

## **WECA MONITORING & EVALUATION FRAMEWORK APPENDICES**

These appendices provide further detail of WECA’s Monitoring & Evaluation processes, including the Logic Models that support detailed evaluation plans. Where M&E plans are not yet published these are also included.

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## Appendix A: Single Investment Fund

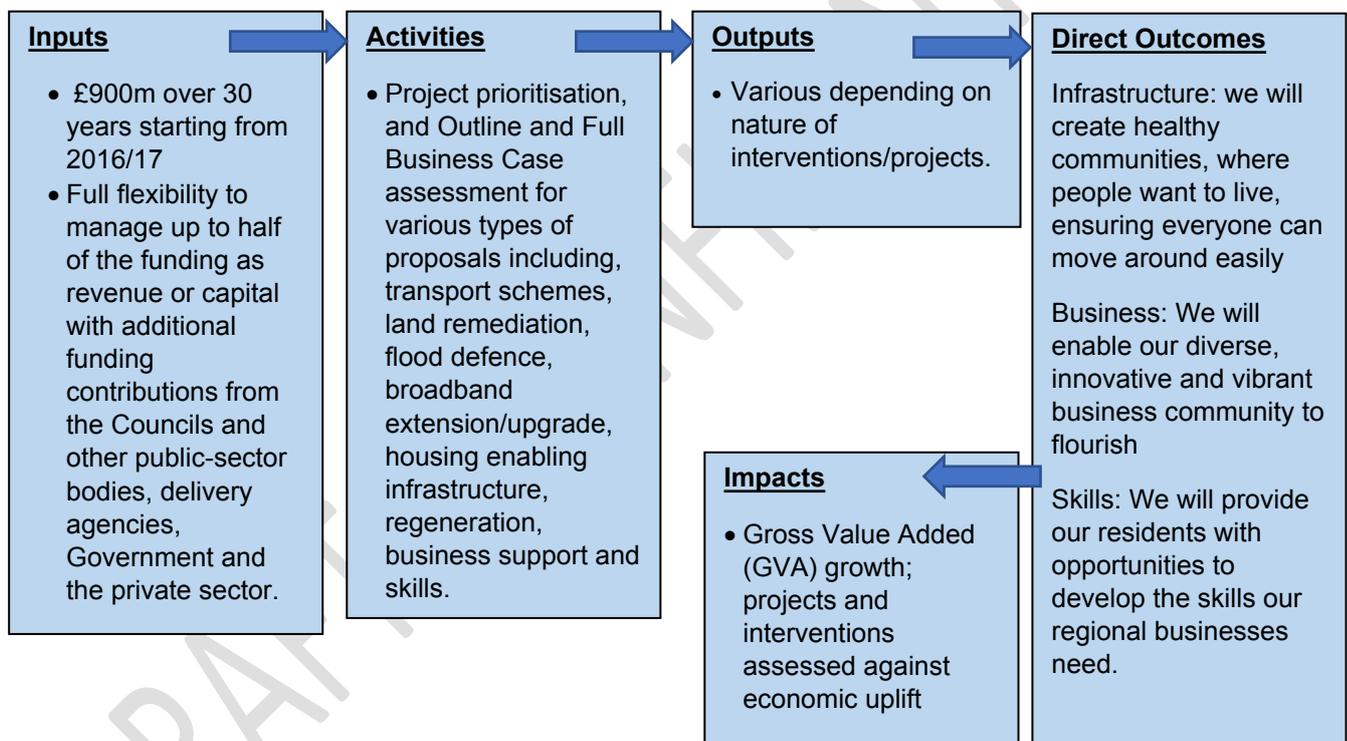
### Devolved Power/Responsibility

£30m per year for 30 years, or £900m to create a West of England Investment Fund.

### Logic Model

Objectives: Our operating framework sets out our vision to be a driving force for clean and inclusive economic growth in the region. The Single Investment Fund gives WECA the ability to deliver infrastructure investment and other interventions that lead to long-term economic growth.

#### Investment Fund – Logic Model



### Implementation

The Local Industrial Strategy, Spatial Plan and Local Transport Plan inform the identification and prioritisation of interventions for the Investment Fund. Individual projects and interventions are supported by Outline and Full Business Cases and are subject to the fully accountable governance of WECA.

The detailed processes for managing the WECA Investment Fund and West of England One Front Door Programme are set out in published Assurance frameworks which detail the agreed prioritisation, appraisal, monitoring and evaluation requirements for each scheme.

All schemes are required to produce an effective Monitoring and Evaluation Plan as part of their Business Case and is considered as part of the approval process. These Plans will be proportionate and reflect the scale and nature of the scheme, whilst drawing on the latest Government guidance and good practice.

The Investment Fund is subject to gateway assessments by a national independent panel.

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## Appendix B: Transport

### B1. Single Transport Pot

The 'Single Transport Pot' incorporates annual transport block funding covering highway maintenance (including bridge strengthening and 'integrated transport'). The funding is provided directly to the Combined Authority to be allocated as appropriate to the constituent councils.

Intervention Lead	Head of Transport
Senior Responsible Officer	Director of Infrastructure

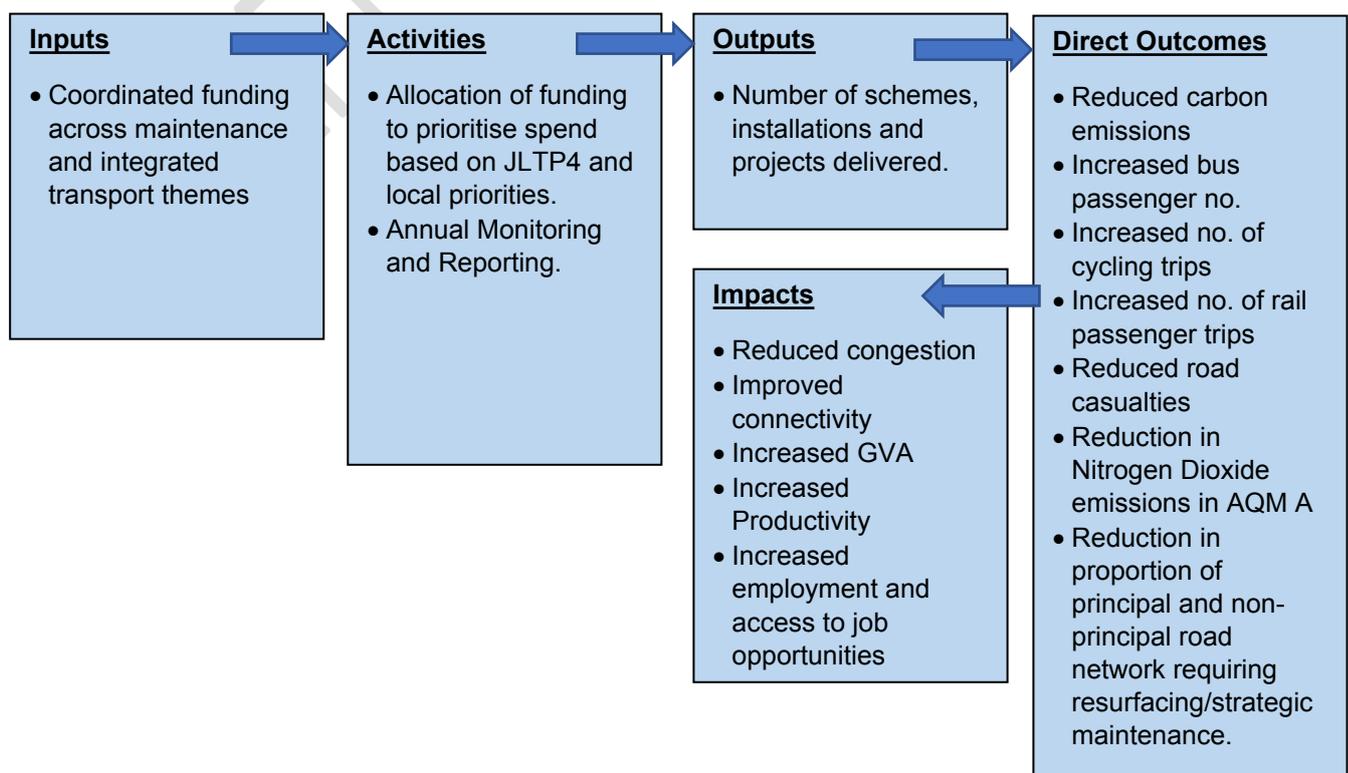
#### Logic Model

Objectives: As set out in our business plan our transport objectives are as follows:

- Better links to reduce congestion and connect people
- Improve national and international connections

This intervention also supports the following objectives as set out in the Joint Local Transport Plan:

- Support sustainable economic growth
- Enable equality and import accessibility
- Address poor air quality and take action against climate change
- Contribute to better health, wellbeing, safety and security
- Create better places



## Data Requirements

Metric	Frequency	Source	Baseline
<b>Inputs</b>			
1. Funding total and allocations	Annual	Intervention Lead / Programme Manager	£14.7m (2018/19)
2. Council capital programmes	Annual	Intervention Lead / Programme Manager	£17.6m (2018/19)
<b>Outputs</b>			
1. Number and type of schemes delivered	Annual	Intervention Lead / Programme Manager	0
<b>Outcomes*</b>			
1. Reduced carbon emissions from transport	Annual	UK local authority and regional carbon dioxide emissions national statistics	1122.2 kt CO2 (2016)
2. Increased bus passenger boarding numbers	Annual	DfT, Table BUS0106	64.7 million (2016/17)
3. Increased number of cycling trips	Annual	Local Authorities	N/A
4. Increased number of rail passenger trips	Annual	West of England Rail Survey conducted by the Local Authorities	24,788,278 (2016/17)
5. Reduced road casualties across all users	Annual	DfT/local authorities	2,084
6. Reduction in Nitrogen Dioxide emissions in Air Quality Management Areas	Annual	Local Authority AQMA surveys	N/A
7. Reduction in proportion of principal and non-principal road network requiring resurfacing/strategic maintenance.	Annual	Intervention Lead / Programme Manager	N/A
<b>Impacts</b>			
1. Economic Impact (£) - GVA - Productivity	Annual/ Final programme report	Cost Benefit Analysis, external evaluator's calculation tool	TBC
2. Improved travel times during peak hours along KRN and improved access to employment	Annual	Greater Bristol Area Transport Model/DfTdata	TBC
3. Increase in Employment	Annual/ Final programme report	BRES, ONS	TBC

\* Baselines for outputs subject to change and will be formally set through JLTP4

## **Analytical Approach**

Qualitative process focused research will provide insight and guide investment of the single transport pot to achieve the objectives set out in the business plan and JLTP. The evidence base will be regularly reviewed and will itself assist in monitoring the policies for their effectiveness. The monitoring of the JLTP will be set out in an annual progress report.

## **Resources Required**

Currently resources to support programmes funded through the Single Pot are identified through Governance Arrangements within each of the constituent UAs.

Local Authority and WECA officers are responsible for the collection of monitoring data.

## **Dissemination Strategy**

An annual progress report on the JLTP will be produced incorporating a summary of delivery of capital-funded transport schemes across the area and their performance against the JLTP indicators as set out above. The annual progress report will be taken to the Infrastructure Advisory Board and Joint Committee, as well as being published online.

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## **B2. Transport Authority**

WECA is the Regional Transport Authority with responsibility establishing a KRN, preparing and adopting the Joint Local Transport Plan, management of Concessionary Fares (as well as Community Transport Grants), provision of bus service information (including 'Real Time' passenger Information) and exercising a joint responsibility with the West of England councils for the delivery of socially necessary bus services.

### **B2.1 Concessionary Fares**

Continuous delivery of concessionary fares through the administration and management of the mandatory bus concessions for older and disabled people.

Performing the functions of the Travel Concession Authority (TCA) for the WECA area:

- Issuing and renewal of travel concession smart travelcards to eligible people within the geographical area of the scheme.
- Calculation, monitoring and reimbursement to bus operators for carrying concessionary passengers

Intervention Lead	Head of Transport
Senior Responsible Officer	Director of Infrastructure

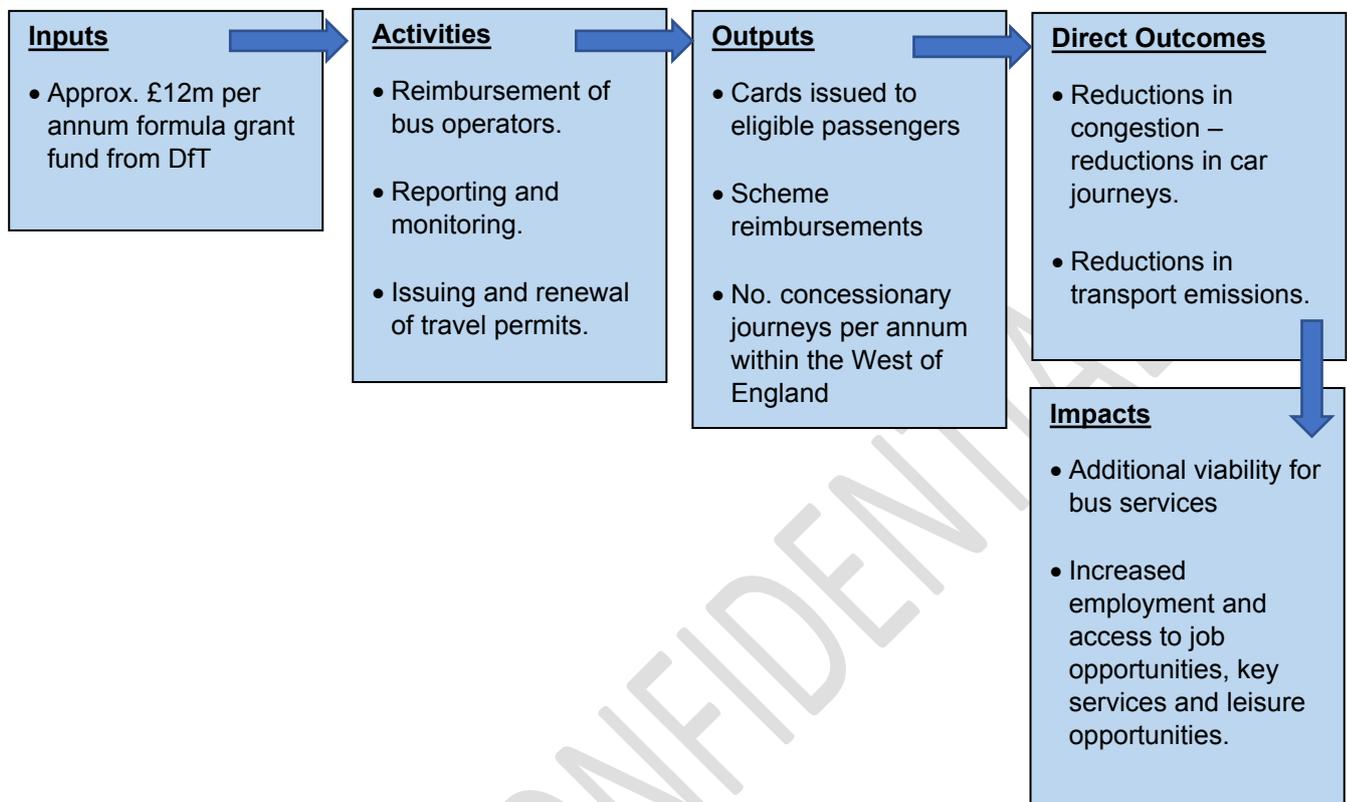
### **Logic Model**

Objectives: This activity aligns with the following objective as set out in our business plan:

- Better links to reduce congestion and connect people

There is an existing agreement in place for the provision of concessionary fares across the four Councils (including North Somerset) coordinated through South Gloucestershire Council with existing monitoring and evaluation processes in place which we will continue to report on through the Joint Local Transport Plan Annual Progress Report.

## Concessionary Fares Logic Model



### Analytical Approach.

Qualitative process focused research will provide insight into the delivery of concessionary fares, the monitoring data will be constantly reviewed to understand the effectiveness and take up of concessionary fares.

### Data Requirements

We are currently working with South Gloucestershire to collate the baseline.

Metric	Frequency	Source	Baseline
<b>Inputs</b> 1. Formula grant to Transport Concessionary Authority	Annual	DfT	approx. £12m (2018/19)
<b>Outputs</b> 1. Number of ENCTS card holders	Annual	UA CRM system / collated by WECA	TBC
2. Reimbursement payments to bus operators for carriage of concessionary card holders.	Annual	Local DTC scheme administrator (currently SGC)	TBC
<b>Outcomes*</b> 1. Number of concessionary bus journeys	Annual Annual	Bus operators	9.4 million TBC

2. Reduction in congestion -travel times on key routes?	Annual	Greater Bristol Area Transport Model/DfT data	1122.2 kt CO2 (2016)
3. Reduction in carbon emissions	Annual	UK local authority and regional carbon dioxide emissions national statistics	TBC
4. Reduction in Nitrogen Dioxide emissions in AQMA	Annual	Local Authority AQMA surveys	TBC
<b>Impacts</b> 1. Economic Impact (£) - GVA - Productivity	Annual/ Final programme report	Cost Benefit Analysis, external evaluator's calculation tool	TBC

\* Baselines for outputs subject to change and will be formally set through JLTP4

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## B2.2 Supported Bus Services

Coordination of tendered bus services which complement the commercial bus network to ensure communities can access key services by public transport.

Procurement of supported and socially necessary bus services, service management and monitoring of service performance including revenue, punctuality and passenger information

Intervention Lead	Head of Transport
Senior Responsible Officer	Director of Infrastructure

### Logic Model

Objectives: This activity aligns with the following objective as set out in our business plan:

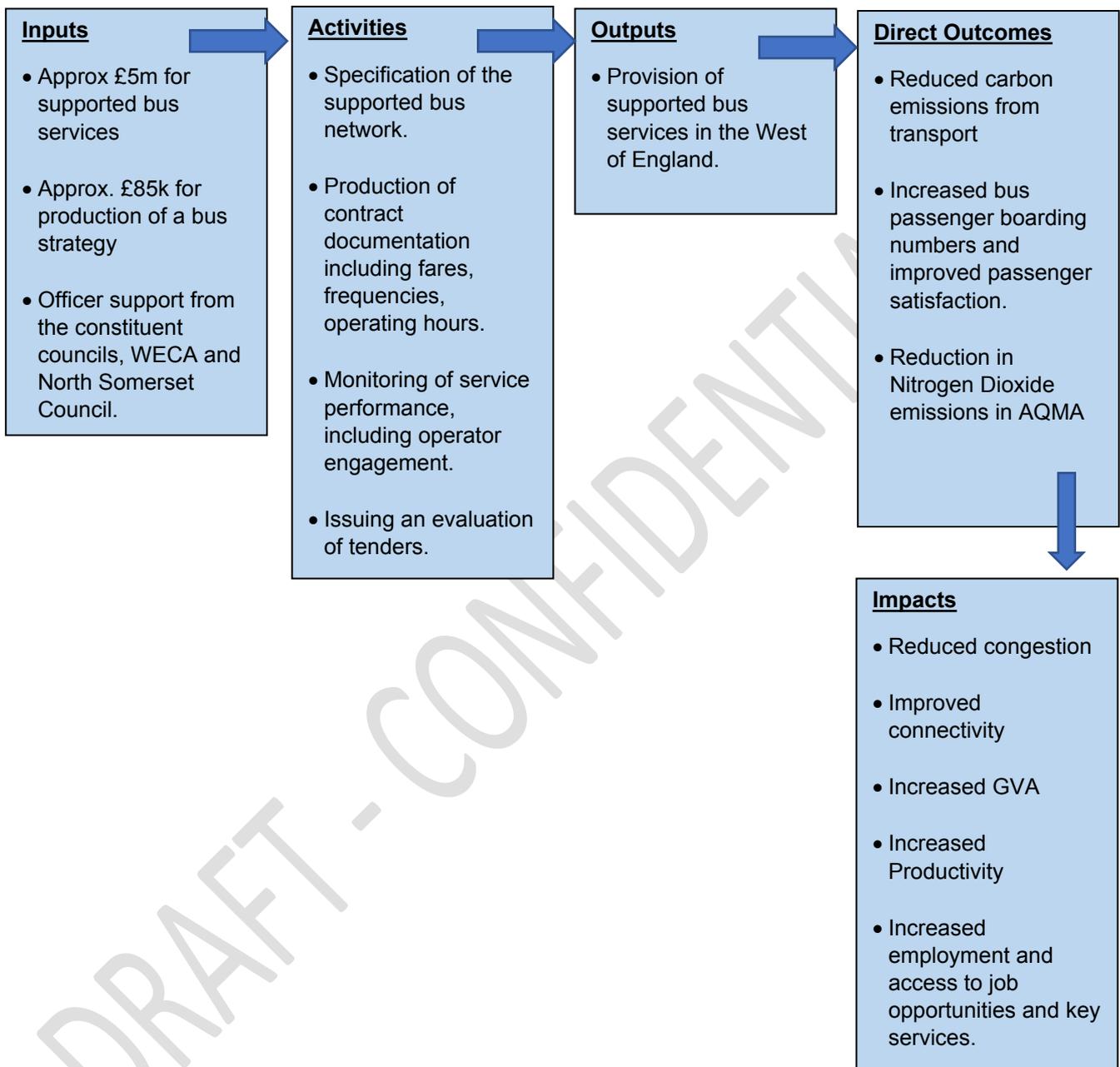
- Better links to reduce congestion and connect people

This activity also supports the following objectives as set out in the Joint Local Transport Plan:

- To improve quality of life
- To reduce carbon
- To stimulate economic growth
- To improve health, safety and security
- To improve accessibility

The project management of supported bus services is currently carried out by the respective constituent authorities on behalf of WECA using funding provided through the Transport Levy under the joint responsibility set out in the Devolution Deal.

## Supported Bus Services - Logic Model



### **Analytical Approach.**

Qualitative process focused research will provide insight into the delivery of supported bus services, the monitoring data will be constantly reviewed to understand the effectiveness of the initiative and will be reviewed in relation to the recommendations coming from the Bus Strategy.

## Data Requirements

Project management is currently carried out by the constituent authorities on behalf of WECA; work is being undertaken with the authorities to collate the baseline.

Metric	Frequency	Source	Baseline
<b>Inputs</b> 1. Funding total – supported bus serves	Annual	Data provided by constituent councils and operators	£4.96m (17/18 supported bus services budget)
<b>Outputs</b> 1. Supported Bus Services	Annual	Data provided by constituent councils and operators	66 bus routes
<b>Outcomes*</b> 1. Reduced carbon emissions from transport  2. Increased bus passenger boarding numbers and bus journeys per capita  3. Improved passenger satisfaction.  4. Reduction in Nitrogen Dioxide emissions in Air Quality Management Areas	Annual  Annual  Annual  Annual	UK local authority and regional carbon dioxide emissions national statistics  DfT, Table BUS0106  Transport Focus survey  Local Authority AQMA surveys	1122.2 kt CO2 (2016)  64.7 million (2016/17)  N/A  N/A
<b>Impacts</b> 1. Economic Impact (£) - GVA - Productivity	Annual/ Final programme report	Cost Benefit Analysis, external evaluator's calculation tool	TBC

\* Baselines for outputs subject to change and will be formally set through JLTP4

### **B2.3 Bus Passenger Information (Including `Real Time` information)**

The provision and upkeep of information for bus passengers covering bus routes, frequencies and arrival times. Includes paper-based timetable information at bus stops and on-line, and the provision of a `Real Time` passenger information (RTI) system, with electronic displays at stops predicting arrival times and available via a mobile phone app, as well as providing operating data to bus operators.

Provision of general bus information is currently undertaken by the three constituent councils on behalf of WECA, and North Somerset Council.

Intervention Lead	Head of Transport
Senior Responsible Officer	Director of Infrastructure

#### **Logic Model**

**Objectives:** This activity aligns with the following objective as set out in our business plan:

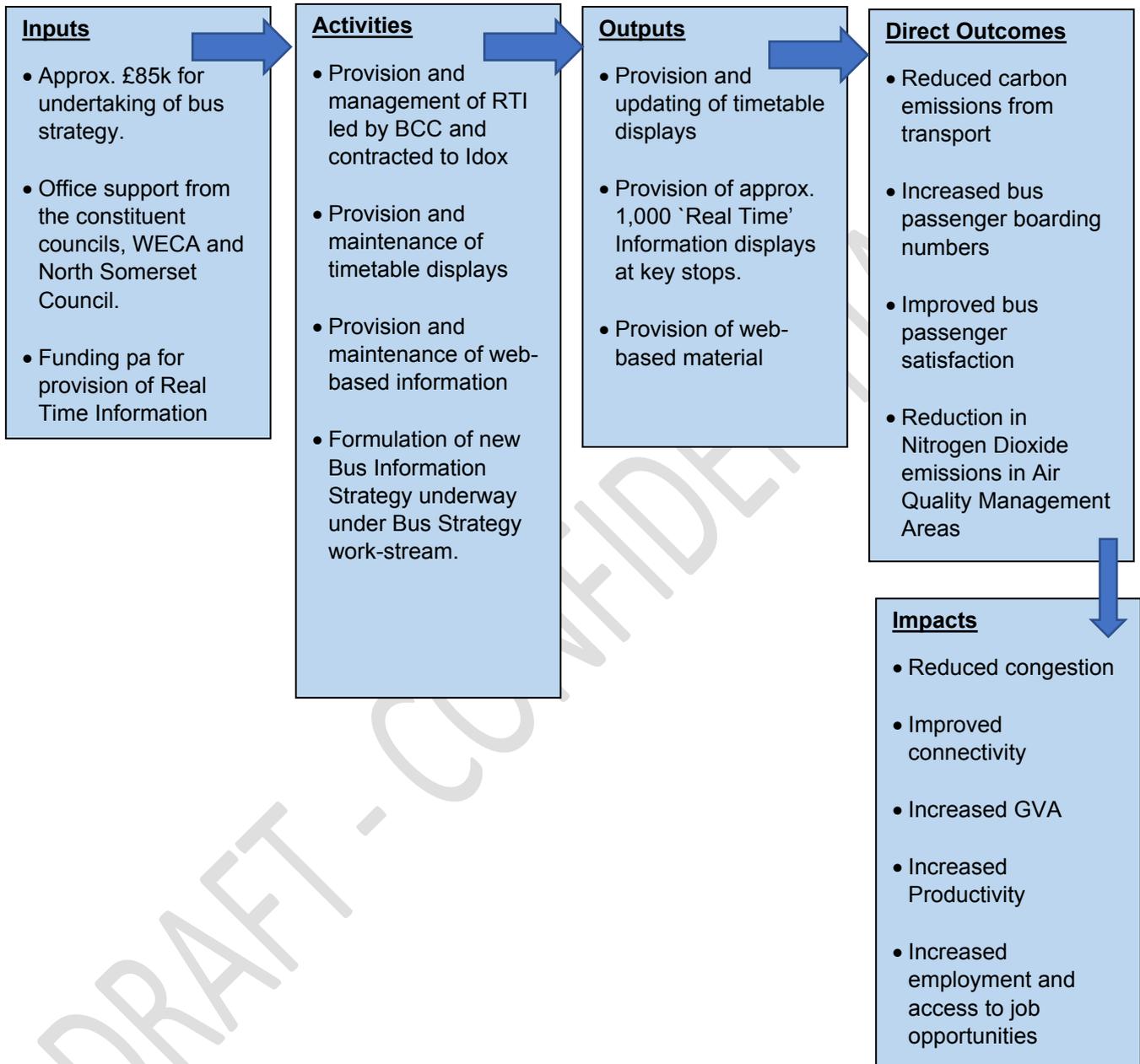
- Better links to reduce congestion and connect people

This activity also supports the following objectives as set out in the Bus strategy which has objectives nested within the Joint Local Transport Plan 4 (JLTP4) objectives, which are as follows:

- Support sustainable economic growth
- Enable equality and improve accessibility
- Address poor air quality and take action against climate change
- Contribute to better health, wellbeing, safety and security
- Create better places

Bristol City Council manage the joint provision of RTI on behalf of WECA and North Somerset Council. RTI supplier performance is monitored through a separate, joint, board with officers nominated by Heads of Transport and WECA. An upgrade to the RTI system has been part-funded through the WECA investment fund.

## Bus Passenger Information - Logic Model



### **Analytical Approach.**

Qualitative process focused research will provide insight into the delivery of bus passenger information, the monitoring data will be constantly reviewed to understand the effectiveness of the initiative and will be reviewed in relation to the recommendations coming from the Bus Strategy.

## Data Requirements

Baselines due to be confirmed in early 2019 once new RTI system and reporting tools are in place.

Metric	Frequency	Source	Baseline
<b>Inputs</b>			
1. Percentage of bus stops with up to date timetable information.	Annual	RTI monitoring reports/UAs	TBC
2. Percentage of bus stops provided with a 'real time' information screen.	Annual	RTI monitoring reports/UAs	TBC
3. Reliability of RTI system.	Annual	RTI monitoring reports/UAs	TBC
<b>Outputs</b>			
1. Percentage of bus passengers satisfied or very satisfied with bus service information	Annual	Transport Focus survey	TBC
<b>Outcomes*</b>			
1. Reduced carbon emissions from transport	Annual	UK local authority and regional carbon dioxide emissions national statistics	1122.2 kt CO <sub>2</sub> (2016)
2. Increased bus passenger boarding numbers	Annual	DfT, Table BUS0106	64.7m (2016/17)
3. Improved passenger satisfaction.	Annual	Transport Focus survey	N/A
4. Reduction in Nitrogen Dioxide emissions in Air Quality Management Areas	Annual	Local Authority AQMA surveys	N/A
<b>Impact</b>			
1. Economic Impact (£)	Annual/ Final Report	Cost Benefit Analysis, external evaluator's calculation tool.	TBC

\* Baselines for outputs subject to change and will be formally set through JLTP4

Part of the RTI programme has been funded through the Single Investment Fund, this was approved by the WECA committee in October 2017. Details of the M&E arrangements for this funding are set out in the Business Case which can be viewed [online](#).

## Resources

Local Authority and WECA officers are responsible for the collection of monitoring data in relation to the activities of the Transport Authority in achieving the objectives set in JLTP4. Additional resource to support more detailed evaluations on aspects of the Transport Authority have yet to be determined.

### **Dissemination Strategy**

An annual progress report on the JLTP 4 will be produced incorporating a summary of delivery of capital-funded transport schemes across the area and their performance against the JLTP4 indicators as set out above. The annual progress report will be taken to the Infrastructure Advisory Board and Joint Committee, as well as being published online.

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## Appendix C: Housing and Planning

### C1. Strategic Policy Framework for Planning and Housing

The Planning and Housing team are working to progress and integrate statutory and non-statutory strategic plans, strategies and other frameworks to assess needs and influence and better manage investment and delivery of housing, jobs and economic development and supporting infrastructure in line with broader sub-regional aspirations.

This includes working to support strategic planning through evidence base commissioning, technical advice, facilitation and project management [preparation of an Infrastructure and Investment Delivery Plan (IIDP) and work to ensure alignment and complementarity with for example, the LIS, Energy Strategy and Joint Local Transport Plan.

A Joint Green Infrastructure (GI) Strategy is also in preparation to ensure that the multi-functional benefits of green infrastructure to support sustainable growth and climate change emergency are also properly understood, planned for and incorporated into the strategic planning policy framework.

The scope of the Mayoral Spatial Strategy (SDS) has yet to be determined but will be informed by the specific spatial development strategy regulations and the need to demonstrate additionality to other statutory and non-statutory plans, where possible supporting additional and accelerated housing and employment development in line with the Combined Authority's prioritisation of delivery.

Intervention Lead	Head of Regional Housing and Planning
Senior Responsible Officer:	Director of Infrastructure

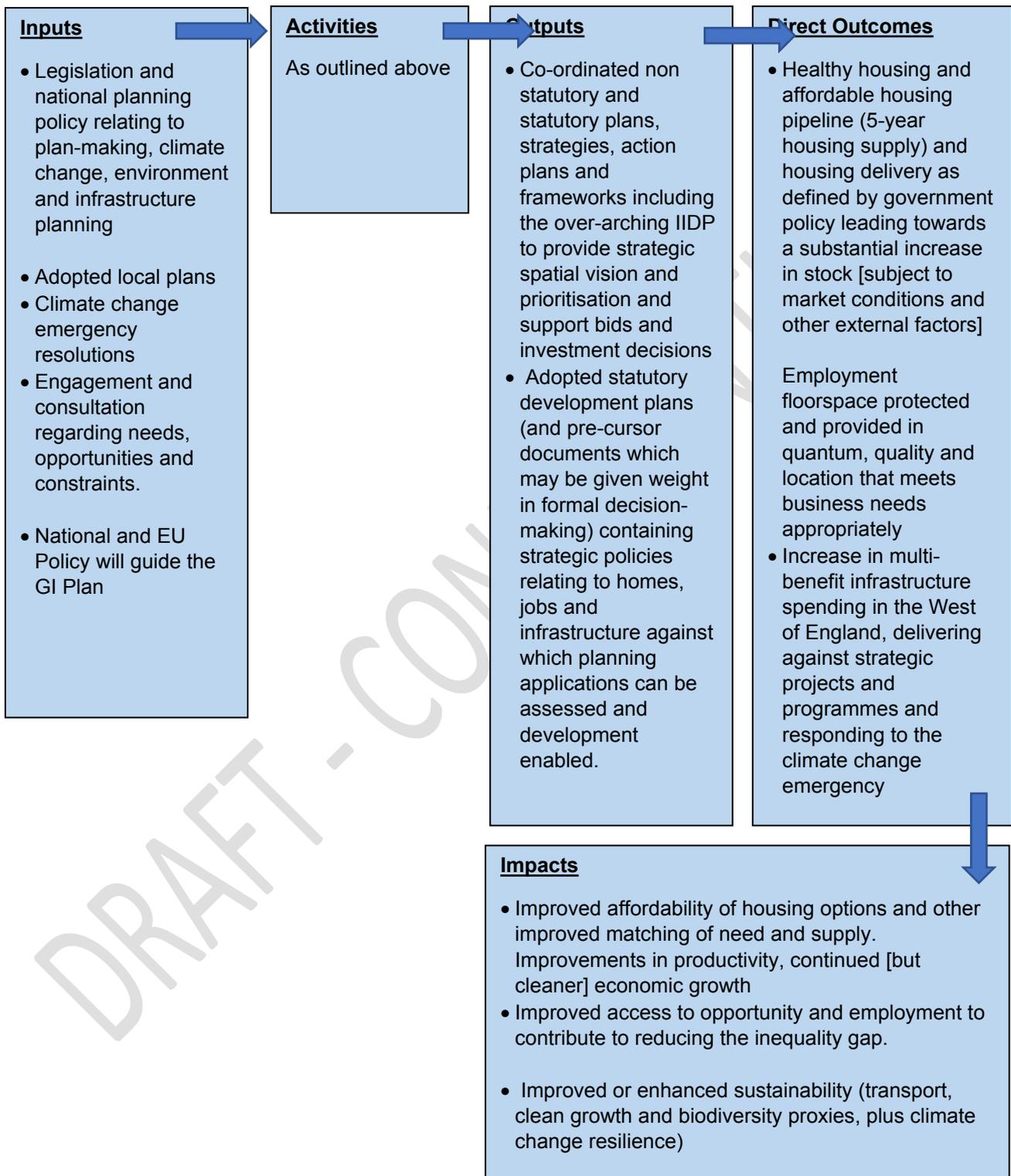
#### Logic Model

Objectives: This activity supports the following objectives as set out in our business plan:

- Enabling the required housing growth in the region promoting affordability and an appropriate housing mix
- Deliver employment spaces to meet the needs of business and communities

This work is undertaken alongside the transport team to ensure objective 1 is delivered – “better links to reduce congestion and connect people”

## Strategic Policy Framework – Outline Logic Model



### **Analytical Approach**

Outputs are tracked and reviewed through normal work programme and project management review processes and the monitoring of the plan(s) will be in accordance with requirements to deliver an annual monitoring report and for statutory plan review. The qualitative and quantitative technical and engagement evidence base will be reviewed on an ongoing basis and will itself assist in monitoring the policies and wider statutory and non-statutory framework for their effectiveness.

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## Data Requirements

Metric	Frequency	Source	Baseline/benchmark
<b>Outcomes:</b> 1. Housing completions* 2. Housing commitments (with planning permission or allocated).** 3. Affordable housing completions-by tenure * 4. Affordable housing commitments. * * used in housing delivery test; ** used with * to compile 5-year housing supply 5. Employment completions (against evidence base/policy benchmark) 6. Employment commitments 7. Floorspace losses 8. Biodiversity gain 9. Infrastructure spend by theme	Annually	UA policy teams and collated at WECA  UA policy teams and collated at WECA	Benchmarks are current policies or latest evidence base.  Baseline for 5-year housing supply is current monitoring year.  Housing Delivery Test uses a rolling 3-year average linked to the housing requirement benchmark (policy or standard methodology). Infrastructure spend baseline is April 2018
<b>Impacts:</b> 1. Market Indicators <ul style="list-style-type: none"> <li>• House price to earnings ratio</li> <li>• Employment floorspace rents/prices and vacancy levels</li> <li>• Economic growth (GVA)</li> <li>• Productivity growth</li> </ul> 2, IMD <ul style="list-style-type: none"> <li>• access to housing and services indicator</li> </ul> income and employment indicators <ul style="list-style-type: none"> <li>4. Needs assessments including degree of self-containment,</li> <li>5. Congestion, carbon and connectivity indicators (see transport).</li> <li>6. Climate change resilience indicators to be determined.</li> </ul>	As required to support statutory and non-statutory frameworks (statutory plan maximum 5-year intervals); interim intelligence through ongoing engagement and as	WECA and UA policy teams with input from consultants as necessary drawing on commercial data and modelling; also, regular engagement with relevant stakeholders.	As above

N.B Monitoring surveys have been carried out by the constituent authorities as of April 2018; at time of writing the outputs have yet to be collated for the West of England.

## **Resource**

Monitoring activity is supported by planning research and monitoring officers in each of the constituent UAs supported by WECA officers who are working on streamlined systems to build a West of England housing and planning monitoring resource. Officers meet quarterly through the Joint Planning Data Officers Group to share best practice and ensure consistency in approach. Where monitoring forms part of wider technical evidence base work and engagement, wider corporate and specialist consultancy support may be drawn upon, though engagement and review also occurs through various working groups, boards and partnerships which form part of normal Housing and Planning Team activity (e.g. the Green Infrastructure working Group and Strategic Solutions Panel).

## **Dissemination Strategy**

Individual Authority Monitoring reports are produced by the constituent UAs and published online typically on an annual basis; building a West of England monitoring resource will also apply Open Data principles where appropriate to datasets compiled locally. There is an ultimate intention to bring together the findings into an annual West of England Monitoring Report. Details are to be finalised and once confirmed the annual monitoring report and any evaluation report(s) will be taken to the Housing and Planning Board and published online. Information is also published as part of technical evidence base as appropriate.

## C2. Housing Delivery

There are a number of devolved powers which provide a toolkit to assist in addressing blockages to unlock or accelerate the delivery of housing in addition to those above; these are:

- Creation of Mayoral Development Corporations, with planning and land assembly powers, to support delivery of strategic sites in the city-region.
- Ability to undertake land assembly and implement Compulsory Purchase Order powers, to be exercised by the Mayor from May 2017.
- Powers to call-in applications for strategic cross-boundary linear development arising from the Mayoral Spatial Strategy (upon adoption of that Strategy).

Core work of the Housing and Planning team beyond the strategic planning set out above presently includes preparing business cases to secure funding to assist in delivery and convening partnerships to draw together different aspects of delivery expertise and capacity to proactively investigate, anticipate and overcome delivery issues to best effect. The work activities of the team that support this as listed at Objective 3 of the Business Plan:

- Delivering the Housing Package (agreed with Govt March 2018), including through strategic masterplanning and land acquisition
- 
- Housing Infrastructure Fund bid of £250m- supporting the preparation and ongoing development of a robust business case
- Convening and programme management of the Joint Assets Board and associated strategic asset management process relating to public land
- Convening a strategic partnership (the Housing Delivery Board) to progress housing delivery agendas including identifying opportunities to best use and scale up innovation.
- 

A strategic approach will identify opportunity areas where these tools may be helpfully deployed, the most appropriate tool will be used relative to whatever a scheme needs to be brought forward.

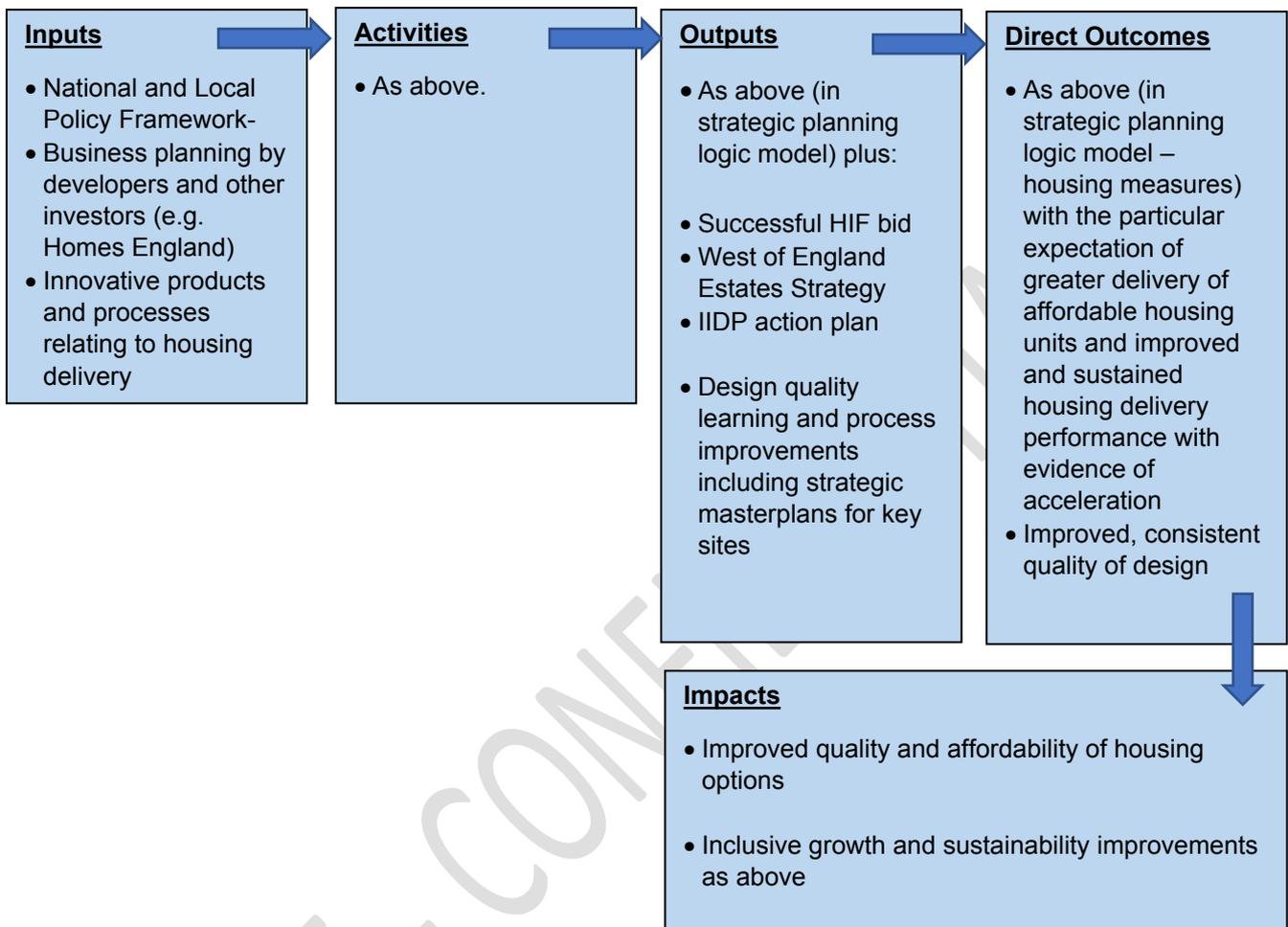
Intervention Lead	Head of Regional Housing and Planning
Senior Responsible Officer	Director of Infrastructure

### Logic Model

**Objectives.** This activity supports the following objective as set out in our business plan:

Enabling the required housing growth in the region promoting affordability and an appropriate housing mix.

## Housing Delivery – Outline Logic Model



### Analytical Approach

Outputs are tracked and reviewed through normal work programme and project management review processes and the monitoring of housing delivery will be in accordance with requirements set by the Government, presently the Housing Delivery Test. In addition, qualitative process focused research through ongoing engagement will provide insight into how planning powers/tools can help bring forward and unlock development sites to market more quickly and if the powers/tools increase capacity to contribute to housing completion targets; these will be used to evaluate and review activity on an ongoing basis.

WECA will continue to work with BEIS, the What Works Centre for Local Economic Growth and other partners to develop appropriate evaluation techniques looking into the effectiveness of the tools used to support housing delivery. From discussions to date monitoring and evaluation activities could include a focus the following:

- a) Influence on the prioritisation of sites or interventions; where possible comparisons will be made with similar areas/sites which have not been subject to the intervention. This will include:
  - i. Speed of planning decision
  - ii. Completions (Dwelling or floorspace) alongside anticipated phasing
  - iii. Timeliness of commencement on site
  - iv. Infrastructure works required and phasing of delivery
  - v. Access to funding
- b) Allow comparison in the effectiveness of policy interventions between similar sites

### Data Requirements

The data requirements will vary by project and the focus of the evaluation which have yet to be determined given their early stage, though many will overlap with those outlined under the strategic planning logic model relating to housing numbers, housing need, inclusive growth and sustainability. However, in addition, the following are potential metrics:

Metric	Frequency	Source	Baseline
<b>Outcomes:</b> 1. Schemes receiving design award nominations or other positive external recognition (e.g. Building for Life 12 assessment)	Annually	UA policy teams and collated at WECA	April 2019
<b>Impacts:</b> 1. Economic Impact (£) 2. Social Impact - well being	Final Report	Cost-Benefit Analysis  TBC	TBC  TBC

### Resources

See strategic planning. As It anticipated that the evaluation of the impact on housing delivery and whether it is being accelerated is incorporated into the anticipated sub-regional data collation and consistency function within the WECA Planning and Housing team.

### Dissemination Strategy

As for strategic planning.

## Appendix D: Employment & Skills

### D1. Adult Education Budget

Responsibility for the 19+ Adult Education Budget (AEB), was devolved to WECA from the academic year 2019/20, with the aim to provide more tailored programmes for adults aged 19+.

Intervention Lead	Education Partnership Manager
Senior Responsible Officer	Head of Business and Skills

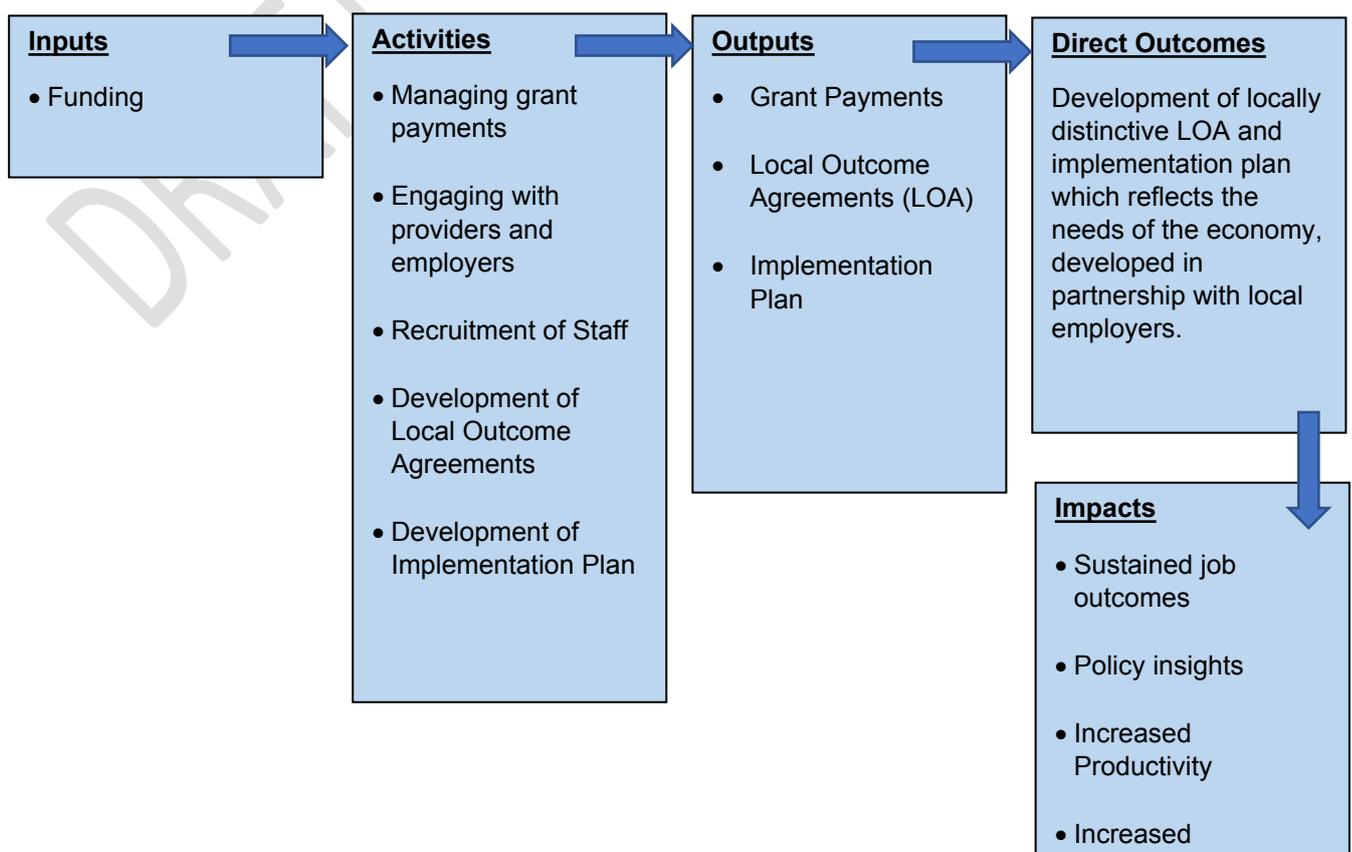
### Logic Model

This activity supports the following objectives as set out in our business plan:

- Improving skills and knowledge supply to meet existing and future demands
- A joined-up education, employment and skills system that meets the region's business needs

As the Local Outcome Agreement is developed the logic model will be developed further to reflect locally distinctive outcomes.

### Adult Education Budget - Outline Logic Model



## Data Requirements

In the first year of landing AEB the following data will be monitored; and added to once the function has been landed successfully and locally distinctive outcomes identified.

Metric	Frequency	Source	Baseline
<b>Inputs:</b> 1. Investment	Quarterly / Yearly Total	Programme Manager	£0
1. Expenditure	Quarterly	Programme Manager	£
2. Agreed LOAs	Annual	Agreed through WECA Committee	0
3. Implementation Plan	Annual	Agreed through WECA Committee	From 2021 onwards

The direct outcomes and impacts of AEB will be subject to detailed Evaluation considering but not limited to looking at:

- Productivity
- Social mobility
- Employment

And will seek to address the following questions:

1. How well has AEB worked in terms of processes and achieving desired outcomes?
2. What impact has AEB had on local skills delivery?
3. Has the devolution of AEB worked?

## Resources

A full-time data analyst is being recruited as part of the team to support AEB, their role will include the monitoring and evaluation. Once the team is in post a decision will be made on the resources required to undertake independent evaluation.

## Dissemination of findings

Monitoring updates and the final evaluation report of the AEB programme will be disseminated to the Skills Advisory Board and WECA Committee as appropriate. It will also be made publicly available on the WECA website and shared we key partners.



## D2. Growth Hub

### Monitoring and Evaluation Framework for Growth Hubs – 2019-2020

#### Introduction

This framework has been **refreshed** to ensure that Local Enterprise Partnerships (LEPs) through their Growth Hubs are collecting the right data in the right way to a) maximise their operational performance and impact, and b) to demonstrate “**what works**” in order to inform future BEIS and wider national and local policy thinking.

Evaluating the long-term impact of Growth Hub activities involves linking firm-level data to Government administrative data and tracking the effect on such things as business turnover and employee numbers over a period of many years. However, BEIS also needs to report on short/medium term outcomes to demonstrate what is being achieved today, which is why our data requirements also include summary (i.e. aggregated) statistics of the number of firms benefiting from the different levels of support and advice that is accessible via Growth Hubs.

This framework therefore sets out:

- The categories of support by “intensity level”;
- The aggregate statistics and firm-level data items that LEPs (via Growth Hubs) will need to collect and report into BEIS on an annual (and ad-hoc) basis;
- Why these statistics are valuable to both BEIS, LEPs and Growth Hubs;
- Roles / responsibilities; and
- Data privacy considerations.

This framework should be seen as the **minimum set of data to collect** and LEPs (via Growth Hubs) are encouraged to collect any additional data that they believe will help them operationally (e.g. linked to ERDF and other programmes) and to illustrate their wider impact, particularly on business growth and productivity in LEP areas and natural clusters such as the Northern Powerhouse and Midlands Engine.

Reflecting on LEP and Growth Hub feedback on the previous framework, we have sought to align the core metrics more closely with European requirements and refined our ask to further reduce the data burden, recognising the variety of Growth Hub models and typologies that are currently in place.

This paper also incorporates examples of best practice from LEPs and Growth Hubs who are operating a **data-driven approach** and who have already realised the value (for both operational and evaluation purposes) of good data collection, usage and analysis.

### **Intervention Intensity**

The key factor determining the aggregate statistics and firm-level data LEPs are required to report is the “intensity level” of the support the Growth Hub has provided to a business. Recognising that, in practice the intensity of support exists on a continuum (both in terms of time spent with a business and in terms of the nature of support), the following categories are thought to be a practical way of measuring the support provided.

- **“Light touch”** – transactional interactions with Growth Hubs which do not consume significant dedicated resource. Examples:
  - telephone enquiries and basic signposting
  - face-to-face appointments (involving very light-touch diagnostics)
  - web-based interactions (e.g. contact form, user registration to members area, use of live chat, online diagnostic tools, message through social media) [note: only **interactive** actions should be counted – not **passive** actions like views of a web page]
  - Attendance at Growth Hub organised events, festivals, conferences or pop-ups etc. (NB these are large events that deliver high-level information around business support/advice options. They are not more intensive workshops.)
  - Other contact medium not listed above
- **“Medium intensity”** – interactions which use moderate Growth Hub resource (approximately 1-hour plus) and which broadly aligns with the point in the customer journey at which GH start collecting basic firm-level data. Example:
  - business diagnostic with Growth Hub advisor/ business attendance at a support workshop
  - referral to business support schemes and programmes (local and national)
- **“High intensity”** – interactions representing sustained support and using significant Growth Hub resource, broadly aligned to the EU 12-hour metric for “Enterprise Support”<sup>1</sup>. Examples:
  - businesses with managed accounts

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1

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/672407/ES-IF-GN-1-002\\_ERDF\\_Output\\_Indicators\\_Definition\\_Guidance\\_v5.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/672407/ES-IF-GN-1-002_ERDF_Output_Indicators_Definition_Guidance_v5.pdf)

- services / support directly provided by Growth Hub

LEPs on behalf of their Growth Hubs are required to report aggregated statistics (set out below) for firms who have only benefited from “Light touch” interactions.

LEPs on behalf of their Growth Hubs are required to report aggregated statistics and firm-level data (detailed later) for firms who have benefited from “Medium intensity” or “High intensity” interactions.

### **Aggregated Statistics**

BEIS requires the following information from Growth Hubs via LEPs **every six months** via the Bi-Annual and end of year Growth Hub Annual Reporting process, which covers all interactions with businesses and individuals (including those at group events, business festivals and pop-ups). **The data gathered at the Bi-Annual report will cover the first six months of a funding period. The data gathered at the Annual report will cover the full year funding period.**

Notes: Businesses should be counted only once i.e. they will either appear under light intensity, medium intensity or high intensity categories.<sup>2</sup>

Measures such as “combined turnover” or “combined employee numbers” should only include the local business office receiving support (in the case of multi-site businesses). They will be calculated by aggregating the values recorded at firm-level. They should be the most recent values held by the LEP/GH at the point of reporting. Please ensure you are not accidentally double-counting this information.

Measures such as “total number of referrals” do not need to reflect whether (or not) the referral was taken up.

- Total number of unique businesses that have been supported (i.e. receiving **light, medium or high intensity support** as defined above) by the Growth Hub in the defined period (6 or 12 months)
- Number of businesses that have received ‘**Light touch**’ triage, information and/or signposting support
- Number of individuals/pre-starts interacted with who have received ‘**light touch**’ triage, information and/or signposting support.
- Number of businesses receiving ‘**Medium intensity**’ information, diagnostic and brokerage support.
- Combined turnover (amount £) of businesses receiving ‘**Medium intensity**’ information, diagnostic and brokerage support.

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<sup>2</sup> BEIS understands some LEPs/Growth Hubs have difficulty de-duping their CRM systems, therefore we have requested an additional statistic on the total number of unique businesses supported in a given period.

- Combined employee numbers (FTE) of businesses receiving **‘Medium intensity’** information, diagnostic and brokerage support.
- Number of businesses receiving **‘High intensity’** support i.e. sustained support and using significant Growth Hub resource.
- Combined turnover (amount £) of businesses receiving **‘High intensity’** support i.e. sustained support and using significant Growth Hub resource.
- Combined employee numbers (FTE) of businesses receiving **‘High intensity’** support i.e. sustained support and using significant Growth Hub resource.
- Total number of businesses that have received **‘Medium’** and **‘High intensity’** support that, have the opportunity, ambition and greatest potential to grow, or that could be classified as potential Scale- Ups using the definition provided below:
  - The aspiration and potential with support to deliver significant turnover growth over the next three-year period of at least 50%, and who have at least 5 staff in the current period.
- For ‘Medium’ and ‘High’ intensity interventions only, the tabulated responses to the satisfaction question **“How would you rate your overall satisfaction with the support provided by the Growth Hub?”** rated on a five-point scale<sup>3</sup>. A survey approach is sufficient<sup>4</sup>.
- Total number of referrals to a mentoring programme (note: a combined figure for ‘Medium’ and ‘High’ intensity interventions only).
- Total number of referrals to a skills or training programme (note: a combined figure for ‘Medium’ and ‘High’ intensity interventions only).
- Total number of referrals to a finance and/or funding programme (note: a combined figure for ‘Medium’ and ‘High’ intensity interventions only).
- Total number of referrals to an innovation and/or R&D programme (note: a combined figure for ‘Medium’ and ‘High’ intensity interventions only).
- Total number of referrals to an export/import support programme (e.g. DiT) (note: a combined figure for ‘Medium’ and ‘High’ intensity interventions only).

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<sup>3</sup> (1 Very Dissatisfied- very poor, 2 Somewhat Dissatisfied - poor, 3 Neither Satisfied nor Dissatisfied- average, 4 Somewhat Satisfied - good, 5 Very Satisfied – excellent)

<sup>4</sup> Acknowledging that at the point of reporting, customer satisfaction data may not yet have been received for all businesses supported.

## Firm-level Data

The following tables set out the **minimum** data to be collected for all businesses<sup>5</sup> benefiting from either “Medium intensity” or “High intensity” support from the Growth Hub. Annex 1 provides rationales for collecting each data type. Note: BEIS will distribute an annual review spreadsheet template to assist LEPs and their Growth Hubs in collecting firm-level data.

### Business details and unique identifiers

	Type	Format	Notes
1.1	Contact name	Free text (no character limit)	
1.2	Contact e-mail address	Free text (no character limit)	
1.3	Contact telephone number	Free text (no character limit)	
1.4	Business name	Free text (no character limit)	Validate with <a href="#">lookup service</a>
1.5	Company Registration Number (CRN)  Issued by Companies House	8-digit number  or 2 upper case letters and 6 digits  e.g. 89675265 e.g. SL007945	Find/validate with <a href="#">lookup service</a>  If not a limited company and lookup failed, then leave blank  If company is being registered soon, collect this once registered
1.6	HMRC VAT Registration number (VRN)  [only needed if no CRN reference is available]	9 digits  e.g. 123456789	Found on business VAT certificate  Validate with <a href="#">lookup service</a>

<sup>5</sup> “Businesses” throughout this paper excludes individuals in the pre-start up or pre-registration stage

			<p><a href="#">Find VAT service</a> from name</p> <p>If not VAT registered then leave blank</p>
1.7	<p>HMRC employers PAYE reference number</p> <p>(not accounts office reference)</p> <p>[Only needed if CRN or VAT references are not available]</p>	<p>DDD/LDDDDD</p> <p>or</p> <p>DDD/LLDDDDD</p> <p>e.g. 135/A56789</p> <p>e.g. 135/AB56789</p>	<p>L = Letter (upper case)</p> <p>D = Digit</p> <p>Also called Employer reference</p> <p>It can be found on HMRC business ePAYE letters OR by asking an accountant</p> <p>If not employing anyone on payroll then leave blank</p>
1.8	<p>Number of FTE employees at local business's office receiving support</p>	<p>Decimals allowed.</p> <p>e.g. 13.5</p>	<p>Full time, part time and subcontractors only</p>
1.9	<p>Turnover (£)</p>	<p>XXX,XXX</p>	<p>Total income/sales</p>
1.10	<p>Full address of local business's office receiving support</p>	<p>Free text</p> <p>(no character limit)</p>	
1.11	<p>Postcode of business local business's office receiving support</p>	<p>Free text</p> <p>(max 8 characters)</p>	
1.12	<p>Is this a multi-site business</p>	<p>"Yes" or "no"</p>	
1.13	<p>Brief description of what the business does</p>	<p>Free text</p> <p>(100 words max)</p>	<p>The product/service it delivers.</p> <p>The customers it serves.</p>

1.14	Growth/Scale-up potential	Free text (100 words max)	Brief description of the firm's levels of ambition and potential to grow
1.15	Month business started trading	MM/YYYY	Month the business first started making sales  Provides an objective measure of the maturity of the business

**Notes:**

In relation to unique business identifiers: Only one of CRN, VAT registration or PAYE reference number need be collected. For non-employers, who are not limited companies, and who are below the VAT threshold, all three fields can be left blank.

**Summary of support**

	Type	Format	Notes
1.16	Cumulative length of interaction since very first contact with the Growth Hub	Hours (whole number digits)	Roundup to nearest hour
1.17	Summary of what support the business says it needs	Free text (no character limit)	What is the nature of their enquiry and subsequent business need

**Support given in each interaction (1 or more) - Separate spreadsheet cells for each interaction**

1.18	Type of support	Free text (no character limit)	Brief description of the support given during an interaction.  Examples: Diagnostic, Referrals, Answer question, Ongoing support, Follow up.
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			A single interaction can involve several types of support.
1.19	Date of this support	DD/MM/YYYY	This is the date of interaction with the GH (not the date a referral is taken up).

Notes:

Some CRM systems can more easily report at the level of project (or project stage/output). This being the case, it is sufficient to record/describe each project (or project stage/output) completed and the completion date.

**Referrals and signposting (0 or more) - Separate spreadsheet cells for each referral**

	Type	Format	Notes
1.20	<u>Name</u> of referral program / service	Free text (no character limit)	Included all referrals of any kind made by the hub.
1.21	<u>Purpose</u> of referral	Free text (no character limit)	e.g. developing management capabilities, access to finance, recruiting technical skills
1.22	Date of referral?	DD/MM/YYYY	
1.23	Was the referral accepted and taken up?	Free text (no character limit)	If known, please record whether a referral was “accepted” or “not progressed”.  If pending, please record as “pending”.  If not known, please record as “unknown”.
1.24	Notes about this referral (optional)	Free text (no character limit)	

## **Data Security, Privacy and Data Sharing**

Growth Hub customers who receive “medium” and “high” intensity support should be informed that their data will be shared with BEIS for research and evaluation purposes only. Growth Hubs via LEPs will therefore need to ensure that any data sharing agreement must enable information on recipients to be shared with BEIS. This is to enable the use of data for matching to other public and commercial datasets for the purposes of evaluating and monitoring the ongoing impact of Growth Hubs. The following is an example of the agreement that has been used for other programmes and provides an indication of what will be required. LEPs will need to check that they are suitable in their own circumstances.

***‘The use of the Business’s information may include matching to other data sources to understand more about organisations like yours and general patterns and trends, although the business’s data will not be published or referred to in a way which identifies any individual or business. If the business has any questions in relation to how the information the business provides, and in particular any personal data, will be processed and disclosed please contact xxxxx’***

LEPs will need to ensure that the Growth Hub has put in place appropriate data protection arrangements in line with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 as laid out in the national LEP Assurance Framework.

## **Roles and Responsibilities**

BEIS will conduct a high-level, over-arching evaluation of the Growth Hub policy, using the firm-level intervention data collected from LEP and/or Growth Hub CRM systems. This may consider groups of similar LEPs / interventions, different Growth Hub typologies or leveraged in alternative sources of funding. However, it is unlikely to focus on any one particular LEP area or type of business intervention. This leaves the responsibility for evaluation at this level with the LEP itself. BEIS remains happy to advise on evaluations and recommends that LEPs engage with us at the beginning of the funding period.

BEIS will continue to act as a central focal point for sharing best practice between Growth Hubs, facilitated by the Growth Hubs Steering Group (Customer Insight & Data), and is happy to be approached for advice on monitoring, evaluation, the design of marketing materials and CRM systems or other analytical support. BEIS may distribute analysis of local business populations and business needs and help to “link” Growth Hub data to other datasets to help LEPs develop their Growth Hub strategies and targeting. Additionally, BEIS will distribute an annual review spreadsheet template to assist LEPs and their Growth Hubs in collecting firm-level data.

As Growth Hubs (those funded by BEIS) are led and governed by LEPs, LEPs are therefore responsible for both day-to-day monitoring of performance and wider strategic, process and impact evaluations of their activities – including value for money at a local intervention level.

LEPs are **strongly encouraged** to develop a robust evidence base<sup>6</sup> of the value of their Growth Hubs to ensure that they can demonstrate impact ahead of any future bids for public sector funding. Growth Hubs are encouraged to take a scientific approach to interacting with customers and to develop evidence of “what works”.

### Further Information

If you have any questions (including analytical) in the first instance please contact Zoe Hawthorne or Stuart Roddam.

### ANNEX 1 (Rationale for data collection)

- **What:** Contact name, telephone number, email address  
*Why: Future contact is more likely to succeed with a named contact to call back.*
- **What:** Business name, trading address (including postcode)  
*Why: For direct mail, site visits, event planning and geographical analysis*
- **What:** Companies House Reference Number, VAT Number and /or PAYE Number  
*Why: These help to uniquely identify businesses, especially useful where businesses have common names. Data matching can be used to generate an analysis of the growth and behaviours of your customers, to enable targeting and marketing services more effectively.*
- **What:** Interaction type, dates of interaction, time spent with business  
*Why: A record of previous interactions helps case managers to assess a business maturity and allows analysis of which types of businesses are seeking which advice. Enables operational benefits such as automatically scheduled call-backs X months after the previous interaction which secure repeat business and are useful for building relationships and “closing the loop” on growth hub activity. Not only useful management information for resourcing, but very strongly recommended for Growth Hubs applying for EU funding to satisfy their requirements.*
- **What:** Description of business (maturity, sector, aspirations)  
*Why: So that Growth Hubs can understand their users and tailor their services appropriately. Local economies have different strategically important sectors and knowing the firms sector allows for a comparison of growth hub support and activity with local populations and LEPs strategies*
- **What:** Services, schemes or partners to which clients are referred to e.g. Department of International Trade.
- **Why:** *Important for customer relationship management and sourcing of alternative assistance, also provides evidence to inform engagement with other programme owners. For evaluation can be source of counterfactual group.*

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<sup>6</sup> At the evaluation design stage (strongly recommended to be before implementation of a new type of intervention), the score of the evaluation on the Maryland scale should be considered and justified.

### D3. Future Bright

#### 1. Scheme background and context

Future Bright will support 3,000 residents in their endeavours to achieve career progression, helping them increase tangible work benefits and improve attitudes to work and motivation. The project will also engage 400 employers to promote good practice in recruitment and retention. £4m funding over three years provided by DWP from January 2018. Future Bright is managed by the West of England Combined Authority and delivered by the three Unitary Authorities.

Milestone completion dates	Baseline month/year
DWP memorandum of understanding & data sharing agreement	Nov - Dec 2017
Local Authority grant agreements & data sharing agreements	Nov 2017
Customer journey, delivery model & toolkit – individual	Nov - Jan 2017
IT security and information governance	Nov - Jan 2017
Delivery team recruitment	Nov - Dec 2017
Evaluation strategy	Dec 2017
Communications, Marketing, Website	Dec 2017
Procurement – CRM database & evaluation	Jan - Feb 2018
Full delivery roll-out - individual	Jan - Feb 2018
Customer journey, delivery model & toolkit – employer engagement	Feb - Mar 2018
Full delivery roll-out – employer	Feb 2018
DWP review of eligibility criteria	Dec 2018
Revised eligibility communications campaign – website, bus, press, radio	Q3 2018-19
Interim evaluation report	Jan - Feb 2019
Final evaluation report	Feb - Mar 2020

**2. Logic Model**

Context and Rationale					
<ul style="list-style-type: none"> <li>Welfare reform measures will enable people to work a wider range of hours and still receive a benefits 'top up'</li> <li>There is little evidence of 'what works' for interventions aimed specifically at supporting those who are in work to progress</li> <li>Most of the available evidence looks at working with specific sectors to improve progression pathways and encourage a culture of upskilling</li> <li>There are a range of hard-to-fill vacancies in the West of England, some with existing progression pathways</li> <li>With the right information and support individuals can increase the number of hours they work or improve their salary / wages through training</li> </ul>					
Objectives	Resources/ Input	Activities	Outputs	Direct & Indirect Outcomes	Impact
<ul style="list-style-type: none"> <li>Person centred support and coaching</li> <li>Increasing awareness and use of support available</li> <li>Promoting in-work progression of individuals</li> <li>Promoting improved health and wellbeing</li> <li>Increasing financial independence</li> <li>Empowering individuals</li> <li>Unlocking inertia</li> <li>Working with employers</li> </ul>	<ul style="list-style-type: none"> <li>Funding (£4m DWP)</li> <li>Aligned funding (£1.2m utilising services already funded)</li> <li>Local delivery teams – career progression coaches, project support officers and employment engagement officers</li> <li>Expenditure on client responsive budgets</li> </ul>	<ul style="list-style-type: none"> <li>Developing and marketing the programme</li> <li>Providing tailored support for those experiencing in work poverty</li> <li>Engaging with employers and business networks</li> <li>Managing payments</li> <li>Monitoring and reporting</li> <li>Expenditure on training and personal budgets</li> </ul>	<ul style="list-style-type: none"> <li>No. of referrals generated</li> <li>No. of people receiving support</li> <li>No. of employers engaged in support of the project</li> </ul>	<ul style="list-style-type: none"> <li>No. of participants increasing skills</li> <li>No. of participants increasing incomes</li> <li>No. of participants with an increase in wellbeing, confidence and motivation to progress</li> <li>No. of participants with an increase in basic skills, job search skills, and knowledge of support available</li> <li>No. of participants with an increase in employment security, flexibility, and employer supportiveness</li> <li>No. of participants with a reduction in the amount of in-work benefits being claimed</li> <li>No. of employers offering good jobs, with flexible and secure contracts and fair pay</li> <li>No. of employers reporting improved employee engagement, reduced absenteeism, and more successful recruitment and retention of staff</li> </ul>	<ul style="list-style-type: none"> <li>Increased GVA</li> <li>Increased productivity</li> <li>Learning on in-work progression from all stakeholders</li> <li>Social Value Added</li> </ul>

### 3. Evaluation design and methodologies

#### Employment Support Innovation Pilot – Future Bright: Evaluation Strategy

##### Project summary

The DWP funded innovation pilot Future Bright will work with 3,000 residents in the West of England Combined Authority who are in work on low incomes and 400 employers to understand and help overcome barriers to making progress in the workplace.

Referrals will be generated through social housing landlords, councils and community organisations who can facilitate engagement with their tenants and customers who claim eligible in-work benefits to top up their incomes: Working Tax or Child Tax Credits, Housing Benefit, means-tested Council Tax Reduction, Universal Credit, Income Support, Job Seekers Allowance and Employment Support Allowance. (The latter four benefits were added to eligibility criteria in October 2018.)

A tailored and flexible community-based service will help individuals to identify their assets and barriers, and work together on a targeted plan to achieve their goals and fulfil their potential. The plan will be holistic, helping the beneficiary reach solutions to a range of life issues including employability, communication, basic skills, health and wellbeing, money and debt, housing, transport, childcare and family issues through one-to-one coaching and signposting to specialist support. A customer responsive budget will support any training or other relevant needs, with full use made of existing provision and support networks across the area. Beneficiaries will be empowered to explore progression options with their current employer, as well as considering wider local opportunities.

The aim is to motivate and support individuals to increase their incomes and kick start their career progression journey. This may be by finding ways to increase their hours, finding better paid work, or simply stabilising their incomes through more secure contracts.

Employer Engagement within existing employer networks as well as with individual employers will promote the benefits of adopting good practice in recruitment and employment policies. Feedback from employers will indicate what steps are achievable, as well as what they perceive to be barriers to supporting workplace progression. This work will identify and increase the supply of jobs locally with good career progression opportunities.

##### Evaluation aims

DWP are providing funding for a range of Employment Support Innovation Pilots to obtain fresh and critical insight into people who are in work and receiving in-work benefits to top up their income, including Future Bright for residents in the West of England Combined Authority. Future Bright aims to provide robust evidence demonstrating how individual in-work progression into more sustainable and higher paid careers can be best supported. Successful project outcomes will help maximise participation of our local workforce in the economy.

A comprehensive set of data will be collected by the Career Progression Coaches at the beginning and end of each intervention, plus after 3 months for those whose support is longer than this. Follow up data for key targets will be requested from the database 6 and 12 months after engagement (where timelines allow), including self-assessed progression trackers to monitor levels of motivation, confidence, health and wellbeing. The action-research approach will find out and record perspectives from all key stakeholders: those experiencing 'in-work poverty', local employers, partner agencies such as housing services, learning and advice providers, creating written, audio and video case studies to promote and demonstrate impact of the project.

External evaluators Centrifuge have been commissioned to analyse the quantitative and qualitative data, providing clear evidence on what elements of delivery have the most success with residents, and what the barriers are to employers creating the environment for career progression. A cost/benefit analysis will also be executed.

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**Working hypotheses:**

**Individuals**

Support to create and complete a tailored individual action plan, together with motivational and confidence building coaching where needed, will help people make progress in the workplace.

Progression will be measured as:

- An increase in wages in current job
- An increase in hours worked
- More stable hours contracted
- Increased skills or qualifications
- Decrease in benefits claimed
- Promotion with existing employer
- Obtaining a new job with a different employer

Qualitative measures for the individual will include:

- Improving their perception of employability assets
- Increasing their motivation and commitment to progress in work
- Improving their job search skills
- Improving their confidence in the workplace
- Improving engagement with their employer
- Improving their contract security
- Increasing confidence in their basic skills, including IT skills
- Increasing confidence in their ability to manage on their income
- Increasing satisfaction with their work hours and flexibility
- Reducing the negative impact of work on their health and wellbeing
- Increasing their awareness of support available
- Increasing their satisfaction with their work overall

**Employers**

More progression opportunities will be available in the workplace locally through engaging employers to demonstrate the benefits of offering good practice in recruitment and employment policies.

Progression opportunities will be measured as:

- Secure employment contracts
- Increase in guaranteed hours
- Reduction of zero hours contracts
- Advanced planning of shift patterns
- Living wage rather than minimum wage
- Learning & development / apprenticeship opportunities
- Policies on employee progression routes

**Key Research Questions:**

***Impact on Service Delivery***

1. *Has our pilot added value in terms of integrating support which already exists?*
2. *Have we achieved increased outcomes for this group within the same envelope of funding?*
3. *What mechanisms work best when co-ordinating and/or integrating different support services provided by the public sector and community partners?*
4. *Which services are needed?*
5. *Which are the most effective in engaging and supporting targeted individuals to progress – including*

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*the best mix of digital and face-to-face support?*

6. *Can providing more information about and access to a range of services, entitlements, and support (which they could receive or purchase) help individuals move out of low income insecure employment?*

### **Impact on Individuals**

1. *How is the motivation and ambition to progress in employment best promoted and encouraged?*
2. *What are the main characteristics of those who progress?*
3. *What are the main characteristics of those who do not progress?*
4. *What are the views of participants on the services delivered and how they were delivered?*
5. *How can they be improved?*
6. *Can increased employability and higher earnings be achieved through increased self-belief and/or motivation to take action and invest in skills development?*
7. *What features of the service delivery have had most impact on progression of individuals?*

### **Employer evaluation**

1. *Which services and communication channels best provide employers with an increased understanding of the benefits of employee progression and retention?*
2. *Does working with employers increase the supply of jobs in our area which have support for progression (advice, mentoring, training, etc.)?*
3. *Does working with employers improve access to flexible working practices for those that need it?*
4. *How can we best influence employer practices and behaviour, including use of zero hours contracts, temporary contracts, and self-employment which do not sufficiently encourage staff training and development?*
5. *How can we encourage employers to use HR practices which can increase security of employment and working hours?*
6. *How can we encourage employers to offer more flexible working for parents and those with caring responsibilities?*
7. *What are the main barriers for employers when considering improving HR practices and increasing progression opportunities?*

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## **4. Data requirements**

### **4.1 For schemes fully or part-funded via the Local Growth Fund only**

Not applicable

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### **4.2 Data collection methods**

Collection tools include checklists, progress trackers, surveys and interviews.

All data will be captured on the project database, allowing interrogation of the data throughout to review activities and inform delivery processes.

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### 4.3 Data collection and establishing the baseline

Data collection will take place throughout the duration of the project, with operational data reviewed monthly, output reports produced quarterly, and impacts assessed in the annual evaluation reviews.

Headline dates as summarised below.

<i>Metric (inc. Target)</i>	<i>Unit</i>	<i>Frequency</i>	<i>Data source (&amp; Responsibility)</i>	<i>Baseline date</i>	<i>Reporting to?</i>
<b>Inputs</b>					
Funding	£	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
Aligned funding	£	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
Appointed, trained and retained Career Progression Coaches, Employer Engagement Officers, Project Support Officers	20 CPCs 3 EEOs + 2 outsourced 3 PSO's	Quarterly	Programme Manager	0	Quarterly Highlight Report
Expenditure on overall project delivery –client responsive budgets	£	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
<b>Outputs</b>					
No. of referrals generated	Number	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
No. of people receiving support	Number	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
No. of employers engaged in support of the project	Number	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
<b>Outcomes and impacts</b>					
No. of participants with increased skills through completing training	Number	Quarterly	Future Bright CRM, Programme Manager	0	Quarterly Highlight Report
No. of participants with increased pay	Number	6 monthly	Participant surveys, Future Bright CRM, Evaluators	0	Quarterly Highlight Report
No. of participants with an increase in wellbeing, confidence and motivation to progress	Number	Annual	Participant surveys, progress trackers, Future Bright CRM, Evaluators	0	Annual evaluation report
No. of participants with an increase in basic skills, job search skills, and knowledge of support available.	Number	Annual	Participant surveys, progress trackers, Future Bright CRM, Evaluators	0	Annual evaluation report
No. of participants with	Number	Annual	Participant surveys,	0	Annual

an increase in employment security, flexibility, and employer supportiveness			progress trackers, Future Bright CRM, Evaluators		evaluation report
No. of participants with a reduction in the amount of in-work benefits being claimed	Number	Annual	Participant surveys, progress trackers, Future Bright CRM, Evaluators	0	Annual evaluation report
No. of employers offering good jobs with flexible and secure contracts and paying the living wage	Number	Annual	Employer surveys, Future Bright CRM, Evaluators	0	Annual evaluation report
No. of employers reporting reduced absenteeism, attracting and retaining staff	Number	Annual	Employer surveys, Evaluators	0	Annual evaluation report

### 5. Delivery plan

Monitoring data will be collected from participants at the start and end of their journey, plus mid-way for journeys over 3 months. Follow up surveys will be issued 6 and 12 months after the journey ends.

Funded Local Authority delivery partners will report on activity data from the database monthly, and on outcomes quarterly to accompany grant claims. WECA will also produce a quarterly report and reconcile internal expenditure quarterly with Finance.

Written and video case studies will be compiled throughout the project to evidence the impact of the project on the careers, lives and families of individual participants.

The data in the database, together with qualitative surveys undertaken by the external evaluators, will inform independent annual evaluation reports compiled annually in May, with the final report completed by June 2020.

### 6. Resourcing and Governance

External evaluators for Future Bright will be procured and will provide ongoing monitoring and evaluation support for Future Bright Plus – following all WECA procurement processes. When the market was tested for suppliers, Centrifuge were identified as experienced in this sector and type of project.

The budget for monitoring and evaluation includes £19,000 for the project database supplied by Lamplight, including support from PFIKS Digital Innovation for the online referral form that integrates with the database. GDPR compliance is built into participant engagement, with the Privacy Notice issued at an early stage as well as being available through the website.

The evaluation budget is £40,000 over the 3 years, which includes:

- Advising on project monitoring
- Providing feedback on service delivery including participant and delivery team surveys and interviews
- Analysing reports
- Production of annual evaluation reports

Evaluation is carried out primarily on the monitoring data input to the Lamplight project database. Input to this is checked regularly by delivery managers with their teams, with periodic audits for completeness. WECA also audit samples of data on a regular basis, with more comprehensive quarterly checks for accuracy and completeness.

Centrifuge: 5 Juniper Walk, Newcastle upon Tyne, NE5 1UE, [admin@centrifuge.coop](mailto:admin@centrifuge.coop).

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## 7. Dissemination

Quarterly Monitoring Reports will be shared with the Future Bright Project Team and Skills Advisory Board; whilst the final evaluation report will also be taken to the WECA Committee. It is intended that the final evaluation report will be made publicly available online and share with interested partners.

Annual evaluation reports are shared with the evaluation board, delivery partners and funders, and used for ongoing development of the service and delivery process. They form the basis of the annual project team awayday, facilitating workshops to celebrate successes and overcome barriers.

WECA will own the evaluation documents and have control over circulation. These may be circulated to a wider audience to share lessons with broader stakeholders at WECA's discretion.

Highlights from the evaluation reports will inform infographics prepared by WECA communications team which will be used for project promotion and information on WECA's work.

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