



Lincolnshire County Council

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# NORTH HYKEHAM RELIEF ROAD

Management Case – Outline Business Case







## **Lincolnshire County Council**

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## **Management Case – Outline Business Case**

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Lincolnshire County **Council**

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Management Case – Outline Business Case

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# 1 MANAGEMENT CASE OVERVIEW

## 1.1 INTRODUCTION

This section of the Business Case presents the Management Case for the North Hykeham Relief Road (NHRR) scheme. The Management Case demonstrates that the proposal is deliverable and outlines the following elements: the proposed governance structure; the approach to risk management; the stakeholder management and communications strategy; the programme; and the approach to benefits realisation and assurance.

The Department for Transport's (DfT's) guidance document 'The Transport Business Case' states that the Management Case should demonstrate a clear and agreed understanding of what needs to be completed, why, when, and how, demonstrating that measures are in place to identify and manage any risks. In addition, the Management Case should include a plan to ensure that the benefits, as set out in the Economic Case, are realised. The guidance also outlines the elements that should be covered within the Management Case for a scheme; these are summarised in Table 1.

**Table 1: DfT Management Case Requirements**

Issue	Description	Business Case Stage	
		Outline	Full
Introduction	Outline the approach taken to assess if the proposal is deliverable.	Completed	Updated
Evidence of similar projects	If possible; provide 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.	Completed	Updated
Programme / project dependencies	Set out deliverables and interdependencies with other projects.	Completed	Updated
Governance, organisational structure & roles	Describe key roles, lines of accountability and how they are resourced.	Completed	Updated
Programme / project plan	A plan with key milestones and progress, including critical path.	Completed	Updated
Assurance & approvals plan	A plan with key assurance and approval milestones.	Completed	Updated
Communications and stakeholder management	Develop communications strategy for the project.	Completed	Updated
Programme / project reporting	Describe reporting arrangements.	Completed	Updated
Key issues for implementation	Issues likely to affect delivery and implementation.		Completed

Contract management	Summarise outline arrangements. Confirm arrangements for continuity between those involved in developing the contract and those who will subsequently manage it.		Completed
Risk management strategy	Arrangements for risk management and its effectiveness so far.	Completed	Updated
Benefits realisation plan	Set out approach to managing the realisation of benefits derived from the scheme.	Completed	Completed
Monitoring and evaluation	Summarise outline arrangements for monitoring and evaluating the intervention.	Completed	Completed
Contingency plan	Summarise outline arrangements for contingency management such as fall-back plans if service implementation is delayed.		Completed
Options	Summarise overall approach for project management at this stage of project.	Completed	Updated

Completed = a full assessment

Updated = past information verified and new information incorporated

## 2 EVIDENCE OF SIMILAR PROJECTS

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### 2.1 INTRODUCTION

Lincolnshire County Council (LCC), the promoter for the scheme, has extensive experience delivering major infrastructure projects across the county. The following sections outline a number of significant relevant schemes that LCC has either recently delivered or are currently progressing towards delivering.

### 2.2 PREVIOUSLY DELIVERED TRANSPORT SCHEMES

#### *A1073 Spalding to Eye Improvement Scheme*

The scheme consisted of a number of different elements:

- A new 21.65km section of the A16 constructed parallel to the existing route (A1073), mainly off-line including overbridges at Queens Bank and Wrights Drove and a significant bow arched bridge to span the Car Dyke Scheduled Ancient Monument;
- The provision of associated Non-Motorised User (NMU) facilities;
- Improvements to the A47(T) and its junction with the A15, and improvements to the A1139/A15 junction;
- Traffic calming/management along the existing A1073 route;
- Traffic calming in the Dogsthorpe area of Peterborough;
- Accommodation works including the Crowland Parish Access Road; and,
- Environmental mitigation works.

The primary drivers to the scheme were the various challenges the old A1073 route posed to its users and residents, including:

- A challenging horizontal alignment with sharp bends;
- Much of the road constructed on narrow, steep, un-engineered embankments, with minimal verges;
- Numerous direct accesses to homes and farms along its length;
- Residents suffered from problems of noise, poor air quality and severance; and
- The A1073 carried between 11,200 and 17,800 vehicles per day (Annual Average Daily Traffic), of which a high proportion (10%) were Heavy Goods Vehicles (HGVs). This resulted in the formation of platoons of vehicles behind slower moving HGVs which impacted on journey time, reliability and safety.

**The scheme cost in the region of £80 million with almost £70 million funded by the DfT and the remainder from LCC. The new carriageway was opened to the public in October 2011.**

#### *Lincoln East West Link Road (EWLR)*

The EWLR is located within the centre of Lincoln and links the High Street at its junction with Tentercroft Street to Pelham Bridge and Canwick Road.

The EWLR improves the east-west transport links across the city centre, reduces traffic congestion and noise and air pollution, whilst allowing the continued improvement of, and commitment to, public transport, walking and cycling. The scheme:

- Encourages the diversion of traffic away from the High Street alleviating the delays caused by the increased railway barrier down times and forecast traffic growth;
- Results in a reduction in traffic volumes on St. Mary's Street which improves links to the the new Transport Hub (bus station), the railway station and the city centre;
- Incorporates of bus priority measures;
- Incorporates pedestrianisation of part of the High Street and improvement to cyclist links; and,
- Encourages the regeneration of the Rail Corridor part of the city, which includes Tentercroft Street car park and the nearby abandoned coal yard.

The scheme led by LCC has been funded primarily through capital contributions from developers and other stakeholders benefitting from the new road.

**It cost approximately £22 million and the road opened to the public on programme in November 2016.**

### ***Lincoln Transport Hub***

The £30 million Lincoln Transport Hub was led by the City of Lincoln Council (CoL) and received £13 million funding from the DfT, £2 million from the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and the remainder from the CoL. The scheme is part of a significant regeneration project that is transforming a significant area of the city centre. The core elements of the scheme involved delivering a new transport interchange for Lincoln and included:

- A new fit for purpose bus station;
- New footbridge over the railway line;
- New 1,000 space multi-storey car park (MSCP);
- New car park for Network Rail on the northern part of the existing Tentercroft Street car park;
- Highway improvements required for the MSCP and the bus station; and
- Associated public realm improvements.

**The new bus station opened to the public on programme December 2017 and the multi-storey car park and completion of the Lincoln Transport Hub was February 2018.**

## **2.3 TRANSPORT SCHEMES CURRENTLY BEING PROGRESSED**

### ***Lincoln Eastern Bypass (LEB)***

As described within the Strategic Case, the LEB is a 7.5 km single carriageway and is currently under construction. It links the eastern end of the A46/A158 Northern Relief Road to the A15 Sleaford Road, south of Bracebridge Heath. It is the penultimate component of the envisaged ring road around Lincoln, which will be completed by NHRR. The objectives of the scheme are:

- 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;
- 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); and
- 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).

The outcomes of the scheme include:

- Support Lincoln's growth, in terms of economy and development;
- Reduce congestion in and around Lincoln, including a predicted 25% reduction on Broadgate;
- Enhance the inter-city environment;
- Open up land for new housing;
- Reduce carbon emissions;
- Improve air and noise quality;
- Form the penultimate step towards creating a complete ring road around the city of Lincoln; and
- Incorporate a future-proofed design, where possible, so that dualling of the bypass can be considered in the future.

The scheme will cost in the region of £120 million with £50 million from DfT, £37 million from LCC, and £34 million from third party developers. LCC has overcome a number of challenges in delivering the scheme including:

- Unforeseen archaeological finds; and
- Liquidation of Carillion which had been contracted to construct the LEB. This has resulted in a delay in the construction phase of the LEB. In response LCC ended its contract with Carillion and appointed Galliford Try progress the construction phase.

**The scheme is currently being constructed and is due to be completed and open to the traffic by 2020.**

### ***Grantham Southern Relief Road (GSRR)***

GSRR is a 3.5 km road project led by LCC and supported by South Kesteven District Council, Greater Lincolnshire LEP (GLLEP), Homes and Communities Agency (HCA) and local businesses, as well as Highways England, DfT and Network Rail. The objectives of the Relief Road are:

- To facilitate the provision of a mixed-use development including up to 3,500 homes, employment opportunities and community facilities in accordance with the Grantham Southern Quadrant Supplementary Planning Document;
- To support the Transport Strategy for Grantham by helping tackle town centre congestion and contributing to creating a safer, more attractive and accessible environment in Grantham Town Centre by removing strategic through traffic;
- To address the problems of disruption and unplanned delays within Grantham Town Centre associated with a high number of HGV bridge strikes;
- To help improve the quality of life for Grantham residents, workers and shoppers by reducing carbon emissions and noise pollution in the town centre; and
- To provide both phases of a relief road that links the A52 and the A1 in an integrated manner and thereby improving connectivity and catering for strategic traffic movements, in particular HGVs.

The outcomes of the scheme include:

- Reduction in congestion, disruption and unplanned delays within Grantham Town Centre by improving connectivity and attracting a significant volume of traffic, particularly HGVs and other strategic through traffic;
- Creation of a safer, more attractive and assessable town centre environment;

- Opportunities for growth, including new homes, employment opportunities and community facilities; and
- Improvements in the quality of life for Grantham residents, workers and shoppers by reducing carbon emissions and noise pollution in the town centre.

The Relief Road includes three phases:

- **Phase One** saw the creation of a roundabout off the B1174 and a road along Tollemache Road leading to a second new roundabout. Works were carried out by Fitzgerald Civil Engineering and were completed in August 2016;
- **Phase Two** will join the B1174 to the A1 trunk road via a grade-separated junction. Technical approval for design has been given in principle by Highways England and the County Council now has delegated authority through a Section 6 agreement with Highways England and the Department for Transport (DfT) to promote the Orders and build the scheme. In addition, archaeological pre-works are now underway; and
- **Phase Three** will link the A52 at Somerby Hill to the new roundabout off the B1174, crossing the Witham Valley, the East Coast Main Line and the River Witham by means of a new viaduct. Archaeological site works are now complete.

Phases two and three will be fully operational and open to the public in 2023 pending the successful outcome of a public inquiry.

The scheme will cost in the region of £101 million with £33 million coming from grant funding, including a Local Transport Board grant of £11.9 million; a Single Local Growth Fund grant of £16.1 million; and a Highways England Growth and Housing Fund grant of £5 million. The remaining funding is due to be obtained through developer contributions, which will be forward funded by LCC.

## 2.4 SUMMARY

The examples provided clearly demonstrate that LCC and its strategic partners have a significant level of experience in the delivery of transport improvements, and particularly in the delivery of major highway schemes similar to the proposed NHRR. It demonstrates that LCC has the experience and expertise to maintain focus on delivery when unforeseen circumstances arise.

In instances where schemes have not been delivered on time or within budget, as well as those that have, lessons have been learnt. The evidence of similar projects, outlined above, provides confidence that the NHRR scheme can be delivered on time and within budget.

## 3 NHRR PROJECT DEPENDENCIES

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### 3.1 INTRODUCTION

This section of the Management Case describes the internal and external factors upon which the NHRR scheme depends. It summarises the known project dependencies and how they relate to the scheme and their potential to affect its delivery.

### 3.2 PROJECT DEPENDENCIES

The dependencies are described in further detail below; these are primarily connected to funding, statutory approvals and procedures that need to be completed to progress the scheme and linkages to other schemes. As a result, the remainder of this section is structured as follows:

- Funding;
- Planning Approval & Statutory Approvals;
- Delivery of the Sustainable Urban Extensions;
- Stakeholder Support; and
- Linkages to other schemes.

#### 3.2.1 FUNDING

NHRR is dependent on funding from a number of sources and these are:

- National Major Road Fund;
- Third party funding; and
- Executive board approval for LCC capital funding.

##### 3.2.1.1 National Major Roads Fund

Following a case made by the Rees Jeffreys Road Fund report 'A Major Road Network for England', there is a case for the Strategic Road Network (SRN) to incorporate another 3,800 miles of local authority controlled 'A' roads to constitute an 8,000mile Major Road Network (MRN). The Government has outlined its plans for an MRN of local roads including proposals on funding and how the routes and schemes will be chosen.

Under the proposals, local highways authorities would retain their existing responsibilities and submit proposals for transport schemes to sub-national transport bodies or equivalent regional groups. These bodies would then consult Regional Evidence Bases which take into account network performance issues and then proceed to select appropriate schemes to be developed. These selected schemes would then be passed on to the Secretary of State for Transport to allocate funds under a MRN Investment Programme. In line with the existing Road Investment Strategy cycle, the Investment Programme and the Regional Evidence Bases would be updated every two years, with the MRN itself reviewed every five years.

Schemes eligible for funding include:

- Bypasses
- Missing Links
- Widening of existing MRN roads
- Major structural renewals

- Major junction improvements
- Traffic management / smart technology
- Packages of improvements

Consultation began in late December 2017 to seek views on the Government's proposals for the MRN, on its core principles, the definition of the network, investment planning, and eligibility and investment assessment.

Within the consultation document, the Government lists five central policy objectives:

- Reduce congestion
- Support economic growth and rebalancing
- Support housing delivery
- Support all road users
- Support the Strategic Road Network (SRN)

With reference to the North, Transport for the North (TFN) has published its 'Initial Major Roads Report' which builds on the Rees-Jeffrey's Road Fund study along with the Northern Powerhouse Independent Economic Review and Northern Powerhouse Strategy. The report provides early proposals and indicates that the MRN will be a live network that evolves to meet the emerging needs of the Northern economy and its connectivity priorities both now and in the future.

This will be critical to the North to transform:

- Agglomeration
- The North's productivity gap
- The ability to better connect current and future Important Economic Centres (IECs) to the SRN, MRN and rail networks
- Reducing the cost of exporting goods to national and international markets
- Time, reliability and resilience benefits

Within the report, TfN lists 13 broad transport corridors, referred to as connectivity priorities, identified for further appraisal. Amongst these priorities is the South Humber Trans-Pennine corridor which includes the A15 and A46 and their connection to the South Humber Bank from Lincolnshire.

The A15 and A46 have been identified by TfN as part of the indicative MRN and are recognised as being a connectivity priority to the South Humber Bank. As highlighted by the *Strategic Case* and previously within the *Option Assessment Report 2018 (OAR)*, the current congestion problems and forecast levels of traffic growth within Lincoln will likely inhibit any proposal to develop the MRN along these routes and the effectiveness of the MRN through Lincoln. Key issues have been highlighted below. Third Party Funding Third party contributions will be sought through Section 106. This will include the South West Quadrant (SWQ) development which will be supported by the delivery of the NHRR and the development of up to 2,000 homes and 5ha of employment land as well as the provision for significant social and physical infrastructure.

It will also include two other developments located in the North Hykeham area, the first is a 44-acre commercial development that will be located to the north of the NHRR and the second is a residential development which will provide approximately 160 new homes. The contributions from both are expected to total £1m.



LCC will forward fund third-party developer's costs as they will potentially take several years to recover due to being dependent on the construction of dwellings as stipulated by S106 agreements. Third party contribution to NHRR will total in the region of £10 million.

### **3.2.1.2 Executive Committee Approval for LCC Funding**

It is anticipated that LCC contribution will be used to fund the ongoing design and preparation of the scheme as well as its construction. The LCC contribution to the NHRR will be approximately £34m. Approval to progress and submit the business case was received from the LCC Executive Committee (see Section 6.3) on the 2<sup>nd</sup> October 2018. As detailed in Section 3.2.1.2, LCC will also forward fund third-party developer's costs as they will take several years to recover due to being dependent on the construction of dwellings as stipulated by S106 agreements. This principle was also approved by the LCC Executive Committee on the 2<sup>nd</sup> October.

## **3.2.2 PLANNING APPROVAL & STATUTORY APPROVALS**

NHRR is dependent on a number of statutory approvals and milestones, including:

- Planning approval;
- Third party land requirement, and
- Successful approval of statutory orders.

### **3.2.2.1 Planning Approval**

The planning requirements are yet to be determined and an early review suggests completion of the following elements will be required:

- Planning Statement;
- Environmental Assessment & Statement;
- Route Appraisal & Justification Statement;
- Transport Assessment;
- Design & Access Statement;
- Development Consent Order; and
- Statement of Community Involvement.

The project will be dependent on planning consent and achievement of major planning milestones. These include:

- Exec Board Approval to submit planning;
- Submission of planning application; and
- Outcome of planning application.

### **3.2.2.2 Third Party Land Requirement**

The scheme is dependent on the acquisition of third-party land required for the construction of the NHRR. The acquisition of third-party land is considered critical to the delivery of the scheme. To date, land and property have been acquired on Station Road, however, further, detailed work on land requirements to support the scheme are currently being undertaken. In addition, initial engagement has been undertaken with all landowners along the proposed alignment of the scheme to provide information and to build good working relationships.

Where third party land will be required, this will be done through early negotiation wherever possible and this has been discussed with landowners as part of the initial engagement exercise (engagement with landowners is ongoing). However, in the eventuality that a compulsory purchase order (CPO) is required, it will be prepared whilst the scheme development moves forward to ensure that no further delay will be experienced. Only where necessary will CPO be used. This in turn generates another dependency – the approval of statutory orders.

### **3.2.2.3 Successful Approval of Statutory Orders**

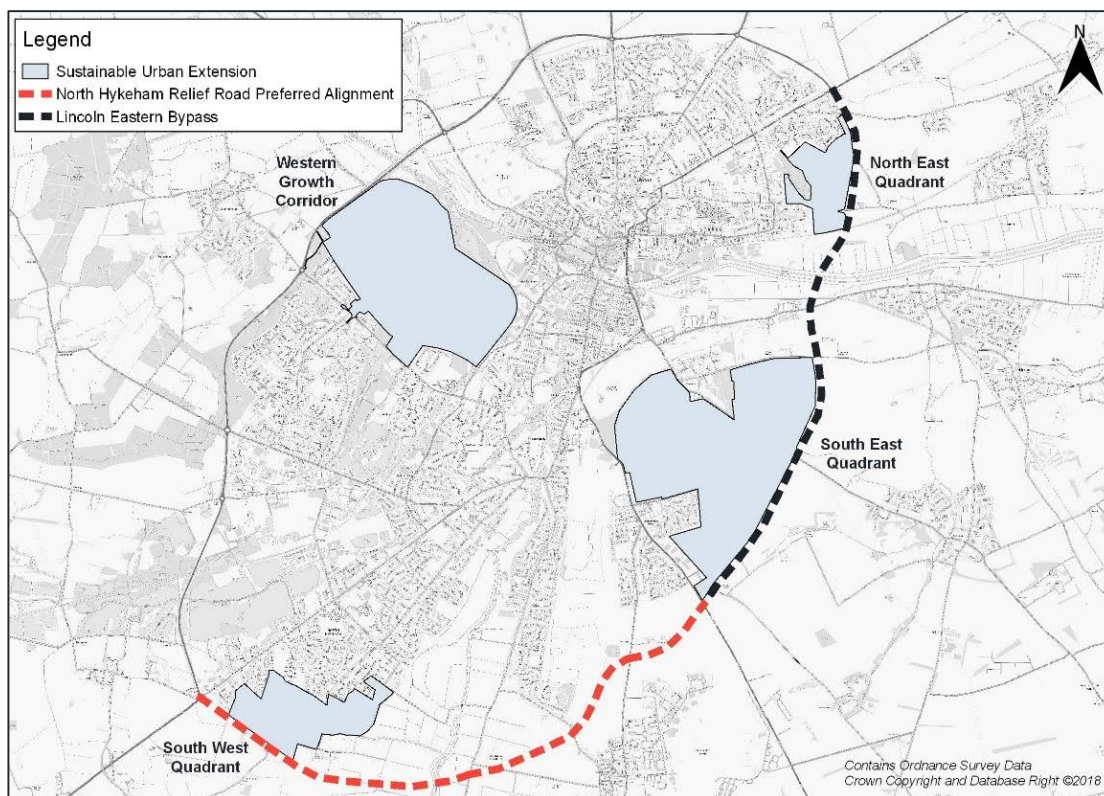
In addition to CPO, the scheme may require approval of side roads orders (SRO); as such, the scheme is dependent on these being approved. In the event of the NHRR scheme being subject to a Public Inquiry, the delivery of the scheme is dependent on the completion and approval of the orders within a reasonable timescale. To ensure that a robust timeframe and programme is developed for the scheme it is assumed that both CPO and SRO are required for the NHRR and that a Public Inquiry is triggered. The programme assumes that the approval of the necessary statutory orders takes approximately 10 months to complete.

### **3.2.3 DELIVERY OF THE SUSTAINABLE URBAN EXTENSIONS**

Central Lincolnshire Local Plan identifies a need for an additional 36,960 dwellings and 11,894 jobs across the period 2012-2036, with much of that growth to be concentrated in the Lincoln urban area. A large proportion of this development will be delivered through four Sustainable Urban Extensions (SUEs). The SUEs will contribute to a significant increase in demand on the transport network which will result in additional congestion on key routes. Of particular note to NHRR is the South West Quadrant (SWQ), where the local road network around the proposed location is shown to be suffering from congestion particularly at peak times. The addition of the SWQ without any further investment or changes to the network is expected to compound existing congestion issues and in doing so, adversely impact on communities living along these roads. Consequently, NHRR will be necessary to serve the SWQ, improve its accessibility for all modes and ensure that it does not have an unsustainable impact on the local transport network. It will also be important to ensure that the NHRR is closely aligned with the emerging SWQ plans to ensure efficient delivery of both schemes. Table 1 sets out details of each SUE and their current status and Figure 1 highlights the location of the SUEs in relation to NHRR.

**Table 1: Sustainable Urban Extensions**

<b>SUE</b>	<b>Description</b>	<b>Dependency level with NHRR</b>	<b>Current Status</b>
<b>SWQ - Land at Grange Farm, Hykeham.</b>	<p>Approximately 2,000 dwellings, 5ha of employment land, a local centre, and community facilities.</p> <p>The implementation of the development requires, and will fund in part, the first phase of the NHRR – a connection to Brant Road being necessary to provide local traffic mitigation.</p> <p>SWQ lies to the south west of the City of Lincoln to the south of the existing built up area of North Hykeham and to the east and north of South Hykeham Fosseway and South Hykeham Village, well located for access to Lincoln and the A46.</p>	Entirely dependent – NHRR will provide direct access to the SWQ	<p>NKDC minded to grant planning permission subject to s106 for the construction of 167 dwellings (Tennyson Homes).</p> <p>Discussions on-going with Landowners toward the production of a masterplanning and access strategy for the delivery of the SUE.</p>
<b>Lincoln Western Growth Corridor (WGC) - Land at Swanpool, Fen Farm and Decoy Farm.</b>	<p>Up to approximately 3,200 dwellings and 20ha of employment and leisure land uses, together with related uses, a new neighbourhood centre, community facilities, and infrastructure.</p> <p>Consultation on the proposals closed on 15th November 2017.</p>	Wider dependency – NHRR will improve accessibility to the site	<p>The SUE is currently in the pre-application stages with technical work ongoing.</p> <p>The application is expected to be submitted in late 2018.</p>
<b>Lincoln South East Quadrant (SEQ) - Land at Canwick Heath and Bracebridge Heath</b>	<p>Approximately 6,000 dwellings (3,600 in the plan period to 2036) and 7 ha of employment land, together with related uses, a district centre, a small local centre, community facilities, and infrastructure.</p> <p>The implementation and progress of the development is reliant on the delivery of the LEB being completed.</p>	Wider dependency – NHRR will improve accessibility to the site	<p>Planning permission for 120 dwellings granted in outline (Linden Homes) and an application for 450 dwellings (Barratt Homes) is currently under consideration.</p> <p>Further traffic modelling is anticipated in Spring 2018 as part of the consideration of the Barratt application and to identify necessary transport mitigations for the delivery of the SUE.</p>
<b>Lincoln North East Quadrant (NEQ) - Land at Greetwell including the former Greetwell Quarry</b>	<p>Approximately 1,400 dwellings and 5 ha of employment land, together with related uses, a local centre, community facilities, and infrastructure.</p> <p>Delivery linked to and coordinated with LEB.</p>	Wider dependency – NHRR will improve accessibility to the site	<p>NEQ has planning Outline Planning Permission for 500 dwellings.</p> <p>Pre-application discussions are in progress for the development of the first phase of c.180 dwellings, the maximum that could be delivered in advance of the LEB being concluded.</p> <p>We expect a planning application to be submitted by summer 2019, and at present the developers are engaging with LCC on both highways and drainage matters ahead of that submission.</p>



**Figure 1: Location and Footprint of Sustainable Urban Extensions**

### 3.2.4 STAKEHOLDER AND PUBLIC SUPPORT

NHRR will be dependent on support from a wide range of stakeholders and the public given the scheme’s impact on the existing road network, the landscape and environment and the fact that it supports the build out of major housing developments. While the highway network is the responsibility of LCC the scheme lies within the boundary of North Kesteven District Council (NKDC). The scheme will also have an impact on the Strategic Road Network given that at its southern point it adjoins the A46 which is managed by Highways England (HE). It is also noted that NHRR will provide access to the SWQ and improve accessibility to other SUE’s meaning that it will have an impact on developers.

Furthermore, given the scheme alignment is within a Flood Risk Zone the Environment Agency and Drainage Boards will have to be consulted. The proposed alignment is also close to RAF Waddington and as a result this may have an impact on the Ministry of Defence (MoD). The scheme will also have an impact on members of the public both in North Hykeham and Waddington as well as the villages to the south the Lincoln. The Options Assessment Phase of the scheme development process has been supported by a programme of coordinated stakeholder and public engagement, information provision and associated publicity undertaken over the summer of 2018. The findings of the stakeholder and public engagement are presented in the NHRR Engagement Report (Appendix C) and summarised below. A wide range of stakeholders have been contacted as part of the current phase of the schemes development and these are summarised in Table 3.

During the 2018 engagement a total of 1,023 respondents provided feedback on the scheme through the questionnaire, and a total of 42 stakeholders from 21 organisations attended the workshops. 393 members of the public attended exhibition events. The hard-to-reach engagement

undertaken by The People’s Partnership received feedback from 256 people. Key findings from the engagement exercise include:

- Key stakeholder and public knowledge and awareness of the scheme was high, with numerous respondents having a longstanding interest in the progression of the scheme;
- The problems and existing issues identified by stakeholders and members of the public correlated strongly with the scheme objectives. The predominant issues cited were congestion, delays, poor east west connectivity, a lack of network resilience (particularly when incidents occur), and local rat running and in North and South Hykeham;
- There is overwhelming support for the scheme (need and objectives). 89% in support of the scheme, (73% strongly support);
- Strong preference for A46 to A15/LEB scheme option to dual carriageway standard (75% of respondents);
- There was some concern raised surrounding the scheme impact on existing Public Rights of Way. The inclusion of bridges and underpasses assisted in mitigating some concerns. There was support for walking & cycling provision along the length of the scheme, including lighting. Design should avoid severance of local routes e.g. used for cycling and tie in with strong provision of cycle facilities along radial routes; and
- A lack of support for the scheme was evident from those who would be directly impacted by noise or visually by the scheme, residents on Station Road due to visual impact.

**Table 2: Identified stakeholders**

Key stakeholders	Wider stakeholders
<p><b>Officers and elected members of:</b></p> <ul style="list-style-type: none"> <li>▪ Lincolnshire County Council</li> <li>▪ City of Lincoln Council</li> <li>▪ North Kesteven District Council</li> <li>▪ West Lindsey District Council</li> </ul> <p><b>Developers / Landowners</b></p> <p><b>Local Enterprise Partnership</b></p> <p><b>Emergency Services:</b></p> <ul style="list-style-type: none"> <li>▪ Lincolnshire Police</li> <li>▪ Lincolnshire Fire and Rescue</li> <li>▪ East Midlands Ambulance Service</li> </ul> <p><b>Lincoln Conservation Officer (Heritage)</b></p> <p><b>Lincoln Nature Conservation Officer</b></p> <p><b>Environment Agency</b></p> <p><b>Internal Drainage Board</b></p> <p><b>Canals &amp; Rivers Trust</b></p> <p><b>Historic England</b></p> <p><b>Natural England</b></p> <p><b>Highways England</b></p> <p><b>Public Transport Operators:</b></p> <ul style="list-style-type: none"> <li>▪ Stagecoach</li> </ul>	<p><b>Parish Councils:</b></p> <ul style="list-style-type: none"> <li>▪ Aurborn &amp; Haddington:</li> <li>▪ North Hykeham</li> <li>▪ South Hykeham</li> <li>▪ Thorpe on the Hill</li> <li>▪ Waddington</li> </ul> <p><b>Chamber of Commerce</b></p> <p><b>Lincoln Business Investment Group</b></p> <p><b>Cyclist Touring Club</b></p> <p><b>Local Access Forum</b></p> <p><b>Ramblers Association</b></p> <p><b>Lincoln Ramblers Group</b></p> <p><b>Sustrans</b></p> <p><b>Campaign for Better Transport</b></p> <p><b>British Horse Society</b></p> <p><b>Lincolnshire Agricultural Society</b></p> <p><b>Lincolnshire Forum for Agriculture and Horticulture</b></p> <p><b>Disability Groups:</b></p> <ul style="list-style-type: none"> <li>▪ Lincoln Disability Forum</li> </ul> <p><b>Driver Interest Groups:</b></p> <ul style="list-style-type: none"> <li>▪ Land Access and Recreation Association</li> </ul>

Key stakeholders	Wider stakeholders
<ul style="list-style-type: none"> <li>▪ PC Coaches</li> <li>▪ Brylane</li> </ul> <b>Ministry of Defence</b>	<b>Lincolnshire Road Safety Partnership</b> <b>Freight Organisations:</b> <ul style="list-style-type: none"> <li>▪ Freight Transport Association</li> </ul> <b>Lincolnshire Wildlife Trust</b> <b>Greater Lincoln Nature Partnership</b>

### 3.2.5 LINKAGES TO OTHER SCHEMES

The delivery of NHRR is linked to or has synergies with a number of schemes which are currently being built or are at an inception stage and include:

- Lincoln Eastern Bypass (LEB); and
- Major Road Network (MRN).

#### ***Lincoln Eastern Bypass***

As described previously the LEB is a 7.5 km single carriageway and is currently under construction. It links the eastern end of the A46/A158 Northern Relief Road to the A15 Sleaford Road, south of Bracebridge Heath. It is the penultimate component of the envisaged ring road around Lincoln which will be completed by NHRR. As a result, in order to realise the full benefits of NHRR it is dependent on the successful delivery of the LEB. As described in Section 2.3 the anticipated completion of LEB is early 2020.

#### ***Major Road Network (MRN)***

As described in Section 3.2.1 the Government has outlined its plan for a MRN of local roads including proposals on funding and how the routes and schemes will be chosen. It is anticipated that 3,800 miles of local authority controlled 'A' roads will be incorporated in to the Strategic Road Network (SRN) to constitute an 8,000 mile Major Road Network (MRN).

Included within the indicative MRN are the A15, A57 and A46, three links that make up the key radial and orbital routes within the Lincoln urban area (see Figure 2). The A15 and A46 are recognised as being a connectivity priority to the South Humber Bank by TfN, with current congestion problems and forecast levels of traffic growth within Lincoln likely inhibit any proposal to develop a programme of work along these routes and the effectiveness of the MRN through Lincoln.

Issues on the MRN have been highlighted within the *Strategic Case* and previously in the OAR (2018). It demonstrates that on the A46:

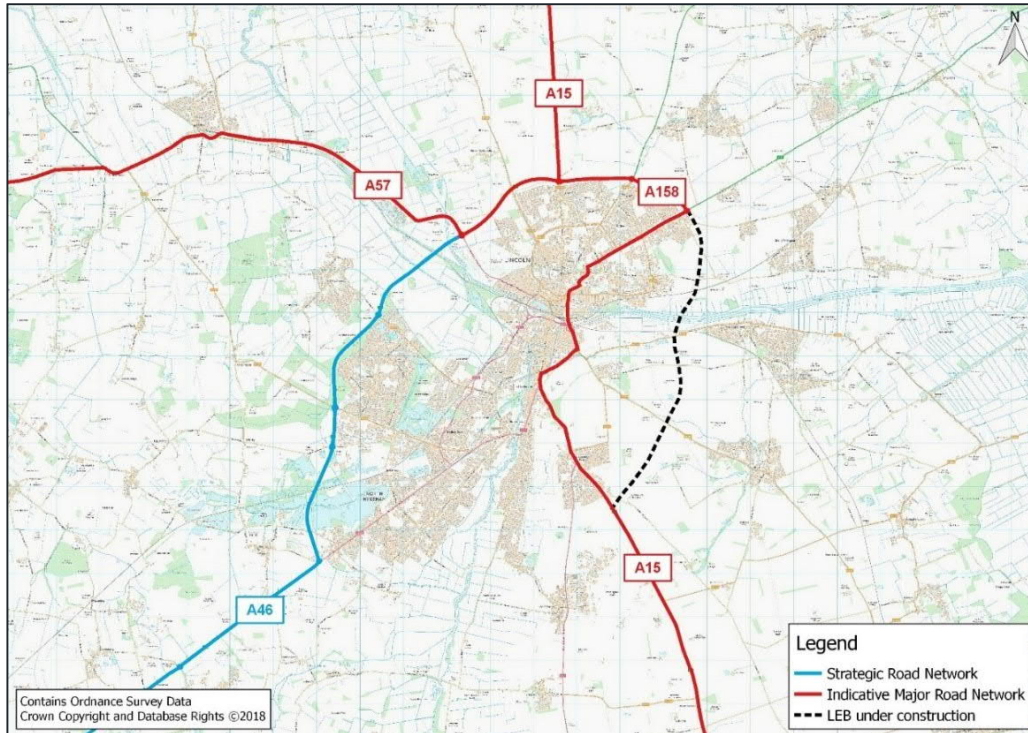
- By 2026 traffic levels on a number of sections is expected to increase by over 10%;
- By 2026 a number of links in the AM and PM peaks are forecast to operate above 85% or exceed capacity and by 2036 conditions will worsen to include links between:
  - A1434 Newark Road and Whisby Road
  - B1190 Doddington Road and B1378 Skellingthorpe Road
  - A15 and A46 Lincoln Road
  - A46 Lincoln Road between A158 and Deepdale Lane

On the A15:

- By 2026 a number of links in the peak periods are over 70% capacity particularly in the city centre; and

- By 2036 traffic conditions will worsen with the A15 Cross O'Cliff Hill between A1434 Newark Road and B1131 Canwick Avenue operating over 85% capacity.

The completion of the orbital ring road around Lincoln (LEB and NHRR) will support the reassignment of strategic traffic from existing orbital route and the MRN through the city centre alleviating pressures on the existing network and allowing the indicative MRN routes (A15 and A46) to function more effectively.



**Figure 2: MRN proposals within the Lincoln area**

## 4 NHRR PROJECT GOVERNANCE

### 4.1 OVERVIEW

The scheme is being delivered under a structured project management methodology based on the PRINCE2 project management methodology, as developed and promoted by the UK Government. This approach will ensure that a robust project management framework is used to successfully manage and effectively deliver the scheme. All project team staff will adopt the project controls, processes and reporting set out in this section of the Management Case and in the Project Initiation Document (see Appendix A) ensuring that all stages of scheme delivery are managed consistently and effectively.

#### 4.1.1 PROJECT ORGANISATION OVERVIEW

An overview of the proposed project governance structure is presented in the organogram shown in Figure 3. The project structure is organised around three tiers comprising the LCC scrutiny and assurance groups and committees, Project Board and Project Delivery Team.

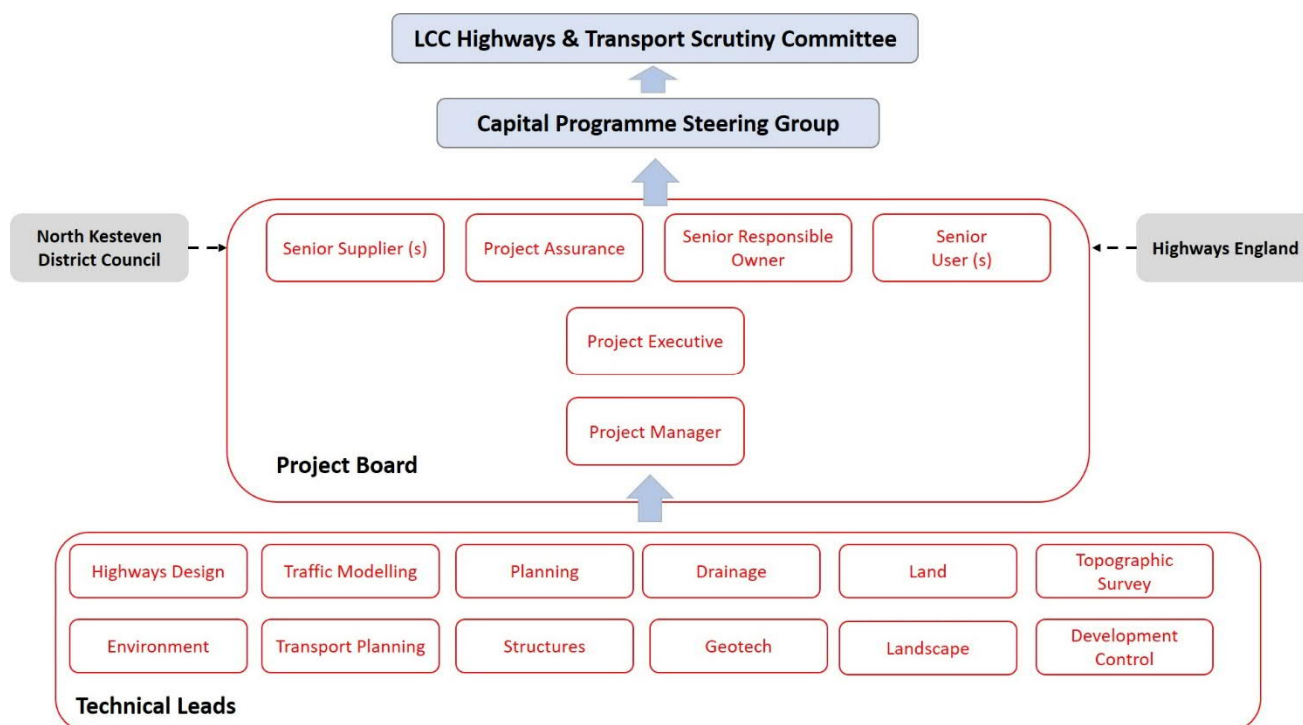


Figure 3: Project Organisation Overview

### 4.2 PROJECT ROLES

This sub-section sets out the key project roles and details who will perform each role. The roles that will be adopted for this project are as follows and explained further in the remainder of this section.

- Senior Responsible Owner;
- Senior User (s);
- Senior Supplier (s);



- Project Executive;
- Project Assurance; and
- Project Manager.

### 4.3 PROJECT BOARD

The Project Board has overall responsibility for the success of the project and represents the various interests (Business, User and Technical) at a senior management level. It has the responsibility of the overall direction, management and control of the project and provides the strategic platform for key decision making and providing guidance on exceptional issues to the Delivery Team.

The Project Board will meet at regular intervals, as required for key milestone decisions, or on demand should a significant issue arise. Board members are identified in Table 3 and include Senior User, Senior Supplier and Senior Responsible Owner, Project Executive with input from Project Manager.

**Table 3: Project Board**

<b>Project Board</b>	<b>Name</b>
<b>Senior Responsible Owner</b>	Paul Rusted - Infrastructure Commissioner, Lincolnshire County Council
<b>Senior User (s)</b>	Satish Shah – Highway Network Manager, Lincolnshire County Council
<b>Senior Supplier (s)</b>	Pete Ramsey – Associate Director Transport Planning, WSP
<b>Project Executive</b>	Sam Edwards - Major Schemes and Design Commissioner, Lincolnshire County Council
<b>Project Assurance</b>	John Monk – Group Manager, Lincolnshire County Council
<b>Project Manager</b>	Mark Heaton - Senior Project Leader, Lincolnshire County Council

#### 4.3.1 SENIOR RESPONSIBLE OWNER

The Senior Responsible Owner (SRO) will have overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits. The SRO will ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The nominated person should be the owner of the overall business change that is being supported by the project.

The SRO is the chair of the Project Board and has the following responsibilities:

- Appointment of the Executive and Chair of the Project Board meetings;
- Monitoring and control of progress including ensuring that the project is subject to review at appropriate stages;
- Approval of the milestone reports and initiate follow on action as necessary;
- Ensuring that a project or programme of change meets its objectives and delivers the projected benefits;
- Own the project or programme brief and business case;
- Development of the project or programme organisation structure and logical plans;
- Formal project closure;

- Post implementation review; and
- Problem resolution and referral.

For the purposes of this project, the SRO is Paul Rusted, Infrastructure Commissioner, Lincolnshire County Council

#### **4.3.2 SENIOR USER (S)**

The Senior User represents the interests of all those who will use the final product of the project, those for whom the product will achieve an objective, or those who will use the product. The Senior User is accountable for ensuring that user needs are specified correctly and that the solution meets those needs within the constraints of the project.

The Senior User is Satish Shah – Highway Network Manager, Lincolnshire County Council

#### **4.3.3 SENIOR SUPPLIER (S)**

The Senior Supplier (s) represents the interests of those designing, developing, facilitating, procuring, and implementing the project products. The role provides the knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.

The Senior Supplier for the current stage is Pete Ramsey – Associate Director Transport Planning, WSP. As Senior Supplier he is accountable for the quality of products delivered by the Supplier(s) and has the authority and responsibility to commit or acquire supplier resources as required. Note that once the project reaches the construction stages the Senior Suppliers will also include those involved in the procurement and construction of the scheme.

#### **4.3.4 PROJECT EXECUTIVE**

The Project Executive will have responsibility for monitoring progress ensuring that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Project Manager will report to the Project Executive.

The Project Executive is Sam Edwards, Major Schemes and Design Commissioner, Lincolnshire County Council.

#### **4.3.5 PROJECT ASSURANCE**

As part of the delivery of the project there will be a need for independent audit or assurance of the work package delivery. The Assurance Role considers the end product of each work package against the work package plan and product specification and confirms to Project Board that it is fit for purpose.

The project assurance role will be undertaken by John Monk – Group Manager, Lincolnshire County Council.

#### **4.3.6 PROJECT MANAGER**

The Project Manager will have the responsibility of managing the project to ensure that it delivers the required products within the constraints agreed with the Project Board. The Project Manager will report to the Project Executive and Project Board on progress, cost, required decisions and the management and mitigation of risk.



The Project Manager will undertake the day to day management of the project and management of the Delivery Teams with support of the Technical Leads.

The Project Manager is Mark Heaton - Senior Project Leader, Lincolnshire County Council who will have responsibility for the following elements of the programme:

- Management of project resources;
- Reporting to the Project Board;
- Management of the production of deliverables;
- Monitoring the project;
- Coordination of the Delivery Team;
- Primary Contact for the Delivery Team;
- Preparing and maintaining the Project Plan/ Stage Plan;
- Management of project risks, including the development of contingency plans;
- Change control and any required configuration management;
- Reporting through agreed reporting lines on project progress;
- Identifying and obtain any support and advice required for the management, planning and control of the project;
- Managing project administration; and
- Conducting end project evaluation.

## 5 NHRR PROGRAMME

### 5.1 INTRODUCTION

A programme for the NHRR scheme was produced to support the entirety of the project, from the Options Assessment stage to scheme opening. A copy of the programme is included in **Appendix B**. The programme is considered to be a live document, and will be updated as necessary throughout the project lifecycle.

### 5.2 PROGRAMME SUMMARY

The project will be delivered in line with the detailed programme provided in **Appendix B**. The key milestones are summarised below in Table 4; these and the more detailed tasks will be reviewed following the completion of each major milestone and workstage. The programme assumes that LCC manages the delivery and construction of the NHRR scheme, although the construction phasing has yet to be fully determined.

**Table 4: NHRR Transport Strategy Programme Overview**

Milestone	Forecast Start Date	Forecast Finish Date
Options Assessment	July 2017	April 2018
Stakeholder & Public Engagement	Jan 2018	June 2018
Outline Business Case	August 2018	December 2018
Preliminary Design Assessments / Surveys	September 2019	September 2020
Preliminary Design	September 2020	May 2021
Pre-Planning Application Stakeholder & Public Engagement	November 2020	May 2021
Planning Application Preparation	January 2021	November 2021
Planning Application Determination	November 2021	May 2022
Statutory Procedures – Preparation	May 2022	June 2023
Public Inquiry & Approval	June 2023	November 2023
Legal Challenge Period & Confirmation of Made Orders	November 2023	January 2024
Detailed Design	August 2023	February 2024
Procurement – (flexible date based on procurement decision)	November 2023	May 2024
Full Business Case	May 2024	September 2024
Pre-construction Assessment	March 2024	August 2024
Construction	September 2024	November 2026
Monitoring and Evaluation (One-Year After Opening)	January 2028	July 2028
Monitoring and Evaluation (Five-Years After Opening)	February 2032	July 2032

## 5.2.1 PROJECT MILESTONES

An overview of the major project phases and milestones involved in the delivery of the scheme is provided in Table 5. A detailed Project Stage Plan will be produced for each phase listed below.

**Table 5: Project Phase Packages**

Phase	Stage Package Overview	Status
<b>Stage 1: Options Assessment</b>	<p>Stage 1 will see the production of both an enhanced Options Assessment Report (OAR) and Appraisal Specification Report (ASR). The OAR includes the following key tasks:</p> <ul style="list-style-type: none"> <li>▪ Engagement with DfT;</li> <li>▪ Understanding the current situation;</li> <li>▪ Traffic modelling;</li> <li>▪ Data collection and surveys;</li> <li>▪ Understanding the future situation</li> <li>▪ Establishing the need for intervention;</li> <li>▪ Identifying objectives;</li> <li>▪ Generating options; and</li> <li>▪ Option appraisal.</li> </ul>	Complete
<b>Stage 2: Stakeholder &amp; Public Consultation</b>	<p>Stage 2 includes the following key tasks:</p> <ul style="list-style-type: none"> <li>▪ Development of the scope / approach / programme for the consultation exercise;</li> <li>▪ Preparation for and completion of the stakeholder and public consultation exercise;</li> <li>▪ Consultation report;</li> <li>▪ Update of the Options Assessment Report; and,</li> <li>▪ Identification of the preferred option</li> </ul>	Complete
<b>Stage 3: Feasibility Design Development</b>	<p>Stage 3 includes feasibility design for the following elements:</p> <ul style="list-style-type: none"> <li>▪ Highways;</li> <li>▪ Structures;</li> <li>▪ Drainage;</li> <li>▪ Landscape;</li> <li>▪ Non-Motorised User Provision; and,</li> <li>▪ Permanent agricultural land access</li> </ul> <p>This stage also covers the following key tasks:</p> <ul style="list-style-type: none"> <li>▪ Scheme Cost Review;</li> <li>▪ Procurement Strategy;</li> <li>▪ Land Ownership Review;</li> <li>▪ Land Acquisition Strategy; and</li> <li>▪ Planning Strategy.</li> </ul>	Complete
<b>Stage 4: Outline Business Case</b>	<p>Stage 4 includes the preparation of an Outline Business Case (OBC). This is anticipated to include the following key elements:</p> <ul style="list-style-type: none"> <li>▪ LCC review and approval;</li> <li>▪ Confirmation of funding.</li> </ul>	Current Stage
<b>Stage 5: Preliminary Design and Assessment</b>	<p>Stage 5 is anticipated to include Preliminary Design Assessments in relation to Environment / GI, and Preliminary Design Development for the following elements:</p> <ul style="list-style-type: none"> <li>▪ Highways &amp; Drainage;</li> <li>▪ Non-Motorised User Provision</li> <li>▪ Structures;</li> <li>▪ Landscape;</li> </ul>	Not yet started

Phase	Stage Package Overview	Status
	<ul style="list-style-type: none"> <li>▪ Permanent agricultural land access;</li> <li>▪ Scheme cost estimate update and review;</li> <li>▪ Environmental Baseline Surveys;</li> <li>▪ Safety Audit; and,</li> <li>▪ Stakeholder &amp; Public Engagement.</li> </ul>	
<b>Stage 6: Planning Process</b>	<p>Stage 6 is an extensive part of the programme, anticipated to span approximately 15 months. This stage includes the following key tasks:</p> <ul style="list-style-type: none"> <li>▪ EIA Scoping;</li> <li>▪ Land Ownership Review (inc Preliminary Design update);</li> <li>▪ Preparation of an Environmental Statement;</li> <li>▪ Scheme Plans (Highways / Structures / Landscaping / Lighting / Fencing);</li> <li>▪ Prepare Transport Assessment;</li> <li>▪ Route Appraisal &amp; Justification Statement;</li> <li>▪ Design &amp; Access Statements;</li> <li>▪ Statement of Community Involvement;</li> <li>▪ Planning Statement;</li> <li>▪ Notices / Ownership Certificates / Application Form; and</li> <li>▪ LCC Review.</li> </ul>	Not yet started
<b>Stage 7: Statutory Procedures</b>	<p>Stage 7, along with the actual construction of NHRR is anticipated to be the longest stage of the project, spanning over a period of two years. This stage consists of a number of tasks, each with various associated sub-tasks, following LCC approval:</p> <ul style="list-style-type: none"> <li>▪ Land Ownership Review:</li> <li>▪ Side Roads Orders;</li> <li>▪ Compulsory Purchase Orders;</li> <li>▪ Public Inquiry;</li> <li>▪ Public Inquiry Preparation;</li> <li>▪ Public Inquiry Decision;</li> <li>▪ Made Orders;</li> <li>▪ Detailed Design; and</li> <li>▪ Procurement.</li> </ul>	Not yet started
<b>Stage 8: Procurement</b>	<p>Stage 8 involves the procurement of contractors to build NHRR. This will follow the preferred procurement option highlighted within the Procurement Strategy. The design and preparation stages, including detailed design will be undertaken by LCC's Technical Service Partners.</p>	Not yet started
<b>Stage 9: Full Business Case (FBC)</b>	<p>Stage 9 includes the production of a Full Business Case. This Stage is broadly similar to Stage 4 (production of an OBC).</p>	Not yet started
<b>Stage 10: Construction</b>	<p>Stage 10 includes the entire construction phase, up to completion and the opening of the NHRR, and is likely to include the following stages:</p> <ul style="list-style-type: none"> <li>▪ Contract Award;</li> <li>▪ Mobilisation; and</li> <li>▪ Construction Period.</li> </ul>	Not yet started
<b>Stage 11: Monitoring and Evaluation 1-year after opening</b>	<p>Post 1 year data collection:</p> <ul style="list-style-type: none"> <li>• Process Evaluation: Scheme Build / Costs / Process / Delivered Scheme</li> <li>• Impact Evaluation: Travel Demand / Journey Times / Reliability / Carbon / Noise / Air Quality</li> <li>• Economic Evaluation: Delivery of Development / Congestion / Employment</li> </ul>	Not yet started

Phase	Stage Package Overview	Status
<b>Stage 12: Monitoring and Evaluation 5-years after opening</b>	Post 5 years data collection: <ul style="list-style-type: none"> <li>• Process Evaluation: Scheme Build / Costs / Process / Delivered Scheme</li> <li>• Impact Evaluation: Travel Demand / Journey Times / Reliability / Carbon / Noise / Air Quality / Accidents</li> <li>• Economic Evaluation: Delivery of Development / Congestion / Employment</li> </ul>	Not yet started

## 6 NHRR PACKAGE CONTROLS

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### 6.1 OVERVIEW

As described in Section 4, the project will follow the principles of PRINCE2, in addition a robust assurance process will be used to ensure that all stages of the project are managed consistently and effectively, ensuring that:

- An appropriate control and reporting framework is put in place to effectively manage the project as required by the project board;
- An appropriate project framework is put in place that effectively manages all issues and risks; and
- A robust change management process is put in place to manage all project changes.

### 6.2 ASSURANCE AND APPROVALS PLAN

Project assurance provides the basic framework of controls that assure:

- The project is being managed and controlled as directed by the SRO;
- Basic standards are being followed; and
- The project is well managed.

#### 6.2.1 NHRR PROJECT GOVERNANCE AND ASSURANCE

A Project Assurance role forms part of the Project Governance framework for the delivery of the scheme. As described in Section 4, the Project Assurance role will be undertaken by John Monk – Group Manager, Lincolnshire County Council. The role provides an independent audit and assurance of the NHRR project and confirms to the Project Board that the project deliverables are fit for purpose.

### 6.3 PROJECT REPORTING

The project will be subject to several reporting procedures through three formal mechanisms:

- **LCC Executive Committee:** The Executive consists of eight councillors and is chaired by the Leader of the Council. It is responsible for the most important decisions affecting the Council and makes recommendations regarding the budget and the policy framework. Any key decisions relating to the NHRR will be brought to the Executive Committee as required.
- **LCC Highways & Transport Scrutiny Committee:** The Committee was appointed by the Council, to review and scrutinise transport services, including new transport investments and highways improvements. The committee will consider and approve reports and recommendations prepared for the NHRR.
- **The Executive Project Board:** The Executive Project Board will meet every two months or at key milestones in the project and progress reporting will form a standing agenda item through which the Project Manager will report.
- **LCC Capital Programme Steering Group (CPSG):** The CPSG meet every month and is attended by the Executive Councillor for Highways, Transport and IT, the Executive Support Councillor and senior officers. The LCC Project Manager and Senior Supplier submits and presents a progress report to the group.
- **Monthly Progress Reports:** A monthly progress report will be produced by the Project Manager and submitted to the Project Executive containing scope, changes to brief, progress to



programme, upcoming outputs/deliverables, finance, decisions, risks and issues, SHEA (safety, health, environment and assurance), quality, outstanding issues/actions. It will also include an update on the implementation of the BIM processes, identifying any key issues.

Internal to the project team, monthly progress meetings will also be used where each discipline will report progress to the Project Manager.

In summary the project will be subject to the following reporting procedures:

- CPSG Report;
- Project Board Progress report;
- Quarterly finance and annual audit reporting to DfT as required; and
- Scrutiny Committee reports as required.

### **6.3.1 RISK REPORTING**

A project risk register will be maintained by the Project Manager. All major risks will be raised to the Project Board through the Monthly Progress Report.

### **6.3.2 ISSUE HANDLING**

Issues will be raised by the Project Team with the Project Executive via the Project Manager. Escalation of issues will be via either the Project Manager or the Project Director.

### **6.3.3 CHANGE AUTHORISATION**

The requirement for changes (to programme or fee) will be identified by the Project Manager and communicated to the Project Executive. A Change Control form will be submitted to the Project Executive who, if agreed, will authorise it. All changes will be recorded and monitored.

### **6.3.4 FINANCIAL MONITORING AND REPORTING**

The scheme will also be subject to the following finance reporting and monitoring:

- **LCC Annual Budget Setting & Quarterly Finance Reporting:** The NHRR annual budget and quarterly reports will be prepared by the Project Executive and Project Manager. This will be reviewed by the CPSG, Project Board and reported to the Scrutiny Committee;
- **Executive Project Board:** The forecast spend and cost profile will be regularly reported by the Project Executive and Project Manager reviewed by the project board; and
- **DfT Finance Reporting:** A quarterly finance report for DfT will be prepared by the Project Executive and Project Manager and reported to DfT as required.

### **6.3.5 OTHER TECHNICAL REVIEWS – DESIGN SAFETY AUDIT**

The scheme will also be subject to the road safety audit process as described in DMRB (Design Manual for Roads and Bridges) HD 19/03. This will provide an independent safety review of the scheme design at each key stage within its development. The outcome of each audit will inform the design and ensure it meets the required standards.

## 7 COMMUNICATIONS & STAKEHOLDER MANAGEMENT

### 7.1 OVERVIEW

The NHRR scheme is expected to have a significant impact on travel in and around Lincoln and - given the scale of changes involved - on the wider transport network. As a result, the NHRR is likely to affect a significant number of people, groups and organisations, all of whom will need to have the opportunity to review and comment on the scheme throughout its development.

This chapter looks at historic engagement with stakeholders which pre-dates the existing business case and the engagement strategy and engagement to date for the development of NHRR as part of this business case.

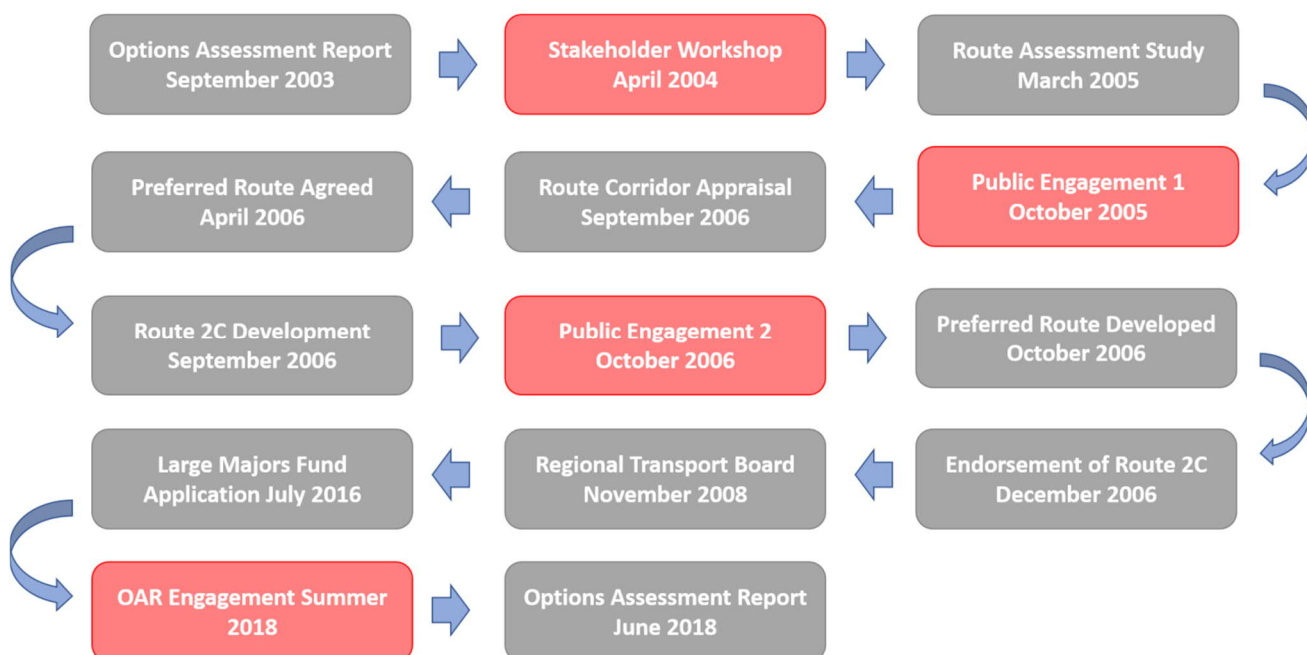
### 7.2 HISTORIC ENGAGEMENT

A large amount of work has already been undertaken in developing the proposals to date. Following initial stages and public consultation in 2005/06, a corridor for the scheme was established and some further preparatory work undertaken, including property purchase. Figure 4 illustrates the timeline of work previously undertaken, showing how the proposals have developed into the current iteration, with the most recent stakeholder and public engagement, which included information and associated publicity, occurring during the summer of 2018.

To date stakeholder and/or public engagement took place at the following stages:

- Option Assessment Report (2003);
- Stakeholder Workshop (June 2004);
- Public Engagement One (October 2005);
- Public Engagement Two (October 2006); and
- OAR engagement (Summer 2018).

**Figure 4: Works and consultation to date**



## 7.3 BUSINESS CASE ENGAGEMENT

### 7.3.1 ENGAGEMENT STRATEGY

The Engagement Strategy (**see Appendix C**) will manage stakeholder and public expectations of NHRR and to ensure that, where appropriate and possible, their views feed into the design of the scheme. The key objectives of this Engagement Strategy can be summarised as follows:

- Establish, develop and maintain active support for and understanding of, the proposed NHRR project from key stakeholders, partners and ultimately the public, across Lincolnshire through planned, targeted, effective and consistent communications;
- Ensure that accurate and timely messages about the project are disseminated by:
  - Identifying key stakeholders and influencers who can support and champion NHRR;
  - Considering how to communicate with the general public – communication with the general public, and how that population breaks down into sub-groups, requiring specific messages;
  - Establishing appropriate, accurate and relevant messages for each of these stakeholder and general public groups and the methods, or combinations of methods, by which they will be conveyed.
  - Ensure that any engagement activities provide stakeholders and the public with the opportunity for genuine two-way dialogue and the opportunity to feed into the design of the scheme;
- Ensure that engagement activities are planned and delivered in a manner that will reach the intended audience and will be accessible to all who need to be included; and
- Ensure that engagement activities are monitored/evaluated and appropriate feedback is provided to consultees.

The Strategy is focused on public and stakeholder engagement to support the development of NHRR. Likely stakeholder groups who have been engaged with to date or will be engaged with as the project progresses have been highlighted in Table 6 and the proposed engagement stages in Table 7.

**Table 6: Likely Stakeholder Groups**

Stakeholder Category	Likely members
Key Stakeholder Group	The Key Stakeholder Group is likely to include: Officers and elected members of: Lincolnshire County Council Local Enterprise Partnership City of Lincoln Council North Kesteven District Council West Lindsey District Council Developers / Landowners Emergency Services Environment Agency Internal Drainage Board Canals & Rivers Trust Historic England Natural England

Stakeholder Category	Likely members
	Highways England Public Transport Operators Ministry of Defence
Wider Stakeholder Group	The Wider Stakeholder Group is likely to include: Parish Councils Chamber of Commerce Lincoln BIG Cyclist Touring Club Sustrans Campaign for Better Transport British Horse Society Disability Groups Driver Interest Groups Freight Organisations Lincolnshire Wildlife Trust

**Table 7: Historic and Proposed Engagement and Consultation Stages**

Engagement Stage	Audience
<b>Historic</b>	
Stakeholder Workshop (2004)	Stakeholders
Public Engagement 1 (2005)	Stakeholders / Public
Public Engagement 2 (2006)	Stakeholders / Public
Options Appraisal / OBC	Stakeholders / Public
<b>Proposed</b>	
Pre-application / Preliminary Design Development	Stakeholders / Public
Planning Application (Scoping)	Stakeholders
Planning Application (Determination period)	Stakeholders / Public
Statutory Procedures (Land Acquisition / Side Roads)	Stakeholders
Pre-Construction	Stakeholders / Public
During Construction	Stakeholders / Public
Scheme Opening	Stakeholders / Public
Post-Opening Monitoring and Evaluation	Stakeholders / Public

### 7.3.2 SUMMARY OF ENGAGEMENT TO DATE

*The NHRR - Engagement Report (WSP, 2018)* provides a summary of the latest engagement activities undertaken over summer 2018, including setting out the scope and methodology of the engagement. It also provides results from the engagement and identification of any key issues.

The purpose of the engagement exercise was to provide an opportunity for interested parties external to the County Council to provide inputs into the early stages of the process to deliver the NHRR and in particular to the development of the OAR and OBC. The approach has specifically been an engagement exercise, rather than a formal consultation. As such it has been an informal non-statutory process of information provision and discussion with interested parties; formal, statutory consultation will be undertaken in due course as part of any planning application and other statutory procedures.

The scope of the engagement exercise in terms of the key topics of information provision and discussion were:

- The existing situation without the scheme;
- The current land use planning proposals (e.g. the Sustainable Urban Extensions);
- Implications for the future situation without a scheme;
- Objectives of the scheme;
- Review of previous scheme development work and conclusions;
- Current progress in developing the scheme;
- Options under consideration;
- Implications of proposals (costs and benefits); and
- What happens next following the completion of the engagement.

The scope of the engagement also focussed on particular groups of interested parties, which included the following:

- Land Owners: including the owners, and their representatives, of land that may be directly affected by the alignment of the scheme i.e. land through which the route is likely to pass;
- Key Stakeholders: including those stakeholders who have a statutory interest in the scheme or will be key to its delivery;
- Wider Stakeholders: these are stakeholders who will have a non-statutory interest but will have important information and views relevant to the scheme;
- General Public: the wider general public including, but not limited to, those living, working and travelling within the vicinity of the scheme and the wider Lincoln area; and
- Hard to reach groups: members of the public who are from hidden or hard to reach communities, often those with disabilities or protected characteristics.

The methodology for the exercise utilised five separate approaches for engaging with different groups of interested parties:

- Face-to-face meetings with key stakeholders and land owners;
- Stakeholder workshops – all key and wider stakeholders were invited to one of two workshops held on consecutive nights at the beginning of June 2018;
- Public exhibition – four events were held at various locations to provide stakeholders and the wider public with an opportunity to gain further information on the scheme;

- Engagement with hard to reach groups – LCC commissioned The People’s Partnership to undertake specific engagement activity; and
- Questionnaires – used for both the general public and key stakeholders both as hard copies for completion at the exhibitions and workshops, and electronically for completion via LCC’s website.

Key findings from the engagement exercise include:

- Key stakeholder and public knowledge and awareness of the scheme was high, with numerous respondents having a longstanding interest in the progression of the scheme;
- The problems and existing issues identified by stakeholders and members of the public correlated strongly with the scheme objectives. The predominant issues cited were congestion, delays, poor east west connectivity, a lack of network resilience (particularly when incidents occur), and local rat running and in North and South Hykeham;
- There is overwhelming support for the scheme (need and objectives). 89% in support of the scheme, (73% strongly support);
- Strong preference for A46 to A15/LEB scheme option to dual carriageway standard (75% of respondents);
- There was some concern raised surrounding the scheme impact on existing Public Rights of Way. The inclusion of bridges and underpasses assisted in mitigating some concerns. There was support for walking & cycling provision along the length of the scheme, including lighting. Design should avoid severance of local routes e.g. used for cycling and tie in with strong provision of cycle facilities along radial routes; and
- A lack of support for the scheme was evident from those who would be directly impacted by noise or visually by the scheme, residents on Station Road due to visual impact.

### 7.3.3 COMMUNICATIONS STRATEGY OVERVIEW

The suggested NHRR Strategy Process Map is set out below (Figure 5). This summarises the engagement stages, the subject, who will be engaged and the purpose of each stage. The following paragraphs provide a summary of each stage of the strategy.

#### ***Outline Business Case Stage***

At the OBC stage, communication is focussed on developing an agreed understanding of the rationale NHRR – why it is actually needed, together with the establishment of the objectives. Communication with key stakeholders including the HE, Environment Agency, council officers and politicians will establish the level of support for the scheme and any areas of concern.

#### ***Pre-Planning Application Stage***

The Pre-Planning Application stage gains a clear understanding of the level of support for NHRR and the key issues of concern, by consulting with a wide range of interested parties. At this stage, communication with statutory consultees, local politicians, landowners, business groups, transport groups, and the general public will take place. Gaining an understanding of local issues of importance or areas of objection creates an opportunity to amend the proposed design.

#### ***Planning Application Engagement Stage***

Communication during the Planning Application stage will be focused on the discussion of the impacts of NHRR and any potential mitigation measures. All statutory consultees and stakeholders will have the opportunity to be involved in discussions.

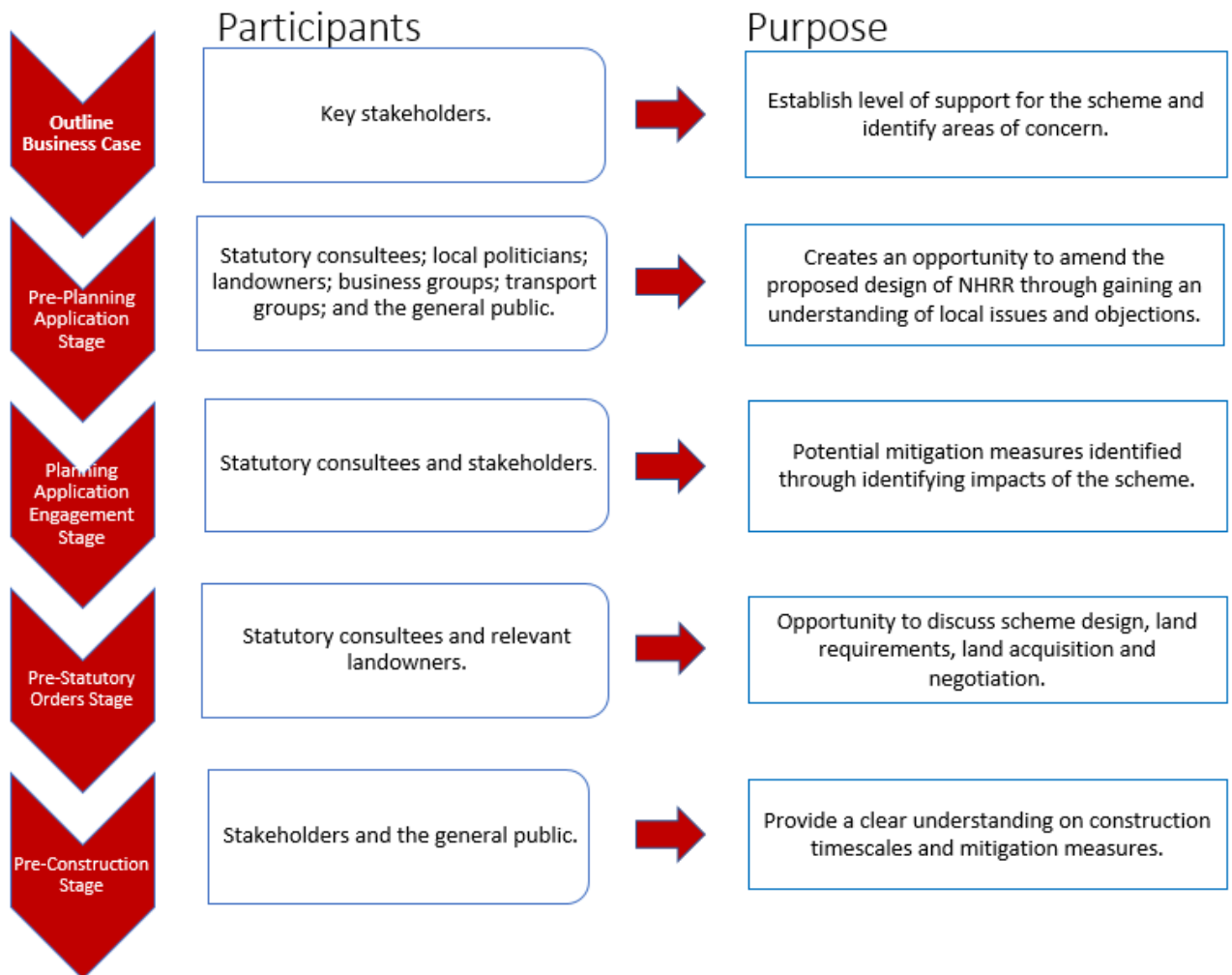
**Pre-Statutory Orders Stage**

At the Pre-Statutory Orders stage, the scheme design and land requirements will be the focus of the communication, involving the relevant landowners and statutory consultees. Details of the scheme design may be discussed, including negotiations on land acquisition.

**Pre-Construction Stage**

Pre-Construction, the communication with stakeholders and the general public will be focused on providing a clear understanding of the construction timescales and mitigation measures, such as alternative diversion routes that may be in force during works.

**Figure 5: Communication Strategy Process Map**



## 8 RISK MANAGEMENT STRATEGY

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### 8.1 RISK MANAGEMENT

A Risk Strategy has been prepared for the project (**See Appendix D**). This sets out the strategy for the management of risks, including the process adopted to identify, assess, and manage the risks associated with the following two key areas:

- Project Risks: Those affecting the delivery and cost of the NHRR scheme; and
- Strategic Risks: Those affecting the ability of the Lincolnshire County Council (LCC) to deliver the wider NHRR programme.

The risk register is a 'live' document and was initially updated on an ad hoc basis and through a more formal workshop (involving technical experts from WSP (LCC's Technical Service Partners) and LCC officers) undertaken during October 2018. The risk workshop undertook a review of the existing risks contained within the initial risk register, and considered whether they were still relevant to the scheme, whether appropriate mitigation is in place, and whether they still constitute a risk. Secondly, the workshop also aimed to identify any new or emerging risks and add these to the register. Each risk was classified and grouped into one of the following areas:

- Engineering – including scheme design, structures and earthworks;
- Planning & Site Supervision – including legal/statutory processes, site supervision, policy changes and overall programme;
- Delivery – including Funding, Policy, Planning, Stakeholder Consultation;
- Statutory Undertakers – including unforeseen statutory services and delivery programme risks;
- Environment – including contaminated land, construction phase impact, protected species discoveries;
- Ground Conditions – including land drainage and unforeseen ground conditions; and
- Contractual/ Construction – including adverse weather, programme delays and resource issues.

The monetised impact of the risks included within the register has been assessed and quantified using '@RISK' risk analysis software.

The risk management, assessment and identification processes outlined within the Risk Management Strategy are continuous and all mitigation measures will be regularly reviewed; Table 8 details the stages in the life of the project where risks will be assessed and reviewed, although further additional reviews could take place where necessary.



**Table 8: Project Life Cycle Risk Review Stages**

Project Stage	Description
1	Options Assessment Stage
2	Outline Business Case Preparation
3	Preliminary Design Development
4	Pre-Planning Stage
5	Post Planning Application
6	Statutory Orders Preparation
7	Pre-Construction
8	During Construction

## 8.2 PROJECT RISK ASSESSMENT

All risks within the register are assessed and classified across three areas: the probability of the risk occurring and the most likely impact on costs and time which would arise if the risk did occur. The register assesses all risks across the three areas using the evaluation scale detailed in Table 9. The register then quantifies each of the risks based on the combination of the likelihood of occurrence and impact. The probability impact grid is shown in Table 10 and determines if the risk category is low, medium or high based on the red-amber-green (RAG) assessment.

**Table 9: Risk Evaluation Scales**

	Nil 0	VL 1	L 2	M 3	H 4	VH 5
<b>Probability (%)</b>	0	≤15	>15 ≤35	>35 ≤65	>65 ≤85	>85
<b>Most Likely Cost Impact (£k)</b>	0	≤50	>50 ≤250	>250 ≤750	>750 ≤2250	>2250
<b>Time Impact (weeks)</b>	0	≤1	>1 ≤4	>4 ≤12	>12 ≤26	>26

**Table 10: Probability Impact Grid**

<b>PROBABILITY</b>	<b>VH</b>	0	5	10	15	20	25
	<b>H</b>	0	4	8	12	16	20
	<b>M</b>	0	3	6	9	12	15
	<b>L</b>	0	2	4	6	8	10
	<b>VL</b>	0	1	2	3	4	5
	<b>Nil</b>	0	0	0	0	0	0
		<b>Nil</b>	<b>VL</b>	<b>L</b>	<b>M</b>	<b>H</b>	<b>VH</b>
	<b>COST IMPACT</b>						

The process adopted for outlining such mitigation measures follows the approach proposed within the HM Orange Book as summarised in Table 11.

**Table 11: Addressing Risk Aspects**

<b>Aspect</b>	<b>Applicable for</b>	<b>Action</b>
<b>Tolerate</b>	Risks which mitigation opportunities are limited or which the cost of any mitigation measure is disproportionate to the risk the measure is designed to control	Risk tolerated and no further action taken
<b>Transfer</b>	Risks linked to construction works that can be transferred to contractor or risks that can be covered by insurance	Appropriate clauses included to contract to ensure risk transfer
<b>Terminate</b>	Risks that can be eliminated by incorporating changes to the scheme design	Scheme design amendments as appropriate
<b>Treat</b>	All other risks	Mitigation actions taken to constrain the risk to an acceptable level

## 8.3 PROJECT RISKS

The scheme Risk Register contains 86 current risks, along with five superseded risks which were identified earlier in the project development and are no longer considered to be relevant. The major financial risks relating to the funding of the scheme are highlighted in Table 13.

**Table 12: Key financial risks**

Description	Expected Impact	Overall Risk Ranking	Spreadsheet Risk Value Most Likely
Not all discharge points are necessarily maintained by Flood Risk Management Authority	Further approvals required with additional risks of objections at the planning stage Design needs to incorporate low maintenance regime	25	£3,150,000
Unforeseen archaeological finds. Trial trenching reveals requirement for detailed excavation	Delays and restrictions to site activities. Increased cost during construction	20	£2,625,000
Expected developer contributions not agreed (CIL/S106) or not viable	Increase in LCCs borrowing costs	15	£1,750,000
NMU structures designs not yet complete	Underestimate of NHRR Scheme Costs	15	£1,750,000
Landscape designs not yet complete	Underestimate of NHRR Scheme Costs	15	£1,750,000
There is no scope to alter Station Road Design.	If ground conditions are not suitable for 1 in 2 slopes then there is a risk that additional land will be required or more complex engineering solutions. Increasing the scheme costs.	15	£1,750,000
Eastern end of the new route is over a major aquifer and a Ground Water Source Protection Zone.	Potential risk of exposed cut to be unstable	16	£1,125,000
Increase in contractors prices due to number of schemes nationally	Lack of competitive prices	10	£875,000
NHRR located in Flood Zone 3	Leading to objections from the Environment Agency	10	£875,000
Contractor prices increase to include higher margins and risk	Increase in construction costs	10	£875,000
Impact on existing overhead powerlines	Diversions identified at the prelim / detailed design phase	10	£875,000
Imbalance of cut/fill material generated from scheme construction.	Large quantities of material requires disposal or import resulting in increased / additional cost.	12	£750,000
Scheme impacts on existing EA structures on the River Witham	Further works required on existing EA infrastructure resulting in increased scheme costs and / or objections from the EA.	12	£750,000

## 8.4 STRATEGIC RISK ASSESSMENT

The key strategic risks are summarised below and specifically impact the ability of LCC to deliver the wider programme. Once again, at subsequent risk workshops, the strategic risks will be reviewed and any new risks added to the risk register. Table 14 highlights the major strategic risks of NHRR.

**Table 13: Major Strategic Risks**

<b>Risk Type</b>	<b>Risk Description: 'There is a risk that'...</b>	<b>Mitigation/ Risk Reduction Measures / Other Comments</b>
Strategic/ Policy	Change in political climate (national and local) resulting in less support for the NHRR scheme	Ongoing engagement with LCC Executive and Members and DfT regarding scheme objectives and benefits defined
Strategic / Policy	Change in political and economic climate (national) following Brexit resulting in no support from Central Government	Review the political and economic situation post Brexit.
Strategic/ Policy	Local political endorsement of scheme (i.e. not forthcoming)	Ongoing engagement with Members to promote and publicise benefits of the scheme
Third parties/ consultation	SWQ Developer Objects to location of access to development	Early engagement with SWQ landowner / developer
Economic/ Funding	DfT Large Local Major Scheme Funding Unsuccessful	Early engagement with DfT regarding the strategic case, need for the scheme and benefits
Economic/ Funding	Scheme costs exceed DfT expectations / expected cost through the Large Local Major Scheme Funding	Ongoing discussions with DfT regarding the scope of the Large Local Major Scheme Funding. Consideration of additional funding streams.
Construction	Lack of resources in the construction market to deliver scheme (HS2 and Brexit being possible constraints)	Monitoring market. Review as part of procurement phase
Planning/ Statutory Process	Lack of support from district councils	Engagement to take place during OAR stage. Assess initial comments and look to incorporate suggestions (where possible) in scheme design. Ongoing engagement
Strategic/ Policy	Reduction in funding available to develop proposals for the scheme	Review availability of LCC funding to develop the scheme. Identify potential costs for design and preparation phase.

## 9 MONITORING & EVALUATION OVERVIEW AND BENEFITS REALISATION PLAN

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### 9.1 OVERVIEW

LCC will undertake a comprehensive monitoring and evaluation exercise in regard to the NHRR scheme. This will assess the delivery process, the actual outcome, benefits and impact of the scheme, with the overriding aim of:

- Providing accountability for the investment;
- Providing evidence for future spending decisions;
- Providing a robust basis for identifying key lessons learnt that can be applied to other schemes;
- Providing the evidence base for learning about which schemes deliver cost-effective transport solutions; and
- Ensuring that value for money is delivered for the taxpayer.

The remainder of this section sets out the outline plan and arrangements for the monitoring and evaluation of the NHRR. It also provides an overview of the scheme benefits realisation plan, which describes the process for realising the forecast benefits described in the Economic Case of this OBC.

### 9.2 MONITORING & EVALUATION

The HM Treasury Magenta Book provides the following definition of Monitoring and Evaluation:

- Monitoring – seeks to check progress against planned targets and can be defined as the formal reporting and evidencing that spend and outputs are successfully delivered and milestones met; and
- Evaluation – is the assessment of the initiatives effectiveness and efficiency during and after implementation. It seeks to measure the causal effect of the scheme on planned outcomes and impacts and assessing whether the anticipated benefits have been realised, how this was achieved, or if not, why not.

The 2013 DfT publication, *Monitoring and Evaluation Strategy*, sets out a framework for creating good quality monitoring and evaluation strategies, providing greater accountability and a stronger evidence base for future decision making and communication activities. The document states that good quality monitoring and evaluation evidence is important for helping make and communicate decisions about where best to target public spending, demonstrating the value for money and benefits which are generated by investment in transport, and learning about how to effectively design and deliver policies, programmes and communications.

The DfT has also published a document entitled *Monitoring and Evaluation for Local Authority Major Schemes*, designed to make the process as consistent and proportionate as possible. It also aimed to be complementary with the devolution of decision making. The document sets out three levels of monitoring and evaluation:

- Standard monitoring;
- Enhanced monitoring; and
- Fuller evaluation.

All schemes are required to conduct the ‘Standard’ approach, whereas schemes costing more than £50m are expected to follow the ‘Enhanced’ guidance. Only selected schemes, identified by the DfT, are expected to conduct ‘Fuller’ evaluation.

## 9.2.1 EVALUATION AREAS

There are several aspects of the scheme that will be monitored to enable its impact to be fully evaluated. As the scheme will have an expected outturn cost of over £50m, it will follow the DfT’s enhanced evaluation guidance and the following measures will be monitored and evaluated for the scheme.

**Table 14: Enhanced Evaluation Components**

<b>Evaluation category</b>	<b>Item/Measure</b>	<b>Stage</b>	<b>Data Collection Timing</b>	<b>Rationale</b>
<b>Process Evaluation</b>	Scheme Build	Input	During delivery	Knowledge
	Scheme Costs	Input	During delivery/post opening	Accountability
	Delivery Process	Input	During delivery	Process & Economic Evaluation
	Delivered Scheme	Output	During delivery/post opening	Accountability & Process Evaluation
<b>Impact Evaluation</b>	Travel Demand	Outcome	Pre or during delivery/post opening	Accountability / Knowledge
	Travel Times & Reliability	Outcome	Pre or during delivery/post opening	Accountability / Knowledge
	Carbon	Impact	Pre or during delivery/post opening	Accountability / Knowledge / Impact Evaluation
	Noise	Impact	Pre or during delivery/post opening	Accountability / Knowledge
	Local Air Quality	Impact	Pre or during delivery/post opening	Accountability / Knowledge
	Accidents	Impact	Pre or during delivery/post opening	Accountability / Knowledge
	Scheme Objectives	Output / Outcome / Impact	Pre and post opening	Impact evaluation / Accountability
<b>Economic Evaluation</b>	Impact on the economy	Impact	Pre or during delivery/post opening	Accountability / Knowledge / Impact / Evaluation
	Outturn appraisal assumptions	Impact	Pre or during delivery/post opening	Economic Evaluation

## 9.2.2 MONITORING & EVALUATION APPROACH OVERVIEW

The Process Evaluation will cover four themes that will establish whether the scheme was delivered effectively and efficiently as well as identifying the key lessons learned from the process. The key measures that will be assessed as part of the process evaluation for the scheme are as follows.

**Table 15: Process Evaluation**

Element	Evaluation Approach
Scheme Build	<p>Programme: Actual scheme delivery process evaluated against proposed delivery programme by assessing the delivery of key programme milestones.</p> <p>Stakeholder Management: Evaluation of the effectiveness of the stakeholder engagement process throughout each stage of the development of the scheme. It will identify the challenges and issues encountered during the development of the scheme.</p> <p>Risk Management: Assessment of process of monitoring and evaluating risks at each key milestone. It will assess the actual process for identifying, managing, recording and reporting risks.</p>
Scheme Cost	<p>Outturn Costs: Comparison of final outturn costs against estimated scheme costs</p> <p>Risks: Comparison of risk quantification process with the actual costs of risks that were realised</p>
Delivery Process	<p>Scheme Context: Identification and analysis of any changes to the scheme's context and justification.</p> <p>Scheme Objectives: Identification and analysis of any changes to the scheme objectives.</p> <p>Project Management &amp; Governance: Identification and analysis of key differences between planned and actual project management and governance arrangements.</p> <p>Scheme Inputs / Resources: Analysis of the differences between planned and actual resources.</p>
Delivered Scheme	<p>Scheme Design: Comparison of the scheme design put forward at the OBC against the detailed design put forward at the FBC and finally a comparison against the actual delivered scheme, noting any design changes and rational for these.</p> <p>Quality Assessment: Assessment of the design standards used to construct and deliver the scheme. Evidence that the scheme has been delivered to the expected standards.</p> <p>Requirements Assessment: Qualitative appraisal of scheme to ascertain whether it meets the needs of stakeholders and end users.</p>

The impact evaluation will assess whether the scheme delivered the stated objectives and intended outcomes and impacts. This will look at travel demand, travel times and reliability, travel behaviour, carbon, noise, local air quality, accidents and scheme objectives. An overview of the impact evaluation measures that will be assessed is provided in Table 16.

**Table 16: Impact Evaluation**

Element	Evaluation Approach
Travel Demand	<p>Assessment of the contribution of the scheme to changes in travel demand within the study area. Analysis of the pre and post scheme opening traffic levels and movements of vehicles, pedestrians and cyclists.</p> <p>The post construction data for both time periods will be compared to the baseline data and forecast traffic flow data as set out in the final business case. The data will be analysed to determine the key changes in traffic patterns.</p> <p>Comparison of the forecast and actual traffic growth.</p> <p>Review of the provision of public transport (local bus services) following the completion of NHRR.</p>
Travel Times & Reliability of Travel Times	<p>Calculation of average journey times across a number of routes through the study area and the variance in these journey times.</p> <p>Analysis of pre and post construction journey time data for journey time analysis routes.</p> <p>Identification of the impact of the scheme on journey times for identified routes.</p>
Travel Behaviour	<p>The impact on travel behaviour will focus on the changes to traffic assignment across the network as a result of the scheme. This will utilise the travel demand journey time and journey reliability metrics to show and explain how travel behaviour has changed following the introduction of the scheme.</p>
Carbon Impacts	<p>The effect of NHRR on carbon levels in the study area will be assessed based on demand/vehicle speed information and analysis of the difference between outturn results and scheme forecasts.</p>
Noise	<p>Noise survey will be completed for the pre and post construction periods. This will enable an assessment of the changes in noise as a result of the scheme to be completed.</p>
Local Air Quality	<p>NO2 monitoring to be undertaken and completed pre and post construction. A comparison of the two will allow a determination of the change in the NO2 quality since opening of the NHRR.</p>
Accidents	<p>Analysis of pre and post scheme opening accident and casualty records for the study area. Focusing on changes since implementation of scheme and how this compares with predicted accident savings identified in the final business case.</p> <p>This will only be completed for the 5 years after the scheme has opened to ensure that the results will be statistically significant.</p>
Scheme Objectives	<p>Analysis as to whether NHRR has achieved its objectives.</p>



**Table 17: Economic Evaluation**

Element	Evaluation approach
<b>Delivery of Local Development</b>	Assessment of the impact that the scheme has had on facilitating the delivery of the Sustainable Urban Extensions with particular focus on the South West Quadrant.
<b>Congestion &amp; Journey Times</b>	Comparison of the forecast congestion and journey time monetised benefits with the outturn congestion and journey time impact will be investigated.
<b>Job Creation &amp; Employment</b>	<p>Assessment of the impact that NHRR has had on the delivery of jobs through:</p> <ul style="list-style-type: none"> <li>▪ Direct delivery of NHRR through construction and local suppliers;</li> <li>▪ Jobs created through SUEs</li> <li>▪ Comparison of pre-construction and post construction for: <ul style="list-style-type: none"> <li>• employment rates</li> <li>• deprivation indicators</li> <li>• business surveys regarding changes in employment and growth rates within the study area</li> </ul> </li> <li>▪ Consultation with LEP</li> </ul>
<b>Outturn Appraisal Assumption</b>	The outturn appraisal assumptions and outturn benefits will be assessed and compared to those forecast at the business case stage.

### 9.2.3 EVALUATION TIMESCALES

The monitoring evaluation programme and timescales will follow the guidance set out in the Major Scheme Monitoring Framework. It will consist of three elements:

- **Pre-Construction Baseline Data Collection:** this will involve the collecting of all of the pre-scheme data that will be used to form the baseline from which to compare the scheme post-construction.
- **Post Construction 1 Year Evaluation:** this will involve producing an initial report based on the data collected one year after the scheme has opened. This will allow the initial outcome and impact of the scheme to be assessed.
- **Post Construction 5 Year Evaluation:** This will involve producing a final report that evaluates and summarises the impact of the scheme. This will demonstrate the impact of the scheme once it has become an established part of the traffic network.

**Table 18: Monitoring and Evaluation Milestone Dates**

Evaluation Stage		Indicative Start Date	Indicative End Date
<b>Monitoring &amp; Evaluation – Pre-Construction Assessment</b>			
Pre-Construction Assessment	Impact Evaluation Data Collection	March 2024	August 2024
	Process Evaluation Data Collection	May 2024	July 2024
	Economic Evaluation	May 2024	July 2024
	Pre-Construction Report	June 2024	August 2024
<b>Monitoring &amp; Evaluation – Post Construction Assessment</b>			
1 Year Post Construction Assessment	Impact Evaluation	Jan 2028	May 2028
	Process Evaluation	Feb 2028	March 2028
	Economic Evaluation	March 2028	May 2028
	Post 1 Year Reporting	May 2028	July 2028
5 Years Post Construction Assessment	Impact Evaluation	Feb 2032	May 2032
	Economic Evaluation	March 2032	May 2032
	Post 5 Year Reporting	June 2032	July 2032

### 9.3 BENEFITS REALISATION PLAN

The Benefits Realisation Plan is a management tool used to define how the anticipated benefits of the scheme will be realised and delivered and when a measurement of the achievement of the project’s benefits can be made. The plan is designed to enable the expected benefits to be planned for, tracked and realised. In addition, the plan details the key activities that are required to manage the successful realisation of these benefits, what needs to be done, when and who has the responsibility of managing the process.

To determine whether the scheme benefits are being realised the desired outputs and outcomes should be converted into measurable indicators of scheme benefits identifying the benefit, the benefit indicator, the target, the specific data requirement and the owner. It must also be asked what factors need to be controlled to ensure that the benefits are realised in the short and long term as well as how to measure the expected benefits.

The OBC benefits realisation plan is set out in the Appendix E and the objectives, indicative benefits and outcomes summarised in Table 20.

**Table 19 – Summary of Objectives, Benefits & Outcomes**

Operational Objectives	Benefits & Specific Objectives	Outcomes
Provision of an additional east west route for local and strategic traffic; Improved access between the strategic A46 and the eastern side of Lincoln including the Lincoln Eastern Bypass; Reduced rat running traffic through southern Lincoln and North Hykeham as a result of east west traffic using appropriate routes.	Improved east west connectivity in the south of Lincoln for strategic and local traffic.	Development of an effective and efficient transport network
	Reduced traffic levels on local urban and rural roads in the South of Lincoln through the transfer of strategic traffic to appropriate routes;	
	Reduced NMU severance in South Lincoln caused by high levels of traffic on the local road network and lack of east west connectivity.	
Provision of a new link to unlock land allocated for the South West Quadrant; Increased network capacity to accommodate housing growth;	The delivery of the Sustainable Urban Extensions by improving access to the identified sites.	Delivery of housing / Sustainable Economic Growth
	The delivery of the South West Quadrant through the provision of additional network capacity and non-motorised user infrastructure necessary for the delivery of new housing	
Improved route choice for east west movements to reduce traffic and congestion on the existing orbital network and key routes through Lincoln; Expansion of the Orbital Network around Lincoln Improved strategic and local route choice to improve network resilience;	Reduced traffic levels and congestion on the existing orbital road network around Lincoln and on key routes through the city to support: <ul style="list-style-type: none"> <li>- Improved access to central Lincoln;</li> <li>- Improved access to the Humber Ports and Airport; and</li> <li>- The improvement of access to the Lincolnshire Coast.</li> </ul>	Sustainable Economic Growth
	Improved the resilience of the orbital and key route network through and around Lincoln through to reduce the impact of major incidents	

## 10 MANAGEMENT CASE SUMMARY

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LCC has developed a robust and detailed management plan for the delivery of the NHRR scheme. Both LCC and its Professional Service Partners, WSP, have a long and successful track record of delivering major schemes from inception to construction. The lessons learnt from these schemes have been incorporated into the project management and governance arrangements for the NHRR scheme. Crucially, this provides confidence to stakeholders that the NHRR scheme will be delivered as per the project plan and their expectations.

A robust Governance Framework is in place for the scheme following the principles of PRINCE2. This includes a Project Board, a clear reporting and project management structure, and a robust project assurance process; these elements will provide a solid framework for the delivery of the scheme. It also ensures that all elements of the scheme will be proactively monitored and, where necessary, challenged. This will also provide a clear auditable trail that shows how the key project decisions have been made.

A detailed project plan and programme is in place and a robust communications and stakeholder management strategy has been set up to manage the engagement processes for all aspects of the project.

The risk management strategy provides a platform to effectively manage the risks for the scheme. The complexity of the scheme means that this will be a vital part of the ongoing management of NHRR.

It is considered that this Management Case demonstrates that the right project controls are in place to ensure that delivery of the scheme is viable.

# Appendix A

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**PROJECT INITIATION DOCUMENT**





# Appendix B



**PROJECT PROGRAMME**





# Appendix C



**ENGAGEMENT STRATEGY**



# Appendix D

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**RISK MANAGEMENT STRATEGY** 



# Appendix E



**BENEFITS REALISATION PLAN**



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