



Black Country Evaluation Plan

November 2019 – Working Document

Black Country Consortium



Economic Intelligence Unit



1. Background

Monitoring and evaluation have always been critical elements in the development and the delivery of the Black Country Strategic Economic Plan. The Black Country (BC) LEP assurance framework sets out our approach to monitoring and evaluation. The BC LEP Board and partners are clear on what the BC LEP needs to achieve in order to deliver economic growth for the Black Country. The BC LEP has a long-established, politically endorsed Performance Management Framework in place against which the BC LEP monitors its progress in relation to the targets established by the SEP. The Performance Management Framework sets out our clear ambitions for the area. It provides a comprehensive knowledge base over the period of the programme so that the initiatives and interventions can be tracked and aligned. As this knowledge base grows and builds, this will create a legacy that can inform emerging strategies and initiatives to ensure future policy is informed by a robust knowledge base drawn from the real-life expertise of the partners and participants to this project. For each of the 12 SEP Programmes the BC LEP is clear on the current baseline position and the scale of impact required in order to achieve its long-term targets. These are monitored and reported to the BC LEP Board via the BC Economic Intelligence Unit. The evaluation and overall impact of all activity is critical for the BC LEP Board.

A recent report by the Commons Select Committee criticised the lack of demonstration of the impact of LEP's on local areas. The Black Country LEP via the Economic Intelligence Unit have always sought to develop and enhance to effect there is clear demonstrable evidence of the impact of activity on the local economy. This report provides a clear work programme to provide increased transparency to the evaluation of key programmes.

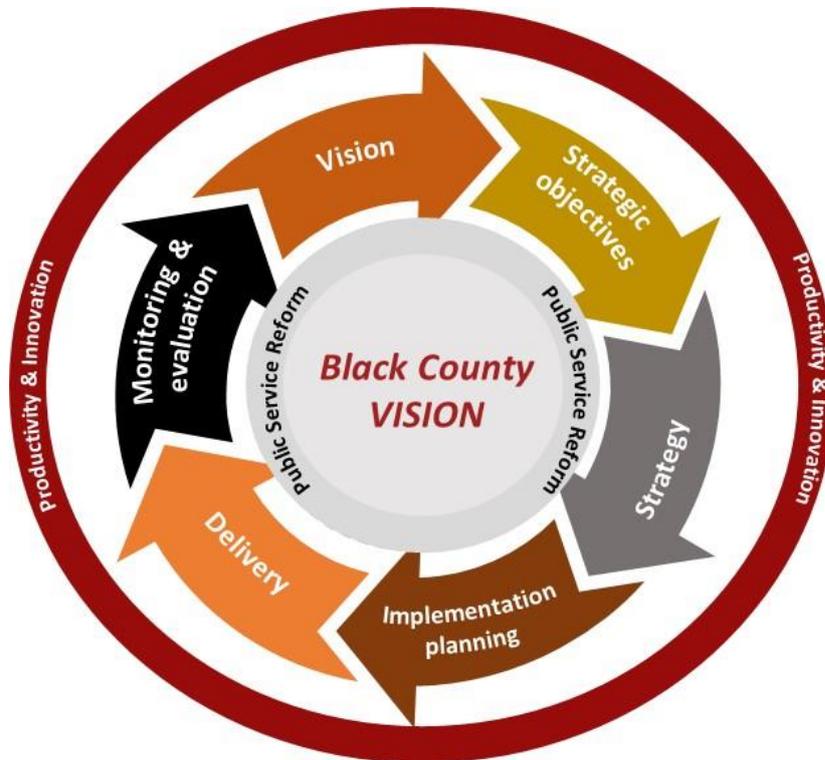
2. The Role of Monitoring & Evaluation

Monitoring and Evaluation (M&E) are critical elements in the development and the delivery of the Black Country Strategic Economic Plan. The image below sets out the approach of the Black Country to the development of an effective M&E plan:

1. The **Vision Led Strategy (The BC SEP)** sets out the strategic objectives for the area and a set of indicators to measure these form the basis of the Performance Management Framework.
2. The **Black Country Performance Management Framework (PMF¹)**, provides a clear framework to monitor progress and the economic changes required to achieve our 30-year vision and the ambitions across the twelve programmes in our Strategic Economic Plan. The PMF is composed of a selection of strategic headline indicators, which measure the impact of the various programme's areas of the BC SEP. These indicators cover a range of theme areas including economic, fiscal, social and environmental impacts. The PMF will provide a framework against which Black Country success can be measured, both across strategic programmes and in individual projects. The ambitions are based on an agreed vision led economic future for the area underpinned by extensive modelling work undertaken using the Oxford Economic model.
3. The **Assurance Framework** is aligned to the strategic objectives and the business case templates will show the links to the objectives and quantify the related outputs.
4. **Logic Chains Pathways** will be used to evaluate the impact of the investment from outputs to outcomes and the impact on the strategic objectives for the area.

¹ <https://www.the-blackcountry.com/economic-intelligence-unit/black-country-intelligence-reports/black-country-annual-economic-review>

5. **Robust, proportional evaluation** of all activity. Evaluation will be proportionate and targeted with a robust and systematic approach across the Black Country. Evaluation will take place at project level and at overall programme level.



3. Approach to Evaluation - Evaluation principles and process:

The Black Country LEP has adopted the use of a “logic model” approach as the consistent basis for evaluation design. Within this Logic Model approach, different types of evidence (e.g. qualitative case studies or intelligence from front-line staff or users, and quantitative results from cost-benefit analyses) can be brought together in a coherent way, drawing together the background context, inputs, outputs, outcomes achieved and what impact has occurred. The approach is also known as the “impact pathways” and “theory of change” approaches.

An expert panel will be developed to advise the Black Country on evaluations and in particular will review draft evaluation plans to ensure a robust approach to methodology and ethical approval, and review draft reports in terms of the appropriate interpretation of results and the quality assurance of final reports.

The evaluation process for Black Country projects is as follows:

- **Scoping stage:** development of the outline plan of how the project / policy is to be implemented, for example through a pilot or whole system reform, the initial “logic model” and proposed approach to evaluation. This will begin to identify key data sources (e.g. routine administrative data or new data collection)
- **Business cases:** The Assurance Framework sets out the business cases required for projects of different scales and types. From an evaluation perspective, it is important that the business case sets out the objective(s) of the evaluation (see below), identifies and captures appropriate

baseline information on the relevant measures of performance / outcomes / impacts, and specifies how this information will be collected and monitored throughout the project. For some specific areas (e.g. transport), we will comply with national business case requirements.

- **Evaluation of “what works”:** to learn and improve, the Black Country LEP needs to understand for specific projects and programmes (a) whether they work and (b) how and why they work? The evaluation will need to be planned to produce robust answers to these questions, as far as practical and appropriate to the nature of the project. In some cases, this may require longitudinal tracking of outcomes for particular groups. By taking a holistic approach, we will ensure cross filterisation of ideas across all theme areas and ensure transfer of learning from e.g. transport to public health programmes. Each project evaluation plan will set out the objective(s) of the evaluation, identifies and captures appropriate baseline information on the relevant measures of performance / outcomes / impacts, and specifies how this information will be collected and monitored throughout the project.
- **Evaluation of the “economic case”:** at the end of appropriate projects and programmes the evaluation will consider what the economic or fiscal impact has been, for example whether and where cashable savings to public services have been delivered.
- **Additional evaluation:** further evaluation may be required in particular cases, for example to contribute to national evaluations of new ways of working.

The objectives of each evaluation will be agreed in advance and may include one or more of the following:

- Developing and/or updating business cases for investment (from local partners and national government)
- Testing the impact and cost-effectiveness of reforms and innovations (where possible providing strong evidence on attribution, e.g. through case-controlled comparison groups).
- Capturing knowledge and learning from pilots
- Meeting national requirements (for example relating to devolved funding).

In all cases evaluation should be proportionate and selective and taking into consideration the scale, value and scope of an intervention.

4. Evaluation of Growth Deal Projects:

We have set up a robust process to determine a systematic approach to evaluation across the Black Country. The table in Appendix 1 sets out the selection criteria utilised to determine the level of evaluation required by growth deal projects.

Growth deal project sponsors are required to work with the BC LEP to outline the most appropriate evaluation approach, for example, process evaluation, theory-based evaluation, outcomes evaluation or impact evaluation for their project and provide the BC LEP with evaluation reports as agreed.

Each type of evaluation question applied to a specific level of coverage serves a slightly different audience but in general the uses of evaluation can be characterised as:

- Demonstrating Growth Deal delivery and value for money (particularly important for programmes that may later seek additional funding);
- Learning lessons about what works, either to create desired impact on outcomes or to ensure efficient delivery of outputs;
- Providing the evidence base to influence future decentralisation policy.

Selected project evaluations that have been selected for detailed evaluation are submitted to the BC LEP Board and final evaluations will be available on the LEP website. Appendix 2 provides detailed information on the 5 growth deal projects that were selected based on the criteria set out in Appendix 1. These include:

- ✳ **Dudley Advance - new Centre for Advanced Building Technologies & Construction Skills**
- ✳ **Growing Priority Sectors**
- ✳ **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.

5. 2019/2020 Broader Evaluation Work Programme

Alongside the evaluation of the specific growth deal projects the following table sets out the full suite of impact evaluations across the SEP framework and plans and timeframe for reporting.

Black Country SEP Programme	Identified Projects	Evaluation Approach & Timing
B1. A Supply Chain Fit to Supply	GD1 - Growth Deal Growing Priority Sectors	<ul style="list-style-type: none"> • Impact evaluation by BCC EIU to 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. Report to be produced in Dec. 2019
B2. Exploiting Global Opportunities		<ul style="list-style-type: none"> • Working with growth hub
B3. Access to Finance		
P1. Skills for the Supply Chain	S1 - Apprenticeship Levy	<ul style="list-style-type: none"> • November 2019 City-Redi to conduct primary research to understand impact of levy on companies.
P2. Skills Capital	GD2 - Growth Deal - Dudley Advance - new	<ul style="list-style-type: none"> • At the end of 2019 Impact- outcome evaluation to assess delivery to learners and benefits to business

Black Country SEP Programme	Identified Projects	Evaluation Approach & Timing
	Centre for Advanced Building Technologies & Construction Skills	through up-skilling leading to job retention and creation; and the extent of additionality achieved by the project.
P3. Schools – Raising Skills for the Future	<ul style="list-style-type: none"> ⊗ CEC ⊗ BeActive Sports Partnership 	<ul style="list-style-type: none"> • Approach to Evaluation of CEC to be agreed. • Impact of extra-curricular activities on attainment and wider health and wellbeing - to be finalised. Work is ongoing to identify potential establishments who would be willing to be part of a piece of longitudinal research into the impact of extra-curricular activities on attainment
P4. Skills for the Unemployed		<ul style="list-style-type: none"> • City Redi evaluating WMCA Connecting Communities pilot in Walsall 3-year programme.
P11. Expanding the availability of High-Quality Employment Land,	⊗ P1 - LPIF	<ul style="list-style-type: none"> • LPIF Phase 1 includes a selection of projects e.g. Music Institute, Phoenix 10, Porterfield, Dudley Brownfield Lane Phase 2, i54 Western Extension and Heath Town. An independent consultant has been appointed to conduct an impact evaluation including identified of a control group.
P12. Infrastructure to Support Growth	GD3 - Growth Deal - Wolverhampton Interchange	<ul style="list-style-type: none"> • The evaluation will be carried out in accordance with the Department for Transport's (DfT) Monitoring and Evaluation Framework for Local Authority Major Schemes. Project completion 2021 - a full impact evaluation 6-12 months after physical completion of the scheme. Further information is available via the TfWM M&E plan.
	T1 – Transport - Brierly Hill Metro Extension	<ul style="list-style-type: none"> • Being developed in line with the TfWM M&E plan.
P13. Expanding the Construction & Renewal of Housing Stock	GD4 - Growth Deal - Goscote Lane	<ul style="list-style-type: none"> • External independent evaluation for the LGF-specific and wider economic impact aspects of the evaluation. Significant work via Community Ambassadors to understand the socio-economic benefits of the development.
	H1 - Garden city	<ul style="list-style-type: none"> • Methodology and framework to be developed.
P14. Distinctive Urban Centres	GD5 - Growth Deal - Growing the City Centre Cultural and Business event offer	<ul style="list-style-type: none"> • The economic impact assessment will focus on three areas aimed at measuring the socio-economic impacts of investment in this project – people, place and economy. Evaluations will be undertaken after three years' operation.
P15. Quality Environment and Low Carbon		<ul style="list-style-type: none"> • To be developed.
Overarching		<ul style="list-style-type: none"> • Approach to be agreed via the inclusive growth unit.

6. Next Steps

Agree full evaluation plan and approach across all programme areas including working with the academic sector, the What Works Centre for local economic growth and the WMCA Office of Data Analytics to ensure peer validation.

For Further information:

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Appendix 1: - Selection Criteria

A series of selection criteria have been developed by the Economic Intelligence Unit for the evaluation of Growth Deal projects, through which the BC LEP will determine the shortlist of projects to be evaluated:

Criteria	Description
Timing	Projects on which work will begin during 2015/16 will be prioritised.
Importance to the BC LEP/Relevance to SEP	Projects should contribute to meeting the needs of the BC LEP, providing data and intelligence that are of practical use and have a clear relation to themes set out in the SEP.
Project Innovation	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.
Size	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.
Availability of Evidence	Priority should be given to projects in areas with weak existing evidence bases.
Evaluation Cost	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.
Technical Feasibility (1) Practicality	Projects should be prioritised where a basic level of evaluation evidence can be obtained, using a reasonable amount of resource.
Technical Feasibility (2) Robustness	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
Data Collection	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.

Appendix 2: M&E Plans for the 5 planned Growth Deal Evaluations:

Dudley Advanced Construction Centre (CABTech)

The Dudley Advanced Construction Centre 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 has drawn down on £7.9m from Local Growth Fund (LGF), with the development costing £11.68 million overall. The new facility was completed in August 2017 and opened in September 2017.

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

- 315 FTE jobs created
- 765 FTE jobs safeguarded
- 2,600 learner assists
- 1,325 apprenticeship starts

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 provided in the new Centre at Dudley have been the subject of extensive consultation with industry. The College is at the forefront of the training in these skills, particularly regarding BIM.

The catchment for the anticipated learners will be similar to other College course, with over 80% expected from Dudley and Sandwell Boroughs, but the apprenticeships are linked with firms operating from across the West Midlands and wider areas.

Additional outputs are expected, including:

- 20 businesses created (through increased knowledge of BIM)
- 1,150 business assists (through increased construction skills)

The new development and additional increased footfall into the Dudley borough, is having a positive effect on the image, vibrancy and economic performance of the town centre. The college is in close proximity to the metro extension and further improved transport links expected to complete in 2023. The masterplan for Dudley Town Centre includes a large of amount of public and private sector investment, which will improve not only, infrastructure, residency and retail but will improve the social wellbeing of local Dudley residents and the Black Country.

The project has made use of an innovative procurement system called Integrated Project 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. Formal audit and output monitoring is completed by the Accountable Body on behalf of the LEP.

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
Outputs:		
1. Jobs created	Yearly	Dudley College
2. Jobs safeguarded	Yearly	Dudley College
3. Learner assists	Yearly	Dudley College
4. Apprenticeship starts	Yearly	Dudley College
5. Businesses created	Yearly	Dudley College
6. Business assists	Yearly	Dudley College

Implementation
<p>Resourcing:</p> <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>
<p>Timing:</p> <p>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.</p>
<p>Who Conducts <i>Cross LEP collaboration or consultation with researchers such as the WWC?</i> Name: Dudley College Address: Telephone: Email:</p>
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

This project will provide grants to small and medium enterprises/businesses with potential growth requirements but may not be able to access adequate finance elsewhere. It will provide grant aid to support the capital need of supply chain companies to kick-start projects that have been delayed by gaps in finance, and in doing so support companies to satisfy current demand and orders as well as making them ready for the future markets. Specifically, the project will enable businesses in our target sectors- aerospace, automotive and construction- to grow and for local business to exploit the supply chain opportunities. Grants will range from £10,000 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% LGF support towards the total project cost.

The grant funding will be provided between 2015/16 and 2019/20.

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

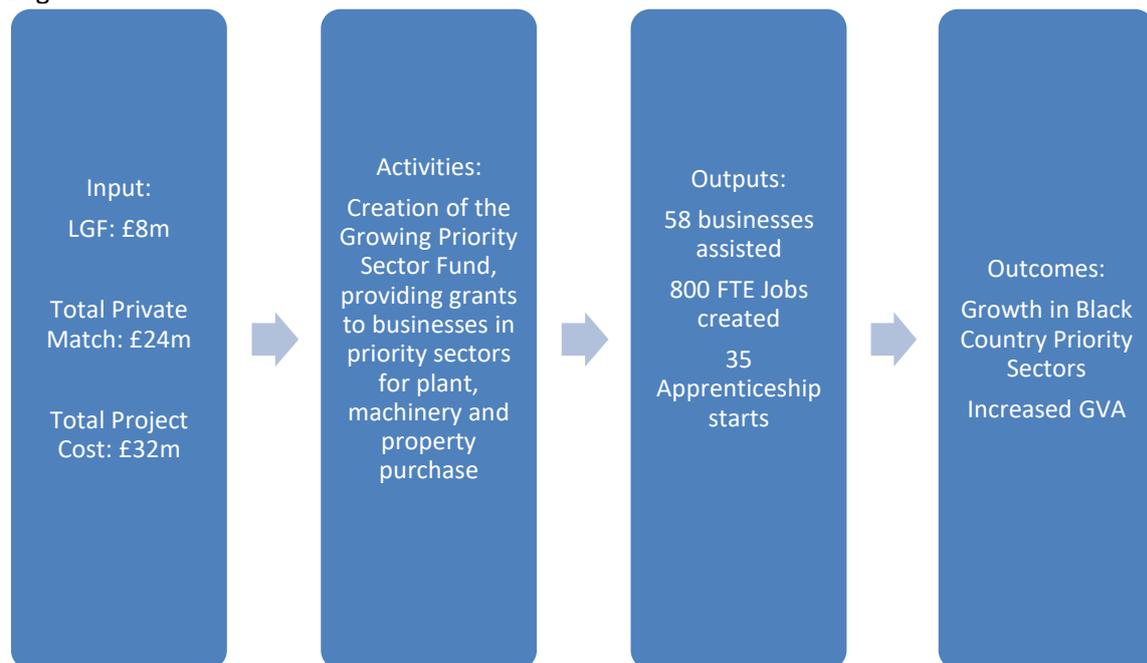
The new £8m LGF investment is expected to deliver £30m total project investment, with the following outcomes over a ten-year period:

- 800 FTE jobs created
- 58 businesses assisted
- 35 apprenticeship starts

The anticipated outputs of this project have been anticipated by lessons learnt and successes from earlier RGF funding:

- 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 previous 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. Apprenticeships created	Yearly	Black Country LEP
Outcomes:		
1. GVA impact	Yearly	Black Country LEP
2. Priority Sector Employment	Yearly	BRES

Implementation

Resourcing:

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.

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.

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.

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.

When will key activities take place - including baseline work, interim and final findings?

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

Name:

Address:

Telephone:

Email:

Summary of Analysis

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.

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.

The impact evaluation +include interviewing stakeholders and a sample of recipients, to understand the impacts the impacts of the funding and assess programme delivery.

Uses of the Evaluation

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.

Wolverhampton Civic Hall & Grand Theatre

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

Local Growth Funding (LGF) of £5.4 million has been secured to undertake a major improvement programme on both venues enabling them to increase earned income thereby reducing public sector subsidy. The total project cost is estimated to be £18.83 million however this is to be verified once the Civic Halls has been completed in late 2020. The Grand Theatre completed refurbishment in September 2016.

Outputs:

- 0.80 hectares of land reclaimed
- 67 Jobs Created
- 60.9 Jobs Safeguarded
- 85 Business assists
- 2730 Learning Assists

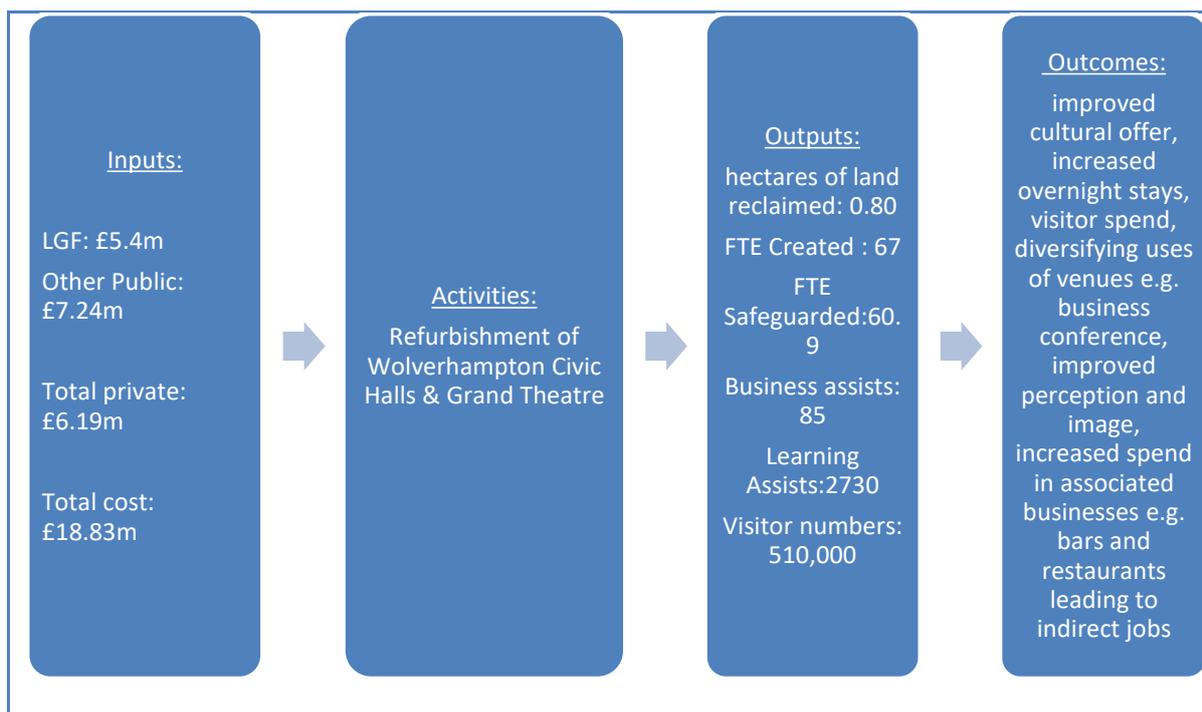
Time frame:

- Grand Theatre complete in September 2016 and operating.
- Civic Halls complete late 2020 and reopened in early 2021.

Anticipated outcomes and wider benefits:

- 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
- Increased footfall to Wolverhampton City Centre by an additional 510,000 visitors

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

Goscote Lane is a scheme to bring forward a residential development of 848 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. 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.

The overall scheme cost is estimated at £87.41m; LGF contribution is £8.82m, towards the initial site preparation, environmental enhancement and local engagement.

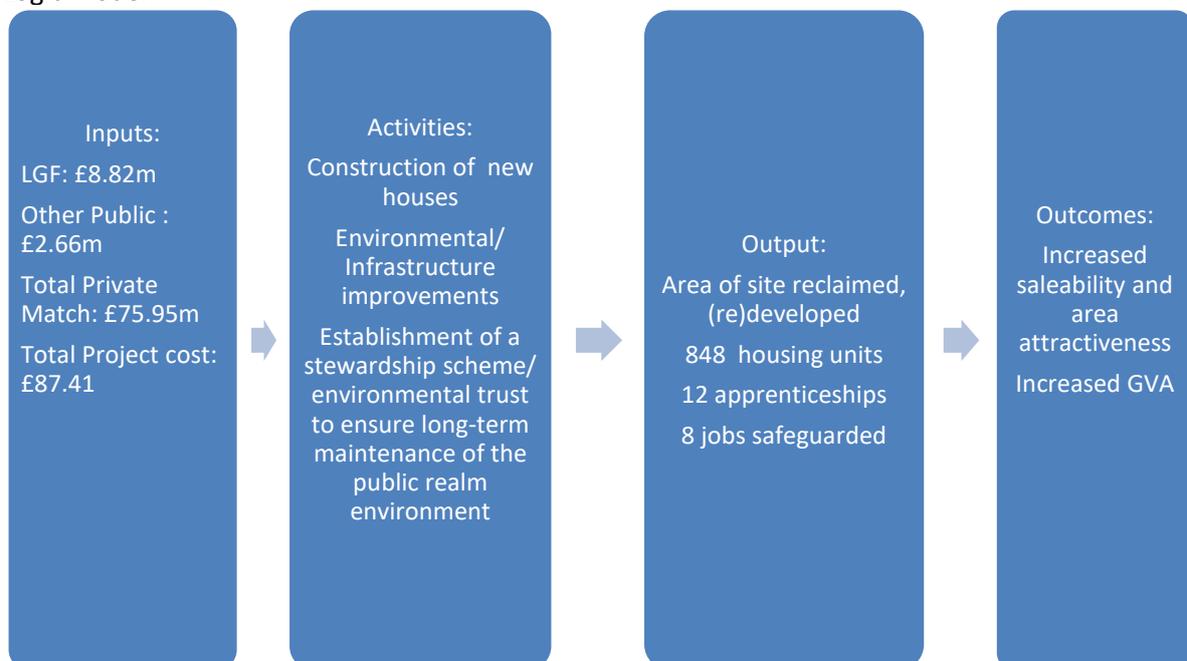
The first phase and second phase of development commenced in October 2014 and delivered 441 houses. A third phase of 407 units commenced in late 2019 for anticipated completion in 2026. A total of 848 new housing units will be constructed. Completion of earlier phases can be viewed via this link: <https://www.youtube.com/watch?v=fwX34I46vJQ>

Other core outputs are expected to include:

- 12 apprenticeship starts
- 8 jobs safeguarded

Walsall Housing Group (WHG) has secured Homes England (HE) 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.

Logic Model:



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

The project evaluation will need to meet with HE requirements in order to ensure that funding has achieved maximum impact. The HE 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 apprenticeships	Yearly	Walsall Housing Group
3. Jobs safeguarded	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		
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.

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.

Uses of the Evaluation

The evaluation will be tailored to meet the needs of the HE, which is providing an element of the funding for the scheme. The HE will require evidence that its investment has provided value for money and a positive significant impact on the local area.

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.

Evaluation findings will also be used by WHG to determine future development and regeneration programmes and support the new build design at new developments.

Wolverhampton Interchange

The Wolverhampton Interchange 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 into Wolverhampton City Centre 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, ION, TfWM, Network Rail, Virgin and Canals and River Trust.

The Interchange Project is expected to provide the following outputs:

- 36, 684 sqm commercial floorspace
- 2,258 new jobs
- 2.2m of increased footfall
- Increased number of passenger boarding

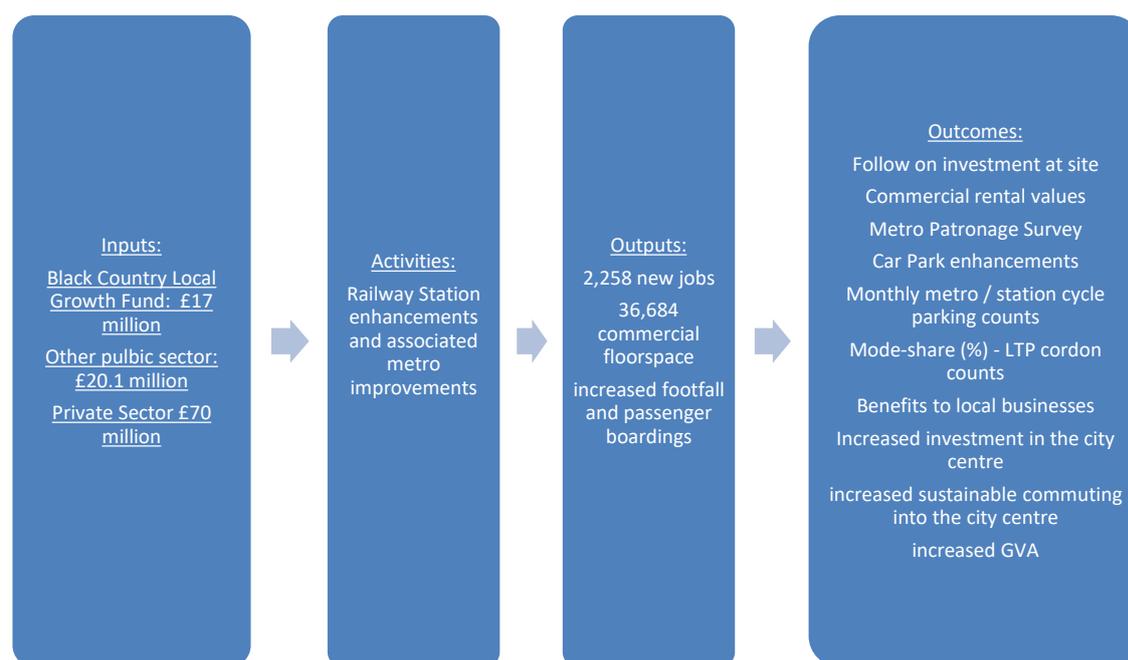
In addition to enabling better connectivity for the city's residents and visitors, and enabling major new commercial developments to be realised, the Interchange Project will also support and enable other elements of the city centre masterplan, including the development of an education and entertainment 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 is expected to come from private sector funding sources. This is to be confirmed once the project has reached total completion.

The LEP contribution of £17m, £9m LGF and £8m LTB, has provided 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.

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. Commercial Floorspace	Yearly	Wolverhampton CC
2. New jobs	Yearly	Wolverhampton CC
3. Safeguarded jobs	Yearly	Wolverhampton CC
Outcomes:		
1. Visitor numbers	Yearly	Wolverhampton CC
2. Rail journeys	Yearly	Wolverhampton CC
3. Metro journeys	Yearly	TfWM

Implementation

Resourcing:

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

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 TfWM, ION, Virgin Trains, Network Rail and the Canal and River Trust.

Summary Timescale

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Goscote Lane Corridor	Design/Delivery/Construction												
	Evaluation/Monitoring												
Wolverhampton Civic Hall & Grand Theatre	Design/Delivery/Construction												
	Evaluation/Monitoring												
Growing Priority Sectors	Design/Delivery/Construction												
	Evaluation/Monitoring												
Dudley Advance Construction Centre	Design/Delivery/Construction												
	Evaluation/Monitoring												
Wolverhampton Interchange	Design/Delivery/Construction												
	Evaluation/Monitoring												

*Initial phases of Goscote Lane have been completed, which will be done in the 2019-20 evaluation. Final Phases to run from 2020-2026

*Final evaluation for Wolverhampton Civic Hall to be completed 3 years after refurbishment

Key:

Monitoring	
Interim Evaluations	
Final Evaluation	
Project Design	
Project Delivery	
Project Completion	