



# Lancashire Enterprise Partnership

Annex '1'

Growth Deal

Monitoring and Evaluation Framework –Draft

Spring 2015

(NB subject to further document formatting)

## **Monitoring and Evaluating Framework for the Lancashire Growth Deal**

### **1. Introduction**

The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Lancashire Advanced Engineering and Manufacturing Enterprise Zone, the Preston, South Ribble and Lancashire City Deal and high value business clusters in Central and East Lancashire, and the development of a renewal strategy for Blackpool.

The Lancashire Enterprise Partnership (LEP) secured one of the country's most significant Growth Deals with over £250M competitively secured from the Government's Local Growth Fund (LGF). Our Growth Deal programme has an investment value of over £500m, with the capacity to generate nearly 8,000 jobs and create over 3,300 new homes.

Monitoring and evaluation of the Growth Deal programme is required by Government and the LEP to enable them to understand what has been spent and what has been delivered, to provide information for reporting back to Ministers and the public, and for influencing future policy.

Monitoring is of immense value to local partners as it allows them to review momentum towards the achievement of milestones and progress towards the creation of outputs.

In respect of the Growth Deal, monitoring is defined as "the formal reporting and evidencing that spend and outputs are being delivered to target."

The model for monitoring is based primarily around a core set of metrics covering the activities, outputs and outcomes associated with the main typologies of intervention.

Evaluation has strong links to monitoring but allows more accurate judgements to be made of the effectiveness of interventions and to understand and learn "what works" in different areas and why.

In respect of the Growth Deal, evaluation is defined as "the assessment of policy effectiveness and efficiency during and after delivery. It uses evidence around outcomes and impacts in order to assess an intervention's success."

The LEP recognises there should to be a functional and meaningful relationship between monitoring and evaluation and has put in place mechanisms and resources to ensure this is embedded at the start of the Growth Deal period.

The LEP is committed to ensuring that monitoring and evaluation add real value to its Growth Deal programme and that project sponsors are engaged in the process,

rather than it merely being something "done" to them. The LEP and its Performance Committee will use the monitoring process to manage performance to ensure that the planned delivery is achieved. The LEP Board will receive quarterly Red/Amber/Green rated reports which will highlight key issues and actions which need to be resolved.

The LEP will continually assess the monitoring and evaluation information collected and will use it to further inform the Strategic Economic Plan (SEP) and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

The Shadow Growth Deal Implementation Board oversees the work of a monitoring and evaluation sub group and the County Council, the accountable body for the LEP, will ensure that the LEP's arrangements for monitoring and evaluation the Growth Deal will be implemented, in accordance with the LEP's Assurance Framework.

The LEP and Government recognise that this Monitoring & Evaluation Framework needs to be a "living" document that will be revised periodically with flexibility built-in to ensure it remains fit-for-purpose throughout the Growth Deal period.

## **2. Development of the Monitoring Framework**

### **2.1 Metric Development & Review**

In September 2014, the LEP asked Growth Deal project sponsors to review the expenditure and output information included in the SEP (following an initial consultation exercise to inform this plan) and to identify any additional outputs appropriate to their project from those highlighted in the August 2014 BIS report/presentation on Monitoring and Evaluating Growth Deals.

A list of monitoring metrics was forwarded to all project sponsors who were asked to identify which were relevant to their project. Projects were therefore ideally placed to respond to the publication on 30<sup>th</sup> September by Cabinet Office of a comprehensive draft list of core and supplementary monitoring metrics and definitions. A comprehensive list of these metrics is attached at **Appendix A**.

This second consultation exercise culminated in the submission to Government of a completed monitoring matrix in October 2014. A parallel exercise was also undertaken with the Further Education Skills Capital projects and a monitoring matrix, containing details of all projects, was submitted to Government in October.

A third consultation exercise was then undertaken with all project sponsors being asked to forecast targets against each of the metrics they had identified as being relevant to their project, profiled over the project lifetime. This exercise was completed in November 2014.

The same process will be applied to projects in the Growth Deal extension, which was announced in February 2015.

A meeting was held between the LEP (officers of the accountable body), Department of Business Innovation and Skills and Cabinet Office in November to review the LEP's plans for monitoring and evaluation of the Growth Deal programme.

Government officials expressed that they were comfortable with the monitoring matrix submitted and were satisfied with the progress that had been made.

## **2.2 Monitoring Framework**

Following the meeting with Government officials, the LEP reviewed the metrics which project sponsors had identified as being relevant to their individual projects in the context of those originally included within the SEP and existing good practice. Discrepancies and ambiguities were worked-through with project sponsors.

All projects will report quarterly on the top 3 metrics – "Expenditure", "Funding breakdown" and "In-kind resources provided." The remaining metrics are split into "Core Metrics" and "Project Specific Outputs and Outcomes" which are to be collected where relevant to the intervention, and "Additional Monitoring" for specific schemes.

Agreed monitoring metrics by project are set out at **Appendix B**.

## **2.3 Monitoring frequency**

As data owners, project sponsors are responsible for collecting and submitting their monitoring data to the LEP in accordance with a series of pre-agreed quarterly, bi-annual or annual timescales. **Appendix C** sets out a sample monitoring return form.

This will enable the LEP to analyse and collate data for submission to the Growth Deal Implementation Board, the LEP Board and to Government. All project sponsors have identified a named monitoring lead and have agreed to ensure the LEP is kept informed of personnel changes. **Appendix D** sets out project monitoring leads.

The LEP is required to provide quarterly monitoring updates. All Growth Deal projects will therefore be subject to quarterly monitoring of those metrics which are required at this frequency and bi-annual or annual reporting for the remainder of their proposed outputs.

The LEP, via its Performance Committee will also undertake periodic auditing of the monitoring and evaluation information provided by project sponsors to ensure accuracy and consistency.

## **3. Development of an Evaluation Framework**

### **3.1 Role of Evaluation**

Lancaster University was asked by the LEP to work alongside Lancashire's wider higher education institutions in developing the principles for an evaluation framework to sit alongside and compliment the monitoring plan for the county's Growth Deal.

The LEP Evaluation Guidance document specifies that "*Evaluations should serve to improve the efficiency and effectiveness of Deals (and their component interventions) as well as to estimate their effect*". The implication of this is that the Evaluation Plan should provide for both Formative (on-going) and Summative (reflective) Evaluation. In line with this, the HE group led by Lancaster University has provided advice and guidance on the development of the Evaluation Plan and the

development and management of a formative evaluation process of the whole Evaluation Plan. This has been undertaken in conjunction with establishing a project monitoring and programme management framework.

### **3.2 Review of Evaluation Options**

All project sponsors were invited to an Evaluation Workshop arranged on behalf of the LEP by Lancaster University. This event, held in January 2015, provided an opportunity to bring together project sponsors to share ideas about evaluation options at an early stage in the Growth Deal programme.

The programme for the workshop included sessions on mapping the growth deal projects' Inputs, Outputs and Outcomes, the use of Logic Models to create Project and Programme Evaluation Frameworks; and the use of Evaluation Tools to deliver and demonstrate success. Following the Evaluation Workshop, all projects submitted completed Logic Model Templates to Lancaster University and these will form a core part of project management and implementation arrangements.

In addition to the Evaluation Workshop this Evaluation Plan was also informed by:

- Identification of the projects subject to formative evaluation to be covered by the University's evaluation activities. Whilst ongoing formative evaluation should be a key part of any project delivery it is not necessary for every project to be included for the following reasons:
  - a. Some projects share similar assumptions (such as the constrained demand used to justify transportation problems or opportunities to satisfy demand for industrial or commercial floorspace, constraints on company growth through skills shortage), and similar activities and resource need; it is therefore possible to share a common evaluation methodology, both formative and summative (such as the nature and methods of data collection).
  - b. In line with government guidance "it is better for LEPs to focus on producing a small number of high quality evaluations than to produce high coverage of their interventions by sacrificing evaluation quality."

It was recognised at this Workshop that there would be particular merit in undertaking more detailed formative evaluation on a number of selected projects. The purpose of this, and benefit to the Growth Deal programme, would be to;

- Identify exemplar projects to help promote the activities and achievements of the Growth Deal;
- Support the management of risk, especially of large scale and complex projects;
- Support the transfer of knowledge and learning between projects clusters, for example skills;
- Generate innovation within sector;
- Provide knowledge and expertise for the use of new and emerging projects.

### 3.3 Determination of Evaluation Options

On the basis of the shared understanding of evaluation objectives the Evaluation Plan will incorporate a selection of key projects for more detailed formative review, and by focussing on those that display characteristics and the criteria noted in section 3.2 lessons learned and changes made can be shared between similar projects through a dissemination and workshop format, whilst supporting the on-going programme and risk management.

The LEP has agreed that a selection of "upper tier" projects should be evaluated. These will be chosen to represent the breadth of activity being supported through the Growth Deal as well as its wide geographical spread. The projects selected for evaluation will also be of varying scale.

Two levels are proposed for the evaluation (a) project level and (b) programme level;

**Project Level** Evaluation will focus on the process of formative and summative evaluation within selected projects using an exemplar in each group as the focus of the evaluation team's activities. The activities will include:-

- Review of the Logic Models for the selected projects with the project team (including representatives from other projects); this will challenge the identified assumptions highlighting areas of relative structural weakness that will inform project planning;
- Support with the development of an evaluation framework at project level – this is likely to include advice and guidance on both interim outcome indicators and the development of instruments for data collection from potential beneficiaries (since formative evaluation relies heavily on the collection of qualitative data it is important that these are correctly designed); if necessary the University will lead the development of exemplars through a process of semi-structured research interviews;
- Support on-going project planning and adjusted project inputs; and
- Supporting necessary change control and any adjusted outputs and outcomes

Services at **Programme Level** will carry out a formative and summative evaluation across the projects to ensure that regular monitoring is carried out on a consistent basis every quarter.

These services will consist of;

- Design of the evaluation framework including, but not limited to, the status of evaluation plans at project level, proposed dates for the commencement of formative and summative evaluation, progress with project delivery, outcome and impact reporting, exceptions reporting and any change control items arising from the project level evaluation.

- Quarterly review of the progress with programme level evaluation including but not limited to reporting on progress with impact collection and any changes suggested to the evaluation framework and change control requests arising from project level evaluation.
- Preparation of reports on formative evaluation to the LEP Growth Deal Management Board.

### **3.4 Project Evaluation Plan**

The monitoring and evaluation sub group have prepared a sample detailed evaluation plan for the Lancaster Health Innovation Campus and this is set out at **Appendix E**.

## **4. Implementation**

### **4.1 Roles and Responsibilities**

The expectation from Government is that monitoring and evaluation activity will be undertaken from within existing resources and that no additional support will be made available to the LEP for the purpose of evaluating the Growth Deal. Sponsors of projects which are selected for evaluation will be expected to work with the evaluation team in supporting the evaluative activity which takes place.

The collection and submission of individual project core monitoring metrics (outputs and outcomes) and undertaking the formative evaluation using the "logic chain template" methodology is the responsibility of individual project sponsors. Lancashire County Council, as accountable body, is committed to providing Growth Deal programme level management: including legal; financial; implementation; monitoring; and communications support and capacity

All business cases approved by the LEP following independent scrutiny will set out detailed information on monitoring and evaluation, in accordance with the MEF. Project sponsors understand that the monitoring requirement will be formalised in the legally binding Local Growth Fund (LGF) Agreements and that it will be their responsibility to resource this requirement

### **4.2 Resources**

An initial allocation of £100,000 has been set aside from within the LEP's existing core funding budget to ensure that the external costs of exemplar and validation evaluation can be met in the first years of the Growth Deal Programme. It should be noted that additional resources are likely to be required over the life-time of the Growth Deal Programme. Government have not confirmed future core funding allocations for LEPs, however once there is further clarity on this position the LEP will make further investment decisions on the resources available for monitoring and evaluation

### **4.3 Timescales**

The monitoring and evaluation process has already commenced with all Growth Deal projects (first approvals) having completed logic templates. This process will be completed by all 30 Growth Deal projects by May 2015. The first quarterly return will be submitted by the LEP will be for Quarter 1 (April – June 2015), and this will be submitted in accordance with Government timescales and criteria.

The LEP have made a firm financial commitment to the on-going formative and summative evaluation and are establishing the processes to enable this to take place simply, efficiently and affordably. The progress and success of the monitoring and evaluation framework per se will be reviewed annually by the Growth Deal Management Board and periodically by the Growth Deal Performance Committee.

Those projects subject to exemplar and validation evaluation will have evaluation intervention milestones set out in the detailed evaluation plans.

The effectiveness of the Growth Deal Programme itself will be captured through the formative evaluation process and a "whole programme" workshop will take place on an annual basis to enable the monitoring and evaluation sub group to prepare a detailed report on progress of the programme in achieving its stated aims and outputs. These reports will be presented by the Growth Deal Management Board to the LEP Board on an annual basis.

Those projects subject to exemplar and validation evaluation will have evaluation intervention milestones set out in the detailed evaluation plans.

### **4.4 Information Dissemination**

The LEP's Assurance Framework sets out a clear commitment by the LEP to publish Agendas and reports on the LEP website. This MEF will be published on the LEP website and key evaluation and monitoring findings reported to the LEP Board over the course of the Growth Deal Programme will be published on the LEP website.



## Appendix A – Core and supplementary monitoring metrics and definitions

1. CORE METRICS - to be collected for all projects and programmes					
Inputs	Unit	Frequency	Definition	Data source	Issues / further information
Expenditure	£, by source	Q	<p>Expenditure defrayed directly on the intervention, broken down into LGF funds, other public sector funds and private funds.</p> <p>Where expenditure takes the form of grant support to applicants (e.g. skills capital, some business support), the amount of grant paid to successful applicants should be reported (not the amount approved).</p>	LEP MI	
Funding breakdown	£, by source	Q	Non LGF Funding delivered - including public, private and third sector match funding, broken down by source. This should not include in-kind contributions	LEP MI	
In-kind resources provided	qualitative	Q	Land, buildings or other assets provided to resource the intervention	LEP MI	
<b>Outcomes</b>					
Jobs connected to the intervention	FTEs	A	<p>Permanent paid full time equivalent jobs that are directly connected to the intervention, measured by FTE at predetermined "impact sites". This includes:</p> <ul style="list-style-type: none"> <li>- Employment on occupied commercial premises (in the case of</li> </ul>	Scheme sponsor	<p>Likely to require primary survey work. Employment is counted gross - no account of deadweight or displacement at the monitoring stage.</p>

			<p>site development)</p> <ul style="list-style-type: none"> <li>- Employment in supported enterprises (in the case of business or innovation support)</li> <li>- Employment in FE space directly improved or constructed by the intervention</li> </ul> <p>"Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of Growth Deals projects (e.g. transport, skills capital) - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Excludes jobs created solely to deliver the intervention, e.g. construction jobs.</p>		
Commercial floorspace constructed	sq m, by class	A	<p>For both direct employment sites and "impact" sites, the area and class of commercial floorspace completed. "Impact" sites are defined as for jobs created above. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list.</p>	Scheme sponsor	<p>Need to define and agree "impact" sites in advance - can we articulate some criteria relating to planning or access? Need to demonstrate the credibility of that outcomes can be attributed (on balance) to the project. Likely to require primary survey work. Does not take account of refurbished floorspace.</p>
Housing unit starts	#	A	<p>For both direct housing sites and "impact" sites, the number of housing</p>	Scheme sponsor	<p>Same issues as defining commercial floorspace</p>

			units completed. "Impact" sites are defined as for jobs created above.		above around establishing impact sites. Should we break this up into class of housing? E.g. affordable housing?
Housing units completed	#	A	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor	Same issues as defining commercial floorspace above around establishing impact sites.  Should we break this up into class of housing? E.g. affordable housing?

2. PROJECT SPECIFIC OUTPUTS AND OUTCOMES - to be collected where relevant to the intervention					
Activity/Output Characteristics					
Transport					
Total length of resurfaced roads	km	Q	Length of road for which maintenance works have been completed	Scheme sponsor MI	
Total length of newly built roads	km	Q	Length of road for which works have been completed and now open for public use	Scheme sponsor MI	
Total length of new cycle ways	km	Q	Length of cycle way for which works have been completed and now open for public use	Scheme sponsor MI	
Type of infrastructure delivered	drop down list	B/A	Identify what has been constructed as a result of the project - utilise units where appropriate e.g. length of cycle path	Scheme sponsor MI	Limit to how long of a list will be provided so interventions will have scope to supplement

					with other types
Type of service improvement delivered	drop down list	B/A	Identify the nature of service improvement as a result of the intervention e.g. improved bus service	Scheme sponsor MI	

Land, Property and Flood Protection					
Area of site reclaimed, (re)developed or assembled	ha	Q	Area of land directly improved by the project that is now suitable for commercial development where previously it was unattractive to commercial developers. Reclaimed: making the land fit for use by removing physical constraints to development or improving the land for hard end use; providing services to open it up for development, e.g. provision of utilities or service roads	Scheme sponsor MI	
Utilities installed	drop down list and km	Q	Identify what has been constructed as a result of the project. Drop down list: water pipe; gas pipe, electric cables, internet cable. And km of cabling/piping	Scheme sponsor MI	
Area of land experiencing a reduction in flooding likelihood (ha)	ha	Q	Area of land with a reduced likelihood of flooding as a result of the project	Scheme sponsor MI	

Business Support, Innovation and Broadband					
Number of enterprises receiving non-financial support	#, by type of support	Q	Number of SMEs receiving support (inc. advice and training) with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Value of the support should be a minimum of £1,000, calculated at Gross Grant Equivalent (see ERDF guidance) or a minimum of 2 days of consulting advice.	Scheme sponsor MI	
Number of new enterprises supported	#	Q	As above, but businesses that have been trading for less than three years.	Scheme sponsor MI	
Number of potential entrepreneurs assisted to be enterprise ready	#	Q	Number of individuals receiving non-financial support (i.e. advice or training) with the intention of commencement of trading	Scheme sponsor MI	
Number of enterprises receiving grant support	#	Q	Number of SMEs receiving grant funding support with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). To be counted where the support is at least £1,000.	Scheme sponsor MI	
Number of enterprises receiving financial support other than grants	#	Q	Number of SMEs receiving funding support in the form of equity or repayable loan instruments with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Counted where amount of support is at least £1,000.	Scheme sponsor MI	
Additional businesses with broadband access	#	Q	For broadband interventions only: number of additional commercial	Scheme sponsor MI	

of at least 30mbps			premises that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case		
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Skills Capital					
New build training/learning floorspace	sq m	Q	The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports (standard reports submitted to SFA on project completion) and/or project implementation reports submitted by colleges/providers	
Refurbished training/learning facilities	sq m (where FE colleges are involved, by estate grading)	Q	The amount of new training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE colleges, this should be by estate grading. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers	Unlike FE Colleges, there is no formal building condition benchmarking system for private providers – however the overall amount of floorspace refurbished will be sufficient for private providers.
Floorspace rationalised	sq m	Q	The amount of overall floorspace reduced following completion of the	LEP to record from Post	

			project through, for example, demolition or disposal. Figures to be provided following completion.	Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers	
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Outcomes					
Transport					
Follow on investment at site	£, by source	A	For "impact" sites, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting.	Scheme sponsor	Need to define and agree "impact" sites in advance - defined by LEPs so as to maintain the credibility that outcomes can be attributed (on balance) to the project Likely to require primary survey work. Deliberately constructed as a gross measure, no correction for deadweight or displacement to be applied at this stage.
Commercial floorspace occupied	sq m, by class	A	For "impact" sites, the area and class of commercial floorspace completed that is currently occupied by commercial tenants. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a	Scheme sponsor	Likely to require primary survey work Impacts are gross - no account of displacement. This outcome is a further

			result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting.		link of the chain proceeding from follow-on investment rather than a completely separate outcome
Commercial rental values	£/sq m per month, by class	A	The market rate for leasing commercial floorspace at the "impact" site	Scheme sponsor	

Land, Property and Flood Protection					
Follow on investment at site	£, by source	A	For the project site, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the initial Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	Scheme sponsor	As for equivalent transport metric above
Commercial floorspace refurbished	sq m, by class	A	For project sites, the area and class of refurbished commercial floorspace. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007.	Scheme sponsor	Likely to require primary survey work
Commercial floorspace occupied	sq m, by class	A	For project sites, the area and class of commercial floorspace constructed/refurbished that is currently occupied by commercial tenants.	Scheme sponsor	As for equivalent transport metric above
Commercial rental values	£/sq m per month, by class	A	The market rate for leasing commercial floorspace at the project	Scheme sponsor	



			sites		
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Business Support, Innovation and Broadband					
Financial return on access to finance schemes	%	A	The financial return to the scheme associated with revolving/repayable access to finance interventions - measured as a % return on initial investment.	Scheme sponsor MI	

Skills Capital					
Follow on investment at site, including revenue funding	£, by source	A	For the project site, the volume of public, private or third sector investment undertaken at the site (including revenue funding, for example for training courses) over and above that for the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	College/SFA data	
Post code for new build sites	qualitative	A	Post code for new build sites, for matching with SFA database	Scheme sponsor MI  This information can potentially be used by the SFA to draw out metrics on learners and qualifications at the site level, to	

				be shared with LEPs.	
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3. ADDITIONAL MONITORING - for specific schemes (see below)					
Transport - to be collected for all projects/programmes involving more than £5m public funding and where these metrics and the collection points are relevant to the intervention					
Average daily traffic and by peak/non-peak periods	# vehicles	B/A	Average daily traffic by direction; AM, Inter- and PM peak hour traffic flows by direction	Automatic Traffic Counters; Manual Classified Counts	Data collection location depends on the potential impact of transport schemes. Peak/inter-peak is defined based on local traffic flows. This applies to most transport interventions.
Average AM and PM peak journey time per mile on key routes (journey time measurement)	hr/mile	B/A	Average AM and PM peak journey time per mile on key routes	Trafficmaster data; Automatic Number Plate Recognition	Traffic congestion statistics reported across whole intervention area and on key corridors targeted for investment
Average AM and PM peak journey time on key routes (journey time measurement)	minutes	B/A	Average AM and PM peak journey time on key routes	Journey time surveys	Data collection location depends on the potential impact of transport schemes.
Day-to-day travel time variability	minutes	B/A	Standard deviation of AM and PM peak hour journey time	Journey time surveys; Trafficmaster data	This applies to highway/public transport intervention on key corridors targeted for

					investment
Average annual CO2 emissions	tonnes	B/A	Average annual CO2 emissions	Use the Local Authority Carbon Tool based on distance travelled, vehicle speed and vehicle mix	Report across whole intervention area
Accident rate	# by severity	B/A	Number of accidents and accident rate by severity and class of road	STATS 19 Accident data	Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.
Casualty rate	# by severity	B/A	Number of casualties and casualty rate by severity and class of road user	STATS 19 Accident data	Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.
Nitrogen Oxide and particulate emissions	NOx (tonnes); PM10 ( $\mu\text{g}/\text{m}^3$ )	B/A	NO <sub>x</sub> emissions in tonnes per year; PM10 concentrations per year	Air quality monitoring survey	Affected network is defined as the existing route, the new route, or an improved route on which traffic flow changes are considered to be significant. This

					metric applies to those schemes which are anticipated to have a significant impact on air quality.
Traffic noise levels at receptor locations	LA <sub>10, 18hr</sub> (dB)	B/A	Traffic noise levels at receptor locations	Automatic Traffic Counters (18 hour Annual Average Weekday Traffic, composition of traffic - % Heavy Goods Vehicles, average traffic speeds); Noise monitoring survey	This depends on the scale of the proposed project, the site and local circumstances, and the location of sensitive receptors. This metric applies to those schemes which are anticipated to have a significant impact on noise.
Annual average daily and peak hour passenger boardings	#	B/A	Annual average daily passenger boardings; AM, inter- and PM peak hour passenger boardings	Bus/rail ticketing data; Manual counts at stops/stations	The data collection method/location depends on the bus/rail/sustainable transport package.
Bus/light rail travel time by peak period	Minutes	B/A	AM and PM peak bus/light rail travel time	Bus journey time surveys or Automatic Vehicle Location data; Rail journey timetable	The data collection method/location depends on the bus/rail/sustainable transport package.
Mode share (%)	%	B/A	AM and PM peak proportion of trips for different travel modes	Automatic Traffic Counters; Manual Classified Counts	Need to define study area / specific site. This metric applies to bus/rail/sustainable transport package.
Pedestrians counts on	#	B/A	Pedestrians counts on new/existing	Manual counts;	This applies to

new/existing routes (#)			routes	Video cameras	sustainable transport initiatives for walking.
Cycle journeys on new/existing routes (#)	#	B/A	Cycle journeys on new/existing routes	Manual cycle counts; Automatic cycling counters; Video cameras	This applies to sustainable transport initiatives for cycling.
Households with access to specific sites by mode within threshold times (#)	#	B/A	Households with access to specific sites within 20/40 minutes using public transport/walking, car and cycle	Accessibility statistics published by DfT; Produce bespoke accessibility measures and travel time calculations using off-the-shelf software	The specific sites targeted for transport schemes.

Business Support, Innovation and Broadband - to be collected where more robust evaluation is planned and where these metrics are relevant to the intervention					
Detail of successful and unsuccessful applicants		On-going	Administrative database covering company name, address, post code and CRN - company reference number. Named contact, telephone number and email address (and consent for being contacted). This should be captured for both successful and unsuccessful applicants.	Scheme sponsor MI	Required for robust long term evaluation
Beneficiary characteristics (business age, size, sector)		On-going	Collected at the point of initial contact - Age: year of business registration / founding year - Size: turnover and employment	Scheme sponsor MI	

			- Sector: to SIC (2007) one digit level (or higher)		
Other support provided to applicant firm	£, by scheme	On-going	Other types of support received by successful applicants; covering the scheme, timing, type and value (£) of support received	Scheme sponsor MI	
Number of entrepreneurial readiness assists progressing to trading	#	A	The number of potential entrepreneurs assisted that have subsequently progressed to full trading	Scheme sponsor	Will require a bespoke survey of beneficiaries - could do on a sample basis.
Number of enterprises assisted to cooperate with research entities/institutions	#	A	The number of treated SMEs working jointly with research entities after assistance has been given. Should be counted up to 3 years following support. Knowledge transfer is about transferring good ideas, research results and skills between the knowledge base and business to enable innovative new products and services to be developed	Scheme sponsor	
Number of enterprises supported to introduce new to the market products	#	A	The number of treated SMEs that successfully introduce a new-to-market product after assistance has been given. Product should be available for commercial purchase. Should be counted up to 3 years following support.	Scheme sponsor	
Number of enterprises supported to introduce new to the firm products	#	A	The number of treated SMEs that introduce a new-to-firm product after assistance has been given. Product to be available for commercial purchase Should be counted up to 3 years following support.	Scheme sponsor	

## **Appendix B – Project metric selection**

<b>Lancaster University – Health Innovation Park</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Number of enterprises receiving non-financial support	Quarterly
• Number of enterprises assisted to cooperate with research entities/institutions	Annual
• Number of enterprises supported to introduce new to the market products	Annual
• Number of enterprises supported to introduce new to the firm products	Annual

<b>Growth Hub</b>	
• Jobs connected to the intervention	Annual
• Number of enterprises receiving non-financial support	Quarterly

<b>Blackburn to Bolton Rail Corridor Capacity Improvements</b>	
• Jobs connected to the intervention	Annual
• Housing unit starts	Annual
• Housing units completed	Annual
• Type of infrastructure	Biannual
• Type of service improvement	Biannual
• Day-to-day travel time variability	Biannual
• Average annual CO2 emissions	Biannual
• Annual average daily and peak hour passenger boardings	Biannual
• Mode share (%)	Biannual

<b>Blackburn Town Centre Improvements</b>	
• Jobs connected to the intervention	Annual
• Total length of resurfaced roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure	Biannual

• Type of service improvement	Biannual
• Average daily traffic and by peak/non-peak periods	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Mode share (%)	Biannual
• Pedestrian counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual

<b>Centenary Way Viaduct Major Maintenance Scheme</b>	
• Total length of resurfaced roads	Quarterly
• Type of service improvement	Biannual
• Average daily traffic and by peak/non-peak periods	Biannual

<b>Burnley/Pendle Growth Corridor</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Housing unit starts	Annual
• Housing units completed	Annual
• Total length of new cycle ways	Quarterly
• Type of service improvement	Biannual
• Follow on investment at site	Annual
• Commercial floorspace occupied	Check
• Commercial rental values	Check
• Average daily traffic and by peak/non-peak periods	Biannual
• Average AM and PM peak journey time on key routes (journey time measurement)	Biannual
• Day-to-day travel time variability	Biannual
• Average annual CO2 emissions	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Nitrogen Oxide and particulate emissions	Biannual



• Annual average daily and peak hour passenger boardings	Biannual
• Pedestrian counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual
• Households with access to specific sites by mode within threshold times (#)	Biannual

<b>East Lancashire Strategic Cycle Network</b>	
• Total length of resurfaced roads	Quarterly
• Total length of new cycle ways	Quarterly
• Pedestrian counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual
• Total length of improved cycle ways	Extra indicator

<b>M55 to St. Anne's Link Road</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Housing unit starts	Annual
• Housing units completed	Annual
• Total length of newly built roads	Quarterly
• Total length of new cycle ways	Quarterly
• Follow on investment at site	Annual
• Commercial floorspace occupied	Check
• Area of land experiencing a reduction in flooding likelihood (ha)	Quarterly

<b>Blackpool Integrated Traffic Management</b>	
• Average daily traffic and by peak/non-peak periods	Biannual
• Average AM and PM peak journey time on key routes (journey time measurement)	Biannual
• Average annual CO2 emissions	Biannual
• Nitrogen Oxide and particulate emissions	Biannual

<b>Blackpool Bridges Major Maintenance Scheme</b>	
• Housing units starts	Annual
• Housing units completed	Annual
• Total length of resurfaced roads	Quarterly
• Type of infrastructure	Biannual
• Type of service improvement	Biannual
• Follow on investment at site	Annual

<b>Heritage Based Visitor Attraction Blackpool</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Utilities installed	Quarterly
• Commercial floorspace refurbished	Annual
• New build training/learning floorspace	Quarterly
• Refurbished training/learning facilities	Quarterly

<b>Preston Bus Station and Fishergate Shared Space Expansion</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Total length of resurfaced roads	Quarterly
• Type of service improvement	Biannual
• Commercial floorspace occupied	Check

<b>Lancashire Energy Headquarters, Blackpool and the Fylde College</b>	
• Jobs connected to the intervention	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly
• Utilities installed	Quarterly
• New build training/learning floorspace	Quarterly

<b>Fleetwood Fire Training Centre Phase 2, Blackpool and the Fylde College</b>	
• Jobs connected to the intervention	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly
• New build training/learning floorspace	Quarterly
• Follow on investment at site, including revenue funding	Annual

<b>Marine Engineering Centre Phase 2, Blackpool and the Fylde College</b>	
• Jobs connected to the intervention	Annual
• New build training/learning floorspace	Quarterly
• Floorspace rationalised	Quarterly

<b>Mechanical and Electrical Replacements, Blackpool and the Fylde College</b>	
• Refurbished training/learning facilities	Quarterly
• Follow on investment at site, including revenue funding	Annual

<b>Engineering, Science and Innovation Centre, Runshaw College</b>	
• Jobs connected to the intervention	Annual
• New build training/learning floorspace	Quarterly
• Refurbished training/learning facilities	Quarterly
• Floorspace rationalised	Quarterly
• Follow on investment at site, including revenue funding	Annual

<b>Food and Farming Innovation Centre, Myerscough</b>	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• New build training/learning floorspace	Quarterly
• Refurbished training/learning facilities	Quarterly
• Follow on investment at site, including revenue funding	Annual

# LANCASHIRE GROWTH DEAL - EXPENDITURE AND OUTPUT MONITORING PROFILE - PROJECT NAME

## EXPENDITURE

Project sponsor

- - -

<b>Additional Engineering Training Equipment, Training 2000</b>	
• Jobs connected to the intervention	Annual
• Refurbished training/learning facilities	Quarterly
• Follow on investment at site, including revenue funding	Annual

In Table 1, please note the expenditure for your project by quarter and by funding source. Columns C, E, G, I and K show agreed funding targets. Use the 'Status' section to demonstrate if your outputs are on target (Green), behind target but will make up next quarter/by the end of year (Amber) or behind target and unlikely to make up before the end of year. Use the Notes section to bring anything else to the Growth Deal team's attention. Please complete for **ALL** outputs.

**TABLE 1 - EXPENDITURE PROFILE (£M)**

**Status** Place a X to note progress against overall 2015/16 target as per criteria above

	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	2015/16 Target	2015/16 Actual				Notes
-														
Project Sponsor funding									0.00					-
Funding sources									0.00					-
Funding sources									0.00					-
Funding sources									0.00					-
Funding sources									0.00					-
In kind resources									0.00					-
<b>Total</b>	0.00		0.00		0.00		0.00		0.00					-

**OUTPUTS**

In Table 2, please note the outputs for your project by quarter and by funding source. Columns C, E, G, I and K show agreed output targets. Use the 'Status' section to demonstrate if your outputs are on target (Green), behind target but will make up next quarter/by the end of year (Amber) or behind target and unlikely to make up before the end of year. Use the Notes section to bring anything else to the Growth Deal team's attention. Please complete for **ALL** outputs.

**TABLE 2 - OUTPUT PROFILE**

**Status** Place a X to note progress against overall 2015/16 target, as per criteria above

CORE METRICS	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	2015/16 Target	2015/16 Actual				Notes
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**TABLE 3 - EMERGING ISSUES** Please use this section to note any obstacles, issues or interruptions to the progress of your project, particularly in relation to assumptions and inputs as noted in you Logic Model

**TABLE 4 - CHANGE REQUEST** Please use this section to a) note which output indicator(s) you are requesting a change for, b) what the new output indicator(s) is to be and c) the reason for this change

<b>Advanced Engineering and Manufacturing Innovation Centre, Nelson and Colne College</b>	
• Jobs connected to the intervention	Annual
• Refurbished training/learning facilities	Quarterly
• Follow on investment at site, including revenue funding	Annual

Still requires all information for GD Extension projects

Project Leads Appendix D still required

Draft



## **Appendix E – Exemplar Project Plan – Sample**

### **Lancaster Health Campus - Evaluation Plan - An Example of an Exemplar Project**

#### **Introduction and Objective**

The objective of the evaluation plan is twofold:-

- (i) To ensure that the logic through which the outputs of the project deliver the outcomes and impacts is sound and remains so throughout the project in the light of changes in the environment external to the project; this includes ensuring that any activities and their required resources are included in the plan at the appropriate time and quantum. (Theory & Process based)
- (ii) To monitor progress against plan in respect of the three essentials (outputs, outcomes and impacts) and monitor the translation of the outputs into planned outcomes and impacts, providing the necessary data to demonstrate effective management, report against targets and identify the need for any corrective actions. (Output / Outcome based)

NB “Evaluation” in this context means both internal (to the Growth Deal) formative and summative evaluation **including** the identification and authorisation of any changes to project plans (covering outputs, timescales and resources, outcomes and impacts) under the appropriate change control and delegation arrangements.

#### **Evaluation Plan Phases**

In order to achieve the objective of the evaluation plan it is structured into 3 elements:-

- (i) Preliminary
- (ii) Pre-project
- (iii) Within Project.

The **Preliminary Phase** consist principally of a rigorous test of the logic model to serve the first part of the first objective; it provides also for:

- (i) the identification of data to be collected to ensure that the logic remains sound throughout the programme for use in the pre-project phase
- (ii) the identification of any additional activities which need to be carried out to ensure as far as possible the translation of outputs into outcomes and impacts and the resources needed for these, and
- (iii) checking the resources needed to complete the project identified in the logic model against those available at the outset so that the stage gates and dependencies for the acquisition of these resources can be included in the project plan.

The **Pre-project Phase** consists of carrying out all those activities needed to plan for and implement the in-project evaluation at 5 levels; at the project level, the LEP Growth Deal Monitoring & Evaluation sub-group, The LEP Growth Deal and main Boards and BIS. These include:-

- (i) Identifying the project level Governance Structure for the project and the scheme of delegation for change control from the LEP Growth Deal Monitoring & Evaluation Sub-Group to the project level
- (ii) Identifying the project plan for the implementation of the project
- (iii) Identifying standard, sector/theme specific and project specific metrics against the project, including interim indicators that are early evidence that the translation of outputs into outcomes and impacts are being delivered as planned,
- (iv) Planning the timescales for the collection of the data at (iii) against the project plan at (ii) including forecast dates at which interim indicators and impacts should sensibly be collected.

The **In-Project** plan includes the detailed arrangements for collecting the data at project level, reporting on the monitoring of the use of resources and delivery of outputs by the activities, and scrutiny of these for any change control requests and/or recommendations for reporting to the LEP Growth Deal Monitoring & Evaluation Sub-Group (and thence the LEP Growth Deal and main Boards). It also includes the identification of any learning points emerging from the formative evaluation of the project for knowledge transfer to other Growth Deal projects.

## **Evaluation Plan – Lancaster Health Campus**

### ***Evaluation Plan - Preliminary Phase***

This has already been carried out as part of the preparation of the evaluation plan but is included here as an illustration of what is involved in the testing of the logic model (a process included in the outline proposal from the Lancashire universities to the LEP), what it achieves and why this is an important element of the detailed preparation of the evaluation plan.

As a result of asking the project team to explain the logic through which the outputs were intended to achieve the outcomes and the impacts a number of changes to the activities shown in the model were made, the three principle ones being:-

- (i) the identification of an implicit assumption that new knowledge exchange programmes are needed focused upon innovation in the improvement of existing and development of new products, processes and services targeted on healthy ageing; whilst this assumption is soundly based in principle the critical success factors for such programmes should be tested by localisation to the theme of innovation in health and social care for healthy ageing from programmes shown by the university to be successful in supporting the development of collaborations in other sectors and across other themes, an activity to test this requirement is suggested (by small U&A<sup>1</sup> studies) prior to (ii),

- (ii) Inclusion of an activity to trial the roll out of new knowledge exchange programs anticipating potential co-location of collaborative projects to the new campus as a precursor to co-location of external collaborating organisations (businesses, third and public sector)there (this process would yield important interim indicators of the development of impacts as well – see under pre-project), and;
- (iii) the identification of an implicit assumption that target organisations would understand the potential commercial/service improvement opportunities arising from collaboration with the university on the improvement of existing/development of new products, processes and services focused on the new health and social care demands driven by an ageing population; as this assumption is considered fragile by the project staff a market education activity is included to test and stimulate this understanding.

(These replace the “Advertise HIC phase 1 facilities”)

Consequential changes to the logic model are the inclusion of the necessary resources and expertise in knowledge exchange programmes to provide for these activities

The implicit assumptions that there is an emerging market opportunity available for use of the university’s research expertise is now stated as an assumption in the model (shown to be the case by independent and objective research); the same research identifies both the opportunity arising from the existing research and the need to align the research better with the emerging need (stated as an assumption).

Discussion of the impacts and how they can be collected reveals one key factor affecting the plans for data collecting and monitoring: This that the impact stated as “Establishment of HIC as a national centre of Excellence” has no independent objective measure but is a stakeholder (e.g. NHS or HEFCE) perception and in this respect is an outcome rather than an impact. However, it is retained as an impact in so far as this is evidenced by and realised in the other stated impacts including increased academic staff, undergraduate and postgraduate student numbers and increased research income and impacts.

Other minor changes to the model include deleting several assumptions (which are replaced by those described above) and recasting the relocation of the Faculty of Health and Medicine as an output (it is under the direct control of the University) rather than an outcome.

Interim indicators revealed by the preliminary phase, which are key to formative evaluation, are described in the pre-project phase. A revised logic model is shown at annexe A.

### ***Evaluation Plan Pre-Project Phase***

The following provision is indicated as part of the preparation for evaluation of the project during implementation.

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<sup>1</sup> Usage and Attitude – propensity of key stakeholders to engage

- (i) Institution by the University of a formal project board to oversee the whole project; at present this only exists formally in so far as the physical construction is concerned; however achieving the impact relies on other activities (such as those described under “Evaluation Plan – Preliminary Phase”) and it is important that the oversight of the project by the University covers both.
- (ii) The evaluation framework should include a formal governance arrangement mediated by the LEP Growth Deal Monitoring & Evaluation sub-group concerning a scheme of delegation on change control; this will influence the levels at which monitoring and evaluation data and outcomes are reported either as decisions or as recommendations (either by the project board instituted at (i) above or by the LU Evaluation Panel reporting to the LEP Growth Deal Monitoring & Evaluationsub-group.)
- (iii) The University will develop and maintain under change control a project plan covering all the project activities in order to co-ordinate the implementation of the outreach activities with the development of the physical infrastructure and accordingly refine the timescales at which the data concerning interim indicators might be sensibly tested; timescales at present are indicative only and based on the impact timescales included in the financial profile data.

Also as part of Pre-project Preparation – it is noted that the measurement of health outcomes needs collaboration in particular with local authority A and NHS partners - the University should consider including these as partners in the development of knowledge exchange programmes in order to engage them in the collection and monitoring of data in the later years of the programme.

### Evaluation - Data Collection Matrix

Part of the pre-project preparation is the design of a data collection matrix for project progress and performance evaluation. This matrix includes standard items, sector/theme specific items and project specific items. It covers outputs, impacts and interim indicators (typically of progress towards impacts from the actual or anticipated outputs).

Indicator	Collected From	Timing (From) & Frequency (Quarterly Unless Stated)	Designation and Notes
<b>Standard Project Progress Data</b>			
Budget Required	Project	Q2 2015	Resource
Budget Achieved	Project	Q2 2015	Interim Indicator (This project anticipates obtaining further

			funding from HEFCE and ESIF)
Spend to date	Project	Q2 2015	Resource Use
Committed	Project	Q2 2015	Resource Use
Project Future Spend	Project	Q2 2015	Resource Use
F/Cast Spend	Derived	Q2 2015	Resource Use
Progress Against Plan	Project (Tracking Gantt)	Q2 2015	Outputs
<b>Sector Specific Data</b>			
Floorspace Constructed	Project	Q1 2017	Output
Floorspace Pre-Let <sup>2</sup> or Reserved	Project	Q2 2016	Interim Indicator
External organisations co-located on Campus	Project	Q4 2018	Impact
Increase in GVA <sup>3</sup>	Businesses	2017/18 (Annually)	Impact
Jobs Created	Businesses	Q1 2018	Impact
<b>Project Specific Data</b>			
Business U&A on engagement	From Business via Project	Q4 2015	Interim Indicator
Business Investing in Project Development and Bids	From Project	Q4 2015	Interim Indicator
Collaborative Research Income Secured	Project	Q4 2016	Interim Indicator
Number of Businesses Supported to Develop New products or Services	Project	Q1 2016 (Annual)	Interim Indicator

<sup>2</sup> Depending on available space forecast for company occupation

<sup>3</sup> Not included in the project profile but I have included it here in case it is requested by BIS

New products or Services to Firm Developed	Businesses via Project	Q1 2018 (Annual)	Impact
New product or Service to Market Developed	Business via Project	Q1 2018 (Annual)	Impact
New Academics	Project	Q4 2016 (Annual)	Interim Indicator
New Student Nos.	Project	Q4 /2016 (Annual)	Interim Indicator
Improved Health Outcomes (to be defined by Public Sector Partners)	Public Sector Partners	Q1 2020 (Annual)	Impact

The data collected will also include at every stage that concerning the process of project management and its outcome, recording the response both to progress with the production of outputs and the progress towards achieving the outcomes and impacts covering the following topics:-

- (i) Outcome of project progress review – are changes needed to the project plan and if so what?
- (ii) Outcome of project logic review – do the interim indicators or any other testing of the assumptions on which the logic model is based suggest that the project logic is still sound and if not what improvements are suggested to increase the likelihood of success?

These will form the bases of any change control requests requiring approval by an authority outside the authority delegated to the project board. Any changes within the authority will be reported for information.

### **Evaluation – Implementation**

(This is expected to be standard across all projects except that the Evaluation and Monitoring Team will only be directed involved in data collection from the Exemplar Projects)

The information will be collected quarterly starting from the date set by the LEP Growth Deal Monitoring & Evaluation sub-group, such that the reports are produced at the same time for each project. The data will be first submitted to the Project Board.

From this data summaries will be extracted by the Evaluation and Monitoring team (a) to include in reports on the overall Growth Deal progress and (b) to highlight any project specific items that require intervention or sector/theme specific issues which may have implications for other projects. This will

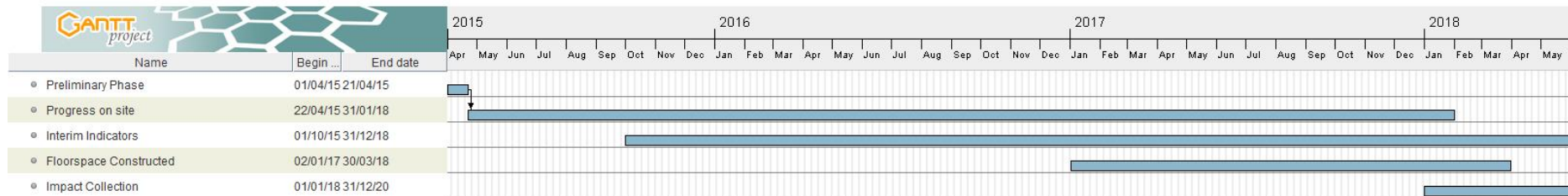
include issues reported from the project management board and those identified by the Growth Deal Evaluation & Monitoring Team from the data collected.

Summary Reports (in a format to be determined) will be prepared for both the LEP Evaluation Sub-Group, The LEP Growth Deal and main Boards and BIS

The Evaluation & Monitoring Team will also identify any learning points arising from the project management process reports and in particular those regarding project performance improvement both recommended and carried out which have implications or learning points for other projects. These will form the basis of regular knowledge exchange workshops, involving all of the LEP’s Growth Deal funded projects, as a means of disseminating and embedding the insights obtained. This learning will also be used in informing and thereby enhancing the development of future potential Growth Deal projects by the LEP.

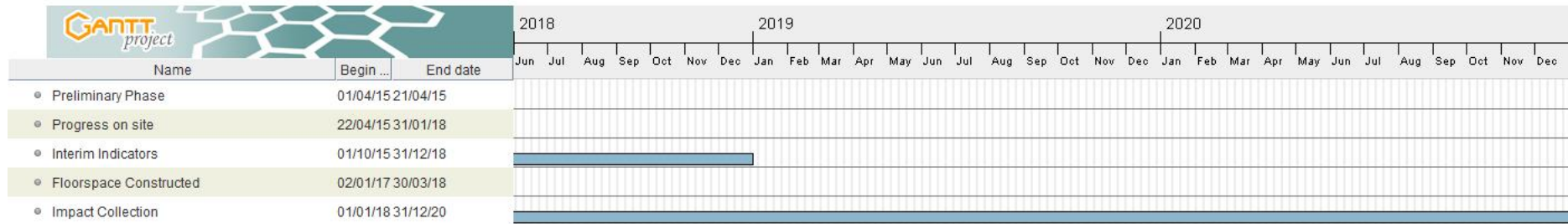
### Lancaster Health Campus Evaluation Plan Timetable (Phase 1)

These charts illustrate the timescales over which monitoring and evaluation data will be collected for the Lancaster Health Campus (Phase 1); the tables are an extract from the detailed evaluation plan showing when we expected to start collecting detail within the types of indicators.



2015 – 2018

(NB – First Activity – Preliminary Phase- is completed)



2018 – 2020

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### Progress Against Plan

<b>Standard Project Progress Data –</b>			
Budget Required	Project	Q2 2015	Resource
Budget Achieved	Project	Q2 2015	Interim Indicator (This project anticipates obtaining further funding from HEFCE and ESIF)
Spend to date	Project	Q2 2015	Resource Use
Committed	Project	Q2 2015	Resource Use
Project Future Spend	Project	Q2 2015	Resource Use
F/Cast Spend	Derived	Q2 2015	Resource Use
Progress Against Plan	Project (Tracking Gantt)	Q2 2015	Outputs

### Interim Indicators

<b>Sector Specific Data</b>			
Floorspace Pre-Let <sup>4</sup> or Reserved	Project	Q2 2016	Interim Indicator
<b>Project Specific Data</b>			
Business U&A on engagement	From Business via Project	Q4 2015	Interim Indicator
Business Investing in Project Development and Bids	From Project	Q4 2015	Interim Indicator
Collaborative Research Income Secured	Project	Q4 2016	Interim Indicator
New Academics	Project	Q4 2016 (Annual)	Interim Indicator
New Student Nos.	Project	Q4 /2016 (Annual)	Interim Indicator

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<sup>4</sup> Depending on available space forecast for company occupation

## Impacts

<b>Sector Specific Data</b>			
External organisations co-located on Campus	Project	Q4 2018	Impact
Increase in GVA <sup>5</sup>	Businesses	2017 (Annually)	Impact
Jobs Created	Businesses	Q1 2018	Impact
<b>Project Specific Data</b>			
New products or Services to Firm Developed	Businesses via Project	Q1 2018 (Annual)	Impact
New product or Service to Market Developed	Business via Project	Q1 2018 (Annual)	Impact
Improved Health Outcomes (to be defined by Public Sector Partners)	Public Sector Partners	Q1 2020 (Annual)	Impact

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<sup>5</sup> Not included in the project profile but I have included it here in case it is requested by BIS