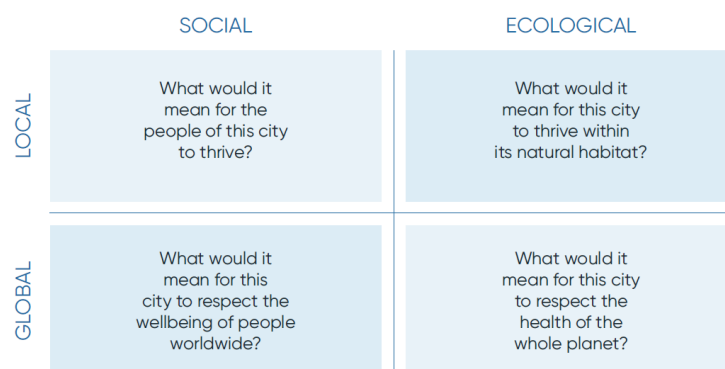
*“Policy development must start with development of the rationale and be based on a sound understanding of the current position. This needs to be understood in objectively quantifiable terms so that the scope and key features of the issues are understood appropriately”.*

The methodology that will be followed will draw on a variety of approaches.

As an example, the methodology associated with doughnut economics city portraits is shown below. There is specific guidance<sup>3</sup> and published experiences for such an approach, with portraits already completed for such cities as Amsterdam<sup>4</sup>, Portland<sup>5</sup> and Philadelphia.

- The initial approach with the doughnut economics model is to look at the city through four lenses (see diagram below).

Figure 3 The four lenses of the City Portrait

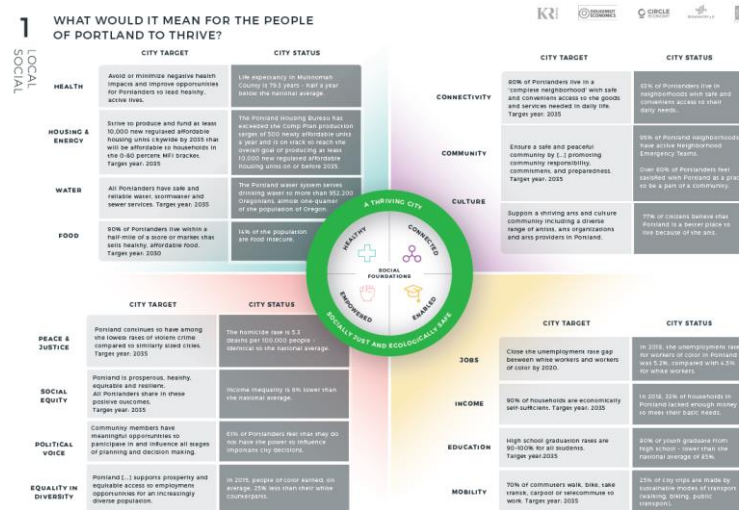


- This is then developed into a clear set of data and a report (see below for a summary image from the Portland report).

<sup>3</sup> [Creating-City-Portraits-Methodology.pdf \(doughnuteconomics.org\)](#)

<sup>4</sup> [20200406-AMS-portrait-EN-Single-page-web-420x210mm.pdf \(kateraworth.com\)](#)

<sup>5</sup> [Portland's City Portrait | Portland.gov](#)



- c. The final step is a series of workshops or consultation sessions<sup>6</sup>; Participants would be invited to imagine alternative, thriving visions for their city by considering the following prompt: "Imagine that you wake up in a thriving Cambridge in 2028. What is city life like?". The results are written up and potentially are used to inform policy being pursued by a number of different organisations.

<sup>6</sup> Exploring Portland's City Portrait | Portland.gov



Understanding each of the approaches and considering the pros and cons (as well as the public reaction through consultation is one of the key outcomes from the project.

## **CLIMATE CONSIDERATIONS**

The project itself will not create any additional carbon emissions or any adverse environmental impacts so it can be considered as climate neutral.

As the project progresses there will be opportunities to stimulate further investment in activities that will have a positive impact on both climate and the environment.

## **SMART OBJECTIVES**

- To complete a written analysis of Cambridge City that will identify strengths and weaknesses against several sustainable economic models; and to provide a data framework that will provide an easily updatable baseline against which change can be monitored regularly. This will include assessment against a broad range of economic, social, and environmental indicators that represent the most meaningful measures of the outcomes that Cambridge City Council, the CPCA and stakeholders identify, for instance to achieve the City Council's vision and corporate plan objectives, and the CPCA's sustainable Growth Ambition statement. The indicators will be drawn from data sets that are produced periodically so that the Portrait can be updated regularly to monitor change over time and the impact of interventions. The project should advise on how to present the data in the portrait in an accessible and engaging way that aids understanding. This project will liaise with partners working on the Greater Cambridge data audit to ensure the two products complement rather than duplicate each other.
- Analysis to be published in two parts. October / November 2022. Initial report on what the latest data is telling us. Discussion document to support public engagement. End June 2023, final report (including write up of public engagement) and recommended data framework.
- To conduct a range of public engagement exercises based on the October 2022 discussion document with local groups, residents, businesses, and key influencers. This is to sense check the emerging picture from the analysis.
- To hold a development session (July 2023) with district council, CPCA and County Council colleagues in order to share the learning from the research and facilitate others carrying out similar exercises (to make this event sustainable there will be invitations for wider participation across the eastern region – if capacity allows).

## **SPECIFIC DELIVERABLES/OUTPUTS**

- Report One: October / November 2022. An initial City Profile.
- Report Two: June 2023. Final analysis and results of engagement.

## PROJECT OUTCOMES/IMPACTS

The process of developing and sharing the portrait should also help draw partners together, to inform discussion of shared vision and outcomes and facilitate conscious collaboration around how partners' resources are utilised to optimise achievement of those shared outcomes. For Cambridge City Council and its partners, this will be important in ensuring the Recovery Strategy, Corporate Plan and associated strategies, policies and investments are effective in supporting achievement of the council and partners' vision.

Existing parallels for the Combined Authority include the development of the Cambridgeshire & Peterborough Independent Economic Review and other thematic research that has informed strategies and the market town master plans or the work of the climate change commission. These have each informed, future spending plans for the CPCA and partners.

Considering experience elsewhere the specific outcomes for the portrait work will include furtherance of the CPCAs own goals including:

- Social: Improving the skills and life chances of current excluded populations
- Environmental: Meeting doubling nature and carbon neutral targets

As previously stated, cities have an important role to play in achieving these goals for the CPCA. Other international cities that have already been through a (Doughnut) Portrait process report that the approach creates a shift in policy mindset:

- A shift in focus from relying on implicit benefits of economic growth to lead to improvements in social wellbeing and environmental sustainability, to focus on achieving explicit benefits for wellbeing and environmental sustainability directly from wealth creation investments. For Cambridge this will mean looking at how such things as the rapid growth in employment, over 21,000<sup>7</sup> additional jobs since 2015, has benefited different communities (or not as the case may be).
- Moving away from a model that rests on the idea that humans are '*fundamentally selfish and self-serving*' (Raworth 2018) and optimise their behaviours to maximise their own economic position. To recognising the human potential for kindness and co-operation and willingness to volunteer and support other community activities. An example for Cambridge would be activities such as Eddington Eats "*a monthly pop-up community restaurant at Storey's Field Centre. By neighbours for neighbours; a group of volunteers get together to cook a healthy, delicious dish every month to share and create an evening for Eddington residents to eat and meet*"

## DESIGNS

There are a number of existing models that have been put forward to understand local systems:

- The Six Capitals, Doughnut or Lifebelt economics
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework,

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<sup>7</sup> Source: Cambridge City NOMIS profile.

- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,
- PWC Good Growth Index

Part of the work will be to create a blended approach, using the best of a number of approaches.

## RISKS

Risk ID	Risk type	Description/summary	Mitigation
1	Budget risk	The project value of £80,000 is thought to the lowest viable cost of the project. This poses a risk of delivery which may become apparent when we go to market.	The CPCA will provide additional officer time to support the project, with input on the data work, to provide additional capacity – bridging the funding gap if required.
2	Delivery risk	The project falls behind its expected time-scale due to <u>data availability</u> or delays in the consultation process.	Contingency time has been added to the project planning. There will be an assessment of the <u>data availability</u> against the timescale of the project as part of the work and this will then be built into the planning (nice to have versus must have data).

## CONSTRAINTS

There are no specific constraints being place on the project.

## DEPENDENCIES

The project will draw from a range of local data sources. There is some dependency on engagement of partners with the project and the willingness to supply data in a timely fashion.

# ECONOMIC CASE

**The Economic Case for the project is strong with significant policy development work taking place for the £80,000 investment.**

## INTRODUCTION

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes
- 'optimal' is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and either a summary of economic benefits and / or a Green Book Appraisal Summary Table completed to ensure that the value for money question has been answered.

## ECONOMIC BENEFITS

The value for money assessment for this project needs to take into consideration the scale of the expenditure against any possible return. The CPCA investment in the report is £80k. This is compared to an initial request from the City Council of £160k. The cost of the project has been scaled back by decreasing the level of input from contractors / consultants and increase the amount of CPCA and CC officer time devoted to the project.

There are several separate measures to gauge the scale of any outcome from investment decisions made after the final report / framework is delivered.

- The Combined Authority's own Value for Money (VfM) assessment of its affordable housing programme shows that changes in life position for low-income households can yield have significant savings for the exchequer. In this case shifting one low-income household from private rented accommodation to affordable social rent results in a saving on housing benefit of £70,500 per household (over a modelled period of tenure)<sup>8</sup>.
- Supporting one single person to move off universal credit (and into higher value work) can save £13,400 per year in UC payments. For households with children the amount is higher, around £20,000.

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<sup>8</sup> Brief Summary of Value for Money Assessment for the Cambridgeshire & Peterborough Affordable Homes Programme, Soper M, 2021 (updating Capital Economics model, 2009)  
Combined Authority Business Case Template

- Considering improvements in skills / qualification levels (based on DfE Reporting<sup>9</sup>). There is a large lifetime productivity benefit from completing a level 2 qualification, for example an apprenticeship, compared to only holding lower qualifications. The lifetime productivity gains are particularly large for men, at close to £140,000, but are also sizeable for women £67,000. With men receiving an uplift in wages of 15%.
- Addressing climate change has been identified as having many co-benefits as well as direct benefits by the Cambridgeshire Independent Commission on Climate Change. Cleaner air leads to better health and indirect savings to the NHS. Improved public transport reduces Co2 but also provides for a more equitable access to labour markets for the less well off.

Clearly the policy actions that could be inspired in the wake of the City Portrait report have the potential to generate a substantial return compared to the cost through the outputs and outcomes of projects that it inspires. These will need to offset against the additional costs of those projects. But a fractional influence on a training programme, for example, at 5% for 100 people learning at level two would create a benefit of £335,000 or 4 to 1.

Further there needs to be some consideration of the value of the project itself<sup>10</sup>. At present the value of the project, £80,000 is significantly below that invested previously in creating Market Town Strategies, the Independent Economic Review or the Climate Change Commission.

We anticipate that the project will deliver an enhanced sense of shared endeavour, collaborative relationships and systems thinking among partner organisations and community leaders.

## **DISPLACEMENT AND DEADWEIGHT**

No displacement or deadweight issues have been identified as being associated with this piece of policy work.

## **ECONOMIC COSTS**

Costs have been obtained using the known value of similar projects conducted using consultancy work. The flexibility of officer time devoted to the project is a tried and tested method of adjusting for shortfall in provision for the sum (£80k). Any additional costs incurred will be the responsibility of Cambridge City Council not the CPCA.

The three Es of value for money will be achieved through a competitive tendering exercise (with consultancies bidding for the work) providing for economy, efficiency and effectiveness.

## **NON-QUANTIFIABLE BENEFITS**

The non-quantifiable benefits for this piece of work include the learning provided from the development of the portrait and framework for local authority officers, and the strengthening of relationships between partners. This benefit will be developed through the planned learning workshop at the end of the process. There will also be a learning benefit for people living in Cambridge who will be able to find out more about their local area from the datasets developed as part of the project. For more details see the project outcome tool overleaf.

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<sup>9</sup> [Department for Education \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

<sup>10</sup> [wp82.pdf \(publishing.service.gov.uk\)](#) The impact of research on the policy process

Sustainable Growth Outcomes	Reducing Inequality	Climate and Nature	Economic Growth
Other Programme Outcomes (optional)	n/a	Climate Action Plan (CPCA and CCC)	Economic Growth Strategy
Project outcomes	Enhanced understanding of inequalities within Cambridge	Increase in mitigation of climate change	Enhanced awareness of sustainable economic growth
		Measures to reduce climate change	
Project outputs	City Portrait Document	City Portrait Document	City Portrait Document
	Sustainable Performance Framework for the City	Sustainable Performance Framework for the City	Sustainable Performance Framework for the City
	Public Engagement and Consultation	Public Engagement and Consultation	Public Engagement and Consultation
Project measures			
Limitations	Direct measures for the project are limited as it is a piece of policy work.	Direct measures for the project are limited as it is a piece of policy work.	Direct measures for the project are limited as it is a piece of policy work.

### Project Outcome Tool

# COMMERCIAL CASE

**There is a clear route for procurement and delivery of the project.**

## INTRODUCTION

The objective of the commercial case is to set out the commercial objectives and constraints for the project relating to procurement.

## PROCUREMENT OPTIONS

There are three separate options for procuring this work:

1. The work could be delivered from within the public sector with officer time recharged to the project.
2. Delivery from within the University / academic sector.
3. Tendering and commission by a consultancy, think-tank, or community interest company (CIC).

Option Three (see above) has been chosen as the most viable route for completion of the work because this is a developed model. The commissioning authority has the ability to set a clear specification for work to be delivered and timescale during the tendering process in order to control the parameters of cost, quality and delivery of the the work. Whilst delivery within the public sector (option one) is theoretically possible there are considerable constraints of capacity, with those with the appropriate skill sets not being available to complete the work to the desired timescale. Similarly, option two has the same drawbacks in terms of available capacity as well as the partnership working style for most public / academic collaborations creating delivery risk, with limited control on the part of commissioners to drive deliver to time.

## DELIVERY OF THE PROJECT

The project will be led by officers of the City Council with advice from officers of the CPCA, with delivery by a third party (consultant) contractor.

- The City Council will lead on the contracting process using its own contract / procurement professionals. The open contract process will provide the opportunity to secure a combination of value for money, appropriate experience and track record of the delivery.
- The City Council will hold the contract with the third party (consultant) and be responsible for managing the performance of the contractor.

Risk will be managed within the contractual arrangements with the City Council bearing the costs of any overrun.

## PROCUREMENT STRATEGY

There will be a single procurement exercise and assessment.

The policies that will be applied during the procurement exercise will be consistent with those adopted by the City Council.

## **WIDER CONSIDERATIONS**

None.



# FINANCIAL CASE

The financial case is simple, with an upper limit of spend defined by the grant agreement with the City Council and contract with the third-party supplier.

## INTRODUCTION

The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk.

## APPROACH TO FINANCIAL CASE

The financial case is straight forward. The cost of the project is fixed within the contract procured with the consultant with no allowance needed for over-run. CPCA and City Council officer time devoted to the work will not be recharged, therefore there is no risk of cost overruns from that source.

## FINANCIAL OPTIONS ASSESSMENT

There was consideration for funding the work from existing budget lines within the City Council and the CPCA (working in partnership).

## PROJECT COSTING TABLE

Financial Year		2022-23	2023-24	2024-25	2025-26
Project Costs (000s)	Revenue	£40	£40	-	-
	Capital	-	-	-	-
	Total	£40	£40	-	-

Financial Year					
Funding Stream					
CPCA Medium Term Financial Plan	Approved to spend	-	-	-	-
	Subject to approval	£40	£40	-	-

## PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£80k	Operating Costs and Management Fees	-
Public sector co-funding	-	Consultant Costs	£80k
Private sector co-funding	-	PWLB Interest Paid	-
Revenue	-	PWLB Loan Repayment	-
PWLB Drawdown for capital costs (if applicable)	-	...	
		Total Uses	£80k
		Retained Cash Balance	£-
Total Sources	£80k	Total Uses less Retained Cash Balance	£0k

### **AFFORDABILITY ASSESSMENT**

An assessment has been carried out and no financial risks related to funding, interest rates or indexation have been identified. This is because the sum available for the work is fixed and the scale and shape of the work can be flexed to fit what is available.

### **CHARGING MECHANISM / CLAIM/INVOICE PROCESS**

The charging mechanism to the Combined Authority will be straight forward. With two invoices being issued. One during 2022/23 once the initial contract with the supplier has been let and a further invoice during 2023/24 on completion of the work and final publication.

# MANAGEMENT CASE

**The management case is simple, with the project being managed by the City Council with support from the CPCA.**

## INTRODUCTION

The purpose of management case is to test those robust arrangements are in place to manage the delivery of the project.

## PROJECT TIMELINE

The following is the project timeline:

- Project initiation document submitted to Performance and Resources Committee (PARC) at the CPCA.  
April 7<sup>th</sup> 2022
- Full Business Case approved by CPCA board  
During June.
- Project tender process and award of tender  
July – August 2022
- Initial data report completed  
October 2022
- Period of public engagement  
November to January 2023
- Final written report  
June 2023
- Information sharing session  
July 2023

## EXIT STRATEGY

Once the report is completed it will be presented to the relevant City Council committee. The committee report will include the next steps for approval by members. The findings of the City Portrait will be available for incorporation into policy and the data framework will be adopted by the City Council and maintained using existing staff. As part of the exit strategy there will be a learning session held in order to pass on experience of implementing the methodology.

## CHANGE MANAGEMENT

Minor changes to the project will be approved by the relevant CPCA director in consultation with officers from Cambridge City Council. Given relatively low financial value only major changes will come back to PARC for approval.

## PROJECT MANAGEMENT

The following are the identified roles and responsibilities for the project.

**Project Director:** Andrew Limb, Cambridge City Council. Responsible for project delivery (including procurement and management of third-party contractor), reporting and project closure.

**Project Lead for CPCA:** Michael Soper, Analysis and Evaluation Manager, CPCA. Responsible for monitoring of project delivery on behalf of the CPCA (as funding agency). Responsibility for sign-off of any changes to specification, as notified by the City Council. Responsible for additional CPCA support as required.

## RISK MANAGEMENT STRATEGY

A table of possible risks will be maintained and reviewed regularly between the City Council and the CPCA. As the level of financial risk is low, the main emphasis will be on ensuring that the project is delivered to cost / time / quality.

## STAKEHOLDER PLAN

Part of the project's requirement will be to engage with a wide range of stakeholders. At present the immediate stakeholders have been identified as:

- Public in the City of Cambridge (to be subdivided as part of the FBC)
- Community groups, such as the Doughnut Economics Action Group and members of Cambridge City's Local Climate Change Forum
- Elected members (at City and County level)
- Academics interested in this area of study
- Cambridgeshire County Council
- CPCA
- All other CPCA area district councils
- Public sector partners potentially including the Integrated Care Partnership, Environment Agency and others engaged through the City Council's "Partnership by default" project
- Business groups

The contractor will be asked to plan engagement on the City Portrait that engages interest across the community. The contractor will be responsible for collecting and analysing stakeholder feedback. Communications on the project will be coordinated from Cambridge City and through their communications team due to the intimate involvement with city residents. CPCA staff will be involved as appropriate for project funders.

## ASSURANCE

Governance will be light touch. The main officer oversight of the project will be provided via the senior management team at Cambridge City Council.

Cambridge City Council's Executive Councillor for Finance and Resources will provide member oversight of the project and receive the final report, and the CPCA Board can also receive and note the findings.

## SUPPLY SIDE CAPACITY AND CAPABILITY

There are no indicators that there are capacity or capability constraints with the consultancy market.

## **KEY CONTRACTUAL AGREEMENTS**

Not applicable

## **MONITORING AND EVALUATION**

We've examined studies on the impact of research (or data reporting) at informing policy decisions and maximising value for money from commissioned work of this type. Clear hallmarks for success include:

- Senior management / Senior Political buy-in during the commissioning of the research
- Strategic fit with organisational objectives
- Expert support for the research process / commissioning
- Critical challenge to ensure high quality content
- Stake holder Engagement

We will look at these areas in more detail during the development of the FBC to ensure the work has the best possible opportunity to secure value for money and effectiveness. These points will also be the subject of a **light-touch process evaluation** of the work.

The value of the evaluation activity will follow the rule of thumb of costing approximately 5% of the project value; £4,000. We will explore the possibility of combining the evaluation of this project with other evaluation activity to take a portfolio approach. This has been done successfully with Local Growth Fund evaluation, whereby a consultancy was engaged to review the impact of a group of projects.



