

# Independent Evaluation of Local Growth Interventions

One Year Out Report for the Glasgow City  
Region - **\*\*DRAFT\*\***

February 2019

The logo for SQW, consisting of the letters 'SQW' in a bold, dark red, sans-serif font.

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	Director		

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# 1. Introduction

- 1.1 This is the One Year Out Report for the evaluation of the Glasgow City Region (GCR) Infrastructure Fund. The evaluation is to be undertaken and finalised by December 2019 to inform the first Gateway Review of the fund. The first Gateway Review will be completed by Government by the end of March 2020.
- 1.2 The evaluation is implementing the approach co-developed with partners in the GCR in the Locality Framework and Locality Evaluation Plan agreed in October 2017 and April 2018 respectively. The approach to the evaluation in the GCR was also endorsed formally by the Cities and Local Growth Unit (CLGU) on behalf of the Government in July 2018 and builds on the National Evaluation Framework approved by the Steering Group<sup>1</sup> of the National Evaluation Panel in August 2017.
- 1.3 This One Year Out Report is the second output from the National Evaluation Panel<sup>2</sup>. It follows the Baseline Report that was finalised in October 2018.
- 1.4 The purpose of this One Year Out Report is to:
- provide an update on the progress in delivery of the GCR Infrastructure Fund around a year in advance of the Gateway Review
  - identify any issues that need to be addressed in advance of the final evaluation
  - confirm the approach and timing of the research for the final evaluation.

## Evidence base

- 1.5 The One Year Out Report draws on the following strands of evidence:
- monitoring data on planned and actual expenditure, and planned and actual outputs and outcomes provided by the Locality for each of the interventions within the scope of the evaluation
  - consultations (x 19) with project managers of interventions in scope of the evaluation and a consultation with the GCR Director of Regional Economic Growth and the PMO Evaluation Manager.

## Structure

- 1.6 The report is structured as follows:
- Section 2 presents an update on delivery progress

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<sup>1</sup> The Steering Group comprises representatives from the 11 participating Localities: Glasgow City Region; Greater Cambridge Greater Manchester; Leeds City Region; Liverpool City Region; Tees Valley; Cambridgeshire and Peterborough; Cardiff Capital Region; Sheffield City Region; West Midlands; West of England,

<sup>2</sup> The SQW-led consortium appointed to evaluate the Investment Funds for the first Gateway Review

- Section 3 contains a high-level assessment at the One Year Out stage, framed against five main progress evaluation questions
- Section 4 sets out our thinking in relation to planning for the final evaluation.

1.7 Three supporting annexes are provided:

- Annex A: Intervention level progress evaluation assessment
- Annex B: Updated risk matrix
- Annex C: List of consultees.

## 2. Delivery progress

- 2.1 In this section, we focus on reviewing the implementation progress to date for the GCR Infrastructure Fund sponsored activities.

### Intervention status

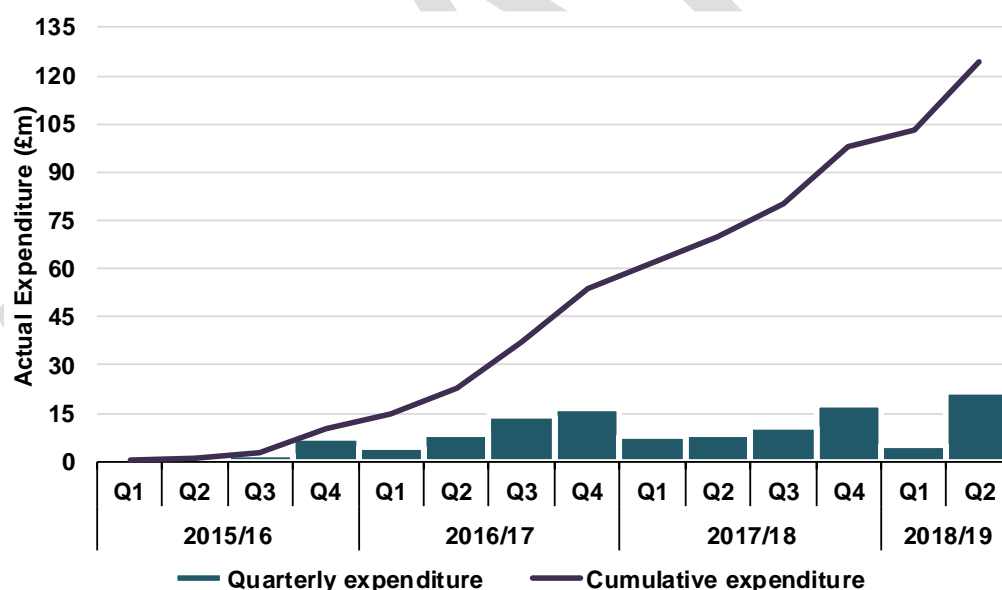
- 2.2 The Local Growth Interventions (LGI) evaluation covers 13 interventions supported by the GCR Infrastructure Fund. Of these interventions at this One Year Out Report stage:

- Two have been completed (the Cathkin Relief Road and Gartcosh-Glenboig Link Road)
- 11 are in delivery, although one of these projects (Inverkip) has recorded very little expenditure thus far.

### Expenditure

- 2.3 Data on expected and actual expenditure was provided to the National Evaluation Panel by the Locality for each of the 13 interventions within scope of the evaluation. The overall pattern of expenditure is shown in Figure 2-1 below.

Figure 2-1: Overall pattern of actual investment by quarter for the period 2015/16 – 2018/19 (Q2)



Source: GCR monitoring workbook (completed by GCR)

- 2.4 Summary data on planned and actual expenditure for each intervention is set out in Table 2-1. It shows that by the end of September 2018, the 13 interventions had accounted for £119m of spend compared to the planned expenditure of £124m for that period. Over the last six months, the 13 projects have increased their spending by £26.4m, which is down slightly on the previous six months expenditure of £28.2m. The last three months saw the largest level of quarterly spend to date. The highest spending projects to date have been Canal and North Gateway (£56m) and the Cathkin Relief Road (£14m).

- 2.5 In the Baseline Report, **it was agreed that the planned expenditure profile provided by project managers in June 2018 would act as a baseline to compare actual performance on expenditure up to Gateway Review 1.**

**Table 2-1: Planned and actual Infrastructure Fund expenditure across 13 interventions in the GCR**

Intervention	IF planned expenditure – lifetime total (£m)	IF planned expenditure – total up to Gateway Review 1 Q4 2019/20 (£m)	IF planned expenditure – by Q2 2018/19 (£m)	IF planned expenditure to date as % of Gateway Review 1 Project total	Actual IF expenditure – by Q2 2018/19 (£m)	Variance between planned & actual expenditure to date (%)	Variance between planned & actual expenditure to date (£m)
<b>Glasgow Hybrid</b>							
Collegelands Calton Barras	27.0	7.1	2.8	40.0%	2.8	0.0%	0.0
Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)	40.2	16.2	6.8	41.9%	4.7	-30.9%	-2.1
Canal and North Gateway	89.3	78.0	53.4	68.4%	56.1	5.1%	2.7
City Centre Enabling Infrastructure	115.5	17.6	6.7	37.9%	5.5	-17.9%	-1.2
Clyde Waterfront & West End Innovation Quarter	113.9	19.8	2.6	13.0%	2.6	0.0%	0.0
<b>City Region Connectivity</b>							
Cathkin Relief Road	16.0	15.0	14.1	94.5%	14.0	-0.7%	-0.1
Greenhills/ Strathaven Road Corridor	25.7	16.8	3.10	18.5%	3.06	-1.3%	-0.04
<b>City Region Site Development</b>							

Intervention	IF planned expenditure – lifetime total (£m)	IF planned expenditure – total up to Gateway Review 1 Q4 2019/20 (£m)	IF planned expenditure – by Q2 2018/19 (£m)	IF planned expenditure to date as % of Gateway Review 1 Project total	Actual IF expenditure – by Q2 2018/19 (£m)	Variance between planned & actual expenditure to date (%)	Variance between planned & actual expenditure to date (£m)
Clyde Waterfront and Renfrew Riverside	90.6	36.8	11.9	32.3%	8.9	-25.2%	-3.0
Glasgow Airport Investment Area	39.0	37.0	7.3	19.8%	7.4	1.4%	0.1
Inverkip	3.3	3.0	0.028	0.9%	0.008	-66.7%	0.020
Gartcosh-Glenboig Link Road	6.3	6.3	6.3	100%	5.4	-14.3%	-0.9
Newton CGA	10.2	6.6	4.96	74.9%	4.94	-0.4%	-0.02
<b>City Region Hybrid</b>							
M77 Strategic Corridor	44.0	10.8	4.4	40.3%	4.1	-6.8%	-0.3
<b>Total (13 projects)</b>	<b>621.0</b>	<b>271.0</b>	<b>124.3</b>	<b>45.9%</b>	<b>119.5</b>	<b>-3.9%</b>	<b>-4.8</b>

Source: GCR monitoring workbook (completed by the GCR) – figures may not sum due to rounding



- 2.6 In order to provide a more comprehensive picture on expenditure to date, we asked the GCR City Deal PMO to provide spend data on all Infrastructure Fund projects. The total Infrastructure Fund spend by the end of Q2 2018/19 was £125m (Table 2-2), with an underspend of £5.8m between the actual and planned spend to date.
- 2.7 **On the basis that GCR receives an annual grant of £30m from the Scottish and UK Governments, the expenditure of £125m to date represents 120% of the grant provided for the first three and a half years.**
- 2.8 The figures below also show that the Fund is projected to spend £318m by Gateway Review 1 (or £287m when factoring in the risk adjustment) out of a total Fund value of £1.13bn. This estimate excludes a risk adjustment of £31m which would potentially reduce the overall projection. This projected expenditure has not all been contracted. Many of the interventions are mini-programmes split into different contracts.
- 2.9 **If the Infrastructure Fund spends to this level it will represent an investment by the authorities that is significantly more than the City Deal funding provided by the Scottish and UK Governments for this initial five year period.**

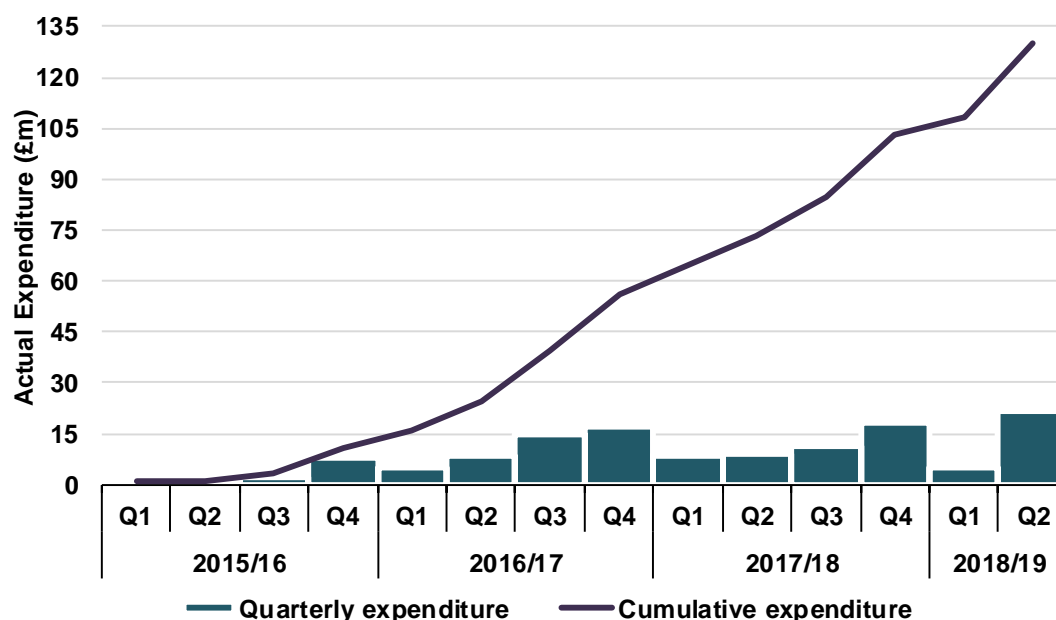
**Table 2-2: Planned and actual Infrastructure Fund expenditure across all interventions (£m)**

Intervention	IF planned expenditure – lifetime total (£m)	IF planned expenditure – total up to Gateway Review 1 Q4 2019/20 (£m)	IF planned expenditure – by Q2 2018/19 (£m)	IF planned expenditure to date as % of Gateway Review 1 total	Actual IF expenditure – by Q2 2018/19 (£m)	Variance between planned & actual expenditure to date (%)	Variance between planned & actual expenditure to date (£m)
Locality framework projects (x 13)	621.0	271.0	124.3	45.9%	119.5	-3.9%	-4.8
Other Infrastructure Fund projects	501.9	47.5	6.4	15.3%	5.4	-15.6%	-1.0
<b>Risk Adjustment</b>		<b>-31.0</b>					
<b>Total (all IF projects)</b>	<b>1,122.9</b>	<b>287.5</b>	<b>130.7</b>	<b>45.5%</b>	<b>124.9</b>	<b>-4.4%</b>	<b>-5.8</b>

Source: GCR monitoring workbook (completed by the GCR) – figures may not sum due to rounding

- 2.10 Figure 2-2 shows the pattern of expenditure for all GCR Infrastructure Fund projects. The cumulative expenditure line shows how expenditure tends to accelerate towards the end of each financial year. **In 2018/19, the spend in the second quarter has already accelerated which suggests the overall Infrastructure Fund expenditure is gathering real momentum.**

Figure 2-2: Overall pattern of investment for all Infrastructure Fund interventions



Source: GCR monitoring workbook (completed by GCR)

## Outputs and outcomes

- 2.11 The GCR PMO provided data on expected and actual outputs for each intervention within the scope of the LGI evaluation. Eleven of the 13 project managers have provided some initial information on outputs achieved since delivery started in 2015 (Table 2-3). However, the locality has indicated that many of the projects, or sub-projects, will only be able to report against outputs after completion of the capital works.
- 2.12 The most notable physical outputs reported to date relate to the Cathkin Relief Road, Gartcosh - Glenboig Link Road (both roads have been completed), Newton Community Growth Area, and the M77 Strategic Corridor. The latter two projects have already delivered significant outputs in terms of land reclaimed and redeveloped, and the creation of new commercial floorspace.

Table 2-3: Evidence of outputs generated to date

Logic Model	Intervention	Status	Outputs reported to date
Glasgow Hybrid	Collegelands Calton Barras	In progress	<ul style="list-style-type: none"> <li>8 construction years of employment</li> </ul>
Glasgow Hybrid	Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)	In progress	<ul style="list-style-type: none"> <li>12 construction years of employment</li> </ul>

Logic Model	Intervention	Status	Outputs reported to date
Glasgow Hybrid	Canal and North Gateway	In progress	<ul style="list-style-type: none"> <li>1 new road bridge</li> <li>285 construction years of employment</li> </ul>
Glasgow Hybrid	City Centre Enabling Infrastructure	In progress	<ul style="list-style-type: none"> <li>15 construction years of employment</li> </ul>
City Region Connectivity	Cathkin Relief Road	Completed	<ul style="list-style-type: none"> <li>8.1km of new cycle routes created</li> <li>6.6km of new pedestrian routes created</li> <li>1.6km of new road developed</li> <li>3 junctions improved</li> <li>91 construction years of employment</li> <li>6,900sqm of blue/green infrastructure</li> <li>1.6km carriageway with reduced flood risk</li> <li>6.9ha land with reduced flood risk</li> <li>40 properties with reduced flood risk</li> <li>6,900sqm of public realm enhanced</li> </ul>
City Region Connectivity	Greenhills/ Strathaven Road Corridor	In progress	<ul style="list-style-type: none"> <li>2 construction years of employment</li> </ul>
City Region Site Development	Clyde Waterfront and Renfrew Riverside	In progress	<ul style="list-style-type: none"> <li>7 construction years of employment</li> </ul>
City Region Site Development	Glasgow Airport Investment Area	In progress	<ul style="list-style-type: none"> <li>52 ha of site reclaimed, (re)developed or assembled</li> <li>4 construction years of employment</li> </ul>
City Region Site Development	Gartcosh-Glenboig Link Road	Completed	<ul style="list-style-type: none"> <li>1.4km of new cycle routes created</li> <li>1.4km of new pedestrian routes created</li> <li>0.5km of road enhanced</li> <li>2 new junctions</li> <li>0.5km of new road developed</li> <li>21,500 sq m of public realm created</li> <li>24 construction years of employment</li> </ul>
City Region Site Development	Newton Community Growth Area	In progress	<ul style="list-style-type: none"> <li>153 ha of site reclaimed, (re)developed or assembled</li> <li>0.2 ha of land assembled for commercial development</li> <li>153 ha of land assembled for residential development</li> <li>600 sq m of public realm created</li> <li>1 junction enhanced</li> <li>4,005sqm community/education facilities</li> <li>94 construction years of employment</li> </ul>
City Region Hybrid	M77 Strategic Corridor	In progress	<ul style="list-style-type: none"> <li>0.93 ha of site reclaimed, (re)developed or assembled</li> <li>8.23 ha of land assembled for commercial development</li> <li>204 ha of land assembled for residential development</li> </ul>

Logic Model	Intervention	Status	Outputs reported to date
			<ul style="list-style-type: none"> <li>854 sq m of commercial floorspace developed</li> <li>7 business tenants</li> <li>12 construction years of employment</li> </ul>

Source: GCR monitoring workbook (completed by GCR)

## Key messages

2.13 The key messages at the One Year Out stage on delivery progress are as follows:

- By the end of Q2 2018/19 (September 2018), the 13 interventions within scope of the LGI evaluation had accounted for £119m of spend compared to the planned expenditure of £124m for that period (96% of target to date)
- Over the last six months, the 13 projects have increased their spending by £26.4m. The last quarter saw the largest level of spend to date
- In the Baseline report, it was agreed that the planned expenditure profile provided by project managers in June 2018 would act as a baseline to compare actual performance on expenditure up to Gateway Review 1
- The total Infrastructure Fund spend by the end of Q2 2018/19 was £125m. On the basis that GCR receives an annual grant of £30m from the Scottish and UK Governments, the expenditure of £125m to date represents 120% of the grant provided for the first three and a half years
- Overall, the Fund is projected to spend £318m by Gateway Review 1 out of a total Fund value of over £1.13bn. This projection excludes a risk adjustment of £31m. If the Infrastructure Fund spends to this level it will represent an investment by the authorities that is significantly more than the level of City Deal funding provided by the Scottish and UK Governments for this initial five year period
- There is some early evidence of outputs. Eleven of the 13 projects have provided some initial information on outputs achieved since project delivery started in 2015. However, the locality has indicated that many of the projects, or sub-projects, will only be able to report against outputs after completion of the capital works
- The most notable physical outputs reported to date relate to the Cathkin Relief Road, the Gartcosh - Glenboig Link Road (both roads have been completed), the Newton Community Growth Area, and the M77 Strategic Corridor.

## 3. Assessment of progress at the One Year Out stage

- 3.1 The progress evaluation for each of the 13 interventions addresses five key progress evaluation questions in the final evaluation. At this One Year Out stage, a high-level assessment of the progress against each of these questions has been made, including identifying any areas of concern. The full assessment of each individual intervention is set out in Annex A and the results are summarised below.

### Summary of project progress

- 3.2 Overall, good progress has been reported for most of the interventions. Although in many cases, the interventions started their main capital works slightly later than was anticipated in the initial Outline Business Cases developed in 2015 and 2016, it is encouraging to observe that nearly all projects are now starting to deliver and build momentum.
- 3.3 However, at the time of writing, there were three projects (Glasgow Airport Investment Area; Clyde Waterfront & Renfrew Riverside; and Inverkip) that had some planning issues which had created delays in delivery (see Table 3-1 below for details).
- 3.4 Given the delay in obtaining agreement from Transport Scotland for the Inverkip project to commence it is recommended that the project be taken out of scope for Progress Evaluation as part of Gateway Review 1.
- 3.5 The issues in relation to the CPO have since been resolved in the case of the Glasgow Airport Investment Area and the construction contract is now expected to be awarded in March 2019.
- 3.6 There are always significant challenges in delivering major capital projects. Some of these are internal to the project and can be managed through robust governance structures; other challenges are outside the control of the project and need to be worked through with partners and stakeholders.
- 3.7 Recent discussions with project managers have highlighted the full range of issues across the 13 Infrastructure Fund interventions and these are summarised in Table 3-1. We then go on to look at some of the main issues in more detail.

**Table 3-1: Project implementation issues to date**

Logic model	Interventions	On track?	Main delivery issues encountered to date
Glasgow Hybrid	Collegelands Calton Barras – focus on Barras Public Realm Phase 1	Yes	<ul style="list-style-type: none"><li>Recruitment of internal project team took longer than initially envisaged</li><li>Reshaping some areas of the project to address/respond to new policy context – e.g. increased policy focus on inclusive growth, Glasgow's Connectivity Commission</li><li>Changing market conditions and increased construction costs mean some elements of the wider project have been redesigned</li></ul>

Logic model	Interventions	On track?	Main delivery issues encountered to date
Glasgow Hybrid	Metropolitan Glasgow Strategic Drainage Partnership	Yes	<ul style="list-style-type: none"> <li>Ongoing challenges of negotiating with third parties – landowners and Network Rail etc.</li> <li>Process of augmenting the OBC to ensure they have a robust, accurate and updated economic case that is compliant with the HM Treasury Green Book has delayed some aspects of the project – project managers working on the OBC rather than tendering the activities</li> </ul>
Glasgow Hybrid	Canal and North Gateway	Yes	<ul style="list-style-type: none"> <li>Dealing with unique site remediation issues in terms of encasing the chemicals, and also discovering further areas of ground contamination</li> <li>Ongoing challenges of negotiating with third parties e.g. Transport Scotland</li> </ul>
Glasgow Hybrid	City Centre Enabling Infrastructure	Yes	<ul style="list-style-type: none"> <li>Agreed to revise procurement strategy after the initial OBC, based on advice from consultants</li> <li>Major fire at Glasgow School of Art in June 2018 impacted on the pilot project</li> <li>Ongoing challenges of negotiating with third parties such as utilities firms</li> </ul>
Glasgow Hybrid	Clyde Waterfront and West End Innovation Quarter	Yes	<ul style="list-style-type: none"> <li>Recruitment of internal project team took longer than initially envisaged</li> <li>Process of augmenting the OBC to ensure they have a robust, accurate and updated economic case that is compliant with the HM Treasury Green Book has delayed some aspects of the project – project managers had to work on the OBC rather than tendering the activities</li> <li>Aligning/coordinating with other major investments in the area e.g. Glasgow Harbour and the SEC Campus</li> <li>Reshaping (and in some cases redesigning) elements of the project to respond to local views.</li> <li>Planning issues – TRO (Transport Regulation Order) challenge in relation to works at Byres Road.</li> </ul>
City Region Connectivity	Cathkin Relief Road	Yes	<ul style="list-style-type: none"> <li>Some site issues – finding unexpected contamination</li> <li>Main construction contractor going into liquidation following the completion of the main capital works</li> </ul>
	Greenhills/Strathaven Road Corridor Improvements	Yes, but behind schedule	<ul style="list-style-type: none"> <li>Process of augmenting the OBC, to ensure they have a robust, accurate and updated economic case that is compliant with the HM Treasury Green Book, and uncertainty regarding PMO approval, delayed the tendering of the project – the project is now around nine months behind schedule</li> </ul>

Logic model	Interventions	On track?	Main delivery issues encountered to date
City Region Site Development	Clyde Waterfront & Renfrew Riverside	Yes, but some risk of delays over the coming months	<ul style="list-style-type: none"> <li>Planning issues – objection submitted by West Dunbartonshire Council and called in by the Scottish Government. After 13 months, the SG gave its approval in November 2018. WDC submitted an objection to the Section 75 application to Transport Scotland which WDC's Infrastructure and Regeneration Committee has subsequently agreed to withdraw.</li> </ul>
	Glasgow Airport Investment Area	Yes	<ul style="list-style-type: none"> <li>Land acquisition delay – issues regarding timescales for consideration of objections to the CPO led to significant delay. <i>Note however that in the intervening period between the interviews and the drafting of this report, the CPO issues have been resolved and the construction contract for this project is now expected to be awarded in March 2019</i></li> </ul>
	Inverkip	No, delays and uncertainties	<ul style="list-style-type: none"> <li>Road Improvements at Inverkip associated with redevelopment of the former Power Station site have been delayed following a change in position by Transport Scotland. Revised designs are being progressed however through discussions between the developer and Transport Scotland. A revised timescale will be produced when this work is concluded, early indications are that the project will now go to tender mid 2019.</li> </ul>
	Gartcosh-Glenboig Link Road (part of Gartcosh/Glenboig Community Growth Area)	Yes	<ul style="list-style-type: none"> <li>Ongoing challenges of negotiating with third parties including housing developers</li> <li>Some site issues – relating to the SUDS basin next to the road</li> </ul>
	Newton Community Growth Area (part of wider SLC CGA)	Yes	<ul style="list-style-type: none"> <li>No major issues encountered to date</li> </ul>
City Region	M77 Strategic Corridor	Yes	<ul style="list-style-type: none"> <li>Delays due to third party approval issues. Some delays relating to land acquisition, land surveys and procurement processes.</li> </ul>

Source: SQW

## Main implementation issues

- 3.8 Discussions between the evaluators and project managers provided a useful insight into the day-to-day realities of setting up and delivering often complex capital projects. The sections below summarise the main delivery challenges encountered and consider how project managers have responded to these difficult issues.



### ***Adapting delivery plans to leverage/complement wider investments. . .***

- 3.9 The consultations highlighted a number of examples where project managers have proactively sought to reshape activity to secure investment from other partners and/or the private sector. For example, as part of Glasgow's City Centre Enabling Infrastructure project, project managers have been working closely with hotel developers to ensure the proposed public realm designs fit with the investment plans of the private sector.
- 3.10 Similarly, there is anecdotal evidence that the announcement of the Infrastructure Fund projects has resulted in renewed developer interest in sites along the river Clyde in Glasgow's city centre. The Clyde Waterfront and West End Innovation Quarter project manager has been working closely with developers who announced in June 2018 that they would be building a major new campus (with c5,000 jobs) at Buchanan Wharf in Glasgow, which will be a significant boost for the city region economy. The developers indicated to the Project Manager that the scale of investments being made in the city through the Infrastructure Fund was a major factor in their investment decision. These types of close relationship are important in accelerating the economic outcomes that stem from the Infrastructure Fund investment.
- 3.11 Since works started on the Glasgow Airport Investment Area (GAIA) project over two years ago, the project team at Renfrewshire Council has developed a close working relationship with the University of Strathclyde (who run the Advanced Forming Research Centre at Inchinnan) and other partners. This close working relationship assisted in the Scottish Government's decision to locate the new National Manufacturing Institute for Scotland (NMIS) at Renfrew (announced in December 2017). Following on from this, the Renfrewshire project team was successful in attracting further investment when in June 2018, the Centre for Process Innovation announced that it would also be locating its Medicines Manufacturing Innovation Centre (MMIC) on the GAIA site. These two facilities will be anchor tenants for an area being developed as the Advanced Manufacturing Innovation District Scotland (AMIDS). This package of interlinked investments represents a significant investment in the GCR.
- 3.12 The project manager consultees highlighted the key role played through establishing relationships with key University of Strathclyde contacts, including Professor Keith Ridgway at the University of Strathclyde, who previously was instrumental in setting up a model similar to GAIA, the Advanced Manufacturing Research Centre (AMRC) in the Sheffield city region. The Council has visited the AMRC to learn lessons that can be applied to the GAIA site. Through its implementation, the project has evolved and focused more specifically on advanced manufacturing. The experience with the GAIA project demonstrates how putting in the initial infrastructure investment can be used to position the site for further public and private sector investments. Clearly one of the main learning points here is around getting the right leadership involved – people with a demonstrable track-record of success who are able to influence Governments and set out an ambitious long-term vision for the area.

### ***...responding to and overcoming unexpected planning issues***

- 3.13 It is evident that each of the projects have faced multiple unforeseen planning issues and "headaches". Specifically, many of the project managers highlighted the considerable amount of work that has gone into delivering public engagement events in order to build support and enthusiasm for the various schemes. However, there are three interventions where planning issues are currently presenting major challenges, resulting in delays.



- 3.14 The Inverkip project in Inverclyde involves the redevelopment of a large former power station brownfield site into a mixed-use settlement and waterfront hub. Revised designs are being progressed however through discussions between the developer and Transport Scotland. A revised timescale will be produced when this work is concluded, early indications are that the project will now go to tender mid 2019.
- 3.15 Both of the Renfrewshire Council projects have also experienced challenges in relation to the planning process. The Clyde Waterfront and Renfrew Riverside project includes a new bridge connecting Clydebank, Yoker and Renfrew. The project was called in by the Scottish Government and a planning objection was submitted by West Dunbartonshire Council. Over a year later, the Scottish Government gave its approval in November 2018. WDC submitted an objection to the Section 75 application made to Transport Scotland for the scheme. WDC's Infrastructure and Regeneration Committee has recently agreed to withdraw this objection.
- 3.16 Land acquisition has taken longer than expected for the GAIA project. Although the project has involved significant public consultation through exhibitions and community council events, there were, until very recently, outstanding objections to one of the Compulsory Purchase Orders (CPOs). During discussions with the evaluation team, the project manager highlighted frustrations regarding the process to resolve the CPO objections, but following extensive engagement with the objectors over a long period of time, the objections have recently been resolved and the construction contract is expected to be awarded in March 2019. Ironically, the delay in tendering the main construction contract because of the CPO objections has allowed the project manager to incorporate additional design elements for NMIS. However, the major announcements on NMIS and MMIC add to the pressure in terms of delivering the project by 2020.

### *Developing construction capacity within the market...*

- 3.17 Many of the Infrastructure Fund projects are in fact mini-programmes where complementary activity is split into different contracts. As highlighted in Section 2, there has already been significant levels of expenditure over a relatively short period of time (two to three years). A couple of the project managers in Glasgow highlighted a challenge in terms of the availability of suppliers to carry out the work.
- 3.18 The specific examples were around the public realm contracts, and as a result the City Council is about to set up a public realm procurement framework to ensure there is sufficient capacity in the market to deliver different elements of the Infrastructure Fund projects. In delivering such a large programme of capital investment, it is important for Councils to work with suppliers and ensure there is the capacity and capability to deliver within the required timescales and at the requisite quality.

### *...Addressing site-specific constraints*

- 3.19 As highlighted in Table 3-1, both the Cathkin Relief Road and Gartcosh Glenboig Link Road projects have experienced minor delays due to site issues. However, the main example of this relates to Canal and North Gateway. This project includes the redevelopment of Sighthill in north Glasgow, a large brownfield site with major legacy contamination issues from its chemicals manufacturing past. It was one of only three locations in the UK (along with Merseyside and Tyneside) where sodium carbonate was produced for the glass, textile, soap,

and paper industries. The process created a waste product called galligu, normally heaped in piles beside the chemical works eventually producing hydrogen sulphide.

- 3.20 The first contract for the remediation of the Sighthill site commenced in early 2016. It was meant to be a 12 months contract, but the works have taken 18 months to complete. The main reason for the delay was due to the unusual characteristics of the site. In order to clean and remediate the land, the contractor built slurry walls (sometimes 20 metres down) to contain/encase the galligu and then provide a membrane of treated soil on top. The ground had to be secured for the piling required by the house-builders. The main challenges were associated with the consistency of the galligu, which in some cases had hardened, to such an extent it was breaking the excavation equipment. Although it was reported that there was extensive site investigation prior to launching the remediation works, the contractors also came across additional contamination in disused railway cuttings.
- 3.21 Despite the delays to some aspects of the Canal and North Gateway project, project managers worked closely with the various contractors to phase the works on different parts of the site so that the first platforms for the house-builders will be ready for 2019, as originally planned.

### *Delays resulting from changes to the internal approvals process. . .*

- 3.22 Following the local elections in May 2017, the new members of the GCR Cabinet asked the PMO for each of the Infrastructure Fund projects to augment their Outline Business Cases (OBCs) to ensure compliance with HM Treasury's updated Green Book guidance. The purpose of this was to ensure that the projects supported by the Infrastructure Fund provided robust economic cases, value for money for the public purse, and that the projects maximised the benefits to the City Region.
- 3.23 A number of the project managers highlighted that this exercise slowed down delivery. This feedback was provided in relation to the Greenhills/Strathaven Road Corridor Improvements project. The project managers had hoped to appoint a contractor to start work on the road in early 2018, but had to wait five months to get approval for the augmented OBC. South Lanarkshire Council then decided against starting the capital works at the start of winter (learning from previous experience with the Cathkin Relief Road), and so the project is now nine months behind schedule.
- 3.24 There are obviously some frustrations from the perspectives of the project managers regarding the delays, which have resulted from the decision to revisit and strengthen the OBCs. However, taking a wider view, it does illustrate a proactive approach being taken by the GCR Cabinet and PMO to ensuring good governance of the public investment, and a commitment to maximising the potential beneficial economic impacts from the Infrastructure Fund investment.

### **Key messages**

- 3.25 The key messages in terms of project progress at the One Year Out stage are as follows:
- Overall, good progress is reported for most of the LGI interventions. Although in many cases the schemes started their main capital works slightly later than was anticipated

in the initial Outline Business Cases developed in 2015 and 2016, nearly all projects are now starting to deliver and build momentum

- However, there are three projects (Glasgow Airport Investment Area; Clyde Waterfront & Renfrew Riverside; and Inverkip) that have ongoing statutory approval issues to address, although the CPO issue with GAIA has very recently been resolved.
- Given the delay to the Inverkip project outlined in this report it is recommended that the project be taken out of the scope of consideration for Progress Evaluation as part of Gateway Review 1. There are always significant challenges in delivering major capital projects. Some of these are internal to the project and can be managed through robust governance structures/arrangements; other challenges are outside the control of the project and need to be worked through with external partners and stakeholders
- It is important to use the initial infrastructure investment to lever in further public and private sector investments. There is evidence from the discussions with Project Managers that this is taking place with some projects (City Centre Enabling Infrastructure, Clyde Waterfront and West End Innovation Quarter, Glasgow Airport Investment Area). For example, it is vital to get the key people involved who are able to influence Government and set out a longer-term vision for the area
- Securing planning consent for large capital projects will often take longer than expected - especially when decisions are called in by national agencies
- In delivering such a large programme of capital investment, it is important for Councils to work with suppliers and ensure there is the capacity to deliver within the required timescales and at the requisite quality
- The PMO's decision to request augmented OBCs did have an impact of member authority resources, and slowed down project delivery. However, this demonstrates the proactive approach being taken by the GCR Cabinet and PMO to ensure good governance and a commitment to maximising the beneficial economic impacts from the LGI investments.

## 4. Planning for the final evaluation

### Approach to the final evaluation

#### Impact evaluation

- 4.1 Inception meetings took place in September 2018 with each of the three interventions covered by Impact Evaluation: Canal and North Gateway; Cathkin Relief Road; and the M77 Strategic Corridor. A summary of the agreed evaluation approaches is provided below, with most of the fieldwork and research activity taking place in spring/summer 2019.

**Table 4-1: Impact evaluation approach and activity**

Logic model name (and interventions)	Research method
Glasgow Hybrid: Canal and North Gateway	<ul style="list-style-type: none"> <li>• Case-based approach using a combination of project monitoring data, contextual data, and primary research with stakeholders and developers taking forward projects on the site</li> <li>• The main sources of evaluation evidence will be: <ul style="list-style-type: none"> <li>➢ Feedback from stakeholders and developers taking forward projects on the site (e.g. the City Council; Scottish Canals; Glasgow Housing Association; Network Rail; local developers; Transport Scotland; community groups; and Glasgow Chamber of Commerce)</li> <li>➢ Feedback from businesses located in or close to the project site</li> <li>➢ Two more in-depth case studies</li> <li>➢ Data analysis on long term trends prior to and during the project implementation phase for the project site and for other development areas across GCR</li> </ul> </li> </ul>
City Region Connectivity: Cathkin Relief Road	<ul style="list-style-type: none"> <li>• Pre and post assessment to track changes in local congestion, travel times and modal shift, relying mainly on secondary data. The research will also draw on primary research with local businesses and stakeholders to assess the impact of the project in terms of widening labour markets.</li> <li>• The main sources of evaluation evidence will be: <ul style="list-style-type: none"> <li>➢ Data analysis on long term trends prior to and during the project implementation for the project site and for the wider Glasgow area e.g. congestion levels on other key routes into the city</li> <li>➢ Feedback from project partners/ stakeholders/ community groups (e.g. South Lanarkshire and Glasgow City Councils; the Strathclyde Partnership for Transport; Transport Scotland; Community Councils; and Glasgow/Lanarkshire Chambers of Commerce)</li> <li>➢ Feedback from businesses located close to the road</li> </ul> </li> </ul>
City Region Hybrid: M77 Strategic Corridor	<ul style="list-style-type: none"> <li>• Case-based approach using a combination of project monitoring data, contextual data, and primary research. This will be supplemented with primary research with local stakeholders, business centre tenants and a telephone beneficiary survey of start-up businesses</li> <li>• The main sources of evaluation evidence will be: <ul style="list-style-type: none"> <li>➢ Feedback from stakeholders and developers taking forward projects (e.g. East Renfrewshire Council; developers (e.g. Miller, Barratt and Cala Homes); Transport Scotland; Network Rail; community groups; and East Renfrewshire Chamber of Commerce)</li> <li>➢ Feedback from tenant businesses located in Crossmill Business Centre</li> <li>➢ One more in-depth business-focused case study</li> </ul> </li> </ul>

Logic model name (and interventions)	Research method
	➤ Data analysis on long-term trends prior to and during the project implementation phase for the project site and for other parts of the local area

Source: SQW

### Progress evaluation

- 4.2 The GCR PMO will continue to collect monitoring data to inform the Final Report, with this data forming the basis for a final analysis of performance in relation to spend as well as gross outputs and outcomes (where relevant) for the Gateway Review 1 Report.. Given the timing of the final evaluation, this monitoring data will relate to Q1 2019/20.
- 4.3 A second wave of progress evaluation consultations will also be completed in summer 2019 with:
- project managers of all interventions covered by progress evaluation
  - representatives from the GCR PMO to provide evidence for the progress evaluation across the individual interventions
  - partner and stakeholder consultations – 14 consultations covering City Centre Enabling Infrastructure; Metropolitan Glasgow Strategic Drainage Partnership; Glasgow Airport Investment Area; Gartcosh-Glenboig Link Road; and Newton Community Growth Area.

### Mid-year monitoring data review

- 4.4 A mid-year review of monitoring data, will be held between the annual reporting stages. This will involve the PMO collecting the data up to the end of Q4 2018/19 and sending this to SQW for analysis.
- 4.5 The key findings will then be discussed at a meeting with representatives from the PMO, principally to address any issues of data quality.

### Complementary work streams

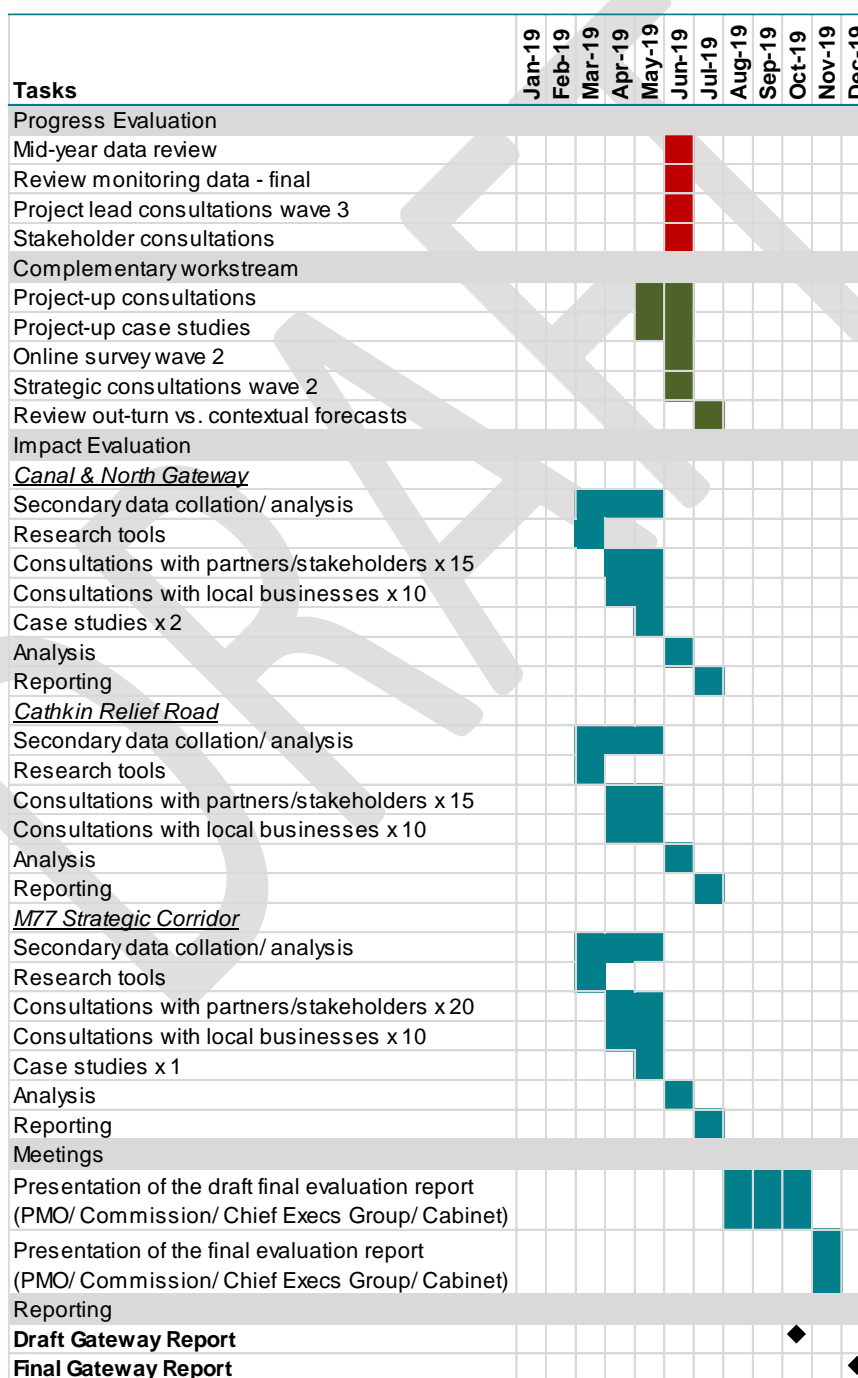
- 4.6 The final stage of the complementary work streams will include:
- a second wave of the online survey of partners; all individuals that were asked to respond to the first wave will be invited to respond a second time
  - a second wave of in-depth strategic consultations; at this stage we anticipate completing 20 face to face consultations with both internal and external stakeholders (the first wave focused on internal stakeholders only)
  - consultations with a project manager for each intervention within scope of the evaluation focused on project-up benefits

- two case studies for detailed case-study research on project-up benefits; each case study will involve six to eight in-depth interviews (mix of telephone and face-to-face) with project partners and stakeholders
- review of actual economic outturns, thus providing a helpful contextual backdrop to the findings from the impact and wider evaluation work.

## Timing

4.7 The timetable for the final evaluation is set out in Figure 4-1.

Figure 4-1: Timescale for delivering GCR Evaluation Plan



Source: SQW

## Issues to be addressed in advance of the final evaluation

4.8 The main issues to be addressed are as follows:

- Finalise resolution of statutory approvals which are delaying implementation of the Renfrewshire Council CWRR project
- Given the delay to the Inverkip project outlined in this report it is recommended that the project be taken out of scope of consideration for Progress Evaluation as part of Gateway Review 1
- Finalising approaches for impact evaluation – inception meetings were held in September 2018 with the relevant Project Managers who were asked to provide contact details for the stakeholder consultations
- Finalising the scope of the two case studies focusing on project-up benefits.

## Risks

4.9 A risk assessment for the evaluation is set out in Annex B. This remains unchanged from the Baseline Report.



## Annex A: Intervention level progress evaluation assessment

### Glasgow Hybrid

#### Collegelands Calton Barras – Barras Public Realm Phase 1

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Expenditure on Barras Public Realm Phase 1 is on track up to Q2 2018/19 as per latest reprofile
Q2: Have agreed delivery milestones been met?	Yes	<p>Barras public realm project is 95% complete: all milestones have been hit, no significant time slippages and spend is within budget.</p> <p>There are two other elements of the programme, but these are not the focus of the progress evaluation:</p> <ul style="list-style-type: none"> <li>Meat Market has not gone to tender yet due to changing market conditions.</li> <li>High Street Station outputs have been delayed due to prolonged negotiations with Network Rail.</li> </ul>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	Outputs from the Barras project have been delivered as expected. The Meat Market and High Street Station elements of the intervention were not expected to have delivered outputs at this point.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	Yes	<p>There have been slippages in outcomes according to the original SBC timetable, but the project is on track as per the latest OBC.</p> <p>Although the public realm works are not fully completed, there is already anecdotal feedback from local residents about feeling safer walking through the area at night.</p>
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	<p>All outputs for Barras Public Realm Phase 1 will be realised within the next 6 months</p> <p>High Street Station is developing according to plan.</p> <p>In terms of project outcomes, the Barras public realm project will be completed and improved local perceptions and improved safety are expected over the coming six months</p>
Q6: Does the project remain on course to deliver against its original objectives?	Yes	The PM is confident that the Barras Public Realm Phase 1 (the focus of the evaluation) will deliver against its original objectives

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence



## Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)

Question	Yes / No	Comments
Q1: Is expenditure on budget?	No – behind schedule but will still be within budget	Underspend of 30% (£2m) up to Q2 2018/19 – Project Manager hopes to catch up as projects start to be implemented and spend as profiled up to Gateway Review 1
Q2: Have agreed delivery milestones been met?	Yes	Negotiating land access with third parties and the need to augment the OBC has delayed project implementation to date.  However, Camlachie Channel Improvement, Cardowan Surface Water Management Plan (SWMP) and NGIWMS sites have started delivery  The FBC for Cardonald SWMP has been agreed but work has not yet started  Planning permission has been received for South East Glasgow SWMP  Cockenzie Street SWMP has been established as independent project.
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	N/A	No outputs were planned or delivered in this period.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	No intermediate outcomes were planned or delivered in this period.
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	The outputs relating to Camlachie burn will be completed in April 2019. Confident that all other outputs will be as expected over the longer term.  No intermediate outcomes planned over the next six months.
Q6: Does the project remain on course to deliver against its original objectives?	Yes	There is sufficient time built into the overall MGSDP project to cover the delays encountered so far. The experience of negotiating with third parties will better prepare them for these problems in the future.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

## Canal and North Gateway

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Slightly above target up to Q2 2018/19
Q2: Have agreed delivery milestones been met?	Yes	<p>Contract 1 was for the remediation of the Sighthill site. It was delivered by VHE and started in early 2016. It was meant to be a 12 month contract but the works took 18 months – due to technical issues with the chemicals and ground contamination.</p> <p>Contract 2 is currently being delivered by Morgan Sindall and involves providing the platforms for the house-builders including utilities, main road, SUDS, drainage canals and public realm.</p>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	<p>The land at the Sighthill site has been remediated and now platforms and wider site infrastructure are being put in place for the housebuilders.</p> <p>The bridge at Cowlares was built in summer 2018. For this part of the project, a grant was given to Network Rail to build the bridge over the main Edinburgh to Glasgow railway line.</p>
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	No intermediate outcomes planned for this period
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	<p>The construction period is two years but the build out period for the new homes will be 9 years. However, they are still on track to have some house building activity by April 2019 (East side of Hill Circus) and these homes will be for GHA.</p> <p>Some existing buildings have had to be moved to allow platforms to be put in – e.g. St Rollox church and the old schools – the new school campus will be built by September 2019 ahead of schedule.</p> <p>Other activity taking place over the coming months includes procuring a supplier to deliver the new pedestrian bridge over the M8 which will provide a link to Hannover Street and the Avenues project. A tender is going out in January 2019 and a supplier will be appointed by May/ June 2019.</p> <p>In addition there will be an FBC submitted in spring 2019 for the public realm works at 'metal petals' junction which provides access to Port Dundas and North Canal Street.</p>
Q6: Does the project remain on course to deliver against its original objectives?	Yes	The project is making good progress and will soon see tangible outputs in terms of the new houses being built on the Sighthill site and a new bridge across the M8 into the city centre

## City Centre Enabling Infrastructure

Question	Yes / No	Comments
Q1: Is expenditure on budget?	No – behind schedule but will still be within budget	Underspend of 17% (£1.2m) up to Q2 2018/19 The delay is partly due to a change in procurement strategy, and partly due to unexpected issues in the construction of the Sauchiehall West pilot.
Q2: Have agreed delivery milestones been met?	Yes	Sauchiehall West is a pilot for the later phases of the project. The pilot was slightly delayed due to an issue with a subcontractor, the Glasgow School of Art fire in 2018 and other unforeseen challenges. The pilot is still on schedule to be completed by May 2019.
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	N/A	The updated OBC did no plan for any outputs to be delivered in this period. No outputs were planned or delivered in this period.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	No intermediate outcomes were planned or delivered in this period.
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	Outputs relating to Sauchiehall Street West to be completed by May 2019 The next FBC is due in September 2019 (for the Argyle Street East avenue) and the design for this is progressing through RIBA concept stages according to plan. Stage 2 for Cambridge Street is out for public consultation and designs for North Hanover St and Cathedral St will be completed in May 2019. It is unlikely that any intermediate outcomes will be realised in the next 6 months.
Q6: Does the project remain on course to deliver against its original objectives?	Yes	On track to complete the project in 2024.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

## Clyde Waterfront & West End Innovation Quarter

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes – but some risks re spend in 2019/20	Spend to date is on track up to Q2 2018/19 in line with latest financial re-profile. However the 2019/20 spend is under review to account for further potential slippages
Q2: Have agreed delivery milestones been met?	No – behind schedule	The SBC was approved in Aug 2015 but did not have adequate resources until 2017. The delays associated with project initiation were exacerbated by the link between this project and projects led by other public and private stakeholders.

Question	Yes / No	Comments
		<p>There was also the requirement to augment the OBC and the change in Council administration in 2017</p> <p>Delivery of this project has many dependencies with other projects and political inputs. As a result, the following milestones have been delayed:</p> <ul style="list-style-type: none"> <li>Govan Public Realm – contract awarded in December 2017 but then postponed by 12 months due to the need to produce an augmented OBC</li> <li>Byers Road Public Realm – currently re-visiting design proposals following inputs from local politicians</li> <li>Active Travel North – FBC originally planned for December 2018 but is now being pushed out to August 2019 because of re-design of Byres Road</li> <li>SEC-Finnieston Link – uncertainty regarding SEC investment plans</li> </ul>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	No	Outputs are behind schedule
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	No outcomes forecast for this period
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes – but some uncertainties/risks to be addressed	<p>There are a number of risks which could lead to further delays to the project:</p> <ul style="list-style-type: none"> <li>The Govan Partick bridge is scheduled for planning approval by May 2019 but there are some legacy issues to be resolved between Glasgow Harbour and the City Council</li> <li>Also some flood risk issues to work through with SEPA in relation to the work on the quay walls and the Govan Partick bridge</li> </ul> <p>The outputs relating to the Govan Public Realm project will be delivered by May 2019</p> <p>No outcomes forecast for this period</p>
Q6: Does the project remain on course to deliver against its original objectives?	Yes	<p>Although there have been some delays to different components of the project, these are all being worked through.</p> <p>The Infrastructure Fund investments have renewed developer interest in the Clyde Waterfront. Glasgow City Council will promote the River Clyde as a national planning priority during development of the emerging National Planning Framework (NPF4).</p> <p>The project helped to influence the recent decision of Barclays to set up a new campus at Buchanan Wharf and UoG is also planning a Waterfront Innovation Campus.</p>

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

## City Region Connectivity

### Cathkin Relief Road

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Expenditure is broadly in line with latest reprofile up to Q2 2018/19 but less than the original OBC.  Savings were identified early in the construction process and around £2.6m was transferred to the Greenhills/Strathaven project.
Q2: Have agreed delivery milestones been met?	Yes	The road was opened in February 2017, as opposed to autumn/winter 2016 due to routine construction project delays (e.g. site contamination, heavy rainfall during preliminary digging).
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	The km of road built has been delivered as planned but it was delayed by around three months.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	Yes	There has been anecdotal evidence that the relief road is alleviating congestion on residential roads as intended e.g. delivery drivers are using it and it appears on AA Route Finder as a quicker route than using residential roads.  The Council are waiting on the results of detailed road traffic surveys for more comprehensive evidence.
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	No – behind schedule	Complementary works (e.g. improving bus infrastructure, cycle links etc) have been delayed until early spring 2019 due to changes to the Council procurement frameworks  In terms of measuring project outcomes, the Council will have results of traffic surveys so will be able to comment on changes to traffic in residential areas.
Q6: Does the project remain on course to deliver against its original objectives?	Yes	The Council think that the road is acting as enabling infrastructure for local economic growth by cutting journey times and making the area more attractive for developers.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

### Greenhills/Strathaven Road Corridor Improvements

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Expenditure is broadly in line with latest reprofile up to Q2 2018/19 but behind the original OBC.  However, spend has been incurred for land acquisition, advance payments for future utilities diversion, badger relocation, and some preparatory work.
Q2: Have agreed delivery milestones been met?	No	The augmented OBC process delayed procurement, and a decision was taken to further delay the construction start date to avoid commencing work in the winter weather.

Question	Yes / No	Comments
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	N/A	No outputs were planned or delivered in this period. The project is now 8/9 months behind its original schedule and no outputs have yet been delivered
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	No intermediate outcomes were planned or delivered in this period.
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	Road works will start in Spring 2019 and the speed of outputs may be delivered slightly faster than initially anticipated, due to revised estimates from the contractor.  Do not expect to observe any intermediate outcomes in the next 6 months.
Q6: Does the project remain on course to deliver against its original objectives?	Yes	The outputs (km of road, new junctions, SUDS scheme etc) and the wider economic objectives will be met by the end of the project.

## City Region Site Development

### Clyde Waterfront & Renfrew Riverside

Question	Yes / No	Comments
Q1: Is expenditure on budget?	No – behind schedule but will still be within budget	Underspend of 25% (£3m) up to Q2 2018/19 Project will catch up with latest spend profile but only if planning determination is given soon on the Yoker Renfrew bridge.
Q2: Have agreed delivery milestones been met?	Yes	The following key milestones have been delivered: <ul style="list-style-type: none"> <li>• Main consultants contracted</li> <li>• Early site investigations completed</li> <li>• Traffic model developed</li> <li>• Public engagement</li> <li>• Statutory consultation</li> <li>• Planning application submitted</li> </ul> Project started as planned and has continued according to schedule until the start of the statutory applications process in mid 2017.  A planning objection was submitted by West Dunbartonshire Council and called in by the Scottish Government.  After 13 months, the SG gave its approval in November 2018. WDC submitted an objection to the Section 75 to Transport Scotland which WDC's Infrastructure and Regeneration Committee has subsequently agreed to withdraw.
Q3: Have anticipated outputs been delivered, and (where	N/A	No physical project outputs expected at this date

Question	Yes / No	Comments
relevant) how does this compare to planned outputs at this stage in terms of scale/nature?		
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	None expected at this date
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	Subject to resolving the planning issue, the plan is to start the procurement process and get FBC approval for the main bridge works in August 2019 and then start construction
Q6: Does the project remain on course to deliver against its original objectives?	Yes	Once the planning issues can be resolved, the project will be on track to deliver against its objectives. The project is closely aligned to GAIA and the development of the Advanced Manufacturing Innovation District Scotland (AMIDS). The announcements on NMIS and MMIC setting up at Renfrew will help drive developer interest in the wider CWRR project site, both in terms of commercial and residential developments.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

### Glasgow Airport Investment Area

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Expenditure is on track in line with latest reprofile up to Q2 2018/19
Q2: Have agreed delivery milestones been met?	Yes	The following key milestones have been delivered: <ul style="list-style-type: none"> <li>• Main consultants contracted</li> <li>• Early site investigations completed</li> <li>• Traffic model developed</li> <li>• Public engagement</li> <li>• Statutory consultation</li> <li>• Planning application submitted</li> <li>• Planning consents</li> </ul> Land acquisition delay – issues regarding timescales for consideration of objections to the CPO (Compulsory Purchase Order) led to significant delay.  <i>Note however that in the intervening period between the interviews and the drafting of this report, the CPO issues have been resolved and the construction contract is expected to be awarded in March 2019.</i>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	N/A	Outputs are not due until 2020



Question	Yes / No	Comments
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	Outcomes not expected at this stage. However, with NMIS and MMIC investments, they are likely to occur before Gateway Review 2 in 2024.
Q5. Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	If land acquisition process is resolved, outputs will be delivered on time over the next 6 months. Project team are investigating options to ensure completion in 2020 even if CPO process is further delayed.  No outcomes expected in the next 6 months. The earliest planned outcomes will be delivered in 2021.
Q6. Does the project remain on course to deliver against its original objectives?	Yes	The project has secured key investment and has ongoing interest from other potential developers, which gives them confidence that they will meet the objectives.  The announcements on NMIS and MMIC setting up at Renfrew are significant and will help to attract further commercial investments at the site.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

## Inverkip

Question	Yes / No	Comments
Q1: Is expenditure on budget?	No	Major delays to commencing the project due to protracted negotiations with Transport Scotland on the design of the road improvements
Q2. Have agreed delivery milestones been met?	No	
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	N/A	
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	N/A	
Q5. Will outputs/outcomes be delivered according to plan over the next 6 months?	Unclear	
Q6. Does the project remain on course to deliver against its original objectives?	Unclear	

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence



### Gartcosh-Glenboig Link Road

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Expenditure is on track in line with latest reprofile up to Q2 2018/19
Q2: Have agreed delivery milestones been met?	Yes	<p>The road opened in June 2018. This was similar to the reprofile but c.15 months behind the original FBC because of:</p> <ul style="list-style-type: none"> <li>A delay in agreeing a CDA with a third-party developer to cover an access road and SUDS basin</li> <li>Issues with the main contractor's delivery and management</li> <li>Unexpected discovery of utilities infrastructure.</li> </ul>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	Planned outputs have been delivered to the same scale and design as intended. They were delayed compared to the original FBC but on track compared to the reprofile.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	Yes	<p>Housing construction is underway at four sites. Two sites being developed by Muir Homes and Bellway would not have happened without the link road.</p> <p>The Council have also received planning applications and pre-application enquiries from other developers. 18,000sq ft of commercial space at Gartcosh Business Park is being developed ahead of schedule by a council-owned developer. Planning permission has been obtained for a further three units.</p>
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	<p>Environmental mitigation works will be finished by December 2018, which will mark the end of the project.</p> <p>The 18,000sq ft extension to Gartcosh Business Park will be completed, and the housing sites will continue to be developed.</p>
Q6: Does the project remain on course to deliver against its original objectives?	Yes	Confident that this is on course to be delivered on time. The link road is an enabler of other CGA projects and so its completion is seen as a strategic priority.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

### Newton Community Growth Area (part of wider SLC CGA)

Question	Yes / No	Comments
Q1: Is expenditure on budget?	No	Expenditure on the completed elements of the project (primary school and park and ride) was broadly in keeping with budget. Expenditure was on track in line with latest reprofile up to Q4 2017/18 (the completed primary school, and park and ride). However, the expenditure in 2018/19 is c. £1m below budget due to delays to the Westburn Roundabout.

Question	Yes / No	Comments
Q2: Have agreed delivery milestones been met?	Yes	Delivery milestones for two of the three project elements have been met: <ul style="list-style-type: none"> <li>New primary school opened in Sept 17, as planned.</li> <li>Extension to the Park and Ride at Newton Station opened in Dec 2017, around six weeks late.</li> <li>Westburn Roundabout is c.6 months behind schedule, partly due to the need to avoid construction work beginning winter.</li> </ul>
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	Anticipated outputs (e.g. school, number of park and ride places etc) have been delivered at the scale envisaged. Associated construction jobs have also been delivered.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	Yes	The project has exceeded the target for house sales by 60% - the aim was to sell 261 units by the end of 2018 and 418 units had been sold by Oct 2018. There is anecdotal evidence that the Park and Ride extension is being well used but no formal survey evidence yet.
Q5: Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	Outputs associated with the construction of the Westburn Roundabout will begin over the next 6 months but this is later than planned. However, the outcomes of further housing units are expected to be constructed within the next 6 months
Q6: Does the project remain on course to deliver against its original objectives?	Yes	The only outstanding City Deal funded element, the Westburn Roundabout, will be completed by Autumn 2019.

Source: SQW, based on: GCR monitoring workbook (completed by GCR) and consultation evidence

## City Region Hybrid

### M77 Strategic Corridor

Question	Yes / No	Comments
Q1: Is expenditure on budget?	Yes	Spend profile is behind the first OBC but is broadly in line with the latest reprofile up to Q2 2018/19. A revised SBC for the whole programme will be submitted to the PMO in December 2018, with augmented OBCs and new FBCs for individual projects following this.
Q2: Have agreed delivery milestones been met?	Yes	The overall programme is broadly in line with the latest reprofile but behind the original OBC, with elements such as the new rail station, Aurs Road and Balgraystone Road delayed.
Q3: Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	Yes	Leven Works – extension to Crossmill Business Park is complete and the old Nestle site has been remediated. The construction contractor delivered apprenticeships and work placements as planned Foundry Links – delivered to a revised, lower cost plan.

Question	Yes / No	Comments
		Greenlaw Business Centre – completion delayed until Spring 2019 Construction has not yet started on the new rail station, Aurs Road, Balgraystone Road and the Lavern Valley Link Road. This is consistent with the latest reprofile Lavern Valley Link Road – in appraisal stage.
Q4: Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	Yes	Employment outcomes have been delivered at Crossmill as all ten units are occupied. However, the completion of Greenlaw Business Centre has been delayed so the predicted employment outcomes will be delivered within the next six months..
Q5. Will outputs/outcomes be delivered according to plan over the next 6 months?	Yes	The Greenlaw Business Centre will be completed in Spring 2019 In terms of outcomes, the Greenlaw Business Centre may have some occupants within the next 6 months and there will be direct employment (centre operators).
Q6. Does the project remain on course to deliver against its original objectives?	Yes	The early delays have been essential learning that will be incorporated into later delivery. But overall the project will still deliver on its objectives.

## Annex B: Risk matrix

Risk	Likelihood / Impact	Mitigating actions
<b>Common across Localities</b>		
Poor quality monitoring data from Localities	M/H	<p>The Locality Plans build in a six-monthly review of monitoring data. This is to enable issues to be identified at an early stage and so addressed in advance of the final report to inform the Gateway Review.</p> <p>The NEP will not be verifying monitoring, data but will review it for consistency against our consultations with project managers and previous sets of data.</p> <p>It is possible that data changes over time due to shifts in definition. We should be sighted on this through the review process set out above and because the data definitions are being taken from wider definitions that Localities use to report on their Growth Funds.</p>
Localities delay providing monitoring data in time for the final report to inform the Gateway Review	M/M	<p>We will agree dates with Localities when data should be supplied, well in advance of the key date.</p> <p>The six-monthly process set out above should mean that if there are delays with the final set of data then the final report to inform the Gateway Review could be written using the older data. This would not be ideal.</p>
Report contents do not match client needs	L/ H	<p>The report would build from the outline in the National Framework.</p> <p>Standard templates will be developed to ensure consistency of reporting across all Localities.</p> <p>We would agree the templates and key headings with the client to ensure there are “no surprises”.</p>
Change in projects in scope	H/M	<p>It is possible that some of the projects identified in the Plans for impact evaluation will slip and so no longer be suitable. It is also possible, although probably less likely, that new projects are approved and come in to scope. Such changes would be picked up through the six monthly catch up meeting in each Locality.</p> <p>After the one year out point, no new projects would be included. The thinking being that there would be insufficient time for them to begin and have an impact that could be evaluated in the time remaining.</p>
Localities delay signing off reports	M/H	<p>This could occur due to governance structures or where a Locality is concerned that the report does not present favourable findings. To address these possibilities we will agree with each Locality key dates around their schedule of meetings on which:</p> <ul style="list-style-type: none"> <li>• Reports will be made available to them</li> <li>• Comments are expected back.</li> </ul> <p>Each Locality will also be provided with a note of comments received on the draft report, including comments from the academic panel, and how we have responded to those comments.</p>
Low response rates from participants	M/ H	<p>We would work through project managers to develop the most appropriate way to encourage survey responses, e.g. not just that a reminder should be sent but who should send this.</p>

<b>Risk</b>	<b>Likelihood / Impact</b>	<b>Mitigating actions</b>
Loss of electronic data in transfer from project to SQW	L/ M	We would develop a protocol for the transfer of data. This is likely to include files being sent with password protection, and the password being telephoned through.
IT failure	L/ M	SQW systems are fully backed up with data held in two secure offsite data centres. In the event of failure we can switch to the secondary centre and systems and files be restored.
Unexpected unavailability of team members	L/ M	Staff have confirmed availability to undertake the work in the required timescales. If a team member becomes unavailable through sickness etc., we can identify other experienced SQW researchers with similar experience drawing from our team of 40 employees and using our internal time booking software.
<b>GCR specific</b>		
Loss of continuity of personnel and commitment	M/M	This is being addressed through i) SQW co-working throughout on Evaluation Plan development and delivery with the PMO and Glasgow Commission ii) the Evaluation Plan being formally approved by the GCR Chief Executives Group and Cabinet iii) direct liaison between named leads on the consultant and client side, with regular update calls and meetings iv) provision for updates to the PMO and Commission on progress and findings throughout the evaluation process.
Lack of alignment between work of the NEP and the Glasgow Commission	M/M	SQW has worked closely with both the PMO and the Commission, ensuring clarity in relation to respective roles and responsibilities. The Commission has also been actively engaged and consulted in developing the Locality Framework and Evaluation Plan. Ongoing dialogue will continue between SQW and the Commission throughout the work.
Lack of availability of stakeholders/local businesses	M/H	We will work with the PMO and the individual project managers from the outset to identify the relevant contacts and best approach to 'warming them up' to inform them about the importance of the research etc.
Unrealistic attribution of outcomes and impacts, for investments which are components of a much larger package, to be delivered over two decades	M/H	We will consider the 'results', including for example new land and property investment activity or changes to travel patterns, but also point to their role as stages/enabling factors for other subsequent investment – and what this is expected to deliver in terms of facilitating physical development and economic growth.
Challenges in monitoring overall performance in project implementation due to reprofiling of project expenditure –	M/M	As included in the Baseline Report, there is an overall analysis of how the five year projections for the 21 project have changed from 2015 to 2018. From now on, we propose using two baselines - the forecasts from 2015 and the forecast spend from 2018.

## Annex C: Consultees

**Table C-1: Consultees**

Consultee	Organisation	Project
Alan Anderson	Renfrewshire Council	Glasgow Airport Investment Area
Alan Robertson	East Renfrewshire Council	M77 Strategic Corridor
Anne McAleer	East Renfrewshire Council	M77 Strategic Corridor
Chris Burrows	Glasgow City Council	Clyde Waterfront & West End Innovation Quarter
Claire Crosby	Renfrewshire Council	Glasgow Airport Investment Area/ Clyde Waterfront & Renfrew Riverside
Colin Park	South Lanarkshire Council	Cathkin Relief Road/ Greenhills Strathaven Road Corridor Improvements
David Hay	Glasgow City Council	Metropolitan Glasgow Strategic Drainage Partnership
Derek Dunsire	Glasgow City Council	Enabling Infrastructure Integrated Public Realm (EIIPR) programme
Ewan Curtis	Glasgow City Council	Canal & North Gateway/ Collegelands Calton Barras/ Clyde Waterfront & West End Innovation Quarter
Graeme Baillie	Glasgow City Council	Canal & North Gateway
Iain Ross	South Lanarkshire Council	Cathkin Relief Road/ Newton Community Growth Area
James Mullen	East Renfrewshire Council	M77 Strategic Corridor
Ken Meek	South Lanarkshire Council	Cathkin Relief Road/ Newton Community Growth Area
Kevin Rush	Glasgow City Region PMO	N/A
Kirsty Gray	North Lanarkshire Council	Gartcosh Glenboig Link Road (part of Gartcosh Glenboig CGA)
Lyndsay Noble	North Lanarkshire Council	Gartcosh Glenboig Link Road (part of Gartcosh Glenboig CGA)
Mary Kerr	Glasgow City Council	Canal & North Gateway
Mel Millar	South Lanarkshire Council	Newton Community Growth Area (part of wider SLC CGA)
Norman Yardley	Renfrewshire Council	Clyde Waterfront & Renfrew Riverside
Paul Kilby	Glasgow City Region PMO	N/A
Stuart Jamieson	Inverclyde Council	Inverkip