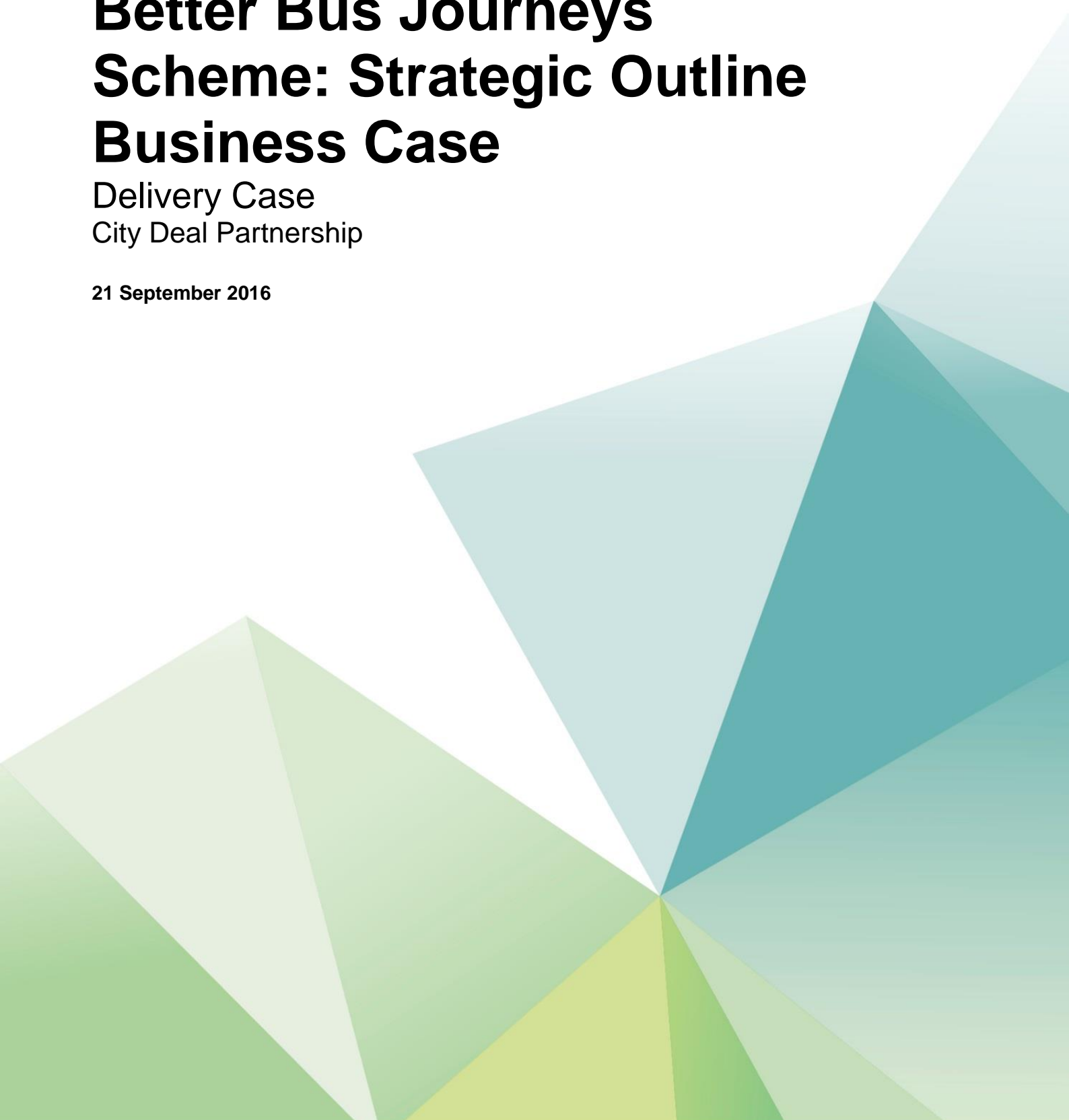


Cambourne to Cambridge Better Bus Journeys Scheme: Strategic Outline Business Case

Delivery Case
City Deal Partnership

21 September 2016



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1. The Delivery Case

1.1. Introduction

The purpose of the Delivery Case is to assess if the proposal is deliverable. As such the Delivery Case will present the current view on the management and governance arrangements to be adopted to enable delivery of the scheme. It clearly sets out what needs to be done, why, when and how, with measures in place to identify and manage any risks. The following sections will set out project planning, governance structures, a risk management plan, a communications and stakeholder management plan, assurance arrangements and a benefits realisation plan for the scheme, as well as measures to assess and evaluate the success of the scheme.

1.2. Evidence of Similar Projects

The promoters of the scheme have been informed by the experience of delivering a number of schemes on a similar scale, including the Cambridge Core Traffic Scheme, Addenbrooke's Access Road and the Cambridgeshire Guided Busway, as well as the emergent Ely Southern Bypass.

The Cambridge Core Traffic Scheme sought to improve access for pedestrians, cyclists and public transport through traffic management and priority measures in the area bounded by the inner ring road. This demonstrates an ability of the promoters to think about the full impacts of a bus scheme. The measures were implemented in phases from 1997, promoting sustainable travel modes to improve the city centre environment. Between 1993 and 2003 the number of private vehicles in the city centre fell by 15%. Bus patronage on routes into Cambridge also increased.

The Addenbrooke's Access Road is a £24m scheme between Hauxton Road in Trumpington and Addenbrooke's Hospital, which was completed in October 2010. This enabled expansion of the hospital and access to Southern Fringe developments and relieved traffic in Trumpington village and the Long Road and Hills Road areas of Cambridge. Funding for the project was sourced from developers and the Growth Area Fund.

The Cambridgeshire Guided Busway is a 42km open access route with high segregation that provides a HQPT connection between Huntingdon and St Ives, to the north west of Cambridge, and Addenbrooke's Hospital and Trumpington to the south of Cambridge, with direct access to Cambridge City Centre.

The route comprises 25km of guided busway and 17km of on-street provision, incorporating bus priority. Benefits of the scheme include travel time savings and road decongestion, modal shift in an area where the car is dominant, improved journey time reliability and increased interchange opportunities. The scheme also improves access to key services in rural areas, generates construction and operational jobs and enables development that was identified in the Regional Spatial Strategy and Structure Plan.

Construction began in March 2007 and the busway opened on 7th August 2011 with 2.5 million journeys in the first year of operation. While there are lessons to be learned from the difficulties encountered during construction, the system delivered the desired outcomes in terms of service levels, service quality, mode shift and passengers carried. The commercial response by operators has also been very positive with very high frequency services being operated and additional destinations like Peterborough being served. Many of the elements of the Cambridgeshire Guided Busway are directly comparable with this scheme. This provides confidence that the scheme can be delivered.

The Ely Southern Bypass is a £25m scheme that will connect the A142 at Angel Drove to Stuntney Causeway. This will include bridges over the railway line and the River Great Ouse and its floodplains. It is hoped that the bypass will relieve heavy traffic around Ely station

1.3. Governance, Organisational Structure and Roles

This section describes the key roles and lines of accountability, and the plan for how they will be resourced.

The project process and resources are set out in a separate Project Management Plan (PMP) agreed by the Project Board. The project process is based on 2 key parameters:

- PRINCE 2 approach to good project governance and management; and
- DfT major scheme development methodology.

This means the following key aspects:

- The overall scope of the project is set by the City Deal Executive Board;
- The project is governed by a Project Board that will receive reports on project activity including spend, quality and risks;
- The Project Board can request from the Project Manager all information required for it to perform its governing role;
- The Project Manager must present all information to the Project Board that he/she considers is required for the Board to perform their governing role;
- The 2 key project governance documents are the PMP and Project Initiation Document (PID). One sets the need and aims for the project and the other sets out the method of achieving the outcomes; and
- The Project Manager has full day to day responsibility for delivery of technical work streams and is employed by CCC.

The overall project management structure is set out hierarchically in the table below:

Table 1-1 Overall Project Management Structure

Body	Function
GCCD Executive Board	Overall Strategic Direction of City Deal Programme.
GCCD Assembly	Strategic and local advisory body for City Deal Executive Board.
Infrastructure Steering Group	GCCD officer level programme board.
Individual Project Boards	'Within scope' overall control of each project.
Programme Manager	Technical and procedural oversight of projects and programme level benefit management.
Project Manager	Day to day management of each project.

At the City Deal level the GCCD Executive Board consists of the Leader or equivalent of each of the partner organisations, as the key decision-making group. There is also be a 17-person Assembly with appropriate representation from the Local Authorities and other stakeholders, which played an advisory and scrutiny role.

A key role of the Executive Board is to agree and oversee the delivery of a programme of major schemes that will help to achieve the GCCD aims and support the sustainable growth and continued prosperity of the Greater Cambridge city-region, in line with national and local policy objectives and the LEP's overarching economic strategy for the area. In particular the Executive Board:

- Takes responsibility for ensuring Value for Money is achieved;
- Identifies prioritised list of investments within the available budget;
- Makes decisions on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme Business Cases;

- Monitors the progress of scheme delivery and spend; and
- Actively manages the budget and programme to respond to changed circumstances (scheme slippage, scheme alteration, cost increases, etc.).

CCC, CaCC and SCDC have three representatives on the Assembly, with political balance in each Authority’s membership reflecting the balance of the political parties on the relevant Council. The other three places on the Assembly are filled by members representing various stakeholder groups.

The GCCD is focused on both programme and project level governance with the principle that issues of key important at both the programme and project level are addressed at the highest levels of governance but that for other issues of a more technical nature, officer level structures at the project and programme level are empowered to guide development.

At the Programme Level an officer technical group (Programme Board) made up of key officers and stakeholders develops the overall scheme prioritisation and seeks to manage programme level risks and capture shared benefits. This Board in consultation with Chief Executives raise programme level issues with the GCCD Executive Board and Joint Assembly as required.

At the project level a Project Team, works up scheme details and reports to a Project Board which will guide the overall development of the project at the technical level. At the project gateways reports are made to the City Deal Executive Board on progress and seek decisions on key matters which are project related.

The following figures set out the City Deal Project Structure and Governance Structure:

Figure 1-1 City Deal Project Structure

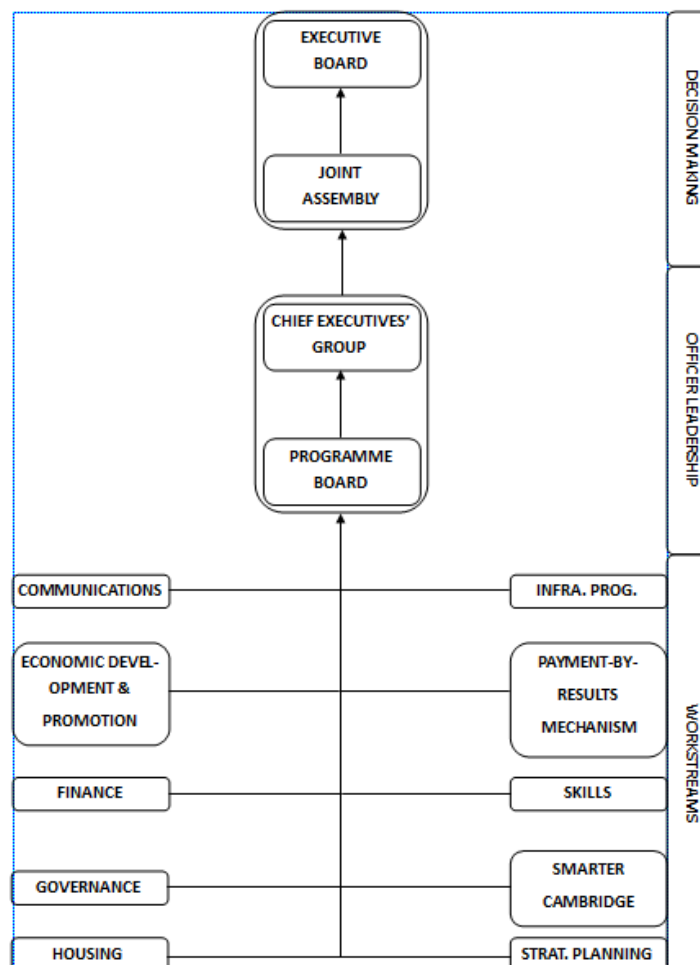
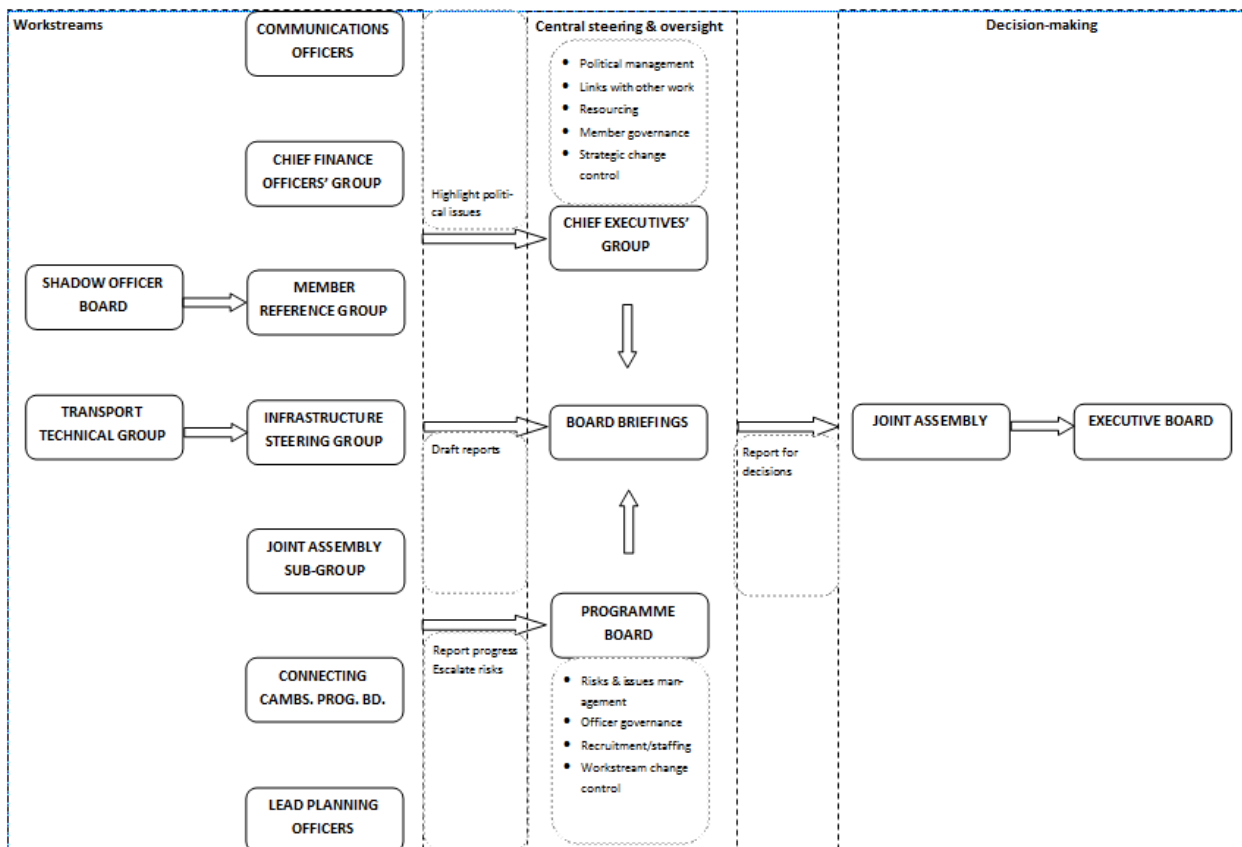


Figure 1-2 City Deal Governance Structure



1.3.1. Project Board

Each City Deal project has a Project Board with consistent terms of reference and has full decision making powers within the scope of the project, except for 'key decisions', which are defined in section 1.3.3 below.

The Project Board will consist as a minimum of the following representatives:

- Senior representatives from CCC;
- Senior representative from SCDC;
- Senior representative from CaCC;
- Senior representative from UoC; and
- Senior representative from LEP.

The Project Board can add to its membership as it sees fit to discharge its function.

1.3.2. Local Liaison Forum (LLF)

To support the project board in discharging its role a LLF of local elected Members and stakeholders has been formed. The LLF is a formalised process for capturing local views and delivering locally acceptable designs. While not able to work outside of the scope of the key decision made by the GCCD Executive Board, the LLF can form technical working parties to consider project specific issues in more detail and agree resolutions which form part of the Project Boards considerations.

1.3.3. Decision Making and Change Control

The Project Manager determines which category a decision falls under. There are 4 types of Project Decision:

- **Key Decision:** these decisions are as defined in the GCCD paper agreed in January 2015 which are the major 'gateway' decisions to allow the overall project to progress. These key decisions form the outer scope of the project and define the 'project parameters'; Key decisions are the sole responsibility of the GCCD Executive Board with advice from the City Deal Assembly and Chief Executives.
- **Scope Change Decisions:** these decisions are those which will take the project out of scope of the project parameters agreed at the key decision making stage. These decisions will impact cost/quality or time. As such these decisions are the sole responsibility of the City Deal Executive Board with advice from the City Deal Assembly and Chief Executives.
- **Major decisions within Scope:** These decisions are within the agreed project parameters but are still considered 'major decisions' because they have an impact on cost/quality/time and/or will require a change of the PID. A major decision is the sole responsibility of the **Project Board**.
- **Project Management Decisions:** These are decisions which do not impact cost/quality or time (an example may be technical decisions on detailed options). These decisions **include** moving budget between work streams. These are the responsibility of the Project Manager.

1.3.4. Project Managers Report

The fundamental process of capturing change in the project is through the Project Managers Report. The Project Managers Report is presented at the regular meetings of the Project Board and if necessary can be submitted separately between Project Boards at the Project Managers discretion. The Project Managers Report is the main business of the Project Board. The Project Managers Report summarises progress and change on the project.

The following is the format of the Project Managers Report:

- Activity Report – progress of work streams;
- Key activities in the forthcoming period;
- Budget update;
- Review of strategic risks/ issues;
- Decisions under the 4 project decision headings.

1.3.5. Project Review

Following construction of the project a review of delivery process will be undertaken in accordance with a GCCD Project Review Protocol which will be agreed by the GCCD Executive Board. The Project Manager will facilitate the review to produce a review report for consideration by the Project Board, ahead of scrutiny by the Assembly and sign off by the Executive Board.

1.4. Programme/Project Plan

This section sets out the project plan with key milestones and progress, including the critical path. It also includes project dependencies as well as decision and reporting milestones.

The project will be governed using the PRINCE 2 project method. It will pass through a number of gateways to ensure that progress is approved which are as a minimum the GCCD key decision points. The Project Board may at its discretion create additional gateways if it considers this necessary for the effective governance and delivery of the project.

As such the project is divided into 6 phases that broadly approximate to the 5 Key Decisions and the construction phase which are as follows:

- Phase 1 - Work needed to establish project (leading to Key Decision 1);
- Phase 2 – Work needed to identify outline concepts (leading to Key decision 2);
- Phase 3 – Work needed to identify a preferred option (leading to Key Decision 3);
- Phase 4 – Work needed to achieve FBC and Statutory Approvals (leading to Key Decision 4);
- Phase 5 – Work needed to achieve final design scheme for approval (leading to Key Decision 5);
and
- Phase 6 – Work needed to construct the scheme and hand over to a final operator.

Phases 2, 3, 4 and 5 are the main technical stages of the project and these are being taken forward using the DfT WebTAG major scheme development methodology. WebTAG sets out the scope of the 2 main assessments – OBC and FBC. As such phases 2, 3, 4 and 5 are themselves divided into the following WebTAG related stages:

- Stage A – High level option assessment – identify feasible options;
- Stage B – Identify preferred option on the basis of OBC;
- Stage C – FBC on preferred option; and
- Stage D – Approval of preferred option.

The relationship can be best described in Table 1-2 below.

Table 1-2 Relationship between project and WebTAG stages

Project Phase	1	2	3	4	5
WebTAG Stage	A	A	B	C	D
Key Technical Outputs	Early economic assessment of benefits of ‘a scheme’	High level feasibility report recommending specific range of feasible concepts for further work	OBC for feasible concepts with recommended preferred option	FBC for preferred option	Detailed scheme design

The following is the high level summary of all project work streams (known as the Work Breakdown Structure or WBS). No activities or spend of project resources will take place outside of the defined work streams as together they define the entirety of the scope of the project. Under some work streams there are likely to be further sub work streams which are set out in the full detailed work stream breakdown structure. Each work stream has a name to define it, a reference which assists in the organisation of project files etc., a link to one or more phases of work, a summary description and a current responsible delivery body or named role.

Table 1-3 Work Breakdown Structure

Phase	Project Management	Early Concept Identification	Shortlisting Options	Consultation	Strategic Outline	Legal Compliance	Modelling	Preferred Option	Bus Operations	Procurement	Statutory Processes	TM Planning	Construction Design	Property	Mitigation planning	Main Works	Snagging	De-mobilisation	Handover	Rectifications	Legacy
ID	1.1	1.2	2.1	3.1	3.2	3.3	3.4	4.1	4.2	4.3	5.1	5.2	5.3	5.4	5.5	6.1	6.2	6.3	6.4	6.5	6.6
1	Red	Red																			
2	Red	Red	Red																		
3	Red			Red	Red	Red	Red		Red	Red											
4	Red			Red		Red	Red	Red	Red	Red	Red	Red	Red	Red	Red						
5	Red			Red		Red	Red		Red	Red	Red	Red	Red	Red	Red						
6	Red															Red	Red	Red	Red	Red	Red

Project Management	1.1	All activities related to the management of technical work streams throughout the project and general day to day communication and engagement.
Early Option Identification	1.2	The identification of all concepts which could meet the objectives of the schemes.
Shortlisting Options	2.1	Reducing concepts to a limited number of feasible options.
Consultation	3.1	The formal consultation processes on high level options during Phase 3, Preferred Option during Phase 4 and consultation linked to statutory processes.
OBC	3.2	The processes of identifying a Preferred Option using technical assessment methods.
Legal Compliance	3.3	All necessary legal activities necessary for supporting delivery of the scheme.
Modelling	3.4	All necessary strategic and traffic modelling necessary for supporting delivery of the scheme.

Preferred Option Assessment	4.1	The identification of a Preferred Option FBC.
Bus Operations	4.2	All necessary bus planning and operational considerations to support the planning of bus priority infrastructure.
Procurement	4.3	All necessary procurement activities to support the delivery of the scheme.
Statutory Processes	5.1	All activities related to securing the necessary statutory processes.
Traffic Management Planning	5.2	The planning of temporary traffic management throughout the course of the Project.
Construction Design	5.3	The design of the scheme suitable for construction purposes.
Property	5.4	All property related activities and purchases.
Mitigation Planning	5.5	Design of measures necessary to mitigate the environmental impact of the scheme.
Main Works	6.1	Construction of the scheme.
Snagging	6.2	Rectifications of defects prior to completions.
Demobilisation	6.3	All activities related to clearing the site and mothballing as required.
Handover	6.4	All activities related to handing over infrastructure to operators.
Rectifications	6.5	Rectification of defects after completion under warranty or otherwise.
Legacy	6.6	All activities associated with managing information from the project for future reference e.g. as built drawings, lessons learned, discharge of outstanding issues.

The project programme is a baseline. Because the details of the final scheme have not emerged, the first programme is for a 'reference case' – that is a project which requires limited off highway powers and reflects the timescales in the PID. However the Project Board must note that the programme could change as a result of major non highway powers being needed. If that is the case then the Project Managers Report will detail these impacts. Should the programme move out of the scope in the PID then this would be a matter for the GCCD Executive Board.

The GCCD Executive Board agreed in January 2015 to place the Cambourne to Cambridge Better Bus Journeys Scheme on the first tranche of proposed works. In effect this means that the scheme is to be implemented by 2020. The overall scheme programme including indicative timescales is set out below:

Table 1-4 Overall Scheme Programme

Description	Duration (in working days i.e. 5 days per week)	Target Completion Date
Agree the scope of project The details of the fundamental aims, objectives and expectation of the project	25 days (5 weeks)	July 2014
Report presented to GCCD Board	30 days (6 weeks)	October 2014
Consultants review high level options This will involve initial option identification followed by using assessment criteria to gradually refine proposals down to a manageable number of feasible options. This process may involve some site visits, workshops and early engagement with key stakeholders. The idea being is that the most realistic options are put forward	140 days (28 weeks)	April 2015
Report presented to GGCD board on high level options	30 days (6 weeks)	June 2015
Further detailed work on options prior to consultation At this stage a consultation on the early shortlist will identify the broad direction of travel of the project and identify key risks. In practice it is necessary to bring forward some technical work to help inform the general public on the choices before them.	40 days (8 weeks)	August 2015
Consult on high level options This will be the process of consultation in terms of the logistics of engagement (e.g. leaflets/roadshows etc)	110 days (22 weeks)	November 2015
Analyse results on consultation This is the analysis work. This work is not just reporting on crude outcomes but also analysis of responses in more detail. Work may include innovative approaches to reporting results e.g. heat maps	35 days (7 weeks)	January 2016
Report presented to GCCD Board on consultation outcomes	40 days (8 weeks)	March 2016
Further refinement of options This work will be a process of feeding consultation results and ideas back into the earlier assessment framework and also assessing any new ideas. The extent of this work will be contingent on the consultation outcomes	100 days (20 weeks)	July 2016
Report to GCCD Board on preferred option	40 days (8 weeks)	September 2016
Undertake Further consultation	60 days (12 weeks)	March 2017
Develop FBC for Preferred Option	200 days (40 weeks)	September 2017

This is producing the final business case for a preferred option which is compliant with the standard methodologies and robust enough to pass detailed cross examination. This is outputted as a report		
Report to GCCD Board on detailed option	40 days (8 weeks)	October 2017
Seek statutory approvals for detailed option This will be the process of pre application discussions, obtaining legal guidance, preparing applications and then preparing for hearings	400 days (80 weeks)	June 2019
Report to GCCD Board for authority to construct scheme	40 days (8 weeks)	September 2019
Procure a contractor This is issuing a contract for the works	100 days (20 weeks)	End 2019
Period of mobilisation This is the period between the contractor being appointed and the start of works	70 days (14 weeks)	February 2020
Construct Scheme	660 days* (110 weeks)	August 2023
Clear site and hand over This is the process of the contractor leaving sites	40 days (8 weeks)	November 2023

The construction works may (depending on preferred option) involve the following operations:

- Significant traffic management;
- Construction of BRT busway;
- Construction of bridges and other structures including upgraded motorway junctions;
- Construction of on road bus priority features;
- Signal and junction upgrades/ changes;
- Landscaping;
- Construction of Park & Ride sites; and
- Demolition of structures.

As discussed in the Commercial Case, the scheme may require a Transport and Works Act (TWA) Order. Consents to enable delivery of the scheme would likely include compulsory purchase of land, planning permission, traffic regulation orders and public right of way orders.

1.5. Assurance and Approvals Plan

There are a number of key milestones in the Project Plan where internal and/or external approvals will be required in order for the project to progress. As noted above, the project will pass through a number of gateways to ensure that progress is approved.

There is also a GCCD Draft Assurance Framework, which sets out the role of the Assembly in scrutinising Executive Board decisions. The varied membership of the Assembly will help to ensure that it is both independent and sufficiently representative of a variety of viewpoints and stakeholder groups to allow effective scrutiny. Independent local audits will be carried out and these will be reported to the Executive Board, Assembly and the constituent member organisations as appropriate. The aim of each audit will be to verify that the Combined Authority is operating effectively within the terms of its agreed remit and Assurance Framework.

An independent advisor will be appointed to ensure independent scrutiny of transport scheme assessments and to provide oversight on the prioritisation process and the recommended programme. This will ensure that there is no conflict of interest between scheme promoter and assessor, and ensure robust and independent scrutiny in line with DfT requirements. Under the direction of the technical group, they will be responsible for scrutinising the scheme appraisal and Value for Money case. They will quality assure the work of the technical group and provide external advice. The role includes providing advice and skills to the scheme promoters and Executive Board and manage the review and authorisation of individual scheme

assessments of the schemes going forward. Advice on the requirements for proportionate assessment for individual schemes will also be provided. The Executive Board will need to approve the promoter's Business Case submission before the next stage of work can be commenced.

1.6. Communications and Stakeholder Management

This section sets out the strategy for developing communications and stakeholder management on the project. Effective communication is critical to the success of the project. All communication activities will be signed off by the Project Manager. The Communications Plan is guided by the principle of the City Deal wide communication strategy. The strategy outlines how the project will ensure that all internal and external stakeholders are informed of relevant project information. The purpose of the strategy is to ensure that accurate and timely messages about the project are disseminated to a range of identified stakeholder groups. Project communication is governed through the Communications Plan as follows:

Table 1-5 Project Communication

Audience	Types of communication	Frequency	Process/Responsibility
General public	Formal consultation	At least 2 formal consultations	Communication Team
	Regular website updates on project progress	As required	
Technical officers CCC	Project Team meetings	Regular meetings	Project Manager
	Ad Hoc technical meetings	As required	Project Manager
Other key stakeholders	Ad hoc meetings	At least quarterly	Project Manager
Members	Reports		Project Manager
	Briefing sessions		Project Manager
	Single issue workshops		Project Manager
General correspondence	Letter, email in standard format	As required	Project Manager

The Project Manager will maintain a Communications Log for the lifetime of the project. The Communications Log will include the following headings:

- Date;
- Attendees;
- Subject matter/Title of meeting; and
- Organisations represented.

Key stakeholders will be identified and involved in the delivery of the project in a number of ways. Public and stakeholder engagement is an important means of solving problems and making decisions that directly impact upon living, working, using services and doing business in the local area. Such engagement may include informing, consulting with, involving, collaborating with and empowering stakeholders to understand the issues to enable them to make informed choices.

The key objectives of the scheme's stakeholder management are to:

- Keep stakeholders aware of the schemes progression and give an opportunity for feedback to help gain scheme approval;
- Give an opportunity for stakeholders to provide views and recommendations for improvements so that the scheme meets stakeholder requirements as far as is practical;
- Meet statutory requirements;
- Increase public and stakeholder awareness of the scheme;
- Provide consistent, clear and regular information to those affected by the scheme, including the nature of any scheme-related impacts and when and how it will affect people of groups both during delivery and once operational; and
- Address perceptions of the scheme where these are inconsistent with the scheme objectives and forecast outcomes.

Procurement of bus services is discussed in the Commercial Case and the cooperation of the bus operator(s) will be essential but potentially difficult. If a TWA approach is followed then specified operator quality standards will have to be achieved to enable access to the infrastructure. The scheme will depend on the bus operators to:

- Provide vehicles of appropriate quality, including features such as on-board next stop information;
- Operate the required routes;
- Operate the required frequencies – including (ideally) operating sufficient vehicles at peak times to avoid overcrowding;
- Operate for the required time periods (e.g. including evenings and weekends); and
- Agree appropriate ticketing arrangements.

The project team will work closely with the bus operator(s) to plan and deliver high quality, reliable and frequent services. Engagement with the operator(s) during scheme delivery will be crucial so that delivery of the required service can be ensured. In the deregulated environment the service proposal must be commercially attractive to the operator(s) in order for them to deliver the required services and thus the system to 'work' as planned.

1.7. Risk Management Strategy

This section sets out the arrangements for risk management and the effectiveness of the strategy so far. Risks are events that have not happened but may happen whereas issues are known to have happened. There are two types of risks, which are organised as follows:

- Strategic Risks – these are presented in the Project Managers report and are those risks which impact the overall delivery of the project scope; and
- Technical Risks – these are associated with specific work streams and are managed by the Project Manager.

The risk register sets out the following:

- Details of the risk or issue;
- If a risk if it is likely to happen or not;
- The impact of the risk or issue;
- The mitigation strategy, including risk owners and target completion date; and
- An overall assessment of the current status of the risk or issue which will be one of the following categories:
 - Red – significant and live risk/issue with high potential to occur and to impact project delivery either at the strategic or technical level;
 - Amber – risk and issue that has lower potential to occur and lower impact;
 - Green – risk is unlikely to occur and or has no major impact.

Risk management processes will be employed and recorded throughout the project lifecycle. The risk register will be monitored and, if necessary, updated at regular workshops and meetings. The Project Manager has responsibility for overseeing the Risk Management process. DfT Major Scheme guidance will be followed in order to identify, assess and mitigate risks. A Quantified Risk Assessment (QRA) identifies the

appropriate level of contingency to add to base scheme costs. Roles, responsibilities and reporting lines for risk management should be clearly defined within the project team.

A key strategic project level risk will be the appointment of a contractor prior to full completion of statutory processes and formal approval. Mitigating this risk will be a key issue within the contractual arrangements. The GCCD schemes are very 'time sensitive' with programme level issues around the timely delivery of successful schemes. In that context it is essential that the appointment of main contractor is well considered and planned and that an effective form of engagement is put in place and managed.

Potential key risks would include (but are not limited to):

- Lack of well-considered procurement strategy;
- Failure to put in place a good quality contractor at the right time;
- Need to manage the interface between 'design' and build;
- Failure to identify best practice in the field;
- Inappropriate contractual arrangements between client and provider;
- Lack of robust delivery performance framework;
- Failure to identify economies of scale at the project and programme level;
- Poor client provider relationships;
- Lack of quality control in implementation stage;
- Lack of clear lines of responsibility;
- Clearly these risks could present potential cause for project failure including;
- Loss of project credibility:
 - Loss of political/ stakeholder support;
 - Financial, time and quality scope impacts.

The current project risk register is set out below:

Table 1-6 Project Risk Register

Details	Risk or Issue	Likelihood	Impact	Mitigation and commentary	RAG
Degree of opposition may impact deliverability of some options.	Risk	High	High	Ensure that due process is followed and develop engagement processes.	R
Interaction of different GCCD schemes may impact FBC e.g. City Centre Access.	Risk	Medium	High	Programme Level consideration of developing options and schemes to reduce impact.	A
Obtaining Key Decision agreements as required.	Risk	Medium	High	Focus on scheme development method to provide clear and supportable recommendations.	A
Availability of modelling resources across GCCD.	Risk	High	High	Participate in programme level modelling resources conflict resolution group.	R
Conflict between different factors of GCCD strategic aspirations and limited timescales and funding	Risk	High	High	This will need to be made clear throughout they key decision making process. Appoint consultant to undertake wider case for investment appraisal.	R

Details	Risk or Issue	Likelihood	Impact	Mitigation and commentary	RAG
constraints to achieve large schemes.					
Interaction with Local Plan which could result in impacts on transport viability.	Risk	Medium	High	Close working with District Councils to ensure that relationship between GCCD and Local Plan is well managed. Request for more regular updates on Local Plan progress from LPA's.	A
Securing Construction resources to build scheme.	Risk	Medium	High	Early procurement planning to identify most effective route of procuring final scheme construction.	A
Lack of political understanding of scheme development method.	Risk	High	Medium	Use of LLF, key decision reports and other engagement activities to promote awareness of process. Proposal to organise Member briefing on legal and planning process.	A
Interaction with non-GCCD schemes such as A14 and A428 which may impact modelling or delivery.	Risk	Medium	Medium	Ensure ongoing liaison with Highways England.	A
Lack of control around ongoing operational issues for buses could impact support or Business Case for scheme.	Issue	Medium	High	Develop strategy for bus operational issues either as part of A428/A1303 or on a wider GCCD basis. Initiate new bus operational work stream to improve robustness of bus planning case.	A
Significant range of new development on corridor presents strategic challenge to ensure scheme is future proofed.	Issue	Medium	High	Work closely with planning authorities to ensure that appropriate engagement takes place with all relevant development parties.	A

1.8. Monitoring and Evaluation

This section summarises the outline arrangements for monitoring and evaluating the intervention, reflecting DfT guidance. Monitoring and evaluation of benefits is required to establish the extent to which the scheme meets the objectives. To be fully effective, plans for monitoring and evaluation should form part of the early development of - and be a continuous process within – the scheme Business Case.

The key project outputs will be monitored at a programme wide and project specific level. The GCCD Monitoring Framework sets out the approach to programme wide monitoring. Project specific monitoring will include the following activities:

Table 1-7 Project Monitoring Mechanisms

Output	Monitoring mechanism
<ul style="list-style-type: none"> • More reliable bus journey times 	<ul style="list-style-type: none"> • Data from the RTP1 system • Strategic modelling • Micro simulation modelling
<ul style="list-style-type: none"> • Safer conditions for cycling • Reduced risk of road casualties 	<ul style="list-style-type: none"> • Police road casualty reports
<ul style="list-style-type: none"> • Additional capacity for sustainable trips to support future planned developments 	<ul style="list-style-type: none"> • Transport assessments for planning applications for planned developments • Strategic modelling
<ul style="list-style-type: none"> • Maintained or reduced general traffic levels 	<ul style="list-style-type: none"> • Traffic surveys • Strategic modelling • Micro simulation modelling
<ul style="list-style-type: none"> • Positive impact on air quality 	<ul style="list-style-type: none"> • Part of ongoing pollution monitoring for the Greater Cambridge area
<ul style="list-style-type: none"> • Improved streetscape & public realm • Safer environment for road users 	<ul style="list-style-type: none"> • User perception surveys

The programme focuses on measuring performance, understanding scheme impacts and disseminating this to Government and wider stakeholders to ensure that any potential issues post implementation are identified and addressed.

As the Monitoring and Evaluation Plan evolves, it will expand to detail data requirements and sources, the approach to collecting and collating data, and define the audience, programme and governance structure for monitoring and evaluation.

The Executive Board and the independent advisor will need to agree this plan as part of the ‘sign-off’ process, and ensure that subsequent evaluation is undertaken in line with guidance, and will have a role in the scrutiny and review of findings.

The expectation is that the scheme promoter will be required to publish an initial report based on data collected at least one year post scheme opening, and a final report based on both one-year-after data and further data collected approximately five years after scheme opening published. The results of the evaluation will be independently reviewed and will be made available including publication on the relevant website.

The Executive Board will prepare and publish a periodic programme evaluation update that will summarise the evaluation of individual schemes. As part of this the Executive Board will consider the performance of schemes, identify key scheme issues and review the success of the evaluation process. Through this the Executive Board will identify and share best practice to ensure ongoing monitoring and evaluation is efficient and effective, and that key lessons are used to inform scheme development and assessment.

1.9. Conclusions

Arrangements that will ensure successful delivery of the scheme have been initiated by the promoters, with a number of plans and strategies emerging. The promoters can draw upon the lessons learned and experience of delivery of the Cambridgeshire Guided Busway. While there were difficulties encountered during construction, the system has delivered the required service levels and quality, with large numbers of passengers transferring to bus.

Governance arrangements are being put in place that will enable efficient decision making and change control to take place throughout the phases of the project from feasibility and optioneering to approval, construction and operation. The GCCD Executive Board agreed in January 2015 to place the Cambourne to Cambridge Better Bus Journeys Scheme on the first tranche of proposed works. In effect this means that the scheme is to be implemented by 2020.

There are a number of key milestones in the Project Plan where internal and/or external approvals will be required in order for the project to progress. The project will pass through a number of gateways to ensure that progress is approved. The role of the Assembly will be to scrutinise Executive Board decisions. Independent local audits will be carried out and these will be reported to the Executive Board, Assembly and the constituent member organisations as appropriate.

Effective communication is critical to the success of the project. Key stakeholders will be identified and involved in the delivery of the project. All internal and external stakeholders will need to be informed of relevant project information in a timely manner. Public and stakeholder engagement is an important means of solving problems and making decisions. The cooperation of the bus operator(s) will be essential so that high quality, reliable and frequent services can be planned and delivered.

Risk management processes will be employed and recorded throughout the project lifecycle. A risk register will be monitored and, if necessary, updated at regular workshops and meetings. Risks to delivery will be identified, assessed and mitigated. A key strategic project level risk will be the appointment of a contractor prior to full completion of statutory processes and formal approval. Mitigating this risk will be a key issue within the contractual arrangements.

Monitoring and evaluation of benefits is required to establish the extent to which the scheme meets the objectives. To be fully effective, plans for monitoring and evaluation should form part of the early development of - and be a continuous process within – the scheme Business Case. The programme focuses on measuring performance, understanding scheme impacts and disseminating this to Government and wider stakeholders to ensure that any potential issues post implementation are identified and addressed.

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