



Swansea Bay City Region Joint Committee – 9 July 2020

Monitoring and Evaluation Plan

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| Purpose: | To approve the Swansea Bay City Deal Monitoring & Evaluation Plan aligned to an external review recommendation. It is also recognised as good Programme Management practice. |
| Policy Framework: | Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA) |
| Consultation: | Programme Board SBCD Project Leads |
| Recommendation(s): | It is recommended that: Joint Committee approves the City Deal’s Monitoring & Evaluation Plan for submission to the UK Government and Welsh Government for consideration |
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| Legal Officer: | Tracey Meredith, SBCD Monitoring Officer |

1. Introduction

- 1.1. The M&E Plan aims to provide structure and set expectations for the SBCD project teams when undertaking project monitoring and evaluation.
- 1.2. The M&E Plan is one of the targets set by the Welsh Government and UK Government that resulted from the external review recommendations. The SBCD needs to satisfy this target (in amongst other targets) in order to approve future projects and draw down further City Deal funds.
- 1.3. The M&E Plan will form part of the forthcoming Regional PMO Knowledge Hub that contains project related support, training, guidance and templates for the M&E Plan and other PMO related assurance, governance and good practice.

- 1.4. This Plan is targeted at Senior Responsible Owners (SROs), the Regional PMO and SBCD Project Managers and their teams, in conjunction with providing assurances to the Welsh Government and UK Government that progress, performance and impact of the £1.3bn SBCD is considered and implemented in a robust manner.
- 1.5. The approach to monitoring and evaluation at programme and project level is detailed below:
- Principles and good practice to ensure the performance and impact is managed and maximised
 - How monitoring and evaluation fits within the SBCD assurance framework and the guidance set out in the HM Treasury’s Green and Magenta Books
 - A suggested RACI (Responsible, Accountable, Consulted and Informed) matrix for the key roles involved in the monitoring and evaluation of the programme
- 1.6. The tools and templates will form part of the forthcoming SBCD Programme Knowledge Hub that contains project related support, training, guidance and templates. The M&E plan will include the following M&E activity:

| Document | Frequency |
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| 1. Highlight report | Monthly |
| 2. Monitoring report | Quarterly |
| 3. Performance report | Annually |
| 4. Benefits realisation plan | Continually updated and reported annually |
| 5. Milestone evaluations (mid-term and final) | Year 3, 5, 10 and final |

- 1.7. Once the M&E Plan is approved by Joint Committee, the appendices such as reporting templates, processes, guidance will be completed in coming weeks/months. The baseline targets are set out in the Programme Business Case and Implementation Plan and will feature as an appendix for the M&E plan.

2. Background

- 2.1. The City Deal is made up of nine projects estimated to deliver £1.8bn GVA and over 9,000 high-value jobs to the Swansea Bay City Region over the course of the 15-year programme. It is therefore vital to monitor and evaluate the programme and its associated projects so that they are delivered successfully in order to realise the intended benefits.
- 2.2. The appended Monitoring & Evaluation (M&E) Plan has been written by the Regional Programme Management Office (PMO) in consultation with the Project Leads to communicate to all stakeholders the intent and mechanisms of monitoring and evaluation for the SBCD.
- 2.3. A vital component of this is ensuring that projects are initiated in the right way. The establishment of projects through strategic, outline and full business case developments will heighten the chances of successful delivery. The most common causes of project failure include unclear objectives, insufficient

resources, and over ambitious timescales and scope, among others. All these factors can affect the deliverability and impact associated with a project and therefore must be considered from the outset of the project or programme.

2.4. The M&E Plan will be applied at programme and project level, where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD programme.

2.5. Allocating dedicated time to determining the appropriate monitoring and evaluation of projects early on in their lifecycle helps to ensure that clear objectives are shaped and that there is an agreed understanding of the needs and wants of all primary stakeholders.

2.6. As a result, effective monitoring and evaluation will lead to:

- Coordinated measurement of programme and project performance
- Alignment to SBCD objectives
- Determining if the programme or project worked
- Quality information that leads to informed decision making
- Visible and improved planning, risk and issue management
- Collaborative and supportive mechanisms for project and programme success
- Delivery of the widest possible benefits to the region
- Demonstrable value for money to the public and key stakeholders
- Creating a culture of learning and sharing across the region and beyond

2.7. The M&E Plan aligns with the revised HM Treasury [Green](#) and [Magenta](#) books, UK Government [Project Delivery guidance](#) and recognised Project Management bodies such as the [Association of Project Managers](#). The Green Book sets out the economic principles that should be applied to both programme and project appraisal and evaluation.

2.8. The plan will be shared with the Welsh Government's Office for Project Delivery for awareness and input to evolve regional practices.

3. Financial Implications

3.1. Approval of the Monitoring & Evaluation Plan by the UK Government and Welsh Government will help facilitate the release of further funding to the City Deal programme.

3.2. External evaluations and reviews will cost and therefore need to be budgeted at programme and project levels. Noting that an external Stage-Gate® process facilitated by the Welsh Government's Office for Project Delivery costs £6-7k per review.

4. Legal Implications

4.1. There are no legal implications associated with this report.

5. Alignment to the Well-being of Future Generations (Wales) Act 2015

As a programme which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the City Deal goals and objectives outlined in the Monitoring & Evaluation Plan are in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. The City Deal goals and objectives will also have a significant impact across the seven well-being goals for Wales and will therefore be part of the benefits realisation and milestone evaluations of the programme and projects.

Background Papers: None

Appendices:

Appendix A - SBCD Monitoring & Evaluation Plan