

5. Management Case

The Management Case assesses whether a proposal is deliverable by reviewing the project planning, governance structure, risk management plan, communication and stakeholder management. The Management Case should be clearly defined, concise and sufficiently robust to enable cost-effective delivery.

5.1 Governance

Please describe the Project Governance arrangements in relation to the Project Team; Project Sponsor/Project Manager; Project Board/Executive and their suitability to the role based on previous programmes of work.

A project specific governance structure has been created based on established and operating governance arrangements for schemes currently being delivered by Blackburn with Darwen Borough Council, adapted to reflect the specific requirements of devolved Local Major Scheme governance.

The governance structure includes the following levels of management:

Corporate / Programme Management

The Lancashire Local Enterprise Partnership (LEP) will adopt the corporate / programme management role. The LEP is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation.

Lancashire's LEP is led by a Board of 16 directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises, while the public sector is represented by experts from higher education and political leaders from local authorities.

Project Board

Blackburn with Darwen Borough Council has established a Project Board and Project Working Groups to support the delivery of schemes seeking Growth Deal funding. That Board will take ownership of this particular scheme, and also report progress to the LEP.

The Project Board consists of the Project Executive, Senior Users and Senior Supplier. Representatives for each role have been selected based upon their previous project experience. The makeup of the project board and their responsibilities are described in Table 5.1.1.

Table 5.1.1 - Project Board and Responsibilities

Role	Representative	Responsibility
Project Executive (Senior Responsible Owner)	Timo Murphy, Project Director Design Delivery, Capita	Will have overall responsibility for delivering the scheme. Ensures that the project / programme meets its objectives, delivers the projected benefits, maintains its business focus and is well managed with clear authority, context and control of risk.
Senior Users	BwD Growth and Development (Adam Nickson, Ghazala Sulaman-Butt)	Work with the Project Executive and Project Board to ensure that the specification for the scheme will meet the needs of its users

		within the constraints of the business case.
Senior Suppliers	BwD Growth and Development. Transport Strategy / Programmes and Highways Sections. (Jon Higgins, Walter Aspinall, Tabatha Boniface, Amit Patel, Darren Littler, John Murphy, Regina Pose, Richard Jameson, Trevor James)	Agree a design and work programme with the Project Board which minimises environmental impact, inconvenience to residents and road user impacts. Accountable for the quality of products delivered by the supply chain and has the authority to commit or acquire the necessary supplier resources.
<p>An organogram detailing the individuals undertaking each role within the Project Board is provided as Appendix Q.</p>		
<p>Blackburn with Darwen Borough Council have delivered a number of major transport projects costing in the last 5 years. A summary of these projects is provided below. Further details can be provided if required.</p> <p>Pennine Reach – a £40m DfT funded capital scheme to provide quality bus infrastructure, technology and improved bus services across Pennine Lancashire. Completed in Spring 2017 the project included new roads and junctions, two new bus stations, bus shelters and customer information systems. Some delays and cost overruns due to the Blackburn bus station main contractor going out of business mid-project and a new contractor having to be appointed. Delays were also experienced due to unidentified and unchartered utilities.</p> <p>Wainwright Way – an £11m DfT and Council funded scheme to deliver a new stretch of the Town Centre Orbital Route and open up new employment sites. Completed in Spring 2016 the project was complex and involved demolition of a listed building, demolition and replacement of a church, demolition of an older people’s home and sensitive excavation and professional archaeology of a former Victorian churchyard with reburial of over 2000 sets of human remains. Estimating the number of remains within this unique project for the Borough proved difficult due to incomplete records and discovery of multiple burials in single plots. Archaeology and related costs increased and were borne by the Council.</p> <p>Darwen East Development Corridor – a £2.6m Growth Deal funded scheme intended to accelerate the delivery of new housing in Darwen and mitigate the impacts of the traffic associated with the delivery of new housing on allocated sites on the local highway network. The DEDC package includes the following improvements:</p> <ul style="list-style-type: none"> - Junction improvements at the junctions of the A666 with Grimshaw Street and Watery Lane; - Junction Improvements at Sough Road/Grimshaw Street/Pole Lane; - Junction Improvements at Pole Lane/Priory Drive; 		

	<ul style="list-style-type: none"> - A new junction at Priory Drive/Marsh House Lane in order to facilitate a new Link Road; - A new Link Road across the East Darwen Allocation Site between the above junction and Ivinson Road; - Junction Improvements at Holden Fold/Oak Grove. <p>Furthergate / Burnley Road Link Road – a £4.8m Growth Deal funded project to complete the Furthergate Link Road between the Red Lion Roundabout and Accrington Road. Completed in June 2019 the project involved complex land negotiation with Tesco and comprised the construction of a new 380m long road and improvements to the Gorse Street / Burnley Road signalised junction arrangement including priority provision for buses. The new road connects the existing Burnley Road and the termination of a new arm from the Red Lion Roundabout constructed as part of the Pennine Reach project (to provide improved access to Kenyon’s Haulage). The project enables the development of Council owned land bounded by the existing Burnley Road and the Leeds Liverpool Canal and improves access to Greenbank Industrial Estate and Imperial Mill areas.</p> <p>North Blackburn Gateway – a £2.6m Growth Deal funded project to improve a key gateway to Blackburn through upgrades and improvements at the Brownhill Roundabout, Pleckgate Road / Ramsgrave Drive junction and the Whalley Old Road / Whitebirk Drive junction. Improvements include the upgrade of traffic signal equipment to modern, traffic responsive, self-optimising signal control and inclusion of additional controlled crossing provision for pedestrians and cyclists.</p>
<p>5.2 Go/No-Go & Decision Milestones</p> <p><i>Please describe any outstanding Go/No-Go processes and Decision Milestones in relation to the progression of the proposed scheme.</i></p>	<p>The key go/no-go date for the scheme to date have been:</p> <ul style="list-style-type: none"> - Preliminary Design Gateway Review 10th January 2019 - Detailed Design Gateway Review, 6th September 2019 - Procurement Consensus on 19th November 2019 <p>Key decision milestones relating to the progression of the proposed scheme that remain outstanding include:</p> <ul style="list-style-type: none"> - BwD Executive Board Approval of SOBC on 21st November 2019 - TfL Board Approval on 30th January 2020 - Planning Approval anticipated on 13th February 2020 - LEP Board Approval on 21st February 2020
<p>5.3 Project Programme</p> <p><i>Please set out an indicative delivery programme, including key milestones. Any programme / project dependencies should be referenced. If applicable, please explain how the programme is aligned to relevant delivery strategies and plans.</i></p>	<p>A project programme for the delivery of the South East Blackburn Scheme is appended as Appendix L.</p> <p>In addition to the approval dates outlined in 5.2 other key dates are as follows:</p> <ul style="list-style-type: none"> - Procurement process for the works between 9th September 2019 and 19th November 2019 - Final Business Case submission on 21st November 2019 - Construction work begin on 13th April 2020 - Completion of works on 16th April 2021

<p>5.4 Assurance and Approvals Plan <i>Please document any key assurance and approval milestones (including any independent assurance).</i></p>	<p>An overall framework has been adopted at the Corporate / Programme Management level, which defines an assurance role to oversee the governance and working arrangements of the LEP. The framework sets out that, as the accountable body for the LEP, LCC provide the overall assurance role. The purpose of this role is to ensure that:</p> <ul style="list-style-type: none"> - All decisions and activities comply with legal requirements; - The use of all funds is accounted for and reported; - Appropriate records of decisions and proceedings are published; and - The assurance framework is being adhered to. <p>Given that Blackburn with Darwen Borough Council are the promoter and applicant for the scheme, an independent local audit of the business case work which guides investment decisions is also being carried out, by independent consultants, prior to the approval decision by the LEP.</p> <p>Blackburn with Darwen Borough Council and Capita have undertaken their own Gateway Reviews on 11th January 2019 (Preliminary Design) and on 6th September 2019 (Detailed Design). Gateway Review reports are provided in Appendix R.</p>
<p>5.5 Communications & Stakeholder Management <i>Please explain how key stakeholders will be engaged throughout the delivery of the scheme, including details of proposed consultation events.</i></p>	<p>The scheme's stakeholder Communications Strategy including Action Plan and Activity Report to support the communication and engagement process required for the delivery of the South East Blackburn scheme is included as a supporting document in Appendix E.</p> <p>The communications plan will broadly follow the timetable of the delivery of the scheme, specific action plans developed at each stage (planning through to construction), enabling key audiences to be engaged with in a timely and effective manner.</p> <p>Key project milestones will be communicated more widely via the Council's website and the dedicated project portal:</p> <p>https://www.blackburn.gov.uk/transport-and-travel/transport-and-streets-policies-and-strategies/transport-infrastructure-growth</p>
<p>5.6 Programme / Project Reporting <i>Please describe the proposed reporting and approvals process. This must cover technical, financial, commercial and management elements.</i></p>	<p>The Project Executive will report to the Project Board according to a defined and regular programme of meetings. During these meetings, key highlights, risks, programme and the financial position of the project will be discussed. The Project Executive will be supported by the Project Manager at these meetings as appropriate. Any corrective actions or decisions will be agreed by the Project Board and cascaded to Team Leaders via the Project Manager.</p> <p>Interdisciplinary Review (IDR) meetings have completed a preliminary, departure assessment and pre-tender stages. The IDR included a full cost, programme and risk review for the scheme to progress to the next stage.</p>

	<p>A schedule of future meeting dates as well as historic meeting minutes will be developed in line with the Project's Assurance Framework. Future meetings will include:</p> <ul style="list-style-type: none"> - Project Team Meeting - Weekly - Project Board Meeting – Every 2 Weeks - Onsite Project Progress Meetings – Every 4 Weeks - NEC Risk Review Meetings – Every 4 Weeks (and as and when required under the contract)
<p>5.7 Risk Management Strategy <i>Please describe the scope of the Risk Management Strategy for the proposed scheme. Include details of the key risks including organisational accountabilities.</i></p>	<p>Risks associated with the overall delivery of the LEP's investment programme will be managed according to the overall monitoring responsibilities set out in the LEP's Accountability Framework. This framework requires risk registers to be produced, maintained and updated each month for individual schemes, once approved.</p> <p>The Project Board will have overall responsibility for governance and risk associated with the delivery of the scheme. The Project Executive will be responsible for managing and overseeing the Risk Management Strategy and, where appropriate, agreeing and undertaking actions to mitigate key risks. The Project Manager will be responsible for maintaining and updating a Quantified Risk Register and undertaking actions to mitigate the risks that do not require escalation to the Project Executive. The project governance structure, as outlined in Section 5.1, will include arrangements for decision making and approvals, and information on roles and responsibilities such that responsibilities with regard to risk will be well defined.</p> <p>Risk management activities and risk registers are already in place as part of ongoing Blackburn with Darwen Borough Council's scheme delivery work. These are informed by regular meetings and risk workshops which are aligned to key programme design and delivery phases. The membership of these meetings will vary and will be dependent upon the particular project phase. For example, engagement with statutory undertakers is already taking place to capture risks associated with potential disruption to their equipment at preliminary and detailed design stages.</p> <p>These risk workshops would draw up and review risk registers to identify the range and extent of risks that could adversely affect the delivery of the scheme. These sessions would identify the likelihood of each risk occurring and the relative quantifiable impact in terms of cost and programme. The risk register(s) will be maintained throughout the project as a live document and reviewed on an ongoing basis. The most significant risks will have Risk Management Plans developed. Risks can also be identified at any time outside of these formal lines of communication and should be highlighted to the project manager if this occurs.</p> <p>The latest scheme risk registers are included as Appendix D.</p>
<p>5.8 Monitoring and Evaluation <i>Please summarise outline arrangements for</i></p>	<p>The Monitoring and Evaluation (M&E) plan for the South East Blackburn Growth Corridor Scheme takes a proportionate and targeted approach, which will aim to demonstrate how the scheme has performed in relation to its</p>

monitoring and evaluating the performance of the proposed scheme.

objectives and intended outcomes.

The principle aims of M&E are to determine whether a scheme has been delivered as planned and whether it has delivered the expected benefits. Where outcomes differ from those expected, data collected for M&E evidence base will assist in understanding the reasons for this and the lessons that can be learnt.

As indicated by the Transport for Lancashire (TfL) Assurance Framework document, M&E of scheme progress and success will be undertaken in line with the standard set of measures outlined in DfT M&E guidance¹. These are detailed as follows:

Item	Stage	Data Collection Timing	Rationale
Scheme build	Input	During delivery	Knowledge
Delivered scheme	Output	During delivery/post opening	Accountability
Costs	Input	During delivery/post opening	Accountability
Scheme Objectives	Output/Outcome/ Impact	During delivery/post opening (up to 5 years)	Accountability
Travel Demand	Outcome	During delivery/post opening (up to 5 years)	Accountability/ Knowledge
Travel Times and Reliability	Outcome	During delivery/post opening (up to 5 years)	Accountability/ Knowledge
Impact on Economy	Impact	Pre or during delivery/ Post opening (up to 5 years)	Accountability/ Knowledge
Carbon	Impact	Pre or during delivery/ Post opening (up to 5 years)	Accountability/ Knowledge

A key strategic objective and purpose of TfL is to monitor progress of scheme delivery and spend. TfL will put in place a mechanism to ensure that it monitors and evaluates schemes in accordance with the appropriate DfT guidance.

TfL requires scheme promoters to submit regular monitoring reports setting out progress on scheme preparation and/or delivery. This will allow TfL to collate information from scheme promoters, indicate progress against key

¹ DfT Monitoring and Evaluation Framework for Local Authority Major Schemes:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/9154/la-major-schemes-monitoring-evaluation.pdf

milestones and highlight any risks. A RAG rating identifies schemes at risk of not meeting their objectives.

The following metrics (as detailed within the LEP's Monitoring and Evaluation Framework) will be assessed as part of the Monitoring and Evaluation of the South East Blackburn Growth Corridor Scheme:

- Expenditure (quarterly): Scheme expenditure will be collected from the Council's CIVICA system, summarised and reported to the LEP quarterly. Expenditure will be split by the following categories: Construction (Main Contractor fees), Statutory Undertakers' Diversions, Preparation fees, Supervision fees.
- Funding breakdown (quarterly): identified through Council internal programme monitoring (LTP and capital projects) with split between the LEP and BwDBC contributions.
- In-kind resources (quarterly): to be identified and reported to the LEP quarterly.
- Jobs connected to the intervention (annual): Rate of delivery to be monitored by BwDBC and reported.
- Commercial floorspace constructed (annual): Rate of delivery to be monitored by BwDBC and reported.
- Commercial floorspace Occupied (annual): to be identified and reported to the LEP annually.
- Housing unit starts (annual): Rate of delivery to be monitored by BwDBC and reported.
- Housing unit completed (annual): Rate of delivery to be monitored by BwDBC and reported.
- Total length of resurfaced roads (quarterly): Length of road for which works have been completed and now open for public use will be reported.
- Total length of newly built roads (quarterly): The length of the newly built Blackmoor Link Road will be monitored and reported.
- Type of Infrastructure to be delivered: The scheme will deliver new and improved road infrastructure.
- Type of service improvement delivered (biannual): none connected with the scheme.
- Follow-on investment at site (annual): Any further transport investment which may come via s106 contributions from developers to improve the active travel and public transport infrastructure in the local area will be monitored.
- Commercial floor space occupied (annual): Rate of delivery to be monitored by BwDBC and reported.
- Commercial rental values (annual): none connected with the scheme.
- Average daily traffic and by peak/non-peak periods (biannual) / Average AM and PM peak delay at the junctions – (biannual) / Day-to-day travel time variability (biannual): Data sources include Manual Classified Counts (MCCs) at the junctions within the study area, average speed, traffic congestion statistics and average journey times.

	<p>Statistics will be collated and reported to LEP.</p> <ul style="list-style-type: none"> - Average annual CO2 emissions (biannual): Air quality indices to be monitored by BwDBC and reported. Can be measured in the vicinity of the scheme for the pre-scheme and post-scheme scenario. - Accident rate (biannual) / Casualty rate (biannual)/Types of accidents: STATS19 or CrashMap collision data. Statistics will be collated and reported to LEP. Analysis of the accident data collected should take place every three to five years post scheme implementation. - Pedestrian counts on new / existing routes (annual): Future pedestrian counts can be undertaken along the new and existing route. - Nitrogen Oxide and particulate emissions (biannual): Air quality indices to be monitored by BwDBC and reported. Can be measured in the vicinity of the scheme for the pre-scheme and post-scheme scenario. <p>The M&E plan is designed to determine whether the South East Blackburn Growth Corridor Scheme:</p> <ul style="list-style-type: none"> - Has been designed and delivered efficiently and effectively; - Has met the requirements of the stated scheme objectives; - Has achieved the desired outcomes and impacts; and - Has resulted in any unintended outcomes and impacts (both positive and negative). <p>The results of the monitoring and evaluation exercise will be published on the LEP's website with development and air quality information being supplied by the relevant Council Departments. The Benefits Realisation, Monitoring and Evaluation Plan is included as a supporting document in Appendix E.</p>
<p>5.9 Project Management <i>Please summarise the overall approach for project management at this stage of the project.</i></p>	<p>The project will be managed in line with the principles of PRINCE2, which has been used effectively on the Council's recent major transport projects.</p> <p>PRINCE2 is a de facto process-based method for effective project management. Used extensively by the UK Government, PRINCE2 is also widely recognised and used in the private sector, both in the UK and internationally.</p> <p>To ensure consistency with the principles of PRINCE2, a defined organisation structure for the project management team has been agreed. In addition, the project has been divided into manageable and controllable stages.</p> <p>A suite of project processes and delivery methodologies has been implemented to support in the successful management and delivery of South East Blackburn project. Robust tools and systems have been adopted to enable a proactive programme management to deliver the project on time and on budget.</p> <p>Project Execution Plan has been developed to ensure that all project team members and stakeholders are aware of the project structure, requirements and processes. It sets a clear route through the project and provides a benchmark upon which the programme will be measured against.</p>

Management Case Summary

A project specific governance structure has been created based on established and operating governance arrangements for schemes currently being delivered by Blackburn with Darwen Borough Council, adapted to reflect the specific requirements of devolved Local Major Scheme governance.

The Lancashire Local Enterprise Partnership (LEP) will adopt the corporate / programme management role.

Blackburn with Darwen Borough Council has established a Project Board and Project Working Groups to support the delivery of schemes seeking Growth Deal funding. The Board will take ownership of the South East Blackburn scheme, and also report progress to the LEP. The Board will also have overall responsibility for governance and risk associated with the delivery of the scheme.

The Project Executive will be responsible for managing and overseeing the Risk Management Strategy and where appropriate agreeing and undertaking actions to mitigate key risks. The Project Manager will be responsible for maintaining and updating a Quantified Risk Register and undertaking actions to mitigate the risks that do not require escalation to the Project Executive.

The key go/no-go date for the scheme will be the 30th January 2020 for the TfL board meeting and the 21st February 2020 for the LEP meeting when the scheme will seek full approval for funding for the South East Blackburn scheme.

As the accountable body for the LEP, LCC will provide the overall assurance role, in order to ensure that decisions and activities comply with legal requirements, the use of funds is accounted for and reported, that appropriate records of decisions and proceedings are published and that the assurance framework is being adhered to.

Risks associated with the overall delivery of the LEP's investment programme will be managed according to the overall monitoring responsibilities set out in the LEP's Accountability Framework. This framework requires risk registers to be produced, maintained and updated each month for individual schemes, once approved. A number of key risks (that could add significant cost or delay to the scheme) have already been identified as part of the appraisal process, along with possible mitigating measures.

Risk management activities and risk registers are already in place as part of ongoing Blackburn with Darwen Borough Council's scheme delivery work.

A Benefits Realisation, Monitoring and Development Plan has been developed to provide a framework for monitoring and evaluation, fulfilling the requirements of the LEP Accountability Framework and necessary for reporting to central government.

The project will be managed in line with the principles of PRINCE2.