

Hoobrook Link Road (Phase 2) Monitoring and Evaluation Strategy

Prepared for
Worcestershire County Council

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CH2MHILL®

Building 304, Bridgewater Place,
Birchwood Park, Warrington,
WA3 6XG, United Kingdom
Tel: +44 (0)1625 534 575
Fax: +44 (0)1925 867 600

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Executive Summary

This report documents the Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) scheme, providing a mechanism for ensuring that the forecast benefits are realised. The report is based on the guidance, “Monitoring and Evaluation Framework for Local Authority Major Schemes” issued by the Department for Transport (DfT) in September 2012. The DfT has indicated that “Standard” monitoring is required for the scheme.

Based on this requirement, the Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) scheme seeks to assess performance in the following areas:

Scheme Build – has the project management approach been successful?

Delivered Scheme – how does the implemented scheme compare to the original designs?

Costs – are the out-turn costs associated with the scheme within the forecast budget?

Travel Demand – has the scheme had the effect on travel patterns that was anticipated?

Travel Times and Reliability – has the scheme had the effect on travel times and reliability that was predicted?

Impact on the Economy – what economic impacts can be directly associated to the delivered scheme?

Carbon – has the impact of the scheme on carbon levels been of the level that was forecast?

The approach to assessing benefits realisation is based on the measuring of outputs, analysis of outcomes and comparison of outcomes to desired impacts (as defined in the Local Pinch Point Funding scheme appraisal). The latter will provide feedback to stakeholders and identify should any scheme refinement be required in the early years to ensure benefits are maximised and long lasting.

The plan includes costs, timescales, governance, risks and reporting, plus details on data collation required before and after scheme construction and opening.

Introduction

Report Purpose

CH2M Hill has been commissioned by Worcestershire County Council (WCC) to produce a Monitoring and Evaluation Strategy to evaluate the impact of the Hoobrook Link Road (Phase 2) scheme. A commitment to monitor scheme impacts, evaluate the impact of the scheme once implemented and its benefits realisation is based on the guidance provided by the Department for Transport (DfT), to promoting authorities submitting bids to the Local Pinch Point Fund (LPPF). The guidance requests details on the likely benefits and how they will be measured and reported.

Based on feedback from the DfT it is proposed that the Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) scheme will comply with the 'standard monitoring' approach set out in the 'Monitoring and Evaluation Framework for Local Authority Major Schemes'. 'Standard monitoring' includes measures covering inputs, outputs, outcomes and impacts of the scheme. For the purposes of this scheme, it is proposed to consider the following questions:

- Was the scheme delivered to costs and timescale?
- Has the scheme delivered the types and scale of forecast benefits?
- Has the scheme delivered the desired impacts?

The Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) has been designed to account for as much relevant information as possible, whilst being mindful of the need for appropriate, proportionate and cost effective analysis.

Summary of Evaluation Approach

The approach is designed to assess whether the outputs and impacts of the package deliver the desired benefits and overarching objectives. The approach proposed reflects the scale and type of package, plus the resources available to complete the evaluation. Furthermore, it will provide a strong evidence base to feed into the benefits realisation assessment, informing stakeholders of observed outcomes and enabling the subsequent refinement of both the transport intervention itself and other related schemes, where necessary.

The evaluation will include quantitative and qualitative measures, which will cover a range of outcomes and impacts. The areas to be covered in the plan are set out below, fitting the requirements of 'Standard Monitoring' as outlined in the September 2012 DfT guidance:

Process Evaluation

- Scheme build;
- Delivered scheme;
- Costs;
- Out-turn value for money;

Impact Evaluation and Economic Evaluation

- Scheme objectives;
- Travel demand, including behavioural change;
- Travel times and reliability of travel times;

- Impacts on the economy; and
- Carbon impacts.

The approach to assessing scheme outcomes and benefits realisation is defined in terms of the following stages (also shown in Figure 1):

- **Outputs** – What has been produced? (the Hoobrook Link Road Phase 2 scheme);
- **Outcomes** – The short and medium term results of the Outputs (e.g. reduced unemployment as a result of the scheme, reduced congestion and queuing as a result of the scheme); and
- **Desired Impacts** – The long term impacts to compare against the overall strategy fit.

Scheme Objectives and Outcomes

Introduction

This Chapter summarises the content of the Hoobrook Link Road (Phase 2) scheme, the rationale behind it and the anticipated outcomes arising from its delivery.

Scheme Background

The Wyre Forest District economy suffers from ongoing supply side labour deficiencies such as comparatively low working age population and economic activity rates. This is primarily because of the lack of jobs in the local economy, which is confirmed by indicators such as low private sector led growth prior to the economic downturn and poor employment density measured as the number of jobs by working age population.

Recognising the issues within the local authority area, Wyre Forest District Council is seeking to promote sustainable growth as part of its Adopted Core Strategy (December 2010) through the delivery of key housing and employment land sites. The South Kidderminster Enterprise Park area has the potential to provide a major contribution to the growth targets and includes two key employment corridors along Stourport Road (A451) and Worcester Road (A442/A449). These employment corridors and the Kidderminster town centre ring road to the north currently experience regular traffic congestion, which is acting as a key constraint to unlocking development and regeneration potential.

The Hoobrook Link Road is a key strategic project within the Worcestershire Local Investment Plan and Worcestershire Local Transport Plan. This reflects the expectation that the delivery of the Hoobrook Link Road (Phase 2) scheme will unlock development potential and accelerate the growth prospects of the District.

Hoobrook Link Road Scheme Description

The Hoobrook Link Road is proposed to connect Worcester Road (A442) to Stourport Road (A451) with the aim of unlocking 24 hectares of key development land for new homes and businesses on the former British Sugar site. Funding to deliver the Link Road proposals in its entirety had previously not been readily available. Funding for Phase 1 connecting the site from the west and Stourport Road (A451) was secured through the Growing Places Fund and Worcester Local Enterprise Partnership (LEP) in 2012. Construction for Phase 1 commenced in March 2013 and is now largely complete with it anticipated that the route will open to traffic in early 2014.

The proposed Phase 2 scheme is a 600m long two-way single lane carriageway linking Worcester Road (A442) to Hoobrook Link Road Phase 1. Phase 2 of the scheme will provide a link over the Staffordshire and Worcestershire canal and River Stour, and through to the A442 Worcester Road. The delivery of Phase 2 will provide a continuous route between Stourport Road (A451) and Worcester Road (A442), which in turn is expected to significantly improve the efficiency of the local highway network. A plan of the scheme is attached as Annex 1.

Scheme Objectives and Outcomes

Development of the Hoobrook Link Road (Phase 2) will facilitate the delivery of the wider South Kidderminster Enterprise Park including the Stourport Road Employment Corridor (SREC) and Worcester Road Employment Corridor (WREC), which would deliver significant socio-economic benefits for the Wyre Forest district. This will have a very significant impact on the local economy and was acknowledged as a key point in the business case for the scheme. The scheme is forecast to not only unlock employment and housing development on the Former British Sugar Site, but to also accelerate other developments within the

Enterprise Park area such as Easter Park, Former Ronwire site, Fine Point (residual development), Former Kidderminster depot site, and the residential development on the Oasis and Reilloc Chain site.

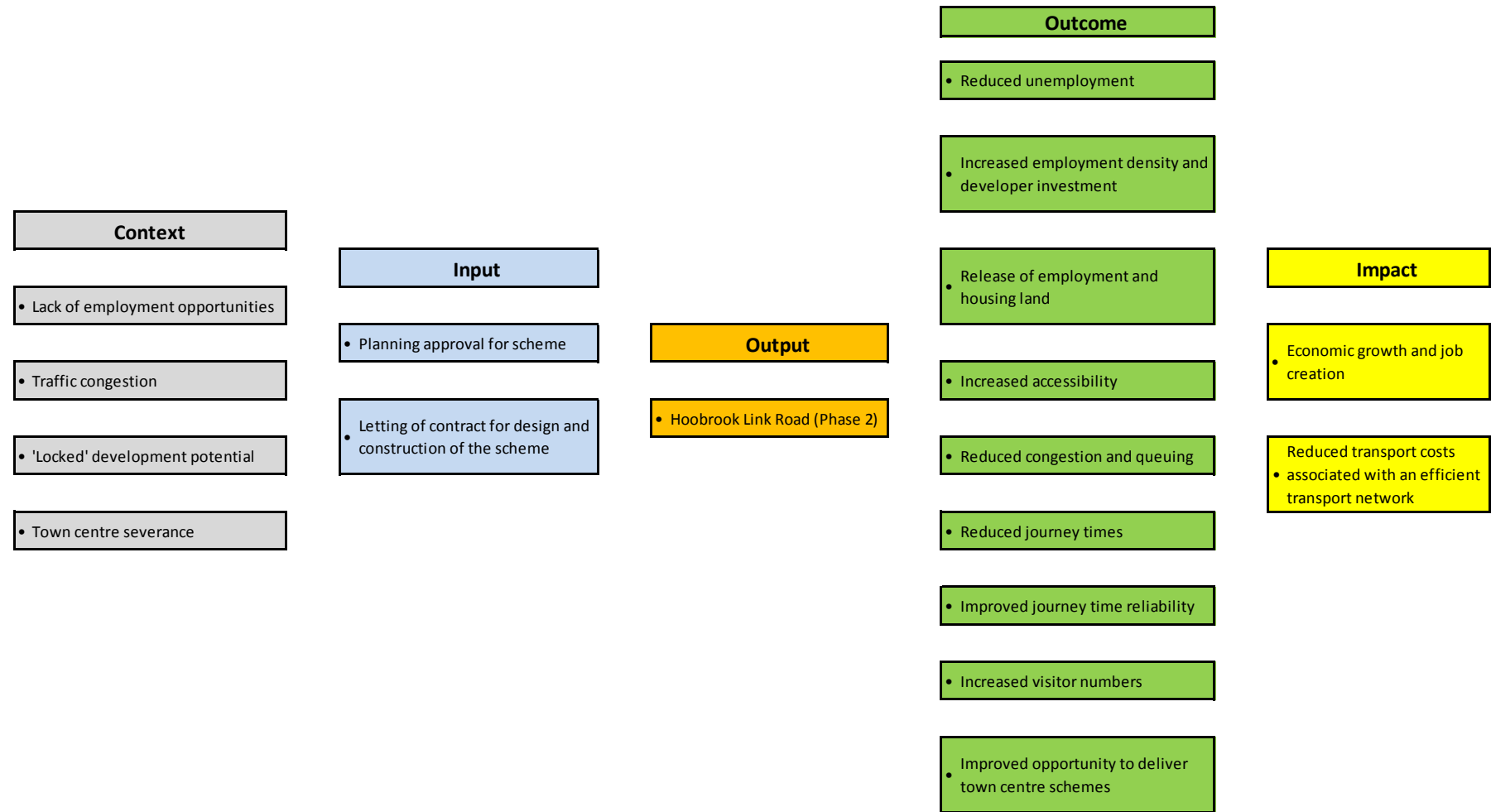
The new link road is expected to help to reduce existing congestion on the Kidderminster town centre ring road junctions and thus improve access to the town centre and key services including jobs, health and education. This will increase the scope for implementing other improvements in the town centre, including public realm enhancements and sustainable transport measures, and reduce the severance currently experienced between parts of the town centre and areas around the railway station and major tourist attractions in the town (e.g. Severn Valley Railway). Such schemes would create more pedestrian friendly routes to the centre, encouraging more people to work, shop and visit the centre, so boosting the local economy.

The desired impact of the scheme therefore includes:

- Maximising the efficiency of the road network
- Reducing congestion and associated transport costs
- Increasing journey time reliability
- Supporting growth and development, by addressing constraints on network performance

The process of logic mapping provides a way of examining outputs from each intervention, exploring how each output in turn delivers against identified outcomes in the short, medium and long term. The logic map for Hoobrook Link Road (Phase 2) set out in Figure 1 has been developed to show the causal linkages between outputs, outcomes and objectives. It has also been used to inform the development of the monitoring and evaluation strategy.

Figure 1 – Logic Map



Monitoring Items and Data Requirements

Introduction

The Hoobrook Link Road (Phase 2) scheme objectives and logic mapping, outlined in the previous Chapter, also define the scope of the monitoring and evaluation required.

The focus of such an assessment is to demonstrate local accountability, through the measurement of key outcome metrics and comparison with ex-ante appraisal forecasts. This Chapter sets out the precise scope of the assessment, the different monitoring and evaluation activities, and the detailed evaluation questions to be answered, highlighting how these will link together to deliver a robust scheme assessment. Table 1 shows the measures that will be assessed in accordance with Section 3 of the DfT's Monitoring and Evaluation Framework.

Table 1 – Standard Monitoring Measures

| 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 |
| Travel Demand | Outcome | Pre or during delivery / post opening (up to 5 years) | Accountability / Knowledge |
| Travel Times and Reliability | Outcome | Pre or during delivery / post opening (up to 5 years) | Accountability / Knowledge |
| Impact on the 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 |

Scheme Build

Assessment Process and Research Questions

The Scheme Build information aims to inform the assessment of the project management in place for the scheme. As part of the LPPF Bid documentation (February 2013) a range of project management documentation was produced including:

- Project Plan (Annex 10) including key milestone of 'Submit Planning Application' (July 2013), 'Planning Decision Notice' (October 2013), 'Make Orders (Submit Application for Confirmation)' (October 2013), 'Take Possession' (April 2014), 'Site Mobilisation' (November 2014), 'Substantial Completion' (December 2015)
- Communications Plan (Annex 12) which outlines the strategy for managing key stakeholders up to and beyond the LPPF application
- Risk Register and Management Plan (Annex 6) which outlines how key risks will be managed and by whom

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

Programme Management

- What were the changes to programme delivery and milestones and how were they mitigated?
- 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?

Stakeholder Management / Engagement

- Which stakeholder management and engagement mechanisms were most effective and why?
- What lessons can be learnt regarding the timing and extent of stakeholder management?

Risk Management

- What were the main risks encountered during scheme delivery and which measures were successful in mitigating them?
- Which risks required escalation, why and with what impacts?
- How effective were risk transfer procedures?

Overall

- Does the scheme deliver the expected benefits?

Data Requirements and Collection Methodology

It is proposed that a comparison of the LPPF Bid project management documentation highlighted be undertaken against the actual deliverables of the scheme to highlight the effectiveness of the project management undertaken. This will require the Scheme Project Manager to keep the required documentation up to date and to liaise with the Scheme Contractor to ensure all information is accurate and the comparison can be undertaken at the required periods. In addition, further project management documentation such as Gateway Reviews (undertaken at key stages in the project lifecycle to determine whether or not the project can proceed to the next stage) and Highlight Reports (documents prepared by the Project Manager to provide updates to the Project Board and assist decision making) and feedback from stakeholder consultation can be used to feed into the reporting.

It is expected that this information would be presented in a 'One Year After' report that would be released 1-2 years post scheme implementation (current programme scheme completion December 2015).

Delivered Scheme

Assessment Process and Research Questions

The Delivered Scheme information aims to provide an assessment of the scheme outputs and will help assess scheme delivery, identify any changes to scope and design of the originally envisaged scheme and clarify the reasons for such changes. Annex 2 of the LPPF Bid documentation (February 2013) identifies the route of the Hoobrook Link Road (Phase 2) which should be used as the baseline position for this assessment (for clarity the drawing of the LPPF 'Preferred Option' is included in Annex 1). The LPPF Bid scheme drawings will be used as the starting point for the contractors to design and build the Hoobrook Link Road (Phase 2) scheme and as such it is important to ensure that the contractors are made aware that the monitoring requirement will set these plans as the baseline position.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

Scheme Delivery

- How does the outturn scheme design compare with the approved funding design?
- What were the main causes of change?
- What were the consequences (costs and benefits) of changes to the scheme?

Overall

- Was the scheme delivered to the previously forecast costs and timescale?

Data Requirements and Collection Methodology

It is proposed that a comparison of the 'Preferred Option' included within the LPPF Bid be undertaken against the actual scheme design to highlight any differences. This will require effective communication between the Scheme Project Manager and the Design and Build Team Contractors to ensure any changes to the baseline position are clearly documented to assist in the monitoring requirement. In addition, the Scheme Project Manager will undertake site inspections where necessary and consider feedback from stakeholder consultation processes to assess how the delivered scheme compares to that outlined as the 'Preferred Option' within the LPPF Bid.

It is expected that this information would be presented in a 'One Year After' report that would be released 1-2 years post scheme implementation (current programme scheme completion December 2015).

Outturn Costs

Assessment Process and Research Questions

The estimated investment costs, as detailed in the LPPF Bid submission are £11.066m. These capital costs can be further broken as follows:

- Preparation Costs: £0.967m;
- Works Cost (inc Land Purchase): £8.772m
- Supervision Costs: £0.321m;
- Risk: £1.006m;
- Total: £11.066m.

The process evaluation will assess the validity and accuracy of these cost forecasts by considering them in light of outturn costs. Importantly, any changes identified during the scheme construction will be assessed in a manner that is proportionate to their scale. The objective of any such assessment process will be to establish what factors influenced the variance, the stage at which it was identified and the appropriateness of the processes that have been adopted to manage it. In addition, the ongoing operation and maintenance costs will require assessment to ensure that the scheme remains affordable and demonstrates value for money.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

- What were the barriers to scheme delivery and how were they overcome?
- What were the main challenges in costing the scheme implementation and how were these monitored and addressed?
- 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?

Data Requirements and Collection Methodology

It is proposed that a comparison of the LPPF Bid cost estimates be undertaken against the actual outturn scheme costs. The Scheme Project Manager will undertake the comparison assessment of capital costs and ongoing maintenance costs.

It is expected that most of the material would be included in both a 'One Year After' report released 1-2 years post scheme implementation and a 'Final Report' released approximately 5 years after scheme implementation (current programme scheme completion December 2015). It is anticipated that the majority of conclusions regarding ongoing maintenance costs will be made in the 'Final Report' given that accurate data will be more readily available.

Travel Demand

Assessment Process and Research Questions

The scheme demand information will help in the assessment of whether the scheme has had the anticipated effect on travel patterns. One of the desired impacts of the scheme is to reduce congestion and associated transport costs and so it is proposed that road traffic flows are a good measurement tool to assess the impact of the scheme. As part of the LPPF Bid documentation a Value for Money Report (Annex 3) was prepared to assess the likely benefits of the scheme and predicted traffic flows to feed into the scheme appraisal. This information will be used as part of the assessment to compare actual traffic patterns before and after the scheme implementation, in order to test the accuracy of the previously made forecasts.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

- What is the change in opening year traffic flows compared to those before opening and those forecast? (both adjacent to the scheme and wider area)
- What contributing factors have influenced any changes in traffic flows when compared to forecast flows and assumptions?

Data Requirements and Collection Methodology

It is proposed that a comparison of traffic flows on the corridors of interest of Stourport Road (A451) and Worcester Road (A442), and the southern section of the Kidderminster town centre ring road be undertaken before opening (Stage 1), one year after (stage 2) and five years after (Stage 3) opening. In addition, traffic flows on the Hoobrook Link Road itself will be monitored at stages 2 and 3. At present, permanent ATC data within the vicinity of the scheme is collected on Stourport Road (A451) only. It is

consequently proposed to collect additional traffic flow data on Hoobrook Link Road, Worcester Road (A442) and the southern section of the Kidderminster town centre ring road. The location of existing and proposed count locations is shown in Annex 2.

In order to minimise the cost of delivering the Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) scheme, it is proposed that traffic flow data collected in November 2011 as part of the development of the Wyre Forest Transport Model is used to inform analysis. The location of surveys undertaken in relation to the Wyre Forest Transport Model is shown in Annex 3. The practicality of using this data to inform Stage 1 will be investigated in full, and where necessary (having considered the impact of factors such as delivered development in the interim period) additional data will be sought. Prior to undertaking data collection in relation to Stages 2 and 3, a review will be undertaken to ascertain if freely available data may have become available, for example through the need to update the Wyre Forest Model. Traffic flows will be compared to the scheme forecasts used within the LPPF application to identify any differences and possible impact on the proposed scheme benefits.

It is expected that assessment of travel demand will be included in both a 'One Year After' report released 1-2 years post scheme implementation (Stage 2) and a 'Final Report' released approximately 5 years after scheme implementation (Stage 3) (current programme scheme completion December 2015).

Travel Times and Reliability

Assessment Process and Research Questions

The effect of the scheme on travel times and reliability will help in understanding whether the scheme has had the anticipated affect on travel times. One of the desired impacts of the scheme is to increase journey time reliability and so it is proposed that travel times and variability of travel times be measured to assess the impact of the scheme. As noted in the Travel Demand section, the Value for Money Report produced as part of the LPPF Bid included forecast journey times. This information will be used as part of the assessment to compare the actual travel times and reliability before and after scheme implementation and compare to the forecasts.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

- What is the change in opening year travel times compared to those before opening and those forecast? (both adjacent to the scheme and wider area)
- What contributing factors have influenced any changes in travel times and reliability when compared to forecasts and the assumptions made?

Data Requirements and Collection Methodology

It is proposed that a comparison of travel times on the corridors of interest of Stourport Road (A451) and Worcester Road (A442) and the southern section of the Kidderminster town centre ring road be undertaken before opening (Stage 1), one year after (Stage 2) and five years after (Stage 3) opening. In addition, travel times on the Hoobrook Link Road itself will be monitored at Stages 2 and 3. In order to minimise the cost of delivering the Monitoring and Evaluation Strategy for the Hoobrook Link Road (Phase 2) scheme it is proposed to extract journey time data from Strat-e-GIS, so avoiding the need for new journey time surveys. Consideration will be given throughout the delivery of the Monitoring and Evaluation Strategy as to whether any additional relevant data sources have become available in respect of other workstreams.

It is expected that material will be included in both a 'One Year After' report released 1-2 years post scheme implementation (Stage 2) and a 'Final Report' released approximately 5 years after scheme implementation (Stage 3) (current programme scheme completion December 2015).

Impact on the Economy

Assessment Process and Research Questions

The key desired outcome of the scheme is to support economic growth and development potential. One of the key economic growth metrics will be the creation of new jobs from unlocking developments adjacent to the scheme and accelerating other developments within the area. The LPPF Bid considered development potential up to 2026 which is beyond the timescales within this Monitoring and Evaluation Strategy. Notwithstanding this, it is proposed that a range of employment and development statistical data is used to compare the short term (i.e. within the first 5 years of the scheme opening) impact on the economy along with wider stakeholder engagement to assess the wider impacts in the Kidderminster area.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

Economy Statistics

- Has the delivery of the scheme unlocked the employment and residential sites as predicted and how do the statistics compare to those forecast?
- Has the delivery of the scheme accelerated development in the Enterprise Park area?

Stakeholder surveys

- Has the delivery of the scheme enhanced local business employment numbers?
- Has the delivery of the scheme influenced local business future growth strategy?

Wider impacts

- Has the scheme improved accessibility to the wider area resulting in increased number of visitors / shoppers to the city centre?
- Has the scheme assisted the delivery of other schemes in the area such as pedestrian routes to reduce severance in the city centre?

Data Requirements and Collection Methodology

It is proposed that statistics in changes in employment and development permissions and completions be used to assess the impact of the scheme on the economy. These are standard data currently collected by Worcestershire County Council and Wyre Forest District Council. This data will enable an assessment of both the direct benefits from unlocking employment and housing development on the Former British Sugar Site, and the indirect impacts of acceleration of other developments within the Enterprise Park area such as Easter Park, Former Ronwire site, Fine Point (residual development), Former Kidderminster depot site, and the residential development on the Oasis and Reilloc Chain site. Annex 4 indicates how the delivery of the Hoobrook Link Road (Phase 2) scheme is expected to promote development in the local area.

In addition, it is proposed that Key Stakeholders including the Business Community be engaged with to ascertain the wider impacts of the scheme on the performance of existing developments within the area. Local Strategic Businesses and Key Stakeholders such as the Worcestershire Local Enterprise Partnership (LEP) have been included within the Stakeholder Engagement Plan prepared as part of the LPPF Bid (Communications Review – Annex 12) and will continue to be included in post scheme evaluation. It is proposed that post scheme opening surveys be undertaken with these groups to estimate the impact on employment and to find out if the scheme has had an impact on this and the wider area.

Key metrics used for the monitoring strategy should tie in with the LEP targets relating to job creation, private sector investment and GVA and the LEP team should be consulted to ascertain the impacts of the Hoobrook Phase 2 Scheme and to make cost efficiencies where possible to utilise existing data sources. Any observed wider benefits such as improvements to town centre pedestrian routes and impact on severance,

increase in number of visitors / shoppers to the town centre as an indirect result of the scheme will also be targeted through this consultation process.

It is expected that the findings will be included in both a 'One Year After' report released 1-2 years post scheme implementation (Stage 2) and a 'Final Report' released approximately 5 years after scheme implementation (Stage 3) (current programme scheme completion December 2015). The post opening surveys with Key Stakeholders will take place 5 years after scheme implementation and feed into the 'Final Report'. It should also be noted that findings from the analysis of journey times and reliability will also feed into the assessment of the impact on the economy, in order to account for the influence that improving accessibility to employment opportunities has on long-term economic prosperity.

Carbon

Assessment Process and Research Questions

The assessment of the effect of the scheme on carbon in the area is an important assessment tool to establish the positive or negative impacts that the scheme may have on the environment. The findings of the environmental assessments undertaken as part of the LPPF Bid have shown that the scheme is not within an Air Quality Management Area (AQMA). In addition, the assessments noted that there is likely to be an overall slight deterioration in NO₂ and PM₁₀ concentrations with the new link road due to the increase in traffic using the road, but this increase is unlikely to be sufficient to be above EU limits. Given the minimal impacts it is therefore proposed that analysis of traffic flow and travel time data is undertaken to provide a qualitative assessment in comparison to the forecast flows used within the LPPF Bid.

Based on the DfT Monitoring and Evaluation guidance the assessment process should consider the following research questions.

Research Questions

- Has the scheme resulted in significantly different traffic flow and travel time data compared to the forecasts?
- Has the scheme resulted in a significant worsening of air quality in the surrounding area?

Data Requirements and Collection Methodology

It is proposed that a comparison of traffic flows and travel times along the corridors of interest of A451 Stourport Road and A449 Worcester Road be undertaken before opening (Stage 1), one year after (stage 2) and five years after (Stage 3) opening. In addition, traffic flows and travel times on the Hoobrook Link Road itself will be monitored at stages 2 and 3. All data will be assessed and compared to the scheme forecasts used within the LPPF application and an assessment of the likely air quality / carbon impacts will be undertaken as a desk based study using appropriate DfT guidance documentation.

It is expected that the findings will be presented in both a 'One Year After' report released 1-2 years post scheme implementation (Stage 2) and a 'Final Report' released approximately 5 years after scheme implementation (Stage 3) (current programme scheme completion December 2015).

Resourcing, Delivery and Dissemination Plan

Introduction

This Chapter presents the resources set aside for the monitoring and evaluation of the Hoobrook Link Road (Phase 2), the governance arrangements to ensure that this is undertaken robustly and the proposed approach to disseminate the findings from the assessment.

Resourcing Plan

The proposed monitoring plan is intended to be synchronised with wider WCC and stakeholder programmes, and to utilise all available existing data sources where possible so as to reduce resource and costs to the authority given restrictions on budgets.

Governance Plan

The project management for the Hoobrook Link Road (Phase 2) is based on PRINCE2 principles with specific attention given to the governance to provide a clearly defined structure for the role of the Cabinet, Project Board, Project Manager and Project Teams. The following provides a brief summary of the roles of each:

Worcestershire County Council Cabinet: The Cabinet has ultimate responsibility for the scheme and approvals and meets on a monthly basis.

Project Board: The Project Board comprises officers with responsibility for the strategic delivery of the scheme. The Project Board meet regularly at key milestones (typically at 4 week intervals) to ensure Project Assurance objectives are met.

Project Manager: The Project Manager (Mark Mills) manages the project within set tolerances as agreed by the Project Board. The Project Manager's role is to oversee the implementation of the scheme and provide the interface with Project Teams.

Project Teams: The team consists of a combination of Worcestershire County Council officers and CH2M Hill staff.

Project Assurance: The Project Board is responsible for Project Assurance ensuring that the project remains on target in terms of business, user and technical objectives.

Monitoring and Evaluation Plan Responsibilities

As defined in the Hoobrook Link Road (Phase 2) LPPF Project Governance Plan, the Project Board will be responsible for all key decisions relating to the scheme. The Senior Responsible Owner (Peter Blake) and Project Manager for the scheme will have ultimate responsibility for the delivery of a robust and comprehensive scheme evaluation.

It is envisaged that an individual will be identified to act as the Delivery Lead for the Monitoring and Evaluation Strategy. This individual will report directly to the Project Manager, with the responsibilities in relation to the role of each in the context of the Monitoring and Evaluation Strategy set out as follows:

Role of the Project Manager

- To monitor the continued delivery of scheme evaluation;
- To authorise changes to the evaluation budget, scope and milestones;
- To be a point of contact to escalate project risks emerging through the evaluation;
- To notify the Project Board of any proposed changes or strategic decisions which may affect the project evaluation programme or content;

- To secure Worcestershire County Council organisational support for the project evaluation, particularly elements of the scheme build assessment;
- To have ultimate responsibility for the project evaluation;
- To have overall ownership and control of the project evaluation and all sub-elements;
- To ensure appropriate resources are assigned and appropriately allocated to the project evaluation;
- To be the prime point of contact for the Delivery Lead; and
- To remove blockages that prevent the Delivery Lead from delivering the project evaluation.

Role of the Monitoring and Evaluation Delivery Lead

- Responsible to the Project Manager for delivering the project evaluation on time and within the agreed budget;
- To ensure that the day-to-day project management of the evaluation is effective and to provide adequate control and direction;
- To ensure that the work undertaken by the project evaluation team is completed to the scope of the defined deliverables, providing benefit to WCC;
- To ensure the evaluation work undertaken is consistent with the acceptance criteria and WCC's Quality Management System;
- To provide project evaluation information to both project members and WCC management, as agreed;
- To obtain sign-off for the evaluation deliverables; and
- To ensure that change control, acceptance and risk management procedures are followed.

Resourcing and Skills

WCC will commission a suitably qualified and experienced sub-contractor to deliver elements of the Monitoring and Evaluation Plan where it is most practical and cost-effective to do so. The appointment of any sub-contractor will be undertaken in liaison with and under the direct management of the Project Manager. Detailed costing for each element of proposed work will be obtained and a review undertaken of the experience and skills of the proposed evaluation team.

It is recognised that the scope and duration of the evaluation will require a particular set of skills, specifically in relation to the process evaluation elements.

Risk Management

The main inherent risks to the successful completion of the strategy are shown below, along with relevant actions that will minimise any residual impact:

- **Risk:** The continuing availability of data sources provided through other funding streams – this includes Strat-e-GIS and ATC data.

Action: Data availability to be reviewed on a biannual basis to ensure that issues are encountered at an early stage to allow alternative arrangements to be made. The strategy will be promoted from the outset to ensure that WCC monitoring programmes are aware of the benefits that the strategy will bring.

- **Risk:** Low response rate to 1 and 5-year post opening surveys.

Action: The survey methodology and approach will be designed to engage with businesses by reflecting their type and minimising the required inputs.

- **Risk:** Staff turnover between baseline and ex-post periods, and / or during construction process evaluation.

Action: Suppliers will be required to demonstrate that they have suitable practices in place to minimise the disruption caused by lack of continuity occurring due to staff turnover during the programme.

- **Risk:** Delays in project delivery extend the process evaluation time period and demand additional financial resources.

Action: Structure the process evaluation to ensure that analysis is proportionate and that resource requirements and cost are minimised.

Quality Assurance

The delivery of the Hoobrook Link Road (Phase 2) Monitoring and Evaluation Plan will be undertaken within the WCC Quality Management System:

- Each of the agreed evaluation stages will be overseen by the Project Manager. This will involve routinely assessing progress (at which point relevant stage plans will be updated) and reviewing the stage status.
- Where stage status is examined and there are no threats to stage or project tolerances, the Project Manager will not need to take any corrective action.
- Where a threat to stage or project tolerances is identified, the Project Manager will escalate this issue to the Project Board. This is then expected to lead to a request for an exception report to be prepared by the Project Manager for consideration by the Project Board.

The Project Board will be responsible for authorising any request for changes in the evaluation approach, programme or budget. The Project Manager will assess the impact of all potential changes on business, user and supplier interests. Issues will be raised with the Project Board by the production of a highlight report and, where necessary, an exception plan. A change budget will be established for the purpose of dealing with requests for changes.

Delivery Plan

An outline monitoring and evaluation delivery plan is shown in Table 2.

Table 2 – Data Collection and Collation

| Monitoring Outputs (M) | Stage 1 (Before Opening) Spring 2014 | Stage 2 (One Year After Opening) Spring 2017 | Stage 3 (Five Years After Opening) Spring 2021 |
|--|---|--|---|
| Delivered Scheme: Scheme drawing | n/a | Comparison of Scheme drawings before and after scheme implementation. | As stage 2. |
| Costs: Forecast v Actual | n/a | Comparison of scheme costs before and after scheme implementation. | As stage 2. |
| Travel Demand: Traffic Flows | ATC permanent site Stourport Road (A451). Additional data collection proposed to cover Worcester Road (A442). | Repeat Stage 1 surveys New site proposed to cover the Hoobrook Link Road. | Repeat Stage 2 surveys |
| Travel Times and Reliability: Journey Times | Manual observation or use of Strat-e-GIS data on Stourport Road (A451) and Worcester Road (A442). | Repeat Stage 1 surveys including new site covering Hoobrook Link Road. | Repeat Stage 2 surveys |
| Impact on the Economy: Development Applications | Collate baseline data from Wyre Forest planners on employment figures before scheme implementation in area. | Collate data from Wyre Forest planners on employment and development permissions and completions linked to scheme. | Repeat Stage 2 surveys. |
| Impact on the Economy: Stakeholder feedback | n/a | n/a | Collate new feedback from stakeholders on impacts schemes. Key area of consultation will focus on understanding the wider employment impacts related to the scheme. |
| Carbon | n/a | Report results of comparison of data from Travel Demand and Travel Times. | Repeat Stage 2 report. |

Dissemination Plan

In line with the DfT's Evaluation Framework, the following formal reporting will be undertaken as part of the monitoring and evaluation of Hoobrook Link Road (Phase 2):

- Baseline Data Report (Spring 2014);
- Progress Reports (Spring 2015 and Spring 2016);
- End of Construction Report (Winter 2015/16);
- 1-year Post Opening Report (Spring 2017); and
- 5-year Post Opening Report (Spring 2021).

The programmed monitoring and evaluation for Hoobrook Link Road (Phase 2) will be supported by WCC's Marketing and Communications Team, ensuring that information is effectively disseminated to both internal and external stakeholders.

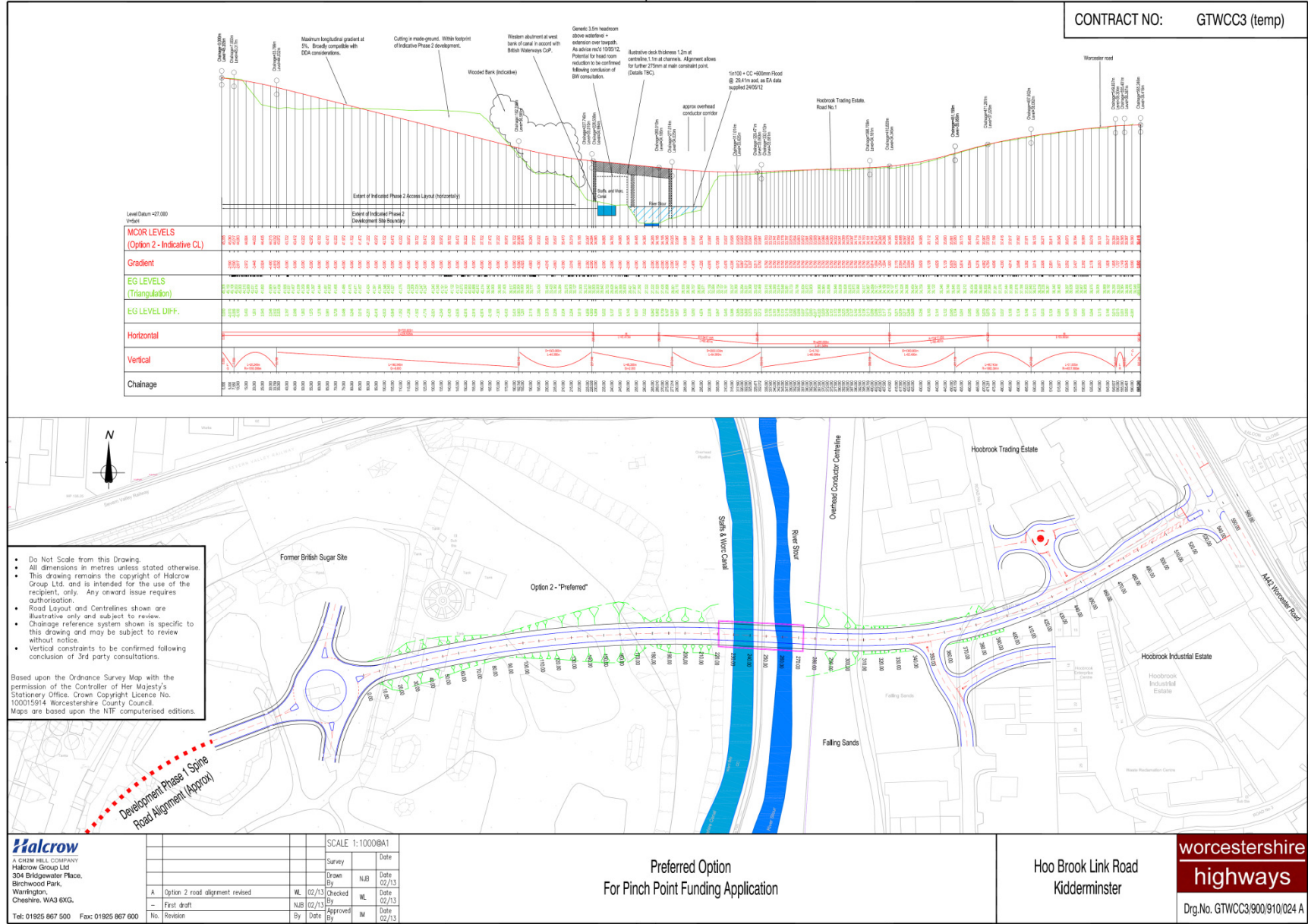
Costs

Evaluation costs, covering monitoring and benefits realisation analysis, are summarised in this section. An allowance of £15,000 has been made which is a 50% increase upon the £10,000 that was assumed in the LPPF bid. This increased allowance reflects the risks previously identified.

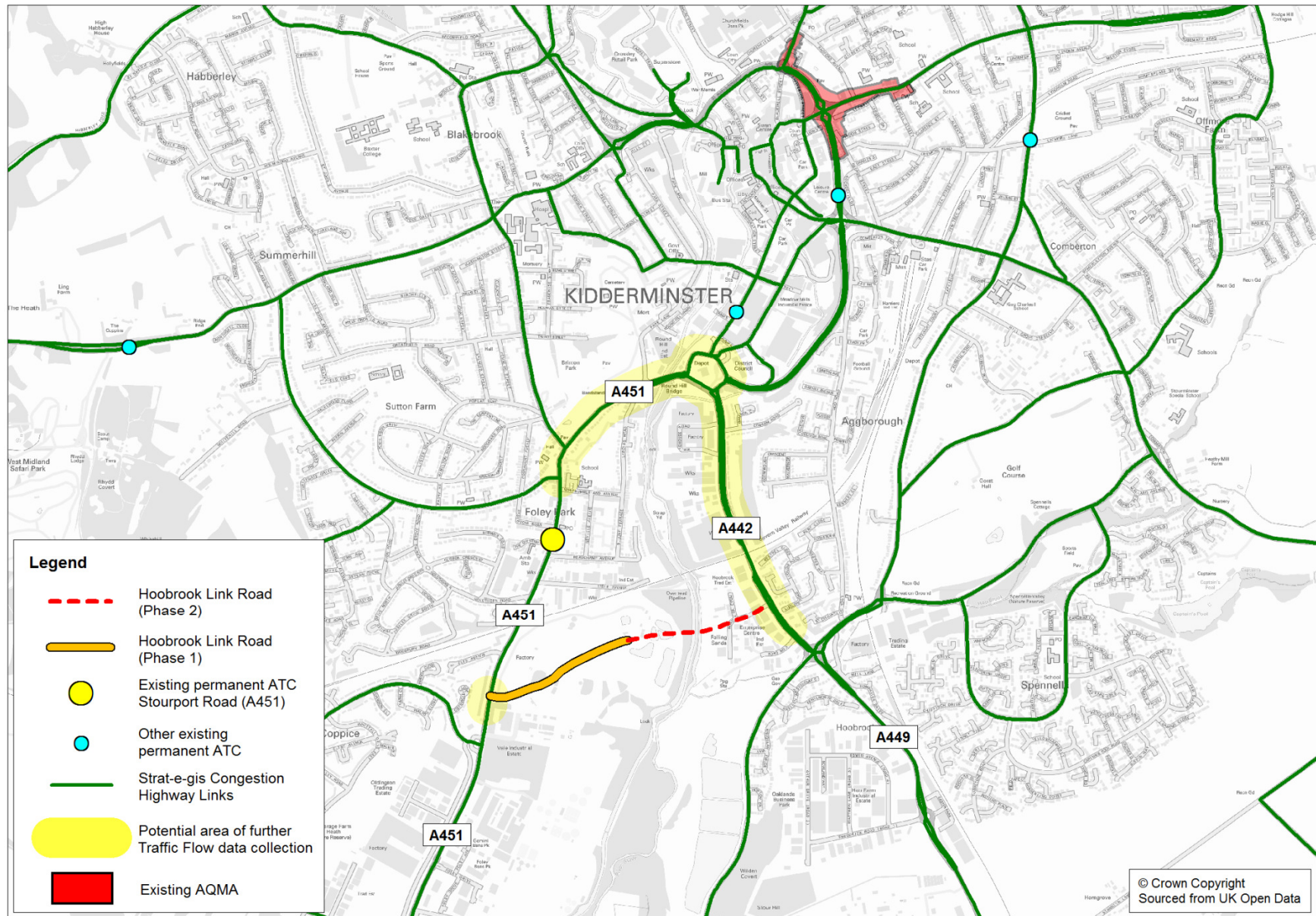
It is assumed that approximately 20% of the costs will apply to the period prior to scheme opening, 30% in 2017 (1-year after scheme opening) and 50% of costs in 2021 (5-years after scheme opening). In each period identified it is estimated that approximately 65% of the costs will be spent on data collection and 35% on the preparation of reports and dissemination of findings.

The larger costs associated with the 5-years after scheme opening reporting reflect the greater focus on analysing wider economic benefits that will have become more apparent after a longer period of time.

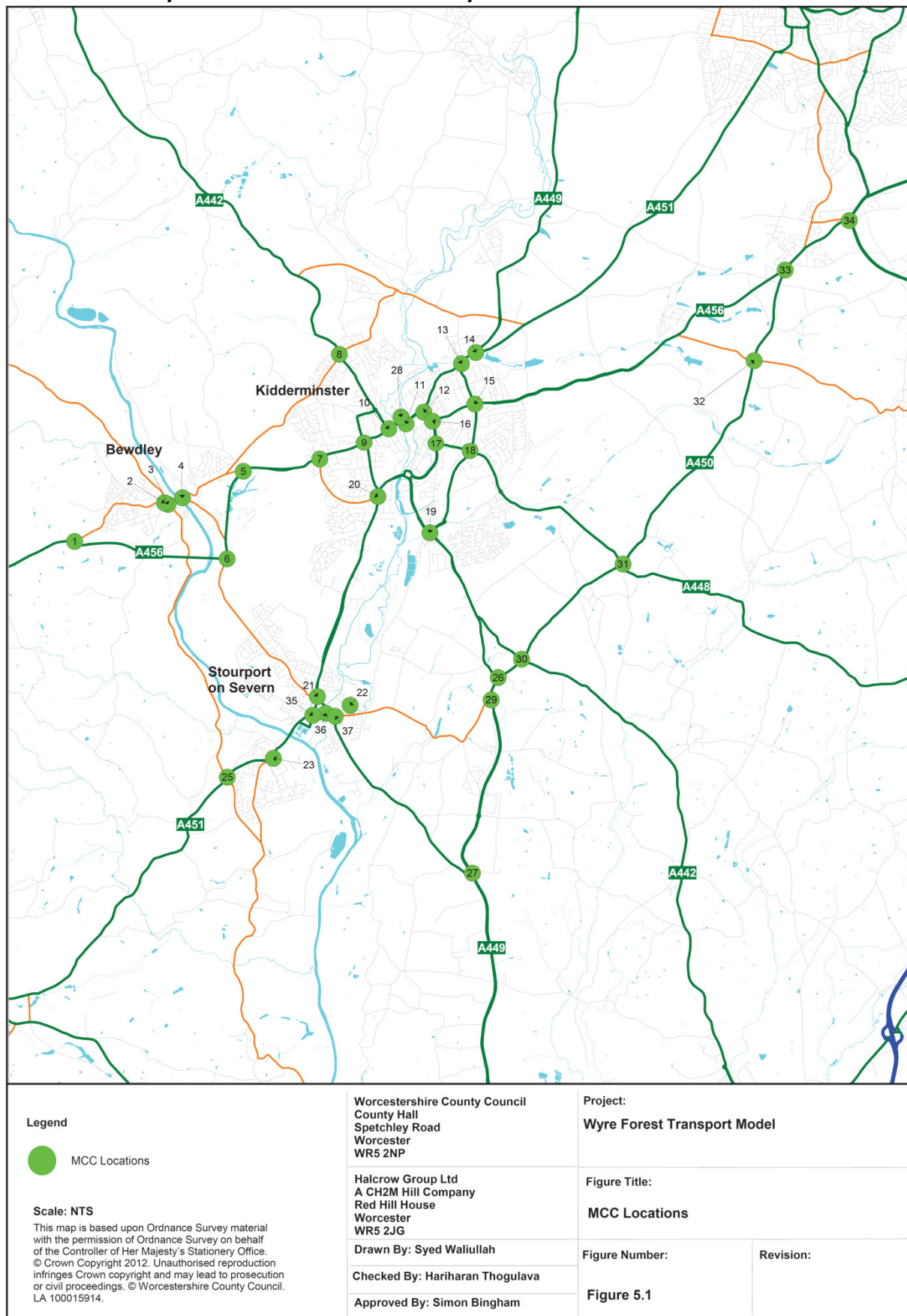
Annex 1: Hoobrook Link Road (Phase 2) Scheme Layout (Not to Scale)



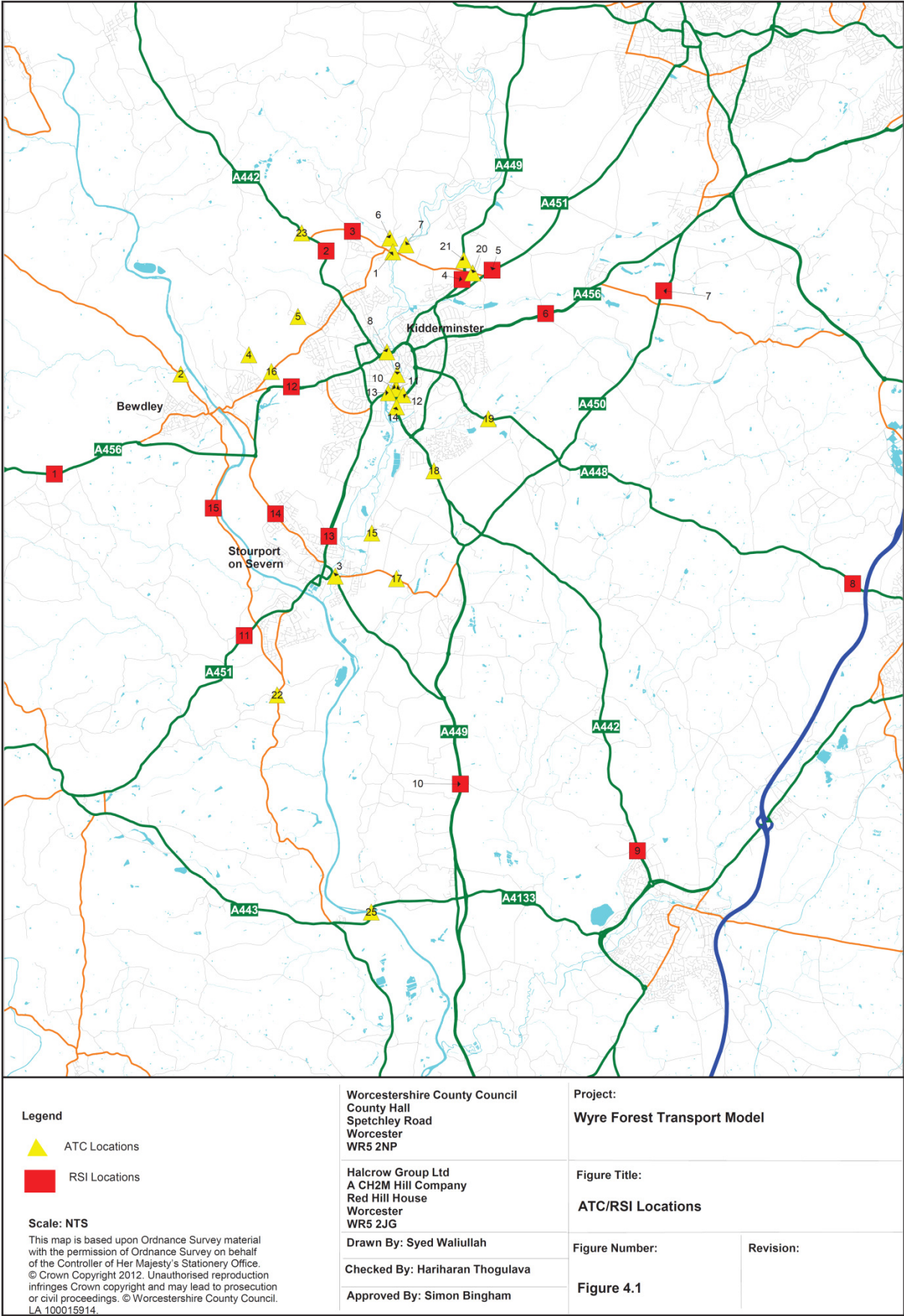
Annex 2: Hoobrook Link Road (Phase 2) Monitoring and Evaluation Data Collection Requirements



Annex 3: Wyre Forest Traffic Model Survey Locations



Annex 3: Wyre Forest Traffic Model Survey Locations (continued)



Annex 4: Hoobrook Link Road (Phase 2) and Development Potential (Not to Scale)

