

ERDF Summative Assessment Plan Form

ESIF-Form-1-012

Part 1 Project Summary

1.1 Applicant Details		
Applicant Organisation	Salford City Council (in partnership with Islington Mill Arts Club and The Womens Organisation)	
Project Name	The Other City	
Programme Priority Axis	Priority Axis 3	
Name of ERDF Investment Priority	Enhancing the Competitiveness of Small and Medium Sized Enterprises	
LEP Area (s) covered	Greater Manchester	
Total Project Value (£)	6,837,191	
Total ERDF sought (£)	2,995,287	
ESIF Category of Region	<i>Less Developed</i>	<i>N/A</i>
	<i>More Developed</i>	<i>Yes 100%</i>
	<i>Transition</i>	<i>N/A</i>

1.2 Project Timetable	
Proposed Start Date	1 st February 2020
Proposed Financial Completion Date	30 th September 2023
Proposed Practical Completion Date	30 th June 2023

1.3 Project Description (brief summary in max. 500 words)

The Other City Project (OCP) will provide both the tailored workspace and business support services needed to secure continued growth of Greater Manchester's creative and cultural industries cluster – a sector with significant growth potential but with specific support requirements to capture opportunities. An ERDF contribution of £3,348,783 is sought towards total project costs of £6,837,191 - £6,126,901 capital and £710,290 revenue. This investment will allow three project components to be delivered, as outlined below.

Component 1: Refurbishment of Islington Mill

Funding will support the refurbishment of Islington Mill – an established cultural and creative industries workspace accommodated in a listed building in the heart of the Greater Manchester conurbation which is already home to approximately 100 ventures – to accommodate demand and build on an existing asset. The building is currently in a poor state of repair with urgent works needed to protect its future, create additional workspace provision and ensure it complies with fire and access requirements. The works package therefore includes:

- Internal alterations to create new studio provision on the building's upper floors, including independent studios and collaborative workspace.
- Construction of a new lift shaft to provide DDA compliant access and an external staircase.
- Provision of a new entrance to help visitors navigate the studio provision and additional window openings to provide natural light.
- Replacement of the roof (which is in very poor condition and has a number of leaks which limits the building's use), including new roof lights being fitted.

Component 2: Acquisition and redevelopment of New Islington Mill

New Islington Mill – which is adjacent to Islington Mill – is currently owned by a third party and has been undermined by anti-social behaviour and incompatible activity meaning that the site is being under-utilised as well as impacting on existing workspace provision. Through this project, the building will be acquired by Salford City Council for redevelopment. The works programme comprises works to both the interior (e.g. provision of partitions to create studios, installation of IT infrastructure etc) and exterior (e.g. repairs to the external walls and replacement of windows and the building's roof lantern) to create new creative workspace provision that caters for new and expanding SMEs and accommodates a more diverse range of business types.

The resulting building will provide accommodation including:

- 366 m² of studio space across 23 studios of between 8 and 16 square metres;
- 300 m² of co-working space spread across two floors;
- 127 m² of flexible studio/rehearsal space, providing eight units ranging from 9 to 44 square metres; and
- on-site common rooms and break out space to support networking and collaborative working.

Component 3: Creative Enterprise Growth Programme

Revenue funding will deliver tailored support to creative and cultural businesses based at Islington Mill, New Islington Mill and across Greater Manchester in the form

of a Creative Enterprise Growth Programme. The project will support 5 FTE staff posts across 14 posts (plus associated on-costs, equipment, materials and event costs) to engage SMEs and support their progress through a creative enterprise growth support journey.

The support offer will comprise:

- The completion of a **diagnostic** at the point of engaging with the programme, to determine the needs of the participant and how they can best be met, focusing on the challenges to and opportunities for business growth.
- Development of a support **Action Plan** which will be tailored to participant needs, outlining growth objectives and the support to be provided by the programme to support their achievement.
- A **cohort delivery model**, with three core waves of intake across the three year project, helping to support cluster development and collaborative growth. Typically support will be delivered over a 6 – 8 month period, with ongoing access to the creative network.
- In addition, there will be scope for more **intensive assists** to be supported, for example in the form of one week focused assists where a specific growth support need is identified, dependent on the requirements of participants and the best method of engagement for them.

Part 2 Summative Assessment Plan

2.1 Statement of Objectives (max 500 words)

Please provide your objectives (i.e. a clear description of what you are hoping the project will achieve). Objectives should focus on describing what insights the summative assessment will seek to provide in respect of:

- The design of the project;
- How the project has performed against its targets;
- The nature of the project’s outcomes and impacts and the value for money that has been achieved;
- The lessons which have emerged through the experience of delivering the project.

The objectives of the project and what the Summative Assessment will consider the performance and impact of The Other City project and the difference it has made in terms of the project design, delivery, impact and effectiveness as well as the value for money are:

- Provide creative and cultural workspace supporting a growing cluster
- Develop a strengthened cluster and network of creative and cultural businesses within Greater Manchester
- Support new and established creative and cultural businesses to build business confidence and aspirations



- Provide businesses with a route map for their future growth and development
- Secure additional investment into the sector as businesses explore new growth opportunities
- Increase business turnover and improve productivity

Retain and attract talent and a growing business base within Greater Manchester

The following questions will guide assessment activities to provide insights in terms of the effectiveness of The Other City and identify opportunities for improvements that emerge throughout project delivery.

Actual performance compared to planned outputs

- Did the project meet its ERDF required outputs?
- How were these targets achieved and what were the primary issues identified in reaching them?
- How effective were the project delivery and activities in achieving outputs?
- Beneficiary experience

Achievement of Outcomes

- Employment increase in supported enterprises
- Number of enterprises supported to introduce new to the market products
- Quality of new products

Impact of the project

- Establish a pro-active network of creative and cultural industries businesses as a legacy that works in a collaborative manner for mutual benefit
- Retain and attract talent and a growing business base within Greater Manchester
- Foster greater collaboration in the creative and cultural sector
- Higher levels of enterprise and survival in the creative and cultural industries
- Additional investment levered into the sector
- Increased business turnover and improved productivity

Value for Money

- Did the outputs meet the ERDF VfM outline described in the application and how did they relate to the wider programme VfM data?

Anticipated Learning

- Deeper understanding of creative sector in Greater Manchester and specific SME needs and their requirements from business support
- Greater knowledge of working collaboratively and/or in clusters to achieve effective results
- Recommendations for the successful implementation of future business support projects
- What could be done to improve \ increase delivery?

2.2 Logic Model:

Have you completed the project logic model form and submitted it to us (see Appendix A of the summative assessment appendices)?

Yes

No

2.3 Approach, Methods and Tasks (max 500 words)

Referring back to the objectives of the summative assessment, please outline the methods that will be used to deliver the insights. The consideration of methods (see Appendix C of the summative assessment appendices) needs to encompass the progress, process and impact focused elements of the summative assessment.

The approach of the Summative Assessment will be agreed with the appropriately procured assessor and project partners to ensure it reflects the project description and objectives and provides appropriate consideration of the project's progress, process and impact. The project assessment will adopt a comprehensive approach to include the value of the project, the type of intervention the project provides, the intended outcomes and impacts and the delivery approach.

This assessment requires both qualitative and quantitative analysis of data. To support analysis several types of original data will be collected which will both support and inform the effective delivery of the project over its lifetime.

These will include data gather and collate information through consultation with project beneficiaries and other key stakeholders, through for example, feedback questionnaires, tracking and the use of focus group interviews. Systems will be established to collate information on project performance including:

- Number of SMEs engaging with the project
- Effectiveness and clarity of the WEAVE brand
- Delivery of support to targeted beneficiaries
- Number of new jobs created



Other intended impact measures will use the following process-based methodology:

- Increased business expertise and confidence – based on self-reporting following workshop activity

Project partners will apply consistent approaches to gathering data that can be analysed and considered to inform programme design and delivery mechanisms, and more widely to inform the wide business support eco-system.

In addition, datasets and analysis from existing literature and up to date research will be incorporated into assessment activities.

2.4 Data and Monitoring (max 500 words)

Please briefly demonstrate that appropriate monitoring arrangements are in place to support strong and insightful summative assessment and confirm your commitment to collecting the minimum / compulsory data set out in Appendix D of the summative assessment appendices and also outline any additional monitoring data.

This plan has been developed to ensure that the Summative Assessment of the ERDF funded The Other City project is produced in line with the guidance and offers an insight into the wider impacts of the project; whilst focusing on the outputs, outcomes and impacts of this funding stream, which have been identified in the Summative Assessment Logic Summary.

Datasets being created by the project:

- ERDF Beneficiary Data
- This is primarily drawn from The Other City SME Eligibility Form
- (Note this includes information on SMEs who do not progress to fully take up project support offers)
- Needs Assessment undertaken by the partners
- Feedback forms from business support workshops

The majority of this information will be provided by applicants as part of the sign up / registration process, which will ensure that data capture is relatively simple and does not require considerable staff time or expenditure. This is important to ensure that costs remain proportionate to the value of the ERDF project and that benefits to the local area are maximised. All data received is fully checked by the The Other City project team as part of the registration process and any omissions rectified or ambiguity clarified with the beneficiary / business to ensure complete and robust source data. All project participants are made aware of data use, both by the project directly and the wider requirements of DHLUC for evaluation purposes. At the end of the service provided beneficiaries are aware that they will be contacted prior to the



end of The Other project to provide further information on the position of their businesses and provide their views on the effectiveness of the project.

Each beneficiary will have a separate project file and will be allocated a unique reference number. All materials provided by the beneficiary will be stored in these files. In addition, at a project level a data tracking sheet has been created which will log all required beneficiary information. This includes the capture of ERDF outputs.

2.5 Implementing the Summative Assessment (max 500 words)

Please set out the practical steps involved in implementing the summative assessment. This should cover the following.

- The assessment route: who will undertake the assessment and whether the assessment will be carried out internally or by external evaluators, explaining the rationale for this decision. If external support will be procured, this section should set out the process for procurement and ensure compliance with ERDF regulations.
- Timescale and Outputs: delivery plan identifying key milestones and output dates.
- Management and Quality Assurance plans.

The assessment will be undertaken by an external consultant who will be openly procured in line with national guidance and ERDF regulations.

The project plan below outlines the main milestones and actions that are required to complete a Summative Assessment of this project.

Action	Start Date	End Date	Output
Project Appraisal and Approval	January 2020	January 2021	Project commencement
Summative Assessment Plan	April 2021	April 2021	Submit plan
Procurement process	January 2023	January 2023	X3 week advertisement / x1 week assessment and interviews
Summative Assessment Consultant appointed	February 2023	February 2023	Contract in place
Implementation Meeting	March 2023	March 2023	Brief finalised, data shared, assessment programme and milestones finalised



Data Collection	January 2021	June 2023	Summative Assessment Data Monitoring Spreadsheet submitted on a quarterly basis
Draft version produced by consultant to IMAC / Salford City Council	June 2023	June 2023	Draft summative assessment for consideration by partners
Final summative assessment submission		July 2023	Project requirement met -report submitted to DHLUC
Dissemination of findings	July 2023	October 2023	Dissemination of summative assessment to stakeholders

The management of the assessment process will be undertaken by Islington Mill Arts Club, Salford City Council and The Womens Organisation. The procurement brief will ensure quality requirements are clearly stated and this will be supported by ongoing and review of the final report before final payment.

2.6 Dissemination (max 500 words)

Please set out how you propose to disseminate and share the findings from the summative assessment.

I understand that, as a minimum, the full report needs to be shared with DHLUC and the summative assessment summary findings template (ref. ESIF-Form-1-014) must be freely available.

Yes

No



It is envisaged that the findings from the assessment will have multiple benefits, which will require different audiences:

- support the implementation of policy; DHLUC, Local Government, GMCA
- inform future decision-making; DHLUC, Local Government, GMCA
- improve the ongoing delivery process; local authorities, national delivery organisations
- provide accountability: parliament, local delivery organisations and local community groups.

To disseminate to these wide audiences IMAC will:

- a) publish the report summary on IMCA website as soon as it is approved
- b) provide a copy to DHLUC
- c) provide report summaries to EH2 partnership members
- d) contact by email strategic stakeholders e.g. Greater Manchester Combined Authority provide them with the link to the report.

It is anticipated that additional opportunities for dissemination of assessment findings will be identified throughout the lifetime of the project, in order to support the overall project objectives of improving levels of entrepreneurship, SME sustainability and growth across Greater Manchester