



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

AUDIT AND GOVERNANCE COMMITTEE	AGENDA ITEM No: 7
DATE OF MEETING: 27 SEPTEMBER 2019	PUBLIC REPORT

Transport Team - Accelerated Delivery and Risk

1.0 PURPOSE

- 1.1. Members of the A&G committee requested an assessment of the impact on the Combined Authority's risk management of the accelerated delivery approach set out in the July 2018 Board paper entitled "Delivering the Mayoral Transport Strategy".

<u>DECISION REQUIRED</u>	
Lead Officer:	Name and Title of CA Officer
<p>The Audit and Governance Committee is recommended to:</p> <ol style="list-style-type: none">1. Note officers' assessment of the impact of the accelerated delivery strategy on project risk, and the wider measures put in place by the Authority to manage project risk.	

2.0 BACKGROUND

- 2.1. The Combined Authority Board of 25 July 1028 endorsed a report detailing the Mayoral Transport Strategy and within that an approach to accelerating projects.
- 2.2. Members of the A&G Committee expressed concerns that accelerating projects in the way set out in the paper could increase the Combined Authority's risk profile.
- 2.3. The table below sets out an officer assessment of the impact on individual project risk profiles of work to date to accelerate delivery.

Scheme	Progress	Risk Impact
A47 Dualling	Change of strategy at SOBC / OAR stage from a four-section assessment to full route assessment. To accelerate delivery by in excess of predicted 5 years. But equally to influence Highways England to consider the proposal within their future programme which at this point was not the case.	This approach resulted in an agreement with Highways England to collaboratively review the SOBC work to their PCF stage 0 standards, estimated cost for this work £6m, our approach and the early work we had conducted enabled this cost to be reduced by £4.7m. The outcome of this work will provide greater certainty of actions required in future stages to enable the delivery of this much needed improvement.
CAM	Completion of the SOBC and Collaborative working with Greater Cambridge Partnership, in relation to surface routes and tunnel section integrated works	The SOBC provided a viable for case for the tunnelling approach and has enabled progression to OBC stage. CA & GCP Collaboration with the creation of Programme Board, has enabled a collaborative approach to delivery with the GCP surface routes & CA tunnelling. The collaborative approach has enabled a single voice when promoting this scheme to government with meetings across Treasury, DfT and MHCLG
A10	Strategic Outline Case completed, with procurement underway for Strategic Outline Business case for Dualling and Junction improvements. Also MRN submissions for central government funding for both elements.	The initial strategic outline case work has defined more clearly the elements to progress, which has enabled producing a strong case for central government funding via the MRN financing route. It has provided certainty for the progression of the Strategic Outline Business Case for the Dualling and Junctions improvement work, with greater clarity around estimated total scheme costs.
Soham Station	Completion of GRIP 3 stage. Production of Implementation Agreement & Submission to CA Board Sept 19 for funding approval to deliver GRIP 4 to 8	The completion of GRIP 3, creates greater certainty on delivery viability. Collaboration with Network Rail, has enabled negotiations for the proposed delivery of a GRIP 4 to 8 procurement with a break at GRIP 4, dependent on consents. This approach to full funding approval for stages 4-8, reduces the delivery programme by a minimum of 6

	stages to start works on site September 2020, an acceleration of 9 months.	months due to reduced procurement at the end of GRIP4. The risks to delivery are subsequently clearer and have a reducing recuing probability.
Ely Area Rail Improvements	This project is being delivered collaboratively with the CA as one of three funding partners, working closely with Dft and NR as the delivery partner. The SOBC is being developed with regular programme boards to discuss progress, challenges and opportunities.	The programme board, has enabled a clarity of success criteria for each partner, the board includes Passenger Train & Freight operators, as well as DfT and NR. The significant road and rail challenges at Ely are discussed at length and solutions are sought to enable the improved flow and increased capacity of both road and rail movements, with minimal impact on residents and users. As the SOBC progresses and delivers outcomes, it will become clearer what is needed at this location and at what cost.
Wisbech Access Strategy	Preliminary design completion. Entering into detailed design. £10.5m secured from Growth deal to deliver this collection of road interventions by 31/03/2021	The preliminary design work has created clarity around the challenges and opportunities for delivery. As a result it became clear the Phase 2, was not viable on the proposed route and was subsequently removed from programme at this point to focus on Phase 1 delivery. The probability and impact of risk is developing across each individual intervention enabling the project delivery team to establish a defined delivery programme and improved cost estimate
Wisbech Rail	A submission to CA Board received approval to develop a GRIP 3 Light study, to develop a single option solution of either heavy rail or an alternative. To establish a station location, a crossings solution, a cost estimate against potential benefits.	The paper proposed a study at a cost of £1.5m which was a reduction of 50% on original budget. The study was to be delivered in a significantly reduced time, by producing reports along the theme of the NR GRIP 3 process. The emphasis is on creating engineering solution certainty to enable future funding decisions. The report is due to finalise in spring 2020.
A505 Study	The A505 study was delayed whilst the CA undertook its prioritisation exercise for budgetary control in early 2019.	The delays due to prioritisation, have enabled this to now be properly funded for delivery of this vital study for south Cambridgeshire along the A505 corridor and its association with the M11, A1307 and access to the Granta Park and wider

	The scheme has now been established within the programme and is in procurement for appointment of a PRE SOBC study supplier.	residential and business communities within this important area. The study will develop clarity of solutions to the current and future movement of people and products around this already congested area with significant growth ambition.
Cambridge South Station	A collaborative approach between CA & GCP working with DfT and NR is enabling the development of an SOBC for the creation of a permanent Station and two, three or Four track solution at Cambridge South serving the Biomedical campus and surrounding communities. In addition a study for an Interim Station solution is underway to establish the viability of an early two track solution.	The collaborative approach of CA, GCP, DfT and NR in the development of the permanent solution is enabling clarity of the challenges and opportunities as they develop and the ability to consider risk and impact dynamically to consider mitigations. The Interim solution study, will identify the viability of service provision under current constraints of existing and future timetable and the broad estimated costs associated with the provision of a temporary station solution and the cost impacts on future permanent solutions. This approach will create greater clarity for funding decisions and programme.

2.4. Since the July 2018 Board paper, the Combined Authority has also taken a number of other steps to improve the way in which project risk is managed. These include:

- (a) Establishing a Programme Management Office to bring together and standardise the management of projects
- (b) Introducing mandatory guidance that imposes common project management practices, based on PRINCE2 best practice, across the organisation, including project initiation, approval, change control, milestone, budget and risk reporting
- (c) Mandatory risk reporting on each individual project, and the creation of a risk register for the overall transport portfolio

- (d) Introducing regular standardised reporting of project status to the Combined Authority Board
- (e) Carrying out a project prioritisation exercise to focus resources
- (f) Restructuring the transport team to move away from interim consultancy support to a structure of permanent employees.

2.5. In the spirit of continuous improvement, the arrangements for project reporting and the guidance on project management are kept under review and will be updated from time to time.

3.0 FINANCIAL IMPLICATIONS

3.1. No Financial Implications

4.0 LEGAL IMPLICATIONS

4.1. No Legal Implications

5.0 SIGNIFICANT IMPLICATIONS

5.1. No significant implications

6.0 APPENDICES

6.1. No Appendices