

The Ayrshire Growth Deal Benefits Realisation Plan



Version 1.0

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Our vision is for Ayrshire to be 'a vibrant, outward looking, confident region, attractive to investors and visitors, making a major contribution to Scotland's growth and local well-being, and leading the implementation of digital technologies and the next generation of manufacturing.'

<https://www.ayrshiregrowthdeal.co.uk/about-the-deal/>

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1. Executive Summary

Introduction

Signed in November 2020, and covering the three Ayrshire local authority areas, the Ayrshire Growth Deal (AGD) is a £251.5 million ten year investment programme with the UK Government and Scottish Government each investing £103 million and the Ayrshire Councils contributing a further £45.5 million. This funding will support a range of activities across six themes (Aerospace & Space; Economic Infrastructure; Energy, Circular Economy & Environment; Tourism; Digital; and Communities). Amongst other outputs the Deal is projected to unlock private investment of at least £300 million and generate 7,000 jobs.

Key Objectives

This Plan seeks to support AGD partners address two critical issues:

- Are the **outcomes** of the Deal in line with delivery plans and AGD objectives?; and,
- If such outcomes are manifest, what are the resultant wider economic, environmental, social and other beneficial **impacts** to Ayrshire?

Key Principles

In addressing these issues, and shaping this Plan, all the AGD Partners¹ have agreed to a set of reporting principles. These include: adherence to the overarching principles of Government best practice in project delivery; selecting common monitoring and evaluation (M&E) approaches that best measure progress in meeting AGD objectives and impacts; and, going forward, continually updating this Plan and using any other new measures that will help assess and support the better management of AGD activities and impacts.

Inclusive Growth Objectives

Inclusive Growth is a key cross-cutting priority of the Ayrshire Growth Deal as reflected in all of the Deal Projects. Initially informed by North Ayrshire's Inclusive Growth Diagnostic pilot work², the Diagnostic was thereafter extended across Ayrshire, the area faces various inclusive growth challenges including low productivity, a legacy of industrial decline (and related skills deficit) and consequently significant (relative) levels of social exclusion.

In responding to these challenges four overarching AGD inclusive growth objectives were identified which each of the AGD Projects individually and, as importantly, are collectively tasked to meet. They

¹ The partners involved in the Ayrshire Growth Deal are the Scottish Government, the UK Government and East, North and South Ayrshire Councils. East Ayrshire Council will be the Accountable Body for the Deal. Other regional partners include Scottish Enterprise, Skills Development Scotland, Ayrshire College, the Universities of Strathclyde, Glasgow, and West of Scotland, Glasgow Prestwick Airport, Peel Holdings, Halo Kilmarnock Ltd, NPL Estates Ltd, VisitScotland and Transport Scotland together with the third sector and Ayrshire's business and resident communities.

² [Inclusive Growth Diagnostics - Scotland's Centre for Regional Inclusive Growth](#)

are: attract more innovative and internationally focused companies; position Ayrshire as the 'go-to' region for smart manufacturing and digital skills; improve key elements of strategic transport and digital infrastructure; and, work with communities to raise aspiration and ambition.

Theory of Change

Government guidance³ suggests using a Theory of Change as a framework against which to consider what outputs and impacts may be important to subsequently test, monitor, evaluate and manage. Consequently the AGD PMO has developed an overarching Theory of Change to map out the potential relationships between Deal inputs, activities, outputs, outcomes and impacts.

While many of the individual AGD projects and programmes business cases are still subject to final approval (and potential amendment) some of the key impacts identified to date include: sustained employment and relative uplifts in wage levels across a range of sectors; additional investment and related returns within the regional economy; reduced carbon emissions and net fuel poverty; increased tourism; greater adoption of fair work practices; and, better health outcomes for various (targeted) groups.

Measurement Approaches

Given this Theory of Change framework and current approval processes, project leads and the AGD PMO have developed a:

- Framework identifying all the likely types of outputs, outcomes and impacts anticipated across the six AGD project themes (with a supporting set of common and consistent measures that define each output, outcome and impact anticipated); and,
- For the three AGD projects that are now in delivery Pro Formas which identify specific project approaches to monitoring and evaluation in relation to identified outputs, potential impacts and inclusive growth.

As further projects are approved and begin to be implemented it is envisaged that each project will develop their own Pro Forma outlining:

- **Baseline information in regard to project beneficiaries.**: i.e. outlining the key groups and or conditions (such as the environment) project activities are aimed at improving;
- **Key impact indicators**; which best represent the likely benefits of project activities and could be used - and compared to the above baselines - to monitor progress and consequently be utilised in any future impact evaluation;
- **Data Source(s)**; either existing or new data points that would directly or indirectly best capture the above indicators;

³ "For the purposes of the BRP, a theory of change for the Deal as a whole should be developed. This should summarise how key inputs, activities, and outputs will enable regional partners to meet their commitments to outcomes and impacts, as set out in Heads of Terms/Full Deal documentation," "Scottish city region and regional growth deals benefits realisation plans guidance for regional partnerships", November 2020.

- **Monitoring Cycle;** when it is best practically to report progress given the different short, medium and long term time horizons relating to different themes and activities not only between construction and operation but also different annual reporting timescales and outcome/impact effects; and,
- **Impact Approach;** in terms of the type of method(s) that could be adopted to evaluate the net impacts generated by project activities and outcomes.

Change Control

Finally, critical to utilising the information derived under the proposed Pro Forms is regularly assessing whether benefit flows have been delivered against an agreed baseline position, as well as projections about future benefit levels. Consequently, adopting existing AGD governance and reporting protocols, the AGD - and where appropriate Governments - will implement changes in activities **where monitoring and evaluation evidence supports** such changes.

2. Introduction

2.1. About this Document

This plan sets out the overarching approach to managing benefits realisation by addressing two central questions:

- How the AGD is performing against delivery plans, as set out in approved Project business cases, and overall Deal objectives, as set out in the Deal Document?; and,
- What economic, environmental, social and other impacts may be generated as a result within the region?

2.2. The Deal

The Deal document was agreed by AGD partners and the Scottish and UK Governments in November 2020. To realise Ayrshire's potential as a world class business location the Deal commits Governments and AGD partners jointly to invest £251.5 million over the next ten years to meet four objectives, namely to:

- Attract and develop more innovative and internationally focused companies that are more likely to have higher levels of productivity through developing key infrastructure and targeted business support programmes;
- Position Ayrshire as the 'go-to' region for smart manufacturing and digital skills;
- Improve key elements of strategic transport and digital infrastructure to help businesses get goods to market and people to work (physically and virtually); and,
- Work with communities to raise aspiration and ambition, provide employment and skills support, and improve access to jobs through innovative community empowerment and employability programmes.

As outlined in Table One, based on current project estimates, AGD funding, and projected leverage from other sources, is anticipated to be in the region of £589 million across 6 AGD themes.

Table One: Total Anticipated AGD Contributions

Themes	Governments (£m)	Councils (£m)	Leveraged (£m)	Total (£m)
Aerospace & Space	62	18	60	140
Economic Infrastructure	58.5	11	69.96	139.04
Energy, Circular Economy & Environment	41.5	11.5	200	253
Tourism	18.5	5	7.25	30.75
Digital	14	-	-	14
Communities	11.5	-	-	11.5
Total	206	45.5	337.21	588.71

This total of £588.71 million investment is projected to create or safeguard an estimated 6,060 full time equivalent “FTE” ⁴ jobs in Ayrshire, including indirect and multiplier effects (associated with capital funded projects). As illustrated below the breakdown of this job total is likely to comprise an estimated 3,009 construction FTEs, 300 safeguarded jobs and 2,751 direct/indirect jobs.

Table Two: Total Anticipated Employment Impacts of AGD Capital Funded Projects

Themes	Construction	Safeguarded	Direct/Indirect	Total Jobs
Aerospace & Space	774	0	1,512	2,286
Economic Infrastructure	716	300	881	1,897
Energy, Circular Economy & Environment	1,350	0	183 ⁵	1,533
Tourism	169	0	175	344
Digital	Not Known Currently	0	Not Known Currently	Not Known Currently ⁶
Total	3,009	300	2,751	6,060⁷

In addition, through the Regional Skills programme, the investment will also support an estimated 1,657 unemployed people into work, as well as retaining the employment of an estimated 2,440 individuals, with potentially some posts being secured across other AGD projects.

Table Three: Total Anticipated Employment Impacts of AGD Revenue Funded Projects

Theme	Secured	Retained	Total Jobs
Communities (Ayrshire Skills Fund & Working for a Healthy Economy)	1,657	2,440	4,097

2.3 Rest of this Plan

The rest of this Plan sets out:

- **Target Audiences and Reporting (Section Three)** in terms of who will be the main users of the monitoring and evaluation findings and how and when they will be engaged;
- **AGD Objectives (Section Four)** summarising the regional challenges the AGD aims to address;

⁴ “full-time equivalent unit”, sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee’s average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5.” <https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf>

⁵ Noting that no estimates are currently available for the Hunterston Project.

⁶ This project is currently awaiting the results of an options appraisal. Examination of the likely resultant jobs numbers will be considered when this information is available.

⁷ Does not include direct/indirect jobs for Hunterston project which have still to be estimated.

- **AGD Theory of Change ([Section Five](#))** outlining, across the six AGD themes, the potential relationships envisaged and to be tested between inputs, activities, outputs, and key impacts;
- **Measurement approaches ([Section Six](#))** in terms of Key Performance Indicators (KPI) selection and data collection implied by the above, and across the three AGD projects currently in implementation, the consequent monitoring and evaluation approaches that they propose to adopt to assess AGD outputs and impacts;
- **Change control reporting protocols ([Section Seven](#))** to ensure there are the necessary governance arrangements to implement this Plan and derive strategic benefits from the monitoring, evaluation and management of Project activities;
- **Appendix A: BRP Definitions;** detailing the measures that will be used in reporting outputs and the definitions/sources of these measures;
- **Appendix B:** Example Pro Formas for the HALO, Community Wealth Building and Working for a Healthy Economy projects;
- **Appendix C:** HALO Monitoring Report Template; and,
- **Appendix D:** AGD Change Control Form.

3. Target Audiences and Reporting

3.1. Who will be engaged and why

Audiences, who will wish to use or have an interest in the outputs of the monitoring and evaluation approaches proposed within this Plan, include:

- **The general public:** in terms of understanding the impacts of the Deal, how best they and their communities might directly engage with and benefit from relevant projects as well as what progress has been made to meeting AGD objectives;
- **AGD Fund Holders across both Governments as well as the Scottish City Region and Growth Deals Delivery Board** - to provide a basis from which to determine, against agreed baseline information, the extent to which the anticipated impacts of the Deal are or are likely to be delivered and – in agreement with the Ayrshire Economic Joint Committee (below) - what changes to future Deal activities might enhance these impacts or mitigate unforeseen external factors;
- **Ayrshire Economic Joint Committee** - to approve the Ayrshire Economic Strategy; monitor the impact of the AGD; ensure partnership priorities, policies and service delivery are aligned with the Ayrshire Economic Strategy and AGD; to approve the AGD Benefits Realisation Plan; to approve AGD Business Cases and revised Deal documents; to approve major change requests; to receive reports on the effectiveness of the implementation of the Ayrshire Economic Strategy and the AGD; to approve operational expenditure within agreed AGD Joint Committee budgets allocated by the Constituent Authorities in order to further the aims of the AGD;
- **Ayrshire Economic Partnership Board** - as this Board has responsibility to oversee the development of the Ayrshire Economic Strategy; provide strategic oversight for the delivery of the strategic priorities and actions contained within the Ayrshire Economic Strategy and any Action Plan forming part of such Strategy; to drive forward the growth of the Ayrshire economy; to prioritise inclusive growth and report on progress made annually in AGD Benefits Realisation Plan in line with the Scottish Government's Inclusive Growth Monitoring Framework; to ensure the partnership priorities, policies and service delivery are aligned with the Ayrshire Economic Strategy and the AGD; to undertake periodic reviews of the Ayrshire Economic Strategy and any Action Plan forming part of the Strategy to ensure that it is consistent with the emerging ambitions of Ayrshire and collaboration with partners; to oversee the development of business cases of individual AGD projects and to make recommendations to the Ayrshire Economic Joint Committee regarding their approval; to oversee the implementation of the Ayrshire Economic Strategy and the AGD, to monitor the performance of the AGD PMO, to identify potential improvements and make recommendations to the AGD PMO or the Ayrshire Economic Joint Committee; to make recommendations to the Ayrshire Economic Joint Committee in respect of the AGD funding arrangements; to ensure that an effective monitoring and

evaluation framework is in place at both a project and programme level; to provide strategic direction and manage the input of any thematic or other working groups;

- **Community Wealth Building Commission** - under their role to embed the regional approach to Community Wealth Building (CWB) and ensuring CWB is considered as part of all regional investments;
- **Equalities Leads across the three Councils** – who will ensure the Joint Committee meet the requirements of the Equalities Act 2010 and the Fairer Scotland Duty (and the recent Equalities and Fairer Scotland Impact Assessment highlighting the potential impact on those facing exclusion and socio economic deprivation in the Region);
- **Programme Workstream Groups** - that identify the actions required to support recovery and renewal within their sector; co-ordinate with the other recovery and renewal groups to ensure a joined-up approach; encourage engagement and draw upon support from local businesses and the wider community; consider opportunities to support work in respect of the AGD, climate change and community wealth building;
- **AGD PMO** - to support decision making by all the above, the PMO coordinates and reports on the impacts of the delivery of AGD projects and the overall AGD, and produces an Annual Report providing an overview of key progress that has been made towards delivery of the Deal. Consequently all AGD projects will be monitored by and accountable to the PMO, to ensure compliance with government reporting requirements, delivery of outputs and impacts and compliance with the terms of each grant agreement;
- **AGD Steering Group** – that provides support and guidance to the PMO and assists with information sharing;
- **Strathclyde University Steering Group** - A Memorandum of Understanding (MoU) has been agreed between the University of Strathclyde and East Ayrshire Council as Accountable Body for the AGD. The Steering Group includes members of the University, the Senior Responsible Owners for the AGD projects and the AGD PMO. The areas of cooperation are around scientific, technical and business support in relation to the AMIC, CoRE, Hunterston, IMSE, i3 DPMC and ASIC projects. Discussions are ongoing between East Ayrshire Council and the University of Strathclyde in relation to the Moorfield Engineering Park and innovation opportunities. The Steering Group is the main interface between the parties and advises on AGD strategy and informs the University of activities in each Council that would benefit from University involvement;

Executive Oversight Group - that ensures the region's research and analytical capabilities are brought together to make certain that future needs of the Ayrshire economy are taken into account, in medium to long-term plans;

- **Regional Transport Working Group** – reflects the regional approach of the second Strategic Transport Projects Review (STPR2); and,
- **Chamber of Commerce** – representing local business needs.

3.2. Reporting Principles

In reporting outputs and impacts to the audiences above AGD Partners are committed to:

- Adhering to the overarching principles of Government best practice in project delivery;
- Selecting appropriate monitoring and evaluation approaches to best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal;
- Regularly updating this Plan and associated reporting protocols; and,
- Adopting other new measures that will help assess and support the better management of Deal activities and impacts.

Consequently AGD Partners have - over the 10 year lifetime of the AGD - agreed that:

- Delivery objectives and associated performance indicators will consistently be aligned to the stated output and impact objectives, as set out in the Deal Document;
- Monitoring and evaluation will be used to confirm that: the benefits associated with these outputs can be realised; risks of non-delivery can, where appropriate, be managed; and, unjustified work can be terminated;
- Governance, management frameworks and monitoring and evaluation approaches are proportionate and appropriate to the work and levels of prevailing risk associated with each related project/theme delivery;
- Accountabilities and responsibilities are defined, mutually consistent and traceable across all levels of management as summarised in the previous section and set out in the Deal Document;
- Monitoring and evaluation approaches, resources and good practice will be shared amongst project leads in order to minimise the costs associated with monitoring and evaluation, while also aiming to maximise future benefits particularly across project interdependencies. This will include:
 - Adopting common data sets, definitions and reporting cycles to allow comparisons to be drawn between projects and themes and, where appropriate, at Deal level; and,
 - Using existing data sources and streamlining any new data collection as much as possible.
- The suitability of selected indicators will be subject to ongoing review in the light of alternative data sources / approaches to measurement becoming available; and,

- Outcomes and enabling outputs will be effectively consulted and scrutinised on an ongoing basis, by relevant stakeholders, representative bodies and agencies within the Region.

3.3. Reporting

Aside from the ongoing weekly, monthly and other progress reporting already undertaken by the AGD PMO the monitoring and evaluation of the outputs, outcomes and intermediate impacts⁸ of the Deal will form part of the regularly reporting cycles within the formal management and oversight of AGD performance, namely:

- **Monthly Reporting:** project leads will update the PMO via the AGD Management Information System (Pentana) on progress - including milestones, risks, and outcomes and targets as set out in the relevant business cases and AGD Implementation Plan – on a monthly basis⁹;
- **Quarterly Reporting** – (based on the above) which involves a quarterly performance meeting, between the AGD PMO and governments representatives, covering project progress by exception, financial monitoring, and performance, including monitoring and evaluation. An overall AGD Risk Register and Performance Monitoring Report with any recommendations will then be considered by the AGD Project Oversight Group and the Joint Committee;
- **Annual Report** – (based on both of the above) to assess how much impact the AGD is having on agreed inclusive economic growth outcomes as reflected in the AGD Inclusive Growth Action Plan¹⁰. The AGD PMO will include aggregate output, impact data, and relevant case study material – together with updates and amendments to this Plan; and,
- **The “Annual Conversation”** - which will provide the opportunity for AGD stakeholders to discuss progress with Governments and in particular: *“Annual Conversations, informed by the (draft) Annual Performance Report and the Benefits Realisation Plan, also present an opportunity to reflect and work through any concerns that local partners and governments have about the implementation of the Deal and the ambitions of the Deal going forward”*.¹¹

⁸ i.e. “Benefits that will occur between implementation of early changes and the realisation of the end/wider benefits.” https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/671452/Guide_for_Effective_Benefits_Management_in_Major_Projects.pdf

⁹ Currently the AGD PMO tasks project leads to update progress by the 28th of each month. The PMO also seeks updates around the 7th or 8th working day of the month to align with government reporting - this ensures up to date information for government reports on 10th working day and CEO reports at the end of the month.

¹⁰ To support the AGD inclusive growth agenda, Professor Alan McGregor from the University of Glasgow, with additional funding support from Scottish Enterprise, developed an AGD Inclusive Growth Action Plan to ensure that, over time, AGD deliver the best inclusive growth outcomes possible and link the opportunities created by the Deal to our resident and business communities. This was the first such plan developed for the Scottish Deals.

¹¹ <https://www20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2021/Leadership%20Panel/25%20May%202021/item%206a%20app1.pdf>

In addition a **Checkpoint Review process** will be developed and agreed with partners and governments to examine both the Growth Deal programme and component projects at key decision points in their lifecycle. It will look ahead to provide assurance that projects can progress successfully to their next stage.

4. AGD Objectives

4.1. Deal Context

The vision of the Scottish Government's Economic Strategy is to deliver: *"increasing sustainable economic growth."*¹² Two questions were, therefore, central to developing the AGD: what are the region's key inclusive growth challenges, and consequently what objectives, supporting approaches, and management and governance structures might help address these challenges?

4.2. Inclusive Growth Challenges

In broad terms three interlinked challenges were identified and continue to be pertinent:

- **Weak Productivity and Low Levels of Growth** for example in 2021, Ayrshire business R&D expenditure per head of population was £73 per head of population. In Scotland the figure was £263¹³ meaning that Ayrshire's performance is only just over a quarter of the national average. And despite Ayrshire having 6.8% of Scotland's population, Ayrshire has 6.5% of Scottish businesses and only 5.3% of the Scotland's growth sector businesses¹⁴ (source: Businesses in Scotland 2021, Scottish Government);
- **Skills, Health Outcomes and Earnings** some of the highest levels of deprivation in Scotland can be found in Ayrshire, with 26.8% of children living in poverty compared to 24.3% in Scotland as a whole.¹⁵ 30.5% of Ayrshire's data zones are in the 20% most deprived in Scotland.¹⁶ Similarly a lower level of working age adults living in Ayrshire have advanced qualifications (HNC/HND, degree level and above) at 43.3% compared with 49% for Scotland¹⁷; and,
- **Employment/Unemployment** the Ayrshire employment rate in 2020 was 70.8%, compared to 73.5% for Scotland as a whole - the corresponding figures for males were 72.8% and 76.1%; the corresponding figures for females were 69.0% and 71.0%; and, the corresponding figures for disabled people were 47.3% and 49.1%.¹⁸ As of May 2021, the claimant count rate for Ayrshire (16-64) was 7.1% compared to the Scottish average of 5.6%.¹⁹

¹² <https://www.gov.scot/publications/scotlands-economic-strategy>

¹³ <https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2021/11/businesses-in-scotland-2021/documents/businesses-in-scotland-2021/businesses-in-scotland-2021/govscot%3Adocument/Businesses%2Bin%2BScotland%2B2021.pdf>

¹⁴ As above.

¹⁵ <http://www.endchildpoverty.org.uk/local-child-poverty-data-2014-15-2019-20/>

¹⁶ <https://simd.scot/#/simd2020/BTTFTT/9/-4.0000/55.9000/>

¹⁷ <https://www.nomisweb.co.uk/datasets/apsnew>

¹⁸ <https://www.skillsdevelopmentscotland.co.uk/media/47092/rsa-report-ayrshire.pdf>

¹⁹ As above.

The Deal Partners identified a range of objectives to address these challenges that could:

- Inform and be adopted by individual themes and related projects as a basis against which to monitor and demonstrate outcomes;
- Support and enhance linkages and collaboration across themes (to deliver additional benefits); and,
- Set the context for overall AGD governance and management decision making and reporting, and monitoring and evaluation approaches.

Finally it is also important to note that Partners recognise that the AGD:

- Through establishing these common objectives and new partnership arrangements – offers the long term potential: *“to bring focus and alignment to wider regional cohesion and economic development benefits achieved by utilising partner resources”*²⁰; and,
- Aligns with and will be supportive of the delivery of the Scottish Government’s National Performance Framework and UN Sustainable Development Goals. In particular AGD welcome the future opportunity to discuss with Scottish Government how to ensure the AGD Inclusive Growth Action Plan can best capture the outcomes implied within the former framework.

4.3. Inclusive Growth Objectives

The consequent inclusive growth objectives identified across the AGD Projects, to address the challenges above, are:

- **Focusing on the high growth, high value sectors** that Ayrshire has real opportunities in, linking to Ayrshire’s general manufacturing strengths, distinctive coastal opportunities and to communities through five capital themes (as illustrated in Table Four below including aerospace and space, economic infrastructure, energy, circular economy & environment, tourism and digital); and,
- **Ensuring employment progression, and future workforce and community development** through the above business opportunities, through three revenue projects (again as detailed in Table Four Working for a Healthy Economy, Ayrshire Skills Fund and Community Wealth Building).

²⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936577/20.11.17_AGD_Deal_Document_-_FINAL.pdf

Table Four: Stated Inclusive Growth Objectives per AGD Theme

Theme	Stated Objectives
Aerospace & Space	Comprising four interrelated investments at Prestwick - to position Ayrshire as one of the UK's leading centres of Aerospace and Space activity - this theme will build on the established business base and transform the local economy through local, high-value job creation and strong regional supply chains, tackle weak productivity, low job density, deliver skills required by the space and aerospace industries, and attract and retain talented people.
Economic Infrastructure	<p>The aim of this theme is to create conditions for growth providing local jobs, strong regional supply chains and skills development across a number of sectors in Ayrshire. This theme encompasses four projects:</p> <ul style="list-style-type: none"> • The HALO Kilmarnock project will look to create a green energy Hub which will stimulate entrepreneurship and support collaboration between new and existing businesses to drive the Ayrshire economy; • The Ayrshire Engineering Park will provide for the expansion and development of Moorfield Industrial Park in Kilmarnock, creating serviced and high quality business space, with a range of units to support the advanced manufacturing and light engineering sectors in Ayrshire; • The Ayrshire Manufacturing Investment Corridor (AMIC) will establish a Centre of Excellence with on-site support and start-up units to support the creation of new businesses and growth of existing businesses in the Food and Drink sector, as well as the Advanced Manufacturing sector, to establish Ayrshire as the “go-to region” for smart manufacturing and digital skills; and, • The i3 Irvine Enterprise Area Advanced Manufacturing Space in Irvine (including a National Digital Processing Manufacturing Centre) will serve digital processing industries, building on current life science clustering at the site, and facilitate R&D activity, start-ups, spin outs, and growth of life science businesses and other advanced manufacturing opportunities.
Energy, circular economy & environment	<p>This theme covers three projects, namely the:</p> <ul style="list-style-type: none"> • Community Renewable Energy Project (CoRE) at Cumnock that will reduce energy bills for local businesses and communities leading to a regional reduction in the number of people living in fuel poverty. The project will create new jobs, apprenticeships, and space for new economic activities allowing enterprises to be created in a deprived area; • Centre for Research into Low Carbon Energy and Circular Economy (CECE) at the Hunterston Strategic West Scotland Industrial Hub. As Scotland's largest strategic deep-water port with direct rail and grid connections, the site has a critical role in Scotland's Energy, Blue Economy, Offshore Wind and the Circular Economy futures; and, • International Marine Science and Environmental Centre (IMSE) based at Ardrossan aims to allow industry and academia to develop and capture innovation in marine sciences; marine spatial planning; marine technology; and marine education and training and ensure that the Firth of Clyde is recognised as an exemplar in the Blue Economy and marine sustainability.
Tourism	<p>This theme will build on and strengthen the existing tourism offer to make the region a highly desirable place to visit and live, work and invest in. The focus of this theme is twofold:</p> <ul style="list-style-type: none"> • Development of The Great Harbour, at Irvine Harbour side and Ardeer, to create a unique coastal destination comprising a number of key assets to attract new visitors to the area and create jobs; and, • Investment in critical infrastructure at Ardrossan, Arran and Cumbrae to enable investment to secure the development of the Marine Tourism industry in North Ayrshire.
Digital	The objective of this theme is to ensure appropriate connectivity infrastructure is in place to help attract global businesses, enabling the potential creation of a datacentre cluster of national significance leading to the creation of high value jobs.
Communities	<p>This theme includes the:</p> <ul style="list-style-type: none"> • Establishment of a responsive skills fund to drive Inclusive Growth to support skills interventions; • Working for a Healthy Economy project that will target large-scale investment in occupational health services to ensure that Ayrshire has the requisite workforce to drive economic growth in the future (comprising an all-Ayrshire model of delivery which offers: community engagement; pre-employability support; recruitment; in work interventions; and, employability services with links to employers to tailor investments to demand, and priority given to those struggling to maintain secure and meaningful work); and, • Setting up of a regional Community Wealth Building Fund. The aim of this Fund will be to develop an Ayrshire approach to Community Wealth Building that enhances wealth, ensures fair and meaningful work, and creates successful places throughout the region.

4.4 Post Deal Considerations

Since November 2020 the AGD Partners have also committed to:

- Enhancing the additional (“Strategic Added Value”) benefits of Partnership working that would not necessarily have occurred in the absence of the Deal (including, for example, Partners adopting wider regional working and engagement²¹);
- Assessing, in line with Scottish and UK Government Guidance²² issued in 2021, the Whole Life Carbon Cost implications of all projects particularly in the context of project appraisal, procurement and future operations;
- Assessing the effect on projected outputs and impacts given the project cost increases associated with aligning to net zero, as well as the effects of Covid/Brexit and related material and labour shortages;
- Supporting the development of a new regional economic strategy for Ayrshire (due for completion summer 2022). This strategy will build on Ayrshire’s key sectoral strengths and natural assets whilst recognising and tackling the social, economic and environmental challenges faced by the region; and,
- Supporting the development of a regional energy masterplan which will identify priorities to support Ayrshire’s transition to a low carbon economy.

In addition a Regional Skills Investment Plan is under development and due for completion in February 2022. The Plan will support local people (including those across the AGD) with the skills that businesses in the region need in order to thrive both now and in the future.

²¹ *“The AGD should be used as a catalyst for change, and this means applying the lessons learned from maximising the gains for inclusive growth from the AGD programme to mainstream public expenditure and services across Ayrshire”, Ayrshire growth deal inclusive growth action plan: final report, 19 September 2019.*

²² [Valuation of greenhouse gas emissions: for policy appraisal and evaluation - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/valuation-of-greenhouse-gas-emissions-for-policy-appraisal-and-evaluation)

5. AGD Theory of Change

5.1. Outputs and Impacts

As indicated in the introduction to this Plan a distinction is drawn between:

- **Outputs:** i.e. whether the AGD themes are meeting their delivery plans and Deal objectives; and,
- **Impacts:** what economic, environmental, social and other benefits may have been generated as a result?

The steps required to address the above are explicitly outlined in the Deal Document:

“The realisation and evaluation of the impact of the Ayrshire Growth Deal is a fundamental requirement of all partners and performance monitoring will focus on measuring that:

- *Project and programme outputs are delivered on time, on budget and to scope.*
- *Anticipated outcomes are achieved for Ayrshire.*
- *Project and programme benefits are identified in individual and programme business cases which clearly articulate the relationship between inputs, activities, outputs and outcomes.*
- *Every output and outcome must be monitored or evaluated if the benefits of individual projects are to be demonstrated”²³.*

These steps have informed the development of the Partners’ approach to monitoring and evaluation given the:

- Commitment, under the first overarching principle in section three, that activities and outputs will consistently be aligned to Government’s **stated outputs** as set out in the Deal Document and therefore the need to aggregate monitoring measures consistently across these outputs;
- Requirement both to meet and measure **inclusive growth objectives** across all projects and consequent need to focus on approaches to capture the **associated impacts** of ensuring growth with community wealth building and inclusion (by maximising project benefits for: Ayrshire’s business base; for employees (through Fair Work and skills investment); for places/communities; for equalities groups; for AGD as a whole; and by building synergies with other services).

As a starting point to addressing the above the PMO has developed an AGD Theory of Change.

²³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936577/20.11.17_AGD_Deal_Document_-_FINAL.pdf
p26.

5.2 Overall AGD Theory of Change

Partners have already specific and detailed theories of change for each of the AGD projects²⁴. As illustrated, in Figure One below, the PMO has consolidated these into an overarching “AGD Logic Model” to identify a consistent set of metrics against which to report aggregate impacts. In developing this model, the PMO has focused on the linkages between:

- The **inputs and activities** identified within the Deal;
- Main **beneficiary groups** in terms of sectors and residents within Ayrshire that will be impacted by these activities;
- Short term **direct outputs** that will result within these sectors and resident groups on completion and operation of project facilities and skills and community wealth building interventions;
- A range of **intermediate** medium-term impact indicators of relevance to each project that will seek to capture, against agreed baselines, direct benefits across AGD beneficiary groups; and,
- A **minimum number** of long term impacts that focus, at an overall level, upon the sustainable benefits of the Deal in terms of:
 - Economic growth, including sustainable employment growth and increases in investment and associated returns;
 - How the above is aligned to and supports the delivery of the AGD inclusive growth objectives; and,
 - The **associated developments** that might be linked to the AGD, over and above those initially identified under the capital and revenue expenditure across the Deal.

Figure One: AGD Logic Model

Theme	Input (£m)	Activities	Main Beneficiary Groups	Short Term Outputs	Medium Term Impacts	Longer Term Impacts
Aerospace & Space	140	Development of Spaceport, Commercial Space, Infrastructure and ASIC	Construction and supply chain Aerospace Space Sector AGD residents	Community Benefits Construction and Supply Chain jobs New or upgraded roads Site Occupancy & Service take up STEM outreach Minimised whole life carbon costs	Job Levels created (as per Table Two) Investment secured (as per Table One) SMEs/Start-Ups Wage uplifts	Sustained employment/wage rate uplifts. Returns on Investment Inward Investment

²⁴ As detailed in the [AGD Implementation Plan \(v19, 23rd August 2021\)](#).

Theme	Input (£m)	Activities	Main Beneficiary Groups	Short Term Outputs	Medium Term Impacts	Longer Term Impacts
Economic Infrastructure	139.5	Development of Ayrshire Engineering Park, AMIC, and HALO and i3 DPMC	Construction and supply chain A range of sectors AGD residents	Community Benefits Construction and supply chain jobs Increased Business Space Reduced derelict land Site Occupancy Minimised whole life carbon costs	Job levels created (as per Table Two) Investment secured (as per Table One) SME/Start-ups Reduced (relative) fuel bills	Sustained employment/wage rate uplifts. Returns on investment Reduced fuel poverty Inward Investment Associated take-up/adoption of CoRE activities
Energy, circular economy & environment	253	Development of Hunterston CoRE, CECE and IMSE	Construction and supply chain Community Benefits A range of sectors AGD Residents	Community benefits Construction and supply chain Reduced Vacant and Derelict Land Site Occupancy New or upgraded roads/junctions/cycle pathways Minimised whole life carbon costs Lower carbon emissions	Job levels created (as per Table Two) Investment secured (as per Table One) SME/Start-ups Lower carbon emissions Reduced (relative) fuel bills	Sustained employment/wage rate uplifts. Returns on investment Reduced fuel poverty Sustained reduced emissions Inward Investment Associated national take-up/adoption of activities
Tourism	30.75	Development of Great Harbour and Marine Tourism projects	Construction and supply chain Community Benefits Tourism and Marine sectors AGD residents	Construction and supply chain jobs Reduced Vacant and Derelict Land New or upgraded roads cycle pathways Visitors/ Berth uplifts Minimised whole life carbon costs	Job levels created (as per Table Two) Investment secured (as per Table One) Knock on effects of wider visitor/berth spend	Sustained employment Further investment
Digital	14	Development of Digital Subsea Cable & associated infrastructure	Construction and supply chain Community Benefits Users AGD Residents	Construction and supply chain jobs Infrastructure in place Minimised whole life carbon costs	Job levels created (as per Table Two) Investment secured (as per Table One) Improved Ayrshire Connectivity Wider user benefits	Sustained Employment Associated (user) productivity uplifts Inward Investment

Theme	Input (£m)	Activities	Main Beneficiary Groups	Short Term Outputs	Medium Term Impacts	Longer Term Impacts
Regional skills & inclusion Community Wealth Building	11.5	Programmes targeting better health, skills and Fair work outcomes	Targeted promotion of support activities to residents and local companies	Uptake of support programmes	Job levels created (as per Table Three) Better Health outcomes Better skill outcomes Greater uptake of Fair Work	Sustained employment Sustained Health outcomes Sustained and wider adoption of Fair Work

5.3 Strategic Added Value

Finally, while the above assumes a degree of linkage across and between projects, there is no explicit recognition of the additionality of AGD partnership working relationships²⁵ and outcomes.

To monitor the maturity of such arrangements the PMO proposes, as illustrated in Table Five, adopting the Edinburgh and South East of Scotland City Regional Deal scoring system which will involve Project leads and the PMO assigning a score based on what they feel the realistic “partnership” ambition for any project is likely to entail.

Table Five: AGD Strategic Added Value (SAV) Scoring System

SAV Score	Description
1 (Low)	<p>There are opportunities to generate additional benefits through links with one other AGD theme.</p> <p>Partnership working with wider stakeholders (e.g. private/third sectors) to add value to the proposal has not been thoroughly considered, but may be possible, and should be explored further.</p> <p>Only one or two “Inclusive growth” measures could be incorporated into the delivery of the project.</p>
2 (Medium)	<p>There are opportunities to generate additional benefits through links with two other AGD themes.</p> <p>Partnership working with wider stakeholders, e.g. private/third sector to add value has been factored into the business case to some extent, but there are opportunities to enhance this to further add value.</p> <p>Two or three “inclusive growth” measures can be incorporated into the delivery of the project.</p>
3. (High)	<p>There are opportunities to generate additional benefits through links with three or more AGD themes.</p> <p>Partnership working with wider stakeholders, e.g. private/third sector is already taking place and strategic added value effects are clear.</p> <p>Three, four or five “inclusive growth” measures are incorporated into the delivery of the project.</p>

²⁵ Under Strategic Added Value the ADG PMO is currently considering including organisations signing up to the Ayrshire Community Wealth Building Anchor Charter.

In addition – **where a ranking of 3 is agreed** – the PMO proposes, as illustrated in Table Six below, to capture the “Strategic Added Value” benefits of such new partnership arrangements across five dimensions.

Table Six: Potential Strategic Added Value Elements of the AGD

Definition	Examples
Strategic leadership & catalyst: Articulating and communicating Regional development needs, opportunities and solutions to partners and stakeholders in the Region and elsewhere.	Creating confidence in the prospects for economic growth and in the capacity of partners and stakeholders to realise the potential for growth and improved AGD performance.
Strategic influence: Carrying out or stimulating activity that defines the distinctive roles of partners, gets them to commit to shared strategic objectives and to behave and allocate their funds accordingly.	Generating cross-Regional partnerships of mutual benefit to the growth prospects of each participating area. Achieving alignment and inter-locking of the priorities and investment plans of AGD and other partners.
Leverage: Providing financial and other incentives to mobilise partner and stakeholder resources – equipment, people as well as funding.	Levered funding and other resources from partners and stakeholders in support of AGD objectives.
Synergy: Using organisational capacity, knowledge and expertise to improve information exchange and knowledge transfer and coordination and/or integration of the design and delivery of interventions between partners.	Reduced duplication of service provision from Regional partners – e.g. in business development support. Scaling up of projects to beneficial levels that achieve scale economies and provide for critical mass in securing benefits.
Engagement: Setting up the mechanisms and incentives for more effective and deliberative engagement of stakeholders in the design and delivery of Regional and sub-Regional priorities and programmes.	Introducing quality and innovation in AGD interventions through the transfer of good practice, the development and use of benchmarks and the adoption of new processes.

6 Measurement Approaches

6.1 Overall Approach

The Theory of Change provides the starting point to determine what should be measured, monitored and when by illustrating: where there is a potential delivery link to a Deal investment and project ‘outputs’; where there may be a causal link to these outputs in terms of resultant ‘outcomes’; and what longer term wider ‘impacts’ may consequently occur.

Figure Two below provides a high-level summary of the outputs, outcomes and impacts indicators that are likely to be adopted against the six AGD themes. This demonstrates the links between the theory of change and how it will be evidenced. To ensure a consistent approach to calculating, capturing and evidencing these effects a set of core outputs, outcomes, and impacts is being developed. The current AGD guidance in relation to outputs is attached at Appendix A.

Figure Two: AGD Outputs, Outcomes and Impacts

Indicator	Aerospace & Space	Economic Infrastructure	Energy, circular economy & environment	Tourism	Digital	Regional skills & inclusion Community Wealth Building
Outputs						
Direct/Indirect jobs						
Construction jobs						
Safeguarded jobs						
Community Benefits						
Jobs retained						
Jobs secured						
New or upgraded roads/junctions/ cycle pathways						
Journey time savings/modal shifts						
Development space unlocked						
Reduced vacant & derelict land						
Digital Infrastructure						
New Residential Energy Supply						
Training places						
Schools Outreach						
CWB Support Places						
Fairwork Accreditation						
Visitors						

Indicator	Aerospace & Space	Economic Infrastructure	Energy, circular economy & environment	Tourism	Digital	Regional skills & inclusion Community Wealth Building
Start-Ups						
SME's supported						
Private sector investment						
Leverage: (including LA, HE/FE, Private Sector and any other leverage)						
Outcomes						
Job Levels (new and maintained)						
Development Space uptake						
Digital usage patterns						
Reduced (net) Fuel Poverty						
STEM take up						
Increase in visitor spend						
CWB participant well-being uplifts						
Fair Work implementation						
Start-up/SME performance/survival						
Additional investment (including FDI)						
Impacts						
Net additional jobs created/ maintained						
Net additional returns on investment						
Net changes in Fuel Poverty						
Net additional user productivity						
Wider uptake of Well Being/Fair work						
Follow on investment						

Going forward AGD projects and programmes may propose to report other measures than illustrated in Figure Two where these are identified and agreed through the development of their business case. Their approach to calculating, capturing and evidencing will be included in an individual project / programme specific “Pro Forma” which identify:

- Specific theme approaches to monitoring and evaluation in relation to identified outputs, and potential outcomes and impacts outlined in Figure Two;

- How to test “net additionality” i.e. whether impacts identified are likely to be a result of AGD activities compared to what might have happened without these activities; and,

Finally all projects will adopt a common approach to monitoring and evaluating Community Benefits and environmental impacts given the cross cutting nature of both objectives.

6.2 Specific Theme Pro Formas

Currently, as detailed at Appendix B, three approved AGD projects have developed their own monitoring and reporting pro formas. These consider:

- **Baseline information in regard to Project beneficiaries** e.g. employment status, current fuel poverty ratios;
- **Key impact indicators;** which best represent the likely benefits of Project activities and could be used in comparison to the above in order to monitor progress and consequently be utilised in any future impact evaluation;
- **Data Source(s);** either existing or new data points that would directly or indirectly best capture the above indicators;
- **Monitoring Cycle;** when it is best to report progress given the different short, medium and long term time horizons relating to different themes and activities - not only between construction and operation but also different annual reporting timescales and outcome/impact effects; and,
- **Impact Approach;** in terms of the type of methods that could be adopted to evaluate the net impacts generated by theme activities and outcomes.

In regard to the latter evaluation of theme impacts the PMO considers that experimental approaches²⁶ may be challenging or unethical for many reasons, particularly given the inclusive growth objectives of the AGD. Consequently, alternative approaches are proposed again as detailed in the specific theme pro formas, for example:

6.3 Community Benefits

Organisations who are successful in being awarded a contract through an AGD project will have their Community Benefits pledges evaluated on an ongoing basis, throughout the duration of their contract and through each of the AGD Partners’ contract management procedures, using a shared Community Benefits tracking system to ensure a consistent approach is applied to the monitoring of Community Benefits.

²⁶ e.g. Using control groups and, thereby, randomly assigning who receives AGD support and who does not, in order to develop comparison groups and draw judgements concerning additionality.

The benefits that will be captured by this system, and reported annually by the AGD PMO, are likely to include:

- **Improving Education and Skills** (e.g. creation of apprenticeships or delivering knowledge exchange and presentations in schools or community groups);
- **Improving Local Employability** (e.g. creation of new jobs, recruitment of the long-term unemployed, disadvantaged or young people);
- **Work Experience Placements/Programmes** (e.g. providing work experience placements to those in education);
- **Delivering Training and Development in the Community** (e.g. mentoring to local organisations and individuals);
- **Community Consultation** (giving the local community an opportunity to express an opinion and possibly influence the design and delivery of a project or service in an area);
- **Enhancing & Improving Local Community and Environmental Projects;** (e.g. providing volunteers or donations to local initiatives); and,
- **Sponsorship and Charity Work;** and,
- **Supply Chain, Supported Business, Third Sector and Voluntary Initiatives;** (e.g. offering Small and Medium Enterprises and Voluntary Sector organisations opportunities to provide goods, works and/or services as part of a contract).

7 Change Control

7.1 Change and Change Control

The APMG²⁷ managing benefits guide identifies five main sources and/or outcomes of change that can negatively affect benefit delivery, all of which are potentially pertinent to the AGD:

- **Forecasting failure:** for example benefits are not identified or are overestimated;
- **Delivery failure:** i.e. failure to deliver the initiative with the planned functionality or on time, so impacting on the scale and timing of benefits realisation;
- **Business and behavioural change failure:** i.e. the business and behavioural changes on which benefits realisation is dependent do not occur or are poorly scheduled causing delays in benefits realisation;
- **Benefits management failure:** in relation to capturing and leveraging emergent benefits and mitigating dis-benefits; and,
- **Value for money failure:** the benefits are realised but at excessive cost.

Critical to understanding the implications of any or all of the above is a regular understanding of the benefit flows that have been delivered against the baseline as well as projections about future benefit levels. Fundamentally this means that if change control is to be effective benefits must be measurable and link outputs to strategic goals. If such benefit measures are in place: *“change control ensures only beneficial or necessary changes to the baseline are implemented”*²⁸.

7.2 AGD Change Control

As detailed in the Ayrshire growth deal governance document (v14) and illustrated, in Figure Three overleaf, there are clearly defined steps to AGD change control. In particular any changes identified for escalation by Project Leads will be forwarded (using the Change Control Form at Appendix D) to the PMO.

If the request proposes a change to the terms agreed in relation to the AGD Heads of Terms, the Deal Document, Approved Business Case and/or Grant Offer documents, a proposal for change will be prepared by the PMO covering:

- A Review of the Project Risk Assessment in order to demonstrate that the risk of not meeting original objectives has substantially changed (or alternatively, to demonstrate that the original objectives are now less relevant to supporting economic growth);
- Review of Strategic Alignment, demonstrating deviation from the original ethos of the Deal;

²⁷ <https://apmg-international.com>

²⁸ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf

- Local Growth Contribution Analysis, including inclusive growth assessment;
- Regional Growth Contribution Analysis, including inclusive growth assessment;
- Economic Impact and Value for Money Assessment; and,
- Funding Plan and Financial Profile, which will set out the cost of the new proposal, respective funding shares, and the time period over which the project will be delivered.

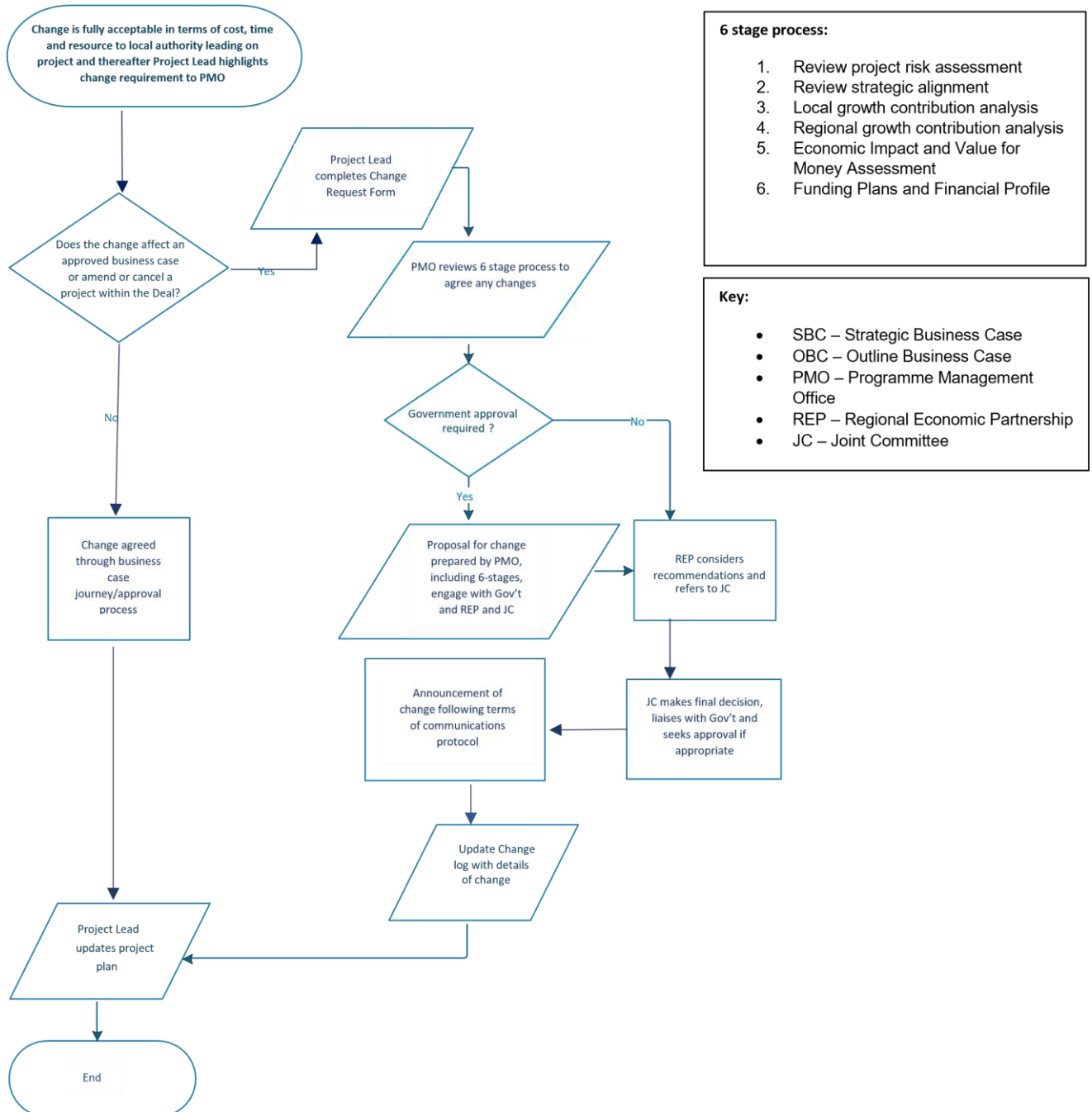
As also illustrated in Figure Three, the PMO will assess whether such changes materially or otherwise affect an approved business case and consequently should either be:

- Subject to review by the REP (which in turn may refer proposed changes to the Joint Committee that may also escalate to Governments); or,
- Directly assessed by the Governments and Ministerial approval sought where the proposed changes represents a significant deviation from the original agreement.

In relation to benefits realisation the criteria referral to the REP, and potentially the Joint Committee, will be where:

- **Target benefits may not be achieved;** i.e. actual (or predicted) changes will potentially have implications for overall benefit delivery (in terms of level or timing within the 10 years of the overall AGD Programme); whereas Governments will be informed directly where,
- **Target benefits will not be achieved;** i.e. the project is not deliverable and needs to be significantly restructured or halted.

Figure Three: AGD Change Control Steps



Appendix A: AGD Definitions

Investment	Investment Definition	Evidence
"Initial" AGD Grant Funding	Public sector investment (£) committed 20 November 2021 to the project through the Ayrshire Growth Deal (UKG, SG, Councils).	Letters of support from organisations providing the funding.
Private sector "initial" capital investment	Private sector capital investment/funding committed (£) to the project. This does not include private sector investment for follow on developments/subsequent phases unlocked.	
Private sector "initial" revenue investment	Private sector revenue investment/funding committed (£) to the project. This does not include private sector investment for follow on developments/subsequent phases unlocked.	
Public sector capital investment	Public sector capital investment that will be leveraged, either in support of the enabling intervention funded directly through the Growth Deal, or follow on activities. Excludes AGD grant funding.	
Public sector revenue investment	Public sector revenue investment that will be leveraged, either in support of the enabling intervention funded directly through the Growth Deal, or follow on activities. Excludes AGD grant funding.	
Projected capital investment	Likely capital funding to be secured once operational (e.g. over the next 10 years we anticipate securing £X million of further investment)	
Projected revenue investment	Likely revenue funding to be secured once operational (e.g. over the next 10 years we anticipate securing £X million of further investment)	
"Follow on" capital investment	Captures any additional capital (or "subsequent" or "follow on") investment over and above the initial £X million	
"Follow on" revenue investment	Captures any additional revenue (or "subsequent" or "follow on") investment over and above the initial £X million	
Outputs	Output Definition	Evidence
Jobs - Construction Period		
Number of full-time equivalent (FTE) Construction Jobs over construction period of project	Employees working on site more than 30 paid hours per week. Part-time is defined as employees working less than or equal to 30 paid hours per week. Self-employed or contractor staff on each site should also be recorded and classified under the same definitions. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels. Employee earnings in the UK - Office for National Statistics (ons.gov.uk)	1. Monitoring form signed by the project lead and SRO, confirming the job numbers created 2. An anonymised list of employees created and their hours of work, signed by the project lead and SRO 3. based on common standards of employment rates 4. Information from an employer about numbers employed 5. High level business survey
Third Party Jobs		
Total number of newly created full-time equivalent (FTE) jobs	The total number of newly created full-time equivalent (FTE) jobs as a direct result of the project. Full time is defined as employees working more than 30 paid hours per week. Part-time is defined as employees working less than or equal to 30 paid hours per week. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels. Employee earnings in the UK - Office for National Statistics (ons.gov.uk)	1. Monitoring form signed by the project lead and SRO, confirming the job numbers created 2. Payroll information on the new jobs provided by project lead and SRO 3. An anonymised list of employees created and their hours of work, signed by the project lead and SRO 4. based on common standards of employment rates per square metre of space/typical job densities 5. Information from an employer about numbers employed 6. High level business survey
	A different employment threshold of 16 hours per week or more will be applied to employees with a disability or long-term health condition ""LTC"" who move into paid employment. Microsoft Word - suse report on supported employment outcomes.docx (base-uk.org)	
Number of newly created FTE 'green' jobs	See below for definitions of Green Jobs and FTE.	
Number of newly created FTE jobs which pay the 'Living Wage'	The 'Living Wage' is defined as paying over £9.90 per hour across the UK (other than London). Living Wage Scotland The real Living Wage (scottishlivingwage.org) See below for FTE definition.	
Number of newly created FTE jobs for young people, including jobs created through Kickstart Scheme	The number of full-time equivalent jobs created for 16-24 year olds, including those on Universal Credit who are at risk of long-term unemployment. FTE employees will work 25 paid hours per week for a total of 6 months. Kickstart Scheme - GOV.UK (www.gov.uk) See below for FTE definition, including definition of Kickstart Scheme FTE and definition of young people.	
Number of newly created FTE jobs for individuals experiencing long-term health problems	A different employment threshold of 16 hours per week or more will be applied to employees with a disability or long-term health condition ""LTC"" who move into paid employment. Microsoft Word - suse report on supported employment outcomes.docx (base-uk.org) See below for definitions of long-term health problems and FTE.	
Number of newly created FTE jobs for individuals long term unemployed	See below for definitions of long-term unemployed and FTE. Unemployment - Long-term unemployment rate - OECD Data	
Number of newly created FTE jobs for females	See below for FTE definition.	
Number of newly created FTE jobs which are high value	High value jobs are defined as those that pay in excess of £38,682 per annum. These should also be included above within 'total number of newly created FTE jobs created'. See below for FTE definition.	
Number of FTE jobs safeguarded	The number of FTE jobs that, as a direct result of capital funding, result in current jobs being safeguarded which in the absence of support would be lost to an area (but might be retained elsewhere through relocation). See below for FTE definition.	1. Monitoring form signed by the project lead, confirming the job numbers created 2. Email/letter from employer/senior member of staff confirming job was at risk
Number of FTE jobs retained	The number of FTE jobs retained as a result of revenue funding that focuses on supporting individuals in employment who might be at risk of losing their job or in other ways not progressing their career. See below for FTE definition.	Monitoring form signed by the project lead
Number of FTE jobs secured	The number of FTE jobs secured as a result from revenue funding that is aimed at bringing unemployed individuals into work. See below for FTE definition.	Monitoring form signed by the project lead

Outputs	Output Definition	Evidence
Community Benefits		
Work experience placements (in education)	Number of persons from an Ayrshire school in S4, S5 or S6, university or college undertaking a work placement for a minimum of 5 days	1. Monitoring form signed by the project lead and SRO, confirming data on starts and completions 2. Full-time learners only, by learner 'level' as defined in the SCQF guidelines 3. individualised learner records.
Total work experience placements (not in education)	Number of persons living in Ayrshire not in school, university or college undertaking a work placement for a minimum of 5 days	
Work experience placements (not in education) for young people	See below for definition of young people.	
Work experience placements (not in education) for individuals experiencing long-term health problems	See below for definition of long-term health problems.	
Work experience placements (not in education) for individuals long term unemployed	See below for definition of long-term unemployed.	
Work experience placements (not in education) for females		
Total Jobs created by NSAfC projects (Apprentices)	National Skills Academy for Construction. See below for definitions of Apprentice.	1. Monitoring form signed by the project lead and SRO, confirming the job numbers created. 2. Payroll information on the new jobs provided by project lead and SRO. 3. An anonymised list of employees created and their hours of work, signed by the project lead and SRO.
Jobs created for young people by NSAfC projects (Apprentices)	National Skills Academy for Construction. See below for definitions of Apprentice and young people.	
Jobs created for individuals experiencing long-term health problems by NSAfC projects (Apprentices)	National Skills Academy for Construction. See below for definitions of Apprentice and people with long-term health problems.	
Jobs created for individuals long-term unemployed by NSAfC projects (Apprentices)	National Skills Academy for Construction. See below for definitions of Apprentice and people long-term unemployed.	
Jobs created for females by NSAfC projects (Apprentices)	National Skills Academy for Construction. See below for definitions of Apprentice.	
Total Jobs created by NSAfC projects (Graduates)	National Skills Academy for Construction. See below for definition of Graduate.	
Jobs created for young people by NSAfC projects (Graduates)	National Skills Academy for Construction. See below for definitions of Graduate and young people.	
Jobs created for individuals experiencing long-term health problems by NSAfC projects (Graduates)	National Skills Academy for Construction. See below for definitions of Graduate and people with long-term health problems.	
Jobs created for individuals long-term unemployed by NSAfC projects (Graduates)	National Skills Academy for Construction. See below for definitions of Graduate and people long-term unemployed.	
Jobs created for females by NSAfC projects (Graduates)	National Skills Academy for Construction. See below for definitions of Graduate.	
Total Jobs created by NSAfC projects (New Entrants)	National Skills Academy for Construction. See below for definition of New Entrant.	
Jobs created for young people by NSAfC projects (New Entrants)	National Skills Academy for Construction. See below for definitions of New Entrant and young people.	
Jobs created for individuals experiencing long-term health problems by NSAfC projects (New Entrants)	National Skills Academy for Construction. See below for definitions of New Entrant and people with long-term health problems.	
Jobs created for individuals long-term unemployed by NSAfC projects (New Entrants)	National Skills Academy for Construction. See below for definitions of New Entrant and people long-term unemployed.	
Jobs created for females by NSAfC projects (New Entrants)	National Skills Academy for Construction. See below for definitions of New Entrant.	

Outputs	Output Definition	Evidence
Community Benefits (continued)		
Construction Careers Information, Advice & Guidance (CCIAG) Events	Number of events	1. Dates, locations (e.g. school or college) of where sessions held. 2. Photograph of those participating.
Number of training weeks on site (Apprenticeships)	See below for definition of Apprenticeship.	1. Monitoring form signed by the project lead and SRO, confirming data on starts and completions 2. An anonymised list of full training weeks per trainee, signed by the project lead and SRO.
Number of training weeks on site (Traineeships)	See below for definition of Traineeship.	
Number of training weeks on site (New Entrants)	See below for definition of New Entrant.	
Number of learners receiving accredited qualification (equivalent NVQ2 and above) - main contractor	NVQ Level 2 and above - https://www.cityandguilds.com/qualifications-and-apprenticeships/qualifications-explained/qualification-comparisons	Certificate by licensed assessors
Number of young people receiving accredited qualification (equivalent NVQ2 and above) - main contractor	See below for definition of young people.	
Number of people with long-term health problems receiving accredited qualification (equivalent NVQ2 and above) - main contractor	See below for definition of long-term health problems.	
Number of people long-term unemployed receiving accredited qualification (equivalent NVQ2 and above) - main contractor	See below for definition of long-term unemployed.	
Number of females receiving accredited qualification (equivalent NVQ2 and above) - main contractor		
Number of learners receiving accredited qualification (equivalent NVQ2 and above) - sub-contractor	NVQ Level 2 and above - https://www.cityandguilds.com/qualifications-and-apprenticeships/qualifications-explained/qualification-comparisons	
Number of young people receiving accredited qualification (equivalent NVQ2 and above) - sub-contractor	See below for definition of young people.	
Number of people with long-term health problems receiving accredited qualification (equivalent NVQ2 and above) - sub-contractor	See below for definition of long-term health problems.	
Number of people long-term unemployed receiving accredited qualification (equivalent NVQ2 and above) - sub-contractor	See below for definition of long-term unemployed.	Certificate by licensed assessors
Number of females receiving accredited qualification (equivalent NVQ2 and above) - sub-contractor		
Number of learners receiving an Industry certification (main contractor)	For example: Mechanical & Electrical, Health & Safety, Construction Management	
Number of young people receiving an Industry certification - main contractor	See below for definition of young people.	
Number of people with long-term health problems receiving an Industry certification - main contractor	See below for definition of long-term health problems.	
Number of people long-term unemployed receiving an Industry certification - main contractor	See below for definition of long-term unemployed.	

Outputs	Output Definition	Evidence
Community Benefits (continued)		
Number of females receiving an Industry certification - main contractor	For example: Mechanical & Electrical, Health & Safety, Construction Management See below for definition of young people. See below for definition of long-term health problems. See below for definition of long-term unemployed.	
Number of learners receiving an Industry certification (main-contractor)		
Number of young people receiving an Industry certification - sub-contractor		
Number of people with long-term health problems receiving an Industry certification - sub-contractor		
Number of people long-term unemployed receiving an Industry certification - sub-contractor		
Number of females receiving an Industry certification - sub-contractor		
Number of Training Plans for sub-contractors	Plan should include: date; training provider; description of what training will involve; completion date and whether it is a certified training course.	1. Extract from training plan 2. Photograph to certify that training has taken place.
School activity days	Number of persons from Ayrshire schools participating in school career/activity days	1. Monitoring form signed by the project lead and SRO, confirming data on numbers and dates 2. An anonymised list of persons visiting, signed by the project lead and SRO 3. Photograph of those participating.
Site visits by Schools	Number of persons from Ayrshire schools visiting the site	
Site visits by Colleges	Number of persons from Ayrshire colleges visiting the site	
Supply Chain Briefings to sub-contractors	Number of persons working for sub-contractors receiving briefings	1. Dates, locations of where sessions held 2. Anonymised list of persons receiving briefings, signed by the project lead and SRO 3. Photograph of those participating.
Business Skills Supports for sub-contractors	Number of persons working for sub-contractors receiving business skills support e.g. attending training or mentoring events around business plan, financial management, Health & Safety, IT support, HR etc.	Extract providing skills provider, date, what support has been delivered.
Support for SMEs	SME supporting, such as specific business support.	Evidence from developer/contractor and confirmed by project lead and SRO
Support for the Third Sector	Third sector mentoring / supporting small community organisations, such as specific business support.	Evidence from developer/contractor and confirmed by project lead and SRO
Case studies	Organisations successfully delivering Community Benefits within Ayrshire are encouraged to develop and submit case studies after completing contracts to enable best practice to be shared and importantly to help tell the success story	Case studies
Total Value of Works sub-contracted to all Companies (located within Ayrshire)	Value (£) of sub-contract/s associated with project awarded to all local companies, including SMEs and Social Enterprises, based within Ayrshire Region. See below for definition of SMEs and Social Enterprises.	1. Narrative to say awarded % and/or value of sub-contract to company e.g. roads surfacing or glazing works 2. Company name and contact person that we could contact.
Total Value of Works sub-contracted to all Companies (located outwith Ayrshire)	Value (£) of sub-contract/s associated with project awarded to all local companies, including SMEs and Social Enterprises, based outwith Ayrshire Region. See below for definition of SMEs and Social Enterprises.	
Total Value of Works sub-contracted to SMEs (located within Ayrshire)	Value (£) of sub-contract/s associated with project awarded to local SMEs based within Ayrshire Region. See below for definition of SMEs.	1. Narrative to say awarded % and/or value of sub-contract to company e.g. roads surfacing or glazing works 2. Name and contact person that we could contact.
Total Value of Works sub-contracted to SMEs (located outwith Ayrshire)	Value (£) of sub-contract/s associated with project awarded to SMEs based outwith the Ayrshire Region. See below for definition of SMEs.	
Total Value of Works sub-contracted to Social Enterprises (located within Ayrshire)	Value (£) of sub-contract/s associated with project awarded to local social enterprises based within Ayrshire Region. See below for definition of Social Enterprises.	1. Narrative to say awarded % and/or value of sub-contract to company e.g. roads surfacing or glazing works 2. Name and contact person that we could contact.
Total Value of Works sub-contracted to Social Enterprises (located outwith Ayrshire)	Value (£) of sub-contract/s associated with project awarded to social enterprises based outwith the Ayrshire Region. See below for definition of Social Enterprises.	

Outputs	Output Definition	Evidence
Community Benefits (continued)		
Softer community benefits delivered to Ayrshire as part of the project	The softer benefits may include the following: sponsorship of local events/community clubs; donations of equipment/goods/materials; volunteering at community events; supporting our older people and adults (e.g. arranging a day trip, coffee morning); assisting with community projects (e.g. painting, grass cutting); assisting with education projects (e.g. STEM)	1. Photographs 2. case study from contractor 3. news clipping 4. Twitter and Facebook links.
Detail how the community has been involved in shaping the project	Giving the local community an opportunity to express an opinion and possibly influence the design and delivery of a project or service in an area	1. Details of community consultation event/s - drop in event, surveys etc. 2. Information around planning (reference number) and associated objections (reference numbers).
Number of childcare places		Information and evidence to be provided and signed off by project lead and SRO
Land and Land Use		
Vacant and Derelict Land brought back into Use/Removed from SVDL Register	This is the area of land that is currently on the Scottish Vacant and Derelict Land register that will be brought back into use either via the direct City Deal investment, or by the subsequent follow on development.	Changes to the SVDL register
Area of land/property unlocked for development	This includes: area of land directly improved by the project that is now suitable for development where previously it was unattractive to developers; reclaimed - making the land fit for use by removing physical constraints to development or improving the land for hard end use; providing services to open it up for development through enabling infrastructure e.g. provision of utilities or service roads, or land decontaminated; and, the area of land where enabling infrastructure is put in place.	1. Photographic evidence before and after
Retail space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 1 as per the Town and Country Planning (Use Classes) (Scotland) Order 1997.	1. Photographic evidence of new floor space 2. independent report setting out floor space achieved. 3. monitoring form signed by project lead and SRO, confirming the metrics 2. Completion Certificate
Office/Business (Hub) space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 4 as per the Town and Country Planning (Use Classes) (Scotland) Order 1997.	
General industrial space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 5 as per The Town and Country Planning (Use Classes) (Scotland) Order 1997.	
Storage or Distribution space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 6 as per The Town and Country Planning (Use Classes) (Scotland) Order 1997.	
Day Nursery space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 10 as per The Town and Country Planning (Use Classes) (Scotland) Order 1997.	
Assembly and Leisure space completed	Area of floorspace created - either directly or in follow on investment - that fall within class 11 as per The Town and Country Planning (Use Classes) (Scotland) Order 1997.	
Floor space occupied	At the impact site, the area of commercial floor space constructed that is currently occupied by commercial tenants	1. Photographic evidence of floor space occupied 2. monitoring form signed by project lead and SRO, confirming occupancy levels 3. Entry in Valuation Roll
Public Realm created	Public Realm (New) - New public realm is a space which was previously not for public use which is transformed into, for example, pavement, road, street furniture and park area. This only applies where public realm improvements or creation are a result of AGD investment and associated match or levered spend. Includes new Green Space created; vegetated land or water within an urban area this includes, parks, gardens, playing fields, children's play areas, woods and other natural areas, grassed areas, cemeteries and allotments.	1. Monitoring form signed by the project lead and SRO, confirming the metric. 2. photographic evidence of the public realm
Public Realm enhanced	(Public Realm (Enhanced) - Enhanced public realm is an enhanced space which was previously open for public use but which is transformed into, for example, pavement, road, street furniture and park area. The definition only applies where public realm improvements or creation are a result of AGD investment and associated match or levered spend. Includes local Green Space (Enhanced) Enhanced existing Green Space; vegetated land or water within an urban area this includes, parks, gardens, playing fields, children's play areas, woods and other natural areas, grassed areas, cemeteries and allotments.	
Road created (New)	Road Network (New) - Laying new road(s) to increase the capacity of the road network for the region. Local authority owned and maintained roads with 'A', 'B' or 'C' classification (not trunk road). As defined by UK Government: Road Condition Statistics (2015) and UK Government: Road Length Statistics (2015)	1. Monitoring form signed by the project lead and SRO, confirming the metric. 2. photographic evidence of the road/junction/cycle track/pedestrian routes
Road enhanced	Road Network (Enhanced) - Enhancing the existing road network to increase the capacity of the road network for the region	
Junctions (New)	Junction New - The meeting point between two or more roads. As defined by As defined by: Department for Transport: Traffic Control System Designed for All Purpose Roads p.1 Ref 1.1 (2003)	
Junctions (Improved)	Junction Upgrades - Existing junctions enhanced or upgraded. Where a junction is as defined by; Department for Transport: Traffic Control System Designed for All Purpose Roads p.1 Ref 1.1 (2003)	
Cycle Routes created	Laying new cycle track to increase the capacity of the cycle network for the region. As defined by; UK Government: Shared Use Routes for Pedestrians and Cyclists (2012)	
Cycle Routes enhanced	Enhancing existing cycle Track Laying new cycle track to increase the capacity of the cycle network for the region. As defined by; UK Government: Shared Use Routes for Pedestrians and Cyclists (2012)	

Outputs	Output Definition	Evidence
Land and Land Use (continued)		
Pedestrian Routes created	Any area alongside a road intended for use by pedestrians and any route where the public have a right of way on foot only. As defined by: UK Government: Shared Use Routes for Pedestrians and Cyclists (2012). This category includes any newly created routes.	
Pedestrian Routes enhanced	Any area alongside a road intended for use by pedestrians and any route where the public have a right of way on foot only. As defined by: UK Government: Shared Use Routes for Pedestrians and Cyclists (2012). This category includes enhancements made to existing routes.	
Provide information of how the buildings have been designed to ease accessibility		Certificate of building works
Digital		
Number of businesses accessing affordable 5G investment	For broadband interventions only: number of additional commercial premises that, as a result of project, now have the option to access broadband of at least 30mbps (average), where this was not previously the case	Information and evidence to be provided and signed off by project lead and SRO
Detail how the project is providing modern digital connectivity	What has 5G technology enabled - Use cases	Information and evidence of use cases provided and signed off by project lead and SRO
Environmental Sustainability		
What are the embodied carbon emissions resulting from the project? (tonnes CO2e)	Embodied carbon is the total greenhouse gas emissions (often simplified to "carbon") generated to produce a built asset, excluding operational emissions. CO2e is shorthand for carbon dioxide equivalents, the standard unit in carbon accounting to quantify greenhouse gas emissions. Embodied carbon includes emissions caused by extraction, manufacture/processing, transportation and assembly of every product and element in an asset. In some cases, depending on the boundary of an assessment, it may also include the maintenance, replacement, deconstruction, disposal and end-of-life aspects of the materials and systems that make up the asset. Suitably authoritative carbon factor sources should be used in embodied carbon calculations, e.g. ICE Carbon Inventory, Environmental Product Declarations (EPDs), CESSM4, etc.	The level of evidence detail will depend on the phase of the project. At concept stage an estimate based on major project elements (e.g. steel, concrete, floor area, etc) will suffice. As a bill of quantities develops, so will the embodied carbon estimate. Evidence will be in the form of a simple calculation with clear workings and assumptions that should be broadly as accurate as the associated cost estimate.
How have embodied carbon emissions been minimised?	A description of the techniques used to arrive at the embodied carbon figure.	Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc) and associated procurement mechanisms to minimise carbon. Evidence could also include the use of low carbon materials or construction techniques with associated estimated carbon savings. Circular economy contributions, including waste minimisation and materials re-use, should be included here.
What are the annual operational carbon emissions resulting from the project? (tonnes CO2e/year)	Operational carbon emissions result from the operation of a built asset. This includes carbon emissions associated with heating, hot water, cooling, ventilation, and lighting systems, as well as those associated with cooking, equipment, and lifts (i.e. both regulated and unregulated energy uses).	Predicted or actual data should be provided in relation to energy use, using best practice carbon conversion factors, e.g. the BEIS Greenhouse Gas Reporting factors or local equivalents where relevant.
How have operational carbon emissions been minimised?	A description of the techniques used to arrive at the operational carbon figure.	Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc). Evidence could also include the use of renewable energy technologies or low carbon heating systems.
What are the estimated whole life carbon emissions resulting from the project over its design life? (tonnes CO2e)	Whole life carbon is the sum of a project's embodied carbon and operational carbon over a specified period, e.g. its design life or 60 years	Evidence would be a calculation showing the sum of the embodied and operational carbon values.
What whole life carbon savings are estimated compared to a 'business as usual' approach to project design and construction? (tonnes CO2e)	Savings can only be demonstrated against a legitimate carbon baseline, i.e. what carbon emissions would have resulted from the project had active carbon reduction measures not been in place.	Justification of the carbon resulting from the business as usual scenario, then a calculation showing the difference between this value and the project's whole life carbon emissions.
How will the project become operationally net zero carbon by 2045?	A net zero asset may be defined as one that achieves a level of energy performance in line with national climate change targets that does not burn fossil fuels and that is 100% powered by renewable energy. Net zero is essentially the achievement of a balance of zero greenhouse gas emissions by taking actions to remove the same quantity of greenhouse gases from the atmosphere as all of the activities under consideration generate.	Evidence could include an outline description of how the project will feasibly decarbonise over time, e.g. by introducing new renewable technologies or following electricity grid decarbonisation (if the asset is powered only by electricity). Potential barriers to achieving net zero (e.g. financial, technological, skills, etc) should be highlighted here.

Outputs	Output Definition	Evidence
Environmental Sustainability (continued)		
How has the project contributed to a more environmentally sustainable transport network?	An important gauge in the environmental sustainability of a transport network is the carbon emissions it generates. Carbon emissions quantification usually requires traffic modelling, although this may not always be necessary, depending on the project.	Evidence will be project-dependant, from a qualitative description for negligible carbon impact projects, to quantification based on traffic modelling for potentially significant carbon impact projects (e.g. sizable roads projects).
Detail how the project has contributed to any other areas of environmental sustainability, e.g. mitigating pollution, dealing with contamination, enhancing biodiversity, etc	Environmental sustainability here is distinct from social or economic sustainability, which are covered by separate outputs.	Summary bullet points will suffice here. Evidence could include reference to an Environmental Impact Assessment (EIA) report or BREEAM certification if available. Other contributions towards environmental sustainability should also be highlighted here.
Any additional outcomes		
Detail any additional or indirect outcomes that have been delivered as part of the project.		
Term	Definition	
	Full time is defined as employees working more than 30 paid hours per week. Part-time is defined as employees working less than or equal to 30 paid hours per week. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels. Employee earnings in the UK - Office for National Statistics (ons.gov.uk)	
Full-Time Equivalent (FTE)	A different employment threshold of 16 hours per week or more will be applied to employees with a disability or long-term health condition "LTC" who move into paid employment. Microsoft Word - use report on supported employment outcomes.docx (base-uk.org)	
Kickstart Scheme (FTE)	Employees working 25 hours per week for a total of 6 months Kickstart Scheme - GOV.UK (www.gov.uk)	
Person Week	Is the equivalent of one person working for 5 days either on site, or through a mix of on-site work and off-site training. To provide continuity of training and employment this can include time on other sites with the agreement of the Employer.	
New Entrant	A new entrant is a person that is leaving an educational establishment (e.g. school, college or university) or a training provider, or a non-employed person that is seeking employment that includes on-site training and assessment or offsite training, or a mix of these.	
Apprentice	An apprentice is a person registered as an apprentice with an industry recognised body. Each apprentice can be counted as a 'new entrant' for up to 104 weeks.	
Apprenticeship	Apprenticeships combined practical training in a job with study. Apprenticeships take 1 to 5 years to complete depending on their level (UK Government).	
Traineeship	A traineeship is a skills development programme for 16 to 24 year olds and for young people with education, health and care plans or Learning Difficulty that includes a work placement. It is not a job. It can last from 6 weeks up to 1 year, though most traineeships last for less than 6 months. Designed to be a stepping-stone to either an apprenticeship, or other work (UK Government).	
Graduate	A graduate is a person that has successfully completed a university or college degree course.	
SMEs	Small or Medium sized businesses (employing between 1 and 249 employees) (Scottish Government)	
Social Enterprise	Social enterprises are businesses with a social or environmental purpose, and whose profits are re-invested into fulfilling their mission. They empower communities, tackle social problems, and create jobs - particularly for people who are at a disadvantage in the standard jobs market. (Scottish Government)	
In-work poverty	Those in work paying less than the Real Living Wage	
	Living Wage Scotland: Reflections on the national living wage increase - Living Wage Scotland (scottishlivingwage.org)	

Outputs	Output Definition
Definitions (continued)	
Green jobs	<p>1. Jobs in businesses that produce goods and provide services that benefit the environment or conserve natural resources. For example, in a business whose products and services benefit the environment (such as a renewables or low carbon technology company), this would include any job from warehouse and office staff, to engineers and researchers. (Scottish Enterprise)</p> <p>2. Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources This would include any job directly related to making the company, its processes and its products more environmentally friendly. This could be the main focus of their role (such as a Sustainability Officer) or just a part of their wider role (such as a Purchasing Manager who will aim to source more sustainable materials and suppliers). (Scottish Enterprise)</p> <p>3. Jobs that are transitioning from non-green to green as a result of support should be recorded as safeguarded green jobs, provided a written statement is provided by the relevant company to affirm that is the case. Jobs that are new (i.e. did not previously exist and/or adding to the headcount of the company), should be recorded as a new or expansion green jobs. Project managers should otherwise assess whether a job is green based on the definition above and descriptions below. (Scottish Enterprise)</p>
Young people	Those aged 16 - 24 Young people not in education, employment or training (NEET), UK - Office for National Statistics (ons.gov.uk)
Long-term unemployed	People who have been unemployed for 12 months or more and who are available for work and actively seeking employment Unemployment - Long-term unemployment rate - OECD Data
Long-term health problems	An individual reported having a physical or mental health condition or illness that lasts, or is expected to last, 12 months or more Health in the workplace: patterns of sickness absence, employer support and employment retention (publishing.service.gov.uk)

Appendix B: Pro Formas

HALO

The first phase of the development (involving £24 million capital, revenue and in kind support) of a 45,000 square foot Enterprise and Innovation Hub, on the site of the former Johnnie Walker bottling facility in the centre of Kilmarnock – was completed in August 2020. Based on AGD PMO projections this is likely to have supported around 78 FTEs. The PMO with HALO Kilmarnock Ltd team are developing a comprehensive monitoring report (as attached at Appendix C) which, going forward, will capture a range of outputs and impacts as summarised below.

Smart Output One:	Securing up to £46 million public and private sector investment by 2024/5 for phase two and subsequent development that in turn will supporting an estimated level of 254 FTE Construction jobs.
Tracking Timetable:	6 monthly
Wider Detail Data in relation to funding leverage will be provided as and when secured. Construction FTEs are currently estimated on the basis an agreed construction cost to FTE ratio of £181,000 ²⁹ . In addition the HALO team will seek further (anonymised) information from first tier suppliers concerning actual FTE levels, employee characteristics (such as detailed in the Quarterly Monitoring Report at Appendix C, including: Green Jobs, Living Wages, young people securing new employment through Kickstart, number of new female, jobs secured for long term unemployed etc).	

Smart Impact One:	Steady state direct and indirect job creation and retention levels of 532 by 2025/26
Tracking Timetable:	6 monthly
Wider Detail As above the HALO team will seek (anonymised) information concerning employee characteristics (such as detailed in the Quarterly Monitoring Report at Appendix C, including: Green Jobs, Living Wages, young people securing new employment through Kickstart, number of new female, jobs secured for long term unemployed etc).	

Smart Impact Two :	It is anticipated that a proportion of HALO based companies will grow and relocate elsewhere in the Region by 2030
Tracking Timetable:	6 monthly
Wider Detail Together with Barclays (the on-site Enterprise partner) the HALO team are considering how best to track future performance post relocation and whether access to Scottish Enterprise and/or Scottish Government data sources will allow peer comparisons in relation to the potential net impacts of HALO support.	

²⁹ Original estimates – contained in the HALO business case - were based on a lower ratio, however, in line with recent significant increases in construction costs the AGD PMO has revised all project projections using the £181,000 ratio and, going forward, will further revise where actual construction FTEs are available.

Smart Impact Three :	It is anticipated that HALO will engage, through a range of skills, education and other outreach activities with young people and other residents in the Region by 2030
Tracking Timetable:	6 monthly
Wider Detail <p>HALO will work with the wider community to provide access to training and development opportunities. This will focus on young people, primarily those within education. It is anticipated that close working with East Ayrshire Education together with corporate partners will provide access to learning opportunities.</p> <p>As reflected in the attached HALO monitoring report various outputs will be captured (for those in and out of education as well as the skills secured and outreach approaches adopted). These outcomes could then be compared to other AGD and related programmes to assess the relative effects of HALO interventions.</p>	

Smart Impact Four :	Carbon and other emissions will be monitored in line with emerging Scottish Government Guidance
Tracking Timetable:	6 monthly
Wider Detail <p>HALO Kilmarnock is a Net Zero development working in partnership with Scottish Power. The Enterprise & Innovation Centre and other phase one works incorporates: 60,000 Kilowatt Solar Panels; 50 Kilowatt Battery Storage Capacity; and, an electric bus, 2 electric vehicles, electric bikes plus a range of EV charging points and infrastructure.</p> <p>Future phases plan to have a ground source heat array, increased central battery storage, a wide array of solar panels and wider EV transport solutions.</p> <p>As reflected in the HALO monitoring report details, of the carbon savings resulting from the deployment of the infrastructure and systems, will be provided on a regular basis.</p>	

COMMUNITY WEALTH BUILDING (CWB) - BUSINESS LOCALITY OFFICERS

Smart Output One	Creation of 15 Community Wealth Building Locality Baselines and Action Plans across the Ayrshire localities in the three year programme delivery period.
Tracking Timetable	Annually
Wider Detail	<p>Three CWB Officers have been/will be recruited in each of the three Ayrshire localities (9 in total), with the role of supporting local businesses in adopting CWB Principles. This will include the development of 15 Locality Baselines and Action Plans. This represents a place-based approach to CWB, working in localities to facilitate CWB enhanced activities across public, private and social economy on procurement, employment, assets and ownership, linking with local service delivery.</p> <p>Internal monitoring processes are in development.</p>

Smart Impact One	The creation of 15 Community Wealth Building Locality Action Plans will allow for comprehensive assessment in achieving the programmes desired impacts including: (1) a more diverse and resilient business base; (2) a vibrant social economy; (3) improved attractiveness of local places (4) skills development and fairer labour market; (5) economic opportunities spread more widely across the region.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.

Smart Output Two	Support from the Community Wealth Building Programme provided to 920 unique enterprises over the three year programme delivery period.
Tracking Timetable	Annually
Wider Detail	<p>Three CWB Officers have been/will be recruited in each of the three Ayrshire localities (9 in total), with the role of supporting local enterprises with CWB business training and guidance.</p> <p>The aim of this support will be to encourage the enterprises to adopt four of the five CWB Pillars³⁰:</p> <ul style="list-style-type: none"> -Plural ownership; - Fair employment and just labour markets; -Progressive procurement of goods and services; -Socially productive use of land and property. <p>Monitoring figures are reported quarterly via internal systems and aggregated figures will be reported annually. The CWB Programme Manager will ensure that enterprises counted are unique with evidence required to support this.</p>

³⁰ The Ayrshire Growth Deal Community Wealth Building Programme has adopted four of the five CWB Pillars for harnessing existing resources. The four pillars are: 1) Procurement: Progressive procurement develops dense local supply chains of local enterprises, SMEs, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprise. 2) Employment: Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions Anchor Institutions can take to stimulate the local economy and bring social improvements to local communities. 3) Land and assets: Anchors are often major land holders and can support equitable land development and the development of under-utilised assets for community use. 4) Plural Ownership: Democratic ownership of the local economy- cooperatives, mutually owned businesses, SMEs and municipally owned companies enable the wealth generated in the local community to stay in that locality. Source: [NAC CWB Strategy Brochure \(north-ayrshire.gov.uk\)](#)

Smart Impact Two	Within the 920 unique enterprises receiving support from the programme, 240 businesses will become registered on Public Contracts Scotland, 265 businesses will attend 1 to many procurement awareness-raising/capacity building workshops, 17 businesses will be supported in the creation or transition to employee ownership or cooperative and 270 businesses will attend 1 to many plural ownership related awareness-raising/capacity-building workshops.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.

Smart Output Three	Financial assistance provided to 265 enterprises in terms of grant/consultancy support (on the procurement, employment, asset or ownership pillars of CWB) through a £1m CWB business fund allocated over the three-year programme delivery period
Tracking Timetable	Annually
Wider Detail	<p>A £1m CWB Fund is available during the three-year project duration. This will be distributed to 265 enterprises in the form of grants and consultancy support. The CWB Officers within each locality (9 in total, 3 per locality) will be responsible for co-ordinating and distributing the grants. Examples of activities supported are:</p> <ul style="list-style-type: none"> -Capacity building for local businesses -Consultancy support for developing strategy, business planning, product development, accessing new markets etc. -Training of staff and leaders; -Supporting the development of digital and green adoption. <p>More detailed outputs under the CWB pillars relevant to this smart output that will be monitored and reported are as follows:</p> <p>Procurement:</p> <ul style="list-style-type: none"> -90 businesses accessing 1 to 1 procurement specialist help (consultancy) -90 businesses accessing 1 to 1 plural ownership specialist support (consultancy) <p>Overall unique enterprises supported will be recorded under Smart Output One and the proportion of these receiving financial assistance will be reported under this output.</p>

Smart Impact Three	Over the three year programme delivery period, financial assistance provided to 265 businesses will encourage: (1) 90 businesses to improve their procurement opportunities; and (2) 90 businesses working towards plural ownership; this will be achieved through 1 to 1 specialist consultancy support.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.

Smart Output Four	Support from the CWB Programme provided to 96 new enterprises (<12 months old)
Tracking Timetable	Annually
Wider Detail	<p>Three CWB Officers have been/will be recruited in each of the three Ayrshire localities (9 in total), with the role of supporting local enterprises with CWB business training and guidance. The aim of the support will be to encourage the enterprises to adopt four of the five CWB Pillars³¹:</p> <ul style="list-style-type: none"> -Plural ownership; Fair employment and just labour markets; -Progressive procurement of goods and services; Socially productive use of land and property. <p>Monitoring figures are reported quarterly via internal systems and aggregated figures will be reported annually.</p> <p>Overall unique enterprises supported will be recorded under Smart Output One and the proportion of these having been formed in the previous 12 months will be reported under this output.</p>

Smart Impact Four	Over the three-year programme delivery period, support of 96 newly formed (<12 months) enterprises will encourage desired impacts including: (1) a more diverse and resilient business base; (2) a vibrant social economy; (3) improved attractiveness of local places (4) skills development and fairer labour market; (5) economic opportunities spread more widely across the region.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.

³¹ The Ayrshire Growth Deal Community Wealth Building Programme has adopted four of the five CWB Pillars for harnessing existing resources. The four pillars are: 1) Procurement: Progressive procurement develops dense local supply chains of local enterprises, SMEs, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprise. 2) Employment: Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions Anchor Institutions can take to stimulate the local economy and bring social improvements to local communities. 3) Land and assets: Anchors are often major land holders and can support equitable land development and the development of under-utilised assets for community use. 4) Plural Ownership: Democratic ownership of the local economy- cooperatives, mutually owned businesses, SMEs and municipally owned companies enable the wealth generated in the local community to stay in that locality. Source: [NAC CWB Strategy Brochure \(north-ayrshire.gov.uk\)](https://www.nac-cwb.org.uk/strategy-brochure)

COMMUNITY WEALTH BUILDING (CWB) - FAIR WORK AYRSHIRE

Smart Output One	Over the three-year programme delivery period, establish a Fair Work Ayrshire advisory service and engage with 90 Ayrshire based businesses.
Tracking Timetable	Reviewed annually
Wider Detail	<p>90 businesses will be referred to Fair Work Ayrshire by locality business development teams</p> <p>Each business will meet with the Fair Work Ayrshire team to assess the current status and areas for development using materials aligned to Fair Work Convention and SG Fair Work Benchmarking Tool.</p> <p>Fair Work Ayrshire team will support the company to identify key actions to help to develop 'Fair Work' policies and practice.</p>
Smart Output Two	Over the three-year programme delivery period, Fair Work Ayrshire will support 90 businesses to create a Fair Work Action Plan.
Tracking Timetable	Reviewed annually
Wider Detail	<p>Each company will work individually with Fair Work Ayrshire on the action plan to implement actions to progress to Fair Work practice.</p> <p>Fair Work Ayrshire will support and signpost the company to enable positive change to achieve Fair Work actions.</p> <p>Engagement time will be dependent on the actions agreed and the time the company takes to implement.</p> <p>Companies will receive check-ins for progress updates on action plan every 3 months until completion unless otherwise specified. *Complete may include action plans with complete and ongoing actions.</p>
Smart Impact One	Over the three-year programme delivery period, 22 companies engaging with the Fair Work Ayrshire programme will undertake living wage accreditation and become disability confident employers.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	<p>Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.</p>

Smart Impact Two	Over the three-year programme delivery period, <u>Fair Work Ayrshire will support 19 business to create apprenticeships</u> with referral to a training provider/FE college by FWA team.
Tracking Timetable	Three years (upon programme completion)
Wider Detail	Qualitative and quantitative data to determine the achievement of these impacts will be gathered through baseline and progress surveys monitoring programme engagement. The data will be shared in the programme's final report through graphs, analysis and case study examples.

Working for a Healthier Economy

Smart Output One	An integrated Ayrshire health & employability support service will support 4629 unemployed individuals over 5 years with the aim of at least 25% (1157) securing sustainable employment
Tracking Timetable	Annually
Wider Detail	<p>The beneficiary groups supported will include individuals with health conditions¹, disabilities², the long term unemployed³ and lone parent families⁴.</p> <p>This is a contracted service, the contractor will report monthly and provide statistical information on registrations, key interventions (talking therapies, physiotherapy, group work, and mental health first aid) and health improvement outcomes.</p>

1 Health Conditions In public *health* this is *defined* very broadly as a resource for everyday life [Public health overview - Our context - public health in Scotland - Our organisation - Public Health Scotland](#)

2 Disabilities - The Equality Act defines a person as disabled if they have a physical or mental impairment which has a substantial and long term (e.g., over 12 months) adverse effect on their ability to carry out normal day to day activities. [Equality Act 2010 \(legislation.gov.uk\)](#)

3 Long Term Unemployed - Unemployed for 12 months or more (long-term unemployment)

[Scotland's Labour Market: People, Places and Regions: Annual Population Survey 2020/21 \(www.gov.scot\)](#)

4 Lone parents' families are predominately single female adults with dependent children, which means: • there is just one potential earner in the family • their hourly earnings are likely to be lower because of the gender pay gap • the earner is limited in the hours they can work by caring responsibilities.

[Child Poverty in Scotland: priority groups - lone-parent families \(healthscotland.scot\)](#)

Smart Output Two	An integrated Ayrshire health & employability support service will support 2871 employed individuals over 5 years with the aim of at least 85% (2440) retaining/safeguarding employment
Tracking Timetable	Annually
Wider Detail	<p>The beneficiary groups supported will include employees with cancer, cardiovascular disease, dementia, asthma, obesity, type 2 diabetes, arthritis, muscular skeletal disorders, stress, anxiety, and depression, these are the conditions identified in the review of the Scottish Government's Health and Work Strategy "Fair & Healthy Work for All"¹</p> <p>This is a contracted service, the contractor will report monthly and provide statistical information on engagements, referrals, case status, health improvements (clinical assessments pre and post intervention).</p>

1 Fair & Health Work for All [Health and work strategy: review report - gov.scot \(www.gov.scot\)](#)

Smart Impact One	4629 unemployed individuals, with a health condition as a barrier to work, will be supported to progress to employment by 2026
Tracking Timetable	Annually
Wider Detail	<p>Improved health and management of health conditions of individuals will be measured and monitored from baseline information provided by individuals accessing the service both at pre intervention and post intervention stages.</p> <p>In work support will continue from employability services to monitor employment retention and offer continued in work health support if required.</p>

Smart Impact Two	2440 individuals, with a health condition and at risk of unemployment, will retain employment by 2026
Tracking Timetable	Annually
Wider Detail	<p>Impacts of this programme will be measured and monitored from baseline information provided by individuals accessing the service both at pre intervention and post intervention stages in terms of:</p> <ul style="list-style-type: none"> • Improved health and management of health conditions of individuals • Improved retention in work • Reduced absenteeism and improved retention of staff

Appendix C: HALO Monitoring Template



Quarterly Monitoring Report

Project Name:	The HALO Kilmarnock, Phase 1
Reporting Period:	
Date of Report:	

Sign off

This report must be signed by an Executive Director or Company Secretary of the Company. Where the declaration is not signed by an Executive Director or Company Secretary, a copy of the signatory's authorisation to bind the company must be sent along with this form.

I declare that the information on this report is correct to the best of my knowledge and belief

Signed: Date:

Print Name:

Director/Company Secretary on behalf of:

THE HALO KILMARNOCK LIMITED

Project Summary

The development of a fully integrated Enterprise and Innovation Hub which will establish an entrepreneurial ecosystem to stimulate innovative business practices between new and established businesses. In turn this will create new jobs, as well as delivering 'workforces of the future' retraining in digital skills with key partners. This ecosystem is intended to encourage the development of new digital and cyber security products and services, responding in particular to the needs of the energy, health and space/aerospace sectors.

With a vision for a dynamic commercial, educational, cultural, leisure and lifestyle quarter where people can 'Live, Work, Learn and Play', the HALO will provide a sustainable community approach to a mixed-use development powered by electricity with a net zero carbon footprint.

Inclusive Growth Barriers Targeted:

- | | | | |
|----------------------------------|--------------------------------|--------------------------|------------------------------------|
| • Intermediate and advanced jobs | Local jobs | Health | Business support (non-financial) |
| • Childcare | Sustainable working population | Structure of the economy | Advanced digital skills/innovation |
| • Business premises | Transport (people to jobs) | Housing | Inward Investment |
| • Digital connectivity | | | |

Project Milestones as per AGD Implementation Plan

RAG Status	Projects Milestone Timeline Status
Red	Delay to delivery timeline of key milestone having a negative impact on project completion date
Amber	Key milestone missed or projected to miss against planned date but not expected to negatively impact the original project completion date
Green	On track to deliver milestone on time or early
Complete	Milestone delivered

MILESTONE	STATUS	DUE DATE	COMMENTS
Contractor start on site	Complete	Oct-19	
Build complete (phase 1)	Complete	30-Apr-20	Practical completion certificate for Enterprise and Innovation Hub provided to client on 1 May 2021 and includes certain exclusions in respect of external works and some minor internal works.
Building open to occupants (phase 1)	Amber	30-Apr-20	Target date for opening of the building pushed back to September 2021 as a consequence of lockdown restrictions.
Payment of retentions and final drawdown	Complete	31-Mar-21	

OUTCOME	TARGET	DATE
New jobs created (direct and indirect) – Phase 1	182	2022/23
New jobs created (direct and indirect) – Phase 2	350	2025/26
Total new jobs created (direct and indirect) – Phases 1 & 2	532*	2025/26
Construction jobs – Phase 1	265	2021/22
Construction jobs – Phase 2	450	2024/25
Total construction jobs – Phases 1 & 2	715*	2024/25
Private sector investment – Phases 1 & 2	£62.5m**	2024/25

*totals as per HALO Business Plan dated February 2019 and AGD Implementation Plan

Economic Benefits

Please provide an update on project investment and economic outputs which have occurred since the project commenced as a DIRECT result of the AGD grant funding and any associated public sector funding for the project.

Investment	Unit of Measure	Since AGD Project Commenced	Evidence/Source	Additional Comment
AGD Grant Funding for phase 1 (UK and Scottish Governments, East Ayrshire Council funding)	£			
Diageo Funding for phase 1 (2018)	£			
Direct Private Sector Capital Investment realised for Phase 1 (excluding AGD grant funding & Diageo funding)	£			
Net Additional Private Sector Capital Investment (follow-on developments)	£			
Other Public Sector Capital Investment leveraged for phase 1 or follow-on developments (excluding AGD grant funding & Diageo funding in 2018)	£			
Public Sector Revenue Funding	£			
Economic Outputs	Unit of Measure	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Jobs - Construction Period				
Number of full-time equivalent Construction Jobs over construction period of project	Number			
Third Party Jobs				
Total number of newly created full-time equivalent (FTE) jobs	Number			
Split by:				
Number of newly created FTE 'green' jobs	Number			
Number of newly created FTE jobs which pay the 'Living Wage'	Number			
Number of newly created FTE jobs for young people, including jobs created through Kickstart Scheme	Number			
Number of newly created FTE jobs for individuals experiencing long-term health problems	Number			
Number of newly created FTE jobs for individuals long term unemployed	Number			
Number of newly created FTE jobs for females	Number			
Number of newly created FTE jobs which are high value	Number			

Number of FTE jobs safeguarded	Number			
	Outputs	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Community Benefits				
Total Work experience placements (in education)	Number of persons			
Total work experience placements (not in education)	Number of persons			
Split by:				
Work experience placements for young people (not in education)	Number of persons			
Work experience placements for individuals experiencing long-term health problems (not in education)	Number of persons			
Work experience placements for individuals long term unemployed (not in education)	Number of persons			
Work experience placements for females (not in education)	Number of persons			
Total jobs created by National Skills Academy for Construction projects (Apprentices)	Number			
Split by:				
Jobs created for young people by NSAfC projects (Apprentices)	Number			
Jobs created for individuals experiencing long-term health problems by NSAfC projects (Apprentices)	Number			
Jobs created for individuals long-term unemployed by NSAfC projects (Apprentices)	Number			
Jobs created for females by NSAfC projects (Apprentices)	Number			
Total jobs created by National Skills Academy for Construction projects (Graduates)	Number			
Split by:				
Jobs created for young people by NSAfC projects (Graduates)	Number			
Jobs created for individuals experiencing long-term health problems by NSAfC projects (Graduates)	Number			
Jobs created for individuals long-term unemployed by NSAfC projects (Graduates)	Number			
Jobs created for females by NSAfC projects (Graduates)	Number			
Total jobs created by National Skills Academy for Construction projects (New Entrants)	Number			
Split by:				
Jobs created for young people by NSAfC projects (New Entrants)	Number			
Jobs created for individuals experiencing long-term health problems by NSAfC projects (New Entrants)	Number			
Jobs created for individuals long-term unemployed by NSAfC projects (New Entrants)	Number			
Jobs created for females by NSAfC projects (New Entrants)	Number			

Construction Careers Information, Advice & Guidance (CCIAG) Events	Number of events			
Outputs	Unit of Measure	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Number of training weeks on site (Apprenticeships)	Number of weeks			
Number of training weeks on site (Traineeships)	Number of weeks			
Number of training weeks on site (New Entrants)	Number of weeks			
Number of learners receiving accredited qualification (equivalent NVQ2 and above) - main contractor	Number of learners			
Split by:				
Number of young people receiving accredited qualification (equivalent NVQ2 and above) - main contractor	Number of learners			
Number of people with long-term health problems receiving accredited qualification (equivalent NVQ2 and above) - main contractor	Number of learners			
Number of people long-term unemployed receiving accredited qualification (equivalent NVQ2 and above) - main contractor	Number of learners			
Number of females receiving accredited qualification (equivalent NVQ2 and above) - main contractor	Number of learners			
Number of learners receiving accredited qualification (equivalent NVQ2 and above) - sub- contractor	Number of learners			
Split by:				
Number of young people receiving accredited qualification (equivalent NVQ2 and above) – sub-contractor	Number of learners			
Number of people with long-term health problems receiving accredited qualification (equivalent NVQ2 and above) – sub-contractor	Number of learners			
Number of people long-term unemployed receiving accredited qualification (equivalent NVQ2 and above) – sub-contractor	Number of learners			
Number of females receiving accredited qualification (equivalent NVQ2 and above) – sub-contractor	Number of learners			
Number of learners receiving an Industry certification - main contractor	Number of learners			
Split by:				
Number of young people receiving an Industry certification - main contractor	Number of learners			
Number of people with long-term health problems receiving an Industry certification - main contractor	Number of learners			
Number of people long-term unemployed receiving an Industry certification - main contractor	Number of learners			
Number of females receiving an Industry certification - main contractor	Number of learners			

Outputs	Unit of Measure	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Number of learners receiving an Industry certification - sub-contractor	Number of learners			
Split by:				
Number of young people receiving an Industry certification – sub-contractor	Number of learners			
Number of people with long-term health problems receiving an Industry certification – sub-contractor	Number of learners			
Number of people long-term unemployed receiving an Industry certification – sub-contractor	Number of learners			
Number of females receiving an Industry certification – sub-contractor	Number of learners			
Number of Training Plans for sub-contractors	Number			
School activity days	Number of persons			
Site visits by Schools	Number of persons			
Site visits by Colleges	Number of persons			
Supply Chain Briefings to sub-contractors	Number of persons			
Business Skills Supports for sub-contractors	Number of persons			
Support for SMEs	Free text			
Support for the Third Sector	Free text			
Case studies	Free text			
Total Value of Works sub-contracted to all Companies (located within Ayrshire)	£			
Total Value of Works sub-contracted to all Companies (located outwith Ayrshire)	£			
Total Value of Works sub-contracted to SMEs (located within Ayrshire)	£			
Total Value of Works sub-contracted to SMEs (located outwith Ayrshire)	£			
Total Value of Works sub-contracted to Social Enterprises (located within Ayrshire)	£			
Total Value of Works sub-contracted to Social Enterprises (located outwith Ayrshire)	£			

Outputs	Unit of Measure	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Softer community benefits delivered to Ayrshire as part of the project	Free text			
Detail how the community has been involved in shaping the project	Free text			
Number of childcare places	Number			
Land and Land Use				
Vacant and Derelict Land brought back into use/removal from SVDL register	Ha			
Area of land/property unlocked for development	Ha			
Retail space completed	sq m			
Office/Business (Hub) space completed	sq m			
General industrial space completed	sq m			
Storage or Distribution space completed	sq m			
Day Nursery space completed	sq m			
Assembly and Leisure space completed	sq m			
Floor space occupied	sq m			
Public Realm created	Ha			
Public Realm enhanced	Ha			
Road created (New)	km			
Road enhanced	km			
Junctions (New)	Number			
Junctions (Improved)	Number			
Cycle Routes created	km			
Cycle Routes enhanced	km			
Pedestrian Routes created	km			
Pedestrian Routes enhanced	km			
Provide information of how the buildings have been designed to ease accessibility	Free text			


Outputs	Unit of Measure	Since AGD Project Commenced (Target)	Since AGD Project Commenced (Actual)	Evidence / Source / Additional Comment
Digital				
Number of businesses accessing affordable 5G investment	Number			
Detail how the project is providing modern digital connectivity	Free text			
Environmental Sustainability				
What are the embodied carbon emissions resulting from the project? (tonnes CO2e)	tonnes CO2e			
How have embodied carbon emissions been minimised?	Free text			
What are the annual operational carbon emissions resulting from the project? (tonnes CO2e/year)	tonnes CO2e/year			
How have operational carbon emissions been minimised?	Free text			
What are the estimated whole life carbon emissions resulting from the project over its design life? (tonnes CO2e)	tonnes CO2e			
What whole life carbon savings are estimated compared to a 'business as usual' approach to project design and construction? (tonnes CO2e)	tonnes CO2e			
How will the project become operationally net zero carbon by 2045?	Free text			
How has the project contributed to a more environmentally sustainable transport network?	Free text			
Detail how the project has contributed to any other areas of environmental sustainability, e.g. mitigating pollution, dealing with contamination, enhancing biodiversity, etc.	Free text			
Any additional outcomes				
Detail any additional or indirect outcomes that have been delivered as part of the project	Free text			

Copy of latest project risk register attached to return (please select box)

Yes ☐

No ☐

Appendix D: AGD Change Control Form

AGD Project Change Request Form – To be completed by Project Lead		CR Form	
Project Name			
Project Lead Name		Date submitted to PMO	
Reason for Change (check one or more)	<input type="checkbox"/> Risk of not meeting original objectives has substantially increased <input type="checkbox"/> Original objectives now less relevant to supporting economic growth <input type="checkbox"/> Original objectives now less relevant to supporting inclusive growth <input type="checkbox"/> Project no longer considered viable or value for money <input type="checkbox"/> Substantial change to costs <input type="checkbox"/> Change to delivery model <input type="checkbox"/> Change to funding plan to reflect respective funding shares		
	Please specify		
	<input type="checkbox"/> Time period changed over which project will be delivered (inc change to finance profile) <input type="checkbox"/> Other		
Change Impact (check one or more)	Change will result in: <input type="checkbox"/> an increase to project scope (coverage – what and where) of work <input type="checkbox"/> a decrease to project scope (coverage – what and where) of work <input type="checkbox"/> service solution adjustment (requirements – how/technical) <input type="checkbox"/> service delivery alteration (provider) <input type="checkbox"/> an increase to project costs <input type="checkbox"/> a decrease to project costs <input type="checkbox"/> delaying project implementation timescale <input type="checkbox"/> accelerating project implementation timescale <input type="checkbox"/> delaying project delivery/completion timescale <input type="checkbox"/> accelerating project delivery/completion timescale <input type="checkbox"/> additional funding committed by existing partner <input type="checkbox"/> reduced funding committed by existing partner <input type="checkbox"/> funding committed by a new partner <input type="checkbox"/> new/change of project <input type="checkbox"/> Other		
	Please specify		
Description of Change	Where reasons and impacts are checked above a full description covering each element of change must be provided here and estimates where appropriate provided below		
Impact on time	Best estimate of any delays/acceleration to project delivery <input type="checkbox"/> N/A		
Impact on scope	Best estimate of decrease/increase in scope <input type="checkbox"/> N/A		

Impact on cost	<i>Best estimate of decrease/increase in cost</i> <input type="checkbox"/> N/A
Impact on funding	<i>Best estimate of decrease/increase in funding</i> <input type="checkbox"/> N/A
Revised Financial profile/ assurance template (FPR) attached & approved by Finance Director	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Revised Implementation Plan/ assurance template (IPR) attached & approved by SRO	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Impact if change not approved	<i>Make reference to risk register and how specific risks would be affected</i>
Signed by Project Lead	Project Lead's name in block capitals: _____ Project Lead's signature: _____ Date: _____ _____