

Lancaster Way Independent Review

Report for Cambridgeshire and Peterborough Combined Authority (CPCA)

19 November 2020

Confidential and Commercially Sensitive

Contents

Scope and objectives of KPMG's review	4
1. Project Context	6
2. Executive Summary	11
3. Key Findings and Recommendations	17
4. Consolidated Recommendations	32
Appendix 1: List of interviewees	
Appendix 2: List of documents received	

Important Notice

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KPMG LLP
19 November 2020



Scope and Objectives of KPMG's Review

KPMG was engaged by Cambridgeshire and Peterborough Combined Authority (CPCA) to undertake an independent review of the Lancaster Way project, a roundabout at the junction of the A10 and A142 at Ely, managed by Cambridgeshire County Council (CCC). The purpose of the review was to understand lessons learned for the benefit of other projects, as well as together with other information available to CPCA, help inform an understanding of value for money in relation to this project.

The review was to consider:

- The affordability and overall cost of the scheme
- Reports tabled addressing value for money of the scheme
- The time taken to bring the project to the point of delivery
- Compliance with best practice in project management, including scope change and change control
- Decisions taken by the project team relating to the project's definition, development and cost
- Decisions taken by relevant CCC and CPCA Committees and Boards, by CPCA officers, including through officer working papers, regarding the project's definition and development
- The governance processes in CCC and the CPCA between decisions and recommendations reached by the project team and key officers and decisions taken by relevant Committees and Boards
- The funding background to the project, including funding provision made for the scheme by CPCA in its MTFs and taking account of decisions regarding project definition
- The preparation of reports for relevant Committees and Boards, including the involvement of CCC officers, CPCA technical officers and any others at the CPCA
- Any other communications between CCC and CPCA, within the CPCA or with any other organisation regarding the decision-making process that are relevant to the project.

The review was to interview key stakeholders and consider key documents. A list of interviewees is included in Appendix 1, and the documents reviewed are listed in Appendix 2.

Glossary of Terms

In this report, consistent with the general terminology used by the project team, the following terms are used:

BP Roundabout: the A10/A142 roundabout which formed part of the developer's original S106 approval

Lancaster Way Roundabout: the A142 / Lancaster Way roundabout

CCC: Cambridgeshire County Council

CPCA: Cambridgeshire and Peterborough Combined Authority

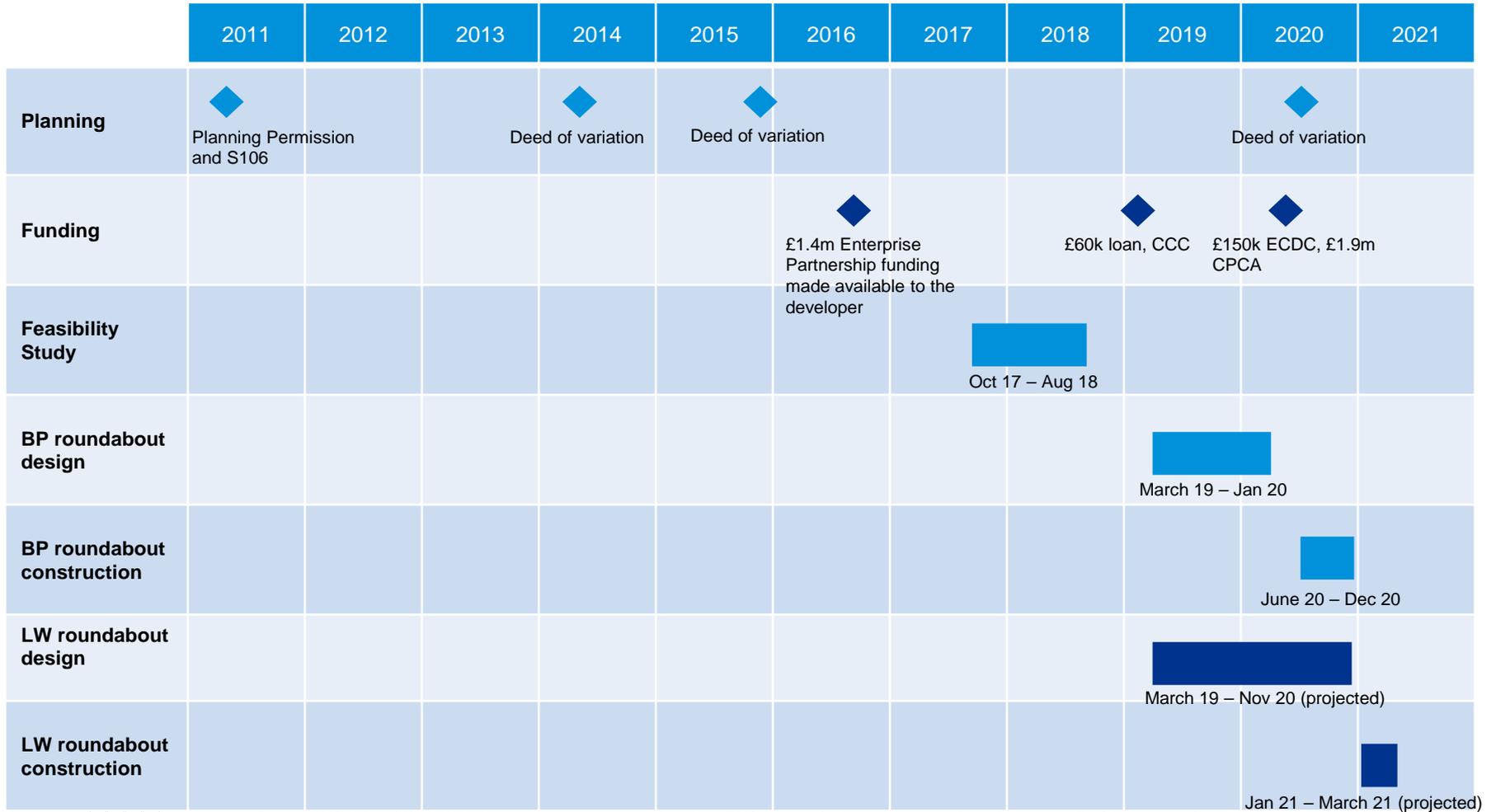
ECDC: East Cambridgeshire District Council

MTFS: Medium Term Financial Summary

1. Project Context

1. Project Context: Timeline

Project inception was in 2011, at award of planning permission with the associated S106. A funding grant was awarded to the developer for the works in 2016. It was four years after funding was awarded before construction started, during which period, feasibility and design were completed. The anticipated duration of construction works is 5 months for BP and 3 months for Lancaster Way.



1. Project Context: Delivery Arrangement

The diagrams below contrast the original delivery arrangement the final delivery arrangement, following the agreement of funding and the execution of the third deed of variation to the S106. It does not show the arrangements for reporting.



BP Cost Risk : Grovemere

LW Cost Risk: N/A

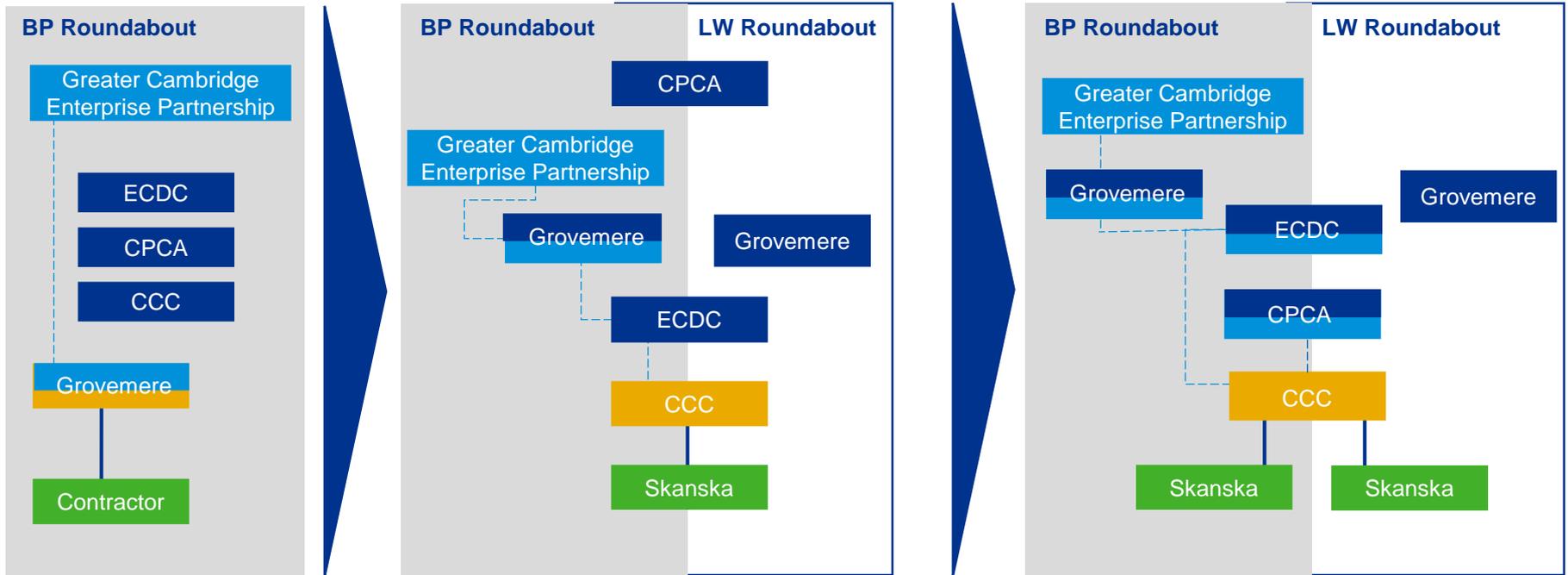
BP Cost Risk: Grovemere

LW Cost Risk: TBA

BP Cost Risk: Grovemere (fixed funding contribution)

CPCA (additional funding to agreed position)

LW Cost Risk: CPCA (to agreed funding position)



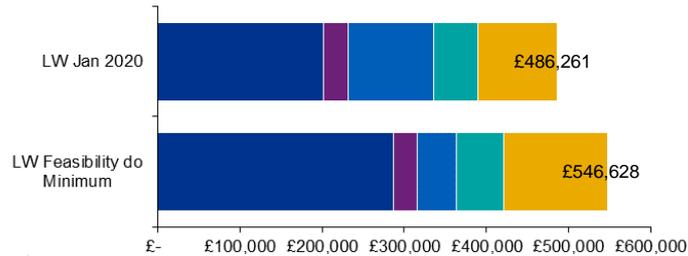
Post Feasibility Report,
August 2018

Execution of third deed of variation
to S106, July 2020



1. Project Context: Estimate Evolution

LW Roundabout Cost Components



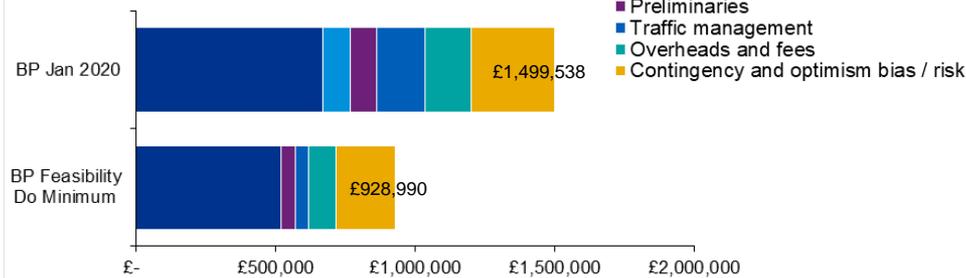
Estimate Development

The two estimates made available to KPMG were the Feasibility Report dated August 2018 and the January 2020 post-detailed design cost updates. The adjacent chart contrasts the components of the estimates. The Feasibility Report options included for comparison are the 'do minimum' options for both the BP and Lancaster Way roundabouts.

The Lancaster Way estimate shows a reduction in costs across all components, with the exception of traffic management, which increased significantly.

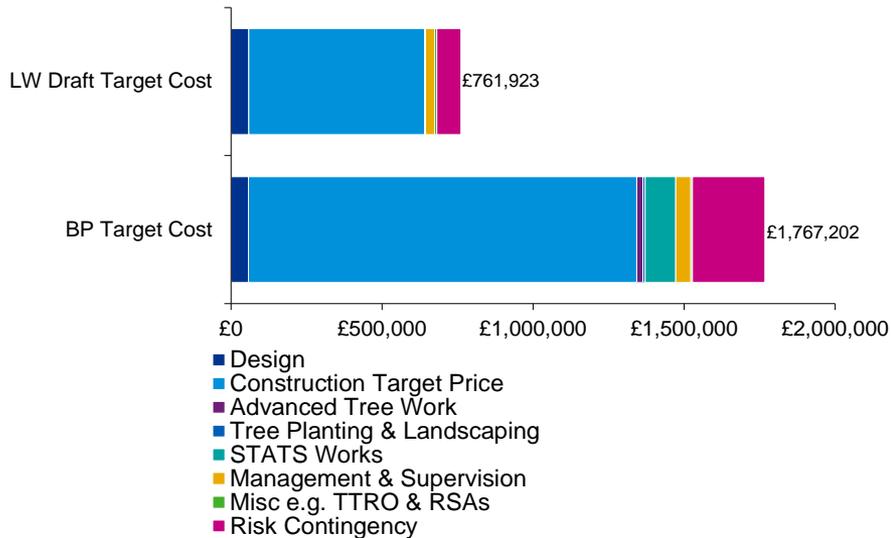
The BP estimate shows cost increase across all components, plus the addition of statutory utility costs.

BP Roundabout Cost Components



1. Project Context: Estimate Evolution

Target Cost Components

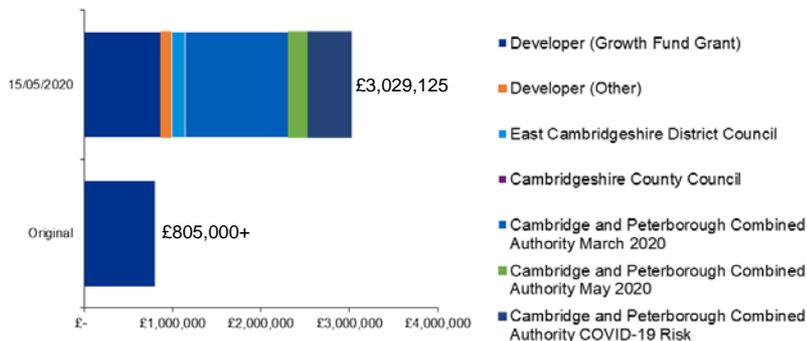


Total Project Forecast Cost

The total project cost, including contingencies, is as follows:

LW draft target cost inc risk	£761,923
BP target cost inc risk	£1,767,202
COVID-19 risk allowance	£500,000
Total	£3,029,125

A10 / A12 Roundabout Funding Contributions



Funding Contributions (Total)

Under the original S106 agreement included in the 2011 planning permission, the developer was liable for the full cost of the BP roundabout, whatever that might ultimately be. Under the third deed of variation (DoV) to the S106 executed in July 2020, the developer's exposure was limited to a fixed contribution of £988k with the remaining budget required for the BP and Lancaster Way roundabouts funded by a combination of ECDC and CPCA. The third DoV transferred the additional costs - and delivery risk - of the scheme to CPCA and ECDC.

2. Executive Summary

2. Executive Summary

KPMG interviewed key project stakeholders as listed in Appendix 1, and reviewed multiple key project documents as listed in Appendix 2. Having considered the detail of those documents, and the contents of the interviews, KPMG has identified key findings across seven key areas, and has proposed five consolidated recommendations to address them:

Observation	Recommendation
<p>Scope and Definition</p> <p>The scope of the project increased to include a second roundabout at Lancaster Way in August 2018 as a result of the recommendation included in a Feasibility Report. There is no evidence of a formal change control process being used for scope changes to construction, including the decision to incorporate the Lancaster Way roundabout, into the project. The Feasibility Report recommended the addition of the second roundabout to better address traffic impacts, but the formal governance process for validating that recommendation and incorporating the additional scope into the project is not clearly documented.</p> <p>Separately, there was cost increase of circa £570k on the BP roundabout between the Feasibility Report in August 2018 and January 2020 estimate. The key underlying causes of the BP costs increases are not clear as a robust change control process was not operating at the time.</p>	<p>1: Enhance Governance and Control, incorporating Change Control</p> <p>Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This should include:</p> <ul style="list-style-type: none"> • Best practice in establishing and setting requirements for key project roles such as Senior Responsible Owner and Project Director • A clearly defined gated process that enables interaction of key stakeholders and decision makers at the appropriate times. • Defining the key forums where accountabilities will be discharged, showing the linkage and relationship between those forums, provide details on the purpose, frequency, objectives, inputs, outputs and attendees • Setting forums required to deal with the general construction progress and buildability issues and forums required to provide updates to a broader set of stakeholders with different interests, skills and needs • Agreeing which reports are produced and by whom, and what input is required • An escalation and reporting structure through CPCA and the constituent local authorities • An explicit change control process with levels of delegated authority • Developing additional guidance around agreement of S106 requirements and around relaxation of release of s106 and other obligations imposed on 3rd parties including the factors to consider, due diligence to be performed, optioneering to complete, and the overall evidence assessment and decision-making process to be followed. <p>The Assurance framework should of course confirm that appropriate compliance / assurance procedures are performed to ensure the relevant governance processes are appropriately followed.</p> <p>2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline</p> <ul style="list-style-type: none"> • Introduce a master schedule for all projects from project inception, incorporating best practice in scheduling • Set standards for estimating, and the quality and contents of the costs presented in the Commercial Case at SOBC, OBC and FBC • Set the process for effective forward planning of expenditure

2. Executive Summary

Observation	Recommendation
<p>Governance and early stage cost information</p> <p>The multi-stakeholder environment and changes to scope and funding on the project has drawn attention to the need for increased clarity around leadership roles and responsibilities, and for governance to be enhanced and clearer.</p> <p>CPCA has an Assurance Framework, the most current version is dated May 2019. Whilst acknowledging the introduction of the revised Framework mid-project, there is no clear evidence that the Business Case process was followed (indeed no formal detailed Business Case document appears to have been prepared), and it is unclear which aspects of the project monitoring and close-out are to apply in future.</p> <p>CCC defines project gateways, GW1 (Project Scope Approval) to GW8 (Post Completion). Confirmation of budget for construction is at GW5 (Approval of Detailed Design), meaning that funding is sought once the design is mature and costs are well-developed. The process of identifying a funding requirement at the approval of detail design would improve accuracy of funding requests. However, not communicating a potential funding requirement at an earlier stage, i.e. before detailed design is complete, appears to have led to a lack of appreciation of the additional scope/funding required for Lancaster Way prior to March 2020, some 19 months after the August 2018 Feasibility Report had recommended the inclusion of the second roundabout.</p> <p>A Project Board was established in November 2018. A separate Project Group meeting is also undertaken. The terms of reference and relationship between the two meetings is not clearly defined.</p>	<p>1: Enhance Governance and Control (as above)</p> <p>2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline (as above)</p>

2. Executive Summary

Observation

Funding and Delivery Arrangement

Grovemere was originally accountable for the delivery of the BP roundabout, whatever the cost.

Following the Feasibility Report, CCC adopted responsibility for the delivery of the BP roundabout, although the formalisation of this (via a S278 agreement or otherwise) was not clear. Grovemere retained legal responsibility for the cost of the BP roundabout.

The Feasibility Report introduced works at the Lancaster Way (LW) roundabout. CCC took delivery responsibility for this roundabout. We were advised it was not considered reasonable to pass the cost of the LW roundabout to Grovemere. CCC funded the design fees in the short term. There was no agreement at this time on which party would bear the construction cost.

A target cost for the BP roundabout, and a draft target cost for the LW roundabout, was received from Skanska in April 2020. It was agreed that:

- CCC would retain the delivery responsibility for the BP and LW roundabouts
- Grovemere's financial contribution would be capped at £988k
- CPCA would fund the additional £779k for the BP roundabout, and meet the cost for the Lancaster Way roundabout that was not part of Grovemere's original scope, plus fund a risk allowance of £500k for COVID-19
- ECDC would provide £150k funding

The above was formalised in the third deed of variation to the S106 in July 2020 and the funding agreement between CPCA and CCC in June 2020.

It is unclear how the costs will be met if the total cost of BP and LW is in excess of the amount agreed at the Transport & Infrastructure Committee May 2020.

We understand the decision to cap Grovemere's cost risk and fund the additional costs of the BP roundabout was taken due to concerns over Grovemere's proceeding with the ongoing development of the Lancaster Way Business Park. The original S106 agreement required the BP roundabout upgrade to be delivered prior to reaching a 30,000m2 construction threshold. We understand the failure to proceed with the BP roundabout raised a risk to local job creation due to the potential loss of a tenant.

It is not clear what advice was taken or what options were considered to mitigate against the risk to local job creation, before arriving at the decision to cap the developer's cost exposure and transfer that risk ultimately to CPCA.

Recommendation

1: Enhance Governance and Control (as above)

2. Executive Summary

Observation	Recommendation
<p>Affordability and Value for Money</p> <p>CPCA had no allowance in the MTFS in January 2020 for costs associated with BP and Lancaster Way roundabouts, save for the residual grant funding of £863.5k given to the developer in 2016. Additional funding was approved at both the March 2020 and May 2020 Transport & Infrastructure Committees; as a result additional funding of £1.89m was set out in the Budget Update Report which went to the Board in August 2020. The implication of this is the LW roundabout had no confirmed construction funding between its identification in August 2018 and March 2020. The CCC Transport Delivery Plan 2020-2023 records no funding provision from CCC for either Lancaster Way or BP roundabouts.</p> <p>A value for money calculation was completed by Skanska in April 2020 This is after the Transport & Infrastructure Committee had been approached for additional funding in March 2020.</p> <p>As there is no Business Case, there is not a formal articulation of the benefits the project is intended to deliver. Rationale, aims and objectives and high-level consideration against the Five Case Model was included in Grovemere’s grant funding application, for the roundabout and other infrastructure upgrade works. We did not see evidence that there was monitoring and measuring of the resulting benefits realisation.</p>	<p>1: Enhance Governance and Control (as above)</p> <p>3: Supplement CPCA Assurance Framework with Further Best Practice Guidance</p> <p>Enhance the good work completed in the CPCA Assurance Framework with additional contents guidance for quality Business Cases. This may include:</p> <ul style="list-style-type: none"> • Requirement for an ‘approval in principle’ - with regards to funding streams - with constituent local authorities, developers and other parties as part of the financial case at SOBC and OBC (i.e. agreeing the proportion of funding to be obtained for the project from the various stakeholders, and the sources of funding) • Requirement for a value for money calculation or statement as part of the strategic case at SOBC, OBC and FBC, identifying the funding envelope inside which value for money will be demonstrated and the way in which demonstration of VFM should be assessed and reported • Guidance on what procurement routes are to be prioritised and explored in preparation of the commercial case at OBC
<p>Estimating, Uncertainty and Risk</p> <p>The approach to quantifying and making allowances for risk appears to have been high level and not supported by optimism bias guidance or quantified risk registers. The process for risk management during the delivery phase is included in the ‘Ten Point Guide to Project Management’ (as part of the CPCA Assurance Framework), but provides limited guidance and should be enhanced.</p>	<p>4: Formalise Risk Management Approach</p> <p>Set a framework for approaching risk management, including;</p> <ul style="list-style-type: none"> • Quantifying uncertainty, optimism bias and risk allowances as part of estimates • The approach to contingency management, including identification of reserves and authorisation of draw-down through change control • Setting minimum standards for the identification and management of risk throughout the project lifecycle, using risk registers and Early Warning Notices

2. Executive Summary

Observation	Recommendation
<p>Reporting</p> <p>Reports (such as contractor progress reports and highlight reports) generated lack key information such as estimated outturn construction cost or remaining contingency, and do not report against an agreed baseline budget and schedule.</p> <p>CCC did not support the presentation of costs to the Transport & Infrastructure Committee in March 2020. The April 2020 CPCA Board discussed information received informally the previous evening. The May 2020 Transport & Infrastructure Committee included a requested amendment, ultimately defeated, regarding reporting by CPCA which contained ‘inaccuracies and misrepresentations’ and had not been shared with CCC prior to publication. This indicates poor alignment in preparation of reports and a lack of clarity on roles and responsibilities.</p> <p>The post-contract internal reporting requirements of CCC, and the associated escalation route, is unclear.</p>	<p>5: Improve Quality of Reporting, and Standardise Reporting Formats</p> <p>Building on the existing CPCA Highlight Report format, establish best practice reporting templates to consistently capture pertinent data from inception throughout the project lifecycle. This will incorporate:</p> <ul style="list-style-type: none"> • An agreed approach to joint drafting between CPCA and CCC (or others as appropriate) • Current available funding and sources • Budget, and projected expenditure split between costs to date and costs to go • Schedule and milestone reporting • Key risks and available contingency • Current contract award value
<p>Project Duration</p> <p>The project’s inception was at planning approval in March 2011. The forecast construction completion is December 2020 for BP and March 2021 for Lancaster Way, giving an overall project duration of around 9.5 years, of which the construction duration is circa 8 months. The risk to local job creation due to the potential of Grovemere’s not proceeding with the BP roundabout in 2020 was, we understand, the key motivating factor that led to more project activity. Prior to 2020 the accountability for driving the project forward at different stages was unclear and impacted by the complexities and changes to the stakeholder relationships. The extended project duration would have increased construction costs due to the impact of inflation; the process for including inflation in cost estimates is not clearly defined</p>	<p>2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline (as above)</p>

3. Key Findings and Recommendations

3. Key Findings and Recommendations

Scope and Definition

- a) The original BP roundabout scheme attached to the developer's planning consent was considered 'not fit for purpose' (CCC Lancaster Way Briefing Note, 20/09/2018). The Feasibility Report completed in August 2018 identified four potential schemes, therefore introducing the scope at the Lancaster Way roundabout:
1. A10/A142 roundabout full design
 2. A10/A142 roundabout do minimum interim design
 3. A142 Lancaster Way roundabout full design
 4. A142 Lancaster Way roundabout do minimum interim design

The reasons for the failure to identify the additional scope for Lancaster Way in the original planning application are not clear. It remains a possibility that a more robust assessment at an earlier stage may have identified the additional scope sooner. A more detailed exercise focussing on the remit of the original assessment would need to be carried out to test this hypothesis.

All subsequent design and costs discussed on the project relate to the do minimum interim designs for the BP roundabout (A10/A142) and A142 Lancaster Way (i.e. scheme 2 and 4 from the Feasibility Report). It is unclear how the design has been progressed or budget allowed for the full schemes (i.e. scheme 1 or 3 from the Feasibility Report).

- b) There is no evidence of a formal change control process being used for scope changes to construction, including the decision to incorporate the Lancaster Way roundabout, into the project. The Feasibility Report recommended the addition of the second roundabout to better address traffic impacts, but the formal governance process for validating that recommendation and incorporating the additional scope into the project is not clearly documented.
- c) Separately, there was cost increase of circa £570k on the BP roundabout between the Feasibility Report in August 2018 and January 2020 estimate. The key underlying causes of the BP costs increases are not clear as a robust change control process was not operating at the time.
- d) The critical path for the project was driven by two factors; the expiration of the Local Growth Fund funding in March 2018 (subsequently extended to March 2021), and the delivery of 30,000m² GIA development, which we understand is not yet completed. Whilst overall schedules have been issued at various points in the project, these typically feature only one roundabout and are not subsequently reported against, indicating there is not an agreed master schedule beyond the critical dates.

Recommendations

1: Enhance Governance and Control, incorporating Change Control

Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This should include:

- Best practice in establishing and setting requirements for key project roles such as Senior Responsible Owner and Project Director
- A clearly defined gated process that enables interaction of key stakeholders and decision makers at the appropriate times.
- Defining the key forums where accountabilities will be discharged, showing the linkage and relationship between those forums, provide details on the purpose, frequency, objectives, inputs, outputs and attendees
- Setting forums required to deal with the general construction progress and buildability issues and forums required to provide updates to a broader set of stakeholders with different interests, skills and needs
- Agreeing which reports are produced and by whom, and what input is required
- An escalation and reporting structure through CPCA and the constituent local authorities
- An explicit change control process with levels of delegated authority
- Developing additional guidance around agreement of S106 requirements and around relaxation of release of s106 and other obligations imposed on 3rd parties including the factors to consider, due diligence to be performed, optioneering to complete, and the overall evidence assessment and decision-making process to be followed.

3. Key Findings and Recommendations

Scope and Definition

- e) The Compensation Event process was used during the preliminary and detailed design stages to incorporate change to the scope of design, such as undertaking trial holes and slab loading calculations. The Early Warning Notice process does not appear to have been used effectively, as only one Early Warning Notice was issued (for COVID-19, in March 2020).
- f) Skanska has agreed a target cost and been instructed to proceed with the BP roundabout. A target cost has not yet been agreed and an order has not been placed for the Lancaster Way roundabout, which is undergoing consultation.

Recommendations

(cont'd)

The Assurance framework should of course confirm that appropriate compliance / assurance procedures are performed to ensure the relevant governance processes are appropriately followed.

2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline

- Introduce a master schedule for all projects from project inception, incorporating best practice in scheduling
- Set standards for estimating, and the quality and contents of the costs presented in the Commercial Case at SOBC, OBC and FBC
- Set the process for effective forward planning of expenditure



3. Key Findings and Recommendations

Governance and Early Stage Cost Information

- a) The developer (Grovemere) was the initial client. In July 2020, this formally changed to CCC upon execution of the third deed of variation to the S106. However, CPCA is making the most significant funding contribution. This position complicates project leadership and governance. The multi-stakeholder environment and changes to scope and funding on the project has drawn attention to the need for increased clarity around leadership roles and responsibilities and for governance to be enhanced and clearer.
- b) The CPCA Assurance Framework dated May 2019 prescribes a Business Case process to be followed, commencing at Project Initiation Document and culminating in a Full Business Case pre-procurement. The Assurance Framework outlines a post-contract monthly highlight report, outcome monitoring and change control process, plus close-out process. Whilst acknowledging the introduction of this Framework mid-project, no evidence was seen that the Business Case process was followed (indeed no formal detailed Business Case document appears to have been prepared), and it is unclear which aspects of the project monitoring and close-out are to apply in future.
- c) CCC defines project gateways, GW1 (Project Scope Approval) to GW8 (Post Completion):
 - i. The relevant gateways appear to have been approved. A governance matrix outlines who is required to give approval. However, GW1 and GW2 are not listed on the matrix and those approvals themselves are not dated. One approval (GW6) is inconsistent with the approvals stated as required by the governance matrix.
 - ii. GW5 (Approval of Detailed Design) and GW6 (Approval of Target Cost) were approved on the same day, and there is narrative referring to acceleration and design completion post target cost. The reasoning behind this and evidence of consideration of the additional risk position it presents is not clear.
 - iii. Generally, whilst the CCC gateway process provides construction cost and schedule estimates prior to GW5 (Approval of Detailed Design), the only construction cost estimates during the design phases of this project were in August 2018 and January 2020.

Recommendations

1: Enhance Governance and Control, incorporating Change Control

Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This should include:

- Best practice in establishing and setting requirements for key project roles such as Senior Responsible Owner and Project Director
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(cont'd)

3. Key Findings and Recommendations

Governance and Early Stage Cost Information

- d) The process set out by the CCC gateway process of identifying a funding requirement at the approval of detail design would improve accuracy of funding requests. However, not communicating a potential funding requirement at an earlier stage, i.e. before detailed design is complete, appears to have led to a lack of appreciation of the additional scope/funding required for Lancaster Way prior to March 2020, some 19 months after the August 2018 Feasibility Report had recommended the inclusion of the second roundabout.
- e) A project board was established in November 2018. The remit and attendance at this, the differentiation of this from a general site / progress meeting, and the escalation route for issues within CCC and CPCA, is not clear.
- f) We have been provided with some examples of minutes from a separate Project Group Meeting. The remit and attendance at this, and the differentiation of this from the project board is unclear. In February 2020, six of the ten attendees at the Project Group Meeting also attended the Project Board two days later.

Recommendations

(cont'd)

The Assurance framework should of course confirm that appropriate compliance / assurance procedures are performed to ensure the relevant governance processes are appropriately followed.

2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline

- Introduce a master schedule for all projects from project inception, incorporating best practice in scheduling
- Set standards for estimating, and the quality and contents of the costs presented in the Commercial Case at SOBC, OBC and FBC
- Set the process for effective forward planning of expenditure



3. Key Findings and Recommendations

Funding and Delivery Arrangement

- a) The funding status in August 2018 of the four potential schemes identified in the Feasibility Report is as follows:

Scheme	Status at August 2018
A10/A142 (BP) roundabout full design	No funding for design or construction
A10/A142 (BP) roundabout interim do minimum interim design	Funding for design and construction from the developer Grovemere
A142 Lancaster Way roundabout full design	No funding for design or construction
A142 Lancaster Way roundabout do minimum interim design	No funding for design or construction

- b) After several avenues were explored, funding was obtained in early 2019 from CCC to progress the preliminary and detailed design of the do minimum Lancaster Way scheme as an interim measure. The developer was responsible under the S106 agreement for funding the design of the BP roundabout.
- c) Grovemere was originally accountable for the delivery of the BP roundabout, whatever the cost. Following the Feasibility Report, CCC adopted responsibility for the delivery of the BP roundabout, although the formalisation of this (via a S278 agreement or otherwise) was not clear. Grovemere retained legal responsibility for the cost of the BP roundabout.
- d) The Feasibility Report introduced works at the Lancaster Way (LW) roundabout. CCC took delivery responsibility for this roundabout. We were advised it was not considered reasonable to pass the cost risk of the LW roundabout to Grovemere. CCC funded the design fees in the short term. There was no agreement at this time on which party would bear the construction cost.

Recommendations

1: Enhance Governance and Control, incorporating Change Control

Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This should include:

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- An explicit change control process with levels of delegated authority
- Developing additional guidance around agreement of S106 requirements and around relaxation of release of s106 and other obligations imposed on 3rd parties including the factors to consider, due diligence to be performed, optioneering to complete, and the overall evidence assessment and decision-making process to be followed.

3. Key Findings and Recommendations

Funding and Delivery Arrangement

- e) A target cost for the BP roundabout, and a draft target cost for the LW roundabout, was received from Skanska in April 2020. It was agreed that:
- CCC would retain the delivery responsibility for the BP and LW roundabouts
 - Grovemere's financial contribution would be capped at £988k
 - CPCA would fund the additional £779k for the BP roundabout, and meet the cost for the Lancaster Way roundabout that was not part of Grovemere's original scope, plus fund a risk allowance of £500k for COVID-19
 - ECDC would provide £150k funding

The above was formalised in the third deed of variation to the S106 in July 2020 and the funding agreement between CPCA and CCC in June 2020.

It is unclear how the costs will be met if the total cost of BP and LW is in excess of the amount agreed at the Transport & Infrastructure Committee May 2020.

We understand the decision to cap Grovemere's cost risk and fund the additional costs of the BP roundabout was taken due to concerns over Grovemere proceeding with the ongoing development of the Lancaster Way Business Park. The original S106 agreement required the BP roundabout upgrade to be delivered take place prior to reaching a 30,000m2 of construction threshold took place. We understand the failure to proceed with the BP roundabout would therefore raised a risk to impact on local job creation due to the potential loss of a tenant.

It is not clear what advice was taken or what options were considered to mitigate against the risk to negative impact on local job creation, before arriving at the decision to cap the developer's cost exposure and transfer that risk ultimately to CPCA.

Recommendations

(cont'd)

The Assurance framework should of course ensure that appropriate compliance / assurance procedures are performed to ensure the relevant governance processes are appropriately followed.



3. Key Findings and Recommendations

Funding and Delivery Arrangement

- f) CCC did not support the presentation of costs to the Transport & Infrastructure Committee in March 2020, primarily due to market pricing still being undertaken by Skanska at that time, and uncertainty over the implications of a high pressure gas main. CPCA made a risk provision for these issues in the March 2020 paper.
- g) We were advised that, whilst an increase in funding was agreed in principle, it was not possible to formalise this as the March 2020 meeting was virtual.
- h) The subsequent forum was the main CPCA Board in April 2020, which agreed the project should either be reduced to the original single roundabout scope should further cost pressures emerge, or to conduct a review of the budget and timetable for the project should there be any further costs arising. In this forum it was agreed to delegate the decision-making for additional funding to the Transport & Infrastructure Committee.
- i) The May 2020 Transport & Infrastructure Committee followed receipt of Skanska's target costs and the emergence of COVID-19 as a project issue. Additional funding of £722,527 was approved, taking the CPCA contribution to £1,890,770. The documents provided to us do not suggest that there was consideration of de-scoping and the project is referred to the Audit & Governance Committee.

Recommendations

1: Enhance Governance and Control, incorporating Change Control (as above)



3. Key Findings and Recommendations

Affordability and Value for Money

- a) A value for money calculation was completed by Skanska in April 2020. This is after the Transport & Infrastructure Committee had been approached for additional funding in March 2020. The report concluded the schemes were providing value for money at the target costs agreed with Skanska. There does not appear to be guidance on when a value for money report should be obtained, which party is appropriate to carry this out to avoid a conflict of interest, and what it should contain or assess. We were not asked to review or comment on the approach followed in the VfM assessment performed nor to review or comment on the conclusions reached.
- b) Evidence of due diligence or verification of the statement that the developer had limited ability to meet the costs of the BP / LW roundabouts, prior to the decision by CPCA to contribute additional funding, is not clearly documented.
- c) In November 2018, CPCA questioned alternative procurement routes to appointing Skanska. CCC had identified Skanska or Eastern Highways Alliance could be used, with other potential frameworks accessible by CPCA, or direct procurement by Grovemere. A comprehensive consideration of potential procurement options and the relationship with project ownership and project funding does not appear to have been undertaken.
- d) There is a complete project budget, but it is high-level (with only six heads of cost for Lancaster Way). It does not appear to form part of the monthly reporting cycle.
- e) As there is no Business Case, there is not a formal articulation of the benefits the project is intended to deliver. Rationale, aims and objectives and high-level consideration against the Five Case Model was included in Grovemere's grant funding application, for the roundabout and other infrastructure upgrade works. We did not see evidence that there was monitoring and measuring of the resulting benefits realisation.

Recommendations

1: Enhance Governance and Control, incorporating Change Control

Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This should include:

- Best practice in establishing and setting requirements for key project roles such as Senior Responsible Owner and Project Director
- Mapping and interacting with stakeholders throughout a gated process and clear details of the gated process
- Defining the key forums where accountabilities will be discharged, showing the linkage and relationship between those forums, provide details on the purpose, frequency, objectives, inputs, outputs and attendees
- Setting forums required to deal with the general construction progress and buildability issues and forums required to provide updates to a broader set of stakeholders with different interests, skills and needs
- Agreeing which reports are produced and by whom, and what input is required
- An escalation and reporting structure through CPCA and the constituent local authorities
- An explicit change control process with levels of delegated authority
- Developing additional guidance around agreement of S106 requirements and around relaxation of release of s106 and other obligations imposed on 3rd parties including the factors to consider, due diligence to be performed, optioneering to complete, and the overall evidence assessment and decision-making process to be followed.

(cont'd)

3. Key Findings and Recommendations

Affordability and Value for Money

- f) CPCA had no allowance in the MTFS in January 2020 for costs associated with BP and Lancaster Way roundabouts, save for the residual grant funding given to the developer in 2016. Additional funding was approved at both the March 2020 and May 2020 Transport & Infrastructure Committees, with the resulting additional funding of £1.89m was set out in the Budget Update Report which went to the Board in August 2020. The CCC Transport Delivery Plan 2020-2023 records no funding provision from CCC for either Lancaster Way or BP roundabouts.

The implication of this is the LW roundabout had no confirmed construction funding between its identification in August 2018 and March 2020.

Recommendations

(cont'd)

The Assurance framework should of course ensure that appropriate compliance / assurance procedures are performed to ensure the relevant governance processes are appropriately followed.

3: Supplement CPCA Assurance Framework with Further Best Practice Guidance

Enhance the good work completed in the CPCA Assurance Framework with additional contents guidance for quality Business Cases. This may include:

- Requirement for an 'approval in principle' - with regards to funding streams - with constituent local authorities, developers and other parties as part of the financial case at SOBC and OBC (i.e. agreeing the proportion of funding to be obtained for the project from the various stakeholders, and the sources of funding)
- Requirement for a value for money calculation or statement as part of the strategic case at SOBC, OBC and FBC, identifying the funding envelope inside which value for money will be demonstrated and the way in which demonstration of VFM should be assessed and reported
- Guidance on what procurement routes are to be prioritised and explored in preparation of the commercial case at OBC



3. Key Findings and Recommendations

Estimating, Uncertainty and Risk

- a) The approach to quantifying and making allowances for risk appears to be high level and not supported by optimism bias guidance or quantified risk registers. This is evident from:
 - i. Feasibility estimates include an allowance for 30% optimism bias, with no supporting calculation
 - ii. January 2020 estimates include a line item of 5% for contractor risk in the target cost, and 20% allowance for client risk. It is unclear how this was quantified. It is also unclear what information is shared with the contractor.
- b) In the feasibility estimates and the January 2020 estimates, the organisation and compilation of the estimates differs. The overhead percentage varies from 15.6% to 16% and the sequence of items measured varies, which impacts compounding. There is no cost inclusion in either estimate for inflation, which would have increased construction costs due to the extended project duration. There appears to be no guidance on the composition of estimates.
- c) There remain exclusions from the January 2020 estimates, such as VAT and land purchase. It is unclear where these additional costs are provided for. Additionally, there are assumptions such as all spoil being inert. We were advised the risk registers inform the risk allowances, but below-ground contamination – a key risk for this type of project - is not on the risk register.
- d) The May 2020 additional funding approval from CPCA included a £500k allowance for COVID-19 measures. It is unclear how this amount was arrived at. It is also unclear how the expenditure against this allowance is to be quantified and monitored. Further, it is unclear what measures are being pursued to mitigate these costs, such as extended working hours.
- e) There is an overarching project risk register. Risks are also captured in the monthly CPCA Highlight Report, where they are quantified. The relationship between the quantified risks and the contingency held is unclear.
- f) The process for risk management during the delivery phase is included in the 'Ten Point Guide to Project Management' (as part of the CPCA Assurance Framework), but provides limited guidance and should be enhanced.

Recommendations

4: Formalise Risk Management Approach

Set a framework for approaching risk management, including;

- Quantifying uncertainty, optimism bias and risk allowances as part of estimates
- The approach to contingency management, including identification of reserves and authorisation of draw-down through change control
- Setting minimum standards for the identification and management of risk throughout the project lifecycle, using risk registers and Early Warning Notices



3. Key Findings and Recommendations

Reporting

- a) Skanska progress reports were generated, the earliest example provided from June 2019. This reporting did not identify the overarching project issues:
- i. The costs reported are the design fees for the current design stage. There is no reporting of cost of future design phases or the estimated construction cost. No reports separate the costs attributable to the BP and Lancaster Way roundabouts.
 - ii. The reporting of milestone dates was not comprehensive. Of the reports we were provided, the first showing a forecast construction date was in February 2020. Until February 2020 there was no separation of the schedule dates for the BP and Lancaster Way roundabouts.
 - iii. There is evidence of movement in the milestone dates not supported by change control and without narrative (GW4 completion forecast as 10/09/19 in August 19 and achieved on 21/10/2019). It is unclear how these milestone dates relate to an agreed master schedule.
 - iv. Whilst there is a place to record Early Warning Notices, none have been recorded on the project to date. There is no narrative space to record other risks.
- b) Highlight Reports were generated for CPCA Business Board, the earliest example provided from July 2018. This reporting did not identify the overarching project issues. We understand the remit of the reporting is whether the developer would spend the grant by the deadline, and whether the developer would make loan repayments in accordance with the agreement.
- c) The progress meeting agenda removed health and safety and innovation as meeting items in September 2019. The agenda content could be supplemented to support full consideration of pertinent issues and compliance with legislation, such as the Construction (Design & Management) Regulations 2015.

Recommendations

5: Improve Quality of Reporting, and Standardise Reporting Formats

Building on the existing CPCA Highlight Report format, establish best practice reporting templates to consistently capture pertinent data from inception throughout the project lifecycle. This will incorporate:

- An agreed approach to joint drafting between CPCA and CCC (or others as appropriate)
- Current available funding and sources
- Budget, and projected expenditure split between costs to date and costs to go
- Schedule and milestone reporting
- Key risks and available contingency
- Current contract award value



3. Key Findings and Recommendations

Reporting (cont'd)

- d) Highlight Reports in the CPCA format have been completed from March 20 onwards and represent an increase in reporting quality. This report contains good information (including a narrative update, project RAG rating, top 5 risks) but could be enhanced:
- i. Some information does not agree with other sources, notably the project outturn cost. Highlight Report 18/06/2020 states £2,267,418. Board paper for T&I Committee 15/05/2020 states £3,029,125 (including the COVID-19 risk allowance of £500k).
 - ii. The outturn project cost is presented as a single line item. The component parts of the outturn cost should be reported, showing separately the remaining allowances for risk.
- e) The delivery risk and cost escalation risk to Lancaster Way resultant from the public consultation is included on the CPCA Highlight Report risk register, but has zero cost allocated. The risk is not included on the overall project risk register.
- f) CCC did not support the presentation of costs to the Transport & Infrastructure Committee in March 2020, primarily due to market pricing still being undertaken by Skanska at that time, and uncertainty over the implications of a high pressure gas main. CPCA made a risk provision for these issues in the March 2020 paper.
- g) We understand that the compressed time period to prepare papers for submission – whilst cost information was still emerging - to the Committee resulted in an inability to address all feedback and outstanding queries between CCC and CPCA. This resulted in a misalignment of expectations/understanding in regards to the contents of the paper and suggests poor alignment in preparation of reports and a lack of clarity on governance and reporting structures, roles and responsibilities.
- h) The May 2020 Transport & Infrastructure Committee included a requested amendment, ultimately defeated, regarding reporting by CPCA which contained 'inaccuracies and misrepresentations' and had not been shared with CCC prior to publication. This is further indicative of poor alignment in governance and reporting structures, and in report preparation
- i) The post-contract internal reporting requirements of CCC, and the associated escalation route, is unclear.

Recommendations

5: Improve Quality of Reporting, and Standardise Reporting Formats

Building on the existing CPCA Highlight Report format, establish best practice reporting templates to consistently capture pertinent data from inception throughout the project lifecycle. This will incorporate:

- An agreed approach to joint drafting between CPCA and CCC (or others as appropriate)
- Current available funding and sources
- Budget, and projected expenditure split between costs to date and costs to go
- Schedule and milestone reporting
- Key risks and available contingency
- Current contract award value



3. Key Findings and Recommendations

Project Duration

The project's inception was at planning approval in March 2011. The forecast construction completion for the BP roundabout is December 2020 and for the LW roundabout of March 2021, giving an overall project duration of around 9.5 years, of which the construction duration is circa 8 months. This is not the shortest possible project duration. Factors influencing the project length were as follows:

Phase	Duration	Factors
Pre-feasibility Planning approval March 2011 – Feasibility Report commission October 2017	6 years 7 months	<p>The project critical path was set by two factors: 1) the 30,000m2 GIA construction trigger included in the S106, and 2) the expiration date of the funding provided by the Enterprise Partnership.</p> <p>After the initial planning approval and S106 in March 2011, two deeds of variation were obtained - March 2014 and December 2015. The Enterprise Funding was obtained in September 2016. The developer was driving the programme at this time, and had no need to progress the project at pace, so far in advance of achieving the 30,000m2 GIA threshold.</p> <p>The initial funding expiration date necessitated a construction completion date of March 2018. When this funding expiration date was extended (in February 2019) to March 2021, the GIA threshold had not yet been met and the revised funding date became the effective critical path.</p> <p>A Feasibility Report was commissioned by the developer in October 2017. The key driver for the extended duration between the award of Growth Fund grant in September 2016 and the commissioning of the Feasibility Report is not clear.</p>
Feasibility Report October 2017 – August 2018	10 months	Resource availability at Skanska and a demobilised period of 2 months between Phase 1 (site surveys) and Phase 2 (traffic modelling and options) appear to have contributed to the longer than typical duration of the feasibility study.

3. Key Findings and Recommendations

Project Duration

Phase	Duration	Factors
Post-feasibility September 2018 – March 2019	6 months	This period was related to considering the results of the Feasibility Report, then agreeing responsibility for funding for the design of the Lancaster Way roundabout.
Design March 2019 – January 2020 (BP) and ongoing (Lancaster Way)	11 months+	Whilst quotations from statutory utilities providers were obtained in this period, the design duration appears disproportionate to the scale and complexity of construction involved in the project.
Construction July 2020 – December 2020 (BP) January 2021 – March 2021 (Lancaster Way)	5 months (BP) 3 months (Lancaster Way)	Whilst these are relatively short construction durations, there does not appear to be formal optioneering regarding complete closures or partial closures.

Recommendations

2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline

- Introduce a master schedule for all projects from project inception, incorporating best practice in scheduling
- Set standards for estimating, and the quality and contents of the costs presented in the Commercial Case at SOBC, OBC and FBC
- Set the process for effective forward planning of expenditure

4. Consolidated Recommendations

4. Consolidated Recommendations and Next Steps

The detailed key findings in Section 3 of this report identified a number of recommendations, which can be grouped into major areas of focus. These recommendations can be used to enhance the likelihood of delivery success for this project, but are also applicable across the CPCA portfolio.

1

1: Enhance Governance and Control

Building on the existing CPCA Assurance Framework and Ten Point Guide to Project Management, the governance for projects delivered with CPCA and constituent local authority involvement should be refined. This will include:

- Best practice in establishing and setting requirements for key project roles such as Senior Responsible Owner and Project Director
- A clearly defined gated process that enables interaction of key stakeholders and decision makers at the appropriate times.
- Defining the key forums where accountabilities will be discharged, showing the linkage and relationship between those forums, provide details on the purpose, frequency, objectives, inputs, outputs and attendees
- Setting forums required to deal with the general construction progress and buildability issues and forums required to provide updates to a broader set of stakeholders with different interests, skills and needs
- Agreeing which reports are produced and by whom, and what input is required
- An escalation and reporting structure through CPCA and the constituent local authorities
- An explicit change control process with levels of delegated authority
- Developing additional guidance around agreement of S106 requirements and around relaxation of release of s106 and other obligations imposed on 3rd parties including the factors to consider, due diligence to be performed, optioneering to complete, and the overall evidence assessment and decision-making process to be followed.

2

2: Effectively Set Baselines for Cost and Schedule, Informing a Robust Pipeline

- Introduce a master schedule for all projects from project inception, incorporating best practice in scheduling
- Set standards for estimating, and the quality and contents of the costs presented in the Commercial Case at SOBC, OBC and FBC
- Set the process for effective forward planning of expenditure

4. Consolidated Recommendations and Next Steps

3

3: Supplement CPCA Assurance Framework with Further Best Practice Guidance

Enhance the good work completed in the CPCA Assurance Framework with additional contents guidance for quality Business Cases. This may include:

- Requirement for an 'approval in principle' - with regards to funding streams - with constituent local authorities, developers and other parties as part of the financial case at SOBC and OBC
- Requirement for a value for money calculation or statement as part of the strategic case at SOBC, OBC and FBC, identifying the funding envelope inside which value for money will be demonstrated, and the way in which demonstration of VFM should be assessed and reported
- Guidance on what procurement routes are to be prioritised and explored in preparation of the commercial case at OBC

4

4: Formalise Risk Management Approach

Set a framework for approaching risk management, including;

- Quantifying uncertainty, optimism bias and risk allowances as part of estimates
- The approach to contingency management, including identification of reserves and authorisation of draw-down through change control
- Setting minimum standards for the identification and management of risk throughout the project lifecycle, using risk registers and Early Warning Notices

5

5: Improve Quality of Reporting, and Standardise Reporting Formats

Building on the existing CPCA Highlight Report format, establish best practice reporting templates to consistently capture pertinent data from inception throughout the project lifecycle. This will incorporate:

- An agreed approach to joint drafting between CPCA and CCC (or others as appropriate)
- Current available funding and sources
- Budget, and projected expenditure split between costs to date and costs to go
- Schedule and milestone reporting
- Key risks and available contingency
- Current contract award value

Appendices

Appendix 1: List of Interviewees

The below list indicates parties who participated in interviews for this engagement. A number of parties participated in several interviews in addition to the factual accuracy process, in completing this engagement.

Interviewee
David Allatt – Transport Assessment Manager, Cambridgeshire County Council
Jon Alsop – Head of Finance, Cambridgeshire and Peterborough Combined Authority
Domenico Cirillo – Business Programmes & Business Board Manager, Cambridgeshire and Peterborough Combined Authority
Steve Cox – Executive Director for Place & Economy, Cambridgeshire County Council
Robert Emery - Chief Accountant, Dept CFO and Section 151 Business Board, Cambridgeshire and Peterborough Combined Authority
Chris Foyle – Project Manager, Cambridgeshire County Council
Rowland Potter – Head of Transport, Cambridgeshire and Peterborough Combined Authority
Andy Preston – Assistant Director Infrastructure & Growth, Cambridgeshire County Council
Paul Raynes – Strategy and Assurance Director, Cambridgeshire and Peterborough Combined Authority

Appendix 2: List of Information Received

The documents provided were reviewed solely for the purposes set out in the scope. Given in some cases the extensive nature of the documents, the review was high-level.

Document Title (electronic file name)	Nature	Document Title (electronic file name)	Nature
A142 - Rbts Project Gateways	Governance	2020-01-31 BP Estimate CF	Estimate
A10/A142 Witchford Roundabout As Built Drawings 21/11/19	Email	2020-01-31 LW Estimate CF	Estimate
A10/A142 Witchford Roundabout Phase 1 Progress update 07/12/2017	Email	2020-04-23 Draft ECI Estimate	Estimate
Project Commissioning Brief March 2019	Scope	A142 A10 BP Roundabout target cost v1 rev B	Estimate
A142 Junction Tech Note	Design	Economic Assessment	Estimate
Project Commissioning Brief January 2019	Scope	A10_A142 Witchford Rd TC Phase1 021017	Estimate
CE006 - Trial holes AW - A142 BP Roundabout	CE	A10_A142 Witchford Rd TC Phase2 240118	Estimate
CE007 - 8 - 9 Trees Eco Gas	CE	LA 430086 - BP Detailed Design Estimate 18/09/19	Estimate
CE010 Geotech	CE	LA 430086 - LW Detailed Design Estimate 18/09/19	Estimate
CE011 - eDNA Surveys	CE	Witchford Feasibility Study v4 27/08/2018	Estimate
CE012 - Management time	CE	Target Cost A142 Lancaster Way CF Comments	Estimate
A142 Study Programme	Schedule	CPCA T&I Paper_A10-A142 March 2020	Paper
P_5020067_HW_GA_101_Rev_A	GA	CPCA T&I Paper May 2020	Paper
P_5020067_HW_GA_102_Rev_A	GA	TRANS029 Budget Tracker April 20	Financial statement
P_5020067_HW_GA_103_Rev_A	GA	TRANS029 Budget Tracker May 20	Financial statement
P_5020067_HW_GA_104_Rev_A	GA	TRANS029 Budget Tracker June 20	Financial statement
Witchford Feasibility Study - Final-06 09 2017	Scope	CCC Cost Profile - April 20	Cashflow current FY
3.1 - Business Case PROJ-2314	Business Case	CCC Cost Profile - May 20	Cashflow current FY
Business Case 1.2	Business Case	CCC Cost Profile - May 20v1	Cashflow current FY
Growth Prospectus 2018/2019 - Expression of Interest Internal Assessment Proforma	Funding Expression of Interest	CCC Cost Profile - June 20	Cashflow current FY
Report Grovemere Propert Ltd PDF	Funding assessment		
Lancaster Way - Working towards a way forward 08/01/2020	Email		

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The documents provided were reviewed solely for the purposes set out in the scope. Given in some cases the extensive nature of the documents, the review was high-level.

Document Title (electronic file name)	Nature	Document Title (electronic file name)	Nature
March 20 - Untitled - MTFP reconciliation	Excel report	Design Progress Report June 2019	Report
March 20 - CPCA - Highlight Report	Excel report	Agenda Progress Meeting August 2019	Agenda
April 20 - CPCA - Highlight Report	Excel report	Issue of drawing 12/08/2019	Email
April 20 - CPCA - Highlight Report	Excel report	Minutes Progress Meeting August 2019 (MH Comments)	Minutes
May 20 - CPCA - Highlight Report	Excel report	Minutes Progress Meeting August 2019	Minutes
May 20 - CPCA - Highlight Report	Excel report	Progress update email 12/09/2019	Email
June 20 - CPCA - Highlight Report	Excel report	A10-A142. C3 Budget Estimate Summary	Excel Summary
June 20 - CPCA - Highlight Report	Excel report	A142 Programme - BP - September 2019	Schedule
July 20 - CPCA - Highlight Report	Excel report	Agenda Progress Meeting September 2019	Agenda
Highlight report template v10	Excel report	Budget Diversion - UKPN 06/09/2019	Estimate
REQ: Lancaster Way Feasibility Study - Progress Meeting Note 20.10.17	Email	Lancaster Way - A142 - September 2019	Schedule
A10/A142 Witchford Roundabout - Survey Progress	Email	Minutes Progress Meeting August 2019 (ES comments)	Minutes
REQ: Lancaster Way Feasibility Study - Meeting Note 09.03.18	Email	Progress report 13.9.2019	Report
RE: Lancaster Way - Traffic Study - Update Request	Email	Agenda October 2019 Cost Meeting	Agenda
REQ: Lancaster Way Feasibility Study - Meeting Note 10.05.18	Email	Key actions 14/10/2019	Email
REQ: Lancaster Way Feasibility Study - Meeting Note 10.05.18	Email	Progress Report 21-10-19	Report
REQ: Feasibility study and A10 / A142 roundabouts - Minutes - Comments and Suggestions	Email	Agenda February 2020	Agenda
Lancaster Way Briefing Note 20/09/2018	Email	20200206 A10-A142 Improvements Project Board	Minutes
Minutes Progress Meeting May 2019	Minutes	Agenda Progress Meeting February 2020	Agenda
Agenda Progress Meeting June 2019	Agenda	BP and Lancaster Way A142 Roundabouts Programme March 2020	Schedule
Issue of drawings for BP and LW roundabouts 13/06/2019	Email	A142 Roundabouts Progress Report 28.02.20	Report
Minutes Progress Meeting June 2019	Minutes	Progress Report 20-03-2020	Report

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The documents provided were reviewed solely for the purposes set out in the scope. Given in some cases the extensive nature of the documents, the review was high-level.

Document Title (electronic file name)	Nature	Document Title (electronic file name)	Nature
Minutes Progress Meeting March 2020	Minutes	Lancaster Way GD Project Highlight Report July 2019	Report
Minutes Project Board April 2020	Minutes	Lancaster Way GD Project Highlight Report June 2019	Report
Progress Report 20-04-20	Report	Lancaster Way GD Project Highlight Report March 2019	Report
Minutes Project Board May 2020	Minutes	Lancaster Way GD Project Highlight Report May 2019	Report
Minutes Project Board May 2020	Minutes	Lancaster Way GD Project Highlight Report November	Report
Progress Report May 2020	Report	Lancaster Way GD Project Highlight Report October 2019	Report
Progress Report May 2020 v2	Report	Lancaster Way GD Project Highlight Report October	Report
Progress Report May 2020 SD edits	Report	Lancaster Way GD Project Highlight Report September 2019	Report
Agenda Programme Board June 2020	Agenda	Lancaster Way GD Project Highlight Report September 2018	Report
Progress Report June 2020 CF	Report	Lancaster Way GD Project Highlight Report November 2019	Report
Progress Report June 2020 final rev 2	Report	Lancaster Way HLR Jul 20	Report
Progress Report June 2020 final rev 3	Report	Grant Funding Agreement - undated 2020 - CPCA and CCC	Funding agreement
Progress Report July 2020	Report	Deed of Variation to S106 agreement	Deed of variation
A142 Roundabouts Highlight Report 31.1.20	Report	Third Deed of Variation to S106 Agreement dated 31/07/2020	Deed of variation
Lancaster Way CCEZ - Project Highlight Report - July 2018	Report	Grant Funding Agreement - 5 June 2020	Executed version of document above
Lancaster Way CCEZ - Project Highlight Report - June	Report	Risk register Rev 6	Risk register
Lancaster Way CCEZ - Project Highlight Report - August	Report	A142 LW Rbt - Programme March Update Rev 1	Schedule
Lancaster Way GD Project Highlight Report Apr 2019	Report	2020.07.13-Grovemere-CPCA-funding-Extension	Letter
Lancaster Way GD Project Highlight Report Aug 2019	Report	3849_001	Letter
Lancaster Way GD Project Highlight Report December	Report	CPCA BB approval letter to Grovemere 31 Jan 19	Letter
Lancaster Way GD Project Highlight Report Feb 19	Report	Lancaster Way 1 loan funding agreement	Funding agreement
Lancaster Way GD Project Highlight Report Jan 2019	Report	Lancaster Way 2 - loan funding agreement	Funding agreement

Appendix 2: List of Information Received

The documents provided were reviewed solely for the purposes set out in the scope. Given in some cases the extensive nature of the documents, the review was high-level.

Document Title (electronic file name)	Nature	Document Title (electronic file name)	Nature
Lancaster Way 2 grant funding agreement	Letter	Re: Lancaster Way 26/10/2018	Email
LGFGCP13c Lancaster Way Grant Offer Letter - Signed 04.10.16	Letter	Re: Lancaster Way 18/10/2018	Email
RE: Local Growth Fund - A10/A142 Lancaster Way S106 funding 23/06/2020			
A142/Lancaster Way 08/02/2019	Email	Re: Lancaster Way 12/11/2018	Email
Briefing note (2-9-16)	Briefing note	Re: Lancaster Way 17/08/2018	Email
Confidential - A142/Lancaster Way Roundabout 08/02/2019	Email	Re: Lancaster Way 18/10/2018	Email
Draft Minutes of meeting held 13.09.19	Minutes	Re: Lancaster Way 26/10/2018	Email
Final Grovemere Properties Ltd Parent Company Bon (G&G 19-9-16)	Bond	Re: Lancaster Way 26/10/2018	Email
Funding the A142/Lancaster Way - Thoughts 24/01/2019	Email	Re: Lancaster Way 07/11/2018	Email
FW: Feasibility Design work 11/02/2019	Email	BP Roundabout - final programme	Schedule
FW: Feasibility Design work 11/02/2019	Email	Masterplan-oct-18	Masterplan
Lancaster Way Project Group Meeting Minutes 04 02 2020 AMENDED	Minutes	Programme A142_A10	Schedule
Lancaster Way Project Group Meeting Minutes 09 06 2020	Minutes	Tender programme rev b	Drawing
Lancaster Way Project Group Meeting Minutes 27 09 19	Minutes	7.1 Budget 2020-21 and Medium Term Financial Plan	MTFP
		3.1 Appendix B.1 Grovemere Application Form	Funding application
Re: A142 Follow Up Meeting 13/11/2018	Email	3.1 Appendix B Confidential Appraisal Report and Matrix for Grovemere Propert Ltd	Funding appraisal
Re: A142 Follow Up Meeting 14/11/2018	Email	3.1 Growth Deal Project Proposals	Minutes
		Cambridge and Peterborough Combined Authority Assurance Framework May 2019	
Re: A142 Follow Up Meeting 13/11/2018	Email	Cambridgeshire and Peterborough Devolution Assurance Framework February 2017	
Re: A142/A10 Witchford 15/11/2018	Email	106 Agreement 2011	S106 agreement
Re: Call with Andy 11/12/2018	Email	24.04.20_A10-A142 Scheme Finance Monitoring	Budget Summary
Re: Confidential - A142/Lancaster Way Roundabout 18/02/2019	Email	Re: A10/142 VFM	Email
Re: Funding the A142/Lancaster Way - Thoughts 01/02/2019	Email	A10 / A142 July 2020 Finance Workbook	Cost Summary
Re: Grovemere A142 Works 06/02/2019	Email		



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