

Sheffield City Region

Monitoring & Evaluation Framework

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Version Control

V1	First draft based on the framework commissioned in 2017	L Whitaker
V2	Second draft	R Adams
V3	Inclusion of RAP, Getting Building Fund and Brownfield Fund	L Whitaker
V4	Minor amends to third draft	R Adams
V5	Inclusion of logic models	L Whitaker

1. Introduction

Purpose of the Monitoring and Evaluation Framework

- 1.1 The Monitoring and Evaluation Framework is a requirement of national government and requires agreement by both the MCA and HMG. The framework is the primary mechanism for how the Mayoral Combined Authority (MCA) will assess progress towards the delivery of the South Yorkshire Devolution Deal and delivery of the strategic vision, objectives and output and outcome targets of the Strategic Economic Plan (SEP) and the Renewal Action Plan (RAP).
- 1.2 The Framework outlines the level of monitoring and evaluation activity that is considered appropriate and proportional for each programme and project funded by the MCA and Local Enterprise Partnership (LEP). The requirement set by HMG is that the framework includes programmes and projects funded through devolved monies such as Gainshare and the Adult Education Budget (AEB), as well as funding awarded to the MCA and LEP; specifically Transforming Cities Fund (TCF) and funds for local growth such as the UK Shared Prosperity Fund, Get Britain Building and Brownfield Housing Funds, for example.
- 1.3 As well as the Strategic Economic Plan (SEP) and the Renewal Action Plan (RAP), the Monitoring and Evaluation Framework sits alongside key governance and policy documents – most notably the Assurance Framework, the MCA Constitution, the Financial Regulations and the LEP Terms of Reference.
- 1.4 The Monitoring and Evaluation Framework has been designed in accordance with HM Treasury’s Magenta (Guidance for Evaluation) and Green (Guidance on Appraisal and Evaluation) Books, and with reference to specific evaluation guidance on programme funds including AEB and TCF.
- 1.5 The Monitoring and Evaluation Framework, subject to approval, takes effect from 1 April 2021.

Updating the Monitoring and Evaluation Framework

- 1.6 The MCA is required to reviewed and update its Monitoring and Evaluation Framework at the end of each year as part of the annual review of assurance processes and procedures. The Framework is then submitted to the Ministry of Housing, Communities and Local Government (MHCLG) for review and approval before being finalised and published. The next annual review of this document is scheduled to commence in November 2021.

The Structure of this Document

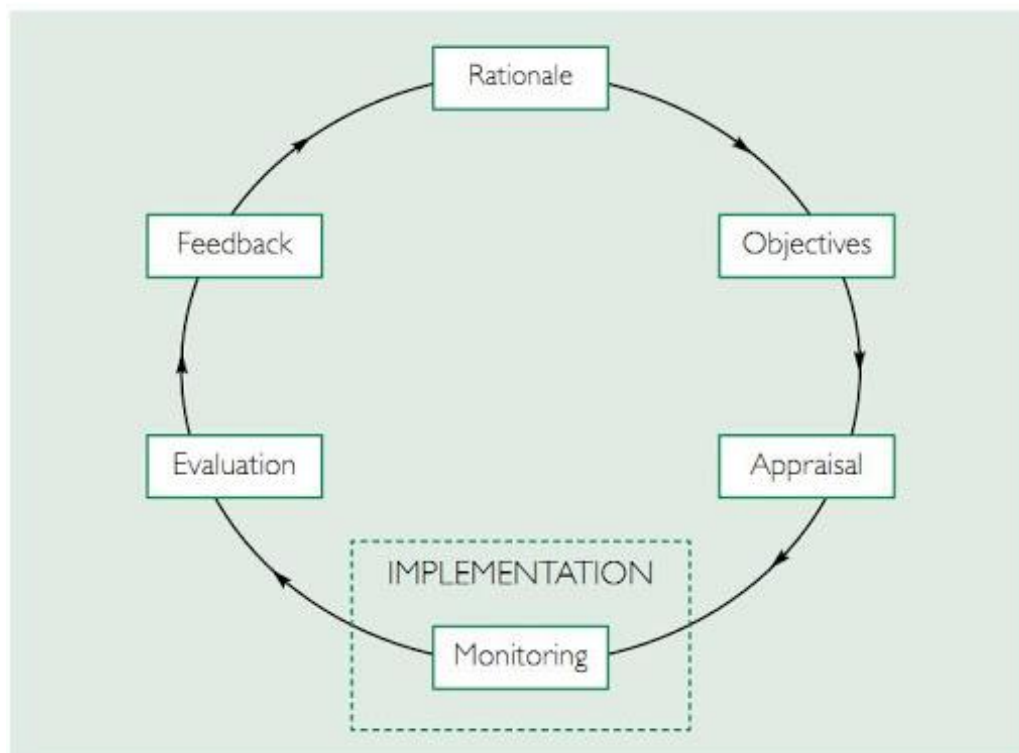
- 1.7 The remainder of this document is structured into the following sections:
 - **Section 2** sets out the importance of monitoring and evaluating project and programme performance, the programmes and activities covered by this framework and how the framework relates to the City Region’s plan for economic growth;
 - **Section 3** outlines the monitoring process for all programmes and projects and the roles and responsibilities of the MCA, the MCA Executive, scheme promoters and project applicants in accounting for and reporting performance;
 - **Section 4** explains the processes and options for evaluating the impact and value of programmes and projects and how evaluation informs decision-making by the MCA and LEP; and
 - **Appendix A** lists the nationally and locally defined metrics, measures, outputs and outcomes that programmes and projects funded by the MCA and LEP are assessed against.

2. About the Monitoring & Evaluation Framework

Why Monitor and Evaluate Programmes and Projects

- 2.1 As a recipient and distributor of public funding, the MCA has a duty to ensure that all funding devolved and awarded to the MCA and LEP is accounted for and invested appropriately and effectively. Due to pressures on public funding, the MCA and LEP also need to ensure that investment is directed in the areas where it will have the greatest impact.
- 2.2 Regular and consistent monitoring of programmes, schemes and projects during their delivery phase, enables the MCA as the legally Accountable Body to fulfil its obligations for accountability and transparency over the use and application of public funding. Monitoring also ensures that any risks associated with a programme, scheme or project are appropriately controlled and managed, and enables the MCA and LEP to mitigate any risks by taking corrective action in a prompt and timely manner.
- 2.3 Evaluation enables the MCA to determine how effective the investment of public funding has been, and the impact that programmes, schemes and projects are having, or have had, on the economy. Evaluation also provides the MCA and LEP with an assessment of how well programmes, schemes and projects are delivering against their plan for economic growth and the economic, social and environmental output and outcome targets.
- 2.4 Regular monitoring and evaluation provides an indication of how the investment of devolved and awarded funding can be continually improved and it therefore supports better policy making, investment planning and project development and delivery. It also provides quantitative and qualitative information and evidence on what happens once a policy or intervention is implemented, and the impact that it has had on the local economy which can then inform future policy and strategy direction and programme and project development. This is illustrated in Figure 1 below:

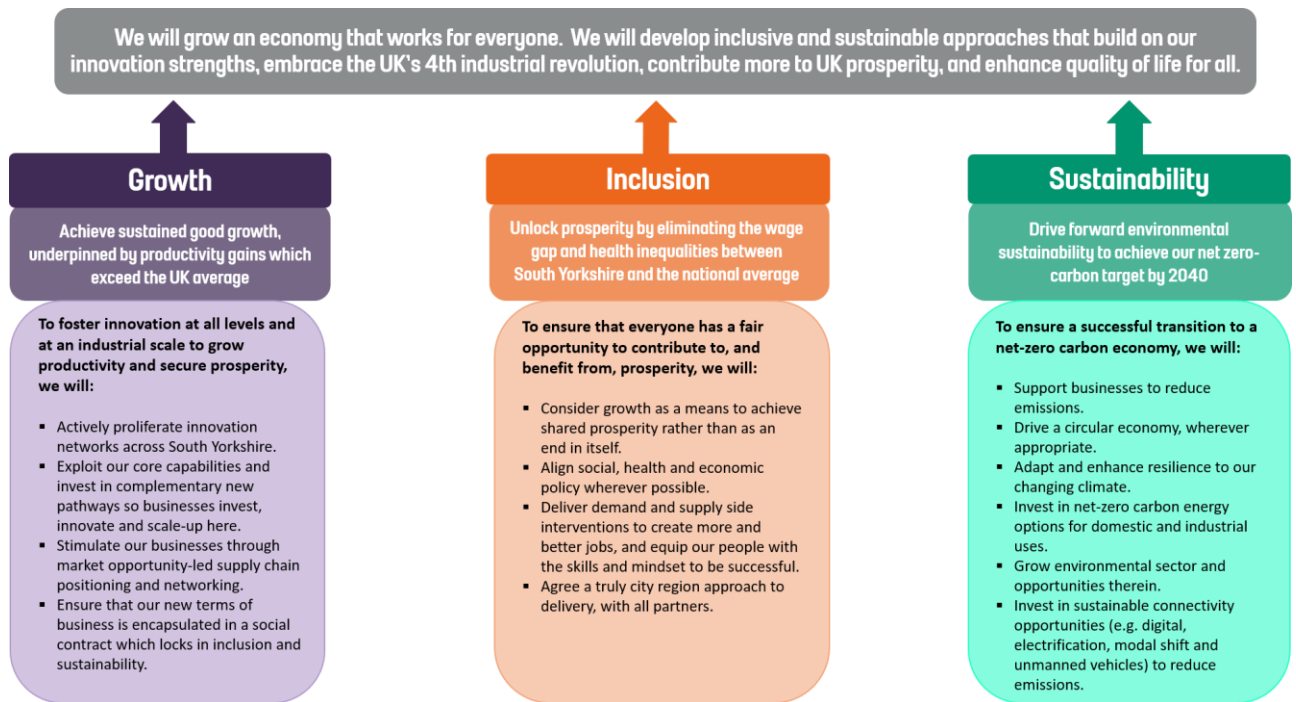
Figure 1: The ROAMEF Cycle - The Magenta Book: Guidance for Evaluation, UK Government



Plan for Economic Growth

- 2.5 The Strategic Economic Plan (SEP) is a twenty-year economic strategy which sets out the vision and policy objectives for growing the economy at pace; ensuring that all people and places have a fair opportunity to benefit from prosperity whilst protecting and enhancing our environment.
- 2.6 The SEP is built on a broad range of socio-economic data and is the result of extensive consultation with business representatives, local industry leaders, local authorities, residents and stakeholder organisations. The vision and policy objectives for future economic growth across the City Region, are set out in Figure 2 below.

Figure 2: SCR Strategic Economic Plan 2021-2041



- 2.7 The SEP will be reviewed and updated on a regular basis to ensure a sound strategic basis for investment and action.
- 2.8 The Renewal Action Plan (RAP) is a jobs-led plan that was developed in response to the significant impact of Covid-19 on South Yorkshire's economy and residents. It outlines £1.7bn of priority interventions for supporting our Employers, People and Places over the immediate, medium and longer-term. The priorities are set out in Figure 3 below:

Figure 3: SCR Renewal Action Plan

	Programme Objectives	Targets & Outputs
People	Help people find jobs and adapt to the new economy	<p>Helping 35,000 people re-engage with the labour market, creating benefits such as:</p> <ul style="list-style-type: none"> • 3,000 apprenticeships and other training positions • NEET levels below national average • Higher share of leavers/graduates in education or work within 12-18 months
Employers	Support employers to adapt, survive and thrive despite COVID	<p>Over 25,000 businesses supported:</p> <ul style="list-style-type: none"> • COVID-adapted working environments • Reduced carbon emissions • 15,000 jobs created through supply chain re-shoring / localising • Invoice and cashflow support • Investment to innovate and thrive
Places	Infrastructure investment to level up our economy, create jobs, and transform our communities	<p>Strengthened communities and urban centres underpinned by:</p> <ul style="list-style-type: none"> • Maintained cycling and walking rates • Uplift in urban footfall and spend • Created / supported 6,000 new jobs across infrastructure programmes • Improved local economic resilience and health and wellbeing

2.9 Together, with the Transport Strategy, the Net Zero Work Programme, and the local authority Leaders' priorities for Gainshare, the SEP and the RAP set the blueprint for how devolved and awarded funding from Government will be invested. The SEP and RAP also set the criteria that all programmes, schemes and projects will be measured and assessed against; from application stage through to contracting and delivery.

Programmes and Activities Covered by the Monitoring and Evaluation Framework

2.10 This Monitoring and Evaluation Framework applies to all funding awarded to the MCA and LEP. This includes Transforming Cities Fund, Get Britain Building Funding, Brownfield Housing Funding and local growth monies (for example, UK Shared Prosperity Fund) where award of the funds carries obligations for the MCA or LEP to deliver pre-determined outputs and outcomes. The framework also needs to cover devolved funds, where the strategic intent and outputs and outcomes are determined and agreed locally by the MCA. This includes Gainshare, Adult Education Budget, and the future devolved consolidated transport budgets.

Gainshare

2.11 The Gainshare (grant-based investment funding) allocation for South Yorkshire through the Devolution Deal is £30m per annum for a period of 30 years. This consists of 60% capital and 40% revenue funding and is to be invested in the delivery of the MCAs strategic and economic priorities.

Adult Education Budget (AEB)

2.12 From the start of the 2021/22 academic year, the MCA will assume responsibility for adult education budget (AEB). Devolution of AEB will support high quality adult education across South Yorkshire. This equates to around £35m per annum.

Transport Settlement

- 2.13 The MCA is responsible for the consolidated devolved capital transport budget. This consists of the Integrated Transport Block, the Highways Maintenance Block (excluding PFI), and Highways Maintenance incentive funding.

Transforming Cities Fund (TCF)

- 2.14 Following a successful bidding process, in March 2020, the Government awarded £166m from the Transforming Cities Fund (TCF) to the Sheffield City Region for a period of three years.

Getting Building Fund (GBF)

- 2.15 In June 2020 the MCA was awarded £33.6m for a prioritised programme of Major Capital Infrastructure Schemes under the Government's Getting Building Fund. The fund is to be used to accelerate 'shovel ready' infrastructure schemes.

Brownfield Fund (BF)

- 2.16 The MCA was awarded £40m in June 2020 to deliver a programme of housing schemes on brownfield sites over the next 5 years through the Government's Brownfield Fund.

Emergency Active Travel Fund

- 2.17 During 2020, the MCA was awarded £8.7m in two tranches to support investment in active travel infrastructure in order to accelerate modal shift from car journeys, improve decongestion, safety for non-motorised road users and air quality, and promote healthier lifestyles.

UK Shared Prosperity Fund (UKSPF)

- 2.18 In November 2014, the Chancellor of the Exchequer announced that a UK Shared Prosperity Fund (UKSPF) pilot programme in 2021-22 to help UK regions to prepare for a longer-term UKSPF from 2023. The UKSPF will replace the previous six-year Local Growth Fund (LGF) programme and EU Structural Funds.
- 2.19 More detailed information on the UKSPF pilot will be published in early 2021 but it is expected to be focussed on supporting infrastructure improvements and regeneration in areas of deprivation, tailored employment and skills development and supporting businesses with innovation and green technology adoption.

Approach to Monitoring and Evaluation

- 2.20 This Monitoring and Evaluation Framework will provide transparency to partners, Government and the general public, on the MCA and LEP's activities, intended outputs, outcomes and impacts on the local economy, people and the environment.
- 2.21 The MCA's approach to monitoring and evaluation is based on:
- **Incorporating Good Practice** - this Monitoring and Evaluation Framework is based on recognised good practice and guidance including HM Government's Magenta Book and research conducted by the What Works Centre for Local Economic Growth. Additional evaluation guidance from Government

departments has also been used; specifically, guidance on AEB from the Department for Education and TCF from the Department for Transport.

- **Ensuring that it is Proportional and Supports Transparency** - ensuring that monitoring and evaluation activity is proportional to the level of investment, complexity and risk of each programme and project. Pilot programmes and projects are subjected to more intensive and in-depth evaluation, with evaluation results published on the MCA/LEP website.

Principles of Monitoring and Evaluation

2.22 This Monitoring and Evaluation Framework:

- **Focuses on Understanding Results, Outcomes and Impacts** – the Framework has a strong focus on understanding and demonstrating the impacts of the MCA and LEP investments on the economy, and the extent to which programmes and projects are addressing the challenges and opportunities outlined in the SEP and the RAP.
- **Represents a Single Approach to Monitoring and Evaluation for the MCA and LEP** - the Framework provides a strategic tool for monitoring and evaluating the delivery of the outcomes and impacts desired through the Devolution Deal, SEP, and the RAP in addition to the impact of all funding devolved and awarded to the MCA and LEP.
- **Adopts a Thematic Approach to Monitoring and Evaluation** - the Framework reflects the strategic objectives and overarching ambitions of the SEP and the RAP, which have been agreed by partners, and to which all MCA and LEP funded activity must contribute. It will capture the contribution and impacts of the portfolio of programme and project investments across the thematic areas of Business Growth, Employment and Skills, Housing and Infrastructure and Transport and the Environment, using a series of logic chains, which disaggregate strategic objectives into the outputs, outcomes and impacts sought from investment.
- **Incorporates all Contractual Commitments** – the Framework supports the MCA in complying with the legal and contractual requirements agreed with the Government on monitoring and evaluating the delivery of awarded funds and associated outputs and locally agreed outcomes aligned to the Devolution Deal, and programme funding, including but not limited to, AEB and TCF.
- **Supports the Gateway Review Process** - the Framework will support the national evaluation panel to conduct the five-yearly Gateway Reviews on the impact of projects and schemes that are funded with Gainshare.

3. The Monitoring Process

Introduction to Monitoring

- 3.1 Once a project or programme is approved, a contract is issued to the project applicant/scheme promoter or AEB and TCF delivery partner. The contract forms the basis of the monitoring that will take place during the project's or programme's lifetime.
- 3.2 The contract specifies the milestones for the project or programme (these are dependent on complexity, cost, timescales and risks) and confirms the financial profile for income and expenditure, and the payment schedule for the grant and/or loan that the MCA will issue.
- 3.3 The contract also stipulates the outputs and outcomes that are expected to be delivered, including, but not limited to, jobs created or safeguarded, the level of qualification that will be achieved by any learner or other transport or infrastructure-based outputs. This enables decision makers to receive reports on progress of delivering against the SEP, RAP or a programme specific set of target performance indicators and outputs and outcomes.

Roles and Responsibilities of Scheme Promoters, Project Applicants and Delivery Partners

- 3.4 All project applicants/scheme promoters and AEB and TCF delivery partners, are required to submit a report outlining timely financial and delivery information. This information will be collated by the MCA Executive for onward reporting to the MCA, LEP and Thematic Boards, as relevant.
- 3.5 The project applicants/scheme promoters and AEB and TCF delivery partners are responsible for informing the MCA Executive of any changes to the scope, costs and implementation timescales for their project.

Role and Responsibilities of the MCA

- 3.6 The MCA, and its Thematic Boards, is responsible for all investment decisions and is ultimately responsible for overseeing the monitoring of financial, output and outcome performance against all devolved and awarded funding to the MCA and LEP.
- 3.7 On behalf of the MCA and LEP, the Section 73 Officer, in conjunction with the other Statutory Officers, will sign-off returns on delivery and financial spend before being submitted to the appropriate Government department. This enables the MCA and LEP to fulfil their duties on reporting and accounting for public monies.
- 3.8 Information, as a result of Monitoring activity, is collated and reported to Decision Making Boards by the MCA Executive. Reporting of monitoring information will be derived from a number of sources; the submitted reports received from Scheme Promoters and deliverers of AEB and TCF schemes, maintaining regular contact with applicants, scheme promoters and delivery partners including conducting site visits where appropriate and, if required internal and/or external audit reporting. The Executive will support the MCA to discharge its duties on reporting and accounting for public monies by gathers information and data to ensure that a robust audit trail is in place and escalating any issues or risks to performance.

Level, Frequency and Format of Monitoring

- 3.9 All projects and programmes are subject to quarterly monitoring. This is supplemented by regular contact between the MCA Executive and project applicants/scheme promoters and AEB and TCF delivery partners.
- 3.10 Site visits to project applicant/scheme promoters and AEB and TCF delivery partners are conducted once per year as a minimum.
- 3.11 The delivery information required in the quarterly monitoring report from project applicants/scheme promoters and AEB and TCF delivery partners, combines qualitative narrative on progress made in delivering the project or programme, as well as quantitative data on outputs and outcomes delivered during the monitoring period:
- Information on whether the project has encountered issues or problems affecting delivery
 - Confirmation of project milestones that have been met
 - Information on project achievements and successes
 - An indication of any risks or issues that will affect the timescale, cost or scope of the project
 - Confirmation of project income and expenditure
 - Confirmation of outputs and outcomes delivered
- 3.12 Quarterly reports on project and programme performance for Gainshare and local growth funds (UKSPF) are submitted by the MCA Executive to Ministry of Housing, Communities and Local Government (MHCLG).
- 3.13 Quarterly reports on AEB project and programme performance are submitted by the MCA Executive to the Department for Education.
- 3.14 Quarterly reports on TCF project and programme performance are submitted by the MCA Executive to the Department for Transport.
- 3.15 In addition, the MCA will submit an annual report to Government each January on the delivery of AEB functions from the previous academic year to date including:
- South Yorkshire policies for adult education
 - Expenditure against AEB
 - Data analysis of AEB delivery in South Yorkshire

4. The Evaluation Process

Introduction to Evaluation

- 4.1 The level of evaluation required on a project or programme is an integral part of the decision-making process of the MCA and Thematic Boards. Strategies for evaluation will be identified and fully worked-up at the Outline Business Case stage of a project application. This enables evaluation to be factored into a project and programme's design from the outset.
- 4.2 The frequency and type of evaluation conducted, depends on the contract value, duration and complexity of each project and programme.
- 4.3 Pilot projects and major schemes are subject to more extensive evaluation. As a minimum, all projects are expected to be evaluated on impact to ascertain whether the project's objectives, outputs and outcomes were achieved and the reasons and results of any under or over performance

Objectives for Evaluation

- 4.4 Evaluation will determine the effectiveness of the MCA and LEP's investments. It enables the MCA and its Boards, to understand what works, why and who benefits from the investment, and provides evidence to inform future investment planning and improve the delivery and management of projects and programmes. It also adds depth and understanding to quantitative monitoring data and provides insight into:
 - The effectiveness of new, innovative approaches and the factors which have supported or hindered their success
 - Levels of satisfaction with products and services and the value of the project or programme to the target market/audience
 - Non-quantifiable benefits, the development of intangible assets, and longer-term impacts
 - Attribution and the refinement of additionality calculations
 - Opportunities for product/process improvements
 - Cost effectiveness and value for money of the project or programme

Roles and Responsibilities for Evaluation

- 4.5 The MCA Board is ultimately responsible for overseeing the evaluation of projects and programmes funding with devolved and awarded monies, to ensure that there is a process for assurance to be gained on the impact of activity and spend.
- 4.6 The MCA Executive will support the Board decision making process through the development and commissioning of evaluation and the dissemination of results and lessons learned, collating findings and presenting them to the relevant Thematic Board. To ensure transparency and impartiality, evaluation management will be independent of programme delivery.
- 4.7 Evaluation reports on programmes and major projects will be presented to the MCA and LEP Boards, and reports published on the website to fulfil the MCA's and LEP's responsibilities on accounting for public monies. All evaluation reports are published on the SCR website.

Level and Frequency of Evaluation

- 4.8 The level and frequency of evaluation will depend on the project value, level of risk and complexity. A suggested benchmark for evaluation strategy based upon value, to ensure proportionality, is suggested below:

A Project of Less than One Year and with a Total Project Value of Less than £500,000	Summative final ex-post evaluation
A Project of One Year or More and a Total Project Value of Less than £500,000	One interim evaluation plus a summative final ex-post evaluation
A Project with a Total Project Value of more than £500,000	One interim evaluation plus a summative final ex-post evaluation
A Pilot Project of More than One Year of any Value	One interim evaluation for every year of the pilot plus a summative final ex-post evaluation

- 4.9 Interim evaluation will assess process, and the effectiveness and efficiency of projects and programmes during the delivery phase. These interim evaluation reports will capture early lessons learned to inform any improvements in process or delivery models.
- 4.10 Final evaluations will be conducted ex-post (after delivery has ceased) and will assess overall performance and net impact of the project or programme and the impact that the MCA and LEP's investment has had on the economy. It will particularly identify the following:
- Good practice and policy/delivery lessons
 - The contribution and added value of the intervention, its effectiveness in tackling the problem or market failure it was designed to address
 - The extent to which the project or programme represents good value for money

Approach to Evaluation

- 4.11 Evaluation for projects and programmes will follow the logic chains outlined in Appendix B for each thematic area.
- 4.12 The evaluation will give consideration to the following:
- **Consideration of the Counterfactual and Additionality** - consideration of the counterfactual is acknowledged as a key feature of policy impact evaluation i.e. what would have occurred in the absence of the policy. Determining the counterfactual allows analysis of the changes (impacts) resulting from an intervention, over and above those which would have occurred anyway and is therefore a key feature in understanding additionality.
 - **The Use of Randomised Control Groups** – where possible, this provides one of the most robust methodological solutions to assessing additionality as it enables comparison of impacts in a policy on and policy off situation. There are however several challenges to the use of control groups particularly where the rationale for intervention is to support communities already disadvantaged and/or underperforming against national trends and expectations. Only in some cases will it be possible to identify a similar population or group not receiving support. It is anticipated therefore that the majority of evaluation activity will explore the counterfactual position through primary research with beneficiaries to determine what would have happened in the absence of support; whether the same outcomes would have been achieved; and whether these would have been achieved over the same timescale and to the same intensity/scale/quality. Where relevant to do so, national datasets will be drawn upon to provide a comparison group. The counterfactual position will also be considered at appraisal through the presentation of 'do nothing' and 'do something' scenarios, with transport schemes' options appraisal expected to be TAG compliant.

- **Attribution** - the scope and scale of impacts generated by an intervention will be influenced by a range of factors including the duration/intensity of the intervention and its quality/appropriateness for the challenges being addressed. These variables will also be influenced by variables including the quality of delivery teams and project management processes. Primary research with beneficiaries is therefore important to help understand how/the extent to which interventions contributed to change and the types of interventions that generate the most economic impact.
- **Capturing Soft Impacts** - in contrast to quantitative performance monitoring, evaluation will provide an opportunity to capture the full range of qualitative impacts that interventions support. In addition to assessing contribution to the City Region's strategic overarching objectives and ambitions, evaluation will assess the development of intangible assets such as relationship building; knowledge creation; leadership and communication; culture and values; and effective processes and systems.

Evaluation Methods

4.13 The key evaluation questions and methods used will be bespoke to each project and programme. Evaluations are expected to include consideration of some or all of the following areas of investigation:

- **Contextual** - the contribution of the intervention at a strategic level; complementarity and integration with any associated themes/activities; and whether activity is fit for purpose/required given the prevailing policy/operating context and demand.
- **Design** - the suitability of the intervention and delivery model given the rationale for intervention and theory of change.
- **Progress and Performance** - assessment of the baseline position, progress against contracted targets and whether implementation has progressed as planned. Any areas of under or over-performance and the factors influencing this.
- **Process** - the effectiveness of the delivery model and the factors which have supported/hindered delivery.
- **Management** - an assessment of whether management and governance processes are fit for purpose; their strengths, weaknesses and contribution to effective delivery.
- **Impact** - the type and quality of strategic and beneficiary level outcomes, the net impacts taking account of adjustment factors; evidence of unintended benefits/impacts; additionality and the factors which have supported/hindered the achievement of positive impacts.
- **Financial** - whether value for money has been achieved given unit costs (cost per output) and likely return on investment (GVA per £1 invested); the financial sustainability of the intervention.
- **Sustainability** - an assessment of long-term sustainability given demand, needs and market failures.

Evaluation Panel

4.14 The use of external evaluation experts to provide technical expertise and specialist advice on conducting project and programme evaluation, ensures that all evaluation conducted on projects and programmes funded by the MCA and LEP is as objective and impartial as possible.

4.15 Research and evaluation consultants are invited to apply to be part of the Evaluation Panel and deliver independent evaluation of projects, schemes and programmes. This is an open and competitive process and experts will be contracted based on their subject and thematic expertise and evaluation experience.

4.16 When evaluation is required, a pre-approved member of the Evaluation Panel with specific expertise or experience in the type of project or programme being evaluated, will be contracted to deliver the evaluation.

Compliance with Government Requirements for Evaluation

4.17 There are additional evaluation requirements for specific devolved and awarded funds that the MCA will comply with:

- **Adult Education Budget** - as part of the annual report to Government on the delivery of AEB functions from the previous academic year to date, the MCA will be required to provide an update on interim evaluation findings on the impact that AEB has had in South Yorkshire. These findings will be derived from qualitative data such as employer and learner survey responses and quantitative data on the take-up of AEB funded provision in South Yorkshire and improvements in participation, progression and attainment in statutory and non-statutory training.
- **Gainshare** – evaluation of the devolved investment funds to the MCA will be subject to the Government's Gateway Review process. An independent panel assesses and evaluates the impact of investments on the economy and economic growth every five years. The first Gateway Review for the MCA is expected to take place in 2025.
- **Transforming Cities Fund** – a Monitoring and Evaluation Plan has been produced by AECOM in consultation with the MCA, SYPTTE and local authorities. This plan details how the TCF programme and the individual projects and schemes which contribute to the TCF programme will be monitored and evaluated. The plan will ensure that a Theory of Change is established for interventions, a counterfactual is established and that baseline data is collected and analysed to assess the effectiveness of TCF in South Yorkshire and as a contribution to the TCF national programme. A Benefits Realisation Plan was also produced. Extracts of the benefits, outputs, outcomes and impacts are included at Appendix C.

Applying Evaluation Findings to Future Policy, Strategy and Delivery

4.18 A review of the evaluation reports for all projects and programmes funded by the MCA and LEP will be conducted to analyse delivery and impact, as well as capturing the lessons learnt on what has worked well, where there have been issues, constraints or risks to delivery and the extent to which projects and programmes have achieved the expected outputs, outcomes and impact on the economy anticipated in the original project or programme Business Case.

4.19 The lessons learnt will then be applied to future socio-economic policy, the MCA's internal processes for managing the delivery of devolved and awarded funding and project and programme appraisal and monitoring, and the design and management of future MCA and LEP funded projects and programmes.

4.20 This will ensure that the MCA and LEP builds-on successful pilots and continues to fund interventions that yield higher value outputs and outcomes, whilst also tackling any identified blockages or weaknesses in the MCA's application, appraisal or project management processes. It will also deliver against the Government's ROAMEF cycle (Rationale, Objectives, Appraisal, Monitoring, Evaluation, Feedback) by ensuring that feedback from projects and programmes is applied to policy, strategy and project development.

Appendix A: Metrics, Measures, Outputs & Outcomes

There are a suite of outputs, outcomes and metrics that the MCA and LEP will measure programme and project performance against. These include standard outputs and outcomes that are reported to Government in the Quarterly Returns, the statutory entitlements for the Adult Education Budget and the targeted outputs and outcomes outlined in the Strategic Economic Plan (SEP) and Renewal Action Plan (RAP). These are specified in the sections below:

Standard Outputs and Outcomes for MCA and LEP Funded Projects

Businesses	<ul style="list-style-type: none"> ▪ Number of enterprises/businesses receiving grant support ▪ Number of enterprises/businesses receiving financial support other than grants ▪ Number of enterprises/businesses receiving non-financial support (eg. advice, information, guidance, training)
Employment	<ul style="list-style-type: none"> ▪ Number of jobs created ▪ Number of apprenticeships created
Skills	<ul style="list-style-type: none"> ▪ Number of new learners assisted (in courses leading to a full qualification) ▪ Area of new or improved learning and training floorspace (square metres)
Transport	<ul style="list-style-type: none"> ▪ Length of newly-built road (metres) ▪ Length of road resurfaced (metres) ▪ Length of new cycle ways (metres)
Housing	<ul style="list-style-type: none"> ▪ Number of houses/new dwellings completed ▪ Number of homes with new or improved fibre-optic provision
Commercial Infrastructure	<ul style="list-style-type: none"> ▪ Area of commercial floorspace created (square metres) ▪ Area of commercial floorspace refurbished (square metres) ▪ Area of commercial floorspace occupied (square metres) ▪ Number of businesses with access to new or improved broadband services
Flood Risk Prevention	<ul style="list-style-type: none"> ▪ Area of land with reduced likelihood of flooding as a result of the project (square metres) ▪ Number of homes with reduced flood risk ▪ Number of commercial properties with reduced flood risk

Adult Education Budget (AEB) Statutory Entitlements

Level 1 Qualifications	<ul style="list-style-type: none">▪ Number of individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4 or higher, attaining Level 1 in English▪ Number of individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4 or higher, attaining Level 1 in Maths
Level 2 Qualifications	<ul style="list-style-type: none">▪ Number of individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4 or higher, attaining Level 2 in English▪ Number of individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4 or higher, attaining Level 2 in Maths▪ Number of individuals aged 19 - 23 years obtaining a first full qualification at Level 2
Level 3 Qualifications	<ul style="list-style-type: none">▪ Number of individuals aged 19 - 23 years obtaining a first full qualification at Level 3

SCR Strategic Economic Plan – Targets and Indicators

	Indicator	Desired Outcome	Data	2040 Target
Business Growth	Productivity	Our workforce’s productivity will increase, positively benefitting the prosperity of our residents.	Labour productivity measured in Gross Value Added (GVA) per employee. Annual Population Survey. 82% of UK average (2017)	100% of UK average
	Economic output per capita	The size of our economy relative to our population will increase.	GVA per <i>capita</i> , rather than <i>employee</i> as above. Annual Population Survey. 68% of UK average (2017)	100% of UK average
	R&D expenditure	A greater investment in R&D (relative to our economy) indicates an innovative economy.	R&D expenditure as a proportion of economy using ONS and EUROSTAT data. SCR approx. 1%	UK Government target of 2.4%
	Enterprise	Higher density and growing business base.	Enterprise growth rate is approximately 15-16% using ONS Business Demography data.	Target birth rate of 16%
Transport & Infrastructure	Car usage	Car usage falls, indicating mode share and lower pollution due to transport.	Car usage measured by vehicle miles. Annual road traffic statistics by Department for Transport. 4,960 million vehicle miles (2018)	To be developed.
	Digital connectivity	A higher proportion of our region is covered by both full fibre & 5G broadband.	Percentage of full fibre coverage of residential and business premises. Weekly network rollouts modelled by Think Broadband based on Openreach data. 8.4% (2020)	Equal to UK level
	Housing costs	The housing system and wider economy means that earning power is not being eroded by inflating house prices.	Lower quartile house price to earnings ratio. MHCLG ‘House price (existing dwellings) to residence-based earnings ratio’.	No increase in ratio

	Indicator	Desired Outcome	Data	2040 Target
Skills & employment	School leavers	More children leave secondary school with better attainment to boost their prospects entering further education and employment.	Attainment 8 scores average, Department for Education administration data. BMBC – 42.5, DMBC – 42.7, RMBC – 43.6, SCC – 44.6 England – 46.1 (2018)	Equal to England level
	Education	A higher proportion of working-age population possess higher qualifications, indicating progression in education and employment.	NVQ level 3 and above included. Annual Population Survey. SCR – 54.2% GB – 57.8% (2018)	Equal to UK level
	Wage levels	A lower proportion of employees on low earnings (defined as 20th percentile of earnings distribution).	Annual Survey of Hours and Earnings. £8.92 per hour 3% below UK level (2019)	Equal to UK level
	Higher-level occupations	Higher proportion of employees in managerial, technical & professional occupations.	Standard Occupation Classifications 1-3 represent higher-level occupations. Annual Population Survey. SCR – 43.4% UK – 47.0% (2019)	Equal to UK level
	Unemployment	More working-age people are in employment.	Annual Population Survey. SCR – 5.2% UK – 4.0% (2019)	Equal to UK level

	Indicator	Desired Outcome	Data	2040 Target
Sustainability & Places	Air quality	Improvement in air quality, as measured by relevant different particulate matter.	<i>To be developed based on public health agreements and available data.</i>	Equal to England level
	Health	Our population live increasingly long, healthy lives.	Healthy life expectancy at birth. SCR – male 60.2 years, SCR – female 60.2 years UK – male 63.1 years, UK – female 63.6 years	Equal to UK level
	Fuel poverty	Fewer households living in fuel poverty.	BEIS Sub-Regional Fuel Poverty Estimates. SCR – 10.6% England – 10.9% (2017)	Equal to UK level
	Cultural participation	Gap for overall participation in cultural activity between SCR and national average closes.	<i>To be developed awaiting regular updates and reliable data.</i>	Equal to UK level
	Deprivation	Lower share of local areas in deprivation.	MHCLG Index of Multiple Deprivation – a composite of indicators including income, employment, education, health, crime, barriers to housings and services, living environment deprivation. BMBC – 22%, DMBC – 24%, RMBC – 22%, SCC – 22% (2019)	Equal to UK level
	Climate and environment	Improving ‘value’ of natural environment measured by ecosystem service provision.	<i>To be developed awaiting regular updates and reliable data.</i>	

SCR Renewal Action Plan – Targets and Indicators

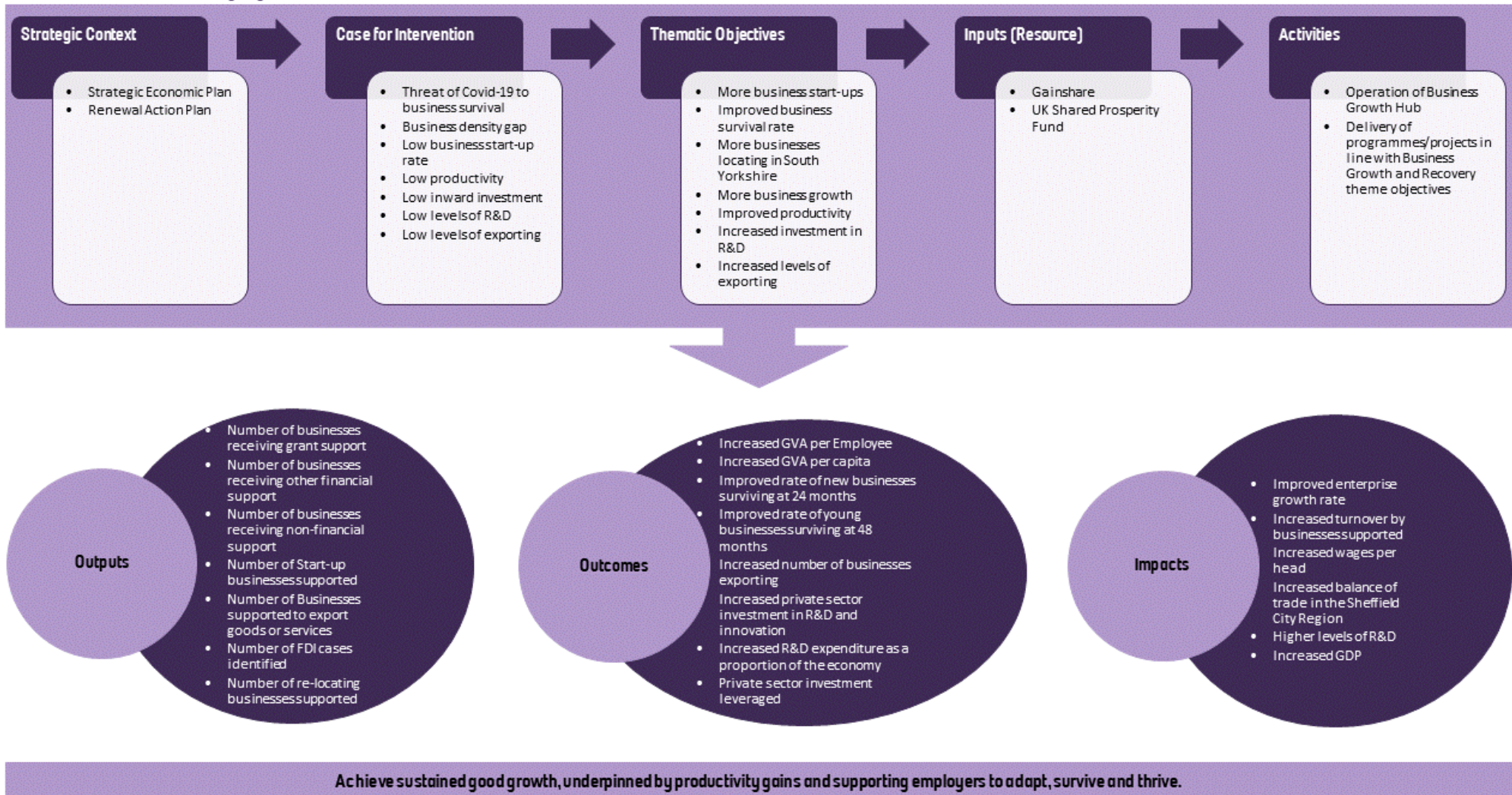
	Objective	Intervention	Desired Outcome	Target
People	Help people find jobs and adapt to the new economy.	Train to work	<p>Increase of 3,000 apprentices and over 17,000 other education, training, and paid work experience positions in 18 months leading to sustainable employment.</p> <p>The programme will also be structured to help fill skills gaps that hold back our tech companies, placing people in sustained employment.</p>	<p>Approximately 20,000 people supported.</p> <p>The programme is targeted towards young people (and apprentices, graduates and leavers), women, disabled, people from BAME background and people from disadvantaged backgrounds.</p>
		Back to Work	<p>This will contribute to SCR's unemployment rate returning to pre COVID-19 levels (5% or lower). It will also contribute to a rise in economically active people in SCR.</p>	<p>10,000 unemployed people supported.</p> <p>The programme is targeted towards vulnerable cohorts and communities.</p>
		Young People's Skills Guarantee (Post-16)	<p>Young job seekers will be supported to secure and remain in employment commensurate with their skills and ambition.</p> <p>Additionally, learners who have fallen behind will be supported to catch up. It will ensure that NEET levels are below the national average. Success will be measured by a greater share of young people staying in employment or in education after 6 and 12 months. Targets will be developed through current graduate and leaver surveys. Data will be confirmed with longitudinal data on outcomes.</p>	<p>4,500 people supported with a specific focus on the most 'at-risk' young people.</p>
		Overcome barriers	<p>Unemployment benefit claimant counts have risen due to COVID-19.</p> <p>Specific targets will be dependent on nature of eventual support (e.g. caring responsibilities or digital skills). Empowering individuals to work (e.g. at home) and/or stay in education or training will allow them to support their families and re-engage with the labour market. Addressing challenges and the provision of digital assets and/or childcare could help people embrace job opportunities. This will result in numerous positive outputs for the City Region, such as lower UC claimants, higher levels of wellbeing, inclusion, productivity and income tax. In addition to direct benefits to the exchequer, this will result in avoided costs for the NHS on physical and mental health, and local economic multiplier effects.</p>	<p>At least 15,000 people supported to re-engage with the labour market.</p>

	Objective	Intervention	Desired Outcome	Target
Employers	Support employers to adapt, survive and thrive despite COVID-19.	Services and knowledge support for COVID-19 adaptation	Arrest any decline in business stock and survival rates will improve. Anticipated impacts will include direct jobs created and safeguarded, and eventual sustained GVA and productivity rise.	22,727 businesses <i>Based on £110 per employer</i>
		Digital adoption and upskilling for our organisations	Arrest any decline in business stock and survival rates will improve. Anticipated impacts will include direct jobs created and safeguarded, and eventual sustained GVA and productivity rise.	Support up to 10,000 SMEs
		Flexible investment and recapitalisation	Business stock will begin to grow. Increase business birth rate over the next 12 months. Significant contributions to reducing carbon footprint and improving social inclusion. Equity investments will seek competitive rates of return and induce local economic multiplier effects.	3,765 businesses <i>Based on £850,000 per employer</i>
		Employer leadership support	Arrest any decline in business stock. Longer term impacts such as GVA and productivity rises will be quantified in accordance with timeframe and scope.	Support up to 1,000 businesses
		Supply chain and procurement support	The programme will utilise baseline figures on local spend and supply chains to identify improvements. The MCA will work with Department for International Trade to exploit re-shoring potential.	Support 300 businesses initially Protect 15,000 jobs

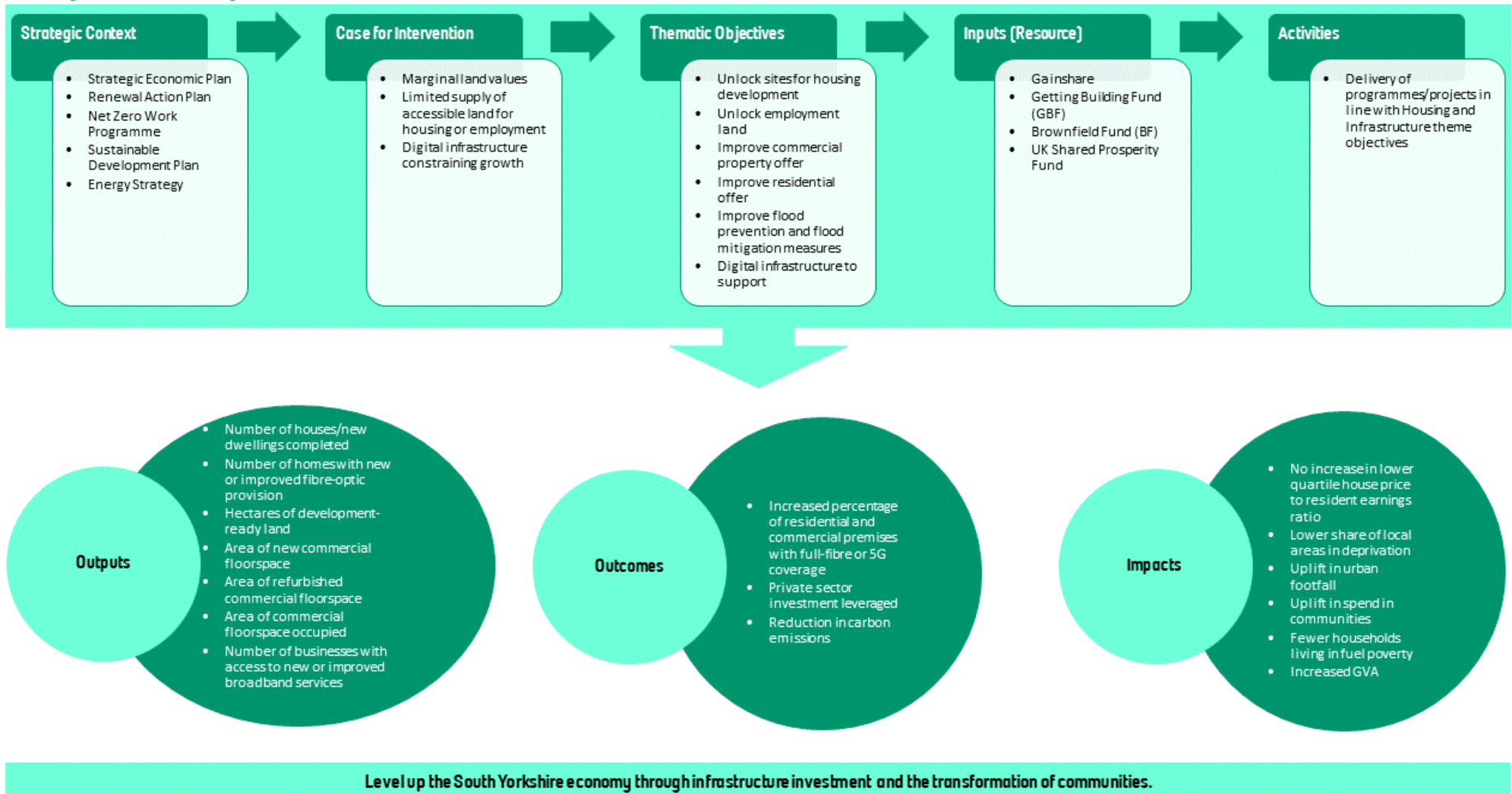
	Objective	Intervention	Desired Outcome	Target
Places	Infrastructure investment to level up our economy, create jobs, and transform our communities.	Covid-19 spatial adaptation	<p>Baseline information for all urban centres to allow targets to be established based on support offered. This would include:</p> <ul style="list-style-type: none"> • Footfall and vacant units – e.g. no increase in empty retail premises by Q3 2021 • Day time/evening economy spend • Independent shops (ratio to national chains) • Density of businesses 	<i>To be developed.</i>
		Sustainable travel	<p>Capital projects which contribute to 620 miles of accessible walking and cycling routes across SCR to enable people to leave their cars at home and support multi modal travel. Improvements to bus network coverage and patronage.</p> <p>Delivery will also have an indirect impact upon footfall and spend. Lastly, health and wellbeing data from PHE will be utilised to understand direct and indirect health outputs.</p>	<p>Maintaining COVID-19 lockdown active travel levels. As of the end of May 2020, 64% of adults walked, and 14% cycled – representing an extra 100,000 cyclists.</p> <p>Increased public transport patronage (baseline increasing but targets linked to pre-COVID-19 levels).</p>
		Shovel-ready investment (de-carbonisation)	<p>Key development indicators across all programmes include employment, GVA and other wide indicators including indirect employment, social value delivery and biodiversity enhancement. Benefits will be specific to capital investment project, and additionally will induce local economic multiplier effects.</p> <p>This will enable SCR to progress against ambitions for a net zero City Region by 2040. Benefits will depend on which capital investment project are delivered, but will include reduced pollution, enhanced biodiversity, and health improvements.</p>	Creation of 2,000 new jobs across all programmes and carbon emissions outputs in line with SCR's Net Zero by 2040 target.
		Shovel-ready investment (infrastructure)	<p>Key development indicators across all programmes include employment, GVA and other wide indicators including indirect employment, social value delivery and biodiversity enhancement. Benefits will be specific to capital investment project, and additionally will induce local economic multiplier effects.</p> <p>This will begin to level up South Yorkshire and accelerate the renewal of the economy. The investment will enhance existing world class assets and enable underperforming parts of the City Region to become catalysts for growth, inclusion and sustainability.</p>	Creation or safeguarding of 4,000 new jobs across all programmes and programme indicators.

Appendix B: Logic Chains for the Thematic Areas

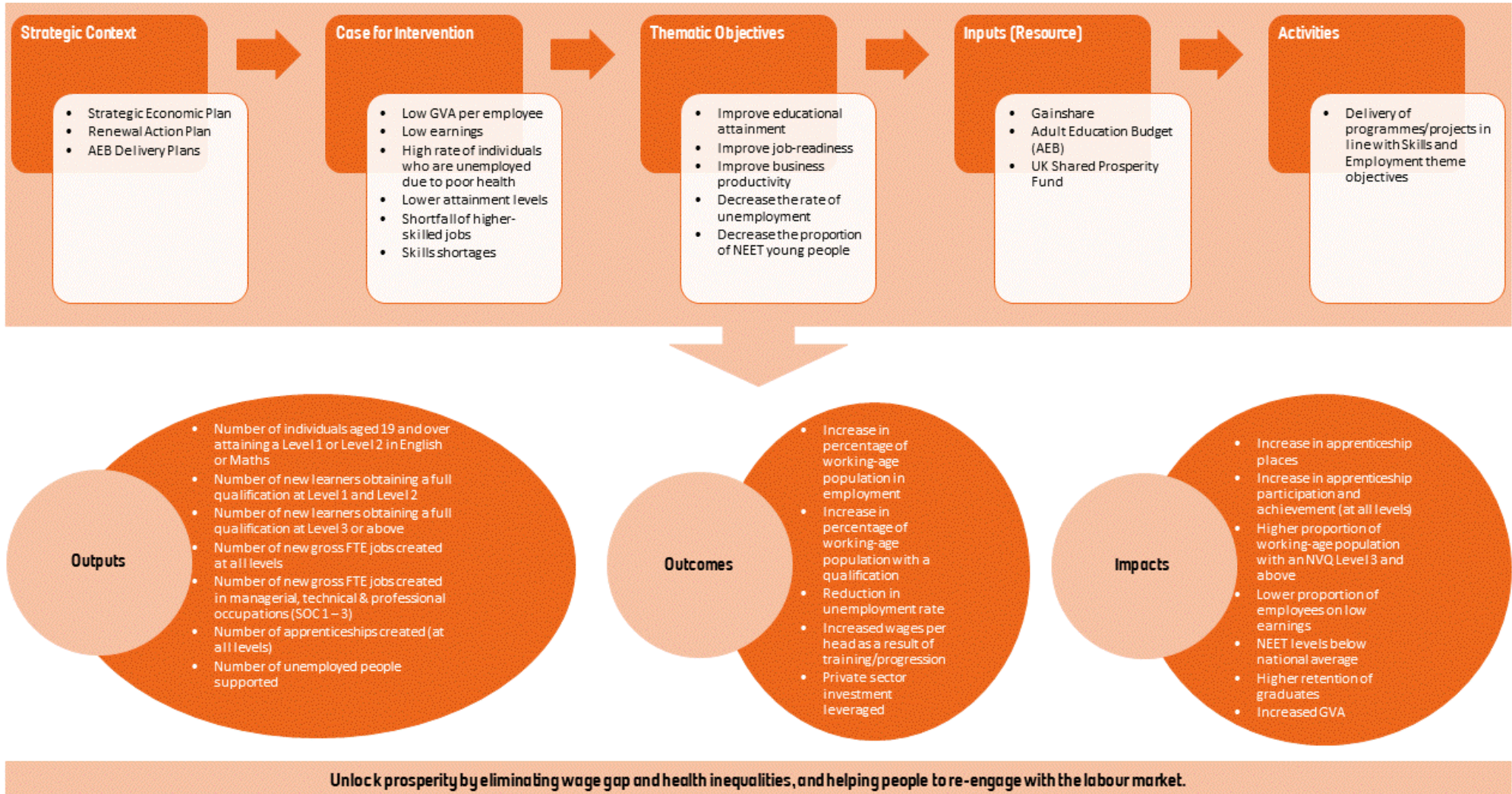
Business Growth and Recovery Logic Model



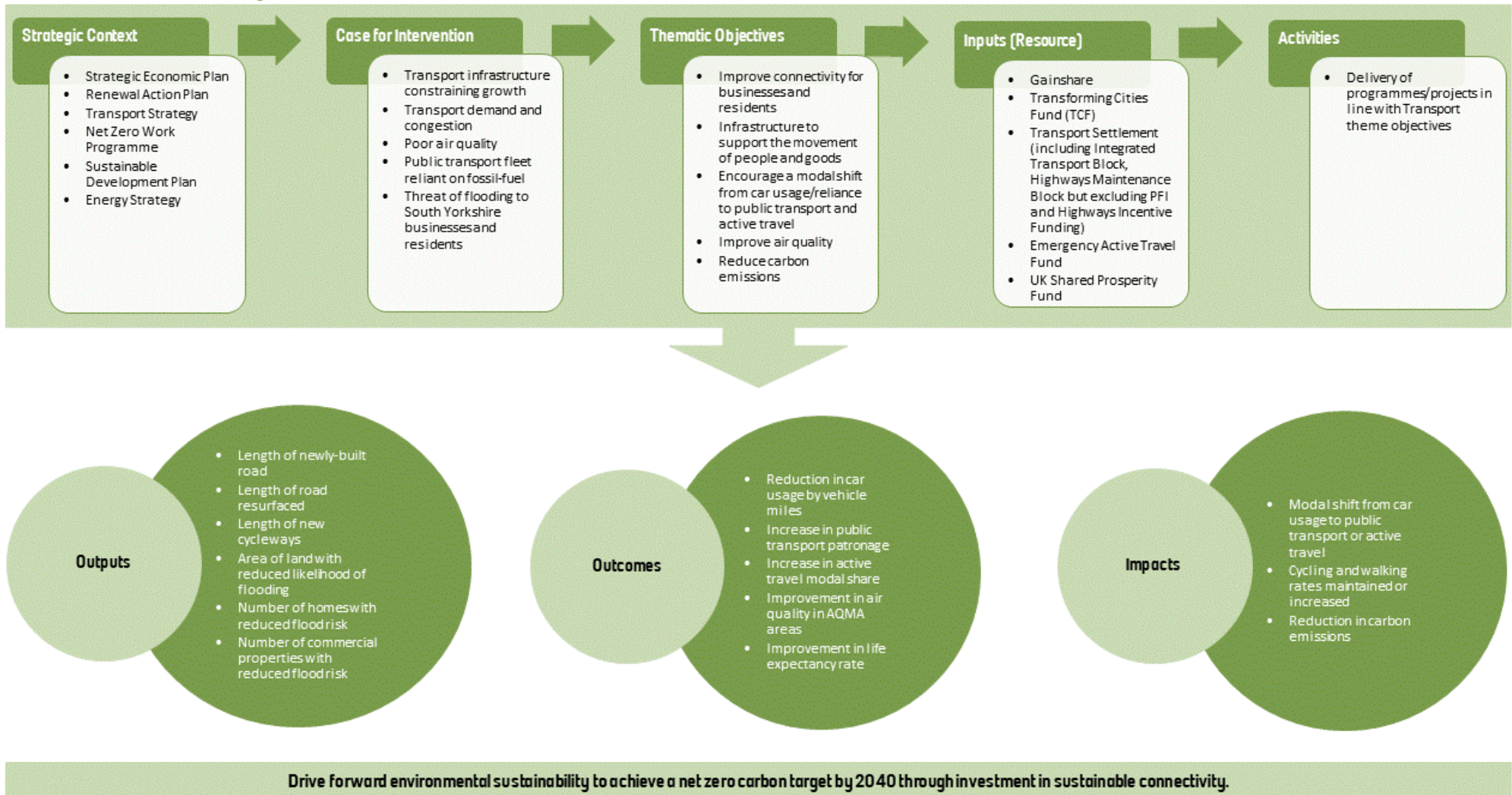
Housing and Infrastructure Logic Model



Skills and Employment Logic Model



Transport and the Environment Logic Model



Appendix C: Transforming Cities Fund (TCF) Monitoring and Evaluation Plan – Benefits, Outputs & Outcomes

TCF - Benefits Realisation Plan Objectives, Outputs, Outcomes and Impacts

TCF Programme Objective	Desired Outputs	Desired Outcomes	Desired Impacts
<p>To better connect the areas of transport poverty with areas of opportunity in a safe and sustainable way</p> <p>To affect a mode shift away from the private car on those corridors where new opportunities are likely to see an increase in demand or where growth could be stifled</p> <p>To create a cultural shift towards making cycling and walking the natural choice for shorter journeys</p> <p>To achieve the above in ways that address current health issues and improve air quality across the SCR</p>	<p>Over 25km of improved walking and cycling infrastructure</p> <p>Over 90km of new walking and cycling infrastructure</p> <p>10km of new bus lanes</p> <p>11 junction improvements to benefit non-car modes, with 7 bus gates</p> <p>100 bus stop improvements</p> <p>New tram-train stop at Magna</p> <p>Two new tram-train park and ride sites, offering 450 spaces</p> <p>Improvements to the facilities at 11 local rail stations</p>	<p>More walking and cycling journeys across the SCR</p> <p>Reduced bus journey times</p> <p>Improved bus journey time reliability</p> <p>Increased bus patronage</p> <p>Increased tram patronage</p> <p>Increased rail patronage</p> <p>Reduced car commuting</p> <p>Improved air quality</p> <p>More active people</p>	<p>Support inclusive growth</p> <p>Enhanced opportunities to access new employment sites</p> <p>Create healthy streets where people feel safe</p> <p>Improve the quality of our outdoors</p> <p>More people being physical activity</p>

TCF Key outcome and impact metrics

Outcome Metrics – Data Required

Outcome	Objective				Data to be Used	Data Source	Collected/ funded by
Real and perceived active travel safety improved	1	2	3	4	Perception of safety amongst pedestrians and cyclists	Pedestrian and Cyclist Intercept Survey Telephone surveys for non-users	Sponsors (larger schemes) SCR (countywide)
Reduction in no. and severity of accidents and casualties (involving pedestrians / cyclists)	1	2	3	4	Accident and casualty numbers (pedestrians and cyclists) and cause of accidents	STATS19 data	Sponsors
Improved perceived quality of active travel	1	2	3	4	Perception of walking and cycling provision in the area (e.g. <i>desire lines, quality, signage</i>)	Pedestrian and Cyclist Intercept Survey Telephone surveys for non-users	Sponsors (larger schemes) SCR (countywide)
Address severance barrier for active travel	1	2	3	4	Mapped isochrones of before and after connectivity – especially from areas of transport poverty to areas of opportunity	TRACC	PTE (Countywide)
					Perception of severance barrier - especially from areas of transport poverty to areas of opportunity	Pedestrian and Cyclist Intercept Survey	Sponsors SCR (countywide)
Improved local active travel connectivity	1	2	3	4	Mapped isochrones of before and after connectivity, number of people within defined travel time	TRACC	PTE (Countywide)
Enhanced active travel accessibility to stations	1	2	3	4	Passenger / public perception regarding ease of getting to station	Pedestrian and Cyclist Intercept Survey Telephone surveys for non-users	Sponsors SCR (countywide)
					Mapped isochrones of before and after connectivity, number of people within defined walking time of station	TRACC	PTE (Countywide)
Improved perception of active travel	1	2	3	4	Perceptions of active travel improved (e.g. <i>willing to consider walking and cycling</i>)	Pedestrian and Cyclist Intercept Survey Telephone surveys for non-users	Sponsors (larger schemes) SCR (countywide)

Outcome	Objective				Data to be Used	Data Source	Collected/ funded by
Uptake of active travel	1	2	3	4	Number of people walking or cycling	Pedestrian and Cycle Counts	Sponsors
					Frequency of walking and cycling per person	Active Lives Adult Survey	Sponsors
					Perceptions of amount walking / cycling	Pedestrian and Cyclist Intercept Survey	Sponsors
Improved quality of station environment	1	2	3	4	Facilities at station	Station Audit (see Table 4.1)	PTE (Countywide)
Greater availability of secure cycle parking	1	2	3	4	Cycle parking occupancy	Cycle Parking Count	Sponsors
Access for all at rail stations	1	2	3	4	Compliance with accessibility requirements	Station Audit (see Table 4.1)	PTE (Countywide)
					Perceptions of station users	User survey	PTE (Countywide)
Improved perception of rail station	1	2	3	4	Perceptions of station users of quality of station (e.g. information, safety / security, accessibility)	Rail Passenger Survey	PTE (Countywide)
Increased rail patronage	1	2	3	4	Annual station entries / exits	Office of Rail and Road (ORR) Estimates of Station Usage	PTE (Countywide)
Widened catchment for tram-train services	1	2	3	4	Mapped isochrones of before and after connectivity, number of people within defined travel time	TRACC	PTE (Countywide)
Alternative mode for those accessing key destinations	1	2	3	4	Perception amongst employees at key destinations, particularly Magna Business Park, Magna Science Adventure Centre, AMID, Town centres, Dearne Valley and iPort	Employee Survey	PTE (Countywide) Sponsors – depending on the outcome of STAF investment
Improved perception of tram-train services	1	2	3	4	Perception of tram-train service	Transport Focus Tram Passenger Survey	PTE (Countywide)
					Perception of the new Magna stop and service available	Magna Stop Passenger Survey	PTE (Countywide)
Improved access to tram-train services	1	2	3	4	Use of P&R facility	P&R Count Data (Magna and Parkgate Stops)	PTE (Countywide)
Increased tram-train patronage	1	2	3	4	Tram-train boarding and alighting data	Operator Records	PTE (Countywide)

Outcome	Objective				Data to be Used	Data Source	Collected/ funded by
					Perceptions of amount of travel by tram-train and any change in the stop used	Magna Stop Passenger Survey	PTE (Countywide)
Reduced bus journey times	1	2	3	4	Bus journey times along defined routes / services	Operator Records / SYPTE Transport Corridor Data	PTE (Countywide)
Improved bus journey time reliability and punctuality	1	2	3	4	Standard deviation from planned journey time (for journey and at stops)	Operator Records / SYPTE Transport Corridor Data	PTE (Countywide)
Greater bus frequency	1	2	3	4	Number of services operating along route / corridor	Operator Records / SYPTE Timetable Database	PTE (Countywide)
Improved perception of bus	1	2	3	4	Passenger perception of bus reliability, punctuality, satisfaction etc	Bus Passenger Survey	PTE (Countywide)
					Number of complaints regarding the services along the corridor	SYPTE Customer Relationship Management (CRM) System Complaints	PTE (Countywide)
Increased bus patronage	1	2	3	4	Bus patronage data	Operator Records	PTE (Countywide)
	1	2	3	4	Perceptions of amount travel by the bus	Bus Passenger Survey	PTE (Countywide)
Broaden public transport connectivity	1	2	3	4	Mapped isochrones of before and after connectivity, number of people within defined travel time	TRACC	PTE (Countywide)
Reduced emissions per bus	1	2	3	4	Bus fleet composition	Operator Records	PTE (Countywide)
Reduced emissions associated with buses	1	2	3	4	Bus fleet composition	Operator Records	PTE (Countywide)
Re-routing of highway traffic	1	2	3	4	Change in traffic volume through links - traffic counts	Highway Data - Automatic Traffic Counts (ATCs)	Sponsors SCR (countywide, working with sponsors to develop comparative/control routes)
Increased proportion of sustainable journeys	1	2	3	4	Stated mode of travel	Bus, Rail and Magna Stop Passenger Survey	PTE (Countywide)
					Stated mode to work	Household Travel Survey	PTE (Countywide)
					Frequency of walking and cycling per person	Active Lives Adult Survey	Sponsors

Outcome	Objective				Data to be Used	Data Source	Collected/ funded by
Modal shift from private car	1	2	3	4	Stated mode of travel	Bus, Rail and Magna Stop Passenger Survey	PTE (Countywide)
					Stated mode to work	Household Travel Survey	PTE (Countywide)
					ATC cordon count	Count data/ Cordon count data (Weekday, 0700-1900)	Sponsors
Greater connectivity between settlements	1	2	3	4	Public transport journey time between key settlements	Public Transport Timetable Information	PTE (Countywide)
					Perceptions of stakeholders	Interview	PTE (Countywide)
Access to opportunities / key destinations	1	2	3	4	Perceptions of stakeholders	Interview	PTE (Countywide)
					Perceived change in accessibility	Employee Survey	PTE (Countywide) Sponsors – depending on the outcome of STAF investment
					Mapped isochrones of before and after connectivity contrasted with deprivation, employment and business growth data from Office of National Statistics (ONS)	TRACC	PTE (Countywide)
Enhanced perception of 'place'	1	2	3	4	Perceptions of stakeholders	Interview	PTE (Countywide)
					Perceptions of those walking and cycling in the area	Pedestrian and Cyclist Intercept Survey	Sponsors (larger schemes) SCR (countywide)
Improved highway journey time reliability (all vehicles)	1	2	3	4	Trafficmaster – but investigating other data sources too	Standard deviation to average journey time	Sponsors SCR (countywide, working with sponsors to develop comparative/control routes)
Reduced highway journey times (all vehicles)	1	2	3	4	Trafficmaster – but investigating other data sources too	Average journey times for defined routes	Sponsors SCR (countywide, working with sponsors to develop comparative/control routes)
Enhanced traffic flow characteristics	1	2	3	4	Traffic volumes through links	Highway Data - ATCs	Sponsors

Outcome	Objective	Data to be Used	Data Source	Collected/ funded by
			Highway Data – ATCs	Sponsors
		Average speed through links	DfT Congestion Statistics	Sponsors

Impact Metrics – Data Required

Impact	Objective	Data to be Used	Data Collection	Collected/funded by
Health benefits	1 2 3 4	Perceptions of stakeholders	Pedestrian and Cyclist Intercept Survey ¹ ONS Wellbeing survey	Sponsors (larger schemes) SCR (countywide)
Mitigate congestion	1 2 3 4	Levels of delay along corridors	Trafficmaster – but investigating other data sources too	Sponsors
Improved local air quality	1 2 3 4	Nitrogen dioxide (NO ₂) levels	Diffusion Tubes (new if appropriate) or existing	Sponsors – but reported by SCR at a Countywide level
Reduced deprivation levels and improved social inclusion	1 2 3 4	Proportion of Lower-layer Super Output Areas (LSOAs) within 20% most deprived	Index of Multiple Deprivation (IMD)	SCR (countywide)
		Perceptions of stakeholders	Interview	PTE (Countywide) Sponsors – depending on the outcome of STAF investment
Reduced unemployment	1 2 3 4	Claimant Count numbers	Claimant Count data	SCR (countywide)
Support retention / growth	1 2 3 4	Perceptions of stakeholders	Interview	PTE (countywide) Sponsors – depending on the outcome of STAF investment
		Number of employees	Business Register and Employment Survey (BRES)	SCR (countywide)
		Business counts	ONS – UK Business Counts	SCR (countywide)

¹ Include questions linked to Active Lives Survey, specifically 'how many days exercise in the last week where you have done 30 minutes exercise where heart rate has increased' and local data based on ONS' 'Life satisfaction' questions in their wellbeing survey

Impact	Objective				Data to be Used	Data Collection	Collected/funded by
Sites more attractive to investors / business	1	2	3	4	Perceptions of stakeholders	Interview	SCR (countywide)
					Business counts	ONS – UK Business Counts	SCR (countywide)

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