



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Business Case Doubling Nature Metrics

Version 1.0

Document version	Publication date	Description of changes	Modified by
1	May 2022	Doubling Nature Metrics, Business Case	Michael Soper

INTRODUCTION

PROJECT BACKGROUND

The project proposal has been developed jointly by Natural Cambridgeshire and CPCA Officers in response to widespread concern regarding the availability and accuracy of data to measure the stated ambition of both organisations to “*double the amount of land devoted to natures in Cambridgeshire and Peterborough*”. Accurate information is needed to performance manage the ambition, to set a baseline and to accurately evaluation if local and national policy making and projects are making any impact on nature.

In addition, the Combined Authority will possibly be taking on responsibility, together with partners, for Local Nature Recovery Strategies¹.

“Local Nature Recovery Strategies (LNRS) are a flagship measure in the Environment Bill. They are a new system of spatial strategies for nature which will plan, map, and help drive more coordinated, practical, focussed action and investment in nature’s recovery to build the national Nature Recovery Network.”

The strategy for Cambridgeshire and Peterborough will need considerable mapping and data on the current state of nature and land devoted to nature; this project proposal will meet that requirement.

PROJECT SCOPE

The project will have two main elements that will work together to vastly improve accuracy of the data available on natural habitats in Cambridgeshire and Peterborough:

- On the ground, field-survey work of many sites.
- Comprehensive work using Geographical Information Systems to organise and map the data.

Together this information will provide:

- A definitive baseline for the doubling nature ambition with classification for all nature sites² in Cambridgeshire and Peterborough
- An understanding of the change to the natural environment over time.
- Detailed mapping for each district / city in the Cambridgeshire and Peterborough area.

ABOUT THE BUSINESS CASE

This business case uses the CPCAs full template (which is able to accommodate planning for very large projects). It should noted that some of the sub-headings from that template are not used due to the scale and nature of this project.

¹ [Shaping the future of Nature Recovery: Developing Local Nature Recovery Strategies - Natural England \(blog.gov.uk\)](https://blog.gov.uk/shaping-the-future-of-nature-recovery-developing-local-nature-recovery-strategies/)

² The definition of ‘sites’ is given later in the business case.
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STRATEGIC CASE

Summary: There is a strong strategic case for the Doubling Nature Metrics project.

INTRODUCTION

The purpose of the strategic case is to assess the project's fit with local and national priorities. Here, the strategic case particularly considers the fit with the Combined Authority's Sustainable Growth Ambition Statement and the national strategy for Nature Recovery.

STRATEGIC PRIORITY

A significant number of local organisations have committed to 'doubling nature'. These include Cambridgeshire County Council (specifically on their County Farms Estate), South Cambridgeshire District Council and the Cambridgeshire and Peterborough Combined Authority. Several other local organisations with their partnership working through Natural Cambridgeshire are also fully supportive of the policy aim to increase the size and species density of the natural environment. Further afield this is also a stated policy aim of the Oxford to Cambridge Arc.

At the Launch of the Doubling Nature Vision it was noted that

"Cambridgeshire currently has one of the smallest areas of any county in the country, relative to size, of land managed for nature"

The stated ambition being to "double that figure, from around 8% to 16% (which is the national average)" At this point it was acknowledged that the measurement of the density of natural species and the area of land devoted to nature (and its quality) was based on a patchwork of surveys some of which were significantly out of date. There is only limited confidence in the 8% figure and significant gaps in knowledge for many sites (particularly those in private hands).

The Combined Authority's Sustainable Growth Ambition says that there should recognition that the CPCA investment programme has six themes, all of which are anchored in the devolution deal:

"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 and encouraging businesses to come up with solutions."

The statement goes on to say that the approach should be measurable:

"This approach requires us to monitor more outcomes than simply GVA growth (data which is anyway only available from the ONS with a two-year time lag). The Combined Authority will be tracking progress on outcome indicators such as the gap in healthy life expectancy, employment, land use for nature, CO2 emissions, and earnings gaps."

Clearly the Doubling Nature metrics project is rooted in CPCA policy.

Finally, Defra and Natural England are in the process of producing the guidance for the development of Local Nature Recovery Strategies³ These strategies will contribute to achieving nation nature recovery goals and numerous other benefits and co-benefits from nature (nature services). Considering the early pilots for this work, including Cornwall, the review of accurate data on the current state of the natural environment was seen as playing a key role in bringing local agencies and stakeholders together⁴

³ www.gov.uk/natural-england

⁴ Presentation feedback from Natural England.

To this end Natural England has committed to supporting local areas with the production of a 'National Habitat Map'. However, within the pilot study⁵ it was acknowledged that the data and mapping available was only *"as reliable a depiction of what is happening in Cornwall as is possible with the information available"* with the acknowledgement that significant improvement in data was needed with data being refined as *"as more systematic monitoring and new research and data analysis techniques become available"*. In other words the pilot for the Cornwall LNRS identified the need for investment such as the one being proposed within this business case.

CASE FOR CHANGE

Categorising areas of land into discrete units according to their natural character is a complex and difficult process, given the diversity of the natural world and the problems associated with simplifying this down into easily understandable classifications. The geographic scale at which the evidence is produced is one of the main variables, as for example, you could divide up a field into small areas based on ultra-local variations in habitat type or simply decide to categorise the field as one habitat.

In Cambridgeshire and Peterborough, the first attempt to work at a field-by-field scale for the majority of the area was using JNCC's Phase 1 habitat survey methodology in the 1990s. This project lasted from about **1991 to 1998** but did not include the Cambridge City area or the main urban area of Peterborough. Many parts of the fenland area of NE Cambridgeshire were also not missed. In this project sites were visited by a number of surveyors and paper maps were coloured according to the prescribed method. Target notes were made on features of particular interest.

Many years later the Cambridgeshire and Peterborough Environmental Records Centre (CPERC) scanned these maps and, starting in 2014, then digitised them into Geographical Information System (GIS) polygons.

In 2018 Natural Capital Solutions Ltd (NCS) was commissioned by the Cambridgeshire and Peterborough Biodiversity Group to create new GIS layers of habitat networks and improve the available information where the opportunity existed to do so. As part of this NCS created a new baseline GIS layer of habitats across the whole of Cambridgeshire and Peterborough. Information from several sources were combined to make the baseline layer, **including the Phase 1 1990s data** plus Natural England priority habitat datasets, Ordnance Survey Mastermap and Corine European habitat information. **However, no new on the ground surveys were undertaken** for the project to verify the habitat classifications. Therefore, inaccuracies in the source datasets will have been incorporated into the new baseline dataset and new inaccuracies caused by combining the source datasets could have been created. In addition, material changes (either improvements or degradations would have been missed).

Given the emphasis on doubling nature and the recovery of nature within our strategies it is clear that the area's data holding is no longer fit for purpose for informing and guiding our strategic intentions.

CLIMATE CONSIDERATIONS

The independent commission on climate change⁶ identifies that:

"Cambridgeshire and Peterborough Combined Authority (CPCA) area, emissions are almost 25% higher per person than the UK average, excluding the emissions from peat. When we include the emissions from peatland we have only about 6 years remaining before we will have exhausted all of our 'allowed' share of emissions to 2050, if we are to play an equal part in delivering the UK's critical Net Zero target".

The historical drainage of lowland soils in the Fens, for agricultural use, is associated with emissions as the drying out of peatland has resulted in the release of previously stored carbon to the atmosphere. The

⁵ State of Nature Cornwall 2020 Report.pdf (cornwallwildlifetrust.org.uk)

⁶ Independent Commission on Climate | CPCA | The Combined Authority (cambridgeshirepeterborough-ca.gov.uk)
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commission identifies clearly that the restoration or rewetting of peatlands goes hand in hand with the recovery of nature and recommends:

“The CPCA has an opportunity to accelerate the doubling nature agenda, which will help deliver multiple benefits, not least in terms of health and wellbeing. Recognising the public support and interest in the natural world, the CPCA should actively prioritise the delivery of this agenda, setting an example on publicly owned land, providing nancial support for the work of the local nature partnership and supporting the establishment of a doubling nature fund, designed to aggregate sources of funding that can help communities, landowners and businesses take action to help nature recover quickly”

“Our surveys of public opinion clearly showed the priority that local people attach to the natural world. Nature recovery programmes, including tree planting and wetland creation/restoration have an important role to play in helping to address the impact of climate change and engaging communities and businesses.”

Clearly, the project as proposed lays the foundations for planning for the recovery of nature and based on the Climate Change Commission’s findings this has a clear benefit for addressing Climate Change.

For the activites that take part as part of the project itself, the main impact with be from the travel of two survey staff. This is minimal compared to the possible benefits, and consideration for zero-emmissions (electric vehicle travel) has to be made within the constraint that the survey staff need to access rural / off road areas.

SMART OBJECTIVES

- To gather data on the extent of nature habitats in Cambridgeshire and Peterborough by the end of FY 2024/25.
- TO generate Geographicial Information System (GIS) layers of the data so it can be shared on-line and extensively with partner organisations by the end of FY 2024/25
- To publish a report describing the amount of land devoted to nature in Cambridgeshire and Peterborough by the end of FY 2024/25

SPECIFIC DELIVERABLES/OUTPUTS

- Collation of existing GIS material on nature sites (in all forms of ownership and both open and closed access) creating the 1st draft of a digital asset*.
- On the ground survey work of a significant number of sites.
- Revision of the digital asset considering survey results.
- Publication of report and open GIS data.

PROJECT OUTCOMES/IMPACTS

There has been concern raised about how the ambition to double nature sits alongside the economic growth ambitions for the area. The ambition is frequently raised in relation to transport corridor and housing development plans (led by district council's which are perceived as being detrimental and in contradiction of the doubling nature policy). In this light the evidence gathered will:

- The data will enhance the design of strategy, including the Nature Recovery Strategy to improve the natural environment including the deployment of other CPCA funds for re-wilding.
 - Provide an understanding of loss and gain of habitat
 - Supporting the identification of priority habitats
 - Provide a performance monitoring baseline for the CPCAs ambitions
- The data will provide public understanding and accountability through the release of the work as open data. The CPCA will be able to show demonstrable progress towards the doubling nature target and the data can be used for the monitoring and future development of district council local plans and the CPCAs non statutory spatial framework.

RISKS

Risk ID	Risk type	Description/summary	Mitigation
1	Budget risk	There is a risk that the funding will not be sufficient to cover the full survey area (the size of this gap will be fully known on completion of the desk based research stage).	A prioritisation matrix will be developed so that the most important sites will receive a survey visit. A volunteer scheme will be considered to provide additional capacity or core staff could be used. District Councils and other agencies will be offered the chance to match fund the project to fully survey their area.
2	Delivery risk	The project fails to recruit the required skilled staff.	A comprehensive recruitment strategy will be developed. Consideration will be given for providing additional bonus or completion incentives to ensure someone is retained for the whole of the survey period.
3	Delivery Risk	COVID or other issues (e.g. foot and mouth) limit access to sites	Judgement will be taken by the steering group in advance of each survey period in relation to this risk with a postponement to the following year if necessary.

CONSTRAINTS

The project is being proposed within a tight budget envelope therefore there will be a finite number of site visits within the time / cost allowed. This being the case, the project would not seek to classify every single land parcel, but would seek to provide up-to-date information covering priority land parcels identified as potential habitat across the majority of the county.

The project has a rural focus, with survey priority given to parcels of land that have been unsurveyed for sometime. Within the design of the project consideration will be given to the extent to which urban sites, sites on new developments and pocket sites as part of major infrastructure (e.g. the A14 rebuild / re-route will be incorporated into the calculations.

DEPENDENCIES

This is a partnership project and the main dependency is the cooperation of partners to examine and consolidate the data held by each. Therefore the stakeholder section within the management case is particular important.

The other dependency is around hosting of the project – see commercial / management cases.

ECONOMIC CASE

Summary: There is a strong economic case for the Doubling Nature Metrics project with a cost benefit ratio of 1 to 5.4

INTRODUCTION

The main purpose of the economic case is to look at the value for money for a project. In this case the investment is being requested for data, research and policy which has a limited fit with the CPCA economic case template. Therefore some headings such as options assessment, displacement and deadweight are not included here.

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.

APPROACH TO ECONOMIC CASE

The approach to the economic case is to look at the longevity and utility of the data produced. How long will it be used for? What is the potential value of a dataset? Are there any future savings arising from cost avoidance in future years?

COSTS AND BENEFITS

The original 1990s survey of nature sites has been used as the baseline for nature data for the last 30 years. It is intended that this new survey work will have a similar legacy of use, albeit with more regular updating.

Return on investment is assessed as coming from two sources.

1. The value of the data.
The data created is an asset with a quantifiable financial value. For this assessment we have looked at the PWC report, Putting a Value on Data⁷.
2. The length of use over time
Given previous experience it is proposed to look at the value over two separate time scales, 20 years and 30 years.

In their report, PWC note that

"the value of information assets has never been greater. According to the European Commission, by 2020 the value of personalised data just one class of data will be one trillion euros, almost 8% of the EU's GDP"

⁷ [Putting a value on data \(pwc.co.uk\)](https://www.pwc.co.uk)
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Public sector authorities need to acknowledge that they exist in a world where data is seen as a tangible asset that is sold and resold and exploited to create commercial value. In valuing a data asset there needs to be consideration of its quality, gaps, restrictions (e.g. GDPR) and Use Cases (possible applications).

The drivers of value are shown overleaf, assuming an organization or group of organisations invests time to fully understand their data inventory, the value lies in future economic benefit.

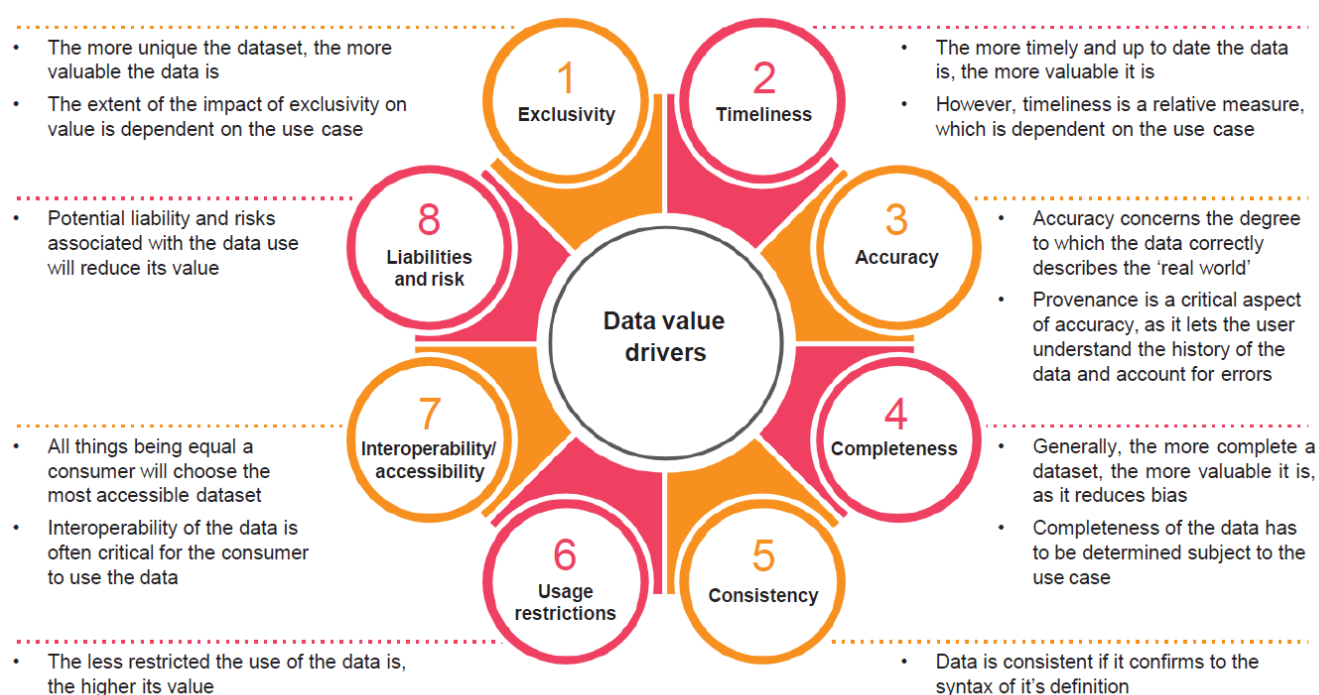


Figure 1: PWC, Data Value Drivers

The valuation itself is governed by a set of approaches, income (revenue obtained from selling access), Market Approach (transactions facilitated or attracted by the data) and Cost Approach (replacement costs). Given the non-commercial nature of the dataset being created then the latter, cost approach has been chosen coupled with an understanding of the leverage⁸ that the dataset creates by enhancing the activities of the CPCA and partner organisations.

Specific future use is expected to be:

1. For the preparation and monitoring of the Local Nature Recovery Strategies
2. For the preparation and monitoring of the Natural Cambridgeshire, Doubling Nature Strategy
3. For the preparation of district Local Plans
4. For inclusion within performance monitoring reports for the CPCA;

⁸ Leverage by identifying opportunities to enrich existing services, plans and work or develop entirely new public services or insights.

5. For use in bidding for external funding

6. For guiding the use of funds investing in the recovery of local nature

Good estimates for the cost of policy and planning activity are limited. The cost of producing neighborhood plans are estimated at £20,000 - £86,000 per plan depending on complexity, similarly district local plan direct budgets (excluding staff time) range in the £550,000 to £1.5m range. Development of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) and follow up work cost £640,000. The data being produced would have a fractional value within these example envelopes, over time.

Activity	Fraction of activity	Estimate value over time (20 years)	Value
Cost (see method)			
Initial cost of data preparation – as a guide to fixed asset value	100%	£125,000 initial (0-5 years) with detiriation in value over time without further investment	£125,000
Leveraged Activity			
For the preparation and monitoring of the Local Nature Recovery Strategies and Natural Cambridgeshire, Doubling Nature Strategy	25%	£100k in 4 five year cycles	£320,000
For the preparation of district Local Plans	0.5%	£12m (6 plans with two cycles)	£60,000
For inclusion within performance monitoring reports for the CPCA;	4%	£10k in activity over 20 years	£8,000
For use in bidding for external funding	5%	Five successful bids of total value of £10m	£50,000
For guiding the use of funds investing in the recovery of local nature	5%	Base on current CPCA programme of £6m x 4 cycles	£120,000
Total			£683,000

Figure 2: Cost / Benefit Table

Following the methodology shows an estimated cost / value ratio of 1 to 5.4.

In addition to the assessment above, we have also used the

COMMERCIAL CASE

The Commercial Case identifies that the chosen delivery route is cost effective.

INTRODUCTION

The purpose of Commercial case is to test the chosen procurement route and to test if the project is commercially sound. As the project is focused on generating a specific data source for policy use some headings have been omitted.

PROCUREMENT OPTIONS

The three identified procurement options would be:

- To carryout the work in house, within the CPCA
 - The CPCA is operating on the principal of being a slim organisation with delivery being carried out elsewhere. At present it does not have the expertise or capacity to deliver the work within existing staff resources.
- to put the survey out to tender and secure the services of an independent contractor through open competition
 - The costs of going to market and using a commercial supplier are considerable compared to working with a not-for-profit organisation. In addition there are no suppliers within the market that have the sunk cost of the base data / local knowledge. The significant inertia that an independent contractor would experience in relationship building and gaining access to knowledge and data would prevent delivery within the cost / time envelope. A commercial partner would not provide any legacy benefit.
- To agree an SLA with a partner organisation of the CPCA, in this case the identified provide would be the Wildlife Trust Bedfordshire, Cambridgeshire, Northamptonshire (BCN) working with CPERC (the Cambridgeshire and Peterborough Environmental Records Centre)⁹
 - **This is the preferred option.** Both BCN and CPERC have the existing data and knowledge upon which the data development and survey work will be based. The model of agreeing service level agreements with partner organisations is well understood.

DELIVERY OF THE PROJECT

It is proposed that the Wildlife Trust Bedfordshire, Cambridgeshire, Northamptonshire (BCN) oversee the day-to-day management of the project and administer the contracting of the survey work.

It is proposed that the Cambridgeshire and Peterborough Environmental Records Centre (CPERC) manage the GIS element of the project and identify the areas surveyors need to visit to verify their habitat status.

PROCUREMENT STRATEGY

The procurement strategy is to agree and SLA primarily with BCN. BCN have indicated their willingness to enter into the agreement.

⁹ [Cambridgeshire & Peterborough Environmental Records Centre \(cperc.org.uk\)](http://cambridgeshireandpeterborough.org.uk)
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FINANCIAL CASE

The Finance Case is Straight Forward

INTRODUCTION

The purpose of the finance case is to provide reassurance on the finance (justifying the cost) and financial risks of the project.

PROJECT APPROACH AND COSTING

Planning (Data) Stage

Current habitat information plus up-to-date aerial photography and other datasets would be used as much as possible to guide this process. Other sources of information will include Natural England priority habitat datasets, Forestry Commission Trees & Woodlands Inventory, and Countryside Stewardship information to identify areas where new habitats may have been created over the past 20 years. These sources are all **free of cost beyond the paid officer time required to gather and align the data**. Standard methods would be used rather than a bespoke solution:

- Like the previous NCS dataset, the new baseline would be on an OS Mastermap framework to ensure its positional accuracy in relation to other GIS datasets.
- The target habitat classification would either be a modified Phase 1 classification or the new UK Habitat Classification (UKHab). These can be easily converted into each other.
- To make the project feasible, within the cost envelope it is envisaged that dense urban areas would largely be excluded, with the exception of greenspaces within those urban areas over a certain size, which would include parks. Private gardens would be excluded.

Year one costs will be for a GIS resource within CPERC to complete this work.

Delivery (Survey) Stage

To help ensure the accuracy and consistency of the survey information, it is envisaged that professional surveyors would be contracted to do the work, with the potential for more than one surveyor to be working in different parts of the Cambridgeshire and Peterborough area at the same time.

The surveyors should possess significant botanical survey skills and experience to help them classify habitats and identify rare or interesting habitats when they come across them. However, for the majority of land full botanical surveys would not be carried out, a habitat classification would suffice. Year two and three costs will be for the survey work.

The surveyors will be contracted to BCN on a seasonal basis to maintain value for money.

PROJECT COST BREAKDOWN TABLE

	Financial Year	2021-22	2022-23	2023-24	2024-25
Project Costs	Revenue		25k	50k	50k
	Capital				
	Total		25k	50k	50k

	Financial Year	2021-22	2022-23	2023-24	2024-25
Funding Stream	N/A				
CPCA Medium Term Financial Plan	<i>Approved to spend</i>		25k	50k	50k
	<i>Subject to approval</i>				

AFFORDABILITY ASSESSMENT

Cost to the CPCA will be fixed within the terms of the SLA so the affordability assessment is straight forward. Provided the budget line is maintained within the CPCA budget then the project is achievable with the cost envelope.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

The charging mechanism within the SLA will be for quarterly claim to be submitted to the CPCA from BCN.

MANAGEMENT CASE

The Management Case is considered robust

INTRODUCTION

The purpose of management case is to identify that sufficient controls are in place to properly manage the project.

PROJECT TIMELINE

The project could be broken down into parish units, with a pilot project being carried out first on a small number of parishes to assess the methodology and give a good estimate of the likely timescales involved. There are 264 parishes in Cambridgeshire and Peterborough (if the Cambridge and Peterborough City areas are counted as one parish each). The total area of Cambridgeshire and Peterborough is 3,397 square kilometres. There are over 1.6 million polygons in the NCS baseline GIS dataset (although this includes urban areas). The area to cover is therefore very large and the time needed to complete the whole county should not be underestimated.

However, the desk-based assessment would significantly reduce the area of land to visit by excluding arable land, amenity land or urban areas. Where high quality information is available e.g. for designated nature sites and some County Wildlife Sites, these would not need to be visited.

It is planned that the project would take 3 years to complete Autumn 2022 to March 2025. It would involve 2 full survey seasons 2023 and 2024, with 6 months preparation beforehand in winter 2022/23 and 6 months project write up and completion winter 2024/25. These timings are season critical as the survey work requires that certain plants, trees and species be evident.

EXIT STRATEGY

Once the whole county has been covered, there will need to be maintenance of the dataset to keep it up to date as land use and habitats are change. A separate proposal for this aspect should be developed on completion of this project, so that public authorities can continue to monitor and make decisions based on up-to-date environmental information.

At present there is no other funding or existing officer time dedicated to keeping the information on the natural environment up to date. Crucially, whilst general national GIS data can provide a view of 'green infrastructure' (parks, accessible land etc.) there would be nothing available that indicates the quality of that infrastructure or its value to wildlife.

The data that does exist is already dated and that situation will continue to worsen. The implication of this would be an increasing level of challenge to planners (in relation to local plan preparation) and to policy makers (in relation to the doubling nature commitment) as to what is being achieved and against what baseline.

Living with the uncertainty would mean a dependency on assumptions derived from national datasets of limited accuracy. The initial impact would be on organisational credibility but increasingly the lack of accurate information would contribute to growth schemes being open to legal challenge on the basis of detriment on the natural environment where there is no credible narrative available about improvements elsewhere.

PROJECT MANAGEMENT

For CPCA

Director (Senior Responsible Officer): Paul Raynes, Director of Delivery and Strategy

Internal Project/Programme Manager: Michael Soper, Monitoring and Evaluation Manager

For BCN:

Project Director / Project Manager: Martin Baker, Conservation Manager

For CPERC:

Project Manager: Phil Ricketts

<div> R = Responsible A = Accountable C = Consulted I = Informed Dec = Decision </div>	Organisational Role	Director (Senior Responsible Officer)	Project Director	Project Manager	Survey Team	CPCA Board	Stake Holders
Decisions/Activities							
<i>Project initiation</i>		R	A	n/a	n/a	Dec	C/I
<i>Delivery of the project</i>		R	A	A	n/a	I	C/I
<i>Changes to cost and programme</i>		R	A	A	n/a	I	n/a
<i>Technical assurance of the content and quality of data throughout the life of the project</i>		I	R	A	A	n/a	C/I
<i>Content and quality of information data on a day to day basis</i>		I	R	A	A	n/a	C/I
<i>Project closure</i>		R	A	I	n/a	Dec	I

RISK MANAGEMENT STRATEGY

A risk register will be maintained throughout the development of the business case. The risk register will be updated and reviewed monthly.

STAKEHOLDER PLAN

The work will be conducted under the guidance of a steering group involving Natural Cambridgeshire, the CPCA and representatives from the Cambridgeshire and Peterborough Biodiversity Group (Local Authority Ecology Officers). This steering group will be the main route through which stakeholders are managed. The precise make-up of the steering group will be dependent on capacity to be involved amongst individual Council Officers. In cases where there has been limited capacity one or two district officers have volunteered to represent all districts as an interest group.

Other stakeholder groups include:

- Natural Cambridgeshire
- Individual Conservation Bodies
- Natural England
- Transport Bodies including Highways England and Network Rail
- Land Owners
 - Noting that an engagement plan will need to be drawn up with major landowners and landowner consultative bodies such as CLA, NFU etc.

CHANGE MANAGEMENT

Changes will be managed through the steering group with the Senior Responsible Officer holding ultimate responsibility for significant change requests (referring these back to the CPCA board if necessary).

ASSURANCE

The work will be conducted under the guidance of a steering group involving Natural Cambridgeshire, the CPCA and representatives from the Cambridgeshire and Peterborough Biodiversity Group (Local Authority Ecology Officers).

There will need to be sufficient technical assurance that the work is being carried out to meet national standards and best practice. The role of the CPCAs Monitoring and Evaluation Manager is particularly important in this regard.

SUPPLY SIDE CAPACITY AND CAPABILITY

The project's main cost is for staffing. It is judged that there is sufficient skilled people available to recruit onto the project (although this remains a risk to delivery).

KEY CONTRACTUAL AGREEMENTS

The SLA between the CPCA and BCN will be the main Contractual Document

MONITORING AND EVALUATION

This is inherently a M&E project, it is judged that there does not need to be in-depth evaluation of the final product beyond a technical assessment on the accuracy of the data produced and a short report, two years on, covering the initial use made of the data to provide the CPCA board with the assurance needed that the value for money. Leverage identified for the project has been achieved.

