TETRA TECH

Cambridge Eastern Access

STRATEGIC OUTLINE BUSINESS CASE

Part 5: MANAGEMENT CASE

GREATER CAMBRIDGE PARTNERSHIP

1 April 2021

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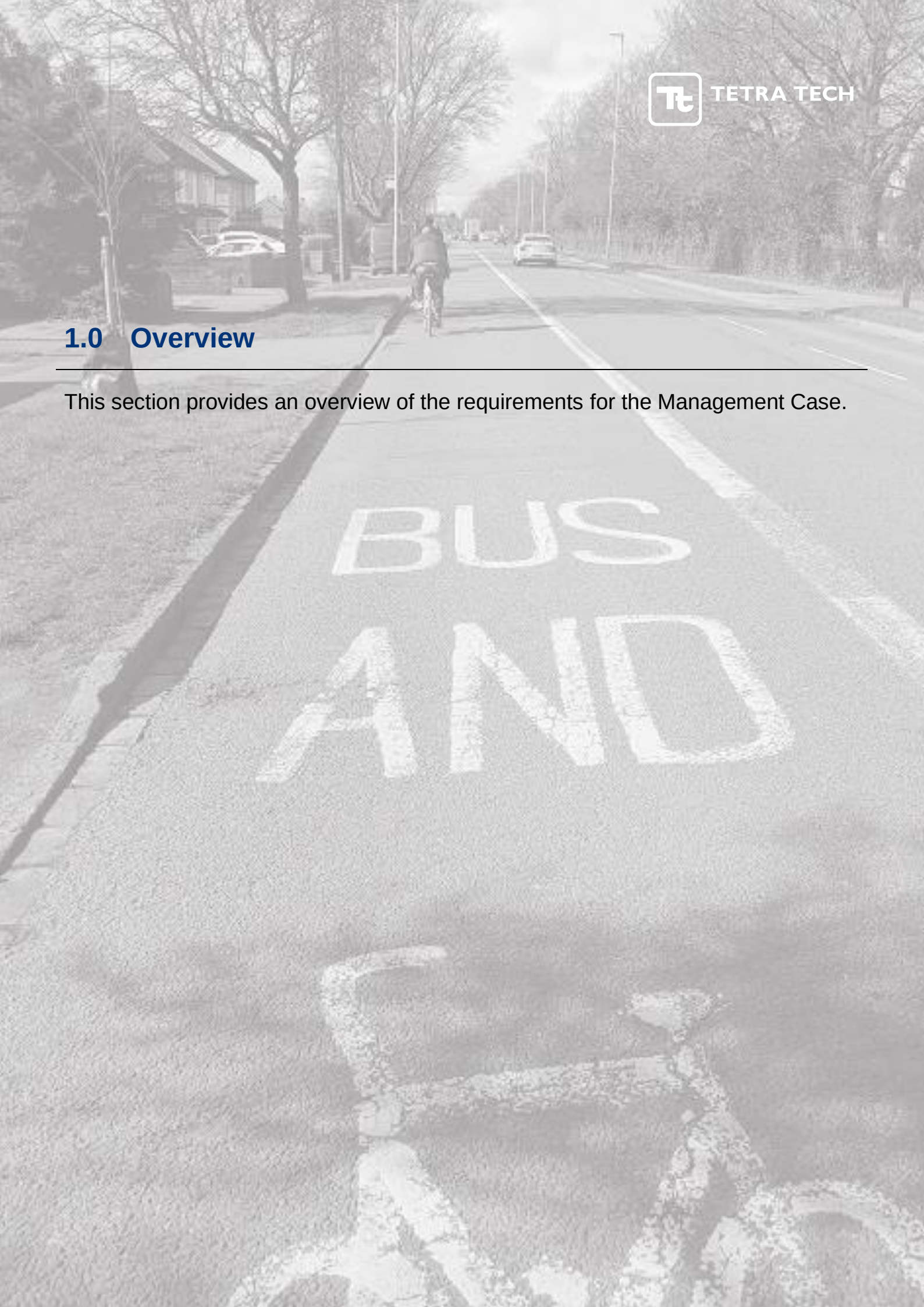

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1.0 Overview

This section provides an overview of the requirements for the Management Case.

1.1 Requirements of the Management Case

1.1.1 The purpose of the management dimension of the business case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme, including feedback into the organisation's strategic planning cycle.

1.1.2 Demonstrating that the preferred option can be successfully delivered requires evidencing that the scheme is being managed in accordance with best practice, subjected to independent assurance and that the necessary arrangements are in place for change and contract management, benefits realisation and risk management. The challenges are:

- To manage the risks in the design, build, funding and operational phases of the scheme and put in place contingency plans.
- To deal with inevitable business and service change in a controlled environment.
- To ensure that objectives are met, anticipated outcomes delivered, and benefits evaluated.

1.1.3 This Management Case forms the fifth of the five cases which together comprise the Strategic Outline Business Case for the Cambridge Eastern Access project.

1.2 Structure of the Management Case

1.2.1 The DfT's guidance document, '*The Transport Business Case: Management Case'*, outlines the areas to be covered as part of the Management Case. At this Strategic Outline Business Case Stage, the following are required to be demonstrated:

- **Chapter 2 | Evidence of Similar Projects**
  Evidence of similar projects that have been successful, to support the recommended project approach. If no similar projects are available for comparison, outline the basis of assumptions for delivery of this project e.g. comparison with industry averages for this kind of work.

- **Chapter 3 | Project Dependencies**
  Set out deliverables and decisions that are provided/received from other projects.

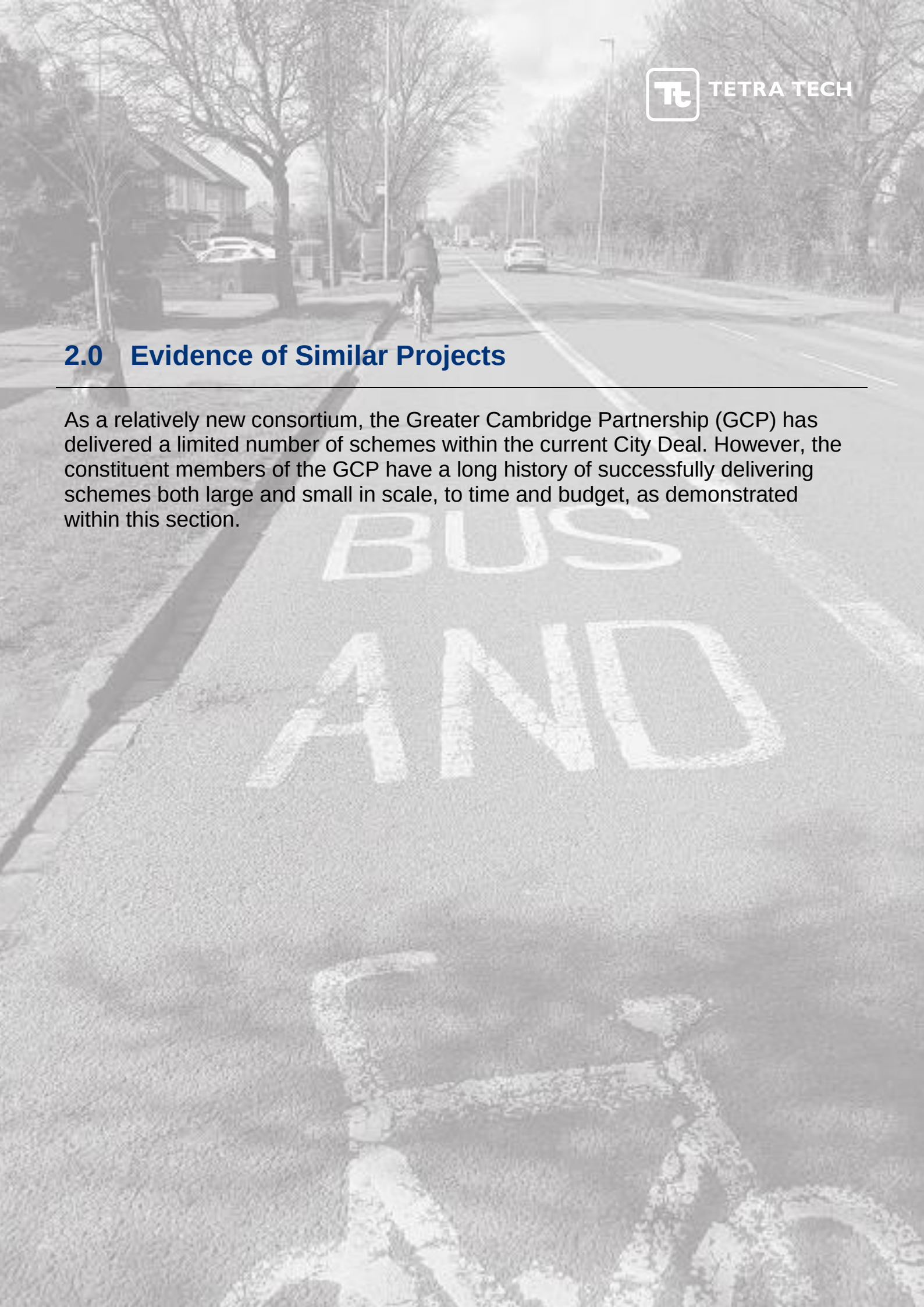
- **Chapter 4 | Governance, Organisational Structure & Roles**
  Describe key roles, lines of accountability and how they are resourced.

- **Chapter 5 | Project, Assurance & Approvals Plan**
  Plan with key milestones and progress, including critical path and key assurance and approval milestones.

- **Chapter 6| Communications and Stakeholder Management**
  Develop a communications strategy for the project.

- **Chapter 7 | Risk Management Strategy**
  Arrangements for risk management and monitoring its effectiveness.

1.2.2 In essence this Management Case demonstrates that the competencies are in place through which the project can be successful delivered on the ground, in a level of detail commensurate with this stage of the business case process.



2.0 Evidence of Similar Projects

As a relatively new consortium, the Greater Cambridge Partnership (GCP) has delivered a limited number of schemes within the current City Deal. However, the constituent members of the GCP have a long history of successfully delivering schemes both large and small in scale, to time and budget, as demonstrated within this section.

2.1 The Greater Cambridge Partnership

2.1.1 The Greater Cambridge Partnership is the local delivery body for a City Deal with Central Government, bringing powers and investment, worth up to £1 billion over 15 years, to vital improvements in infrastructure supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 additional apprenticeships.

2.1.2 The partnership of councils, business and academia will work together and with partners and local communities, to grow and share prosperity and improve quality of life for the people of Greater Cambridge, now and in the future.

2.1.3 The four partners are:

- Cambridge City Council
- Cambridgeshire County Council
- South Cambridgeshire District Council
- University of Cambridge

2.1.4 Despite the relative newness of the GCP consortium, the combined expertise of the partner organisations provides assurance that the delivery of the Cambridge Eastern Access project can be managed effectively.

2.2 Relevant Case Studies

2.2.1 Cambridgeshire County Council (CCC) has delivered several large-scale transport projects across the County in recent years which are described in Table 2.1. The successful delivery of these projects demonstrates CCC's ability and experience in relation to major infrastructure projects and ultimately GCP's capability to ensure successful scheme delivery.

2.2.2 These projects have not been without their challenges and have provided valuable opportunities to learn from experience on how to plan and deliver future projects including Cambridge Eastern Access.

Table 2.1: Projects Similar to Cambridge Eastern Access.

Project	Description	Cost
The Cambridge Core Traffic Scheme	• This scheme delivered improved access for pedestrians, cyclists and public transport through traffic management and priority measures in the area bounded by the inner ring road. • Delivery of this project demonstrates an ability of the promoters to think about the full impacts of a public transport 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 reduced by 15%. Public transport patronage on routes into Cambridge also increased.	£6.9m[1]
Milton Park & Ride	• This site was constructed to replace the Cowley Road Park & Ride Site which was closed by Cambridgeshire County Council. The opening of the new site at Milton was therefore an immediate success. This site has approximately 800 parking spaces and a heated waiting area building with toilet and baby changing facilities. • The scheme was completed within just two years from the planning application being submitted in October 2006, with construction commencing in Summer 2007 and the site opening in Spring 2008. • The above timescale was for a 531-space car park and building. Due to the success of the scheme, the scale of the site has been increased	£3.1m

[1] This is an estimate as the scheme was implemented over several phases since 1996 and includes a range of supporting measures including streetscape works.

Project	Description	Cost
	beyond its first built capacity and now provides 792 car parking spaces to cater for the high level of continued demand.	
Addenbrooke's Access Road	• This access road is a single carriageway route with several junctions and structures that connect Hauxton Road in Trumpington, on the south side of the city, to Addenbrooke's Hospital. • The route provides access to the expanding hospital and Biomedical Campus, together with development on the Cambridge Southern Fringe, and reduces traffic in the Trumpington area and on Long Road. The scheme was completed in October 2010.	£24m
Cambridgeshire Guided Busway	• This busway provides a high-quality public transport connection between Huntingdon and St Ives, to the north west of Cambridge, and Addenbrooke's Hospital and Trumpington Park & Ride to the south of Cambridge. • Access to Cambridge City Centre is provided via on-street running. The overall route is 42km long with 25km of that being guided busway and 17km of on-street provision including bus priority measures. • Construction began in July 2006 with the busway opened in August 2011. • Although there were challenges during the delivery of the scheme, learning from this can benefit the delivery of future significant transport measures in the County.	£150m[2]
Longstanton and St Ives Park & Ride	• Two Park & Ride sites were constructed in 2011 alongside the Cambridgeshire Guided Busway, providing connectivity to Cambridge and Huntington. These sites have been a success in intercepting traffic and have both also increased beyond their first built capacity. • The Longstanton Park and Ride Site now provides 350 parking spaces. St Ives Park and Ride has capacity for 1,000 vehicles. Covered cycle parking is also provided at both sites. • In addition to the number of spaces being increased as a result of the scheme's success, the number of bus services serving these sites has also been increased to ensure the service is efficient in catering for the increased demand; Buses now run into Cambridge from both sites every 7-8 minutes (eight services per hour).	Circa £9m for both sites[3]
The Ely Southern Bypass	• This bypass is a single carriageway highway, connecting the A142 at Angel Drove to Stuntney Causeway. Recently constructed, the Bypass was opened to traffic on 31 October 2018 and the bridge walkway opened three months later in January 2019. • The scheme includes bridges over the railway line and the River Great Ouse and its floodplains. It will relieve heavy traffic around Ely station, remove the need for heavy goods vehicles to use the railway level crossing, and avoid a low bridge with a history of vehicle strikes.	£43m

[2] This is the total cost of the Cambridgeshire Guided Busway and includes a £109m contribution from CCC.

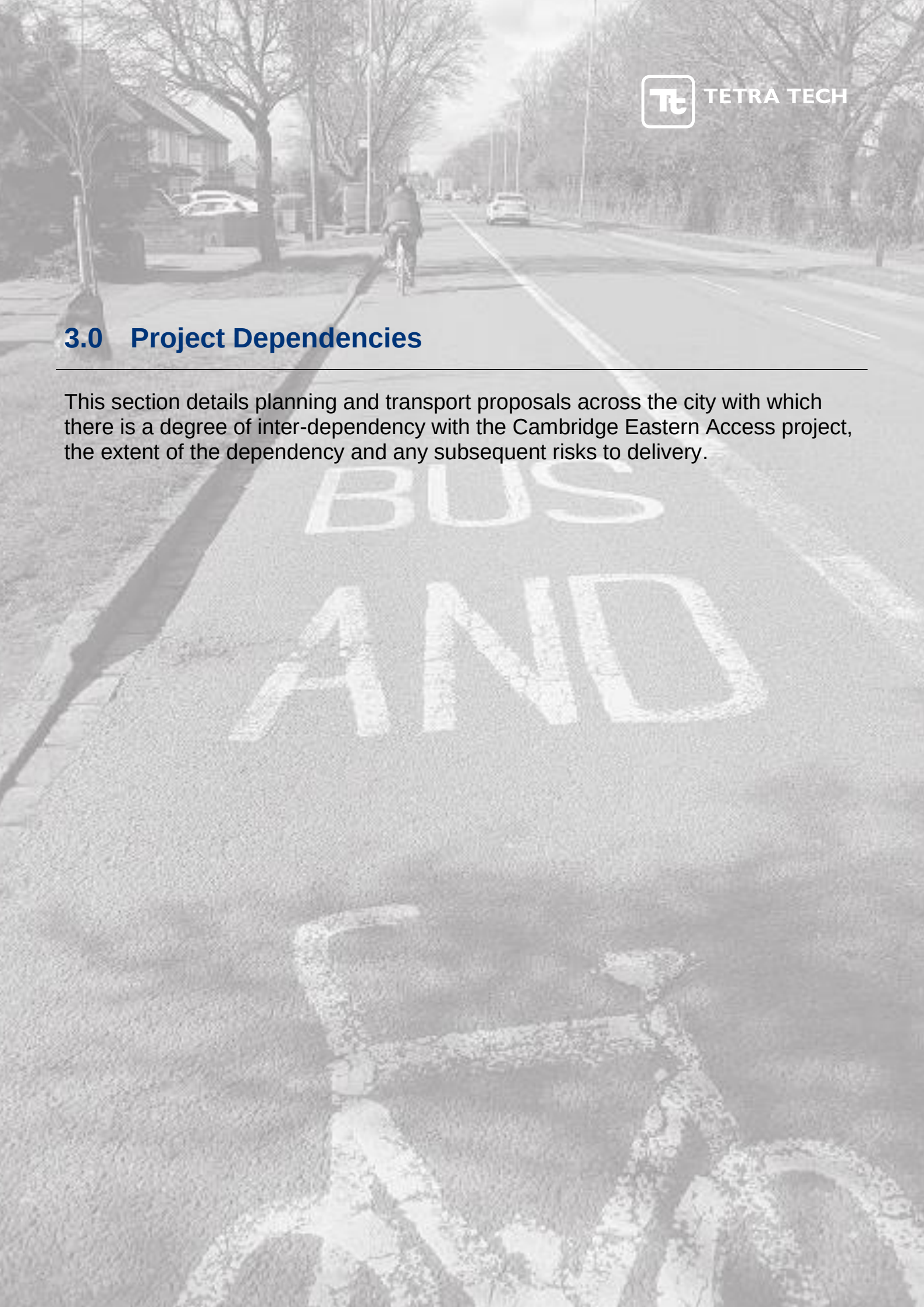
[3] This is an estimate as the costs were part of a wider package of Busway costs.

2.3 Summary

2.3.1 When considering the experience outlined in Table 2.1, the County Council has shown its ability to deal with a variety of major issues and has demonstrated experience in key areas important to the delivery of the Cambridge Eastern Access project. The key issues relevant to Cambridge Eastern Access include:

- Dealing with statutory permissions and legal procedures, especially the Transport and Works Act Order (TWAO) process, which Cambridgeshire County Council followed to secure delivery of the Cambridgeshire Guided Busway.
- Establishing and maintaining relationships with the relevant statutory agencies involved in the delivery of major infrastructure schemes.
- Delivering schemes that are shown to generate economic growth and then putting in place programmes of work to maximise that economic opportunity.
- Engaging extensively with the public and relevant stakeholders, ensuring wide dissemination and understanding of information.
- Experience of running a procurement exercise and selecting a suitably qualified contractor.
- Negotiating, acquiring and assembling land required for scheme delivery through a variety of different mechanisms.
- Designing and delivering major civil engineering projects.

2.3.2 This experience provides assurance that the GCP understands the processes and contains the managerial knowhow required to deliver substantial transport schemes, thereby providing confidence that the Cambridge Eastern Access scheme can be delivered in a timely manner and within budget.



3.0 Project Dependencies

This section details planning and transport proposals across the city with which there is a degree of inter-dependency with the Cambridge Eastern Access project, the extent of the dependency and any subsequent risks to delivery.

3.1 Overview

3.1.1 The Cambridge Eastern Access project forms part of the GCP's wider strategy to create better and greener transport networks and to help facilitate sustainable housing and economic growth in the city. As such there are several planning and transport proposals which have varying degrees of inter-dependency with the project.

3.2 Influential Development

3.2.1 Table 3.1 details development sites and housing and economic development opportunities to the east of Cambridge which will contribute towards the future travel demands within the corridor and which may only be possible through investment in sustainable transport improvements.

Table 3.1: Cambridge Eastern Access Project Dependencies

Dependency	Impact upon Cambridge Eastern Access
Committed Sites	• The strategic case for the Cambridge Eastern Access project is partly built around the need to improve connectivity for existing residents and workers within the Greater Cambridge area but also focused on delivering high quality public transport to serve committed sites within the city.
Marshall's Airport Relocation and Development.	• Phase B of the Cambridge Eastern Access provides a series of packages for developing high quality public transport options along, and adjacent to, the Newmarket Road corridor that will serve future residents and employees within the east of the city. • The key area of developmental focus for the future in the east of Cambridge lies on land currently occupied by Marshall's Airport. • Phase B of the Cambridge Eastern Access project is therefore dependant on the successful relocation of the existing airport site and developing the land to provide up to 12,000 homes and 40,000 jobs. A significant proportion of the land is already safeguarded for development. • Phase B of the scheme will not proceed in the envisaged form should the development at Cambridge East not go ahead as the route options considered assume that airport land is available, and that travel demand is driven by the development.
Six Mile Bottom Expansion	• Growth along the Cambridge to Newmarket rail corridor has been proposed by a developer for some time around the existing settlement of Six Mile Bottom. An urban extension of circa 10,000 homes has been suggested in response to the Local Plan call for sites however, there is no certainty that this site will be selected. • A new transport interchange, complete with a new rail station, is only likely to be brought forward should the land at Six Mile Bottom be developed.
Cambridge Water Recycling Centre Relocation	• Three potential sites have been identified as potential locations for a new water recycling and treatment centre to the north of Cambridge. The existing site occupies land between the Cambridge North Railway station and the A14, with the potential for this area of land to be redeveloped and repurposed once the existing water recycling facility has relocated in accordance with the North East Cambridge Area Action Plan. Anglian Water has confirmed that their preferred site would be adjacent to Fen Ditton to the north of the study area. • Whilst there is no direct dependency, there may be a need to accommodate amended road layouts intended to enable the relocation and associated construction and operational traffic. This would be likely to involve the Quy Interchange and Newmarket Road.
Abbey Stadium Relocation	• Cambridge United Football Club have announced plans to relocate the site of their existing stadium (The Abbey Stadium), currently occupying land between

Dependency	Impact upon Cambridge Eastern Access
	Newmarket Road and Coldham's Common, to a new out-of-town facility close to the Quy Interchange. • Whilst this is not a committed move, the new site would be near the proposed location of the Newmarket Road Park & Ride site. Cambridge Eastern Access will provide a flexible approach whereby a combined scheme to deliver the new stadium and the Park & Ride could be provided.

3.3 Influential Transportation Schemes

3.3.1 Newmarket Road and the wider transport network within the east of the city does not operate in isolation and as such influences and is influenced by changes elsewhere, both within the city and further afield, on the road network or in terms of changes to the public transport offer.

3.3.2 The transport schemes envisaged to come forward over the next 15 years which will have varying degrees of influence on travel and movement are listed in Table 3.2.

Table 3.2: Transport Dependencies

Dependency	Impact upon Cambridge Eastern Access
Cambridge City Access Strategy	• In order to provide improved end to end connectivity between settlements to the east of the city (such as Bottisham, Stow-cum-Quy, Lode, Swaffham and Newmarket) and employment sites along the Newmarket Road corridor and within the city centre, Cambridge Eastern Access will to some degree rely on the City Access Strategy to tackle the issues of congestion within the city centre (that is, to the west of the Elizabeth Way roundabout and Mill Road - including East Road) and enhance the ability for people to get into, out of and around the city. • Schemes within this strategy aim to improve congestion on routes into the city centre which will be key to reducing the journey times for buses, therefore making both the bus and rail travel hubs proposed attractive and successful. In addition, the removal of traffic from the city centre will help create additional demand for Park & Ride and rail services.
Cambridge South Railway Station	• The proposed new rail station at Cambridge South aims to improve connectivity between the growing Biomedical Campus and international gateways, to reduce reliance on Cambridge station for travel to the southern fringe, and to improve sustainable transport access into the Southern Fringe. • The proposed Cambridge South Station, coupled with the proposals of East West Rail, will further improve the public transport options from east Cambridge. This may attract some of the potential users of the proposed bus service between the Newmarket Road Park & Ride and the Cambridge Biomedical Campus, negatively impacting scheme utilisation.
Chisholm Trail	• The Chisholm Trail is currently under construction and (once completed) will provide a high-quality walking and cycling network across the city, connecting the north of Cambridge with the main railway station and beyond. This will provide a crucial link between the area around Cambridge North Station and the Science Park with Cambridge East. As such, the Phase 2 proposals only consider provision that links into the Chisholm Trail.
Bottisham, Swaffham, Horningsea and Fulbourn Greenways	• The Fulbourn, Horningsea, Bottisham and Swaffham GCP Greenways schemes are intended to provide a high quality non-motorised user route between the villages to the east and the city. The proposed greenways will serve the rural extent of Newmarket Road in the east of the corridor, providing access under the A14 through the existing path. The Cambridge Eastern Access scheme has therefore considered cycling and walking infrastructure within the urban area, to the west of the Greenways. This infrastructure will tie in with the Greenways close to the Marleigh

Dependency	Impact upon Cambridge Eastern Access
	development. Should the Greenways not come forward, the proposed active travel links within the Phase 1 packages may require extending eastward.
East West Rail	• The East West Rail company are currently working on the middle section of the East-West rail alignment that will eventually connect Oxford to Cambridge and onto Norwich and Ipswich. At this stage, work on the eastern section of East West rail is at a very preliminary stage, with the section between Bedford and Cambridge taking much of the focus. It is thought however that the existing Cambridge to Newmarket line could form part of a package of improvements to deliver East West rail. • Whilst this SOBC highlights potential long term rail based interventions to supplement pedestrian, cycling and bus based improvements, they do not form part of the Business Case itself and would be taken forward by a combination of Network Rail, the East West Rail Company and the East West Rail Consortium following due process.
Emerging Technologies	• The GCP is committed to promoting the use of new technologies to create a clean and efficient public transport system. The final specification of Cambridge Eastern Access will be driven by technological advances and the range of solutions available at the procurement stage.
Emerging CPCA Policy and the CAM	• Cambridge Eastern Access must be mindful of future emerging policy and will therefore need to be reviewed against the adopted version of the latest Local Transport Plan and any future transport system proposals for Cambridge in order to ensure it continues to be aligned with both current and emerging policy. • In developing Phase 2 of the Cambridge Eastern Access, the project will seek to agree design requirements with the CAM project team that will enable the Cambridge Eastern Access Phase 2 project to be developed in a way that ensures futureproofing for CAM. • This is particularly pertinent as the Cambridge Eastern Access scheme, alongside the Cambourne to Cambridge, Cambridge South East Transport and Waterbeach projects, make up the first phase of infrastructure for the larger CAM network.
Coldham's Lane (Sainsbury's) Gyratory	• The CPCA are in the process of redesigning the existing gyratory at Coldham's Lane, Barnwell Road and Brooks Road. The existing configuration of the junction encourages high traffic speeds and car dominance due the geometry of its circulating carriageway. This creates a hostile and dangerous environment for pedestrians and cyclists. • The reconfiguration of the junction will provide more emphasis of walking and cycling provision through the busy intersection. Several options to date have been tabled but one is yet to be preferred. • The preferred option (once chosen) will not only need to cater for safer and efficient pedestrian and cycle movements but will also need to accommodate the proposed bus service from the relocated Newmarket P&R to the city centre via Mill Road. • The CEA project team will therefore keep communication levels high with the CPCA design team to ensure that the new design for the roundabout will not adversely delay buses associated with the B1 package of the CEA scheme.
Mill Road Bus Gate	• During the ongoing COVID-19 pandemic, CCC have implemented a temporary closure of the Mill Road railway bridge to general traffic in the form of a bus gate. • The effects of the bus gate on traffic levels and redistribution are currently being monitored by CCC, and it is possible that the feature will be made permanent. • Whilst this reduced traffic through Mill Road and clears the way for buses, Tt have found that the redistributed traffic causes queueing and delays on nearby links, which prevents the CEA package B1 bus services from progressing on their journey. • Other demand management measures will therefore be essential to ensure a fast, frequent and reliable bus service is provided between the relocated Newmarket

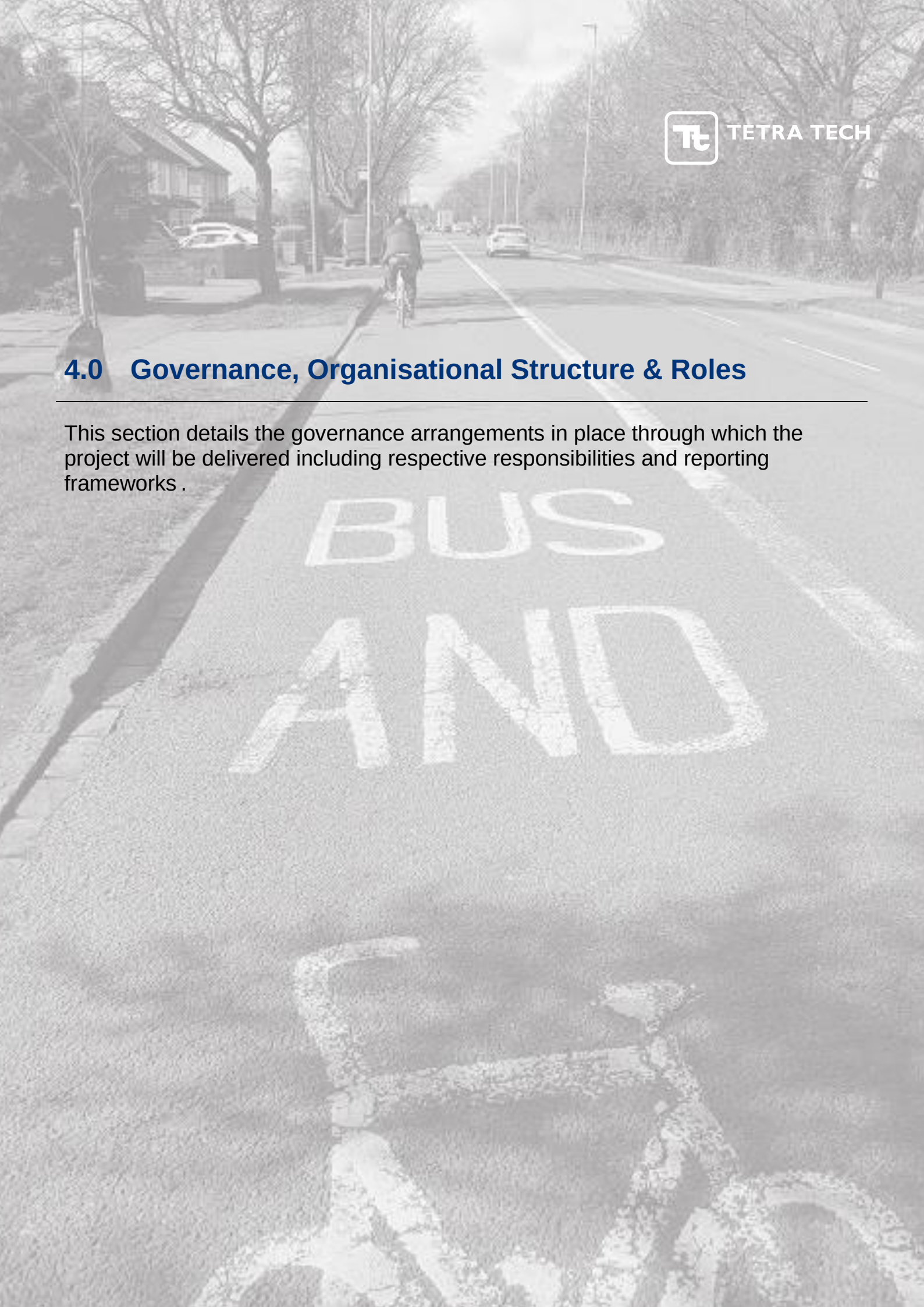
Dependency	Impact upon Cambridge Eastern Access
	Road P&R and the city centre via Mill Road. Such demand measures would run in tandem to those proposed by similar schemes such as City Access.
Coldham's Lane Modal Filter	• A proposal for a modal filet at the Newmarket Road end of Coldham's Lane has been suggested which would reduce the through traffic between Newmarket Road and the Sainsbury's gyratory. The modal filter will probably comprise a similar form to the temporary bus gate presently implemented on Mill Road. • This proposal has been included within a sensitivity test within the CEA Paramics model. It was observed that the redistribution of traffic causes disruption elsewhere on the network. • Similarly with Mill Road, other demand measures would require implementation to ensure the comprehensive success of the modal filter.

3.4 Summary

3.4.1 The Cambridge Eastern Access project is an important element in a strategic vision to transform the quality and coverage of world class sustainable transport provision within the city. It will complement wider network improvements to provide real travel choice and the ability to interchange between different modes of transport.

3.4.2 In turn, the additional capacity and connectivity it will provide will help to facilitate development sites and opportunities which will emerge from the Joint Local Plan currently being produced by the City Council and South Cambridgeshire District Council.

3.4.3 The single biggest dependency in this regard is the relocation of the airport, and the opportunities it will present in the east of the city. The announcement by Marshalls Group that a site at Cranfield has been identified provides increasing confidence that the major inter-dependency does not represent a major risk to the Eastern Access project being delivered.



4.0 Governance, Organisational Structure & Roles

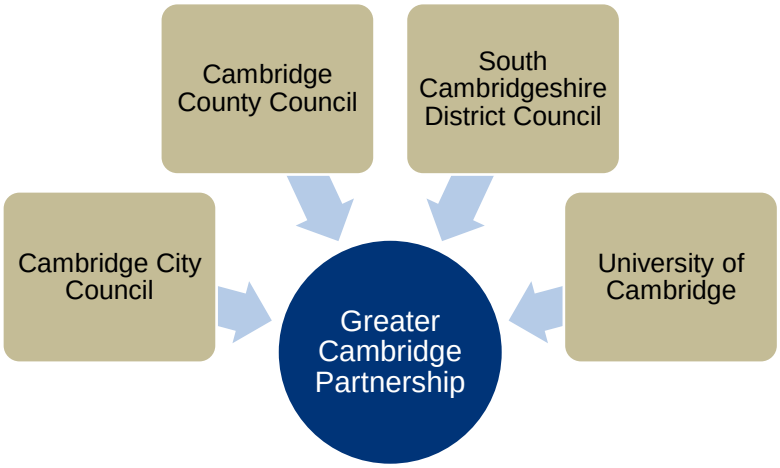
This section details the governance arrangements in place through which the project will be delivered including respective responsibilities and reporting frameworks .

4.1 The Greater Cambridge Partnership

4.1.1 Cambridge Eastern Access is being promoted and managed by the GCP, the delivery body for the Cambridge City Deal with central Government. With specific reference to transport, the GCP seeks to deliver better, greener transport which will connect people to homes, jobs, study and opportunity.

4.1.2 The GCP is made up of representatives of several organisations as shown in Figure 4.1 plus a Business Representative. The partnership of councils, business and academia seeks to work together to grow and share prosperity and improve quality of life for the people of Greater Cambridge.

Figure 4.1: GCP Representative Partners



4.2 Strategic Management

4.2.1 The GCP operates as a Joint Assembly, under powers delegated by its three local authority partners. It is led by a decision-making Executive Board which coordinates the overall strategic vision and drives forward the partnership's programme of work and is run in accordance with a clear governance structure, agreed by all partners.

4.2.2 Both the Executive Board and the Joint Assembly meet at least four times a year. Papers relating to public meetings are published online and members of the public can participate in meetings of the Executive Board by submitting questions to be discussed in public during these meetings.

4.2.3 It should also be noted that the Greater Cambridge and Greater Peterborough Local Enterprise Partnership (LEP), which were previously represented independently on the GCP Executive Board, joined the Combined Authority in September 2018. Now known as the Business Board, the LEP committee advise on strategy development and decision making relating to the Combined Authority area. The GCP Executive Board includes a nominated business representative.

4.3 GCP Executive Board

4.3.1 The Executive Board is made up of five partners; one representative from each of the four City Deal partners plus the Business Representative. In addition, the Mayor of Cambridgeshire and Peterborough has recently been asked to attend the Executive Board as an observer.

4.3.2 While the law governing Joint Committees only allows the three local authority representatives voting rights, they consider the advice of the Combined Authority's Business Board and University of Cambridge representatives, to make sure decisions take account of the views of the business and academic sectors.

4.4 GCP Joint Assembly

4.4.1 The Board is advised and informed by a Joint Assembly (which is an example of a Joint Committee of multiple Local Authorities). The Joint Assembly provides advice and scrutiny support to the Executive Board, drawing on the broad expertise of its 15 members. The Assembly's membership is made up of three elected councillors from each of the three councils in the Greater Cambridge area, and reflects the political composition of their council. The Combined Authority's Business Board and University of Cambridge also each nominate three representatives, as stakeholders from a range of organisations within the business and academic sectors.

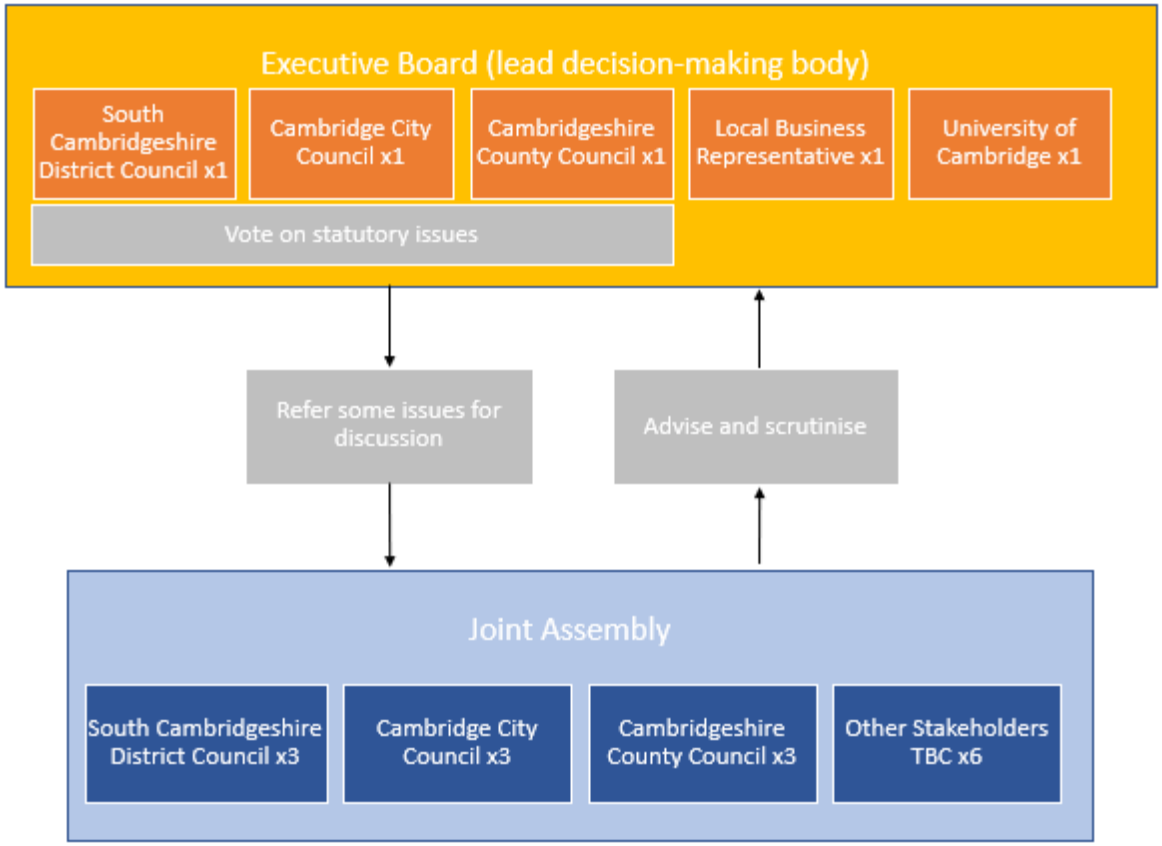
4.5 Transport Projects Board and Programme Manager

4.5.1 The GCP Transport Projects Board is responsible for governing all major transport schemes being delivered as part of the City Deal[4]. The purpose of the Board is to:

- Provide visible governance;
- Advise on decisions before they go to the GCP Executive Board or on major but non-key decisions;
- Guide the Project Manager in developing proposals to meet the agreed objectives;
- Review the proposals and challenge solutions on impact, benefits and value for money; and
- Act as a sounding board for concepts and ideas.

4.5.2 Figure 4.2 illustrates the strategic governance arrangements for the project within GCP.

Figure 4.2: GCP Strategic Governance Structure



[4] Source: Mott MacDonald

4.6 Cambridgeshire and Peterborough Combined Authority

4.6.1 The Cambridgeshire and Peterborough Combined Authority (CPCA) was established to pursue a devolution deal with Central Government that included the devolution of both decision-making powers and funding to the Cambridgeshire and Peterborough sub-region. Following the signing of the devolution deal in November 2016, the CPCA was formally established in March 2017.

4.6.2 The Combined Authority is led by a Mayor, elected in May 2021, who gives the CPCA a focal point and is the contact for Central Government. The Mayor also exercises certain powers and functions that were devolved from Central Government as part of the devolution deal, these include:

- Responsibility for a multi-year devolved transport budget;
- Responsibility for an identified key route network of local authority roads, and
- Responsibility for the development and delivery of the Local Transport Plan.

4.6.3 The devolution deal agreed with Central Government also gives the Mayor and the CPCA power over certain transport functions, with the body taking the role of the Local Transport Authority, assuming strategic transport powers for the areas previously covered by CCC and Peterborough City Council.

4.6.4 As part of the Mayor's devolved powers, the CPCA is therefore responsible for producing the updated Local Transport Plan and for the development of all future transport strategies for the CPCA area. The CPCA published a first draft Cambridgeshire and Peterborough Local Transport Plan in June 2019. Following consultation, a final version was adopted in February 2020.

4.6.5 Given the over-arching transport role of the CPCA, there is a need for GCP and CPCA to collaborate closely on transport priorities and delivery programmes to ensure successful coordination and integrated delivery. A number of working groups ensure programme alignment at management and technical level, complementing the Mayor's attendance at Executive Board meetings.

4.7 Summary

4.7.1 The GCP demonstrates effective organisational and managerial structure through its collaborative approach to governance. The executive board and joint assembly also provide a key hierarchical framework through which decisions can made conclusively and efficiently.

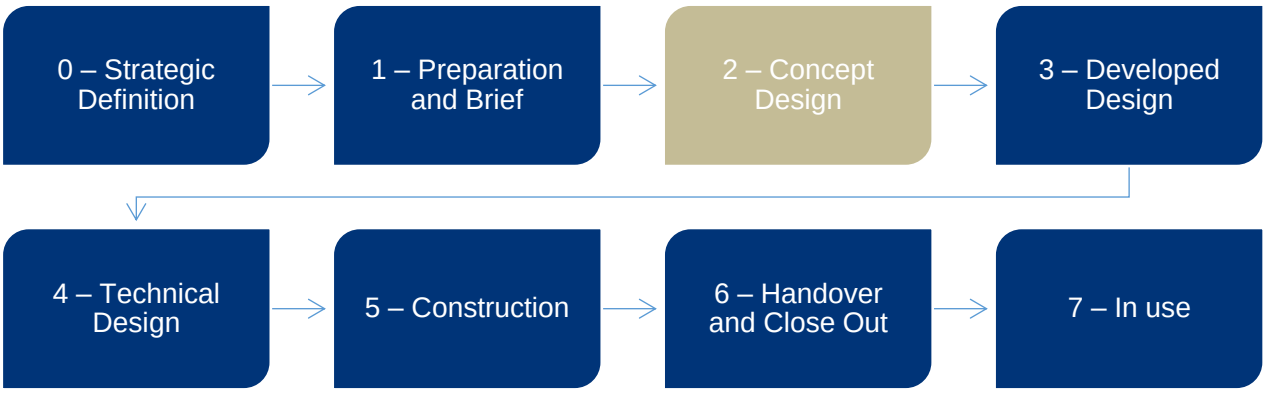
5.0 Project, Assurance & Approvals Plan

This section provides an overview of the staged process through which the project will be delivered.

5.1 Overview

5.1.1 Figure 5.1 illustrates the RIBA (Royal Institute of British Architects) work stages, widely accepted as being best practice in the delivery of major construction projects. The Cambridge Eastern Access project is currently at RIBA Stage 2.

Figure 5.1: RIBA Work Stages



5.2 GCP Work Stages

5.2.1 The Greater Cambridge Partnership has developed their own work and reporting stages which are based on key decision points aligned with the DfT Business case process but is also closely related to the RIBA work stages. This is the plan that will be followed to implement the project and is illustrated in Figure 5.2.

5.2.2 From Figure 5.2 development of the SOBC aligns with the Feasibility Phase of the GCP Key Decision Framework and Stage 2 of the DfT WebTAG Business case process. Work contained within this SOBC is intended to allow Cambridge Eastern Access to successfully reach GCP's Key Decision Point 3 (approval to design and consult on preferred option(s)) and progress to the next Feasibility Phase that involves Preliminary Design and production of an Outline Business Case.

Figure 5.2: GCP Work Stages

CCC Delivery Stage	Description	Business Case Stage	GCP Assurance Framework Stage
Strategy Stage 0: Policy and Strategy	Preparation of Project Initiation Document (PID).		
Delivery Stage 1: Project Set Up / Initial Options	Project resource planning, development of stakeholder engagement strategy and preparation of project development briefs.		
Delivery Stage 2: Feasibility Study	Identification of options, conceptual design work, strategic business case and assessments to facilitate initial stakeholder engagement to allow selection of Preferred Option(s).	SOBC	
Delivery Stage 3: Preliminary Design	Feasibility Design of Preferred Option development for next stage of business case.	OBC	Stage 1 – Prioritisation and inclusion in the programme based on information submitted by the scheme promoter.

CCC Delivery Stage	Description	Business Case Stage	GCP Assurance Framework Stage
			Approval to proceed to Full Business Case, proportionate to the funding requirements.
Delivery Stage 4: Detailed Design	Final business case and detailed design to facilitate project approval. Processes for traffic regulation orders and Government statutory approvals as required.	FBC	Stage 2 – Development of Full Business Case (FBC), obtaining any necessary statutory consents and the procurement of a contractor to build the scheme to a detailed design.
Delivery Stage 5: Construction (Mobilisation and Construction)	Procurement of a provider(s) to construct the project. Construction of the project. Post-project review to assess how well the project objectives and outputs have been met.		Stage 3 – Assessment of the FBC and approval to sign the contract and commence construction (subject to Highway Authority approval where relevant).

5.3 Assurance Frameworks

5.3.1 As detailed in the previous section, the approvals process at each development phase dictates that the project must pass through a number of key decision points where assurance will be carried out in order to ensure the project meets the required standards to be approved and progressed to the next phase of work. These key decision points are known as Gateway Reviews.

5.3.2 The assurance process which Cambridge Eastern Access is following is set out in the Assurance Framework for the City Deal.

5.3.3 As outlined, there are several key milestones where internal and / or external approvals will be required for the project to progress. Cambridge Eastern Access will be progressed through GCP's standard approval processes, inclusive of Gateway Reviews. For the varying level of project decisions that are made in relation to the scheme, the Project Manager has authority to determine in which of the four categories a decision aligns with:

- **Key Decision:** These decisions are as defined in the GCP paper agreed in January 2015 and 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 GCP Executive Board with advice from the GCP Joint Assembly and Chief Executives' Group.
- **Scope Change Decisions:** These decisions are those which will take the project out of the 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 GCP Executive Board with advice from the GCP Joint Assembly and Chief Executives' Group.
- **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 and time and will require a change to the Project Plan. 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.

5.3.4 The scheme will pass through three business case stages as part of the overall approval process. This first stage of the business case (Strategic Outline Business Case) process is subject to approval by the GCP Executive Board in 2021. A further two stages will then require approval by the GCP Executive Board to secure funding for this scheme. The three-stage process which is being undertaken for this scheme is aligned to the Department for Transport's 'The Transport Business Cases' (January 2013) approach:

- **Strategic Outline Business Case (SOBC):** consisting of high-level analyses which establishes the need for the project and identifies the options to be shortlisted.
- **Outline Business Case (OBC):** containing more detailed analysis of shortlisted options to identify a preferred option, and setting out the financial, commercial, and management strategies.
- **Full Business Case (FBC):** updating the preferred option analysis and confirming the final financial, commercial, and management strategies.

5.4 Approvals to Date

5.4.1 Approvals to date associated with the progression of the Cambridge Eastern Access project are summarised in Table 5.1.

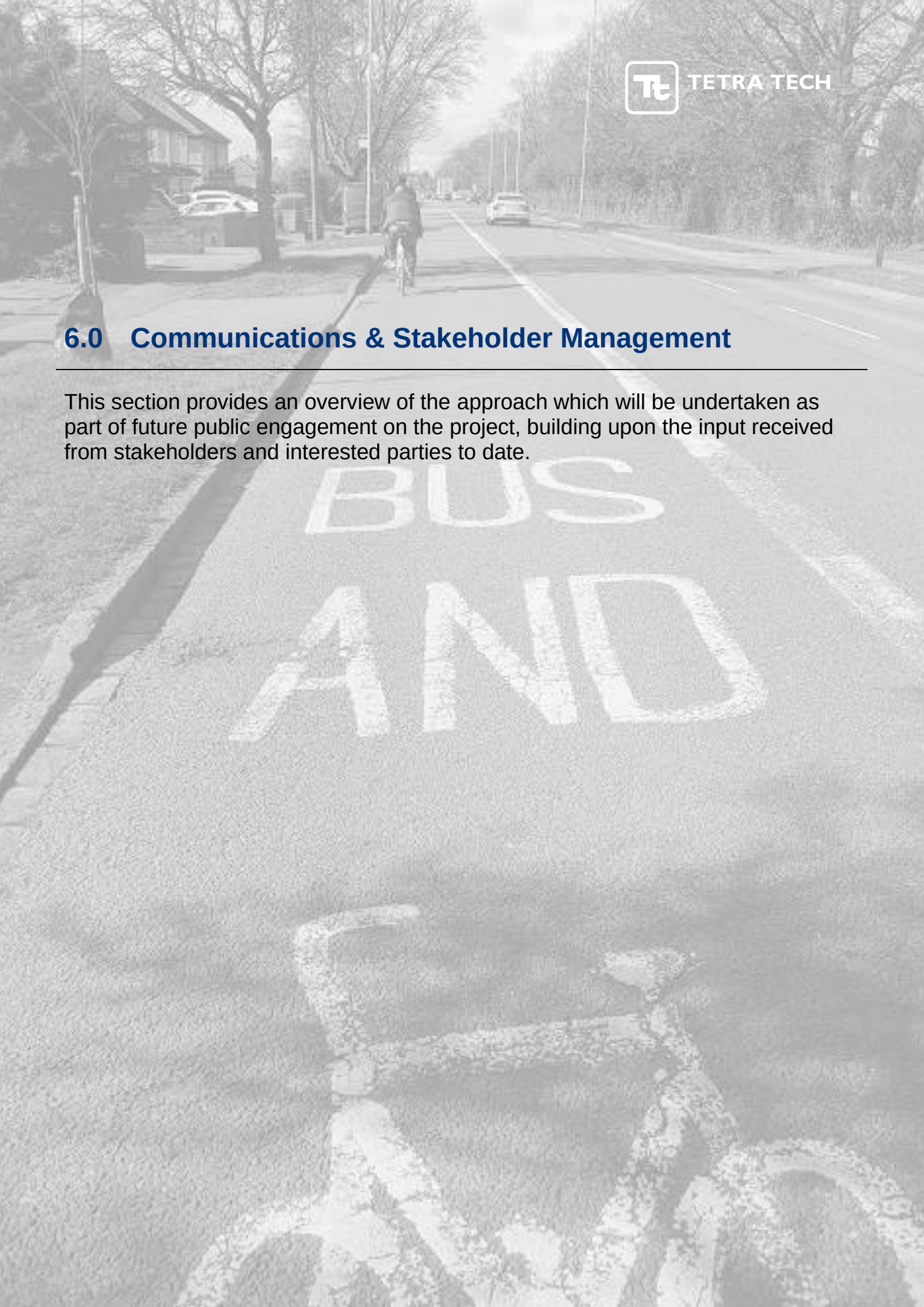
Table 5.1: Scheme Approvals

Milestone	Approval Date
Strategy Stage 0: Policy and Strategy	July 2019
Delivery Stage 1: Project Set Up / Initial Options	February 2020
Delivery Stage 2: Feasibility Study	July 2021
Delivery Stage 3: Preliminary Design	Tbc
Delivery Stage 4: Detailed Design	Tbc
Delivery Stage 5: Construction (Mobilisation and Construction)	Tbc

5.5 Project Reporting

5.5.1 The fundamental process of capturing change in the project is through the Project Status Report. The Status Report is presented at the regular meetings of the Transport Projects Board and if necessary, can be submitted separately between Project Boards at the Project Manager's discretion. The Project Status Report is the main input to the Project Board and summarises progress and change on the project.

5.5.2 The following is the format of the Project Status Report:
- Key activities and achievements in report period;
- Serious issues and actions required by governance body;
- Key activities in the forthcoming period;
- Key milestones update – including RAG rating;
- Key issues;
- Key risks; and,
- Budget update.



6.0 Communications & Stakeholder Management

This section provides an overview of the approach which will be undertaken as part of future public engagement on the project, building upon the input received from stakeholders and interested parties to date.

6.1 Objectives of the Engagement Process

6.1.1 The approach to both informal engagement and formal consultation associated with the Cambridge Eastern Access project is structured around the three principles of:

- **Maximising input to the process:** Seek to ensure the involvement of all key stakeholders in the process, together with other interested parties and members of the public, to help create a robust evidence base upon which to base our assessment and to underpin a sense of ownership and influence on the detail of the scheme.
- **Secure support for proposals:** Raise awareness, understanding and ultimately support for the scheme, which in turn will help to ensure the success and take up of any future schemes.
- **Align with wider consultation activities:** Ensure that all activities are co-ordinated with wider engagement across the city region to avoid confusion or frustration amongst both stakeholders and the general public and improve the efficiency of the consultation process where possible.

6.1.2 Our approach will seek to combine factual messaging with emotional reassurance and the building of trust. As part of this, there are several key messages which we will seek to convey through the commission:

- The need for intervention, in terms of the nature and scale of current and future issues on the corridor.
- What is sought to be achieved, in terms of the benefits which could be realised through investment.
- Evidence and justification, at both the strategic and local level.

6.1.3 These objectives and messages provide a framework upon which to co-ordinate and structure conversations and debate associated with the commission.

6.2 Coordination of Communication & Engagement

6.2.1 All communication and engagement will be led and coordinated by the Greater Cambridge Partnership Communications Team. The team oversees numerous transport consultation and engagement exercises in any given year and has tried and tested practices in place through which to meet statutory requirements.

6.2.2 The main tool to be used for consultation and engagement will be the ConsultCambs platform[5] through which non-technical, accessible information on the emerging detail of the proposals will be disseminated. A series of actions will be undertaken to raise awareness, generate interest and input, inspire confidence in the process and foster support for the concept of intervention (see Table 6.1).

Table 6.1: Engagement Activities Plan

Action	Target Group	Rationale
Email contact	All stakeholders (except the general public)	To raise initial awareness of the commission and to identify a preferred contact point for future communication. Provides a platform through which to secure first thoughts and ideas, which individuals have time to reflect upon before committing to.
Press Release	Local media	To raise wider awareness of the commission through which to draw out interest from areas which may have been overlooked. It will also help to promote the public engagement and consultation periods to encourage people to submit their thoughts on possible transport improvements.
Meetings	All stakeholders	A series of one to one discussions to tease out the interests and issues identified by individual stakeholders. The nature of the conversations on a personal level will seek to draw out candid and honest views.
Workshop	All stakeholders	Broad discussion between parties from a range of backgrounds to enable individuals to appreciate the breadth

[5] https://consultcambs.uk.engagementhq.com/

Action	Target Group	Rationale
		of interests and potentially competing agendas, and the nature of the balance which must be struck.
Social Media	General public	To promote the project, and any consultation or engagement and encourage people to respond. To build awareness among a wider audience.
Parish Council Meeting	General public	To talk directly to the communities most directly affected by issues and draw out issues associated with their day to day experience of through traffic and congestion in the area.
Public Consultation	General public	To maximise the ability of the consultation process to capture as many diverse views on the corridor as possible, and the quantum of responses, through which we can have confidence in the findings of the process. Will be undertaken primarily through online consultation supported by other channels.
Virtual Journey Planner	General public	To provide an immersive, interactive experience alongside the online consultation which will give individuals a better sense of the implications of scheme options on their own particular journey through the corridor, thereby increasing understanding and input to the process.

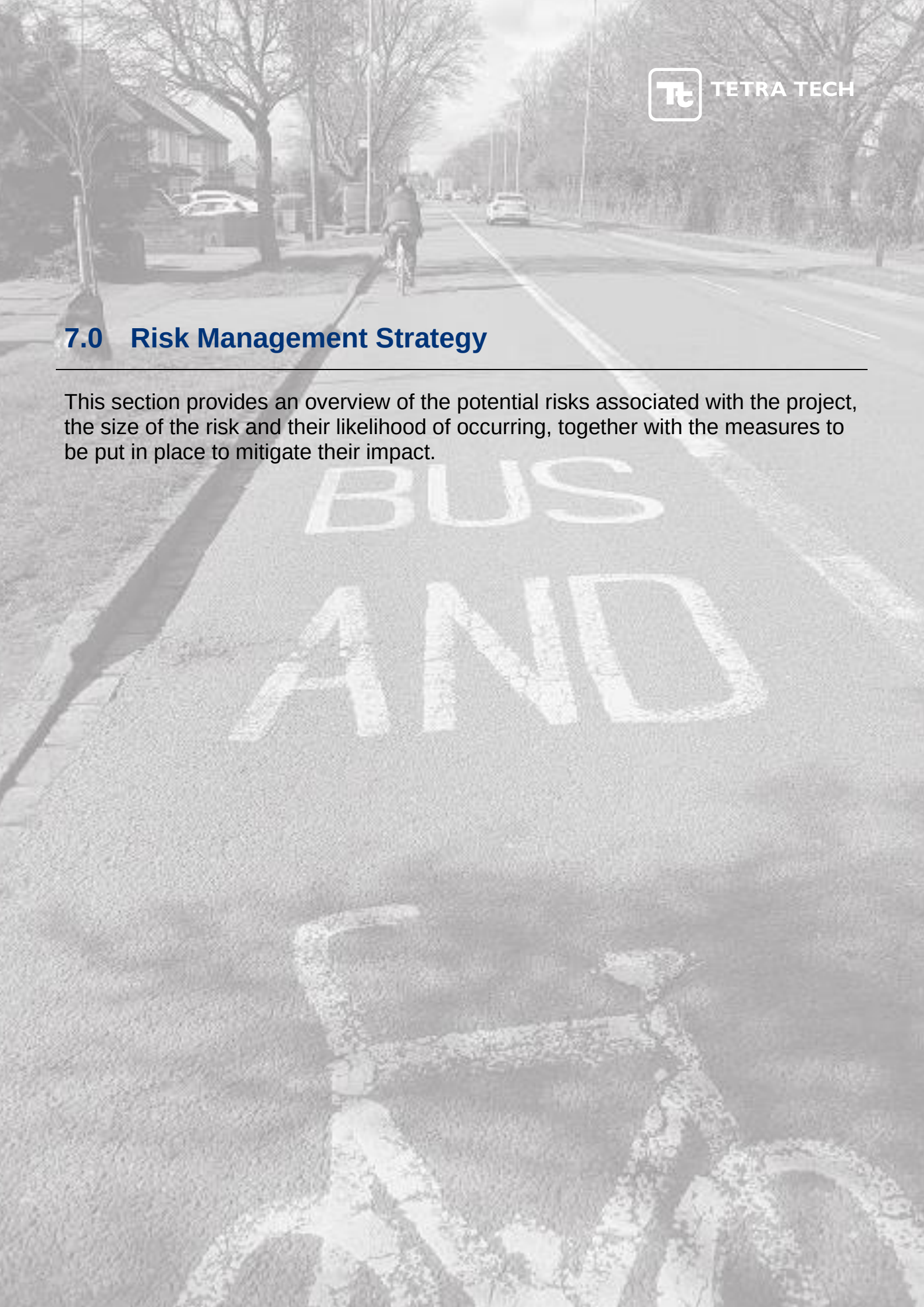
6.3 Project Working Group

6.3.1 Alongside the public facing consultation and engagement, a Project Working Group will be established comprising representatives of key stakeholders in the corridor. This is likely to include landowners and transport operators, together with local authority representatives. The Group will form a sounding board against which issues can be discussed and key decisions can be determined. This will form part of a wider Place Based Engagement process for the study.

6.4 Summary

6.4.1 Extensive engagement and consultation was undertaken to inform the Cambridge Eastern Access options presented in this Strategic Outline Business Case. This has generated awareness of the concept amongst the public and stakeholders and the feedback will be analysed before being presented to the Greater Cambridge Partnership's Executive Board for a decision on how to proceed in 2021.

6.4.2 The actions detailed herein seek to continue this engagement process and build upon the support of the scheme concept to date. The experienced Communications Team at the GCP, and the tried and tested processes they have in place, will ensure that consultation and engagement are utilised effectively to shape the project.



7.0 Risk Management Strategy

This section provides an overview of the potential risks associated with the project, the size of the risk and their likelihood of occurring, together with the measures to be put in place to mitigate their impact.

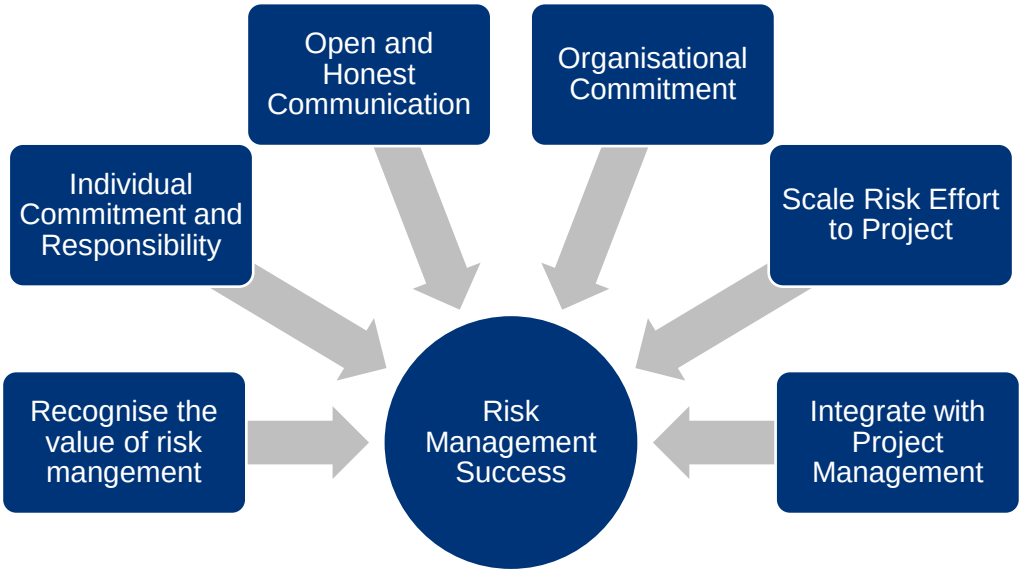
7.1 Overview

7.1.1 Risk is defined as 'the effect of uncertainty on objectives', or 'uncertainty that matters[6]', therefore all risks arise from there being uncertainty during the project.

7.1.2 Risk management is an integral element of project management and is crucial to the achievement of objectives (time, cost, scope), the realisation of any opportunities for acceleration and cost reduction, and the avoidance of delivery issues and crises. In support of this, the prime goal of risk management is the early identification and resolution of uncertainties – as far as possible to eliminate uncertainty at the paper design stage, when it is cheaper and quicker than during the construction stage.

7.1.3 Critical success factors for risk management are shown in Figure 7.1.

Figure 7.1: Risk Management Critical Success Factors



Source: Practise Standard for Project Risk Management – PMI 2009

7.1.4 The risk management strategy developed for Cambridge Eastern Access establishes roles and responsibilities for management of risk by stakeholders and describes principles for the escalation of risks from the project team to more senior levels within the governance structure.

7.1.5 It also addresses identification and capture of risk statements from delivery plans and the wider context, and provides a structured approach relating to responses to the identified risks. The key output of the risk management strategy is the risk register which will remain live through development and delivery of the project.

7.1.6 The risk management methodology identified in this section draws on industry standard guidance, including ISO 31000:2009, BSI 31100:2011, Management of Risk[7], Practice Standard for Project Risk Management[8].

[6] Hillson, How to manage the risks you didn't know you were taking. (2014)
[7] Management of Risk: Guidance for Practitioners 3rd Edition – Axelos (2012)
[8] Practise Standard for Project Risk Management – PMI (2009)

7.2 Risk Management Objectives

7.2.1 The objectives of risk management for Cambridge Eastern Access are to:

- Increase knowledge about all aspects of the scheme and its delivery, to inform the production of plans, schedules and estimates that describe the work that will be conducted to deliver the scheme;
- Identify and provide for areas of uncertainty and ambiguity that may result in future change to scheme delivery, and identify ownership and responsibility for those changes;
- Develop and manage execution of plans that eliminate or minimise the effects of threats to the scheme, to minimise the occurrence of unanticipated issues that may delay progress, increase costs, or detract from the quality of the delivered scheme at all stages of delivery;
- Identify and develop plans that exploit opportunities for quicker, cheaper, or better delivery that arise from circumstances being more favourable than those assumed in the planning;
- Develop fall-back or contingency plans to expedite the handling of risks that are realised, thereby minimising downside and maximising upside of risk impacts.

7.2.2 The scope of risk management addressed by this strategy extends to event and knowledge risks but excludes consideration of variability risks which are concerned with uncertainty in estimation of productivity, effort, duration, cost, or other variable parameters and the modelling of their effect on cost and timescales.

7.3 Prioritisation of Risks

7.3.1 Project risks have been defined in terms of the 'Iron Triangle' of time, cost, and scope (quality).

7.3.2 Scope is the highest priority, with extensions to time and costs being permitted to deliver a compliant scheme capable of realising the predicted benefits. The second priority is cost; incurring additional costs to shorten timescales is not generally under consideration.

7.4 Risk Management Activities

7.4.1 Table 7.1 outlines the key activities that either have been or will be undertaken in the ongoing management of risks throughout the development and delivery of Cambridge Eastern Access.

Table 7.1: Risk Management Activities and Timings.

Meeting	Agenda Items	Inputs	Timing
Inception Meeting	• Review Objectives and Delivery Plans. • Review of Tendered Risk Register. • Identification of New Risks.	• Contract • Delivery Plans. • Risk Register. • Schedule. • Cost Estimate.	• Commencement of the project.
Weekly Update Meeting	• Provide update of weekly progress. • Review of timescales and deliverables.	• Various inputs at various project stages.	• Weekly following project commencement.
Milestone Meeting	• Presentation and discussion around key deliverables.	• Inception Report • Communications Strategy • Baseline Report • Options Appraisal Report • Engagement Summary Report • Strategic Outline Business Case	• Upon (draft) completion of a key deliverable.

Meeting	Agenda Items	Inputs	Timing
Stakeholder Meeting	• Gathering perceptions of transport and political bodies as well as key interest groups and members of the public.	• Telephone interviews. • Online focus groups. • Park & Ride corridor user survey.	• Pre-finalisation of the baseline report and engagement summary report.
Pre-Consultation Engagement	• Online pre-consultation engagement with interactive map.	• Pre-consultation summary of online responses.	• Pre-finalisation of the baseline report and engagement summary report.
Members Consultation	• Briefings to ensure Members raise awareness	• Formal and informal briefings	• Start of consultation
Public Consultation	• Online consultation with plans indicating potential packages • Opportunity for Q&A with project team • Meetings with local groups such as Parishes, Residents Associations etc	• Questionnaire survey • Direct responses	• Informing SOBC and decision-making

7.5 Risk Categorisation

7.5.1 Risks were identified and categorised into seven groups as shown in Figure 7.2.

Figure 7.2: Risk Register Risk Categories.

7.6 Risk Scoring

7.6.1 Risks have been scored by assessing their probability of occurrence (likelihood) and impact ratings and combining these scores to prioritise actions. Parameters for assigning Red, Amber and Green (RAG) ratings

to likelihood and impact of risks are based on the probability values, and consideration of the impact as a proportion of the scheme cost estimate.

7.6.2 Probability has been specified using a score within the range of 1 – 5. 1 representing a very low likelihood of any particular event occurring and 5 representing a very high likelihood of any particular event occurring. A score was subsequently given on a qualitative basis, and this score has been converted into a RAG rating. Table 7.2 below sets out the risk rating assessment with regards to probability.

Table 7.2: Risk Probability Ratings.

Scale	Description	RAG Value
1	Very unlikely in normal circumstances but may occur in exceptional circumstances over the lifetime of the project. Probability: **Very Low**	
2	Unlikely to occur in normal circumstances but could occur at some point over the lifetime of the project. Probability: **Low**	
3	May occur in normal circumstances at some point over the lifetime of the project. Probability: **Moderate**	
4	Likely to occur in normal circumstances at some point over the lifetime of the project. Probability: **High**	
5	Highly likely to occur in normal circumstances at some point over the lifetime of the project. Probability: **Very High**	

7.6.3 Impact has also been specified using a score within the range of 1 – 5 with 1 representing a very low impact on the costs, quality and timescales of the project whilst 5 represents a very high impact on the costs, quality and timescales of the project. A score was subsequently given on a qualitative basis, and this score has been converted into a RAG rating. Table 7.3 below sets out the risk rating assessment with regards to impact.

Table 7.3: Risk Impact Ratings.

Scale	Description	RAG Value
1	Minimal disruption to project costs, quality and / or timescales. Impact: **Very Low**	
2	Minor disruption to project costs, quality and / or timescales. Impact: **Low**	
3	Moderate disruption to project costs, quality and / or timescales. Impact: **Moderate**	
4	Major disruption to project costs, quality and / or timescales. Impact: **High**	
5	Highly significant disruption to project costs, quality and / or timescales. Impact: **Very High**	

7.6.4 Based on the product of the probability of a risk occurring with its associated impact, the highest possible risk score is 25 (5, where the probability of occurrence is very high multiplied by 5, where the impact upon project costs, quality and / or timescales is also very high).

7.7 Risk Reporting

7.7.1 There are three key recipients of reports from the risk management process:

- Project Delivery Team;
- Transport Projects Board; and
- The GCP Executive Report Board.

7.7.2 Reporting schedules are driven by gated reviews and major delivery milestones.

7.8 Key Issues for Implementation

7.8.1 Key issues for implementation usually arise when identified risks to the project materialise and therefore become issues rather than risks. In order to prevent delays to the project, where key issues are identified, it is assumed that project work will progress while they are being considered by the Transport Projects Board and that the issues will be resolved promptly or escalated to the Joint Assembly and Executive Board, as

deemed necessary. All issues are recorded in the Project's Issues Log, which is regularly reviewed and updated. Each issue is assigned an impact level, a corresponding mitigation measure and ownership.

7.9 Contingency Plan

7.9.1 When reviewing risk, as outlined here, it is also important to consider what might happen to the project should there be a threat to delivery. Given that delivery of the Cambridge Eastern Access project will primarily be funded through City Deal funding, which has already been successfully secured in principle by the GCP, a Contingency Plan has not been deemed necessary at this stage in the scheme's development. GCP have advocated their support for the scheme in advance of this SOBC.

7.9.2 In addition, the main consequence of withdrawal of funding would be likely to impact on delivery of the second phase of the study which unlocks the Marshall's site. In effect, and without prejudice to any potential contribution Marshalls may in due course make through a Section 106 agreement or similar, such a loss of funding would place the onus on Marshalls to either deliver the essential elements of CEA, or to amend their development aspirations.

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