

Monitoring and Evaluation Framework

15/16

May 2015 (Draft)

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1. Introduction

1.1 Strategic Context

The LEP's [Strategic Economic Plan \(SEP\)](#) sets out our ambitious plans to achieve strong and transformational growth in the Heart of the SW area, setting out an approach to growth that recognises the need for balance with three core aims:

- Creating the Conditions for Growth
- Maximising Productivity and Employment
- Capitalising on our Distinctive Assets

Under each of these aims are our evidence based priorities to achieve growth.

As well as an overarching vision and priorities, the SEP provides a framework for measuring success, with key outcomes by 2020 and 2030 for each of our core aims. The SEP identifies that there are a number of tools at our disposal for implementing the strategy, some are formal and supported by strategies and plans (e.g. the ESIF, Plymouth and SW Peninsula City Deal), others represent ways of working such as influencing national Government priorities, working in partnership with the private sector etc. One of the most important tools for LEPS are Growth Deals.

Growth Deals provide funds to local enterprise partnerships for projects that benefit the local area and economy. The [first wave of Growth Deals](#) was announced on 7 July 2014 and then further expanded on the 29th of January 2015.

In the first wave of Growth Deals, the Heart of the SW was successful in securing £130.3m¹ of the Government's Local Growth Fund to create a total investment package of £270.3m, creating 13,000 jobs and allowing 8,000 homes to be built. Growth Deal one was focused on three key areas:

- **Enhancing infrastructure and connectivity across the area** – A range of transport majors, sustainable transport, pinchpoint and transport interchange schemes across the LEP area that will improve connectivity, open up key housing and employment sites. Investment in 4G mobile solution to improve connectivity in key cold-spot areas. Flood defence and mitigation measures to improve future resilience and enable growth.
- **Building on Hinkley Point C Opportunities** – The LEP and Government agreed an early package of support for Hinkley in 2014-2015 in June 2014. The Growth Deal builds on this package of support through inclusion of transport and skills projects to allow the area to benefit from this significant investment.
- **Maximising productivity, innovation and employment** – A range of projects including a growth hub, innovation infrastructure and skills investment.

Full details of Growth Deal 1, can be found [here](#).

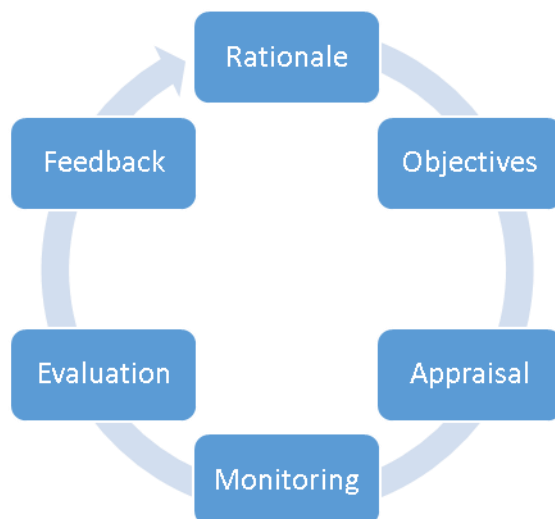
¹ This includes 4 HCA projects which are outside the scope of this Monitoring and Evaluation Framework

Growth Deal 1 was then expanded in January 2015 with an extra £65.2m of the Government’s Local Growth Fund. This included further investment in transport infrastructure, innovation infrastructure, superfast broadband and an ‘Unlocking Growth Fund’ to invest in projects across the area that will boost employment at key sites. Full details of the expansion can be found [here](#).

1.2 Why monitor and evaluate?

Monitoring and Evaluation is an essential element of understanding the effectiveness and impact of projects and programmes delivered using public sector investment. It will enable us to keep track of what has been spent and what has been delivered, as well as understand better what works and what lessons can be learnt in order to improve future decision making. This process of continuous improvement is illustrated well through the ROAMEF cycle, produced in the Treasury’s Green Book, Appraisal and Evaluation in Central Government. Robust monitoring and evaluation processes can also help us to demonstrate to partners and Government that we are worthy of future investments.

Figure 1: ROAMEF Cycle



1.3 Scope

Our Assurance Framework set’s out clearly how the LEP will develop a strong pipeline of projects and the process for appraising projects to receive investment.

This document sets out the process for monitoring and evaluating projects across the LEP portfolio of investments. The framework is therefore broad in scope and designed to cover all investments funded through the LEP, including:

- Local Growth Fund (Growth Deals 1 and 2);
- Growing Places Fund; and
- Future Growth Deals.

Whilst the LEP has a significant influence over European Funding, it does not have responsibility for monitoring ERDF investments. However, given the LEP's extensive role in the ESIF process, this plan will set out our expectations for the monitoring and evaluation of ESIF funded investments.

2. Overview of Evaluation within the LEP

We anticipate that monitoring and evaluation within the Heart of the SW LEP will consist of:

- **Annual Strategic Review** – Reflecting on progress against SEP objectives and priorities, evidencing action taken by the LEP to further priorities. A particular focus of the review will be to evidence the Strategic Added Value achieved by the LEP (e.g. influencing partners), as well as securing direct investment. The review would also reflect on our overall economic performance and progress towards our key outcomes.
- **Process Review** – Given the LEP is in the process of implementing a number of systems and processes to support its decision making, there is likely to be some value in conducting a process evaluation in Spring 2016 to help understand which elements of the process are working well and which elements are not and providing an opportunity for our stakeholders to feedback on the process.
- **Monitoring our Investment Portfolio** – The LEP will monitor the ongoing performance and progress of projects within its portfolio. The aim of this process is several fold
 - To understand progress and performance of investments, identify slippage and risks to delivery;
 - To collect data that will support subsequent evaluation/impact studies; and
 - To report progress back to Central Government/funders.

The exact process and metrics may vary slightly from fund to fund. The process for collecting and reporting on Growth Deal investments is detailed in Appendix 1.

- **Evaluating Individual Investments** – In addition to basic monitoring requirements, each investment project will be required to produce a post project evaluation report.
- **Meta-Evaluation** – The LEP may conduct strategic evaluation studies across its portfolio to:
 - Understand the impact of a specific or group of projects;
 - Learn lessons from pilot/exploratory projects;
 - Build the evidence base on what works and why.

The exact nature of these studies will be informed by intelligence needs later in future years, but may explore particular investment themes (e.g. sustainable transport, FE capital, innovation infrastructure), particular geographies (e.g. investment in Plymouth). To ensure meta-evaluation studies like this are possible, the LEP will ensure there is consistency in measuring success at individual project level.

Table 1 provides more detail on our proposed evaluation approach.

Table 1: Proposed Approach to Evaluation

What	Why	How	Cost and funding	Who responsible	Dissemination	When
Annual Strategic Review	<ul style="list-style-type: none"> • Demonstrate progress against SEP Objectives and Priorities • Strategic Added Value • Investment achieved • Economic Performance and progress against outcome measures 	<p>External review, commissioned by Head of Strategy and Operations.</p> <p>Recommended that this review explores made against the LEP’s priorities and activities undertaken (by leadership theme).</p> <p>Views gathered from:</p> <ul style="list-style-type: none"> • Leadership groups & supporting authorities • Key external stakeholders • The board • Management team <p>Economic performance data updated and analysed.</p>	<p>Estimated cost: £10-£15k</p> <p>Resources: LEP Core Funding, research Budget</p>	Head of Strategy and Operations	AGM, business conference & website	Complete by AGM (Sept/Oct 2015)
Process Review	<p>To reflect on the LEP’s core processes (e.g. pipeline development, decision making, roles and responsibilities) to understand:</p> <ul style="list-style-type: none"> • What is working well • What needs improvement • Lessons that can be learnt from elsewhere. 	<p>It is proposed that this review is completed using external resources to ensure that the review is undertaken from an independent perspective.</p> <p>Evaluators should explore:</p> <ul style="list-style-type: none"> • Perspectives from a wide range of stakeholder including: <ul style="list-style-type: none"> ○ Accountable body; ○ LEP Board; 	<p>Estimated cost: <£20k</p> <p>Resources: LEP Core Funding,</p>	Head of Strategy and Operations	LEP Board and Management Team	Spring 2016

	To make recommendations for how key processes could be improved.	<ul style="list-style-type: none"> ○ Members of Leadership Groups and Special Interest Groups ○ Organisations that are not part of the LEP's Governance structure (e.g. districts) ● Processes in other LEPs 	research budget			
Monitoring our Investment Portfolio	<p>To understand progress and performance of investments, identify slippage and risks to delivery;</p> <p>To collect data that will support subsequent evaluation/impact studies; and</p> <p>To report progress back to Central Government/funders.</p>	<p>Appendix 1 details the process adopted for Local Growth Fund.</p> <p>Appendix 2 for the Growing Places Fund</p> <p>Appendix 3 for ESIF resources</p>	<p>Estimated cost:</p> <p>LGF: ~£15k/year</p> <p>GPF: £5-10k/year</p> <p>ESIF: no cost to LEP</p> <p>Resources:</p> <p>LGF: Projects collect data and PMO SLA resources the collation/checking and reporting.</p> <p>GPF: As per LGF</p>	PMO	Data sent to Government, LEP Board and Leadership Groups	Quarterly/6 monthly/ annually depending on agreed reporting framework.
Evaluating Individual Investments	Individual projects will be required to produce a post programme evaluation report covering (as a minimum):	Appendix x provides a template for individual projects to use in developing their M&E plans.	<p>Estimated cost: depends on project.</p> <p>Resources:</p>	Project sponsor	Dissemination: LEP leadership groups and on-line	End of project.

	<ul style="list-style-type: none"> • Expenditure • Outputs • Impact • Lessons learnt (process and impact) • Assessment of success (meeting original objectives and tackling problem). 		Project budget			
Meta - Evaluation	<p>Strategic Evaluation Studies to:</p> <ul style="list-style-type: none"> • Understand the impact of a specific or group of projects; • Learn lessons from pilot/exploratory projects; • Build the evidence base on what works and why. 	Externally commissioned evaluation studies. See next section for details.	<p>See separate studies.</p> <p>Resources (tbc)</p>	Head of Strategy and Operations	<p>On website</p> <p>Promoted directly to: Project sponsors, LEP Board and leadership groups.</p>	See timeline for each study.

3. Priorities for 15/16

Our priorities for 15/16 will be:

- Working with individual projects to refine their monitoring and evaluation plans to ensure consistency of measurement
- Lobbying DCLG, DWP and DEFRA to ensure ESIF investments have a requirement to evaluate
- Commissioning our first Annual Strategic Review
- Commissioning a Process Review

We do not expect to conduct any meta-evaluation studies during 15/16 as it is too early in the project development cycle.

3.1 Supporting projects to develop robust M&E plans

The PMO office will work with individual projects to ensure they have robust Monitoring and Evaluation frameworks in place, ensuring there is consistency across the portfolio. To help projects, a Monitoring and Evaluation Plan template has been put in place. This is detailed in Appendix x.

3.2 Lobbying Managing Authorities to ensure ESIF investments have requirement to evaluate

In the LEP’s role as member of the ESIF committee, the LEP will be seeking to ensure that ESIF investments have in place robust plans for monitoring and evaluation.

3.3 Commissioning our First Annual Strategic Review

Evaluation Study	Annual Strategic Review
Investments covered (name of projects and value)	Individual investments are not the subject of this evaluation.
Type of evaluation	Strategic Outcomes
Key Evaluation Questions	<ul style="list-style-type: none"> • What progress is being made against the original SEP objectives and priorities (by leadership theme)? • To what extent is the LEP achieving Strategic Added Value as articulated in our ‘Business priorities document’ i.e.: <ul style="list-style-type: none"> ○ Championing priorities ○ Lead and co-ordinate delivery partnerships ○ Secure and deliver investment ○ Develop the LEP as an effective organisation

	To what extent is progress being made in terms of 'economic performance' and progress against key outcome measures?				
Metrics and Data needed	The evaluation will require a mixture of hard and soft data/evidence.				
	<table border="1"> <thead> <tr> <th>Hard Data</th> <th>Soft Data</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> ○ Oxford Economic model – latest update (will be provided) ○ Key Outcome measures (page 19 SEP), to be sourced by successful contractor, using SEP evidence base ○ Details of LGF investment secured. </td> <td>Evidence from stakeholder interviews</td> </tr> </tbody> </table>	Hard Data	Soft Data	<ul style="list-style-type: none"> ○ Oxford Economic model – latest update (will be provided) ○ Key Outcome measures (page 19 SEP), to be sourced by successful contractor, using SEP evidence base ○ Details of LGF investment secured. 	Evidence from stakeholder interviews
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<ul style="list-style-type: none"> ○ Oxford Economic model – latest update (will be provided) ○ Key Outcome measures (page 19 SEP), to be sourced by successful contractor, using SEP evidence base ○ Details of LGF investment secured. 	Evidence from stakeholder interviews				
Resourcing of the evaluation	<p>A budget of £10-£15k has been set aside for this evaluation.</p> <p>This is being resourced through the LEP's Core funding (research budget)</p>				
Timing	The evaluation will start on the 1 st of July and be complete by 11 th September, in time for the AGM on the 21 st September.				
	Key Milestones are:				
	ITT published	12 th June 2015			
	Closing date	26 th June 2015			
	Tenders assessed	30 th June 2015			
	Contract starts	1 st July 2015			
	Inception	Week commencing 6 th July			
	Draft report	31 st August			

	Final Report	11 th September
Who conducts	Subject to procurement process (SCC to confirm which process to be used)	
Summary of analysis	<p>The evaluation is primarily an evidence based qualitative assessment. The primary evidence gathering tool will be:</p> <ul style="list-style-type: none"> ▪ Stakeholder interviews (internal and external, local and national) 	
Use of the evaluation	<p>The evaluation will provide two main functions:</p> <ul style="list-style-type: none"> ○ Continuous improvement – helping the LEP to identifying aspects of its work that require more attention as well as expose additional opportunities to take these forward. ○ Partner Engagement – helping the LEP to demonstrate its impact to local and national partners. 	
Dissemination	The results of the evaluation will be disseminated through the AGM and business conference and on the LEP’s website.	

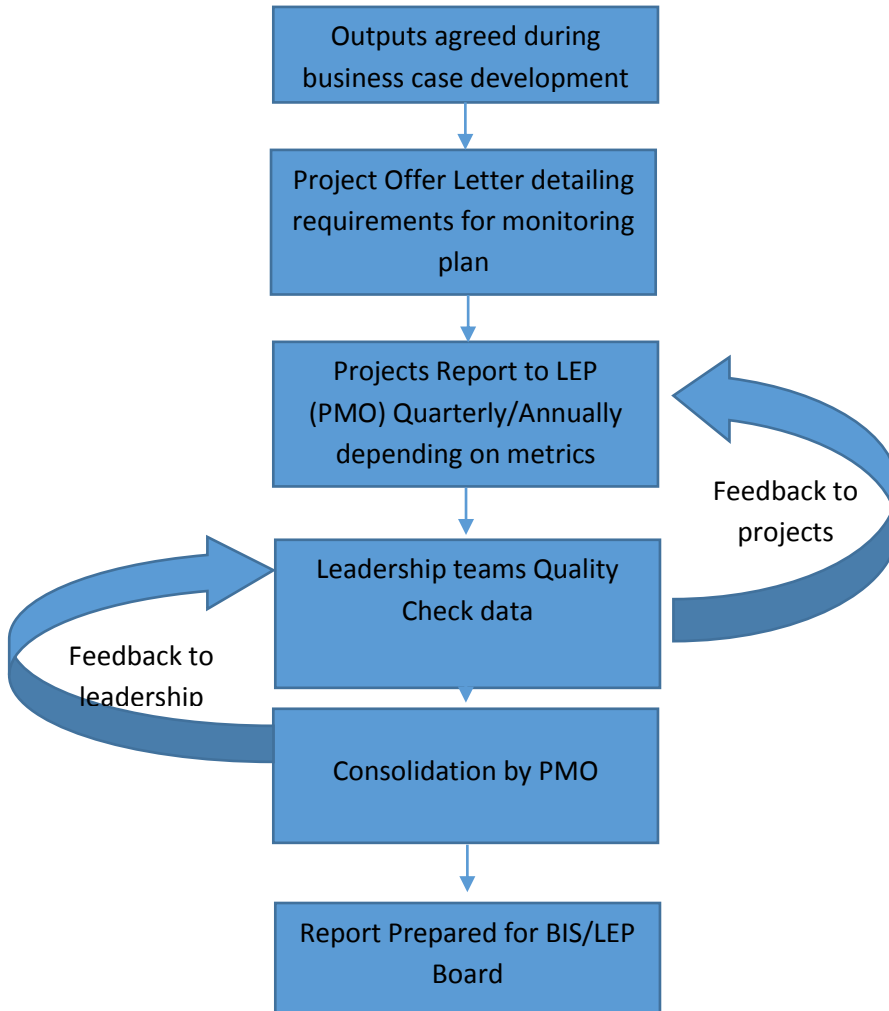
Evaluation Study	Process Review
Investments covered (name of projects and value)	Individual investments are not the subject of this evaluation.
Type of evaluation	Process Review
Key Evaluation Questions	<p>To reflect on the LEP’s core processes (e.g. pipeline development, decision making, Governance structures) to understand:</p> <ul style="list-style-type: none"> ▪ What is working well

	<ul style="list-style-type: none"> ▪ What needs improvement ▪ What lessons can be learnt from elsewhere <p>To make recommendations for how key processes could be improved</p>				
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<ul style="list-style-type: none"> ○ Process description documents & flow charts, roles and responsibilities ○ Minutes of leadership group meetings, Strategic Investment Panels and LTB ○ Programme reporting documents 	Evidence from stakeholder interviews				
Resourcing of the evaluation	<p>A budget of up to £20k has been set aside for this evaluation.</p> <p>This is being resourced through the LEP's Core funding (research budget) .</p>				
Timing	<p>The evaluation will start be conducted in the Spring/summer 2016. Exact dates to be confirmed to ensure work does not clash with any Growth Deal bidding process, preferably after any Growth Deal 3 submission.</p>				
Who conducts	<p>Subject to procurement process (SCC to confirm which process to be used)</p>				
Summary of analysis	<p>The evaluation is primarily an evidence based qualitative assessment. The primary evidence gathering tool will be:</p> <ul style="list-style-type: none"> ▪ Stakeholder interviews (internal and external, local and national) 				
Use of the evaluation	<p>The evaluation will provide two main functions:</p> <ul style="list-style-type: none"> ○ Continuous improvement – helping the LEP to improve its core processes. 				

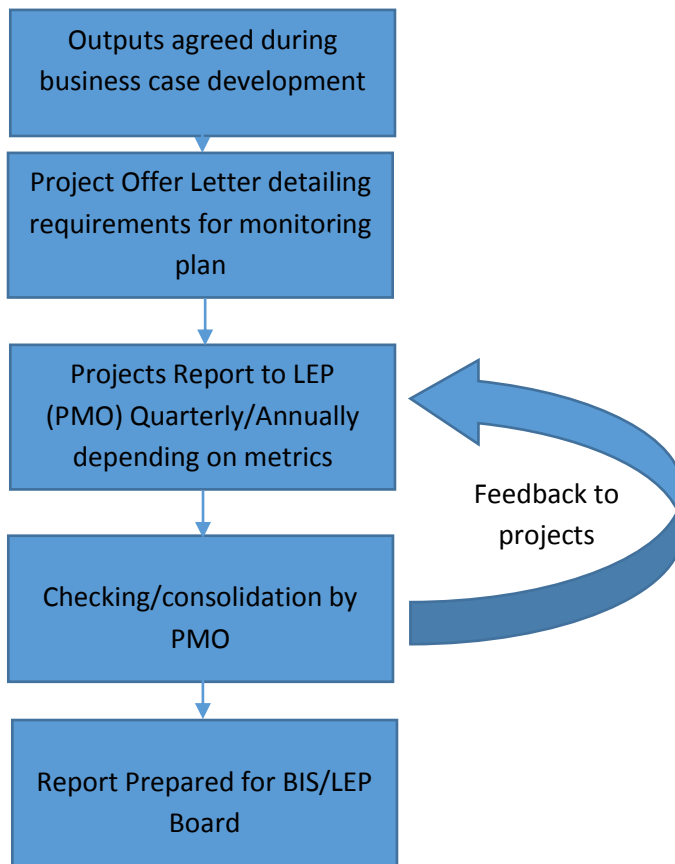
Dissemination	The results of the evaluation will be disseminated internally to the LEP board and Management team.

Appendix 1: Fund Monitoring Process

Local Growth Fund and Future Growing Places Fund projects



Existing Growing Places Fund Projects



ESIF Monitoring Process

Tbc when national business process has been published.