



Glasgow City Region - City Deal

Glasgow City Region Cabinet

Report by Director of Regional Economic Growth

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Item 7

10th April 2018

GCR City Deal – Draft Local Evaluation Plan

Purpose of the Report

This report invites the Cabinet to approve the draft Local Evaluation Plan that sets out the approach to project monitoring and evaluation that will be undertaken for Gateway Review 1 in 2019.

Recommendations:

The Cabinet is invited to approve:

- the approach set out on the Local Evaluation Plan; and
- payments up to £267,658 to SQW to meet the costs of implementing the evaluation tasks for Gateway Review 1 as set out in this report.

Introduction

1. This report provides the Cabinet with a further update on the development of the Local Evaluation Plan for GCR projects in preparation for Gateway Review 1 (GR1) in 2019 and invites them to approve the draft Plan and payment required to implement the evaluation as set out in this report.

Background

2. The GCR City Deal is subject to a gateway review mechanism that will release the 5-yearly tranches of funding.
3. Failure to meet the criteria for the Gateway Review process is the single biggest risk to the City Deal programme. If Glasgow City Region fails to pass the first Gateway Review in December 2019 then the next tranche of City Deal Infrastructure Funding (£250 million for 2020/21 – 2024/25) is at risk.

Purpose of the Local Evaluation Plan

4. The purpose of the Local Evaluation Plan (LEP) is to set out the approach that will be undertaken by GCR (the authorities and the PMO) and the National Evaluation Panel, in order to prepare a Gateway Review Report that will identify and highlight the progress and positive achievements of the City Deal by GR1.
5. The Gateway Review Report will be prepared and drafted by the National Evaluation Panel, to which the consultants SQW have been appointed as the lead organisation, and submitted to the UK Government in December 2019. The National Evaluation Panel process applies to 11 localities across the UK with infrastructure investment funds.
6. While the Local Evaluation Plan and the role of the National Evaluation Panel is currently restricted to only GR1. The mechanisms for gateway reviews 2 & 3 have not yet been proposed by the UK Government.
7. The first draft of the LEP was provided to the PMO by SQW in late December 2017. Each iteration of the document has been shared with all MAs and their comments and feedback have been taken into account in the development of the Plan.
8. The latest draft of the LEP is attached as Appendix 1 and this is a reflection of the comments and feedback provided to the PMO by each of the 8 MAs.
9. In addition to the Local Evaluation Plan that has been developed by the National Evaluation Panel for GR1, there is a clear requirement for each MA to develop an individual project evaluation plan for their projects. The ongoing exercise of reviewing City Deal OBCs in relation to H.M. Treasury Green Book has made clear that project evaluation plans must cover the lifetime of the project (2035) and articulate how the benefits of each project will be monitored and evaluated by the MA during this period. Over the coming months, as MAs are in the process of augmenting their business cases, the PMO will work with each MA

to ensure that project evaluations developed. This work will assist in the preparation for gateway reviews 2 & 3. The PMO will report on the development of the evaluation plans through the PMO report to the CEG and Cabinet.

Content of the Draft Local Evaluation Plan

10. The draft LEP splits the approach to evaluation into distinct elements, these are:

- Impact Evaluation;
- Progress Evaluation;
- Capacity Development & Partnership;
- Contextual Economic Forecasting; and,
- Three rounds of reporting – baseline report in Spring/Summer 2018; a one-year out report at the end of 2018; and a final Gateway Review Report in December 2019.

Risk Assessment of GR1

11. The LEP includes a section on potential risks to the evaluation process for GR1. In addition to the risks identified in the LEP, the PMO would also include the following risks as relevant to successfully meeting the requirements for Gateway Review 1:

- City Deal project(s) not proceeding;
- Failure to demonstrate projected expenditure;
- Failure to meet delivery milestones;
- Failure of a project to deliver the outputs agreed in the business case;
- MAs fail to provide regular output or expenditure data to the PMO;
- Failure to build upon the work undertaken for GR1 as a foundation for the development of project evaluation plans that will set out an approach to Gateway Review 2 (2024) and 3 (2029).

Impact Evaluation

12. The LEP proposes that elements of impact evaluation work is carried out on the following projects:

- **Canal and North Gateway** – the enabling land remediation work at Sighthill will have been completed, however construction of the proposed housing will not have commenced by GR1.
- **Cathkin Relief Road** – construction of the project is complete.
- **M77 Strategic Corridor** – the Lavern Works element of the project will be complete by GR1.

13. Specific evaluation tasks for each of these projects have been proposed and are being discussed with the relevant MAs.

Progress Evaluation

14. Of the GCR City Deal Infrastructure Fund projects, it is currently proposed that 13 of these are subject to progress evaluation for GR1:

- **Glasgow:** Clyde Waterfront & West End Innovation Quarter; City Centre Enabling Infrastructure; MGSDP; Canal & North Gateway; Collegelands Calton Barras
- **South Lanarkshire:** Greenhills Road, Newton Community Growth Area, and Cathkin Relief Road
- **Renfrewshire:** GAIA; CWRR
- **Inverclyde:** Inverkip
- **North Lanarkshire:** Gartcosh-Glenboig Link Road
- **East Renfrewshire:** M77 Strategic Corridor

15. The approach to progress evaluation will focus on addressing the following key questions:

- Is expenditure on budget?
- Have agreed delivery milestones been met?
- Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?
- Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?
- Does the project remain on course to deliver against its original objectives?

Capacity Development and Partnership Evaluation

16. This strand intends to provide qualitative evidence for the first Gateway Review on the effects of the City Deal Infrastructure Fund on local capacity development and partnership working.

17. The importance of this strand of evaluation was emphasised by the Commission on Economic Growth in their feedback on the draft LEP, and was part of the update provided to Cabinet on 13 February 2018. This strand is expected to be particularly important for the first Gateway Review, where it will largely be too early to identify economic outcomes and expenditure/activity is on-going or recently completed.

18. The tasks required in this strand include:

- **'In-depth' strategic consultations** with Council Leaders and Chief Executives. These will take place in 2018 prior to the Baseline Report and again in 2019 prior to submission of the Gateway Review Report in 2019;
- **An online partner survey.** 40-50 representatives of Council officers/directors/elected members (from economic development,

regeneration, planning, transport) as well as partner agencies (e.g. Scottish Enterprise), Chambers of Commerce, property agents. The PMO has asked the City Deal Lead Officers Group (LOG) to identify individuals to participate in the survey.

- **Project level consultations** – there will be a one-off consultation with project managers in mid-2019 which will focus upon what influence individual City Deal projects have had on developing partnership working in the region.
- **Two project case studies** to demonstrate how the development and delivery of individual interventions has led to changes in the behaviours, perspectives and decisions within the economic development landscape of the city region. The two projects which will deliver the case studies will be the Glasgow Airport Investment Area (Renfrewshire) and Clyde Waterfront and West End Innovation Quarter (Glasgow City Council).

19. **Contextual Economic Forecasting:** This strand relates to economic modelling that will be carried out by Cambridge Econometrics to provide context for assessing the effects of the City Deal interventions. This will involve identifying headline economic trends before, and at the time interventions were selected, indicating how the economy in GCR was expected to develop and revising this data at the point of the Gateway Review to understand what has actually happened. This insight will be used as part of a narrative around what has been achieved against expectations, and the wider economic factors that may have influenced this performance.

Commission on Economic Growth

20. The Commission on Economic Growth has a key role in shaping the development of the evaluation framework for GR1. The Commission's role is focussed on providing technical advice on whether the proposed approach is appropriate, proportionate, and carried out at the correct time. The Commission has also served as the representative of the Cabinet during the process to establish and manage the wider National Evaluation Process.

21. SQW presented the draft Evaluation Plan to the Commission at their meeting on 6th February. Following the discussion at the meeting, the Commission submitted written feedback to SQW.

22. The main points of the Commission's feedback can be summarised as:

- The evaluation of the City Deal is a 3 stage process (Gateway Reviews in 2019, 2024 & 2029) and the evaluation work required for each stage will differ, reflecting the stage of project development.
- Generally, it is premature to conduct economic impact evaluation at the first gateway review in 2019 (unless evidence to assess impact is proven

to exist). In most cases the City Deal projects will not yet have been completed, and in some cases won't yet have commenced. Economic impact should more properly be the focus of the second and third gateway reviews.

- The work that we undertake for Gateway Review 1 must prepare us for the requirements of gateway reviews 2 & 3. Gateway Review 1 should focus on progress evaluation, identifying and highlighting capacity building and partnership developments in the City Region, and serve to lay the foundations for a more meaningful impact evaluation in 2024.

23. These points were made to the Cabinet as part of the verbal update provided by Des McNulty, on behalf of the Commission.

Reporting and Milestones

24. The main milestones for the evaluation of the City Deal prior to Gateway Review 1 and their anticipated dates are as follows:

- Baseline Report – July 2018
- One Year Out Report – December 2018
- Gateway Review Report – December 2019

Government Views

25. The draft LEP was presented to the Programme Liaison Group meeting that took place on 6 March 2018 in order to provide both the Scottish and UK Governments the opportunity to comment on the approach being proposed for GR1. The feedback provided was that both governments were content with the approach set out in the LEP.

26. The draft LEP has been provided by the National Evaluation Panel to the UK Government's Cities and Local Growth Unit and Department for Transport. They have reviewed a draft of the LEP and have confirmed that the proposed approach meets their requirements.

Financial and Resource Implications

27. The overall costs associated with the LEP are currently estimated at £267,658 and this is detailed in section 6 of Appendix 1. A further breakdown of the costs has been provided to the Finance Strategy Group.

28. The budget of the GCR PMO currently contains an annual allocation of £70,000 for the costs of evaluation so a significant proportion of the cost of evaluation could be met from within existing resources already within the PMO budget.

29. At the Finance Strategy Group (FSG) on 27 March 2018, the Directors of Finance discussed the funding requirements for the National Evaluation Plan prior to Gateway Review 1. The FSG agreed that the current funding allocation to cover evaluation costs that is within the PMO budget should be used to cover costs within the initial stages of the evaluation and that any additional funding requirements would be considered and included within the proposals for the budget for 2019/20. A further report will be provided to a future FSG meeting.

Local Evaluation Framework

30. The Local Evaluation Framework was approved by Cabinet in October 2017. It was agreed that any future changes to the Framework would be submitted to the City Deal Lead Officers Group for approval and would then be reported in the PMO Report.

31. The PMO will bring forward an updated version of the Framework following Cabinet approval of the LEP.

Recommendations:

32. The Cabinet is invited to approve:

- the approach set out on the Local Evaluation Plan; and,
- payments up to £267,658 to SQW to meet the costs of implementing the evaluation tasks for Gateway Review 1 as set out in this report.

Appendix 1

Independent Evaluation of Local Growth Interventions

Evaluation Plan for Glasgow City Region –
DRAFT V5

March 2018

1. Introduction

- 1.1 This document sets out the Evaluation Plan for the evaluation of the Glasgow City Region (GCR) Infrastructure Fund, to be undertaken and finalised by December 2019 in time for the first Gateway Review of Investment Funds. The Locality Framework has been developed by the National Evaluation Panel¹ in partnership with relevant officers in the GCR Programme Management Office (PMO) and the Glasgow Commission on Urban Economic Growth (the Commission).
- 1.2 As established in the National Framework, the purpose of the National Evaluation Panel is to evaluate the impact of the locally-appraised interventions on economic growth: the locally-appraised interventions are the Investment Funds in each Locality that are part of devolution/growth/city deals. The focus of the National Evaluation Panel is to evaluate the impact of activities supported by the Investment Fund – or the progress in delivery where it is too early for impact to be established – and not the processes of decision-making and delivery mechanisms of the Investment Fund, the policy of devolution or the wider devolution/growth/city deals of which the Investment Funds are a part.
- 1.3 This Evaluation Plan builds on the Locality Evaluation Framework developed to inform the evaluation approach to be delivered for the first Gateway Review in 2019, which was approved by the Locality, and the Cities and Local Growth Unit (CLGU) on behalf of the Government in November 2017. The Locality Framework – itself drawing on the approved National Evaluation Framework developed on behalf of the 11 participating Localities² – identified:
- the interventions that are supported by the Investment Fund that are within the scope of the evaluation for the first Gateway Review
 - tailored logic models building on the examples in the National Evaluation Framework, identifying the routes to outcomes and impacts for these interventions
 - the interventions that will be subject to impact evaluation, and initial thinking on what the evaluation approach may involve
 - the interventions that will be subject to progress evaluation.
- 1.4 This Evaluation Plan contains five elements:
- the approach to evaluation for those interventions that will be subject to *impact* evaluation, including the analytical methods to be applied and data requirements (including primary research and baseline research that may be required)

¹ The SQW-led consortium appointed to evaluate the Investment Funds for the first Gateway Review

² 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

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- the approach to evaluation for those interventions that will be subject to *progress* evaluation, with a focus on how this will be realised practically in the GCR
- the approach to the complementary evaluation workstreams in GCR covering the evaluation of capacity development and partnership working, and contextual economic forecasting
- the costs associated with the approach to evaluation in the Locality, including the costs associated with the on-going management and delivery of the National Evaluation Panel that are relevant for GCR
- an implementation plan, setting out the integrated timetable for evaluation.

1.5 Three Annexes are provided, covering:

- risks to the evaluation (common across Localities, and specific to the Glasgow City Region)
- a summary of monitoring data collection requirements
- proposed contacts for the capacity development and partnership research.

Summary of the Plan

1.6 There are three main phases to the evaluation activity ahead of the first Gateway Review, to be completed in 2018 and 2019: i) baseline; ii) one year out; and iii) final. Its main contents, and our overarching proposals, are summarised below.

Summary of key elements of the Evaluation Plan

- **Impact evaluation of three Infrastructure Fund projects** – for the Canal and North Gateway and M77 Strategic Corridor projects, this will involve a case-based evaluation approach using feedback from stakeholders and businesses and case studies. For the Cathkin Relied Road project, it will primarily be a pre and post assessment, supplemented by feedback from stakeholders
- **Progress evaluation of all interventions** comprising collation of monitoring data, interviews with intervention leads and interviews with project stakeholders
- **Strategic-level evaluation** to assess capacity development and partnership working through an online survey (baseline and follow-up), strategic-level consultations, and case studies on two interventions
- **Contextual economic forecasting** to provide narrative on an original baseline projection and an updated outturn on how the economy has developed in practice
- **Three rounds of reporting**: a baseline report in spring/summer 2018, a one-year out report at the end of 2018, and the final report at the end of 2019.

1.7 The Evaluation Plan has been developed based on discussions between the National Evaluation Panel and officers from the Locality over the September to December 2017 period, with the plan

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developed on the basis of a co-production approach to ensure full buy-in and commitment to the evaluation work by the Locality.

- 1.8 The Plan was discussed with the Glasgow Economic Commission in February 2018 and was also reviewed by the National Evaluation Panel’s Academic Group. Both groups confirmed that the proposed approach is proportionate and as robust as reasonably practical given the context of the interventions in scope of the evaluation. The Cities and Local Growth Unit (CLGU) and the Department for Transport have also reviewed a previous draft of the Plan and have confirmed the proposed approach will meet their requirements.

2. Approach to impact evaluation

Coverage

- 2.1 The Locality Framework identified that the four logic models developed for the Investment Fund (Infrastructure Fund) include interventions that will be subject to impact evaluation for the first Gateway Review. In the process of developing the Evaluation Plan, it has been agreed that three of logic models will be relevant to impact evaluation. The interventions are summarised in Table 2-1.

Table 2-1: Interventions subject to impact evaluation

Logic model	Interventions covered by impact evaluation	IF expenditure by end 2018/19	National Evaluation Framework theme
Glasgow Hybrid	<ul style="list-style-type: none">Canal & North Gateway	£70.2m	Transport/ Infrastructure/ Other
City Region Connectivity	<ul style="list-style-type: none">Cathkin Relief Road	£17.4m	Transport
City Region Hybrid	<ul style="list-style-type: none">M77 Strategic Corridor	£12.8m	Transport/ Infrastructure/ Enterprise & Innovation/ Other

Source: Locality Framework

Scope and nature of ‘impact’ evaluation

- 2.2 It is important to set out what we mean by impact evaluation. The GCR Infrastructure Fund is investing in major capital projects that will generate economic impacts over the next 20 years. Although some projects will be well progressed or, in the case of the Cathkin Relief Road, completed by the time of the first Gateway Review in late 2019, there will be limited evidence of the expected GVA and employment impacts.
- 2.3 In this context, the Plan’s impact evaluation work will seek to quantify the intermediate outcomes of the selected projects and their progress towards economic impact. This differs from the Progress Evaluation work, which will focus mainly on the performance against agreed project outputs.
- 2.4 As we will go on to discuss, this impact evaluation work will primarily involve a case-based approach and pre and post assessment. Due to the timing of Gateway Review 1 it will not be possible to undertake more robust counterfactual-based assessments, and this view was confirmed by both the Glasgow Commission and the NEP Academic Group. Similarly, there is no scope at this point to assess the programme impacts of the GCR Infrastructure Fund (as this requires all projects to have been delivered).
- 2.5 The agreed remit of the National Evaluation Panel is to focus on the first Gateway Review. However, we would suggest that the more robust impact evaluation methods, both at the project and programme level, will be more appropriate for Gateway Reviews 2 and 3.

Project summaries

- 2.6 The paragraphs below set out in more detail the approach to impact evaluation **for each of the relevant interventions**. This includes for each intervention:
- a description of the proposed evaluation **method**, including:
 - an overview of the approach
 - explanation of how the counterfactual will be identified and the associated challenges
 - demonstration of strong alignment with the National Evaluation Framework (and the explanation for any variance)
 - a summary of other potential methods that were considered for the evaluation, and explanation as to why these were not progressed
 - the **data requirements** for the method covering primary evidence, monitoring information, and secondary data; this includes requirements at different points in the evaluation process including at the baseline stage.
 - the **timing** of the impact evaluation research for the intervention over the period up to and including the Gateway Review report in December 2019, including identifying the key tasks that will be required.
- 2.7 The key research question that each impact evaluation is seeking to answer is as follows: **is there evidence that the outcomes identified in the logic model for the intervention/group of interventions covered have been delivered, thereby contributing to economic growth by the point of the first Gateway Review.**
- 2.8 In answering this impact evaluation question, a key issue is to seek to understand the ‘additionality’ of the Investment Fund i.e. what would have occurred in the absence of intervention, using the most robust and proportionate method(s) available. The impact evaluation will also consider where there is credible evidence that the outcomes are reasonably expected to be delivered in the future, reflecting that the full outcomes may not be realised within the first five years of the Investment Fund delivery period.

Canal and North Gateway

Method

- 2.9 The proposed method is primarily a **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. This suggested method aligns well with the National Evaluation Framework, which suggests that a case-based approach will be most appropriate for this type of intervention.

- 2.10 The review of secondary data will take into account the performance of other similar brownfield site(s) in the city. Although this will not be a formal control site, it will provide useful contextual data to help inform our assessment of the counterfactual.
- 2.11 The main sources of evaluation evidence will be:
- Feedback from stakeholders and developers taking forward projects on the site – two phases of consultations to discuss the additionality of the project, to what extent it has displaced activity elsewhere, and expectations on delivery against longer terms impacts. The scale of the investment means it will be important to capture benefits as they emerge over time, including sentiment which could change depending on wider factors
 - The consultees will include: the City Council, Scottish Canals, Glasgow Housing Association, Network Rail, local developers, Transport Scotland, community groups and Glasgow Chamber of Commerce
 - Feedback from businesses located in or close to the project site – consultations to consider the background to the project, the types of issues being experienced by businesses and how the investment has and will make a difference to their economic performance (net economic impact). These businesses will be identified in consultation with the City Council and Glasgow Chamber of Commerce
 - Two more in-depth case studies – to gain a more detailed assessment of the achieved and anticipated outcomes from the project
 - Data analysis looking at the long term trends prior to and during the project implementation for the project site and for other development areas across the Glasgow area during this intervention period. It has been suggested that the Govan Transformational Regeneration Area (TRA) will be a useful comparator site to consider.
- 2.12 Although some physical developments may be nearing completion by mid-2019, there are unlikely to be any residents or businesses occupying the new premises by that point. Therefore, these beneficiaries cannot be surveyed prior to Gateway Review 1.
- 2.13 More generally, this timing point is an extremely important issue for the evaluation of this intervention (and indeed the other physical regeneration elements of the wider GCR IF programme). Although we should be able to assess impact in terms of intermediate outcomes (such as an uplift in land values etc.), it will be too early to be able to quantify any impacts associated with ‘downstream’ or indirect outputs generated by end-users in terms of beneficial employment and GVA impacts, which are central objectives of the GCR IF.
- 2.14 The key outcome indicators from the logic model which the evaluation will focus on are:
- Land value uplift and improved market sentiment
 - Ha land unlocked for development
 - Increased levels of investment, including FDI (number of projects and £)
 - Increased supply of commercial space (sqm) and housing

- Reduction in level of vacant and derelict land.

2.15 The geographic area for measuring economic benefits will be agreed with the project managers and PMO.

Data requirements

2.16 The data requirements for the evaluation approach for the **Canal and North Gateway** project are summarised in Table 2-2. Further details on the specific metrics required to be monitored by the Locality to inform the evaluation of the intervention are set out in Annex A.

Table 2-2: Data requirements for the proposed evaluation approach for the Canal and North Gateway project

Source of evidence	Requirements and approach
Primary evidence	<ul style="list-style-type: none"> • Qualitative assessment of impact to date provided by partners, stakeholders, developers, local businesses and case studies • Data collected from developers will quantify the scale of development confirmed (e.g. commercial floorspace, number of housing units) • Feedback to be collected in two phases • 20 partners/stakeholders/developers in year 1 (March/April 2018), 20 in year 2 (May/June 2019) • 10 business consultations in year 1 (March/ April 2018), 10 in year 2 (May/June 2019) • 2 case studies in year 2 (May/June 2019)
Monitoring data and information	<ul style="list-style-type: none"> • Activity outputs such as amount of land remediated, km of new road created, and public realm created • This will be collected by the Programme Management Office and provided to the National Evaluation Panel on a six monthly basis
Secondary data	<ul style="list-style-type: none"> • This will include a review of contextual data such as land/property values, average house price, vacant/derelict properties, rental values • Data will be tracked from pre-intervention to the latest available, comparing the project area to the wider city area and potentially comparator sites • This will be sourced from a range of sources: Glasgow City Council, Scottish Government, Savills (part of the NEP consortium) • Data to be sourced in two phases

Source: National Evaluation Panel

Timing

2.17 The timing of the evaluation for the **Canal and North Gateway** project and the key tasks to be delivered is set out in Figure 2-1. For context, the timetable includes the fixed milestones for the overall evaluation of the Investment Fund in GCR, including the one-year out and final reports that will draw on the evidence from the intervention-level impact evaluation.

2.18 This is the most advanced Infrastructure Fund project, and therefore two phases of research are proposed in spring 2018, and then again in summer 2019. The tasks are broadly split across the two phases apart from the case studies which will be in phase 2.

Figure 2-1: Timetable for the evaluation of Canal and North Gateway project



Source: National Evaluation Panel

Cathkin Relief Road

Method

- 2.19 The proposed method is primarily a **pre and post assessment** to track changes in local congestion, travel time 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. This suggested method aligns with the National Evaluation Framework, which suggests that a pre and post assessment will be most appropriate for interventions of this type.
- 2.20 The main sources of evaluation evidence will be:
- Data analysis looking at the long term trends prior to and during the project implementation for the project site and for the wider Glasgow area during this intervention period e.g. congestion levels on other key routes into the city
 - Feedback from project partners/ stakeholders/ community groups – consultations to discuss the additionality of the project, to what extent it has displaced activity elsewhere, and expectations on delivery against longer terms impacts
 - The consultees will include: South Lanarkshire and Glasgow City Councils, Strathclyde Partnership for Transport, Transport Scotland, Community Councils, and Glasgow/Lanarkshire Chambers of Commerce
 - Feedback from businesses located close to the road – again looking at the background to the project, the types of issues being experienced by businesses and commuters, and how the investment has and will make a difference. These businesses will be identified in consultation with South Lanarkshire Council and Lanarkshire Chamber of Commerce.
- 2.21 Identifying a suitable control area or undertaking ‘distance decay’ methods to assess the counterfactual will not be possible since the project involves a relatively small transport project with unique localised characteristics. Instead, we propose analysing the changes in contextual

conditions, informed by stakeholder and businesses to consider the contribution of the project relative to other local and wider factors.

2.22 The key outcome indicators from the logic model which the evaluation will focus on are:

- Increased passenger numbers on public transport
- Reduced congestion
- Reduced journey times
- Enhanced accessibility
- Widening of labour market.

2.23 The geographic area for measuring economic benefits will be agreed with the project managers and PMO.

Data requirements

2.24 The data requirements for the evaluation approach for the **Cathkin Relief Road** project are summarised in Table 2-3. Further details on the specific metrics required to be monitored by the Locality to inform the evaluation of the intervention are set out in Annex A.

Table 2-3: Data requirements for the proposed evaluation approach for Cathkin Relief Road project

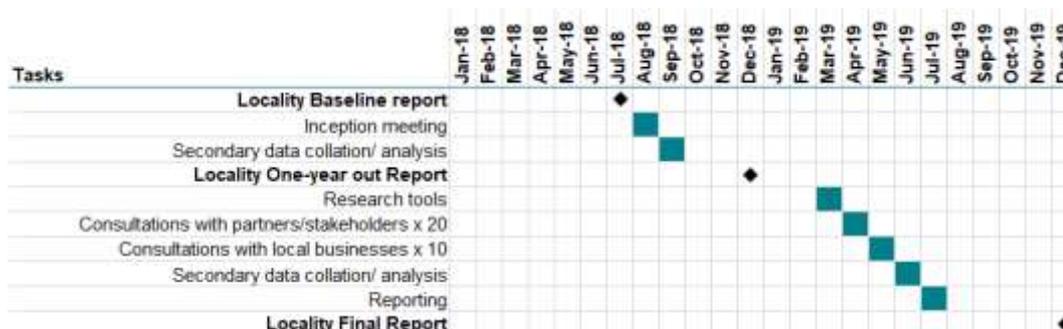
Source of evidence	Requirements and approach
Primary evidence	<ul style="list-style-type: none"> • Qualitative assessment of impact to date provided by stakeholders and local businesses • Feedback to be collected in mid 2019 • 15 partners/stakeholders/developers in year 2 (May/June 2019) • 10 business consultations in year 2 (May/June 2019)
Monitoring data and information	<ul style="list-style-type: none"> • Activity outputs such as km of new road created, km of new cycle routes created • This will be collected by the Programme Management Office and provided to the National Evaluation Panel on a six monthly basis
Secondary data	<ul style="list-style-type: none"> • This will include a review of contextual data such as congestion, traffic flow, speed, average travel times, public transport passenger numbers, number of road accidents and other socio-economic datasets (e.g. employment rates, deprivation) • Data will be tracked from pre-intervention to the latest available, comparing the project area to the wider city area • This will be sourced from a range of sources: South Lanarkshire Council, Scottish Government, and Trafficmaster • Data to be sourced in two phases

Source: National Evaluation Panel

Timing

2.25 The timing of the evaluation for the **Cathkin Relief Road** project and the key tasks to be delivered is set out in Figure 2-2. For context, the timetable includes the fixed milestones for the overall evaluation of the Investment Fund in GCR, including the one-year out and final reports that will draw on the evidence from the intervention-level impact evaluation.

Figure 2-2: Timetable for the evaluation of Cathkin Relief Road project



Source: National Evaluation Panel

M77 Strategic Corridor

Method

- 2.26 The proposed method is primarily a **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. This suggested method aligns with the National Evaluation Framework, which suggests that a case-based approach will be most appropriate. The main focus of the evaluation work will be the sub projects covered by the Levern Works FBC.
- 2.27 The main sources of evaluation evidence will be:
- Feedback from stakeholders and developers taking forward projects – consultations to discuss rationale for IF investment, what difference the investment has made so far, and expectations on delivery against longer terms impacts.
 - The consultees will include: East Renfrewshire Council, developers (e.g. Miller, Barratt, Cala Homes), Transport Scotland, Network Rail, community groups, and East Renfrewshire Chamber of Commerce
 - Feedback from tenant businesses located in Crossmill Business Centre – looking at the background to the project, the types of issues being experienced by businesses and how the new business accommodation has and will make a difference to their economic performance (net economic impact)
 - One more in-depth business-focused case study – to gain a more detailed assessment of the achieved and anticipated outcomes from the project
 - Data analysis looking at the long-term trends prior to and during the project implementation for the project site and for other parts of the local area during this intervention period.
- 2.28 The key outcome indicators from the logic model which the evaluation will focus on are:
- Land value uplift and improved market sentiment

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- Ha land unlocked for development
- Increased levels of investment, including FDI (number of projects and £)
- Uplift in commercial rental/sales values (£)
- Average house price uplifts
- Increased supply of commercial space (sqm) and supply of housing
- Increased business start-up rates (LS).

2.29 An assessment of achieved and expected net economic impact will be derived primarily from the scale and nature of developments coming to the unlocked sites, the businesses benefiting from the new premises and the additional new firms starting up. The geographic area for measuring economic benefits will be agreed with the project managers and PMO.

Data requirements

2.30 The data requirements for the evaluation approach for the **M77 Strategic Corridor** project are summarised in Table 2-4. Further details on the specific metrics required to be monitored by the Locality to inform the evaluation of the intervention are set out in Annex A.

Table 2-4: Data requirements for the proposed evaluation approach for M77 Strategic Corridor project

Source of evidence	Requirements and approach
Primary evidence	<ul style="list-style-type: none"> • Qualitative assessment of impact to date provided by stakeholders, developers and local businesses • Data collected from developers will quantify the scale of development confirmed (e.g. commercial floorspace, housing units) • Feedback to be collected in mid 2019 • 20 partners/stakeholders/developers in year 2 (May/June 2019) • 10 business consultations in year 2 (May/June 2019) • One business case study in year 2 (May/June 2019)
Monitoring data and information	<ul style="list-style-type: none"> • Activity outputs such as amount of land remediated, km of new road created, Sqm of commercial space developed and public realm created • This will be collected by the Programme Management Office and provided to the National Evaluation Panel on a six monthly basis
Secondary data	<ul style="list-style-type: none"> • This will include a review of contextual data such as business starts, land/property values, average house price, vacant/derelict properties, rental values • Data will be tracked from pre-intervention to the latest available, comparing the project areas to the wider area • This will be sourced from a range of sources: East Renfrewshire Council, Scottish Government, Savills (part of the NEP consortium) • Data to be sourced in two phases

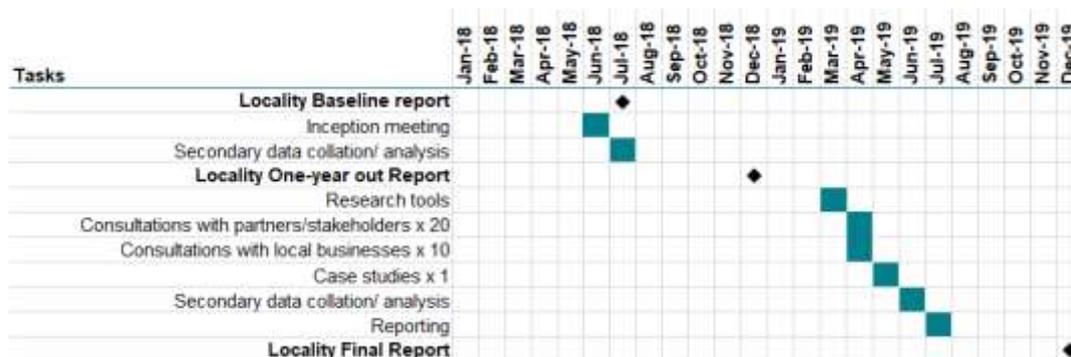
Source: National Evaluation Panel

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Timing

2.31 The timing of the evaluation for the **M77 Strategic Corridor** project and the key tasks to be delivered is set out in Figure 2-3. For context, the timetable includes the fixed milestones for the overall evaluation of the Investment Fund in GCR, including the one-year out and final reports that will draw on the evidence from the intervention-level impact evaluation.

Figure 2-3: Timetable for the evaluation of M77 Strategic Corridor project



Source: National Evaluation Panel

3. Approach to progress evaluation

Coverage

- 3.1 The Locality Framework identified that three of the logic models developed for the Investment Fund will include interventions that are subject to progress evaluation for the first Gateway Review; these logic models and the interventions are summarised in Table 2-1.

Table 3-1: Interventions subject to progress evaluation only

Logic model	Interventions covered by progress evaluation	IF expenditure by end 2018/19	National Evaluation Framework theme
Glasgow Hybrid	• Clyde Waterfront & West End Innovation Quarter	£9.9m	Transport/ Infrastructure/ Other
	• City Centre Enabling Infrastructure	£13.6m	Other
	• Collegelands Calton Barras – focus on Barras Public Realm Phase 1	£4.0m	Transport/ Infrastructure/ Other
	• Metropolitan Glasgow Strategic Drainage Partnership	£9.1m	Infrastructure
City Region Connectivity	• Greenhills/ Strathaven Road Corridor Improvements	£14.2m	Transport
City Region Site Development	• Glasgow Airport Investment Area	£16.2m	Transport/ Infrastructure/ Other
	• Clyde Waterfront & Renfrew Riverside	£17.5m	Transport/ Infrastructure/ Other
	• Inverkip	£2.9m	Transport/ Infrastructure/ Other
	• Gartcosh-Glenboig Link Road (part of Gartcosh/Glenboig Community Growth Area)	£5.3m	Transport
	• Newton Community Growth Area (part of wider SLC CGA)	[NBSQW]	Transport/ Infrastructure/ Other

Source: Locality Framework

Progress evaluation

- 3.2 The progress evaluation for each of the interventions will seek to answer five key progress evaluation questions. The questions, source(s) of evidence, and relevance for the different stages of the evaluation, are set out in **Error! Reference source not found.**. The baseline report will focus on setting out planned expenditure/outpts etc., although where activity is underway this will also be included. The sources of evidence will be monitoring data and documents, and interviews with those involved in the delivery of the interventions and the Investment Fund (discussed in more detail below).

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- 3.3 Progress evaluation will cover the 13 interventions that feature in the four logic models in the Locality Framework. Any monitoring data that is available for the remaining seven interventions being funded by the Infrastructure Fund will be included in the Gateway Review report but there will not be any interviews with project managers.

Table 3-2: Progress evaluation questions and source(s) of evidence

Progress evaluation question	Baseline report	One-year out report	Final report
Q1: Is expenditure on budget?	✓	✓	✓
Q2: Have agreed delivery milestones been met?	✓	✓	✓
Q3: Have anticipated outputs been delivered, and (where 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?		✓	✓
Q5: Does the project remain on course to deliver against its original objectives?	✓	✓	✓

Source: National Evaluation Panel

- 3.4 The following work will be delivered in advance of each reporting stage (i.e. annually):
- monitoring data (including expenditure and outputs) and documents will be provided to the Evaluation Panel in electronic format using the template provided; we will expect that the data provided will include for each intervention:
 - planned expenditure by quarter: split by Investment Fund expenditure, other public expenditure, and private expenditure
 - actual expenditure by quarter: split by Investment Fund expenditure, other public expenditure, and private expenditure
 - planned outputs by year
 - actual outputs by year
 - planned intermediate outcomes by year (where captured in monitoring data)
 - actual intermediate outcomes by year (where captured in monitoring data)
 - the evaluation team will then populate a report template using this data and return this to each 'project lead'
 - a consultation with each 'project lead' will be undertaken face-to-face where possible, using a consistent research tool (and drawing on the monitoring data) across the Localities and interventions for each stage of the progress evaluation – these consultations will be undertaken prior to the one-year out report and final report

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- consultations with representatives from the PMO to provide evidence for the progress evaluation across the individual interventions
- consultations with representatives from wider partner and stakeholder organisations of selected interventions; at this stage it is expected that this will involve up to 14 consultations in the final year; the interventions to be covered by these consultations and the relevant partner/stakeholder organisations

Table 3-3: Partner and stakeholder consultations to inform progress evaluation

Intervention	Partner or stakeholder organisations	Number of consultations each year
City Centre Enabling Infrastructure	Sauchiehall Street BID	1 in final year
Metropolitan Glasgow Strategic Drainage Partnership	Scottish Water, Scottish Canals	2 in final year
Glasgow Airport Investment Area	Scottish Enterprise, University of Strathclyde (x2)	3 in final year
Gartcosh-Glenboig Link Road (part of Gartcosh/Glenboig Community Growth Area)	Persimmon, Belway, Avant, Scottish Enterprise, Fusion Assets	5 in final year
Newton Community Growth Area (part of wider SLC CGA)	[NBSQW - TBC]	3 in final year

Source: National Evaluation Panel

3.5 This annual progress evaluation activity will be complemented by a ‘mid-year review’ of monitoring data, held between annual reporting stages. This ‘mid-year review’ will involve the Locality providing monitoring data to the Evaluation Panel (as set out above), followed by a telephone discussion(s) with a relevant lead at the Locality responsible for the collation of the monitoring data and completion of the monitoring template. The purpose will be to identify any issues/gaps in the data and the reasons for this, to ensure any actions are taken in advance of the annual wave of research.

3.6 Two important points are noted regarding the monitoring process:

- At both the annual and mid-year reporting stages, the Evaluation Panel will liaise with a single relevant lead at the Locality responsible for the collation of the monitoring data and completion of the monitoring template, not with individual project leads responsible for each intervention covered by the Investment Fund. Any gaps/issues in the monitoring data identified will be reported to the monitoring lead who will be responsible for subsequent engagement with those delivering/managing each intervention.
- The Evaluation Panel is not responsible for verification/audit of monitoring information (including financial information and reported outputs). The role of the Evaluation Panel will be to check the coverage of the data provided and identify any gaps/uncertainties in the material. Localities are responsible for ensuring that the data provided is accurate.

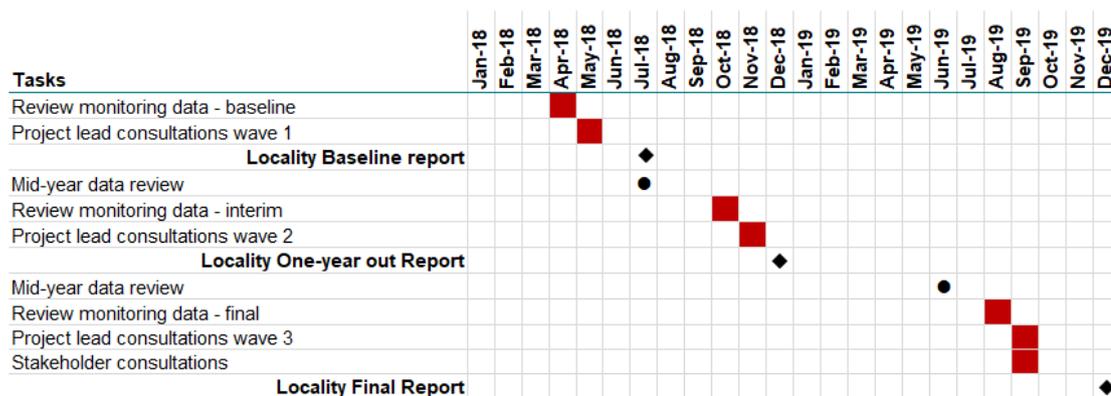
Progress evaluation of interventions covered by impact evaluation

3.7 The progress evaluation questions and approach set out above will also be delivered for interventions subject to impact evaluation.

Timing

3.8 The timetable for the progress evaluation – that will apply to all interventions covered – is set out in Figure 3-1.

Figure 3-1: Timetable for progress evaluation



Source: National Evaluation Panel

4. Complementary workstreams

- 4.1 The National Evaluation Framework identified two complementary workstreams to be delivered in each of the Localities as part of the evaluation of the Investment Fund: Capacity Development and Partnership Evaluation; and Contextual Economic Forecasting. This section sets out what this will involve in the Glasgow City Region (GCR).
- 4.2 The purpose of the complementary workstreams is as follows:
- **Capacity Development and Partnership Evaluation:** to provide qualitative evidence for the first Gateway Review on the effects of the Investment Funds on local capacity development and partnership working, complementing the evidence from the impact and progress evaluation activity. This is expected to be particularly important for the first Gateway Review, where quantitative benefits may not yet have been realised or realised fully, and where expenditure/activity is on-going or recently completed.
 - **Contextual Economic Forecasting:** to provide context for assessing the effects of the interventions. This will involve identifying headline economic trends before, and at the time interventions were selected, indicating how the economy in GCR was expected to develop and revising these data at the point of the Gateway Review to understand what has actually happened. This insight will be used as part of a narrative around what has been achieved against expectations, and the wider economic factors that may have influenced this performance.

Capacity Development and Partnership Evaluation

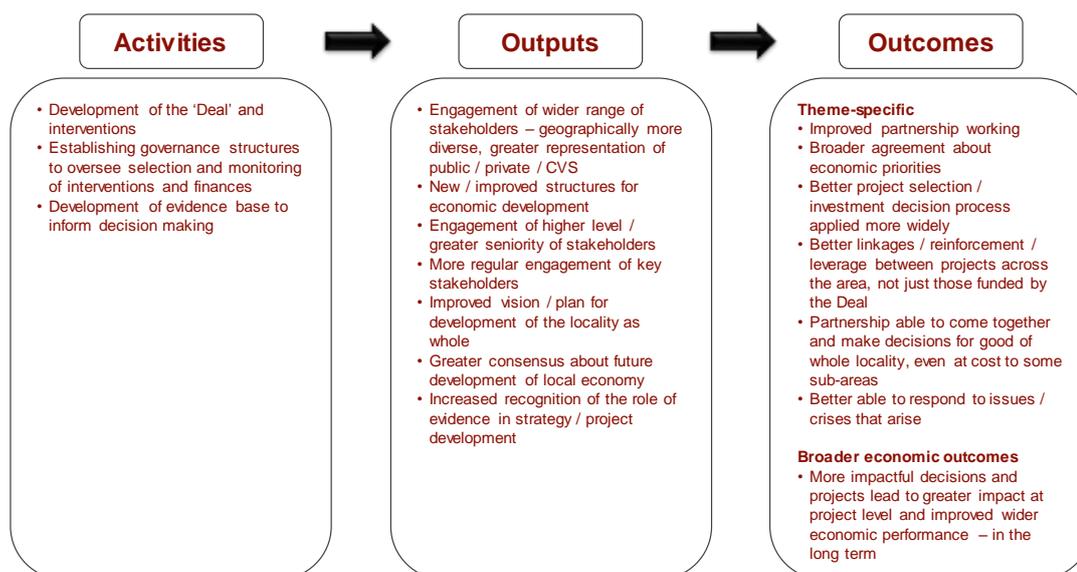
- 4.3 The Capacity Development and Partnership Evaluation will involve research activities at two-levels:
- **Strategic level** involving an online partner survey, and in-depth ‘strategic’ consultations with senior stakeholders across the area
 - **Project level involving** in-depth ‘project’ consultations with project sponsors and partners, and project-level case studies focused on capacity development and partnership outcomes.

Strategic level

- 4.4 The strategic level research is focused on gathering evidence on how the Investment Fund as a whole has led to changes in the behaviours, perspectives, and decisions of actors across the economic development landscape in the Locality.
- 4.5 The type of activities, and the nature of the benefits – in terms of outputs and outcomes – that will be the focus of this research were identified in the National Evaluation Framework, and are summarised at Figure 4-1.

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Figure 4-1: Framework for assessing strategic impact



Source: National Evaluation Framework, May 2017

Online partner survey

- 4.6 The online partner survey will involve the circulation of a brief survey to a broad range of individuals – identified by the officers working on behalf of the Locality – involved in the local economic development of GCR; the circulation list is set out in Annex B. The tool for the wave 1 survey (to be applied consistently across Localities and consistent with the assessment framework above) is provided at Annex C.
- 4.7 The research will involve annual waves of research:
- a 'baseline survey' in early-2018 to inform the baseline report
 - a 'final survey' in 2019 to inform the final report.
- 4.8 The survey will be distributed using Smart Survey, with responses provided anonymously. As far as practical, the survey will be circulated to the same cohort over the three years in order to track changing perceptions on the strategic effects of the Investment Fund activity.

In-depth 'strategic' consultations

- 4.9 The in-depth 'strategic' consultations will engage senior stakeholders across the area to gather qualitative evidence on the observed effects of the Investment Fund on local economic development activity and partnership working. The focus will be on senior-level stakeholders (e.g. Chief Executive, Leader etc.) able to look 'across' the interventions supported by the Investment Fund, and not those involved in the delivery of individual interventions.
- 4.10 The research will involve annual consultations:
- baseline consultations in early-2018 to inform the baseline report
 - final consultations in 2019 to inform the final report.

- 4.11 Each wave will include consultations with up to 16 senior-level stakeholders, completed face-to-face where possible. The consultees for the baseline consultations is set out in Annex B.

Project level

- 4.12 The project level research is focused on how the development and delivery of individual interventions (or groups of linked interventions) has led to changes in the behaviours, perspectives and decisions of actors across the economic development landscape in the Locality. In the National Evaluation Framework, these are referred to as “project-up” benefits, as they arise from the project up to the strategic level, rather than the strategic driving the project.
- 4.13 An example might include where an intervention (or a group of linked interventions) brought partners together to develop and implement it, and as a result these partners:
- are working together on other things
 - have adopted a wider view of the Locality’s economic development
 - have created new partnerships with wider stakeholders
 - have demonstrated to others in their organisations the benefits of doing so.

In-depth ‘project’ consultations

- 4.14 A consultation will be completed with a project manager for each intervention within scope of the evaluation for Gateway 1 focused on these project-up benefits. The consultations will be undertaken to inform the final report in December 2019. The consultations will be undertaken face-to-face where possible.
- 4.15 The in-depth consultations for the Capacity Development and Partnership Evaluation workstream are separate to the ‘consultations with project leads’ as part of the progress evaluation activity discussed in Section 3, and will cover different issues.

Project case studies

- 4.16 Lead contacts in the GCR will be asked at the one-year out report to identify two interventions to be the focus of more 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 (and draw on the project manager consultations). The case studies will be undertaken to inform the final report in December 2019.

Contextual Economic Forecasting

Purpose and context

- 4.17 The purpose of the Contextual Economic Forecasting will be to provide the context for how the economy in the GCR was expected to develop at the time the Investment Fund was approved, via a ‘baseline projection’ in terms of employment, GVA and productivity. This will then be compared

to actual outturns at the point of the first Gateway Review, to contextualise the findings from the impact and wider evaluation work.

- 4.18 The baseline projection will go out to Years 5 and 10 after the Investment Fund approval, which corresponds to 2019/20 and 2024/25. They will be developed at the level of the Locality as a whole (i.e. not for individual Local Authority Districts).
- 4.19 Because the Investment Funds are underway, a current/up-to-date projection cannot be used because this would incorporate economic and policy contexts/circumstances, which were not known at the time the Investment Fund was approved. Therefore, an earlier projection is required, dating back to the period when the Investment Fund was being finalised, and which will therefore be consistent with policy makers' expectations of the wider macro environment at that point.
- 4.20 Panel members Cambridge Econometrics (CE) have maintained and developed a highly disaggregated database of employment and GVA data by industry (12 broad sectors or a more detailed 45 sectors) from 1981 for all unitary authorities and local authority districts (UALADs) in Great Britain. CE can provide an older vintage of their projections for the relevant geographies of interest (made up of UALADs), which will reflect the data and knowledge that were available at the time the growth plans were developed.
- 4.21 CE's projections are baseline economic projections based on historical growth in the Locality relative to the region or UK (depending on which area it has the strongest relationship with), on an industry-by-industry basis. They assume that those relationships continue into the future. Thus, if an industry in the local area outperformed the industry in the region (or UK) as a whole in the past, then it will be assumed to do so in the future. Similarly, if it underperformed the region (or UK) in the past then it will be assumed to underperform the region (or UK) in the future.
- 4.22 The projections further assume that economic growth in the local area is not constrained by supply-side factors, such as population and the supply of labour i.e. they are based on the assumption that there will be a sufficient supply of labour (either locally or through commuting) with the right skills to fill the jobs that are demanded. If, in reality, the labour supply is not there to meet projected growth in employment, growth could be slower.

Approach

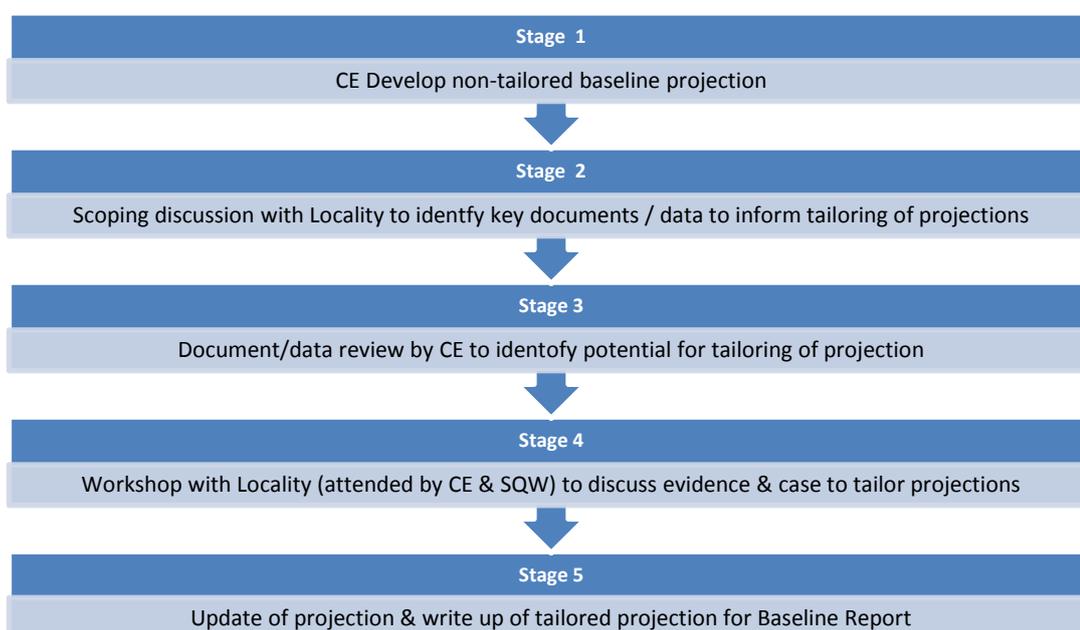
- 4.23 The local area projections produced by CE are part of a top-down process, beginning with macro assumptions and forecasts for the UK and regions. The baseline projections will therefore not take account of specific growth plans or major interventions that were in place at the time the Investment Fund was approved, but which may reasonably be expected to influence economic growth over the period to the first Gateway Review.
- 4.24 The process for the approach to develop locally-tailored projections is summarised in Figure 4-2. First, CE will provide the baseline projection as was produced in 2015/16 to be consistent with the date of approval of the Investment Fund, and expectations of growth at that point. This will cover employment, GVA and productivity by CE's 12 broad sectors, and overall.
- 4.25 The National Evaluation Panel will then engage with the Locality to tailor the local area projections to reflect local circumstances and insight, and input to any ex-post adjustments to provide a better

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and more realistic view of the prospects as they looked at the time of the Investment Fund approval (e.g. an uplift of x% / x jobs in GVA / employment in a particular sector over a particular time period). This will include a desk-based review of documents/data and a workshop with the Locality (and CE and relevant SQW Locality Lead) to discuss the baseline projections and rationale for modifications to tailor this to local circumstances.

- 4.26 This will be developed within a version of CE’s well-established Local Economy Forecasting Model (LEFM) calibrated to the Locality economy. There are a number of assumptions in the model that can be changed to take account of local information in order to create an alternative set of projections, for example, industry prospects (GVA and productivity, from which employment will then be calculated), and population.
- 4.27 The findings of the tailored projection will then be written-up for inclusion in the Baseline Report.

Figure 4-2: Approach to development of tailored baseline projections



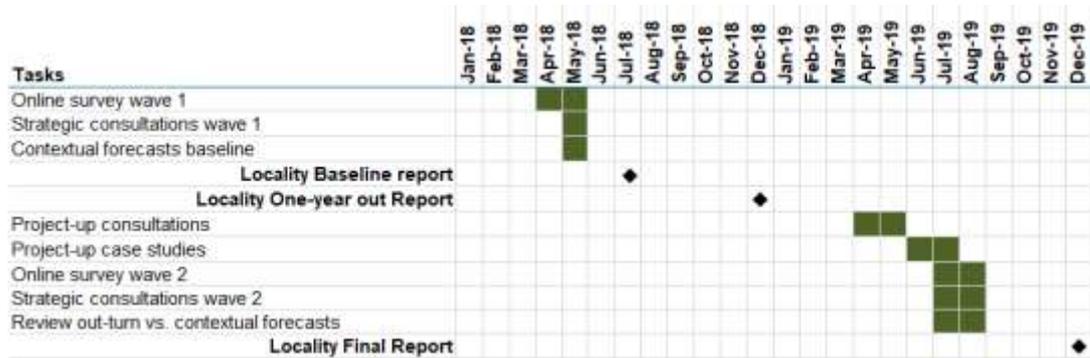
Source: SQW/CE

- 4.28 The Local Authority Districts that will be included in the Locality definition used for the projections are:
- East Dunbartonshire
 - East Renfrewshire
 - Glasgow City
 - Inverclyde
 - North Lanarkshire
 - Renfrewshire
 - South Lanarkshire
 - West Dunbartonshire

Timing

4.29 The timing for the complementary workstreams is set out in Figure 4-1.

Figure 4-1: Timetable for complementary workstreams



Source: National Evaluation Panel

5. Central tasks to be delivered across all Localities

- 5.1 In addition to the delivery of the work strands outlined above there are a series of tasks that will be delivered centrally. The core elements and assumptions are described in the following sections.

Central oversight of quality

- 5.2 Central oversight **to ensure consistency of approach and quality** across the Localities, including input from our Academic Panel. The Consortium Director and Manager will be key in ensuring the overall consistency and quality of each Locality report. The baseline, annual report and one year out reports will all be reviewed by either the Consortium Director or Manager. The Gateway Review report will be reviewed by both the Consortium Director and Manager in recognition of its importance.

- 5.3 The Academic Panel will also review the One Year Out and Gateway Review reports. They will:

- **Operate as a group, with shared responsibility and inputs:** individual members of the Group will not be ‘assigned’ to specific Localities, rather the Academic Group will agree responsibility for the peer review of material internally, **with at least two academics reviewing material for each Locality.**
- **Operate from ‘within’ the Consortium, and provide comments/feedback to enhance and improve the quality of the evaluation research:** practically, peer review inputs will be made (and actions taken in response) *prior* to reports being shared with the Localities/Government.
- **Provide comments and feedback by, and on behalf of, the Academic Group collectively:** any content in reports related to the work of the Academic Group will *not* be attributed to specific members of the Academic Group.

- 5.4 In delivering the work, the Academic Group **will meet the approach to conflict of interest set out in the National Evaluation Framework.** Specifically:

- Members of the Academic Group will not peer review reports of Localities where their host university is based or where they have been involved in developing any aspect of the Deal (of which the Investment Fund is a part).

Design and delivery of common elements

- 5.5 The complementary workstreams, in particular the contextual forecasting and capacity development surveys and consultations, will be common across all areas. By delivering them centrally we have been able to **generate economies of scale** in design and delivery. In addition, the central team will operate to generate scale economies across the work through developing:

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- Core **research tools** which can be tailored for local areas (or where due to timing this is not possible then recognising where material developed for a cohort 1 area could, for example be re-purposed for a cohort 2 area)
- A series of **reporting templates**, which will help ensure consistency of approach and presentation across Localities. While it is not the intention to compare findings across Localities, having them set out in the same structure will assist in reassuring Localities that all material has been presented in the same format.
- A set of **analytical tools and methods**, which will ensure that the analysis completed is consistent across Localities. While each evaluation research method will be tailored to the specific context of the interventions, where possible standard analytical approaches will be used to maximise economies e.g. for qualitative analysis on case study evaded the same software tools (Max QDA) will be used with coding frameworks developed in a consistent format, for quantitative analysis consistent evidence sources and methods will be used (e.g. to identify GVA from turnover or employment effects).

Communications

5.6 A core role of the central team is ensuring **good communications across the team and with wider stakeholders**. This will be important in ensuring consistency of approach and generate problem solving within the team; and in keeping CLGU and others informed about progress. We have assumed therefore that we will:

- Hold an internal team call once a month
- Have 8 keep in touch calls with CLGU each year, roughly following the pattern to date
- Have 2 National Steering Group meetings per year
- Continue to liaise with the What Works Centre
- Hold an annual learning event to feedback from across the evaluation team to support development in the Localities.

6. Costs

- 6.1 This section sets out the costs of the evaluation. Note all costs are presented in £sterling, exclusive of VAT.

Impact evaluation

- 6.2 The costs for the delivery of the **impact evaluation** set out in Section 2 are summarised in Table 6-1. The costs are based on the agreed fee rates for the National Evaluation Panel, plus estimates of costs of any telephone/face-to-face surveys, purchase of data (e.g. business databases, property market data), and other costs where relevant.

Table 6-1: Costs for impact evaluation (£)

	Canal & North Gateway	Cathkin Relief Road	M77 Strategic Corridor
Interviews	3,893	4,109	4,758
Case studies	9,419	-	2,253
Data analysis	5,261	3,758	4,509
Research design	1,085	1,085	1,085
Meetings	3,399	3,399	3,399
Reporting	4,941	4,941	4,941
Total fees	27,997	17,291	20,944
Survey costs	-	-	-
Data purchase	-	-	-
Other costs	-	-	-
<i>Details</i>			
Total costs	27,997	17,291	20,944

Source: National Evaluation Panel

- 6.3 The total costs for the impact evaluation will therefore be £ 66,232.

Progress evaluation

- 6.4 The costs for the delivery of **progress evaluation** activity set out in Section 3 are summarised in Table 6-2. As noted in Section 3, this covers progress evaluation for all interventions that are within scope of the evaluation for the first Gateway Review.

Table 6-2: Costs for progress evaluation

Tasks	Costs (£)
Collation of monitoring data & populate template	7,047

Tasks	Costs (£)
Consultation with project leads	13,481
Consultation with central representatives	2,457
Consultations with partners/stakeholders (14 in final year)	3,822
Mid-year monitoring reviews	5,460
Analysis, synthesis and drafting to inform reports	31,471
Total	63,738

Source: National Evaluation Panel

Complementary workstreams

- 6.5 The costs for the delivery of **complementary workstreams** set out in Section 5 are summarised in Table 6-3.

Table 6-3: Costs for complementary workstreams

Tasks	Costs (£)
Strategic-level: online survey	5,407
Strategic-level: consultations (2 for each of the 8 LAs)	12,058
Project-level: consultations (13 projects)	7,381
Project-level: case studies (2 case studies each involving 6-8 interviews)	7,250
Contextual economic forecasting	10,965
Total	43,061

Source: National Evaluation Panel

Reporting and engagement

- 6.6 The impact evaluation, progress evaluation and complementary workstreams will generate the evidence for integrated Locality-level reports across the evaluation period. Reports will include: a baseline report (note this is different to and will not include ‘baseline evidence’ collected for the intervention-specific impact evaluation), a one-year out report, and a final report.
- 6.7 Alongside the integrated Locality-level reports, a stand-alone ‘evidence paper’ will be produced for each impact evaluation. The evidence papers will set out the full methodology applied and the detailed findings of each impact evaluation. They will be used to inform, and be included as a technical annex to, the final integrated Locality-level report.
- 6.8 The National Evaluation Panel has also budgeted for seven days of meetings for the Locality Director and Manager to meet with the Locality over the evaluation period. This will include meetings with the PMO, Glasgow Commission and Chief Executives’ Group to discuss the three sets of reports and will also include an annual meeting with the Scottish City Deals Delivery Board.
- 6.9 The costs associated with the production of the reports and meetings is set out in Table 6-4.

Table 6-4: Costs for reporting

Tasks	Costs (£)
Reporting	27,558
Meetings (with PMO, Glasgow Commission, Chief Executives' Group and Scottish City Deals Delivery Board)	15,099
Presentations (to PMO)	3,236
Total	45,893

Source: National Evaluation Panel

Central tasks

6.10 The costs of the central tasks (described in section 5) are set out in Table 6-5.

Table 6-5: Costs for reporting

Tasks	Costs (£)
Central oversight of quality	6,527
Design and delivery of common elements (research tools, analytical tools, report templates, central inputs to analytical frameworks)	10,003
Communications (internal team liaison and calls, calls with CLGU, National Steering Group meetings, liaison with the What Works Centre, and annual learning events)	21,812
Academic Group inputs	10,391
Total	48,734

Source: National Evaluation Panel

Summary of costs

6.11 A summary of the costs for the evaluation in Glasgow City Region for the first Gateway Review is set out in Table 6-6 below.

Table 6-6: Summary costs

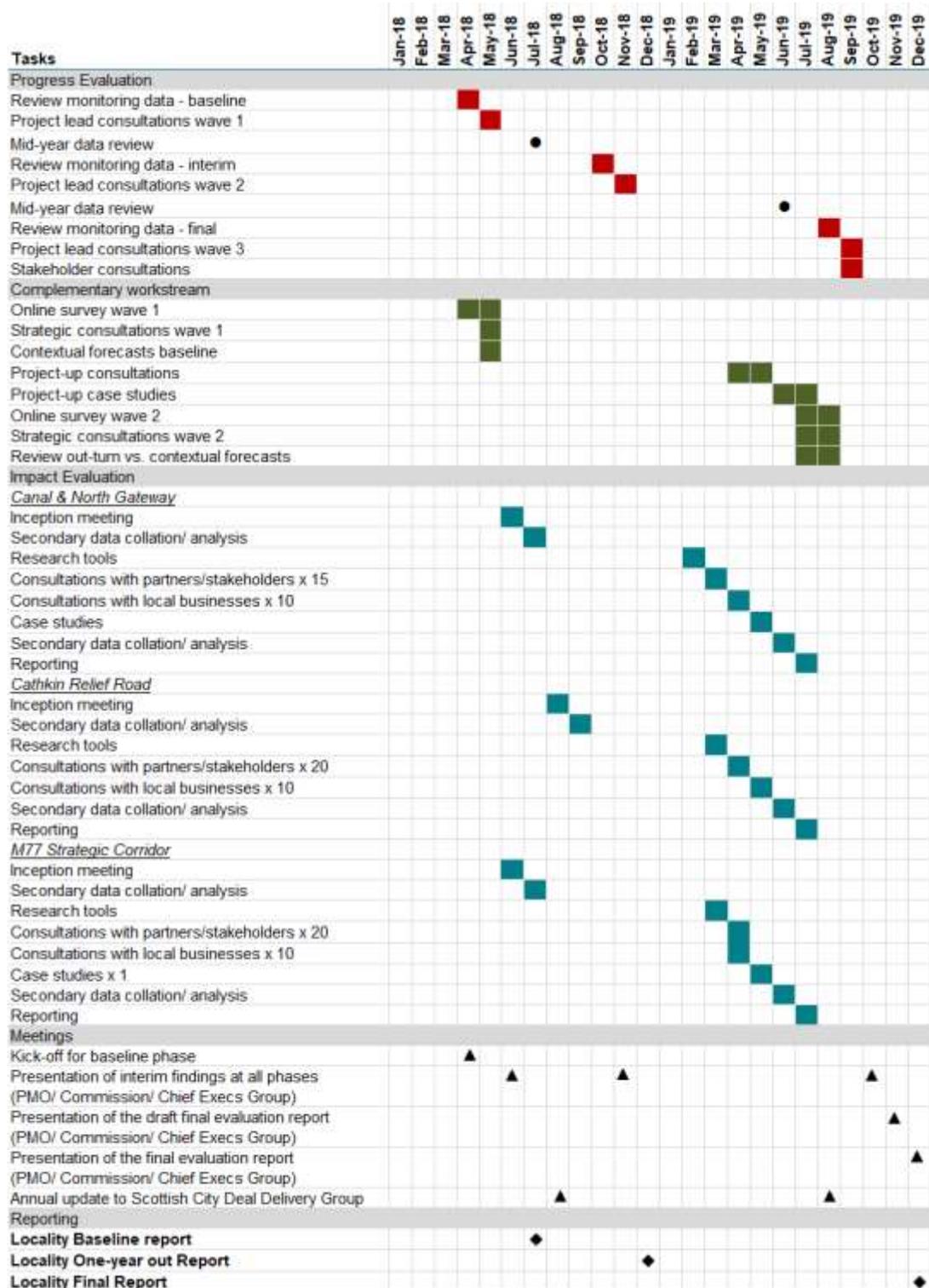
Research strand	Costs (£)
Impact evaluation	66,232
Progress evaluation	63,738
Complementary workstreams	43,061
Reporting and engagement	45,893
Central tasks	48,734
Total	267,658

Source: National Evaluation Panel

7. Implementation plan

7.1 The figure below provides an integrated profile of the evaluation research in the Glasgow City Region. There may be some minor changes to timings, but will be agreed with the Locality.

Figure 7-1: Overall implementation plan for the evaluation



Source: National Evaluation Panel

Reporting and sign-off

7.2 As summarised in Figure 7-1, the reporting milestones are as follows:

- a draft Locality baseline report in June 2018, and a final Locality baseline report in July 2018
- a draft Locality one-year out report in November 2018, and a final Locality one-year out report in December 2018
- a draft Locality final report in October 2019, and a final Locality final report in December 2019

7.3 The review, sign-off and circulation process is as follows:

- for the **baseline** and **one-year out reports**, the draft report will be shared with the Locality for review and comment; a final version (taking into account the comments), will then be sent to the Locality for sign-off, and CLGU (on behalf of central Government) for information
- for the **final report**, the draft report will be shared with the Locality and CLGU for review and comment; a final version (taking into account the comments), will then be sent to the Locality for sign-off, and CLGU (on behalf of central Government) for endorsement
 - when CLGU are content that their comments have been taken into account, they will provide an ‘endorsement’ in writing of the final report, endorsing that the report is considered a “robust piece of evidence that will help inform Ministerial decision-making”, *not* endorsing its content or findings specifically.

Annex A: Risks

Common risks across Localities

Risk	Likelihood / Impact	Mitigating actions
Common across Localities		
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>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 areas 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.</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"> • Reports will be made available to them • Comments are expected back. <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>

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Risk	Likelihood / Impact	Mitigating actions
Low response rates from participants	M/ H	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.
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 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 In a team member becomes unavailable through sickness etc., we can identify other experienced SQW researchers with similar experience drawing from our range of 40 employees and using our internal time booking software

Source: National Evaluation Panel

Locality specific risks

Risk	Likelihood / Impact	Mitigating actions
[NBSQW]		
[NBSQW]		
[NBSQW]		

Annex B: Monitoring data collection requirements

**** Intervention ****

Output / outcome	Indicator	Type
[NBSQW - TBC]		

Source:

Annex C: Contacts for the capacity development and partnership research

Online survey

C.1 The contact list for the e-survey is still being compiled but will include the following contacts.

Table B-1: Contacts for the online survey

Name	Organisation
East Dunbartonshire [NBSQW - TBC]	
East Renfrewshire	
Michael McKernan	East Renfrewshire Council
John Hamilton	East Renfrewshire Chamber of Commerce
Ian Conway	CALA Homes
David Blair	Taylor Wimpey
Glasgow	
Cllr Kenny McLean	Glasgow City Council
Richard Brown	Glasgow City Council
Tom Turley	Glasgow City Council
Carol Connolly	Glasgow City Council
Patrick Flynn	Glasgow City Council
Stuart Patrick	Glasgow Chamber of Commerce
[NBSQW - TBC]	Southside Housing Association
Inverclyde	
Cllr Michael McCormick	Inverclyde Council
Scott Allan	Inverclyde Council
Nicholas McLaren	Inverclyde Council
Ross Henderson/ Hugh Miller	Scottish Power
North Lanarkshire	
Michael Wright	Scottish Enterprise
Murray Collins	Fusion Assets
Des Murray	North Lanarkshire Council
Shirley Linton	North Lanarkshire Council
Yvonne Weir	North Lanarkshire Council

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Name	Organisation
Renfrewshire	
Alasdair Morrison	Renfrewshire Council
Steve McFadden	Renfrewshire Council
Alan Anderson	Renfrewshire Council
Ruth Cooper	Renfrewshire Council
Bob Grant	Renfrewshire Chamber of Commerce
Simon Parsons	Scottish Enterprise
Graham Wren	University of Strathclyde
South Lanarkshire [NBSQW - TBC]	
West Dunbartonshire [NBSQW - TBC]	

Source: National Evaluation Panel and Locality

Strategic consultations

Table B-1: Contacts for the strategic consultations

Name	Organisation
[NBSQW - TBC]	

Source: National Evaluation Panel and Locality

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