Burnley / Pendle Growth Corridor

Lancashire County Council

Benefits Realisation, Monitoring & Evaluation Plan

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Burnley / Pendle Growth Corridor

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1. Scheme Background and Context

1.1 Introduction

The purpose of this monitoring and evaluation plan is to set out a framework to monitor and evaluate the success of the Burnley / Pendle Growth Corridor Improvements Scheme. This is a requirement set out by Government and the Lancashire Enterprise Partnership (LEP) to enable them to understand what has been spent and what has been delivered, to provide information for reporting back to Ministers and the public, and for influencing future policy.

The monitoring and evaluation plan first considers the core benefits expected from the scheme, and how they are to be realised- a Benefits realisation Plan.

Linked directly to this, a set of core and then project specific metrics have been selected for monitoring , in line with those identified in the *"Growth Deal Monitoring and Evaluation Framework"* (Lancashire Enterprise partnership, May 2015). The LEP framework also sets out guidance on how evaluation is to best take place.

Monitoring is defined as "*the formal reporting and evidencing that spend and outputs are being delivered to target"* and allows for a review of the momentum towards the achievement of milestone and progress towards creation of the outputs.

Evaluation is defined as *"the assessment of policy effectiveness and efficiency during and after delivery. It uses evidence around outcomes and impacts in order to assess an interventions success"*. Evaluation has strong links to monitoring however it allows for more accurate judgement to be drawn of the effectiveness of interventions and to understand and learn "what works" in different areas and why. Where the outcomes differ from expectations the evidence base needs to be able to identify the reasons why, and record lessons that can be learnt. In developing these proposals evaluation best practice[1] has been taken into account to determine the most appropriate approach for this project.

1.2 Report Structure

This report is structured as follows:

- Chapter 2: Benefits Realisation Plan;
- Chapter 3: Monitoring of the Metrics;
- Chapter 4: Evaluation Framework;
- Chapter 5: Resourcing and Governance;
- Chapter 6: Delivery Plan;
- Chapter 7: Risk Management; and
- Chapter 8: Dissemination Plan.

1.3 Background

The Burnley / Pendle Growth Corridor Study was identified as part of the East Lancashire Connectivity Study. The rationale for the study was to establish a strategy for Burnley & Pendle that would support economic growth through the identification of localised interventions focused on reducing current and projected congestion, improving journey time reliability and widening sustainable travel opportunities.

The study sought to evidence the local perception that East Lancashire is poorly connected, with both road and rail networks hindering the efficient movement of people and goods, and that this relative isolation is having a negative impact on economic development and impeding regeneration. Historically, East Lancashire has seen significant economic decline over a sustained period of time, a decline of industry and the resultant erosion of

1 Guidance for Transport Impact Evaluations, Tavistock Institute, 2010

the local economic base. This has led to significant economic and social deprivation, high levels of worklessness and a relatively poor skills base.

The resultant strategy includes highway network improvements, non-motorised user improvements and public transport improvements.

Figure 1-A shows the location of the interventions and Table 1-A includes associated detail. A number of the interventions have been grouped into packages based on operational practicalities and the interdependencies of signal timings in order to deliver a more efficient network. The proposed interventions include 17 junction improvements and 2 rail station improvements that will be implemented in stages, with construction starting in 2015 and continuing until 2018.

This report presents the monitoring and evaluation plan produced in accordance with the guidance for the monitoring and evaluation of Growth Deal funded schemes, as published by the Lancashire Enterprise Partnership in May 2015.

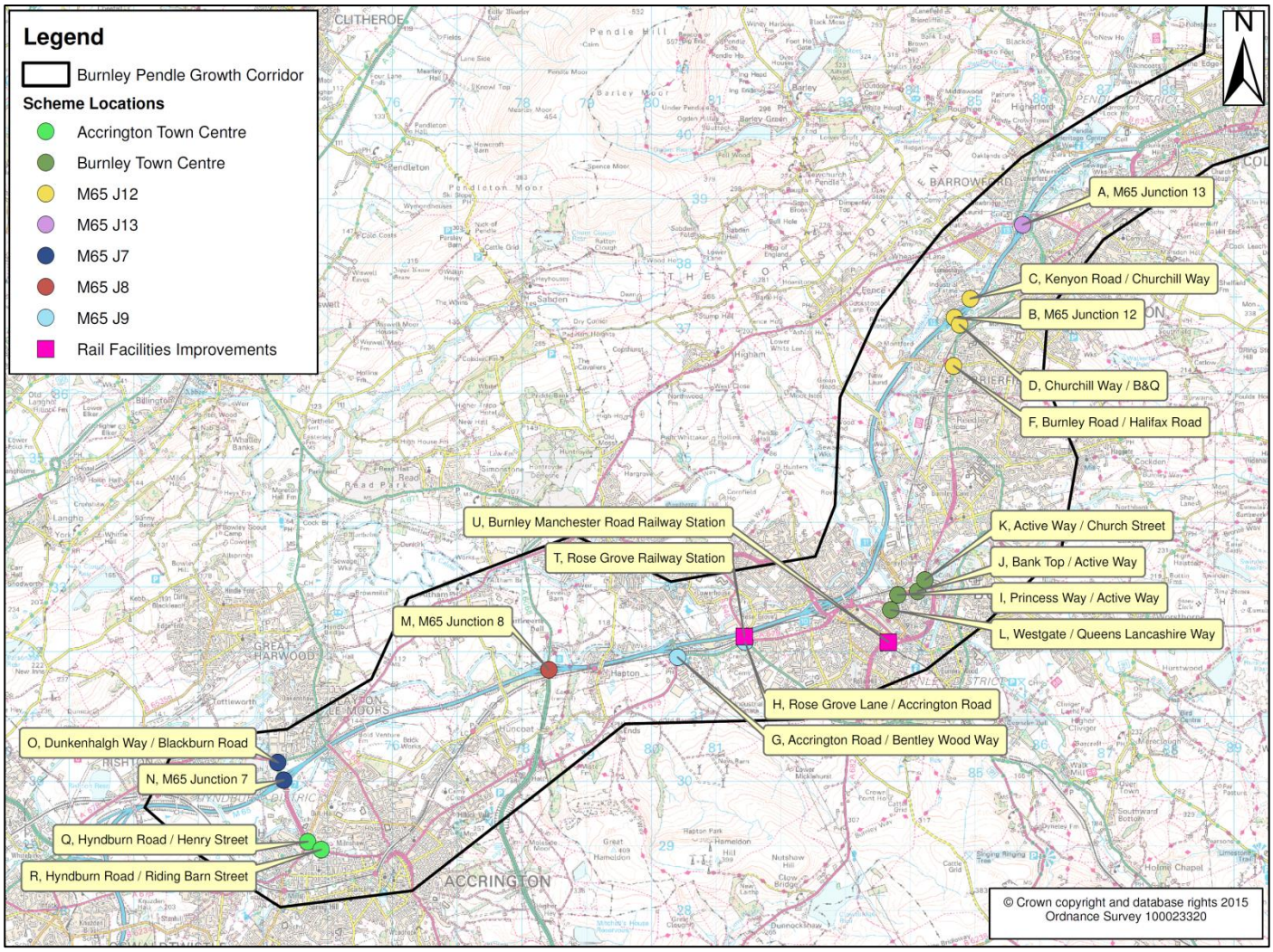

Figure 1-A: Junctions by Package

Key	Package	Scheme	Intervention
A	M65 J13	M65 Junction 13	Improvements to roundabouts.
B	M65 J12	M65 Junction12	Signalisation of roundabout.
C		Kenyon Road/Churchill Way	Signalisation of T junction.
D		Churchill Way/B&Q	Alteration of junction layout, no signalisation.
F		Burnley Road/Halifax Road	Pedestrian and signal technology upgrade.
G	M65 J9	Accrington Road/Bentley Wood Way	Alteration of junction layout, no signalisation.
H		Rosegrove Lane/Accrington Road	Alteration of junction layout & signal equipment, and provision of Park & Ride.
I	Burnley Town Centre	Princess Way/Active Way	Signalisation of roundabout.
J		Bank Top /Active Way	Signal technology upgrade.
K		Active Way/Church Street	Alteration of junction layout & signal technology upgrade.
L		Westgate/Queens Lancashire Way	Signalisation of roundabout.
M	M65 J8	M65 Junction 8	Signalisation of roundabout.
N	M65 J7	M65 Junction 7	Signalisation of roundabout.
O		Dunkenhalgh Way/Blackburn Road	Alteration of junction layout & signal equipment.
Q	Accrington Town Centre	Hyndburn Road/Henry Street	Alteration of junction layout & signal equipment.
R		Hyndburn Road/Riding Barn Street	Signal technology upgrade.
T	Rail Facilities Improvements	Rose Grove Station	Passenger facilities improvements.
U		Burnley Manchester Road Station	Increase in station car park capacity.

Table 1-A: Scheme Descriptions

2. Benefits Realisation Plan

2.1 Introduction

The Benefits Realisation Plan has been developed in order to ensure that the core, expected benefits of the scheme drive the monitoring and evaluation process; and indeed metric selection.

The Benefits Realisation Plan is driven by the vision of the scheme (as outlined in the Strategic Case of the Strategic Outline Business Case) and the primary objectives of the scheme.

This should therefore provide best value for money in terms of monitoring and evaluation, and provide an appropriate overview as to whether or not the outcomes of the schemes have been met and help maintain the focus of the monitoring exercise.

2.2 Expected Outcomes - Burnley Pendle Growth Corridor

The vision, objectives and resultant outcomes of the scheme are summarised in Table 2-A below.

The expected benefits are directly linked to the outcomes and therefore by aligning the monitoring and evaluation plan to these outcomes, the progress and impact of the scheme can be evaluated at an appropriate level.

Vision	Objectives	Outcomes
Support economic growth, through localised junction improvements focusing on reducing current and projected congestion; improving journey time reliability and widening sustainable travel opportunities.	To increase the number of jobs.	Identified employment development in the corridor coming forward.
		Improved access to existing development (including town centres) and proposed development sites.
	To increase the number of houses.	Identified housing development in the corridor coming forward.
		Improved public transport, walking and cycling facilities in the area.
	To improve the transport network.	Improved operation of the M65 motorway junctions.
		Reduced congestion and improved safety on the local road network.

Table 2-A: Vision, Objectives and Outcomes Summary

2.3 Metric Prioritisation

The requirement for monitoring and evaluation on the 'Top 3 Metrics' and 'Core Metrics' is set out within the *"Growth Deal Monitoring and Evaluation Framework"* (Lancashire Enterprise Partnership, May 2015) guidance and these metrics will therefore be automatically prioritised.

In addition to these, a number of metrics within the 'Project Specific Outputs and Outcomes' category were identified and considered pertinent to the Burnley / Pendle Growth Corridor. The prioritisation of metrics will therefore only be undertaken on those within the 'Project Specific Outputs and Outcomes' category.

In order to prioritise the metrics, an exercise was undertaken whereby the impact of each metric upon each outcome was considered.

If a metric was considered to have negligible change as a result of any of the outcomes, this metric was not prioritised. Where a measurable change to a metric was expected as a result of an outcome, this metric was prioritised.

The project specific metrics considered to have a measurable change as a result of each outcome is shown in Table 2-B, alongside the core metrics.

Outcomes	Core Metrics	Project Specific Metrics
Identified employment development in the corridor coming forward.	• Jobs connected to the intervention; and • Commercial floor space constructed.	N/A
Identified housing development in the corridor coming forward.	• Housing unit starts; and • Housing units completed.	N/A
Improved operation of the M65 motorway junctions.	N/A	• Average daily traffic by peak / non peak periods; • Average AM and PM peak journey times on key routes; and • Day to Day travel time variability.
Reduced congestion and improved safety on the local road network.	N/A	• Average daily traffic by peak / non peak periods; • Average AM and PM peak journey times on key routes; • Day to Day travel time variability; • Accident Rate; and • Casualty rate.
Improved access to existing development (including town centres) and proposed development sites.	N/A	• Average daily traffic by peak / non peak periods.
Improved public transport, walking and cycling facilities in the area.	N/A	• Annual Average daily and peak hour passenger boardings; and • Pedestrian counts on new / existing routes.

Table 2-B: Outcomes versus Metrics

In summary, the prioritised metrics to be consistent with the *"Growth Deal Monitoring and Evaluation Framework"* (Lancashire Enterprise Partnership, May 2015) are shown in Table 2-C.

Outcomes	Prioritised Metrics
Top 3 Metrics	Expenditure.
	Funding Breakdown.
	In-kind Resource Provided.
Core metrics	**Jobs connected to the intervention.**
	Commercial Floorspace constructed.
	Housing unit starts.
	Housing units completed.
Project Specific Outputs and Outcomes	Average daily traffic by peak / non peak periods.
	Average AM and PM peak journey times on key routes.
	Day to Day travel time variability.
	Accident Rate.
	Casualty rate.
	Annual Average daily and peak hour passenger boardings.
	Pedestrian counts on new / existing routes.

Table 2-C: Prioritised Metrics

The information presented within Table 2-A, Table 2-B and Table 2-C is collated into a benefits realisation plan, presented in Table 2-D overleaf.

Outcomes	Core Metrics	Project Specific Metrics	Realisation	Maximisation	Ownership
Identified employment development in the corridor coming forward.	• Jobs connected to the intervention; and • Commercial floor space constructed.	N/A	On completion of works on a geographical basis as the scheme proceeds.	Active monitoring and maintenance of traffic signal control systems to ensure optimum performance, with adjustments made to allow for increased demand through an increase in employment and additional housing completions. This is directly linked to the monitoring of junction performance as proposed by the monitoring and evaluation plan.	BPGC Project Board
Identified housing development in the corridor coming forward.	• Housing unit starts; and • Housing units completed.	N/A			
Improved operation of the M65 motorway junctions.	N/A	• Average daily traffic by peak / non peak periods; • Average AM and PM peak journey times on key routes; and • Day to Day travel time variability.			
Reduced congestion and improved safety on the local road network.	N/A	• Average daily traffic by peak / non peak periods; • Average AM and PM peak journey times on key routes; • Day to Day travel time variability; • Accident Rate; and • Casualty rate.			
Improved access to existing development (including town centres) and proposed development sites.	N/A	• Average daily traffic by peak / non peak periods.			
Improved public transport, walking and cycling facilities in the area.	N/A	• Annual Average daily and peak hour passenger boardings; and • Pedestrian counts on new / existing routes.		Active maintenance of new facilities and rail stations. Monitoring of pedestrian and cyclist counts and travel patterns in order to minimise wait times at crossing points.	

Table 2-D: Benefits Realisation Plan

3. Monitoring of the Metrics

3.1 Monitoring of the Top 3 Metrics

Monitoring of the expenditure, funding breakdown and in-kind resource provided will be a key component of the ongoing delivery of the scheme, and is a requirement of all schemes in the LEP programme.

These metrics will be monitored and published quarterly.

The predicted scheme costs are shown in Table 3-A for each of the individual scheme. The costs in this table are the base cost, inclusive of risk, in 2015 prices. Scheme costs range from £0.07m to £2.8m. With a total cost of £11.57m, the construction schedule is set to commence in 2015 and extend until 2018.

Key	Scheme	Cost (£)	Construction Year	Opening Year
A	M65 junction 13	£1.50m	2015	2016
B	M65 Junction 12	£1.00m	2015	2016
C	Kenyon Road/Churchill Way	£0.15m	2015	2016
D	Churchill Way/B&Q	£0.15m	2015	2016
F	Burnley Road/Halifax Road	£0.10m	2015	2016
G	Accrington Road/Bentley Wood Way	£0.20m	2017	2017
H	Rose Grove Lane/Accrington Road	£2.80m	2017	2017
I	Princess Way/Active Way	£0.80m	2016	2016
J &K	Bank Top /Active Way	£0.20m	2016	2016
	Active Way/Church Street			
L	Westgate/Queens Lancashire Way	£0.75m	2016	2016
M	M65 junction 8	£0.41m	2017	2017
N	M65 junction 7	£0.80m	2016	2016
O	Dunkenhalgh Way/Blackburn Road	£0.80m	2016	2016
Q	Hyndburn Road/Henry Street	£0.42m	2017	2017
R	Hyndburn Road/Riding Barn Street	£0.07m	2017	2017
T	Rose Grove Railway Station	£0.16m	2015	2015
U	Manchester Road Railway Station	£0.75m	2016	2017

Table 3-A: Scheme Costs

3.2 Monitoring of the Core Metrics

The following core metrics, required to ensure that benefits are fully realised, will be monitored and reported annually. These are focussed on the core growth objective of the scheme, and include:

- Housing Unit Starts;
- Housing Units Completed;
- Jobs connected to the intervention; and
- Commercial floor space constructed;

Whilst a bespoke survey could be undertaken to ascertain this information, it is inherently difficult to quantify the extent to which the interventions will have had on the metrics listed above. Specifically it is speculative as to what level impact on the economy is as a result of other external factors such as changes in the regional and national economy.

The number of housing unit starts and completions at specific sites will be sourced from the Local Authority Annual monitoring Reports.

To assess the impact the proposed scheme will have on the economy, an assessment of the Business Register and Employment Survey (BRES) will be undertaken. The Business Register and Employment Survey is available free of charge at NOMIS via a “New Chancellor’s Notice” from the Office of National Statistics (ONS).

The BRES data is available at Lower Super Output Areas (LSOA) and therefore can be assessed for the LSOA that contains the strategic sites shown in Figure 3-A. The BRES is undertaken annually and published the following year, data will be collected and analysed for the base year, and annually thereafter. The year of the data set used should be when the scheme has been open for a full survey year so that the changes in employment can be identified.

Although the BRES and Local Authority Annual Monitoring reports can be used to assess business and housing growth, these are directly linked to numerous socioeconomic factors and though the schemes will encourage and promote development it is difficult to quantify if the schemes were the main factor in the growth, or a contributing factor; the additionality element.

Therefore it would also be beneficial to assess how the interventions have unlocked development, by assessing travel demand at strategic sites and journey times through the use of Trafficmaster and ATC Data through key junctions to demonstrate levels of demand 'in excess' of previous capacity levels prior to improvement. Figure 2-F highlights active permanent Automatic Traffic Counters within the Burnley / Pendle Growth Corridor that were identified in the *"Burnley / Pendle Growth Corridor Strategy Stage 1: Data Collection and Problem Identification Report"* (Jacobs, June 2014).

To further demonstrate additionality, no jobs or housing permissions prior to the award of funding will be considered as connected to the intervention in the monitoring.

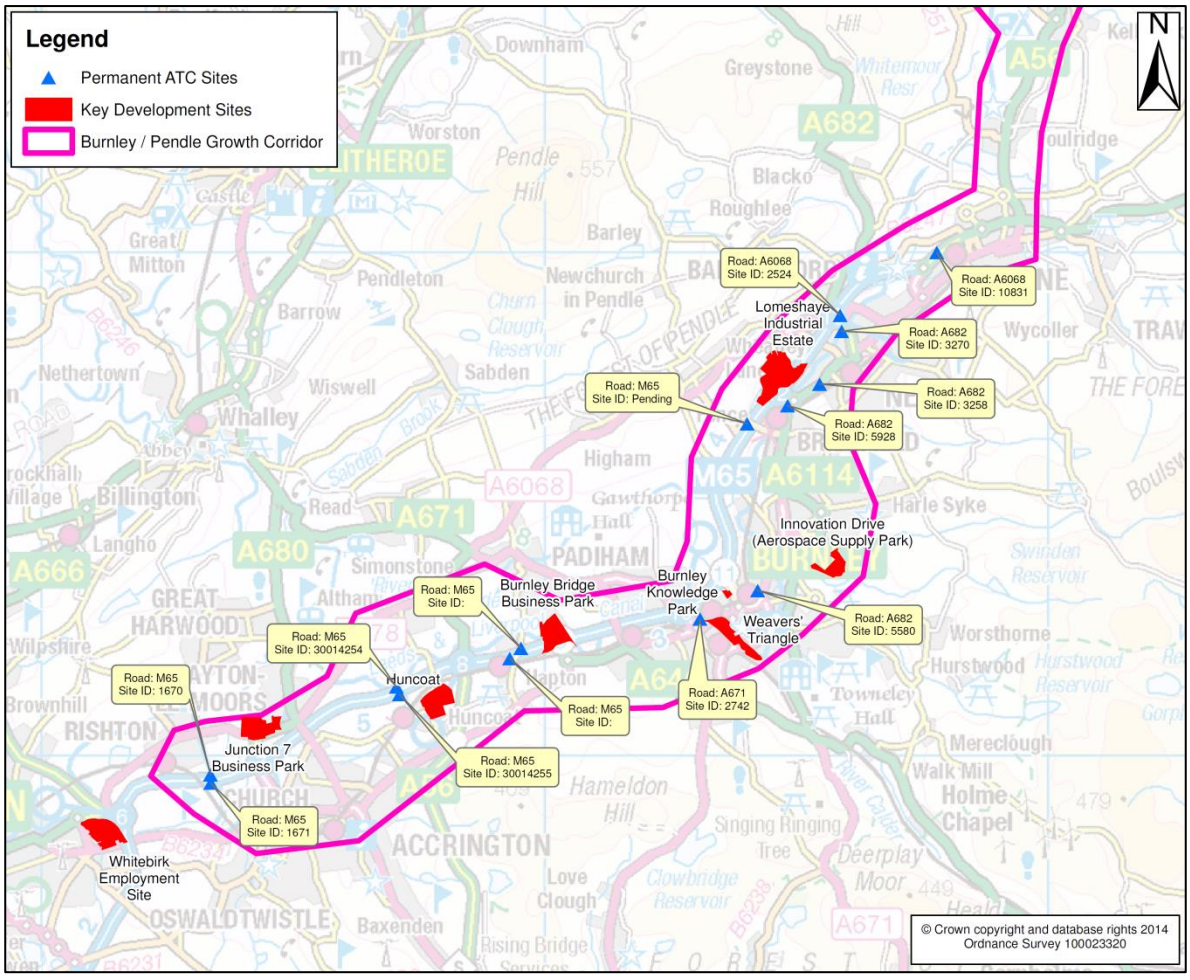

Figure 3-A: Permanent ATC locations

3.3 Monitoring of the Project Specific Outputs and Outcomes

As identified within section 2.3, the prioritised project specific outputs and outcomes will be monitored as follows.

3.3.1 Average daily traffic by peak / non peak periods.

The change in average daily traffic by peak / non peak periods will be monitored in order to establish if the junction improvements have delivered on the predicted outcomes, namely:

- Improved access to existing development (including town centres) and proposed development sites;
- Improved operation of the M65 motorway junctions; and
- Reduced congestion and improved safety on the local road network.

Daily weekday traffic flows for the AM peak hour (08:00-09:00), PM peak hour (17:00-18:00) and 12 hour flow (07:00-19:00) will be assessed for a neutral month (April, May, June, September, October or November[2]) at locations throughout the corridor. It is proposed that existing permanent ATC sites be used where possible, likely locations for monitoring are shown in Figure 3-B. Data from the ATCs will also be used to derive an average daily traffic for peak and non-peak periods.

In addition to the existing permanent ATC locations, the design proposals for the 18 junctions undergoing improvements include the incorporation of continuous automatic traffic counters in the traffic signal infrastructure (UG405 MOVA System or UTMC compliant counter). At key locations these ATC's will include the ability to undertake vehicle classification in order to quantify HGV proportions, pedestrian counts and cycle counts. Junctions where it is proposed to install MOVA systems will also have the capability to continuously monitor the level of congestion at the junction. The congestion data and ATC data will be available for monitoring from Lancashire County Council.

Average daily traffic by peak / non peak periods will be monitored and reported on a biannual basis.

[2] TAG unit M.1.2

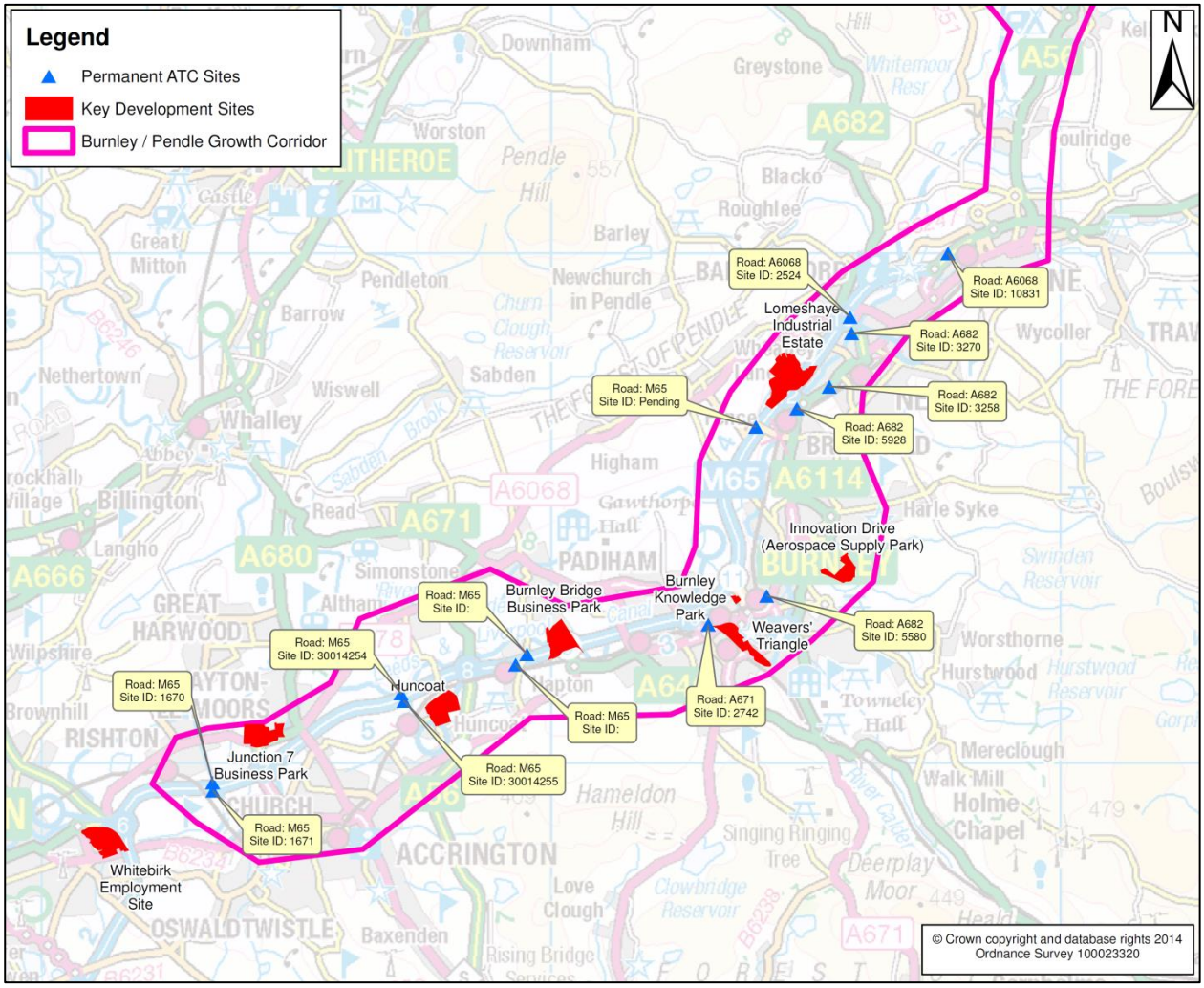

Figure 3-B: ATC Locations for AADT Analysis

3.3.2 Average AM and PM peak journey times on key routes and Day to Day travel time variability.

The average AM and PM peak journey times on key routes and Day to Day travel time variability will be monitored in order to establish if the junction improvements have delivered on the predicted outcomes, namely:

- Improved operation of the M65 motorway junctions; and
- Reduced congestion and improved safety on the local road network and improved safety.

Highways England has developed a Journey Time Database tool (JTDB) which is available via HE-TRIS. The JTDB provides information on average journey time and traffic flow on the Highways England network. The database also includes information on performance indicators such as delay, level of service and journey time variability for each 15 minute period throughout the year.

The JTDB and Trafficmaster Data will be used to assess changes in journey time and reliability on the M65 between junctions 7 and 14 in the Burnley / Pendle Growth Corridor.

To assess journey times for routes lateral to the M65, Trafficmaster Data will be requested from the Department for Transport. Trafficmaster is collected using GPS technology to record journey times and is linked to the Ordnance Survey (OS) Integrated Transport Network (ITN).

Data will be collected and analysed for pre-construction (base year) and biannually, from JTDB (Highways England) and Trafficmaster (DfT).

The evaluation of travel times and reliability will be provided annually, along the route parallel to the M65 in Figure 3-C. In addition, an assessment of travel times and reliability of lateral movements across the corridor will be undertaken between key strategic sites as shown in Figure 3-C. If Traffic Master Data is deemed insufficient for these lateral movements, a Bluetooth detection system or journey time data sourced from a third party provider may be used as an alternative.

3Average AM and PM peak journey times on key routes and Day to Day travel time variability will be reported on a biannual basis.

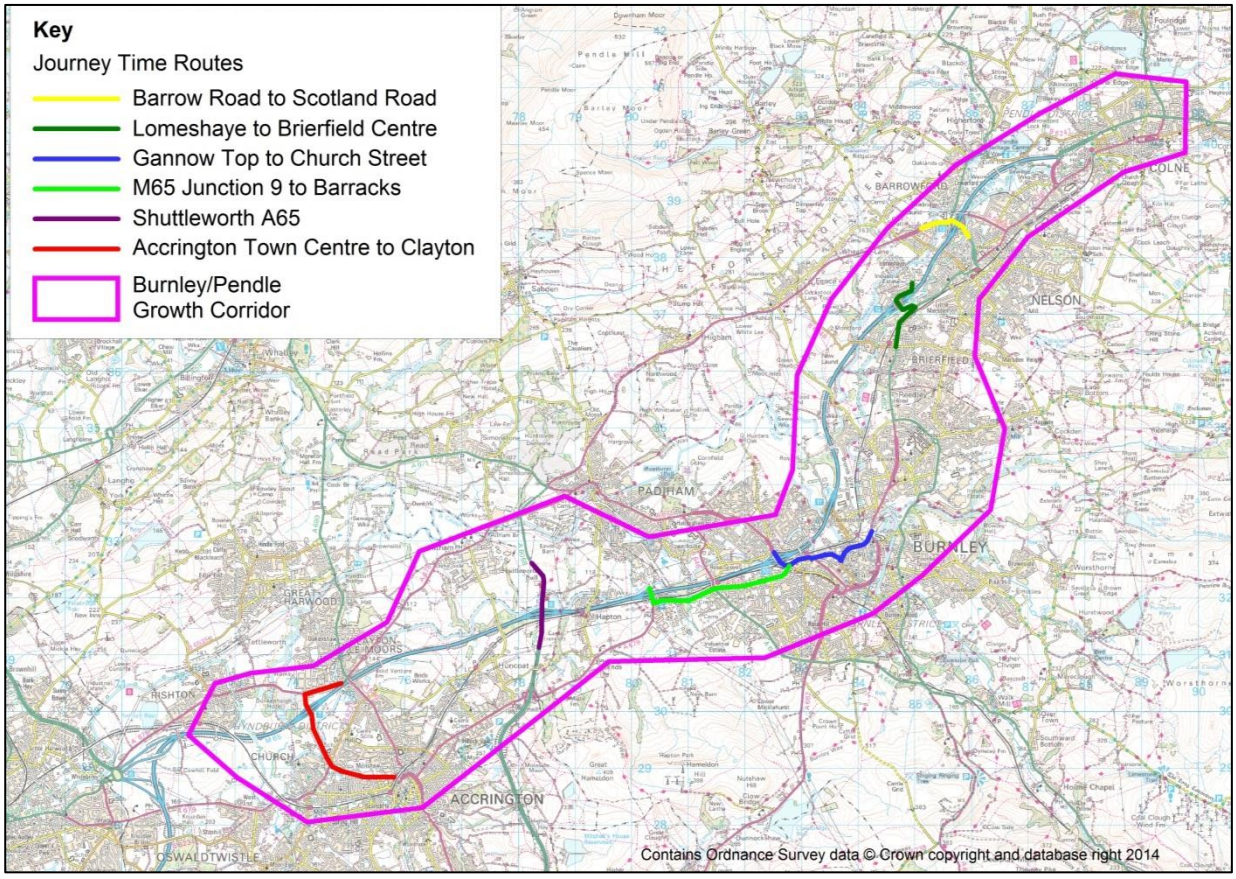

Figure 3-C: Travel Times and Reliability Assessment Location for Lateral Routes

3.3.3 Accident Rate and Casualty rate.

The Accident rate and Casualty rate will be monitored in order to establish if the junction improvements have delivered on the predicted outcomes, namely reduced congestion and improved safety on the local road network.

The accident and casualty rates will be monitored biannually using the STATS 19 accident database. In accordance with WebTAG guidance, accidents can be considered attributable to a junction if they occur within 20 metres of a junction.

3.3.4 Annual Average daily and peak hour passenger boardings.

The Annual Average daily and peak hour passenger boardings on rail services will be monitored in order to establish if the junction improvements have delivered on the predicted outcomes, namely, improved public transport, walking and cycling facilities in the area.

The Rail Station Usage Dataset, published annually by the Office of Rail Regulation (ORR), will be used to assess the impact the proposed passenger facility improvements at Rose Grove Station and the car park expansion at Burnley Manchester Road Station.

The Station Usage Dataset is published annually in December and it is collected by financial year (1st April to 31st March) for each station. Due to the way the Station Usage Dataset is compiled and released the impact on rail travel demand at the associated stations will have to be assessed after the stations have been open for one complete ORR data collection period (i.e. one financial year).

Annual Average daily and peak hour passenger boardings on rail services will be reported on a biannual basis.

In addition to annual average daily and peak hour passengers boardings, data on car park usage will also be monitored at both Rose Grove and Burnley Manchester Road rail stations. The improvements outlined in section 1 propose the extension of Burnley Manchester Road car park and the creation of a new car park at Rose Grove.

Improved station access as a result of increased parking is expected to generate additional trips on the rail network and a proportion of the change in annual average daily and peak hour passenger boardings can be attributed to the improved station access. The car park usage will be reported on a biannual basis, alongside the annual average daily and peak hour passenger boardings.

3.3.5 Pedestrian counts on new / existing routes.

The pedestrian counts on new / existing routes will be monitored in order to establish if the junction improvements have delivered on the predicted outcomes, namely, improved public transport, walking and cycling facilities in the area.

An option which has not yet been developed in detail for a sustainable transport scheme has the possibility to include pedestrian improvements. This scheme is likely to take the form of a public realm improvement scheme, providing enhancements to pedestrians, cyclists, bus passengers and highway safety. If and when this scheme is delivered, this metric will be reported upon annually thereafter for the duration of the monitoring and evaluation period.

The will consist of a record of service improvements that have been delivered as part of the interventions and will be reported biannually.

4. Evaluation Framework

In line with the *"Growth Deal Monitoring and Evaluation Framework"* (Lancashire Enterprise Partnership, May 2015), the role of the evaluation framework is to *"improve the efficiency and effectiveness of Deals (and their component interventions) as well as to estimate their effect"*. This evaluation framework will therefore provide formative and summative evaluation in order to evaluate the on-going and reflective efficiency and effectiveness of the scheme.

The outline evaluation approach that is being assessed against Lancashire Enterprise Partnership requirements is shown in Table 4-A. The scheme will be evaluated over the course of the monitoring and evaluation period at key stages which are defined as;

- **Input -** What is being invested in terms of resources, equipment, skill and activities that will be undertaken to deliver the schemes;
- **Outputs -** What has been delivered and how it is being used;
- **Outcomes -** the intermediate effects for example changes in traffic flows and modal shift; and
- **Impacts -** the long term effects of the scheme on the wider social and economic outcomes such as supporting economic growth.

The evaluation of the scheme will be driven by workshops and evaluation workstreams led by the Lancashire Enterprise Partnership and their independent facilitators to support the evaluation. This will ensure that the reasons for success (or otherwise) are known, understood, and evaluated iteratively against the metrics and benefits realisation plan, to ensure formative evaluation and on-going effectiveness of scheme outcomes and delivery.

Item		Stage	Data Collection / Timing	Evaluation Approach
Expenditure		Input	During Delivery	Scheme Sponsors' Delivery Evidence
Funding breakdown		Input	During Delivery	
In-kind resource		Input	During Delivery	
Housing Unit Starts and Completions		Outcome	During Delivery & Post Opening	BRES and Local Authority Annual Monitoring reports
Jobs connected to the intervention		Outcome	During Delivery & Post Opening	
Commercial floor space constructed		Outcome	During Delivery & Post Opening	
Study Objectives	To increase the number of jobs.	Outcome	Post Opening	BRES and Local Authority Annual Monitoring reports
	To increase the number of houses.	Outcome	Post Opening	BRES and Local Authority Annual Monitoring reports
	To improve the transport network.	Outcome	Post Opening	JTDB Data ATC Data Trafficmaster Data STATS 19 Data

Table 4-A: Evaluation Approach

To summarise, the evaluation approach requires the following;

- During and post scheme monitoring of expenditure, funding breakdown and in-kind resource provided plus decisions within the process leading to the output of the scheme;
- Evaluation of changes to the economy in terms of jobs connected to the interventions and commercial floorspace constructed;
- Evaluation of changes to the housing market in terms of starts and completions;
- Pre & post scheme Local Authority Monitoring Reports;

- Pre & post scheme Traffic Volume data from permanent Automatic Traffic Counters;
- Pre & post scheme Traffic Master Data;
- Pre & post scheme Journey Time Database Data;
- Pre & post scheme Business Register and Employment Survey data;
- Pre & post scheme STATS 19 Accident Data;
- Pre & post scheme details of cycle and pedestrian infrastructure improvements;
- Pre & post scheme details of station facilities at Rose Grove Station; and
- Pre & post scheme details of parking capacity at Manchester Road Station.

4.1 Logic Mapping and Monitoring Approach

To maximise the effectiveness and transparency of the evaluation process, linked to the benefits realisation planning, Logic Mapping has been used.

It should be noted that this is a requirement of the LEP for a monitoring and evaluation plan, and is a methodology commonly used in DfT guidance in planning to systematically and visually represent the key steps required in order to create a set or inputs into activities that are designed to lead to a specific set of outcomes.

Logic mapping was undertaken to articulate the assumptions, underpinning how the scheme will deliver the intended outcomes and impacts for each of the proposed schemes; the logic map is shown in Figure 2-A, following guidance from The Tavistock Institute [3] and DfT [4] .

3 Logic Mapping: Hints and Tips for Better Transport Evaluations, Tavistock Institute, 2010

4 Monitoring and Evaluation for Local Authority Major Schemes, Department for Transport, 2012

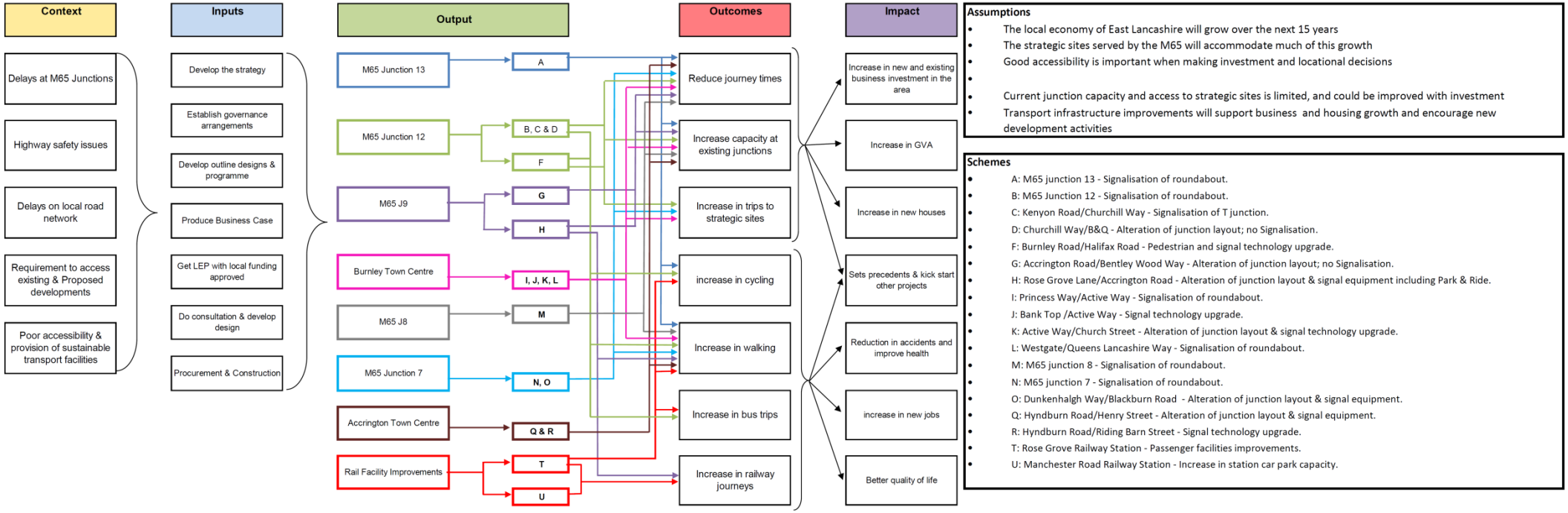

Figure 4-A: Logic Map

4.2 Value for Money

An assessment of the value for money of the schemes will be required upon completion of each intervention.

To assess the value for money of rail schemes at Rose Grove Station and Manchester Road Station, an assessment and identification of evidence of outputs will be undertaken.

For junction improvement schemes, an evaluation of the impact the proposed schemes have had on journey times and traffic demand will be undertaken, linked to the original estimates and forecasts.

Table 4-B demonstrates how the value for money will be assessed for each scheme.

Programme	Quantification of Value for Money	Data Source
Junction 13 – improvements to both roundabouts	Journey Time Improvements	JTDB (Highways England)
Junction 12 – includes nearby junctions	Journey Time Improvements	JTDB (Highways England)
Junction 9 – Improvements to roundabout to south	Journey Time Improvements	JTDB (Highways England)
Rose Grove A646/A679 signal junction	Increase in demand	Traffic Master Data
Burnley Town Centre junctions – A679/B6434, A679/Kingsway, A679/A682	Increase in demand	Traffic Master Data
Burnley Town Centre junctions – A679/Queen's Lancashire Way	Increase in demand	Traffic Master Data
Junction 8 improvements	Journey Time Improvements	JTDB (Highways England)
Junction 7 and Dunkenhalgh Way/Blackburn Road	Journey Time Improvements	JTDB (Highways England)
Junction improvements-Junction 7 to Accrington centre	Increase in demand	Traffic Master Data
Rose Grove Station passenger facilities	Increase in demand	Output
Manchester Road Station car park	Increase in demand	Output

Table 4-B: Value For Money Assessment

5. Resourcing and Governance

This section of the report outlines the resourcing and budgetary requirements for the monitoring and evaluation of the Burnley / Pendle Growth Corridor Improvements scheme, and details on proposed governance arrangements.

The scheme sponsor, Lancashire County Council, will be responsible for the cost of the monitoring and evaluation plan. Lancashire County Council have accounted for resourcing the Monitoring and Evaluation Plan within future spending allocation.

The ongoing costs of monitoring and evaluation are expected to be limited to the collection of traffic count / journey time information and staffing costs at a technician level to monitor and maintain the systems, undertake data checking and processing into a presentable format.

The traffic count and journey time information will be provided by automatic systems, either currently available or as part of the traffic systems infrastructure within each signalled junction improvement.

The annual staffing cost is estimated to be 10 days, and this will be absorbed within the ongoing activity of LCC's data collection team using existing staff revenue budgets. The District Councils have agreed to collect the development related information at their own cost.

As the schemes are being constructed over a 3 year period and data collected over an 8 year period the availability and cost of data may change over the course of the monitoring and evaluation period.

The proposed governance structure is outlined in Figure 5-A with detail regarding these roles discussed in more detail in sections 5.1 to 5.5.

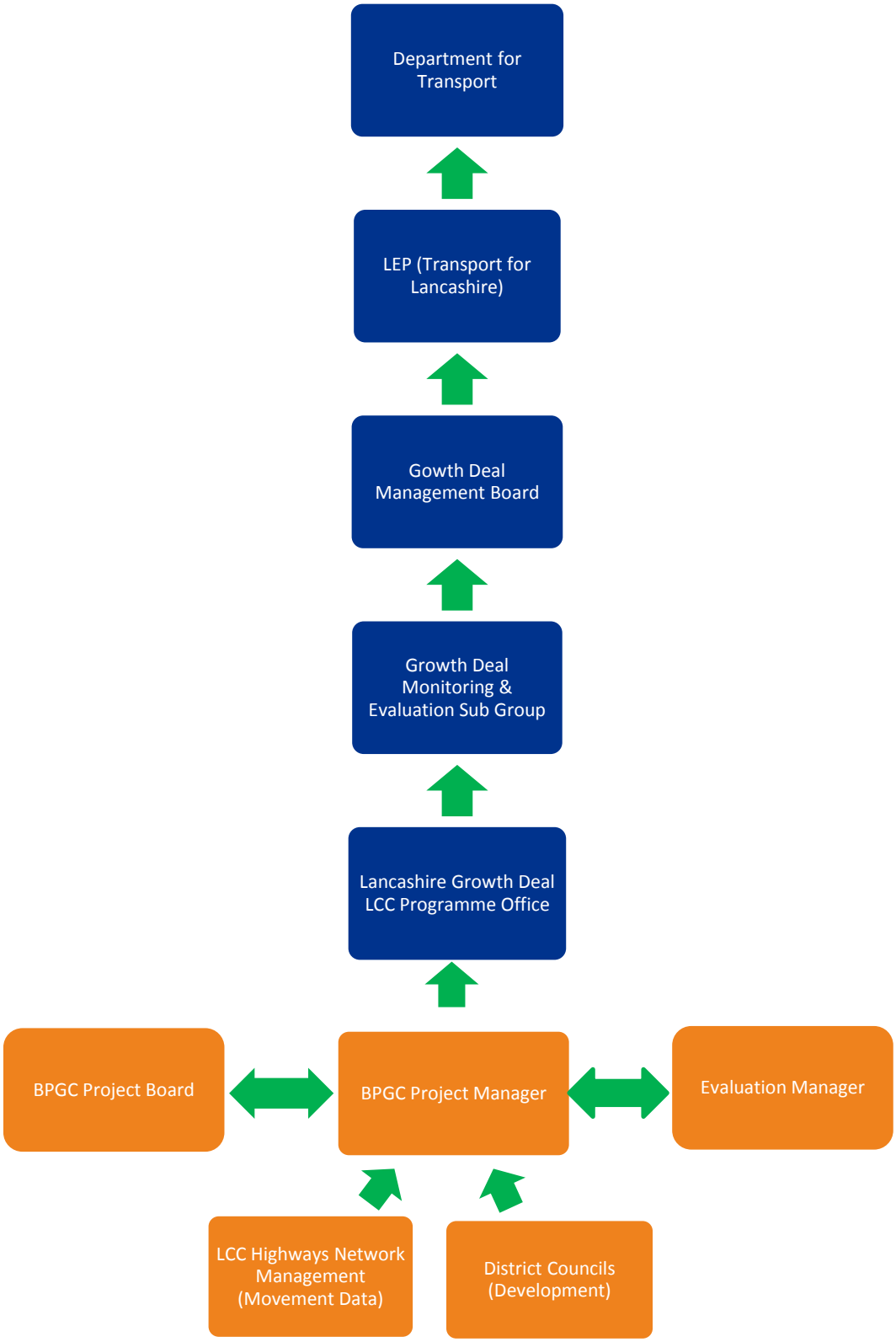

Figure 5-A: Governance Structure

5.1 Burnley Pendle Growth Corridor (BPGC) Project Manager

The Project Manager will be responsible for the overall coordination and management of the Monitoring and Evaluation Process, and the production of associated reports. The Project Manager will be of an appropriate position with the relevant skills to directly influence resources and the drive the monitoring and evaluation process forward.

The Project Manager will be responsible for dissemination of the monitoring and evaluation to the Government, Lancashire Enterprise Partnership, the Project Board and other key stakeholders.

5.2 Burnley Pendle Growth Corridor (BPGC) Project Board

BPGC Project Board will consist of key Lancashire County Council Officers, District Council Officers and members of the project team. Additional stakeholders that have a vested interest in the schemes may also be represented within the Project Board.

The Project Board will act as an advisory role to the evaluation team to enable best use of local knowledge, experience and skills for the monitoring and evaluation process. This will ensure that the monitoring and evaluation will is effectively managed and considers a wide range of views.

5.3 Evaluation Manager

It is important that the quality of the monitoring and evaluation plan is maintained. The Evaluation Manager will ensure consistency in data collection, application of methodologies, analytical techniques used, reporting and interpretation of findings throughout the monitoring and evaluation period. In order to avoid bias in the reporting, the Evaluation Manager will have knowledge of the scheme but will not be heavily involved in the process.

5.4 Lancashire County Council (LCC) Highways Network Management

Lancashire County Council Highways will be responsible for collection and analysis of Journey Time and travel demand data.

5.5 District Council

The associated District Council will be responsible for providing data on development within the growth corridor.

6. Delivery Plan

The proposed delivery plan, as produced by LCC, is attached in Appendix A.

7. Risk Management

This section of the report will outline any potential risks to the monitoring and evaluation plan. It is important for the success of this Monitoring and Evaluation Plan that any potential risks are identified and mitigated accordingly. Table 7-A outlines potential risks and associated mitigation measures where appropriate.

Risk	Detail	
Data Collection	Risk of over or underestimation of commercial floor space	Caution must be applied when monitoring the commercial floor space occupied, constructed and the commercial rental values as there may be numerous reasons as to why the figures have changed, not just because of the intervention. Therefore, the sponsor may be over-estimating the impact which the scheme has had.
	Financial risk associated with the ATC requirements	An ATC will need to be placed in the key locations on the network where the improvements had taken place. Given the large area, several ATCs would be required.
	Data accessibility risk	It must be noted that the Highways England (HE) is responsible for the management of Junctions 7 – 10 of the M65. Engagement with Highways England (HE) is essential in order to collate appropriate traffic data. The HA store all their traffic flow data on the TRADS website. It is recommended that the sponsor consults the website and / or the HE to ascertain the coverage of their existing data collection programme.
		Office of Rail Regulation data and data provided by the Department for Transport might not be available (as published annually) for a full year after scheme opening. This should not be an issue as the report is due within two years of scheme opening and the data would have been collected over the appropriate period.
		For access to the Business Register Employment Survey (BRES) a NOMIS account will be required and application for a New Chancellor's Notice will be required.
	Risk to potential outcomes	Station facilities at Rose Grove Station if less or greater facilities are provided than those assessed in the Stage 2 report the impact could be greater or less than anticipated.
Evaluation fails to fully address objectives	The approach to evaluation is to be agreed with Lancashire County Council, Lancashire Enterprise Partnership and the Steering Group before construction begins. It will be the responsibility of the independent Evaluation Manager to ensure the agreed approach is adhered to.	
Failure to agree the purpose of evaluation	The Monitoring and Evaluation Plan is to be disseminated to the Steering Group to set out the purpose of evaluation so any areas of concern can be addressed.	
Base year data compromised by construction works starting	The data collection period is planned to take place in advance of the current expected start date for construction. The scheme promoter will need to be aware of the importance of base year data collection taking place before the start of construction.	
Outcome/impact evaluation being carried out too early	Data collection will take place at regular intervals as defined by the monitoring and evaluation plan. The frequency of monitoring of individual metrics has been defined as per guidance contained within the *"Growth Deal Monitoring and Evaluation Framework"* (Lancashire Enterprise partnership, May 2015), in order to capture the outcomes and impacts respectively, allowing sufficient time for the scheme benefits to take effect.	
Failure to understand the limitations of the data	The methods of data collection outlined in this report have been designed to provide suitably detailed data for the evaluation requirements of the scheme and will be agreed with the LEP.	

Risk	Detail
Evaluation design failing to provide robust data	Industry-standard forms of data collection are being employed and the evaluation has been designed to give thorough coverage throughout the Burnley / Pendle Growth Corridor. The evaluation design will be agreed with the LEP.
Failure to foresee future analytical or data requirements	Lancashire County Council are aware of the permanent count sites and employment data needed to complete each stage of the evaluation. Data collection and analysis procedures will be agreed with the LEP.
Failure to gather sufficient, good quality data	To allow for robust data collection where possible existing data sources have been recommended to reduce risk. The evaluation design will be agreed with the LEP ensuring sufficient data is collected.
Producing evaluation findings that are not actionable or that do not have clear implications	The One Year After Report and Final Report will summarise findings in terms of lessons learned and improvements to scheme planning and delivery that could have brought about greater benefits. This information can then be used to inform proposals and decision making for similar schemes and to ensure good practice is replicated.
Poor or disrupted planning as a result of insufficient time, resources or management priority	The evaluation programme follows LEP guidance and will be agreed with the LEP. A suitably experienced independent Evaluation Manager will be appointed, who will be responsible for the delivery of the evaluation programme.
Failure to account for other outcome/impact influencing factors, and so not being able to directly attribute outcomes/impacts to this scheme	The Monitoring and Evaluation Plan will have to be assessed on an ongoing basis for its suitability, and amended as necessary to take account of any factors that may arise during the Monitoring and Evaluation programme.

Table 7-A: Management of Risk

8. Dissemination Plan

The reports will be produced for review by the Government and the Lancashire Enterprise Partnership. Subject to acceptance from these two bodies and scheme sponsors, the results and conclusions will be made available to the Stakeholders and other scheme promoters through available channels such as; Directly to Stakeholders, Scheme Sponsors Website, Press releases Transport Industry Networks and Transport research conferences. Consideration will be given to the level of detail of the information that would be supplied to each of the associated audience groups.

As, te Burnley / Pendle Growth Corridor includes multiple schemes however a regular reporting structure will be implemented with quarterly, annual and biannual reports.

Appendix A. Delivery Programme