



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

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PETERBOROUGH MAYOR

Local Growth Deal - Monitoring & Evaluation Plan

Author:

Version:

Date:

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Glossary

| | |
|-------------|--|
| CPCA | Cambridgeshire & Peterborough Combined Authority |
| LGD | Local Growth Deal |
| LEP | Local Enterprise Partnership |
| CA | Combined Authority – meaning Cambridgeshire & Peterborough |

1 Introduction

1.1 Purpose of this plan

- 1.1.1 The Monitoring & Evaluation Plan has been developed for the Local Growth Deal (LGD) to ensure robust and effective practices are in place for the measurement of output and outcomes of projects funded and the value for money they offer. We have included the leverage elements that have been achieved as a result of LGD funds being made available in the Local Enterprise Partnership (LEP) area.
- 1.1.2 The plan has been thematically organised, splits the evaluation between pre CPCA award and post CPCA awarded contracts. The plan outlines dissemination and publication routes for case studies and lessons learned.
- 1.1.3 Selected projects will be required to complete an evaluation. The basis of the evaluation will be to build upon input, output and outcome monitoring data and consider if all the strategic objectives of the project including wider economic benefit had been achieved in accordance with the original business case and assumptions used in the appraisal process. In the design of evaluation plans at project or programme level there should be reference to the HMT Magenta book and other methodologies.
- 1.1.4 It is recognised that the specific outcomes that will be monitored and measured will differ depending on the type of intervention, with specific focus placed on those outcomes most relevant to the project objectives. Some projects will report on core LGF outputs of jobs, homes and learners; others will have a wider range of outputs and outcomes agreed at the approval stage or through a contract variation

1.2 Organisation background

- 1.2.1 The Combined Authority (CA) was established in March 2017 by the Cambridgeshire and Peterborough Combined Authority Order 2017. It has seven constituent councils which are the local authorities across its area. Each constituent council is represented on the Combined Authority Board by its Leader. The Combined Authority will be a lean and effective authority. Where possible, we will look to use existing resources whilst ensuring there is a relatively small investment available. This will allow us to create an effective team that will be essential in delivering our vision for Cambridgeshire and Peterborough.
- 1.2.2 In November 2016, all the constituent councils agreed to pursue the devolution deal made with Central Government. From December 2016, the Shadow Combined Authority held monthly public meetings to progress the creation and formation of the authority. Following the signing of the 2017 Order by Communities Secretary, Sajid Javid, the first official meeting of the Cambridgeshire and Peterborough Combined Authority took place on 20th March 2017.
- 1.2.3 A Mayor gives the Combined Authority a focal point and will be the contact for Central Government, working hard to ensure the organisation works closely with them to deliver the best results for local people.
- 1.2.4 The Business Board was constituted in September 2018. It is proud to be the Local Enterprise Partnership (LEP) for our region whose accountable body is the Cambridgeshire and Peterborough Combined Authority.

- 1.2.5 We have the best performing economy in the country outside London, contributing over £5bn a year to UK PLC, and have two of the top five fastest growing cities in the UK. It is home to the second greatest University in the world, and there are more patents registered here each year than in all the other combined authority areas put together. More than 25 of the world's largest corporations are based in Cambridge and there are over 4,500 knowledge intensive companies located within our area.
- 1.2.6 The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. There is a visionary and strong leadership of our Combined Authority, through the combination of an elected Mayor and a Combined Authority Board made up of the Leaders from all the constituent Councils. The Business Board is committed to advising the Combined Authority with its 2030 Ambition to become a leading place in the world to live, learn and work. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to be at the frontier of accelerating delivery and securing new investment models, with and across Government, the private sector and the local area.
- 1.2.7 The Greater Cambridgeshire Greater Peterborough LEP was awarded £146.7m which has been paid in three phases, the final phase for applications took place in July 2019 and it is expected that by March 2020 all funds will be allocated to projects.

1.3 Projects – Projects approved and contracted before CPCA managing of LGD

| Project | Theme | Start Date | End Date | Partners | LGD funding | Leverage |
|--|-----------------|------------|------------|-------------------------------|-------------|-------------|
| Ely Bypass | Transport | 01/01/2016 | 01/06/2018 | Cambridgeshire County Council | £22,000,000 | £14,000,000 |
| Bourges Boulevard Phase 1 & 2 | Transport | 04/01/2014 | 31/03/2019 | Peterborough City Council | £11,300,000 | £0 |
| A47/A15 Junction 20 Improvement Project | Transport | 01/03/2016 | 31/03/2017 | Peterborough City Council | £6,300,000 | £0 |
| The Welding Institute Expansion Project | Business Growth | 01/09/2015 | 31/08/2018 | The Welding Institute (TWI) | £2,100,000 | £400,000 |
| Cambridgeshire Biomedical Campus Development Project | Business Growth | 01/12/2015 | 31/10/2016 | University of Cambridge | £1,000,000 | £3,064,000 |
| Lancaster Way Phase 1 & 2 | Business Growth | 01/12/2016 | 31/03/2020 | Grovemere Property Ltd | £4,680,000 | £3,680,000 |
| Food Manufacturing Centre Project | Skills | 07/01/2015 | 31/07/2016 | Peterborough Regional College | £586,000 | £618,160 |
| iMET Project - Skills | Skills | 01/05/2015 | 31/03/2018 | Cambridge Regional College | £10,500,000 | £0 |

Projects – CPCA Current Projects in delivery

| Project | Theme | Start Date | End Date | Partners | LGD funding | Leverage |
|-----------------------------|-----------------|------------|------------|-------------------------------|-------------|-------------|
| Kings Dyke Crossing | Transport | 01/07/2016 | 31/03/2020 | Network Rail & CCC | £8,000,000 | £21,981,000 |
| M11 Junction 8 | Transport | 02/04/2019 | 31/03/2021 | Essex County Council | £1,000,000 | £8,065,000 |
| Wisbech Access Strategy | Business Growth | 01/05/2015 | 31/03/2021 | Cambridgeshire County Council | £11,500,000 | £227,434 |
| Haverhill Research Park | Business Growth | 01/07/2019 | 31/03/2021 | Jaynic & West Suffolk DC | £2,600,000 | £3,700,000 |
| Medtech Accelerator Project | Business Growth | 30/12/2016 | 31/03/2021 | New Anglia LEP | £500,000 | £700,000 |
| Terraview | Business Growth | 01/12/2018 | 30/04/2019 | Terraview | £120,000 | £554,070 |
| Lancaster way Phase 2 Grant | Business Growth | 30/12/2017 | 31.03/2021 | Grovemere Property Ltd | £1,445,000 | £3,680,000 |

Projects – CPCA Awarded

| Project | Theme | Partners | LGD funding | Leverage |
|-------------------------------------|-----------------|--|-------------|-------------|
| Illumina Accelerator | Business Growth | Illumina | £3,000,000 | |
| Living Cell Incubator Space | Business Growth | Ararcaris Capital Ltd | £1,350,000 | £1,350,000 |
| SciTech Container Village | Business Growth | U+I plc | £697,250 | £4,702,705 |
| Project | Theme | Partners | LGD funding | Leverage |
| Ascendal New Technology Accelerator | Business Growth | Ascendal Group Ltd and Whippet Coaches Ltd | £965,000 | £965,000 |
| Hauxton House Incubator | Business Growth | O2H Ltd | £438,000 | £500,000 |
| NIAB – Hasse Fen Extension | Business Growth | National Institute of Agronomy and Botany | £595,000 | £595,000 |
| NIAB – Start Up | Business Growth | National Institute of Agronomy and Botany | £2,300,000 | £2,300,000 |
| TWI Ecosystem | Business Growth | The Welding Institute (TWI) | £1,230,000 | £1,500,000 |
| The Growth Service | Business Growth | CPCA Growth Management Company Ltd | £5,407,000 | £14,075,114 |

2 Timetable

| Number | Task | Start Date | End Date | Owner |
|--------|---|------------|----------|-------|
| 1 | Agree method for selection of projects for evaluation: <ul style="list-style-type: none"> • Impact • Cost | | | |
| 2 | Develop specification for Evaluation Tender | | | |
| 3 | Advertise tender | | | |
| 4 | Award tender | | | |
| 5 | Post contract meeting to develop priority projects for evaluation | | | |
| 6 | Evaluation undertaken: <ul style="list-style-type: none"> • Phase 1 – pre CPCA projects – April 2020 – Sept 2020 • Phase 2 – CPCA Awarded Projects (date to be confirmed) | | | |
| 7 | First draft report submitted | | | |
| 8 | Final report submitted | | | |
| 9 | Sign off report by Business Board | | | |
| 10 | Publish report – website | | | |

3 Indicators

| | |
|------------------------|--|
| Indicator | Jobs created / safeguarded |
| Definition | The total number of newly created and safeguarded permanent full-time equivalent jobs as a direct result of the intervention at predetermined employment sites. Employment sites include occupied newly developed commercial premises, the premises of supported enterprises, and any FE space directly improved or constructed by the intervention. Created and safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year. |
| Data Collection | <p>Direct Monitoring:</p> <p>Monitoring form signed by the applicant, confirming the job numbers created.</p> <p>Payroll information on the new jobs provided by the applicant.</p> <p>An anonymised list of the employees created or safeguarded and their hours of work, signed by the applicant.</p> <p>Information about salary level may be provided</p> <p>Indirect Monitoring:</p> <p>Based on common standards of employment rates per square metre of space/typical job densities.</p> <p>Information from an employer about numbers employed</p> <p>High level business survey</p> <p>Information in evaluation report</p> |

| | |
|------------------------|--|
| Indicator | Business: Area of new or improved commercial floorspace (m2) |
| Definition | <p>The amount of "new build" commercial floorspace constructed. Figures to be provided following completion.</p> <p>The amount of commercial floorspace refurbished to improve building condition and/or fitness for purpose.</p> |
| Data Collection | <p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p> |

| | |
|------------------------|---|
| Indicator | Housing Units Completed |
| Definition | <p>At the impact site, the number of completed housing units.</p> <p>Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block.</p> <p>Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.</p> |
| Data Collection | <p>Monitoring form signed by the applicant, confirming the numbers.</p> <p>This may be on council tax registration or builder's practical completion or sale</p> |

| | |
|--|---|
| | <p>Local authority report confirming number of houses built linked to S106 contributions (where possible, identify the relevant impact site).</p> <p>Information about addresses and the actual houses that are being reported as attributable.</p> <p>Confirmation from Homes England</p> <p>Photographic evidence of new units.</p> |
|--|---|

| | |
|------------------------|--|
| Indicator | Apprenticeships |
| Definition | Number of apprenticeship positions created as a direct result of the intervention. |
| Data Collection | <p>As reported by a College or employer as an apprenticeship or higher apprenticeship.</p> <p>Independent report setting out apprenticeships undertaken.</p> <p>Reported through quarterly/annual reviews. With clarity on additionality vs previous trend prior to intervention</p> <p>Data from reports produced by College for other public reports/ Governing body; Signed off by the employer</p> |

| | |
|------------------------|---|
| Indicator | Skills: Area of new or improved learning/training floorspace (m2) |
| Definition | <p>The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.</p> <p>The amount of 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.</p> |
| Data Collection | <p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p> <p>Reported via post practical completion based on RICS reported figures</p> |

| | |
|------------------------|--|
| Indicator | Number of New Learners Assisted (in courses leading to a full qualification) |
| Definition | The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification. |
| Data Collection | <p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>full time learners only, by learner 'level' as defined in the SFA guidelines i.e. level 1/2/3/4.</p> <p>Per year registrations or actual students in the building.</p> <p>Individualised Learner records</p> <p>Submission of skills monitoring annual data capture form due in April each year. This breaks down the Level of NVQ and subject and provides data on starts and completions.</p> |

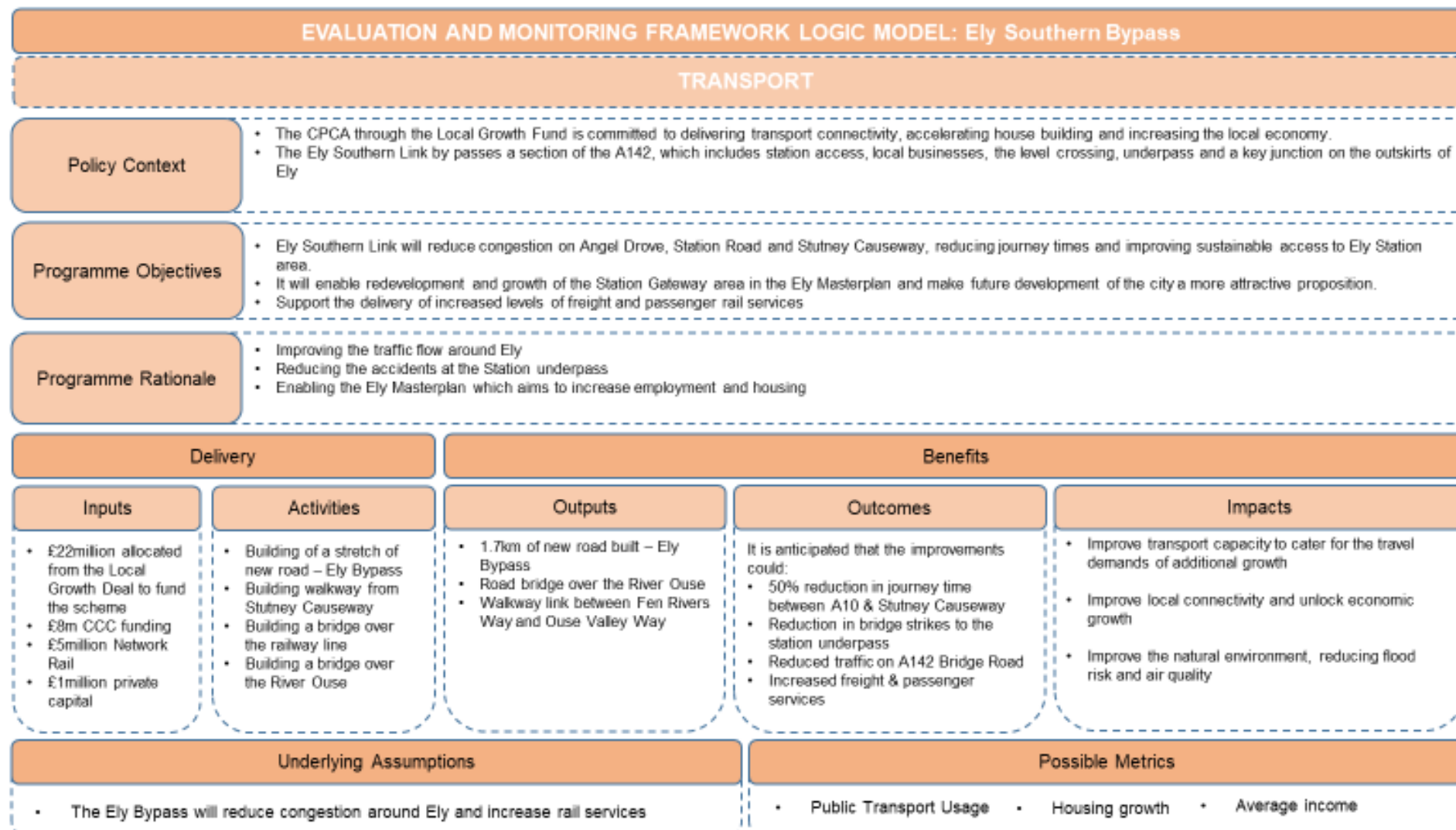
| | |
|--|--|
| | Reported as part of the annual review process, in October each year post enrolment period and recorded on the template |
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|------------------------|--|
| Indicator | Length of Road Resurfaced |
| Definition | Length of road for which maintenance works have been completed this quarter (km). |
| Data Collection | Monitoring form signed by the applicant, confirming the metric. Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme. |

| | |
|------------------------|--|
| Indicator | Length of Newly Built Road |
| Definition | Length of road for which works have been completed and now open for public use (this quarter) (km). |
| Data Collection | Monitoring form signed by the applicant, confirming the metrics. Photographic evidence of road. From scale plans and visual inspection on completion and tender documents Reported via highways colleagues based on the agreed business case approved for the scheme. |

| | |
|------------------------|--|
| Indicator | New Cycle Ways |
| Definition | Length of road for which maintenance works have been completed this quarter (km). |
| Data Collection | Monitoring form signed by the applicant, confirming the metric. Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme. |

4 First Phase Projects



EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Bourges Boulevard Phase 1 & 2

TRANSPORT

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourges Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
- Enabling the development of key brownfield commercial sites identified for expansion

Delivery

Benefits

Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
- £9.2million allocated from Local growth Deal – Phase 2

Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

Outcomes

- It is anticipated that the improvements could:
- Reduce congestion around the Railway Station
 - Redevelopment of Fletton Quays:
 - 280 homes
 - 166,000 sq ft office space
 - 160 bed hotel
 - Restaurant, leisure & retail space
 - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47/A15 Junction 20

TRANSPORT

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
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- It is anticipated that the improvements could:
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 - Redevelopment of Fletton Quays:
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 - 166,000 sq ft office space
 - 160 bed hotel
 - Restaurant, leisure & retail space
 - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Lancaster Way Phase 1 & 2 - loan

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of Enterprise Zones has supported this
- The development of business space, delivering increased GVA opportunities

Programme Objectives

- Development of starter space for companies within the Cambridgeshire area - Ely
- Improving the facilities available at the business park for current and future employees
- Extension of the current business park to meet identified commercial needs

Programme Rationale

- Improving the employment opportunities in and around Ely
- Enabling the development and expansion of commercial operators in the region

Delivery

Benefits

Inputs

- £1million allocated from the Local Growth Deal – Phase 1
- £3.68million allocated from Local growth Deal – Phase 2

Activities

- Building of commercial start up units
- Spur road improvements
- Utility installation to the estate and individual units

Outputs

- Erection of 10 units
- Building of spur road to enable access to the site
- Installation of electric connections
- Sub station building
- Water and communication works
- Street lighting fit out

Outcomes

- It is anticipated that the improvements will be:
- Development of Lancaster Way Business park:
 - 31,000 sq ft office space
 - 690 new employment opportunities

Impacts

- Improve employment opportunities around Ely
- Improve commercial expansion and development

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: TWI Expansion

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; and the expansion of innovative businesses
- The delivery of new technology and specialist testing, fabrication and validation space is key to this

Programme Objectives

- Refurbishment and modification of existing building space
- Creation of a testing facility for advanced technology
- Further development of business space in Cambridgeshire

Programme Rationale

- Improving the opportunities for development of research programmes
- Enabling the development and expansion of innovation across the region

Delivery

Benefits

Inputs

- £2.1m grant funding

Activities

- Refurbishment of existing structures
- Installation of testing machinery
- Fabrication equipment

Outputs

- Modification/build of business space
- Purchase and installation of specialist fabrication & testing equipment

Outcomes

- It is anticipated that the improvements will be:
- Creation of 20 high value employment opportunities by 31 March 2017
 - Further 10 high value employment opportunities by 31 March 2018
 - Refurbishment of the TWI business space:
 - 858m² modification/re-build
 - 2,480m² refurbished space
 - Installation of specialist equipment

Impacts

- Improve employment opportunities and the GVA of the opportunities in Cambridge
- Improve the research and development opportunities in Cambridge and the wider region
- Improve the wider inward investment into Cambridge through the offer of live testing

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Cambridge Biomedical Innovation Centre

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of innovation space for start-up or early stage businesses
- Enhanced global competitiveness of companies and enhanced knowledge base within the UK regulatory bodies
- Future growth in the in activities such as cell-based manufacturing and prototype manufacturing

Programme Objectives

- Development of starter space for life sciences within the Cambridgeshire area
- Expansion of the current space available at Addenbrookes Hospital

Programme Rationale

- Improving the employment opportunities in the region
- Improving the inward investment and economic growth of life science

Delivery

Benefits

Inputs

- £1million grant allocated from the Local Growth Deal

Activities

- Refurbishment and modification of LMB/Bay 13 building at Addenbrookes Hospital

Outputs

- Conversion of part of an empty building into a multi-occupier innovation centre

Outcomes

- It is anticipated that the improvements will be:
- Development of Bay 13 at Addenbrookes Hospital:
 - 29,923 sq ft office & plant room space
 - 6 designated spaces
 - 243 new employment opportunities

Impacts

- Helping start-ups create successful businesses and economic value
- Interdisciplinary collaboration
- Raising awareness of R&D
- Providing training, skill sharing, mentoring and networking

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: iMET

SKILLS

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region
- The utilisation of Enterprise Zones in the region
- Development of skills and training venues in the region – supporting technical skills and manufacturing, engineering and technology

Programme Objectives

- Development higher level skills based training facility
- Links to local employment identifying needs of businesses
- Develop opportunities for business support, consultancy and R&D services

Programme Rationale

- Improving the employability of people living in and around the region

Delivery

Benefits

Inputs

- £10.5million allocated from the Local Growth Deal – Grant

Activities

- Building of the technical teaching space
- Fit out of the technical teaching space with specialist equipment

Outputs

- Erection of 2.3m2 of teaching space
- Specialist technical equipment purchased:
 - Printing
 - Mechanical
 - IT
 - Engineering

Outcomes

- It is anticipated that the improvements will be:
- Building of iMET:
 - 2,380m2 of teaching space
 - 250 apprentices by 2021/22
 - Income generated of £1.5m

Impacts

- Improve training opportunities in the region, targeting the key sectors
- Improve the engagement with businesses into the training market

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Training & Apprenticeships
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Food Manufacturing Centre - PRC

SKILLS

Policy Context

- The CPCA through the Local Growth Fund is committed to creating apprenticeships and training opportunities across the region
- The CPCA is targeting specific areas of training identified as being required within the region by employers

Programme Objectives

- Development of the training facility with food manufacturing line in situ
- Improving the training opportunities current and future employees across the region
- Extension of the training offer through the Regional College in Peterborough

Programme Rationale

- Improving the employment opportunities in and around Peterborough and the wider regions
- Enabling the training available to improve the GVA outcomes for employees within the food manufacturing sector

Delivery

Benefits

Inputs

- £350k Local Growth Deal - Grant

Activities

- Building of a dedicated food manufacturing education and training resource
- Development of the curriculum to support the food industry

Outputs

- Erection of the 420m2 food manufacturing facility
- Fit out of the food production line equipment
- Development of the curriculum in line with identified business needs

Outcomes

- It is anticipated that the improvements will be:
- Development of the Centre of Excellence:
 - 420m2 teaching/training space
 - 327 apprenticeships annually
 - 10 employers using the space each year

Impacts

- Improve training and apprenticeship opportunities in Peterborough
- Improve employer engagement in the apprenticeship delivery
- Improve the opportunities for companies to employ trained individuals resulting in higher GVA in the sector

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Training & Apprenticeships
- Average income

5 Roles & Responsibilities

| Role | Responsibilities |
|-----------------------------|--|
| Project Manager/Lead | Providing impact/outcomes data |
| Project analyst | Determining source/evidence and verifying data |
| LGD Project Officer | Validating data |
| | |
| | |

5.1 Storage

5.2 Analysis

5.3 Privacy

Appendices

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| Appendix 1 | CPCA Highlight Report |
| Appendix 2 | LGD Project Closure Report |
| Appendix 3 | LGD Annual Monitoring Form |