# Coastal Communities Fund

# Guidance on measuring economic outcomes

March 2016

# Contents

# 1. Overview

## 1.1 Introduction

This guidance has been produced to assist applicants in preparing their detailed (Stage 2) applications to the Coastal Communities Fund.

It provides guidance on identifying, assessing and monitoring the economic impact potential of projects using an Indicator Framework, against which individual projects will be appraised.

## 1.2 Background

The Coastal Communities Fund (CCF)  is a UK wide programme which aims to encourage the economic development of UK coastal communities by awarding funding to create sustainable economic growth and jobs.

The single outcome which the programme is seeking to achieve is employment:

**"coastal communities will experience regeneration and economic growth through projects that directly or indirectly create sustainable jobs, and safeguard existing jobs".**

The Coastal Communities Fund seeks to deliver economic growth, brought about by employment creation or safeguarding.

In an increasingly competitive environment, it is vital to measure and quantify not only what projects do, but also how many people will benefit from the project, how effective organisations are at delivering the project and to understand the value and difference that the project makes in the local community.

Therefore the evidence we are seeking is to:
- help you and us understand the signs of change and track progress towards achieving economic growth;
- help you provide a robust assessment of economic development and growth potential;
- know if your project is making the difference you want;

- learn from your project in order that we might share your experience with other relevant groups and project sponsors, and
- report to government and other stakeholders on the economic impact of the Coastal Communities Fund.

We are keen to understand the difference your project will make to wider economic development. The CCF programme has therefore developed a suite of output and outcome indicators and we ask you to consider how your project will contribute towards these, in what way and by how much.

We are not just interested in understanding the potential impact at the start of the project, but also how it actually delivers in practice. We will therefore ask you to monitor and report progress against the indicator framework over the life of the CCF programme.

## 1.3 Routes to impact (measuring the outcomes of your project)

In thinking about what difference your project might make, it may be helpful to think of a "Logic Model" approach to how a project delivers final outcomes (benefits).  The usual approach is to think of the following steps in the process:

> ▶ **Step 1:** Resources/ inputs are needed to fund and deliver a project [**Inputs**].
>
> ▶ **Step 2:** Once you have access to resources, you can use them to purchase or fund a range of activities [**Activities**].
>
> ▶ **Step 3:** If planned activities are delivered, then you can generate immediate benefits or effects and planned outputs [**Outputs**].
>
> ▶ **Step 4:** If planned outputs are achieved, then new or safeguarded jobs will result from the intervention [**Outcome**].

Two examples are provided below.

| A business support project (revenue) |
| :--- |
| ▶ **Input:** Funding is made available for business planning support to business start-ups; |
| ▶ **Activity:** A series of training sessions are delivered to individuals to help them develop a business plan; |
| ▶ **Output:** A percentage of individuals start a new business as a consequence of the support; and |
| ▶ **Outcome:** As a consequence of the businesses starting they employ new staff, which generates economic growth. |

| A tourism infrastructure project (capital) |
| :--- |
| ▶ **Input:** Funding is made available to pay for an upgrade and extension to a coastal trail; |
| ▶ **Activity:** A series of path works, signage, car park and interpretation boards are provided; |
| ▶ **Output:** The number of individuals using the path increases which leads to an increase in local visitor spend; and |
| ▶ **Outcome:** As a consequence of the increase in spend local tourism businesses employ more staff, which generates economic growth. |

It can be seen that in the examples there is a logical progression with one step leading to another, but all heading towards achieving final outcomes (the actual change brought about by the project).

| | |
| :--- | :--- |
| ⬇ | **Inputs**<br>In order to achieve our objectives we need the following resources |
| ⬇ | **Activities**<br>In order to achieve the required outputs we need to deliver the following activities |
| ⬇ | **Outputs**<br>We expect that once completed, the activities will have the following immediate effects |
| ⬇ | **Outcomes**<br>We expect that these outputs will result in the following longer term benefits |

The above is for illustration only, to show how we assess the economic development aspects of the projects we fund. In the case of your Stage 2 application, we are looking at the different parts of the process to understand the likely consequences of CCF support for you project.

The CCF indicator framework guidance relates only to steps 3 and 4 in the logic model – outputs and outcomes.

## 1.4 CCF indicator framework

The Stage 2 application form includes a range of output and outcome indicators against which you will be asked to provide information.

All CCF projects are required to demonstrate employment outcomes, so you need to set at least one indicator in this part of the menu (see Section 3). You should also set indicators for the outputs that will lead to your project's outcomes (see Section 2).

We will monitor your progress against these outputs and outcomes annually during the lifetime of the CCF programme.

The output and outcome indicators are presented in the following table.

**CCF Indicator Menu**

| Outcome indicator | Definitions | Count |
|---|---|---|
| Jobs | Direct jobs created | Number FTE |
| | Indirect jobs created | Number FTE |
| | Safeguarded jobs | Number FTE |
| | Construction jobs (Person Years) | Number FTE |
| **Output indicators** | **Definitions** | **Count** |
| Business | Private businesses supported | Number |
| | Increase in business sales | £ value |
| | New businesses started | Number |
| | Social enterprises supported and started | Number |
| Tourism | Increase in visitor numbers | Number |
| | New visitor expenditure | £ value |
| | New tourism facilities created | Number |
| | New tourism businesses started | Number |
| | New tourism events supported | Number |
| | New marina berths created | Number |
| Skills | Non-vocational trainees | Number starting |
| | Apprenticeships created | Number starting |
| | Vocational trainees | Number starting |
| | Trainees gaining qualifications | Number obtaining |
| | Trainees gaining employment | Number obtaining |
| Infrastructure | Brownfield land remediated/developed | Hectares |
| | New or upgraded floor-space | Sq metres |
| | Public realm created or improved | Sq metres |
| | Physical projects supported | Number |
| Environmental | Sustainable transport projects | Number |
| | Flood/coastal defence projects | Number |
| | Renewable energy projects | Number |
| Capacity building | Individuals supported | Number |
| | Organisations supported | Number |
| | Community projects supported | Number |
| Co-finance | Public sector funding | Value |
| | Private sector funding | Value |
| | Third sector funding | Value |

# 2. CCF outputs

Outputs are the third stage in the Logic Model, i.e. the direct benefits of your project.

## 2.1 Introduction

The Indicator Framework provides a range of possible outputs which could result from the variety of projects that CCF is likely to support.

While the list of possible outputs is extensive, it is possible that your project may generate other outputs that are not included in the menu. It is important that these are recorded in your application in order to understand the full range of benefits that your project is likely to achieve.

It is important to recognise that projects are likely to have more than one single output, so for example a project that supports a company to redevelop a derelict building into a brewery that includes a visitor element would have outputs covering:

● **business:** support for an SME (the brewery);

● **tourism:** provision of new visitor centre and increase in visitor numbers and spend;

● **infrastructure:** provision of 2,000 sq ft of business property; and

● **environment:** upgrading a derelict building.

The project is also likely to have **co-finance** outputs, i.e. investment by the business or by other project supporters.

In this instance the employment outcomes would result from the direct staff employed in the brewery and the indirect jobs generated by increased visitor spend.

We would therefore ask that you carefully consider and record all relevant outputs in your application as it will help us understand your project and the extent to which your final employment outcomes (as discussed at Section 3) will be achieved over the life of the project.

Each of the output indicators is described in detail over the following pages. The additional detail requested for each indicator should be included in your application.

## 2.2 Guidance on business outputs

Providing support to businesses and social enterprises is an important route to creating final employment outcomes. When selecting a 'business output' you should consider the effects of your project on business performance through, for example, delivering activities which could include: business information and advice, financial advice, hands on business support, help with business planning, etc.

**Business indicators**

| Indicator | Description | Examples |
|---|---|---|
| Private businesses supported | ▶ Businesses can be supported both directly and indirectly<br>▶ A simple count of the actual number supported and/or estimate of the number that will be indirectly supported<br>▶ It would also be helpful to know what sector the supported businesses operate within | Direct support could be where the grant was used to provide marketing support to businesses located in a coastal tourist location. Each business provided with marketing support would be counted as an individual business assist.<br><br>Indirect support could be where a project develops a new coastal path that brings additional visitors to the area.  In this case you should estimate the number of local tourism businesses that will benefit. |
| Increase in business sales | ▶ An increase in sales may be achieved both directly and indirectly<br>▶ A simple count of the actual increase where the data is available<br>▶ Where you are using an increase in business sales as a proxy to estimate new jobs, all assumptions and evidence must be clearly stated | It is through an increase in business sales that businesses are likely to hire new staff (leading to final employment outcomes).<br><br>It is recognised that where an individual business is supported information may be available, but this will not exist for indirectly supported businesses. |
| New businesses started | ▶ Businesses can be started as either a direct or indirect result of your project<br>▶ A simple count of the actual number started and/or estimate of the number that will be indirectly started<br>▶ It would also be helpful to know what sector the businesses operate within | Direct business start could result from a bespoke start-up programme where this was its prime objective.<br><br>Indirect start-ups could result as a consequence of the project. For example, development of a pier facility may create an opportunity for a business to establish a new restaurant. |
| Social enterprises supported and started | ▶ Use similar definitions as for businesses supported and started<br>▶ Similar examples are also valid | Social enterprises trade in all markets, selling goods and services to individual consumers, local authorities, government and private businesses. Social enterprises exist to make a profit just like any private sector business, but profits or surpluses are always reinvested into social and environmental purposes. |

## 2.3 Guidance on tourism outputs

It is likely that a number of CCF-funded projects will focus on developing and supporting the tourism sector. The key aspect is that by increasing/safeguarding visitor numbers this will result in more spending, which in turn will lead to new jobs. Tourism outputs will arise from a range of activities such as provision of new visitor attractions, new events, improving infrastructure or business support.

**Tourism indicators**

| Indicator | Description | Examples |
|---|---|---|
| Increase in visitor numbers | ▶ This is a simple count of how many additional visitors the project is likely to generate<br>▶ The increases will be direct and must be attributable to the project<br>▶ Additional information about the origin of tourist would help | Increase in visitor numbers is likely to be the key aim for most tourism-focused projects.<br>More visitors will lead to increased spend, which will drive employment.<br>Increased visitors could be achieved where the project creates/develops/improves attractions or establishes events. |
| New visitor expenditure | ▶ This is a count of the likely new expenditure brought about as a result of increased visitor numbers<br>▶ It is important to distinguish between day visitors and overnight visitors as they will generate different levels of spend | As a general proxy, around £50,000 per annum of new visitor spend is required to support one tourism job.<br>In estimating new expenditure it is important to be clear about day or overnight visits and set out your assumptions clearly with supporting evidence. |
| New tourism facilities created | ▶ A count of the number of facilities to be created with the CCF grant<br>▶ Distinguish between brand new facilities and upgrade of existing ones | This indicator includes for example, visitor attractions, upgrade of pier, new interpretation centre, etc.<br>It relates to projects where the CCF grant has been used to support the physical development of a facility. Support for the business should be counted separately. |
| New tourism businesses started | ▶ Businesses can be started as either a direct or indirect result of your project<br>▶ A simple count of the actual number started and/or estimate of the number that will be indirectly started | Direct business starts could result from a bespoke tourism start-up programme where this was its prime objective.<br>Indirect start-ups could result from development of new sailing berths which creates an opportunity for a local supply company to open alongside the facility. |
| New tourism events supported | ▶ A count of the number of events to be created with the CCF grant<br>▶ Distinguish between brand new events and upgrade/ continuation of existing ones | This relates to support for the event such as marketing, organisation, management.<br>It should be counted when the prime purpose of the project is to support an event rather than a business. |
| New marina berths created | ▶ Count new berths created<br>▶ Distinguish between fixed and floating<br>▶ Distinguish between direct and indirect | To reflect the specific number of marina and related projects.<br>Distinguish been floating and fixed berth and size of vessel space. |

## 2.4 Guidance on skills outputs

Skills outputs are defined as any intervention designed to increase the personal or technical skills of an individual, deliver support for formal qualifications, deliver support to improve awareness or understanding of personal development opportunities, etc.

Skills outputs are important as they increase a person's chances of employment. It is crucial to distinguish between programme-led skills projects which are generic e.g. led by a training organisation or college where there is no guarantee of a job, and employer-led projects where the trainee is in employment or where employment is guaranteed.

**Skills indicators**

| Indicator | Description | Examples |
|---|---|---|
| Non-vocational trainees | ▶ Number of individuals receiving non-vocational training<br>▶ List course/training to be provided<br>▶ Programme-led or employer-led | Examples could include general customer care courses, team working, etc.<br>Likely to be one-off/short and not repeated.<br>Any support that does not lead to a recognised qualification. |
| Apprenticeships created | ▶ Count number of formal apprenticeships starts<br>▶ Level/type of apprenticeships<br>▶ List apprenticeship frameworks | There are a range of different apprenticeship types across all four UK nations.<br>Apprentice is a generic term and information should be provided on the type of course/qualification that will result from support. |
| Vocational trainees | ▶ Count number of training starts<br>▶ List qualifications to be undertaken<br>▶ Programme-led or employer-led | Examples could include any course/training that leads to a formal qualification.<br>See National qualification framework.<br>Examples could be NVQ/SVQ, HNC/D etc. |
| Trainees gaining qualifications | ▶ Count individuals who will gain qualification during CCF period<br>▶ Details of qualifications that will be obtained | This indicator will capture information on qualifications obtained during CCF delivery, but also identify where qualifications may be secured following the end of the funding period.<br>Details of future qualifications should be provided. |
| Trainees gaining employment | ▶ Count individuals who will gain employment during CCF period | Supporting evidence must be provided, for example by showing how the skills are in demand and that there are suitable vacancies. |

## 2.5 Guidance on infrastructure outputs

Infrastructure is defined as any project based around provision of physical assets. Examples will include: provision of serviced land, development/redevelopment of property (commercial, industrial, leisure, etc), provision of built infrastructure (power, utilities, etc), improvements to the built environment, etc.  These outputs provide the basis for subsequent business activity which will lead to final employment outcomes.

**Infrastructure indicators**

| Indicator | Description | Examples |
|---|---|---|
| Brownfield land remediated/ developed | ▶ Area of land treated and brought back into productive use (based on hectares) | To include contaminated land, derelict or previously developed land which was occupied by a fixed structure.<br><br>Examples could include treating a derelict site to create a new tourist attraction, or developing a new slipway from brownfield land. |
| New or upgraded floor-space | ▶ Area of property built as new, improved existing or redeveloped from derelict<br><br>▶ Information on proposed use/ occupancy should be detailed<br><br>▶ Differentiate between property provided for project promoter's own use and for commercial activity | Examples could include provision of small business units as craft workshops, redevelopment of building as brewery for commercial use, etc.<br><br>Consideration should be given to how commercial income will be used. |
| Public realm created or improved | ▶ Area of public realm treated and brought back into beneficial use (based on hectares)<br><br>▶ In relation to footpaths, the quantity should be provided in metres/ kilometres | Examples could include a townscape improvement programme, or provision of associated car parking.<br><br>Examples could include the provision of 5km of new or upgraded footpath. |
| Physical projects supported | ▶ Simple count of number of projects supported | A "project" has  the following features:<br>● sequence of tasks planned from beginning to end<br>● bounded by time, resources and required results<br>● defined outcome and "deliverables"<br>● deadlines<br>● budget which limits number of people, supplies and capital. |

## 2.6 Guidance on environmental outputs

CCF will support projects which deliver final employment outcomes through delivery of environmental outputs.

**Environmental indicators**

| Indicator | Description | Examples |
|---|---|---|
| Sustainable transport projects | ▶ A simple count of number of projects<br>▶ Further information on type of project to be provided | Examples could include support for hydrogen bus project, provision of cycles for town centre travel, etc.<br><br>It could also be appropriate to consider sustainable transport outputs as a by-product of the provision of new cycle paths. |
| Flood/coastal defence projects | ▶ A simple count of number of projects<br>▶ Further information on type of project to be provided<br>▶ Information on area of coast being protected in metres/kilometres | Examples could include coastal defences, barrages, pontoons, etc.<br><br>It may also be appropriate to provide information on any land which the scheme brings back into productive use. |
| Renewable energy projects | ▶ A simple count of number of projects<br>▶ Further information on type of project to be provided<br>▶ Information on electricity output (kWh) to be provided<br>▶ Information on number of individual establishments using renewable power to be provided | Examples could include wind, hydro, biomass, tidal or solar.<br><br>Could include community wind farm project or waste-to-energy projects. |

## 2.7 Guidance on capacity building outputs

One of the potential outputs from CCF supported projects could be where the capacity of local individuals and organisations is enhanced, and they participate in economic regeneration activities and deliver specific project elements.

We are therefore keen to understand the type of individuals, organisations or community projects which CCF funded projects support.

**Capacity building indicators**

| Indicator | Description | Examples |
|---|---|---|
| Individuals supported | ▶ A simple count of number of individuals supported <br> ▶ Describe key target groups who will benefit from the project | Examples could include: <br> ● business owners/managers <br> ● local residents <br> ● young people <br> ● unemployed people <br> ● local community in general |
| Organisations supported | ▶ A simple count of number of organisations supported <br> ▶ Describe key target groups who will benefit from the project | Examples could include: <br> ● private businesses <br> ● community groups <br> ● public sector organisations <br> ● third sector organisations |
| Community projects supported | ▶ A simple count of number of community led projects supported <br> ▶ Defined as third sector, voluntary sector, charity, or other organisation with a community benefit focus | A "project" has the following features: <br> ● sequence of tasks planned from beginning to end <br> ● bounded by time, resources and required results <br> ● defined outcomes and "deliverables" <br> ● deadlines <br> ● budget which limits number of people, supplies and capital |

## 2.8 Guidance on co-finance outputs

Although not a formal requirement of CCF, applicants may choose to secure additional funder support, thereby reducing requirements on the limited CCF budget through project co-financing.  This would need to be secured by the Stage 2 application deadline.  This will allow us to support more projects and extend the reach of the CCF.

We are therefore seeking to measure the level and type of other funding that is secured for the project.

**Co-finance indicators**

| Indicator | Description | Examples |
|---|---|---|
| Public sector funding | ▶ Amount of funding committed to the project by public sector organisations<br><br>▶ Should not include benefit in kind – relates to cash only commitments<br><br>▶ Benefit in kind support should be separately recorded in the Project Costs section of the application | Provided in total and by individual organisation and by year.<br><br>It is a requirement that any leveraged funding has been secured by the Stage 2 application deadline. |
| Private sector funding | ▶ Total amount of funding committed to project by private sector organisations<br><br>▶ Should not include benefit in kind – relates to cash only commitments<br><br>▶ Benefit in-kind support should be separately recorded in the Project Costs section of the application | Provided in total and by individual organisation and by year.<br><br>It is a requirement that any leveraged funding has been secured by the Stage 2 application deadline. |
| Third sector funding | ▶ Amount of funding committed to the project by third sector organisations<br><br>▶ Should not include benefit in kind – relates to cash only<br><br>▶ Benefit in kind support should be separately recorded in the Project Costs section of the application commitments | Provided in total and by individual organisation and by year.<br><br>It is a requirement that any leveraged funding has been secured by the Stage 2 application deadline. |

# 3. CCF outcomes

Outcomes are the final stage in the logic model – for CCF these are defined as increases in employment, achieved as a result of the relevant project outputs discussed at Section 2.

## 3.1 Introduction

The single aim of the CCF programme is to achieve employment outcomes to help coastal communities experience regeneration and economic growth.

Therefore the single outcome indicator is **employment**.

For the purpose of CCF, three employment outcomes are considered relevant:

- direct jobs
- indirect jobs
- safeguarded jobs.

Construction employment should not be counted within the job creation calculations, but noted separately.

## 3.2 Jobs created (direct)

Direct jobs are defined as those that are created as the first round immediate effects of the project.

Examples of direct jobs would include:

- staff employed to work in a new visitor attraction
- staff employed to work in an expanding tourism service company
- staff employed to manage the delivery of a coastal footpath project
- staff employed to manage a new harbour-side facility.

Jobs created must be:

- **new:** have not existed within the local area or with that employer before the project intervention
- **permanent**: have a life expectancy of at least one year from the point they are created
- **paid**: be remunerated at a market rate and at least minimum wage
- **full time equivalent**: be a minimum of 30 hours per week with part time jobs converted into full time equivalent (FTE).

Seasonal or temporary jobs should be counted based on their FTE. For example a seasonal job lasting three months should be counted as 0.25 FTE. Jobs should have a minimum employment duration of one month to be counted.

Existing staff allocated to manage the project delivery should not be counted unless it can be clearly shown that the job would otherwise be lost (see Jobs safeguarded).

Training places or apprenticeships should only be counted as jobs if the individual will be employed on a paid contract that lasts at least a year and/or be guaranteed a full-time job on completion. In instances where there is no guarantee of employment these should be recorded separately as training places or apprenticeships.

## 3.3 Jobs created (indirect)

It is recognised that funded projects will have the potential to create indirect jobs, i.e. those created as a consequence of the project through second round effects.

Examples of indirect jobs include:

- jobs generated through supply chain effects:
  - increased employment in local hotels/ restaurants as a result of an increase in visitor numbers to the area
  - increased employment in local suppliers though an increase in purchases by the supported project
  - increased employment in local suppliers though additional purchase by new boating/walking visitors, attractions, etc
- new employment generated by companies occupying property developed by or through the project (not just relocation of existing jobs).

In order to demonstrate indirect employment you should demonstrate how these have been calculated, including the evidence used to estimate outcomes.

In addition, the same requirements as for direct jobs will apply, i.e. you must show that the indirect jobs will be new, permanent, paid and full time (or equivalent).

## 3.4 Jobs safeguarded

Safeguarded jobs are defined as existing, permanent, paid and full time jobs which are at risk without the project intervention.

This is defined as:

- jobs that are forecast to be lost within a period of one year
- jobs in a sector or location which is in longer time economic decline.

Jobs safeguarded are counted when:

- they are forecast at risk when the project is approved
- they are still in place when the project is monitored
- they are no longer at risk within one year.

In addition, the same requirements as for direct jobs will apply, i.e. you must show the jobs safeguarded will be permanent, paid and full time (or equivalent).

You should also provide evidence or a rationale as to why the jobs are at risk and why they would cease to exist in the absence of the project being supported.

## 3.5 Tips to measuring employment

The appendices provide links to guidance materials on a range of relevant topics, including economic impact assessment. This section provides general guidance and tips on identifying employment outcomes.

Direct jobs are relatively easy to identify:

- in the case of a business project, the business plan/ business case should have identified the number of staff required to deliver/ run the project

- in the case of a visitor project, the project promoter should be able to identify the number of staff required to manage the project

- it would also be appropriate to use the revenue-generation of the project as a proxy for the number of staff. For example if a project has £50,000 annual revenue income it is not likely that they will be able to pay for 5 full time equivalent staff.

Indirect employment (for example jobs created as a result of additional visitor spend) is more difficult to measure:

- these relate to jobs that will result as a consequence of the project

- tourism jobs can be estimated by assessing the potential increase in visitor numbers and consequent visitor spend and using co-efficients to translate this into jobs

- national tourism agencies often provide helpful information

- for physical projects you can use employment floorspace density analysis to estimate the range of jobs that could be accommodated within a given amount of space. Again national agencies provide such information.

Jobs safeguarded can be more difficult to measure:

- this requires input from the current business (if private) or relevant public sector organisation

- in all cases you should seek to present evidence such as declining sales or tough market conditions – you need to justify the assumptions/ evidence being presented

- project viability is critical – where there are tough market conditions, it is essential that you consider why things will be different in the future – what changes do you expect to occur that will make the project viable.

Demonstrating sustainability of jobs, for example:

- in the case of a capital project that provides a new coastal footpath, will the visitor numbers be sustained in the longer term and thereby continue to support the indirect jobs?

- in the case of a revenue project that funds a marketing and development officer, how will the post continue to be funded once the grant has expired?

Use of evaluation evidence:

- use evaluation of similar project types to establish benchmarks – for example, if a previous tourism project resulted in gross cost per job of £20,000, this could be a useful proxy for a new similar project

- there are many examples of evaluations, for example the national evaluation of the (previous) Regional Development Agencies will provide a useful starting point

- there may be instances where your organisation or other local partner has delivered similar projects which could provide a helpful steer.

In all cases you should identify how you have made your job calculations and the evidence base used to support the application.

This guidance note provides general background information – it is up to you to develop your own approach and evidence base to tracking and measuring your project's economic outcomes and to detail this in your application.

# Appendix 1: Useful publications

Department of Business Innovation and Skills: Economic Development
www.bis.gov.uk/policies/economic-development

Developing and Implementing Local Economic Development Strategies
www.web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,contentMDK:202
76637~menuPK:402646~pagePK:148956~piPK:216618~theSitePK:341139~isCURL:Y~isCURL:Y,00.html

Economic Development Improvement Guide: Improvement Service
www.improvementservice.org.uk/economic-development-improvement-guide.html

HMT Appraisal and Evaluation in Central Government (Green Book)
www.hm-treasury.gov.uk/data_greenbook_index.htm

Impact Assessment Toolkit (BIS)
www.bis.gov.uk/assets/biscore/better-regulation/docs/i/11-1112-impact-assessment-toolkit.pdf

Communities and Local Government Committee: Coastal Towns
www.publications.parliament.uk/pa/cm200607/cmselect/cmcomloc/351/351.pdf

England's Coastal Towns: Review of the issues, evidence base and research
www.researchgate.net/publication/265002460_ENGLAND'S_COASTAL_TOWNS_A_short_review_of_the_
issues_evidence_base_and_research_needs_For_NCRA_Panel

Coastal Communities Alliance: Coastal Regeneration Handbook
www.coastalcommunities.co.uk/library/pdfs/coastal-regeneration-handbook.pdf

Economic Appraisal Guidance Handbook: Scottish Enterprise
www.scottish-enterprise.com/~/media/SE/Resources/Documents/DEF/economic-appraisal-guidance-note.
ashx
www.dfpni.gov.uk/articles/what-economic-appraisal-and-when-it-required

Impact Evaluation Framework: BIS
www.gov.uk/government/uploads/system/uploads/attachment_data/file/212318/11-1085-guidance-
evaluating-interventions-on-business.pdf

Evaluations Online: Scottish Enterprise
www.evaluationsonline.org.uk/evaluations/Index.do

Big Lottery Fund Guide to Self-Evaluation
www.biglotteryfund.org.uk/funding/funding-guidance/managing-your-funding/evaluation

# Appendix 2: Sources of economic information

NOMIS Labour Market Statistics/ Area Profiles
www.nomisweb.co.uk/default.asp

Office of National Statistics: Data Tables
www.ons.gov.uk/ons/datasets-and-tables/index.html
www.ons.gov.uk/ons/browse-by-theme/index.html

Office of National Statistics: Regional Reports
www.ons.gov.uk/ons/rel/subnational-labour/regional-labour-market-statistics/november-2013/stb-regional-labour-market-november-2013.html

Visit England
www.visitengland.org/insight-statistics/

Wales Government Tourism
http://gov.wales/statistics-and-research/?lang=en

Northern Ireland DETI
www.detini.gov.uk/deti-stats-index/tourism-statistics.htm

Coastal Communities Alliance
www.coastalcommunities.co.uk/

Scottish Enterprise
www.scottishenterprise.co.uk

Scottish Enterprise: Tourism
www.scottish-enterprise.com/industry-support/tourism

Highlands and Islands Enterprise: Tourism
www.hie.co.uk/growth-sectors/tourism/overview.html

Scottish Tourism Alliance
www.scottishtourismalliance.co.uk