

APPENDIX 18

HEREFORDSHIRE COUNCIL

HCCTP MONITORING & EVALUATION PLAN

November 2015

**Economy, Communities & Corporate
Directorate**

HEREFORDSHIRE COUNCIL

HCCTP MONITORING & EVALUATION PLAN

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1.0 Introduction

1.1 Introduction

The Marches Local Enterprise Partnership (LEP) has approved, in principle, Herefordshire Council's Strategic Outline Business Case for Hereford City Centre Transport Package (HCCTP).

In February 2014, the Marches LEP published an Assurance Framework which sets out the need for a Monitoring and Evaluation Plan (MEP) as part of Business Case submissions. Applicants are advised that they should follow the DfT's Monitoring and Evaluation of Local Authority Major Schemes' guidance to develop their MEPs. The HCCTP is classified as a project with an overall cost of less than £50 million and therefore the following 'Standard Monitoring' requirements must be undertaken:

- The annual reporting of investment (inputs);
- The annual reporting of project delivery (outputs); and
- The monitoring of outcomes and impacts throughout the HCCTP delivery, leading to the production of 'One Year After' and 'Five Year After' reports.

Consistent with DfT guidance, the following measures (covering inputs, outputs, outcomes and impacts) will be monitored for the HCCTP,

- Scheme build;
- Delivered scheme;
- Costs;
- Scheme objectives;
- Travel demand (road traffic flows, public transport patronage, pedestrian and cycle counts);
- Travel times and reliability of travel times (travel times, variability of travel times);
- Impacts on the economy (travel times/accessibility changes to businesses, employment levels, and rental values); and
- Environmental impacts e.g. carbon, air quality.

1.2 HCCTP Monitoring Scope

In preparing this MEP Herefordshire Council acknowledges the importance of defining, from the outset, the purpose and scope of monitoring activities associated with the HCCTP programme. The DfT's 'Monitoring and Evaluation of Local Authority Major Schemes' guidance states that evaluating the investment in this funding stream can deliver the following objectives:

- Provide accountability for the investment;

- Evidence future spending decisions;
- Learn about which schemes deliver cost-effective transport solutions;
- Enhance the operational effectiveness of existing schemes or future schemes;
and
- Improve future initiatives based on learning.

The HCCTP MEP is considered likely to contribute learning and evidence to Herefordshire Council and local stakeholders on each of the above elements. However, the MEP has been based on a clear and targeted scope of assessment, to ensure that resources are expended efficiently and that the approach remains proportional to the investment. In defining the scope and purpose of the HCCTP monitoring, the following activities have therefore been undertaken:

- Review of the Marches LEP Assurance Framework requirements;
- Review and application of DfT's 'Monitoring and Evaluation of Local Authority Major Schemes' guidance; and
- Internal Herefordshire Council discussions with key stakeholders

1.4 Report structure

This Monitoring and Evaluation Plan contains the following Chapters and contents:

- Chapter Two: Scheme background and objectives
- Chapter Three: Data requirement and collection method
- Chapter Four: Resourcing, governance and dissemination plan

2.0 Scheme background and objectives

2.1 Introduction

This chapter presents the following MEP elements, covering sections one to four of the suggested monitoring requirements as presented in the DfT guidance:

- Background and context to the HCCTP programme;
- Summary of the HCCTP programme and package elements;
- HCCTP programme objectives; and
- HCCTP programme outcomes anticipated and associated logic mapping for each package element.

2.2 Scheme background and context

The HCCTP is an integrated package of schemes and consists of the following key elements; a new City Link Road (CLR) integrated with complementary measures to support the delivery of a major regeneration scheme, improvements to the public realm and the facilities for walking, cycling and public transport modes and a new Transport Hub at Hereford railway station.

The key objectives of the HCCTP are to support economic growth, improve accessibility and encourage active travel in line with the adopted policies of Herefordshire Council, the Marches LEP and Central Government. In particular the package of measures will:

- Enable the delivery of the Edgar Street Grid (ESG) regeneration area, a major mixed-use development, and support delivery of housing, particularly affordable housing within the city;
- Improve the public realm and walk, cycle and public transport infrastructure thereby helping to better integrate new development with the historic city core and enhance links between the railway station and the city centre and ESG regeneration area;
- Improve access to and interchange infrastructure at Hereford railway station; and
- Help address the decline in Hereford's traditional role as a regional economic hub, and meet the national agenda for economic growth.

The package of measures contained within the HCCTP aims to address these problems. The HCCTP includes a new link road (CLR) integrated with complementary measures to support the ESG regeneration proposals. It also improves the public realm and the facilities for walking, cycling and public transport modes along Commercial Road, Blueschool Street and Newmarket Street. A new Transport Hub at Hereford railway station will also be provided as part of the HCCTP.

The package consists of the following elements:

- A new (0.8km) single carriageway road (the CLR) from Edgar Street to Commercial Road;
- 0.8km of off-road cycle way along the CLR;
- Public transport infrastructure improvements along Newmarket Street and Blueschool Street; including new and upgraded bus stops, enabling enhanced public transport access to the city centre;
- Public transport infrastructure improvements on Commercial Road including upgraded bus stops;
- Cycle infrastructure improvements along Commercial Road, including new cycle lanes and advanced stop lines at signal junctions;
- Taxi infrastructure improvements along Commercial Road and Blueschool Street, including upgraded taxi ranks;
- Public realm improvements along Commercial Road to include new paving, improved pedestrian crossing facilities and a new city 'gateway' at Commercial Square;
- Public realm improvements on Blueschool Street to include a tree lined boulevard, enhanced pedestrian features and improved pedestrian crossing facilities; and
- New Transport Hub interchange facility at Hereford Railway Station.

Measures which will improve walk, cycle and public transport infrastructure in the city centre will complement the recent improvements on Newmarket Street and help to encourage greater use of these active travel modes for journeys to/from/within Hereford City Centre, including those generated by the ESG regeneration area development.

2.3 Scheme Build

2.3.1 Programme/Project Plan Assessment

The proposed scheme programme and related milestones are provided within the Business Case submission. Following completion of the HCCTP, the key milestones will be assessed in terms of forecast/planned dates of implementation, actual date of implementation as well as the reasons for delay (if any). This will be reported in the one year after report.

2.3.2 Stakeholder Management Approach

A stakeholder management strategy has been developed for the HCCTP details of which are provided in the Strategic Case section of the Business Case. Following completion of the scheme, it is anticipated that stakeholders will attend a workshop, whereby lessons learnt will be drawn out for the purpose of the 'one year after' reporting.

2.3.3 Risk Management

A risk register has been developed for the HCCTP (see the Management Case section of the Business Case). The risks associated with the project will be periodically monitored throughout the scheme development and delivery. Baseline risks will be assessed against any new risks established throughout the delivery process. The effectiveness of baseline mitigation plans will also be monitored and captured in the one year after report.

2.3.4 Assessment of scheme delivery and anticipated benefits

The benefits of the HCCTP will be monitored through reporting of various outputs from the scheme elements, including for example the number of jobs created, the volume of housing developments built and traffic flows. The outputs and outcomes will be reported in the 'one year after' and 'five years after' reports.

2.4 Scheme Design

Plans showing the proposed scheme are provided in the business case documentation. These form the basis of the outputs of the project. It is anticipated that any changes in outputs will be identified by comparing the baseline construction drawings with the as-built drawings following completion of the HCCTP.

2.4.1 Assessment of whether the scheme has reached the intended beneficiaries

A stakeholder panel will be established and key stakeholders will be identified to assess whether the scheme has reached the intended beneficiaries. A baseline workshop will take place before delivery of the HCCTP where internal stakeholders will be asked to identify what they would expect the benefits of the scheme to be. Follow-up workshops will take place one year and five years after to establish whether the benefits have been realised.

2.4.2 Identification of changes to mitigation measures

As part of the Business Case, noise, air quality, greenhouse gases, landscape and townscape have been appraised. Where it has been identified that that the HCCTP may have an adverse impact on these criteria, mitigation measures have been and will be incorporated into the scheme design and materials. During scheme delivery, the implementation of these mitigation measures, along with any deviations, will be recorded and form part of the one year after report.

2.5 Costs

The outturn cost table as approved at the time of Business Case application will be used as a baseline and is broken down into the following cost elements:

- Professional design and supervision fee;
- Construction;
- Land acquisition;
- Statutory process; and

- Risk adjustment.

The HCCTP outturn costs are provided in Table 1.

Table 1 - Cost Profile for HCCTP (Outturn Costs in £000)

Year	Professional Fees- Preparation	Professional Fees- Supervision (including QS, Comms and Admin)	Construction	Land	Statutory Undertakers	Risk	Total
2014/15	£2,693	£0	£615	£6,797	£0	£0	£10,105
2015/16	£333	£261	£7,534	£4,407	£805	£307	£13,647
2016/17	£375	£536	£8,419	£0	£514	£227	£10,070
2017/18	£0	£129	£3,120	£0	£0	£75	£3,324
2018/19	£0	£136	£3,290	£0	£0	£79	£3,505
Total	£3,401	£1,061	£22,978	£11,205	£1,319	£688	£40,652

Following completion of the HCCTP, the final outturn costs will be assessed in terms of forecast costs, actual costs post implementation, as well as the reasons for any cost savings or overrun. These will be provided in the 'one year after' report.

2.6 *Scheme objectives*

The aim of the Monitoring and Evaluation plan is to demonstrate that the HCCTP has been implemented such that it is delivering the forecast benefits set out in the Business Case.

The HCCTP local objectives have been developed based on the following:

- Appreciation of current and future issues and problems;
- Understanding of the opportunities and constraints that impact the performance of the transport network;
- Appreciation of the key drivers or the causes of the problem; and
- Appreciation of the wider policy context and the objectives to be delivered at national, regional and the local level (not necessarily in the scheme area).

Objectives have therefore been developed at two levels namely:



- **Level 1 - Strategic Objectives (L1)** – These are defined as objectives which transport contributes to, but not always in a direct manner. It results in outcomes that are reflected over a wider area and/or to non-transport issues; and
- **Level 2 – Scheme Specific Objectives (L2)** – These are defined as the objectives which reflect the direct effects of transport intervention. They also include the desired outputs and outcomes which are directly aspired for in the scheme area.

2.6.1 Level 1- Strategic Objectives

- Objective L1-O1- Enable the regeneration of the ESG area and Hereford city centre to support economic growth;
- Objective L1-O2- Reduce emissions of carbon dioxide, through behaviour change and providing facilities for active travel including public transport;
- Objective L1-O3- Improve health outcomes by encouraging and enabling physical activity; and
- Objective L1-O4- Support delivery of housing, particularly affordable housing within the city.

These objectives support and are consistent with national, regional and local transport objectives including those within the Marches ‘Strategy for Growth 2013-2022’, Herefordshire’s submitted Local Plan Core Strategy and the Local Transport Plan

2.6.2 Level 2- Scheme Specific Objectives

The scheme specific objectives for the HCCTP, which are in addition to the strategic objectives, have been divided into the three main scheme elements, namely, the CLR, public realm improvements and the Transport Hub. These objectives are as listed below and will start to realise with the delivery of various scheme elements as per the programme outlined in the Business Case.

CLR specific objectives:

- Objective L2-O1 – Unlock inaccessible and underutilised land for development within the ESG area through provision of:
 - A new (0.8km) single carriageway road (the CLR) from Edgar Street to Commercial Road; and
 - A new 0.8km off-road cycle way along the CLR.
- Objective L2-O2 – Improve multi-modal access to the railway station, including through provision of :

- A new single carriageway road between Edgar Street (A49) the railway station and the A465; and
- A new 0.8km off-road cycle way between Edgar Street and the railway station.
- Objective L2-O3 – Provide additional highway capacity on the network to enable delivery of HCCTP improvements to existing city centre transport infrastructure and public realm.

Public realm improvements specific objectives:

- Objective L2-O4 – Reduce severance between the existing city centre and ESG area through provision of public realm improvements on Blueschool Street, including:
 - Enhanced pedestrian features (including footway paving); and
 - A new pedestrian crossing facility linking the ESG with the city centre (via the Maylords entrance).
- Objective L2-O5 – Improve access to the ESG area, the city core and for west/east ‘cross city’ journeys for active travel modes (including public transport) through provision of:
 - Cycle infrastructure improvements along Commercial Road, including 0.75km of new on-street cycle lane and advanced stop lines at 4 signal controlled junctions;
 - Public realm improvements along Commercial Road to include new paving, improved pedestrian crossing facilities at two locations on Commercial Road and at the junction between Commercial Road, Blueschool Street, Bath Street and Union Street; and
 - Public transport infrastructure improvements along Newmarket Street, Blueschool Street and Commercial Road, including new or upgraded bus stops and associated passenger facilities.
- Objective L2-O6 – Enhance road safety by all modes at accident cluster sites within the ESG area through provision of:
 - New or upgraded pedestrian crossing facilities;
 - New facilities for cyclists;
 - New facilities for bus users; and
 - New and formalised facilities for taxi users and operators.
- Objective L2-O7 – Increase footfall in the ESG area and city centre through provision of improved access to these areas by active travel modes.

Transport Hub specific objectives:

- Objective L2-O8 – Provide enhanced interchange facilities for public transport users, through provision of:
 - A new integrated facility for bus and taxi operators and users adjacent to Hereford railway station; and
 - Improved pedestrian walk routes between the railway station and the surrounding road network.
- Objective L2-O9 – Improve access to Hereford railway station for all modes including walking and cycling through delivery of the CLR, public realm and transport hub measures outlined above.

The objectives will be monitored to assess whether the forecast benefits have been realised. An assessment of the objectives and their outputs and outcomes will be undertaken to draw out any discrepancies.

2.7 *Scheme inputs, outputs and outcomes*

To demonstrate the coverage of the proposed monitoring, the links between the HCCTP objectives and inputs, outputs, outcomes and impacts are shown in Table 2.

Table 1- The HCCTP inputs, outputs, outcomes and impacts

Objective- <i>What is being addressed</i>	Input- <i>What is being invested</i>	Output- <i>What has been produced</i>	Outcomes - <i>What has been produced (1st order), in comparison with Do-Minimum scenario</i>	Outcomes – (2 nd order), in comparison with Do-Minimum scenario	Impact - <i>Long term outcomes,), in comparison with Do-Minimum scenario</i>
Congestion and delay on inner ring road at peak times	LGF, Herefordshire Council & Third Party Funding	0.8km single carriageway road	Journey times are, as a minimum, maintained and become more reliable	Reduction in vehicle flows on the A438 inner ring road	<p>Less congestion on the inner ring road at peak times</p> <p>Lower accident rate</p> <p>Increased accessibility for pedestrians and cyclists</p> <p>Improved access to development including railway station</p> <p>Reduced severance</p>
	HC and contractor resources, including skills and land	0.8km cycle lane (along link road)	Improved accessibility and journey time reliability for cyclists	Increase in number of cyclists	<p>Less congestion on inner ring road at peak times</p> <p>Fewer accidents</p> <p>Improved health of commuters and general travelling</p>

					public
Poor access to development		0.8km single carriageway road	Improved accessibility to HCCTP area by all modes	Reduction in vehicles on A438 inner ring road	Improved access to HCCTP area Less congestion on inner ring road at peak times
Poor air quality and noise within central Hereford		0.8km cycle lane (along link road) Public realm improvements on Commercial Rd and Blue School Street	Reduced CO2, NO2 and NOX emissions in the city centre and designated AQMA Improved environment for pedestrians accessing the city	Increase in number of cyclists undertaking commuter journeys Increase in walking for commuter journeys	Increased use of active modes Improved health and wellbeing of commuters
Lack of good quality facilities for sustainable transport including public transport		Public realm improvements on Commercial Rd and Blue School Street including to PT facilities Additional high quality bus stops Safe crossing points close to bus stops	Increase in number of people walking, cycling and using public transport Improved accessibility for pedestrians and cyclists Improved waiting facilities for public transport passengers Improved PT journey	Improved air quality Lower accident rates Modal shift away from car use	Less congestion on inner ring road at peak times Improved health and well-being Increased levels of physical activity

		<p>0.8km of cycle lane on link road</p> <p>Cycle infrastructure improvements along Commercial Road, including new cycle lanes and advanced stop lines at signal junctions</p>	time reliability		
<p>Poor health and well-being and low levels of physical activity</p>		<p>0.8km cycle lane on link road</p> <p>Public realm improvements on Commercial Rd and Blue School Street</p> <p>Cycle infrastructure improvements along Commercial Road, including new cycle lanes and advanced stop lines at signal junctions</p>	<p>Improved accessibility for pedestrians and cyclists</p>	<p>Increase in number of people walking, cycling</p>	<p>Improved health and well-being</p> <p>Increased levels of physical activity</p>

3.0 Data requirements and collection methods

3.1 Introduction

This chapter covers monitoring requirements 5-8 within the DfT guidance including travel demand (road traffic flows, public transport patronage, pedestrian and cycle counts), travel times and reliability of travel times, impacts on the economy and carbon impacts. It also provides a summary of the input, output and outcome indicators that will be monitored throughout the HCCTP programme, the data that will be required and the method of data collection.

3.2 Travel Demand

3.2.1 Road Traffic Flows

Vehicle flows within the corridors of interest will be monitored via a combination of permanent and temporary ATC sites as well as a number of multi-modal video surveys:

- 16 temporary ATCs will be laid for a period of three weeks to monitor vehicle flows on the affected routes in the corridors of interest (see Figure 1, overleaf). The baseline surveys were undertaken during a three week period within the neutral month of October 2014. These will be repeated one year and five years after completion to assess the difference between forecast and outturn results;
- Vehicle flow data will also be recorded via four permanent ATC counters located on the A49(T) Holmer Road, A465 Aylestone Hill, A438 nr Lugwardine and the A49 on Greyfriars Bridge. The data will be analysed for the same time period as the ATC data to allow for direct comparison and validation. Data will also be extracted and analysed one year and five years after completion to assess the difference between forecast and outturn results; and
- Eleven multi-modal video surveys will be undertaken at key junctions within the corridors of interest. These will provide additional vehicle flow analyses to support the ATC data collection, as well as provide pedestrian and cycle flows and turning movements (see Figure 2, below). Baseline surveys were undertaken on a neutral day in October 2014 and will be repeated one year and five years after completion to assess the difference between forecast and outturn results.

Figure 1- Temporary ATC locations

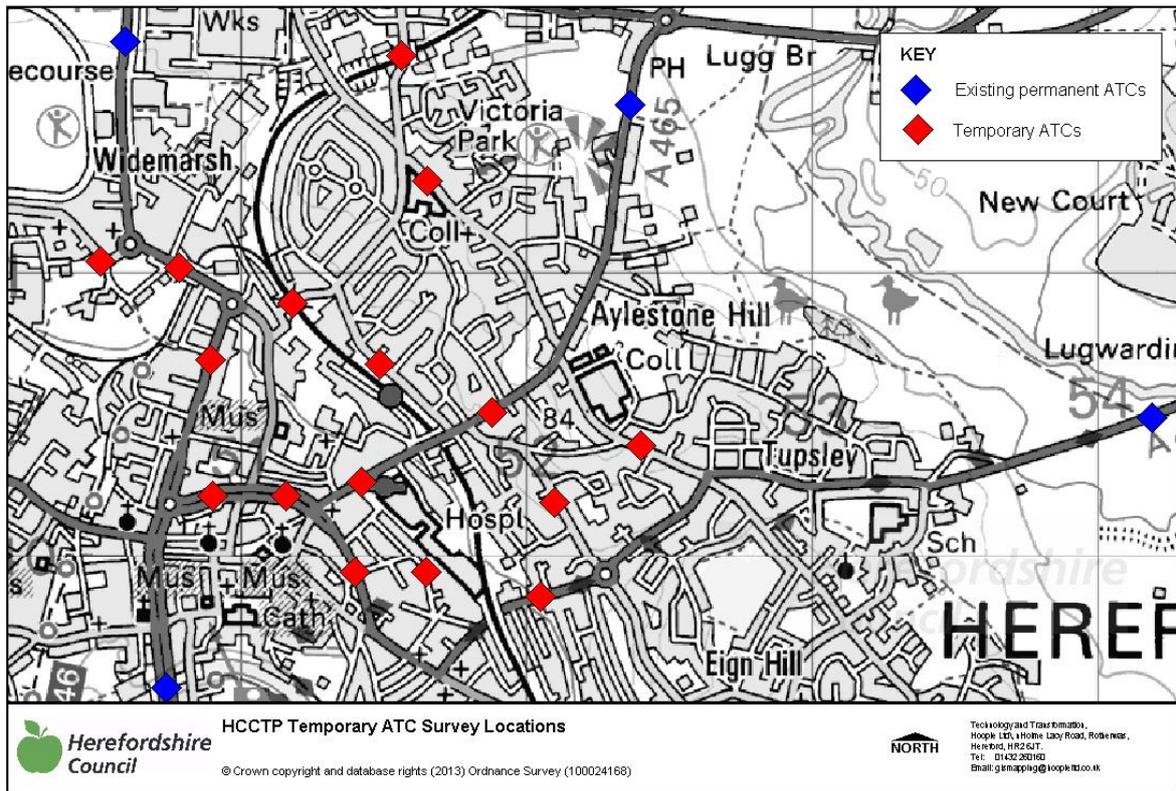
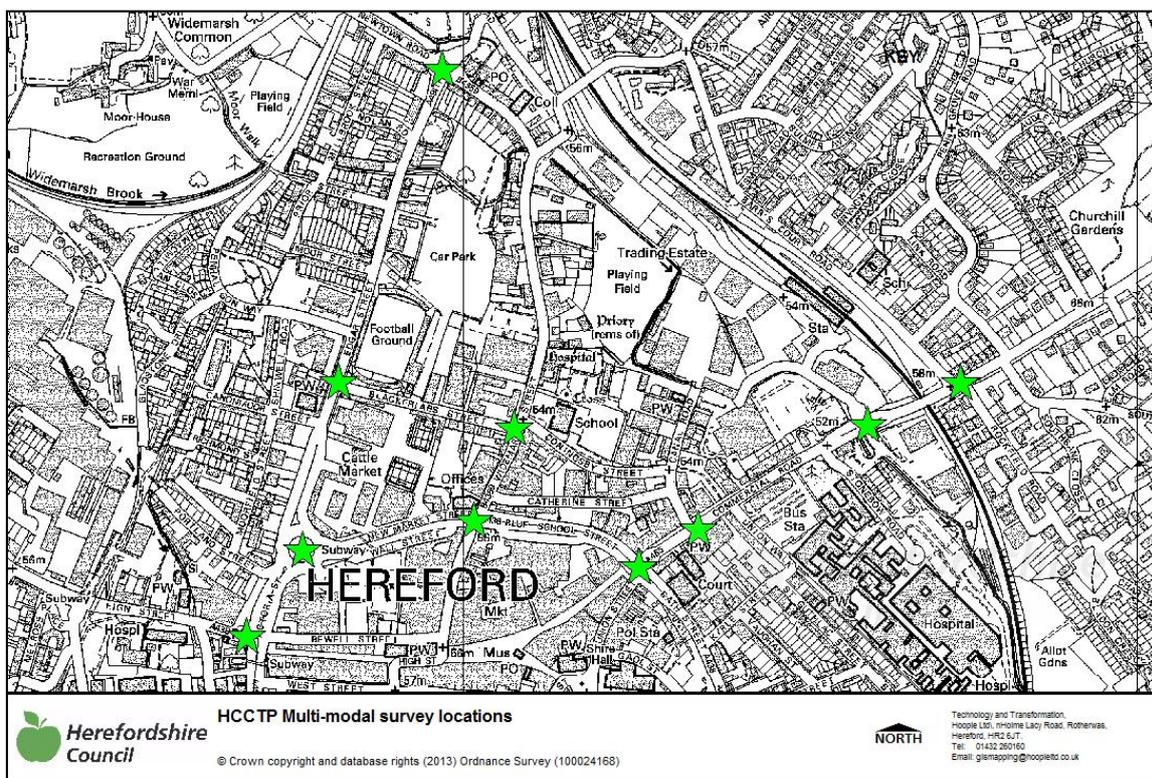


Figure 2- Multi-modal survey locations



3.2.2 Public Transport Patronage

Bus Patronage

Bus patronage data will be collected via two methods:

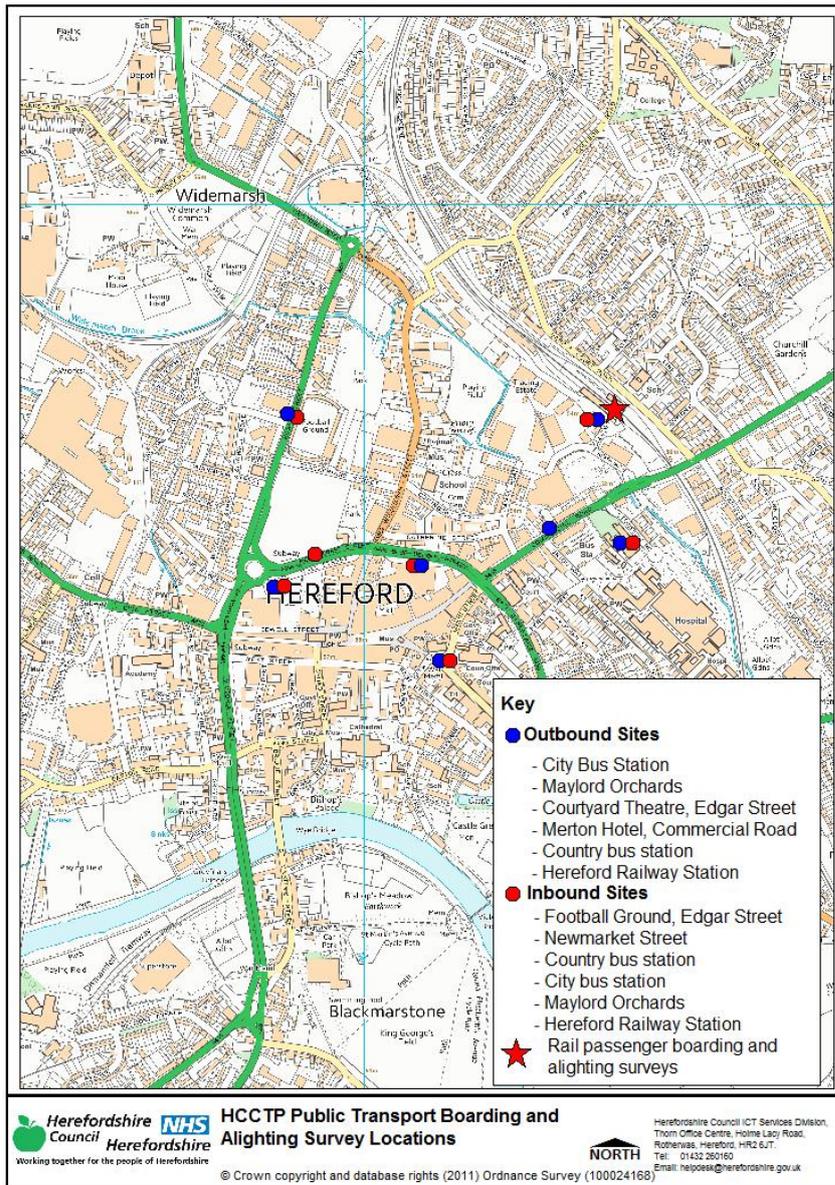
1. Snap-shot mode share rail passenger surveys.
2. Patronage data provided by individual bus operators.

To establish any changes in public transport patronage following completion of the HCCTP, boarding and alighting surveys will be undertaken at 25 bus stops/stands within the study area. These include bus stands within Hereford Country Bus Station, Hereford Railway station, Hereford City Bus Station, Shire Hall, Maylord Shopping Centre and other points within the city centre. Surveys will be undertaken in the AM peak (7-9am), Inter-peak (10am-12pm and 1pm-3pm) and PM peaks (4-6pm) on a rotational basis over the three weeks on a Tuesday, Wednesday and Thursday to ensure each stop is enumerated three times on all three days over the study period. This methodology replicates that of the baseline surveys undertaken in October 2014.

At stop counts will be undertaken when each bus calls at a surveyed bus stop. When no one is waiting to board, enumerators will ensure buses stop so they are able to undertake the counts. The counts will incorporate those boarding and alighting as well as a head count of people on the bus at the time of departure.

Figure 3, below, illustrates the locations of the public transport surveys.

Figure 3- Public transport patronage survey locations



Bus patronage data from individual bus operators who run services within the study area will also be collected annually to assess whether patronage has increased as a result of the HCCTP. This data will be provided in the 'One year after' and 'Five year after' report. The operators which currently operate within the study area include:

- First Group Ltd;
- Yeoman's Canon Travel;
- Sergeants;
- Stagecoach; and

- DRM.

Rail Patronage

Rail patronage will be monitored via snap-shot mode share passenger surveys at Hereford railway station. A sample of passengers arriving at Hereford station will be asked what mode(s) of transport they used to access the station. The survey will be undertaken on a neutral day and month (consistent with the methodology used for the October 2014 baseline surveys) and repeated one and five years after completion of the HCCTP.

3.2.3 Pedestrian and Cycle Counts

Eleven multi-modal counts are proposed to capture vehicle flows as well as pedestrian and cycle flows within the corridors of interest. Figure 2 shows the proposed survey locations.

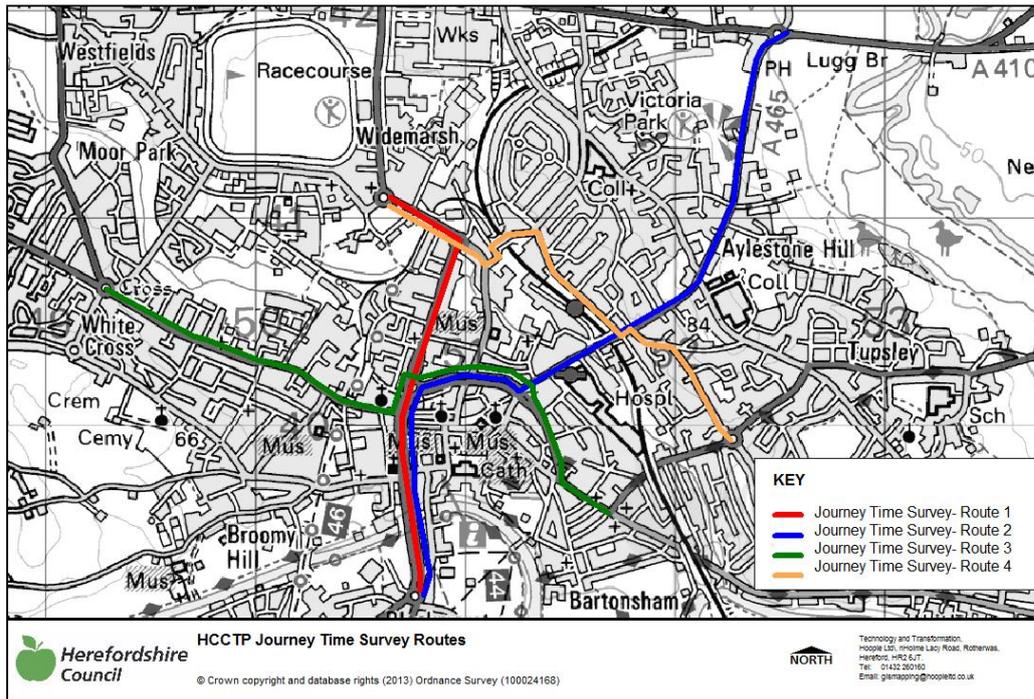
The surveys will be undertaken on a neutral day and month (consistent with the methodology used for the October 2014 baseline surveys) and cover a 24 hour period and these will be repeated one and five years after completion.

3.3 Travel Times and Reliability

Travel time data will be collected via journey time surveys and 'queue and delay' surveys on corridors of interest within the study area. Figure 4 shows the proposed journey time routes.

The queue and delay monitoring will be undertaken using the video footage from the multi-modal surveys at the key junctions in the study area over a 12 hour period 7am-7pm (see Figure 2). They will be repeated one and five years after completion.

Figure 4- Journey time survey routes



3.4 Impact on the Economy

The impacts of the HCCTP on the economy will be monitored using the metrics and indicators provided in Table 3. The outputs will be reported in the one year and five year after reports following completion of the HCCTP.

Table 2- HCCTP impacts on the economy

Theme	Indicator	Measure	Indicator description	Data Source Used
Employment	Additional employment floorspace by type	Floorspace (sq/feet)	The increase in employment floorspace could demonstrate success in transport initiatives in releasing land for development. Monitoring the type of employment development demonstrates success in creating high quality places that promote higher value employment types in Hereford.	Total amount of employment floorspace developed Total amount of employment floorspace developed by type.
	Total amount of employment space on Previously Developed Land	Floorspace (sq/feet)	The increase in employment development on previously developed land could demonstrate success in transport initiatives in releasing land for development and improvements to quality of place encouraging regeneration.	Total amount of employment space on Previously Developed Land.
	Employment land availability (by type)	Floorspace (sq/feet)	Potential employment sites could have a number of constraints to make them undevelopable in the short term, including transport and access constraints. An increase in readily available employment land for development could be as a result of transport and access initiatives opening up sites.	Employment land supply.
Employment/ Prosperity	Number of jobs	Number of jobs	The increase in the number of jobs could demonstrate success in transport initiatives in releasing land for development and improvements to quality of place encouraging regeneration.	Total number of full-time and part-time jobs.
City Centre	Total amount of completed city centre development (retail, office and leisure floor space)	Gross completed city centre development (sq/feet)	The increase in city centre development could demonstrate success in transport initiatives in releasing land for development.	Total amount of completed city centre development (retail, office and leisure floor space).
	Progress towards meeting growth level targets for Hereford	% of growth level targets achieved	Progress on meeting city centre development targets could demonstrate success in improvements to quality of place encouraging regeneration and growth.	Progress towards meeting growth level targets for Hereford
	Performance of city centre retail	Retail performance	The retail performance of city centres can be affected by the quality of places and accessibility.	City Centre retail assessment; local centres survey.

3.5 Carbon

Transport User Benefit Analysis (TUBA) has been used to assess the forecast impacts of the HCCTP on greenhouse gases. This makes use of the forecast traffic flow outputs of the Hereford Transport Model.

The performance of the delivered scheme will be assessed one and five years after completion through comparison between the observed flows and those previously forecast by the traffic model.

4.0 Resourcing, Governance and Dissemination Plan

4.1 Introduction

This Chapter presents the resources set aside for the monitoring of the HCCTP programme, the governance arrangements that will be implemented to ensure that this is undertaken robustly and the proposed approach to disseminating the findings from the assessment.

4.2 Monitoring and Evaluation Costs

The monitoring and evaluation cost breakdown is provided in Table 4 below.

Table 3- Monitoring and Evaluation costs

Monitoring element	Cost (£)
Data collection, Analysis & Reporting (Baseline only)	£26,095

The data collection and analysis costs will be reviewed through a procurement process before the one year and five year after data collection is undertaken, to ensure value for money.

4.3 Resourcing

To support the core HCCTP management team, we have access to a range of support services. Herefordshire Council's strategic delivery partners Balfour Beatty and WSP|Parsons Brinckerhoff will provide their expertise and experience in the provision of required services.

In addition, Herefordshire Council's Transport Strategy team undertakes monitoring for the LTP progress reporting and can provide expert support on the collection, collation and analysis of network level monitoring data. These services will be called on to support the management team in the ongoing monitoring of the HCCTP and the end of programme reporting. The resources and budget assigned for monitoring and evaluation purposes will be finalised following the approval of this Monitoring and Evaluation Plan.

4.4 Governance

The governance, project management and monitoring for the HCCTP is based on PRINCE2 principles, which also underpin Herefordshire Council's governance arrangements. The Project Organogram is presented in Figure 5 overleaf.

The scheme is overseen by the Herefordshire Council Major Infrastructure Delivery Board (MIDB) to whom the HCCTP's Senior Responsible Owner (SRO) and Project Manager report on a monthly basis. The MIDB is responsible for the development and delivery of major schemes across Herefordshire (including the HCCTP).

The Director for Economy Communities and Corporate has mandated the MIDB to act as the commissioning gateway and management mechanism for Major Commissions to BBLP (and others as appropriate). The MIDB principally oversees

the delivery of Highways projects (>£500,000) which have the involvement of BBLP (other schemes may be included by exception).

The monitoring function will form a specific element of the delivery team and progress will be reported via the Project Manager to the Project Board.

Figure 4- HCCTP programme governance structure



4.4.1 Quality Assurance

The delivery of the HCCTP Monitoring and Evaluation Plan will be undertaken within Herefordshire Council’s Quality Management System including:

- Each of the agreed monitoring stages will be overseen by Jeremy Callard, the nominated Monitoring Plan 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 programme tolerances, the Monitoring Plan Manager will not need to take any necessary corrective actions; and
- Where a threat to stage or programme tolerances is identified, the Monitoring Plan Manager will escalate this issue to the Project Manager. This is then expected to lead to a request for an exception report, which will be prepared by the Monitoring Plan Manager and be considered and agreed by the Project Board.

4.5 Dissemination Plan

The dissemination of information and reporting from the HCCTP monitoring programme will centre on the preparation of a report both one year and five years after completion as set out in the guidance. However, we recognise the importance of ongoing consultation and reporting for local stakeholders, and the pressures this will place on the early publication of monitoring data. To ensure that all HCCTP related monitoring and analysis are undertaken consistently, Herefordshire Council will develop and agree a monitoring data-specific dissemination and communication plan following submission and consideration of the Business Case. This will assist in controlling information release and enhance the quality and scope of information released from the programme.

Six communication groups have been identified:

- Marches Local Enterprise Partnership Board;
- Marches Local Transport Board;
- HCCTP Lead Members/Officers;
- Internal and partner clients;
- Wider stakeholders; and
- Wider public.

Dissemination of information to the groups outlined above will be undertaken through the following channels of communication:

- Quarterly progress meetings - Quarterly progress meetings will be held with lead officers to ensure the scheme is being delivered within budget and timeframe and any risks identified and mitigated;
- Local Transport Plan monitoring- An annual progress report is produced on the target areas that have been established for Herefordshire Council's Local Transport Plan. A number of the data sources for these target areas are being utilised for the HCCTP;

- Website- Key messages will be communicated via the Herefordshire Council website through webpages specifically related to the HCCTP. Important scheme documentation including design drawings will also be uploaded to these web pages as the scheme progresses; and
- Social media- A Facebook page has been established for the HCCTP to document progress with the construction of the link road including construction photographs.

4.6 Delivery Plan

A programme of delivery milestones has been developed to cover the monitoring activities associated with the HCCTP. These are included within the overall programme which is set out in the Management Case. The key dates and associated deliverables for the monitoring activities are summarised below:

- Baseline data collection: October 2014;
- Baseline data reporting: December 2014;
- HCCTP delivery: November 2015 – March 2019;
- One Year After monitoring: March/April 2020;
- One Year After reporting: Summer 2020;
- Five Years After monitoring: March/April 2024; and
- Five Years After reporting: Summer 2024.

