



Aberdeen City Region Deal - Benefits Realisation Plan



**For Aberdeen City Council and
Aberdeenshire Council**

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Executive Summary

ACRD Benefits Realisation Plan

The Benefits Realisation Plan sets out a framework for measuring and capturing progress on delivery against objectives. It highlights the direct, indirect, and causal linkages between/within investments, provides accountability to partners, funders, and beneficiaries, and helps to develop the evidence base to inform future investments.

Aberdeen City Region Deal

The Aberdeen City Region Deal (ACRD) Deal is an agreement between the UK Government and the Scottish Government with Aberdeen City Council, Aberdeenshire Council and Opportunity North East (ONE).

The Deal Approval was signed in 2016 with a total value of £826m which has grown to £1.01 bn.

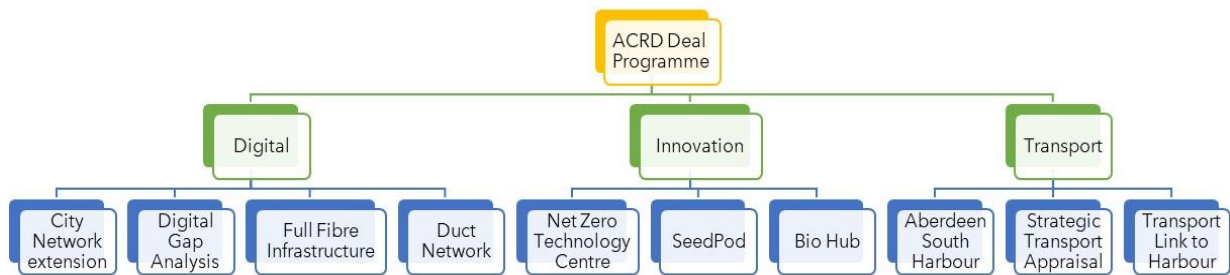
	UK/ Scottish Government	Local Authorities	Partners	Total
	(£000s)	(£000s)	(£000s)	(£000s)
Digital theme	10,000	7,000	59,230	76,230
Innovation theme	210,000	0	276,418	486,418
Transport theme	30,000	13,000	408,873	451,873
Total	250,000	20,000	744,521	1,014,521

Note: Total excludes MoU contribution

Investment has been prioritised across three cross-cutting core thematic areas for intervention¹ - [Digital](#), [Innovation](#), and [Transport](#).

¹ Please note that within the ACRD programme governance and management structure, Aberdeen South Harbour is considered under the 'innovation' theme. However, for the purposes of benefits realisation it is categorised within the 'transport' theme,

Figure 1: ACRD Deal - Programme Overview



Specifically, we highlight that the ACRD Deal demonstrates a strong fit and contribution to relevant policy priorities outlined within the UK Government Levelling Up White Paper (2022) and National Strategy for Economic Transformation (2022). In addition, the Deal has been aligned with Scotland’s National Performance Framework, which sets out a succession of desired outcomes - create a more successful country, give opportunities to all people living in Scotland, increase the wellbeing of people living in Scotland, create sustainable and inclusive growth, and reduce inequalities and give equal importance to economic, environmental and social progress.

Strategic Vision and Objectives

The ACRD Deal is a priority intervention that will support partners to deliver the vision outlined in the new Aberdeen City and Shire Regional Economic Strategy.

“By 2035, North-East Scotland will be the Energy transition capital of Europe. Our economy will continue to transform and diversify and to lead in the production of new green energy sources. Our region will have growing digital and technology, food and drink, tourism, life sciences and creative sectors. Our economic growth model will value wellbeing and sustainability, be outward-looking, and prepared for the challenges and opportunities arising from long-term drivers, including: the climate emergency, an ageing population and digital transformation.”

Aberdeen City and Shire Regional Economic Strategy

Once the new vision for RES is agreed then the quote will be updated

To achieve our vision, the over-arching strategic objectives for the ACRD Deal are to:

Strategic Objective 1: Accelerate the decarbonisation of industry and support the transition from traditional high carbon emitting sectors toward emerging clean energy sectors like circular decommissioning and renewable energy systems.

Strategic Objective 2: Develop an innovation ecosystem that promotes and supports innovation within industry across the innovation journey from knowledge creation through to application and exploitation.

Strategic Objective 3: Enable the continued growth and diversification of the Aberdeen City-Region business and employment base and the enabling upstream and downstream supply chains.

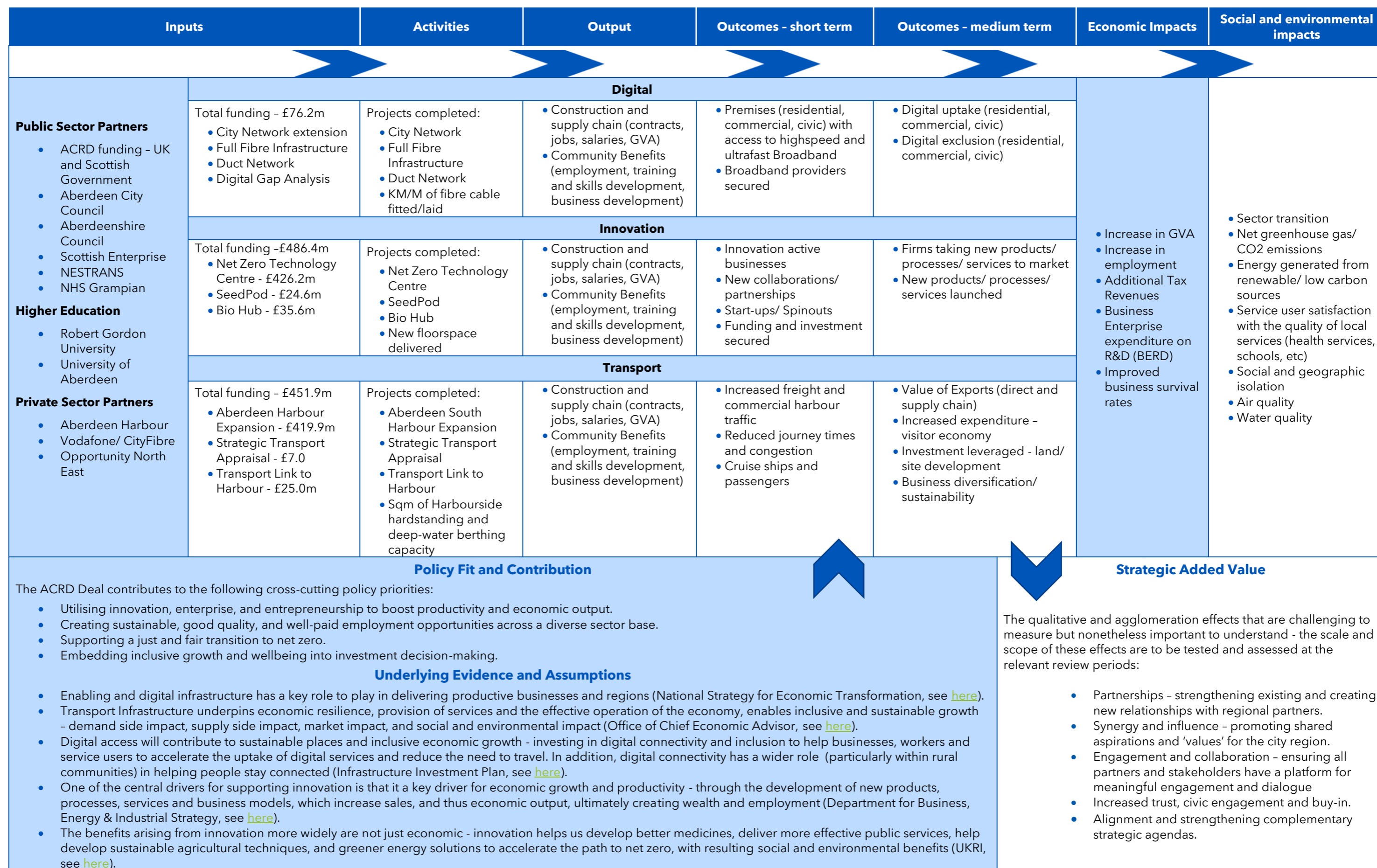
Strategic Objective 4: Increase trade and investment and help the city-region access new economic opportunities.

Strategic Objective 5: Make the Aberdeen City-Region one of the physically and digitally best-connected regions in the UK.

Strategic Objective 6: Create an inclusive economy that provides opportunities for our residents to access fair work, training, and skills development.

Equalities Objectives: The ACRD has a series of objectives in relation to supporting individuals with protected characteristics, these are: gender, ethnicity, disabled people, and age.

ACRD Deal - Theory of Change



Monitoring and Evaluation

Informed by the Theory of Change, a detailed Framework of indicators has been prepared to capture and measure the progress and success of the Deal across the: inputs, activities, outputs, short-term outcomes, medium-term outcomes, and impacts.

In addition, in recognition of the wider benefits/impacts that the Deal will generate, the BRP also measures the following:

- Contribution to inclusive growth.
- Qualitative and less tangible or “softer” benefits.
- Carbon categorisation.

Partners have adopted a good practice approach to monitoring and evaluation that includes the following:

- Quarterly and Annual Monitoring and Reporting - gathering the relevant data and intelligence required to populate the Master Benefits Tracker that will populate the BRP.
- Annual Report - public facing document that provides an update on progress and relevant case studies that help demonstrate the wider benefits generated through the investment.
- Ongoing Internal Review and Audit:
 - Bi-annual checkpoint reviews - to assess overall progress of the projects.
 - Annual conversation - informed by the Annual Report and Benefits Realisation Plan present an opportunity for the Scottish City Region and Growth Deal Delivery Board to engage with the Deal at senior official level, to celebrate success and discuss progress. In addition, the conversations present an opportunity to reflect and work through any concerns that Regional Partners and Governments have about the implementation of the Programme and the ambitions for the Programme going forward.
- End of Project Report - At project completion, all projects will provide a final summary report evaluating the performance against the project outcomes.
- Interim and Final Evaluation - in line with HM Treasury Magenta guidance:
 - interim process evaluation - “what can be learned from how the intervention is being delivered?”
 - final impact and value for money evaluation - “what difference has the intervention made?” and “is this intervention a good use of resources?”

1 Objectives and Vision

1.1 Overview

The City Region Deals (CRD's) are packages of funding, agreed between Scottish Government, UK Government, and local partners (for example, local authorities, universities, and NHS Health Boards). They are designed to bring about long-term strategic approaches to improving regional economies, leverage investment, create new jobs and accelerate inclusive economic growth.

The Deals are tailored to the region, reflecting individual economic strengths and weaknesses, and comprise a programme of interventions to support positive, transformative change. The appraisal and programme/project selection processes are structured around the HM Treasury Green Book 'five case model.'

In addition to preparing HM Treasury compliant Business Cases, each regional partnership is required, as a condition of grant to develop a Benefits Realisation Plan (Benefits Realisation Plan). The Benefits Realisation Plan sets out a framework for measuring and capturing progress to delivering against objectives, highlights the direct, indirect, and causal linkages between/within investments, provides accountability to partners and funders, and helps to develop the evidence base to inform future investments. Further detail on the intended use and application of the Benefits Realisation Plan is provided at **Section 3**.

1.2 Aberdeen City Region Deal

The Aberdeen City Region Deal (ACRD) Deal is an agreement between the UK Government and the Scottish Government with Aberdeen City Council, Aberdeenshire Council and [Opportunity North East](#) (ONE).

The Deal Approval was signed in 2016 with a total value of £826m which has grown to £1.01bn because of additional investment that the programme has leveraged from private and public sector partners. Of note, the ACRD Deal has secured/leveraged the largest absolute and proportionate contribution from the non-public sector partners² of any Deal within Scotland; with contributions accounting for £745m / 73%.

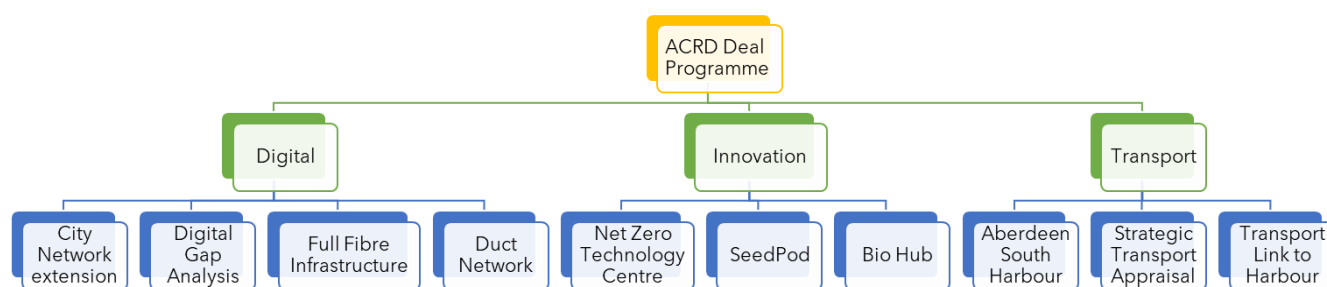
² The non-public sector partners include industry/private sector, Higher Education Institutions, and stakeholder bodies.

The scope and scale of the leveraged investment secured reflects the ACRD Deal’s ambition to engage with, and utilise, the collective skills, experience, and industry knowledge of the private sector partners to deliver a suite of investments that will bring about significant commercial and economic benefit for the region.

To achieve the Deal level programme objectives (considered further at **Section 3**) and deliver the aspirations of partners, the Deal has prioritised investment across three core thematic areas for intervention - **Digital**, **Innovation**, and **Transport**.

An overview of the Deal is presented in **Figure 1.1**, with summary details of supported projects provided in the table below.³

Figure 1.1: ACRD Deal - Programme Overview



³ At the time of Deal finalisation, in parallel with the final Deal, Transport Scotland agreed to progress several key projects, identified in a separate, but related, Memorandum of Understanding (MoU). These include rail improvements between Aberdeen and Central Belt, a grade separated Junction at Laurencekirk, and funding support to facilitate development to enable housing. Progression of the MoU is regularly reported to CRD Joint Committee - these potential investments have not been included within the Benefits Realisation Plan.

Table 1.1: ACRD Deal - Project Summary

Theme	Project	Summary
<p>Digital</p> <p><i>Rationale for Investment:</i> Improving the digital infrastructure is key to the long-term future of the regional economy. It will drive innovation through the better use of physical and digital assets to enhance public and private service delivery, to tackle inequality and to improve social outcomes.</p>	<p>City Network Extension</p>	<p>The project will develop an aggregate public-sector model to act as an anchor tenant for full fibre Broadband. City Fibre Holdings and Vodafone will invest £59m to provide full fibre to the premises (1,000 mbps) to over 90,000 households and business, Aberdeen City schools and connect people to vital service provision.</p>
	<p>Full Fibre Infrastructure</p>	<p>This project aims to stimulate investment by the private/commercial sector in full fibre within the City Region by delivering new dark fibre infrastructure to public sector sites within key economic areas.</p> <p>It is envisaged that approximately 200-250km of new ducting and fibre will be built in the chosen network footprint. This requires ducts and chamber infrastructure, subducting, and cabling plant to be deployed along the streets in the key target settlement as well as along the key trunk routes between Inverurie, Westhill, Portlethen, Stonehaven and Aberdeen City.</p>
	<p>Duct Network</p>	<p>The project aims to extend Aberdeen City's duct infrastructure and provide the necessary foundations for the delivery of the wider digital theme within the City Region Deal, The deployment of the duct network will focus on the strategic road corridors, with an aim to provide connected corridors fit for future growth particularly around Connects and Autonomous Vehicles (CAV's).</p>
	<p>Digital Gap Analysis</p>	<p>On completion of the three core projects that comprise the data theme, a gap analysis was completed to map broadband service coverage across the region at premise level. Three additional projects have been identified/recommended - a) Support procurement of a private 5G infrastructure in the new Aberdeen South Harbour (a key ACRD project) to increase productivity and reduce operational costs. b) Invest in network improvements/upgrades to support delivery of the Scottish Agricultural Organisation Society's (SAOS) ScotEID project which will facilitate the delivery of industry leading Agri-tech applications and services and environmental monitoring in rural Aberdeenshire. c) Collaboration between the Scotland 5G Centre and Opportunity North East (ONE) to drive the adoption of 5G in key sectors of the economy - Tourism, Food and Drink, Energy, Utilities, Ports and Logistics and Agritech. This option will expand its activities by funding mobile 'pop up' coverage in the region to enable companies to test applications in a real-life environment.</p>

<p style="text-align: center;">Innovation</p> <p><i>Rationale for Investment:</i></p> <p>Innovation is a vital driver of long-term sustainable economic growth.</p> <p>The Deal will invest in Hubs where the region has strong industrial, academic and research foundations: Energy, Agri-Food and Nutrition and Life Sciences.</p> <p>The centres will create a thriving innovation eco-system that help attract and retain key businesses, skills, and expertise in the region.</p>	<p>Net Zero Technology Centre</p>	<p>The Net Zero Technology Centre (formerly the Oil and Gas Technology Centre) aims to develop and deploy technology that will support and accelerate the energy industries transition to net zero. The project has several core areas of activity, including:</p> <ul style="list-style-type: none"> • Solution Centres - plan, direct, and manage technology development programmes, working closely with the industry’s Technology Leadership Board. This will include adopting technology from other sectors, adapting existing technology and developing new technology. • Centres of Excellence - utilising existing and developing new R&D capabilities within the universities and industry, including investing in highly specialised equipment and testing facilities. • Supply Chain Technology Accelerator Programme - a supply chain technology accelerator programme that will stimulate and accelerate supply chain innovation and facilitate a substantial increase in supply chain led R&D. <p>The programme will provide matched funding for R&D projects and incubation support and facilitate working with operators and Tier 1 and Tier 2 service companies.</p> <ul style="list-style-type: none"> • Technology Network Hub - will build relationships with other innovation centres, both nationally and internationally, with universities across the UK and internationally, Catapults, Innovate UK, Government, OGA and others. They will also provide market intelligence to inform technology development projects and across the supply chain.
	<p>SeedPod</p>	<p>The project will create a physical hub/centre for the food and drink sector that provides incubator space, product development kitchens and demonstrator space, and will deliver wrap-around support programmes and accelerators to enable and catalyse the sustainable growth of a vibrant sector.</p>
	<p>Bio Hub</p>	<p>Based at the Foresterhill Health campus, the Bio Hub will create a vibrant Life Sciences cluster and a supportive ecosystem to accelerate the number of spin-outs, new starts and growth companies. The Hub will provide space for industry to collaborate and innovate in creating the next generation of products and therapies in known areas of research strength such a biotherapeutics, modern epidemics, medtech, diagnostics and nutrition.</p>
<p style="text-align: center;">Transport</p> <p><i>Rationale for Investment:</i></p>	<p>Aberdeen South Harbour Expansion</p>	<p>This major capital project will transform the capacity of Aberdeen South Harbour through the creation of over 1,400 metres of deep-water quay and over 125,000 square metres of quayside laydown area. The harbour will become Scotland’s largest port in terms of berthage and able to accommodate vessels of up to 300 metres in length.</p>

<p>Transport infrastructure and connectivity is a fundamental enabler of economic growth and prosperity.</p> <p>Aberdeen South Harbour is the principal commercial port serving the North East of Scotland and one of Europe’s leading marine support centres for offshore energy.</p> <p>The projects will enhance the capacity of the Harbour to help meet existing and future demands from industry.</p>	<p>Strategic Transport Appraisal</p> <p>Transport Link to Harbour</p>	<p>The project will deliver a Regional Strategic Transport Appraisal that will support and inform decision-making regarding the prioritisation of future transport investment in the region.</p> <p>With the increased capacity and anticipated demand for Aberdeen Harbour South, there is a desire to maximise the impact of the harbour expansion on the wider regional and national economy. The project will deliver improvements to the existing, and develop new, road and active travel infrastructure.</p> <p>In addition, the road will help open-up investment and development opportunities at land/sites adjacent to the Harbour, supporting partners’ ambitions to create an Energy Transition Zone (ETZ).</p>
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1.2.1 Targets

The ACRD Deal has three over-arching targets/measures of success to be delivered by 2027 (10-year Deal funding period).

Figure 1.2: ACRD Deal - Programme Targets



The high-level targets were agreed with UK/Scottish Government through the Deal Agreement (Heads of Terms) and are to be achieved/delivered over the lifetime of the Deal (and beyond).

In addition, GVA, employment and tax revenues where appropriate will be monitored for the individual projects.

Note on ACRD Deal - Programme Targets

While the targets are useful and relevant to measuring the overall success of the Deal investments, it is important to utilise a wider range of metrics and indicators that provide a more robust and holistic view of what partners aspire to deliver through investment. The [Theory of Change](#), as set out at **Section 3**, considers the (intended and unintended) changes, benefits, outcomes, and impacts that we anticipate will be achieved. This is supported by **Section 4**, which provides details on the Measurement Framework (indicators and metrics) that partners will employ to capture the intermediate indicators of progress and success.

1.3 Project Funding

As noted, since its launch in 2016, the total value of the ACRD Deal has grown from £826m to £1.01 bn (+ £18m / 23%) as a result of additional investment that the programme has leveraged from private and public sector partners. **Table 1.2** provides a breakdown of funding by core theme and individual projects.

The innovation and transport themes comprise the majority of funding, with the NZTC and Aberdeen South Harbour being the two largest component projects.

Table 2.2: ACRD Deal Programme Funding

		UK/ Scottish Government	Local Authorities	Partners*	Total	% of total funding	% of total public sector funding
		(£000s)	(£000s)	(£000s)	(£000s)	(£000s)	(£000s)
Digital theme							
Digital theme total**		10,000	7,000	59,230	76,230	8%	6%
Innovation theme							
Innovation	Net Zero Technology Centre***	180,000	0	246,237	426,237	42%	67%
	SeedPod	10,000	0	14,559	24,559	2%	4%
	Bio Hub	20,000	0	15,622	35,622	4%	7%
Innovation theme total		210,000	0	276,418	486,418	48%	78%
Transport theme							
Transport	Aberdeen Harbour Expansion	0	11,000	408,873	419,873	41%	4%
	Strategic Transport Appraisal	5,000	2,000	0	7,000	1%	3%
	Transport Link to Harbour	25,000	0	0	25,000	2%	9%
Transport theme total		30,000	13,000	408,873	451,873	44%	16%
Total		250,000	20,000	744,521	1,014,521	100%	100%

Source: ACRD PMO reporting (in November 2022). Total excludes MoU contribution

* Note 1: Partners include the university sector, private sector and others.

** Note 2: Project specific data for the digital theme is commercially sensitive and confidential

***Note 3: NZTC has also received funding through the Scottish Industrial Energy Transformation Fund (SIETF), Decommissioning Challenge Fund (DCF) and Scottish Funding Partners (SFP) which consists of Scottish Government, Scottish Funding Council, and Scottish Enterprise.

1.4 Strategic Context

The ACRD Deal programme has been developed (and continues to be developed/evolve) in recognition of the emerging policy context at a national, regional, and local level. We have summarised the fit with, and contribution to, relevant policy and strategy below.

Note on Strategic Fit

While the Deal was originally approved and launched in 2016, the geo-political, economic and policy landscape has changed considerably, for example, EU Exit, Covid-19 Pandemic, and the climate emergency to name just a few events that have shaped our regional and national economies since 2016.

From a policy perspective, there has been a continued focus on areas such as innovation and digital technologies as drivers of productivity and prosperity, however there is now enhanced recognition in policy for themes such as inclusive growth, “levelling-up” and more recently, wellbeing - all of which feature strongly in UK and Scottish Government Policy. The focus has shifted from measuring success on the primary basis of economic growth (output and productivity) and there is now a wider and more nuanced position that recognises the importance of other dimensions, like quality of life, environmental sustainability, and achieving a “just transition.”

Much of this thinking has been led by the OECD and the ‘four capitals’ approach which promotes a sustainable balance across - economic capital, human capital, social capital, and natural capital, and features strongly in the new Regional Economic Strategy.

To ensure the Benefits Realisation Plan is up-to-date, robust and fit-for-purpose to support future delivery, we have considered the Deals position and role within the current policy landscape.

1.4.1 UK Level

Levelling Up White Paper

From 2019, the UK Government’s approach to reducing regional inequalities through economic development has been encapsulated through its vision to ‘level up’ the UK’s regions.

The vision was solidified in the 2022 'Levelling Up the United Kingdom'⁴ white paper, which highlights the aims, framework, and outcomes the Government hopes to achieve through Levelling Up.

Regarding the policy's aims, there are four objectives which Levelling Up seeks to address:

- Boosting the UK's productivity, pay, jobs, and living standards by growing the private sector.
- Spreading opportunities around the UK and boost public services.
- Restoring a sense of community, pride, and belonging.
- Empowering local leaders and communities.

Advancing these aims requires a framework. Here, the Government point to six drivers of regional disparities and suggest that Levelling Up-related activity support development of these drivers.

1. Physical capital - infrastructure, machines, housing.
2. Human capital - the skills, health, and experience of the workforce.
3. Intangible capital - innovation, ideas, and patents.
4. Financial capital - resources supporting the financing of companies.
5. Social capital - the strength of communities, relationships, and trust.
6. Institutional capital - local leadership, capacity, and capability.

While certain activities may be more associated with individual capitals, they are not mutually exclusive. They produce mutually reinforcing conditions that facilitate agglomeration effects, which underpin successful places. Consequently, the central aim of Levelling Up is share prosperity across the UK by developing places that are rich in these capitals.

Thinking about the ACRD Deal, it is important to consider about how the deal fits within the broad aims and framework that was outlined in the Levelling Up white paper. Despite agreement and roll-out before the White Paper, the Deal's digital, innovation, and transport themes show clear alignment with the six drivers of Levelling Up and are likely to contribute towards the policy's aims.

The digital theme aligns with Levelling Up as it will improve the City Region's physical capital by leveraging public sector funding to develop the region's digital infrastructure and encourage further private sector investment.

⁴ [Levelling Up the United Kingdom](#)

Additionally, by addressing market failures that prevented the private sector roll out of superfast fibre, the digital theme improves the region's human and social capital, as it will increase access to superfast broadband which will allow residents to take advantage of the growth in working from home and remain connected online.

The Deal's innovation theme addresses several areas, including human, intangible, and institutional capital by providing the facilities, services, and insight that local businesses need to grow.

Beyond the capitals, the Innovation theme is particularly well-aligned with the Levelling Up aim of boosting productivity, pay, and jobs through the private sector, as projects like the Bio Hub and SeedPod will enable high-growth-potential businesses to develop their business/markets and adopt new technologies in the life sciences and food and drinks sector.

Finally, the transport theme aligns well with the physical capital dimension, as it will provide significant infrastructure investment that will greatly increase the capacity of Aberdeen's harbour alongside the associated road-based and active travel infrastructure. The effect will be to provide enablers for the burgeoning industries like decommissioning, wind turbine servicing, and marine tourism.

1.4.2 Scottish Level

Scotland's National Performance Framework

Scotland's National Performance Framework (NPF) sets the overarching framework for everyone in Scotland to work together and outlines out a series of National Outcomes which are designed to help Scotland's progress towards a wellbeing economy. Each of the 11 National Outcomes, which cover areas like culture, the economy, health, and the environment, have a vision that is aligned with several UN Sustainable Development Goals.

The NPF functions by providing partners across the public, private, and third sectors a clear picture of the Government's objectives and the progress that is being made against these objectives, according to the 81 National Indicators.

It's important that the Deal's activities and projects are considered in terms of their contribution to the National Outcomes, as this will provide direction to the programme's evaluation.

In this respect, the Deal's themes align with the Scottish Government's vision in several areas. The innovation theme will provide the infrastructure and support to ensure that the City Region is able to grow sustainably and increase productivity, showing clear alignment with the Economy and Fair Work and Business themes.

For instance, the NZTC works in partnership with academia and industry to deliver the North Sea Net Zero 2050 commitment through the Net Zero R&D Programme, the National Decommissioning Centre, and National Subsea Centre and supports innovative entrepreneurs through Tech X, and works to increase female representation in STEM.

The digital theme also aligns directly with certain outcomes and indicators, although it's important to recognise that providing the digital infrastructure the City Region requires will have an indirect impact across more areas, given the necessity of fast, reliable broadband in the 21st century.

Beyond the long-term economic benefits associated with the infrastructure being developed through the transport theme, it's worth noting that the projects have also been mindful of their impact on the local environment, using technology like bubble curtains to minimise the disruption to marine mammals and developing active travel infrastructure around the harbour.

A summary table of the fit and contribution with the NPF outcomes and indicators is presented at **Appendix A**.

National Strategy for Economic Transformation

Aligned with Scotland's National Performance Framework, the National Strategy for Economic Transformation (NSET) is a high-level strategic document, sitting above other national policies and strategies, with a vision of creating a wellbeing economy in Scotland by 2032.

This vision is based on an ambition for Scotland to be **Fairer**, with fair work that pays better wages, reducing poverty and improving life chances; **Wealthier**, with a more productive economy that is founded on entrepreneurship and innovation; and **Greener**, providing global leadership in the transition to a Net Zero and the development of a nature positive economy that rebuilds natural capital.

The Government have identified five interconnected, mutually reinforcing policy programmes which are designed to transform Scotland and facilitate the wellbeing economy:

1. Entrepreneurial People and Culture:
 - a. Aim: establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes, and celebrates entrepreneurial activity in every sector of our economy.
2. New Market Opportunities:
 - a. Aim: strengthen Scotland's position in new markets and industries, generating new, well-paid jobs for a just transition to Net Zero.

3. Productive Businesses and Regions:
 - a. Aim: make Scotland's businesses, industries, regions, communities, and public services more productive and innovative.
4. Skilled Workforce:
 - a. Aim: ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society and that employers invest in the skilled employees they need to grow their businesses.
5. A Fairer More Equal Society:
 - a. Aim: reorient Scotland's economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.

The wide variety of activities supported through the Deal's themes span the Scottish Government's policy programmes and go some way to delivering a fairer, wealthier, and greener Aberdeen City Region. For example, the innovation theme covers three of the five policy programmes by creating space for entrepreneurs/academics and industry to collaborate and commercialise intellectual property; developing facilities/infrastructure required by businesses to develop products and expand their markets; and generating the ideas, leadership, and technology required to drive innovation, productivity, and the transition to Net Zero.

The digital theme also spans multiple areas, as it will bridge the urban-rural divide in terms of access to superfast Wi-Fi, creating a fairer society; improve productivity through better public sector service delivery; and allow residents to take advantage of emerging trends like the move to working from home. Additionally, it's important to recognise the indirect, or facilitating, roll that the digital theme plays. For instance, while the theme is unlikely to directly contribute to a more skilled workforce, it will allow people to take advantage of online education resources that would not be possible without reliable access to fast broadband.

Finally, the transport theme will provide the infrastructure Aberdeen requires to capitalise on the developments associated with the other themes and is also likely to bring direct benefits to areas by expanding the harbour capacity to handle larger cruise vessels, which should grow the local tourism and hospitality industries.

1.4.3 Regional Level

A new Aberdeen City and Shire Regional Economic Strategy (RES)⁵ was launched in March 2023 and sets out the partners priorities and aspirations to transform the regional economy over the next 10 years.

In line with the Scottish Government's membership of the Wellbeing Economy Governments (WEGo) group, the RES reflects the region's ambition to deliver economic success not just in terms of output, but to value resilience, sustainability, and equality.

While creating a diverse and thriving economy sits at the core of the RES, this is balanced with a renewed focus on protecting and enhancing the natural environment and ensuring that local people and communities have access to high-quality education, housing, health and social care.

Specifically, we would note that the RES highlights the aspiration to grow key sector opportunities such as low carbon utilities to support the ongoing diversification from oil and gas. Further, the improved utilisation and exploitation of the regions' transport and digital assets will support internationalisation – catalysing exporting and securing new inward investment.

Delivering inclusive economic growth is a key objective of the ACRD Deal and throughout the development of the Benefits Realisation Plan there was ongoing discussion and collaboration to ensure alignment and synergy with the refreshed RES.

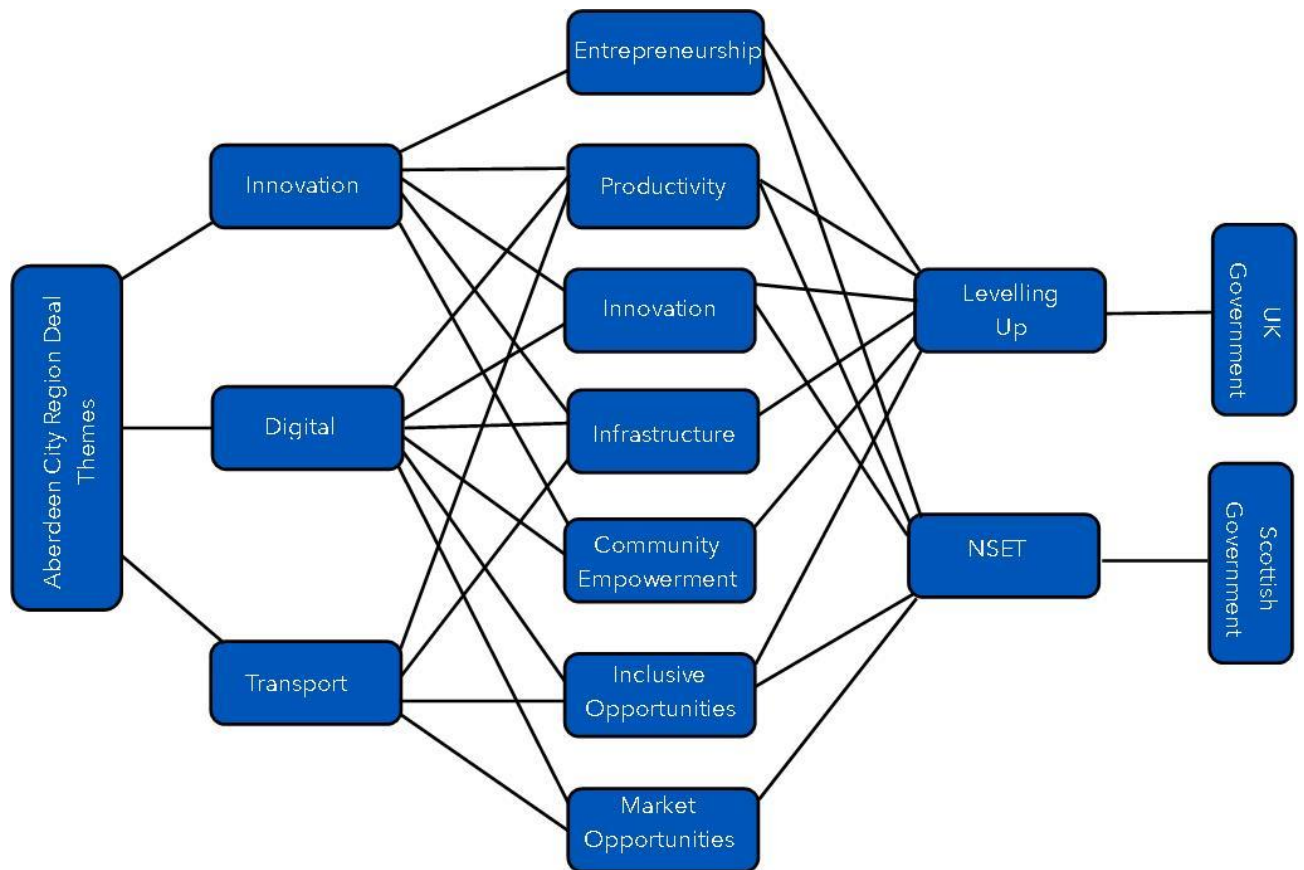
1.4.4 Policy Conclusions

As evidenced, the ACRD Deal demonstrates a strong fit and contribution to relevant priorities. The focus on three cross-cutting themes of digital, innovation and transport help ensure that the Deal will advance UK Government and Scottish Government priorities, and in turn support an innovative, prosperous, and inclusive regional economy.

Figure 1.3 presents a 'spider diagram' that shows the cross-cutting links and areas of synergy across the core themes and relevant national policy.

⁵ [Inc hyperlink to new RES](#)

Figure 1.3: Links Between the Aberdeen City Region Deal's Themes and Government Policies



While further detail on evaluation is presented in **Section 5**, the role and contribution of the Deal to delivering against policy priorities will be reviewed as part of a final evaluation review at the end of the 10-year funding period, post-2027.

2 Purpose and Remit of the Benefits Realisation Plan

2.1 Intended Use

This section summaries the intended use(s) for the Benefits Realisation Plan, which has been shaped by the requirements of the target audiences, such as the funders, partners, and beneficiaries.

2.2 Alignment with Key Documents

First, we have outlined the Benefits Realisation Plan's fit and alignment with other important Deal Programme level documentation such as the Deal Agreement, Annual Report, and Benefits Tracker. Taken together, as well as being able to monitor and report on progress and overall performance, this important suite of documents will be used to:

- Provide valuable information and intelligence that will contribute to the various reporting requirements of funders, stakeholders, and partners.
- Better understand how people and places will benefit from the ACRD Deal.
- Assess the efficiency and effectiveness of the activities delivered, giving an early indication of any challenges/ issues, and informing future activity.

Deal Agreement

The Deal Agreement between the UK Government, Scottish Government and partners sets out the strategy for the Deal and outlines the commitment of funding over the 10-year period.

Alignment with the Benefits Realisation Plan: The Deal Agreement provides the overarching and guiding principles for the Benefits Realisation Plan - it sets the vision and aspirations of partners and the Benefits Realisation Plan provides the strategic framework for delivering this vision.

Annual Report

The ACRD Deal publishes an Annual Report⁶ which provides a summary of the previous year's activities - what was delivered/ achieved, the successes, and feedback from partners, stakeholder, and beneficiaries. This is provided to all partners, and importantly, is a publicly available document that provides a rich source of information about the Deal and its progress towards delivering wider activity, such as Community Benefits.

As considered further in **Section 4**, while understanding what the Deal has delivered in terms of Community Benefits is important, there is value in looking beyond the quantification of achievements to tell the full story of how the region is delivering inclusive growth and contributing to the wellbeing agenda.

At **Section 4**, The Benefits Realisation Plan recommends a series of approaches including case studies, video blogs, and story maps, etc... to complement the quantitative metrics and indicators.

Alignment with the Benefits Realisation Plan: The Benefits Realisation Plan sets out the Programme level strategic objectives to help frame and define what success looks like and sets the metrics and indicators for measuring progress - which will be captured through the Master Benefits Tracker (discussed below).

The Annual Report provides the detail and narrative to partners and other interested stakeholders and beneficiaries on what has been achieved to provide tangible examples of the activities and outputs delivered.

It is the intention that the Annual Report and BRP are reported/published at the same time each year - with the Annual Report telling the story of what has been delivered and successes achieved in the past 12 months, and the BRP providing the data and evidence to support this.

Benefits Reporting Template and Master Benefits Tracker

The Benefits Reporting Template is the mechanism by which the PMO gathers data from the project leads and reports on the progress of the Deal based on the agreed indicators and metrics; both for the overall programme and by individual project (project level indicators are set out within the approved Business Cases).

⁶ ACRD Deal Annual Report (2021 - 22), see [here](#).

The data gathered via the Benefits Reporting Template is used to update the Master Benefits Tracker - a live document that is updated regularly with data and the quantitative outputs achieved for the relevant reporting period (typically quarterly and annually).

The Tracker therefore provides robust and real-time information to funders and partners on progress against the relevant metrics and indicators. The Benefits Tracker is available on the ACRD Deal Intranet and the data feeds into the Annual Report.

Alignment with the Benefits Realisation Plan: The Benefits Realisation Plan has established the Deal programme level metrics and indicators that are collated, analysed, and reported through the Benefits Reporting Templates and Benefits Tracker.

Please note that the current Benefits Reporting Templates (referred to internally as Project Status Reports) used by project leads will be updated to reflect the agreed indicators and metrics outlined within the Benefits Realisation Plan at **Section 4**.

2.3 Supporting Future Monitoring Activity

While the BRP has been designed specifically to measure the performance and progress of the Deal, we would note that it has been developed in tandem with the RES and with significant input from regional partners/stakeholders. It is therefore intended that the BRP can be used in the future as a good practice “template” or “tool kit” to support regional partners adopt a robust and consistent approach to performance measurement and ensure that appropriate processes are adopted at project/programme inception. For example, this could include activities delivered through the RES, Shared Prosperity Fund (SPF) or Levelling up Fund (LUF).

2.4 Target Audiences

It is recognised that the Benefits Realisation Plan will have several ‘audiences’ depending on the nature of their role and involvement in the ACRD Deal. Audiences who will wish to use or have an interest in the outputs of the monitoring and evaluation approaches proposed within this Plan are summarised in **Table 2.1**.

The approach to engagement and dissemination of information is informed by the ACRD Deal Communication Strategy and Partners Communication Protocol.

Table 2.1: Target Audiences

Organisations	Role in informing the Deal and Benefits Realisation Plan	What is their interest in the Benefits Realisation Plan	How we will keep them informed and engaged
Core Funders			
UK Government Scottish Government, Aberdeen City Council, Aberdeenshire Council	Core funders and setting strategic direction	To understand and measure what will be achieved with the funding committed	Submission of documentation and reports via the City Region Deal Joint Committee
Governance and Management			
Scottish City Region and Growth Deal Delivery Board	Accountable body for the Deal	To consider achievements and understand what evidence is available and how it is collected.	Submission of documentation and reports via the City Region Deal Joint Committee
Joint Committee	Strategic oversight of the Deal	To monitor how delivery is progressing with a focus on how it is contributing to strategic regional priorities	Quarterly updates from the PMO
Programme Board	Management and delivery governance and oversight for the Deal	To monitor how delivery is progressing and to provide evidence for future funding applications and development of the Deal.	Quarterly updates from the PMO
Programme Management Office	Responsibility for the development, implementation, and delivery of the Benefits Realisation Plan	Providing all partners with data and information progress to delivering against targets	NA
Strategic Stakeholders, Advisory and Intermediaries			
Industry bodies	Helping to establish the strategic case for project intervention and providing wider guidance	To understand what the Deal has invested in (and where) and the benefits for the region	Annual Report and summary of BRP performance

Delivery Partners			
Opportunity North East, Robert Gordon University, University of Aberdeen, NESTRANS, NHS Grampian, CityFibre, Vodafone	Proving resources and supporting the operational delivery of the projects. Some partners have also contributed funding to support delivery of Deal activities.	Gathering and providing data and intelligence to populate the Benefits Tracker	Annual Report and summary of BRP performance
Beneficiaries			
Business base - private and third sector enterprises that are in the city-region and/or have a commercial interest in the Deal activities General public - residents and businesses within Aberdeen City and Shire	The needs and demands have been assessed through the development of the Business Cases	To understand what the Deal has invested in (and where) and the benefits for the region	Annual Report and summary of BRP performance

3 Programme Objectives and Theory of Change

3.1 Introduction

One of the main areas where the Benefits Realisation Plan delivers added value is through promoting a greater understanding of the long-term changes that funders and partners want to bring about across Aberdeen City and Shire through the Deal investments. At **Section 3.3** we have set out the overarching vision and strategic objectives for the Deal and **Section 3.4** sets out our Theory of Change - how we will deliver against the objectives.

Before we turn to the programme level strategic objectives and our Theory of Change, it is first, important to understand the:

- Underlying issues/challenges that were/are negatively impacting upon the regional economy.
- Opportunities that investment through the ACRD could unlock.

Once we understand the need and opportunity that we are trying to address, we can set objectives for what we want to achieve with the investment. When we have set objectives, then we can start to consider the different approaches to delivering against these objectives (our Theory of Change) and thereafter set indicators and metrics for measuring progress and success.

3.2 Economic Challenges and Opportunities

We have not sought to provide a detailed assessment or baseline of all the challenges and opportunities that provided the rationale and market failure evidence for intervention - these have already been covered (and accepted) within the Deal Agreement and the subsequent Business Cases which were subject to the HM Treasury Gateway assessment process.

Instead, we have summarised the economic and wider context in which the overall Deal programme and component projects were developed, and how the landscape/ecosystem has changed in the intervening period.

3.2.1 Regional Challenges

While the City Region has been a strong performer in the Scottish and British economies, the area faces a particular set of structural challenges that pose a significant risk to the area's prospects and future prosperity. Understanding these challenges is important, as the solutions to these challenges underpin many of the opportunities available to the region.

Oil, Gas, and Net Zero

The challenges in respect to oil and gas fall into two categories. The first major challenge was the collapse in oil prices during the mid-2010s, which coupled with the increased cost of extracting oil, made the North Sea an increasingly unviable option both in terms of the development of future wells and extraction from existing ones. The result was massive job losses between 2014-15, with Oil and Gas UK estimating some 65,000 people were made redundant⁷.

While extraction challenges have remained an issue, the industry was presented with an existential challenge during the second half of the decade following the Paris Accords, which called for the transition to net zero by the middle of the 21st century. Although the continued need for oil and gas in many industrial processes and the recent developments in Ukraine improve the outlook for the industry, any future opportunities will inevitably decrease in scale through the rest of this century. Indeed, the complex mix of domestic, geopolitical, environmental, and ethical challenges associated with the oil and gas extraction leave the industry, and by implication the City Region, exposed to significant risk.

Implications for the Region

In the short-to-medium-term, there is a clear need to drive innovation and efficiency in the industry to increase the viability of North Sea oil and gas. The massive increase in oil prices (and associated supply chain costs) which followed Russia's invasion of Ukraine helps in this regard. However, there is still a need for innovation to reduce the carbon emissions that are associated with oil and gas extraction.

The inevitable decline of the oil and gas industry means the area faces substantial economic and social challenges over the medium to long term. Oil and Gas has generated massive revenues and made the region one of the most productive places in the UK outside of London. If the industry is not replaced by something that drives innovation and has a high potential for growth, the area's economic prospects will suffer.

⁷ [Oil & Gas UK Economic Report 2015](#)

Alongside this, there is potential for 'brain drain,' as skilled workers leave the area in search of better opportunities – not to mention the challenges facing older workers who may end up retiring rather than retraining.

Agriculture, Fishing, and EU Exit

The EU Exit presents several challenges for an area with a large fruit and fishing industry. In the first instance, the fruit industry heavily relied on EU migrant labour, which is problematic insofar as this has removed the right of EU nationals to come and work in the UK on a seasonal basis. While UK Government introduced the Seasonal Workers Visa Scheme, the industry still faces significant challenges, with the British Summer Fruits organisation noting the scheme fell far short of what the sector requires⁸.

While the exit from the EU has meant that there has been more catch available for UK fishermen⁹, exporters have faced significant difficulties exporting UK caught fish to the EU, resulting in a significant market reduction. This presents challenges for the City Region, which accounts for 50% of Scotland's fish landings and has several substantial fishing communities in places like Peterhead and Aberdeen¹⁰.

Implications for the Region

It seems likely that the agricultural sector will continue to struggle to attract domestic workers and will be unable to fill adequately shortfalls with foreign workers. If the sector is unable to offer improved conditions or adopt new technologies to increase efficiency, there is clear potential for decline.

The picture for fishing is more unclear. If relations between Westminster and Brussels improve, there will be opportunities to reassess the UK's access to European markets. However, at the time of writing, relations are extremely poor and there will likely be further deterioration should the UK Government introduce the Northern Ireland Protocol Bill. It is therefore important that the Region tries to manage the impact of this uncertainty and provide opportunities for those no longer able to work in the fishing industry.

⁸ [Labour shortages in the food and farming sector \(parliament.uk\)](#)

⁹ Note that EU quotas will not full transfer to the UK until 2025 ([Fishing quota changes after Brexit | Epthinktank | European Parliament](#))

¹⁰ [Invest Aberdeen: Food and Drink](#)

Digital Exclusion

The rural nature of Aberdeenshire has meant that there has been a market failure regarding the development of, and access to, superfast broadband (>30Mbps), with access estimated at 83%¹¹.

Relatively low level of access in rural areas may act as a driver of depopulation, with residents leaving rural communities in order to access better infrastructure and services in more urban areas. Indeed, it's important to recognise this scale of this problem, as the pandemic-related shift to working/ schooling from home highlighted wider issues around digital exclusion¹².

Implications for the Region

Without nationally competitive digital infrastructure, the City Region will be unable to attract the companies and people it will need in order to grow and diversify its economy. Indeed, this is likely to become increasingly problematic over the coming decades as smart technologies become increasingly embedded in cities.

Beyond attracting business and people to the region, it must be recognised that having sub-standard digital infrastructure will increasingly impact the lives of residents in the region - particularly in Aberdeenshire. If residents are unable to access broadband services that are available to the rest of the population, then there is a clear risk of them being left out and left behind.

National Competition

Aberdeen's strong research base was highlighted in 2017, when it was Scotland's leading city for innovation patents per 100,000 population¹³. However, there are two points to note here. First, many of these patents come from the oil and gas industry, meaning that the number of patents may decline in line with the industry. Second, the area has lacked the infrastructure required to attract the necessary investors to support commercialisation of intellectual property in the region.

Implications for the Region

Faced with a potentially declining rate of innovations and lacking the infrastructure to support spin outs, the City Region is at risk of being coming less productive over time. While institutions like the University of Aberdeen and Robert Gordon University will continue to support commercial activity (e.g., spin-outs), this may be negatively affected without the necessary support available within the region.

¹¹ [Connected Nations 2021: Scotland report](#)

¹² [Digital exclusion | Audit Scotland](#)

¹³ Aberdeen had over 8 patents per 100,000. The average is 2.9 [Scottish-Cities-Outlook](#)

The potential implications are that the North East misses out on the investment and dynamism needed to drive the region's economy forward. Beyond this, without the ability to support these high growth opportunities, skilled graduates could leave the region in search of better opportunities, which will act as a further drag on its potential.

3.2.2 Regional Opportunities

Although the City Region faces significant challenges, there are clear opportunities. For the most part, the opportunities that are available are inverse to the challenges that exist. In other words, seizing the opportunities below should mitigate the challenges discussed above.

Oil and Gas Decommissioning

While the structural position of the oil and gas industry is one of long-term decline, there are still opportunities to exploit the North Sea's rich fossil fuel resources. Doing so will require a steady feedthrough of technology to ensure efficiency during extraction and that extraction-related emissions are reduced to as low a level as possible.

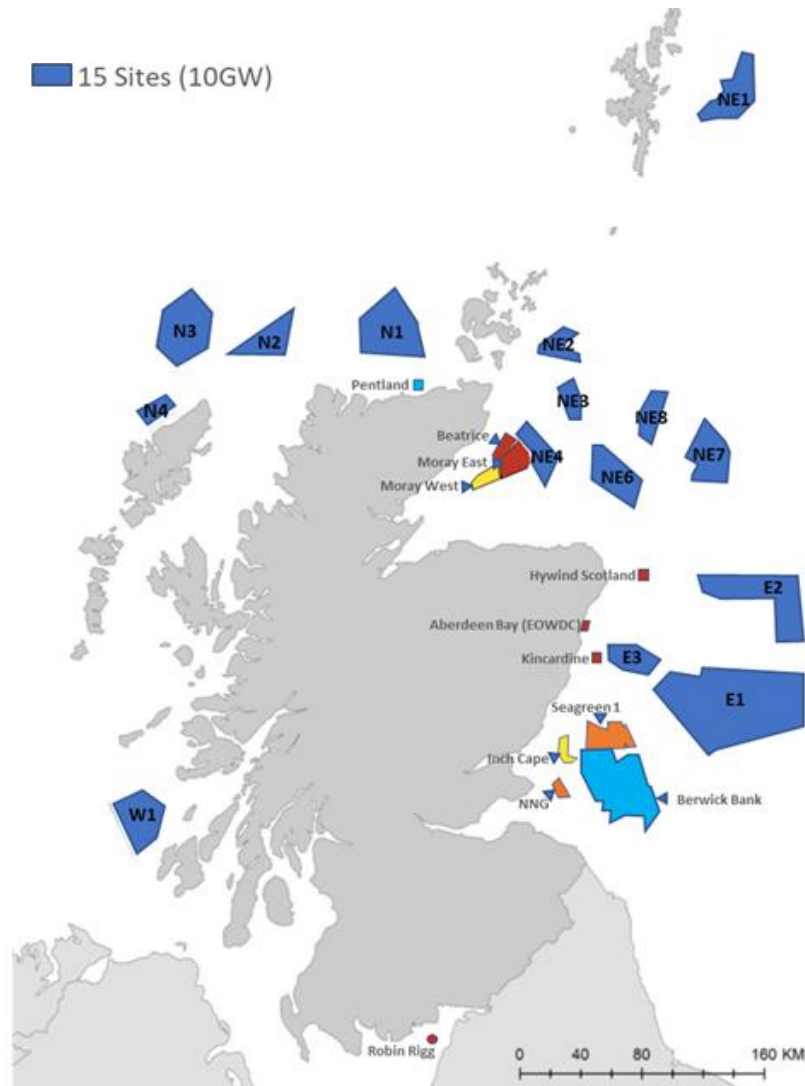
The transition away from oil and gas presents opportunities in several areas. For example, there is a substantial decommissioning market, which is estimated to be worth £47bn by 2040¹⁴. The developments at the South Harbour will improve Aberdeen's position within the decommissioning supply chain by ensuring that the region is better able to import material for decommissioning and export the processed outputs.

Renewables

Beyond its fossil fuel endowment, the Aberdeen City Region has substantial renewables potential, particularly in the wind turbine subsector. For example, the Crown Estate's ScotWind project is predominantly concentrated around Scotland's North East coast, **Figure 3.1**. Consequently, there will be opportunities in areas including wind turbine installation, maintenance, and decommissioning - which will provide jobs well into the future. Indeed, the proposed North East Green Freeport speaks to the opportunities available in this space.

¹⁴ [Decommissioning report \(gmbscotland.org.uk\)](https://gmb.scot.nhs.uk/gmbscotland.org.uk)

Figure 3.1: ScotWind Sites from Leasing Round 1



Source: [Reuters](#)

There will also be opportunities in other renewables sub-sectors, including hydrogen. Thanks to the H2 Aberdeen vision set out in the 2015 Hydrogen Strategy¹⁵, the city has become one of Europe's pioneering hydrogen cities. This status was recently evidenced by the recent BP decision to design, build, and operate the Aberdeen Hydrogen Hub, which will result in the delivery of a green hydrogen production facility.

The Hydrogen Hub highlights the broader potential to engage with the oil majors as they diversify to ensure that they continue to invest in the City Region and provide opportunities for people who are currently working in the oil and gas industry.

¹⁵ [AberdeenHydrogenStrategy](#)

Tourism

Beyond the energy sector, the North Sea will continue to provide opportunities for people who live in Aberdeen/shire, with clear potential in marine tourism. Again, the developments in the South Harbour will be beneficial here, with the massive increase in cruise ship capacity likely increasing the size of area's the visitor economy. Going forward, this will provide opportunities to develop further regional assets and attractions, like the NC 250, to help the area capture more tourist spend. In this respect, there is potential to capture tourist spend both within the City of Aberdeen and wider Aberdeenshire. Both will mean that there are increasing job opportunities in the tourism and hospitality sector alongside opportunities for new businesses/ entrepreneurs to service the increased market.

Innovation Pipelines

In the wider economy, there is potential in the life sciences and food and drink sectors, which have a strong base in the regional economy. For example, both the Bio Hub and SeedPod will be based at existing University campuses in the region; with Bio Hub at Foresterhill and SeedPod at SRUC's Craibstone campus.

Locating the infrastructure and support at these campuses will create a clear space for academia-industry collaborations, allowing the region to capitalise on its expertise and develop innovative, high growth businesses that make sizable contributions to the local economy.

Digital Economy

Finally, and in order to capitalise on the above opportunities, there will need to be a concerted effort to make the City Region an attractive place to live and work. Projects like Full Fibre and the City Network help in this regard by leverage public sector resources to address market failures and create a favourable market which will benefit City Region residents, who should receive cheaper access to superfast broadband and improved access to quality public services.

Beyond ensuring that every citizen has access to adequate broadband, which should be considered as crucial as access to water, gas, and electricity in the 21st century, there will be a need to future proof the City Region's infrastructure in order to allow the ease implementation and roll out of smart city technologies as they come online.

3.2.3 A Changing Landscape

There have been several strategic and contextual changes that have occurred since the ACRD was launched. It's important to recognise that these changes impact the operating environment and create new objectives which the ACRD programme needs to recognise.

One major change has been the ‘finalisation’ of Great Britain’s exit from the EU with the introduction of the Trade and Co-operation Agreement. The UK’s changed relationship with the EU creates several new challenges, particularly in a location with a well-developed fishing industry. As discussed previously, the situation remains fluid, with clear potential for further deterioration in UK-EU relations, which will likely result in further trading difficulties.

In 2019, Scotland became one of the first countries in the world to announce a climate emergency in response to advice received from the Committee on Climate Change. Consequently, Scottish Government announced a target for Scotland to transition to Net Zero by 2045. Achieving the target will require drastic transformative change, which undoubtedly presents several challenges. Chief amongst these is the need to ensure a just transition, ensuring that existing inequality is not exacerbated and that people in declining industries are not locked out of the future economy.

Closely tied to the just transition is Scottish Government’s vision to develop a wellbeing economy. The wellbeing economy, which is the central objective of the NSET, is based on an inclusive and sustainable growth that delivers prosperity and resilience for the whole of Scotland. Across the economy, this requires providing a range of opportunities to ensure that Scotland can lead on green/ sustainable innovation while also providing fair work in good jobs to people who have traditionally been locked out of the labour market. At both a national and regional level, Community Wealth Building is viewed as a key tool to achieving these aims as it encourages large anchor institutions, like hospitals to localise their supply chains in order to create multiplier effects that result in more money being spent locally.

The Aberdeen City Region has recently launched its updated Regional Economic Strategy. Alongside the ACRD, the RES will provide the strategic direction for the City/Shire economy by focusing on the four capitals:

- Natural Capital.
- Economic Capital.
- Human Capital.
- Social Capital.

3.3 Strategic Vision and Objectives

3.3.1 Our Vision

Confirm once the RES been agreed

Taken from the recently launched RES, by 2035, North-East Scotland will be the Energy transition capital of Europe. Our economy will continue to transform and diversify and to lead in the production of new green energy sources. Our region will have growing digital and technology, food and drink, tourism, life sciences and creative sectors. Our economic growth model will value wellbeing and sustainability, be outward-looking, and prepared for the challenges and opportunities arising from long-term drivers, including: the climate emergency, an ageing population and digital transformation.

Communities, visitors, and businesses throughout our region will be part of:

- **A thriving economy:** Driving growth across the key sectors of our economy with a world-class low carbon utilities and transport infrastructure, digital and physical connectivity. Internationalisation will be supported to ensure the region creates green jobs, attracting people and investment. Businesses will have access to the people and skills required to thrive.
- **An outstanding natural environment:** From the mountains to the sea, our unique natural environment and biodiversity will be preserved and protected, to ensure the region remains a stunning and productive place to live, work and visit.
- **People:** High-quality education at all life stages, access to affordable housing, green and marine-spaces, health, and social care, will be widely available to all to ensure all residents and communities are empowered to lead healthy and happy lives.
- **A strong community and cultural identity:** Reducing gender, racial and other inequalities in the region. Address poverty in our region and commit to being a real living wage region and invest in arts and culture to enhance regional identity and ensure all residents have the opportunity reach their potential and to feel pride in the region.

3.3.2 Our Strategic Objectives

To achieve our vision, the over-arching strategic objectives for the ACRD Deal are to:

Strategic Objective 1: Accelerate the decarbonisation of industry and support the transition from traditional high carbon emitting sectors toward emerging clean energy sectors like circular decommissioning, and renewable energy systems (offshore wind and hydrogen).

How we will achieve this: The Net Zero Technology Centre is the ACRD Deals flagship project to help the City Region meet its net zero commitments through facilitating co-investment with industry and working in partnership with the public and private sectors to fund R&D and influence policy.

Strategic Objective 2: Develop an innovation ecosystem that promotes and supports innovation within industry across the innovation journey from knowledge creation through to application and exploitation.

How we will achieve this: The Deal will invest in sector-specific centres of excellence to capitalise on the regions' existing strengths and emerging areas of opportunity in net zero, food and drink and life sciences. The Deal will support and catalyse collaboration and investment in R&D – supporting the business base and inward investors to access our universities' world-class research expertise/capabilities, providing access to state-of-the-art R&D and testing facilities, and through the provision of wider wraparound support and promotion.

Strategic Objective 3: Enable the continued growth and diversification of the Aberdeen City-Region business and employment base and the enabling upstream and downstream supply chains.

How we will achieve this: Aligned to Strategic Objective 2, the investments will create spatial clusters and a critical mass of new economic activity – helping businesses to scale at pace, creating an entrepreneurial culture (business start-ups and spin outs), securing inward investment, and attracting and retaining skilled workers to the city-region. The Deal will focus on supporting innovation across three priority sectors – net zero technologies, food and drink, and life sciences.

Strategic Objective 4: Increase trade and investment and help the city-region access new economic opportunities.

How we will achieve this: The Deal will invest in vital infrastructure at Aberdeen South Harbour to increase the berthing and quayside capacity which will help address an existing unmet demand. Through the Harbour expansion we will:

- Increase importing and exporting activity.
- Create opportunities for energy transition activities, including renewables and decommissioning.
- Support the city-region to access emerging opportunities within the visitor economy – cruise ships.

Strategic Objective 5: Make the Aberdeen City-Region one of the physically and digitally best-connected regions in the UK.

How we will achieve this: The expansion of Aberdeen South Harbour, which includes enhancing the physical berthing and quayside capacity at the harbour will improve the accessibility of the North East - expanding existing importing/exporting activities and opening new market opportunities in renewables and cruise ships.

In addition, Broadband is now widely regarded as the 'fourth utility' and the Deal will invest in the fibre and other infrastructure to catalyse further private sector investment to ensure that residents, businesses, and service providers have access to super-fast and ultra-fast broadband. Through digital technologies this will help to reduce digital exclusion and lead on the implementation of smart city technology.

Strategic Objective 6: Create an inclusive economy that provides opportunities for our residents to access fair work, training, and skills development.

How we will achieve this: We will prioritise the delivery of social value through procurement contracts and deliver community benefits such as placements, apprenticeships, training, and employment opportunities.

In addition, and in line with our commitment to the public sector equality duty, we will support our partners to target those with protected characteristics with a focus on four priority groups - sex (specifically encouraging more females into STEM), disabled people, ethnicity, and age.

3.3.3 Equalities Objectives

The ACRD has set a series of objectives in relation to supporting individuals with protected characteristics, these are:

1. Promote greater gender diversity, specifically encouraging more girls and woman interested in studying and working in STEM.
2. Ensure that there are a range of employment opportunities across a diverse sector base for those from all ethnic backgrounds.
3. Target specific demographic groups, including young people aged 16-24 and extending working lives (aged 50+).
4. Work with employers and the private sector to ensure that disabled people have equal opportunity to access services and employment.

Progress to delivering against our equalities' objectives form part of our approach to benefits realisation and monitoring, see **Section 4**.

3.4 Theory of Change

The Theory of Change presents the underlying assumptions and rationale that explains how (and why) inputs and activities contribute to a succession of intermediate outputs and outcomes that lead to the intended or observed impacts. The Theory of Change will:

- Support policy and decision-makers better understand how, where, and who will benefit from the ACRD Deal.
- Identify relevant indicators for gathering information and intelligence that will evidence the progress and success of the investment and contribute to the various reporting requirements - the Benefits Tracker and Annual Report.
- Identify gaps or weaknesses in available data and the evidence base - intimating where alternative approaches to gathering data need to be adopted - as already highlighted there is the need to better evidence the Deals' wider contribution to inclusive growth.
- Inform future evaluation - making sure that the relevant questions are considered/asked and providing a consistent position - did the investment deliver the intended change.

ACRD Deal - Theory of Change

Inputs	Activities	Output	Outcomes - short term	Outcomes - medium term	Economic Impacts	Social and environmental impacts			
Digital									
Public Sector Partners <ul style="list-style-type: none"> ACRD funding - UK and Scottish Government Aberdeen City Council Aberdeenshire Council Scottish Enterprise NESTRANS NHS Grampian 	Total funding - £76.2m <ul style="list-style-type: none"> City Network extension Full Fibre Infrastructure Duct Network 	Projects completed: <ul style="list-style-type: none"> City Network Full Fibre Infrastructure Duct Network KM/M of fibre cable fitted/laid 	<ul style="list-style-type: none"> Construction and supply chain (contracts, jobs, salaries, GVA) Community Benefits (employment, training and skills development, business development) 	<ul style="list-style-type: none"> Premises (residential, commercial, civic) with access to highspeed and ultrafast Broadband Broadband providers secured 	<ul style="list-style-type: none"> Digital uptake (residential, commercial, civic) Digital exclusion (residential, commercial, civic) 	Economic Impacts <ul style="list-style-type: none"> Increase in GVA Increase in employment Additional Tax Revenues Business Enterprise expenditure on R&D (BERD) Improved business survival rates 	Social and environmental impacts <ul style="list-style-type: none"> Sector transition Net greenhouse gas/ CO2 emissions Energy generated from renewable/ low carbon sources Service user satisfaction with the quality of local services (health services, schools, etc) Social and geographic isolation Air quality Water quality 		
	Innovation								
	Higher Education <ul style="list-style-type: none"> Robert Gordon University University of Aberdeen 	Total funding - £486.4m <ul style="list-style-type: none"> Net Zero Technology Centre - £426.2m SeedPod - £24.6m Bio Hub - £35.6m 	Projects completed: <ul style="list-style-type: none"> Net Zero Technology Centre SeedPod Bio Hub New floorspace delivered 	<ul style="list-style-type: none"> Construction and supply chain (contracts, jobs, salaries, GVA) Community Benefits (employment, training and skills development, business development) 	<ul style="list-style-type: none"> Innovation active businesses New collaborations/ partnerships Start-ups/ Spinouts Funding and investment secured 			<ul style="list-style-type: none"> Firms taking new products/ processes/ services to market New products/ processes/ services launched 	
Transport									
Private Sector Partners <ul style="list-style-type: none"> Opportunity North East Aberdeen Harbour Vodafone/ CityFibre 	Total funding - £451.9m <ul style="list-style-type: none"> Aberdeen Harbour Expansion - £419.9m Strategic Transport Appraisal - £7.0 Transport Link to Harbour - £25.0m 	Projects completed: <ul style="list-style-type: none"> Aberdeen South Harbour Expansion Strategic Transport Appraisal Transport Link to Harbour Sqm of Harbourside hardstanding and deep-water berthing capacity 	<ul style="list-style-type: none"> Construction and supply chain (contracts, jobs, salaries, GVA) Community Benefits (employment, training and skills development, business development) 	<ul style="list-style-type: none"> Increased freight and commercial harbour traffic Reduced journey times and congestion Cruise ships and passengers 	<ul style="list-style-type: none"> Value of Exports (direct and supply chain) Increased expenditure - visitor economy Investment leveraged - land/ site development 				
	Policy Fit and Contribution <p>The ACRD Deal contributes to the following cross-cutting policy priorities:</p> <ul style="list-style-type: none"> Utilising innovation, enterprise, and entrepreneurship to boost productivity and economic output. Creating sustainable, good quality, and well-paid employment opportunities across a diverse sector base. Supporting a just and fair transition to net zero. Embedding inclusive growth and wellbeing into investment decision-making. <p style="text-align: center;">Underlying Evidence and Assumptions</p> <ul style="list-style-type: none"> Enabling and digital infrastructure has a key role to play in delivering productive businesses and regions (National Strategy for Economic Transformation, see here). Transport Infrastructure underpins economic resilience, provision of services and the effective operation of the economy, enables inclusive and sustainable growth - demand side impact, supply side impact, market impact, and social and environmental impact (Office of Chief Economic Advisor, see here). Digital access will contribute to sustainable places and inclusive economic growth - investing in digital connectivity and inclusion to help businesses, workers and service users to accelerate the uptake of digital services and reduce the need to travel. In addition, digital connectivity has a wider role (particularly within rural communities) in helping people stay connected (Infrastructure Investment Plan, see here). One of the central drivers for supporting innovation is that it a key driver for economic growth and productivity - through the development of new products, processes, services and business models, which increase sales, and thus economic output, ultimately creating wealth and employment (Department for Business, Energy & Industrial Strategy, see here). The benefits arising from innovation more widely are not just economic - innovation helps us develop better medicines, deliver more effective public services, help develop sustainable agricultural techniques, and greener energy solutions to accelerate the path to net zero, with resulting social and environmental benefits (UKRI, see here). 					Strategic Added Value <p>The qualitative and agglomeration effects that are challenging to measure but nonetheless important to understand - the scale and scope of these effects are to be tested and assessed at the relevant Gateway review periods:</p> <ul style="list-style-type: none"> Partnerships - strengthening existing and creating new relationships with regional partners. Synergy and influence - promoting shared aspirations and 'values' for the city region. Engagement and collaboration - ensuring all partners and stakeholders have a platform for meaningful engagement and dialogue Increased trust, civic engagement and buy-in. Alignment and strengthening complementary strategic agendas. 			

4 Monitoring and Evaluation

4.1 Good Practice Principles of Monitoring

The Benefits Realisation Plan will adhere to the following principles:

- Identify and record the desired benefits.
- Identify the stakeholders affected by each benefit.
- Identify the outcomes and enablers required for the realisation of each benefit.
- Record the metric by which each outcome is to be measured - ideally these metrics should have baseline values to compare against measured pre-project.
- Allocate a responsible person to each benefit who is responsible for measuring.
- Prioritise benefits against each other where appropriate to do so.
- Identify the expected delivery of benefits.

4.2 Monitoring - Indicators and Metrics

Following on from the Theory of Change in **Section 3** which sets the overarching framework for measurement - the metrics, and indicators that we will utilise are outlined below. Bespoke Benefits Reporting Templates will be developed, and project leads given clear guidance to ensure a robust and consistent approach to data collection and reporting¹⁶.

The data being captured and reported will evidence and demonstrate progress to delivering against the objectives of the ARCD Deal and help inform future interventions.

Please note that when designing the metrics and indicators we have given cognisance to the following key criteria:

- Net zero and carbon reduction.
- Inclusive growth and wellbeing.
- Equalities¹⁷ and the Public Sector Equality Duty with a focus on supporting four identified priority groups with protected characteristics: sex, disability, ethnicity, and age.

¹⁶ Please note that the programme-level Benefits Realisation Plan will be updated and reported annually. Nevertheless, individual projects may be required to gather and report data on a more regular basis to satisfy internal and other funders requirements. This will be noted within the Benefits Reporting Templates.

¹⁷ Equalities and Human Rights Commission, see [here](#).

4.2.1 Input Indicators

The input indicators relate to the capital and revenue financial expenditure incurred in implementing projects, with the additional aim of tracking the expenditure made by/ leveraged from the various partner bodies.

Table 4.1: Indicator Menu - INPUTS

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency*
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported?	How often is it reported within the BRP?
Total funding	Project leads - all projects	Approved Business Cases and project expenditure sheets	Value (£) - forecast and actual Value (£) by core theme - forecast and actual Value (£) by project - forecast and actual	Finance and Project Status Reports	Annually
Leveraged funding: Public sector	Project leads - all projects	Approved Business Cases and project expenditure sheets	Value (£) - forecast and actual Value (£) by core theme - forecast and actual Value (£) by project - forecast and actual	Finance and Project Status Reports	Annually
Leveraged funding: Private sector	Project leads - all projects	Approved Business Cases and project expenditure sheets	Value (£) - forecast and actual Value (£) by core theme - forecast and actual Value (£) by project - forecast and actual	Finance and Project Status Reports	Annually

*Note 1: Financial and spend data is gathered and reported to the Joint Committee Programme Board quarterly. To avoid duplication, data on the inputs (funding) will be reported within the Benefits Realisation Plan annually at the same time as the publication of the Annual Report

4.2.2 Activity Indicators

Table 4.2: Indicator Menu - ACTIVITIES

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Digital Theme						
Project status – capital works and operational activity: <ul style="list-style-type: none"> ○ City Network ○ Full Fibre Infrastructure ○ Duct Network ○ Digital Gap Analysis 	Project leads – all projects under the digital theme	Benefits Reporting Template and Annual report (update on progress) End of Project Report	Has the project completed (count) – not started, ongoing, completed	Benefits Reporting Template	Annually	Strategic objective: 3, 5, 6
Fibre cable fitted/laid	Project leads – Full Fibre Infrastructure, Duct Network, and Digital Gap Analysis	End of Project Report/ construction completion certificate	KM/M	Benefits Reporting Template	Annually	Strategic objective: 3, 5, 6
Number of corporate sites connected to ultra-fast broadband networks	Project leads – City Network and Digital Gap Analysis	End of Project Report/ construction completion certificate	Count of sites	Benefits Reporting Template	Annually	Strategic objective: 3, 5, 6
Innovation Theme						
Project status – capital works and operational activity: <ul style="list-style-type: none"> ○ Net Zero Technology Centre ○ SeedPod ○ Bio Hub 	Project leads – all projects under the innovation theme	Benefits Reporting Template and Annual report (update on progress) End of Project Report	Has the project completed (count) – not started, ongoing, completed	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
New floorspace delivered	Project leads – SeedPod and Bio Hub	End of Project Report/ construction completion certificate	Sqm	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
Transport Theme						
Project status – capital works and operational activity: <ul style="list-style-type: none"> ○ Aberdeen South Harbour Expansion ○ Strategic Transport Appraisal ○ Transport Link to Harbour 	Project leads – all projects under the transport theme	Benefits Reporting Template and Annual report (update on progress)	Has the project completed (count) – not started, ongoing, completed	Benefits Reporting Template	Annually	Strategic objective: 4, 6
Quayside hardstanding	Project leads – Aberdeen South Harbour Expansion	End of Project Report/ construction completion certificate	Sqm	Benefits Reporting Template	Annually	Strategic objective: 4, 5, 6
Seaside deep-water berthing capacity	Project leads – Aberdeen South Harbour Expansion	End of Project Report/ construction completion certificate	Sqm	Benefits Reporting Template	Annually	Strategic objective: 4, 5, 6
Upgraded or improved road infrastructure	Project leads – Transport Link to Harbour	End of Project Report/ construction completion certificate	KM	Benefits Reporting Template	Annually	Strategic objective: 4
New cycle infrastructure	Project leads – Transport Link to Harbour	End of Project Report/ construction completion certificate	KM	Benefits Reporting Template	Annually	Strategic objective: 4

Table 4.3: Indicator Menu - **OUTPUTS**

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Output Indicators						
Construction contracts	Project leads - all projects	Project procurement and expenditure sheets	Value (£) by core theme Value (£) by project	Benefits Reporting Template	Annually	Strategic objective: 6
Construction employment	PMO	Project procurement and expenditure sheets - PYE to be measured via standard co-efficient*	Person Year Equivalent: o By core theme o By project	Benefits Reporting Template	Annually	Strategic objective: 6
Inclusive Growth Indicators						
Construction jobs that pay at least the Real Living Wage	Project leads - all projects	Construction contracts and suppliers	Total Count Count by protected characteristic	Benefits Reporting Template	Annually	Strategic objective: 6
Training and employment opportunities delivered via Community Benefits clauses related to the capital works that were taken by people with protected characteristics -	Project leads - all projects	Community Benefits Tracker - linked to individual capital projects	Total Count: Count by protected characteristic	Benefits Reporting Template	Annually	Strategic objective: 6
Apprenticeships related to the capital works that have been completed by the end of contract	Project leads - all projects	Community Benefits Tracker - linked to individual capital projects	Total Count: Count by protected characteristic	Benefits Reporting Template	Annually	Strategic objective: 6

* Note 1 - one construction PYE created by every £160,956 of capital expenditure - the PMO will calculate the construction employment based on contract value data provided by project leads

Qualitative Metrics

The outputs will be supported by the following indicative qualitative metrics:

- Case studies with apprentices - engage with those that were taken by people with protected characteristics.

The case studies will be agreed with project leads and reported as part of the Annual Report.

Table 4.4: Digital - SHORT- AND MEDIUM-TERM OUTCOMES

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/ reported?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Short Term Outcome Indicators - Across all Projects						
Residential dwellings that have access to fast internet download speeds (min 30mbps)	PMO	OFCOM	Percentage	Benefits Reporting Template - set a baseline and ongoing review	Annually	Strategic objective: 5, 6
Commercial premises that have access to fast internet download speeds (min 30mbps)	PMO	OFCOM	Percentage	Benefits Reporting Template - set a baseline and ongoing review	Annually	Strategic objective: 3, 5, 6
Civic premises that have access to fast internet download speeds (min 30mbps)	PMO	OFCOM	Percentage	Benefits Reporting Template - set a baseline and ongoing review	Annually	Strategic objective: 5, 6
Medium Term Outcome Indicators - Across all Projects						
Number of Smart City projects tested/rolled out as per the ACC Smart City Strategy and Action Plan	Project leads	Via survey/engagement with project managers for ACC Smart City programmes	Count and by Smart theme (Public Sector, Technology, Mobility, Digital Skills, Tourism, Living)	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 5, 6
Number of industry-specific applications successfully trialled and launched	Project leads - Digital Gap Analysis	Via survey/engagement with partners/beneficiaries	Count and by sector if appropriate e.g., Tourism, Food and Drink, Energy, Utilities, Ports and Logistics and Agritech	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 5, 6
Inclusive Growth Indicators						
Digital exclusion - accessibility	PMO	(OFCOM/ONS)	% of residential dwellings that have access to fast internet download speeds (min 30mbps): <ul style="list-style-type: none"> o rural/semi-rural areas* o communities in the SIMD top 20% 	Benefits Reporting Template - set a baseline and ongoing review	Annually	Strategic objective: 5, 6

Note 1: Based on the Scottish Government Urban Rural Classification, 2016

Qualitative Metrics

The outcomes will be supported by the following indicative qualitative metrics:

- Case studies - improved service provision (engage with service providers and users e.g., NHS, banks, social services, Citizens Advice Bureau, etc).
- Case studies/workshops - school pupils that have benefitted from improved connectivity (for school learning and at home).
- Case studies and Secondary research on digital exclusion and service costs - review the average annual Broadband service costs (£) in communities where (pre-Deal) this was regarded as 'expensive' or 'unaffordable' and the role/contribution of the digital projects in alleviating this challenge.

The case studies will be agreed with project leads and reported as part of the Annual Report.

Table 4.5: Innovation - SHORT AND MEDIUM- TERM OUTCOMES

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported ?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Short Term Outcome Indicators						
Businesses and others accessing support	Project leads - all projects	Engagement with businesses accessing support from the project	Count	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3,
Funding (grants) provided to projects - Tech X and Solutions Centre	Project lead - NZTC	Internal records and Benefits Reporting Templates	Count and value (£) of grant funding	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3,
Innovation active businesses	Project leads - all projects	Engagement with businesses accessing support from the project	Count*	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3,
New (Academia - business / business-to-business) collaborations/partnerships	Project leads - all projects	Engagement with businesses and others accessing support from the project	Count	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3
Follow-on investment secured	Project leads - all projects	Engagement with businesses and others accessing support from the project	Value (£)	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4
Medium Term Outcome Indicators						
Business Start-ups	Project leads - all projects	Engagement with businesses accessing support via the project	Count by sector	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
Academia and Industry Spin outs	Project leads - SeedPod and Bio Hub	Engagement with businesses and others accessing support via the project and HE-BCI returns	Count by sector	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
New to firm and/or market products/ processes/ services**	Project leads - all projects	Engagement with businesses and others accessing support via the project	Count Value (£)	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
Businesses using or investing in net zero/low carbon technologies	Project lead - NZTC	Engagement with businesses and others accessing support via the project	Count	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 6
Inclusive Growth Indicators						
Business Start-ups and academic spinouts	Project leads - all projects	Engagement with businesses and others accessing support via the project	By industry sector % ownership by those with protected characteristic*** % remaining in North East at 3 and 5 years	Benefits Reporting Template	Annually	Strategic objective: 1, 2, 3, 4, 6
Businesses and others accessing support	Project leads - all projects	Project data sheets - internal monitoring	% participating with protected characteristic	Benefits Reporting Template	Annually	Strategic objective: 2, 6
Number of school/FE/HE visits and/or careers fairs to promote project and wider sector opportunities	Project leads - all projects	Project data sheets - internal monitoring	Count	Benefits Reporting Template	Annually	Strategic objective: 6

* Note 1: Based on the UK Innovation Survey definition of innovation active businesses, see [here](#)

**Note 2: This includes both new to firm and new to market products, processes, services

*** Note 3: Ownership characteristics at the point of start-up or spin-out

Qualitative Metrics

The outcomes will be supported by the following indicative qualitative metrics:

- Case studies - school visits.
- Case studies - women encouraged into STEM jobs or participated in accelerator or training programmes.
- Case studies - students participating in the career ready programme.
- Case studies - wider benefits that businesses/individuals gain from accessing support e.g., access to networks, increased confidence, etc.

The case studies will be agreed with project leads and reported as part of the Annual Report.

Table 4.6: Transport SHORT AND MEDIUM-TERM OUTCOMES

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Short Term Outcome Indicators						
Increased freight and commercial harbour traffic	Project lead - Aberdeen South Harbour	Port of Aberdeen internal records Secondary sources: UK Port Freight Statistics	Tonnes per annum	Benefits Reporting Template	Annually	Strategic objective: 3, 4
Reduced journey times	Project lead - Transport link to harbour	Travel Time - survey based	Journey Time Statistics	Benefits Reporting Template	Annually	Strategic objective: 4, 6
Cruise ships and passengers	Project lead - Aberdeen South Harbour	Port of Aberdeen internal records Secondary sources: Marine Scotland, Transport Scotland, Cruise Scotland	Count of vessels Count of passengers	Benefits Reporting Template	Annually	Strategic objective: 4, 6
Medium Term Outcome Indicators						
Scottish business involved with exporting - directly or within the supply chain	Project lead - Aberdeen South Harbour	Port of Aberdeen internal records	Count	Benefits Reporting Template	Annually	Strategic objective: 3, 4, 6
Increased expenditure - visitor economy	PMO	VisitScotland standard co-efficient data* Survey of cruise ship passengers	Value (£)	Benefits Reporting Template	Annually	Strategic objective: 3, 4, 6
Investment leveraged -site development at ETZ	Project lead - Aberdeen South Harbour (with support of partners)	Planning applications Engagement with developers and investors Partners	Value (£) Sqm new floorspace	Benefits Reporting Template	Annually	Strategic objective: 1, 3, 4
Business diversification	Project lead - Aberdeen South Harbour	Port of Aberdeen internal records	Count of companies by sector renting quayside space	Benefits Reporting Template	Annually	Strategic objective: 3
Inclusive Growth Indicators						
Active travel - number of users (walking or cycling)	Project lead - Transport link to harbour	Counters or surveys	Count	Benefits Reporting Template	Annually	Strategic objective: 6
Number of school trips to Harbour visitor centre	Project lead - Aberdeen South Harbour	Port of Aberdeen project data sheets - internal monitoring	Count of schools from North East Count of pupils	Benefits Reporting Template	Annually	Strategic objective: 6
Number of school/FE/HE visits and/or careers fairs to promote project and wider sector opportunities	Project lead - Aberdeen South Harbour	Port of Aberdeen project data sheets - internal monitoring	Count	Benefits Reporting Template	Annually	Strategic objective: 6

* Note 1: Average spend data sourced from Visit Scotland and Cruise Scotland can be used to estimate expenditure (average spend * number of passengers, by profile)

Qualitative Metrics

The outcomes will be supported by the following indicative qualitative metrics:

- Case studies - school visits.
- Case studies - financial and other support provided to charities and community groups.
- Case studies - feasibility studies that identified new (mixed mode) transport routes that has helped better connect rural communities.

The case studies will be agreed with project leads and reported as part of the Annual Report.

Table 4.7: Economic, Social, and Environmental IMPACTS

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency	Contribution to objective
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/ reported?	How often is it reported within the BRP?	Which strategic objectives will the indicator contribute towards?
Economic Impact Indicators						
Jobs created and/or safeguarded	Project leads - all projects	Engagement with businesses and others accessing support from the project	Count	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 3, 4, 6
GVA created and/or safeguarded*	Project leads - all projects PMO	Project leads to provide input data that will inform the GVA model * Engagement with businesses and others accessing support from the project - turnover, salaries, profits	Value (£): o Total o Average per employee	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 3, 4, 6
Tax revenues*	Project leads - NZTC PMO	Project leads to provide input data that will inform tax revenue model * Engagement with businesses and others accessing support from the project - turnover and sales	Value (£)	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 1, 3
Business survival rates	Project leads - all innovation theme projects	Engagement with businesses and others accessing support from the project	Count: o by sector o percentage at 3- and 5-years post-support	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 3, 4, 6
Business Enterprise R&D (BERD)	Project leads - all innovation theme projects	Engagement with businesses and others accessing support from the project and HE -BCI returns	Value Percentage of costs	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 1, 2, 3,
Value of exports (direct and supply chain)	PMO	ONS Export Statistics Scotland	Value (£)	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation	Strategic objective: 3, 4
Social Impact Indicators						
% of service users who are fairly or very satisfied with the quality of local services	PMO	Scottish Household Survey Engagement with, and survey of service users	Percentage	Evaluation evidence	Assessed externally at interim / final evaluation	Strategic objective: 6
% of adults who felt lonely in the last week "some"/"most"/"all or almost all" of the time	Project leads - digital theme PMO	Scottish Household Survey Engagement with, and survey of residents in areas benefitting from improved Broadband connectivity	Percentage	Evaluation evidence	Assessed externally at interim / final evaluation	Strategic objective: 6
Environmental Impact Indicators						
CO2 abatement	Project lead - NZTC Environment statistics - Scottish Government	Engagement with businesses and others accessing support from the project (NZTC have target forecast)	CO2 Tonnes per annum	Evaluation evidence	Assessed externally at interim / final evaluation	Strategic objective: 6
Air quality	Project lead - Aberdeen South Harbour	Technical testing and monitoring	Air Quality Index	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation - change against the baseline	Strategic objective: 6

Water quality	Project lead – Aberdeen South Harbour	Technical testing and monitoring	Water Quality Index	Benefits Reporting Template	Annually Assessed externally at interim / final evaluation - change against the baseline	Strategic objective: 6
Inclusive Growth Indicators						
Median salaries (as a proxy for GVA)	Project leads – all projects	Engagement with businesses and others accessing support from the project - gathered via salary bandings	% of jobs and average value (£)	Benefits Reporting Template Evaluation evidence	Annually Assessed externally at interim / final evaluation	Strategic objective: 6
Jobs created and/or safeguarded that pay the RLW	Project leads – all projects	Engagement with businesses and others accessing support from the project	Count	Benefits Reporting Template Evaluation evidence	Annually Assessed externally at interim / final evaluation	Strategic objective: 3,4, 6
Jobs created/safeguard – taken by those with protected characteristics	Project leads – all projects	Engagement with businesses and others accessing support from the project	Count	Benefits Reporting Template Evaluation evidence	Annually Assessed externally at interim / final evaluation	Strategic objective: 3, 4, 6

Note 1: * Please note that, as outlined in the Actions at **Section 4.3**, the PMO will develop GVA and tax revenue models to ensure a consistent and proportionate approach to tracking progress. The project leads will be required to provide the input data to populate the models – the requirements will be detailed within the Benefits Reporting Template

The impacts will be supported by the following qualitative metrics:

- Case studies – the NZTC role and wider contribution to supporting the transition to net zero.
- Case studies – innovation activity within the business base: food and drink, life sciences and net zero technologies.
- Case studies – role of Aberdeen South Harbour in growing the export market and helping diversify the North East economy.
- Case studies – role of improved Broadband connectivity on promoting hybrid working and reducing the number of journeys undertaken.
- Case study – businesses that have been supported and now export to internal markets.

The case studies will be agreed with project leads and reported as part of the interim and final evaluation.

Table 4.8: Indicator Menu - Carbon Categorisation*

Indicator	Who will capture and provide the data	Source of data	Measure	Mechanism for data capture	Reporting frequency
What is being measured?	Who is responsible?	Where will we get the data?	The unit of measurement	How will it be captured/reported?	How often is it reported within the BRP?
Project Carbon Category (Control)	Project leads - all	Project leads to provide input data that will inform the carbon impact model *	Categorised following SCRGD Carbon Guidance according to its Control (1-5) ○ By project	Businesses cases Benefits Reporting Template	Annually
Project Carbon Category (Influence)	Project leads - all projects PMO	Project leads to provide input data that will inform the carbon impact model *	Categorised following SCRGD Carbon Guidance according to its influence (A-C) ○ By project	Businesses cases Benefits Reporting Template	Annually
Carbon Management Methodology	Project leads - all projects PMO	Project leads to provide input data that will inform the carbon impact model *	Confirmation of approach to carbon management ○ By project	Businesses cases Benefits Reporting Template	Annually
Construction carbon	Project leads - all projects PMO	Project leads to provide input data that will inform the carbon impact model *	(£/tonne per year) ○ By project	Businesses cases Benefits Reporting Template	Annually
Operational carbon	Project leads - all projects PMO	Project leads to provide input data that will inform the carbon impact model *	(£/tonne per year) ○ By project	Benefits Reporting Template	Annually

* Note 1: Please note that, as outlined in the Actions at **Section 4.3**, the PMO will develop carbon capture models to ensure a consistent and proportionate approach to measuring the whole life carbon impacts and cost of the investments. The project leads will be required to provide the input data to populate the models - the requirements will be detailed within the Benefits Reporting Templates

** Note 2: Further detail on the approach capturing and calculating carbon impacts is available [here](#).

4.3 Measuring the Contribution to National Policy

Appendix D provides a summary of the key policy aims and objectives of the Levelling Up White Paper and National Strategy for Economic Transformation and maps the outcome and impact indicators that are appropriate/relevant to measure and evidence progress in contributing towards these objectives.

4.4 Actions to Support Monitoring

The Theory of Change and indicator/metric menu presented above provides the delivery framework to support partners measure and monitor the effects of the investment made through the ACRD Deal programme.

However, in terms of implementation of the Benefits Realisation Plan, we note the following key actions are required:

- Develop and update the Benefits Reporting Templates to ensure they are consistent and are accessible to project leads to support them to capture the required data to populate the Master Benefits Tracker.
- Develop Project Beneficiary Engagement Forms - these will be used to support project leads engage directly with beneficiaries to gather relevant data.
- Gather baseline data (from a range of sources) and set targets to help measure progress and establish a “where have we come from” and “where do we want to go” approach.”
- Develop models to help measure and track programme performance in relation to the high-level impacts of GVA and tax revenues. The models will be the responsibility of the PMO; however, they will require input data from the project leads.
- Develop models to help measure and track programme performance in relation to carbon emissions. Based on Scottish Government guidance, the models will be the responsibility of the PMO, however, they will require input data from the project leads.

See **Section 5.4** with regards to resource requirements.

4.5 Evaluation

This section sets out the processes and principles that will underpin the partners approach to continuous learning and evaluation. As per HM Treasury Magenta Book¹⁸

“Evaluation is a systematic assessment of the design, implementation and outcomes of an intervention. It involves understanding how an intervention is being, or has been, implemented and what effects it has, for whom and why. It identifies what can be improved and estimates its overall impacts and cost-effectiveness.”

Embedding evaluation within the Benefits Realisation Plan is therefore crucial to support:

- Accountability - the investment of public monies should be accountable and transparent. Importantly, this is not just concerned with inputs (i.e., what money is spent on) but gathering and presenting evidence on an intervention’s outcomes and impact (i.e., what it has achieved).
- Learning - to better understand what works and improve current and future interventions.

Quarterly and Annual Monitoring and Reporting

As the body responsible for developing and managing the Benefits Realisation Plan, the PMO will engage with project leads to gather the relevant data and intelligence required to populate the Master Benefits Tracker on an ongoing annual basis - the benefits tracker will act as a live document with the data collected informing reports to the Joint Committee and UK and Scottish Government on overall programme performance.

The project leads will have two key documents to support the data collection:

- Project Beneficiary Engagement Forms - these will be used to support project leads engage directly with beneficiaries to gather relevant data.
- Benefits Reporting Template form will be developed that can be deployed consistently across the programme and project leads will be given further guidance and instructions for completion.

¹⁸ HM Treasury Magenta Book, see [here](#)

Annual Report

As highlighted at **Section 1**, the data gathered through the Benefits Tracker will be used to support the development and publication of the Annual Report. The Annual Report will provide the relevant qualitative case study evidence delivered through the Deal - in line with the Theory of Change and indicator menus at **Table 4.1** to **4.8**.

As noted, the Annual Report will be published online and available to download.

Ongoing Internal Review and Audit

As part of the good practice approach to programme management, the ACRD Deal has the following internal processes in place:

- Bi-annual checkpoint reviews - to assess overall progress.
- Annual conversation - informed by the Annual Report and Benefits Realisation Plan present an opportunity for the Scottish City Region and Growth Deal Delivery Board to engage with the Deal at senior official level, to celebrate success and discuss progress. In addition, the conversations present an opportunity to reflect and work through any concerns that Regional Partners and Governments have about the implementation of the Programme and the ambitions for the Programme going forward.
- Annual due diligence and compliance Audits.

End of Project Report

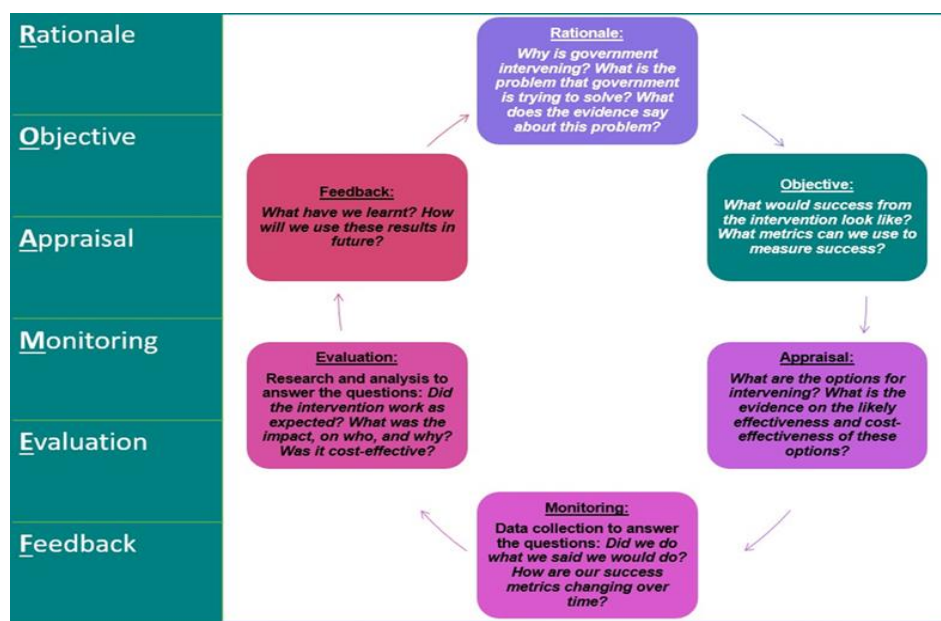
At project completion, all projects will provide a final summary report evaluating the performance against the project outcomes. The report will be proportionate to the size of the project/investment and the project leads will be responsible for preparing. A standardised scope has been developed by the PMO to ensure consistency, presented at **Appendix B** and covers the following points:

- A summary of the activities and deliverables.
- A summary of the project execution (management and delivery), including whether the project met its objectives and targets.
- Details of the project's budget performance and timeline performance.
- If appropriate, details on the factors that affected (positively or negatively) the project results and any lessons learned.
- A description/forecast of the impact or other benefits the project will provide.
- Ongoing risks or other factors.
- Document storage for future audit.

Interim and Final Evaluation

The interim and final evaluation are part of the overall programme process which begins with an ex-ante appraisal and ends with an ex-post evaluation.

Figure 4.1: ROAMEF Cycle



Source: HM Treasury Magenta Book

The programme will procure (through a competitive open tendering process like Public Contract Scotland) an external independent organisation to undertake both an interim and final evaluation at the following stages:

- Interim evaluation at end of year 2024/25.
- Final evaluation upon programme completion at end of year 2027.

Both interim and final evaluation will be delivered in line with the HMT Magenta Book guidance.

Interim Evaluation Review

An interim evaluation will be undertaken after delivery has commenced in 2024/25. The suggested approach is to commission a process evaluation - "what can be learned from how the intervention is being delivered?"

Final Evaluation Review

A final evaluation will be undertaken upon programme completion - in 2027. This is with a view to reviewing how successful the programme has been in meeting its aims and objectives.

The suggested approach is to commission a combined evaluation that covers:

- **Impact evaluation** - “what difference has the intervention made?”
- **Value for money evaluation** - “is this intervention a good use of resources?”

The final evaluation will consider the core themes (and sub-projects) and the ACRD Deal programme as a whole.

Evaluation Questions and Considerations

A detailed scope will be prepared for the interim and final evaluation with the input of both UK¹⁹ and Scottish Government but will consider (as a minimum) the following key questions as outlined in the HM Treasury Magenta guidance, see **Table 4.9**.

The evaluations will include direct survey and engagement with beneficiaries²⁰ of the investments/projects and will be used to help fill the gaps where only secondary data is available and test the attribution and additionality of the programmes impacts.

¹⁹ For example, UK Government are establishing an evaluation task force to provide guidance and advise on good practice approaches to measure the impact of the Deals post-funding.

²⁰ The beneficiaries will be bespoke to each project.

Table 4.9: Interim and Final Evaluation Questions

Process evaluation questions: What can be learned from how the intervention was delivered?	Impact evaluation questions: What difference did the intervention make?	Value-for-money evaluation questions: Was this a good use of resources?
<p>Was the intervention delivered as intended?</p> <ul style="list-style-type: none"> <i>Were there enough resources?</i> <i>Were there any unexpected or unintended issues in the delivery of the intervention?</i> <i>To what extent has the intervention reached all the people that it was intended to?</i> <p>What worked well, or less well, for whom and why? What could be improved?</p> <p>What can be learned from the delivery methods used?</p> <ul style="list-style-type: none"> <i>Could the intervention have been procured and delivered for less cost?</i> <p>How has the context influenced delivery?</p> <ul style="list-style-type: none"> <i>How did external factors influence the delivery and functioning of interventions?</i> <i>How did external factors influence the attitudes and behaviours of target groups?</i> 	<p>Did the intervention achieve the expected outcomes?</p> <ul style="list-style-type: none"> <i>To what extent?</i> <i>Did the intervention cause the difference?</i> <i>To what extent can the outcomes be attributed to the intervention? How confident can we be that the intervention caused the observed changes?</i> <i>What causal factors resulted in the observed impacts?</i> <i>How much can be attributed to external factors?</i> <i>What would have happened anyway?</i> <p>How has the context influenced outcomes?</p> <ul style="list-style-type: none"> <i>Has the intervention resulted in any unintended outcomes?</i> <i>Have the outcomes been influenced by any other external factors?</i> <p>To what extent have different groups been impacted in different ways, how and why? Can the intervention be reproduced? What generalisable lessons have we learned about impact?</p>	<p>How cost-effective was the intervention?</p> <ul style="list-style-type: none"> <i>Cost per unit (outcome, participant, etc.)</i> <i>What were the costs of delivering the intervention?</i> <i>Has the intervention been cost-effective (compared to alternatives and compared to doing nothing)?</i> <i>What is the most cost-effective option?</i> <p>What was the value-for-money of the intervention?</p> <ul style="list-style-type: none"> <i>What are the benefits?</i> <i>What are the costs?</i> <i>Do the benefits outweigh the costs?</i> <i>What is the ratio of costs to benefits?</i> <p>Is the intervention the best use of resources?</p> <ul style="list-style-type: none"> <i>How does the ratio of costs to benefits compare to that of alternative interventions?</i>
<p>Future Learning:</p> <p>Are the intervention's goals relevant, in different contexts? Can the policy be expected to work in other contexts? Is the intervention sustainable from financial, economic, social, and environmental perspectives? What has been learned about how to intervene in this intervention space that can be transferred to other initiatives and future appraisals?</p>		

A roadmap for the monitoring and evaluation activities is presented in **Table 4.10**. Please note that the roadmap only reflects the Deal funding period up to 2027. It is recognised that the projects have been developed to have a ‘legacy impact’ that exceeds this timeline, and it is the responsibility of the Managing Authorities to agree future (appropriate) ongoing monitoring and evaluation of these projects.

Table 4.10: BRP Review and Evaluation Roadmap

	2022/23		2023/24		2024/25				2025/26				2026/27					
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
End of Project Reports																		
City Network Extension*																		
Full Fibre Infrastructure				■														
Duct Network							■											
Digital Gap Analysis **																		
Net Zero Technology Centre																		■
SeedPod																		■
Bio Hub																		■
Aberdeen Harbour Expansion					■													
Strategic Transport Appraisal																		■
Transport Link to Harbour																		■
Annual Conversation	■				■				■				■					■
Annual Report			■				■				■				■			■
BRP			■				■				■				■			■
Interim Evaluation								■										
Final Evaluation***																		■ TBC

* Note: project completed in November 2021, and an end of project report prepared

** Partners are currently undertaking a digital gap analysis, once projects have been identified/approved then the monitoring and evaluation roadmap will be updated

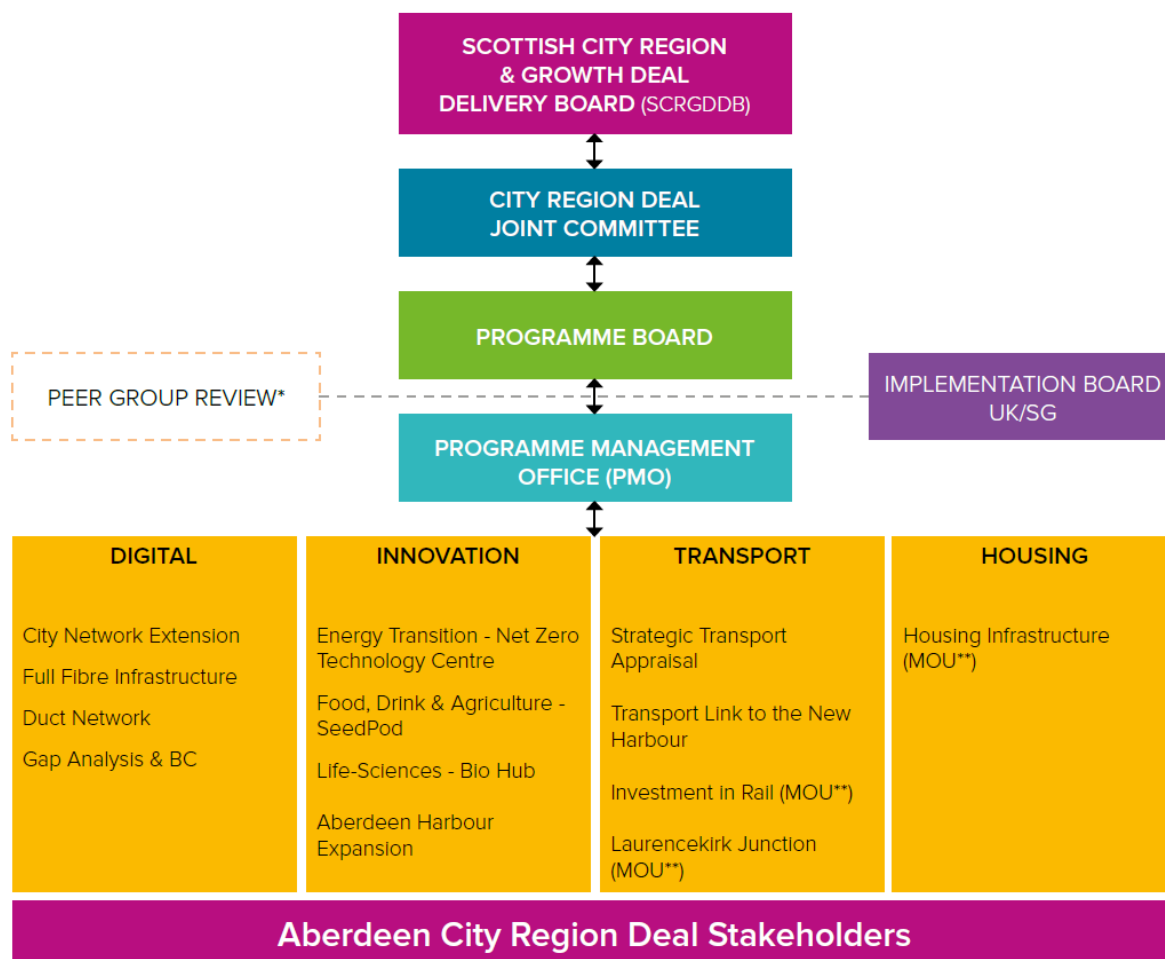
*** Date/timeline for final evaluation to be confirmed

5 Governance and Oversight

5.1 Governance

An overview of the ACRD Deal governance structure is provided in **Figure 5.1**.

Figure 5.1: ACRD Deal Governance



Summary details on the roles and responsibilities of the relevant groups with regards to the Benefits Realisation Plan is provided below.

5.1.1 Roles and Responsibilities

Programme Management Office

The Programme Management Office will have responsibility for the development, implementation, and delivery of the Benefits Realisation. Plan. This includes the following key responsibilities:

- Baselineing - gathering relevant data and intelligence to establish the baseline position to act as a benchmark for measuring performance.
- Monitoring - the PMO will have two key roles:
 - Gathering the relevant data and input from project leads to populate the Master Benefits Tracker. The Benefits Tracker will be updated as required with the project leads required to provide the relevant data to complete the Benefits Reporting Template.
 - The PMO will take ownership and responsibility for gathering and reporting the data for indicators where only secondary sources are available.
- Developing and taking ownership and responsibility for gathering and reporting the data for the GVA, tax revenues and carbon impact models - with the project leads required to provide the relevant data to complete.
- Updates - recommending any changes or updates such as amending targets or timescales for delivery.
- Reporting - providing relevant updates and information to stakeholders when required. This includes providing intelligence to support the quarterly Programme Board and Joint Committee meetings and the case study evidence for the Annual Report.
- Evaluation:
 - Instructing and reviewing the end of project reports.
 - Commissioning and project managing the external (interim and final evaluations).

The key contacts within the Programme Management Office are:

Benefits Realisation Plan Managers:

- Julie Wood, External Partnerships Service Manager, Aberdeen City Council.
- Jamie Coventry, Economic Adviser, Aberdeen City Council.

Benefits Realisation Plan Administration Support - Aigul Gray, Project Support Officer, Aberdeen City Council.

Project Leads and Sponsors

The project leads will be the 'benefit owners' with responsibility for ensuring that projects are on track to deliver against targets and gathering/collecting and reporting the relevant data and intelligence to the Programme Management Office to update the Master Benefits Tracker.

As noted, all project leads will have access to the Project Beneficiary Engagement Forms and Benefits Reporting Template (and guidance for completion) to ensure a consistent and robust monitoring process is followed. This includes further detail on how, what, when, why they should engage with beneficiaries of the project to gather relevant data.

The project leads and sponsor for the individual projects are highlighted in **Table 5.1**.

Table 5.1: Project Leads and Sponsors

Project	Project Lead	Sponsor
Digital		
City Network Extension Full Fibre Infrastructure Duct Network	Wendy Robertson - Digital Infrastructure Lead, Aberdeen City Council	Paul Macari - Head of Planning and Environment, Aberdeenshire Council
Innovation		
Net Zero Technology Centre	Nicola McIntosh - Finance and Commercial Director, Net Zero Technology Centre	Richard Sweetnam, Chief Officer City Growth
Bio Hub	Lindsay McKenzie - Commercial Director, Opportunity North East	Jennifer Crow - Chief Executive, Opportunity North East
Seed Pod	Lindsay McKenzie - Commercial Director, Opportunity North East	Jennifer Crow - Chief Executive, Opportunity North East
Transport		
Aberdeen South Harbour	Jon Oakey - Chief Financial Officer, Port of Aberdeen	Richard Sweetnam, Chief Officer City Growth
Transport Link to Aberdeen South Harbour	Alan McKay - Team Leader, Roads Projects, Aberdeen City Council	John Wilson - Chief Officer Capital, Aberdeen City Council
Strategic Transport Appraisal	Paul Finch - Transport Strategy Manager, Nestrans	Rab Dickson - Director, Nestrans

Programme Board and Joint Committee

The **Programme Board** oversees the management and operations of the Deal and has overarching responsibility for ensuring the implementation of the Benefits Realisation Plan and delivery against targets.

The **Benefits Realisation Plan Senior Responsible Officer** (SRO) is the Chair of the Programme Board, Richard Sweetnam.

The **Joint Committee** drives and governs the implementation of the City Region Deal programme and its links to the Regional Economic Strategy. The Joint Committee has a strategic oversight role to ensure that the benefits being delivered through the Deal are aligned with, and contribute to, the regional policy priorities and prosperity of the region.

The Programme Management Office will report directly to the Programme Board and Joint Committee on a quarterly basis – papers with the relevant performance monitoring data (extracted from the Benefits Tracker) will be prepared in advance of scheduled meetings.

5.2 Change Control

The Business Realisation Plan will be subject to the same Change Control process as all activities delivered under the ACRD Deal. For any minor changes or updates (for example, reprofiling targets by a few months) then the Chair of the Programme Board has delegated power to approve change requests in the capacity of Chief Officer- City Growth. The Programme Board will provide details of these changes to the Joint Committee.

If there are any significant changes proposed, then the partners will follow the official programme/project change guidance issued by UK and Scottish Government to all City or Growth Deal partners.

5.3 Resources

The Programme Management Office is hosted within Aberdeen City Council with both partner council's providing financial, technical, legal, and other logistical "in-kind" support. It is recognised that implementation of the Benefits Realisation plan and associated monitoring will put additional pressures on already stretched resources. To ensure the Benefits Realisation Plan is implemented and to support the ongoing monitoring and evaluation, it is recommended that the partners provide the following dedicated resources.

Programme Management Office

The PMO will provide dedicated monitoring, evaluation, and administration support service. It will act as a 'regional resource' to support project leads with gathering and reporting of data.

As noted at **Section 4.3**, early actions to support implementation of the Benefits Realisation Plan include:

- Develop the Benefits Reporting Templates to ensure they provide detail and guidance on the data to be gathered and reported, are consistent, and are accessible to project leads.
- Develop Project Beneficiary Engagement Forms - these will be used to support project leads engage directly with beneficiaries to gather relevant data.
- Gather baseline data and set targets to help measure progress.
- Develop models to help measure and track programme performance in relation to the high-level impacts of GVA and tax revenues.
- Develop models to help measure and track programme performance in relation to carbon emissions.

Evaluation

In line with partners aspirations to promote continuous learning and help support UK and Scottish Government better understand the impacts and value generated through the Deal investment, it is recommended that process, impact, and value for money evaluations are undertaken.

5.4 Communication

In addition to the Annual Report, the Deal partners have agreed and signed up to the ACRD Deal Communications Protocol. The protocol provides the framework for how partners will work with the UK and Scottish Government City-Region Deal Communications Group to promote the work of City Region Deals and the value added delivered through the investments.

The communication and implementation plan outlines the approach to communication, engagement and promotion through several mechanisms such as: City Voice, City Region Deal [Website](#), Social Media Platforms and press coverage.

Appendix A: Fit with NPF

A summary of the ACRD Deal's fit with, and contribution to, the outcomes and indicators outlined within Scotland's National Performance Framework is presented below.

Theme	National Outcomes	Indicators
Digital	Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy	Productivity Economic growth Carbon footprint Access to superfast broadband Entrepreneurial activity
	Fair Work and Business: We have thriving and innovative businesses, with quality jobs and fair work for everyone	The number of businesses High growth businesses Innovative businesses Economic participation
	Poverty: We tackle poverty by sharing opportunities, wealth and power more equally	Relative poverty after housing costs Wealth inequality Cost of living
	Communities: We live in communities that are inclusive, empowered, resilient and safe	Perceptions of local area Loneliness Social capital
	Education: We are well educated, skilled and able to contribute to society	Educational attainment Workplace learning Engagement in extra-curricular activities Young people's participation Skill profile of the population
	Human Rights: We respect, protect and fulfil human rights and live free from discrimination	Quality of public services
Innovation	Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy	Productivity International exporting Economic growth Carbon footprint Greenhouse gas emissions Spend on research and development Entrepreneurial activity
	International: We are open, connected and make a positive contribution internationally.	Scotland's reputation International networks
	Environment: We value, enjoy, protect and enhance our environment	Energy from renewable sources
	Education: We are well educated, skilled and able to contribute to society.	Workplace learning Engagement in extra-curricular activities Young people's participation Skill profile of the population Skill shortage vacancies Skills underutilisation
	Health: We are healthy and active	Healthy life expectancy Healthy weight Premature Mortality
Transport	International: We are open, connected and make a positive contribution internationally	Scotland's reputation International networks
	Fair Work and Business: We have thriving and innovative businesses, with quality jobs and fair work for everyone	The number of businesses High growth businesses Innovative businesses Economic participation Employees on the living wage

Appendix B: End of Project Reporting Template

Project Name			
Author			
Sponsoring Cluster		Version	
Senior Responsible Officer		Date	

Handover to Operational Management
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Contract Management

User and Stakeholder Views

Project Budgets

Post-Project Budgets

Benefits Realisation
What agreed benefits have been realised to date?
What agreed benefits have still to be realised after project completion?
Are there any additional benefits (not initially identified) that are expected to be achieved as a result of this project?

Post Project Evaluation Gate

Post Occupancy Evaluation / Benefits Review Gate

Outstanding Risks

Ref	Description	Score	Action	New Owner

Outstanding Issues

Ref	Description	Priority	Action	New Owner

Other Outstanding Actions

Action	Deadline	New Owner

Location of Project Documentation

Document Revision History

Version	Reason	By	Date

Appendix C: Benefits Reporting Templates

To be updated once template agree

Appendix D: Measuring the Contribution to National Policy

The table provides a summary of the key policy aims and objectives of the Levelling Up White Paper and National Strategy for Economic Transformation and maps the outcome and impact indicators that are appropriate/relevant to measure and evidence progress in contributing towards these objectives.

Objectives/Aims	Themes	BRP Outcome Indicators	BRP Impact Indicators
Levelling Up White Paper			
Boosting the UK's productivity, pay, jobs, and living standards by growing the private sector.	All projects		<ul style="list-style-type: none"> Jobs created and/or safeguarded GVA created and/or safeguarded Median salaries (as a proxy for GVA) Jobs created and/or safeguarded that pay the RLW
	Digital Theme	<ul style="list-style-type: none"> Residential dwellings that have access to fast internet download speeds (min 30mbps) Commercial premises that have access to fast internet download speeds (min 30mbps) Civic premises that have access to fast internet download speeds (min 30mbps) 	
	Innovation Theme	<ul style="list-style-type: none"> Innovation active businesses Business Start-ups Academia and Industry Spin outs 	<ul style="list-style-type: none"> Business survival rates Business Enterprise R&D (BERD)
	Transport Theme	<ul style="list-style-type: none"> Scottish business involved with exporting - directly or within the supply chain Increased expenditure - visitor economy 	<ul style="list-style-type: none"> Value of exports (direct and supply chain)

Spread opportunities and improve public services, especially in those places where they are weakest	All projects	<ul style="list-style-type: none"> • Training and employment opportunities delivered via Community Benefits clauses related to the capital works that were taken by people with protected characteristics - • Apprenticeships related to the capital works that have been completed by the end of contract 	<ul style="list-style-type: none"> • Jobs created/safeguard - taken by those with protected characteristics
	Digital Theme	<ul style="list-style-type: none"> • Digital exclusion - accessibility 	<ul style="list-style-type: none"> • -% of service users who are fairly or very satisfied with the quality of local services • % of adults who felt lonely in the last week "some"/"most"/"all or almost all" of the time
	Innovation Theme	<ul style="list-style-type: none"> • Number of school/FE/HE visits and/or careers fairs to promote project and wider sector opportunities 	-
	Transport Theme	<ul style="list-style-type: none"> • Number of school trips to Harbour visitor centre • Number of school/FE/HE visits and/or careers fairs to promote project and wider sector opportunities 	-
Restoring a sense of community, pride, and belonging.	Digital Theme	<ul style="list-style-type: none"> • Residential dwellings that have access to fast internet download speeds (min 30mbps) • Digital exclusion - accessibility 	
	Innovation Theme		
	Transport Theme	<ul style="list-style-type: none"> • Investment leveraged -site development at ETZ 	
Empowering local leaders and communities.	Aims relate to English Local Authorities - not appropriate to measure through the ACRD BRP		

Objectives/Aims	Themes	BRP Outcome Indicators	BRP Impact Indicators
National Strategy for Economic Transformation			
Entrepreneurial People and Culture Aim: establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes, and celebrates entrepreneurial activity in every sector of our economy.	Digital Theme	<ul style="list-style-type: none"> • Number of industry-specific applications successfully trialled and launched 	
	Innovation Theme	<ul style="list-style-type: none"> • Innovation active businesses • New (Academia - business / business-to-business) collaborations/partnerships • Business Start-ups • Academia and Industry Spin outs • New to firm and/or market products/ processes/ services** 	<ul style="list-style-type: none"> • Business Enterprise R&D (BERD)
	Transport Theme	<ul style="list-style-type: none"> • Business diversification 	
New Market Opportunities Aim: strengthen Scotland's position in new markets and industries, generating new, well-paid jobs for a just transition to Net Zero.	Digital Theme	<ul style="list-style-type: none"> • Commercial premises that have access to fast internet download speeds (min 30mbps) • Number of Smart City projects tested/rolled out as per the ACC Smart City Strategy and Action Plan • Number of industry-specific applications successfully trialled and launched 	
	Innovation Theme	<ul style="list-style-type: none"> • Funding (grants) provided to projects - Tech X and Solutions Centre • Innovation active businesses • New (Academia - business / business-to-business) collaborations/partnerships • Businesses using or investing in net zero/low carbon technologies 	<ul style="list-style-type: none"> • CO2 abatement • Value of exports (direct and supply chain)

	Transport Theme	<ul style="list-style-type: none"> • Scottish business involved with exporting - directly or within the supply chain • Investment leveraged -site development at ETZ 	<ul style="list-style-type: none"> • Air quality
<p>Productive Businesses and Regions</p> <p>Aim: make Scotland's businesses, industries, regions, communities, and public services more productive and innovative.</p>	All projects		<ul style="list-style-type: none"> • Jobs created and/or safeguarded • GVA created and/or safeguarded
	Digital Theme	<ul style="list-style-type: none"> • Residential dwellings that have access to fast internet download speeds (min 30mbps) • Commercial premises that have access to fast internet download speeds (min 30mbps) • Civic premises that have access to fast internet download speeds (min 30mbps) 	
	Innovation Theme	<ul style="list-style-type: none"> • Businesses and others accessing support • Innovation active businesses 	<ul style="list-style-type: none"> • Business survival rates
	Transport Theme	<ul style="list-style-type: none"> • Increased freight and commercial harbour traffic 	
<p>Skilled Workforce:</p> <p>Aim: ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society and that employers invest in the skilled employees they need to grow their businesses.</p>	All projects	<ul style="list-style-type: none"> • Training and employment opportunities delivered via Community Benefits clauses related to the capital works that were taken by people with protected characteristics - • Apprenticeships related to the capital works that have been completed by the end of contract 	
	Digital Theme		
	Innovation Theme		
	Transport Theme		

<p>A Fairer More Equal Society:</p> <p>Aim: reorient Scotland's economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.</p>	All projects	<ul style="list-style-type: none"> • Training and employment opportunities delivered via Community Benefits clauses related to the capital works that were taken by people with protected characteristics - • Apprenticeships related to the capital works that have been completed by the end of contract 	<ul style="list-style-type: none"> • Median salaries (as a proxy for GVA) • Jobs created and/or safeguarded that pay the RLW • Jobs created/safeguard - taken by those with protected characteristics
	Digital Theme	<ul style="list-style-type: none"> • Digital exclusion - accessibility 	<ul style="list-style-type: none"> • % of service users who are fairly or very satisfied with the quality of local services • % of adults who felt lonely in the last week "some"/"most"/"all or almost all" of the time
	Innovation Theme	<ul style="list-style-type: none"> • Business Start-ups and academic spinouts (by protected characteristics) • Businesses and others accessing support (by protected characteristics) • Number of school/FE/HE visits and/or careers fairs to promote project and wider sector opportunities 	
	Transport Theme		