



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Business Case – Logan's Meadow

# VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	25 March 2022	Template	Programme Office
2	11 May 2022	Business Case updated	Adrian Cannard

# EXECUTIVE SUMMARY

## STRATEGIC CASE

Logan's Meadow is a Local Nature Reserve owned and managed by Cambridge City Council. This project seeks to more than double the size of the LNR and create new fen, grassland and woodland habitats to help mitigate the biodiversity and climate crisis. The Logan's Meadow 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"*

By enhancing the area for public access (and increase beneficial health outcomes), 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'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

The project is consistent with local priorities for biodiversity in the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. Cambridge City Council has made declarations of both Climate and Biodiversity Emergencies.

## ECONOMIC CASE

The project is at its core providing natural capital benefits (with some short term employment via construction), carbon sequestration, wellbeing, and social volunteering. Most of these benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

## FINANCIAL CASE

The project costs £320,000 with the majority sourced through a capital grant from the CPCA, with a smaller contribution from the Heritage Lottery Fund.

## COMMERCIAL CASE

The City Council will project manage and deliver the project, undertaking a tendering process for delivery.

## MANAGEMENT CASE

The project has been subject to public consultation. Planning permission is required. Start on site will taken place in autumn 2022 (subject to ground conditions) and complete in autumn 2023. Surveys of biodiversity before and after the project will provide the evaluation framework.

# INTRODUCTION

Logan's Meadow is one of 12 Local Nature Reserves (LNRs) owned and managed by Cambridge City Council. The original reserve has previously been extended along the riverbank and a river backwater and reedbed installed in 2016 (funded through S106 contributions). This has established successfully, supporting targeted species such as reed warbler and water vole. In October 2020 the City Council, with support from The Friends of Logan's Meadow, consulted on a further extension of the LNR designation to include the adjacent football pitches and adopted land in front of the Vie flat development:



This project seeks to more than double the size of the LNR and create new fen, grassland and woodland habitats to help mitigate the biodiversity and climate crisis, whilst contributing towards the Cambridge Nature Network, CPCA/Natural Cambridgeshire's 'Doubling Nature Vision' and the City Councils ambitions to increase tree canopy cover.

A public consultation was widely publicised between 12th October and the 20th November 2020 and received 460 responses. There was broad support for extending the LNR designation and creation of the new habitats. The responses to the outline design have been used to create a detailed design that was consulted on in March 2022 to inform a subsequent planning application. Funding of £40,000 has been secured from the heritage Lottery Green Recovery Fund (secured in partnership with Cambridge Nature Network) toward reeded creation on the site by March 2023.

It is proposed that subject to consultation and planning permission the works are procured for delivery starting in September / October 2022.

# 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.

The strategic case demonstrates the fit of the Logan's Meadow project with CPCA, local and national policies. It sets out the proposed outputs, outcomes, and compares to a 'business as usual' / do nothing approach.

## STRATEGIC PRIORITY

The Logan's Meadow 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"*

By enhancing the area for public access (and increase beneficial health outcomes), the project will also deliver against the Statement's human capital objective:

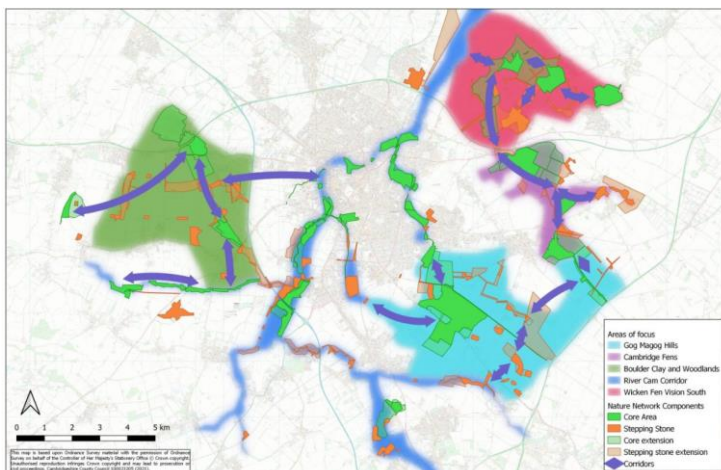
*"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".*

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

The project is consistent with local priorities for biodiversity in the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. Cambridge City Council has made declarations of both Climate and Biodiversity Emergencies.

## CASE FOR CHANGE

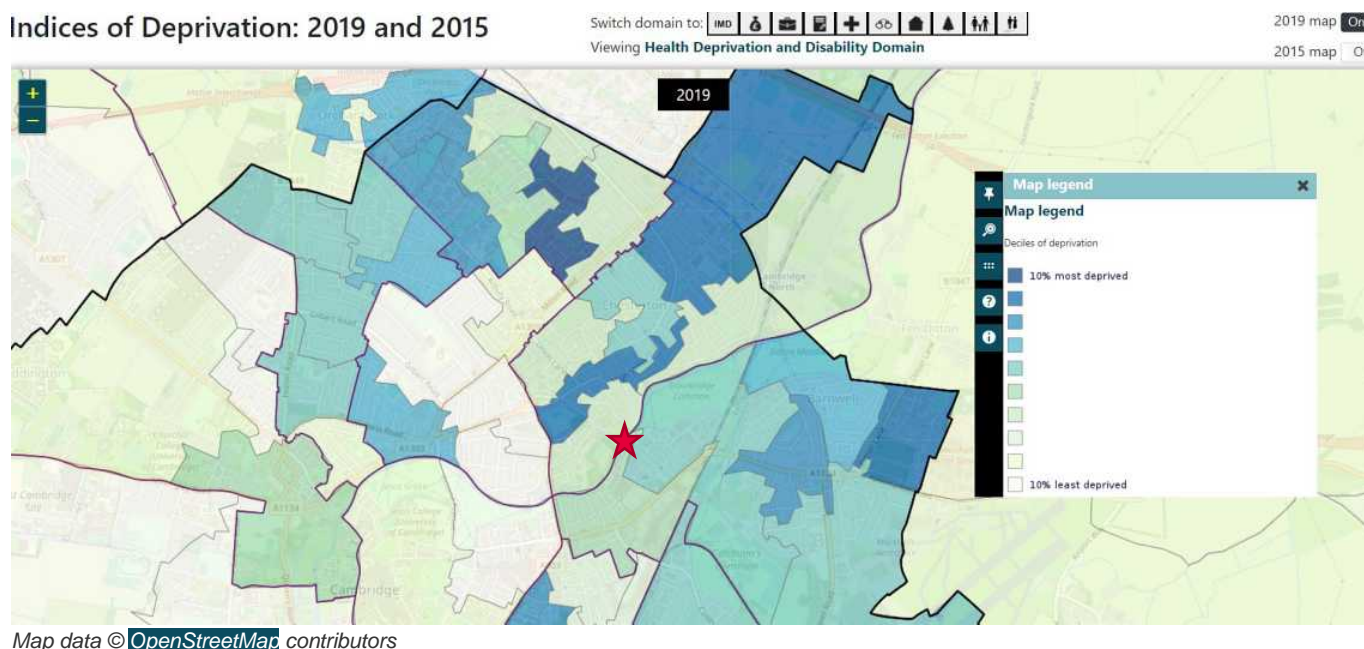
The project seeks to enhance riverside habitats identified within the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. The Cambridge Nature Network identifies the existing LNR as part of the Core Network, and the extension will strengthen the linear corridor provided by the River Cam and other green space along it:





The proposals have been developed with strong support from the Friends of Logan's Meadow community group and were well supported (460 responses) during an outline proposal consultation in October 2020. Consultation responses welcomed new habitat creation with the retention of some of the existing sport pitches and amenity grassland for informal sports and recreation.

Access to greenspace and nature has been shown to have beneficial physical and mental health outcomes. Logans Meadow is located near parts of Cambridge recorded as more deprived for health and disability, as shown in the 2019 Indices of Deprivation (note the graphic is filtered to show the health and disability domain):



reduced). The tender documents will request measures to reduce carbon impacts but use of diesel fuelled machinery/transport is likely to be unavoidable.

## SMART OBJECTIVES

- Planting and earthworks to create new wetland/wet woodlands habitat by April 2023 as per attached plan (Appendix A) subject to any detailed amendments as an outcome of the further public consultation undertaken.
- 480 volunteer hours equivalent engaged in project consultation and delivery over the period from initiation to March 2023

## SPECIFIC DELIVERABLES/OUTPUTS

The outputs are the new wetland/wet woodlands habitat, improved public access and reconfigured public amenity spaces as follows:

- increase existing area of wetland / wet woodland habitats from 1.9 hectares to total of 3.0 hectares (an increase of 1.1 hectares)
- extended Local Nature Reserve boundary to include sports pitches and land to north of cycle bridge
- retain one football pitch and area of surrounding amenity grassland
- new area of open water and reedbed connected to existing backwater channel to the south of the cycle bridge
- new channel, open water and reedbed to the north of the cycle bridge
- removal of soil offsite in line with Environment Agency requirements

## PROJECT OUTCOMES/IMPACTS

Successful outcomes will be the increase in biodiversity (amount of rich wildlife area); increased public use of land (for walking and enjoyment of nature); mental and physical health improvements through accessing natural areas / increase in volunteering; and slowing of water flows during flood events. The LNR will further increase the riparian habitats which form a key link in the Cambridge Nature Network.

The works will be complemented by additional planned wetland creation projects at Stourbridge Common LNR and Jesus Green, funded through Green Recovery Fund and S106 contributions respectively. The LNR and greenspaces are being promoted by Cambridgeshire & Peterborough Parks<sup>2</sup> and its *#letsgetoutdoors* campaign.

### *CPCA performance management metrics*

The Project will deliver an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

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<sup>2</sup> Parks | Cambridgeshire and Peterborough Parks ([cambopenspace.co.uk](http://cambopenspace.co.uk))

Increasing public access and use of the enhanced LNR will provide opportunities to improve residents mental and physical health. Health outcomes are monitored under **CPCA performance metric 21: Health Index for England by District sub-areas.**

## DESIGNS

See Appendix A.

## RISKS

1. Proposals not supported through public consultation or planning application.  
MITIGATION: This is deemed unlikely due to previous engagement and support from local community. Community engagement a key part of the delivery.
2. Planning permission denied. MITIGATION: Deemed unlikely due to previous extension of LNR approval and considered to meet Local plan policies.
3. Ground conditions prevent construction during autumn 2022 programme. MITIGATION: Potential to undertake works in March / April 2023 (would require change request for minor extension of programme completion date).

## CONSTRAINTS

Requirement to remove excavated soil off site.

## DEPENDENCIES

None.

# ECONOMIC CASE

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

## APPROACH TO ECONOMIC CASE



The Logans Meadow project will transform an area of public amenity space with low biodiversity value into a nature reserve with high biodiversity value. It will also provide enhanced public accessibility to the reserve, and flood alleviation benefits.

The project is at its core providing natural capital benefits (with some short term employment via the construction), carbon sequestration, and social volunteering. Value for money is therefore covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' <sup>3</sup>. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of these benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

Value for money considerations for this project are covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' <sup>4</sup>. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of those benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

## **OPTIONS ASSESSMENT**

The City Council has considered options for the extension of the LNR and tested the approach through public consultations. A 'do minimum' approach would be to not extend the LNR and retain the current extent of the underused amenity land. The 'do something' approach is to consider a change in land-use and habitats. Options are constrained by Local Plan policies on appropriate uses of the land, the requirement to preserve the capacity of the floodplain, and the intention to strengthen linkage with the core network of natural areas through the city.

The preferred option is to provide a scheme that increases the amount of wetland / wet woodland habitat, retaining a smaller, improved amenity area and improving public access. The habitats chosen are compatible with the role of the land for flood resilience.

## **APPRAISAL SUMMARY TABLE**

The Business Case uses the Outcome Profile Tool and Logic Model rather than an Appraisal Summary Table. See next section.

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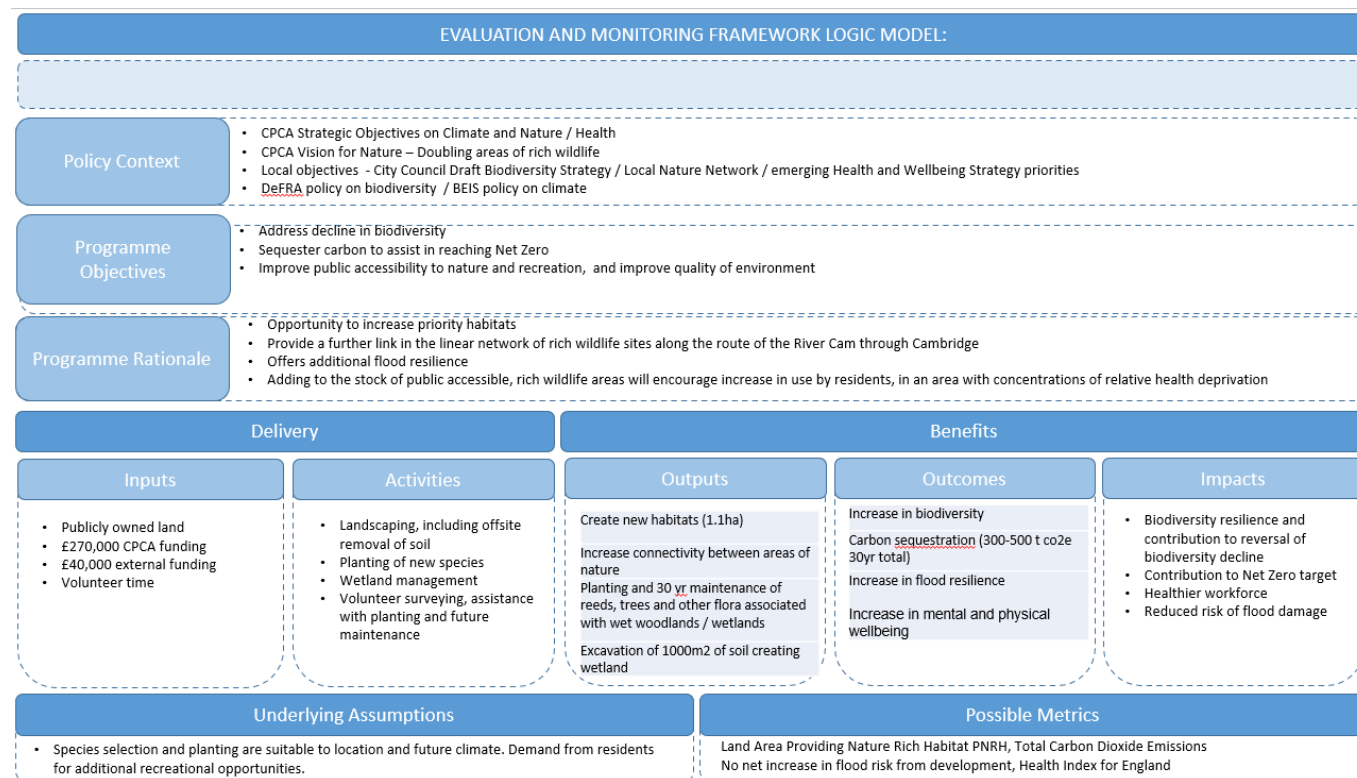
<sup>3</sup> [Enabling a Natural Capital Approach guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/enabling-a-natural-capital-approach)

<sup>4</sup> [Enabling a Natural Capital Approach guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/enabling-a-natural-capital-approach)

## OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) Draft Cambridge City Biodiversity Strategy; CPCA Vision for Nature; Local Nature Network Cambridgeshire Flood Risk Management Strategy	Draft Health and Wellbeing Strategy 2022-2030
Project outcomes	Increase in biodiversity Carbon sequestration (300-500 t co2e 30yr total) Increase in flood resilience	Increase in mental and physical wellbeing
Project outputs	Create new habitats (1.1ha) Increase connectivity between areas of nature Planting and 30 yr maintenance of reeds, trees and other flora associated with wet woodlands / wetlands Excavation of 1000m2 of soil to create wetland	Increase in residents visiting the LNR
Project measures	Land Area Providing Nature Rich Habitat PNRH Land Area Providing Nature Rich Habitat PNRH Total Carbon Dioxide Emissions No net increase in flood risk from development	Health Index for England
Limitations	1. Habitat will take time to increase species presences and biodiversity 2. Carbon reduction based on average values for mixed habitat, dependent on success in establishing the habitats.	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



## **ECONOMIC BENEFITS**

Biodiversity is a core component of natural capital with multiple effects on social and economic welfare. Biodiversity:

- is core to the ecological condition and quality of ecosystems that support the services provided to people
- directly benefits people through species existence, through nature-based solutions and by enriching other benefits (like nature-based recreation)
- underpins the resilience of ecosystems to shocks and can provide insurance value

The project, as well as providing priority wetland/wet woodland habitat, provides another link in a 'chain' of rich wildlife sites existing and planned for the River Cam corridor through Cambridge. This magnifies the biodiversity opportunities and benefits. Although DeFRA's Biodiversity Metric allows comparison of before and after habitat changes the government is yet to set the national benchmark cost for individual biodiversity credits. A financial benefit has not therefore been calculated.

Given the mix of habitats and riverside management proposed in the project it is not straightforward to apply a single habitat assumption on carbon impact to derive a carbon benefit. Based on an assumption of 400 t of co<sub>2</sub>e sequestered over 30 years, the social benefit of carbon mitigated would be approximately £130,000<sup>5</sup>.

## **DISPLACEMENT AND DEADWEIGHT**

Some displacement may take place if residents are attracted to the location where otherwise they might have used another greenspace. However, the enhancements of public access and the local access to nature rich environment are likely to result in a net increase in usage by encouraging a wider range of residents. This is complemented by the get outdoors campaign of Cambridgeshire and Peterborough Parks.

## **ECONOMIC COSTS**

The economic costs have been derived from the requirements for landscaping and planting. These have been benchmarked against comparable projects, including previous extension of the LNR.

## **NON-QUANTIFIABLE BENEFITS**

The project encourages greater use of the site by residents. There are benefits to physical and mental health through access to nature. The site will be accessed in the majority by local residents walking and cycling, promoting active travel modes.

The project will deliver wetland habitat that contributes to the slowing of river flow, with associated flood resilience benefits.

## **SUMMARY**

The project shows a clear link from the strategic objectives of the CPCA (and the local council) to the optimal solution proposed. There are significant quantifiable and non-quantifiable benefits arising from the project.

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<sup>5</sup> Based on £2020 prices, source BEIS

# COMMERCIAL CASE

## INTRODUCTION

This section sets out the commercial objectives and constraints for the project mainly relating to procurement. The project will be project managed and delivered by Cambridge City Council on land it controls.

## PROCUREMENT OPTIONS

Cambridge City Council will be responsible for securing consents and delivery of the project under its adopted procurement rules and guidelines.

## DELIVERY OF THE PROJECT

Cambridge City Council will take responsibility for delivery of the project, working with appropriate contractors. They will work with the community group the Friends of Logans Meadow.

Friends of Logan's meadow, site users and residents have been engaged through the detailed plan consultation in March 2022. Signage will be posted on site to advise users of project progress and any necessary public access closures during construction. A further opportunity for consultation will be available through the planning process. Regular updates on the scheme will be available on the City Council LNR webpages and via the Friends Group website and social media.

## PROCUREMENT STRATEGY

The main contractual works will be advertised as a Tender based on price and quality to ensure value for money.

## 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 financial case is to deliver the preferred option and follows the appraisal set out in the Strategic and Economic Cases.

## APPROACH TO FINANCIAL CASE

A detailed design plan has been developed for the extension of the LNR, and costs assessed against it. These have been benchmarked against other comparable projects undertaken by the City Council.

## PROJECT COSTING TABLE

Financial Year		2022-23	2023-24	2024-25	2025-26
Project Costs	Revenue				
	Capital	290	30		
	Total	290	30		

Financial Year		2022-23	2023-24	2024-25	2025-26
Funding Stream	CPCA	250	30		
	National Lottery	40			

## PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£0.28m	Earthworks, Public realm, Landscaping/Planting	£0.28m
National Lottery	£0.04m	Additional planting (reedbed)	£0.04m
<b>Total Sources</b>	<b>£0.32m</b>	<b>Total Uses</b>	<b>£0.28m</b>

## AFFORDABILITY ASSESSMENT

The project is to be contracted to start in 2022/23 and has been costed as such. Short-term inflationary pressures are therefore assumed within the financial profile.

## CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Two payments points: 50% on inception, and 50% upon satisfactory completion of project.

# MANAGEMENT CASE

## INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project. The project will be managed and delivered by the City Council.

## PROJECT TIMELINE

A planning application will be submitted as soon as possible post the approval of business case (June-July). Concurrently, the Tender will be issued for contractors. Start on site is programmed for autumn 2022 (subject to ground conditions in autumn). Existing habitats and species will be surveyed and protected during works as part of the planning process.

## EXIT STRATEGY

The new habitats are designed to be low maintenance but the future maintenance will fall within Cambridge City Council Local Nature Reserve revenue budget, supported by the existing streets and open spaces operations team and support through Local Nature Reserve volunteers.

## CHANGE MANAGEMENT

The City Council as project manager will implement a suitable change management process and approach to tolerances/risk management. Cost increases would be the responsibility of the City Council as the CPCA is providing a fixed budget.

## PROJECT MANAGEMENT

**External Project Director:** Alistair Wilson – Streets & Open Spaces Development Manager  
alistair.wilson@cambridge.gov.uk

**External Project Manager:** Guy Belcher, Streets and Open Space – [Biodiversity Officer](#), Cambridge City Council

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

<div><b>R = Responsible</b> <b>A = Accountable</b> <b>C = Consulted</b> <b>I = Informed</b></div> <div><b>Decisions/Activities</b></div>	<b>Organisational Role</b>	<b>CPCA Director (Senior Responsible Officer)</b>	<b>External Project Director</b>	<b>Internal Project Manager</b>	<b>External project manager</b>		<b>Community Group</b>
Project initiation		C	A	C	R		I
Delivery of the project		I	A	C	R		C
Changes to cost and programme		I	R	A			
Compliance and assurance of operational data		I	A	I	R		
Evaluation		I	A	C	R		
Project closure		I	A	C	R		
[Include more or delete decisions as appropriate]							

## RISK MANAGEMENT STRATEGY

The project has strategic and management support, and has been subject to public engagement on deliverables. A suitable risk management approach will be put into place. Initial risks have been highlighted in the Strategic Case section.

## STAKEHOLDER PLAN

Friends of Logan's meadow, site users and local residents have been and will continue to be engaged. The Friends Group will support with promotion of the project including social media, site notices and leaflet dropping. Signage will be posted on site to advise users of project progress and any necessary public access closures during construction. A further opportunity for consultation will be available through the planning process. Regular updates on the scheme will be available on the City Council LNR webpages and via the Friends Group website and social media.

## ASSURANCE

The project will be progressed in line with the City Council's assurance framework. Regular reporting via a monthly Highlight Report to the CPCA is required.

## SUPPLY SIDE CAPACITY AND CAPABILITY



The delivery relies on a successful tender process and capacity in the sector. The current challenges to global supply chains and the impacts locally are recognised. As the main requirement is for removal of soil and landscaping not manufactured goods exposure to these risks are lessened.

### **KEY CONTRACTUAL AGREEMENTS**

Planning permission is required. The City Council has control of the land.

### **MONITORING AND EVALUATION**

The City Council will arrange for an assessment of the existing biodiversity value will be undertaken prior to construction, and the assessment of increase will be undertaken after completion of groundworks and suitable period for establishment of habitat has elapsed (2 yrs and 5 yrs). Monitoring will record area of habitat created, survey of the establishment of aquatic and marginal vegetation, and species observation.

The Project will contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

The Programme will also deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.



