



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Business Case – Natural Cambridgeshire

# VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	May 2022	Draft Business Case for PARC	AC
2	24 May 2022	Amendments from PARC	AC
3	25 May 2022	Final version with contextual amendments	HD/AC

# EXECUTIVE SUMMARY

## STRATEGIC CASE

Natural Cambridgeshire is the Local Nature Partnership for Cambridgeshire and Peterborough. It brings together nature and environmental organisations active in the area with representatives of academia, business and the development industry. It established, and is delivering, the Doubling Nature ambition as part of its Vision for Nature, which also includes supporting local delivery of community-led nature projects. It also gives strong support to the benefits nature can bring towards improving health, mitigating climate change, water issues, more sustainable farming, and many others. It is a registered charitable incorporated organisation and relies on annual contributions to support its operational costs (employing a part-time coordinator) and delivery. It is currently co-designing the Doubling Nature Investment Fund proposal with the CPCA.

The project is to provide revenue funding of £70k per annum to expand the activities of Natural Cambridgeshire. This will provide surety of funding to enable Natural Cambridgeshire to set in place a multi-year programme of activity, further develop its capacity, and a basis from which to seek additional contributions from other sources.

## ECONOMIC CASE

The project will deliver:

- (a) Governance and administration support for a strong and robust LNP that draws environmental organisations, businesses, academia together to provide the CPCA and the area with a strong 'expert' voice and sounding board as the CPCA seeks the implementation of policies on biodiversity, nature, natural capital and green investment innovation.
- (b) Capacity to assist in the development of funding bids to access local opportunities to advance the Doubling Nature ambition, with particular attention to 6 priority areas that have been identified around the County.
- (c) Provision of advice to the CPCA and partners on the co-design of a forthcoming Local Nature Recovery Strategy process, and assist in its implementation.
- (d) Help to make optimum use of Biodiversity Net Gain and help farmers and landowners take opportunities to enhance nature on their land.
- (e) Improve capacity to assist the development of nature-based solutions to key issues, such as climate change.

## FINANCIAL CASE

The project will receive £70k per annum of CPCA revenue funding, over the three years to YR 24/25.

## COMMERCIAL CASE

The funding is focused on operational costs of Natural Cambridgeshire, who will recruit new role / procure services.

## MANAGEMENT CASE

Natural Cambridgeshire is a registered charity with governance requirements from the Charities Commission.

There will be an annual review of service, evidence of impact, wider community engagement and cost effectiveness.

# INTRODUCTION

## PROJECT BACKGROUND

Natural Cambridgeshire was initially set up as a response to DeFRA's call for Local Nature Partnerships to be established across the country. It has led the creation of its Vision for Nature, which includes the Doubling Nature ambition. It also works with local authorities and most recently the Independent Commission on Climate. It has produced practical 'toolkits' for Community Nature Recovery and Developing with Nature. It is a charitable incorporated organisation that employs a part-time co-ordinator to support its Board and organises a variety of specialist interest working groups.

## PROJECT SCOPE AND OUTCOMES

Natural Cambridgeshire draws together significant expertise that will be highly beneficial in support the CPCA's work on the climate and nature theme of wealth economics, plus future development of a Local Nature Recovery Strategy. It is developing the proposal on the Nature and the Environment Fund.

This project is to provide revenue funding over three years to expand the work of Natural Cambridgeshire. With the increased multiyear revenue support the Natural Cambridgeshire Board proposes to deliver the following objectives for YR 22/23:

1. To establish and launch the Doubling Nature Fund.
2. To assist the CPCA and local authorities with the development of a Local Nature Recovery strategy for the CPCA area.
3. To increase awareness and understanding (and ultimately take up) amongst landowners and tenant farmers within the six priority landscapes identified by Natural Cambridgeshire of the various subsidy and grant schemes available that will assist with nature-recovery and climate change adaptation, including ELMs and opportunities from BNG, forestry and water quality schemes.
4. To develop at least one landscape recovery project suitable for submission into the pilot Environmental Land Management schemes or similar large scale nature recovery projects.
5. To roll out Natural Cambridgeshire's community nature recovery toolkit across the CPCA area
6. To engage closely with health partners.
7. To continue to engagement through the Natural Environment Policy and Planning Forum, and with all those interested in doubling nature through the Natural Cambridgeshire Partnership Forum, and help developers discharge their biodiversity net gain obligations to the best advantage to nature.

# STRATEGIC CASE

## 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 project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

*"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"*

Natural Cambridgeshire's charitable objectives include enhancing nature and the benefits it offers. Where appropriate this can include improving public access, both to appreciate nature and for beneficial health outcomes. By supporting the work of Natural Cambridgeshire, the project will also deliver against the Statement's human capital objective:

*"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".*

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. This was a result of The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes. Support for Natural Cambridgeshire was a recommendation of the Independent Commission on Climate.

Developing local capacity and best practice will put Cambridgeshire and Peterborough in a better position to draw down funding for larger-scale projects in the future.

By running a quarterly forum with all its partners and sending out weekly news about environmental matters, it encourages wide participation in all Natural Cambridgeshire's aims. Its forum with local authority officers helps encourage exchange of expertise and collaboration in issues such as Local Nature Recovery Strategies, Biodiversity Net Gain and Local Plans.

## CASE FOR CHANGE

One of the six dimensions of good growth in the Sustainable Growth Ambition Statement is Climate and Nature. Officer capacity within the CPCA specifically available for nature issues is limited and the CPCA has used the Local Nature Partnership to provide expert advice and as a forum for drawing together stakeholders to address key issues. Established as charitable incorporated organisation, Natural Cambridgeshire relies on an annual call for funding support to maintain its activities.

The do-nothing scenario relies on Natural Cambridgeshire continuing to secure annual contributions of similar amounts to previous years on an ad hoc basis. This impacts on its ability to expand its activities, set long term plans, develop its organisational resilience and attract additional funding.

## CLIMATE CONSIDERATIONS

Nature and our environment are a fundamental aspect of climate related issues. As well as 'nature' adapting itself to climate change impacts, our natural environment has a key role to play in the climate agenda. Nature-based interventions can provide significant reductions in greenhouse gases, assist flood resilience, reduce overheating in urban areas, as well as a source of future innovations and alternative

products. Nature was a specific topic of interest for the Independent Commission on Climate. Government policy and funding is increasingly focusing on the role of nature and natural systems.

## **SMART OBJECTIVES**

1. Cambridgeshire and Peterborough regarded as a leading area for its collective response to biodiversity crisis, nature and natural capital thinking by March 2023.
2. Natural Cambridgeshire increases its outputs for YR22/23 (as defined in the Deliverables section)
3. Natural Cambridgeshire moves to a sustainable financial position from April 2022 for the period to March 2025, with suitable exit strategy to maintain that position onwards.

## **SPECIFIC DELIVERABLES/OUTPUTS**

With the increased multiyear revenue support the Natural Cambridgeshire Board proposes to deliver the following objectives for YR 22/23:

1. To establish and launch the Doubling Nature Fund and through a programme of outreach to attract up to £500K of additional investment/donations to the fund within the operational first year and have identified at least three potential projects that it can support.
2. To assist the CPCA and local authorities with the development of a Local Nature Recovery strategy for the CPCA area, that:
  - Supports the objectives of DEFRA's 25 Year Plan for the Environment
  - Provides a strategic framework for the delivery of the Doubling Nature ambition and for the implementation of biodiversity net gain policies that are locally focused
  - Is material and helpful to the emerging local plans of the area
  - Establishes the role the LNP might play in deploying BNG funds and the scenarios, if any, when such funds might be routed through the LNP.
3. To increase awareness and understanding (and ultimately take up) amongst landowners and tenant farmers within the six priority landscapes identified by Natural Cambridgeshire of the various subsidy and grant schemes available that will assist with nature-recovery and climate change adaptation, including ELMs and opportunities from BNG, forestry and water quality schemes.
4. To develop at least one landscape recovery project suitable for submission into the pilot Environmental Land Management schemes or similar large scale nature recovery projects.
5. To roll out Natural Cambridgeshire's community nature recovery toolkit across the CPCA area, providing advice, information and small grants to allow local communities to take action for nature in their area and to assist in addressing issues of inequality in terms of access to nature.
6. To engage more closely with health partners and engage them in the work outlined above, making clear the connections between health and wellbeing and a thriving natural world, again with a focus on those areas of the CPCA area that are least able to take advantage of these connections.
7. To continue to engage with officers from the local authorities through the Natural Environment Policy and Planning Forum, and with all those interested in doubling nature through the Natural Cambridgeshire Partnership Forum, and help developers discharge their biodiversity net gain obligations to the best advantage to nature.
8. The Board recognises that to achieve this work programme it needs a substantial increase in capacity, and has identified the recruitment of a Partnership Director as new post as a key priority.

## PROJECT OUTCOMES/IMPACTS

That Natural Cambridgeshire is seen as the source of expertise that has informed local and national policy on Cambridgeshire and Peterborough nature issues. Its Doubling Nature Vision has been adopted by all the County's local authorities and it has begun to implement in 6 priority areas it has identified around the County.

1. KEY METRIC: Qualitative assessment of impact of Natural Cambridgeshire's convening and advice role
2. OTHER LINKED METRIC: Increase in amount of rich wildlife habitats and natural greenspace under the Doubling Nature ambition
3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to natural capital

## DESIGNS

Not applicable

## RISKS

Scope risks

1. Budget is insufficient to provide the level of support [Mitigation – the programme can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
2. Aims of Natural Cambridgeshire are not aligned to CPCA values [Mitigation – Shared agreement around the Vision for Nature / Doubling Nature ambition; CPCA has observer status on Natural Cambridgeshire Board]
3. Lack of stakeholder engagement [Mitigation – Natural Cambridgeshire has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

1. External challenges to the governance model of Natural Cambridgeshire [Mitigation – Natural Cambridgeshire is a registered charity with governance and reporting standards arising from that. Service level agreement to specify any additional considerations required by CPCA]

Opportunities

1. Nature-based solutions could open up additional co-benefits, from tourism, new crops or techniques, monetised ecosystem services such as flood resilience. Developing and supporting these may provide sources of income for Natural Cambridgeshire to fund its core costs.

## CONSTRAINTS

Natural Cambridgeshire proposes to implement a Nature and Environment Fund (subject to a separate capital bid) from June 2022. It will also provide of expert advice on nature issues to the Combined Authority and consistent authorities. If the post of director is filled only part-time, the consequent savings could be used to cover any costs these may necessitate.

## DEPENDENCIES

In addition to a contribution of £70k of revenue support from the CPCA, Natural Cambridgeshire would seek to find income of an additional £30K a year from other partner donations and grants.

# ECONOMIC CASE

## INTRODUCTION

Nature (natural capital) is one of the key dimensions of good growth ambition of the CPCA. The area is starting with a relatively low base, given it has one of the lowest proportions of rich wildlife habitats and natural greenspace. Nature based solutions are increasingly seen as cost effective ways to tackle a variety of key issues such as climate related flooding risks, overheating, or mental and physical wellbeing. The actual but intangible benefits of a strong local capacity to understand and deliver on these issues are significant. Revenue support to Natural Cambridgeshire provides capacity to deliver on another CPCA priority project (the Nature Fund) and leverages expertise from Natural Cambridgeshire trustees.

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 and 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 a summary of economic benefits to ensure that the value for money question has been answered.

## OPTIONS ASSESSMENT

Do-nothing scenario relies on Natural Cambridgeshire continuing the precarious arrangement of securing annual contributions on an ad hoc basis. In contrast providing revenue support to the Local Nature Partnership provides a strategic advantage to the Cambridgeshire and Peterborough area for developing and drawing down funding opportunities.

An alternative option of funding a new post/s within the CPCA was discounted as it failed to offer the additional tangible and non-tangible benefits of the Local Nature Partnership structure and organisation. It also increased the risk of the LNP not being able to fulfil its objectives.

## APPRAISAL SUMMARY TABLE

This Business Case has used the Outcome Profile Tool to examine the economic case through the demonstration of fit with the strategic aims of CPCA, and not used the Appraisal Summary Table method.



## OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) CPCA Vision for Nature; Local Nature Network; emerging LNRS Cambridgeshire Flood Risk Management Strategy	Draft Health and Wellbeing Strategy 2022-2030
Project outcomes	Additional capacity to support nature-based solutions Increases market for investment in nature Maximise the benefits of this BNG statutory duty Increase in mental and physical wellbeing Increase in community led delivery Maximise the benefits of this LNRS statutory duty Enable biodiverse and climate friendly land management	Increase in mental and physical wellbeing
Project outputs	Create a new post of Director Project Manage the Nature Fund Support the Local Nature Recovery Strategy development Roll out Community Nature Recovery Toolkit Support implementation of BNG Support landowners within six priority landscapes Support the development of a landscape recovery project	Increase in residents accessing nature Engage with health partners around nature-based
Project measures	Land Area Providing Nature Rich Habitat PNRH Qualitative assessment of stakeholder engagement	Health Index for England
Limitations	1.Natural Cambridgeshire plays an enabling/convene role. Delivery of outcomes relies on wider system response.	Mental health benefits of access to nature are documented. However, attributing any impact of the project will be difficult to distinguish at the local scale due to other socio-economic factors on residents health.

## LOGIC MODEL

EVALUTATION AND MONITORING FRAMEWORK LOGIC MODEL: Natural Cambridgeshire
<i>This Logic Model focuses on the position of the project at the time of inception in 2022, and will be revised regularly, and at least annually</i>

Policy Context	<ul style="list-style-type: none"> <li>The growing consensus across society that nature (in the form of natural capital and ecosystem services) underpins all other types of capital (i.e. economic and social) and provides the foundation on which the economy, society and prosperity is built.</li> <li>The UK government's 25 Year Environment Plan (25 YEP) and the Green Growth, Clean Growth and Industrial Strategies set out the Government's approach to safeguarding the environment and future-proofing the economy by ascribing economic value to natural capital, since this is an essential basis for economic growth and productivity over the long term.</li> <li>More recently, the Government, through implementation of the Environment Act (2021) has established key policies, including mandating Biodiversity Net Gain and Local Nature Recovery Strategies.</li> </ul>
Programme Objectives	<p>Natural Cambridgeshire is the Local Nature Partnership (LNP) for Cambridgeshire and Peterborough and a charitable incorporated organisation. It is an umbrella organisation that works with the County's local authorities and its other partners both to double the area and the quality of rich wildlife habitats, woodland and green spaces, and to increase the natural capital they provide. Revenue funding allows the LNP:</p> <ul style="list-style-type: none"> <li>to provide robust governance and administration for the LNP, including attracting and securing additional funds to build the capacity of the organisation to deliver a multi-year programme;</li> <li>to administer the Fund for Nature in collaboration with the CPCA, and to put systems and processes in place to stimulate both projects and investors to come forward;</li> <li>to facilitate and provide opportunities for information exchange and knowledge sharing within and between natural environment and health organisations, local authorities,</li> </ul>

	<p>farmers, businesses and communities, and to provide regular information to them through forums, emails and toolkits;</p> <ul style="list-style-type: none"> <li>to provide advice to the CPCA and partners on the design of a forthcoming Local Nature Recovery Strategy process, and assist in its implementation;</li> <li>to help to make optimum use of Biodiversity Net Gain and help farmers and landowners take opportunities to enhance nature on their land.</li> </ul>
Programme Rationale	<p>Nature (natural capital) is one of the key dimensions of the good growth ambition of the CPCA. The area is starting with a relatively low base, given it has one of the lowest proportions of rich wildlife habitats and natural greenspace with only 8% of land managed for nature compared to 16% national average. The ambition to 'double nature' was endorsed and adopted by the CPCA and other local authorities in the area in 2019. As one of the counties with fastest growing economies, in addition to being a significant food producer (Cambridgeshire produces around 5.5% of the nation's crops from around 2% of the nation's cropped land area) plus climate change, our natural environment is under considerable pressure.</p> <p>Nature based solutions are increasing seen as cost effective ways to tackle a variety of key issues such as flooding risks, overheating, and to improve mental and physical wellbeing. The actual but intangible benefits of a strong local capacity to understand and deliver on these issues are significant. Financial support for Natural Cambridgeshire will enable the organisation to build its capacity to deliver a multi-year programme of activities and to lever in additional investment to secure the future for nature in the area in the longer term.</p>

Delivery		Benefits		
Inputs	Activities	Outputs	Outcomes	Impacts
<b>RESOURCES</b> <ul style="list-style-type: none"> <li>Financial, including CPCA investment and fundraising (of at least £30k a year from other sources)</li> <li>Volunteer time, including from trustees, advisors and others</li> </ul>	<b>WHAT THE PROJECT DOES</b> <ul style="list-style-type: none"> <li>Builds the capacity of the organisation to support local authorities and other stakeholders to engage more deeply with the nature recovery agenda, including LNRS planning and implementation.</li> <li>Sets up and oversees the administration of the Doubling Nature Investment Fund</li> <li>Leverages and secures additional investment to support Doubling Nature ambitions.</li> </ul>	<b>WHAT THE PROJECT PRODUCES</b> <ul style="list-style-type: none"> <li>A programme of regular facilitated fora, discussions and working groups, where participants are encouraged to share information and knowledge, are exposed to experts, and problem solve together.</li> <li>A new Funding Programme that stimulates both projects to come forward and investors to invest; and that is externally evaluated.</li> <li>Regular communications in the form of a news digest and other media.</li> <li>An Annual Report of Activities that demonstrates organisational impact.</li> <li>An Annual Report of the State of Nature in Cambridgeshire and Peterborough, that shows stakeholder contributions.</li> <li>A website.</li> </ul>	<b>WHAT THE PROJECT ACHIEVES</b> <ul style="list-style-type: none"> <li>Access to expert advice for policy makers, landholders and farmers, and increased knowledge and learning that substantially accelerates the doubling nature agenda.</li> <li>Accelerated habitat restoration and creation that will help to store carbon.</li> <li>Increased opportunities for people to access nature and to access high quality nature.</li> <li>Engagement with key landowners to provide habitat improvement and creation.</li> <li>Enhanced levels of take up of public funding opportunities and DEFRA-led environmental schemes.</li> <li>Procurement of sustainable sources of long-term funding and developing expertise and knowledge around the investor market and the donor market.</li> <li>Leadership for LNRS planning and implementation.</li> </ul>	<b>PROJECT'S CONTRIBUTION TO HIGHER LEVEL GOALS</b> <ul style="list-style-type: none"> <li><b>Health and Skills:</b> exposure to experts, and information sharing and knowledge exchange, leads to more and better partnerships that improve health and well-being, encourage volunteering, create jobs and improve skills.</li> <li><b>Climate and Nature:</b> the project is directly aligned with goals to improve the quality and quantity of nature, and reduce impacts of climate change.</li> <li><b>Infrastructure:</b> stronger and more robust networks are created within which local stakeholders value and build natural capital together.</li> <li><b>Innovation:</b> new partnerships and working relationship will be forged, enabling the area to be a leader in natural capital solutions.</li> <li><b>Reducing inequalities:</b> targeted support, through large and parish scale nature projects, helps to build social capital, improve skills, increase well-being, and reduce variation in social and health indicators.</li> <li><b>Financial and systems:</b> learning in how to set up and run a new funding programme, including how to leverage investment for nature projects.</li> </ul>

Underlying Assumptions	Possible Metrics
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That CPCA funds will be available over the three years; that the policy context remains favourable for the planned work; that additional funding for nature-based solutions comes on stream.	<ol style="list-style-type: none"> <li>1. KEY METRIC: Qualitative assessment of impact of Natural Cambridgeshire's convening and advice role.</li> <li>2. OTHER LINKED METRIC: Increase in quality and quantity of rich wildlife habitats and natural greenspace under the Doubling Nature ambition.</li> <li>3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to natural capital.</li> </ol>
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## ECONOMIC BENEFITS

Revenue support from the CPCA safeguards and increases the wide range of benefits as set out in the Logic Model. This is more than just the equivalent of employing a FTE within the CPCA, as it leverages the existing brand, presence and skills of the LNP and its Board. It also opens up the possibility of the LNP bidding for additional alternative sources of grant given its stable position over the next three years.

## DISPLACEMENT AND DEADWEIGHT

Not applicable.

## ECONOMIC COSTS

Salary costs have been benchmarked against similar positions.

## NON-QUANTIFIABLE BENEFITS

There are substantial non-quantifiable benefits and these are set out in the logic model under the Outputs and Outcomes. The CPCA and the area benefit from a proactive LNP that is able to support Cambridgeshire and Peterborough's position with regard to government's deployment of the extensive range of new powers and grants arising from the 25 Year Environment Plan and the Environment Act. As a charitable body the LNP leverages significant 'goodwill' and voluntary support from all sectors, not just organisations focused on nature and the environment. The CPCA has indicated that it wishes to work with the LNP to co-design the forthcoming Local Nature Recovery Strategy.

## SUMMARY

Revenue funding to the LNP is a cost effective intervention that delivers significant tangible and intangible benefits, in alignment with the strategic priorities of the CPCA and as recommended by the Independent Commission on Climate (incorporated into the Climate Action Plan).

# COMMERCIAL CASE

## INTRODUCTION

The objectives of the commercial case is to set out the commercial objectives and constraints for the project. In this Business Case they mainly relate to procurement of the additional staffing capacity.

## PROCUREMENT OPTIONS

The project funding will be a revenue grant to the Natural Cambridgeshire. Staffing, research and other activity will be procured directly by Natural Cambridgeshire.

## DELIVERY OF THE PROJECT

CPCA is the funding organisation. The project would be delivered by Natural Cambridgeshire, the registered charitable incorporated organisation.

## PROCUREMENT STRATEGY

There will be open recruitment for any new posts.

## WIDER CONSIDERATIONS

None.

# FINANCIAL CASE

## 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. The below is based on the appraisal set out in the Strategic and Economic Cases.

## APPROACH TO FINANCIAL CASE

Natural Cambridgeshire have estimated future revenue requirements on current spend, new activity, and recruitment to a newly established Director post. These have been benchmarked against existing and past spend, and an awareness of the recruitment market.

## FINANCIAL OPTIONS ASSESSMENT

Councils and other partners have previously contributed small amounts to provide a minimal level of resources for the LNP, along with other partners. However, this has not been consistent, and relies on an annual process of requesting support with additional risk in business planning and continuity. Councils have indicated that they are not able to increase their contributions sufficiently high to fund any significant expansion of officer capacity at the LNP.

The proposed Strategic and Economic Cases set out the preferred option to increase the operational capacity of the LNP to deliver more. This would increase the overall budget. It assumes a similar level of other funding as currently received (a mix of local authority and private sector contributions) to maintain existing activity. The preferred option also seeks the additional funding over multiple years to enhance recruitment and retention.

The LNP could alternatively seek donations or grants to provide for the enhanced services. However, this has been the financial model for previous years and has not generated the required additional funding to deliver on the wider agenda. By the CPCA making a direct contribution to the operating costs of the LNP it would enable service support to be specified and provided through a service-level agreement. The Economic Case sets out how this leverages wider benefits than the CPCA seeking to add capacity through increasing its headcount.

## PROJECT COSTING TABLE

Financial Year		2022-23	2023-24	2024-25
Project Costs	Revenue	100	100	100
	Capital (£'000s)			
	Total	100	100	100

Financial Year		2022-23	2023-24	2024-25
Funding Stream	CPCA	70	70	70
	Private sector / Other funding	30	30	30

## PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£0.07m	Operating Costs and Management Fees	£0.01m
External funding	£0.03m	Director	£0.05m
		Part time coordinator	£0.025m
		Comms and Engagement	£0.01m
		Contingency/Inflation	£0.005m
<b>Total Sources</b>	<b>£0.10m</b>	<b>Total Uses</b>	<b>£0.10m</b>

Per annum

## AFFORDABILITY ASSESSMENT

The proposed organizational costs are considered appropriately scaled. The salary component will be tested through open recruitment. Failure to achieve the external funding would require changes to the staffing budget/outputs. A small contingency is included that is available to cover inflationary pressures.

## CHARGING MECHANISM / CLAIM/INVOICE PROCESS

As the revenue funding is for running costs, there will be an annual grant payment, with annual performance review providing suitable breakpoints.

# MANAGEMENT CASE

## INTRODUCTION

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

## PROJECT TIMELINE

1. June 2022 - decision
2. July 2022– Natural Cambridgeshire Board agree multi-year outline programme of work.
3. July 2022 ongoing - three monthly reports on progress

- February 2023 and following - annual review of project performance

## EXIT STRATEGY

The Programme is designed to provide ongoing support to March 2025. Natural Cambridgeshire to develop exit strategy to report back in summer 2024.

## CHANGE MANAGEMENT

Project will adopt a change management process and tolerances comparable to those set out in the CPCA's 10-point guide and Risk Management Strategy

## PROJECT MANAGEMENT

**External Project Director:** Chair, Natural Cambridgeshire until Director is in new post

**External Project Manager** Helen Dye, Co-ordinator, Natural Cambridgeshire

**Project Board:** Board of Natural Cambridgeshire

**Internal Project Manager:** Adrian Cannard, Strategic Planning Manager

<div><div>R = Responsible</div><div>A = Accountable</div><div>C = Consulted</div><div>I = Informed</div></div> <div>Activities</div>	Organisational Role	Internal Director (Senior Responsible Officer)	External Project Director	Internal Project Manager	External Project Manager	LNP Board		
		Project initiation	I	R	A	C	C	
		Delivery of the project	I	R	I	C	A	
		Changes to cost and programme	C	R	A	C	C	
		Compliance with grant agreement	I	I	C	R	A	
		Development of exit strategy	I	R	C	C	A	
		Project closure	I	C	A	R	I	
		[Include more or delete decisions as appropriate]						

## RISK MANAGEMENT STRATEGY

Risks and Opportunities:

Scope risks

- Budget is insufficient to provide the level of support [Mitigation – the programme can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
- Aims of Natural Cambridgeshire are not aligned to CPCA values [Mitigation – Shared agreement around the Vision for Nature / Doubling Nature ambition; CPCA has observer status on Natural Cambridgeshire Board]
- Lack of stakeholder engagement [Mitigation – Natural Cambridgeshire has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

- External challenges to the governance model of Natural Cambridgeshire [Mitigation – Natural Cambridgeshire is a registered charity with governance and reporting standards arising from that. Service level agreement to specify any additional considerations required by CPCA]

Opportunities

1. Nature-based solutions could open up additional co-benefits, from tourism, new crops or techniques, monetised ecosystem services such as flood resilience. Developing and supporting these may provide sources of income for Natural Cambridgeshire to fund its core costs.

## **STAKEHOLDER PLAN**

The current Executive Board members and working groups can be found here: [Natural Cambridgeshire - Executive and working groups](#)

## **ASSURANCE**

Natural Cambridgeshire is a charity and is bound by the requirements of the Charities Commission. An appropriate assurance process will be agreed with CPCA as part the grant agreement. An annual review will be undertaken in February prior to next staged payment.

## **SUPPLY SIDE CAPACITY AND CAPABILITY**

None identified.

## **KEY CONTRACTUAL AGREEMENTS**

Grant and service-level agreement with Natural Cambridgeshire and CPCA.

## **MONITORING AND EVALUATION**

There will be an annual review of service that will consider evidence of impact, wider community engagement and cost effectiveness.

A mid term evaluation will be undertaken by CPCA. This will assess the impact of the service on understanding/evidence base of nature issues; and the impact of the service on local capacity to develop effective response to biodiversity crisis.





