Appendix: Benefits Realisation Measurement Framework

Document Purpose

This framework provides the overall structure, approach, and methodology for benefits measurement for the Edinburgh South East Scotland City-Region Deal (CRD). This document outlines the approach to benefits measurement for each of the five themes (Innovation, Housing, Skills, Transport & Culture). For each theme, the key benefit goals are identified, with the measurement approach then following to track the realisation of these benefit goals.

To track benefits for each theme, there is a need for some level of consistency in approach to allow for simple communication of benefits and governance of the benefit measurements for each theme. At the same time, care has been taken in tracking the benefits unique to a given project.

In designing this framework, consideration has been given for the variety of audiences that may be interested in the benefits realisation of the city-region deal. For example, Scottish Government, UK government, representatives from each of the local authorities that make up the city-region, the public etc. Care has been taken to ensure this framework captures benefits that will be of interest to each audience, whilst also keeping in mind commitments by Deal Partners to inclusive growth, community wealth building and carbon neutrality.
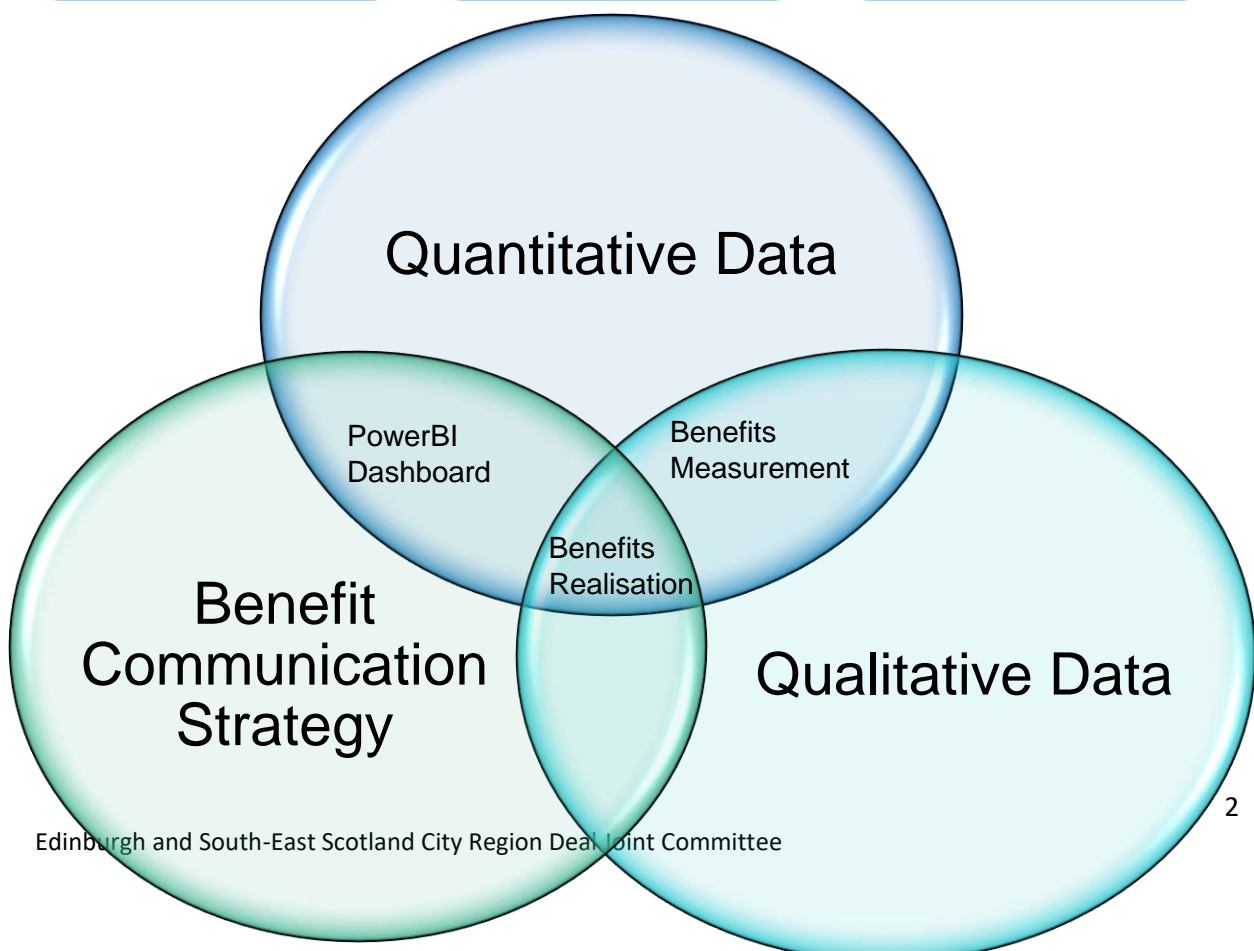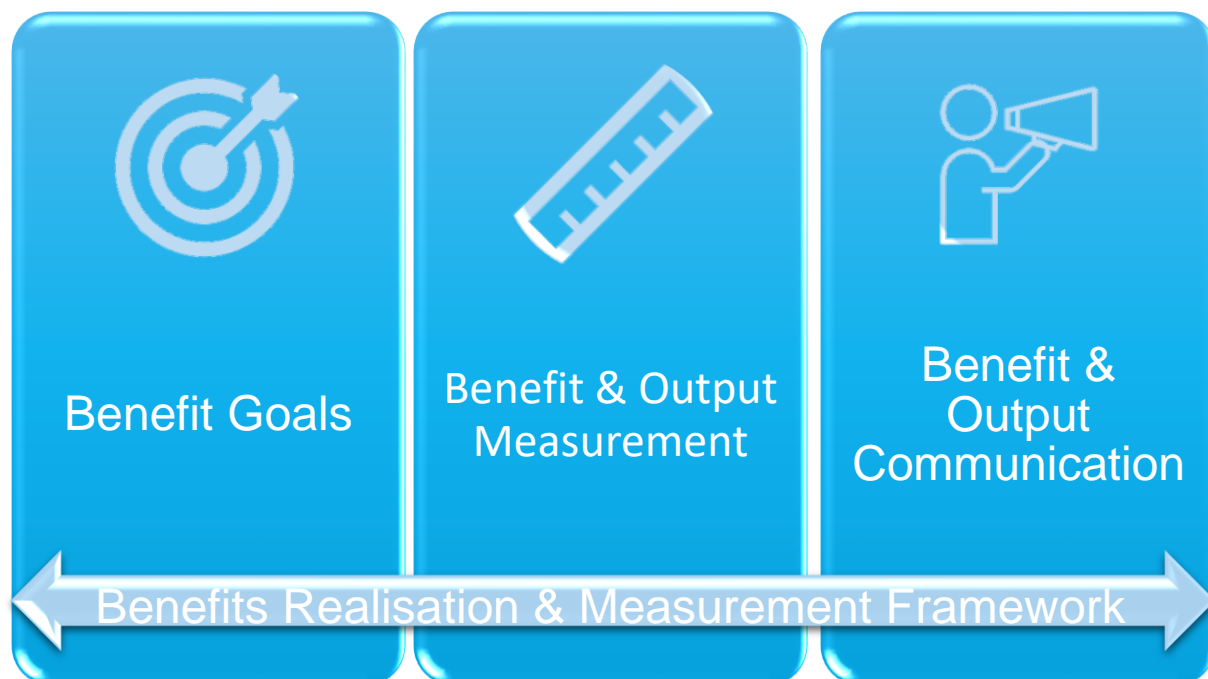
The overarching goal of this framework is to ensure benefits are captured, analysed, and communicated effectively for each theme. To achieve this goal, the following principles are applied to each theme:

- Each theme will be measured both quantitatively and qualitatively, allowing for the most full and accurate picture to be created of benefits.

- Quantitative measurements will be displayed using the PowerBI dashboard, which has been largely successful in the IRES programme (see Annex item B).

- Qualitative measurements will be displayed in a variety of ways, whether through videos, reports, unique case studies documents etc. (Further detail on this to be provided).

- Benefits will be reported and recorded accurately and transparently, with narrative to provide wider context.

Each theme will have a similar approach in terms of process, starting with identifying goals, then moving into measurement of benefits and outputs to assess if these goals are being achieved, then communication of the benefits and outputs that are realised (see figure 1).

Figure 1- Benefits measurement process

Benefit Goals → Benefit & Output Measurement → Benefit & Output Communication

Benefits Realisation & Measurement Framework

Quantitative Data

PowerBI Dashboard

Benefits Measurement

Benefits Realisation

Benefit Communication Strategy

Qualitative Data

Articles,
reports,
case
studies

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Figure 2- Benefits Measurement Overview by Theme

Innovation

- A unique quantitative dashboard for each project.
- Narrative reports.
- Case studies, interviews & focus groups.
- A tailored communication plan & strategy.

Skills

- A unique quantitative dashboard for each project.
- Narrative reports.
- Case studies, interviews & focus groups.
- A tailored communication plan & strategy.

Culture

- A unique quantitative dashboard for the Dunard Centre.
- Narrative reports.
- Case studies, interviews & focus groups.
- A tailored communication plan & strategy.

Housing

- A unique quantitative dashboard for each housing project site.
- Narrative reports.
- Case studies, interviews & focus groups.
- A tailored communication plan & strategy.

Transport

- A unique quantitative dashboard for both projects.
- Narrative reports.
- Case studies, interviews & focus groups.
- A tailored communication plan & strategy.

Innovation

Innovation is made up of four projects within the overall theme. Borders Innovation Park, DDI Hubs, Fife Industrial Innovation Investment (Fife i3) and the QMU Food & Drink hub. Each of these projects will have a unique approach for benefit measurement to ensure a tailored approach to accurately capturing the benefits.

Borders Innovation Park (BIP)

Benefit Goals (by theme):

Employment Goals:

- Direct employees that gain and sustain employment in the BIP.

- Well-paying, sustainable employment.

- An inclusive workforce given opportunities in the Borders that would not have occurred without this investment.

Local Community & Economy Development Goals:

- Nearby local business to benefit from spillovers.

- Entrepreneurs to be given opportunities that would not have happened without the BIP.

- Local community to benefit from additional opportunities, inward investment, and an influx of talent.

Environmental Goals:

- More use of the train station next to the park, encouraging a reduced carbon footprint for those using the park.

- An aspiration for this park to be carbon neutral, with each year having a reduced size of carbon footprint until this goal is achieved.

Output Measurement

The key, visible output is the development of the BIP itself, with this output having two distinct benefit measurement phases- benefit achieved during the construction phase, and benefits achieved once the park is constructed and operational.

Benefit Measurement- Construction Phase (by theme)

Quantitative Measurement of Employment Benefits

- CRD residents employed in construction.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age).

- Number of apprentices working on the BIP.

Quantitative Measurement of Local Community & Economy Benefits

- Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

- Community benefits monitoring and reporting.

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via Borders Innovation Park.

Qualitative Measure of Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from the Borders Innovation Park upon opening.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

Benefit Measurement- Operational Phase

Quantitative Dashboard (by theme)

Quantitative Measure for Employment Benefits

- Average salary calculations of those employed in the innovation park.

- Measure employee characteristics (gender, race, etc.)

- Number of employees from businesses in the innovation park.

Quantitative Measure for Economic Development Benefits

- Measure the take-up of office and industrial spaces by the private sector.

- Measure private sector investment in innovative practices linked to the innovation Park.

- Measure survival rates of businesses within the Park.

- Increase in Research & Development outputs (track and measure outputs of businesses operating out of the Park).

Quantitative Measure for Environmental Benefits

- Ticket sales information to assess how many accessing the innovation park did so using public transport.

- Carbon footprint measure.

Qualitative Measure for Employment Benefits

- Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals within the Borders Innovation Park.

- Case studies of those employed at the Borders Innovation Park.

Qualitative Measure for Economic Development Benefits

- Interviews and focus groups with business leaders operating out of the Borders Innovation Park.
- Case studies of businesses, start-ups and projects operating out of the Borders Innovation Park.

Qualitative Measure for Environmental Benefits

- Interviews with residents within the community to assess perceptions of traffic volume, air quality and transport modal split.

Borders Innovation Park Benefits Measurement Overview

Goals

Direct employees that gain and sustain employment in the innovation park.

Well-paying, sustainable employment.

An inclusive workforce given opportunities in the Borders that would not have occurred without this investment.

Nearby local business to benefit from spillovers.

Entrepreneurs to be given opportunities that would not have happened without the Borders Innovation Park.

Local community to benefit from additional opportunities, inward investment, and an influx of talent.

More use of the train station next to the park, encouraging a reduced carbon footprint for those using the park.

An aspiration for this park to be carbon neutral, with each year having a reduced

Construction Phase

Employee's total in construction.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age,

Number of apprentices working on Borders Innovation Park.

Financial tracking.

Progress reports.

Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

Community benefits monitoring and reporting.

Case studies of those in construction given unique opportunities via Borders Innovation Park.

Interview residents to assess what benefits residents are seeking from the Borders Innovation Park upon opening.

Interviews and focus groups designed specifically to research any unintended

Operational Phase

Average salary calculations of those employed in the innovation park.

Measure employee disparities (gender, race, etc.)

Number of employees from businesses in the innovation park.

Measure the take-up of office and industrial spaces by the private sector.

Measure private sector investment in innovative practices linked to the innovation park.

Measure survival rates of businesses within the hub.

Increase in Research & Development outputs (track and measure outputs of businesses operating out of the hub)

Ticket sales information to assess how many accessing the innovation park did so using public transport.

Carbon footprint measure.

Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals within the Borders Innovation Park.

Case studies of those employed at the Borders Innovation Park.

Interviews and focus groups with business leaders operating out of the Borders Innovation Park.

Case studies of businesses, start-ups and projects operating out of

DDI Hubs

Benefit Goals (by theme):

Talent

- Students & learners (from academic & professional backgrounds) to have increased skills & as a result job opportunities.

Research

- Research partners from the public, private and third sectors, as well as the wider academic community to benefit from opportunities to use wider, more sophisticated datasets developed because of the DDI investment.

Adoption

- Private sector businesses entrepreneurs, the public, school children as well as schoolteachers to benefit from increased and access and improved data driven innovation.

- Data partners in the public, private and third sectors to benefit from more skilled employees that hold a greater understanding of data application, dataset creation and the process of using data to drive innovation.

Data

- Better access to a wider range of data sets, with DDI activity across the city region increasing as its reputation grows.

Entrepreneurship

- An increase in the number of spin-out companies, which increasingly survive, scale-up and leverage investment via venture capital.

Output Measurement

- Investment must demonstrate increased floor space, with new facilities and where possible co-location.

- The delivery of DDI programmes.

- New data partnerships with public sector partners.

- Evidence of working collaboratively with city deal investments in skills & infrastructure.

Benefit Measurement (by theme)

Quantitative Measure for Talent Benefits

- Take-up of DDI skills courses.

- Specific data gathering in the long-term to assess the value added to those that have engaged with DDI activity in terms of workforce resilience, wages and productivity.

Quantitative Measure for Research Benefits

- Number of published research that utilises outputs from the DDI programme.

Quantitative Measure for Adoption Benefits

- Greater output of DDI based products and services- tracking and measurement.

Quantitative Measure for Data Benefits

- Measurably increased data set outputs.

Quantitative Measure for Entrepreneurship Benefits

- Measurably increased number of "spin out" companies.

Qualitative Measure for Talent Benefits

- Interviews, focus groups and case studies of those that have undertaken DDI courses.

Qualitative Measure for Research Benefits

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- Specific case studies of research that was supported by DDI investment, with the impact and application of this research being monitored and evaluated.

Qualitative Measure for Adoption Benefits

- Interviews, focus groups and case studies conducted with the target groups that the DDI investments hope to see utilise DDI because of this investment.

Qualitative Measure for Data Benefits

- Case studies that demonstrate DDI input in increased and more advanced datasets.

Qualitative Measure for Entrepreneurship Benefits

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- Case studies of DDI influenced entrepreneurship opportunities.

Goals

Students & learners (from academic & professional backgrounds) to have increased skills & as a result job opportunity.

Research partners from the public, private and third sectors, as well as the wider academic community to benefit from opportunities to use wider, more sophisticated datasets developed because of the DDI investment.

Private sector businesses entrepreneurs, the public, school children as well as schoolteachers to benefit from increased and access and improved data driven innovation.

Data partners in the public, private and third sectors to benefit from more skilled employees that hold a greater understanding of data application, dataset creation and the process of using data to drive innovation.

Better access to a wider range of data sets, with DDI activity across the city region increasing as its reputation grows.

An increase in the number of spin-out companies, which increasingly survive, scale-up and leverage investment via venture capital.

Benefit Measurement

Take-up of DDI skills courses.

Specific data gathering in the long-term to assess the value added to those that have engaged with DDI activity in terms of workforce resilience, wages and productivity.

Number of published research that utilises outputs from the DDI programme.

Greater output of DDI based products and services- tracking and measurement.

Measurably increased data set outputs.

Measurably increased number of "spin out" companies.

Interviews, focus groups and case studies of those that have undertaken DDI courses.

Specific case studies of research that was supported by DDI investment, with the impact and application of this research being monitored and evaluated.

Interviews, focus groups and case studies conducted with the target groups that the DDI investments hope to see utilise DDI because of this investment.

Case studies that demonstrate DDI input in increased and more advanced datasets.

Case studies of DDI influenced enterprenurship opportunities.

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Fife Industrial Innovation Investment (Fife i3)

Benefit Goals (by theme)

Employment Goals

- Direct employees that gain and sustain employment in Fife i3.

- Well-paying, sustainable employment.

- An inclusive workforce given opportunities in Fife that would not have occurred without this investment.

Economic Development Goals

- Nearby business to benefit from spill overs.

- Entrepreneurs to be given opportunities that would not have happened without Fife i3.

- Local community to benefit from additional opportunities, inward investment, and an influx of talent.

Output Measurement

The key, visible output is the development of Fife i3 itself, with this output having two distinct benefit measurement phases- benefit achieved during the construction phase, and benefits achieved once the park is constructed and operational.

Benefit Measurement- Construction Phase (by theme)

Quantitative Measurement of Employment Benefits

- CRD residents employed in construction.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age).

- Number of apprentices working on Borders Innovation Park.

Quantitative Measurement of Local Community & Economy Benefits

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- Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via Fife Industry.

Qualitative Measure of Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from the Fife i3 upon opening.

- Community benefits tracking and evaluation.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

Benefit Measurement- Operational Phase (by theme)

Quantitative Measurement of Employment Benefits

- Average salary calculations of those employed in the Fife i3.

- Number of employees in the Fife i3.

Quantitative Measurement of Local Community & Economy Benefits

- Measure the cost savings for businesses.

- Measure private sector investment in fit-out, new builds, R&D, staff training and new premises.

- Measure survival rates of businesses.

- Measure number of new products and services created by businesses that sustain an increased demand.

- Economic activity tracking (Both in Fife and wider City-Deal).

Qualitative Measurement of Employment Benefits

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- Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals within the Fife i3.

- Case studies of those working in the Fife i3.

Qualitative Measure of Local Community & Economy Benefits

- Interviews with residents in the local community to assess perceived value of investment.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

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Goals

Direct employees that gain and sustain employment in Fife industry.

Well-paying, sustainable employment.

An inclusive workforce given opportunities in Fife that would not have occurred without this investment.

Nearby local business to benefit from spill overs.

Entrepreneurs to be given opportunities that would not have happened without Fife Industry.

Local community to benefit from additional opportunities, inward investment, and an influx of talent.

Construction Phase

Employee's total in construction.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age,

Number of apprentices working on Borders Innovation Park.

Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

Case studies of those in construction given unique opportunities via Fife Industry.

Interview residents to assess what benefits residents are seeking from the Fife i3 upon opening.

Community benefits tracking and evaluation.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

Operational Phase

Average salary calculations of those employed in the Fife i3.

Number of employees in the Fife i3.

Measure the cost savings for businesses.

Measure private sector investment in fit-out, new builds, R&D, staff training and new premises.

Measure survival rates of businesses.

Measure number of new products and services created by businesses that sustain an increased demand.

Local economic activity tracking.

Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals within the Fife i3.

Case studies of those working in the Fife i3.

Interviews with residents in the local community to assess perceived value of investment.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

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Edinburgh Innovation Park- QMU Food & Drink Innovation Hub (QMU Innovation)

Benefit Goals (by theme)

Employment Goals

- Direct employees that gain and sustain employment in QMU Innovation.

- Well-paying, sustainable employment.

- An inclusive workforce given opportunities in East Lothian that would not have occurred without this investment.

Local Community & Economy Goals

- Nearby local business to benefit from spillovers.

- Entrepreneurs to be given opportunities that would not have happened without QMU Innovation.

- Local community to benefit from additional opportunities, inward investment, and an influx of talent.

Research & Development Goals

- Generation of new processes and/or products.

- Increased commercialisation of research & innovation.

- Contribution to the Food and Drink Pathway.

- Contribution to the public health agenda and the diversification of the food & drink industry.

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Output Measurement

The key output of this project is the food & drink hub itself, with output measurement assessing the infrastructure itself, the commercial rental space available and the equipment/infrastructure purchased to develop/market new products.

Benefit Measurement- Construction Phase (by theme)

Quantitative Measurement of Employment Benefits

- CRD residents given FTE in construction.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age).

- Number of apprentices working on QMU Innovation.

Quantitative Measurement of Local Community & Economy Benefits

- Community benefits delivered.

- Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

Quantitative Measurement of Research & Development Benefits

- None anticipated during construction phase.

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via QMU Innovation.

Qualitative Measure of Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from QMU Innovation, upon opening.

- Community benefits tracking and evaluation.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework

Qualitative Measurement of Research & Development Benefits

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- None anticipated during construction phase.

Benefit Measurement- Operational Phase

Quantitative Measurement of Employment Benefits

- Increase in CRD resident employment within the hub.

- Average salary calculations of those employed in the innovation hub.

- Measure employee characteristics (gender, race, etc.)

Quantitative Measurement of Local Community & Economy Benefits

- Measure the take-up of office and industrial spaces by the private sector.

- Measure survival rates of businesses within the hub.

- Economic knock-on impact analysis.

Quantitative Measurement of Research & Development Benefits

- Measure private sector investment in innovative practices linked to the innovation hub.

- Increase in commercialised research & development outputs.

Qualitative Measurement of Employment Benefits

- Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals employed within the food & drink innovation hub.

Qualitative Measure of Local Community & Economy Benefits

- Interviews, focus groups and case studies with residents in the local community to assess impact of the hub.

Qualitative Measurement of Research & Development Benefits

- Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals conducting research within the food & drink innovation hub.

- Case studies of specific research & development that would not have occurred without this investment.

Goals

Direct employees that gain and sustain employment in the innovation hub.

Well-paying, sustainable employment.

An inclusive workforce given opportunities in East Lothian that would not have occurred without this investment.

Nearby local business to benefit from spillovers.

Entrepreneurs to be given opportunities that would not have happened without the innovation hub.

Local community to benefit from additional opportunities, inward investment, and an influx of talent.

Generation of new processes and/or products.

Increased commercialisation of research & innovation.

Contribution to the Food and

Construction Phase

Employee's total in construction.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age,

Number of apprentices working on Edinburgh Innovation Park/ Food & Drink Innovation Hub.

Community benefits delivered.

Knock-on impact analysis (direct employees, other related industries (materials, logistics etc).

None anticipated during construction phase.

Case studies of those in construction given unique opportunities via the Edinburgh Innovation Park/ Food & Drink Innovation Hub.

Interview residents to assess what benefits residents are seeking from the Edinburgh Innovation Park/ Food & Drink Innovation Hub. upon opening.

Community benefits tracking and evaluation.

Interviews and focus groups designed specifically to research

Operational Phase

Increase in employment within the hub.

Average salary calculations of those employed in the innovation hub.

Measure employee disparities (gender, race, etc.)

Measure the take-up of office and industrial spaces by the private sector.

Measure survival rates of businesses within the hub.

Economic knock-on impact analysis.

Measure private sector investment in innovative practices linked to the innovation hub.

Increase in commercialised research & development outputs.

Surveys, interviews and focus groups to qualitatively assess the development of skillsets for individuals employed within the food & drink innovation hub.

Interviews, focus groups and case studies with residents in the local community to assess impact of the hub.

Surveys, interviews and focus groups to qualitatively assess the

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Transport

Benefit Goals (by theme)

Employment Goals

- Construction benefits (direct employment & supply chain economic benefits)

- Well-paying, sustainable employment.

- An inclusive workforce given opportunities in the city-region that would not have occurred without this investment.

Transport Goals

- Improvement to road network in the CRD area.

- Direct improvements in transport (safer roads, reduced journey times).

Environmental Goals

- Improved air quality due to reduced traffic volume.

- Vehicle modal split- due to reduced travel times and increased reliability more should choose bus and tram transportation services, reducing cars on the road.

- Improvements in Active Travel Network should promote increased usage in walking and cycling, particularly for commuters, reducing cars on the road.

Local Community & Economy Goals

- Community benefits directly from those awarded construction contracts.

- Improved transport network resilience to support major events.

- Local suppliers to have opportunities to compete for high value contracts.

- Local suppliers to build knowledge and experience from this infrastructure construction.

- Improved road networks contribute to better area reputation, increasing private sector interest in development and investment. Furthermore, this improved reputation will also attract and retain skilled workers and local talent.

- Reduced travel times improving productivity for business.

- Road network support for the anticipated airport growth.

Output Measurement

The major output of the project will be the development of expanded road networks via the Sheriffhall Roundabout (A720) and Easter Bush Road developments. Measuring and tracking these outputs will be achieved by regular updates from project leads, attendance at steering and monitoring groups, and financial tracking. This project will have benefit realisation goals that can be split into the construction phase, and the operational phase.

Construction Phase Benefits Measurement Framework (by theme)

Quantitative Dashboard

Quantitative Measurement of Employment Benefits

- CRD residents employed in construction.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age).

- Number of apprentices working on Sheriffhall (A720) & Easter Bush Road construction.

Quantitative Measurement of Community & Local Economic Benefits

- Knock-on impact analysis (direct employees, other related industries (materials, logistics, wider supply-chain etc).

Quantitative Measurement of Transport Benefits

- No anticipated transport benefits during construction phase.

Quantitative Measurement of Environmental Benefits

- Measure of green construction strategies (Whole Life Carbon integration)

Qualitative Analysis (by theme)

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via Sheriffhall (A720) construction.

Qualitative Measurement of Transport Benefits

- Interviews to assess negative impact on transport durting construction.

Qualitative Measurement of Environmental Benefits

- Case studies of green construction strategies in action.

Qualitative Measurement Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from the Sheriffhall (A720) road improvements upon completion.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Operational Phase

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Quantitative Dashboard (by theme)

Quantitative Measurement of Transport Benefits

- Measure for road safety- for example number of road traffic accidents.

- Measure for journey times.

Quantitative Measurement of Local Community & Economy Benefits

- Local economy impact measurement and analysis.

Quantitative Measurement of Environmental Benefits

- Measure for modal transport split.

- Measure for air pollution impact.

Qualitative Measurement of Transport Benefits

- Interviews, focus groups and case studies with residents to qualitatively evaluate impact of transport interventions.

Qualitative Measurement of Local Community & Economy Benefits

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

- Interviews and case studies of local business that benefitted from road improvements.

Qualitative Measurement of Environmental Benefits

- Interviews and focus groups with residents to assess perceived impact on air quality, vehicle modal split and traffic volumes.

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Goals

Construction benefits (direct employment & supply chain economic benefits)

Well-paying, sustainable employment.

An inclusive workforce given opportunities in the city-region that would not have occurred without this investment.

Improvement to road network in ESOS area.

Direct improvements in transport (safer roads, reduced journey times).

Improved air quality due to reduced traffic volume.

Vehicle modal split- due to reduced travel times and increased reliability more should choose bus and tram transportation services, reducing cars on the road.

Improvements in Active Travel

Construction Phase

Employee's total.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age,

Number of apprentices working on Sherriffhall (A720) & Easter Bush Road construction.

Knock-on impact analysis (direct employees, other related industries (materials, logistics, wider supply-chain etc).

No anticipated transport benefits during construction phase.

Operational Phase

Measure for road safety- for example number of road traffic accidents.

Measure for journey times.

Local economy impact measurement and analysis.

Measure for modal transport split.

Measure for air pollution impact.

Interviews, focus groups and case studies with residents to qualitatively

Culture (Dunard Centre)

Benefit Goals (by theme)

Tourism/Performance Goals

- Contribution to sustainable tourism.

- Develop new audiences and promote participation.

- Provide Café/bar facilities to complement the venue and help create an all-day, year-round bustling destination.

- Providing arts companies from across Scotland and further afield with improved performance space and bringing new international companies to Edinburgh.

Local Community & Economy Benefit Goals

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- A principal venue for the Edinburgh International Festival (EIF) and a home for the Scottish Chamber Orchestra (SCO).

- Adding to the City's conference market.

- Development and promotion of partnerships between performing and community groups.

- Community outreach to increase cultural engagement for those that may not have access to opportunities in the performing arts.

- Create educational opportunities.

- The broadest public, audiences and performers, from throughout the community across Edinburgh and Southeast Scotland.

- Public transport made full use of due to venue's optimum location for multimodal transport access.

- Contributing to regeneration of the area, stimulating knock-on investment.

- Helping to protect and build on the £300 million plus that Edinburgh festivals generate for the economy against national and international competition.

- Developing a beautifully designed building that sympathetically opens the area realising the original vision of the New Town for a public building in this location.

- Creating opportunities with partners to involve socio-economic groups under-represented as participants and audiences and attracting performers and audiences of all ages, backgrounds, and interests.

Employment Goals

- Direct increase in employment (in construction, building maintenance, sales, events management, performing arts and others).

- Creating year-round quality employment and careers in the cultural sector

- Increase employment in construction sector including apprenticeships.

Output Measurement

The main output of the culture investments is the delivery of the Dunard centre, comprising of a auditorium, rehearsal and performance studio, and recording space rivalling the best in Europe for acoustics and audience experience.

Construction Phase Benefits Measurement Framework

Quantitative Measurement (by theme)

Quantitative Measurement of Employment Benefits

- CRD residents employed in construction.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age, etc.)

- Number of apprentices working on Dunard centre construction.

Quantitative Measurement of Tourism/Performance Benefits

- No specific tourism benefits expected during construction phase.

Quantitative Measurement of Local Community & Economy Benefits

- Knock-on impact analysis (direct employees, other related industries (materials, logistics, wider supply-chain etc).

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via Dunard.

Qualitative Measurement of Tourism/Performance Benefits

- No specific tourism benefits expected during construction phase.

Qualitative Measurement of Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from the Dunard centre upon opening.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Operational Phase Benefits Measurement Framework

Quantitative Measurement (by theme)

Quantitative Measurement of Employment Benefits

- Employee totals.

- Employees from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age etc).

- Number of apprentices working in Dunard centre.

- Salary tracking (ensure fair wages are paid for Dunard staff).

Quantitative Measurement of Tourism/Performance Benefits

- How many performers debuted a new show/act/company.

- Attendee levels.

- Track unique places of origin for performers.

- Track inclusivity measures (BME, Disabilities, LGBTQ+, Gender Representation, Ages, Socio-Economic Backgrounds).

- Direct statistics on tourism in Edinburgh- number of tourists overall.

- Post codes from all ticket sales.

- Footfall measure

- Track number of conferences held in Dunard centre.

- Track facilities usage rate.

- Track number of events and what kinds at Dunard.

Quantitative Measurement of Local Community & Economy Benefits

- Number of corporate sponsors for the centre and performers.

- Community benefits delivered- how many and in what areas?

- Wider economic analysis to assess economic impact in city region area.

- Number of unique individuals engaged via outreach events from across the CRD.

Qualitative Measurement of Employment Benefits

- Staff interviews/focus groups/ case studies demonstrating opportunities provided at Dunard that would not have occurred without this investment.

Qualitative Measurement of Tourism/Performance Benefits

- Randomly sampled tourist surveys/interviews.

- Performer focus groups.

- Case studies.

Qualitative Measurement of Local Community & Economy Benefits

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

- Randomly sampled resident surveys.

- Resident focus groups.

- Case studies.

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Goals

Increase in tourism.

Develop new audiences and promote participation.

Provide Café/bar facilities to complement the venue.

Providing arts companies from across Scotland and further afield with improved performance space and bringing new international companies to Edinburgh.

A principal venue for the EIF and a home for the SCO.

Adding to the City's conference market.

Development and promotion of partnerships between performing and community groups.

Community outreach to increase cultural engagement.

Create educational opportunities.

Public transport and its users due to venue's optimum location for multimodal transport access.

Contributing to regeneration of the area, stimulating knock-on investment.

Creating opportunities with partners to involve socio-economic groups under-represented as participants and audiences and attracting performers and audiences of all ages, backgrounds, and interests.

Direct increase in employment (in construction, building maintenance, sales, events management, performing arts and others).

Construction Phase

Employee's total.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age, etc.)

Number of apprentices working on Dunard centre construction.

No specific tourism benefits expected during construction phase.

Knock-on impact analysis (direct employees, other related industries (materials, logistics, wider supply-chain etc).

Case studies of those in construction given unique opportunities via Dunard.

No specific tourism benefits expected during construction phase.

Interview residents to assess what benefits residents are seeking from the Dunard centre upon opening.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Operational Phase

Employee totals.

Employees from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age etc).

Number of apprentices working in Dunard centre.

Salary tracking (ensure fair wages are paid for Dunard staff).

How many performers debuted a new show/act/company.

Attendee levels.

Track unique places of origin for performers.

Track inclusivity measures (BME, Disabilities, LGBTQ+, Gender Representation, Ages, Socio-Economic Backgrounds).

Direct statistics on tourism in Edinburgh.

Post codes from all ticket sales.

Footfall measure

Track number of conferences held in Dunard centre.

Track facilities usage rate.

Track number of events and what kinds at Dunard.

Number of corporate sponsors for the centre and performers.

Community benefits delivered- how many and in what areas?

Wider economic analysis to assess economic impact in city region area, Edinburgh and specifically the economy around the Dunard centre.

Number of unique individuals engaged via outreach events.

Staff interviews/focus groups/ case studies demonstrating opportunities provided at Dunard that would not have occurred without this investment.

Randomly sampled tourist surveys/interviews.

Performer focus groups.

Case studies.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Randomly sampled resident surveys.

Resident focus groups.

Case studies.

Housing

Housing Benefit Goals (by theme)

Employment Goals

- Direct employment created through the construction of homes.

- Improvements in workforce diversity.

- Opportunities for apprentices in construction.

- Well-paying opportunities in construction that are accessed from residents across the city-region.

Housing Goals

- Improvement to housing opportunities for residents across the CRD.

- Sustained residential employment.

- Business case development for all 7 strategic sites, enabling full identification of needed interventions to enable work and infrastructure to begin in each site.

- Providing more housing options for people across housing tenures.

Local Community & Economy Goals

- Placemaking- integrating new areas of housing with the skills and transport CRD investments.

- Economic benefits for local supply chains.

- City-region suppliers competing for high-value contracts.

- Creating high-quality and sustainable communities.

Construction Phase

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Quantitative Benefit Measurement (by theme)

Quantitative Measurement of Employment Benefits

- CRD residents employed in total.

- Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age)

- Number of apprentices working on housing construction.

Quantitative Measurement of Housing Benefits

- No anticipated housing benefits during construction.

Quantitative Measurement of Local Community & Economy Benefits

- Community benefits tracking.

- Knock-on impact analysis (direct employees, other related industries in the supply-chain (materials, logistics etc).

Qualitative Measurement of Employment Benefits

- Case studies of those in construction given unique opportunities via the housing construction.

Qualitative Measurement of Housing Benefits

- No anticipated housing benefits until completion of construction.

Qualitative Measurement of Local Community & Economy Benefits

- Interview residents to assess what benefits residents are seeking from the Housing project upon completion.

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Operational Phase

Quantitative Benefit Measurement (by theme):

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Quantitative Measurement of Employment Benefits

- Minimal impact on employment after construction is anticipated.

Quantitative Measurement of Housing Benefits

- Increase in housing supply (and therefore reduction in high demand for low-mid level housing).

- Output measurement, specifically measuring how many homes have been built because of this investment.

- Measure the volume of those requiring temporary accommodation.

Quantitative Measurement of Local Community & Economy Benefits

- Development of high-quality communities (resident surveys)

Qualitative Measurement of Employment Benefits

- Resident surveys to assess additional employment secured/maintained due to being able to live in the ECR.

Qualitative Measurement of Housing Benefits

- Case studies of those that have directly benefitted from the housing investment.

Qualitative Measurement of Local Community & Economy Benefits

- Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

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CITY REGION DEAL
Edinburgh & South East Scotland

Goals

Direct employment created through the construction of homes.

Improvements in workforce diversity.

Opportunities for apprentices in construction.

Well-paying opportunities in construction that are accessed from residents across the city-region.

Improvement to housing opportunities for residents across the CRD.

Sustained residential employment.

Business case development for all 7 strategic sites, enabling full identification of needed interventions to enable work and infrastructure to begin in each site.

Providing more housing options for people across housing tenures.

Placemaking- integrating new areas of housing with the skills and transport CRD investments.

Economic benefits for local supply chains.

City-region suppliers competing for high-value contracts.

Creating high-quality and sustainable communities.

Construction Phase

Employee's total.

Employees in construction from under-represented backgrounds (breakdown via gender, disability, BME, LGBTQ+, age,

Number of apprentices working on housing construction.

No anticipated housing benefits during construction.

Community benefits tracking.

Knock-on impact analysis (direct employees, other related industries in the supply-chain (materials, logistics etc).

Case studies of those in construction given unique opportunities via the housing construction.

No anticipated housing benefits until completion of construction.

Interview residents to assess what benefits residents are seeking from the Housing project upon completion.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.
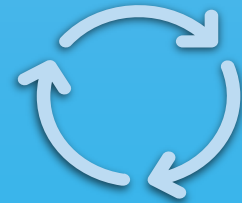
Operational Phase

Minimal impact on employment after construction is anticipated.

Increase in housing supply (and therefore reduction in high demand for low-mid level housing).

Output measurement, specifically measuring how many homes have been built because of this investment.

Measure the volume of those requiring temporary accommodation.

Development of high-quality communities (resident surveys)

No anticipated significant employment benefits during operational phase.

Case studies of those that have directly benefitted from the housing investment.

Interviews and focus groups designed specifically to research any unintended impacts not already considered in this framework.

Integrated Regional Employability & Skills (IRES)

IRES Benefit Goals (by theme)

Employment Goals

- Upskilling to directly result in new job opportunities for those that engage with the IRES programme.

- Upskilling to support individuals in sustaining employment and improving the skills they have in successfully undertaking their work.

- An uplift in positive outcomes for those that engage with IRES programmes, even if these outcomes are not necessarily employment (factors outside of skills may contribute to an individual not finding or sustaining employment).

Inclusive Economy Goals

- Collaboration with partners in the public, private and third sectors to encourage inclusive employment practices across the city-region.

- Improved skills particularly in construction, which will work collaboratively with other projects in the city deal that have construction phases.

- A knock-on effect of improved labour market outcomes due to a higher skilled population in the city-region.

Quantitative Benefit Measurement (by theme)

Quantitative Employment & Inclusive Economy Benefit Measurement

- Track number of those upskilled through IRES projects.

- *Track the following quantitative measures:*

- Skills improvements

- Job outcomes

- Career progressions.

- Gender split.

- Unique employer engagements.

- Participant age ranges.

- Geography of participants.

- Investment attracted.

- Positive destinations achieved.

- Backgrounds from under-represented groups (BAME, care experienced, women returners, carer's, disabilities etc.)

- Those participants with barriers to employment (mental health issues, low skills, debt issues etc.)

- Wider economic impact analysis.

Qualitative Employment Benefit Measurement

- Interviews, focus groups and case studies to assess and demonstrate value of the IRES interventions for participants.

Qualitative Inclusive Economy Benefit Measurement

- Interviews, focus groups and case studies to assess and demonstrate value of the IRES interventions for achieving inclusive economy goals.

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Goals

Upskilling to directly result in new job opportunities for those that engage with the employability and skills programme.

Upskilling to support individuals in sustaining employment and improving the skills they have in successfully undertaking their work.

An uplift in positive outcomes for those that engage with employability and skills programmes, even if these outcomes are not necessarily employment (factors outside of skills may contribute to an individual not finding or sustaining employment).

Collaboration with partners in the public, private and third sectors to encourage inclusive employment practices across the city-region.

Improved skills particularly in construction, which will work collaboratively with other projects in the city deal that have construction phases.

A knock-on effect of improved labour market outcomes due to a higher skilled population in the city-region.

Operational Phase

Track participants via a variety of quantitative measures (age, gender, BAME etc).

Track number of those upskilled through IRES projects.

Wider economic impact measurement.

Interviews, focus groups and case studies to assess and demonstrate value of the IRES interventions for participants.

Interviews, focus groups and case studies to assess and demonstrate value of the IRES interventions for achieving inclusive economy goals.

Next Steps

Following the approval of this approach to a benefits measurement framework the next steps are the following:

- Meet with project leads to ensure goals, measurement approaches and communication strategies are all agreed, feasible and appropriate.

- Establish baseline metrics for those measures that demonstrate "before and after" impacts.

- Design quantitative dashboards and put in place the details of collating, processing, and displaying these dashboards.

- Create a qualitative data collection plan, with key dates for collating, processing, and displaying qualitative data.

- Monitoring, reporting, and updating governance structures when issues arise in accessing, collating or processing data.

- Where appropriate, share benefits realisation data with external partners to ensure benefits realisation framework is capturing the key impacts external partners wish to see monitored, in a way that is digestible.

- Pilot testing of measurement framework and considering options for additional resource.

- Devise an external communications framework (which will be incorporated into this document).

APPENDIX

Item A- Detailed Proposal to Creating a Benefits Measurement Dashboard for Culture

Proposed Culture Benefits Dashboard

Performers Impact Measurement

- Performers/company mixed method surveys and qualitative focus groups.

  - Track how many performers debut a new show, debut a new group/company, or a new type of performance is debuted in surveys.

  - Track place of origin for performers/groups/companies in surveys.

  - Track inclusivity measures (BME, Disabilities, LGBTQ+, Gender Representation, Ages, Socio-Economic Backgrounds) in surveys.

  - Ask focus groups of performers how they have been supported by the Dunard centre.

Tourist Impact Measurement

- Direct statistics on tourism in Edinburgh.

- If possible, post codes from all ticket sales could be analysed to understand the place of origin for visitors to performances at the centre.

- Randomly sampled tourist surveys, to attempt to answer the following:

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- Is the Dunard centre seen as a world-class performing arts centre by those outside of the region?

- Is the Dunard centre seen as a warm, welcoming environment for visitors?

- Footfall measure

- Track number of conferences held in Dunard centre.

Resident Impact Measurement

- Targeted resident surveys- conducted in each LA area to answer the following:

  - What educational opportunities have been accessed by residents in the City Deal Region?

  - Do residents within the City Deal Region view the Dunard centre as having an overall positive impact on the region?

  - Has the Dunard centre engaged with community groups across the City Region deal area?

  - Do residents recognise an increased cultural focus in the Dunard area?

  - Have school/youth groups successfully been given opportunities to engage with the musical accommodation at the Dunard centre?

  - Is the Dunard centre seen as a vibrant, accessible and creative space where all feel welcome?

  - Do residents see value in the Café at the Dunard Centre?

- Resident focus groups to further investigate the following:

- o To what degree community outreach has been an effective component of the Dunard centre.

- o What partnership has been cultivated between performing arts and other community groups across the City Region deal?

- o What public transport works for those looking to access the centre from across the city-region area.

- o How successfully Dunard has involved socio-economic groups that are often under-represented both as participants and audiences.

Local Community Benefit Impact Measurement

- Number of conferences held at Dunard and by what types of organisations.

- Number of corporate sponsors for the centre and performers.

- Track facilities usage rate.

- Track number of events and what kinds at Dunard.

- Community benefits delivered (primarily by Sir Robert McAlpine).

Economic Impact Measurement

- Track direct employment during construction phase- and assess how inclusive this employment has been of under-represented groups. Also understand how many apprentice opportunities have been provided in construction.

- Use wider economic analysis to assess economic impact in city region area, Edinburgh and specifically the economy around the Dunard centre. Attendee, resident, and tourist surveys can also be used to qualitatively assess how much Dunard centre contributed to any growth.

- Knock-on economic impact analysis.

Output assessment

- Financial tracking.

- Employee measurement during construction and operation phases.

- Attendee levels in operation phase.

- Number of unique individuals engaged via outreach events.

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Appendix Item B- Example Dashboard from the IRES Programme

IRES Data Dashboard

The data contained in the IRES Data Dashboard includes all activity from the launch of IRES until the end of the period stated in the heading of this report