Towards a Monitoring and Evaluation Framework for Hertfordshire’s SEP and Growth Deal

Interim report to Hertfordshire LEP

Work in progress!!

1: Purpose – What we are trying to do?

- The intention is to develop a Monitoring and Evaluation Framework for Hertfordshire’s Growth Deal which:
  > ‘does what it needs to’ in terms of central government...
  > communicates progress
  > is robust / “NAO literate”
  > builds confidence in the LEP
  > achieves “compliance”
  > provides real intelligence for Hertfordshire...
  > focuses as much on the SEP as the 15/16 Growth Deal
  > reflects Hertfordshire’s big issues and principal aspirations
  > is proportionate in terms of resourcing and deliverable
The big ideas and key themes in the SEP

- **Bioscience / SBC**
- **Open innovation**
- **Three Growth Areas**
  - New Towns
  - Golden Triangle
  - Film & TV
  - University of Hertfordshire
  - Evergreen Fund
- **STEM skills**

"Missing middle" of growing SMEs

Aspirations and employability of young people

\[ \text{Big ideas} \] are a real mix, spanning:
- high level aims
- individual "projects"
- SEP outcomes
- broad concepts
- Activities funded through Growth Deal
- ...and a much wider agenda

Putting it together...

- **Vision**
  - Four high level priorities
  - Three Growth Area programmes
  - Two thematic programmes

- **Projects with 15/16 LGF resources**
- **Unfunded commitments/responsibilities**

(Growth Deal)

Growth Deal: 1: LGF interventions included in the 2015/16 Growth Deal
Growth Deal: 2: Unfunded commitments

<table>
<thead>
<tr>
<th>Heading</th>
<th>Transport</th>
<th>Skills</th>
<th>Business Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEP &amp; local planning authorities to work together (child) Growth Deal commitments.</td>
<td>Consider skills implications in transport planning.</td>
<td>Support delivery of transport and business support systems.</td>
<td>Provide a clear model for business support.</td>
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**Other projects identified in the SEP but outside the Growth Deal**

<table>
<thead>
<tr>
<th>Project Area</th>
<th>Project Name</th>
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</thead>
<tbody>
<tr>
<td>M1/M25 Growth Area</td>
<td>Hertfordshire Business Growth Programme</td>
</tr>
<tr>
<td>A1(m) Growth Area</td>
<td>Hertfordshire Skills Programme</td>
</tr>
<tr>
<td>M11/A10 Growth Area</td>
<td>Other SEP projects</td>
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<tr>
<td>Hemel Hempstead Urban Futures</td>
<td>Other SEP projects</td>
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<tr>
<td>Stevenage Urban Futures</td>
<td>Other SEP projects</td>
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<tr>
<td>Bishop’s Stortford Urban Future Initiative</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Hertfordshire Investment Ready Project</td>
<td>Other SEP projects</td>
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<tr>
<td>Letchworth Engineering Academy</td>
<td>Other SEP projects</td>
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<tr>
<td>St Albans Butterfly World</td>
<td>Other SEP projects</td>
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<tr>
<td>Stevenage Station Upgrades</td>
<td>Other SEP projects</td>
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<tr>
<td>Sector Networking and Specialist Business Support</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Locations for Enterprise – on campus / business parks</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>CLEER Refurbishment</td>
<td>Other SEP projects</td>
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<tr>
<td>Gunnels Wood Business Growth Zone</td>
<td>Other SEP projects</td>
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<tr>
<td>Knowledge &amp; Innovation Hub</td>
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<tr>
<td>STEM Skills</td>
<td>Other SEP projects</td>
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<tr>
<td>North London Stadium, Borehamwood</td>
<td>Other SEP projects</td>
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<tr>
<td>College Gateway</td>
<td>Other SEP projects</td>
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<tr>
<td>Maylands Gateway – Business Growth Zone</td>
<td>Other SEP projects</td>
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<tr>
<td>Oaklands College Mansion House Incubator Centre</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Maylands Rapid Prototyping Centre</td>
<td>Other SEP projects</td>
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<tr>
<td>Heart of Maylands land assembly</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Welwyn City Garden Campus redevelopment</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Maylands Gateway</td>
<td>Other SEP projects</td>
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<tr>
<td>South Oxhey Regeneration Initiative</td>
<td>Other SEP projects</td>
</tr>
<tr>
<td>Elstree Way Corridor</td>
<td>Other SEP projects</td>
</tr>
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<td>Watford Junction Regeneration Scheme</td>
<td>Other SEP projects</td>
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**Structure**

1. Purpose of the M&E Framework
2. Scope of the M&E Framework
   - what needs to be covered
   - links to the SEP and Growth Deal
3. Logic chains
   - why we them for the M&E Framework
   - which logic chains matter for Hertfordshire
4. “Clustering” Growth Deal interventions – their read across back to the logic chains
5. Identifying key Growth Deal indicators for monitoring purposes

**Why we need logic chains**

- Logic chains are a useful way to frame:
  - what projects / programmes / plans are trying to achieve (what);
  - how they contribute to local and or national objectives (why); and
  - the mechanism by which they achieve their objectives (how).
- They set out parameters through which the success of individual projects or programmes can be measured
- They can be framed at various “levels” – spatial level, project / programme level, or at SEP level – which is useful given the varied nature of Hertfordshire’s big ideas
- Their purpose, fundamentally, is to cut through complexity
Where we have started to define logic chains

High level logic chains: SEP-focused

Vision

Four high level priorities

Three Growth Area programmes (and three Transport Packages)

Two Game Changers

Lower level logic chains: and delivery-focused

Two thematic programmes

Projects with 15/16 LGF resources

Unfunded commitments/responsibilities

Projects identified in SEP that are unfunded currently

4+3+3+2=12!

Logic Chain for SEP Priority 1: Global excellence in science and technology

Rationale and context

High level logic chains: SEP-focused

Where we have started to define logic chains

Vision

Four high level priorities

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Unfunded commitments/responsibilities

Projects identified in SEP that are unfunded currently

4+3+3+2=12!

Logic Chain for SEP Priority 2: Harnessing our relationships with London and elsewhere

Rationale and context

High level logic chains: SEP-focused

Where we have started to define logic chains

Vision

Four high level priorities

Three Growth Area programmes (and three Transport Packages)

Two Game Changers

Lower level logic chains: and delivery-focused

Two thematic programmes

Projects with 15/16 LGF resources

Unfunded commitments/responsibilities

Projects identified in SEP that are unfunded currently

4+3+3+2=12!

Logic Chain for SEP Priority 3: Reinvigorating our places for the 21st Century

Rationale and context

High level logic chains: SEP-focused

Where we have started to define logic chains

Vision

Four high level priorities

Three Growth Area programmes (and three Transport Packages)

Two Game Changers

Lower level logic chains: and delivery-focused

Two thematic programmes

Projects with 15/16 LGF resources

Unfunded commitments/responsibilities

Projects identified in SEP that are unfunded currently

4+3+3+2=12!

Logic Chain for SEP Priority 4: Game Changers

Rationale and context

High level logic chains: SEP-focused

Where we have started to define logic chains

Vision

Four high level priorities

Three Growth Area programmes (and three Transport Packages)

Two Game Changers

Lower level logic chains: and delivery-focused

Two thematic programmes

Projects with 15/16 LGF resources

Unfunded commitments/responsibilities

Projects identified in SEP that are unfunded currently

4+3+3+2=12!
Logic Chain for SEP Priority 4: Foundations for Growth

Programme-level Logic Chain: A1(m) Growth Area

- To be developed

Programme-level Logic Chain: M11/A10 Growth Area

- To be developed
Programme-level Logic Chain: M11/A10 Growth Area - Transport

Programme-level Logic Chain: M1/M25 Growth Area - Transport

Programme-level Logic Chain: Hertfordshire Business Programme

To be developed
Programme-level logic chain: Hertfordshire Skills Programme

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5. Identifying key Growth Deal indicators for monitoring purposes

Three types of clustering – to focus on the “object” for M&E and the types of evaluation questions that need asking [N.B. still work-in-progress!]

- Top-down – SEP-level
  - emphasis on wider processes, role of the LEP, “SAV”, profile, overall performance of Hertfordshire’s economy, etc.
- Area-based
  - emphasis on cross-cutting and synthetic elements – challenging in evaluation terms, but important, e.g.
    - role of Croxley Rail as a regeneration tool, with implications for the outer London area in Hertfordshire (given, for example, Cross Rail proposals) and beyond (e.g. lessons on whether London growth can be spread?)
    - A120 / Little Hadham bypass and its relationship to accelerating the delivery of housing
- Bottom-up – Programme/project-focused
  - strong focus on impact evaluation in a conventional sense

First-cut clustering of projects/interventions into key logic chains

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Identifying key monitoring indicators

- Using the bottom up intervention logics, we have
  - identified which BIS metrics appear most relevant for individual projects
  - noted where these fall short
- Many of the core and supplementary indicators provided by BIS map onto the bottom-up intervention logics straightforwardly
- For a number of projects however, more tailored indicators are identified….  

Additional indicators identified ((very quickly) – needs thinking through further)

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<tr>
<th>SBC</th>
<th>Enterprise Centre Broxbourne</th>
<th>Enterprise Centre Hatfield</th>
<th>Enterprise Centre St Albans</th>
<th>Growth Deal Link</th>
<th>Antisec BIS Hub Access</th>
<th>Antisec Hertford Hub</th>
<th>Herts Growth Hub</th>
<th>Herts Skills Programme LEP Foundation</th>
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<tr>
<td>A</td>
<td>OUTCOME No. of joint research projects carried out on site</td>
<td>OUTCOME No. of newly built units occupied</td>
<td>OUTCOME No. of students undertaking MSc in entrepreneurship</td>
<td>OUTPUT No. of businesses engaged in open innovation &amp; knowledge exchange</td>
<td>OUTCOME No. of students undertaking MSc in entrepreneurship</td>
<td>OUTPUT No. of units occupied</td>
<td>OUTCOME No. of newly built units occupied</td>
<td>OUTCOME No. of businesses entering new export markets</td>
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Next steps in relation to indicators (urgent)

- Decide which of the additional metrics are:
  - useful
  - plausible in terms of data collection
- Agree on BIS core and supplementary monitoring metrics (see spreadsheet)
Contact

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