

Attachment B

<p>Western Harbour Business Improvement District Evaluation</p>
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ADDENDUM:

Western Harbour Business Improvement District

Evaluation

Overview

The BID Trial will include a rigorous program evaluation to assess the success of the trial. Evaluation is a vital part of any project or program. It provides a common basis to align stakeholder expectations, and for understanding and defining what success looks like, as well as a systematic and objective way to assess effectiveness, efficiency, appropriateness and sustainability in working towards desired outcomes.

The [Institute for Public Policy and Governance](#) at **UTS** (a Western Harbour landholder and Alliance member) has already developed a robust, systematic trial evaluation methodology, consistent with NSW Treasury evaluation guidelines and latest evaluation best practice.

This includes a **detailed Draft Monitoring and Evaluation Framework**, developed with the input of NSW government and private sector stakeholders. This sets out a proposed Program Logic and Evaluation Framework identifying BID outcomes and potential measures and data sources to support the evaluation.

These will be further tested and refined with key government and Alliance stakeholders in parallel with implementation to produce a **Final Evaluation Plan**. This will include seeking alignment with wider NSW Government strategic plans and outcomes for the Precinct, as articulated in the Pymont Peninsula Place Strategy and Economic Development Strategy.

As well as providing an effective tool for measuring the success of the BID Trial outcomes, a key goal for the evaluation is to develop evidence and demonstrate the effectiveness of a BID model for potential wider application to other precincts in NSW.

Evaluation approach

The evaluation methodology is using a results-based accountability approach – a data driven, step-by-step process to identify the best means for achieving desired results. It is an effective, goal-oriented and practical means of rapidly determining the *what, why, how* and *when* – together with the *'how will we know we are getting there'*.

The approach is being implemented in parallel with the BID Trial implementation process and starts with defining the desired results/outcomes – whether customers/a community are better off as a result – and works backwards, through a collaborative action-planning process.

Performance measures and indicators are then developed, focused on a limited number of priority indicators that represent where the program is attempting to 'turn the curve'. These are used as an essential tool to assess:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Defining and measuring BID Trial success

In the context of the Alliance's vision and discussions with Alliance members and stakeholders, the following 'headline' outcomes have been developed as the focus of success for the Alliance's efforts:

The ultimate <i>impacts</i> that the BID Trial is working towards:	
Outcome 1:	Ensure the Western Harbour Precinct's status as NSW's second largest economy
Outcome 2:	Establish the Western Harbour as an internationally significant entertainment and tourism Precinct
Outcome 3:	Deliver a world-class, holistic experience for locals and visitors

In the context of a time-limited (e.g. three-year) BID Trial program, these headline outcomes represent '*impacts*'. That is, they are outcomes that it seeks to contribute to – but, as there are so many other factors outside the program's control that may also affect them, the program cannot be solely accountable if they are not realised. They are 'downstream' from the program's direct effects – but are the ultimate focus of the program, and how it might link with other programs trying to achieve the same impact.

Based on these three 'impact' outcomes, a **Draft Program Logic** (*see below*) has been developed to map the interim outcomes, outputs, key activities and inputs that together constitute the key elements of the proposed BID Trial, and demonstrate how these will contribute to the intended longer term outcomes and impacts.

As the BID governance model itself is both a cross-cutting enabler of the Trial outcomes and also something to be evaluated in its own right, the BID governance has been captured as a separate strand at the base of the logic model as a distinct part of implementation to be evaluated. This will also help to ensure that the assessment of the merits of the BID governance model can be effectively separated out, where appropriate, from evaluating wider outcomes.

In addition to the Program Logic, UTS has developed a set of key evaluation questions for the Trial together with a suite of over 115 existing or potential performance measures and indicators that are relevant and could be used to support the Trial evaluation, as well as identifying potential primary and secondary data sources for the evaluation.

These details are set out in a Draft Monitoring and Evaluation Framework document developed by UTS and will be refined to determine the priority evaluation measures, and associated evidence-gathering and analysis plans, in a Final Evaluation Plan.

BID Trial – Draft Program Logic

