

Please note this document replaces the previous Outline Business Case template and should be used for all non-transport Outline and Full Business Cases. Please also consider the accompanying Business Case Guidance

Expectations at Outline and Full Business Case

Outline Business Case – this will confirm the strategic context, make a robust case for change and identify the preferred option for delivery from a shortlist of options considered based upon how well it meets scheme objectives.

Full Business Case – the project should be developed to a level where it is capable of being given final approval, including detailed design and having secured all necessary powers, consents and land to enable the delivery of the scheme.

Transport Schemes

Please note that submissions for transport schemes at Outline and Full Business Case should use the template and approach provided in [DfT guidance](#).

A local guidance note has been produced to help promoters which sets out WECA expectations. This is available [here](#) and a summary is provided [here](#)

For these purposes a transport scheme is one that significantly changes the transport network infrastructure, whatever its objectives.

A letter from the Chief Finance Officer/Council S151 Officer in the form of that provided in WECA's guidance should be provided.

Land Acquisition Fund

Please have particular regard to the specific requirements in sections 2.1 & 4.2

West of England

Outline Business Case

Scheme: The Coach House Regional Centre for Black Enterprise and Culture

		Originated	Reviewed	Authorised	Date
1	Version 1.0				
2					
3					
4					
5					

Executive Summary

[Indicative 400 words]

Include a one page stand-alone summary of the scheme which includes a project description, objectives, costs and expected outcomes.

This proposal is seeking [REDACTED] WECA funding towards the £4.9 million refurbishment of the Coach House in St Paul's, Bristol into a Regional Centre for Black Enterprise and Culture. The Centre will provide a range of physical and digital services to deliver the strategic objectives of –

- 1) Supporting the development of sustainable inclusive growth for Black and Racially Minoritized communities across the region
- 2) Developing sustainable increases in productivity and GVA in Black and Racially Minoritized business sectors
- 3) Enhancing cross-sectoral innovation in addressing economic and social issues affecting Black and Racially Minoritized communities
- 4) Enriching the region's international standing as a cultural destination by preserving and curating the Intangible Cultural Heritage of the Black and Racially Minoritized communities in the region for local, national, and international audiences.

The services delivered through the refurbished 12,000 square/foot Coach House will –

- correct the current market failure in general business support for Black and Racially Minoritized enterprises and social enterprises.
- provide incubation and growth services across green, creative, cultural, and IT sectors for Black and Racially Minoritized entrepreneurs and social entrepreneurs.
- support entrepreneurial thinking, creative leadership, and an innovative growth mindset across all Black and Racially Minoritized sectors.
- working with partners in the investment sector, address the market failure in investment and social investment in Black and Racially Minoritized sectors, which is a key inhibitor of their growth.
- create a unique, culture rich context that is known to drive productivity and be central to community-making and placemaking.
- provide digital and physical spaces for Black and Racially Minoritized communities to engage with, create, interpret, curate, and exhibit their cultural heritage to audiences across the world.

After refurbishment, the Centre for Black Enterprise and Culture will be an environmentally sustainable, integrated physical and digital space that is alive with the cultural heritage of the Black and Racially Minoritized communities of the West of England. It will be a space that re-imagines and redefines the concept of enterprise, social enterprise, and cultural development.

In both its physical and digital forms, it will develop and nurture entrepreneurship, idea incubation, business development, cultural expression, collaborative working and the cross-pollination of concepts, ideas, and solutions. It will offer office and studio space, digital and physical exhibition and

performance space, hot-desking, co-working space, and incubation space, digital and physical collaboration spaces, and an onsite café/hospitality function. It will be part innovation lab, part business incubator, and part cultural centre.

The Centre for Black Enterprise and Culture will offer users a unique ecosystem of training, mentoring, resources, inspiration, and collaboration opportunities to grow. It will be a key pillar in the move towards inclusive growth, providing development support to 250 Black and Minoritized led organisations a year and engaging over 10,000 visitors a year in the physical and digital cultural output. The combined direct and indirect GVA, the wider economic benefits, and the TOMS Social Value calculations indicate that the Centre for Black Enterprise and Culture will generate approx. £22.8 million of added value in the 10 years from launch.

Please contact Sado Jirde, Director, BSWN at director@bswn.org.uk for more information

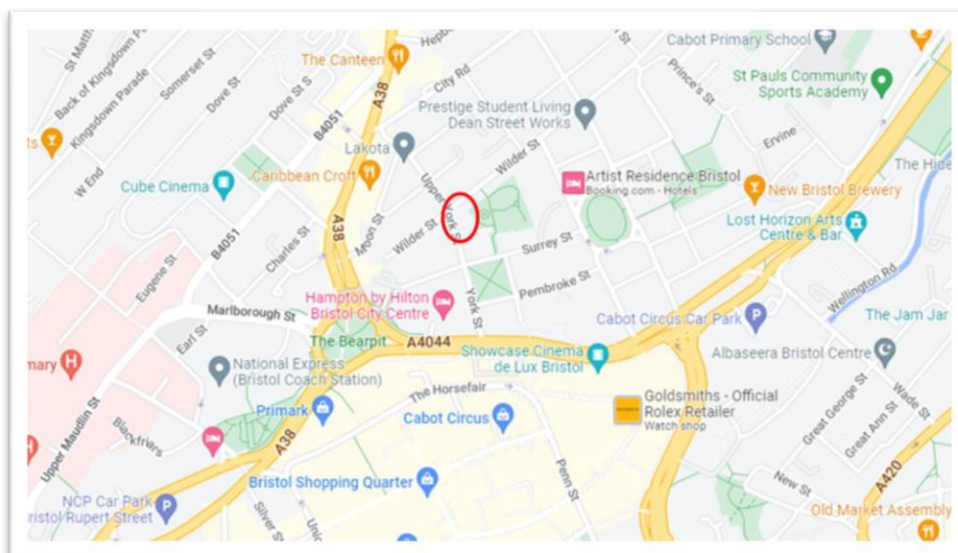
1 Strategic Case

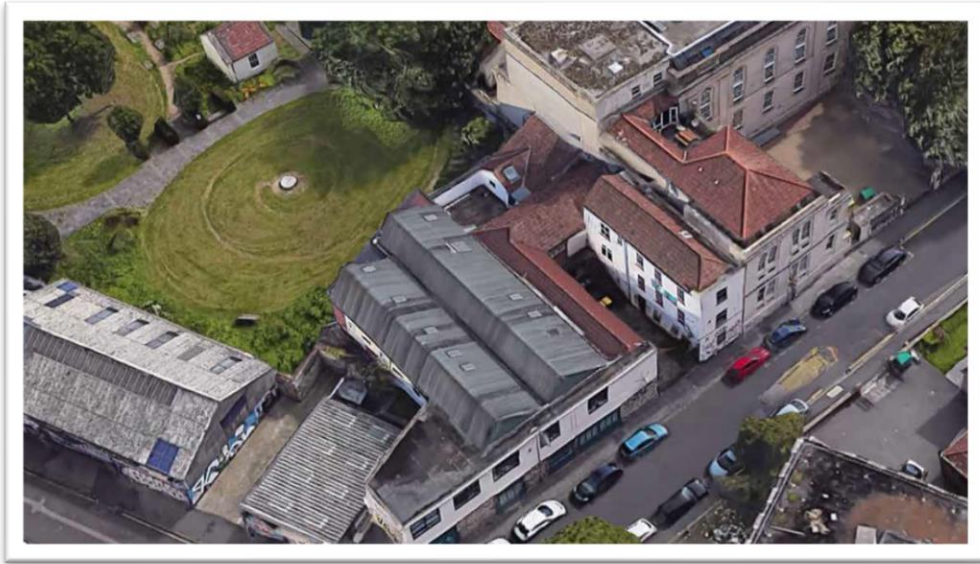
1.1 Project Description

[Indicative 300 words]

Responding to the social context and needs identified in the Logic Model, the project will see the refurbishment of the Coach House in St Paul’s, Bristol into a regional Centre for Black Enterprise and Culture serving the Black and Racially Minoritized communities across the West of England.

The Coach House on Upper York Street, St Paul’s is located in the heart of the region’s Black and Racially Minoritized community. The site falls within Portland and Brunswick Square Conservation Areas and provides a total of approx. 12,000 sq/ft of space but needs significant refurbishment to provide an effective suite of services to Black and Racially Minoritized entrepreneurs in the region.





The project is a 3-phase project - Phase 1: Consultation, planning, and design; Phase 2: Refurbishment Capital Works; Phase 3; Post Launch Operations and Service Delivery.

Phase 1 is currently underway. BSWN have secured a 35-year lease for the building and have been in the building since May 2021. Services are currently being trialled and market tested. A Design Team led by Askew Cavanna Architects were commissioned to develop drawings for a 3-stage refurbishment process (see Architect's Drawings below) and the business plan is being reviewed to ensure its strategic and regional focus. The Design Team have produced the drawings and initial, pre-planning conversations are being held with Bristol City Council.

Phase 2 will see the refurbishment of the building undertaken in 3 stages (see Phasing Drawings below). [REDACTED]

[REDACTED]. The final launch after the completion of Stages 2 and 3 is projected for January 2027, at which point Phase 3 of this project will commence.

Phase 3 will be the service delivery element from within the refurbished Coach House operating as a regional Centre for Black Enterprise and Culture. In addition to serviced office and studio space, services will include programmatic delivery such as business support, incubation and growth services, mentoring and coaching, networking and facilitated collaboration events, Idea Lab sessions, 1-1 Specialist Surgeries, full business review sessions, and cultural heritage projects, exhibitions, and performance including BSWN led projects, Cultural Heritage practitioner led projects, Community curated projects, and digital curation and archiving projects.

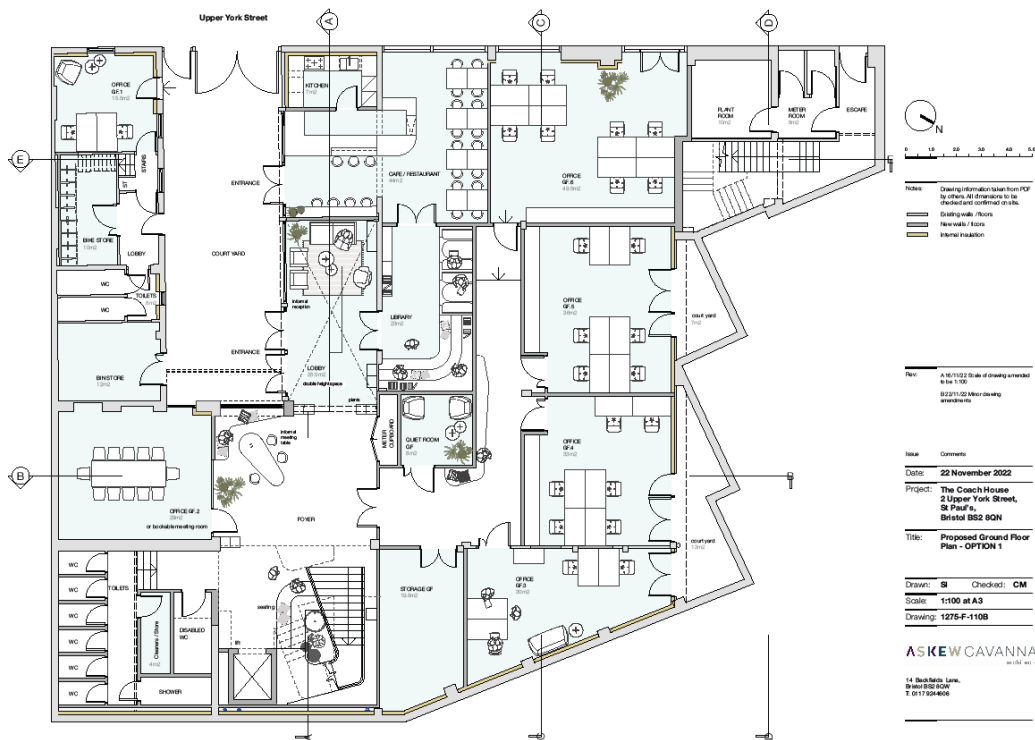
These services will be delivered physically through the regional Centre for Black Enterprise and Culture but also virtually through a bespoke, immersive online platform that replicates the Centre in a 3D format whilst also allowing for member/practitioner virtual 3D spaces that their customers/audiences can engage with independently.

Architect's Drawings





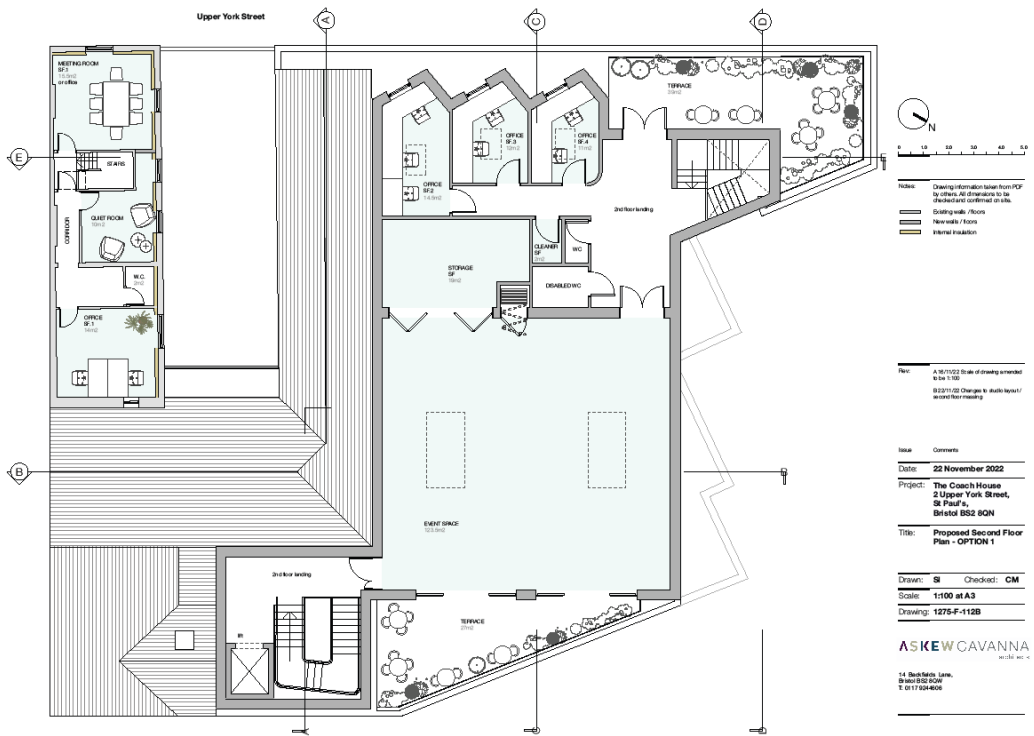
Ground Floor Plan



First Floor Plan

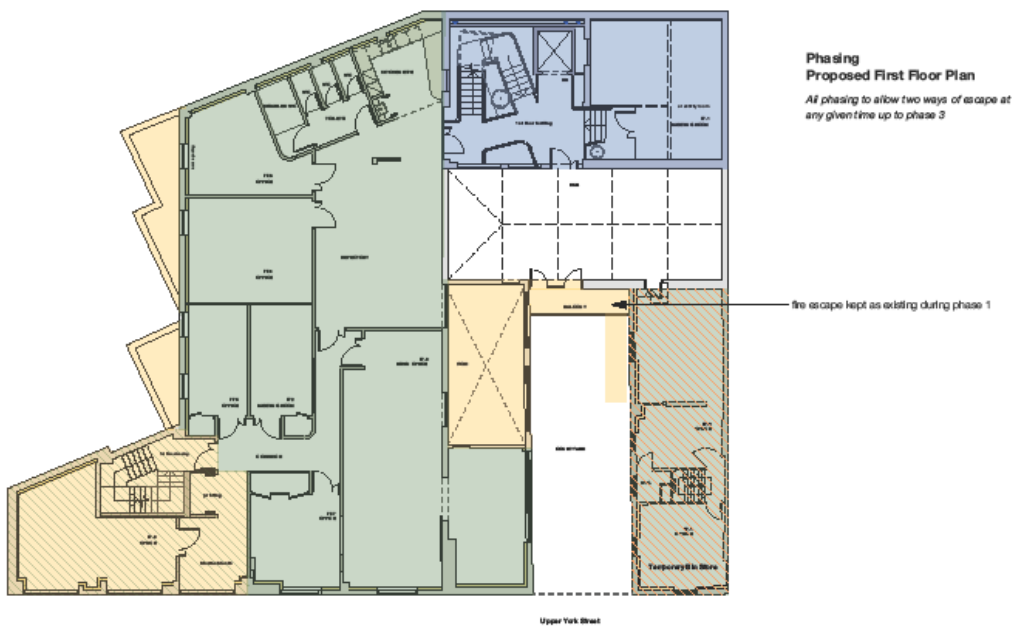
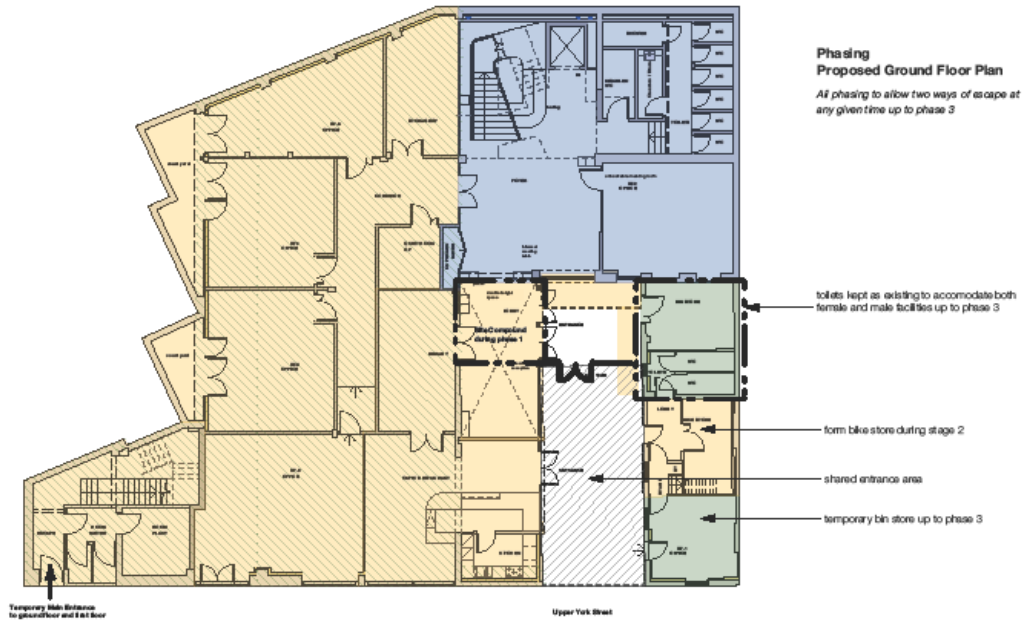


Second Floor Plan



Phasing Drawings

- Phase 1 – Blue
- Phase 2 – Yellow
- Phase 3 - Green





**Phasing
 Proposed Second Floor Plan**
 All phasing to allow two ways of escape at
 any given time up to phase 3

Project Objectives and Case for Change

The primary objectives for the Centre for Black Enterprise and Culture are –

- 1) Supporting the development of sustainable inclusive growth for Black and Racially Minoritized communities across the region
- 2) Developing sustainable increases in productivity and GVA in Black and Racially Minoritized business sectors
- 3) Enhancing cross-sectoral innovation in addressing economic and social issues affecting Black and Racially Minoritized communities
- 4) Enriching the region’s international standing as a cultural destination by preserving and curating the Intangible Cultural Heritage of the Black and Racially Minoritized communities in the region for local, national, and international audiences.

This will be achieved through the delivery of development services delivered at the Centre for Black Enterprise and Culture and through outreach work targeting Black and Racially Minoritized entrepreneurs and social entrepreneurs across the region, and through cultural preservation and performance activities across physical and digital platforms.

The provision of these services will deliver against the following short, medium, and long-term SMART targets (see attached Logic Model for details) –

- 250 Black and Minoritized led organisations supported each year
- 150 Black and Minoritized business receiving advice and training to improve productivity each year
- 3% increase in GVA across Black and Minoritized enterprises supported by the Centre for Black Enterprise and Culture per year
- £21.7 million of GVA generated in over 10 years
- BSWN cultural audience increases from 450 per annum to 11,250 per annum in 4 – 6 years

- £10 million of investment secured across Black and Minoritized enterprise/social enterprise sectors in 7 – 10 years

1.2 Rationale for Public Intervention

Social and economic inequality for Black and Minoritized communities in the West of England has been a long-standing problem. Despite periods of economic growth in which the region is second only to London, Black and Minoritized communities have been left behind in participating and benefiting from this growth. Indeed, 60% of the region's Black and Minoritized population live in the regions most disadvantaged wards and in 2015, Bristol was identified as the 7th worst place to live in England and Wales for Black and Minoritized communities compared to White British communities.

BSWN's own research in 2018 into the Black and Racially Minoritized entrepreneurs experience of exiting business support services demonstrated a deep-seated sense of them being exclusionary and discriminatory. Despite investment into key business sectors and the provision of a range of business support services by local and regional government, there is a clear market failure in this provision for Black and Minoritized business sectors and the entrepreneurs that comprise them. Furthermore, as identified by Extend Ventures in their *Diversity Beyond Gender Report 2020*, there is a clear market failure in social and other forms of investment for Black entrepreneurs - Between 2009 and 2019, only 0.24% of all venture capital available to UK start-ups went to Black founders and only 0.02% went to Black female founders. Additionally, British Business Bank 2020 report *Alone, together* found that 'access to finance (whether this be in the form of secured or unsecured loans, blended finance, or business start-up grants) appears to be a major barrier for Black, Asian and Other Ethnic Minority entrepreneurs, and the reason why 39% and 49%, respectively, stop working on their business idea.

Further BSWN research into the Cultural Heritage sector across the region showed that existing cultural heritage spaces are inaccessible to Black cultural producers and audiences alike, with the only identifiable, Black-led Museum in the region being Fairfield House in Bath. Furthermore, in consultation with 250 individuals through our NLHF Resilience Fund research, Black cultural producers indicated their relationships with existing heritage venues were extractive, and they expressed a lack of ownership and control over how their heritage was articulated. They found efforts to stage exhibits and collections in these venues problematic and their only alternative venues are within general use community centres that are not set up to cater for the curation and articulation of heritage collections. Crucially, the research demonstrates that no cultural heritage venues exist that provide opportunities for Black cultural producers and communities to engage with, create, interpret, and curate their cultural heritage and simultaneously provides opportunities for growth and development to Black-led cultural heritage organisations.

The refurbishment of the Coach House into a regional Centre for Black Enterprise and Culture serving the Black and Racially Minoritized communities across the West of England will address these market failures.

1.3 State Aid Considerations

State Aid considerations were replaced by Subsidy Control regulations from January 2021. Legal advice on this matter will be sought as part of the development of the Full Business Case. However, firstly, it

is BSWN's position that as a charity operating within the West of England region there will not be an impact of trade nationally or internationally from our work. As such, this project should not be subject to subsidy control.

Should subsidy control transpire to be a consideration, the response below addresses the principles set out in Article 366 of the Subsidy Control Act 2022. This project meets the necessary principles within Article 366 to be eligible for the subsidy applied for.

The subsidy will support the pursuit of the public policy set out in the West of England Industrial Strategy to develop cross-sectoral innovation; inclusive growth; and address the productivity challenge. In doing so, it will address the market failure in both enterprise support provision to Black and Racially Minoritized entrepreneurs and in enterprise and social enterprise investment. It will also contribute to the addressing of economic distributional concerns inherent in the need to generate inclusive growth and address economic inequality experienced by Black and Racially Minoritized communities in the region.

The grant is proportionate in that the GVA post refurbishment per WECA £ spent is £9.75 million, and the grant is the minimum amount required to achieve the objectives set out in this document.

The Grant is essential for BSWN to complete the refurbishment of the Coach House and deliver the required services. Without this subsidy, BSWN will not be able to achieve the objectives set out in this document. As such, it will also not compensate for any costs BSWN would normally have funded itself.

The grant will not distort the marketplace for enterprise and social enterprise support but, rather, it will enhance the marketplace and expand the totality of its offer to sectors that the existing marketplace fails to reach. The overall financial model for the development includes maximum levels of repayable finance based on cash-flow projections and so other instruments that include repayments are not viable options.

1.4 Strategic Fit

WECA Local Industrial Strategy

Fostering cross-sectoral innovation - The Centre for Black Enterprise and Culture proposal provides a unique exemplar of cross-sectoral innovation by bringing together in one space Black and Racially Minoritized entrepreneurs and social entrepreneurs from across key sectors and Black and Racially Minoritized cultural producers. It is known that culture rich environments enhance both innovation and productivity, and provide imaginative, artistic, and inspired solutions to challenges across many different industrial sectors. The British Business Bank also identified that 30% of Black and Racially Minoritized businesses introduce at least one "product innovation" per year compared to 19% of non-Black and Racially Minoritized businesses. The combining of Black and Racially Minoritized entrepreneurship, social purpose, and cultural producers' creativity will create an impetus to and a context for cross-sectoral innovation that does exist elsewhere in the region.

Ensuring that growth is inclusive - The Centre for Black Enterprise and Culture will specifically target support in communities facing challenges, specifically Black and Racially Minoritized communities, 60% of whom live in the region's most socio-economically disadvantaged areas. The Centre for Black Enterprise and Culture service provision is directed towards increasing inclusion, which promotes a diverse workforce, sparks creativity and innovation and contributes to increased productivity.

Addressing the productivity challenge – The Centre for Black Enterprise and Culture suite of services is consistent with the LIS approach to improving productivity by ensuring that specialist advice is available, tailored to different sectors and business life stages. In addition, BSWN will offer specifically designed productivity workshops and development session to Black and Racially Minoritized business owners to promote uptake of modern technologies, innovation, management practices and cleaner business models.

The WECA Cultural Compact

Creative Freelancers, Start-Ups and SMEs – by creating a unique, culturally infused environment for innovation and entrepreneurship, and by directly targeting Black and Racially Minoritized creative industries and cultural producers, the Centre for Black Enterprise and Culture will support the continued growth and post-pandemic recovery of the creative industries in the region; nurture the creative talent that is central to the West of England's distinct cultural and creative ecology in order for it to thrive; and work to attract investment to drive future growth and development of the sector.

Bristol City Council Corporate Strategy

Priority ES1 Regeneration – The Centre for Black Enterprise and Culture services are directed towards providing access to opportunity for communities experiencing long term deprivation through supporting Black and Racially Minoritized businesses and social entrepreneurs.

Priority ENV1 Carbon Neutral - BSWN has signed-up to work towards Bristol City Council's 'Carbon Neutral 2030' commitment as set out in their Climate Emergency Action Plan and the One City Climate Strategy. As a part of this commitment the design process for the refurbishment of the Coach House will target a carbon neutral standard for operational emissions with no fossil fuel use on site, or as close to this as is technically feasible, with whole life-cycle carbon emissions being minimised.

1.5 Options Appraisal

This Options Appraisal is split into two elements – options for achieving the programme outcomes and options for the refurbishment works.

Programme Outcomes Options

- 1. Do Nothing (enterprise/social enterprise development)** – Research reveals that existing incubation and business support provision is not accessible to Black and Racially Minoritized entrepreneurs. Where Black and Racially Minoritized entrepreneurs are engaging with existing provision, many express a sense of not being represented in the delivery organisations, a sense of dislocation from the provision, and a 'one-size-fits-all' approach that does not meet

their needs. To do nothing will not address the existing market failure and the outcomes defined in the Logic Model will not be produced.

2. **Do Nothing (Cultural Heritage)** – Research, including the Taking Part Surveys and BSWN’s research, shows that existing cultural heritage venues are inaccessible to Black and Racially Minoritized audiences and cultural producers. Relationships are extractive and Black and Racially Minoritized cultural producers do not have access to supportive development spaces, or venues within which the curate and exhibit their work. To do nothing would mean that this market failure persists and the outcomes in the Logic Model will not be achieved.
3. **BSWN and Mainstream Partner Joint Delivery** – This option excludes the creation of a specific physical space for Black and Racially Minoritized entrepreneurs, social entrepreneurs, and cultural producers to locate and develop their organisations and relies on seeking to deliver BSWN’s services collocated within existing service provision sites. Mistrust in and a sense of being excluded from existing business support and incubation provision in terms of venues and the mainstream organisation means that joint delivery will not be as effective in achieving outcomes, given that mistrust will still inhibit engagement, even with BSWN’s presence in the delivery.

From a cultural heritage perspective, the existing nature of the relationship between mainstream museums, galleries, performances spaces, etc is prohibitive to a collaborative approach and the use of Community Centres and other such venues is not appropriate due to a) they are not suitably set up for professional curation, b) they rarely have the space for ongoing/longer-term exhibitions, and c) to exhibit Black and Racially Minoritized cultural heritage in community centre as opposed to specific cultural heritage spaces marginalises its value in relation to that which is exhibited in mainstream venues.

4. **Centre-based Hub and Spoke delivery** – Creating a regional Centre for Black Enterprise and Culture in Bristol as a hub with physical, satellite spaces across the region would provide a direct replication of and access to comparable services for all Black and Racially Minoritized communities across the region. However, the cost of establishing, running, and staffing permanent satellite sites is prohibitive, given the lower numbers and density of Black and racially Minoritized communities in the region outside of Bristol.
5. **Centre-based Hub and Digital delivery** – Creating a regional Centre for Black Enterprise and Culture in Bristol with an associated immersive digital offer creates a unique destination in the region, providing enterprise, social enterprise, and cultural production services that are accessible to all Racially Minoritized communities across the region. It is financially viable based on financial modelling undertaken to date and retains an element of scalability, should conditions warrant it in the future. The digital element provides for a higher degree of flexible and immersive engagement and interaction than a limited number of fixed satellite centres and contains the potential for greater expansion and development as technology develops. It

provides the capacity, reach, and flexibility to achieve the programme outcomes, whilst its scalability creates the potential for achieving additional outcomes at scale.

It's location in St Paul's, Bristol, the existing and historic heart of the region's Black and Racially Minoritized communities, not only enhances its accessibility but also creates a sense of community ownership that increases its value proposition for Black and Racially Minoritized communities. Furthermore, it supports the economic development outcomes for one of the region's most socio-economically disadvantaged neighbourhoods, which would not be as significant a factor if the centre were located elsewhere within the region.

Refurbishment Works Options

1. **Do Nothing** – To do nothing presents a series of risks. Firstly, given that the condition of the building requires major remedial works, to do nothing means the building will continue to deteriorate and its carbon footprint will remain far in excess of acceptable levels. Secondly, Black and Racially Minoritized entrepreneurs and social entrepreneurs will remain excluded from existing provision and the potential of Black and Racially Minoritized sectors will remain untapped. Thirdly, the potential to develop innovations through the proposal's unique combination of enterprise, social enterprise and cultural production will be lost to the region.
2. **Full refurbishment in one go** – The full refurbishment of the building, based on existing drawings will cost in excess of £4.9 million. This option requires the securing of this level of funding in advance of any works being done. Due to the difficult nature of the current fundraising market, this is prohibitive in the short-term and as inflation continues to rise the full funding total will also continue to rise.
3. **Increased level of repayable finance** – The financial modelling for the refurbished Coach House includes [REDACTED] repayable finance in the form of a 25-year mortgage. Increasing the level of repayable finance, particularly with shorter-term investments, social or otherwise, will create prohibitive cash-flow issues in the first 3-5 years and extend the timeframe for full sustainability to 10 years.
4. **Phased refurbishment** – The delivery of the full refurbishment in phased manner over 3-4 years. This option provides immediate impact, as the funding for Stage 1 is already secured. It also provides for a greater degree of flexibility in delivery and allows for the inclusion of more realistic fundraising targets to accommodate the difficulties in the fundraising market without excessively compromising the achievement of results. Options appraisals and risk assessments on undertaken on the phased refurbishment process indicate that the Centre remains financially viable during and after each phase of the works.

In terms of achieving the programme outcomes, Options 1 – 4 have been rejected as they either will not achieve the outcomes as effectively or completely, or they are not financially viable. Option 5 is the preferred option given its ability to achieve the programme outcomes and its inherent scalability. Options 1, 2, and 3 for the refurbishment have been rejected because they will not deliver the impacts

required or include significant risk factors. Option four is the preferred option as it includes less risk whilst also enabling the delivery of the programme outcomes.

1.6 Environmental Sustainability and Climate Action Considerations

BSWN recently became a member of Fit for the Future and will use the network and available resources to decrease the environmental impact of our day-to-day operations and inform the designs for the refurbishment.

We have undertaken the Carbon Trust Carbon Footprint calculation on the Coach House in its current condition. This includes direct emissions from fuel and processes (Scope 1 emissions) and emissions from purchased electricity (Scope 2 emissions). This calculation indicates the Coach House is currently producing 3,114 kgCO₂e of Scope 1 emissions (direct energy and processes) and 15,075 kgCO₂e of Scope 2 emissions (indirect impact from electricity). We have also undertaken the Carbon Trust Energy Benchmarking exercise based on current operations which indicates that the Coach House is operating within industry standards. This calculator indicates that our energy usage split is 16% office equipment, 22% lighting, 28% cooling, and 35% heating. These figures provide us with an initial benchmark against which to make improvements.

The 2020 Condition report on the building indicates a low thermal performance of the site with solid walls, single glazed windows, low levels of insulation to roof areas and low levels of heating. Whilst these are not issues that can be addressed pre the refurbishment, remedial action will be built into the design process to ensure a significant improvement can be achieved in our Carbon Footprint after the refurbishment is completed.

In signing the lease for the Coach House, BSWN signed-up to work towards Bristol City Council's 'Carbon Neutral 2030' commitment as set out in their Climate Emergency Action Plan and the One City Climate Strategy. As a part of this commitment the design process will target a carbon neutral standard for operational emissions with no fossil fuel use on site, or as close to this as is technically feasible, with whole life-cycle carbon emissions being minimised for the Coach House refurbishment and use.

This includes a commitment to achieving a BREEAM non-domestic refurbishment 'excellent' rating, including a minimum of 2 of 3 POL1 (impact of refrigerant) credits. The design process will mitigate overheating risk in current and future climate, introduce water efficiency measures to reduce potable water use, provide for purpose-built recycling facilities and include green roofing on suitable roof areas. We will explore the viability/need of the use of Sustainable Urban Drainage Systems around the site and introduce water saving technologies/devices and explore water recycling initiatives such that the site is accredited with the Waterwise Checkmark for Offices.

Our initial sketches for the refurbishment include the provision of a solar panel array to provide sustainable energy and a complete replacement of heating, cooling, and ventilation systems to maximise energy efficiency and reduce carbon emissions. It also includes the replacement of all lighting with LED luminaires with presence/motion detection and daylight sensors to minimise energy waste. These measures will be reviewed and updated during the development phase with reference to achieving a carbon neutral status by 2030.

During the construction phase the site will be registered to the Considerate Constructors Scheme. We will only use FSC timber and eco-friendly building materials wherever possible. We will develop a 'sustainable materials for construction' approach that seeks to use materials that have a low embodied energy, materials that include a significant amount of recycled content, and reclaimed materials where possible leading to a zero-waste approach and the achievement of BREEAM 'excellent' rating for the building. We will introduce measures for minimising and mitigating the resulting effects of construction activity, such as the generation of mud, dust, and noise.

We will develop a Waste Management Plan for the construction and the post-refurbishment launch periods that will operate the five waste hierarchy principles - waste elimination, reduction, reuse, recycling, or recovery - applying the most environmentally and economically sustainable principle to the various categories of waste produced. We will apply a waste hierarchy to the construction process, ensuring re-use where possible, and considering the whole life cycle of the building. Where waste needs to be disposed of, we will use legally compliant contractors.

1.7 Equality and Diversity Impact Assessment

As an organisation that has an intersectional approach to the improvement of equality at the heart of its objectives, the impact of the proposal on equalities will be positive. However, a full EIA will be drawn up as part of detailed project delivery proposals to inform the Full Business Case. Initial indicative consideration suggest that no adverse effects are likely to be identified for the following groups:

- Age,
- Marriage and civil partnership,
- Pregnancy and maternity
- Sexual orientation
- Race, religion or belief
- Gender
- Sex

Further considerations will be given to –

- How physical accessibility issues are addressed in the refurbishment of the building to ensure it and its services are accessible to all.

Evidence from the Indices of Multiple Deprivation 2019 shows that there is a spatial dimension to disadvantage in the city and that people experience significant disadvantage in the inner-city areas. These areas are also the most ethnically diverse areas of Bristol which compounds the discriminatory effects of socio-economic disadvantage. To achieve the objective of inclusive growth it is important that these groups have access to and benefit from the types of services the Coach House will provide within region's most intersectionally disadvantaged area.

2 Economic Case

2.1 Economic Appraisal

The Business Case for this project focusses on productivity outcomes post refurbishment works.

The Productivity Context

Since the end of the Second World War, productivity in the UK has fallen from 3.6% to 0.2%. For some time, it has been accepted that this is partly due to the UK's 'long tail' of low productivity firms. The gap between the most and least productive firms in the UK is about 16-fold compared to tenfold in other countries examined by the OECD. Furthermore, the productivity gap between the top performing firms and the bottom performing firms has been increasing in the UK, as compared with other advanced economies. (NIESR, 2022).

Within the UK's long tail, ONS have found that 90% of the firms in the bottom 10% of the labour productivity distribution are micro-firms employing less than 10 people (BEIS, 2019). The shape of the GVA distribution of these less productive firms in the UK's tail shows a concentration of firms within the £5,000 to £20,000 output per worker range (ONS, 2017) compared to the UK mean labour productivity of £52,000 and the median labour productivity of £30,500 in 2019 (ONS, 2022c).

Revealingly, in 2015, the South West had 8% of the UK population of SMEs but 11% of the low productivity SMEs with 98% of these low productivity SMEs being in service industries (ONS, 2017). More recently, in July 2022, Bristol, and BANES GVA per hour worked was below the UK average by some 11 and 24 percentage points respectively and the region made a -0.09 contribution to GVA per hour worked growth in the UK (ONS, 2022a). However, in May 2022, Regional GVA per head shows Bristol and Bath and North East Somerset, North Somerset and South Gloucestershire with GVAs greater than the UK average of £29,063, with figures of £34,320 and £29,804 respectively (ONS, 2022b). What is clear though is that the region has a significant proportion of low productivity SME's whose GVA is within the £5,000 to £20,000 range and so significantly below regional and national averages.

Productivity and SME Management and Leadership

Research into the causes of low productivity shows that 'within firm' issues, especially leadership and management deficiencies, the innovation problem, workforce skills issues, and access to investment are significant causal considerations. Importantly and relatedly, SMEs often have low investment in skills and training, face difficulties in accessing finance for growth and innovation, and have lower levels of export trade (NIESR, 2022).

Aspects of leadership and management that are proven to improve productivity are the skills and capacity to focus on innovation, continuous improvement, employee engagement, and collaboration and networking. There is significant and positive correlation between measured labour productivity and measures of strategic management, business capability, business networking, training, and the technology intensity of firms (ERC, 2018). However, studies have found that leadership and management skills are uneven across UK SMEs, with a 'long tail' of many small businesses not having

the requisite skills to implement management best practices. Deficiencies have been identified in human resource management, strategic management, project management and business planning. Consequently, weak leadership and management skills across SME's are impacting on productivity (BEIS, 2019).

Previous research has shown that the channels for improving productivity are at their most effective when employees have more autonomy to decide how to do their jobs, more supportive line management, more meaningful appraisals, and when their views are heard. Improving employee engagement through appropriate leadership and management approaches is therefore an important factor in improving productivity (NIESR, 2022).

Revealingly, a survey carried out by the Federation of Small Businesses in 2016, found that in the previous 12 months only a quarter of SME owners had undertaken specific management training, while roughly the same proportion had never undertaken such training. It also found that that only a fifth of SMEs had invested in external leadership and management training (FSB, 2016). Many SMEs do not realise that they have a leadership and management issue that needs addressing because, in general, they lack the in-house capability to identify and articulate their management and leadership needs. Equally, many are unaware of the solutions and support that is available, which is compounded by the complex, confusing and time-consuming landscape of relevant training and funding sources for small business to navigate (BEIS, 2019).

In terms of the 'innovation problem', the strategic involvement of firms in networks and other collaborative activities is shown to help them develop new products, processes, and organisational methods that result in productivity growth. The term 'open innovation' has been coined to describe these relationships. However, there is little evidence of organic, unfacilitated 'open innovation' across SMEs (NIESR, 2022; ERC, 2018).

Other factors impacting on productivity include skills and access to finance. The investment in appropriate skills, particularly skills for the knowledge economy, is crucial for improving productivity. However, there exists a skills mismatch across many regions and a short supply of STEM (science, technology, engineering, and maths) skills, which are key to improving productivity in the knowledge economy (NIESR, 2022).

Management capability in accessing external finance is found to have a significant and positive effect on productivity (ERC, 2018). However, many SME owners/managers are unaware of how to access finance (BEIS, 2019) and many parts of the UK have an underdeveloped provision of venture capital, limiting access to capital for firms, particularly SMEs, restricting productivity (NIESR, 2022). This is particularly the case for Black and Racially Minoritized SMEs with just 0.24% of all venture capital available to UK start-ups between 2009 and 2019 going to Black founders and only 0.02% going to Black female founders (Extend Ventures, 2020)

Finally, research published in January 2018 found that about 15% of SMEs surveyed did not know what productivity was, 29% did not know how to measure it and 37% said that they did not have time to measure it (BEIS, 2019) indicating a significant deficiency in SME understanding about the business importance of productivity to their strategic and business planning.

Addressing SME Productivity through the Centre for Black Enterprise and Culture

The refurbishment of the Coach House into a regional Centre for Black Enterprise and Culture will work to address productivity problems for Black and Racially Minoritized led micro-SMEs across the West of England in the following ways –

- The development of leadership and management skills through coaching, mentoring, and in-house training, which will be supplemented by signposting functions to reduce the complexity of the training field for service users.
- The provision of specific productivity training sessions including its strategic and operational importance, how to measure and monitor, and planning for increasing GVA output.
- The provision of ‘open innovation’ opportunities through networking activities, collaboration events, and Idea Lab sessions at the Centre and online through a digital Collaboration Space. Uniquely, the Centre will bring together entrepreneurs, social entrepreneurs, and cultural producers in the same space with a view to collaborating on the cross-pollination of concepts, ideas, and solutions.
- Leveraging our partnerships with the University of Bristol, the University of the West of England, and Bath Spa University to develop access points to a skilled workforce of STEM graduates.
- Developing and leveraging relationships with key partners in the crowdfunding investment sector, the creative industries investment sector, the SEIS investment sector, and the social enterprise investment sector to create accessible pathways to investment for Black and Racially Minoritized organisations.

Productivity Outcomes from the Centre for Black Enterprise and Culture

In the first instance, using the ONS business productivity benchmarking tool (ONS, 2022d), a baseline productivity measurement will be undertaken with all service users of the Centre. This will provide a general productivity baseline for individual organisations as well as a baseline based on UK-wide, sector specific, productivity levels. It will also begin to develop a sector specific productivity baseline for Black and Racially Minoritized sectors in the region. From these measures, BSWN will work to increase the productivity of constituent organisations by 3% year on year.

Whilst the baseline productivity for Black and Racially Minoritized micro-SMEs does not currently exist, in estimating a baseline for the Black and Racially Minoritized micro-firms that BSWN will work with, the median position of the broader micro-SME sectors productivity range of £5,000 to £20,000 i.e., £12,500 per annum, has been assumed.

Within the 250 organisations BSWN will work with per year, approximately 150 business will receive support specifically to increase their productivity. Working from the rationale that those at the low end of the productivity range have the greatest scope for increases, increasing their productivity by 1%, 1.5%, or 2% annually over 10 years will produce the following GVA –

- £21.7 million GVA at 1% per year
- £22.25 million GVA at 1.5% per year

- £22.8 million GVA at 2% per year

In addition, our 7-to-10-year outcomes include attracting an additional £10 million of investment into the Black and Racially Minoritized enterprise, social enterprise, and cultural production sectors, which will further support improvements in productivity and growth.

Sources

Enterprise Research Centre. (2018). Productivity of the UK's small and medium sized enterprises: insights from the Longitudinal Small Business Survey.

Extend Ventures. (2020). Diversity Beyond Gender Report 2020

Federation of Small Businesses (2016). Leading the way: boosting leadership and management in small firms: Discussion paper.

House of Commons Business, Energy and Industrial Strategy Committee (2019). Small businesses and productivity. Fifteenth Report of Session 2017–19

National Institute of Economic and Social Research (NIESR). (2022). Productivity in the UK: Evidence Review. First report of the UK Productivity Commission. June 2022.

ONS (2017). Understanding firms in the bottom 10% of the labour productivity distribution in Great Britain: "the laggards", 2003 to 2015.

ONS (2022a). Subregional productivity in the UK: July 2022 –

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/regionalandsubregionalproductivityintheuk/july2022>

ONS (2022b). Regional gross value added (balanced) per head and income components, May 2022 –

<https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/nominalregionalgrossvalueaddedbalancedperheadandincomecomponents>

ONS (2022c). Firm-level labour productivity measures from the Annual Business Survey, UK: 1998 to 2019 –

<https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/articles/firmlevellabourproductivitymeasuresfromtheannualbusinesssurveygreatbritain/1998to2019>

ONS (2022d). Business Productivity benchmarking Tool.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/howproductiveisyourbusiness/2018-07-06> -

For applications through the Land Acquisition Fund please also complete the tables below

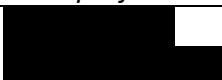

Additional homes enabled through this application

	20 /21	21/22	22/23	2324	Etc	Total
Number of homes delivered (completions)						
Of which Affordable Homes						

Accelerated delivery as a result of this application

	20/21	21/22	22/23	23/24	Etc	Total
Number of homes delivered (completions) – original programme						
Number of homes delivered (completions) – accelerated programme						
Number of homes accelerated per year						
Of which Affordable Homes						

2.2 Value for Money Statement

Total project cost	£4,900,000
	
Net Quantified Benefits	GVA £21,700,000
VfM indicator*	GVA per WECA £ spent - £9.27 million. GVA per total £ spent - £4.65 million.

* Benefit compared to total cost including match funding

Please clearly set out any assumptions.

VfM calculation has used the median GVA figure (£12,500 p.a.) and is calculate on the basis of generating a 1% year on year increase in productivity from 150 firms per worked with per year over a 10-year period.

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3 Commercial Case

3.1 Procurement

The works will be procured in three separate phases with each phase falling below the Cabinet Office’s PPN 10/21 on threshold values for ‘works’ of £5,336,937 applied to Public Contracts Regulations 2015. It falls below the Public Procurement Thresholds for public works of £5,000,000 for publication in the WTO GPA. Each phase also falls below the WECA works threshold of £4,733,252 for publication on the Find a Tender Service.

The procurement process BSWN will use will be in line with Bristol City Council’s procurement policy for works in excess of £250,000 but below the WTO GPA threshold for construction. Working in conjunction with Bristol City Council, a Commissioning Plan will be developed that sets out the key objectives, contract structure and timeline for the tendering process. This will be supplemented with a Procurement Plan that includes more significant detail, for example information on the formal compliant tender procedure to be followed and the specific evaluation criteria to be applied to submissions. These Commissioning and Procurement Plan will be subject to sign off by the Board of BSWN.

BSWN have procured a Design Team to develop plans for a 3-phase refurbishment of the Coach House with the plans for Phase 1 to be developed to RIBA Stage 3 with an ‘opt-in’ extension to move Phase1 to RIBA Stage 4. Additional professional design, QS and development support that may be required as the project progresses will be procured according to BSWNs procurement regulations and thresholds.

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For the Land Acquisition Fund

Replenishing the Fund and Sharing Risk and Reward

[Indicative 400 words]

N/A

For the Revolving Infrastructure Fund

Source and Period for Repayment of the Funding

[Indicative 400 words]

N/A

3.3 Social Value Act

Wherever possible, local providers, particularly those from the Black and Racially minoritized business sectors will be used throughout the programme. Where feasible, we will aim to procure micro, small, and medium sized enterprises to deliver the work. Where possible, we will procure social enterprises to deliver the work to enhance the social value of the project. All contractors will be required to utilise a local supply-chain in the first instance and target local labour recruitment. For larger contracts, we will seek to ensure that the contractor provide, apprenticeship, training, or work-experience opportunities to Black and Racially Minoritized people from the region.

The project outcomes will contribute to Bristol City Council’s Key Social Value Objectives including reducing poverty and inequality by supporting the creation, sustainability and growth of local micro, small and medium-sized enterprises within the Black and Racially Minoritized communities in the region; enhancing community economic and social wellbeing, by supporting the creation, sustainability and growth of local community groups, voluntary groups and social enterprises; and

increasing the city's resilience and environmental sustainability through reducing emissions from the building and supporting the development of green and environmental enterprises and social enterprises.

4 Management Case

4.1 Promoter and Delivery Arrangements

The promoter of this programme is Black South West Network (BSWN). BSWN have 15 years' experience of delivery race equality work across the region and has developed extensive networks across the Black and Racially Minoritized communities in the Southwest. The property is owned by Bristol City Council, who have awarded BSWN a 35-year peppercorn lease and have approved the refurbishment plans for the building. Bristol City Council will support BSWN in the procurement processes detailed in 3.1 above.

4.2 Project Governance and Delivery

The project fits within BSWN's wider Economic Inclusion work. This work is informed by the BSWN Multi-agency Strategic Steering Group - Inclusive Growth whose membership includes WECA, the West of England LEP, Bristol City Council, The National Lottery Heritage Fund, University of the West of England, and the University of Bristol. This group meets quarterly and will receive regular reports on the progress of this project.

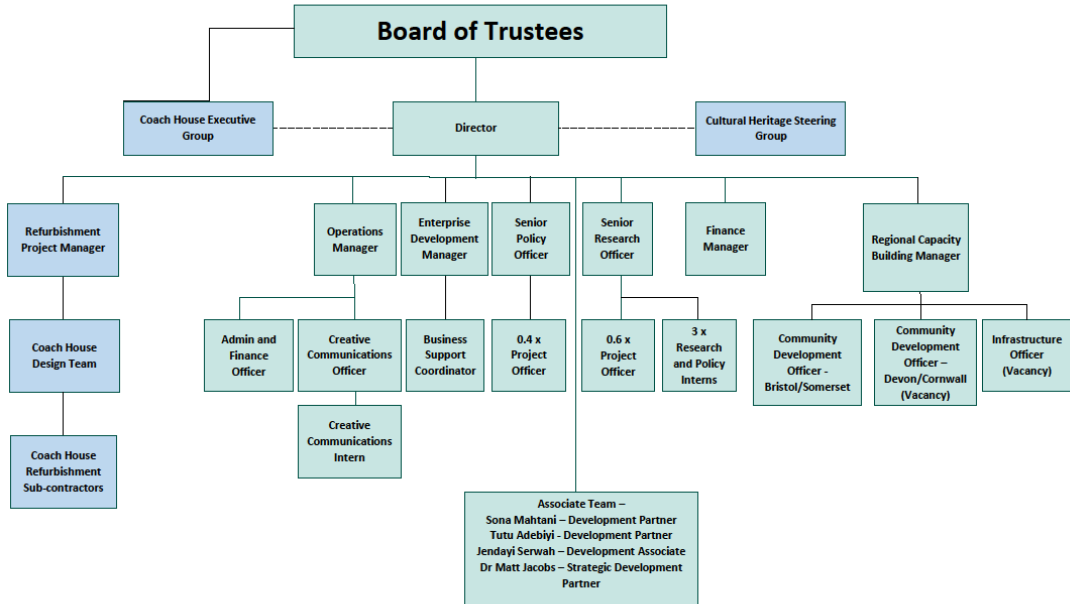
Formal project governance will be through the BSWN Board, which meets Quarterly. BSWN has an existing Coach House Executive Group including Board members, lawyers, architects, and professionals with experience in delivering major capital works. This group oversees the development of the Coach House. The Coach House Executive Group acts as a sub-committee of the Board and meets monthly. The Director of BSWN reports to both the full Board and the Executive Group. The Director has line management responsibility for all the staff involved in the delivery of the programme.

BSWN has established a Cultural Heritage Steering Group to advise on the development and delivery of our cultural heritage output. This group includes the University of Bristol, Browns University, Firstborn Studios, Auroch Digital, Tom Morris, former Artistic Director, Bristol Old Vic, and 6 Black and Racially Minoritized cultural producers, archivists, curators, and artists. The group also includes the BSWN Director so, from a governance and accountability perspective, provides a direct link to the BSWN Board.

The day-to-day management of the Design Team commissioned to deliver the refurbishment will be overseen by the BSWN Director, Operations Manager, and Finance Manager. Contract/cost management of the refurbishment itself will be undertaken by the procured Design Team.

BSWN has a Service Contract with Bristol City Council that is linked to the lease. This Service Contract details a range of targets and outcomes relating to the service provided by BSWN through the Coach House and performance reports are submitted quarterly against this Service Agreement. The services within the Service Contract are drawn from BSWN's business plan and so are wholly consistent with the services to be delivered post refurbishment.

BSWN has a highly skilled staff team experienced in delivering enterprise, social enterprise, and cultural/creative industries support programmes. This team will manage and run the Centre for Black Enterprise and Culture and the delivery of its services throughout the programme.



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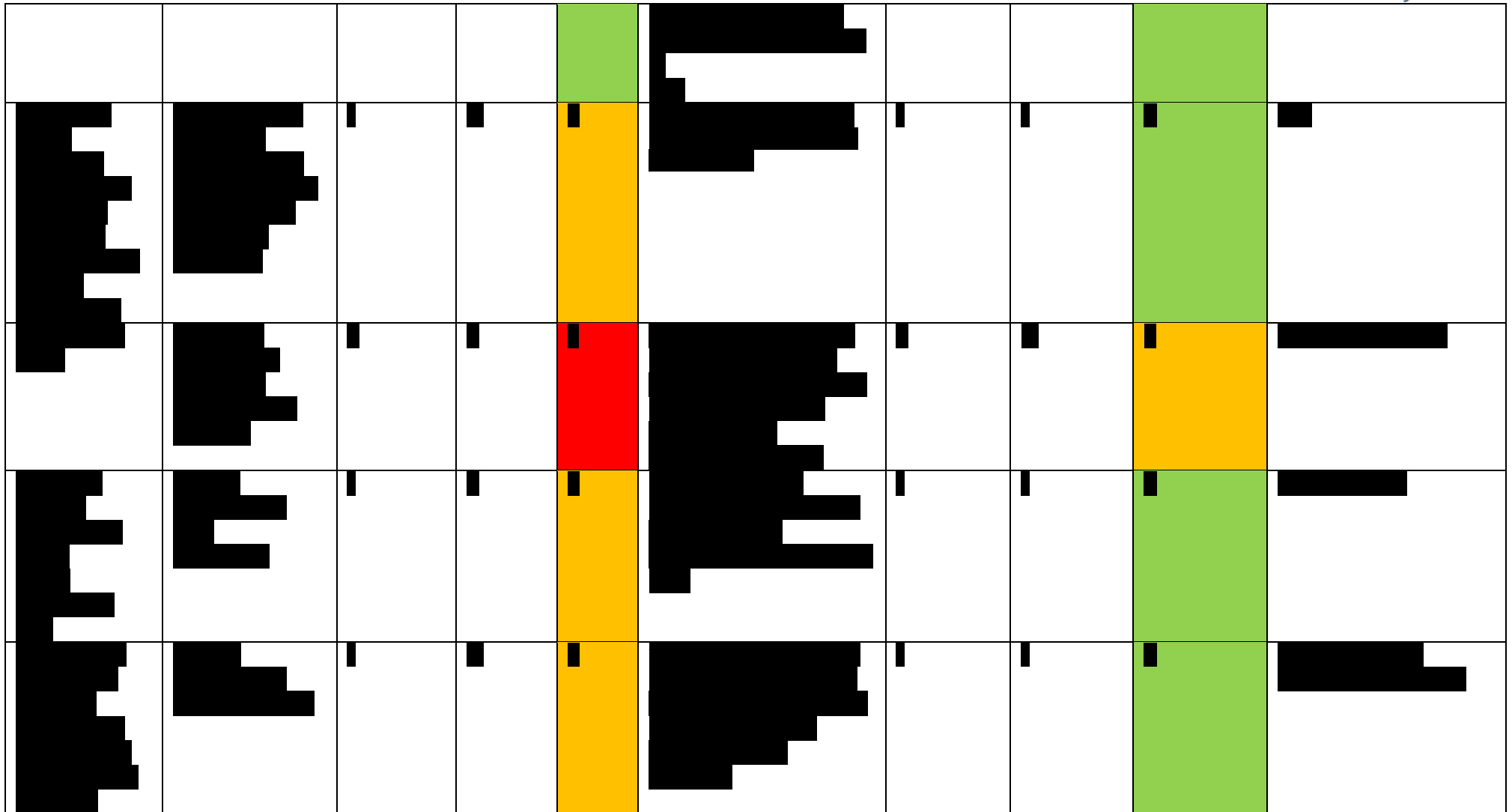
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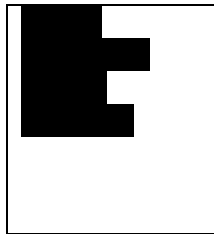
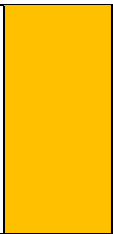

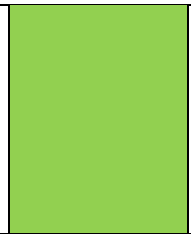


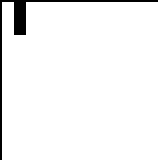
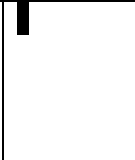
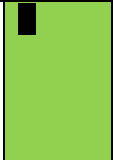

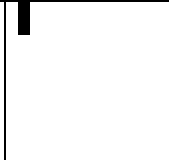
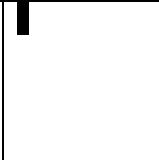



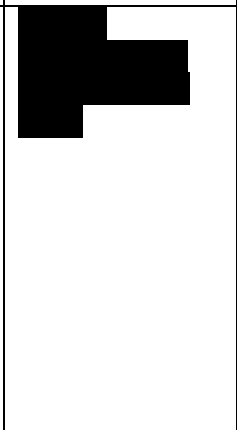


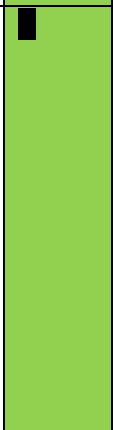
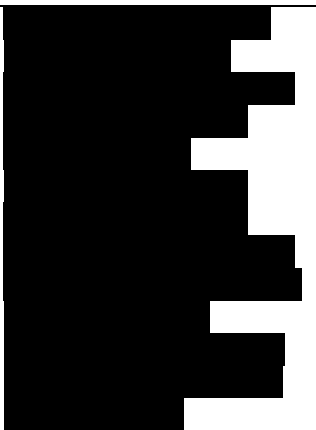
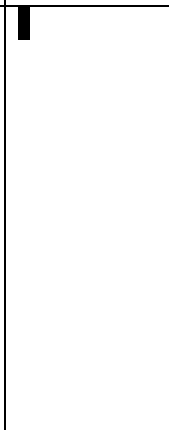
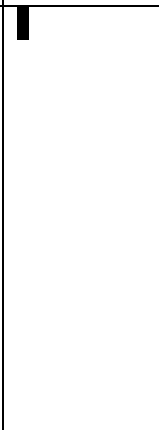
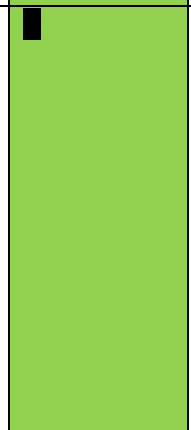
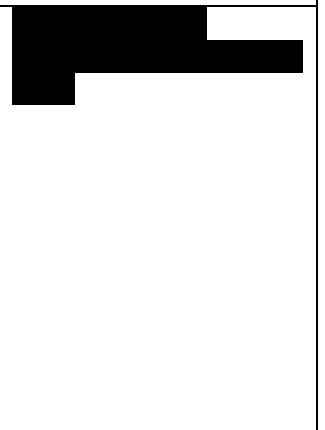
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4.5 Land Acquisition, Planning and Other Consents

The site for this project is under freehold of Bristol city Council. A 35-year peppercorn lease has been granted to BSWN.

Pre- and full planning, if required, will be sought prior to submission of the FBC. Early indications are that this will not be problematic.

The Coach House is located in the Portland and Brunswick Square Conservation Area and is subject to Policy BCS22 - Conservation and the Historic Environment – in the Delivery Strategy of the Local Plan Core Strategy 2011 and Draft Policy DC3: Local Character and Distinctiveness in the Local Plan review document. It is also within the City Centre and subject to Policy BCS2 – Bristol City Centre in the same document and Draft Policy DS1: Bristol City Centre in the Local Plan Review for adoption in 2023. It is also a locally listed building of merit as identified in the Portland and Brunswick Square Conservation Area Character Appraisal. It does not appear in the Site Allocations and Development Management Policies nor is the building nationally Listed.

The proposed works are compliant with these policies but will be further informed by a Heritage Assessment undertaken as part of the design process prior to submission of any Planning application. These works and the proposed uses will ensure the building continues to be a positive addition to the Conversation Area.

4.6 Service Diversions

The initial Feasibility Study on the refurbishment of the building did not indicate the need for any service diversions. However, surveys and assessments undertaken as part of the design process lead by Askew Cavanna will provide confirmation of this with the details of any service diversions required included on the FBC.

4.7 Engagement and Consultation

BSWN have undertaken research into the Black and Racially Minoritized business (*The Black Business Sector report 2018; Impact of COVID-19 on BAME Led Businesses, Organisations & Communities 2021*), social enterprise (*Engaging the BAME Social Enterprise Sector in Social Investment 2018; Priority Areas of Investment for an Effective VCSE Recovery 2020*), and cultural sectors (*Examining The Situation of Decolonisation within the Culture And Heritage Sector in the South West of England, 2020; Intangible Cultural Heritage Project report, 2020*) that engaged over 125 organisations. This research explored the key barriers to growth, the solutions required, and the demand for the proposed Regional Centre for Black Enterprise and Culture.

The research into the key barriers to growth for Black enterprises and social enterprises revealed a key market failure in the provision of business support services for Black and Racially Minoritized enterprises. This market failure featured a lack of accessible and culturally appropriate spaces for business incubation and growth, barriers to accessing start-up and development funding, and the existence of systemic racism inhibiting the development of Black and Racially Minoritized enterprises.

The research into the Black and Racially Minoritized cultural and creative sectors revealed that existing cultural heritage spaces are inaccessible to Black cultural producers and audiences alike. The only identifiable, Black-led Museum in the region is Fairfield House in Bath. Furthermore, in consultation with 250 individuals, Black cultural producers indicated their relationships with existing heritage venues were extractive, and they expressed a lack of ownership and control over how their heritage was articulated. They found efforts to stage exhibits and collections in these venues problematic and their only alternative venues are within general use community centres that are not set up to cater for the curation and articulation of heritage collections.

The consultation processes revealed a universal demand for mechanisms and spaces in which the Black community could re-tell their histories and express their identities and sense of place. Crucially, the research revealed that there are no Black and Racially Minoritized led heritage spaces in the region such as the one we propose – one that provides opportunities for Black cultural producers and communities to engage with, create, interpret, and curate their cultural heritage and that provides opportunities for growth and development to smaller, Black-led cultural heritage organisations.

BSWN has established a Coach House Steering Group to inform the development of the facility and ensure that it is strategically positioned as a regional focal point for inclusive growth, enhancing cross-sectoral innovation, increasing productivity, and delivering against the region's cultural development priorities. This Steering Group includes WECA, the West of England LEP, Bristol City Council, University of West of England, University of Bristol, Business West, NLHF, Bristol Old Vic, and representatives from the Black and Racially Minoritized enterprise, social enterprise, and cultural sectors.

4.8 Project Assurance

[Indicative 200 words]

The initial designs and costs for a full refurbishment of the building developed in 2020 underwent an internal review to consider, our enhance knowledge of the building since taking occupation in May 2021, the changing market context due to COVID-19 and the increasing costs of construction in rapidly changing economic context in which we are operating.

This resulted in the development of a phased design process undertaken in 2022, which included a revised cost estimate to account for the revised design plans and the recent increases in costs due to the economic context in which we are working. These costs also include inflation and risk contingencies. However, they will undergo ongoing review and revision throughout the refurbishment period by the Coach House Executive Group.

4.9 Monitoring and Evaluation

BSWN will deliver monitoring and evaluation using the logic framework model. Grant funding agreements will also place a requirement on BSWN to undertake quarterly monitoring and summative assessments, which will be tailored to the outcomes and impacts the Centre for Black Enterprise and Culture is seeking to achieve and as laid out in this document. The evaluation will provide insights into, and lessons learned from project performance, effectiveness, and value for

money. It will also provide data and knowledge regarding the Black enterprise, social enterprise, and cultural sectors that does not currently exist. As such, the monitoring and evaluation will provide crucial intelligence for the furthering of inclusive growth, the productivity challenge, and the development of West of England's cultural and creative ecology. Indicative baseline measures that will be developed include, for example, measures on Black and Minoritized sectoral composition and productivity within these sectors, levels of investment accessed, and levels leadership and management training across these sectors.

An indicative Monitoring and Evaluation strategy is provided below outlined. Further detail will be provided for FBC.

Scheme: The Coach House Enterprise and Cultural Centre Development

1. Scheme background and context

This proposal is seeking [REDACTED] WECA funding towards the £4.9 million refurbishment of the Coach House in St Paul's, Bristol into a Regional Centre for Black Enterprise and Culture. The Centre will provide a range of physical and digital services to deliver the strategic objectives of –

- Supporting the development of sustainable inclusive growth for Black and Racially Minoritized communities across the region
- Developing sustainable increases in productivity and GVA in Black and Racially Minoritized business sectors
- Enhancing cross-sectoral innovation in addressing economic and social issues affecting Black and Racially Minoritized communities
- Enriching the region's international standing as a cultural destination by preserving and curating the Intangible Cultural Heritage of the Black and Racially Minoritized communities in the region for local, national, and international audiences.

The services delivered through the refurbished 12,000 square/foot Coach House will –

- correct the current market failure in general business support for Black and Racially Minoritized enterprises and social enterprises
- provide incubation and growth services across green, creative, cultural, and IT sectors for Black and Racially Minoritized entrepreneurs and social entrepreneurs
- support entrepreneurial thinking, creative leadership, and an innovative growth mindset across all Black and Racially Minoritized sectors
- working with partners in the investment sector, address the market failure in investment and social investment in Black and Racially Minoritized sectors, which is a key inhibitor of their growth
- create a unique, culture rich context that is known to drive productivity and be central to community-making and placemaking
- provide digital and physical spaces for Black and Racially Minoritized communities to engage with, create, interpret, curate, and exhibit their cultural heritage to audiences across the world.

The Centre for Black Enterprise and Cultural will offer users a unique ecosystem of training, mentoring, resources, inspiration, and collaboration opportunities to grow. It will be a key pillar in the move towards inclusive growth, providing development support to 250 Black and Minoritized led organisations a year and engaging over 10,000 visitors a year in the physical and digital cultural output. It will increase productivity in 150 Black enterprises per year by 1% and, in doing so, deliver £21.7 million in GVA over 10 years from its launch.

- A summary of the key milestones should be provided with expected and actual completion dates. (indicative 250 words)

See Programme Plan at 4.3 above

2. Logic Model

- Complete a logic model to reflect the project scope i.e. all the activities covered by the investment. Ensure also that there is a clear progression between the steps in your logic model.

- State assumptions between the investment and the predicted outcomes and impacts.
- For outcomes relating to direct jobs creation, please provide an annual profile of jobs created and clearly state the time period over which net additional jobs and GVA will be created.
- Please define the impact area of the intervention ie West of England or other geographical scale.
(indicative 350 words)

Logic Model – See Logic Model attached at Appendix 1

Context and Rationale

Provide a brief description of the strategic and policy context (link to local and national strategy policy). Briefly describe the market failure rationale for the intervention.

Social and economic inequality for Black and Minoritized communities in the West of England has been a long-standing problem. Despite periods of economic growth in which the region is second only to London, Black and Minoritized communities have been left behind in participating and benefiting from this growth. Indeed, 60% of the region's Black and Minoritized population live in the regions most disadvantaged wards and in 2015, Bristol was identified as the 7th worst place to live in England and Wales for Black and Minoritized communities compared to White British communities. Furthermore, only 5% of SMEs in Britain are Black led (Race Disparity Audit, 2020), and in 2018 only 39% of start-ups were based in the 50% most deprived areas of the West of England (WECA, 2020).

A lack of accessible and inclusive business support and enterprise development services (BSWN, 2018) and the ongoing existence of exclusionary practices in accessing investment are key factors in this situation. There has been a market failure of investment into Black and Minoritized enterprises and social enterprises (BBRC, 2018) with Black and Racially Minoritized SMEs receiving just 0.24% of all venture capital available to UK start-ups between 2009 and 2019 and only 0.02% going to Black female founders (Extend Ventures, 2020). However, key Black and Racially Minoritized sectors – Tech and IT, Creative industries, and Green industries – have huge growth potential (BSWN, 2018), yet a lack of capacity and skills/knowledge were identified by Black and Racially Minoritized entrepreneurs as key inhibitors to growth (BSWN, 2018) and improving productivity.

In parallel, there is a distinct lack of diversity in the region's creative industries (WECA, 2020), which is compounded by the lack of Black and Racially Minoritized led cultural/creative spaces across the region (BSWN, 2021). As a result, the ability to engage in culture and heritage, which 'has an intrinsic value through the positive impact on personal wellbeing', and makes 'a crucial contribution to the regeneration, health and wellbeing of our regions, cities, towns and villages.' (DCMS 2016) is absent for the Black and Racially Minoritized communities in the West of England.

The economic case for change behind this project is set out in the Local Industrial Strategy: "the growth of a large number of businesses in the region remains slow with gains held back by the slow uptake of technology and modern management practices. Challenges also remain in the diversity of entrepreneurship within the region. Businesses could do more to take the opportunities to lift their productivity, and to spread the benefits of growth to their employees. The national Industrial Strategy recognises that the country has some of the most productive businesses, people and places in the world but also a 'long tail' of underperformance, which is constraining productivity. This national challenge is particularly pronounced in the West of England"

The Cultural and Well-being case for change is set out in the West of England Cultural Plan: "Widening access to culture, including: – Targeting specific barriers for groups and communities".

See Logic Model attached at Appendix 1 for details.

Objectives	Resources/ Input	Activities	Outputs	Direct & Indirect Outcomes	Impact
<i>The aims/ objectives of the scheme are: (Ensure that <u>all</u> aims/objectives are SMART)</i>	<i>In order to achieve the set of activities to fulfil these aims/ objectives we need the following: (Resources should not be limited to money e.g. grant, match funding, in-kind, project team, specialist support, etc. The inputs define the scope of the project being considered in the logic model)</i>	<i>In order to address the aims and objectives we will accomplish the following activities: (What will the money be used for? e.g. construction, project management, equipment/fit out, etc):</i>	<i>We expect that, once accomplished these activities will produce the following deliverables: (Provide measurable outputs e.g. length of new road/cycle path, m² of space constructed/refurbished, number of businesses supported, learners engaged, etc)</i>	<i>We expect that if accomplished these outputs will lead to the following <u>change</u> e.g. new products or services, skills, behaviour, new business/contracts, etc: (Ensure that <u>all outcomes are SMART and relevant</u> to the aims/objectives to allow for <u>attribution</u>; distinguish between direct and indirect outcomes)</i>	<i>We expect that if accomplished these activities will lead to the following changes in service, organisation or community: (quantitative economic impacts e.g. indirect jobs and/or GVA to be <u>cross-referenced</u> with FBC as appropriate)</i>
<p>Create a physical and digital spaces in which Black and Minoritized entrepreneurs, social entrepreneurs, and cultural/creative entrepreneurs can grow, develop, and flourish.</p> <p>Create an environment of cross-sectoral development of innovative solutions to business and social needs.</p> <p>Develop and grow the Black and Minoritized Green, Creative, and Tech sectors.</p> <p>Address of market failures in investment and social investment in to Black and Minoritized enterprises.</p> <p>Contribute to inclusive growth and improved</p>	<p>People:</p> <ul style="list-style-type: none"> Multi-agency Strategic Steering Group - Inclusive Growth Coach House Executive Group Cultural Heritage Steering Group BSWN Enterprise Development Manager <p>Intelligence:</p> <ul style="list-style-type: none"> Evaluations and learning from pilot incubation and business support services. Evaluation of BSWN's Make It Work procurement diversification project BSWN research output – Black Business Research; Black Social Enterprise Research; Inclusive AI research 	<ul style="list-style-type: none"> Recruit Project Director for capital works Commission Design Team for capital works RIBA Stage 4 achieved. Commission contractors to undertake refurbishment work. Complete refurbishment works. Launch Coach House programmes - Enterprise and social enterprise incubation and business development Green Industries incubation and development 	<ul style="list-style-type: none"> 12,000 sq/ft of refurbished enterprise and cultural space 250 Black and Racially Minoritized organizations supported per annum. 150 business receive advice and training to improve productivity per annum. BSWN cultural audiences increase from 450 per annum to 11,250 per annum. 	<ul style="list-style-type: none"> 1% increase in GVA across Black and Minoritized enterprises receiving advice and training to improve productivity. At present, we believe this is a realistic target, given the low baseline of productivity (£12,500 per annum) we are using and that a focus on productivity is comparatively absent from micro-business leaders' considerations. However, the target will need to be reviewed in relation to the economic context at the time of launch i.e., 2026 £10 million of investment secured across Black and Minoritized enterprise/social enterprise and cultural sectors. 	<ul style="list-style-type: none"> Centre for Black and Enterprise and Culture produces £21.7 million in GVA over 10 years. A wider range of people involved in culture and heritage - BSWN cultural audiences reaches 100,000 over 10 years. The investment sector in the region will be more diversified and accessible to Black entrepreneurs and social entrepreneurs. The Centre for Black and Enterprise and Culture will be a destination attraction in the heart of the region's Black and Racially Minoritized communities, drawing visitors and the associated economic benefits to the region.

<p>productivity across the region.</p> <p>Widen and improve access to creating, curating, archiving, and engaging with Black and Racially Minoritized Cultural Heritage.</p> <p>Involve a wider range of people with heritage.</p>	<p>Baseline data on BSWN's Cultural Heritage audiences</p> <p>Technology:</p> <p>Audio/visual digital and broadcast/streaming technology</p> <p>Digital and IT hardware and software for interactive online platforms.</p> <p>Finance:</p> <p>£4.8 million Capital investment</p> <p>£500,000 revenue support</p>	<p>Creative Industries incubation and development</p> <p>Tech and IT industries incubation and development</p> <p>Ideas Lab Collaboration and cross-pollination programme</p> <p>Black Enterprise and Innovation Network</p> <p>BSWN Enterprise/social enterprise Collaboration Platform</p> <p>Cultural Events, exhibitions, performances at the Coach House</p> <p>BSWN Cultural Heritage curation and archiving platform</p>			
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3. Evaluation design and methodologies

- Describe your key evaluation questions e.g what do you want to find out?
- Referring back to the outcomes and impacts stated in the logic model (section 2), describe your evaluation methodology (ie. process, outcome or impact, or a combination).
- Identify your audiences and evaluation stakeholders, and what their evaluation needs may be.
- Are the scheme beneficiaries easily identifiable and accessible?

(indicative 300 words)

The Monitoring and Evaluation described herein is split into two interlinking elements – the phased refurbishment works and the service delivery that provides the outcomes.

In terms of the refurbishment process, BSWN will evaluate both the process and the practice i.e., the evaluation will include an analysis of the learning from and impact on BSWN as an organisation of undertaking the refurbishment process to provide learning for us and for other Black-led organisations looking to take on and develop capital assets. The evaluation will also monitor the progress towards completion, financial expenditure, the management of delays, the management of risks, and procurement processes regarding both value for money and the use of sustainable materials.

The service delivery phase evaluation will include qualitative and quantitative analysis. The quantitative element will seek to answer two forms of question. Firstly, it will look at the ‘what’s of delivery i.e., the numbers of organisations engaged in the different service strands and the impact of this engagement on their financial measures e.g., productivity, levels of investment; their management capital e.g., management and leadership training hours; and their innovation capital e.g., new products/services brought to market, new collaborations established. The quantitative element will also look to develop and monitor baseline indicators for Black and Racially Minoritized business sectors in the region e.g., size, composition, turnover, productivity, management capital, innovation capital, and growth of the Black and Racially Minoritized tech sector in the West of England. This will provide strategic intelligence for the development of BSWN’s service but, crucially, it will also provide strategic intelligence for WECA and its constituent Local Authorities to inform strategic planning processes.

The qualitative element of the evaluation will explore the ‘How’ and ‘Why’ questions regarding the interventions. They will generate data about the user experience of the service provision and assess the efficacy of how the provision is delivered and the key factors as to why it is successful or not. It will also explore the innovation dynamics at play in bringing enterprise, social enterprise, and cultural sector organisations together to develop an understanding of how this form of cross-pollination of ideas, concepts, and solutions works such that it can be replicated elsewhere.

Similarly, in relation to the cultural output, the evaluation will take a quantitative and qualitative approach. A comprehensive Cultural Heritage Evaluation Framework for BSWN is being developed in 2023 as part of a National Heritage Fund project. This framework will provide the mechanisms and methodologies that will provide evidence against the following NLHF outcomes -

- A wider range of people will be involved with heritage.
- Heritage will be identified and better explained.
- People will have learnt about heritage, leading to change in ideas and actions.

4.1 Data collection methods

- Provide an overview of the data collection approaches including timing and frequency of data collection.
- Describe links with other monitoring activities where relevant.
- Where appropriate, provide maps showing the spatial coverage of the data collection.

Data capture for the refurbishment will take the form of monthly reports provided by the main contractor to the Refurbishment Project Manager. Evaluation data regarding the refurbishment process and its impact/learning for BSWN will be gathered quarterly by the Refurbishment Project Manager through focus groups with the staff team and interviews with senior management at BSWN. These data regarding the practice and process of the refurbishment will be collated into full evaluations for each phase that will be produced after each phase is completed, with a final report produced after the full refurbishment has been signed off.

Demographic and organisation specific data for baseline measures will be captured at point of engagement through registration processes and refreshed annually. Ongoing data re financial measures, management capital, and innovation capital will be captured annually through user surveys.

User, user experience data and qualitative service evaluation data for the different services strands will be captured at the point of entry and at the end to their engagement with the service through user surveys and focus groups.

Cultural Heritage audience data will be captured at point of registration for events, performances, and programmes with evaluation data captured at the end of their engagement.

(indicative 250 words)

4.2 Data collection and establishing the baseline

- Refer to the scheme logic model to help structure the baseline data collection and reporting activities.

Metric (inc. Target)	Unit	Frequency	Data source (& Responsibility)	Baseline date	Reporting to?
Inputs					
Refurbishment costs - [REDACTED]	£, by source	Quarterly	Supplier invoices; Quarterly grant claims – Finance Officer	FBC at full approval	BSWN Coach House Executive Group; WECA
Outputs					

Refurbished building space – 12,000 sq/ft	Sq/Ft	Annual	Detailed design plans – Main building contractor, Project/Finance Officer	January 2023	BSWN Coach House Executive Group; WECA
Interventions will be delivered to businesses across the West of England – 250 per annum	Number	Quarterly	BSWN CRM, Quarterly grant claims - Project/Finance Officer	Launch date 2026	BSWN Coach House Executive Group; WECA. Evaluation Reports Year 1, 3 and Final
Productivity specific interventions will be delivered to businesses across the West of England – 150 per annum	Number	Quarterly	BSWN CRM, Quarterly grant claims - Project/Finance Officer	Launch date 2026	BSWN Coach House Executive Group; WECA. Evaluation Reports Year 1, 3 and Final
New products/services brought to market	Number	Annually	BSWN CRM, Business surveys – Project Officer/Enterprise Manager	Launch date 2026	BSWN Coach House Executive Group; WECA. Evaluation Reports Year 1, 3 and Final
Innovation collaborations established	Number	Annually	BSWN CRM, Business surveys – Project Officer/Enterprise Manager	Launch date 2026	BSWN Coach House Executive Group; WECA. Evaluation Reports Year 1, 3 and Final
BSWN cultural audiences increase from 450 per annum to 11,250 per annum.	Number	Annual	Audience engagement surveys, digital platform hits and engagements – Project Officer/Cultural Heritage Manager	Launch date 2026	BSWN Coach House Executive Group; BSWN Cultural heritage Steering Group; WECA. Evaluation Reports Year 1, 3 and Final
Outcomes and impacts					
Productivity of 150 businesses increased by	%	Annual in arrears	Supported businesses' accounts, and productivity measurement tool	Launch date 2026	BSWN Coach House Executive Group; WECA.

average 1% per annum			– Project Officer/Enterprise Manager		Evaluation Reports Year 1, 3 and Final
A wider range of people will be involved with heritage.	Numbers and %s relating to Black and Racially Minoritized communities	Annually	Audience engagement surveys, audience demographic surveys – Project Officer/Cultural Heritage Manager	Launch date 2026	BSWN Coach House Executive Group; BSWN Cultural heritage Steering Group; WECA. Evaluation Reports Year 1, 3 and Final

5. Delivery plan

- ***Provide a project plan and timeframe for data collection and reporting of monitoring and evaluation findings (ie. when key activities will take place, including baseline work, interim and final findings). (indicative 250 words)***

Below is an indicative Monitoring and Evaluation Delivery Plan. A detailed project plan and timeframe for data collection and reporting of monitoring and evaluation findings (i.e., when key activities will take place, including baseline work, interim and final findings) will be developed for the FBC.

During the refurbishment process, monthly reports will be submitted by the primary contractor. These reports will be reviewed by the Refurbishment Project Manager and the Coach House Executive Group. Evaluation reports regarding the process and the practice of the refurbishment will be compiled by the Refurbishment Project Manager and submitted to the Coach House Executive after the completion of each phase of the refurbishment. A final evaluation report covering the full refurbishment will be produced by the end of the quarter following completion. These evaluation reports will be submitted to the Coach House Executive Group and WECA.

Enterprises and social enterprises engaging with BSWN will undergo an initial assessment to gather baseline data across a range of measures, including staff numbers, turnover, productivity, sector specificity, age, legal status, levels of investment to date, levels of formal and informal management training to date, demographic composition of Board (if relevant), management, and staff team, etc. For businesses locating within the office spaces with the Centre for Black Enterprise and Culture, these metrics will be re-measured every year. For those engaging in shorter-term programmes or through the digital platform, metrics around productivity, turnover, and management training will be gathered annually, with the other metrics categorised as self-reported changes to reduce the bureaucratic burden on them.

A service user group will be established to provide bi-annual feedback on service provision. Individual programmes will be subject to programme specific distance travelled analysis i.e., surveys at the start and end of the programme as well as user experience surveys.

Audience demographic baselines for the cultural heritage programme will be established prior to the programme launch. Attendee/user demographic information and numbers will be gathered as part of the initial engagement mechanism i.e., when registering for a ticket for an event, or registering to use the digital platform. The digital platform will gather data monthly, for example, on visitor hits, social media impressions/re-shares, click-throughs to different spaces, engagements with collaboration/discussion groups, resources accessed/downloaded by type, etc.

Written and video case studies will be compiled throughout the project to evidence the impact of the project on individuals and participating businesses. The data, together with qualitative surveys, will inform annual impact reports and the 1 year, 3 year, 5 year evaluation reports to be submitted to WECA.

6. Resourcing and Governance

- *Provide details of the monitoring and evaluation budget, including details of source and what costs/activities this will pay for.*
- *Clarify procedures for risk management and any quality checking.*
- *Describe opportunities for different stakeholders to input into the scheme evaluation process.*
- *Provide a named contact responsible for delivering the plan, including name, address, telephone and email.*

The Monitoring and Evaluation of the refurbishment process will be the responsibility of Refurbishment Project Manager. The costs for the processes, materials, and time required have been built into the £60,000 budget to cover the Refurbishment Project Manager for the 3 years of the phased refurbishment.

The Monitoring and Evaluation of the service provision post the launch of the regional Centre for Black Enterprise and Culture will be the responsibility of the BSWN Research Manager. The budget of £20,000 p.a. for 5 years will cover their time, materials and resources, and any external consultants that may need to be brought in to support the process.

The Refurbishment Project manager and the Research Manager will report directly to the BSWN Director. The Monitoring and Evaluation for the refurbishment and the service delivery will be overseen by the Coach House Executive group and, for the cultural heritage elements, by the Cultural Heritage Steering Group. The BSWN Director and/or BSWN Trustees sit on these groups, providing a direct governance link to the BSWN Board.

Data collection, management, and storage, ensuring GDPR compliance, will be overseen by the BSWN Operations Manager who is responsible for BSWN's data and performance management systems.

(indicative 250 words)

7. Dissemination

- ***Provide details of how the findings from the evaluation will be used. What will the evaluation inform and who will be the audience?***
- ***Please provide details of how the findings from the evaluation will be communicated to key stakeholders and lessons disseminated.***
(indicative 250 words)

What follows is an indicative dissemination approach, A comprehensive dissemination programme will be developed for the FBC. The Monitoring and Evaluation will be used to review success, outputs achieved, lessons learned and scalability options for the services provided by the regional centre for Black Enterprise and Culture, specifically informing the design and need for, or otherwise, follow-on interventions. Importantly, it will help influence the future direction and work of BSWN. Significantly, the baseline data and intelligence gathered on the Black and Racially Minoritized sectors does not currently exist. As such, it will provide important strategic intelligence for WECA and the unitary authorities to inform wider work on inclusive growth and addressing the productivity challenge. Equally, it will inform the development and expansion of the cultural compact and the achievement of its aims.

The key audiences for the evaluation will be WECA, LEP, the constituent unitary authorities in WECA, the Black and Racially Minoritized SME community across enterprise, social enterprise, and cultural production sectors, National Lottery Heritage Fund, the Arts Council, the wider cultural heritage sector, and any other relevant stakeholders. Evaluation reports will be sent to key stakeholders within these groups, as well as being made available publicly through the BSWN website. Key findings, video shorts, key learning graphics, papers, and learning extracts will be disseminated through social media channels such as LinkedIn, Twitter, YouTube, and Instagram

Dissemination and Learning events will be held throughout the programme, including video case studies, panel discussions, and other forms of interactive learning processes.