# Local Authority Major Schemes

Year 1 Benefits Management and Evaluation Report Template



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1. Introduction

### Scheme background and context

* 1. This section should provide a short description of the scheme.
	2. Scheme promoters should briefly outline the background and contextual factors behind building the scheme. This may be copied or adapted from the benefits management and evaluation plan.

### Original scheme specification

* 1. This section should set out the works to be completed as in the full business case for the scheme. Note that this does not refer to achieved delivery to date, which should be included in the 'Delivered scheme' section.
	2. These can be high-level details, for example:
* A new separated motorway junction on the road name at location;
* A new Park and Ride (P&R) facility to location served by 6 buses per hour;
* Renewal and repair of the bridge structure and road surfacing at location.

### Scheme objectives

* 1. Reporting of scheme objectives is required for all basic and standard tier schemes.
	2. This section should outline the primary and secondary objectives of the scheme, as set out in the benefits management and evaluation plan.
1. Theory of change
	1. Scheme promoters should include the theory of change or logic map for their scheme in this section. This may be copied from the benefits management and evaluation plan.
	2. Alternatively, if the theory of change has been updated since the benefits management and evaluation plan, this could be a newer version - for example if certain scheme elements were not delivered, or subsequent benefits optimisation work has added new scheme elements. If any changes are present, these should be explained in text.
2. Scheme inputs

### Scheme build

* 1. Reporting of scheme build is required for all basic and standard tier schemes.
	2. This section should report the planned delivery time (from the Full Business Case) for each phase of the scheme, compared to the actual delivery times for those phases that have already been completed. If scheme components were delivered ahead or behind schedule, this section should include some discussion of why differences from planned delivery may have arisen.

### Outturn costs

* 1. Reporting of outturn costs is required for all basic and standard tier schemes.
	2. This section should set out the forecast scheme costs from the Full Business Case, across the various scheme components.
	3. It should then include the outturn scheme costs for components that have been delivered. This could include information on the following (to be included as relevant to each scheme):
* Outturn investment costs (financial costs not adjusted to a specific price base);
* Risk budget;
* Cost elements with savings;
* Outturn annual operating costs; and
* Outturn annual maintenance or other capital costs.
	1. If there are any differences between forecast and outturn costs for specific scheme components, a commentary should be provided on any variance from forecast costs. Implications of these variances for the overall scheme cost should also be described.

### Other scheme inputs

* 1. Scheme promoters may wish to include details of other non-monetary scheme inputs, including: specialist staff, consultation and input from other professional bodies (for example, consultation with organisations such as Active Travel England may inform development of an active travel scheme), and other activities. This should be considered if other scheme inputs were included in the theory of change.
1. Scheme outputs

### Delivered scheme

* 1. Reporting of delivered scheme is required for all basic and standard tier schemes.
	2. This section should include:
* A description of scheme outputs;
* Identification of any changes to the scheme since funding approval. For example, changes to route and/or design of the scheme and details of the reasons for the changes;
* If relevant, identification of any changes to assumptions on fare levels or provision of services by operators, along with any evidence and/or analysis available for the reason for any such changes; and
* Identification of changes to mitigation measures (e.g. on landscape, noise mitigation) with a description of the changes and the reasons for implementation.
	1. For a list of suggested metrics to include for delivered scheme outputs, see Table A1 of the [Benefits Management and Evaluation Framework](https://www.gov.uk/government/publications/monitoring-and-evaluation-framework-for-local-authority-major-schemes).
	2. It is recommended to provide an annotated map or aerial view to show the location of all delivered scheme elements. Any changes to the scheme since funding approval should be highlighted, with a brief description of the associated change(s).
1. Lessons learned and process evaluation
	1. This chapter is required for basic and standard tier schemes.

### Lessons learned

* 1. This section should be completed if a full process evaluation is not required.
	2. Scheme promoters are required to conduct a light-touch 'lessons learned' exercise to understand some of the successes and challenges of the scheme development and delivery process.
	3. It is expected that learnings from the scheme will be gathered from the relevant officials. This exercise should be completed before the project delivery team disband at the end of scheme delivery.
	4. Scheme promoters may wish to use the below table to briefly outline the learnings:

|  |  |
| --- | --- |
| What have been the key successes from the development and delivery of the scheme? | * …
* …
* …
 |
| What have been the main challenges encountered during development and delivery of the scheme?  | * …
* …
* …
 |
| What are the lessons learned which can be applied for delivering similar schemes in future? | * …
* …
* …
 |
| What are the practices that have proven effective in achieving the desired outcomes? | * …
* …
* …
 |
| What recommendations would you make for improving processes, strategies, and project management practices? | * …
* …
* …
 |

Table 1 Lessons learned exercise

### Process evaluation

* 1. This section should only be included if scheme promoters are required to conduct a full process evaluation. If a process evaluation is required, this will have been agreed with DfT and included in the benefits management and evaluation plan. Please refer to the [Benefits Management and Evaluation Framework](https://www.gov.uk/government/publications/monitoring-and-evaluation-framework-for-local-authority-major-schemes) for guidance on when a full process evaluation is required.
	2. This section should include the research questions the process evaluation seeks to answer, which are typically:
* Was the intervention delivered as intended?
* What worked well, or less well, for whom and why?
* What could be improved?
	1. These research questions may be the same as those used for a lessons learned exercise. However, a full process evaluation differs in that it specifies the methods used and analytical techniques, and should explore the research questions in greater detail, and sample a wider range of evidence sources.

#### Methods

* 1. This section should include details on:
* Methods. Provide details on the research methods used. This may include qualitative and quantitative methods such as questionnaires, focus groups, interviews, and document review.
* Sampling. Provide details on the sampling frame and all sources of data, including which key stakeholders were included in any interviews, focus groups, or questionnaires. If document review forms a part of the process evaluation, this section should explain which documents were considered in scope for review.
* Analysis. Provide details on how the data were analysed. For example, a common approach is to code transcripts from interviews and focus groups thematically (i.e. assign labels to words or phrases that represent important themes) to identify emerging patterns and themes across interviews.
* Privacy and anonymisation. Provide details of how anonymity was assured for participants.

#### Findings

* 1. As with all evaluation, process evaluation should seek to provide insights and reflections on the experiences, challenges, successes, and improvements identified throughout the course of the scheme.
	2. This section should typically include the following information:
* Highlight the successes, achievements and positive outcomes that occurred during scheme implementation.
* Describe the challenges and difficulties encountered during the process and extract valuable lessons from them.
* Identify the practices that were effective in achieving the desired outcomes.
* Provide specific recommendations for improving processes, strategies, and project management practices.
1. Planned impact evaluation
	1. This section is required for standard tier schemes only.
	2. This section should summarise the baseline data that has been collected and any issues experienced, along with setting out the main outcomes that will be measured and reported in the Year 3 benefits management and evaluation report. It should briefly outline the sources of data to be collected, when data collection will occur (including whether data collection is underway for any metrics), and if any issues have been identified which may affect data collection. It is also important to clearly define the geographical coverage of the data collection (noting how this relates to the location of the scheme).
	3. Scheme promoters may wish to use the table below to include this information. Under the metric column, this should include each of the main data sources to be collected, as agreed in the benefits management and evaluation plan.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Metric (and unit) | When was the baseline data collected? | Were there any issues with baseline data collection?  | When was / will the post-opening data be collected?  | Do you anticipate / did you experience any issues with collecting the post-opening data?  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Table 2 Metrics and planned data collection