



A12 Suffolk's Energy Gateway Outline Business Case

Suffolk County Council

Management Case

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1. Introduction

1.1 Suffolk's Energy Gateway

A12 Suffolk's Energy Gateway (SEGway) comprises an improvement to the 4.5 mile (7 km) section between the B1078 at Wickham Market and the A1094 at Saxmundham in East Suffolk. It:

- Joins two sections of existing dual carriageway through a new offline alignment segregated from local roads.
- Bypasses the four communities of Marlesford, Little Glemham, Stratford St. Andrew and Farnham currently subject to all the adverse impacts of traffic.
- Incorporates upgrades to sub-standard junction layouts at both the B1078 and A1094 intersections.
- Enables an increase in local walking and cycling to essential services and the countryside.
- Starts construction in April 2021 and opens to the public in April 2023.

Option LB1d comprises a Dual Carriageway (70mph speed limit) version of the above.

Option LB2s comprises a Single Carriageway (60mph speed limit) version of the above.

The broad location of the scheme options is illustrated below.

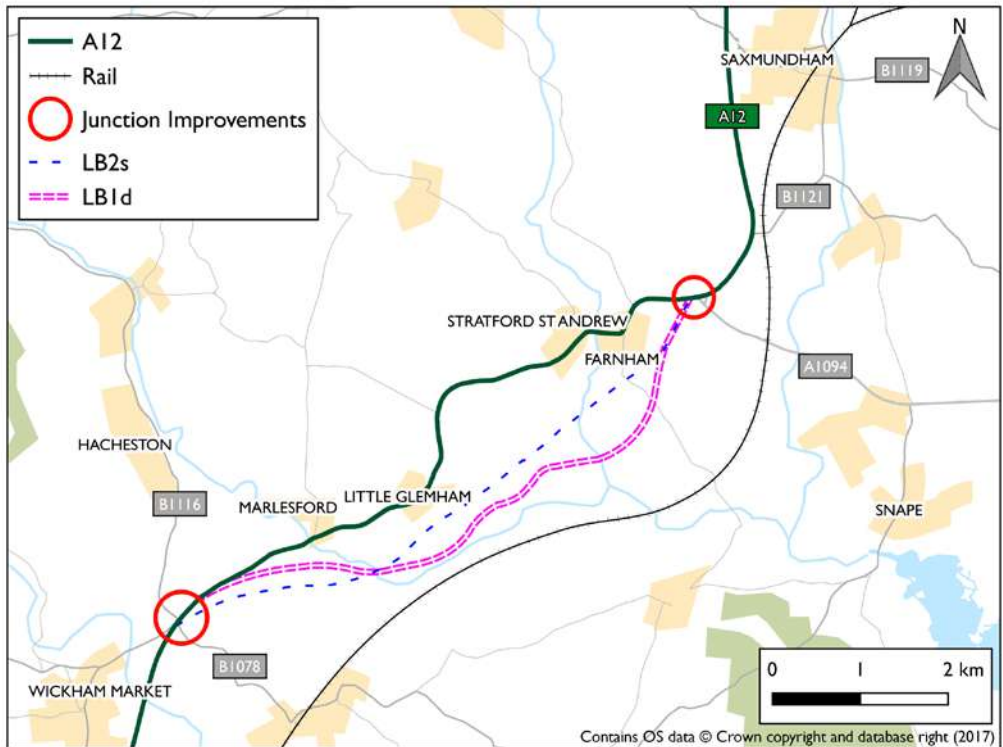


Figure 1.1 : Scheme options appraised in the Outline Business Case

1.2 The purpose of the Management Case

The Management Case assesses whether a proposal is deliverable. It tests the project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance.

There should be a clear and agreed understanding of what needs to be done, why, when and how, with measures in place to identify and manage any risks. The Management Case sets out a plan to ensure that the benefits set out in the Economic Case are realised and will include measures to assess and evaluate this.

The Management Case is discussed under the following headings for SEGway:

- Project Governance
- Assurance and Approval Plan
- Delivery Programme
- Risk Management Strategy
- Stakeholder Communications Plan
- Benefits Realisation Plan
- Monitoring and Evaluation
- Conclusions.

The Management Case also makes reference to the following Appendices and standalone Annex:

- Appendix A – Delivery Programme
- Appendix B – Risk Register
- Annex – Report on Public Consultation

1.3 Limitation Statement

The sole purpose of the report is to support the business case for the SEGway scheme.

The document should be read in full with no excerpts to be representative of the findings. It has been prepared exclusively for Suffolk County Council (SCC), Suffolk Coastal District Council, Waveney District Council and the Department for Transport (DfT) and no liability is accepted for any use or reliance on the report by third parties.

2. The Management Case

2.1 Project Governance

2.1.1 Overall governance structure

An appropriate governance structure is essential to the successful delivery of A12 Suffolk Energy Gateway's (SEGway) detailed design and construction to enable its opening to road users in 2023. Suffolk County Council already has effective programme, risk and project reporting arrangements in place across its capital projects. The scheme will be delivered in line with Suffolk County Council's project management procedures which are based upon a PRINCE2 methodology.

Suffolk County Council has commenced the set-up of a Project Board, a Project Delivery Team and a Stakeholder Group to work together to deliver the scheme. This includes key members of Suffolk County Council (Dave Watson, Graeme Mateer and Joseph Hough) who have been responsible for commissioning and managing the delivery of the Outline Business Case for SEGway, who will provide continuity at the next stage of the project.

The Project Board's primary function is decision-making and review. The Board will effectively 'own' the scheme and be responsible for:

- Managing the scheme and ensuring its successful delivery
- Keeping track of the overall project programme to ensure that the scheme is delivered within the constraints of time and budget
- Facilitating communication to aid the decision-making process
- Providing guidance and support to the Project Manager and the Project Delivery Team
- Authorising necessary funds and spending
- Ensuring a stakeholder management framework is in place and stakeholders are being managed
- Managing risks.

Figure 2.1 is a high-level governance structure, depicting how the Project Board fits within the overall delivery framework, the inter-relationship between various entities and their strategic roles in delivering the scheme.

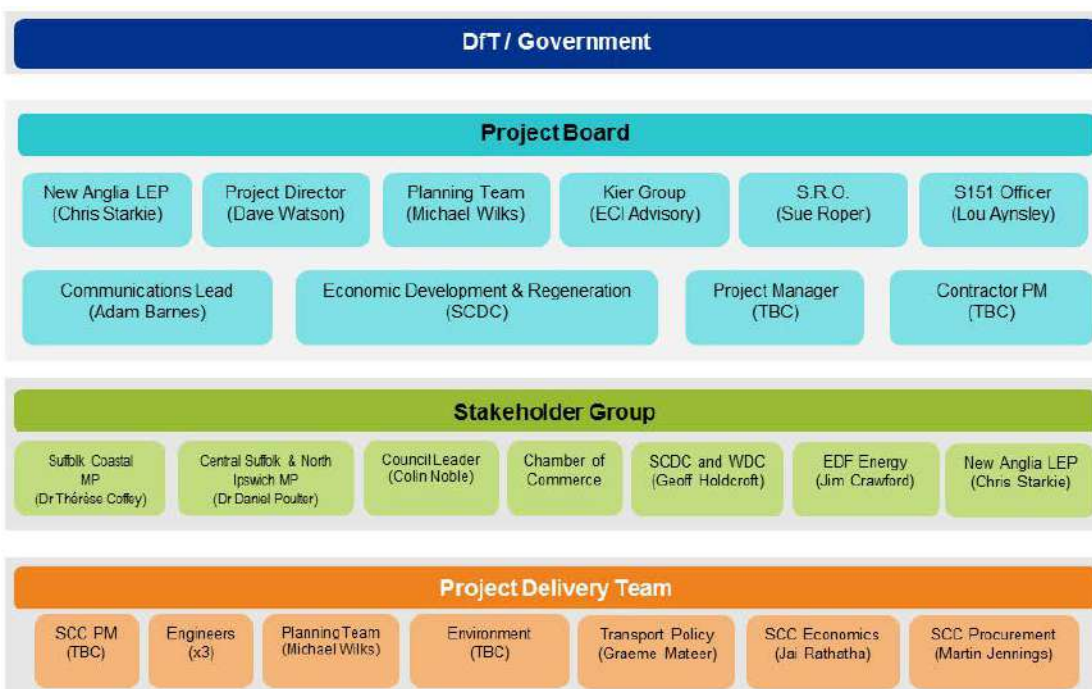


Figure 2.1 : Suffolk's Energy Gateway high level governance structure

2.1.2 Project Board

The Senior Responsible Officer (SRO) will be Sue Roper. The SRO will be responsible for chairing meetings and providing guidance and support to the Project Manager as required. The SRO will ensure that the scheme is progressing in line with the originally envisaged project programme and that key deliverables and milestones agreed by the Project Board are achieved. Other members of the Project Board include the Suffolk County Council Project Director and Project Manager, the appointed contractor's Project Manager and representatives of the New Anglia Local Enterprise Partnership (LEP). The governance structure and roles are summarised in Table 2.1.

Individual	Role	Role in own organisation
Sue Roper	Senior Responsible Officer	Assistant Director, Strategic Development, Suffolk County Council
Dave Watson	Project Director	Transport Strategy Manager, Suffolk County Council
To be appointed	Project Manager	Project Manager, Suffolk County Council
To be appointed on commission	Contractor's Project Manager	Contractor's Project Manager for the Suffolk's Energy Gateway scheme
Michael Wilks	Planning Team Representative	Planning Project Manager, Suffolk County Council
Chris Starkie	New Anglia LEP Representative	Managing Director, New Anglia LEP
To be confirmed	Economic Development and Regeneration Representative	Economic Development and Regeneration Representative, Suffolk Coastal District Council (SCDC)
Adam Barnes	Stakeholder Communications Manager	Senior Strategic Communications Officer, SCC
Lou Aynsley	S151 Officer (Financial affairs)	S151 Officer, Suffolk County Council

Table 2.1 : Suffolk's Energy Gateway Programme Delivery Board

It is anticipated that the Project Board will meet quarterly as a minimum with further meetings as required. The first meeting of the Project Board is planned for February 2018 to agree updates to the procurement strategy (see Commercial case) as to whether the scheme should be delivered through a two-stage procurement (design and construction) or a single design and build contract.

2.1.3 Stakeholder group

Representatives from the key statutory stakeholders (i.e. the DfT) project partners (i.e. Suffolk Coastal District Council, Waveney District Council, Suffolk and Waveney Chambers of Commerce and the New Anglia LEP) and the Members of Parliament for the area will be invited by the promoter (Suffolk County Council) to form a stakeholder group for the scheme. This group will identify key constraints to scheme delivery, capture wider stakeholder opinion and disseminate information to other stakeholders and the wider public.

This group largely mirrors the public / private sector Suffolk Energy Coast Delivery Board that was set up in 2014 to maximise the benefits and legacy of investment in the energy industry in Suffolk. This typically meets on a quarterly basis.

2.1.4 Project Delivery Team

The Project Delivery Team will be tasked with delivering the Full Business Case and the scheme through its remaining stages to completion. This will involve negotiating with the key stakeholders and partners in the development and maintaining key lines of communication between the promoter, stakeholders and The New Anglia LEP. The Project Delivery Team responsible for the delivery of this project is set out in Table 2.2.

Individual	Role	Role in Own Organisation
To be appointed	Suffolk County Council Project Manager	Scheme project manager, Suffolk County Council
To be appointed on commission	Consultant's Design Manager	Consultant's Design Manager for the Suffolk's Energy Gateway scheme
To be appointed on commission	Contractor's Project Manager	Contractor's Project Manager for the Suffolk's Energy Gateway scheme
Joseph Hough TBC TBC	Suffolk County Council Transport Planning and Engineering Assurance	Senior Transport Planner, Suffolk County Council Highways/Structures Engineers, Suffolk County Council
Graeme Mateer	Suffolk County Council Transport Policy Lead	Transport Policy Specialist in Transport Strategy and Strategic Development
Jai Rathatha	Suffolk County Council Economic Development Lead	Economic Development Manager
Martin Jennings	Suffolk County Council Procurement lead	Senior Officer – Procurement and Contract Management, Suffolk County Council
Michael Wilks	Planning Team Representative	Consents Manager, Suffolk County Council
New appointment TBC	Suffolk County Council Environment lead	Head of Natural Environment, Suffolk County Council

Table 2.2 : Suffolk's Energy Gateway Project Delivery Team

Additional discipline specialist expertise will be requested to attend the Project Delivery Team as and when required. Moving into project implementation, Suffolk County Council's PM (or a named deputy) will be responsible for the administration of the Engineering and Construction (E & C) contract management arrangements described in the Commercial Case Section 2.7. The E & C Project Manager will be supported by a Supervisor and site based supervision team. The E & C Project Manager and Supervisor will also provide a site presence to deal with all contract variations/issues and early warnings/compensation events.

2.1.5 Project Reporting Arrangements

The Project Delivery Team will meet formally on a monthly basis, reporting to the Project Board on a quarterly basis with escalation of issues by exception.

SEGway will be delivered in line with Suffolk County Council's existing effective programme, risk and project management procedures. The Project Manager will be responsible for co-ordinating the delivery of the scheme elements, identifying key interdependencies and ensuring that the overall project is delivered to programme, quality and budget. The Project Manager will report directly to the Project Director. The Project Board will oversee the development and delivery of the scheme.

2.1.6 Continuity

This approach represents a natural evolution of how Suffolk County Council has managed the delivery of the Outline Business Case. A proportionately sized project delivery team has worked with consultants Jacobs and WSP to deliver this Outline Business Case through close liaison. This has been supplemented by focussed input from members of the Project Board and other specialists across Suffolk County Council, Suffolk Coastal District Council and Waveney District Council at events such as programme planning and risk workshops. The following key members will provide continuity into the delivery of the Full Business Case, detail design, construction and bringing into operation:

- Outline Business Case Project Director – Dave Watson
- Outline Business Case Project Manager – Graeme Mateer
- Transport Planning Advice and Assurance – Joseph Hough.

2.2 Assurance and Approval Plan

Responsibility for the assurance and approval of the Outline and Full Business Cases rests initially with the DfT, who will assess the technical content of the business cases against appropriate business case and transport appraisal guidance in order to confirm that the scheme represents value for money to the taxpayer. The DfT will then advise Transport Ministers to approve (or decline) the Business Case and scheme at each stage of the process. The DfT typically follow a three-staged gateway process of funding approval for transport schemes:

- **Programme Entry** will occur if and when Government agrees that the Outline Business Case for SEGway supports Government policy objectives, provides sufficient value for money, is affordable, is deliverable and a priority for funding. It is important to note that SEGway is competing with other schemes across England for a slice of the finite Large Local Major funding pot. Given the size of the funding pot there is an implicit assumption that DfT will not be able to fund all schemes through this funding mechanism that are submitted for review. The DfT is expected to make its decision as to which schemes it wishes to continue to support through this funding allocation in May 2018.
- Programme Entry will also set the DfT's maximum funding contribution, with the scheme promoter being responsible for meeting the local contribution and any further increase in costs.
- **Conditional Approval** will occur following the granting of statutory powers (i.e. award of planning consent) but before a procurement exercise has taken place. It will effectively be a commitment to funding, subject to the cost estimates and risks remaining unchanged and the scheme being ready to start within a certain (to be defined) period. It is anticipated that this stage would include submission of the Full Business Case for review and approval, with the proviso that the Financial Case and Economic Case may need revisiting following the procurement exercise to merit Full Approval.
- **Full Approval** occurs after the selection of a preferred contractor following the procurement process, which will achieve a fixed scheme cost and increased scheme cost certainty. The final version of the Full Business Case will be submitted at this point and if approved, Suffolk County Council will be able to start drawing down funding and begin construction.

The Promoter – Suffolk County Council – will liaise with the DfT and the New Anglia LEP to develop and agree the Assurance and Approvals Plan during development of the Full Business Case. Gateways are likely to be:

- At the end of Preliminary Design,
- Post Public Consultation
- Pre planning
- At submission of the planning application
- Pre Tender and Post Tender
- Award of Planning Consent
- Award of Contract
- Completion of the scheme.

The scheme's Value for Money (VfM) statement will need to be reviewed and updated at each gateway. The VfM statement must be signed off as true and accurate by a named officer with responsibility for VfM assessments within the New Anglia LEP.

2.3 Delivery Programme

2.3.1 Methodology and assumptions

A project programme looking ahead to the scheme's detailed design, construction and operation has been developed during the Outline Business Case. This sets out all the key project tasks and their duration, the interdependencies between each of the tasks, with key milestones and gateways also recorded.

This programme has been developed by the design team and validated with the Project Delivery Team at key project meetings, such as risk workshops and monthly progress reviews, with the final programme developed at an interactive planning meeting attended by representatives of Suffolk County Council, Suffolk Coastal District Council and Jacobs on 29 November in Ipswich.

In developing this programme consideration has been given to what Suffolk County Council could do to accelerate the programme by progressing specific elements in early 2018 (at their own risk) prior to notification by DfT of Programme Entry.

The two options, Long Dual Carriageway (LB1d) and Long Single Carriageway (LB2s) appraised as part of the Outline Business Case are proposed to follow different alignments, however they remain very similar in nature due to the interactions with side roads, public rights of way and the rivers and flood plains located in the area of interest. For this reason, it was decided that a delivery and construction programme for LB1d the dual carriageway (and the preferred option following all the work), would be developed along with this narrative developed to consider the differences between the two options.

At this stage, Suffolk County Council is still considering the merits of two procurement routes and both of these are shown in the programme, although with no overall impact on the planning and construction programme.

2.3.2 Overall Project Delivery – General Programme Narrative

The full draft working programme including further detail for the construction period is provided in Appendix A. The full programme provides detail on governance, design, stakeholder consultation / liaison, environmental surveys and impact assessment, town and country planning, full business case development, procurement and then construction including the interdependencies between each. Key milestones and dependencies are identified in sections 2.3.4 and 2.3.5.

Suffolk County Council intend to proceed with environmental surveys, statutory undertaker searches, scope topographical and ground investigation surveys, and prepare for further stakeholder engagement (through the development of draft statement of community involvement) in early 2018 “at risk”. In February 2018 Suffolk County Council would also come to a conclusion as to whether it would follow a traditional two-stage procurement (design and construction as separate contracts) or a design and build model, and would engage DfT’s Procurement Centre of Excellence on this topic.

Following successful notification of programme entry (assumed end May 2018), Suffolk County Council would proceed with the commission of preliminary design work, topographical and ground investigation surveys, stakeholder liaison / consultation over the summer of 2018, to then prepare for pre-planning submission consultation in September and October 2018.

The intention is to go to planning in early January 2019 with the planning determination period up to April 2019. This would require work on the scheme’s Environmental Impact Assessment and Transport Assessment. Planning would be determined through the Town and Country Planning Act with Compulsory Purchase Orders and Side Road Orders published in summer 2019. This would provide an opportunity to discharge conditions and objectors to make representations with a Public Inquiry assumed to occur in Winter 2020.

Further substantial work on the scheme’s economic case through further transport modelling and associated environmental assessment (noise and air quality) and WEBTAG appraisal would wait until 2020, when detailed designs would be finalised. This would also allow incorporation of latest assumptions around the Local Plans for Waveney and Suffolk Coastal districts (expected to be subject to Examination in Public in 2018 and 2019 respectively) and Sizewell C power station development. This work would incorporate latest costs and allow updates to WEBTAG guidance and parameters to be included where applicable, with this all agreed through regular liaison with DfT.

During 2020 further certainty on scheme costs, and Sizewell C and its funding contribution would be known with this incorporated into the scheme’s Financial Case for DfT approval.

Assuming suitable tendered costs are received and DfT sign off of the Full Business Case, Suffolk County Council would seek to award a construction contract in early 2021 with mobilisation and then the commencement of full construction activities in April 2021.

2.3.3 Construction - General Programme Narrative

In developing the project's overall programme for construction, we have paid specific attention to the project's construction programme with further detail for the preferred option - LB1d shown in Appendix A. The attached programme logic is broadly divided into 3 linear sections:

- Section 1 – A12/B1078 junction at Wickham Market to the west abutment of the planned River Ore viaduct.
- Section 2 – Central section from the River Ore to River Alde
- Section 3 – Planned River Alde Viaduct to A12/A1094 junction.

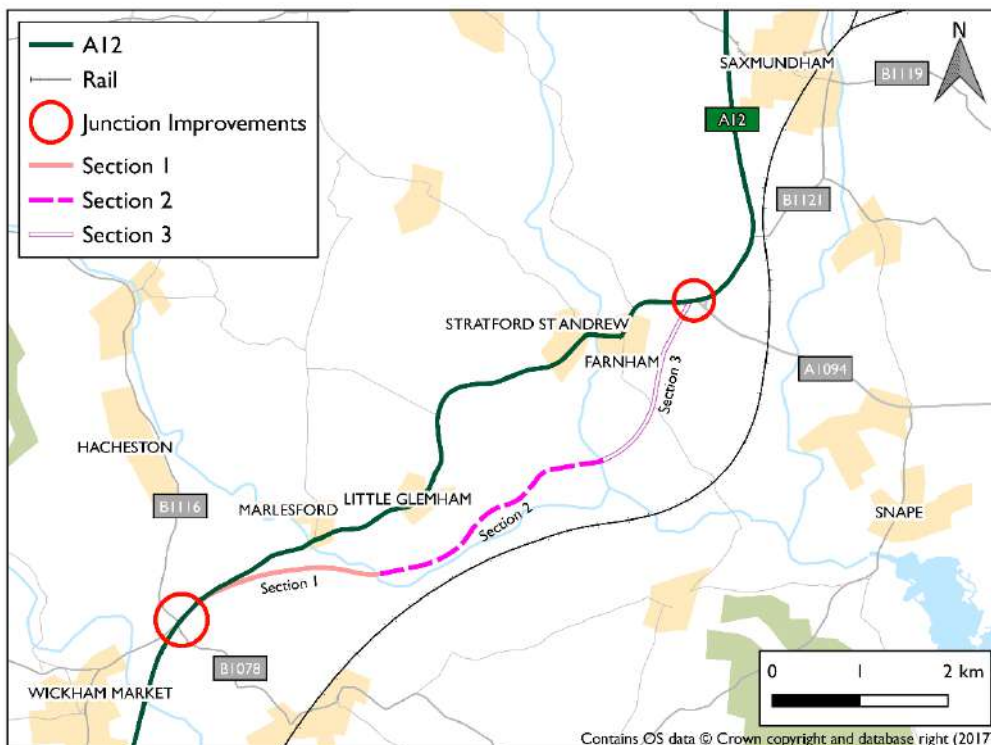


Figure 2.2 : LB1d Indicative Construction Sections

The logic and sequencing of the works is based on earliest commencement of structures, potential access restrictions, areas of cut priority over fill and geographical split by the two flood plains of the Rivers Alde and Ore. All sections are considered to commence independently from individual access points. Specific access arrangements for construction traffic and the method of construction will be developed in more detail as part of the scheme's preliminary design, detailed design and transport assessment for planning application.

The programme for LB2s, the single carriageway option and low cost alternative is deemed to follow a similarly three-divided logic. Durations for each activity are likely to be reduced to do a smaller quantum of material handling but this should not be assumed to be pro-rata based on quantity as the programme length will be largely driven by mobilisation and linear progression rather than quantity alone. With an expected reduced quantity of finishing works a possible reduction of circa 2 months (8% overall) should be targeted.

2.3.4 Key milestones

The key milestones from both programmes are identified below:

Milestone	Date(s)
Environmental surveys start	January 2018
Determine preferred procurement route	February 2018
DfT Outline Business Case approval	End May 2018
Appoint Preliminary Designer	End May 2018
Further stakeholder consultation	June 2018 to End July 2018
Preliminary Design complete	End July 2018
Environmental surveys complete	End September 2018
Pre-(planning) submission consultation	September 2018 to End October 2018
Submission of planning application	Early January 2019
Detailed Design start (if traditional two-stage route chosen)	January 2019
Determination of planning decision and conditions	April 2019
Appoint D&B Contractor (if this route chosen)	June 2019
Publication of scheme orders / Compulsory Purchase Orders	July 2019
Completion of Detailed Design (if applicable)	December 2019
Completion of Public Inquiry	March 2020
Tender Construction – OJEU Notice (if applicable)	May 2020
Initial Construction Costs / Target Cost Available	End July 2020 to End September 2020
Confirmation of all statutory orders and consents	August 2020
Land acquisition complete	October 2020
Full Business Case submitted to DfT	October 2020
DfT approval to proceed	January 2021
Award construction contract	Mid January 2021
Mobilisation	Mid-January to Mid April 2021
Start of construction	April 2021
Scheme open to public	April 2023
Monitoring and evaluation	Within 1 year and 5 years of completion

Table 2.3 : SEGway - Key Milestones

2.3.5 Key Dependencies and Issues

The following table provides a summary of the issues and dependencies likely to affect the delivery and implementation of the scheme.

Phase	Status	Key Issues	Target Date to Close Out
Surveys	All relevant seasons of environmental surveys required Intention is to scope the Environmental Impact Assessment (EIA) in January 2018, with surveys from January 2018 to September 2018	Develop appropriate mitigation Produce EIA for Planning Application	EIA to be completed by December 2018
Statutory Powers	Planning consent required through the town and country planning act Public Inquiry required	Government could consider using the Nationally Significant Infrastructure Project (NSIP) route for this scheme to further reduce the risk of any delays Obtain planning consent Obtain satisfactory support from Inspector and Secretary of State if required Potential for judicial review	October 2020
Funding	EDF Energy advised that it supports the objectives of the SEGway scheme. EDF Energy has acknowledged that it would be prepared to make a proportionate financial contribution towards the SEGway scheme, in lieu of providing an alternative highway scheme along the A12, which would be required to enable its delivery of the Sizewell C project. – see Letters of Support Recognising the above, the importance of the scheme in helping to facilitate the achievement of the Government's Clean Growth Strategy and the amount of funding at its disposal, SCC is only able to provide a local contribution of 5% DfT funding to be determined through this Large Local Majors process	Agree mechanism to capture EDF funding on approval of its DCO and a positive Final Investment Decision and thereby reduce DfT funding contribution when secured (see Section 2.4.6) Consider alternative funding methods as a contingency (see Section 2.4.6)	Prior to submission of Full Business Case – October 2020
Land	To be acquired	Secure the land through close working with landowners and appropriate legal powers if required	October 2020
Local Plan Review	Options for the location and scale of development in East Suffolk for the Local Plan period to 2036 are being reviewed. Depending on the outcome this could further strengthen the case for the scheme	Waveney District Council is currently working towards submitting a final version of the Local Plan for Examination in late spring 2018 with adoption scheduled for end 2018. Suffolk Coastal District and are expected to publish their preferred option in 2018 with Examination in 2019.	Spring 2019

Table 2.4 : SEGway – Key Issues and Dependencies

As typical for a major highway scheme, the full range of environmental surveys are needed for the production of the environmental documentation for the planning application. Delay to notification of Programme entry and consequent impact on starting the surveys could impact the programme. The Project Delivery Team plans to work with the DfT during 2018 to understand any change to likely decision timescales and will consider commissioning surveys with no certainty of programme entry to mitigate this risk.

Suffolk County Council's proposals are based on the assumption that the scheme will and can be delivered on time by seeking planning permission through the Town and Country Planning Act. However, Government could consider using the NSIP route for this scheme. This would further reduce the risk of any delays, which given the dependency with the construction timeline of Sizewell C would be highly desirable. For the avoidance of any doubt, the County Council is of the view that the scheme can be delivered on time via either of the routes.

The project's funding package is currently planned as comprising a minimum 5% local contribution with the remainder from the DfT. However, this comes with the potential for a developer contribution of between 9% and 19.5% of option LB1d or between 13.5% and 29.5% of option LB2s if Sizewell C gets a successful DCO decision. This reflects both the importance of the project in terms of helping the UK to meet its clean energy and growth targets – in helping to facilitate Sizewell C, and the affordability of a higher local contribution for Suffolk County Council and its local partners. The Financial Case and Section 2.4.6 below provide further detail on the planned approach to providing the local contribution and securing developer contributions and why this scheme is a "unique case".

Close liaison with landowners will be an important part of stakeholder engagement as the scheme design progresses (see Section 2.5.4)

2.4 Risk Management Strategy

2.4.1 Introduction

This section describes the current risks associated with SEGway, the arrangements for risk management, and provides details of Suffolk County Council's contingency plans if implementation is delayed for any reason. It also provides evidence of recent and similar projects successfully undertaken by Suffolk County Council

2.4.2 Development of a Risk Register

Risk workshops were held on 6 September 2017 and 4 October 2017 in Ipswich including representatives from Suffolk County Council, Suffolk Coastal District Council and Jacobs. These workshops enabled participants to identify and quantify all known risks associated with the scheme to enable Quantitative Risk Analysis (QRA). Specific risks have been further reviewed at subsequent project meetings as more information has been received.

The QRA was undertaken in order to determine the amount of risk to be applied to the base costs of the Scheme and is based on industry knowledge and experience from other, similar schemes which have been constructed. The QRA includes all types of risk which could affect the cost of the Scheme such as planning delay, political decisions, legislative delays etc.

We now provide a summary of the most significant risks (classified as either medium or high risks – i.e. with a risk score of 6+), how they are being managed and their potential impact on time and budget.

The classification of what constitutes a medium or high risk is shown below (Table 2.5), with the Risk Register output in Table 2.6. There are no critical risks and low risks are not shown below for reasons of brevity. However, the full risk register that resulted from this work can be found in Appendix B.

The full QRA is reported separately in the *Financial Case*.

Key:

		Critical Risk	High Risk	Medium Risk	Low Risk	
Probability	Almost Certain					
>80%	5	5	10	15	20	25
51 to 80%	Likely	4	8	12	16	20
21 to 50%	Possible	3	6	9	12	15
6 to 20%	Unlikely	2	4	6	8	10
0 to 5%	Rare	1	2	3	4	5
	IMPACT	Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
	Cost	<£200K	>£200K <£1M	>£1M <£4M	>£4M <£9M	>£9M
	Time	<1 month	>1 month <3 months	>3 months <6 months	>6 months <2 years	>2 years
	Quality	Minimal Meets/ Exceeds requirements	Minor Shortfalls require minor correcting	Moderate Shortfalls require moderate changes, but objectives delivered	Large A large shortfall, objective not met	Major More than one objective not met
	Reputation	Public criticism of less than one day requiring minimal additional press office involvement.	Public criticism of over one day to one week and/or requiring a project team response.	Public criticism of over one to two weeks and/or requiring a significant project team response.	Public criticism of over one to two weeks and/or requiring a Chief Executive response.	Public criticism over three to four weeks and/or requiring a Secretary of State response.
	Proximity	>2yrs <10yrs	>1yrs <2yrs	>6m <1yrs	>2m <6m	<2m

Table 2.5 : Risk Matrix Classification

2.4.3 Risk Register

Risk No.	Description	Impacts on Time	Impact on Budget	Risk Management
0001	Private sector funding at risk if Sizewell C delayed	No impact on time should all parties agree that SEGway can go ahead in the absence of Sizewell C funding certainty	National and local government fully funds the project, although with a clear recognition of the downstream benefits to the UK at a later date in terms of its Clean Growth Strategy. Opportunity to capture private sector contribution at a later date should be explored	Approach taken and documented in the Management Case and Financial Case removes this risk so that the scheme can be delivered in advance of Sizewell C. The approach also provides a mechanism to secure funding from EDF on approval of its DCO and Financial Investment Decision and thereby reduce the contribution from the public purse. Suffolk County Council and local partners will liaise with EDF every 3 to 6 months through the Energy Coast Delivery Board and other mechanisms
0002	Following completion of the detailed modelling and economic appraisal for the scheme, the scheme does not show "medium value for money" according to DfT guidance and assessment criteria (i.e. the Cost Benefit Ratio is below 1.5).	Project on hold for a significant amount of time	Abortive cost, project reconfiguration and submission cost	Develop design sympathetically to requirements with best value
0003	Unspoiled countryside - failure to achieve stakeholder agreements	Time delay through protracted actions, remedial works to safe guard and replanting scheme to replace removed trees	N/A	Early engagement with stakeholder consultees, before consenting stage, mitigate for environmental impact through design, legally review planning docs to assure not subject to challenge at enquiry
0005	Failure to carry out early ecological studies, due to missed breeding date or other constraints Late approval to progress	Minor delay to programme	N/A	Assure ecology survey and mitigation are assessed and programme tailored to meet requirements and specific assessment periods Assess critical works and carry out assessments before DFT funding received

Risk No.	Description	Impacts on Time	Impact on Budget	Risk Management
0007	DfT do not meet anticipated dates for approvals	Delays to the schedule awaiting DFT approvals	N/A	Confirm the number of approvals required and probable number/duration of possible impacts Determine whether specific tasks (e.g. surveys) can be progressed "at risk"
0009	Insufficient critical resources for statutory bodies	Likely 6-month delay	N/A	To be managed through business as usual activities Early engagement with statutory authorities Assure Internal Quality Assurance process applied Confirm the number of approvals required
0011	Stakeholder negotiation increases scope	Likely 3-month delay	Increased cost for remedial works	Early engagement and consultation prior to planning and focus on specific groups
0012	Higher than anticipated costs related to land purchase or access route agreement	The time and cost impacts cannot currently be confirmed	The time and cost impacts cannot currently be confirmed	Review the proposed route and confirm expected requirements Review impacts on scheme's value for money statement
0015	Unexpected ground conditions - hard ground - dissolution of underlying Chalk Soft and loose compressible / low bearing or ground that is aggressive to buried concrete"	Likely 3-month delay	Extra cost for removal and management	Ground investigation (GI), reassessment of design if surveys are different to expected Undertake route specific detailed GI to target site-wide ground characterisation prior to tender. Undertake location specific supplementary GI to specifically target structures, earthworks and ground risk. Assure all findings are included in Prequalification Questionnaire issued to contractors so that the ownership of risk sits with contractor in contract

Risk No.	Description	Impacts on Time	Impact on Budget	Risk Management
0016	Flood plain becomes saturated	Likely 4-week delay	Contractor overhead costs	Monitor weather patterns and plan works around when likely flooding will occur
0022	Ancient trees and woodland removal required - not part of planned works	Potential route adjustment may have subsequent time and cost implications – currently not assessed	Potential route adjustment may have subsequent time and cost implications – currently not assessed	Review environment through surveys Assess possible impact for removals if required, engage early management for removal, transfer risk to contractor
0042	Unexploded Ordnance (UXO) encountered. Regional study indicates moderate risk.	Slower progress to remove ordnance, likely 4-week delay	N/A	Undertake a Preliminary Unexploded Ordnance Risk Assessment / Detailed UXO threat assessment desk top study Transfer risk to contractor, assure contractor fully aware of requirements to create safe systems of work to manage risk
0043	Preliminary design study indicates unknown groundwater conditions.	Likely 4-week delay design phase, 4 weeks at construction phase	Redesign and increased construction costs	Undertake route specific Detailed GI to target site-wide ground characterisation prior to tender. Undertake location specific Supplementary GI to specifically target structures, earthworks and ground risk. Transfer to contractor through contract negotiations"
0044	Preliminary desk study indicates potential local instability associated with 'Head' superficial deposits (fragmented materials which have moved downstream following geological weathering)	Likely 4-week delay design phase, 4 weeks at construction phase	Redesign and increased construction cost	Undertake route specific Detailed GI to target site-wide ground characterisation prior to tender. Undertake location specific Supplementary GI to specifically target structures, earthworks and ground risk. Transfer to contractor through contract negotiations

Risk No.	Description	Impacts on Time	Impact on Budget	Risk Management
0045	Greater than anticipated excavation in hard materials	Delays due to approximately 10% increase in excavation over construction	N/A	Undertake route specific detailed GI to target site-wide ground characterisation prior to tender
0046	Lack of inclusion of Geotextile in earthworks construction	Not determined	Not determined	Undertake route specific detailed GI to target site-wide ground characterisation prior to tender, and where necessary include allowance in design
0047	Increase in requirements for environmental mitigation	N/A	Likely 2% additional capital costs	Ensure adequate environmental surveys are carried out and measures included in design above those already anticipated
0048	Utilities diversions	N/A	Unknown quantity for the required utility diversions omitted from cost estimates	Carry out Stage C3 (Budget Cost of Utilities) / Stage C4 (Detailed Cost of Utilities) inquiries during preliminary design
0049	NSIP not secured, hence DCO route not applicable	Likely 6-month delay	N/A	Identify planning route early in programme, and progress accordingly. Current programme based on Town and Country Planning route.

Table 2.6: SEGway Risk Register – November 2017

2.4.4 Managing and Reporting of risk

The project has adopted the HM Treasury Green Book approach to managing and reporting risk. This is a broadly cyclical four-stage process requiring on-going work during scheme development and delivery to:

- Identify risks
- Assess and evaluate risks
- Establish appropriate response plan and responsibilities
- Implement the action and review the outcomes.

In order to manage and respond to a risk, a suitable response plan is developed which will adopt one of the following four strategies:

- Accept or tolerate – In the event that a) the cost of taking any action exceeds the potential benefit gained; or b) there are no alternative courses of action available
- Treating the risk – Continuing with the activity that caused the risk by employing four different types of control including preventative, corrective, directive and detective controls
- Transferring the risk – Risks could be transferred to a third party e.g. insurer or contractor
- Terminating the activity that gives rise to the risk.

The Risk Register developed so far will be kept up to date throughout the lifespan of the Scheme. This will be achieved through a review of risks at monthly progress meetings and at further risk workshops held at the discretion of the Project Delivery Team.

Each of the risks on the risk register is allocated to a 'risk owner', depending on the risk type and its proximity (i.e. when it is likely to be realised / removed). Development of the response plans to then manage risks will be undertaken only where the likelihood and of occurrence and impact can be risks can be cost effectively managed. Effectiveness of the response plan is dependent on the proper implementation and review of the residual risk (including any secondary risk associated with implementation). Reviews of the status of scheme risk assessments and their related response plans (as part of project reporting) will be an integral part of progress meetings (and at the Project Board) during progression of detailed design and the construction period. All key risks will be formally reviewed at key decision points in the scheme lifecycle.

2.4.5 Roles and responsibilities

Suffolk County Council already has effective programme, risk and project reporting arrangements in place across its capital projects. The scheme will be delivered in line with the Council's project management procedures which are based upon a PRINCE2 methodology.

The Project Board has overall responsibility for governance and risk associated with the delivery of the Scheme. The Project Director – Dave Watson is responsible for managing and overseeing the risk management strategy and where appropriate agreeing and undertaking actions to mitigate key risks.

The Project Delivery Team is responsible for maintaining and updating the Risk Register and planning for mitigating any risks which do not require escalation to the Project Board.

2.4.6 Contingency plans

If implementation of the scheme is likely to be delayed the fall back arrangements depend on the reasons for the delay. Certain elements of the programme have built in tolerance/contingency to account for risks identified within the risk register (which could have an impact upon the programme). In addition, some elements of the programme are not necessarily on the critical path.

In developing the programme, the Project Delivery Team has considered the scheme's relationship with EDF Energy's Sizewell C plans. In order to secure a private sector contribution from EDF Energy, solutions have to be found for the public sector to forward fund SEGway. The scheme has to be affordable and should not delay SEGway's ability to solve longstanding problems and deliver wider benefits for the East Suffolk economy beyond just the energy industry.

- **Public Sector / Private Sector funding split** – The project's funding package is currently planned as comprising a minimum 5% local contribution with the remainder from Central Government. This reflects the importance of the project in terms of helping the UK to meet its clean energy and growth targets – in helping to facilitate Sizewell C, and the affordability of a local contribution for Suffolk County Council and its local partners.
- However, there is the opportunity for a significantly larger local contribution once it is confirmed that the Sizewell C project goes ahead. EDF Energy supports in principle the aims and objectives of the scheme and is prepared to make a proportionate financial contribution towards the SEGway scheme, in lieu of providing an alternative highway scheme along the A12 (identified as options within EDF Energy's Sizewell C Stage consultation), which would be required to enable its delivery of the Sizewell C project. It has been accepted by Suffolk County Council that the Sizewell C project would not justify the delivery of a Four Village bypass as mitigation in its own right. Therefore, any contribution by EDF Energy towards the SEGway scheme would be proportionate to the level of contribution necessary to mitigate the impacts of the Sizewell C project, and is contingent on the SEGway scheme being in place to support the construction of Sizewell C. Suffolk County Council is still in discussion with EDF Energy what a proportionate mitigation for Sizewell C would be, but believes that a two village bypass would be the minimum mitigation.
- As Suffolk County Council considers that the development cannot be properly mitigated with less than a bypass scheme, Suffolk County Council estimates this would result in a contribution from EDF Energy of between £12 million and £26 million towards the scheme, which would then constitute a 9-19% private sector local contribution towards LB1d or a 13.5% to 29% private sector local contribution towards LB2s, reducing the level of Central Government funding.

- The local contribution of 5% currently proposed does not rely on EDF Energy’s contribution at this stage. This would place unnecessary uncertainty on SEGway’s timescales and the ability to deliver the scheme in time for the construction period of Sizewell C, given that EDF Energy is yet to submit its Development Consent Order. If and when Sizewell C receives its Development Consent Order and a positive Final Investment Decision, EDF Energy would then be in a firm position to commit funding. This would allow the local contribution to be substantially increased by being funded through the in-lieu payment of its mitigation requirements. However, EDF Energy would be looking to progress construction of the new nuclear power station as quickly and efficiently as possible. Crucially this would be more rapidly than the time it would then take for Suffolk County Council to be given the ‘green light’ to design, plan and procure the construction of SEGway to successfully mitigate all the impacts of Sizewell C’s construction on this part of the A12. Thus, it will be essential to progress the scheme before the outcome of a Development Consent Order and Final Investment Decision is known.
- Meanwhile, Suffolk County Council continues to work closely with EDF Energy, with the aim to secure funding from them to help reduce the national and local contribution to the scheme. As demonstrated in the *Strategic Case*, EDF Energy is supportive of the scheme and willing to provide funding in lieu of its own mitigation. Also as demonstrated in the *Economic Case*, should this funding be secured then this has a beneficial impact on the scheme’s value for money and importantly, the level of public funding.
- **Failure to achieve Large Local Major Funding Programme Entry** - Suffolk County Council will continue to work with the New Anglia LEP and DfT to explore other funding avenues including future rounds of the Local Growth Fund and anticipated funding associated with the forthcoming Major Road Network for England. This would likely delay the scheme’s delivery date and given expected inflation, result in an increase in scheme cost. This would also affect Suffolk County Council’s ability to provide the headroom for construction of Sizewell C and wider economic growth.
- **Increase in scheme costs** – Value engineering and consideration of the lower cost LB2s (single carriageway) scheme would be pursued. Appropriate assurance would be obtained through DfT engagement and the update and review of the scheme’s Value for Money Statement.
- In parallel to the above Suffolk County Council will continue to work with Suffolk Coastal District Council to explore alternative mechanisms (e.g. Section 106, Community Infrastructure Levy, prudential borrowing) to raise further “local contributions” to progress the scheme if required. Further detail of these alternative arrangements would be presented in the Full Business Case.

2.4.7 Evidence of recent and / or similar successful projects

The delivery of the scheme will build upon the experiences from a number of recent major highway and transport schemes delivered by Suffolk County Council. Table 2.7 provides a selection of key schemes, summarising the scope of works, capital costs, time scales for implementation and the procurement strategy employed. Opportunities will be taken, wherever possible, to improve delivery processes, through acting upon lessons learnt.

Name	Scheme Description	Contract Type	Works Date	Approximate Value	Successful Delivery?
Upper Orwell Crossings	Construction of three bridges around the wet dock, and over the River Orwell in Ipswich.	Design and Build	Not started on site	£97 million	In development
Lake Lothing Third Crossing	Opening bridge over Lake Lothing in Lowestoft	Design and Build	Not started on site	£93 million	In development
Beccles Southern Relief Road	Construction of a 1.2 mile (2 km) relief road providing an alternative route to Ellough Industrial Estate from the south and west of Beccles for commercial through traffic	Eastern Highways Alliance Framework 1 NEC	Summer 2018 completion	£8 million	Under construction

Name	Scheme Description	Contract Type	Works Date	Approximate Value	Successful Delivery?
Bury Eastern Relief Road	Construction of 1.5 mile (2.5 km) relief road, including five new roundabouts and major reconstruction of junction 45 of the A14.	Restricted tender	March 2016 to Summer 2017	£20 million	✓
Lowestoft Northern Spine Road Phase 5	Construction of a 0.9 mile (1.5 km) section of single carriageway road with one associated roundabout connecting into the Strategic Road Network.	Eastern Highways Alliance Framework 1 NEC Option B	July 2014 to March 2015	£5 million	✓
A14 Thingoe Hill to Northgate Avenue Cycle Bridge	Fabrication, construction and installation of a new pedestrian and cycle bridge over the A14 in Bury St. Edmunds	Suffolk Highways Support Services Contract (NEC)	April to September 2014	£1.5 million	✓
A12 Blythburgh Flood Alleviation	Construction of a flood alleviation scheme which included the installation of 0.5 mile (800m) of steel sheet piling and earth embankments. This scheme is some 11.5 miles (18.5 km) north of SEGway	Suffolk Highways Support Services Contract (NEC)	May to September 2014	£800,000	✓
B1115 Stowmarket Relief Road	Construction of new road and alterations to the existing Stowmarket inner relief road (Gipping Way) to help to relieve congestion around the town centre, and to integrate new developments on the outskirts of the town with the town centre. It also included the provision of a bridge over the Norwich to London railway line and removal of a level crossing.	Competitive Tender through NEC Option C	May 2008 to August 2010	£12 million	✓
Lowestoft Southern Relief Road	Construction of a new 4.8 mile (3 km) single carriageway relief road, as well as 750m of 'on-line' widening and other improvements to the existing carriageway in order to maximise key brownfield sites to the south of Lake Lothing. It also provides an Urban Traffic Management and Control system, including: SCOOT traffic signals; Bus priority measures; Real time passenger information; Variable Message Signing; and Air Quality monitoring.	NEC Contract	January 2005 to February 2007	£31 million	✓

Table 2.7 : Evidence of similar projects delivered by Suffolk County Council

2.5 Stakeholder Communications Plan

2.5.1 Overarching strategy

Suffolk County Council's approach to developing and maintaining the active support and commitment of stakeholders and the community, to facilitate the timely and successful implementation of the project, is described below.

A stakeholder management methodology, as set out in the Office of Government Commerce (OGC) paper 'Category Management Toolkit – Stakeholder Management Plan' has been adopted thus far and will be maintained throughout the delivery and post operational review of the scheme. This involves the systematic identification and mapping of stakeholders; assessing stakeholder impacts; and managing any negative influences and impacts. The stakeholder management plan is closely linked with the risk management strategy outlined above.

2.5.2 Stakeholder identification

As part of the engagement plan, the Project Delivery Team has considered the needs and the interests of different stakeholder groups to develop the most effective and efficient channels of engagement. Table 2.8 below outlines at a high level some assumed concerns or areas of interest of various stakeholder groups in relation to SEGway as the scheme develops in more detail and the route is increasingly refined.

Stakeholder group	Including but not limited to	Key areas of interest / concern
MPs and elected members	Local MPs, county and district cabinet members / portfolio holders, ward members. Examples: <ul style="list-style-type: none"> • Therese Coffey MP, • Daniel Poulter MP • Peter Aldous MP • Sandy Martin MP 	<ul style="list-style-type: none"> • Strategic growth of the region including maximising the benefits of investment in the energy industry in Suffolk's coast • Constituent concerns and interests • Local authority goals and plans
Government	<ul style="list-style-type: none"> • Department for Transport • Department for Business, Energy and Industrial Strategy 	<ul style="list-style-type: none"> • Appropriate planning process • Linkage with key policy drivers • Early engagement / no surprises
Local authorities	Relevant officers within county and district authorities <ul style="list-style-type: none"> • Suffolk County Council • Suffolk Coastal District Council and Waveney District Council collectively known as the East Suffolk Councils (merger planned for 2019) 	<ul style="list-style-type: none"> • Appropriate planning process • Linkage with emerging Local Plans and delivery of growth • Early engagement / no surprises • Regulatory / statutory process
Parish councils	Parish councillors directly impacted by the scheme and in proximity of the scheme	<ul style="list-style-type: none"> • Parish plans, Neighbourhood plans and goals • Constituent concerns and interests • Community severance and resilience • Road safety concerns • Environmental and construction impacts • Precise routeing
Statutory bodies	Regulators, environmental bodies, utilities, national agencies including <ul style="list-style-type: none"> • Highways England • The Environment Agency • Natural England • Historic England 	<ul style="list-style-type: none"> • Regulatory process • Impact on functions and operations • Precise routeing and impact on sensitive receptors or assets

Stakeholder group	Including but not limited to	Key areas of interest / concern
Business and economic groups	<ul style="list-style-type: none"> Local and regional businesses, land owners, hauliers Suffolk Chamber of Commerce New Anglia Local Enterprise Partnership EDF Energy East Anglia Offshore Wind Galloper Offshore Wind Port of Felixstowe Suffolk Coast Destination Management Organisation Visit Suffolk. 	<ul style="list-style-type: none"> Economic attractiveness of the region for existing businesses and inward investment Maximising the benefits of investment in the energy industry in Suffolk Mobility, accessibility and transportability Safer and more resilient network Journey time reliability
Environmental organisations	<p>Statutory bodies, RSPB, heritage organisations, local environmental groups and campaigns. Examples:</p> <ul style="list-style-type: none"> The Environment Agency The East Suffolk Internal Drainage Board Natural England Suffolk Wildlife Trust 	<ul style="list-style-type: none"> Full consideration of environmental impacts on landscape, air, noise, ecology etc. Quality and effectiveness of proposed mitigation measures
Road user groups	<p>Strategic road users (non-local), cyclists / pedestrian / equestrian groups, roadside assistance, emergency services, taxi companies</p>	<ul style="list-style-type: none"> Mobility, accessibility and transportability Safety on the road network Facilities for non-motorised users Journey time reliability
Communities	<p>Community groups, local residents, schools, community facilities</p> <ul style="list-style-type: none"> Local residents in the communities of Marlesford, Little Glemham, Stratford St Andrew, Farnham as well as adjacent communities of Campsea Ashe, Blaxhall, Wickham Market Local businesses. 	<ul style="list-style-type: none"> Precise routeing in relation to homes, community and natural assets Environmental and construction impacts Community severance and resilience Safer road network Plans for the old A12
Landowners	<p>Tenants, landowners and land interests along the corridor of the route options</p> <ul style="list-style-type: none"> Affected landowners 	<ul style="list-style-type: none"> Precise routeing Impact on operations, householders or businesses (including access) Compensation rights Detailed design discussions

Table 2.8 : A12 Suffolk's Energy Gateway - Identified stakeholders

Understanding these areas of concern and interest can help to formulate and implement the most effective channels for engaging each group and the types of discussions needed. As further engagement takes place and we gain greater understanding of stakeholder needs, the plan of engagement will be adapted accordingly.

2.5.3 Consultation to date.

This section provides a summary of who has been consulted, why and when.

A dedicated consultation exercise was organised during the development of the Outline Business Case. This ran from 12 September to 25 October 2017 with specific public exhibition events on September 20 and 23 at the River Centre in Stratford St. Andrew. The following chart showcases the communications materials and events included as part of this consultation.

Duration	6 weeks	When	September-October 2017
What	Consultation period open to all statutory bodies, stakeholders and members of the public to view information on the scheme and provide comment via questionnaire		
Materials	<ul style="list-style-type: none"> • Consultation leaflet (document) • Questionnaire (online and hard copy format) • Consultation exhibition boards • Consultation documentation was approved by and contained a foreword from Councillor James Finch. 		
Events	2 public exhibitions in same venue <ul style="list-style-type: none"> • Weekday afternoon and evening • Saturday 		
Press	<ul style="list-style-type: none"> • Press engagement encouraging awareness of and participation in consultation. • Social media campaign. • All press managed by Suffolk County Council with the support of Suffolk Coastal District Council and Jacobs as required. 		
Website	<ul style="list-style-type: none"> • Content provided by Jacobs • Website maintained by the Suffolk County Council team. 		

Further details on specific engagement for the following groups both during the consultation phase and previous stages of the A12 Suffolk Energy Gateway's development is provided below.

a) Political consultees

The Suffolk Energy Coast Delivery Board was set up in 2014 to maximise the benefits for Suffolk as a result of the investment in energy in the county. It brings together public and private sector interests at MP, Member, Officer and business level. The aim of the Board was to ensure that Suffolk takes advantage of the community benefit from these schemes, whether it be from Sizewell C or the off-shore wind industry, to make sure a long lasting legacy is secured. The Energy Board has been engaged on a regular basis during 2017, with scheme publicity shared for political engagement at all levels of Government. The Board supports the scheme.

Suffolk County Council's cabinet has been kept informed of progress throughout 2017 through the quarterly Capital Programme Report which covers this and all other major capital expenditure planned by the County Council.

Letters of support are provided as an appendix to the *Strategic Case*.

b) Statutory Consultees

Environment Agency - As part of the Strategic Outline Business Case the Environment Agency was consulted with regard to their requirements for the proposed Suffolk Energy Gateway river crossings and flood plain impacts. This consultation took place at this time in order to include a cost for suitable river crossing measures within the Strategic Outline Business Case.

Further engagement with organisations such as the Environment Agency, Historic England and Natural England is planned for the development of the design and planning application in 2018.

c) Business and economic groups

Local businesses - An extensive engagement exercise was first undertaken with local businesses in January and February 2016. This involved an online survey with 50 respondents and two business consultations in the local area featuring 78 attendees from local business.

The 2016 stakeholder engagement exercise was commissioned by Suffolk County Council and the Suffolk Chamber of Commerce and undertaken by the Suffolk Business School. It was also supported by the Institute of Directors, the Federation of Small Businesses, the British International Freight Association, the Ipswich and Suffolk Small Business Association, Lowestoft Vision as well as Ipswich Central and Business Associations in Framlingham, Leiston and Saxmundham.

The objectives of the exercise were:

- to understand the impacts of congestion issues on various sections of the A12 between Ipswich and Lowestoft on existing business activities and the extent to which it constrains prospects for growth; and
- to understand the likely value that Suffolk's Energy Gateway would add for local businesses.

Links to the survey and the event invitation were publicised on Twitter and LinkedIn as a way to attempt to reach as many businesses as possible.

Online survey - The survey was developed using questions derived from Office for National Statistics and Scottish Executive guidance on the calculation of value-added in similar proposals. Respondents were asked to rank their top three priority areas for investment or improvement on the A12 between Ipswich and Lowestoft from a list of eight provided by Suffolk County Council. A series of 'free text' questions were also included to prompt respondents to explain the impact of the current situation, the impact of improvements, and the likely implications for their business in terms of both turnover and employment levels. Results are provided in 2.5.5 below.

Consultation events - Businesses were invited to take part in one (or both) of two consultation events at which the consultation and business case work was explained and at which discussions on the plans and options were held. 78 business people attended representing a broad range of local businesses of all sizes and from a variety of sectors. The attending businesses were split into discussion groups in order to allow conversation on the potential impact of road improvements. Facilitators supported the discussions which centred on the impact of the current situation; the potential impact of road improvements; and other concerns or factors raised by the participants. Results are provided in 2.5.5 below.

Further engagement over September and October 2017 using LinkedIn sought views from businesses operating in the area regarding their business, their reasons for locating in the area, their views regarding the area in respect of their business and their experience of the A12 in this area, with a limited number of responses received.

Businesses also responded to the public consultation exercise referred to above. This includes letters of support from EDF Energy and Associated British Ports as well as letters of concern from businesses likely to be affected by the route.

d) Local residents

Suffolk County Council and Suffolk Coastal District Council have been engaging with the residents of Farnham and Stratford St. Andrew during and following the consultation exercises undertaken by EDF Energy in relation to the plans for Sizewell C nuclear power station in 2016 and 2017. For these communities this engagement has centred on appropriate mitigation measures to cater for a growth in traffic from Sizewell C during its construction. This has naturally led to parallel discussions as to the suitability of SEGway or variants to deliver an appropriate mitigation. This has been supplemented by the public consultation referred to above.

2.5.4 Schedule of further consultation.

Suffolk County Council plan to use these avenues of engagement during the development of the detailed design and construction of the scheme.

Suffolk Energy Coast Delivery Board		
Who	What	When
Government, Local MPs, county and district cabinet members and officers, New Anglia LEP, key businesses in the energy sector such as EDF Energy, East Anglia Offshore Wind, Galloper Offshore Wind	A regular (quarterly) meeting to bring together public and private sector interests to discuss how proposed nuclear and offshore wind development can contribute to lasting jobs and growth in the area. This has been in place since 2014.	Quarterly
Key messages / outputs: update on scheme progress and route designs, funding, linkage with strategic and regional policy, skills and business development		

Capital Programme Report		
Who	What	When
Suffolk County Council Cabinet portfolio holders	Quarterly report to Suffolk County Council's Cabinet on progress	Quarterly
Key messages / outputs: update on scheme progress and route designs, encourage participation in future consultation, alignment with strategic / regional goals and aspirations		

Town, Parish and Councillor engagement		
Who	What	When
Town, Parish council representatives, ward members	Set up of meetings as required to bring together local representatives and members with a local interest in the scheme.	Ad hoc throughout the scheme's development
Key messages / outputs: update on scheme progress and route designs, encourage participation in future consultation, alignment with local goals and aspirations		

Statutory Consultees		
Who	What	When
Environmental statutory bodies and other relevant statutory organisations	Information, environmental constraints, challenges and potential mitigation as part of the scheme's design development, environmental appraisal, planning and future public consultation	Throughout the development of the design
Key messages / outputs: update on scheme progress and route designs, full understanding of environmental constraints and different concerns / issues from stakeholders		

Landowners		
Who	What	When
Land interests	Identification of landowners and land interests in the scheme area One-to-one meetings to inform potentially affected landowners of potential impacts and how these could be mitigated	During the design development, planning and construction
Key messages / outputs: update on scheme progress and route designs, full understanding of current land use and operations, feeding into design development		

Full statutory public consultation		
Who	What	When
Members of the public, politicians, landowners, businesses, statutory consultees	<ul style="list-style-type: none"> Public awareness / communication campaign Launch event(s) Public exhibitions One-to-one meetings as required Webpage Questionnaire 	Upon further development of the scheme's design and preferred route Prior to submission of planning application
Key messages / outputs: update on scheme progress and route design, enable full understanding of the scheme's impact and support within the community and with interested parties to improve scheme		

This schedule of activity will be developed further during the development of the Full Business Case, with a record of what has been done and the plan for the subsequent phases of the scheme covering enabling works, construction and post opening activities.

2.5.5 Stakeholder attitudes

a) Public perspectives

The Suffolk Energy Gateway proposals were issued for consultation between 12 September and 25 October 2017, in order to gather stakeholder feedback. The consultation offered two possible route options for a proposed bypass to the four villages along the A12; options, the single carriageway LB2s and dual carriageway LB1d. 299 responses had been received and processed. The following section provides a brief summary of responses with further information in the *SEGway Consultation Report Annex*.

Most respondents identified the car as their main mode of travel for shopping, leisure, commuting and business travel and many noted the negative impact that the A12 currently has on the local area. The respondents generally favoured the dual carriageway option over the single carriageway, however would accept the single carriageway over no improvements. Of those respondents that offered a preference (207), 51% (106) of respondents would accept Route Option LB2s, 72% (150) would accept Route Option LB1d, while 25% (52) of respondents would accept neither option presented. Interestingly 23% (49) of respondents who offered an opinion would only accept Option LB1d as a suitable improvement, while the corresponding figure for LB2s was just 1% (2 respondents).

Several respondents noted opposition to Option LB2s. These concerns are often rooted in the fact that it is proposed as a single carriageway, highlighting that this would be a missed opportunity. Respondents also highlight that the two adjoining sections of road which this route would link are already dual carriageway.

“Very short sighted to only build a single carriage way road. This doesn't future proof access to the North and over time dual carriageway to the north may be developed.”

Some felt that this option would not be cost effective, highlighting LB2s as a short term solution which could lead to further costs and traffic congestion in the future. A few respondents felt that a cost-saving option it was not suitable.

“Single carriageway is short sighted (just look at other examples like Saxmundham) in a very short time people will be asking why didn't they spend the extra money.”

Some respondents outlined concerns that LB2s could have potential negative impacts on congestion, in particular due to increases in traffic volumes as well as congestion caused by traffic accidents. Other respondents felt that Route Option LB2s would not be 'future-proof' in delivering the long-term needs of the region and of the wider road network.

Various environmental concerns were raised by respondents. Some respondents noted concerns with noise and air quality impacts from LB2s, and how this would reduce quality of life for those living nearby. Respondents also highlight that the option would have an impact on the local countryside and associated amenities. A few respondents highlighted local habitats and biodiversity, including protected species and ancient woodland.

Some respondents expressed support for option LB2s. Respondents felt that this option would lead to less disruption. Other respondents noted that they would be content with the single carriageway option.

“Less disruption, less land use and less harm and disruption to the natural surroundings.”

By comparison there was wider support for the dual carriageway option. The dual carriageway aspect was highlighted by some respondents as a positive element of the option, largely due to the fact that it will future-proof the scheme. Respondents refer to the longer term benefits of a dual carriageway, particularly with regards to enabling traffic movements, as well as beneficial impacts on the local economy including tourism and business.

“This is by far the better solution as it will be adequate for a far longer period and be able to contribute to the improved traffic infrastructure to Lowestoft which is essential to support the long term aims for sustainable regeneration of the local economy.”

“This is the only option! We must look to the future regarding volume of traffic, economic growth, improving coastal links for tourism, businesses etc. Do not be short sighted and be governed by the cost of a dual carriageway.”

Some respondents also noted that Route Option LB1d would be the safer option due to the dual carriageway.

“Dual carriageway will be a lot safer, there will be no head on collisions. Safer villages.”

A few respondents felt this option was cost effective. Route Option LB1d is highlighted as an investment for the future and providing capacity, and therefore provide more long-term support for the region.

“This option provides more capacity and so is an investment for the future and therefore worth the extra money.”

There were some concerns with potential environmental impacts, in particular with regards to noise pollution impacts. There is a concern that a dual carriageway in close proximity to communities would increase noise pollution, due to higher speeds of traffic. There are also concerns about the potential impact of the dual carriageway on the local landscape, including the Alde Valley and other noted 'scenic' and 'beautiful' areas. There are also concerns over the impact of the scheme on biodiversity. It is noted that Route Option LB1d passes through ecologically sensitive areas and that the scheme could have a damaging effect on wildlife.

“We have concerns that both routes may have a significant impact upon biodiversity. Route LB1d crosses the ecologically sensitive areas associated with the Rivers Ore and Alde and also appears to pass through Foxburrow Wood County Wildlife Site ancient woodland (non-recreate-able). We are also concerned about loss of ancient species-rich hedgerows and the effects of habitat fragmentation, as well as impacts upon protected and Priority species.”

Looking at both route options, some respondents noted general support for both route options, highlighting that any improvements would help to improve some of the current congestion. However, several respondents noted concern or opposition to both route options. There are concerns that any new road scheme would have significant impacts on the region, or that the new road would shift the existing problems elsewhere. Respondents also highlighted that the route options do not go far enough and are short-sighted and should be part of a wider plan to improve the whole of the A12.

Some respondents also commented on the public consultation undertaken. Many of these comments were concerned with the level of detail provided in terms of scheme alignments and how these relate to properties and environmental features. Respondents expected a higher level of detail and certainty, which will be provided as the scheme design is developed in more detail and shared through the engagement exercises described above.

b) Political perspectives

Member of Parliament for Waveney

Peter Aldous MP welcomed infrastructure improvements in the area of Wickham Market and Saxmundham, that would bring economic benefits to the area, and the constituency of Waveney, and pointed out that the A12 needs to be flowing freely throughout the year for the region to economically prosper.

The MP strongly stated support for the dual carriage option bypassing Marlesford, Little Glemham, Stratford St Andrews and Farnham (Route Option LB1d) on the grounds of safety, traffic flow and cost efficiency. Peter Aldous also said that there are clear economic and environmental benefits for Suffolk as a whole in pursuing this option.

Suffolk Coastal & Waveney District Council

Economic growth is the primary reason that the District Councils are supportive of the SEGway scheme as detailed in the East Suffolk Business Plan. The Plan identifies the four village bypass as an integral component of improvements to the A12.

The Councils indicated the importance of the scheme in enhancing development potential of rural areas of the districts which currently suffer from poor accessibility. They also noted the potential for enhanced regeneration of Lowestoft, with the scheme potentially enabling greater support for existing nationally significant infrastructure projects in the vicinity, alongside the potential major infrastructure development of Sizewell C. Finally, the Councils also noted the issue of community severance in villages along the existing section of the A12 route, and the potential benefits a bypass could provide in reducing levels of traffic, increasing safety and improving community cohesion.

The District Councils stated that it is clear that Route Option LB1d meets more of the objectives.

Town and Parish Councils

These perspectives are provided from south to north along the scheme and its links further afield.

Wickham Market Parish Council

Wickham Market Parish Council stated that they supported proposals to bypass the four villages, and favoured Route Option LB1d.

Hacheston Parish Council

The Parish Council stated that the daily lives of residents of Hacheston are affected by delays, slow driving and the inability to overtake slower drivers. The Council requested that the Modified Preferred Route which accepted by the inspector in the 1995 Public Inquiry, be considered (this is similar to the proposed Route Option LB1d).

Marlesford Parish Council

Marlesford Parish Council stated that they only support Route Option LB1d and urged Suffolk County Council to adopt a route for Route Option LB1d which as far as possible follows the Modified Preferred Route accepted by the Inspector in 1995.

The Parish Council raised concerns that many of Marlesford's residents, as they go about their daily lives, will suffer from the negative impacts set out in the consultation document; including volume of traffic, safety at the Bell Lane and Marlesford Road junctions, traffic noise and pollution. The Council also noted difficulty for pedestrians crossing the A12 on foot, particularly in relation to accessing the bus stops in Marlesford, situated directly on the A12.

Campsea Ashe Parish Council

The Parish Council felt that there is general agreement in Campsea Ashe of the need for improvement of the A12 north of the B1078 junction to reduce traffic volumes on the existing road, improve road safety and reduce community severance of the four villages.

It was stated that there is less certainty about which of the two routes is preferable or whether an alternative solution is required.

The Parish Council noted issues with the proposed routes crossing environmentally sensitive water meadows and potential negative impacts on historic sites of interest. It was also felt that both north and south junctions of the proposed bypass would likely create additional traffic (including HGVs) along the B1078 and minor roads through Campsea Ashe. The Parish Council stated that whilst there are economic benefits, they felt uncertain as to whether the scheme represents value for money, particularly in light of the negative environmental impacts.

Great Glemham Parish Council

The Parish Council supports Route Option LB1d, given the likely increase in traffic to the Sizewell C site and the other sites and developments listed in the consultation paper. The Council requested signage encouraging drivers going through the four villages listed to use the by-pass and to deter others from doing so.

Farnham with Stratford St Andrew Parish Council.

The Parish Council stated that the existing A12 has a negative impact on the local area, with residents who live adjacent to the A12 suffering damage to their properties as a result of vibration and pollution.

The Council's preference was Route Option LB1d, but stated that Route Option LB2s would also be acceptable. They also requested that due consideration is given to any home owners or land owners that may be impacted by the proposed routes.

Snape Parish Council

The Parish Council broadly supported the proposals, however raised concerns regarding traffic at the northern end of the proposed bypass. It felt that this would funnel traffic destined for Aldeburgh, Leiston, the Snape Maltings and possibly Sizewell C development down the A1094, potentially increasing congestion including at the hazardous Snape Crossroads junction. The Parish Council requested that proposals to resolve this problem be considered as part of the overall traffic management arrangements in this part of Suffolk.

Southwold Town Council

Southwold Town Council stated that only Route Option LB1d would provide any advantages.

2.6 Benefits Realisation Plan

A Benefits Realisation Plan will be prepared for the SEGway scheme. The plan is designed to enable benefits, and dis-benefits, that are expected to be derived from the project, to be planned for, managed, tracked and realised. The plan will help demonstrate whether the scheme objectives identified in the Strategic Case (and reproduced below) are able to generate the desired 'measures for success'. This can be assessed by tracking and realising the desired outputs and outcomes of the project.

The core aim of the project is “to enable, support and deliver economic growth in East Suffolk and enhance the quality of life for residents”. This represents a recognition that Suffolk County Council, Suffolk Coastal District Council and Waveney District Council are working in partnership on a wide range of issues including housing, economic development and infrastructure to the benefit of the whole area. Excellent progress has been made with capturing benefits from the offshore wind industry. SEGway in conjunction with related schemes in Ipswich (Upper Orwell Crossing) and Lowestoft (Lake Lothing Third Crossing) provides a further stimulus to connectivity, economic growth and regeneration beyond the area’s immediate impact to Ipswich, Lowestoft and potentially Great Yarmouth.

Desired outputs are those tangible effects that are funded and produced directly as a result of the scheme. Desired outcomes are the final impacts brought about by the scheme in the short, medium and long-term. The scheme objectives, together with the desired outputs and outcomes (both direct and indirect), are summarised in Table 2.9 below.

Scheme Objectives	Desired Outputs	Desired Outcomes
Enable, support and deliver economic growth in East Suffolk and enhance the quality of life for residents	A scheme that provides a fit for purpose A12 corridor for growth and movement in East Suffolk through its capacity and standard	Improved business productivity, investment and tourism in East Suffolk
Future proof the function of the A12 as part of Suffolk’s emerging Major Road Network	A scheme that helps to improve the efficiency and reliability of A12 journeys for all road users by providing a new A12 alignment	A more resilient economy through better connectivity to the region’s ports, energy and food supplies
Improve journey time reliability providing support for the local economy and improved productivity	A scheme that improves the operation and safety of junctions for all users by providing enhanced junctions at each end of the new A12 alignment	Support the delivery of new homes and jobs, including a further 25,000 job roles associated with a potential Sizewell C nuclear power station over the lifetime of its construction and then operation
Reduce congestion and journey delay	A scheme that allows the old A12 to be declassified to enable it to provide a local role for economic activity, community interaction, movement and environmental enhancement	Reduced journey times and their variability for journeys along the A12 between Great Yarmouth, Lowestoft, Ipswich and the A14
Provide the capacity required to enable, support and deliver growth across all economic sectors, including the construction and operation of Sizewell C nuclear power station.		Reduced number and impact of accidents along the A12 route and its accompanying junctions
Reduce accidents		Increase in walking, cycling and horse riding to essential services and the countryside in the communities of Farnham, Stratford St Andrew, Little Glemham and Marlesford
Reduce community severance		Improved air quality and reduced noise impacts in these four villages
Improve air quality and reduce noise impacts for communities alongside the A12		

Table 2.9 : Scheme objectives, desired outputs and desired outcomes

During the development of the Full Business Case, Suffolk County Council will develop a Benefits Realisation Plan, intrinsically linked to the outline Monitoring and Evaluation Plan set out in Section 2.7.

The DfT guidance sets out a five-stage cycle for the evolution of benefits, their maintenance and monitoring during the lifecycle of a programme, highlighted in Figure 2.3.



Figure 2.3 : The Benefits Management Cycle (Source: DfT Programme and Project Management Portal)

Suffolk County Council's Project Manager will appoint a member of their transport planning assurance and advice team to own the development of this Plan. This will include undertaking a full assessment of potential benefits, in accordance with the DfT guidance, based on the following activities:

- **Identify** – the stakeholders impacted by the scheme, and the beneficiaries of each benefit; any additional enablers required over-and-above the proposed scheme; the responsible body or individual for delivering the benefits; target dates for the achievement of the anticipated benefits;
- **Analyse** – once the potential benefits have been identified, they need to be systematically analysed to calculate their financial value (and non-monetary value where relevant) and the level of risk associated with the calculations;
- **Plan** – implement a clear timetable for delivering SEGway. The timetable will be a live document throughout the delivery process and will be informed of any necessary steps that are planned to maximise the benefits;
- **Deliver** – the programme will ensure that the identified benefits are delivered by working closely with stakeholders and delivery partners; and
- **Review** – the benefits will be reviewed at pre-determined stages that fit into the wider programme delivery. This part of the process is where the monitoring and evaluation most clearly overlaps with the benefits realisation.

The Plan's owner(s) will be responsible for tracking the identified benefits and for reporting any exceptions to the SRO – Sue Roper and Suffolk County Council's Project Manager (to be appointed). This will allow early identification of any expected benefits that may become unrealised to be remedied.

2.7 Monitoring & Evaluation

LEPs are responsible for ensuring a proportionate approach to monitoring and evaluation is undertaken on all schemes. The HM Treasury Magenta Book provides the following definition of Monitoring and Evaluation¹:

- **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.
- **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.

¹ The Magenta Book, HM Treasury (2011)

The DfT has also published a document entitled, 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (2012), 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 monitoring' approach, whereas schemes costing more than £50 million are expected to follow the 'enhanced' guidance. Only selected schemes, identified by the DfT are expected to conduct 'fuller' evaluation. As the SEGway scheme will have an expected outturn cost of above £50 million, it will follow the DfT's enhanced monitoring guidance². It is expected that the scheme will undertake enhanced monitoring in addition to the standard measures. The measures that fall into the 'enhanced monitoring' category are summarised in Table 2.10.

Item	Stage	Collection Timing	Rationale	Information Required
Noise	Impact	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	Effect of the scheme on noise levels at important receptor locations and analysis of the difference between outturn results and scheme forecasts
Local Air Quality	Impact	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	Effect of the scheme on local air quality in the area of interest and analysis of the difference between outturn results and scheme forecasts
Accidents	Impact	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	Effect of the scheme on traffic accidents in the area of interest and analysis of the difference between outturn results and scheme forecasts

Table 2.10 : Enhanced monitoring measures

Discussion with the DfT during the development of the Outline Business Case has confirmed that a Monitoring and Evaluation Plan is not required at this stage (this will be provided at the Full Business Case stage); however, some early thought has been given to the type of information that would typically be provided based on Suffolk County Council's contemporary experience with its fast track Large Local Majors projects, such as the Lake Lothing Third Crossing in Lowestoft.

² Monitoring and Evaluation Framework for Local Authority Major Schemes, DfT (2012)

2.7.1 Logic Model

A logic model is shown in Figure 2.4. It provides an illustrative overview of the inputs and activities of the scheme, and refers to its outcome measures of performance.

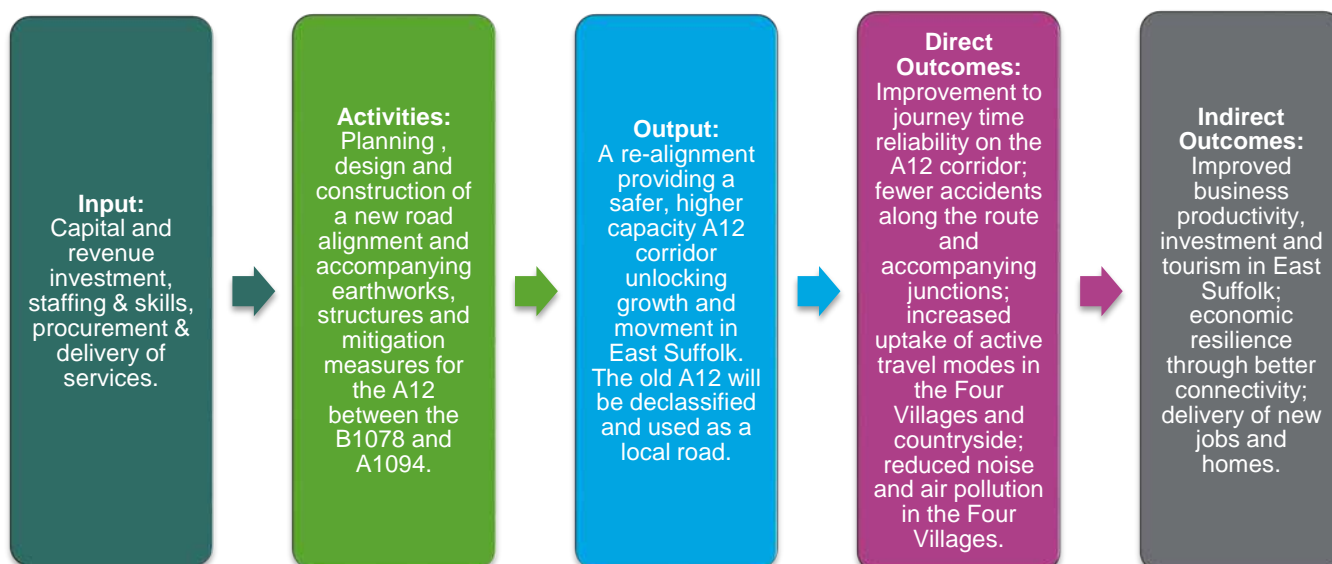


Figure 2.4 : Logic Model as applied to the SEGway scheme

2.7.2 Type of Evaluation

The type of evaluation method proposed to evaluate the scheme will be an ‘outcome evaluation’. Outcome evaluations compare the existing situation, i.e. before the intervention (SEGway) has been introduced, against the situation with the intervention in place. Any observed changes (in the metrics described in Sections 2.7.3 and 2.7.4 below) are assumed to be the result of the intervention.

2.7.3 Data requirements

Outline metrics proposed for SEGway, associated data collection requirements and frequency of data collection are as follows. These will be reviewed in more detail during the development of the Full Business Case:

Metric	Frequency	Data Source
INPUTS		
Expenditure	Post Opening	Financial monitoring of project, reported in Suffolk County Council’s Annual Monitoring Report
Funding Breakdown	Post Opening	
In kind resources provided	During delivery	Monitoring of resources delivering the project (use of project diary)
OUTPUTS		
Delivered scheme	Post Opening	Full description of implemented scheme outputs including design changes post funding approval with reasons for such changes, post scheme as built drawings of works completed
OUTCOMES		
Economic activity and productivity	Pre and post construction, Years 1 and 5 post opening. Post opening reviews to be aligned with data collection for the Norfolk and Suffolk Economic Strategy	Norfolk and Suffolk Economic Strategy Evidence Monitoring and Review

Metric	Frequency	Data Source
Tourism visitors and spend	Pre and post construction, Years 1 and 5 post opening (as close to these years as possible – frequency determined by collection of secondary data)	Future updates of East Suffolk's tourism strategy and evidence base Visit Suffolk
Air quality (NO ₂)	Pre and post construction, Annual up to 5 years post opening	Diffusion tube monitoring at Stratford St. Andrew AQMA in conjunction with Suffolk Coastal District Council's reporting to Defra
Average daily traffic and by peak / non-peak periods	Pre and post construction, Years 1 and 5 post opening	Annual Automatic Traffic Counts (ATCs) and turning counts directly impacted by the intervention. Wider ATCs across the network. This will be a combination of existing monitoring stations and bespoke surveys.
Average AM and PM peak journey time on key routes (journey time measurement)	Pre and post construction, Years 1 and 5 post opening	DfT's Trafficmaster data set
Accident and casualty rates	Pre and post construction, Years 1 and 5 post opening	Annual monitoring of collisions (STATS 19)
Average annual CO ₂ emissions	Pre and post construction, Years 1 and 5 post opening	DfT's Local Authority Carbon Toolkit

Table 2.11 : Data requirements and frequency of data collection

2.7.4 Implementation

Resourcing

The monitoring and evaluation for SEGway will be undertaken by Suffolk County Council. The surveys cost will be calculated at Full Business Case stage and will be funded through Suffolk County Council's monitoring budget. Where data is already collected, full use will be made of these datasets to provide value for money.

Timing

Prior to starting on site, any gaps in the required baseline evidence will be collected. A baseline evidence report will be completed prior to construction of the scheme. Regular monitoring reports will be provided on a quarterly basis to the New Anglia LEP / DfT in terms of progress against programme, costs and risks. In addition, an annual monitoring summary will be undertaken. Principles of monitoring and evaluation will be in line with Highways England's "Post Opening Project Evaluation" (POPE) requirements.

The POPE for the scheme will use baseline data collected from 2016, which will include journey times, traffic flows, traffic speeds and accidents alongside planning data. Data will then be collected one year and five years post opening (2024 and 2028), which will be compared against the baseline data to quantify the extent of benefits realised. '1 year after' and '5 years after' evaluation reports will be produced, which contains the results of a meta-analysis of all scheme evaluations carried out so far, highlighting any interesting and emerging trends. It is, however, anticipated that wider economic benefits may take longer time frames to manifest. This would invariably have a bearing on the timing of surveys and subsequent reporting.

2.7.5 Responsibility

Details of the individual responsible for implementing the monitoring and evaluation plan, at Suffolk County Council, are set out in Table 2.12 below.

Name	Dave Watson
Address	Endeavour House, 8 Russell Road, Ipswich, Suffolk, IP1 2BX
Telephone	01473 264822
Email	Dave.Watson@suffolk.gov.uk

Table 2.12 : Details of the individual responsible for the monitoring and evaluation plan

Setting targets

Suffolk County Council recognises the importance of setting specific indicators and targets, and accepts that the Monitoring and Evaluation Plan does not yet include these. The Plan will be updated in the Full Business Case to include these. It may be possible to involve stakeholders to take ownership of some parts of the monitoring and evaluation; this will become clearer after the consultation phase.

2.7.6 Summary of analysis

The monitoring and evaluation will be used to answer the following key questions:

1. Have the anticipated outcomes and impacts been achieved?
 - To what extent are the observed changes additional to what would have happened in the absence of the intervention?
 - Were there any unanticipated impacts / displacement effects?
 - Which elements of the scheme were particularly influential in achieving the overall goals?
 - What lessons can be learnt for future scheme / policy development?
 - What is the contribution of the scheme to the New Anglia LEP's and Government's strategic goals?
2. To what extent did the anticipated costs and benefits match the actual outcome?
3. Has the scheme been successful? If not, why not?

The evaluation of the scheme will:

- Measure the level of traffic congestion on the existing network;
- Measure the level of traffic congestion on the improved network; and
- Measure the levels of accidents on the existing and improved network.

The initial one-year impact assessment will be used to understand the impact mainly on journey times and travel patterns. There may be some evidence at this stage of the scheme impact in terms of developments and jobs. The five-year assessment will look at longer term benefits including accidents, travel patterns and jobs / additional investment.

2.7.7 Linking indicators to outcomes

It is important to demonstrate how the proposed indicators relate to the desired outcomes. The Monitoring and Evaluation Plan will therefore be updated in the Full Business Case. This will show how interventions link to the achievement of objectives, and how these can be monitored either directly or indirectly.

2.7.8 Uses of evaluation

With such emphasis on economic impact, the Monitoring and Evaluation will need to consider attribution of outcomes to the intervention and whether a clear link between the delivery of the scheme and the wider economic benefits can be achieved. As such, Suffolk County Council's partners will work with the New Anglia LEP and DfT to consider any additional longer term evaluation work to undertake case studies or analysis in order to further understand the economic benefits arising from SEGway, subject to availability of resources.

3. Conclusions

Since the development of the Strategic Outline Business Case, the constituent Management Case has been developed in more detail with the following, the principal changes:

- Refresh of the governance structure and named personnel.
- Further design, costing and scheme planning alongside risk management workshops to develop the delivery programme, cost and risk mitigation strategy in more detail.
- Substantial stakeholder engagement exercises including public and business consultation.
- Refresh of the scheme objectives, outputs and outcomes.
- Development of an outline Monitoring and Evaluation Plan.

The Management Case as presented has demonstrated that there is a significantly mature governance arrangement and organisation to discharge the responsibilities associated with the planning, construction, operation and monitoring of the SEGway scheme. Suffolk County Council is well versed in delivering major pieces of transport infrastructure and has provided a clear delivery programme and risk register to guide the scheme's development.

Suffolk County Council has also taken the decision to proceed with environmental surveys and scoping of other surveys and activities in early 2018 in advance of DfT making a firm decision on which schemes will be awarded Programme Entry status through the Large Local Major Funding route in May 2018. This approach helps to fast track the delivery of the scheme and allow the necessary steps to be taken to submit a planning application for determination in spring 2019.

In developing the programme, the Project Delivery Team has considered the scheme's relationship with EDF Energy's Sizewell C plans. In order to secure a private sector contribution from EDF Energy, solutions have to be found for the public sector to forward fund SEGway. The scheme has to be affordable and should not delay SEGway's ability to solve longstanding problems and deliver wider benefits for the East Suffolk economy beyond just the energy industry.

The local contribution currently proposed does not rely on EDF Energy's contribution at this stage. This would place unnecessary uncertainty on SEGway's timescales and the ability to deliver the scheme in time for the construction period of Sizewell C, given that EDF Energy is yet to submit its Development Consent Order. If and when Sizewell C receives its Development Consent Order and a positive Final Investment Decision, EDF Energy would then be in a firm position to commit funding. This would allow the local contribution to be substantially increased by being funded through the in-lieu payment of its mitigation requirements (for details, see *Financial Case*). However, EDF Energy would be looking to progress construction of the new nuclear power station as quickly and efficiently as possible. Crucially this would be more rapidly than the time it would then take for Suffolk County Council to be given the 'green light' to design, plan and procure the construction of SEGway to successfully mitigate all the impacts of Sizewell C's construction on this part of the A12. Thus, it will be essential to progress SEGway before the outcome of a Development Consent Order and Final Investment Decision is known.

This approach helps the UK Government to meet its Industrial Strategy (November 2017), Clean Growth Strategy (October 2017) and Energy Policy objectives.

Assuming that the scheme still demonstrates value for money it is anticipated that DfT approval of the Full Business Case would be achieved in early 2021 allowing construction contract award and mobilisation with a view to commence the scheme's construction in April 2021, with opening to the travelling public two years later in April 2023.

Full Business Case Update

The following tasks will need to be undertaken in order to update the Management Case:

- *Further refresh of the governance arrangements*
- *Description of an agreed Assurance and Approvals Plan*
- *Finalisation of the funding package*
- *Description of principal stakeholder engagement activities completed with a plan for stakeholder and community engagement / involvement during construction*
- *Refresh of the Risk Register and Delivery Programme, recognising that these will be live documents beyond the submission of the Outline Business Case*
- *Development of a Benefits Realisation Plan*
- *Completion of a detailed, costed Monitoring and Evaluation Plan.*

Appendix A. Scheme Delivery Programme

Appendix B. Risk Register