

Lincoln Eastern Bypass

Benefits Realisation Plan



October 2016

Document Control Sheet

Project Title	Lincoln Eastern Bypass
Report Title	Benefits Realisation Plan
Revision	1.0
Status	Final
Control Date	03/10/16

Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
1.0	Final	PR	03/10/16	JC	03/10/16	PR	03/10/16

Distribution

Organisation	Contact	Copies
Lincolnshire County Council	Lee Rowley	Electronic

This Report is presented to Lincolnshire County Council in respect of Lincoln Eastern Bypass and may not be used or relied on by any other person or by the client in relation to any other matters not covered specifically by the scope of this Report.

Notwithstanding anything to the contrary contained in the Report, Mouchel Limited working as Lincolnshire County Council Highways Alliance is obliged to exercise reasonable skill, care and diligence in the performance of the services required by Lincolnshire County Council and Mouchel Limited shall not be liable except to the extent that it has failed to exercise reasonable skill, care and diligence, and this report shall be read and construed accordingly.

This Lincolnshire County Council Highways Alliance Report has been prepared by Mouchel Limited. No individual is personally liable in connection with the preparation of this Report. By receiving this Report and acting on it, the client or any other person accepts that no individual is personally liable whether in contract, tort, for breach of statutory duty or otherwise.

Contents

1	Introduction.....	1
2	Benefits Realisation Plan.....	4

1 Introduction

1.1 Benefits Realisation Plan

This document presents the Benefits Realisation Plan for Lincolnshire County Council's Lincoln Eastern Bypass (LEB) scheme and has been formulated as part of the Final Funding Application to the Department for Transport (DfT). The Plan should be read in conjunction with the other documentation forming the application including the Monitoring and Evaluation Plan. The Plan enables benefits that are expected to be delivered by the project to be planned for, managed, tracked, realised and reported.

The most important element of a successful project is that it delivers its intended outcomes. An outcome can be defined as a result of change which affects real world behaviour or circumstances, and may lead to one or more benefits. A benefit is a measurable improvement resulting from the changes and outcomes introduced by the project. A benefit must be perceived as an advantage by one or more stakeholders.

Benefits management evolves as the project progresses, and is one of the few elements of project delivery which spans the whole life cycle of the project, from conception to evaluation to post-delivery.

1.2 Overall Approach

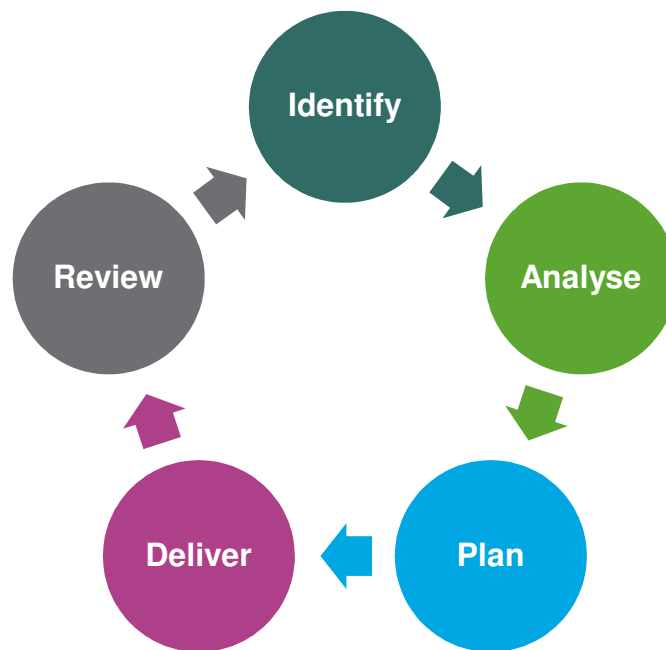
The approach is dependent on defining what is meant by delivering benefits as part of the successful delivery of a scheme. For the LEB, this has been done through the Strategic Case for the scheme.

1.3 Stages of the benefits management process

Cabinet office guidance¹ identifies five stages over which the Benefits Realisation Plan should be developed, illustrated in Figure 1.1 below:

¹ Assurance of benefits realisation in Major Projects – Supplementary Guidance, Cabinet Office

Figure 1-1 – The Benefits Management Cycle



Each stage is pursued concurrently, but the level of detail required changes as the project is developed.

- Identify – the anticipated benefits, linked to the strategic objectives; identify the stakeholders who will receive benefits from the project; identify any additional enablers required in addition to the proposed project; identify the body or individual responsible for delivering the benefits; and identify the target dates for the achievement of the anticipated benefits.
- Analyse – Once the potential benefits have been identified, they need to be valued, as far as is possible, to ensure that the project is justified on economic grounds;
- Plan – to realise the benefits. By the time of the Full Business Case, a plan for realisation of the benefits needs to be in place. This includes selecting which benefits the project team will concentrate on realising, allocating responsibility for the delivery of each benefit and determining the best mechanisms / metrics for tracking progress. These metrics may be the same as the economic metrics used in the appraisal, or may be different. A timetable for delivery is developed - a live document throughout the delivery process;
- Deliver – the project programme will ensure that the identified benefits are delivered, working closely with stakeholders and delivery partners. On completion, the project transitions into “business as usual” in a way that ensures the benefits continue to be realised as fully as possible;

- Review – to see how the project has performed relative to the business case. The achievement of benefits is reviewed at pre-determined stages of the programme. This stage is linked to the Monitoring and Evaluation Plan.

2 Benefits Realisation Plan

This Benefits Realisation Plan for the LEB scheme:

- Describes the project objectives, and desired outputs and outcomes
- Describes how the benefits will be measured and summarises data requirements
- Identifies responsibilities, and the resources needed to oversee the plan.

2.1 Objectives, outputs and outcomes

The Plan demonstrates that the project objectives, identified in the Strategic Case, are able to be achieved and sets out the criteria by which success will be determined.

The process involves tracking realisation of the desired outputs and outcomes of the project:

- Desired outputs are the tangible effects that are funded and produced directly as a result of the project.
- Desired outcomes are the final impacts brought about by the project in the short, medium and long-term.

The three overarching objectives of the scheme are:

- **Objective 1:** To support the delivery of sustainable economic growth and the Growth Point agenda within the Lincoln Policy Area through the provision of reliable and efficient transport infrastructure.

How achieved by the Scheme: LEB will facilitate sustainable development by improving access to potential growth areas and underpinning the Central Lincolnshire Local Plan and Lincoln Integrated Transport Strategy, which will deliver more sustainable and reliable transport options in the area. Local employers have confirmed the potential for job creation and increased economic activity.

- **Objective 2:** To improve the attractiveness and liveability of central Lincoln for residents, workers and visitors by creating a safe, attractive and accessible environment through the removal of strategic through traffic (particularly HGVs).

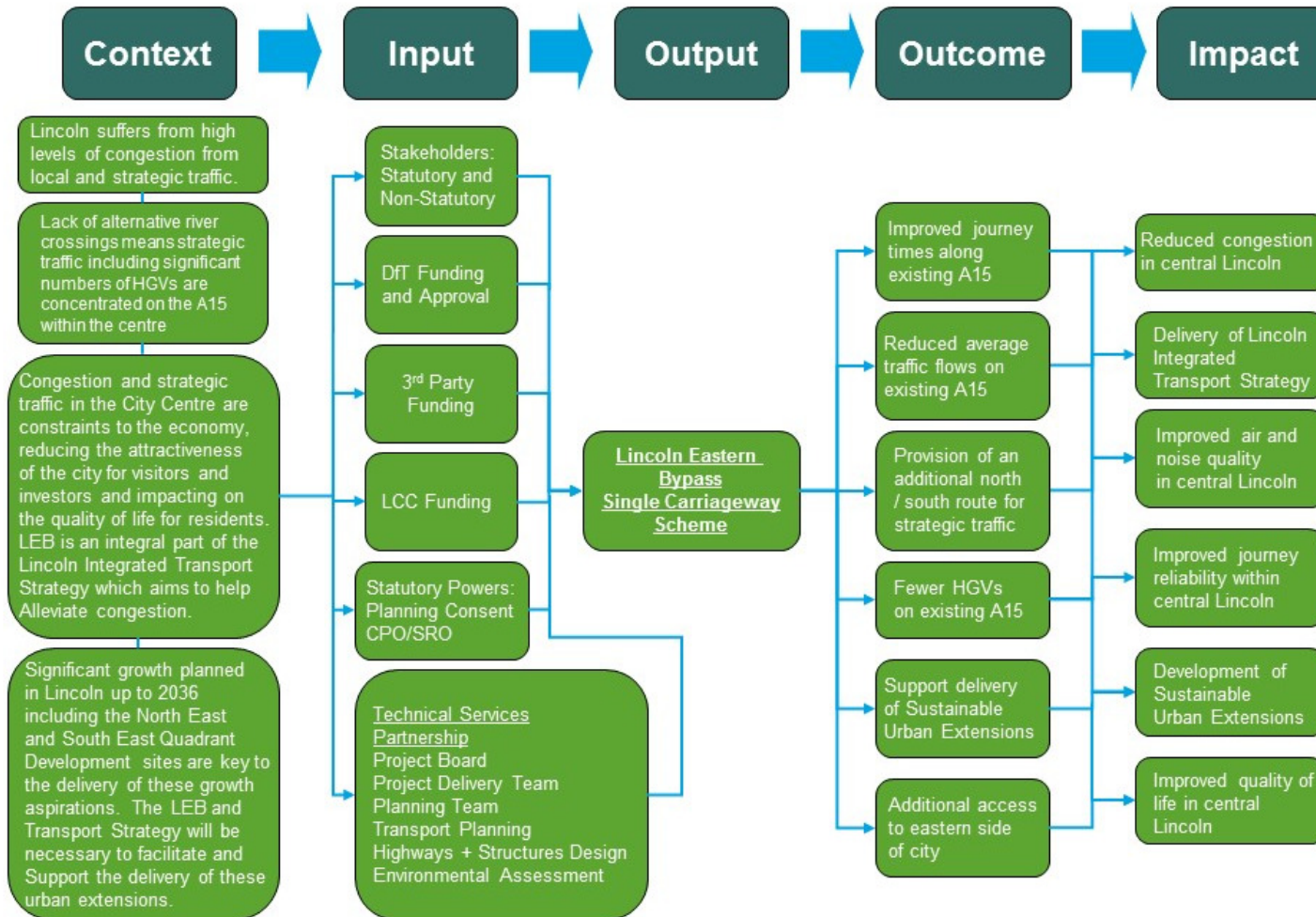
How achieved by the Scheme: LEB will remove up to 20% of traffic from key routes in the City Centre (including significant HGV traffic) and allow LCC and its partners to “lock in” benefits for sustainable transport and the environment in the City.

- **Objective 3:** To reduce congestion, carbon emissions, improve air and noise quality within the Lincoln Policy Area, especially in the Air Quality Management Area in central Lincoln, by the removal of strategic through traffic (particularly HGVs).

How achieved by the Scheme: LEB will remove up to 20% of traffic from City Centre (including significant HGV traffic) and analysis (see below) concludes that carbon emissions will be reduced and air and noise quality will be improved.

As stated above, this plan needs to be read in conjunction with the Monitoring and Evaluation Plan, which set out a Logic Pathway for the scheme (presented in Figure 2-1). The Pathway sets out the context for the scheme in terms of the key challenges it is aimed at resolving, the inputs to the project, the overall output, the outcomes and the resulting impacts.

Figure 2-1 – Logic Pathway for the Lincoln Eastern Bypass Scheme



The project objectives, together with the desired outputs and outcomes, are summarised in Table 2-1.

Table 2-1 – Scheme Objectives, Outputs and Outcomes

Ref	Objective	Output	Outcomes
Obj 1	To support the delivery of sustainable economic growth and the Growth Point Agenda within the Lincoln Policy Area through the provision of reliable and efficient transport infrastructure.	Provision of Lincoln Eastern Bypass Single Carriageway Scheme Provision of additional crossings of the River Witham and railway lines	<ul style="list-style-type: none"> Improved journey times along the existing A15 corridor and eastern side of Lincoln; Reduced average traffic flows on the existing A15 corridor and eastern side of Lincoln; Provision of an additional north / south route for strategic traffic; and Support the delivery of the Sustainable Urban Extensions. Additional access to the eastern side of the city
Obj 2	To improve the attractiveness and liveability of central Lincoln for residents, workers and visitors by creating a safe, attractive and accessible environment through the removal of strategic through traffic (particularly HGVs).		<ul style="list-style-type: none"> Improved journey times along the existing A15 corridor and eastern side of Lincoln; Reduced average traffic flows along the existing A15 corridor and eastern side of Lincoln; Provision of an additional north / south route for strategic traffic; and Fewer HGVs on the existing A15 in central Lincoln.
Obj 3	To reduce carbon emissions, improve air and noise quality within the Lincoln Policy Area, especially in the Air Quality Management Area in central Lincoln, by the removal of strategic through traffic (particularly HGVs).		<ul style="list-style-type: none"> Improved journey times along the existing A15 corridor and eastern side of Lincoln; Reduced average traffic flows along the existing A15 corridor and eastern side of Lincoln; Fewer HGVs along the existing A15 in central Lincoln; Improved air quality along the existing A15 corridor in central Lincoln; and Improved noise quality along the existing A15 corridor in central Lincoln.

The Benefits Realisation Plan is intrinsically linked to the Monitoring and Evaluation Plan, which is set out in Annex 7 of the Final Funding Application.

2.2 Benefits Measurement

To determine whether the project benefits are being realised, the desired outputs and outcomes need to be converted into measurable indicators. The proposed indicators are set out in Table 2-2. The data required is set out in the Monitoring and Evaluation Plan.

The benefits have been classified as quantitative (Qn) or qualitative (Qi). Quantitative benefits are those which can be measured in terms of specific numerical

values on a continuous scale, whether in absolute or percentage terms, whereas qualitative benefits are measured in category-based or descriptive terms.

Table 2-2 – Benefit Measurements

Ref	Benefit	Benefit Category	Benefit Indicator	Expected Level of Benefit	Interdependencies	Type
Desired Outputs						
1.	Provision of Lincoln Eastern Bypass Single Carriageway Scheme	Economic Development and Travel Demand	Open and fully operational scheme	Provides additional highway capacity to facilitate the bypassing of the urban area for through traffic	DfT funding approval; Network Rail programme	Qi
Desired Outcomes						
2.	Improved journey times along the existing A15 corridor and eastern side of Lincoln;	Travel times and journey reliability	Journey times	To be confirmed following Pre-construction Baseline Data Collection	DfT funding approval; Network Rail programme	Qn
3.	Reduced average traffic flows on the existing A15 corridor and eastern side of Lincoln;	Travel Demand – All Traffic	Traffic flows	Up to 20% reduction in traffic on A15 corridor. To be confirmed following Pre-construction Baseline Data Collection	DfT funding approval; Network Rail programme	Qn
4.	Provision of an additional north / south route for strategic traffic	Economic Development and Travel Demand	Open and fully operational scheme	Provision of the LEB Single Carriageway Scheme	DfT funding approval; Network Rail programme	Qi
5.	Fewer HGVs on the A15 in central Lincoln.	Travel Demand – Freight	Traffic flows	Reduction in HGVs to be confirmed following Pre-construction Baseline Data Collection	DfT funding approval; Network Rail programme	Qn
6.	Support the delivery of the Sustainable Urban Extensions.	Economic Development	Open and fully operation scheme	Additional access routes to North East Quadrant and South East Quadrant	DfT funding approval; Network Rail programme, developments being brought forward	Qi

Ref	Benefit	Benefit Category	Benefit Indicator	Expected Level of Benefit	Interdependencies	Type
				Sustainable Urban Extension sites		
7.	Improved air quality along the existing A15 corridor in central Lincoln; and	Environment	Air quality data	Improvement in air quality to be confirmed following Pre-construction Baseline Data Collection	DfT funding approval; Network Rail programme	Qn
8.	Improved noise quality along the existing A15 corridor in central Lincoln.	Environment	Noise data	Reduction in traffic-related noise to be confirmed following Pre-construction Baseline Data Collection	DfT funding approval; Network Rail programme	Qn

Baseline data collection is required in order to quantify the pre-scheme opening situation and assess the benefits after the implementation of the scheme. A methodology and the range of data required and is set out in the Monitoring and Evaluation Plan. Data will be collected at four periods:

- Pre-Construction Baseline Data Collection (Baseline)
- Pre-Opening (Counterfactual) Data Collection (Baseline)
- Post-Construction 1 Year Data Collection
- Post-Construction 5 Year Data Collection

The benefits identified in Table 2-2 will be assessed at scheme opening for the qualitatively assessment benefits, and 1 year and 5 years after opening for the quantitatively assessed benefits.

In addition to monitoring the outputs and outcomes, longer term impacts will also be reviewed in terms of changes in carbon emissions, levels of sustainable travel and number of accidents.

2.3 Ownership of the Benefits Realisation Plan

The overall Benefits Realisation Plan and the benefits it contains are owned by the Senior Responsible Owner (SRO), with responsibility for overseeing monitoring and reviewing the particular benefits delegated as necessary. The owners for each benefit will be defined following project approval, with ownership remaining with the SRO at present.

The owners will be responsible for tracking the benefits being realised and for reporting any exceptions to the SRO. This will ensure early identification of any particular areas where benefits are not being realised as expected can be identified. The SRO will then appoint a delegate with sufficient expertise to oversee remedial actions to try to bring benefits back in line with expectations.

The reporting of the achievement of targets is to be agreed with the DfT as the funding body, will be provided by Lincolnshire County Council Highways and is detailed further in the Monitoring and Evaluation Plan.

2.4 Reviewing the Benefits Realisation Plan

As noted above, benefits management evolves as the project progresses, and is one of the few elements of project delivery which spans the whole life cycle of the project, from conception to evaluation to post-delivery. This plan will be reviewed at intervals determined by the SRO and Project Board.