Appendix P   Monitoring and Evaluation Plan Report (March 2015)

Blackburn - Manchester Rail scheme

Monitoring and Evaluation Plan
April 2015

Contents

Appendices

1. INTRODUCTION

1.1 Evaluation Background

The outline evaluation plan for the Blackburn to Manchester Rail Scheme follows the DfT guidelines as set out in the Monitoring and Evaluation Framework for Local Authority Major Schemes (Sept 2012).

The guidance advises a proportionate and targeted approach to the assessment that can demonstrate that the major scheme has achieved its objectives and that funding has been wisely invested.

The overall cost of the scheme is significantly less than £50m and as such falls within the Standard Monitoring Framework as set out in the guidance.

Blackburn with Darwen Borough Council and the Lancashire LEP recognise the importance of demonstrating ongoing value for money when seeking to deliver transport infrastructure projects, and gathering evidence on whether they actually have driven economic growth, in order to fill a gap in the LEPs/ DfTs evidence base.

The plan has been prepared in accordance with the Department for Transport's guidance "Monitoring and Evaluation Framework for Local Authority Major Schemes" (September 2012) and aims to provide a useful means of demonstrating to the LEP, the Department for Transport, local public transport operators, local businesses, local people, interest groups (RVR etc) and developers that the local rail enhancement:

- Was delivered effectively and efficiently
- Has delivered anticipated outcomes
- Had realised any unintended affects (positive or negative)

The focus for the Monitoring and Evaluation Programme is on measuring performance, understanding scheme impacts and disseminating this to the LEP, Central Government and wider stakeholders.

Impact evaluation is the assessment of how effective an intervention is, based on collection and analysis of evidence in relation to policy objectives. By using 'before and after' data the impact evaluation will demonstrate "accountability" and measure the effectiveness of the scheme.

2. SCHEME BACKGROUND AND CONTEXT

2.1 Description

The rail line from Blackburn to Clitheroe was reopened in May 1994 extending the existing service from Manchester Victoria to Blackburn to four more stations within the Ribble Valley.

Since that time growth on the line has been very impressive and the service has developed strong commuter, leisure and education flows. The flow between Blackburn and Manchester has subsequently become one of Northern Rail's busiest however the line is also one of their worst performing.

The existing rail service currently operates hourly, on essentially a clock face timetable with additional services in the peak. While the Ribble Valley line benefits from having direct services to Manchester both service frequency and journey time are considered by many stakeholders to be very poor, particularly between Blackburn and Manchester.

This scheme is designed to facilitate an improved service frequency between Blackburn and Manchester throughout the day, enhance the waiting environment at stations along the line and improve performance and reliability of the whole line.

In summary in order to achieve a 30 minute service frequency between Blackburn and Manchester the scope of works includes:

- Extension of the passing loop (double track section) at Darwen station by 1410 metres south and 1310 metres north of the existing loop
- Associated signalling and structures work.
- 5 km of new track,
- 5 km of track tamping,
- 1.3km of track sluing,
- 7 new signals
- 5 recoveries plus associated modifications at local signal boxes,
- 2 full bridge re decks,
- 3 retaining wall modifications
- Telecoms upgrades
- Station upgrades at Clitheroe, Whalley, Ramsgreave & Wilpshire, Darwen

The rail scheme will deliver a range of benefits which accord with the emphasis of Government advice on placing increased weight on minimising car journeys, delivering growth and benefiting the environment.

2.2 Costs

The overall cost of the scheme including station development, and revenue requirements is detailed in the table below:

Cost Component	Estimate (£000s, Q4, 2013)
Capital - Line	13,354
Capital - Stations	325
Total Capital Costs	13,680

Preferred Funding Arrangements:

Competitive LGF £3.400m

LGF £9.000m

Local capital contribution BwDBC £1.180m

Local capital contribution LCC £0.100m

Total: £13.680m

The bid to the LEP is therefore for a contribution of £12.4m towards the capital costs.

The assessment undertaken for the outline business case attributed the scheme with a benefit cost ratio of 4.63.

2.3 Delivery timeframe

The Blackburn to Bolton Rail scheme was afforded programme entry from the LEP in 2013 and the Final funding bid will be submitted in April 2015. Since this time the Council have undertaken a refresh of the business case and developed the scheme through the Network Rail GRIP process to Stage 5.

It is anticipated that the majority of capital works to establish the extended passing loop at Darwen will be completed by late Summer 2015 within an existing 5 week blockade for the line to deliver Farnworth Tunnel electrification upgrades (18th July – 24th August).

Station enhancement works are likely to be completed within a similar timescale with stations north of Blackburn in the Ribble Valley being delivered first.

The new service pattern will then be introduced as part of the December 2017 timetable change which will witness a major overhaul of timetables for services across the North West following the completion of Northern Hub and electrification programmes. It may however be possible to introduce the service 12 month sooner but this is dependent upon the availability of rolling stock and whether the successful bidder of the Northern Franchise is prepared to bring forward this investment.

2.4 Monitoring and Evaluation Requirements

The principal aims of monitoring and evaluation are to determine whether the scheme is delivered as planned and whether it delivers the expected benefits. Where the outcomes differ from expectation the evidence base needs to be able to identify the reasons why and the lessons that can be learnt.

The approach taken for Monitoring and Evaluation of the Blackburn – Manchester rail scheme has been driven by best practice guidance and the key object of the evaluation will be to monitor the progress of the scheme against standard measures outlined in previous DfT guidance at key stages.

The following measures (covering inputs, outputs, outcomes and impacts) will be monitored for the Blackburn to Bolton Rail Scheme.

- Scheme build (Stage 1)
- Delivered scheme (Stage 1, 2 and 3)
- Costs (Stage 1)
- Scheme objectives (Stage 2 and 3)
- Travel demand (Stage 2 and 3)
- Travel times and reliability of travel times (Stage 2 and 3)
- Impacts on the economy (Stage 2 and 3)
- Carbon impacts (Stage 2 and 3)

3. SCHEME OBJECTIVES AND OUTCOMES

3.1 Scheme Objectives

By developing a more frequent, attractive, efficient and reliable local rail network the scheme aims to improve sustainable connectivity between Pennine Lancashire the neighbouring city region of Manchester, subsequently the scheme aims to:

- To provide an efficient modern public transport service which meets the needs of the people living in the region

- To provide a catalyst to stimulate the economic regeneration of Blackburn with Darwen Borough and the rest of Pennine Lancashire through improved access to work, education, training, health and leisure facilities

- To provide a sustainable alternative to the car, particularly for travel on the local network and the M61 and M66 corridors and promote social inclusion

To fully realise these aims, the following scheme measures must be in place:-

- Extension of passing loop at Darwen
- Introduction of 30 minute service frequency during the inter peak between Blackburn and Manchester
- Station waiting and information enhancements
- Greater marketing of rail opportunities

3.2 Scheme Outcomes

It is intended that the achievement of the aims and objectives will result in the following outcomes:

- Improved rail service frequency
- Improved rail service reliability
- Improved rail station facilities
- Improved public transport penetration and access to key employment / education sites
- Improved public transport passenger satisfaction

These outcomes will in turn lead to behavioural changes and consequent modal transfer of car users to rail, a reduction in local road traffic and an improvement in local air quality whilst facilitating access to jobs and services in Greater Manchester and promoting the inward investment in the borough of Blackburn with Darwen.

The intended beneficiaries are as follows:

- Existing rail passengers (through improved service frequency, reliability and station facilities)
- Future rail passengers (through improved service frequency, reliability and station facilities)

- Current car users (through decreased overall congestion levels)

The table below summarises the relationship between the scheme objectives and outcome indicators

OBJECTIVE	INDICATORS
1. To provide an efficient modern public transport service which meets the needs of the people living in the region	• Increased passenger numbers on trains • Improved passenger satisfaction • Improved passenger waiting environment (rail stations) • Better public transport information • Reduced waiting times on Blackburn to Manchester section of Ribble Valley line • Improved rail punctuality / reliability
2. To provide a catalyst to stimulate the economic regeneration of Blackburn with Darwen Borough and the rest of Pennine Lancashire through improved access to work, education, training, health and leisure facilities	• Improved connectivity between Pennine Lancashire and Gt Manchester • Facilitate economic growth and development opportunities
3. To provide a sustainable alternative to the car, particularly for travel on the local network and the M61 and M66 corridors, reduce carbon emissions and promote social inclusion	• Modal shift from cars / reduction in car based traffic • Improved service frequency and public transport access • Reduction in carbon emissions

3.3 Scheme Impacts

The long term impacts of the rail scheme are:

- Increased passenger numbers on rail services
- Improved reliability of local rail services
- Economic growth through sustainable regeneration and improved accessibility to neighbouring city region of Manchester

The development of the enhanced service frequency along this rail corridor is wholly consistent with national transport policy in terms of facilitating sustainable, reliable and cost effective door to door journeys but also with plans for regional transport network improvements and economic development prepared by various stakeholders across the length of the route.

The improved service delivers a key element in the Lancashire Strategic Economic Plan as well other sub regional strategies, bringing up to a consistent minimum standard services on key corridors across the region and significantly enhancing connectivity between employment and labour markets in Blackburn, Darwen, Bolton and Manchester thus driving economic productivity and competitiveness.

The enhanced service will also improve the attractiveness of Blackburn and Darwen town centres, consistent with local strategic and redevelopment planning, will improve accessibility to educational and health facilities, and attract additional visitors.

3.4 Integration with Other Transport and Development Schemes

It is important to appreciate that the rail service frequency enhancement on the Ribble Valley line between Blackburn and Manchester is part of a 'package' of transport and development proposals for the Borough of Blackburn with Darwen, all of which will have significant impacts on transport and other policy areas. As well as this rail scheme, other significant schemes, which could bring about considerable change, include:

- Todmorden Curve reinstatement – additional service to Manchester from Blackburn via Burnley.
- Pennine Reach – rapid bus transit for East Lancashire providing bus priority and major investment in interchange facilities in Blackburn and Accrington town centres.
- Delivery of Local Transport Plan proposals (e.g. the Blackburn Town Centre Transport Movement Strategy Schemes including Freckleton Street Link Road);
- Development of the East Lancashire Strategic Cycle Network – Weavers Wheel cycle network for BwD.
- BwD CONNECT, Blackburn with Darwen's Local Sustainable Transport Fund Project –this will be superseded by the Connecting East Lancashire project in 2015/16

- Major developments proposed as part of the adopted Core Strategies for Blackburn with Darwen (Blackburn 2012-2026, 9365 Houses, 105.5 Ha Employment Land) and the Lancashire Advanced Engineering and Manufacturing Enterprise Zone (Salmesbury) to the north of Blackburn; and,
- Technological advancements including the introduction of SMART cards for seamless public transport journeys across all modes and the promotion of alternatives to travel such as working from home and teleconferencing.
- Community Rail Lancashire –continued marketing of the local rail network and development of local small scale enhancements in partnership with community.

As a result of the above, there are likely to be many factors that contribute, positively and negatively, to the proposed performance indicators used to measure the success of the Rail scheme. For example, one of the benefits of the rail scheme would be to increase rail patronage, however, the expected developments and growth highlighted above, could also generate an increase in public transport demand.

It is likely to be difficult to disentangle the impact of each contributory factor. However, the performance monitoring of the rail scheme benefits will take account of this appropriately.

4. EVALUATION OBJECTIVES

The monitoring and evaluation plan is designed to determine whether the Rail scheme:

- Is delivered effectively and efficiently
- The causal effect of the scheme on the anticipated outcomes and whether these have contributed to the intended impacts
- Has realised any unintended affects (positive or negative)

The object of the evaluation is to monitor the progress of the scheme against standard measures outlined in DfT guidance and additional measures (noise, local air quality and accidents) at key stages.

The table below proposes the indicators to be used to assess the effectiveness of the scheme against the objectives:

Item	Stage	Data collection stage	Collection & review method
1. Scheme build	Input	During delivery	Project Board
2. Delivered scheme	Output – delivered product, changes in scope	During delivery/ Post opening	Project Board
3. Costs	Input – financial analysis	During delivery and post opening	Project Board
4. Scheme objective 1: Increase passengers	Output/outcome/impact	Pre or during delivery and post opening	LENNON, the national rail ticket sales database
5. Scheme objective 2: Facilitate economic growth	Impact	Pre or during delivery and post opening	Analysis of land available for development, housing delivery and agglomeration benefits
6. Scheme objective 3: Reduce congestion and carbon emissions and improve social inclusion	Impact	Pre or during delivery and post opening	LENNON, the national rail ticket sales database
7. Travel demand	Outcome	Pre or during delivery and post opening	Numerical counts
8. Travel times and reliability	Outcome	Pre or during delivery and post opening	PPM – public performance measure
9. Impacts on Economy	Impact	Pre or during delivery and post opening	Numerical counts
10. Carbon impact	Impact	Pre or during delivery and post opening	Numerical and calculations

The detailed evaluation plan for the standard measures (Numbers 1 to 10 in the Table above is given in Appendix A

In summary the standard measures for scheme build and delivery will be measured during and post delivery and will concentrate on:

- Programme/project plan assessment, including measures of delivery at key milestones. This will include an implementation log
- Stakeholder management approaches
- Risk management effectiveness
- Assessment of whether the scheme is on track to deliver the anticipated benefits and details of any benefits realised
- A full description of implemented scheme outputs;
- Identification of any changes to the scheme since funding approval. For example, changes to design of the scheme and details of the reasons for any such changes
- If relevant, identification of any changes to assumptions on provision of services by operators and provision of any evidence and/or analysis available for the reason for any such changes
- An assessment of whether the scheme has reached the intended beneficiaries; and,
- Identification of changes to mitigation measures (e.g. on landscape, noise mitigation, etc,) with a clear description of the changes and the reasons
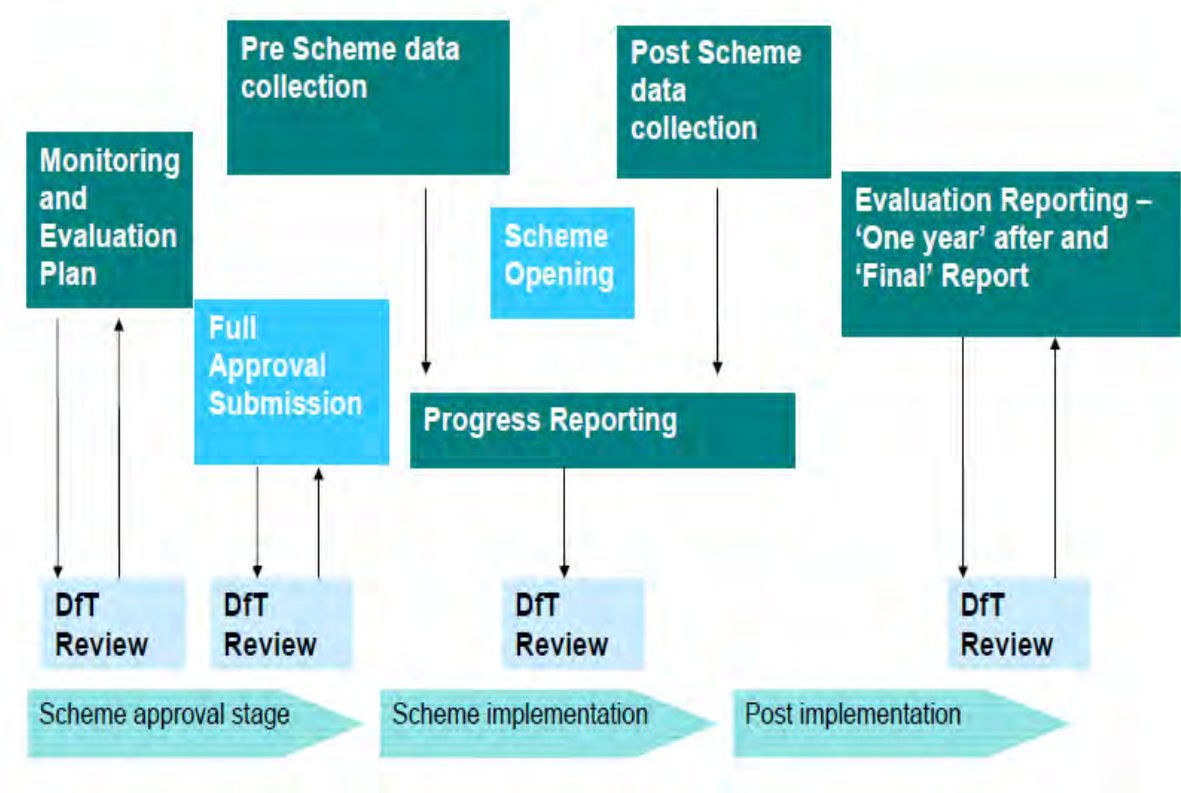
5. EVALUATION APPROACH

The evaluation of the Rail scheme requires a comprehensive, integrated research approach in order to carry out all the components, which include analysis of contextual factors, scheme delivery and impact evaluation.

The evaluation will be locally focussed and will clearly highlight how the rail scheme is performing. It will provide outcomes to guide all parties to improve the future delivery of schemes.

The evaluation will utilise knowledge and information from within the promoters organisation and Network Rail and use this evidence to identify and test the expectations stakeholders have from the exercise; ensuring all key elements and requirements are covered. Ultimately the evaluation will support the promoters understanding of their wider transport strategy and leave behind a strong evidence base for further development of the transport networks in Pennine Lancashire.

The previous process for the Monitoring and Evaluation of major transport schemes is illustrated in Figure 1 below. Whilst this process has changed following the devolution of major scheme prioritisation and appraisal to LEP areas the process is still useful guide to developing this plan. The only major difference will be the 3 stage approach being adopted for this project – Stage one will report on the delivery of the infrastructure, Stage 2 post scheme operation and Stage 3 a five year period following service delivery.

Figure 1 – Local Authority Major Schemes: Monitoring and Evaluation Process

5.1 Intervention Logic and Monitoring Approach

The logic map in Appendix B shows the causal links between the context, inputs, outputs, outcomes and impacts of the scheme and helps to focus where the evaluation assessment should be focussed.

The Monitoring and Evaluation plan builds from the logic map using it as a basis to establish an evaluation approach that targets resources and data collection to ensure effective monitoring of scheme progress through the stages and measurement of anticipated outcomes and impacts.

5.2 Research Questions

The data collection and analysis of the standard monitoring measures and the fuller monitoring requirements, stakeholder involvement and scheme build results will all contribute to answering key research questions relating to the performance of the scheme throughout each of the different stages (context, input, output, outcomes and impacts).

The following research questions will be used as a measure to monitor and evaluate each stage of the project:

Context:
- Is the Context for service frequency enhancements still valid?
- Are regeneration aspirations realistic and achievable?
- Is the local rail network in need of major investment?

Inputs:
- Has the scope of works been designed to be effective for improving reliability and service quality?
- Have the station waiting environments met station quality standards outlined by Rail North?
- Have contracts been agreed to deliver enhanced waiting environments at local stations and better passenger information?

Outputs:
- Has the extended passing loop been delivered and is it working?
- Has the scheme improved passenger waiting environments, service frequency, reliability and performance and reduced carbon emissions and congestion?
- Has the Train operating Company delivered the improved rail services and units?

Outcomes:
- Has accessibility improved to key strategic employment sites and Town Centres?
- Has the number of ral users in the scheme area increased?
- Has the number of cars entering Darwen, Blackburn decreased?

- Have behavioural changes taken place in terms of walking and cycling (access to stations)?

Impact:
- Has the scheme helped contribute to sustainable Economic Growth in Pennine Lancashire?
- Has the scheme contributed to reduced congestion on key corridors and lower Nitrogen Dioxide levels in AQMA areas on the route?
- Has the scheme given a kick start to the areas public transport network and has this led to an uptake on other local rail routes?
- Do people now like or use public transport when they didn't previously because of this investment?

In accordance with the DfT's Monitoring and Evaluation Framework, evaluation questions will be split into the following three assessments elements:

- **Process Evaluation:** How was the scheme delivered? This covers the processes by which the scheme was implemented and has been undertaken.
- **Impact Evaluation**: What difference has the scheme made? This requires an assessment of the outcomes and impacts generated by the scheme.
- **Economic Evaluation**: Have the benefits justified the costs? An assessment will be made on whether the costs of the scheme have been outweighed by the benefits.

The evaluation methodology for each of the above will be tailored to the specific context of the scheme and intends to demonstrate, at discrete points in time, the performance of the scheme development and implementation against its own objectives and in support of the wider objectives as set out in the BwD Local Transport Plan 3, East Lancashire Highways and Transport Masterplan and the Lancashire LEP Strategic Economic Plan / Growth Plan.

The Process, Impact and Economic Evaluation is intended to build on the evidence gathered as part of the Standard Monitoring by seeking to understand and explain why.

5.3 Process Evaluation

The Process evaluation for the Rail scheme will be used to collect information which will support the analysis and interpretation of the impact and economic evaluations and of the standard measures and fuller evaluation data collection.

Key information and evidence, such as programme costs, risks and resources, will be collected throughout the delivery process by the Project Team for the scheme as part of the Standard Monitoring. It will also be informed by regular progress reporting to update the Project Board of the ongoing scheme delivery. The Project Board will meet every quarter from the beginning of 2015 and will form the mechanism whereby data from the TOC and Community Rail Lancashire is collected to give an evaluation of Travel Demands, Travel Times and Service Reliability pre and post scheme opening from:

- Passenger numbers data (LENNON)
- Customer satisfaction
- Improved performance (PPM)

In partnership with Network Rail a Gateway review process will also be used to inform the evidence on key successes and failures within the delivery process.

The Process Evaluation will continue throughout the life of the scheme and will go further than the Standard Monitoring by considering key questions in several areas of the scheme delivery concentrating on the scheme context, scheme inputs and scheme outputs and how these stages interact together.

Scheme Context:
As part of the project management and collection of the standard measures, any changes to the context in the delivery phase of the project will be documented. The process evaluation will identify and establish the scale of the change, the reasons behind these changes, the likely influence or impact of any external changes, the impact of changes on the logic mapping and the lessons that can be learnt from the project.

The monitoring includes consideration of:
- Other investment in transport within Pennine Lancashire: for example, Todmorden Curve reinstatement, delivery of the Freckleton Street Link Road (£4m road scheme in Blackburn Town Centre), Local Transport Plan 3 Corridor, Hub and Neighbourhood schemes and investment to other forms of public transport such as Pennine Reach and the Weavers Wheel cycling network.
- Complementary regeneration activities which will influence development and employment activity.
- Changes in the wider economy, established through monitoring key metrics like fuel prices, VAT, GDP, unemployment/employment, retail prices etc.

Scheme Inputs
The process evaluation for scheme inputs will assess the validity and accuracy of the scheme planning process and cost forecasts. This will determine:

- The barriers to delivering the scheme, and its individual elements, to budget
- The causes of any variance (savings and increases) in costs incurred during construction
- The critical success factors in achieving cost forecasts and/or managing costs down for scheme elements
- The financial risks associated with scheme elements and their mitigation during the construction period.

The schemes assurance plan being developed by Network Rail will ensure any cost variance be reported as a standing item to the Project Delivery Group which will meet on a monthly basis. The outturn costs following scheme completion will be analysed as part of the Year One Post Opening Evaluation Report.

Scheme Outputs:

In terms of scheme outputs, the project management and standard measures will provide robust evidence that the scheme has been delivered to the required quality standard and meets the requirements set out by the business case and the needs of stakeholders and end users. It will also assess whether the benefits are defined and measurable, which benefits are realised during implementation and whether the scheme is on track to deliver all anticipated benefits

The Process Evaluation will support the conclusions reached through the evaluation of the standard measures and will identify how the outturn scheme design compares with the approved funding design, whether the outputs are leading to the anticipated outcomes and any unanticipated changes brought about as a result of the outputs. It will also look to explain the main causes of any change in expected benefits and the consequences (costs and benefits) of any changes to the scheme

The Process Evaluation will look at three main concerns and provide timely feedback on these:

1.   Whether the scheme is being implemented as expected
2.   If there are any parts of the scheme which are not working or which are working particularly well
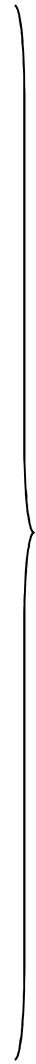3.   Whether important outputs are being delivered

The tables overleaf illustrates the approach and plan for Process Evaluation and highlights the anticipated project evaluation questions.

Is the Scheme Being Implemented as Expected?

Process information	Stage	Project Management and Standard Monitoring		Process Evaluation Evidence and Research questions	How and when will this evidence be collected and monitored?

Scheme Planning	Scheme context pre, during and post implementation	**Objective**
		 To Identify changes/delays to the scheme plan
		
		 Method
		 • Check point assessment of scheme plan during each stage
		
		 • Retrospective assessment of scheme delivery against original planned timeframes. Using real time monitoring of information
		 What were the changes in programme delivery and milestones and how were they mitigated?
				Objective
				 To identify why delays/changes to the scheme plan occur:
				
				 Questions
				 • Has the delivery of the scheme gone according to the project programme?
				 • What were the causes of programme slippage or change and how were the risks managed?
				 • How could programme slippage have been forecast and managed to minimise impacts on dependent activities?
				
				 • Which contextual factors influenced the delivery of the scheme and how?
				 • How transferable were the impacts of observed contextual factors to other schemes and locations?
				
				 • what were the changes in scheme context:
				 • between baseline and scheme completion?
				   o between scheme completion and year 1 post opening?
				   o between 1 and 5 years post opening?
					• Programme and scheme monitoring of delivery to start on receiving Full approval from LEP (implementation log)
					 • Project team meetings (fortnightly)
					 • Project board meetings (monthly) and updating of the M&E Plan every 6 months
					 • Quarterly Monitoring Reports to the LEP
					 • Councils' reporting procedures

Delivery Context	Scheme context – during and post implementation	NA	**Objective** **To identify if factors external to the scheme impacted on implementation** Questions • Where there changes in expected regeneration activities and employment sites? • What were the impacts of wider economic factors on demands for travel	• Commentary within Evaluation analysis providing a background to outcomes

Costs	Scheme inputs – during and post implementation	Objective
		To monitor financial performance against plans
		
		Method
		• Detailed financial analysis relating to the Cost Plan evaluating progress on
		  o *Costs*
		  o Contingency budgets
		  o Cost savings or overruns,
		  o Outturn operating costs
			Objective
			To identify reasons for changes to the cost plan and how the Project Team responds to them
			
			Questions
			• Has the Darwen loop and station enhancements been delivered according to annual expenditure profiles?
			• Which areas of scheme construction generated greatest variance from budget costs and why?
			• Which financial risks manifested, when and with what consequences?
			• What were the outturn operating costs of the scheme, and what variance occurred compared with forecast costs?
			• What were the outturn maintenance costs and what variance occurred compared with forecast costs?
			• The following key areas of scheme delivery will be considered
			  o Staffing and skills,
			  o project decision making procedures
			  o Procurement supplier performance
			Please see rows a, b,c below for details
				• Detailed reporting to Project Board
				• Quarterly Monitoring Reports to the LEP
				• Councils' reporting procedures
				• Data to be collected throughout implementation of scheme.
				• Full assessment of performance to be carried out One year after implementation of infrastructure works (December 2016)

(a) Scheme Delivery: Staffing and skills	Scheme inputs – during and post implementation	NA	**Objective** **To identify whether staff resources were sufficient to deliver the scheme to the required standards and what impact this had on scheme delivery** Questions • Did the performance of individual teams and suppliers, maximising the use of internal project governance procedures • Any negative impact of staff turnover in the delivery process? • Were there sufficient skills and capacity within the project team to deliver the project? • Were there staffing and skills deficiencies and were these mitigated for.	• Regular reporting to the Project Board • Collection of quantified evidence relating to: o delays caused by lack of staff o delays caused by lack of skilled staff • Data to be collected throughout implementation of the scheme. • Full assessment of performance to be carried out one year after implementation, (December 2017) and 6 months after completion, Spring 2016 for inclusion in the Stage 1 report in December 2016

(b) Scheme Delivery: Project decision making procedures	Scheme inputs – during and post implementation	NA	**Objective** **To assess the coverage, quality and effectiveness of the project's internal decision making procedures.** Questions • What were the barriers to scheme delivery and how were they overcome? • Did decision making procedures work? • Were review procedures implemented? • Was there robust financial management? • Which decision making procedures generated most delay and why? • What lessons can be learnt regarding the team structure, roles and responsibilities? • Which scheme elements generated the most challenging approval processes and how were these mitigated?	• 6 monthly update of the M&E Plan from the start of scheme implementation • Gateway Review following the commencement of delivery. • Data analysis on any approvals which have had an impact on time and cost • Data to be collected throughout implementation of the scheme. • Full assessment of performance to be carried out one year after implementation, (December 2016) and 6 months after completion, Spring 2016 for inclusion in the Stage 1 report in December 2016

| (c) Scheme Delivery: Procurement and supplier performance | Scheme inputs – during and post implementation | | **Objective**
 To analyse the procurement of technical services and the purchasing of appropriate construction materials.

 Questions
 • What were the changes in costs and delivery duration during construction.
 • How did the suppliers perform. | • Project team meetings (fortnightly)
 • Project board meetings (monthly)
 • Data to be collected throughout implementation of the scheme.
 • Full assessment of performance to be carried out one year after implementation, (December 2016) and 6 months after completion, Spring 2016 for inclusion in the Stage 1 report in December 2016 |

What has worked more or less well

Process information	Stage	Project Management and Standard Monitoring	Process Evaluation Evidence and Research questions	How and when will this evidence be collected and monitored?

Stakeholder management	Scheme outputs – during and post implementation	**Objective**
		Monitor performance of Stakeholder management plan
		
		Method
		• Ongoing review of stakeholder management plan
		
		• Reporting on stakeholder management approaches adopted and lessons learnt
			Objective
			To build on the standard monitoring and collect a wider range of evidence
			
			Questions
			• Which stakeholder management and engagement mechanisms were most effective and why?
			• What lessons can be learnt regarding the timing and extent of stakeholder management?
				• Project team
				• Project board
				• Year 1 evaluation report
				
				• Obtain evidence directly on views of the rail service enhancement from the following key groups:
				   o Rail Users
				   o Non Rus Users
				   o Local residents
				To be carried out 6 months after scheme implementation, Spring 2016 for reporting in the Stage 1 evaluation report in December 2016
				• Build on research carried out by Eden Business analysis – surveys of passengers at Darwen and

Process information	Stage	Project Management and Standard Monitoring	Process Evaluation Evidence and Research questions	How and when will this evidence be collected and monitored?
				Blackburn stations 2012
Risk management	Scheme outputs – during and post implementation	**Objective** To ensure comprehensive risk management with clear ownership and review effectiveness of risk management processes Method • The project's established risk management procedures will be followed throughout the delivery timeframe.	**Objective** **To assess the effectiveness of the risk management strategy and mitigation measures and to learn from the risk management procedure** through identifying key factors that have been critical to risk management Questions • How well have the risk management procedures worked? • How have risks presented themselves? • How has risk been escalated and managed? • How effective were any additional mitigation activities. • What were the implications of risk and the impacts on cost and delay	• Risk register monitored at the Project Board meetings (monthly) and detailed reporting on 5 key risks • The Project Board will commission a case study of risks that have presented themselves: how they have been escalated and managed 6 months after scheme implementation in Spring 2016 for inclusion in the Stage 1 report in December 2016
Mitigation Measures	Scheme outputs – during and post implementation	**Objective** **To review mitigation delivery and how mitigation measures have changed during the project**	**Objective** **To identify why mitigation measures changed and where has mitigation been most successful** Questions • How well did mitigation measures work?	• Regular reports to the

Process information	Stage	Project Management and Standard Monitoring	Process Evaluation Evidence and Research questions	How and when will this evidence be collected and monitored?
			• What changes were made to mitigation measures? • Where did mitigation work/not work? • Has the scope of the project changed to accommodate mitigation measures?	Project Board detailing how the scope of the project has changed to accommodate mitigation measures. • Data to be collected throughout implementation of the scheme. • Full assessment of performance to be carried out one year after implementation, (December 2016) and 6 months after completion, Spring 2016 for inclusion in the Stage 1 report in December 2016

Is the scheme delivering the expected outputs and outcomes

Process information	Stage	Project Management and Standard Monitoring	Process Evaluation Evidence and Research questions	How will this evidence be collected and monitored?

Scheme outputs	Scheme outputs – during and post implementation	**Objectives**
		 To ensure that outputs comply with agreed quality criteria, to describe scheme outputs and identify any changes to these
			<u>**Objectives**</u>
			 To identify:
			 • **how the outturn scheme design compares with the approved funding design**
			 • **whether the outputs are leading to the anticipated outcomes**
			 • **any unanticipated changes brought about as a result of the outputs.**
			
			 <u>Questions</u>
			 • Have the actual scheme outputs led to alterations in the logic map
			 • What have been the actual scheme outputs and how these are/have led to the intended outcomes and impacts.
				• Analysis of monitoring measures and comparison with predicted results for example:
				    ○ Service frequency, frequency intended against number delivered
				    ○ Station waiting enhancements and information provision
				    ○ Increase in rail patronage (from LENNON data)
				 • Data to be collected in December 2016 and 2018 for inclusion in the Stage 2 report in December 2019
				 • Data to be collected again 5 years after implementation of service frequency enhancement in December 2022

Scheme Benefits	Scheme outputs – during and post implementation	**Objectives** **To ensure that benefits are defined and measurable, to identify which benefits are**	<u>**Objectives**</u> **To identify the main causes of any change in expected benefits and the consequences (costs and benefits) of any changes to the scheme**	

		realised during implementation and whether the scheme is on track to deliver all anticipated benefits	<u>Questions</u> • Were the anticipated benefits realistic? • How have external factors affected the level of benefit? • Are there any unintended consequences, benefits or disbenefits of the scheme?	• Analysis of monitoring measures and comparison with predicted results. Data to be collected in Autumn 2016 and Dec 2018 • Data to be collected in Autumn 2016 for inclusion in the Stage 1 report in December 2016 • Data to be collected again 5 years after completion of service introduction in Autumn 2022

5.4 Impact Assessment Evaluation:

The evaluation of scheme impacts will form part of an "Outcome Monitoring" assessment which will seek to evaluate whether the scheme has delivered its benefits and therefore its objectives. The Impact Assessment Evaluation will include and build upon the Standard Monitoring metrics for the Scheme Objectives, Travel Behaviour (Travel Demand, Travel Times and Reliability),Impacts on the Economy and Impacts on Carbon, as detailed in the table following this section, in section 6 and in Appendix A.

The Impact Assessment Evaluation will extend the Standard Monitoring by reviewing or developing:
- Scheme delivery and outputs
- Evidence that the scheme has been delivered to the quality standard expected and meets the requirements set out in the business case, including the needs of stakeholders and end users
- Evidence that the scheme has been delivered as intended and is on track to deliver the intended outcomes
- An analysis of the change in defined outcome indicators
- An assessment of alternative explanations of observed change, leading to
- A "Contribution Analysis" of how much has been contributed to these changes by the rail scheme.

This will involve a comparison of the scheme proposals included within the business case, detailed designs and outturn deliverables.

It is intended that a "Before and After" evaluation approach will be adopted, supported by a prescriptive and focused Contribution Analysis. The Contribution Analysis will be based primarily on data collected through surveys including:
- passenger attitudinal and satisfaction surveys (to be carried out 12 months after introduction of the service enhancement likely to be 2018 – this will be based on the Eden Business Analysis survey undertaken previously at Blackburn and Darwen stations in 2012)

The surveys will include questions specific to the Clitheroe line and will seek to obtain information on travel choice, mode choice, journey frequency and the reasons for any changes that may have occurred after the introduction of the service enhancement. The surveys undertaken at the local stations will cover rail users only – however it will be able to demonstrate what percentage of travellers are new users thanks to the recent investment and improved service frequency.

It is important in terms of the Impact Evaluation that the key scheme objectives are tested on a regular basis to provide the basis for fuller evaluation. The following benefits and targets will therefore be measured:

			TRAVEL DEMAND			
Benefit	**Owner**	**Target**	**Method of measurement**	**Responsibility for measurement**	**Timing of measurement**	**Outcome**
Increased passenger numbers on trains	TOC	Measure Passengers per annum Desired level Expect year on year increase in patronage	Baseline Data Lennon data from Northern Rail Darwen and Blackburn station cordon counts Post Implementation Lennon data from Northern Rail Darwen and Blackburn station cordon counts	BwDBC /Community Rail Lancashire	Baseline data December 2016, Post Implementation December 2018, 12 months after opening	Quarterly reports and annual summary reports Final report 5 years after opening To include analysis of difference between outturn results and scheme forecasts

Benefit	**Owner**	**Target**	**Method of measurement**	**Responsibility for measurement**	**Timing of measurement**	**Outcome**
Modal transfer from cars/ fewer cars on road	BwDBC	Measure Local levels of road congestion Road traffic flows day/month/annum in corridors of interest Desired level Reduced road vehicle kms and traffic flows	Baseline data Traffic Master database Post Implementation Traffic Master database	BwDBC	Baseline data December 2016 Post implementation December 2018, 12 months after opening Annually thereafter	Annual summary reports Final report 5 years after opening To include analysis of difference between outturn results and scheme forecasts

TRAVEL TIMES AND RELIABILITY OF TRAVEL TIMES

Benefit	Owner	Target	Method of measurement	Responsibility for measurement	Timing of measurement	Outcome
Improved train performance	Scheme operators (and TOC)	Measure PPM for Clitheroe line Desired level Improvement of PPM from 89.4% moving annual average (Jan 2013 - Jan 2014) for Clitheroe Line. For Lancs & Cumbria PPM is at 91%	Baseline Data PPM Post Implementation PPM	TOC / Network Rail	Baseline Data 2015, 1 month prior to infrastructure enhancement Post Implementation 12 months after opening of service in 2018. Then annually	Annual summary reports To include analysis of difference between outturn results and scheme forecasts

CARBON IMPACTS

Benefit	Owner	Target	Method of measurement	Responsibility for measurement	Timing of measurement	Outcome
Reduction in Carbon emissions	BwDBC	Measure Based on patronage growth and calculated using average CO2 emissions data 130kg CO2 km Desired Level Reduced carbon emissions	Post implementation data Carbon emissions estimates derived from passenger demand / patronage increase.	BwDBC	Baseline Data 2016, Post Implementation Annually 5 years after	Annual reports Final report 5 years after opening

IMPROVED PASSENGER EXPERIENCE						
Benefit	**Owner**	**Target**	**Method of measurement**	**Responsibility for measurement**	**Timing of measurement**	**Outcome**
Improved public transport passenger satisfaction	Community Rail Lancashire	Measure Customer satisfaction Desired Level Removal of service frequency as the number one desired improvement	Post implementation Attitudinal surveys – passenger aspirations and reaction to scheme.	BwDBC / Community Rail Lancashire	Baseline data 2012 EBA survey Post Implementation 12 months after service enhancement 2018	Annual reports Final report 5 years after opening
Improved Passenger waiting facilities and information	Community Rail Lancashire	Measure Customer satisfaction Desired Level Minimum 85% customer satisfaction	Post Implementation Attitudinal surveys – passenger aspirations and reaction to scheme. Customer satisfaction surveys – all passenger groups. To identify perceived level of satisfaction for following 3 attributes: waiting shelters, information provision, safety & security	Community Rail Lancashire	12 months post implementation I Dec 2016	Annual reports Final report 5 years after opening

4

ACCIDENT REDUCTIONS

Benefit	Owner	Target	Method of measurement	Responsibility for measurement	Timing of measurement	Outcome
Reduction in Road Traffic Accidents along the rail corridor within BwD	BwDBC	<u>Measure</u> Number of Road Traffic Accidents along the A666 <u>Desired level</u> Reduction in Road Traffic Accidents along the A666	<u>Baseline Data</u> Number of road traffic accidents along the A666 <u>Post implementation</u> Number of road traffic accidents along the A666	Local Authority Road Safety teams/ Police	Annually	Annual reports Final report 5 years after opening

IMPACTS ON THE ECONOMY: ECONOMIC GROWTH THROUGH REGENERATION

Benefit	Owner	Target	Method of measurement	Responsibility for measurement	Timing of measurement	Outcome
Development of key strategic housing sites	BwDBC	<u>Measure</u> Number of housing sites and housing units developed <u>Desired level</u> 1507 housing units complete. The figures are based on 90% completion of the anticipated housing units being completed for a number of strategic housing sites most likely to benefit from the scheme	<u>Post implementation</u> Housing unit completion data (BwDBC)	BwDBC	<u>Post Implementation</u> After first year of service enhancement 2018 Then after 5 years	Annual reports Final report 5 years after opening

			IMPACTS ON THE ECONOMY: ECONOMIC GROWTH THROUGH REGENERATION			
Benefit	**Owner**	**Target**	**Method of measurement**	**Responsibility for measurement**	**Timing of measurement**	**Outcome**
Facilitate Economic growth	BwDBC	Measure Implementation of Darwen Loop and service enhancement Number of business units occupied GVA (for Pennine Lancashire) Indices of Multiple Deprivation in local area Desired Level Default growth assumptions for Blackburn with Darwen from Tempro reveal an additional 1330 jobs will be created between 2016 -2021.It is assumed that the scheme will help in job growth realisation for the borough	Baseline Data Number of business units occupied and developments Workplace GVA for Pennine Lancashire Indices of Multiple Deprivation in local area Post Implementation Data Infrastructure reports Developer and Planning data (Annual monitoring reports) Workplace GVA for Pennine Lancashire Indices of Multiple Deprivation in local area	BwDBC / LEP Regeneration teams	Baseline Data 2015, 1 month prior to construction Post Implementation Annually	Annual reports Final report 5 years after opening

6. Data Requirements and Collection

6.1 Introduction

This section outlines the data collection proposed for the baseline, Year 1 and Year 5 monitoring and evaluation. Within each phase of the study the background data will need to be collected, stored and accessed for the Year 1 and Year 5 evaluations.

Scheme delivery and effectiveness will be measured using a set of indicators which address the Scheme Objectives, the Key Outcomes and the prescribed standard and fuller monitoring requirements, see Tables 6.1 and 6.2.

In terms of data collection and methodology, consideration has been given to the need to undertake data collection in neutral months and preferably at the same period in each evaluation year.

For passenger surveys, care has been taken in selecting the Year 1 survey dates in order to balance out the need:

- to survey passengers relatively soon after the implementation of the scheme, (Spring/Summer 2018) so that passengers have a realistic chance of recalling their previous journeys,
- to allow time for demand to build up,
- to allow time for the service to bed-in and any teething problems to be ironed out

For the assessment of the impact of the scheme on the wider economy, expert advice will be sought from Regeneration department of BwDBC and the LEP. A formal review will be undertaken which will also identify unforeseen impacts, either as a result of the scheme or that have had an impact on the effectiveness of the scheme.

6.2 Timing for Data Collection

In order to track change in the standard measures over time, monitoring data shall be collected in a consistent and comparable fashion at regular intervals to provide a proportionate monitoring approach for the scheme. The monitoring process will be as follows:
- Baseline data shall be collected/collated before/during scheme construction in Summer /Winter 2015;
- Data used to monitor scheme delivery performance and processes shall be collected throughout the construction period from July 2015 until December 2015;
- Initial monitoring data for introducing the infrastructure shall be collected 6 months after Scheme Completion in Spring 2016 and reported in the Stage 1 Report in December 2016
- Initial monitoring data for the service shall be collected 12 months after service operation in Dec 2018 and will form the basis of Stage 2 report
- Additional data for further analysis of up to five years after scheme opening shall be collected periodically according to the nature of the data and allowing sufficient time for the outcomes of the scheme to settle down.

6.3 Reporting

The findings of the scheme monitoring and evaluation will be reported by providing the following:

- An initial report summarising the baseline data, to be submitted in December 2015
- A Stage 1 Report, based on data collected 6 months after Scheme infrastructure in Spring 2016, with a report submitted to the LEP and published in December 2016; and
- A stage 2 Report, based on the data collected 12 months following service introduction in Dec 2018.
- A Year 5 final report based on Stage 2 data and further data collected approximately 'five years after' scheme opening in December 2018; with a report submitted to the DfT and published within six years of scheme opening in December 2022.

6.4 Stage 1: Baseline and Pre Scheme Data Collection

Baseline data shall be collected prior to the commencement of the work on the scheme and during scheme construction to ensure that data is available for comparison with the post opening scenario. This will involve supplementing data collected for the development of the Major Scheme business case.

The baseline data will mostly be collected in Summer/ Winter 2015 and collated, analysed and reported in the pre scheme opening report. This will be submitted to the LEP toward the middle of 2016.

The background data which provides the baseline for the Blackburn to Bolton Monitoring and Evaluation Plan comes from a range of sources which are summarised in the paragraphs below and detailed in Table 6.1. Some of this data is readily available and some will have to be collected.

Data that is already available and will need to be collated includes:

- Local rail patronage
  Provided by the TOC & Community Rail Lancashire using Lennon data
- Local levels of congestion on primary routes
  Data available from DfT databases and trafficmaster
- Workplace GVA per capita
  Data to be extracted from NI166 average earnings of employees in the area
- Economic Characteristics
  National and local statistics. Indices of Multiple deprivation for 2010 to be used for baseline.
- Number of AQMA areas and levels of Nitrogen Dioxide
  Data available from local councils
- Carbon levels
  Based on rail industry modelling the number of highway car km avoided grows as a result of this scheme grows from 342,000 in 2016/17 to 498,000 in

the final modelled year of 2032.By 2022 it is anticipated that 380,000 vehicle kms avoided at an average of 130g/km is 49400kg of CO_2

- Accident data
  To be collected from Lancashire Constabulary records for local roads along the rail corridor. To be measured annually with the baseline being set as Winter 2015.
- Number of Stations with customer information screens and modern waiting shelters
  Data available from Lancashire County Council, Blackburn with Darwen Council and Community Rail Lancashire.

Data that needs to be collected to supplement the existing available data includes:

- Rail punctuality:
  Based on public performance measure for Lancashire & Cumbria present PPM is at 91% with Northern striving for 95%. This data will be provided by Network Rail /TOC
- Modal share in Blackburn and Darwen town centres:
  Cordon count data taken each year in Blackburn (April) and Darwen (September) will be used to provide detail on the modal split of all journys into and out of the town centre over a 12 hour period. Historic data from the last 10 years can be used as a comparison.
  Passenger attitudinal/ satisfaction surveys
  Face to face interviews will be undertaken at Blackburn and Darwen rail stations to repeat surveys previously completed in September 2012 by Eden business Analysis.
  The survey will collect data on origin and destination, journey purpose and journey frequency.

Table 6.1 summarises the baseline data requirements, the timing of data collection and the key outcomes and objectives that they will be used to measure.

Table 6.1: Base line data requirements and relationship to scheme outcomes and objectives

Existing Data					
Data Type	Base Year	Source	Method	Key outcomes measured	Objectives Measured
Local rail Patronage	2015	TOC / CRL	Lennon data	1, 2, 3, 5	BMR1
Local levels of congestion on priority corridors	2013	DfT	Traffic master database		BMR3
Workplace GVA per capita	2015 (nearest date)	National statistics (NI166)	Indicator NI166, Average earnings of employees in the area		BMR2
Economic characteristics	2010	National and local statistics	Indices of Multiple Deprivation	4 (indirectly)	BMR2
Number of AQMA Areas and levels	2015	BwDBC / LCC/	Numerical data from monitoring equipment in		BMR3

Data Type	Base Year	Source	Method	Key outcomes measured	Objectives Measured
of Nitrogen Dioxide (NOx)		Hyndburn BC	AQMA areas. Annual measure from Autumn 2012 to 2103.		
Carbon levels	2015	BwDBC/LCC	Based on increased rail patronage		BMR3
Accidents	2015	Lancashire Constabulary	Accident records along the route. Annual measure from Autumn 2012 to Autumn 2013	3 And fuller evaluation measure	Fuller evaluation measure
Number of planning applications and physical developments	2015	BwDBC/LCC /Hyndburn BC	Developer and planning data – annual monitoring reports.	2 (indirectly)	BMR2

Additional Data For Collection					
Data Type	Base Year	Source	Method	Key outcomes measured	Objectives Measured
Rail punctuality	2015	TOC / Network rail /CRL	Based on PPM for Lancs & Cumbria	5	BMR1,
Passenger attitudinal/ satisfaction surveys	2012	CRL	Face to face interviews of passengers at stations in Blackburn and Darwen, Baseline data to be used is the Eden Business Analysis survey collected in September 2012	3	BMR1 (indirectly)
Modal split	2015	LCC/BwDBC	Cordon counts for Blackburn and Darwen town centres	1	BMR1

Objectives	Key Outcomes
BMR1:To provide an efficient modern public transport service which meets the needs of the people living in the region BMR2:To provide a catalyst to stimulate the economic regeneration of Blackburn with Darwen Borough and the rest of Pennine Lancashire through improved access to work, education, training, health and leisure facilities BMR3:To provide a sustainable alternative to the car, particularly for travel on the local network and the M61 and M66 corridors, reduce carbon emissions and promote social inclusion	1. Increased passenger numbers on trains 2. Improved connectivity between Pennine Lancashire and Gt Manchester 3. Improved passenger satisfaction and safety 4. Improved passenger waiting environment and information (rail stations) 5. Improved rail punctuality / reliability 6. Reduction in carbon emissions

6.5 Stage 2: Post Scheme Data Collection

Stage 2, post scheme data collection, will be carried out in Winter 2018 and will include a repeat of the baseline data collection exercise (see section 6.4, Stage 1). However it is anticipated that additional data sources will be utilised, which are not currently monitored/available or which could not be collected prior to implementation. Winter 2018 has been selected to allow data collection in the same period of the year as the Baseline data.

Data collected during Stage 2 will be analysed and compared with the baseline data and with the forecasts at the appraisal stage to inform the evaluation and attribution of impacts. For further details of how the data will be used to analyse the scheme please refer to section 5.

A post completion Stage 2 report, evaluating the project outputs, will be produced focusing on the outturn cost, schedule and quality of delivery or key outputs. The report will include assimilated and analysed data assessing the impact the project has had so far on the key outcomes and on the Scheme Objectives. The report will include the conclusions of the Process, Impact and Economic Evaluations up to 12 onths post service delivery.

The Stage 2 report will be submitted in 2018 (depending upon the delivery of the project)

The following paragraphs and Table 6.2 explain where there are differences between baseline data collection and Stage 2 data collection or new types of data that are to be collected:

- Passenger attitudinal/ satisfaction surveys at improved rail stations
  A key part of the scheme is the development of local rail stations especially those north of Blackburn in the Ribble Valley. Whilst the service frequency will extend only as far as Blackburn the improvement to waiting facilities and information at local stations, will be felt further up the line. It is essential that the outcomes, impacts and benefits of the station improvements are quantified and assessed. Much of this information can only be gathered through passenger and attitudinal and satisfaction surveys.

  New surveys that will not have been carried out during the base line evaluation will be carried out at stations in the Ribble Valley (Clitheroe, Whalley, Langho, Ramsgreave & Wilsphire). The survey techniques will draw on current standard practice used to gain information from rail passengers. Face to face interviews will be carried out during the am peak, interpeak, pm peak and evening.

  The Monitoring and Evaluation plan will compare the results for the new improved stations with passenger satisfaction scores for other rail stations across Lancashire.

  A sample of the questions to be asked includes:

- How satisfied are you with the standard of the rail station?
- How satisfied are you with the level of security measured by how safe you feel when using the station?
- How satisfied are you with the shelters? Customer information?

- **Number of rail stations with customer information screens and modern waiting shelters.**

- Surveys of Business Awareness/ attitudes
  Targeted business surveys will be undertaken. The extent of the sample will depend on the number of businesses that are located or locate along the rail corridor. The views of the Chamber of Commerce, Ribble Valley Borough Council, economic development teams and the Local Enterprise Partnership will be sought. Views will be sought on the following themes:
  - Is your business new or existing
  - If existing, have you relocated recently to this site
  - If yes, where were you previously located
  - What were the main reasons for needing to relocate, or, for new businesses, starting up a new business
  - Did the public transport accessibility afforded by improved connectivity by rail to Manchester
  - Did access to employees influence your decision to locate here

Table 6.2: Stage 2: Additional data requirements and relationship to scheme outcomes/ objectives

Data Type	Year	Source	Method	Key outcomes measured	Objectives Measured
Additional Data For Collection					
Passenger attitudinal/ Satisfaction surveys at improved stations	2016	LCC/ BwDBC (or bus station management contractors)		4	BMR1
No. of stations with CIS and modern shelters	2016	LCC/BwDBC/ Hyndburn Borough	LCC/BwDBC records	4	BMR1
Surveys of Business awareness/ attitudes	2018	BwDBC/ LCC	Site specific travel planning surveys and surveys of business awareness/attitudes	3	BMR1

6.6 Stage 3: Year 5: Post Scheme Data Collection

This will include a repeat of the Stage 1 and 2 data collection exercise (see sections 6.4 and 6.5, stage 1 and 2 for details) to determine the effects of the scheme five years after opening. This information will be analysed and reported in the Year 5, post scheme opening report. At this stage it will be possible to identify the long term trends that have occurred since the implementation of the enhanced service frequency

between Blackburn and Manchester and the improved station waiting environments and whether the scheme can be termed 'successful' against the scheme objectives

7. **Monitoring and Evaluation Costs**

BwDBC is aware that the costs of Monitoring and Evaluation cannot be included within the scheme costs. However, the BwDBC are committed to ensuring that this rail enhancement is Monitored and Evaluated effectively to ensure that:

- The scheme can be improved, where possible
- Future schemes can be improved in terms of efficiency and effectiveness
- BwDBC / LEP has a more comprehensive knowledge of the Evaluation process which will help inform and guide future major transport scheme decisions
- Robust evidence is developed surrounding the rail enhancement to help respond to any queries or criticism
- There is demonstrable evidence to others that the scheme is successful and offers good value for money
- Scheme benefits observed have been generated by the rail scheme rather than other, external factors
- There is knowledge of why the scheme worked.

Indicative costs to complete this exercise are based on the costs of the previous detailed surveys and costs include:
- Surveys of local public transport users to be collected via an independent research consultant. This will build on surveys previously undertaken
- Assimilation and analysis of data and production of reports bringing the data and research together
- For the bulk of data collection, no additional costs will be charged to the project as these will be undertaken either by the project team (as part of the project), partners in the project (i.e. TOC, Network Rail), or by other sections of the Council i.e. business support, economic development teams, and environmental health teams.

An estimation of £10 -£15k to cover the costs each year will be allocated from LTP3

8. Project Governance

In terms of Monitoring and Evaluation this is detailed as follows:

Responsibility for the delivery of the Blackburn to Manchester Monitoring and Evaluation Plan lies with the Project Board. As this scheme is a third party funded enhancement to the local rail network being delivered by Network Rail, responsibility for this plan lies with the Project Board.

Both BwDBC and Network Rail have Senior Management representation at Director Level on the Project Board which has the ultimate responsibility for sanctioning and approving the scope of material changes.

It will be the responsibility of an Independent Consultant to develop the Blackburn to Manchester Rail Monitoring and Evaluation Plan. It will be the responsibility of the Scheme Sponsors, Project Director and Project Manager to produce the brief and specification which will then go out to procurement in Autumn 2016 post.

Development of the Monitoring and Evaluation Plan will be undertaken by the Blackburn to Manchester project team which comprises the following disciplines:
- Network Rail projects
- Public Transport
- Regeneration
- PR /Comms

Quality Assurance will be ensured by the Project Team:
- Checking progress against agreed project brief and programme
- Checking progress against agreed project milestones and deliverables
- Reporting at key milestone points to the Project Board i.e. in the initial data collection period in Winter 2015, the Winter 2018 post scheme data collection period and Stage 1 report (to be completed and submitted to the LEP by April 2016), Stage 2 report (to be completed and submitted December 2018) and Autumn 2022 data collection period to inform the year 5 report (to be completed and submitted to the LEP by Winter 2022)
- Ensuring that regular dialogue takes place and that update reports are produced on a 6 monthly basis to ensure data is ready for collection in the right format, collated, analysed and evaluated
- Working with the Council Audit Team to regularly review the progress of the project, in terms of meeting LEP (DfT) requirements for major schemes.

The Project Team, and specifically the Project Manager, will manage the Independent Research Consultant to ensure the effective collation of information and data sources.

Reporting to the Project Board, the Project Team will ensure the quality aspect of the Monitoring and Evaluation Plan in line with the agreed brief and specification. The detail of the Plan will be incorporated into the risk register and the Council's Corporate Risk Register and reviewed at regular intervals by the Project Team and Project Board.

The milestones for the Monitoring and Evaluation Plan are as follows and are in line with details contained within the Process Evaluation section 5.3 and reporting detail in section 6.3 and are disseminated as follows:

- Post Full Approval: produce specification and tender for Monitoring and Evaluation plan in line with information in Section 7
- Autumn 2016: procure and engage with research specialist to undertake the M&E Plan throughout the course of the project, contracted to produce:
- From Winter 2016 and on an annual basis: to update data and research in line with the baseline and pre scheme data collection (in section 6.4): collecting baseline data and previous research and then in line with post scheme (in section 6.5): collecting operational data and managing the conducting of surveys and research.
- The Project Team will ensure that secondary data is reliable and submitted in a timely manner to the Consultant.
- The Project Tram will ensure that credentials are supplied to the Consultant to enable the receipt and collation of primary data.
- Interim reports will be produced by the Consultant on an annual basis to ensure data is built and ready to reporting to the LEP at the following agreed intervals:
- Update reports on a 6 monthly basis to ensure data is collated and stored for:
- Interim reporting to the LEP and published as the Councils Stage 1 report in Spring 2016
- Stage report including detail of the 12 month period following service introduction (Dec 2018)
- Final reporting to the DfT and published by the Councils 5 years after opening in April 2022.

Appendix A – Blackburn to Manchester Evaluation Plan

APPENDIX A – Blackburn to Manchester Rail Scheme Evaluation Plan

Item	Stage	Data Collection timing	Rationale	Information Provided	Report
Scheme Build	Input	During delivery	Knowledge	· Programme/project plan assessment, including measures of delivery at key milestones (e.g. implementation log); · Stakeholder management approaches and lessons learnt from this; · Risk management effectiveness (assessing impacts from the risk register); and, · Assessment of whether the scheme is on track to deliver the anticipated benefits and details of any benefits realised.	One Year After Spring 2016
Delivered Scheme	Output	During delivery / post opening	Accountability	· A full description of implemented scheme outputs; including a clear map of the overall scheme and maps of individual elements if appropriate; · Identification of any changes to the scheme since funding approval. For example, changes to planned interventions and/or design of the scheme and details of the reasons for any such changes; · If relevant, identification of any changes to assumptions on fare levels and provision of any evidence and/or analysis available for the reason for any such changes; · An assessment of whether the scheme has reached the intended beneficiaries; and, · Identification of changes to mitigation measures (e.g. on landscape, noise mitigation, etc,) with a clear description of the changes and the reasons for implementation.	One Year After service operation 2018
Costs	Input	During delivery / post opening	Accountability	· Outturn investment costs broken down into elements in a similar form as for the Major Scheme funding bid; · Analysis of manifestation of identified risk in the elements of investment costs; · Identification of cost elements with savings and identification of the reasons for cost savings; · Analysis of cost elements with overruns and identification of the reasons for cost overruns; · Outturn operating costs; including evidence of differences between outturn and forecasts and identification of any reasons for the differences, and, · Outturn maintenance or other capital costs compared with forecasts and any unanticipated costs identified. The causes of any variations from forecast costs should be analysed.	One Year After and Final (2016 and 2022)
Scheme Objectives (Maximum three)	Output / Outcome / Impact	Pre or during delivery / post opening (up to 5 years)	Accountability	-The primary objectives are to provide an efficient modern public transport service which meets the needs of the people living in the region.(BMR1 see Travel Demand and Reliability) - Provides a catalyst to stimulate the economic regeneration of Blackburn with Darwen Borough and the rest of Pennine Lancashire. (BRM2 –see impact on the Economy) - To provide a sustainable alternative to the car, reduce carbon emissions and promote social inclusion (BRM3 see Carbon)	One Year After service operation 2018 and Final 2022
Travel Demand	Outcome	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	· Road traffic flows in the corridors of interest, including analysis of the difference between outturn results and scheme forecasts at both route and screenline level; · Patronage of the rail line and at local rail stations along the line- including analysis of the difference between outturn results and scheme forecasts · Cordon count data for modal split date of people entering the two town centres of Blackburn and Darwen.	One Year After service operation 2018 and Final 2022
Reliability /performance	Outcome	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	· Public performance measure for the line, · Analysis of the difference between outturn results and scheme forecasts at route level.	One Year After service operation 2018 and Final 2022
Impact on the Economy	Impact	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	· Travel times / accessibility changes to businesses; · Employment levels; and, · Housing development.	One Year After service operation 2018 and Final 2022
Carbon	Impact	Pre or during delivery / post opening (up to 5 years)	Accountability / Knowledge	· Effect of the scheme on carbon in the area of interest (we anticipate that this will be modelled based on passenger demand increases) and analysis of the difference between outturn results and scheme forecasts; and, · Monitoring results from air quality monitoring equipment in AQMA areas along the route.	One Year After service operation 2018 and Final 2022

APPENDIX B – Blackburn to Bolton Rail Scheme Evaluation Logic Mapping

Assumptions	Resources	Process/ Activities	Output	Outcomes	Impacts
Improved access to employment, education and training opportunities are required	Project manager	Network Rail detailed design and delivery plan Grip stages 4 -8	Extension of Darwen Passing loop including 3200m of new track and formation work, 2 new turnouts, signalling works, widening to underbridge 42 and full re deck of underbridge 47	Improved service frequency throughout the day between Blackburn and Manchester along the Clitheroe line rail corridor	Economic growth
Need to improve and promote the local public transport offer	Legal assistance	Planning permissions where necessary		A more robust timetable for the line with an improvement in performance and reliability for the service measured in ppm	Better access to education ,employment and training opportunities in Pennine Lancashire and Gt Manchester
Need to reduce carbon emissions and local congestion on the highway	Finance assistance	Local governance approval (finance & legal sign off)	Station enhancements at 5 local rail stations (Darwen, Ramsgreave & Wilpshire, Langho, Whalley and Clitheroe)		House price uplift from improved rail service to Manchester
We are experiencing a demand cap for growth on the local rail corridor to Manchester from Blackburn and therefore need to improve capacity on the local rail network (overcrowding)	Planning assistance	Development of refreshed business case for the service	Works to include new waiting shleters, fence repair and repaint, new CIS, signage etc	Reduced congestion on the local highway	Agglomeration benefits across Lancashire and North West of better rail connectivity
	Specialist consultancy advice	Development of outline business case for the LEP		Improved air quality	Healthier more sustainable local communities
Need to improve frequency of rail services as demand for off peak travel is growing for employment education and training as well as leisure	Consultation (PR and Comms)	Management of Network Rail and TOc		Reduction in traffic accidents	Greater opportunities for residents and visitors
	Network Rail management and design			Improved station environment waiting environment	Reduced levels of deprivation
There is a need to promote Pennine Lancashire as a place to invest, work and play	TOC costs (reimbursements, train plan, bus replacement)			Improved passenger information	Reduced levels of social and physical isolation
	Contractor costs compound, labour, construction materials				Increased wages and incomes
					Delivery of housing growth