

Black Country LEP Growth Deal Evaluation Plan

March 2015

Overall Evaluation Strategy

Summary of the Growth Deal

(Indicative guide: 200 words)

A high level summary of the Growth Deal, including reference to key projects and wider offers

The Black Country Growth Deal, 'Made in the Black Country, Sold around the World' agreed with Government is worth over £190 million and will generate an additional £310 million in public and private investment totaling to £500 million. The Deal has confirmed Government investment of £30 million in 2015-16, £46 million in 2016-17 and £31 million in 2017-18.

From 2015-21, the Growth Deal will create up to:

- 6,384 new jobs
- Over 2,536 new homes
- 3,200 additional businesses helped to grow
- 9,014 additional learners supported to develop skills needed by businesses

Key projects in the Black Country Deal include:

- ☒ Improving Junction 10 of the M6, a major congestion-busting scheme by building new wider bridges over the motorway, which will increase the capacity of the circulatory carriageway and allow the junction to operate efficiently.
- ☒ A new Advanced Centre for Advanced Building Technologies and Construction at Dudley College, which will up-skill over 3,250 residents over five years and equip local people with the skills to take up the many construction sector opportunities that will be generated by HS2 across the West Midlands.
- ☒ The redevelopment of Wolverhampton Station into a fully integrated transport hub, providing an attractive and effective gateway for the Black Country and improved links to Birmingham and future HS2 connectivity. The development will include a new railway station, new commercial office accommodation and increased parking facilities.
- ☒ £6 million Access to Finance schemes to strengthen the capacity of Black Country businesses to take advantage of new market opportunities. This will provide Access to Finance via the Regional Growth Fund to grow Priority Sectors via capital investment in plant, machinery & property.
- ☒ Local flexibility over the management of the projects in order to deliver the greatest economic benefits to the area.

The Government confirms up to £15 million will be made available to the Black Country in 2014-15 and 2015-16 at the Public Works Loan Board (PWLB) project rate discount of 40 basis points below the standard PWLB rate. This will support strategic infrastructure investment to enable increased housing development in projects that form part of the overall Growth Deal package.

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Interventions to be Evaluated
(150 words)

Which component interventions will be evaluated?

The following table sets the 13 projects commencing in 2015/16. These projects form part of 5 programmes areas – employment land, housing, business competitiveness, skills and transport:

Name of Project	Theme	Total LGF	Total Project Investment (£m)
SEPPL2: Bentley Lane Remediation	EMPLOYMENT – Site Costs & Utilities	£8.0	£38.80
SEPPL21: Goscote Lane Corridor	HOUSING – Site Costs	£8.82	£87.41
SEPPL11: Regeneration of Bilston Centre	HOUSING – Site Costs	£3.25	£84.50
SEPB2: Science, Technology & Prototyping Centre	INNOVATION – Site Costs	£4.88	£10.10
SEPPL15: Growing the City Centre Cultural & Business Events Offer	MIXED - Employment + Housing	£6.6	£20.03
SEPP3: Dudley Advance - State of the art new Centre for Advanced Building Technologies & Construction Skills	SKILLS – Voc Training	£7.9	£48.98
SEPP2: Advanced Science, Engineering & Technology at Halesowen College	SKILLS – Voc Training	£1.06	£5.31
SEPP11: FAB KIT	SKILLS – Voc Training	£0.2	£3.22
SEPPL45: Managing Short Trips	TRANSPORT – Local Integrated	£4.2	£8.8
SEPPL38: M6 Junction 10	TRANSPORT - Roads: C,C&RS	£29.7	£64.49
SEPPL44: Accessing Growth FunD	TRANSPORT - Roads: Site Access	£12.0	£12.0
SEPPL41: Wolverhampton Interchange	TRANSPORT - Sustainable Major	£4.5	£113.40

A series of selection criteria was developed, through which the LEP determined the shortlist of projects to be evaluated:

<i>Criteria:</i>	<i>Description:</i>
Timing	<i>Projects on which work will begin during 2015/16 will be prioritised.</i>
Importance to LEP/Relevance to SEP	<i>Projects should contribute to meeting the needs of the LEP, providing data and intelligence that are of practical use and have a clear relation to themes set out in the SEP.</i>

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Project Innovation	<i>Projects involving or supporting innovative activities should be selected, where possible. On this criterion, highly innovative projects with smaller budgets will be prioritised over larger, more standard schemes, in order to facilitate learning and capture best practice.</i>
Size	<i>Projects must be large enough for impact to be measured and should receive proportionate evaluations - larger public investments justify fuller evaluation. The suggested size ranges are: <£5 million= small, <£50 million = medium, £50 million and above = Large.</i>
Availability of Evidence	<i>Priority should be given to projects in areas with weak existing evidence bases.</i>
Evaluation Cost	<i>Projects should be prioritised where evaluation costs will not be unreasonably high and where the best value for money can be achieved with the evaluation.</i>
Technical Feasibility (1) – Practicality	<i>Projects should be prioritised where a basic level of evaluation evidence can be obtained, using a reasonable amount of resource.</i>
Technical Feasibility (2) – Robustness	<i>Projects should be selected, if possible, where robust evaluation is feasible. Projects should be judged based on their score on the Maryland Scale (1-5), with 1 being "Poor" and 5 indicating "Gold Standard". Gold standard is unlikely to be practicable for Growth Deal projects</i>
Data Collection	<i>Projects must avoid relying only on self-reported outcomes for impact assessment, cross-referencing wherever possible to Government statistics. Self-reported outcomes include data provided through beneficiary surveys, stakeholder consultations and other primary research methods, which are considered less robust than Government data, although this may not be available at the required level of detail.</i>

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On the basis of these selection criteria we have identified the following projects to be evaluated:

- Dudley Advance - new Centre for Advanced Building Technologies & Construction Skills**
- Growing Priority Sectors - Regional Growth Fund**
- Growing the City Centre Cultural and Business event offer**
- Goscote Lane**
- Wolverhampton Interchange**

M6 J10 as a major transport scheme will also be evaluated but as its forms part of DfT local retained scheme it will be evaluated according to DfT requirements.

The highlighted projects include the LEP's largest and most significant investments, in the key SEP/Growth Deal areas of skills/vocational training, business support, and site infrastructure to enable housing, employment and commercial development.

Any other aspects of the Deal to be evaluated (e.g. planning concessions, cross cutting process issues

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such as governance)?

25 ‘asks’/Freedoms and flexibilities were also negotiated as per of the growth deal. These include:

Skills:

- Ask 1 – Jobs for LT Unemployed
- Ask 2 - Careers service
- Ask 3 – Informing Skills Provision
- Ask 4 – Accountability
- Ask 5 – Allocations- awaiting SFA Summer guidance
- Ask 6 – Datacube
- Ask 7 – Providers & Businesses
- Ask 8 – Clear BC Skills priorities

Ask 9 – Growth Hub

Ask 10 – Broadband

Ask 11 – UKTI

Ask 12 – TSB -

Ask 13 – PWLB

Ask 14 – Working with Defra

Ask 15 – Land assets

Transport:

Ask 16 – Highways Agency -

Ask 17 – DfT & Network Rail

Ask 18 – LT Road planning

Ask 19 – LT Rail Planning

Ask 20 – Delivering priority transport schemes

Governance - Ask 21 – Team BC; Ask 22 – M&E; Ask 23 – Assurance framework; Ask 24 – Comms Plan

Ask 25 – Phoenix 10

It is anticipated that the PWLB (public works loan) and Growth hub will be evaluated.

Will the Deal as a whole be evaluated (for example, using theory based techniques)?

The growth deal as a whole will be evaluated and assessed in terms of the economic impact on the Black Country in the context of the Black Country Performance Management Framework and the SEP. A BC SEP Delivery Plan has been produced for the Black Country. The economic impact of activity across a variety of funding streams – growth deal, city deal, EUSIF etc. individually and collectively is critical for the LEP Board and partners and is being captured in our BC SEP Delivery Plan. The Black Country Performance Management Framework provides a clear framework against which success can be measured. The Economic Intelligence Unit is responsible for reporting this impact to the LEP Board. The growth deal will assist towards delivery of our overall Strategic Economic Plan and its overall impact will be evaluated utilising Outcomes and Impact Evaluation techniques.

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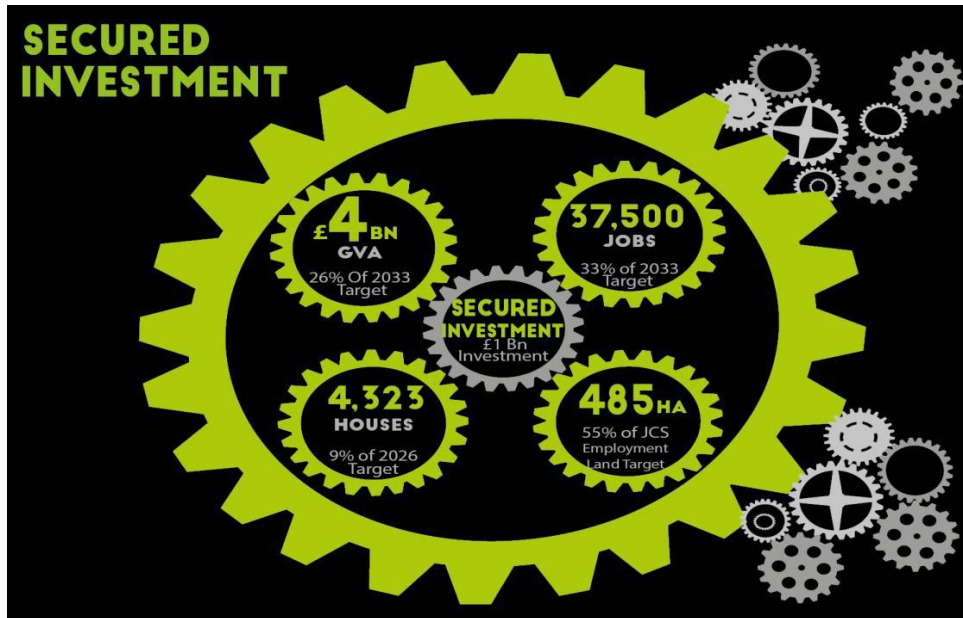
Logic/benefit mapping has been developed for each project in line with BIS monitoring requirements

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and the associated economic impact on the Black Country Performance Management Framework will be calculated by the Economic Intelligence Unit.

		CONTRIBUTION TO MEASURES OF SUCCESS		
OUTPUTS FOR PROJECTS SPONSORS TO SELECT	OUTPUTS FOR PROJECTS SPONSORS TO SELECT	INDICATORS UPDATED BY EIU	INDICATORS UPDATED BY EIU	OUTCOMES - ECONOMIC IMPACT CALCULATION DONE BY EIU
BIS MONITORING METRICS	Supplementary BIS monitoring outputs/indicators	Direct measure	Related Measures	Related Impact measures - require calculations
Core outputs:				
C1	Jobs created	PMF1 Increase the number of total workforce jobs	PMF2 Increase the total employment rate PMF4 Reduce the number of people classed as workless	PMF3 A reduction in the Gross Value Added productivity output gap with the national economy - Jobs linked to salary as proxy for GVA <i>(decrease benefits if job given to unemployed)</i> <i>(link to AB if know type of house)</i>
C2	Housing units completed	S1 Housing unit starts S2 Number of enterprises receiving non financial support	PMF5 Increase the number of new homes	PMF3 A reduction in the Gross Value Added productivity output gap with the national economy -increase company gva due to business assist
C3	Business Assists	S2 Number of enterprises receiving non financial support S3 Number of new enterprises supported S4 Number of potential entrepreneurs assisted to be enterprise ready S5 Number of enterprises receiving grant support S6 Number of enterprises receiving financial support other than grants S7 Detail of successful and unsuccessful applicants S8 Beneficiary characteristics (business age,size, sector) S9 Other support provided to applicant firm S10 Number of entrepreneurial readiness assists progressing to full trading S11 Number of enterprises assisted to cooperate with research entities/institutions S12 Number of enterprises supported to introduce new to the market products S13 Number of enterprises supported to introduce new to the firm products	PMF6 Increase the business birth rate PMF7 Reduce the number of people with no qualifications	
C4	Learners Assists	S14 New build training/learning floorspace S15 Refurbished training/learning facilities S16 Floorspace rationalised S17 Post code for new build sites S18 Apprenticeship starts		PMF8 An increase in average yearly earnings - salary increase linked to increase qualification level
C5	Commercial floorspace constructed	S19 Commercial floorspace refurbished S20 Commercial Floorspace occupied S21 Commercial rental values	PMF10 Increase the amount of new office floorspace in the strategic centres	PMF1 Increase the number of total workforce jobs - using employment density ratios PMF1 Increase the number of total workforce jobs - using employment density ratios
C6	Area of site reclaimed, (re)developed or assembled		PMF12 Increase the amount High Quality Employment Land	

Example of current economic impact of known activity in the context of our ambitions:



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Evaluation of Overall Growth Deal?	Yes/No – YES
<p>Quality assurance of evaluations (50 words)</p> <p>Each project evaluation will be commissioned and steered by the LEP, with a designated manager and formal sign-off by an executive director. The approach and content of external evaluations will be reviewed internally, to check compliance with the contractor’s own quality assurance policy, as well as BC LEP procedures.</p> <p><i>Will the evaluations be subject to external review?</i></p> <p>Please see individual templates for more detail.</p>	
<p>Dissemination of Evaluations (100 words)</p> <p>The results of our evaluations will be shared with partners, funders and other interested parties. In line with the assurance framework and our governance framework we will disseminate all evaluations to our working group onto the Advisory Board and onto the Joint Committee and LEP Board.</p> <p>All findings will be published on the Black Country LEP Website.</p>	

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Information for each of the 5 planned evaluations–

Dudley Advance - State of the art new Centre for Advanced Building Technologies & Construction Skills

Description:

The proposed project is an extension of the Dudley Learning Quarter, providing new training facilities for Dudley College. It follows the £38m in the first phases of the Dudley Learning Quarter by Dudley College. The College experience, based on its earlier redevelopment projects, is that staff attraction and retention, the quality of teaching delivered and student behaviours all improve in modern fit-for-purpose surroundings.

This project will consolidate existing trade/craft skills provision, drawing on and further developing good links with the construction industry. It will embed new Building Information Modelling (BIM) technologies skills and training provision within the Dudley Learning Quarter development in Dudley town centre. It will also link with the College's adjacent high value manufacturing centre of excellence. The new Centre for Advanced Building Technologies & Construction Skills, will comprise approximately 4,427m² of new teaching and workshop facilities.

The project will draw on £7.9m from Local Growth Fund (LGF), with the development costing £11.68 million overall. The new facility will be completed by January 2017 and open by February 2017.

The project is expected to deliver the following outputs over a five year period:

- 390 FTE jobs created
- 765 FTE jobs safeguarded
- 3,250 additional learners
- 770 additional apprenticeships

Engineering-based BIM technologies, and off-site construction, are key to the future of the industry: - see the Construction Industry Training Board website www.citb.co.uk/. The facilities to be provided in the new Centre at Dudley have been the subject of extensive consultation with industry. The College will be at the forefront of the training in these skills, particularly regarding BIM.

The catchment for most learners will be largely the same as for other College courses, with over 80% expected from Dudley and Sandwell Boroughs, but the apprenticeships will be linked with firms operating from locations across a wider area.

Wider outcomes are expected, including:

- 25 businesses created (through increased knowledge of BIM)
- 1,405 business assists (through increased construction skills)

New development, and the attraction of additional learners, will also have a positive effect on the image, vibrancy and economic performance of the town centre. Its location close to the planned HS2 station may be significant in the longer term.

The site currently occupied by building/craft skills training will be unlocked for a housing development, which will provide 78 social housing units. Wider benefits include links being

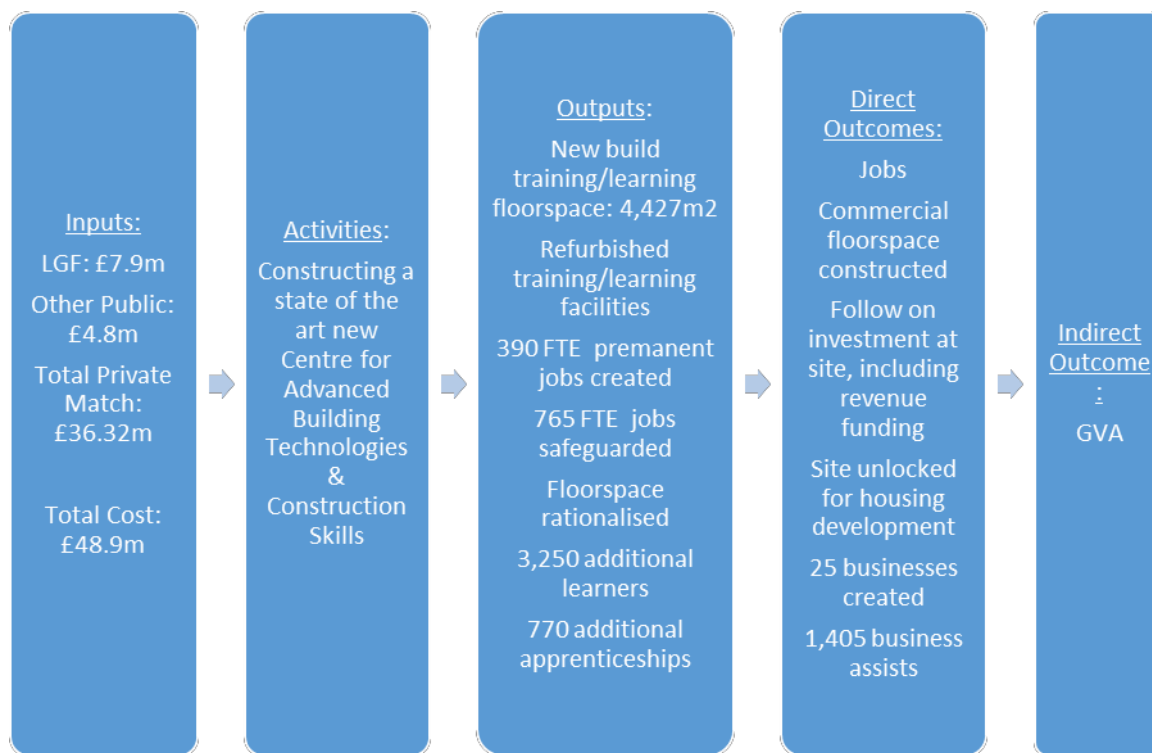
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The project will also make use of an innovative procurement system called Integrated Project

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Insurance (IPI). This approach to construction provides for the collective insurance of the client and all members of the design and construction team. The use of IPI on this project will be the subject of research by the University of Reading, which will promote Dudley College as an exemplar; the findings contained in the Reading reports will be taken into account in the overall evaluation of the project.

Logic Model:



Type(s) of Evaluation: *Process, outcomes or impact, or a combination?*

Dudley College has experience of management and monitoring from previous projects. The effectiveness of these arrangements will be reviewed, and an impact- outcome evaluation will be required to assess/verify delivery to learners and benefits to business through up-skilling leading to job retention and creation; and the extent of additionality achieved by the project.

Data Requirements

Metric	Frequency	Source
Inputs:		
1. LGF Funding	Yearly	Dudley College
2. Other public sector funding	Yearly	Dudley College
3. Private sector funding	Yearly	Dudley College
4. Staff time	Yearly	Dudley College

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Outputs:

1. Jobs created	Yearly	Dudley College
2. Jobs safeguarded	Yearly	Dudley College
3. Additional apprenticeships	Yearly	Dudley College

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4. Additional learner numbers	Yearly	Dudley College
Outcomes:		
1. Additional qualifications earned	Yearly	Dudley College
2. Number of new local businesses	Yearly	IDBR
Implementation		
Resourcing:		
<p>Monitoring will be undertaken by the college senior management team and the College corporation. As noted above, the University of Reading will also undertake an action research project to assess the use of IPI in procurement. We understand that SFA, as main funder, will require the completion of a self-assessment 'Post Occupancy Evaluation', focusing on project delivery, including costs against budget and estimated financial gains; also, the additional benefits in range and quality of learning offered and numbers and type of learners. This is expected to be followed up by the College after 12 to 18 months.</p> <p>The LEP will have access to the internal College monitoring reports and reviews. We propose to supplement these with an impact evaluation at the end of 2019, which will draw on College monitoring data, take into account the findings of the internal SFA evaluations and the Reading study and collect new information from survey/consultations to assess:</p> <ul style="list-style-type: none"> • The extent to which the project succeeded as a physical development: i.e. was built to projected cost, created appropriate facilities, construction risks managed appropriately • The extent to which the ambitions and targets for learners were realistic, and have been achieved – drawing on stakeholder interviews within and outside the College • Any evidence collected by the College on student satisfaction, and changes in this over time • Available evidence on employment of students following training at the Centre, and further training undertaken • Industry, especially SME, satisfaction with the Centre's offer – and effect on business performance and jobs • Industry involvement in driving forward next-stage curriculum development • Wider impacts, including across the College, for advance construction and manufacturing in the Black Country and on Dudley town centre. <p>The scale of additional resource required will depend on what has already been collected, through on-going monitoring and evaluation. But on the basis of i) a desk review of process and any changes in expectations at the end of the construction period, and after 12 months' operation, and ii) a final evaluation in 2019 including a substantial desk review, 10-12 stakeholder consultations and an email based survey of businesses, we suggest that c. £25k should be budgeted.</p>		

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Timing:

The College management team will make monthly assessments of the construction work, with the College Corporation receiving termly updates on progress. Student numbers and apprenticeships are monitored on a yearly basis, and will feed into quarterly reports to the Corporation. University of Reading research work will assess procurement throughout the project, with final follow up work conducted 12 months after project completion.

Who Conducts *Cross LEP collaboration or consultation with researchers such as the WWC?*

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Name: Dudley College

Address:

Telephone:

Email:

Summary of Analysis

Description: data available as inputs to the evaluation

The project construction phase will be monitored by the College senior management team on a monthly basis, entailing regular site meetings and visits, status reports from the consultant team and contractor. The College Corporation, will receive regular termly updates as well as special reports as and when required. The College will also employ internal audit checks to ensure the process and administration of the project is successful. A post project review will be undertaken to ensure the brief targets were met and highlight any improvements required.

Following completion, the output targets for the project will be monitored as part of the overall college management operations. Yearly targets for student numbers and apprenticeships will be set and monitored. This monitoring will include termly senior management review and quarterly reports to the college Corporation.

The University of Reading will undertake an action research approach to evaluating the use of IPI procurement methods. This approach is focussed on 'real world' problems and practical solutions. It is performed collaboratively, with collective judgement and agreement on the outcome.

Uses of the Evaluation

The evaluation will provide lessons to Dudley College management, which can be applied to future college sector projects. The Black Country LEP will also gain evidence on the impact of Local Growth Fund funding.

Wider stakeholders in the construction industry will also be interested in the impact on skills, student numbers and apprenticeships, including partners Carillion, Stepnell, Skanska, Interserve, Thomas Vale/Bouygues and Wilmot Dixon; these firms are expected to be involved in the development of the curriculum, and support delivery. There may be wider industry interest in some aspects, including BIM training and the (separately assessed) innovative IPI approach, for example from CITB.

Growing Priority Sectors Regional Growth Fund

Description:

The project will provide grants to businesses with growth projects that cannot find adequate finance. Businesses in the Black Country’s key sectors will be prioritised. Grants will range from £50,000 to £1 million and will be available for capital investment in plant, machinery and property. The beneficiaries of the Fund will receive up to a maximum 30% RGF/LGF support towards the total project cost.

The grant funding will be provided between 2015/16 and 2017/18.

The programme builds on the earlier RGF rounds 3 and 4 Growing Priority Sectors (GPS) programme, which will end in March 2015, through which £14m public investment was allocated.

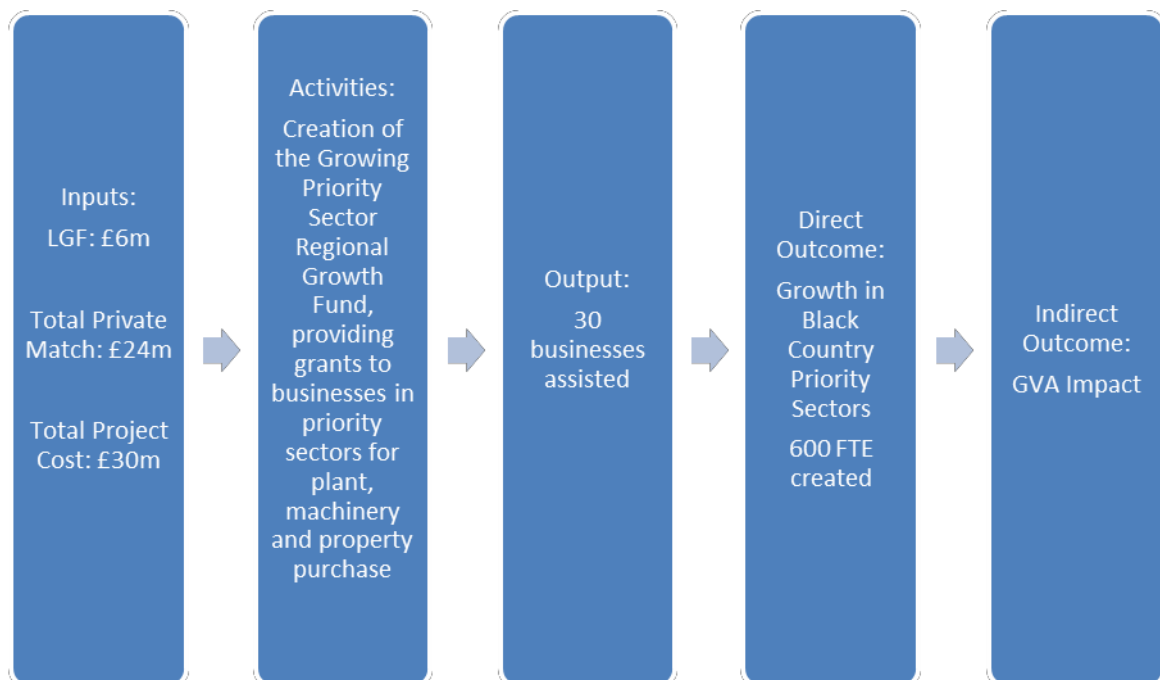
The new £6m RGF investment is expected deliver to £30m total project investment, with the following outcomes over a ten year period:

- 600 FTE jobs created
- 30 businesses assisted
- 35 additional apprenticeships created

This is a follow-on project, and the risks, in terms of achieving expected outputs and outcomes are reduced by

- i) Learning on grant assessment mechanisms from the earlier GPS project
- ii) The scope to be selective – as it is grant funding, and on a smaller scale than earlier rounds, the Fund is expected to be over-subscribed.

Logic Model:



Type(s) of Evaluation: *Process, outcomes or impact, or a combination?*

The project evaluation will examine process, outcomes, and impacts, in two phases. The end of

programme evaluation will review the overall programme impact, in terms of GVA growth of strategic companies and job impacts, and assess the findings with regard to overall value-for-money.

Data Requirements		
Metric	Frequency	Source
Inputs:		
1. Grants provided	Yearly	Black Country LEP
2. In-kind resources used (staff time)	Yearly	Black Country LEP
Outputs:		
1. Businesses assisted	Yearly	Black Country LEP
2. Jobs created	Yearly	Black Country LEP
3. Jobs Safeguarded	Yearly	Black Country LEP
4. Apprenticeships created	Yearly	Black Country LEP
Outcomes:		
1. GVA impact	Yearly	Black Country LEP
2. Priority Sector Employment	Yearly	BRES
Implementation		
Resourcing:		
<p>The programme will be monitored by Sandwell's Strategic Investment Unit (SIU). SIU monitors the existing RGF programme and Growing Places Fund, and has also monitored the ERDF and ESF projects including North Sandwell Action Plan and 3 of the current ERDF SUD projects. An end of programme evaluation will be undertaken by the Black Country Economic Intelligence Unit, which will inform the Black Country wide programme.</p> <p>A broader, independent, evaluation of impacts and learning is proposed. This will assess the distribution of the funding, and the overall net benefits. It will take into account how the programme funding has been distributed, by type of recipients (allocations to SMEs and to larger firms, also by sector); intervention rate/leverage and additionality of the funding; the extent to which the job benefits have been delivered, sustained, and retained within the area; links to other interventions, in particular those supporting innovation, skills development (including apprenticeships, and initiatives promoting higher value jobs) and the environment; wider benefits to the Black Country economy, in terms of contribution to business profitability and supply chain development, and to a more modern image, attractive to inward investors. The contracted outputs of recipients of Growing Priority Sectors in the Black Country grant will be contrasted against the characteristics of the applicant at the time of application. This will identify any correlation between business conditions and outputs in order to ensure that applications from stronger performing sectors are encouraged to more effectively deliver SEP outputs.</p> <p>The resource required for this will depend on the scale of the additional work; a provisional allocation of £25k is suggested to cover both phases. It is proposed that the funding is allocated from BIS.</p>		

<p>Timing: Data from grant recipients on spend and jobs will be received every quarter. Yearly reports will be produced at the end of years 2 and 3, together with a final report when the programme ends.</p> <p><i>When will key activities take place - including baseline work, interim and final findings?</i></p>
<p>Who Conducts <i>Cross LEP collaboration or consultation with researchers such as the WWC?</i> Name: Address: Telephone: Email:</p>
<p>Summary of Analysis</p> <p>Description Claims will be monitored quarterly; grant recipients will submit claims one month before the deadline for submission from Sandwell MBC to BIS (as the accountable body). A dedicated monitoring officer and a project manager will be appointed to oversee this process. This will provide the financial and job outputs figures will be monitored and measured by SIU and reported through SMBC’s financial reporting structures as well as to the LEP board.</p> <p>Site visits will be carried out by the monitoring officer and Project Support Officers at least twice during the life of every grant recipient's project, to record visual evidence of the investment in operation. The ongoing impact of the projects will be evaluated in terms of the numbers of jobs created, the additional GVA generated, increased skills levels of the work force and finally the wider impacts such as green miles saved and reductions in carbon emissions. Information on the overall impact and contribution will be reported to the Programme Board.</p> <p>The impact evaluation +include interviewing stakeholders and a sample of recipients, to understand the impacts the impacts of the funding and assess programme delivery.</p>
<p>Uses of the Evaluation</p> <p>The evaluation will be useful to the Programme Team, allowing for the project selection process to be examined and improved. Stakeholders across the Black Country, including the Black Country LEP and the local authorities, will be interested in the performance of the programme, and its overall contribution to the local economy. BIS, as the responsible central government department will have an interest in ensuring the programme provides value for money.</p>

Growing the City Centre Cultural & Business Events Offer

Description:

The Civic Halls is the largest business in Black Country's creative and entertainment sector, generating an estimated £4.3 million of Gross Value Added (GVA) for the local Wolverhampton economy. Alongside this, the Grand Theatre supports a further £3.6 million of GVA in the wider economy. The venues are estimated to support 637 jobs, directly and indirectly within the wider economy. Both venues are Grade 2 listed buildings owned by the Council.

Local Growth Funding (LGF) of £6.6 million has been secured to undertake a major improvement programme on both venues enabling the venues to increase earned income thereby reducing public sector subsidy. The total project cost will be £20.03 million.

Main outputs

- 0.24 hectares of land improved
- Jobs Created – 100
- Jobs Safeguarded – 60
- Business assists – 250
- Learning Assists-2730

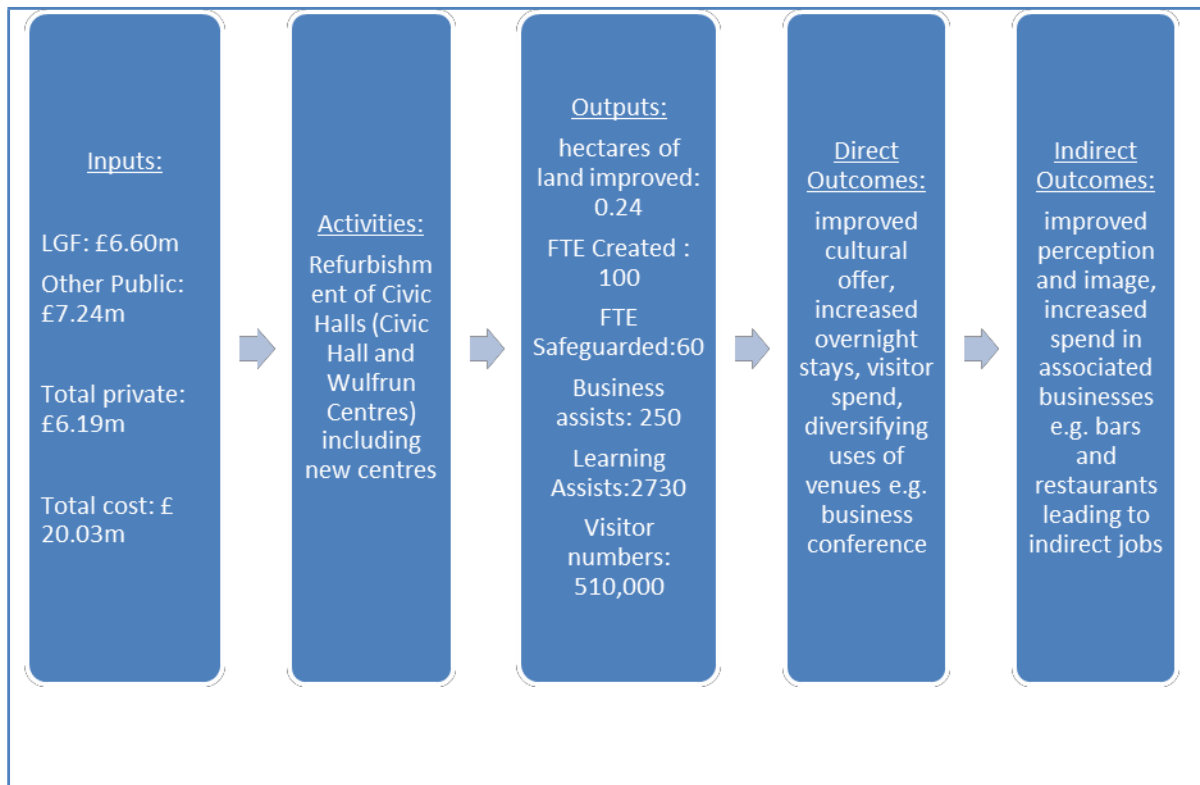
Time frame:

- Construction starts January 2016
 - Civic Hall: Jan-Oct 2016
 - Wulfrun Hall: Dec 2016-Jun 2017
- Handover July 2017

Expected outcomes and impacts

- Increased seating capacity and improved catering and hospitality offer;
- Improved customer facilities;
- Improved customer experience and access;
- Modernisation of staging, supporting technologies and facilities for performers, conference organisers and training facilities

Logic Model:



Type(s) of Evaluation: *Process, outcomes or impact, or a combination?*

Evaluations will be undertaken after three years' operation (2020/21). These will assess both quantitative (outputs set out above) and qualitative indicators, building on the baseline set out in a previous BOP report capturing customer and promoter experience through face-to-face discussions, surveys and focus groups and perception surveys.

Evidence will include:

- Increased seating capacity and improved catering and hospitality offer;
- Improved customer facilities;
- Improved customer experience and access;
Modernisation of staging, supporting technologies and facilities for performers, conference organisers and training facilities.

The economic impact assessment will focus on three areas aimed at measuring the socio-economic impacts of investment in this project:

- *People*: maximising the positive benefits for people in the area including investment in the individual, including skills and training opportunities, investment in key stakeholder groups and investment in the wider community
- *Economy*: maximising the positive benefit for an area's economy by ensuring money circulates locally and creating local employment and business opportunities.
- *Place*: maximising the positive benefits for place by improving the site, area vitality and local civic pride.

Data Requirements		
Metric	Frequency	Source
Inputs:		
1. Local Growth Fund	Yearly	Wolverhampton City Council
2. Other Public Funding	Yearly	Wolverhampton City Council
3. Private Sector Funding	Yearly	Wolverhampton City Council
Outputs:		
1. Jobs created	Yearly	Wolverhampton City Council
2. Jobs safeguarded	Yearly	Wolverhampton City Council
3. Business assists	Yearly	Wolverhampton City Council
4. Learner assists	Yearly	Wolverhampton City Council
5. Visitor numbers	Yearly	Wolverhampton City Council
Outcomes:		
1. Number of new businesses in the local area	Yearly	IDBR
2. Number of visitors to the local area	Yearly	Wolverhampton City Council
3. Number of jobs created in the local area.	Yearly	BRES
Implementation		
Resourcing: WCC will conduct the evaluation within existing resources.		
Timing: The project was developed following recommendations in a report commissioned from BOP. Evidence from that report will provide a baseline for the collection of data by the project team, and then for the final evaluation.		
Who Conducts <i>Cross LEP collaboration or consultation with researchers such as the WWC?</i> Name: Address: Telephone: Email:		
Summary of Analysis		
Description The evaluation methodology will seek to capture process, benefits and wider economic impact, against the three dimensions above – people (engagement, skills and training); economy/spend; contribution to a distinctive and successful place. The evaluation will provide analysis of monitoring data, in terms of expenditure data, increases in visitor numbers, new jobs and skills impacts. Interviews will also be conducted with key staff, and wider stakeholders, and there is potential consultations and/or survey data collection from local businesses to understand the impact on companies in the area and the reputation of the city.		
Uses of the Evaluation The audience for the evaluation will include relevant staff across Wolverhampton City Council, as well as wider public sector and private sector stakeholders. The evaluation will help those responsible for its operations and future development to raise the profile of the Civic Halls amongst promoters and visitors. It will also contribute to partners’ understanding of where and in what circumstances public investment in leisure facilities can bring wider economic benefits.		

Goscote Lane Corridor

Description:

Walsall, together with the other Black Country Boroughs, is committed to a substantial expansion in housing, to meet local demands, and accommodate, and facilitate, local economic growth. New residential development will be focused along key corridors, to make efficient use of existing infrastructure and new investment, and to maximise residents' access to employment, leisure and shopping.

Goscote Lane is a programme to bring forward a residential development of 762 houses on three related vacant brownfield sites, totalling 21 hectares. The work will be accompanied by environmental and infrastructure improvements, as well as a stewardship scheme, which will seek to engage local people in the development process, as well as in benefitting from the new housing.

The project has been costed at £87.41m; LGF will contribute £8.82m, towards initial site preparation, environmental enhancement and local engagement.

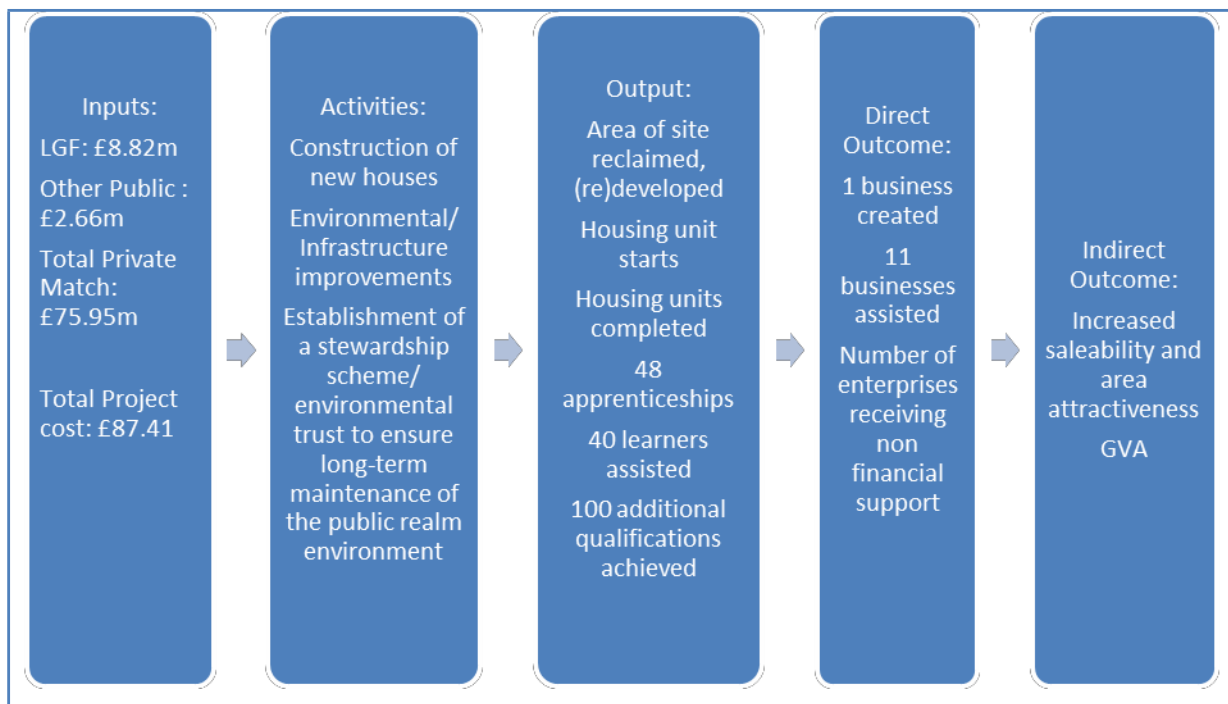
The first phase of development commenced in October 2014 and will deliver 143 new homes by March 2016, with a further 269 homes by March 2018. A second phase of 350 units (subject to detailed planning) is programmed for commencement in April 2017 for completion in March 2021. A total of 762 houses will be constructed.

Other key outputs are expected to include:

- 1 businesses created
- 11 business assists
- 48 additional apprentices
- 40 additional learners

Walsall Housing Group (WHG) has secured Homes & Communities Agency (HCA) affordable homes grant funding of £2.66m for phases one and two, with the overall programme supported by WHG borrowing of £23.77m. The remaining private sector match funding of £52.16m comes through developer investment and sale of homes across all three phases with the actual level therefore dependent on prevailing market conditions. The total project cost will be £87.41m.

Logic Model:



Type(s) of Evaluation: *Process, outcomes or impact, or a combination?*

The project evaluation will need to meet with HCA requirements in order to ensure that funding has achieved maximum impact. The HCA published a set of quality indicators (HQIs) in 2011, which allow for the evaluation of housing schemes based on quality.

A process and economic impact evaluation will take place in tandem with the HQI assessment. This will measure first, the difference in the project and process that can be attributed to LGF investment; secondly and subsequently, the wider outcomes and impacts of the development on the local economy, and the level of confidence in the area.

Data Requirements		
Metric	Frequency	Source
Inputs:		
1. Local Growth Fund expenditure	Monthly	Walsall Housing Group
2. Other Public Sector expenditure	Monthly	Walsall Housing Group
3. Private Sector expenditure	Monthly	Walsall Housing Group
Outputs:		
1. Number of completed housing units	Bi-annually	Walsall Housing Group
2. Number of businesses created/assisted	Yearly	Walsall Housing Group
3. Number of apprenticeships	Yearly	Walsall Housing Group
4. Number of qualifications achieved	Yearly	Walsall Housing Group
Outcomes:		
1. Increase in local employment	Yearly	BRES
2. Increase in number of local businesses	Yearly	IDBR

3. Local resident perception	Single survey	Walsall Housing Group
Implementation		
<p>Resourcing: Monitoring and evaluation will be undertaken by Walsall Housing Group, supported by Walsall Council, who are well experienced in delivering projects similar to this to achieve particular outputs, including resident surveys.</p> <p>An external auditor will be procured to complete the HCA assessment, along with an external independent evaluation for the LGF-specific and wider economic impact aspects of the evaluation.</p>		
<p>Timing: A baseline assessment will be completed before construction work begins. Monitoring will continue throughout the process. Interim findings will be reviewed on completion of each of development stage. Final findings will be gathered upon completion of building work in 2021.</p>		
<p>Who Conducts <i>Cross LEP collaboration or consultation with researchers such as the WWC?</i> Name: Address: Telephone: Email:</p>		
Summary of Analysis		
<p>Description The evaluation will make use of the HCA HQI assessment to examine quality and cost. An online HQI calculator is available from the HCA to complete this portion of the evaluation. Process will also be assessed with assistance from whg and Walsall Council officers.</p> <p>Output, outcome and impact will be assessed initially using monitoring data and resident surveys and throughout the programme by an external independent evaluator to understand the broader impacts on the community.</p>		
<p>Uses of the Evaluation The evaluation will be tailored to meet the needs of the HCA, which is providing an element of the funding for the scheme. The HCA will require evidence that its investment has provided value for money and a positive significant impact on the local area.</p> <p>The wider economic evaluation will also provide evidence to Walsall Council and the Black Country LEP on progress towards the strategic objectives set out locally, and in the Black Country SEP.</p> <p>Evaluation findings will also be used by whg to determine future development and regeneration programmes and support the new build design at new developments.</p>		

Wolverhampton Interchange

Description:

The development involves the construction of a fully integrated, multi-modal transport hub at Wolverhampton Rail Station, including a new commercial development, including offices, leisure space, retail and a hotel, as well as an extended multi-story car park. Improvements will also include the extension of the Midland Metro line to connect to the new railway station and the recently completed bus station.

The development is intended to create a strategic gateway to Wolverhampton and the Black Country. It is expected to enable the provision of new high quality office space, meeting and generating demand which cannot be economically provided for through the refurbishment of existing space.

The scheme is being delivered by a partnership including, the City Council, Neptune, Centro, Network Rail, Virgin and Canals and River Trust.

The Interchange Project is expected to provide the following outputs:

- 36,684 sq m commercial floorspace
- 100 hotel rooms
- 2,258 new jobs

In addition to enabling better connectivity for the city's residents and visitors, and enabling major new commercial developments to be realised, the Interchange Project will also support and enable other elements of the city centre masterplan, including the development of an education and entertainment quarter, and the provision of city centre housing.

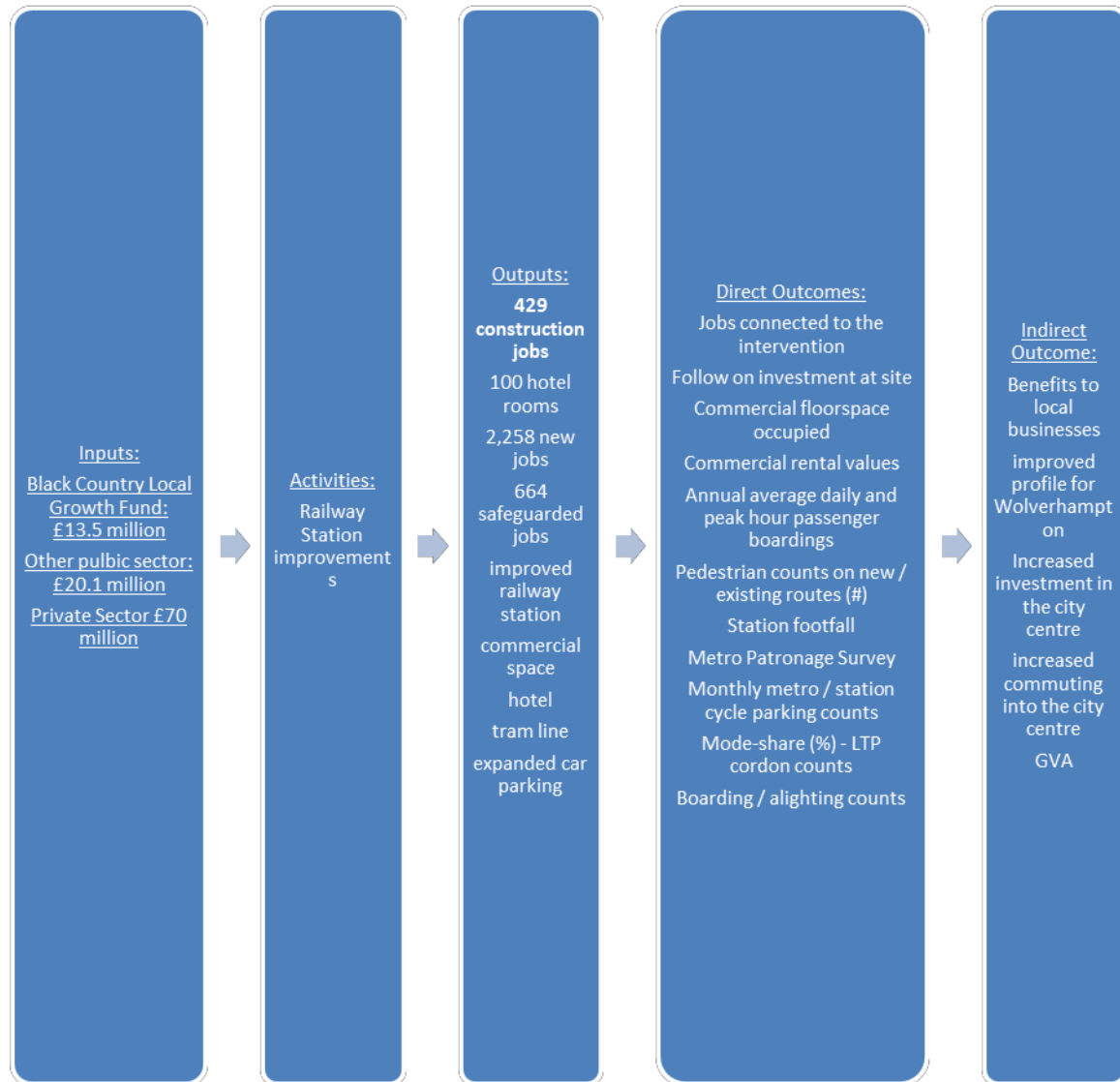
The redevelopment began in early 2014, with the station construction works beginning in 2016. The Metro extension will begin in late 2016. The entire project will reach completion in 2021.

Total project costs are estimated at £113.4 million, of which £70 million – not all yet in place – is expected to come from private sector funding sources.

The LEP contribution of £4.5m will provide for early enabling work relating to car-parking and industrial relocations; it is expected also to give confidence to early investors, through improvement of the environment and public realm. Market assessments, including 'soft market testing' have already been undertaken by commercial property agents.

There is also a £9m allocation from the Transport Majors Funding for this project.

Logic Model:



Type(s) of Evaluation: *Process, outcomes or impact, or a combination?*

The evaluation will be carried out in accordance with the Department for Transport's (DfT) Monitoring and Evaluation Framework for Local Authority Major Schemes.

The project team has drawn up a monitoring and evaluation plan, which will measure the process, outputs, outcomes and impacts of public sector investment in the development, in a form which will assess the economic benefit created through the scheme, including the wider city centre offer.

Data Requirements

Metric	Frequency	Source
Inputs:		
1. Local Growth Fund expenditure	Yearly	Wolverhampton CC
2. Other public sector expenditure	Yearly	Wolverhampton CC
3. Private sector expenditure	Yearly	Wolverhampton CC
Outputs:		
1. Additional Floorspace	Yearly	Wolverhampton CC
2. New jobs	Yearly	Wolverhampton CC
3. Safeguarded jobs	Yearly	Wolverhampton CC
4. New hotel rooms	Yearly	Wolverhampton CC
Outcomes:		
1. Visitor numbers	Yearly	Wolverhampton CC
2. Rail journeys	Yearly	Wolverhampton CC
3. Metro journeys	Yearly	Centro
Implementation		
Resourcing: (50 words) The partners will source a qualified sub-contractor to deliver the evaluation.		
Timing: The scheme delivery process and timetable will be monitored against the programme established as part of the Best and Final Bid. Key milestones and deliverables will be used to track progress, identifying key issues and reasons for variance from plan. The evaluation of programme management will consist of six-monthly interviews with the project scheduler, or a delegate, to discuss programme slippage, changes in phasing, milestones and the consequences on dependent delivery activities. Following the implementation of the scheme the scheme design, standard and quality will be analysed and reported.		
Who Conducts <i>Cross LEP collaboration or consultation with researchers such as the WWC?</i> Name: Address: Telephone: Email:		

Summary of Analysis

Description

The Project already has a monitoring and evaluation plan, which has been developed to meet the requirements set out in the DfT monitoring and evaluation framework. The evaluation will focus on determining whether the transport improvements are good value for money and are driving economic growth, while contributing to business, place and environmental sustainability.

The assessment, which will be cost effective and proportionate, will involve monitoring:

- Scheme build
- Costs
- Delivered scheme
- Progress against objectives
- Manifest travel demand
- Travel time (absolute and reliability)
- Impacts on the economy
- Carbon impacts.

A key element in the on-going evaluation of programme management will be six-monthly interviews with the project scheduler, or a delegate, to discuss progress in delivering the programme. These interviews will discuss programme slippage, changes in phasing, milestones and the consequences on dependent delivery activities. Monthly dashboard reports will be used to obtain an overview of the programme management challenges and mitigation. The key quantifiable metrics collected for use in the assessment of programme management will be the Scheduled Performance Index (SPI) and progress against milestones achieved versus forecast. Additionally, total duration of slippage by scheme element, the slippage as a percentage of the forecast delivery period and the cumulative slippage for each scheme element, will be considered.

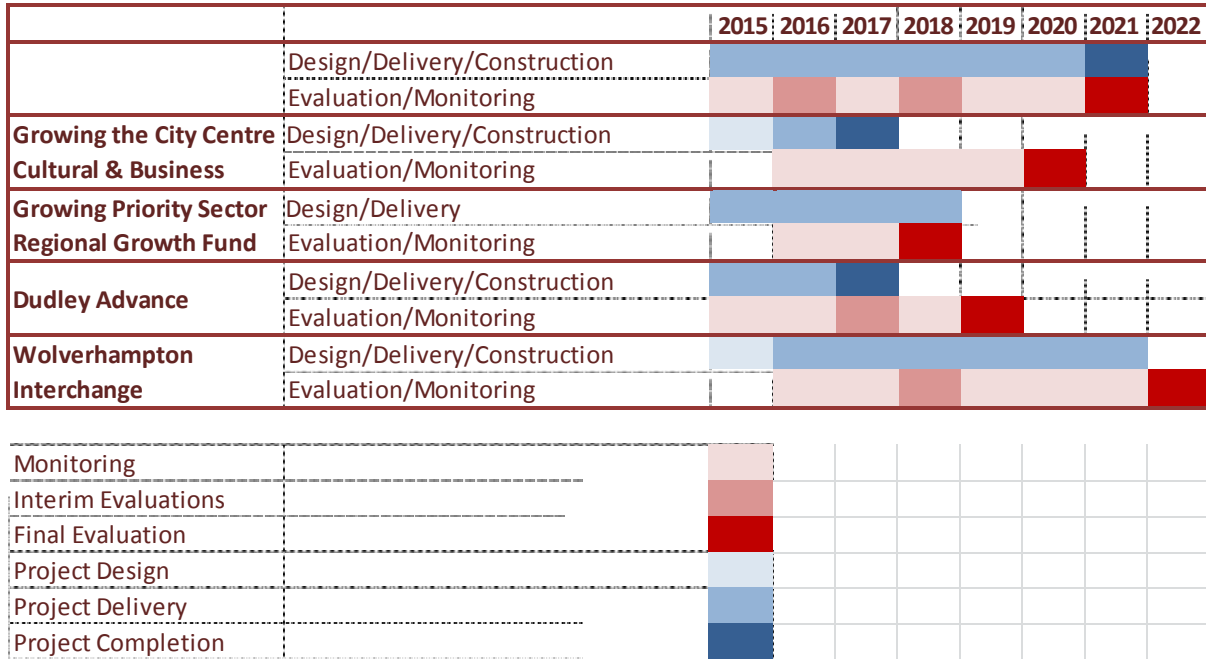
Baseline (pre-construction) and year one post opening monitoring will be undertaken to identify changes in indicators. In particular, this will include the assessment of observed changes in travel demand for Metro trips around the extension. Analysis will include, for each indicator, the assessment of pre-baseline trends, baseline and ex-post values. The logic mapping for each of the scheme elements will be used to track progress following construction, using all available datasets to consider the impacts of the scheme and alternative explanations. This will include quantitative monitoring data, such as Metro patronage data, and qualitative interview data with existing businesses.

The scale and content of the wider economic evaluation is expected to be determined jointly by the delivery partners. We envisage i) a mid-term interim evaluation in 2018, focusing on process, progress to date, and current expectations against original objectives ii) a full impact evaluation 6-12 months after physical completion of the scheme.

Uses of the Evaluation

This is a complex development, with a large number of partners and delivery organisations. As a result, it will be important for the local authority and private sector delivery organisations, and more broadly DfT to understand the full impact of the programme and any lessons that can be learned about major transport developments. The evaluation will be of particular interest to DfT, the LEP and Wolverhampton City Council, and partners Centro, Neptune, Virgin Trains, Network Rail and the Canal and River Trust.

Summary Timescale:



Version	Date	Created by	Approval & date	Protection	Page
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