

**Reasons for lateness: – the need to amend the terms of reference following further consultation with local Members**

**Reasons for Urgency: the requirement for the report to be considered before this month’s meeting of the Combined Authority Business Board**

**WISBECH ACCESS STRATEGY PHASE 1 DELIVERY**

**To: Highways and Transport Committee**

**Meeting Date: 7 July 2020**

**From: Steve Cox, Executive Director, Place & Economy**

**Electoral division(s): Wisbech East & Wisbech West.**

**Forward Plan ref: Not applicable if not a key decision**      **Key decision: No**

**Outcome: To agree the revised funding agreement and commencement of the CPO procedure**

**Recommendation: The Highways and Transport Committee is recommended to:**

- a) note the project development to date and changes to the programme and budget required and forecast expenditure by March 2021**
- b) agree to request the approval of changes to the Local Growth Fund grant funding agreement from the CPCA Business Board**
- c) authorise commencement of Compulsory Purchase Order (CPO) procedures to secure the necessary land and delegate to the Executive Director – Place and Economy, in consultation with the Chair and Vice Chair of the Committee, the authority to trigger the CPO procedures if that is necessary to deliver the project efficiently and effectively.**

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
Name: <b>Kristian Mobbs</b>	Names: Cllr Ian Bates / Cllr Mark Howell
Post: MID Team Leader	Post: Chair/Vice-Chair
Email: Kristian.mobbs@cambridgeshire.gov.uk	Email: <a href="mailto:ian.bates@cambridgeshire.gov.uk">ian.bates@cambridgeshire.gov.uk</a> / <a href="mailto:mark.howell@cambridgeshire.gov.uk">mark.howell@cambridgeshire.gov.uk</a>
Tel: 07834 565141	Tel: 01223 706398

## 1. BACKGROUND

- 1.1 The Fenland Local Plan (adopted May 2014) includes proposals for 3,000 new homes in Wisbech and 30 hectares of new employment land to deliver around 2,500 new jobs up to 2031. The Kings Lynn and West Norfolk Local Plan includes up to 550 new homes to 2026 on the eastern side of Wisbech. The development is split over three main sites, as detailed below:

Location	Number of dwellings	Number of Jobs
East Wisbech	1,000 Fenland 550 Kings Lynn and West Norfolk	
South Wisbech	350	30 hectares around 2,500 new jobs
West Wisbech	750	Small amount of employment
Smaller sites across Wisbech	900	
<b>Total</b>	<b>3,550</b>	<b>2,500</b>

- 1.2 £1m of Growth Deal funding was allocated from Government to the Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) (now part of the Cambridgeshire and Peterborough Combined Authority - CPCA) which supported the development of a package of measures and preliminary designs, to bring forward growth and regeneration, improve accessibility, and address congestion in and around the town of Wisbech.
- 1.3 The Wisbech Access Strategy is a package of highway schemes that will meet these requirements. It was jointly developed by Cambridgeshire County Council and Fenland District Council, with input from the Borough Council of King's Lynn and West Norfolk and Norfolk County Council, given the cross county issues and has been tested to make sure that it is the best solution to address the current problems on the transport network, and support and enable future housing and job growth as set out in the Fenland Local Plan.
- 1.4 The Wisbech Access Strategy identified multiple schemes which would meet the objectives to support the development of a package of measures to bring forward growth and regeneration, improve accessibility, and address congestion in and around the town. These were then arranged into short, medium and long term packages of works which looked to maximise returns and deliver schemes which would show staged improvements and access for developments.
- 1.5 The current phase 1 package of schemes is comprised of works at the following locations:
- Broad End Road staggered crossroads with the A47 to become a roundabout Scheme BER2);
  - Cromwell Road crossroads with New Bridge Lane to be signalised (scheme CR2);
  - Elm High Road roundabout with A47 to be widened to increase capacity (scheme EH1);
  - Elm High Road signalised junction with Ramnoth road to be replaced by a roundabout (Scheme EH7B);

- Improvements along New Bridge Lane to generate accesses into development land (scheme SAR1).
- 1.6 A consultation event was set up in October 2017, the results of which were reported back to the Economy and Environment Committee in May 2018 which confirmed that preliminary design should commence on the preferred package of measures identified above, subject to release of the Local Growth Funding (LGF).
  - 1.7 Government, through the Department for Business, Energy and Industrial Strategy (BEIS), has since provided £10.5m to the Cambridgeshire and Peterborough Combined Authority (CPCA) for delivery of Phase 1 of the Wisbech Access Strategy, on condition that scheme development work results in an acceptable and deliverable package of transport measures and is spent by the end of March 2021.
  - 1.8 In February 2020 a funding agreement was signed between the County Council and the CPCA to provide the £10.5m grant for Phase 1 of the Strategy.
  - 1.9 This report summarises the development of the Wisbech Access Strategy Phase 1 and sets out the current outcomes of project development having now concluded the preliminary design stage.

## **2. MAIN ISSUES**

### **Design Progress**

- 2.1 Since the approval of the package of works at the Economy and Environment Committee in May 2018, a proposal has now come forward to construct an energy from waste combined heat and power facility (EfW CHP), built on the existing waste management site on the Algores Way Industrial Estate. The proposed development is considered to be a nationally significant infrastructure project, therefore requiring an application to be submitted for a Development Consent Order (DCO). The proposal, if approved, would have an impact on the traffic flows in the local area, as well as the proportion of Heavy Goods Vehicles present in this traffic.
- 2.2 Pre-application activity is continuing for the EfW CHP facility and the DCO was expected to be submitted to the Planning Inspectorate towards the end of 2020, although this may now be delayed due to the outbreak of the Coronavirus pandemic. Until this process and its impacts are fully understood, detailed design work for schemes CR2 and SAR1 therefore is not progressing as they would be affected by the scheme if approved.
- 2.3 The Cambridgeshire and Peterborough Combined Authority is also progressing the potential re-opening of the Wisbech railway line, which is in the vicinity of these schemes and therefore must also be considered as part of their future development.
- 2.4 The detailed designs for BER2, EH1 & EH7b are reaching their conclusion and are now going through final checks by Highways England, Norfolk County Council and the County Council's own assurance process. This will conclude in August this year. The General Arrangement drawings for these can be found in Appendix 1.

- 2.5 The current programme, which assumes successful rapid negotiation and conclusion of land acquisition, would see EH7b and BER2 commence construction in January 2021. Both schemes are of similar duration and expected to be complete by November 2021.
- 2.6 Due to traffic management restrictions, both schemes must be complete before construction work can commence on EH1. This is then estimated to be complete in July 2022.

### Funding Update

- 2.7 At the conclusion of the preliminary design, the project was reviewed and the estimated budget required to deliver all 5 sites was £16.1m. This excludes the £1.182m that has funded the scheme development to date, provided by the CPCA in addition to the Local Growth Funding. This forecast increase in budget resulted from additional information now available following the development of the design for each site, particularly the impact on underground utility equipment and the amount of additional land will need to be acquired.
- 2.8 However, the pausing of CR2 and SAR1 from this delivery package, for the reasons stated above, means the cost associated with the remaining detailed design, land purchase, utility diversions and construction is also on hold. This is forecast to be approximately £6.2m and therefore reduces the budget required for the current delivery phase to £9.9m. The total funding required is now therefore £11.082M, including the growth deal funding of £1.182m outlined in paragraph 2.6.
- 2.9 A breakdown of the budget and expenditure is shown below;

Project Ref	Spend to date 2020/21 (£)	Forecast Spend F/Y 2020/21 (£)	Forecast Total Spend March 2021	Forecast Committed costs	Forecast F/Y 2021/22 (£)	Forecast F/Y 2022/23 (£)	Forecast F/Y 2023/24 (£)	Forecast Total (£)
BER2	261,494	1,102,101	1,363,595	2,153,476	2,123,808	29,668	0	3,517,071
EH1	261,494	963,757	1,225,251	0	879,970	1,110,761	15,731	3,231,713
EH7b	261,494	1,641,455	1,902,949	1,905,689	1,876,021	29,668	0	3,808,638
SAR1	261,494	0	261,494	0	0	0	0	261,494
CR2	261,494	0	261,494	0	0	0	0	261,494
<b>Total</b>	<b>1,307,472</b>	<b>3,707,314</b>	<b>5,014,786</b>	<b>4,059,165</b>	<b>4,879,799</b>	<b>1,170,098</b>	<b>15,731</b>	<b>11,080,414</b>

- 2.10 The deadline for expenditure of the £10.5m LGF grant is the 31<sup>st</sup> March 2021. The forecast expenditure by this time, based on the current programme which is subject to successful negotiation of land acquisition, is estimated to be approximately £4.5m. The availability of the remaining LGF grant funding is therefore uncertain. Further, in line with the current programme, the project would be committed to constructing BER2 and EH7b and would therefore be committed to a further £4.0m at risk beyond March 2021.
- 2.11 The CPCA has recognised this funding challenge and have proposed to allocate £6.0m from the LGF grant and a further £3m from within its Medium Term Financial Plan and £900k from the Capital Gain Share, subject to Business Board and CPCA Board approval. This allows completion of the three schemes beyond March 2021, thereby removing any uncertainty associated with the LGF funding.

- 2.12 The future development of the SAR1 and CR2 scheme will be considered once the EfW CHP impact is fully understood. Should it be necessary, these will be subject to funding bids for the delivery of future phases of the Wisbech Access Strategy at the time there is more certainty.

## **Project Key Risks**

### ***Land Acquisition***

- 2.13 The Economy and Environment Committee of May 2018 resolved that officers were authorised to carry out further work on the Wisbech Access Strategy and the short term package of schemes including land negotiations and purchase negotiation or submission of consents for the delivery of the schemes as appropriate.
- 2.14 Across the 3 sites there are a total of 33 separate parcels of land to acquire. All landowners have been engaged with and negotiations are underway. In order to see a swift conclusion to these negotiations, all inquiries are being pursued with a series of tight milestones to reach the objectives set out in the programme for the project. These milestones are reported to the Project Board and are currently being met.
- 2.15 Negotiation for land required for the construction of the schemes is still the preferred methodology for obtaining land, however, it has been identified in the project risk register that the negotiation process does not restrict the timeframe that the negotiation can occur in nor the price of the land being negotiated over. This could therefore extend the delivery programme by an indeterminate time frame or expose the Council to increased land cost. The negotiation of land purchase is underway and targeted to finish by the end of August 2020. A paper will be presented at the October Committee for the approval of the land purchase final costs if agreed
- 2.16 If, however, before this time, it is considered by the project team that a negotiated settlement for all of the necessary land is unlikely, it is suggested that Compulsory Purchase Order process should commence. The Compulsory Purchase Order process is effectively already running in parallel with the negotiation process and all landowners have been notified that if we can't reach a swift negotiated settlement, we will move to CPO.
- 2.17 Compulsory Purchase Order processes carry with them some risk given that issues which go all the way to the Land Tribunal could take 15-18 months to resolve. This is not currently allowed for in the programme and if this occurred, it would change the spend profile on the schemes and the use of Growth Deal beyond 2021. However, this is considered necessary as a fall back should negotiations fail and so Committee is asked to authorise commencement of the CPO process if needed, and to be authorised by the Executive Director – Place and Economy in consultation with the Chair and Vice Chair of this Committee.

### ***Utility Diversion Works***

- 2.18 There are a number of utilities that are affected by the schemes. In total there are 16 separate orders currently going through design with each of the utility providers.

- 2.19 All 16 of these orders are required to undertake the construction of the 3 sites;
- BER2. Anglian Water Main to divert, BT chambers to move, Gas Main to protect, Virgin Media to divert & low voltage overhead power line to relocate.
  - EH1. Anglian Water Main to divert, BT ducts and chambers to relocate, low pressure Gas Main to divert, underground electrical cables to re-route, high voltage overhead power to relocate and Virgin Media to divert.
  - EH7b. Anglian Water main to protect, BT chambers and ducts to relocate, low pressure gas main to divert, low voltage underground electrics to divert and Virgin Media to divert.
- 2.20 The project team has been coordinating the efforts of the utility providers with the designer and local developers to ensure that the works can be constructed with the minimum of impact to the programme. Ground Penetrating Radar and other investigative tools have been used to control and understand the amount of work needed and only carry out the minimum required diversions to the utility provider's apparatus. This coordination will continue through to completion to minimise any risks.

### ***Covid 19***

- 2.21 The impact to the project's programme from Covid 19 has so far been minimal, as the project has been in the design phase. However, as the schemes move into construction, these risks could increase, depending on the impact of the pandemic on the construction industry, and so will be closely monitored.
- 2.22 A copy of the risk register can be found within the separate Appendix 2.

### **Project Governance**

- 2.23 It is proposed that the Governance framework be revised to be consistent with other projects in the capital programme. This will consist of an officer Project Board which reports to this Committee and a Steering Group, which receives information from, and gives recommendations to, both the Committee and the Project Board. The Combined Authority is a key player in the Project Board as the funder of the schemes and as the Transport Authority.
- 2.24 Proposed project governance and Terms of Reference are presented for this Committee's approval in Appendix 3, detailing the nature of the Project Board's responsibilities and its general relationship with the Steering Group.
- 2.25 The Project Board takes its mandate from this Committee and cannot make decisions that impact on the approved budget, programme or scope. A monthly cycle of meetings has been set up. It will be directed by Senior Council Officers and will take information to, and from, the Steering Group.
- 2.26 A monthly Steering Group is already in session, in which Cambridgeshire County Council (CCC) Officers provide an update upon a range of topics including programme, budget, risk, procurement and technical issues. The Steering Group is not decision-making.
- 2.27 This governance process will therefore be used to uphold this Committee's decisions and bring monthly updates and any project issues before this Committee.

2.28 An update will also be provided to the Cambridgeshire & Peterborough Combined Authority (CPCA) via its monthly highlight reporting already in use, and the CPCA member of the Project Board.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 A good quality of life for everyone**

These schemes are vital to allow for development and improve job prospects in Wisbech, thus improving the quality of life for residents.

#### **3.2 Thriving places for people to live**

The following bullet points set out details of implications identified by officers:

- This Wisbech Access Strategy schemes as a whole will support the development of Wisbech Local Plan and the first stage of this will be the development of short term package of schemes.
- Schemes in the proposed short term package will support economic growth in Wisbech, providing additional housing and jobs.

#### **3.3 The best start for Cambridgeshire's children**

There are no significant implications for this priority.

#### **3.4 Net zero carbon emissions for Cambridgeshire by 2050**

As the business case has been developed, CO2 emissions have been considered and this will continue through the design and construction process.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The budgeted capital costs of this proposal are £10.5m which will be funded with Growth Deal Funding provided by CPCA. Due to the proposed changes, the capital costs are to be revised to £9.9m with all funding being provided by the CPCA.

As the county council is delivering the project it will follow a robust procurement process and will ensure value for money is obtained.

As the Highways Authority, the county council is best placed for delivering these improvements. Where relevant the county council will work with both Highways England and Norfolk County Council. This project has been developed jointly with Fenland District Council.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

In procuring the Wisbech Access Strategy the correct procurement rules have been followed. The Wisbech Access Strategy also considers the procurement options for the delivery of the short term package of schemes

#### **4.3 Statutory, Legal and Risk Implications**

A risk register for the project can be found in Appendix 2.

The schemes have a quantified risk assessment that can be provided if needed.

#### **4.4 Equality and Diversity Implications**

Equality impact screening has been carried out on each of the schemes at the end of the preliminary design process and no issues were identified.

#### **4.5 Engagement and Communications Implications**

Local landowners and tenants have and are being communicated with regarding the implications and status of the purchase of land by negotiation.

#### **4.6 Localism and Local Member Involvement**

The following bullet points set out details of significant implications identified by officers:

- Local County and District Members are engaged in the project as members of the Project Board.
- Members from Wisbech Town Council, Fenland District Council, Kings Lynn and West Norfolk Borough Council and Norfolk County Council have been part of a steering group for development of the Wisbech Access Strategy.
- County Council members have also been involved in the Steering Group that has given oversight and scrutiny to the development of the Wisbech Access Strategy. Local members that do not sit on the steering group were invited to a stakeholder consultation event and made aware of the public consultation.

#### **4.7 Public Health Implications**

Consultation as part of the 2014 Wisbech Market Town Transport Strategy found that walking and cycling routes across Wisbech were considered incoherent and were perceived by many as unsafe and consequently regarded as a barrier to accessing services for those without access to a car. Although the short term packages are highway focused and provision for walking and cycling will not be included until the detailed design stage, all efforts should be made to ensure improvements support the development of a coherent walking and cycling infrastructure across Wisbech.

Wisbech currently has an active Air Quality Management area for Nitrogen Dioxide (NO<sub>2</sub>). Transport planners should work with Air quality leads in Fenland District Council to ensure proposed actions do not adversely impact on air quality.



The public health implications of Covid 19 have been assessed and are referenced throughout the report.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Sarah Heywood
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Gus de Silva
<b>Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Elsa Evans
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Emma Rogers
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Andy Preston
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Iain Green

Please include the table at the end of your report so that the Chief Executive/Executive Directors/Directors clearing the reports and the public are aware that you have cleared each implication with the relevant Team.

Source Documents	Location
<p><b>Economy and Environment Committee Report 24<sup>th</sup> May 2018</b></p> <p><b>Report link:</b>  <a href="https://cambridgeshire.cmis.uk.com/CCC_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=XUkybL6QfnswTMpmcdV71R0VQBACoqF6dzXQwXEG5wMYHObvnGxsQ%3d%3d&amp;rUzwRPf%2bZ3zd4E7lkn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&amp;mCTIbCubSFfXsDGW9lXnlq%3d%3d=hFfIUdN3100%3d&amp;kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFfIUdN3100%3d&amp;uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&amp;FgPIIEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&amp;d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&amp;WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&amp;WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d">https://cambridgeshire.cmis.uk.com/CCC_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=XUkybL6QfnswTMpmcdV71R0VQBACoqF6dzXQwXEG5wMYHObvnGxsQ%3d%3d&amp;rUzwRPf%2bZ3zd4E7lkn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&amp;mCTIbCubSFfXsDGW9lXnlq%3d%3d=hFfIUdN3100%3d&amp;kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFfIUdN3100%3d&amp;uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&amp;FgPIIEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&amp;d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&amp;WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&amp;WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d</a></p> <p><b>24th May 2018 E&amp;E Committee Minutes</b></p> <p><a href="https://cambridgeshire.cmis.uk.com/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/681/Committee/5/SelectedTab/Documents/Default.aspx">https://cambridgeshire.cmis.uk.com/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/681/Committee/5/SelectedTab/Documents/Default.aspx</a></p>	<p>Room 316, Shire Hall, Cambridge</p>

## Appendix 1 – General Arrangement Drawings

See separate appendices

## Appendix 2 – Risk Register

See separate appendix

## **Appendix 3 – Terms of Reference**

### **Wisbech Access Strategy – Proposed Governance and Terms of Reference**

#### **Project Board - Overview**

The Project Board leads delivery of the project within the remit given to it by the H&T Committee. It will be an Officer Board and will report regularly to H&T Committee and into the Steering Group.

Summary Terms of Reference are as follows:

- a) To own and be accountable for the project. The Project Board is responsible for ensuring that the project is capable of delivering the scope and benefits specified in the Business Case.
- b) To take responsibility for all aspects of quality, expenditure and programme within the agreed limits set by H&T Committee.
- c) To commit resources within the remit set by H&T Committee.
- d) To provide direction to the Project Manager.
- e) To control the level of risk exposure and to own the resolution of risks and issues – escalating and updating H&T Committee on all red rated risks.
- f) To communicate with stakeholders external to the project.
- g) To authorise closure of the project.
- h) To assist with the post-project evaluation of benefits realisation.

## Project Board - Terms of Reference

### 1.1 Purpose

The purpose of the Project Board is to provide oversight to the project, ensure appropriate governance, risk management and to provide assurance in accordance with the scope, budget and programme approved by the County Council's Highways and Transport (H&T) Committee. It will ensure that H&T Committee is kept updated and escalate any risks, issues or decisions that impact on these approvals.

### 1.2 Project Board - Main Duties

The main duties of the Project Board include;

- ***To own and be accountable for the project.*** The Project Board is responsible for ensuring that the project is capable of delivering the benefits specified in the Business Case, for defining acceptance criteria for the project and ensuring that the project delivers value for money. It is responsible for assurance of the project. It must review the Business Case regularly throughout the project to ensure that the project is still viable.
- ***To take responsibility for all aspects of quality.*** The Project Board ensures compliance with the governance framework for the project, the quality techniques and standards to be applied, and is responsible for ensuring quality. It also ensures that the project is aligned to the authority's strategies and policies throughout its lifecycle.
- ***To commit resources.*** The Project Board has the authority to provide all of the resources required for the success of the project. By approving the Project Initiation Document, project plan and any subsequent change plans, it is undertaking to make the required resources available.
- ***To secure funding for the project and ensure that this is spent appropriately.*** To authorise change requests where required and to approve or withhold use of contingency funds. Ensure escalation of any forecast impacts on the approved budget.
- ***To provide direction to the Project Manager.*** The Project Manager will need to escalate some issues or risks to the Board, may seek advice and will need decisions beyond their own remit to be taken. The Project Board Chair is responsible for ensuring this is achieved.
- ***To control the level of risk exposure and own the resolution of risks and issues.*** The Project Board must agree an acceptable risk profile and ensure that an appropriate approach to identifying, categorising, mitigating and escalating risks is defined and followed.

- ***To communicate with stakeholders external to the project.*** The Project Board ensures that there is timely and effective communication for each stakeholder group, that expectations are managed and that key messages are controlled, consistent and accurate.
- ***To authorise or recommend closure of the project.*** The Project Board is responsible for taking the decision to recommend closure of the project, whether this is at the planned end after successful achievement of all objectives or prematurely where it becomes clear that the benefits can no longer outweigh the costs.
- ***To assist with the post-project evaluation of benefits realisation.*** Ensure that lessons are learnt and recorded to inform future projects and outcomes are measured and monitored in accordance with agreed requirements.

### 1.3 Project Board Membership

Chair – Andrew Preston (Assistant Director, Infrastructure & Growth - CCC)

Rowland Potter (Head of Transport – Cambridgeshire & Peterborough Combined Authority)

Wendy Otter (Transport Development Manager – Fenland District Council)

Kristian Mobbs (Team Leader Major Projects - CCC)

Emma Rogers (Business Partner – Communications - CCC)

Anna Graham (Transport Programme Manager – Cambridgeshire & Peterborough Combined Authority)

Project Director (Skanska)

Presenting to Board – Steve Bown (Scheme Project Manager – CCC)

## Steering Group - Overview

The Steering Group will receive information regularly (monthly) from the Project Board and provide a steer where necessary. It will not be a decision-making group and the vehicle to ensure that local Members and key stakeholders are aware of progress with the scheme.

## Steering Group - Terms of Reference

### 1.1 Purpose

The purpose of the Steering Group is to provide and receive information regarding the project and the local area. It may comment upon risk, budget and programme. It may recommend items be reported to the Project Board or the County Council's Highways and Transport (H&T) Committee.

### 1.2 Steering Group - Main Duties

The main duties of the Group include;

- **Receive project updates from the Project Team** regarding progress, finance, technical risks and issues.
- **To communicate with external stakeholders to the project.** The Group will aid timely and effective communication for each stakeholder group, help manage local expectation using information from Officers.
- **To observe project timelines and finances.** To advise upon summary trends and risks.
- **To provide advice to the Project Manager.** The Group may recommend issues or risks be escalated to the Project Board, or to seek decisions from H&T Committee. Advise the Project Team on quality of the project from a strategic or local perspective.
- **To advise upon risk exposure and issues.** The Group may comment upon identifying, categorising, mitigating and escalating risks.
- **Make recommendations** to the Project Board and H&T Committee.
- **To recommend and monitor successful closure of the project.**

### **1.3 Steering Group Membership**

Chair Cllr David Oliver (Wisbech Town Council)

Cllr Samantha Hoy (Cambridgeshire County Council)

Cllr Steve Tierney (Cambridgeshire County Council)

Cllr Ian Bates (Cambridgeshire County Council)

Cllr Harry Humphrey (Norfolk County Council)

Cllr Billy Rackley (Fenland District Council)

Cllr Andrew Lynn (Fenland District Council)

Cllr Garry Tibbs (Wisbech Town Council)

Cllr Richard Blunt (Kings Lynn & West Norfolk Borough Council)

Wendy Otter (Transport Development Manager – Fenland District Council)

Peter Jermany (Principal Planner - Kings Lynn & West Norfolk Borough Council)

Andrew Wallace (Highway Engineer - Norfolk County Council)

Jason Moorse (Area Manager - Norfolk County Council)

Anna Graham (Transport Programme Manager – Cambridgeshire and Peterborough Combined Authority)

Andy Preston (Assistant Director – Infrastructure and Growth Cambridgeshire County Council)

Andrew Rosamond (Project Manager, Asset Delivery – Highways England)

Emma Rogers (Business Partner – Communications - CCC)

Presenting to the Group – Kristian Mobbs (Team Leader Major Projects – CCC), Steve Bown (Project Manager Major Projects – CCC).