

Major Infrastructure Project Delivery, Governance and Risk Management

To: Highways and Transport Committee

Meeting Date: 27th July 2021

From: Steve Cox, Executive Director, Place and Economy

Electoral division(s): All

Forward Plan ref: N/a

Key decision: No

Outcome: To provide committee with an update on the improvements relating to the delivery of infrastructure projects, their governance and risk management

Recommendation: Committee is recommended to:

- a) note the improvements underway relating to the delivery of infrastructure projects;
- b) note the project status summary in Appendix 1 including key risks and mitigation across the projects;

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1. Background

- 1.1 Cambridgeshire County Council (CCC) has continued to be successful in attracting funding for long standing and ambitious projects to support sustainable growth. This has created a significant forward programme of capital projects. Highways are currently commissioning highways works in excess of £50million annually including the annual highways capital delivery programme.
- 1.2 During the summer of 2020 an internal review of Highway Capital Delivery was commissioned to understand the effectiveness of capital programme management and the overall control environment. Initial findings led to consideration as to common themes where project design and delivery could be enhanced. Additional projects have more recently been investigated, as to any recurring themes and the governance and oversight required.
- 1.3 The reviews highlighted the significant programme of work being delivered, and the scale of the forward programme and multimillion pound projects that include new roads, bridges and ambitious schemes to transform how people travel. The expectations for expeditious delivery, the complexity of multiple stakeholders and varied funding arrangements require talented teams, the broadest support network of specialist consultants and delivery mechanisms, and clear processes from inception to completion.
- 1.4 The review underlined the importance of continuous improvement to the skill base of teams involved in project delivery, how teams are aligned and grouped, and the best ways to maintain the energy and support to staff to overcome scheme complexities.
- 1.5 As part of the review a Group Manager was appointed in October 2020 being a qualified civil engineer with significant experience of programme and major project delivery. They are now providing direct expertise leading a programme of major projects, including developing project teams and resources in light of new and the ever increasing demands of projects and funding commitments. The role includes chairing a range of Project and Programme Boards sitting above all the projects to ensure visibility of what is being developed and delivered.
- 1.6 In October 2020 a task and finish team of experts was formed led by the newly appointed Group Manager. The group, named the "Project Assurance Group", was formed of permanent, interim and consultant resources with the relevant expertise relating to project management, forms of contract, procurement and financial control as well as internal audit. The group have met regularly since its inception, identifying areas for improvement relating to all aspects of project delivery and control.

2. Main Issues

- 2.1 Delivery of capital programmes has been an Officer led process that relies on Members approving projects as they are presented for consultation, and later prior to construction.
- 2.2 Consistent and sustained project delivery depends on a control environment which includes the key elements that must mutually support each other but also create constructive challenge to understand and manage risk and ensure the best possible outcomes and value for money.

- 2.3 The review of project design, development, delivery and control from the Project Assurance Group in 2020 identified three key areas for improvement:
- a) strengthen systems and processes to provide an appropriate control environment
 - b) supporting change in managing successful teams and projects
 - c) project reporting and risk management
- 2.4 This was central to, and reflected in the Place and Economy staff consultation and restructure scheduled to come into effect in July 2021 having three critical foundations:
1. Putting in place the senior leadership to drive and deliver services over the period
 2. Strengthening our systems
 3. Supporting successful projects and teams

Senior Leadership

- 2.5 Under the new Place and Economy structure delivery of projects will be led by an Assistant Director Project Delivery being a new role. Services under the new role include:
- a. Delivery of major projects formerly delivered within Major Infrastructure Delivery (MID)
 - b. Delivery of Local Highway Improvement Projects
 - c. Delivery of Road Safety Projects
 - d. An expanded Project Management Office providing control, reporting and support to compliant and consistent project and programme delivery for projects across the Place and Economy Directorate
 - e. The Contracts and Commissioning function
- 2.6 This new Project Delivery service will create a robust focus on the areas previously identified for improvement. The service will lead, operating as a centre of excellence for project delivery. From inception to design, development and delivery, Cambridgeshire will address the changes to programme and cost that impact on major schemes and significant programmes of work. Project Teams will benefit from defined leadership to build what is affordable, and manage the delicate balance across community expectation and Member ambition.
- 2.7 By their nature many projects are complex. From major infrastructure projects, to adjustments to make the networks safer or local highway improvements that communities need to make better use of the existing network, the service will be clear on what can be delivered within budget and to programme. On appointment the new Assistant Director Project Delivery will direct and oversee ongoing improvements to the in-house capacity and supply chain support for leading these projects, with control of the contracts and commissioning function within their service.
- 2.8 The Assistant Director Project Delivery will report into a new role being the Director of Highways and Transport that is now solely focussed on the needs of Cambridgeshire County Council.

Systems and Processes

- 2.9 The review highlighted the key areas listed below, including an update of the improvements now in place and being refined:
- 2.10 **Project Governance** – A governance organogram has been produced provided at Appendix 1, supported by a ‘Governance for Infrastructure Projects’ user guide. These governance arrangements are being introduced across all projects, ensuring compliant and consistent governance across projects. Those involved with delivery of major projects now understand their responsibility, accountability and delegated authority relating to delivery of infrastructure projects Which is underpinning the roll out of more transparency and increased accountability.
- 2.11 **Project Gateway Framework** – A project gateway process and an accompanying user guide for project managers has been developed and is being introduced across all projects. All projects will be required to satisfy a series of gateways ensuring effective project management based on Prince 2 project management, leading to greater transparency of decision making within the project as well as oversight for management and support colleagues such as finance and procurement. The gateway process is summarised at the bottom of Appendix 1 which identifies the eight gateways from project inception to delivery.
- 2.12 **Project Tracker** – This is an existing system providing process and project oversight to deliver a picture of progress and service performance for all projects focussing around cost control via monthly reporting. This tracker has been enhanced to create a clear and effective project reporting focussing on finance and corporate reporting to the Capital Programme Board. During 2021 the content is scheduled to migrate to MS Project Online and Power BI, detailed below, which will enhance project management and reporting, with all information being held digitally in a single place. The Project Tracker will be phased out during the current financial year, as financial reporting is fully embedded in the new systems.
- 2.13 **MS Project Online & MS Power BI** – Highways and Transportation teams are early adopters of these systems as a corporate programme management IT system to improve project programming, delivery, control and reporting. The Project Delivery service is the corporate lead, and the systems are being adapted and refined based on the needs of the service. Both are recognised systems aligned with best practice and will ensure all aspects of projects are captured and reported, reliant on live project updating by Project Manager and others involved with project delivery and project oversight.
- 2.14 **Financial Control** - Projects require financial transparency and cost control at all project and programme levels and gateways. Projects and programmes across the service are being reviewed by commercial expertise, resulting in re-baselining of cost (where necessary) and improved control and reporting mechanisms implemented. Forward forecasting of project costs has been a common area of concern, which is being improved with strong interplay with fully costed risk registers and accountability at each

gateway for the project to proceed. Compliance with Financial Regulations, accountability and delegations for decision making will be a key feature of improving project delivery.

- 2.15 **Procurement & Contract Management-** Through the Highways Term Services Contract, Milestone Infrastructure (formerly Skanska) will remain central to project delivery. However, they will no longer be the automatic route for design and construction services. The optimum route for project delivery including quality and Value for Money will be considered as part of the gateway process and decisions relating to provision of design, specialist consultancy and construction services will be made using the full range of options available to project managers. The Procurement Choices that currently are available to Project Team and Project Managers are shown in Appendix 2. The Joint Professional Services Framework was put in place in 2021. Project Delivery will assess its pipeline of projects, and delivery requirements over the 3-5 year horizon, ensuring that it shapes the market and procurement options are broadened, ensuring timely and efficient project delivery focussing on both quality and value for money.

Supporting change- “Managing Successful Teams and Projects”

- 2.16 The Project Assurance Group, working with Learning and Development and Human Resources colleagues identified the nature and extent of change required to ensure effective, compliant and timely delivery of projects.
- 2.17 In response, a change programme has been developed titled “Managing Successful Teams and Projects”. The training programme includes one to one coaching over eight weeks as well as the delivery of five Training Modules delivered weekly being:
- a) Module 1 Governance & Project Gateway Frameworks
 - b) Module 2 Project Tracker, MS Project and Power BI
 - c) Module 3 Financial Control, Processes & Accountability
 - d) Module 4 Commissioning, Procurement & Contract Management
 - e) Module 5 Managing Teams with Resilient Agility
- 2.18 Key staff involved in delivery of infrastructure projects across Place and Economy are going through the programme in a series of cohorts, and a light version has been delivered to interims and consultants, to ensure they are also complying with the improved and emerging requirements relating to project delivery, governance and control.

Project reporting and risk management

- 2.19 As detailed in Appendix 1, the Governance Organogram, the control environment requires that all projects and programmes are regularly reported to finance, corporate (Directors) and Members. The organogram also references the Member Advisory Groups that will operate on some projects. These measures ensure appropriate and timely updates, determined early in the life cycle of the project.

- 2.20 The Project Management Office (PMO) function relating to project delivery is being enhanced and expanded to provide support and assurance for project delivery across the Place and Economy Directorate. The demand on the PMO service is high as projects are formalised into the 8 gateway project life cycle, and migrate into the Power BI programme management software. The PMO continue to offer support and training and one to one support to all those involved with project and programme delivery across the Place and Economy Directorate.
- 2.21 Although there are eight gateways identified in a project's lifecycle committee approval at all of the eight gateways would lead to substantial delays and additional costs to delivery of projects. It would also lead to challenges with time compliance associated with contractual obligations on the Employer. Therefore, to balance efficient and timely delivery of projects and adequate Member control and oversight, approval at the following three gateways by committee Decisions to proceed to the subsequent gateway in a project lifecycle was approved at the 9th March 2021 committee.
- a) Gateway 2- commence consultation
 - b) Gateway 4- approve the preliminary design
 - c) Gateway 6- allow construction
- 2.23 Aligned with the migration of projects onto the new systems associated with project management detailed earlier in this report, highlight and summary reports will evolve in the future be generated from the systems MS Project Online and Power BI, which will be maintained on a "live" basis by all those involved with project delivery. This will ensure an accurate picture of all projects is available at all times where risk arising can be immediately notified, assessed and mitigated.
- 2.24 Appendix 3 has been produced from a snapshot dated the 18 June 2021 to provide clear and concise visibility of the projects being managed within the new Project Delivery service listed in alphabetical order. The projects have been risks assessed relating to the following categories: Design; Land; Budget; Programme; Procurement and Delivery. In addition to the categories projects have been given an overall project status of High Risk (H), Medium Risk (M) and Low Risk (L).

The criteria for the risk rating of projects is proposed as:

- a) Low Risk (L) - no or minor issues being managed under existing project resources and controls
- b) Medium Risk (M) - a risk that is being managed under existing project controls but is not considered to risk the overall project in terms of programme, budget or outcomes
- c) High Risk (H) - a risk that has the potential to put the project programme and/or project budget at risk or the project failing to deliver its agreed and expected delivery outcomes. Intervention and mitigation will be underway by the respective Project Team to reduce the risk and re-align the project to programme and cost or re-baseline the project where this is not possible.

2.25 Comparison of the data from the 9th March 2021 committee report when this was first reported to the committee, against data captured from 18th June 2021 for this committee report is provided in Appendix 4.

2.26 The three project listed below have been completed to programme, budget and agreed project outcomes, and have been removed from the summary table in Appendix 1.

1. Fenstanton Fenlane Busway
2. Hardwick Path
3. Washpit Lane Non Motorised User Route from Programme One

2.27 The projects listed below are being developed and migrated into the Project Delivery service and Power BI with emerging governance, control measures, risk management, reporting mechanisms and project assurance, now captured in Appendix 1 shaded grey for identification purposes:

1. Boxworth to A14 NMU2
2. Buckden to Branston NMU2
3. Chisholm Trail Coldhams Common Package Part B
4. Girton Footpath 4 & 5 Upgrade NMU2
5. Hilton to Fenstanton NMU2
6. Huntingdon railway station to Alconbury Weald NMU2
7. Huntingdon Road ajd to Girton College NMU2
8. March Future High Street Project
9. March Northern Link Road
10. March Pedestrian & Cycling Strategy Projects
11. Paxton to St Neots NMU2
12. Spencer Drove Soham- access to Arts Centre
13. St Ives Transport Study Programme
14. St Neots Future High Street Transport Programme
15. Swavsey Cambridgeshire Guided Bus link- maintenance track
16. Wood Green A1198 to Godmanchester NMU2

2.28 The headlines from data comparison provided in Appendix 4 are:

1. Three projects have been successfully completed to cost, programme and project outcomes.
2. The number of projects now being managed with appropriate governance, control, risk management, reporting mechanism and assurance have increased from 27 to 39 projects, being a 44% increase.
3. In terms of the projects with High Risk category ratings:
 - I. Projects with significant design issues have reduced from 7% of projects to no projects with significant design issues.
 - II. Many projects require land acquisition or land agreements which require negotiations to avoid timely and costly CPO procedures. Projects with significant land problems that are likely to prevent or delay project delivery have been halved from 15% of projects to 8% of projects.

- III. Delivering projects within the terms of funding agreements and approved budgets is a key challenge for project delivery across the programme as many budgets are set very early in the project life cycle. Projects that have significant budget and cost challenges has reduced by one third from 30% to 21% of projects.
- IV. Maintaining the project programme to community and Member expectations can be challenging with various project complexities. Projects with significant risk over their programme have halved from 26% to 13% of projects.
- V. Procurement and commissioning of services to develop and deliver projects is reliant on many factors including performance of key partners, consultants, contractors and supply chain partners. The market is particularly challenging currently due to material and resource pressures from the pandemic, Brexit and government projects such as HS2 absorbing talent. However despite these challenges, projects with significant challenges over delivery have halved from 26% to 13% of projects.
- VI. The number of projects that have an overall High Risk rating with intervention underway are five from the 39 projects. This is a reduction from 30% to 13% of projects that are rated as High Risk.

2.30 This data demonstrates that despite many new projects being transitioned into the new project management and control mechanisms over the last four months, performance has been considerably improved across all areas of project delivery since the 9th March 2021 committee report.

2.31 The common issue relating to the five High Risk projects primarily relates to being unable to deliver the projects within the allocated budget/funding agreements which was set at project inception. Intervention is currently underway as a service priority assessing a range options including design changes, descoping, alternative procurement routes to deliver the projects within the allocated budgets, and/or to seek new funding opportunities to make up the shortfall.

2.32 Market pressures including inflationary, Brexit, the pandemic, government infrastructure and a buoyant housing market appear to be increasing pressure on resources. Materials, especially where these are imported, are seeing vast cost increases and significant delays. This has been compounded by the impact of the Suez canal blockage earlier this year. There is also a notable increase in the number of deliveries stuck in ports, such as Harwich and Felixstowe, with insufficient UK HGV drivers to move containers and the material they hold. This is impacting construction projects both across the UK and regionally. This is generating impacts across the sector which is likely to start impacting Cambridgeshire projects including:

1. Unfunded price inflation of projects from when provisional costings were undertaken;
2. Impact on Target Cost with higher prices;

3. Lower interest from supply chain i.e. contractors can choose customers in a buoyant / strong market;
4. Lack of competition and companies quoting to work in Cambridgeshire or only at a higher charge;

2.33 The new Project Delivery service emerging from the recent Place and Economy restructure, has been broadened to include a Project Management Office and the Contracts and Commissioning function, both designed to support effective and efficient project delivery. Project Delivery continue to work closely with the Project Assurance Group and Internal Audit to drive further improvements over coming months as more projects will be migrated into Project Delivery from wider across the directorate.

3. Alignment with corporate priorities

3.1 Communities at the heart of everything we do

Development of the highway network, and associated infrastructure, improved links between communities.

3.2 A good quality of life for everyone

Provision and development of infrastructure, including the highway network allows residents and visitors to move around the county freely, supporting the economy and access to services including recreation and leisure. Additionally it encourages healthy journeys including those by public transport and non-motorised use, such as walking, cycling and equestrian.

3.3 Helping our children learn, develop and live life to the full

Provision and development of infrastructure, including the highway network helps children to access schools and leisure services. It also promotes non-motorised users including cycling and walking with the accompanying health benefits.

3.4 Cambridgeshire: a well-connected, safe, clean, green environment

Provision and development of infrastructure, including the highway network allows residents and visitors to move around the county freely, supporting the economy and access to services. Additionally it encourages healthy journeys including those by public transport and non-motorised use, such as walking and cycling reducing carbon emissions and use of the motor vehicle.

3.5 Protecting and caring for those who need us

NA

4. Significant Implications

4.1 Resource Implications

Resources to improve delivery of major infrastructure programmes and projects is being addressed through the restructure of Place and Economy.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

This report includes measures and improvements relating to procurement and contract management relating to this, which are compliant with procurement rules and regulations.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category

4.4 Equality and Diversity Implications

There are no significant implications within this category

4.5 Engagement and Communications Implications

This is built into the gateway framework for Project Delivery.

4.6 Localism and Local Member Involvement

Engagement with local communities and Members is catered for with effective project delivery and formalised through the 8 gateway project lifecycle.

4.7 Public Health Implications

There are no significant implications within this category

4.8 Environment and Climate Change Implications on Priority Areas

This is not a key decision, nor are there any significant implications within this category

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: David Parcell

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes

Name of Officer: Henry Swan

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

No

Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Sarah Silk

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Domonic Donnini

Have any Public Health implications been cleared by Public Health Not required

Name of Officer: Kate Parker

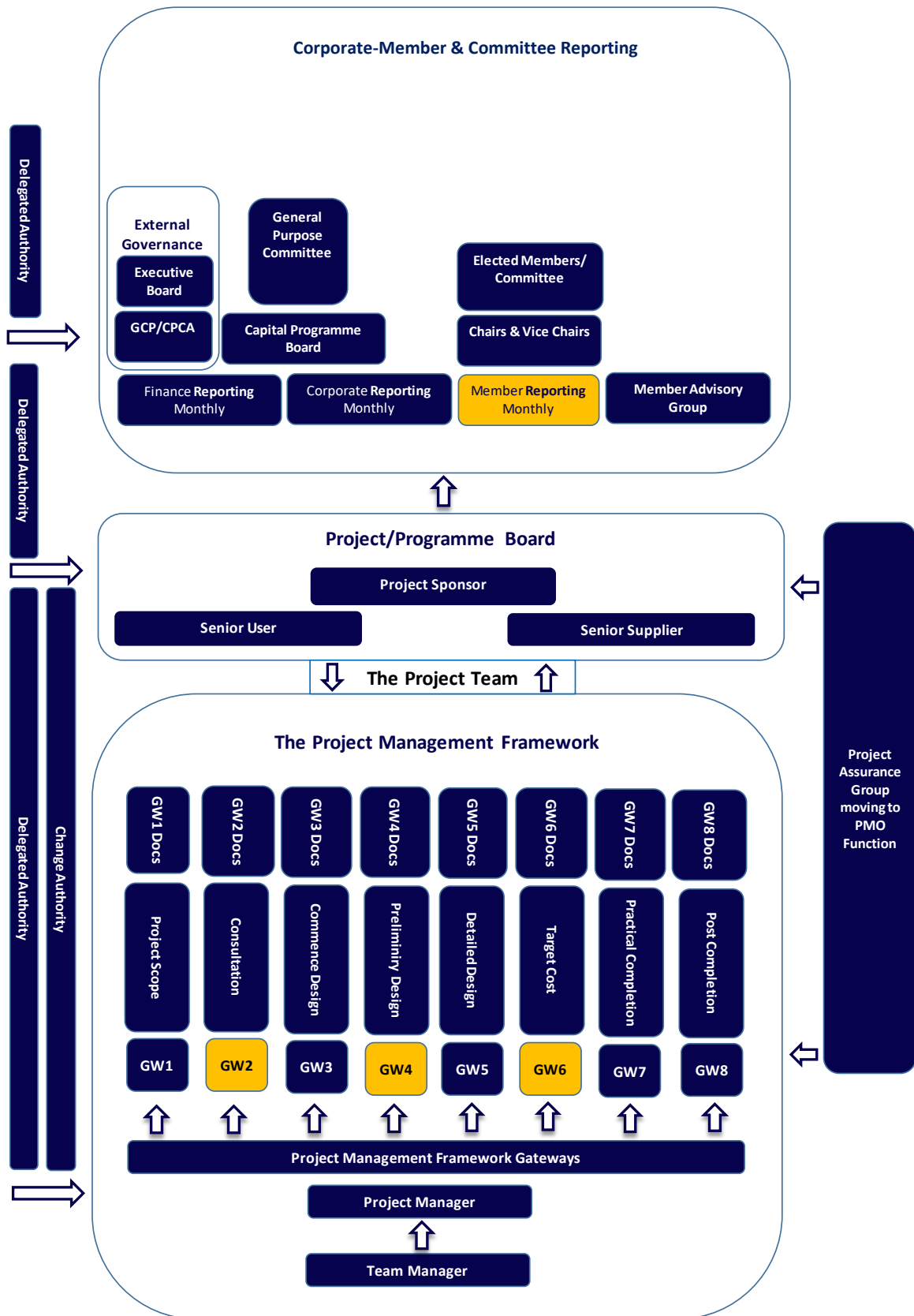
If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Not required

Name of Officer: Emily Bolton

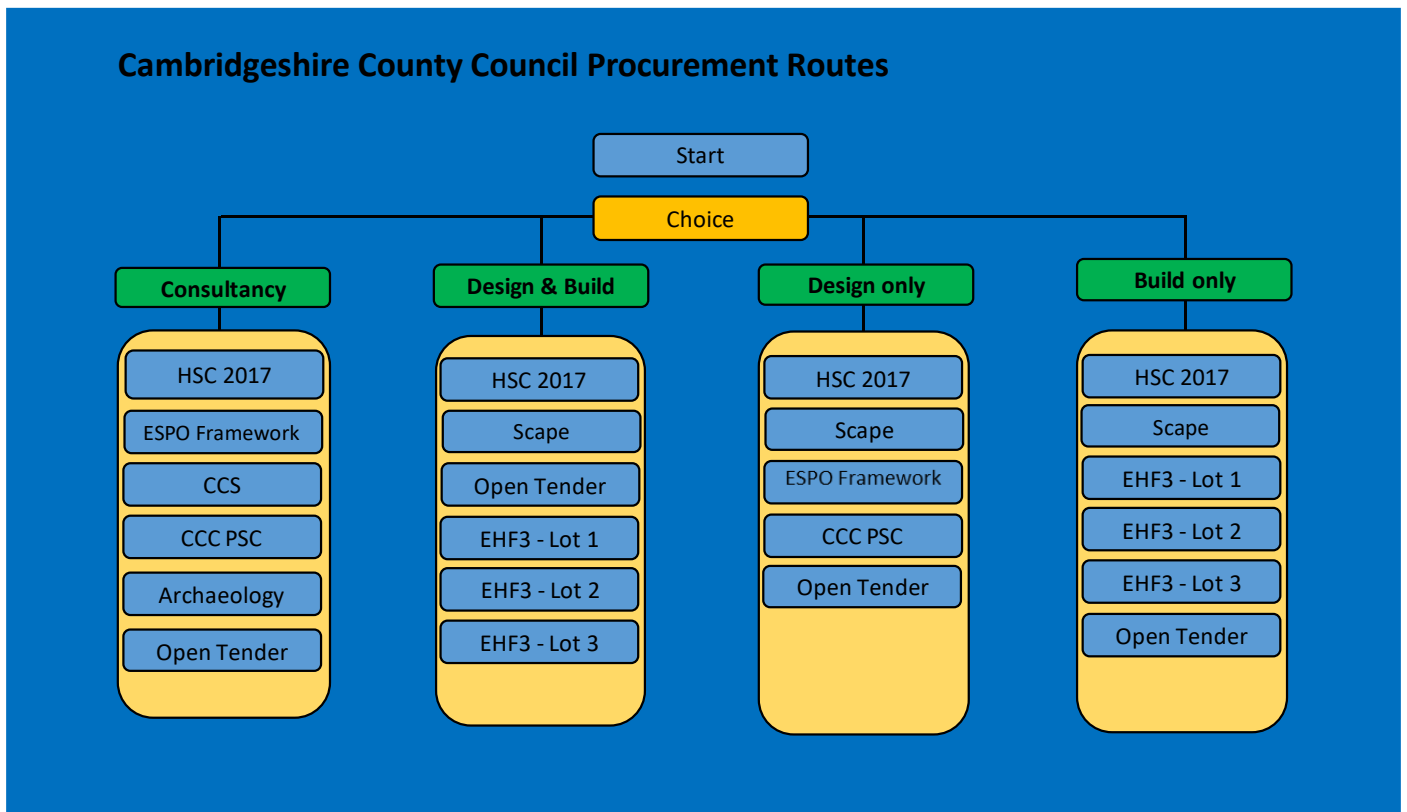
5. Source documents guidance

5.1 None

APPENDIX 1: Governance Organogram for delivery of Infrastructure Projects



APPENDIX 2: Procurement Choices for delivery of Infrastructure Services



Note: Consultancy Services via the Joint Professional Services have been made available from 1 June 2021, further widening the Procurement Choices for Project Delivery.

APPENDIX 3: Major Infrastructure Project Risk Summary Dated 18 June 2021

| Scheme Name | Design | Land | Budget | Prog | Delivery | Overall | Summary of key issues | Mitigation / Intervention (where required) |
|---|--------|------|--------|------|----------|----------|---|---|
| Active Travel Programme 2 | M | L | L | M | M | M | Programme to be confirmed and delivered by end March 2022 | Consult with schemes, refine and move into construction |
| Bar Hill to Longstanton NMU1 | M | M | M | M | M | M | Re-design involves land issues / delay due to adjacent developer works | Engagement with land owners |
| Boxworth to A14 NMU2 | M | M | L | L | M | M | Land required with 4 owners | Engage with land owners and progress funding with HE |
| Buckden to Brampton NMU2 | M | M | L | L | L | M | Numerous design and land issues | Progress design options, engage with land owners/MoD and progress funding with Sustrans/HE/CIL/S106 |
| Cherry Hinton Road | L | L | L | L | L | L | Design funded and underway | Funding for construction will need to be sourced and secured |
| Chisholm Trail Coldhams Common Package Part A (footbridge & link) | L | L | L | L | L | L | Completed end June to programme and budget | Not required |
| Chisholm Trail Coldhams Common Package Part B (footway widening / culvert / NR) | L | H | L | M | M | M | Works designed and construction underway but running over commons consent order | Engagement underway with City Council over works on Coldhams Common |

| | | | | | | | | |
|--|---|---|---|---|---|----------|---|--|
| Chisholm Trail Fenn Road Package | L | L | M | M | M | M | Design being finalised for consultation | Not required |
| Chisholm Trail Phase 1 | L | M | M | M | M | M | Pressures remain on programme including land/planning/budget for scheme completion by November 2021 | Closely manage contractor performance and progress land & planning issues |
| Downing St / St Andrews | L | L | L | L | L | L | Traffic island replaced by contractor | Not required |
| Dry Drayton NMU2 | L | M | L | L | M | M | Making good progress over CPO/land issue | Engage with land owners and progress funding with HE |
| Ely Stuntney Cycleway | L | M | M | M | M | M | Re-design for traffic island involves third party land take, delaying construction | Engagement underway with land owner |
| Girton Footpath 4 & 5 Upgrade NMU2 | M | M | L | L | M | M | Design and land issues to be resolved with college | Engage with land owners & the college and progress funding with HE |
| Girton to Oakington NMU1 | M | M | M | M | M | M | Phase 1 under construction & Phase 2 requires engagement with land owners and additional funding | Engage with land owners and progress funding opportunities including s106 & HE |
| Greenways Programme | L | L | L | L | L | L | Early stages of design and programme to be agreed | Not required |
| Hilton to Fenstanton NMU2 | M | M | L | L | M | M | Design work and options being progressed | Engage with HE regarding funding |
| Huntingdon railway station to Alconbury Weald NMU2 | M | M | L | L | M | M | Design options being progressed for three sections & numerous land issues | Engage with Sustrans, Urban Civic and HE regarding funding |

| | | | | | | | | |
|--|---|---|---|---|---|---|--|--|
| Huntingdon Road ajd to Girton College NMU2 | L | L | L | L | L | L | Design options being progressed | Engage with HE regarding funding |
| Kings Dyke | M | M | M | M | M | M | Minor land issues being resolved / poor performance by NR is causing challenges / Star Pitt design issues to be resolved | Resolve land issues and engage with NR over performance issues / resolve Starr Pitt design with contractor |
| Lancaster Way Roundabout | L | L | L | L | L | L | Scheme completed to programme and budget subject to RSA3 and closeout | Not required |
| Longstanton Bridleway 10 Upgrade NMU1 | M | L | L | L | M | M | Objection from British Horse Society over surface treatment being resolved | Engage with British Horse Society and local Cllrs to seek compromise |
| Maddingley Road | L | M | L | L | L | L | Negotiations with college are protracted but making progress | Not required |
| March Future High Street Project | M | L | H | M | M | M | Initial review has raised concerns regarding budget | Options being considered |
| March Major Highway Projects | L | M | L | L | L | L | Initial works underway to review costs and programme to feed into Business Case | Not required |
| March Minor Projects | L | L | L | L | M | L | Some minor challenges regarding delivery | Remaining schemes are being programmed for delivery |
| March Northern Link Road | L | M | L | L | L | L | Significant land take required / Initial works underway to review costs and programme to feed into Business Case | Design options being considered |

| | | | | | | | | |
|--|---|---|---|---|---|---|--|--|
| March Pedestrian & Cycling Strategy Projects | L | L | L | L | L | L | Initial schemes being reviewed and worked into programme | Not required |
| Northstowe Bus Link | L | L | H | H | H | H | Forecast construction costs exceed budget and risks remain over delivery/programme | Consider alternative options for delivery to reduce construction costs |
| Papworth to Cambourne NMU1 | L | L | H | H | H | H | Previous design issues have been resolved / Budget shortfall delaying construction | Consider alternative options for delivery and further engagement with HE underway for additional funding |
| Paxton to St Neots NMU2 | M | M | M | L | L | M | Design options being considered along with impacts on land acquisition | Engage with HE regarding funding |
| Ring Fort Path | M | H | L | M | M | M | Design being finalised with HE / Land owner is being challenging delaying delivery | Engagement with land owner and HE ongoing |
| Spencer Drove Soham- access to Arts Centre | L | L | H | M | M | M | Cost and programme challenges including delays relating to use of Spencer Drove as haul road from adjacent Soham Station Project | Engagement with adjacent NR project underway to agree programme |
| St Ives Transport Study Programme | L | L | L | L | L | L | Initial scoping and outline design underway | Not required |
| St Neots Future High Street Transport Programme | M | L | H | M | M | M | Initial review has raised concerns regarding budget | Options being considered |
| Swavsey Cambridgeshire Guided Bus link-maintenance track | M | M | L | L | L | L | Scheme requires support for Environment Agency | Pursue innovative design in collaboration with Environment Agency |

| | | | | | | | | |
|---|---|---|---|---|---|----------|--|--|
| WAS Broadend Road/A47 rbt (BER2) | M | M | H | H | H | H | Land issue designed out / challenges remain over costs and programme | Options being considered and engagement with stakeholders underway |
| WAS Elm High Road/A47 (EH1) | M | M | H | H | H | H | Stats issues resolved / challenges remain over costs and programme | Options being considered and engagement with stakeholders underway |
| WAS Elm High Road/Weasenham Ln rbt (EH7B) | L | H | H | H | H | H | Land/property issues / challenges remain over costs and programme | Property being acquired / options being considered and engagement with stakeholders underway |
| Wood Green A1198 to Godmanchester NMU2 | L | M | M | M | M | M | Design work being progressed | Engage with HE regarding funding |

APPENDIX 4: Major Infrastructure Project Risk Comparison Data

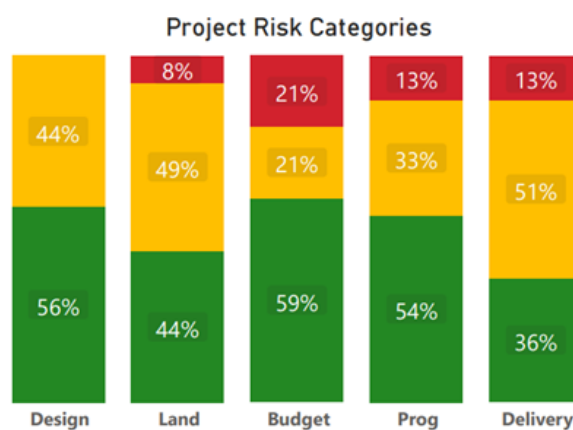
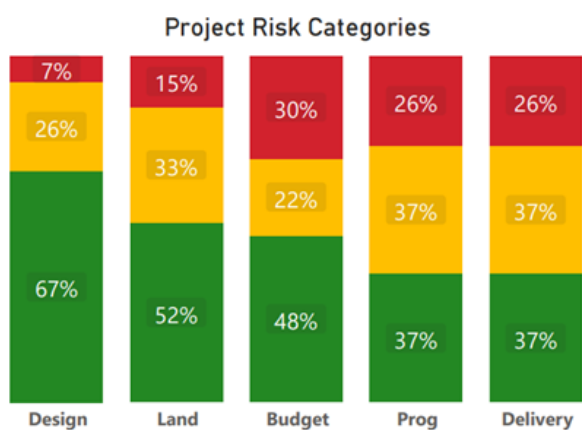
Table 1: Data from 9 March 2021 committee report

Table 2: Data from 18 June 2021 from Appendix 3

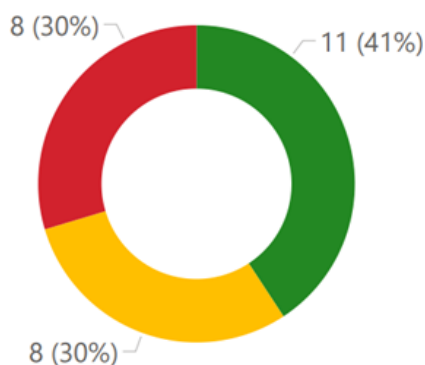
| Performance across 27 Projects dated 19 Feb 2021 | | | | | | | Performance across 39 Projects dated 18 June 2021 | | | | | | |
|--|--------|------|--------|------|----------|---------|---|--------|------|--------|------|----------|---------|
| Ranking Category | Design | Land | Budget | Prog | Delivery | Overall | Ranking Category | Design | Land | Budget | Prog | Delivery | Overall |
| High # | 2 | 4 | 8 | 7 | 7 | 8 | High # | 0 | 3 | 8 | 5 | 5 | 5 |
| Medium # | 7 | 9 | 6 | 10 | 10 | 8 | Medium # | 17 | 19 | 8 | 13 | 20 | 21 |
| Low # | 18 | 14 | 13 | 10 | 10 | 11 | Low # | 22 | 17 | 23 | 21 | 14 | 13 |
| High % | 7 | 15 | 30 | 26 | 26 | 30 | High % | 0 | 8 | 21 | 13 | 13 | 13 |
| Medium % | 26 | 33 | 22 | 37 | 37 | 30 | Medium % | 44 | 49 | 21 | 33 | 51 | 54 |
| Low % | 67 | 52 | 48 | 37 | 37 | 41 | Low % | 56 | 44 | 59 | 54 | 36 | 33 |

Risk Status across 27 Projects 19 February 2021

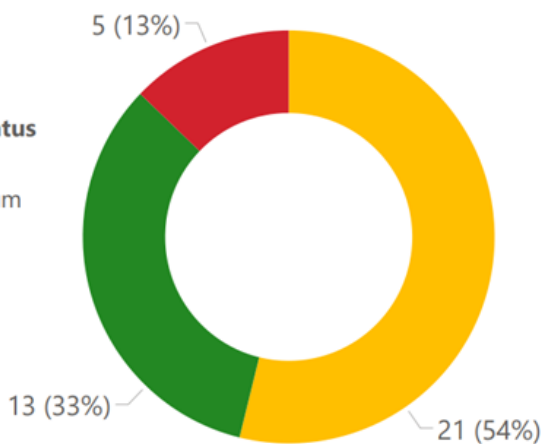
Risk Status across 39 Projects 18 June 2021



Overall Project Risk Status



Overall Project Risk Status



Risk Status
 ● High
 ● Medium
 ● Low