

AGENDA

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1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**

In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
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4. **MANAGEMENT OF CAPITAL CONSTRUCTION PROJECTS** – Joint Report by the Head of Finance and the Head of Property Services 9 - 14
5. **TAY CITIES DEAL ANNUAL REPORT** – Report by the Head of Business & Employability 15 – 108
6. **2022/23 REVENUE MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES** – Report by the Executive Director, Finance & Corporate Services 109 - 113
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10. **FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME** 129 - 133

Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.

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23 March, 2023

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BLENDED MEETING NOTICE

This is a formal meeting of the Committee and the required standards of behaviour and discussion are the same as in a face to face meeting. Unless otherwise agreed, Standing Orders will apply to the proceedings and the terms of the Councillors' Code of Conduct will apply in the normal way

For those members who have joined the meeting remotely, if they need to leave the meeting for any reason, they should use the Meeting Chat to advise of this. If a member loses their connection during the meeting, they should make every effort to rejoin the meeting but, if this is not possible, the Committee Officer will note their absence for the remainder of the meeting. If a member must leave the meeting due to a declaration of interest, they should remain out of the meeting until invited back in by the Committee Officer.

If a member wishes to ask a question, speak on any item or move a motion or amendment, they should indicate this by raising their hand at the appropriate time and will then be invited to speak. Those joining remotely should use the "Raise hand" function in Teams.

All decisions taken during this meeting, will be done so by means of a Roll Call vote.

Where items are for noting or where there has been no dissent or contrary view expressed during any debate, either verbally or by the member indicating they wish to speak, the Convener will assume the matter has been agreed.

There will be a short break in proceedings after approximately 90 minutes.

Members joining remotely are reminded to mute microphones and switch cameras off when not speaking. This includes during any scheduled breaks or adjournments.

2023 FECSS 10

THE FIFE COUNCIL - FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE – BLENDED MEETING

Committee Room 2, Fife House, North Street, Glenrothes.

26th January, 2023

10.00 a.m. – 11.55 a.m.

PRESENT: Councillors Robin Lawson (Convener), Alistair Bain, Lynn Ballantyne-Wardlaw, Auxi Barrera, Ian Cameron, Rod Cavanagh, Eugene Clarke, Colin Davidson, Dave Dempsey (substituting for James Leslie), Sean Dillon, Graeme Downie, Stefan Hoggan-Radu, Gordon Pryde, Alistair Suttie and Ann Verner.

ATTENDING: Eileen Rowand, Executive Director Finance and Corporate Services; Pam Ewen, Head of Planning, Economy Planning and Employability Services; Gordon Mole, Head of Business and Employability; Alastair Hamilton, Service Manager Development Management, EPES Development Management; Peter Corbett, Lead Officer - Economy, EPES Economy Tourism and Town Centre; Donna Grieve, Accountant; Jackie Johnstone, Accountant, Financial Services Business Partnering; Lindsay Thomson, Head of Legal and Democratic Services, Helena Couperwhite, Manager - Committee Services and Wendy MacGregor, Committee Officer, Legal and Democratic Services, Finance and Corporate Services.

APOLOGY FOR ABSENCE: Councillor Allan Knox.

In the absence of the Convener, the Depute Convener, Councillor Lawson chaired the meeting.

29. DECLARATIONS OF INTEREST

No declarations of interest were submitted in terms of Standing order No. 7.1.

30. MINUTE

The Committee considered the minute of the meeting of the Finance, Economy and Corporate Services Scrutiny Committee of 3rd November, 2023.

Decision

The Committee agreed to approve the minute.

31. BUDGET WORKING GROUP - NOTE OF MEETING - 17TH JANUARY, 2023

The Committee considered the Budget Working Group note of meeting of 17th January, 2023, outlining areas of potential interest raised by members for scrutiny. The following points of interest were discussed:

- the current budget process;
- update on the Capital Plan;
- the/

2023 FECSS 11

- the Revenue Budget and Budget Strategy; and
- recognition of budget challenges faced in 2024-26.

Decision

The Committee noted:-

- (1) the Budget Working Group meeting note from Tuesday, 17th January, 2023; and
- (2) the Budget Working Group planned to meet in the late Spring/early Summer to focus on a review of the completed budget process and areas for improvement. A report detailing the outcome of the review would be submitted to the Committee, meeting date to be advised.

32. PLANNING PERFORMANCE FRAMEWORK 11 (2021-2022): MINISTER'S FEEDBACK

The Committee considered a report by the Head of Planning providing a briefing on the performance of the Planning Authority as set out in Planning Performance Framework (PPF 11) over the period 2021/22 and the feedback received from the Scottish Government, detailed at Appendix 1 to the report.

Decision

The Committee:-

- (1) noted the content of the report; and
- (2) acknowledged progress made in the Planning Service on improvements to overall performance and the ongoing challenges the Service faced.

33. BUSINESS AND EMPLOYABILITY: SERVICE PERFORMANCE REPORT

The Committee considered a report by the Head of Business and Employability presenting the performance scorecard for the Business and Employability Service for the period 2021/22.

Decision

The Committee:-

- (1) noted the arrangements set out in Section 1.0 of the report, to fulfil the Council's obligation to comply with Audit Scotland's 2021 Statutory Performance Indicators Direction;
- (2) acknowledged the Business and Employability performance information detailed in Appendix 1 to the report, including current Challenges, Priorities and Risks; and
- (3) noted a high-level overview of Business and Employability Key Performance Indicators included in Appendix 1 to the report, covering four lenses of performance: Local Government Benchmarking Framework (LGBF) / Plan4Fife (P4F) indicators; Customer; Resources; and Service Operations.

34. 2022/23 REVENUE MONITORING PROJECTED OUTTURN - BUSINESS AND EMPLOYABILITY SERVICE

The Committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Enterprise and Environment, providing an update on the Capital Investment Plan and advising on the projected financial position for the 2022/23 financial year, as at October, for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.

Decision

The Committee acknowledged the current financial performance and activity as detailed in the report.

35. 2022/23 CAPITAL MONITORING PROJECTED OUTTURN - BUSINESS AND EMPLOYABILITY SERVICE

The Committee considered a joint report by the Executive Director, Finance and Corporate Services and the Executive Director, Enterprise and Environment providing an update on the Capital Investment Plan and advising on the projected financial position for the 2022/23 financial year, as at October, for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.

Decision

The Committee noted the current financial performance and activity detailed in the report.

36. 2022/23 REVENUE MONITORING PROJECTED OUTTURN - FINANCE AND CORPORATE SERVICES DIRECTORATE

The Committee considered a report by the Executive Director, Finance and Corporate Services updating members on the projected outturn financial position for 2022/23 for the Finance and Corporate Services Directorate.

Decision

The Committee noted the current financial performance and activity as detailed in the report.

37. 2022/23 CAPITAL MONITORING PROJECTED OUTTURN - FINANCE AND CORPORATE SERVICES DIRECTORATE

The Committee considered a report by the Executive Director, Finance and Corporate Services, providing an update on the Capital Investment Plan and advising on the projected financial position for the 2022/23 financial year for the Finance and Corporate Services Directorate.

Decision

The Committee noted the current financial performance and activity as detailed in the report.

38./

38. FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE WORK PLAN

The Committee considered the Finance, Economy and Corporate Services Scrutiny Committee Forward Work Plan.

Decision

The Committee:-

- (1) noted the Finance, Economy and Corporate Services Scrutiny Committee Forward Work Plan;
 - (2) agreed to include the following reports on the Committee's Forward Work Plan, Committee meeting dates to be advised:-
 - Planning Section 75 Developer Contributions - including a list of Section 75 commitments held for various Council Services, consider the process for utilisation of funds and if there would be greater scope for community participation.
 - Capital Underspend – what is the process for dealing with Capital overspends in general, taking into account increases in inflation. Would there be pricing opportunities through this type of contract?
 - Property Utilisation – a member briefing note to include a break-down of vacant Council properties for each area, with a full report to be submitted to this Committee later in the year on the Asset Management Strategy.
 - (3) agreed to contact the Convener, Lead Officer and Committee Officer with suggestions for reports for future meetings of this Committee, within its remit.
-

30th March 2023

Agenda Item No. 4

Management of Capital Construction Projects

Report by: **Elaine Muir**, Head of Finance (Finance and Corporate Services)
Alan Paul, Head of Property Services (Enterprise & Environment)

Wards Affected: **All**

Purpose

This report responds to a request for more information on management of capital construction projects; how they are priced in a wider sense and whether it would be possible to look at fixed price contracts. The report also summarises our approach to the delivery and management of construction projects and project overspends that arise from time to time.

Recommendation(s)

The Scrutiny Committee is asked to consider the contents of the report and advise if any further information or action is required.

Resource Implications

Fife Council typically spends £80m to £100m per annum on construction related procurement. Projects range from component replacement activity to large complex projects, such as Dunfermline Learning Campus. A mixture of internal and external resources and design teams are utilised to support delivery of construction projects.

Legal & Risk Implications

Potential risks include the continuing difficulties across supply chains, rising inflation on costs of construction and availability of funding streams and future affordability for larger capital projects.

Impact Assessment

An EqIA is not required because the report does not propose a change or revision to existing policies and practices.

Consultation

Planning and delivery of the Councils' capital plan is supported by the Investment Strategy Group and engagement with individual Services and Directorates.

1.0 Background

- 1.1 The Capital Investment Plan update report considered by the Cabinet Committee in March 2023 identified that there are 25 major capital projects/programmes within the Capital Plan which have a value of £5.000m or greater.
- 1.2 Property Services are managing delivery of 18 of those projects; 12 of which will be delivered in partnership with Building Services (1 complete, 4 on site and 7 in the future) and 6 will be delivered through other procurement arrangements (1 complete, 1 on site and 4 in the future). Where appropriate, governance of these projects is managed through a series of Service-led boards, such as the Care Home Replacement Board and the School Estate Development Board.
- 1.3 The projects range from complex multi-service procurements (such as the new Care village at Methil), provision of new business space delivered as part of one of our commitments to the Edinburgh City Region Deal, refurbishment of the Adam Smith Theatre and the delivery of Dunfermline Learning Campus, which at £122.5m is the largest construction project undertaken by Fife Council.
- 1.4 These projects form part of a broader portfolio of construction activity delivered each year in support of Council priorities. Other programmes of work include managing approximately 26,000 repairs annually to operational properties (schools, care facilities, community, and leisure centers, etc.), managing £30m of component replacement investment in our existing housing stock (roofing, windows, heating etc.) and supporting delivery of our Affordable Housing Programme.
- 1.5 Construction costs are facing extraordinary pressures at present because of the Covid-19 pandemic, the volatile nature of global trade, increasing inflation and the impact the Ukrainian war is having on energy costs. The industry is also suffering a serious skills shortage and in 2023 alone the UK construction industry needs to attract 20,000 new recruits to deal with current construction demand.

The Royal Institute of Chartered Surveyors (RICS) reported in November 2021 that construction materials faced a 40 year high based on the annual growth in prices. The RICS go on to report Increased global demand in the construction sector, combined with the multiple and complex impacts of the pandemic and logistic issues, have resulted in unprecedented shortages, delays and, increased prices of materials and labour across the economy. These increases will continue to impact heavily on our Capital Construction projects in 2023 and beyond.

- 1.6 In terms of procurement, it is of course not possible for the Council to contract with itself and therefore for twelve projects that are being delivered in partnership with Building Services, the risk of construction overspends is carried by the council.
- 1.7 That said, there are significant benefits associated with working with Buildings Services particularly in relation to overall control of cost, responsiveness to the needs of the Council and our tenants, as well as their apprenticeship programme and the support provided to local businesses. For these projects, cost risk is managed through a robust cost management process, although that has proved to be challenging over the last year as the availability of subcontractors (and the cost of labour and materials) has proven difficult to resolve. The challenges associated with construction inflation are likely to remain an issue for some time to come.
- 1.8 Where projects are awarded to external parties, typically that is done through lump sum, fixed price design and build contracts, such as the contract awarded for Dunfermline Learning Campus. In general terms we only award contracts externally if we do not have the resource in house or based on the scale e.g., Dunfermline learning Campus.

2.0 Issues

2.1 Fife Council Governance of Capital Construction Projects

Fife Council has a well-established corporate governance framework within which projects are managed.

- 10 Year Capital Investment Plan approved on biennial basis by the Council
- Business Cases are prepared proportionate to the scale of project.
- Cabinet Committee approval of business cases for major projects (over £5m)
- The Investment Strategy Group, chaired by the Head of Finance with representative Heads of Service from each Directorate, takes a strategic overview of the Capital Programme and financial management. Business Cases and projects are scrutinised by this group prior to submission to Cabinet Committee
- Regular Capital Budget Monitoring reports outlining delivery against budget/programme are presented to both Cabinet Committee and the relevant scrutiny Committee and identify emerging risks associated with Capital Projects and forecast over/underspends or slippage
- Scheme of Tender Procedures that identify the most appropriate procurement route for projects
- Financial Regulations that identify appropriate project approval limits and budget transfer / overspends thresholds.
- Various Programme Boards across Fife Council monitor capital projects for progress against time, budget, quality.
- Strong project cost monitoring documentation

The Capital Strategy has been developed to ensure that the Council can take capital expenditure and investment decisions in line with Council priorities and properly take account of stewardship, value for money, prudence, risk, sustainability, and affordability.

Governance arrangements are in place where Capital projects overspend.

- Overspends should first be dealt with within the overall resource allocated to Directorates, either by utilising underspends on other projects or using any other capacity available (e.g., maximise grant funding, or Capital Finance from Current Revenue) CFCR
- Significant overspends are considered and scrutinised by the Investment Strategy Group before any report to Cabinet Committee identifying any additional funding requirements and solutions
- Limited provision has been made in Capital Plan for inflationary pressures, however this is only recommended for use in extreme inflationary circumstances (as has been the case over the last year or so)

Given the current levels of inflation reached a 40 year high, consideration was given to reviewing the current Capital Plan a year early in order to fund the increasing costs. However, in recognition that the future inflation outlook was uncertain, the plan is being reviewed within its normal biannual cycle (mid 2023). However, in order to be able to deal with some significant overspends arising as a result of high inflation, significant overspends have been managed on a case-by-case basis, reported to Cabinet Committee, and funded from an earmarked reserve in balances. There is ongoing risk of inflation and going forward and future inflationary estimates will be made in the revision to the capital plan later this year.

2.2 Why do capital construction projects overspend?

Several studies have considered the reasons for construction cost overspends and these include.

- In recent years, the biggest contributing factor has been construction inflation and delays, or costs associated with supply chain difficulties with significant contributing factors from the outset of the pandemic, followed by exit from the EU and the conflict in Ukraine.
- Placeholder budgeting – projects enter capital programmes based on initial allowances that are not informed by feasibility assessments.
- Cost management – Lack of a consistent cost management through the life of a project.
- Optimism bias in detailed costings and timescales
- Client briefs – projects are raised that are set to fail because the scope, programme, budget, and risks are not fully understood at the earliest stage.
- Procurement selection - Making poor early procurement route choices can set a project down the wrong path and create significant cost pressures.
- Design/construction - The lack of appropriate design and costing information can lead to significant delays and cost overruns as can the appointment of inexperienced contractors who are not capable of delivering the project.
- Communication Issues - Communication errors can cause avoidable delays and mistakes, which can lead to cost pressures.
- Other Factors – include the impact of weather, natural disasters, wars, external economic pressures and, as we have seen in the last few years, pandemics.

2.3 What is the definition of a Capital Construction Project being over budget?

There are many stages to a construction project from the early feasibility work, to design, to procurement and then finally to the on-site stage. At each of these milestone stages there is an opportunity for the client to review the budget allocation to the project.

2.4 How do we control costs on Fife Council capital construction projects?

Reason	Property Services Mitigation
Placeholder budgeting	We collaborate closely with our client services to provide feasibility studies on our larger projects. These studies will develop the early client brief and use our historical cost data to provide a budget cost that can be used within the Capital Plan. These costs will include allowances for any identified risks, inflation, and contingency.
Cost management	We have a developed Cost management process; this is a cradle to grave process. The main principles are: <ul style="list-style-type: none"> • Effective cost planning • Value engineering to make projects affordable. • Clear tender process • Preparation of tender report • Monthly cost monitor presented to clients. • Advance cost warning procedure to alert clients of potential financial risks.
Client Briefs	In collaboration with our clients, we have developed a standard briefing document. This brief allows the client to provide as much information as they can at the earliest stage of a project.
Procurement selection	All our projects over £0.500m require a full procurement strategy report to be completed. This identifies options for procurement

	delivery and a recommendation. The approach is scrutinised by the procurement strategy board and a tender cannot be issued until this is formally signed off. For projects under £0.500m, these are delivered primarily through our internal delivery route with Building Services.
Design/Construction	Our in-house delivery professionals understand what our clients need and deliver well-developed designs. Our approach is to follow standard designs that makes delivery far more consistent.
Communication	This is our biggest strength; we collaborate closely with our clients and contractors as a one team approach to deliver our projects. We involve contractors early in the design process to ensure that we minimise expensive changes whilst on site.
Factors beyond our control	Each project carries a contingency that we use to mitigate unforeseen challenges. Our larger projects have risk logs that capture project risks and are costed to show the potential impact of the risk.
Inflation	In recent years, significant inflationary cost increases have been dealt with out with the normal capital planning process on a case-by-case basis and referred to the Cabinet Committee for governance and decision making. This has been an exceptional process in an unprecedented situation.

2.5 Procurement Choices, are we able to get fixed costs?

In the current construction market, it is difficult to fully understand what a fair price is and how to achieve it. There is huge uncertainty across the construction industry at present and a real resistance to fix prices. In normal times, tender prices would be fixed for 90 days but that has now reduced to only a few days or in some cases in 2022, a few hours. If a fixed price contract is insisted on, the contractor or sub-contractor will reflect this within their price, which depending on the circumstances may make the project unaffordable. Where appropriate, however, our preference would still be to achieve fixed price contracts. Elsewhere we are aware that other organisations have awarded major contracts based on no more than 75% cost certainty.

Property Services in the main follow two main procurement routes. For our larger projects like Dunfermline Learning Campus, we use a mixture of national frameworks and fixed price lump sum contracts and for our smaller contracts we use a traditional partnering procurement approach with our in-house Building Services teams.

Our approach is to collaborate with our contractors and supply chain partners. This affords them the opportunity to positively influence the design and buildability of the project, whilst understanding their own requirements and de-risking cost and programme. The benefits of this approach are well documented and have been recommended for many years, going back to the Latham and Egan reports. If we consider the current market volatility, there is an even greater motive behind an open and transparent procurement approach.

Recognising the nature of our project pipeline which in the main is dominated by a large volume of small to medium sized projects, we are also strong advocates on our in-house delivery model which allows us to deliver significant programmes of work in line with the business need e.g., school summer holiday programme that delivers circa one hundred projects and a £4m investment in a six-week holiday period.

The main advantages are.

- Fixed price packages of work with an open book approach to costs
- Strong relationships between Property, Building Services, and the Client Service
- Delivers projects of high quality
- Costs stay within Fife Council
- Strong focus on quality and health and safety
- Development of framework contracts that provides price certainty e.g., windows/ timber kits.
- No cost claims at the end of projects
- Use of in-house designers and tradesman that understand and care for our buildings and retain that knowledge to support future projects
- Use of local subcontractors that keeps the work in Fife and offers repeat business.
- Cost management processes that work across design/ construction
- The development of standard designs/ materials
- Repeat use of subcontractors who want to work for Fife Council

The only disadvantage of this procurement route is that we cannot pass all the cost risk onto building services to ensure a fully fixed price unlike we can with a design and build project like Dunfermline Campus. They will procure individual work packages with local subcontractors on a fixed price basis, with the cost of any variations/ omissions/ unforeseen costs being met by client Services.

3.0 Opportunities for Improvement

- 3.1 No system is perfect are opportunities for further improvements include:
- Wider use of feasibility studies to inform the capital planning and budget setting process and to avoid placeholder budgeting.
 - Closer tracking of costs on projects to show how/why and when they change.
 - A more refined approach to the categorisation of cost variances and to measure them against the correct budget.
 - Indexation / adjustment of budget costs to better reflect when they commence on site. This must be balanced with the level of resources available.
 - Continue to use market intelligence to support budget setting and adjustment.

4.0 Conclusions

- 4.1 Construction inflation has had a major impact on the cost of capital projects over the last couple of years. This has impacted on most projects delivered by the public sector, to include Fife Council.
- 4.2 We have a mature set of arrangements in place to mitigate and manage these pressures and risks.
- 4.3 There are some indications that in general inflationary pressures on construction activity may be easing, however pricing is unlikely to return to pre-Covid levels and the market remains volatile. There are also some increasingly important areas of market – and a good example might be solutions to meet net zero requirements – where the market is immature and likely to be sensitive to changes in demand.

List of Appendices

None

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30 March 2023

Agenda Item No. 5

Tay Cities Deal Annual Report

Report by: Gordon Mole, Head of Business & Employability Services

Wards Affected: Ward Nos. 16-20

Purpose

To present the second Annual Report on progress by the Tay Cities Region Deal 2021/22.

Recommendation

The Committee is asked to consider the Annual Report by Tay Cities Deal to 30th September 2023, noting the progress on activity in North East Fife. Also noting that this is a draft until approved by the Tay Cities Joint Committee on 24th March.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqIA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Partnership and both Governments. The Deal is a combined investment of £300m from the Scottish and UK Governments over ten years to deliver benefits over the next fifteen years. The Tay Cities Region Deal will support business growth, develop innovative technologies, enhance productivity, develop skills, and create jobs. The investment is expected to leverage a further £400m and secure more than 6,000 jobs.
- 1.2 The Deal follows the Regional Economic Strategy themes of:
- **Inclusive Tay** - Empower and promote inclusion – by ensuring that local people have the skills they need to success in the modern workplace and growth is inclusive, with a Government investment of up to £30m.
 - **Innovative Tay** - Innovate and internationalise – by developing globally recognised clusters of academic and business excellence, with a Government investment of up to £237.9m.
 - **Connected Tay** - Connect – by improving physical and digital infrastructure, with a Government investment of up to £32m.
- 1.3 The Tay Cities Region Deal is comprised of local, regional, and national partners. These include:
- Local Authorities – Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council.
 - Higher Education and Further Education sector.
 - The business sector.
 - Regional third sector interface bodies.
 - Scottish Enterprise.
 - Skills Development Scotland.
 - Tactran.
 - Visit Scotland.
- Noting that only North East Fife is included within the Tay Cities Deal, with the remainder of Fife within the Edinburgh and South East Scotland City Region Deal.
- 1.4 The University of St Andrews' Eden Campus receives £26.5m investment through the Tay Cities Deal. £2m is from the Scottish Government and £24.5m from the UK Government. It is part of the Innovative Tay theme within the Deal. The D'arcy Thompson Simulator, located within the Campus, also received £300k investment from the UK Government. The University's Eden Enterprise Centre opened in 2021. The Deal's investment is expected to leverage a further £110m investment, a total investment of £136m. £ 24.29m of the City Region Deal investment had been claimed by 30 September 2022 and 376 jobs have been created from the forecast 659. Page 50 of the Annual Report included in Appendix 1 has more detail on progress for this project.

- 1.5 The Business Case for Phase 1 of the Regional Skills and Employability Development is now approved. The Business Cases for the first phase of projects will follow in 2022/23. The projects will deliver regionally, with opportunity for businesses and residents from North East Fife to participate in them. More information is available in Page 29 of the Annual Report. Fife Council is the lead for the Digital Skills Project. Its Phase 1 Business Case was approved in December 2022. Work is also underway to develop the scope of potential Phase 2 projects. The Tay Cities Engineering Partnership Project was also approved and is now delivering skills activities.
- 1.6 Within Culture and Tourism, there is one programme and four projects. Within the Programme, two projects have been approved. One of its potential projects is Tay Adventures. This includes three projects in North East Fife to develop additional landing facilities to facilitate greater use of the Tay by visitors. The Business Case for this project will be developed during 2023. Noting that the programme is oversubscribed, so all projects are required to find match funding for the City Region Deal investment.

2.0 Issues and Options

- 2.1 The Eden Campus project is summarised at Page 50 in the Annual Report. This project aims to repurpose a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation. It will provide a location for innovators from academia, industry, and technology to collaborate and trial innovative technologies and networks. Eden Campus will bring industry alongside academic expertise from around the world and is central to the University of St Andrews' strategy to become the UK's first energy carbon neutral university. The campus will contribute to national and international ambitions for carbon reduction, while simultaneously driving employment, training, and apprenticeships in the low carbon sector. The upgrade of the power supply to the Eden Campus includes a smart energy primary sub-station. This will be capable of importing and exporting power from traditional and renewable sources. It will be an active part of electricity grid management for North East Fife.
- 2.2 The Project received Full Business Case approval from the Joint Committee in August 2020. Since October 2021, it has achieved the following:
- 1 MW Solar PV Array
 - The Entrepreneurship Centre was formally opened in September 2022. This provides fast track training and mentoring for entrepreneurial students, staff and members of the local community.
- 2.3 During 2022, the University of St Andrews expects to commence the development of Phase 2 of the Enterprise Hub and complete the Dry Lab within the Genesis buildings. Phase 2 of the Enterprise Hub will include investment from the Council in terms of the commitment in the Tay Cities Deal. Officers are working with the University to develop the Business Case for this investment. Beyond 2023, the University will also begin to realise the forecast benefits from the investment as the refurbished buildings are occupied.
- 2.4 Key risks identified by the University in relation to the investment in Eden Campus include:
- Construction inflation and availability of materials and trades impacts on the development. The University may be unable to afford to complete the scope of the development within the current funding.
 - The University is unable to continue to attract the best academics from Europe to realise their Net Zero ambitions.

- 2.5 During 2022, Eden Campus moved closer to its target of carbon net zero by 2035. The Campus has an award-winning biomass district heat network that heats existing and new buildings on the Campus. The benefit of sustainable heat and power when combined with its low carbon industry club, the installation of advanced fuel cell facilities and innovative ways of capturing and re-using CO2 will could make Eden Campus carbon zero by 2030.
- 2.6 The three projects within Phase 1 of the Regional Skills and Employability Development Programme that will bring forward their Business Cases in 2022/23 including, Life Sciences, Support for SME's (Small and Medium Enterprises) and Hospitality. The Programme has also appointed a full-time coordinator to drive forward regional delivery of the programme. The Skills Advisory Board is also developing the scope for Phase 2 with work taking place regionally to develop possible projects for that.

3.0 Conclusions

- 3.1 The second Annual Report on the Tay Cities Region Deal confirms that the Deal has now progressing delivery. The University of St Andrews has made considerable progress at Eden Campus to deliver its Business Case. The Campus is also delivering its net zero carbon ambitions.
- 3.2 The Business Cases for the Tay Adventures project and the first phase of projects within the Regional Skills and Employability Development Programme will be progressed in 2022/23. These will provide further opportunities for investment and activity in North East Fife.

Appendix

- Tay Cities Region Deal Annual Performance Report 1st October 2021 – 30 September 2022 DRAFT

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:-

- **Tay Cities Deal** https://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf

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Tay Cities Region Deal

Annual Performance Report 1st October 2021 - 30th September 2022



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Executive Summary



Up to the end of September 2022, **£219m** of funding was approved for investment by Joint Committee over the 10 year programme. This equates to over 2/3 of the Deal.



£74.1m of Government investment released.



Accelerated £8m of funds from the Scottish Government in the 22/23 financial year, bringing the total of accelerated funds to date to **£20.9m**.



£123.5m leverage has been secured by Projects within the Deal. This equates to 30% of the overall leverage commitment of the Deal.



Regional Skills and Employability Development Programme approved, totalling up to **£20m**. The Programme will support a reduction in skills shortages and gaps, and delivery improvements to ensure Inclusive Growth.



Low Carbon Transport & Active Travel Hubs Programme approved to support 3 complementary transport developments in Perth.

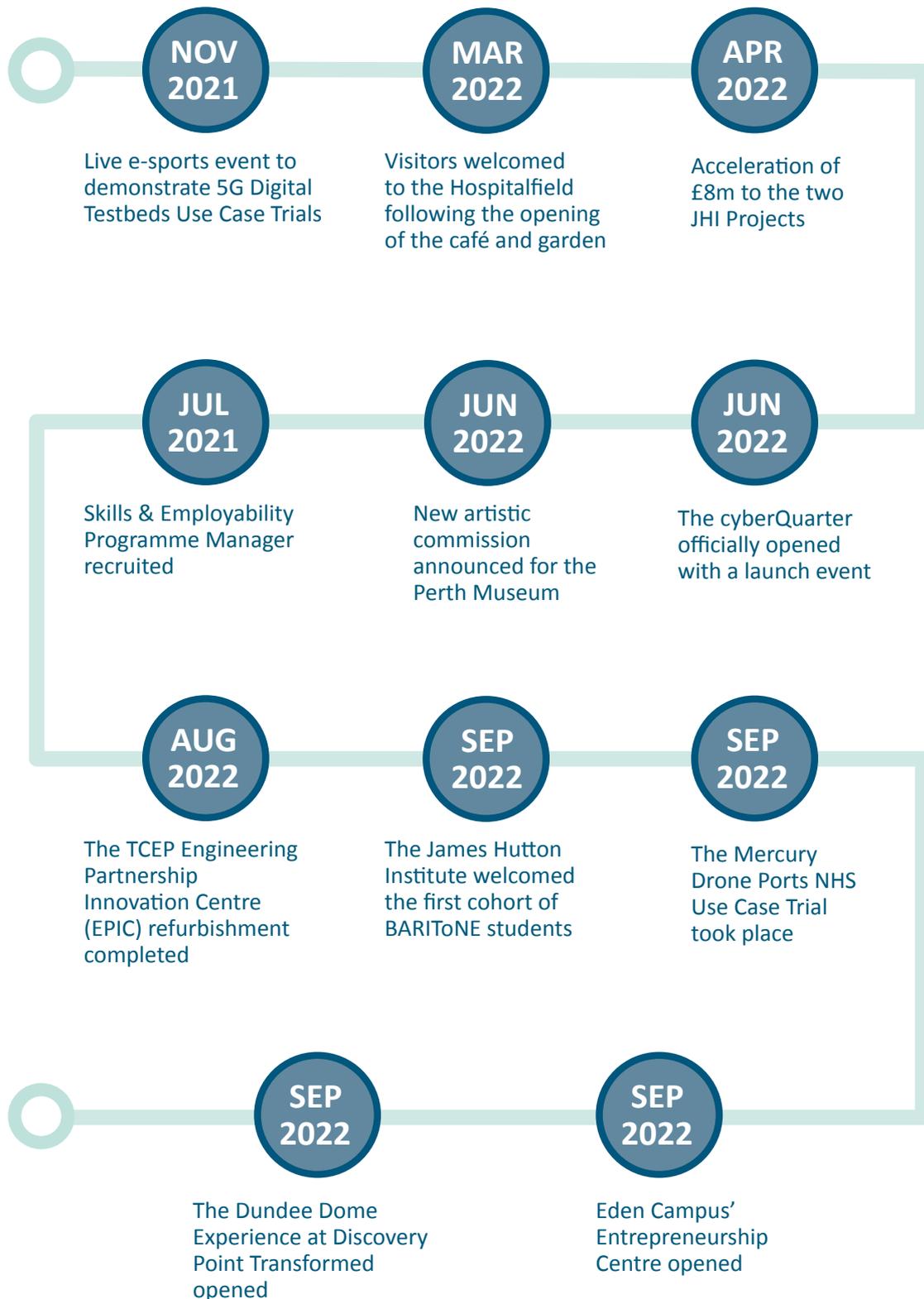


Stretch Dome Simulator at the Eden Campus approved, releasing **£300k**. This proof of concept Project provides a visualisation of systematic long-term trends in data'



Approval of the Tay Cities Engineering Partnership Project of up to **£2m** to drive up the skills and technology base of the sector, make it more competitive in an international marketplace and accelerate the pace of research and development.

Summary Timeline



How we will do it

An Empowered and Inclusive Tay



Providing fair opportunities, upskilling, productivity and competitiveness.

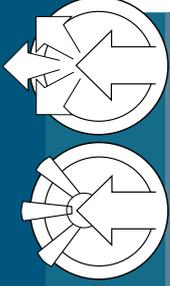
The Projects

- Tay Cities Engineering Partnership (£2m)
- Aviation Academy for Scotland (£8.1m)

The Programme

- Regional Skills & Employability Development Programme (£20m)
- Digital Skills £4.324m of the £20m Programme)
- Life Sciences, Biotechnology and Medical
- Technology (£1.975m of the £20m Programme)
- Upskilling of SMEs (£2.47m of the £20m Programme)
- Hospitality (2m of the £20m Programme)

An Innovative and International Tay



Increasing research and development opportunities both regionally and globally. Creating opportunities within hospitality, tourism and improving our quality of life, lifestyle and environment.

The Projects

- International Barley Hub (£35m)
- Advanced Plant Growth Centre (£27m)
- Eden Campus (£26.5m)
- Growing Tay Cities Biomedical Projects Cluster (£25m)
- cyberQuarter (£11.7m)
- Just Tech (£15m)
- Studio Dundee (£3m)
- Project Beacon (£5.2m)
- Perth Innovation Highway (£5m)
- Stretch Dome Simulator (£300k)
- Perth Museum (£10m)
- Innerpefferay Library (£100k)
- Crieff International Highland Centre (£1m)
- Aero Space Kinross (£1.6m)

The Fund

- Angus Fund (£26.5m)
 - Mercury Drone Ports (£1m of the £26.5m Fund)
 - CASI Programme (£15m of the £26.5m Fund)
 - Angus Rural Mobility Hub (£2.9m of the £26.5m Fund)
 - Connecting Montrose (£2.6m of the £26.5m Fund)
 - Zero Four (£2m of the £26.5m Fund)
 - Low Carbon Housing (£3m of the £26.5m Fund)

The Programmes

- Regional Culture & Tourism Investment Programme (£37m)
- Pitlochry Festival Theatre (£10m of the £37m Programme)
- Hospitalfield (£2.5m of the remaining £27m Programme)
- Discovery Point Transformed (£5.5m of the remaining £27m Programme)
- Advanced Manufacturing Programme (£8m)

A Connected Tay



Includes public transport and digital connectivity.

The Projects

- Perth Bus & Rail Interchange (£15m)
- Dundee Airport Investment (£9.5m)
- 5G Digital Testbeds (£2m)
- Rural Angus & Rural Perth and Kinross High
- Speed Broadband (£2m)

The Programme

- Low Carbon Transport & Active Travel Hub Programme (£3.5m)
 - Phase 1: Broxden Low Carbon Travel Hub (£635k)
 - Phase 2: Perth Active Travel Hub (£1.265m)
 - Phase 3: Hydrogen Refueling Station (£1.6m)

Why we are doing it

Tay Cities Region Deal... smarter, fairer by working together to enhance and improve the lives of its citizens.



490,000+
people, or about 10% of the country's population, live in the area covered by Tay Cities Deal

TAYCITIES
Smarter + Fairer

Secure over
6000
jobs

£30.1m
An Empowered and Inclusive Tay

£237.9m
An Innovative and International Tay (includes Culture & Tourism)

£32m
A Connected Tay

£37m
Regional Culture and Tourism Investment Programme

£700m
investment, including **£300m** from Governments

£20m
Regional Skills & Employment Development Programme

£8m
Advanced Manufacturing Programme

£26.5m
Angus Fund

42
Projects and Programmes across the region

Introduction





Councillor Whiteside, Angus Council (Joint Committee Chair 2022) and Cllr Laing, Perth & Kinross Council (Joint Committee Chair 2023)

A Joint Introduction from the 2022 and 2023 Chairs of the Joint Committee

The partnerships between UK and Scottish Governments, Angus, Dundee, Fife and Perth & Kinross local authorities, the higher and further education sector, business sector, third sector interface bodies, Scottish Enterprise, Tactran, VisitScotland and Skills Development Scotland continue to thrive.

Working together in our shared vision for the Deal, we remain committed to empower and promote inclusion throughout the region's people, places, businesses and communities.

At the time of writing 14 Projects, 4 Programmes and 1 Fund of the Deal's projects and programmes are already delivering growth and driving investment into the area.

To date there has been £219m approved by Governments and the Partnership for investment from the full £300m Deal. This had led to the creation of new jobs, regional investment, and securing acceleration of funding of up to £20.9m.

In the last year we have made outstanding progress and celebrated many milestone moments including; RRS Discovery Visitor Centre's visual and virtual transformation, Mercury Drone Port's trials beginning with NHS Tayside, the opening of Abertay's cyberQuarter for cybersecurity research, innovation and industry growth, approval to create a multi-million pound Engineering Partnership Innovation Centre, improved connectivity across Angus and Perth & Kinross, as well as signing letters of commitment to develop a Centre for Agricultural Sustainable Innovation with the Headquarters being established in Forfar.

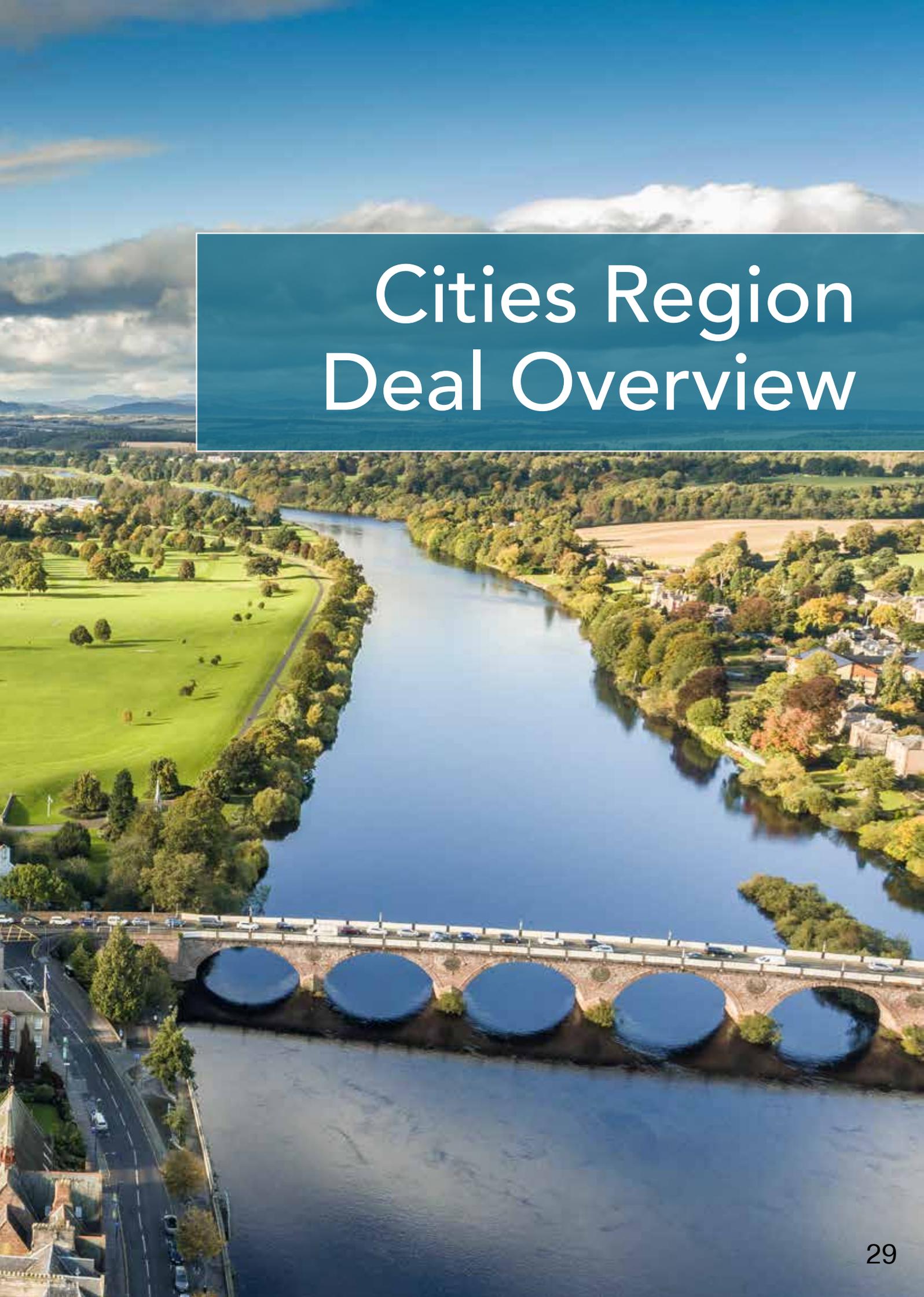
By connecting the region through improved physical and digital infrastructure, promoting inclusive growth and enhancing the region's world-class cultural assets, the Tay Cities Region Deal partners have made outstanding progress, and it's all thanks to their collaboration, hard work and drive that they have moved forward at such pace.

However, as we reached the end of this reporting year the impact of inflation was already starting to bite. With costs of services and materials escalating, all of the partner organisations are acutely aware of the effect this may have on the rate and scale of progress. Close monitoring of the issues which arise will be a key role of the Joint Committee, as we continue to work together to realise the positive benefits the Deal offers to create a smarter and fairer Tay Cities region at a time when investment is most needed.



**The Tay Cities Region Deal
will support business growth,
develop innovative technologies,
enhance productivity, develop
skills and create jobs.**



An aerial photograph of a wide river flowing through a lush, green landscape. On the left bank, a large, well-maintained golf course is visible, surrounded by trees. The right bank features a residential area with houses and more trees. In the foreground, a large stone bridge with five prominent arches spans the river. The sky is blue with scattered white clouds. A dark teal rectangular box is overlaid on the upper portion of the image, containing the title text in white.

Cities Region Deal Overview

Cities Region Deal Overview

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Partnership and both Governments. The Deal is a combined investment of £300m from the Scottish and UK Governments over the coming 10 years to deliver benefits over the next 15 years.



The Tay Cities Region Deal¹ will support business growth, develop innovative technologies, enhance productivity, develop skills, and create jobs. Over its lifetime, from Deal Signing in December 2020 to 2035, the City Deal will deliver 2 key outcomes: securing over 6,000 jobs and lever in over £400m of investment.

The Deal follows the Regional Economic Strategy themes of;



Empower and promote inclusion – by ensuring that local people have the skills they need to succeed in the modern workplace and growth is inclusive, with a Government investment of up to £30.1m;



Innovate and internationalise – by developing globally recognised clusters of academic and business excellence, with a Government investment of up to £237.9m; and



Connect – by improving physical and digital infrastructure, with a Government investment of up to £32m.

The Tay Cities Region Deal is comprised of a number of local and regional partners. These include:

- Local Authorities – Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council
- Higher Education and Further Education sector
- The business sectors
- Regional third sector interface bodies
- Scottish Enterprise
- Skills Development Scotland
- Tactran
- VisitScotland

More information on the Deal, including the Projects, is available in the Deal Document¹

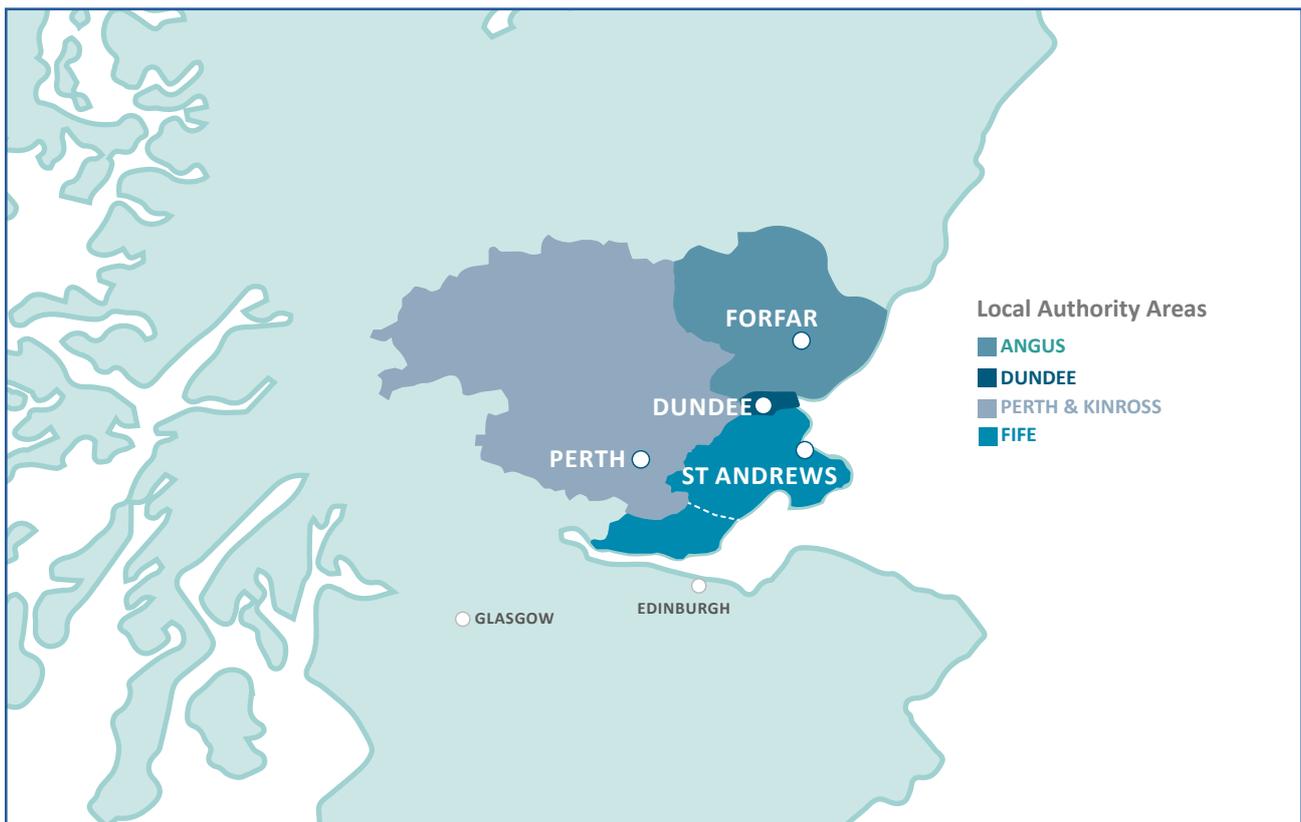
¹ https://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf

Geographical Overview

The map below shows the geographical area of the four Local Authorities within the Deal: Angus, Dundee City, Fife and Perth and Kinross. Noting that only North Fife is included within the Deal, with the remainder of Fife within the Edinburgh and South East City Region Deal.

More information on where the projects are located can be found on the Deal’s interactive map² on www.taycities.co.uk

Diagram 1



² <https://www.taycities.co.uk/publications>

Financial Statement



Financial Statement

The Scottish Government and the UK Government will each invest up to £150 million in the Tay Cities Region Deal (the Deal).

A summary of the Deal investment is shown below in Table 1.

Table 1: Tay Cities Region Deal Financial Summary

Tay Cities Region Deal Thematic Board	Programme/ Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
An Empowered and Inclusive Tay					
Skills	Regional Skills and Employability Development Programme	20,000	0	0	20,000
	Tay Cities Engineering Partnership	2,000	0	500	2,500
	Aviation Academy for Scotland	0	8,100	0	8,100
An Innovative, International Tay					
Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	0	119,099	144,099
	International Barley Hub	15,000	20,000	0	35,000
	Advanced Plant Growth Centre	2,000	25,000	0	27,000
	Angus Fund	0	26,500	38,900	65,400
	cyberQuarter	6,000	5,700	5,024	16,724
	Just Tech	0	15,000	0	15,000
	Perth Innovation Highway	0	5,000	17,242	22,242
	Studio Dundee	3,000	0	21,000	24,000
	Advanced Manufacturing Programme	8,000	0	8,000	16,000
	Eden Campus	2,000	24,500	110,394	136,894
	Stretch Dome Simulator	0	300	0	300
	Project Beacon	0	5,200	12,425	17,625
Culture & Tourism	Regional Culture & Tourism Investment Programme ³	19,000	0	19,000	38,000
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	0	5,500	11,000
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	0	2,500	2,500
	Pitlochry Festival Theatre	10,000	0	10,000	20,000
	Perth Museum	0	10,000	15,217	25,217
	Innerpefferay Library	0	100	0	100
	Crieff International Highland Centre	0	1,000	660	1,660
Aero Space Kinross	0	1,600	1,285	2,885	

³ The full investment from Governments for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre as these are shown separately.

A Connected Tay					
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	0	2,000	5,980	7,980
	5G Digital Testbeds	2,000	0	0	2,000
Transport	Low Carbon Transport & Active Travel Hubs	3,500	0	6,874	10,374
	Dundee Airport Investment	9,500	0	400	9,900
	Perth Bus & Rail Interchange	15,000	0	0	15,000
ALL	TOTAL	150,000	150,000	400,000	700,000

Since Deal signing in December 2020, a significant amount of funding has been released to the end of this reporting period.

Key Headlines

- Since the Deal Signing, £74.1m of funding has been released, including the land transfer value of £3.6m for the International Barley Hub project.
- Up to the end of September 2021, the Joint Committee approved £219m of its awarded funding; this includes £154.6m of funding for projects and an additional £64.4m of funding for Programmes / Fund which are waiting for projects to be developed. This equates to over two thirds of the overall Deal funding.
- To the end of September 2022, the Partnership has secured acceleration of up to £20.9m of Government funding against its awarded profiles at Deal signing (£3.9m in 20/21, £9m in 21/22 and £8m in 22/23).

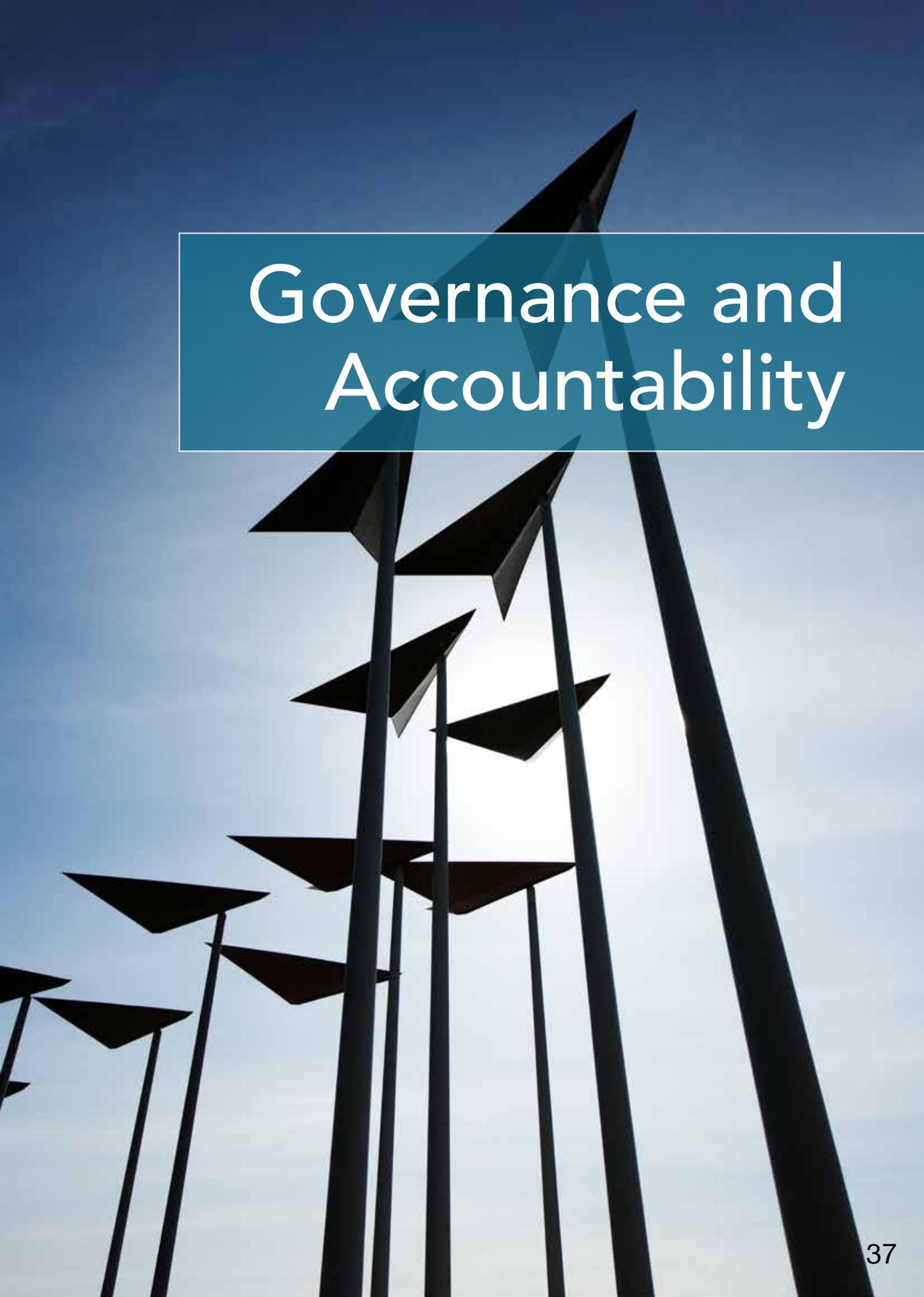
Table 2: Summary of claims made to the end of September 2021

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2021 funding released (£000)
An Empowered and Inclusive Tay			
Skills	Regional Skills and Employability Development Programme ⁴	20,000	0
	Regional Skills and Employability Development Programme – Programme Manager Post	506,220	10
	Regional Skills and Employability Development Programme - Digital Skills	4,324	0
	Regional Skills and Employability Development Programme – Life Sciences, Biotechnology and Medical Technology	1,975	0
	Regional Skills and Employability Development Programme – Upskilling of SME's	2,470	0
	Regional Skills and Employability Development Programme - Hospitality	2,000	0
	Tay Cities Engineering Partnership	2,000	382
	Aviation Academy for Scotland	8,100	0
An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	1,744
	International Barley Hub	35,000	10,395
	Advanced Plant Growth Centre	27,000	12,359
	Angus Fund	26,500	0
	cyberQuarter	11,700	5,325
	Just Tech	15,000	0
	Perth Innovation Highway	5,000	0
	Studio Dundee	3,000	0
	Advanced Manufacturing Programme	8,000	0
	Eden Campus	26,500	24,298
	Stretch Dome Simulator	300	300
	Project Beacon	5,200	0

Culture & Tourism	Regional Culture & Tourism Investment Programme ⁴	19,000	0
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	2,040
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	0
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0
	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
A Connected Tay			
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	1,800	1,993
	5G Digital Testbeds	2,000	100
Transport	Low Carbon Transport & Active Travel Hubs Phase 1 - Broxden Low Carbon Travel Hub	635	29
	Low Carbon Transport & Active Travel Hubs Phase 2 Perth Active Travel Hub	1,265	0
	Low Carbon Transport & Active Travel Hubs Phase 3 – Hydrogen Refueling Station	1,600	0
	Dundee Airport Investment	9,500	600
	Perth Bus & Rail Interchange	15,000	0
ALL	TOTAL	300,000	70,475*

* Total released is £74.1m. This includes a land transfer for the value of £3.6m for International Barley Hub

⁴ The full investment from Governments for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre as these are shown separately.



Governance and Accountability

Governance and Accountability

Governance Structure

The Tay Cities Region Deal partners work collaboratively with both the UK and Scottish Governments as well as regional partners, including representation from private and third sector organisations. The Deal's governance arrangements enable decisions to be taken in an open and transparent way, in one place, for the whole of the Tay Cities region. The Joint Committee established by local authority partners in 2017, is the ultimate regional decision making body for both regional collaboration and the Deal.

The Joint Committee is supported by a number of bodies which are summarised in Diagram 2 on page 24. More information on the governance structure and its bodies can be found in the Deal Document. The overarching governance structure, as well as the terms of reference, membership, and chairing arrangements for each body will be reviewed annually.

Key changes since September 2021:

- In February 2022, the Partnership and Governments agreed a Change Control Process for the Deal. This has been shared with other Deals in Scotland as an exemplar.
- In March 2022, the Partnership and Governments approved the first Tay Cities Region Deal Benefits Realisation Plan. This document supports on going monitoring and evaluation of the Deal and will be updated annually.
- In April 2022, the Management Group agreed that the Heads of Economic Development Group (HoED) would lead on regional collaboration. Since, the Chair of the Group has been invited to join all Management Group meetings to provide updates and have an overarching, strategic view of activities within the region.
- Following the May Local Elections, a new set of Councillors formed the Joint Committee membership. This included a new Chair, Cllr Beth Whiteside of Angus Council, and Vice Chair, Cllr Grant Laing of Perth and Kinross Council.
- The updated Terms of Reference for the Enterprise Forum have been agreed by the Partnership and shared with the Governments. The Terms of Reference update the previous Terms to emphasise the role of the Forum and outlines next steps in re-engaging the Forum with the Deal. Furthermore, a new Chair has been appointed for the Forum and the group is continuing to seek who will join in the Vice Chair position.
- There has been an increased focus on regional collaboration for the Partnership. As such, all meetings across all parts of the Governance have regional collaboration as Part 1 of the meeting and the Deal as Part 2.

Regional Collaboration

This reporting period has seen a renewed focus on Regional Collaboration and implementation of the Regional Economic Strategy, particularly in the context of the Deal and a shift towards delivery. The publication of the Scottish Government National Strategy for Economic Transformation (NSET) and Scottish Government research and positioning on Regional Economic Partnership Structures have also provided a context for a fresh look at the approach.

In consideration of the Regional Economic Strategy and accompanying Action Plan, Partners considered that there was a need to be clearer about priorities and pinpoint where limited resource should be directed. This would allow partners to collaborate on the areas which would deliver the greatest value, rather than the impact being diluted through undertaking too much. Commitment to a refresh of elements of the strategy and prioritisation of actions was identified as a key action to take this forward. This will also ensure other external factors such as Brexit, the impact of the pandemic, drive to deliver on climate change be taken into account.

Whilst a collaborative approach has worked extremely well across the Partnership there was general agreement from Partners to hold a facilitated session on collaboration to better articulate and direct the approach and to refine priorities.

The UK Shared Prosperity Fund has also been part of the collaborative approach during the reporting year, committing much of existing resource to develop investment plan. Whilst partners have submitted individual investments plans there has been useful discussion and quick agreement on joint project areas.

National PMO Networking Group

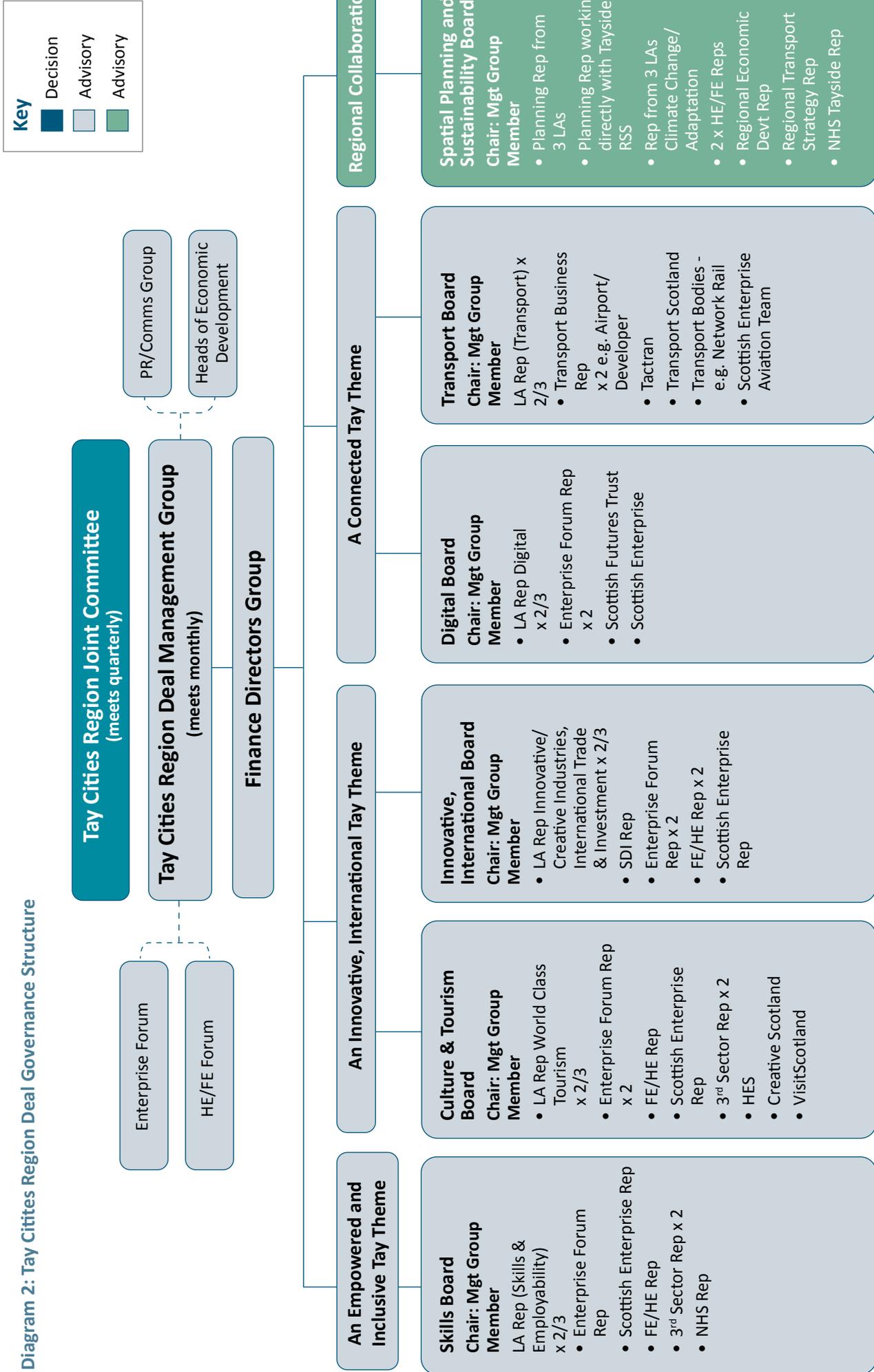
The Tay Cities Region Project Management Office continues to lead and provide the secretariat for a National PMO Networking Group, which includes representation from Regional and Growth Deals from across the UK. The group aims to share best practice and exchange guidance, use the platform for presentations from various organisations and utilise the knowledge of its members to start sub-groups specific to enhancing City & Growth Deals. To date, a Decarbonisation sub-group, Benefits Realisation sub-group and SharePoint sub-group have been established with members from the Network.

The PMO have also helped to coordinate the following presentations at meetings:

- UK and Scottish Governments attendance including in August 2022 to discuss inflationary pressures
- Green Book training with the HM Treasury
- Carbon training by the Scottish Government
- Car use reduction policies and links to City Deals from Transport Scotland
- FutureScot upcoming City Deal networking events.

The Group also has engaged with Historic Environment Scotland and the NHS.

Diagram 2: Tay Cities Region Deal Governance Structure



Communication & Press



Tay Cities Communications & Press

There has been significant press coverage and good news stories relating to the Tay Cities Region Deal to date, supported by an active Communications & PR Group, including:

- Progress on Clean Growth Business Park, Angus⁵
- Improved Digital Connectivity for Angus⁶
- Driving Forward Development of Agriculture Technology⁷
- Scotland's First Drone Port to Begin Working with NHS⁸
- Ultrafast Broadband to be Provided to 154 Community Hubs and Over 600 Households⁹
- Tay Cities Region Deal Priorities Outlined in First Annual Performance Report¹⁰
- Green Light for Multi-Million-Pound Tay Cities Engineering Partnership¹¹
- Abertay Cyberquarter Creates New Home for Cybersecurity Research, Innovation and Industry Growth¹²
- NHS Drone Delivery Service Trials Begin in Angus¹³

The Group is comprised of representatives from the PMO, UK and Scottish Governments, universities and colleges central to the Deal and local authorities.

To assist with all communication and press opportunities, the Partnership have developed a protocol for all Programmes and Projects to use as guidance for any upcoming releases. The Tay Cities Deal Communications Protocol, as agreed at Deal Signing, has a commitment to be refreshed annually.

The Protocol was refreshed at the end of 2021, gaining Partnership agreement in December 2021. It is due to be refreshed in Autumn 2022.

Story Matrix

As part of the Deal Document commitment and the PR & Comms Protocol, the Partnership has a commitment to develop a Story Matrix. The Story Matrix will consist of a library of case studies and progress of the benefits delivered by TCRD Projects. This can be used in future press releases and updates. It will be informed by and inform the Annual Performance Report.

Q&A

Another commitment of the PR & Comms Group is to hold a Q&A of frequently asked questions. The Group will continue to review this on an annual basis, or as required.

⁵ <https://www.taycities.co.uk/news/progress-clean-growth-business-park>

⁶ <https://www.taycities.co.uk/news/improved-digital-connectivity-angus>

⁷ <https://www.taycities.co.uk/news/driving-forward-development-agricultural-technology>

⁸ <https://www.taycities.co.uk/scotlands-first-drone-port-begin-working-nhs>

⁹ <https://www.taycities.co.uk/news/ultrafast-broadband-be-provided-154-community-hubs-and-over-600-households>

¹⁰ <https://www.taycities.co.uk/tay-cities-region-deal-priorities-outlined-first-annual-performance-report>

¹¹ <https://www.taycities.co.uk/news/green-light-multi-million-pound-tay-cities-engineering-partnership>

¹² <https://www.taycities.co.uk/news/abertay-cyberquarter-creates-new-home-cybersecurity-research-innovation-and-industry-growth>

¹³ <https://www.taycities.co.uk/news/nhs-drone-delivery-service-trials-begin-angus>

The Deal



The Deal

This section of the Annual Performance Report summarises the projects that have entered into the implementation stage following full Government and Joint Committee approval, up to and including September 2022. The projects are categorised by Tay Cities Region Deal themes and are aligned to the Implementation Plan, with any updates to milestones and risks highlighted.

Monthly forecasting and quarterly performance reports are prepared by the PMO with input from projects throughout the year and shared with Governments and Management Group. This provides interim updates.

Status of Programmes and Projects

The Deal is comprised of 1 Fund, 4 Programmes and 37 Projects. Within the Programmes and Fund, there will be additional projects emerging as the Deal progresses. Table 3 below shows an overview of the status of the Programmes and Projects up to the end of September 2022.

Table 3: Status of Programmes and Projects up to end of September 2022

Programme/Project	Location	(Expected) Full Business Case Approval	Stage
An Empowered and Inclusive Tay			
Regional Skills and Employability Development Programme	Regional	11 March 2022	Implement / Define (Phase 2)
Regional Skills and Employability Development Programme – Skills Programme Manager Post	Regional	11 March 2022	Implement
Regional Skills and Employability Development Programme – Digital Skills	Regional	December 2022	Define
Regional Skills and Employability Development Programme – Life Sciences Further Education: Biotechnology and Medical Technology	Regional	June 2023	Define
Regional Skills and Employability Development Programme – Supporting SME Skills	Regional	June 2023	Define
Regional Skills and Employability Development Programme – Hospitality Skills	Regional	March 2023	Define
Tay Cities Engineering Partnership	Regional	11 March 2022	Implement
Aviation Academy for Scotland	Regional	September 2023	Define
An Innovative, International Tay			
Growing the Tay Cities Biomedical Cluster	Dundee	19 February 2021	Implement
International Barley Hub	Perth & Kinross	19 March 2021	Implement
Advanced Plant Growth Centre	Perth & Kinross	19 March 2021	Implement
Angus Fund	Angus	19 February 2021	Implement
Angus Fund – CASI Programme	Angus	March 2023	Define
Angus Fund – Mercury Drone Ports	Angus	March 2023	Define
Angus Fund – Angus Rural Mobility Hub	Angus	March 2023	Define

cyberQuarter	Dundee	18 June 2021	Implement
Just Tech	Dundee	2024/25	Define
Perth Innovation Highway	Perth & Kinross	September 2023	Define
Studio Dundee	Dundee	2023/24	Define
Advanced Manufacturing Programme	Regional	2023/24	Define
Eden Campus	Fife	21 August 2020	Implement
Stretch Dome Simulator	Fife	17 December 2021	Define
Project Beacon	Perth & Kinross	2025/26	Define
Regional Culture & Tourism Investment Programme	Regional	19 June 2020	Define
Regional Culture and Tourism Investment Programme - Hospitalfield	Angus	17 July 2020	Implement (phase 1)
Regional Culture and Tourism Investment Programme – Discovery Point Transformed	Dundee	23 April 2021	Implement (phase 1)
Pitlochry Festival Theatre	Perth & Kinross	March 2023	Define
Perth Museum	Perth & Kinross	19 March 2021	Implement
Innerpeffray Library	Perth & Kinross	2028/29	Define
Crieff International Highland Centre	Perth & Kinross	2028/29	Define
Aero Space Kinross	Perth & Kinross	March 2023	Define
A Connected Tay			
Rural Angus and Rural Perth and Kinross Highspeed	Angus and Perth & Kinross	18 June 2021	Implement
5G Digital Testbeds	Regional	11 March 2022	Implement
Low Carbon Transport & Active Travel Hubs Programme	Perth & Kinross	1 July 2022	Implement
Low Carbon Transport & Active Travel Hubs Phase 1: Broxden Low Carbon Transport Hub	Perth & Kinross	1 July 2022	Implement
Low Carbon Transport & Active Travel Hubs Phase 2: Perth Active Travel Hub	Perth & Kinross	September 2023	Define
Low Carbon Transport & Active Travel Hubs Phase 3: Hydrogen Refueling Station	Perth & Kinross	2024/25	Define
Dundee Airport Investment	Dundee	19 February 2021 (revenue)	Implement (revenue)
		March 2024 (capital)	Define
Perth Bus & Rail Interchange	Perth & Kinross	2025/26	Define

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Joint Committee
2. Implement	Business case has been approved by Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing/delivering a course
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

The projects which have received Full Business Case approval from Joint Committee in this reporting period are listed below;

- Stretch Dome Simulator
- 5G Digital Testbeds
- Regional Skills & Employability Development Programme
- Skills & Employability Programme Manager
- Tay Cities Engineering Partnership
- Low Carbon Transport & Active Travel Hubs Programme
- Low Carbon Transport & Active Travel Hubs Phase 1: Broxden Low Carbon Transport Hub

The following information provides a snapshot of progress throughout the year and are shown by Tay Cities Region Deal theme.



An Empowered & Inclusive Tay

Skills

Within the Skills theme there is 1 Programme; the Regional Skills and Employability Development Programme, of which there are 5 Phase 1 Projects, and 2 Projects; Tay Cities Engineering Partnership and Aviation Academy for Scotland.

In March 2022, the Regional Skills & Employability Development Programme and Skills Programme Manager, as one of the Phase 1 Projects, were approved by the Partnership. In addition, the Tay Cities Engineering Partnership Project was approved and is now in delivery.



It is anticipated that 4 of the other Phase 1 Skills Projects will be approved in 2023.



Regional Skills and Employability Development Programme	
Programme Owner	Skills Development Scotland
Enabling the region to...	Empower and Promote Inclusion
Thematic Board	Skills

Programme Description

The Skills and Employability Development Programme sets out the partnership’s proposition to bring about the changes in skills and employability services that will support this vision and make a positive, tangible difference to our citizens, businesses and other stakeholders.

The Programme will make incremental changes to improve the currently complex and weakly-connected regional employability and skills landscape to deliver better outcomes for all, particularly those people facing significant disadvantages to securing and sustaining meaningful, high-quality employment. Up to £20 million City Deal investment available will help develop a new collaborative, pan-regional approach and put necessary interventions in place to drive improved economic performance and inclusion across the region.

The investment will also help drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities. The direct impact of this investment will be an incremental reduction in unemployment and economic inactivity among Programme beneficiaries across the region, employers reporting fewer skills shortages and gaps, and citizens able to access the training and employability support they need to succeed within the workplace.

Headline Achievements

The Programme received Full Business Case approval from the Joint Committee on 11th March 2022. To date, the Programme has achieved the following:

- Programme Manager recruited and started working with the Skills Programme in July 2022.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Transfer of Programme Ownership from SDS to Perth & Kinross Council	November 2022
Programme refresh to update the Skills Programme and reflect the current and future position	January 2023
Approval and start of second tranche of projects. Content and outcomes to be defined in project business cases.	2023
Assessment, review and evaluation of projects to ensure they flexibly respond to emerging labour market needs within the City Deal region and deliver specific project aims and objectives detailed within project business cases.	21/22 and annually

Key Risks

Risk	Mitigation
Lack of buy in from partners in developing a collaborative, regional delivery system. Could result in silo working and delivery resulting in an inconsistent approach to developing a skills and employability ecosystem	Ensure signed agreement from all partners, clearly setting out their roles and responsibilities. The appointment of a suitably skilled Programme Manager will help mitigate against this, ensuring regular engagement with all partners, and development of an effective, collaborative regional approach. Utilise different mediums of communication to effectively engage partners in different ways
Lack of buy-in to / poorly attended Skills Advisory Board. Would result in lack of understanding of the deal benefits and delivery of projects across the region.	Secure sign-up to SAB terms of references from all partners for regular engagement, and clearly set out their roles and responsibilities. Frequent engagement between Programme Manager, project leads and SAB members to ensure they are engaged and appraised of all developments.

Potential for projects to be delayed in the development phase, resulting not meeting planned budget profile (phase 1)	Regular updates are provided at the SAB around the progress of individual projects. If appropriate, these will be escalated to the PMO and TCD management group.
Potential for projects to be delayed in the development phase or not meet the programme objectives, resulting in not meeting planned budget profile (phase 2 and beyond)	A workshop to scope out the next phase of projects is planned late 2022 with a follow up meeting in early 2023. Projects will require OBC for progressing and must meet programme objectives.

Regional Skills & Employability Programme Manager 	Regional Skills & Employability Programme Manager	
	Programme Owner	Perth & Kinross Council
	Enabling the region to...	Empower and Promote Inclusion
	Thematic Board	Skills

Project Description

The Skills Programme Manager Post will support the Regional Skills Programme. The Post will be critical in driving the strategic agenda and ensure delivery activity remains consistent with the overall Programme business case, the strategic context of the Deal and with the ambitions of partners, stakeholders and citizens. An important aspect of the role will be building consensus and collaboration across the region's four local authorities and other relevant stakeholders (e.g. FE and HE institutions, and local employers) on the future direction and focus of regional skills activity, ensuring this effectively compliments and enhances existing local and national Programmes. This collaboration activity will be developed in a number of ways, including through discussion at the Skills Advisory Board, through linking in with the Heads of Economic Development Group, and liaising individually with the various Council Employability and Skills Leads.

A key part of this role will be to identify areas of potential collaboration and joint working and lead on their development and implementation, through building relationships with key partners such as those outlined above, regular and meaningful communication with these (and other relevant) partners.

Headline Achievements

The Programme received Business Justification Case approval from the Joint Committee on 11th March 2022. To date, the Programme has achieved the following:

- The Programme Manager was recruited in early 2022 and has started working with the Skills Programme and Projects since 25th July 2022.

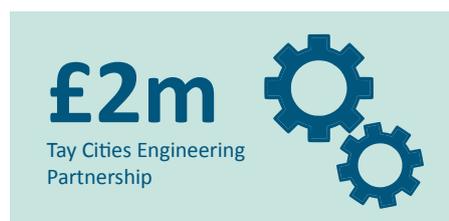
Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Supporting the Programme refresh and liaison with all Projects	January 2023

Key Risks

Risk	Mitigation
Ensure the programme manager is neutral and impartial across the region if employed by one local authority / one partner	This will be mitigated against by ensuring a robust recruitment process, and ensuring strong relationships, buy-in and frequent engagement from and between all partners
Inability to influence the activities of partners and failure to achieve collaboration and joint working	Mitigated by creating frequent engagement and communication to encourage open and honest channels where partners can raise concerns at a senior level with the Skills Advisory Board and the Management Team where such issues could be discussed and resolved
A single role creates a “key person” risk where there is no back up or succession post available in the event the programme manager is on leave, on long-term absence or leaves the post early	Mitigated against through well-defined channels of communication, frequent updates, and sharing of files (as appropriate) and best practice among partners to ensure that all partners are fully briefed, and short-term resource can be found should long-term absence or early departure occur, enabling partners to manage the post until re-recruitment can take place



Tay Cities Engineering Partnership	
Programme Owner	Dundee & Angus College
Enabling the region to...	Empower and Promote Inclusion
Thematic Board	Skills

Project Description

The Scottish Government will commit up to £2 million to the Tay Cities Engineering Partnership (TCEP), which will drive up the skills and technology base of the sector to make it more competitive in an international marketplace and accelerate the pace of research and development. It will do this by bringing together the resources of key private and public engineering facilities in a new collaboration.

TCEP will drive the transformation of manufacturing processes needed to ensure the sector remains competitive, such as the implementation of robotics and artificial intelligence; increased internationalisation; increased productivity; research and development and skills development. It will

achieve this by increasing the profile of engineering as a career opportunity, developing training places and providing business support. Specifically, it will:

- Create a Mobile Engineering Technology Unit to showcase Engineering and Advanced Manufacturing (EAM) and science, technology, engineering and mathematics (STEM) subjects. This will raise the profile of these subjects, increase careers awareness and address possible negative perceptions. The Unit will be fitted out with robotics and virtual reality technology to create opportunities in EAM and STEM from early years through both primary and secondary schools, into further and higher education and on to the workplace;
- Develop new foundation and graduate level apprentice training places to meet skills demand and enhance employability, career development and staff up-skilling;
- Develop enhanced up-skilling programmes to meet the emerging requirements of new sectors;
- Create an EAM Centre of Excellence equipped with leading industry tools to trial, test and demonstrate new processes and equipment; and
- Create a Product Innovation Lab, located within the Aviation Academy for Scotland, to support businesses bringing new products to market. The Lab will offer cost-effective product prototyping and testing, as well as mass production (but at low volumes to suit new products) and specialist incubator and product development support.

Headline Achievements

The Project received Full Business Case approval from the Joint Committee on 11th March 2022.

To date, the Programme has achieved the following:

- Refurbishment of Dundee and Angus College facility to host the Engineering Partnership Innovation Centre (EPIC; the EAM Centre of Excellence referenced above);
- Entered into a collaboration agreement with an offshore wind farm development to secure £300,000 of leverage funding to support TCEP-related activities, including the creation of a Skills for the Future Lab hosted at EPIC; and,
- Signed a memorandum of understanding with the National Manufacturing Institute Scotland (NMIS) to explore collaborative opportunities with the wider engineering and manufacturing infrastructure.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

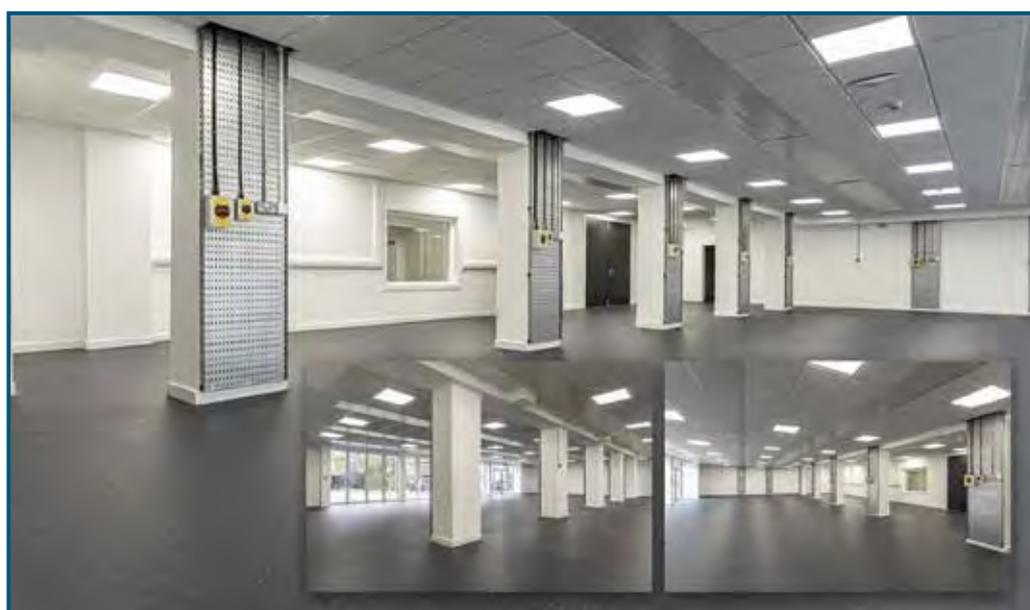
Milestone	Due Date
Partnership Agreement in place and Project Manager recruited	March 2023
Increased quantity & range of machine tool equipment available for use at Dundee & Angus College, Angus Training Group and Perth College, University of the Highlands and Islands	September 2023

Key Risks

Risk	Mitigation
TCD023 Aviation Academy delayed.	Funding for the Product Innovation Lab can be re-allocated to TCEP main project and delivery re-phased.
Demand from the engineering sector declines resulting in weak demand for the provision.	The partners will take a holistic view of engineering, incorporating traditional provision (demand for which is in decline), but also new and growing sectors and occupations, such as digital and robotics, where there is high demand from both trainees and employers.
The engineering sector does not engage or buy in to the partnership's delivery model.	Lessons from other sectors will inform the design of the model. Case study evidence will be developed on the potential impact and benefits to employers as part of the partners' marketing strategy.

Case Study

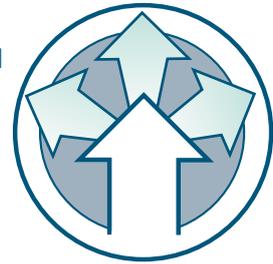
The creation of the Engineering Partnership Innovation Centre for the Tay Cities Engineering Partnership was completed in Summer 2022. By refurbishing existing workshop areas at Dundee and Angus College's Arbroath campus which were being used for traditional engineering curriculum, this large area (600m²) is now ready to be equipped with modern, industry standard equipment. This will create a facility where industry partners can come into the Centre to trial, test and demonstrate new equipment and modern technology. The Centre will ultimately replicate today's 21st century engineering work environment enabling employers to link their trainees' education or training to a realistic project-based industry environment. The refurbishment works were carried out in partnership between Dundee and Angus College's in house Estates Team and 5 local contractors. These contractors collectively provided services ranging from glazing and decorating to suspending ceilings and installing mechanical plant.



An Innovative, International Tay

Innovative & International

Within the Innovative and International theme there is 1 Programme - the Advanced Manufacturing Programme, 1 Fund - the Angus Fund, and 10 Projects - Growing the Tay Cities Biomedical Cluster, International Barley Hub, Advanced Plant Growth Centre, cyberQuarter, Just Tech, Perth Innovation Highway, Studio Dundee, Eden Campus, Stretch Dome Simulator and Project Beacon.



£188.2m
An Innovative and International Tay

Growing the Tay Cities Biomedical Cluster, International Barley Hub,

Advanced Plant Growth Centre, cyberQuarter, Eden Campus and Stretch Dome Simulator have all received Full Business Case approval. To the end of September 2022, there are no Angus Fund projects in delivery; however 3 projects are expected to be approved and in delivery 2022/23.

£25m
Growing the Tay Cities Biomedical Cluster

Growing the Tay Cities Biomedical Cluster	
Programme Owner	University of Dundee
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

The Scottish Government will commit up to £25 million to Growing the Tay Cities Biomedical Cluster.

The project will build on the region's existing life sciences reputation, including drug discovery and medical technologies. It will attract inward investment in new life sciences companies and increase industrial engagement.

The project consists of an Innovation Hub to provide laboratory and office space to enable new companies specialising in life sciences to grow, and a Medical Technologies innovation centre which will be refurbished to create spaces (and associated offices) with the specialist equipment needed to demonstrate medical devices.

New technologies developed in this unique environment will provide a pipeline of investment opportunities to create new spin-out companies which can then access the Innovation Hub. It will also attract industrial partners to co-locate in the University and develop their research and development potential by accessing the facilities and highly specialised medical technology it will be equipped with.



Photo © Overlanders Architects

Headline Achievements

Since October 2021, the Project has achieved the following:

- Planning permission was approved, with conditions, for the Innovation Hub in March 2022.
- Planning permission was approved for the MedTech Research & Development Unit (refurbishment of Wilson House) in August 2022.
- £1.5m from charitable and public sector organisations has been secured.
- A further University of Dundee commitment towards project costs has been secured.
- Design of the Innovation Hub and Medical Technologies facility is complete and are being tendered.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Commencement of construction/fit out works: 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub	1. March 2023 2. December 2022 3. January 2023
Completion of construction/fit out works: 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub	1. July 2023 2. August 2023 3. September 2024

Key Risks

Risk	Mitigation
Construction inflationary costs: Escalating construction and refurbishment costs lead to enforced “cost cutting”, stalling the project or reducing the quality of project infrastructure.	An unprecedented rise in inflationary costs has resulted in a significant value engineering exercise being undertaken to bring costs down and provide an affordable solution. A revised work package has been put out to tender for the Innovation Hub and formal notification of a revised tender is anticipated in late November. The University is also reviewing the tender submission for the MedTech R&D unit and redesign of the Thiel facility extension has commenced to find a practical and cost-effective solution.
Procurement of building materials is delayed by major disruption to supply chains, labour resourcing and other issues.	Significant contingencies have been identified in each of the respective projects to cover unforeseen costs. Programme of works has built in contingencies for supply chain delays.
Unforeseen delay in ground conditions delays the Innovation Hub capital programme	A detailed site investigation has been undertaken and built into the project budget. However, unexpected ground conditions may be discovered when excavations start. Contingencies have been included to cover such an event.



International Barley Hub	
Programme Owner	The James Hutton Institute
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

The UK Government will commit up to £20 million and the Scottish Government will commit up to £15 million to the creation of an International Barley Hub at the James Hutton Institute. Barley is indispensable to the Scottish and UK economies, being vital to the distilling, brewing and food industries. It also has the potential for emerging uses in the health, chemical and energy sectors. However, future barley supply is increasingly uncertain due to the impact of climate change, developing worldwide demand, evolving pest and disease risks and pressure on managing soil health to enable crops to grow.

The IBH will establish a world-leading research facility for barley science, bringing together industry, dedicated facilities and world class scientists. It will:

- expand the scale and excellence of barley research and innovation, operating across a broad spectrum of disciplines;
- provide state of the art research equipment on site and at industry partners premises;
- have the capability to support work from the molecular, to the field level;
- increase the translation and application of this research around the globe;
- support a “Barley Cluster” of related processing, innovation and product interests; and
- develop a supporting skills and knowledge programme.

The International Barley Hub has been developed in parallel with the proposal for the Advanced Plant Growth Centre and at the request of the Approval Authorities these have been maintained as separate business case documents, although they ultimately result in the same physical infrastructure investment.



Headline Achievements

Since October 2021, the Project has achieved the following:

- Phase 0 (Enabling Works) complete.
- Phase 1 (New Access Road) 90% complete.
- Phase 2 (IFF/IBH Facilities) 95% complete.
- Phase 3 (Demolitions and Infrastructure) 85% complete.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Finalise phases 0 - 3	October – December 2022

Key Risks

Risk	Mitigation
Failure of income generation strategy	Competitive grant availability to be monitored and a strategy for engaging early with major funders developed through a dedicated business development team.
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. The intended procurement strategy was to use a fixed price contract. However developments in the supply chain, have indicated there would be significant cost inflation for a wide range of raw materials including steel, wood and concrete, fuel. Initial inflation estimates were built into costings and are further compounded by the requirement to pay VAT at 20%. Exceptional inflationary pressures through 2022 can no longer be mitigated by value engineering or scope reductions and can only now be mitigated by reallocation of the equipment budget to the Design and Build process. This has been reflected in the Project's updated project Risk Register. The recent delays caused to the project were necessary to complete the value engineering and scope reduction exercises.

Case Study

BARIToNE Collaborative Training Partnership (CTP)

The next generation of barley researchers have received a multi-million investment through the Barley Industrial Training Network (BARIToNE) programme, a Collaborative Training Partnership (CTP) led by the Scotch Whisky Research Institute, the International Barley Hub at Hutton and the University of Dundee, with support from the Biotechnology and Biological Sciences Research Council and industry partners.

The Programme will see a cohort of 30 post graduate researchers supported with a total estimated value of £9m. The four-year studentships will be delivered over the period 2022-28 with £3m of funding from BBSRC, £600k in cash from industry and more than £5m in-kind co-investment from academic and commercial partners covering the entire length of the barley value chain.

The first cohort of BARIToNE students (8) and their supervisory teams were welcomed recently by an induction at the Waldorf Astoria, Edinburgh where they presented their projects.

The students will be mainly based in Dundee working closely with IBH and the next cohort of students (12) are being recruited to join us in 2023. Each student will be working with the International Barley Hub through the BARIToNE CTP for a four-year period.





Advanced Plant Growth Centre	
Programme Owner	The James Hutton Institute
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

The UK Government will commit up to £25 million and the Scottish Government will commit up to £2 million to the creation of the Advanced Plant Growth Centre at the James Hutton Institute. It will build on existing expertise to deliver a cutting-edge plant research facility bringing together industry, advanced technology and world class scientists. The Centre embodies the idea of Agriculture 4.0, a green revolution with science and technology at its heart, with the aim of feeding future populations.

The Advanced Plant Growth Centre will be at the heart of plant and crop research and innovation in the Tay Cities region. It will develop the underpinning science and translate that science into industry, which will in turn increase the commercial, economic and environmental benefits of agriculture and the food and drink sector. The APGC will integrate:

- a plant characterisation facility, which uses imaging to quickly understand (before harvest) how crops respond and perform in different environments;
- post-harvest storage facilities;
- vertical growth facilities; and
- next-generation controlled environments which can simulate any current or future environment anywhere in the world (for example, increased greenhouse gases) to test the effect on crops.



Headline Achievements

Along with the International Barley Hub project, the Advanced Plant Growth Centre Project has achieved the following since October 2021:

- Phase 0 (Enabling Works) complete.
- Phase 1 (New Access Road) 90% complete.
- Phase 2 (IFF/IBH Facilities) 95% complete.
- Phase 3 (Demolitions and Infrastructure) 85% complete.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Finalise phases 0 - 3	October – December 2022

Key Risks

Risk	Mitigation
Failure of income generation strategy	Competitive grant availability to be monitored and a strategy for engaging early with major funders developed through a dedicated business development team.
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. The intended procurement strategy was to use a fixed price contract. However developments in the supply chain, have indicated there would be significant cost inflation for a wide range of raw materials including steel, wood and concrete, fuel. Initial inflation estimates were built into costings and are further compounded by the requirement to pay VAT at 20%. Exceptional inflationary pressures through 2022 can no longer be mitigated by value engineering or scope reductions and can only now be mitigated by reallocation of the equipment budget to the Design and Build process. This has been reflected in our updated project Risk Register. The recent delays caused to the project were necessary to complete the value engineering and scope reduction exercises.

Case Study

The new access road to the north of the site is complete and will be fully used by Hutton to reduce the access to our campus via the Invergowrie Village. This is a very welcome addition to the site for our people, visitors and the villagers.

An aerial image showing the Hutton, Invergowrie campus development after completion in Spring 2024 is below:



Angus Fund	
Programme Owner	Angus Council
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Fund Description

The UK Government will commit up to £26.5million to the Angus Fund. The Angus Fund will help achieve an investment balance across the region by investing in projects across Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal.

The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit. The Angus Fund will contribute to the development and implementation of innovative, clean technologies, which will also significantly reduce the region’s carbon footprint; contributing to national reductions in carbon use.

To deliver this purpose the Fund will support three connected components, namely:

- clean growth;
- low carbon; and
- agricultural technology.

The investment has been provisionally divided between six projects to support these themes, including:

1. Centre for Agricultural Sustainable Innovation
2. Mercury Drone Ports
3. Connecting Montrose
4. Clean Growth Business Park
5. Low Carbon Housing
6. Low Carbon Transport

The Angus Fund will be used to stimulate The Mercury Programme, which is Angus Council’s visionary £1 billion partnership programme between government, public, private and community sectors.

Individual project business cases will be developed for each of the projects that comprise the Angus Fund.



Headline Achievements

Since October 2021, the Fund has achieved the following:

- Centre for Sustainable Agricultural Innovation (CASI): CASI will now be delivered as a Programme. The Programme Outline Business Case has been submitted and an updated Programme Outline Business Case is currently being developed. Project Business Cases for the spokes are also being developed.
- Angus Rural Mobility Hub (ARMH): A memorandum of understanding was signed with Dalhousie Estates in January 2022 to deliver ARMH. An Outline Business Case for the project was submitted in July 2022, awaiting feedback for this project to allow Full Business Case to be developed.
- Zero Four Clean Growth Business Park: A memorandum of understanding was signed with Crown Estate Scotland in November 2021 to deliver the Zero Four Clean Growth Business Park. Design team has now been appointed and the project Business Case is being developed.
- Mercury Drone Ports: The Use Case Project to demonstrate the use of drones working with NHS is nearing completion, with trial flights taking place from September 2022. A Business Justification Case was submitted in September 2022, awaiting feedback on this to allow project delivery to commence.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Outline Programme Business Case for Centre for Agricultural Sustainable Innovation (CASI) approved by the Joint Committee	Q4 22/23
Business Justification Case for Mercury Drone Ports approved by the Joint Committee	Q4 22/23
Full Business Case for Angus Rural Mobility Hub approved by Joint Committee	Q4 22/23
CASI Programme: Business Justification Case for CASI HQ approved by Joint Committee	Q2 23/24
CASI Programme: Full Business Case for Crop Quality Centre approved by Joint Committee	Q2 23/24
Fund Benefits Realisation Plan/reporting, including timescales for Projects	Align with PMO Benefits Realisation Plan (2022)

Key Risks

Risk	Mitigation
The selected projects for funding fail to develop a robust business case	Projects will be supported by Angus Council and SE to develop robust business cases.
Projects are unable to achieve match funding	Working to explore external funding options and managing expectations to ensure additional sources of funding are identified and pursued where
Profiled spend not achieved within allocated financial years.	Some spend incurred at risk. Continual engagement with PMO and both governments to progress delivery.
Businesses fail to engage	Regular engagement to ensure projects developed in a transparent and inclusive way.
Brexit impact	All of the projects will be at risk from the Impact of Brexit, these will continue to be identified as the Business Cases develop.

Case Study

The Angus Rural Mobility Hub, situated within a regional business park in Brechin, will provide the infrastructure, services and skills programme needed to enable the Tay Cities region's transition to a low carbon, inclusive economy through a range of smart mobility and energy services.

In January Angus Council and Dalhousie Estates signed a Memorandum of Understanding, entering into an agreement to work together to develop the Clean Growth Business Park, that will integrate zero carbon energy systems with mobility services, enabling a 'smart mobility infrastructure'.

With the Outline Business Case having been submitted work has now begun on the procurement options appraisal and submission for planning permission to deliver the proposed Angus Rural Mobility Hub, focussing on opportunities including an EV charging infrastructure, business space for sustainable growth, distributed energy generation and storage, clean refuelling (biogas and hydrogen), and smart logistics solutions.





cyberQuarter	
Programme Owner	Abertay University
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

cyberQuarter is funded by both the UK and Scottish Government. The Scottish Government have committed up to £6m and the UK Government up to £5.7m.

cyberQuarter is an academic-industrial partnership designed to establish the Tay Cities region as a centre of best practise in applied research and development and knowledge exchange in cybersecurity. It will exploit Abertay University's distinctive ethical hacking and offensive cybersecurity knowledge.'

cyberQuarter will deliver:

- collaborative research and development with the cybersecurity industry to develop solutions that will improve cybersecurity amongst small and medium sized businesses
- develop ethical hacking and offensive security activities to upskill workers and tackle local and national skills shortages
- support businesses to raise awareness of cybersecurity risks and increase the adoption of new products and services to become more cyber resilient; and
- deliver jobs growth in cybersecurity firms, from start-ups to large corporations, as new products and services are developed and commercialised.

Headline Achievements

Since October 2021, the Project has achieved the following:

- Completed the refurbishment of Abertay University's Annie Lamont Building, delivering the high quality physical infrastructure required. The Abertay cyberQuarter officially launched in June 2022.
- Appointed the first Director of the Abertay cyberQuarter, Professor Lynne Coventry.
- Grown the subscriber base for the facility, attracting organisations from public, private and third sectors to work on shared challenges and opportunities.
- Partnered with CodeBase to bring Dundee's Tech Scaler to the Abertay cyberQuarter as part of the Scottish Technology Ecosystem Review response.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
CyberQuarter occupied	October 2022 onwards
Outreach activities with schools, FE, HE and other partners	October 2022 onwards
TechScaler implementation (in partnership with CodeBase)	November 2022 onwards
Delivery of credit-bearing short courses, designed to upskill organisations and individuals in digital business and cybersecurity	November 2022 onwards

Key Risks

Risk	Mitigation
The cybersecurity industry does not grow as expected, domestically or globally.	<p>The Project have developed a Business Development Plan for the Abertay cyberQuarter. There is currently a full time Business Development Manager who spends 100% of their time on the project, thanks to funding from Scottish Government and Scottish Enterprise.</p> <p>The growth of the cyber security sector continues to be one of the UK’s tech success stories. The Cyber Security Sectoral Analysis 2022 conducted by the Department for Digital, Culture, Media & Sport showed that UK revenue for the sector has grown to more than £10 billion for the first time, and the sector has added over 6,000 jobs. 2021 was also a record year for external investment into the sector – with over £1 billion raised by firms across the UK.</p> <p>In the wider tech sector, equity investment is leading to large scale job creation. In 2021, 17.5% of total equity investment announced by high-growth UK tech companies was intended for hiring or job creation – accounting for £3.4b of the total £19.7b secured in 2021. Early indications for the first half of 2022 shows that 33.5% of equity investment was intended for hiring or job creation. Source: Beauhurst.</p>
Cluster companies find it difficult to attract staff	<p>Work with the partners in the TCD Employability & Skills Programme as it develops in order to jointly develop education and training to tackle identified skill gaps.</p> <p>Increasing provision of cyber security courses in the region – HNC and HND in Cybersecurity available at FE colleges and National Progression Awards at SCQF level 4, 5 and 6 are available in some secondary schools.</p> <p>Abertay University has added a BSc (Hons) degree in Cyber Security in addition to its existing BSc (Hons) in Ethical Hacking from September 2021. The University now offers blended and fully online masters courses.</p>

<p>Covid & Brexit impacts</p>	<p>Opportunity for digital security products and services have grown in importance due COVID-19 and the ‘new normal’ being more technology based. Initial findings from Beauhurst data demonstrates that tech sectors and verticals are the most likely to experience a positive or low negative impact from COVID-19, with almost all companies in the sector being actively tracked by Beauhurst in relation to the impact of COVID on their business reporting a surge in demand and creating job opportunities.</p> <p>Construction was impacted by COVID and Brexit in relation to supply chain issues and cost inflation, but through a process of value engineering, we were able to deliver more floor space, control final costs and complete within the desired timeframe.</p> <p>Development of IT infrastructure have been slightly impacted due to increases in lead times for hardware and equipment, but costs and funding profiles have been managed within each financial year for the project.</p>
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Case Study

The Abertay cyberQuarter opened in summer 2022 and has already created more than 30 new cybersecurity jobs for the city.

Among these new employees is Cheryl Torano, an Abertay University Ethical Hacking graduate, who is now Business Development Manager for Abertay cyberQuarter.

As a local mother-of-two, Cheryl is passionate about growing Dundee’s cybersecurity cluster and addressing the loss of the Scotland’s graduate cyber talent to other parts of the UK and overseas.

She said: “When I graduated in 2017, finding a cyber job in Dundee or even in Scotland was tough due to the global skills shortage in the sector. Every year we see our excellent graduate talent snapped up by other hubs and part of Abertay cyberQuarter’s mission is to help address that challenge. By harnessing the local talent that we have and blending it with academic and industry expertise, I believe we can create something really special.





Programme Owner	University of St Andrews
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

The UK Government will commit up to £24.5 million and the Scottish Government will commit up to £2 million to the development of Eden Campus by the University of St Andrews. This project aims to repurpose a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation. It will provide a location for innovators from academia, industry and technology to collaborate and trial new technologies and networks.

Eden Campus will bring industry alongside academic expertise from around the world and is central to the University of St Andrews’ strategy to become the UK’s first energy carbon neutral university. The campus will contribute to national and international ambitions for carbon reduction, while simultaneously driving employment, training, and apprenticeships in the low carbon sector.

The funding will enable the development of three interconnected components:

- an **Enterprise Hub** to support the start-up and growth of new and emerging companies focused on low carbon innovation. It will incorporate a combined incubator and accelerator facility which will offer companies space and business support services.
- The **GENESIS Centre**, a new research and development facility focused on the storage and conversion of energy. The Centre will provide a space for companies to access academic and industrial expertise, develop and test innovative new approaches to low carbon energy systems, engage with other companies, and build business-to-business collaborations.
- An **upgrade of the power supply** to the Eden Campus (and North East Fife), including a smart energy primary sub-station. This will be capable of importing and exporting power from traditional and renewable sources. It will be an active part of electricity grid management for Fife. It will help demonstrate innovative services and products, enabled by new technology and data to offer efficient, collaborative and inclusive energy solutions, capable of scaling up for national use to meet the drive for low carbon power.



Headline Achievements

Since October 21, the Project has achieved the following:

- 1 MW Solar PV Array formally opened by MSP Kate Forbes on 18th May 22. This is not funded through TCD, but forms part of our leverage and ensures green power security for the Campus and future projects in hydrogen ¹⁴.
- The Entrepreneurship Centre (part of the Enterprise Ecosystem) was formally opened by the University of St Andrews Principal, Professor Dame Sally Mapstone FRSE on 26th September 22. This key talent development centre provides fast track training and mentoring for entrepreneurial students, staff and members of the local community.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Certificate of Completion for the Machine Shed and Dry Lab	December 2022
Tenanted laboratory in Machine Lab leased	January 2023
First business collaborating with academics in the Genesis Dry Lab	February 2023
First 'prototype' made in the Machine Shed prototype workshop.	March 2023

Key Risks

Risk	Mitigation
Covid- 19 impacts to development projects from resource issues of materials and staffing to site closures with construction sector lock downs.	Ensure Eden Campus contingency planning and multi-disciplinary team approach with our contractors will minimise impacts throughout the design & build stages of projects. During construction, specific COVID risk assessments will be in place to ensure appropriate mitigations (where possible) of any COVID lock downs or localised COVID isolations will be identified and implemented.
Brexit impacts negatively on ability to continue to attract the best academics from Europe and secure the best price for materials and services in development of the Campus.	The key risks associated with Brexit were divested amongst topic specific risks on the corporate risk register for the project in order to embed those within the new 'business as usual' reality. This will enable the project to anticipate, plan and mitigate against those risks to the University and Eden Campus in a more agile way. With regard to construction projects the main mitigation is to ensure early engagement with contractors and where lead times of materials are constrained, to place orders as early as possible to secure price and delivery.
The operating model fails in the assumptions made on usage of the building and equipment for tenants, industry and academics.	All strategy and operational models at Eden Campus form part of the responsibility of the Eden Campus Programme Board, which is formed of executive members of the Principal Office, Directors and Senior team from the wider University and external non executives.

¹⁴ <https://www.thenational.scot/news/20148153.st-andrews-university-launches-new-solar-farm/>

Case Study

The University opened its Entrepreneurship Centre at Eden Campus in 2021 (the formal opening took place on 26 September 2022). The Entrepreneurship Centre is part of the enterprise ecosystem being developed with support from Tay Cities Deal. In its first year, the team devised four bespoke 8-week programmes:

- **FastStart Innovators** is our flagship programme designed to take participants through the full entrepreneurial journey from idea creation to prototyping to the final pitch day at the end of the programme.
- **FastStart Changemakers** programme is the ultimate introduction to social entrepreneurship, guiding you through an online programme which will identify social and environmental problems.
- **FastStart Cloud Computing** gives participants an introductory tour of cloud technologies offered by Amazon Web Services (AWS).
- **FastStart Web Development** will teach participants how to code their first 'dynamic' website by using the React.js web framework created by Facebook.



Walter Bower House, Entrepreneurship Centre

Over the course of the first year of operation, the Entrepreneurship Centre received 217 programme applications that translated into 193 programme participants of which 125 graduated the programmes. Funding awards amounting to £11,146 were given to 19 winners to support the development of their business ideas. In addition to the four programmes, over 60 events were held attracted more than 500 people.

The Centre is located in Walter Bower House, Eden Campus and will benefit from direct access to the Machine Shed and Dry Lab situated close by – both opening in November 2022. These buildings provide the practical space for growth and include a prototyping workshop, design studio, co-working areas and space for spin-outs. The Dry Lab will be the first publicly accessible facility of its kind in Scotland and will focus on testing and production of batteries.

A data centre has been created to service the enterprise ecosystem and work on an Enterprise Hub will commence in 2023. This will create space for start-ups and small established businesses in the local community.



Machine Shed and Dry Lab



Stretch Dome Simulator	
Programme Owner	University of St Andrews
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

Project Description

The UK Government will commit up to £300,000 to a Stretch Dome Simulator to be located within the Eden Campus. The Simulator is an integrated simulated and visualisation suite that can be used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials. It will give scientists the ability to test theories and generate solutions in rapid time, while also giving them the capability to demonstrate the impact of their work to a wider audience.

Headline Achievements

- Since October 2021, The D’Arcy Thompson Simulator Centre has progressed along the proof of concept journey and has developed marketing and methodology with the following key achievements:
- Simulator fully commissioned and software bugs addressed.
- By October 22 we have 3.6 FTE employed and a number of external companies engaged in developing data and simulation methodology, creating new jobs and supply chain opportunities in a developing data sector.
- Tested the market with the first two contracts successfully designed and delivered for clients:
 - Yorkshire (demonstrating the practicality of innovation design for growing seaweed as a medium for carbon sequestration. This helped support the client in being awarded a £2.5m BEIS grant as a second phase to which we are written in.
 - Fife: supporting Fife Council in its delivery of an Interreg contract through the formation of the Blue Consortium.
- Acceleration of the Project’s allocated funding has resulted all funds from the Deal being drawn down ahead of the profile.



Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Further the proof of concept methodology by:	
<ul style="list-style-type: none"> Explore reach of the simulator by introducing collaborative interaction using Virtual Reality (VR) as a complementary platform, to in-person meeting in the Stretch Dome Simulator. 	February 2023
<ul style="list-style-type: none"> developing the SustainaVerse™ idea into a real business offering. 	March 2023
<ul style="list-style-type: none"> Consolidate methodology of simulation led into foundation for Sustainable, Responsible, Impact+ investment+ (SRII++). 	March 2023
<ul style="list-style-type: none"> Proof of concept complete 	March 2023

Key Risks

Risk	Mitigation
The University of St Andrews is unable to fund the Full-Scale Simulator	Development of a fundraising plan to bid for the investment in medium-sized simulator as a stepping stone towards the Full-Scale Simulator.
Loss of European research partners	Participation in the UN SMART Cities alliance will open up opportunities for further research partners.
The anticipated benefits from the Stretch Dome Simulator don't materialise	Recruitment of right mix of skilled staff to include: technical, research (including data analytics) and development skills as well as marketing and business to work on the Stretch Dome Simulator to fully realise the benefits and help make the case for the full-scale model.

Case Study

Creation of a 'BLUE CONSORTIUM' across the Fife Region and beyond

Fife Regional Council's Employability Team was part of an Interreg RIGHT Project, the goal of which was to deliver the 'right skills' to the 'right people', <https://northsearegion.eu/right/>. Following a long-term initiative around sustainability and the BLUE ECONOMIC ECOSYSTEM, the D'Arcy Thompson Simulator Centre (The D'Arcy) was awarded a short six month contract by competitive tender to help Fife Council deliver a BLUE CONSORTIUM that operated across the 'Quadruple Helix' of community, industry, academia, and government. It did this using its SIMULATION-LED methodology, using the immersive environment created by the stretch dome simulator as a demonstrator, as a place in which minds from all over the North East Atlantic could meet.

Concentrating on the objective of the Right Project as a whole, The D'Arcy homed in on the skills that employers wished to see in their workforce. This was informed by its extensive maritime experience in the maritime, offshore and defence sectors. It also fitted well with The D'Arcy's in-house Nautilus Programme. This Integrated workstream focuses on the needs of young people in two age groups: 12-17 and 18-24 (both

of which had been negatively impacted in many ways by the Covid pandemic), to give them confidence in collecting, analysing and employing data collected from simple, self-built sensors; combining this with Copernicus satellite data; and sharing and making Sustainable, Responsible, Impact+ decisions using multiple platforms, including projection and Virtual Reality (VR).

The outcome has been the Lochore Initiative to set up a Nautilus node in the central belt of Fife, amongst still struggling ex-coal mining communities, that will attract local, regional and international schools through links made in the Interreg programme and other ongoing work at The D'Arcy, as part of its SustainaVerse™ programme.

This shows Tay Cities Deal investment in an innovative and positive light across the globe and will shortly be complemented by a GREEN CONSORTIUM, in order to consider the land and sea together.

Culture & Tourism

Within the Culture & Tourism theme there is 1 Programme, the Regional Culture and Tourism Investment Programme, and 4 Projects; Perth Cultural Transformation, Innerpeffray Library, Crieff International Highland Centre and Aero Space Kinross.

Within the Regional Culture and Tourism Investment Programme, there are currently 2 projects which have received Full Business Case approval; Hospitalfield and Discovery Point Transformed. The Perth Cultural Transformation Project has also received Full Business Case approval.



Regional Culture & Tourism Investment Programme	
Programme Owner	Angus & Dundee City Councils
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

Programme Description

The Scottish Government will commit up to £37m to the creation of a Culture and Tourism programme that will invest in key economic assets in the sector. This is compiled of a £27m investment in a Regional Culture & Tourism Investment Programme and a £10m investment in a named project; Pitlochry Festival Theatre.

The overarching objective of the Programme is to contribute to a wider Tay Cities ambition to be a highly desirable place to live, work, visit and invest in. It aims to do this by building on and strengthening the region's existing culture and tourism offering, to deliver a world class region with world class culture and visitor experiences.

The Programme will be managed and delivered collaboratively by a partnership between the four Tay Cities local authorities, Scottish Enterprise, Creative Scotland, Historic Environment Scotland, and VisitScotland, with the support of the Scottish and UK Governments.

Within the £27m Regional Culture & Tourism Investment Programme, 2 projects have been identified for delivery. These are Hospitalfield and Discovery Point Transformed, which have received Full Business Case approval and are in delivery. There is a commitment to review the regional Culture & Tourism Investment Programme annually to allow identification and development of the next tranche of projects.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Completion of Phase 1 of first tranche of Projects	2022/23
Review and refresh of Programme to allow identification of second tranche of projects.	2022/23

Key Risks

Risk	Mitigation
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. Procurement Strategy to use fixed price contract, where appropriate although this may be difficult in the current economic climate. Projects continue to look at options to manage inflationary costs and, where possible, external funding.
Projects no longer sustainable due to the impact of Covid-19 and inflation on the tourism sector.	All projects are required to set out in their business cases how they are tackling the impact of Covid 19/inflation. The programme will be under continual review.
Oversubscription of the Programme	The Programme is £10m oversubscribed. Projects have been advised of this and overall allocations will be reduced through annual review of the Programme.



Hospitalfield	
Programme Owner	Hospitalfield
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

Project Description

Hospitalfield was awarded an investment of up to £5.5m to support a visionary redevelopment plan for Hospitalfield House as part of the Regional Culture & Tourism Investment Programme. It aims to see Hospitalfield fully restored and accessible to the public. The Trust plans to restore and add to the residential, studio and visitor facilities at Hospitalfield to create a world-class cultural facility that is financially sustainable, and able to make a significant and long-term impact on the local, regional and national economies.

The five year capital investment programme will be delivered in the following phases:

- **Phase 1**
 - o Garden, Fernery and Café
 - o Historic Artist Studios, new studio all historic outbuildings
 - o Guest house and cottage
- **Phase 2 – Mortuary Chapel**
- **Phase 3 – The House & Visitor Experience and the Collections**

Headline Achievements

Since October 2021, the project has achieved the following:

- The café and garden has opened to the public and welcomed over 12,000 visitors to March 2022.
- The Historic Artist Studio has been put out to tender in order to commence construction in November 2022.
- Hospitalfield has raised funding from Historic Environment Scotland to move forward with Mortuary Chapel. With funding from NLHF , the Trust has also been able to move forward to detail design stage.
- The Project has invested in the design phase for the chapel and in the first stage of a new artist’s commission for the chapel from artist Cerith Wyn Evans. This builds the value in relation to creating in the Tay Region, an increasingly interesting, internationally significant visitor attraction through the heritage asset and through contemporary art and culture.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.



Milestone	Due Date
Complete fundraising for guest house and cottage	2022/23
On site construction for the Artist Studios	2022/23
Commence Chapel redevelopment	2022/23
Complete the detailed design and planning permission for the House & Visitor Experience and the Collections	2023/24

Key Risks

Risk	Mitigation
The Trust is unable to raise the required funding for the guest house and cottage	This is a very high risk concern for the Trust. This aspect of the development includes the income generating aspects of the project which are so key to meeting both the Trust’s business plan and the employment and other secondary economic targets. The Trust are working hard to raise this funding through discussion with the Angus Council and with Scottish Government.
Artist studio costs more than we had budgeted	Contingencies at a high rate are included within the cost plan and the Trust has reached a fixed cost agreement with the contractor to reduce the risk.
The impact of inflation on the next phases for the mortuary chapel and house make the fundraising target challenging	The Trust are working to put plans in place that will see a new fundraising strategy in place by January 2023. The Trust are talking to Angus Council about getting ready for a potential Levelling up bid should another deadline be set as well as working with Angus Council on a Regeneration Capital Grant application.

Case Study

In this last year the Project has focused on developing the welcome experience at Hospitalfield through what has become the main entrance, the walled garden. To support this, two new part time and seasonal staff have been appointed to welcome people and to host them as they come in to the garden.

Offering the right level of hospitality through the appointment of these two has been a very important approach to define and get right.

To enhance the welcome experience, the newly employed staff assist with ticket management,



tour arrivals and café visitors. The role is extended to giving feedback and information on the history and heritage of the site, as well as information on the public events programme. This is important as it allows them to have a high level of involvement in the public facing aspects of Hospitalfield, including knowledge of the artists participating in the residency programmes.

Hospitalfield has received positive feedback on the roles that have been created. Through this initiative, it has given the attraction a better understanding of where the audiences come from, how they travel and what they like and would return for. The ‘hosts’ or ‘greeters’ are a great asset to the organisation and continue to provide feedback on improvements to be made to Hospitalfield.





Discovery Point Transformed	
Programme Owner	Dundee Heritage Trust
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

Project Description

The Partnership has committed up to £2.5m for Discovery Point Transformed, as part of the Regional Culture & Tourism Investment Programme. The Project will create four major attractions, delivering a major upgrade of the museum, as well as protecting and restoring the unique heritage of the RRS Discovery, enhancing overall visitor facilities and opening up new opportunities for community engagement and learning.

The five key components of the project are:

- **Climate Change Gallery:** A new visitor attraction, highlighting the international significance of the RRS Discovery and its expeditions, and the connections to the major global issues of climate change and the ocean environment.
- **The Dundee Dome Experience:** Public access will be available for the first time to the top of the Discovery Point Dome offering 360° panoramic views of the city, waterfront and River Tay.
- **Protection of our core heritage asset, the historic RRS Discovery:** Essential conservation work will be carried out throughout the ship, with new public spaces being opened up and additional interpretation installed to complement the developments within the Discovery Point museum.
- **A new gallery for temporary and special exhibitions:** This will allow Discovery Point to host a greater range of temporary exhibitions, either developed in-house or touring exhibitions and the potential to host larger scale ‘blockbusters’ exhibitions.
- **A new permanent gallery and the refurbishment of existing galleries.**

The project will be delivered in two distinct phases:

- **Phase 1:** Enabling works to create the Dundee Dome Experience and the enabling floor infills for the climate change gallery. This is now complete
- **Phase 2:** Installation of the climate change gallery, the building of the waterfront events space/café/ restaurant, further gallery/conference space developments, conservation works to RRS Discovery and the environmental works to the Discovery Point building, planned for 2025/26.



Headline Achievements

Since October 2021, the project has achieved the following:

- Phase 1 of the Project to enabling works to create the Dundee Dome Experience and the enabling floor infills for the climate change gallery has now been complete. The Dundee Dome Experience enables public access for the first time to the top of the Discovery Point Dome offering 360° panoramic views of the city, waterfront and River Tay. Since opening, the Dome has attracted over 2000 visitors.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Phase 1 – Enabling Works – design, procurement, construction	Opening September 2022

Key Risks

Risk	Mitigation
Unproven technology may not work	No new technology has been used. The project pivoted during the pandemic from an immersive AR immersive experience to a timed film show due to concerns re COVID/customers sharing headsets. The pivot followed international advice coordinated on our behalf by Abertay university. It has been successful and well received.
Project cost overruns and inflation	Phase 1 is fully delivered. However there are construction inflation pressures. DHT are having positive conversations with other major funders.
Covid impacts leading to an ongoing reduction in visitor numbers, particularly from overseas	Visitor numbers ahead of the Dome opening were still running at c 70% of 19/20 numbers – this is a trend seen nationally though Dundee’s comparator figures are trailing the Scotland wide statistic. The new offers that will be delivered through Discovery Point Transformed will make this tourist attraction more attractive to visitors and hopefully help build back to 19/20 comparators. Market changes have been experienced, with a trend to more hybrid conferences and events business and with a tightening on consumer spending leading to a less buoyant outlook for C&E and restaurant businesses.

Case Study

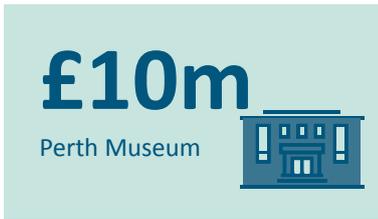
A project which had been 30 years as a pipe dream – the delivery of the Discovery Dome 30 years after RRS Discovery made her home at Discovery Point – is a case study in local partnership working at it's very best.

The whole professional team came from Dundee – lead by local architects, AIM Design and realised by respected local main contractors Caledonian and Oastlers.

Both the city's Universities were involved in shaping the offer – both the technological solutions used and the heritage content. The experience had to be changed to accommodate COVID but the resulting solution is world class. It features artwork by world renowned international environmental artist Luke Jerram – one of 6 limited editions of his famous artwork, Gaia, that featured as the backdrop to all the BBC coverage of COP 26. The star of the show though is the film of the 1901 view of Dundee – showing the city as it was in 1901 when RRS Discovery was built in Dundee. It shows its jute chimneys and overcrowding juxtaposed against the starkly different contemporary view revealed to the viewer at the end.

The work to ensure the historical accuracy and authenticity of the 1901 film was led by the curatorial team at Dundee Heritage Trust. The work was informed by detailed dialogue with the city archivist, the former city archivist, curatorial colleagues from Culture and Leisure Dundee, Abertay Historical Society, the Civic Trust and Heritage Environment Scotland. The team set themselves the ambition of delivering a world-class offer and the feedback from customers suggests that brief has been achieved. The team were even able to secure the priceless pro bono contribution from world famous Scottish actor Alan Cumming whose distinctive voice is the soundtrack to the 1901 animation. Customers report finding the animation and its contrast to the modern cityscape extremely moving and it is proving a wonderful mechanism for audience engagement across the generations – with grandparents bringing grandchildren and reminiscing about much loved local landmarks long gone and their experiences on trams and passenger ferries.





Perth Museum	
Programme Owner	Perth and Kinross Council
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

Project Description

The UK Government will commit up to £10m, the investment will bring Perth City Hall (now renamed as Perth Museum), a Grade B listed building in the original medieval heart of the city, back to life. It will repurpose a deteriorating heritage asset, currently on the Buildings at Risk Register, into a new museum attraction of international significance.

The Museum will showcase Perth’s ancient roots through museum collections which have National Recognition Status. Perth Museum will become a major cultural venue; a significant addition to the world class offer of the Tay Cities region and a source of civic and community pride, as it was when first built over a hundred years ago. It will also tell the story of the Stone of Destiny, quarried in Perthshire and used to crown every Scottish monarch at Moot Hill in Scone, just outside Perth.

Headline Achievements

Since October 2021, the project has achieved the following:

- Commissioned six different artists to create banners for the Pivot Gallery, a community led exhibition space in Perth Museum.
- Recruitment of new jobs for the new museum commenced summer 2022, 1FTE General Manager now in post.
- The name Perth Museum was approved in September 2022.
- Acceleration of the Project’s allocated funding has resulted all funds from the Deal being drawn down ahead of the profile.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Construction completion	Q1 2023
Specialist fit out of the Perth Museum	Q2 2023
Client moved into the Perth Museum	Q2 2023 – Q4 2023



Key Risks

Risk	Mitigation
Additional costs arise during the construction phase	Appropriate contingency available. All designs, equipment and specification to be agreed by the client and end user prior to contract agreement. Effective change control process in place.
Archaeological remains or items of interest discovered during construction phase.	Review of current archaeological record and early engagement of archaeologist. Archaeologists appointed for watching brief over site surveys and main works
Covid 19 & Brexit impacts/ War in Ukraine	Impacts of Brexit and Covid 19 may affect how the new attraction is to be constructed, including in a timely manner, and operated. The impacts will be reviewed by independent consultants to prepare the Perth Museum project to adapt to new requirements for cultural venue opening.

Case Study

In June 2022 Perth and Kinross Council announced a new artistic commission and community engagement opportunity. The commission is an exciting opportunity to create work that tells a vital part of the story of Perth and Scotland, to be placed in the new museum. The commission is for six large art installations that tell six individual stories from the period of the Jacobite's through to the Clearances. This is a semipermanent installation, expected to be in place for five to ten years.

There is a requirement for the artist to work with local community groups to develop the artwork via workshops. The workshops will take place until June 2023 and will be a minimum of five hours of community engagement for each commission.

The key objectives are:

- To engage local communities in these stories via the co-creation process and build sense of pride/ attachment to place
- To support wider visitor targets for Perth Museum which is intended to generate 167,000 additional visits to Perth by Year 3
- Create opportunities for contemporary artists to develop significant new work
- Contribute to the emergence of Perth and the wider region as an attractive and creative place for people to visit, live and work in.

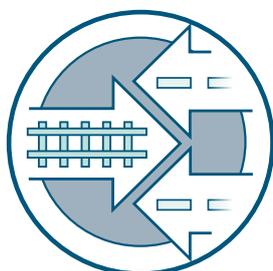
The role of the commissioned artist(s) will be to:

- Design and create the piece of work(s)
- Lead the Community Engagement process including knowledge exchange and
- Read, understand and engage with the story associated with the work they are producing
- Artist must have public liability insurance to the value of £5 Million
- Work with the installation team where required.
- Be available for press and promotional activity wherever possible
- Complete the work as per the timeline below – by end of 2023, including community engagement.

Currently five artists have been commissioned to create individual banners for the gallery, with one more to be selected.

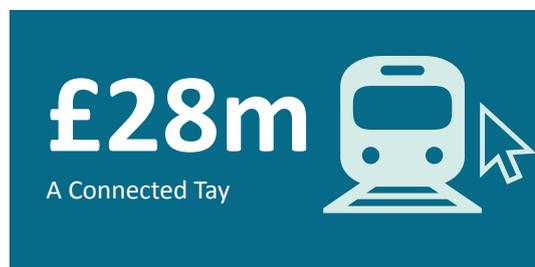


A Connected Tay



Transport

Within the Transport theme, at Deal Signing there were 3 projects named; Low Carbon Transport & Active Travel Hubs, Dundee Airport Investment and Perth Bus & Rail Interchange.



In November 2021, the Low Carbon & Active Travel Hubs project changed to become a Programme, with 3 Projects within it – Broxden Low Carbon Transport Hub, Perth Active Travel Hub and Hydrogen Refuelling Station

The Dundee Airport Investment Project has received Business Justification Case approval

for revenue expenditure. Low Carbon Transport & Active Travel Hubs Programme and Broxden Low Carbon Transport Hub have also received full business case approval.



Low Carbon Transport & Active Travel Hubs Programme	
Programme Owner	Perth & Kinross Council
Enabling the region to...	Connect
Thematic Board	Transport

Project Description

The Scottish Government will commit up to £3.5 million to support three complementary transport developments. These innovative, low carbon technologies aim to improve the range of available sustainable travel and to improve workforce mobility, social inclusion and environmental impact.

In Phase 1, a Low Carbon Transport Hub will be built near Perth on the motorway network and will bring together solar energy generation and battery storage to provide sustainable electric vehicle (EV) charging. This will reduce barriers to EV ownership and encourage people to leave cars at the edge of the city and travel to the centre by public transport or cycling. The use of solar generation and battery storage will reduce the burden on the national grid. The Hub will include 36 Solar Car ports where a car can be charged using stored solar electricity. Charging can be fast (while you wait) or slow – designed to allow the driver to leave their car and cycle or take public transport into the city centre. Transport information mobile web application and secure storage for private bikes will support this.

In Phase 2, Active Travel facilities and services will be developed and will support the sustainable travel hierarchy and create an active travel hub and network of low carbon and shared and active travel facilities across Perth, including bike hire and secure bike storage and charging for E-bikes. This will be supported by a transport information mobile web app, to help cyclists and pedestrians plan and manage their sustainable journeys; cycle way improvements; and the creation of a car club. With the aim of providing credible alternatives to using private cars and for non-car owners by developing and deploying active travel facilities,

services and infrastructure in and around Perth. The project will promote and support the development of a sustainable, inclusive and accessible transport system in Perth which promotes prosperity, health and fairness for all citizens. Local consultations and a programme to promote behaviour change will complement the built active travel infrastructure.

In Phase 3, Perth Hydrogen: the future development of a hydrogen fuelling station on the motorway network near Broxden in Perth.

Headline Achievements

Since October 2021, the Programme has achieved the following:

- The Outline Business Case for the Programme approved by the Tay Cities Region Joint Committee on 1st July 2022.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Phase 2 – Perth – Active Travel Hubs	
Feasibility Study – best location of active travel hub(s) and best methods for maximising usage and benefits	February – June 2023
Development of OBC / FBC	January – July 2023
Phase 3 – Perth Hydrogen Development	
Confirmation of HRS site (Tibbermore Junction)	June/July 23

Key Risks

Risk	Mitigation
Insufficient governance, unable to fully resource Project.	Mitigation (Phase 1 – Broxden-LCTH) - PKC has recruited external consultancy (Urban Foresight) to develop tenders for this project, that are well defined and technically robust. Project & Cost management consultancy has been commissioned (IBI Group) to oversee the delivery of this project within a defined timescale and within a defined budget. PKC has also appointed an internal contract manager to liaise with the external Project and Cost Management to ensure effective delivery of this project.



The quality of the infrastructure does not meet the Project's outcomes.	Phase 1 - Careful review of what technology is available on the market and precise specification in the procurement documentation. By providing outcome-focused requirements suppliers will be more innovative, but there are minimum requirements that must be met. All low carbon infrastructure installed will be evaluated by Tactran to ensure impartial assessment of quality and operational effectiveness.
Time - not enough time to implement the project within the time constraints of the ERDF funding.	PKC is working hard to deliver the programme within the European Regional Development Funding time constraints and potential impacts to that delivery will be closely monitored. The potential to extend the ERDF timeline has been discussed with EST (admin of the ERDF funds) who did not see an issue with extending the ERDF timeline for the project. A change request has been submitted to EST to extend the ERDF timeline to 30th Sept 2023 to accommodate the delay in the associated SSE works.

£365k

Low Carbon Transport & Active Travel Hubs



Low Carbon Transport Hub: Broxden Low Carbon Transport Hub	
Programme Owner	Perth & Kinross Council
Enabling the region to...	Connect
Thematic Board	Transport

Project Description

The Broxden Low Carbon Transport Hub project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The aim is to help decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site, which serves both Perth city and the Scottish motorway network and motorway interchange at the M90/A9. The Project has been awarded up to £635k as part of the wider Low Carbon Transport & Active Travel Hubs Programme.

The project will create an innovative Low Carbon Transport Hub at a key strategic site, Broxden Park and Ride, on the western edge of Perth city. At this site, a range of refueling charging speed options for Electric Vehicles (EVs) will be provided to accommodate the different usage patterns of EV users, including the first Disabled access EV charger in the area.

With the existing EV chargers at the site and the proposed expansion of EV charging stations in this project, there would be 41 EV charging spaces available at Broxden. This development of low carbon infrastructure would help confirm Broxden as a significant EV charging hub on this central node of the Scottish motorway network, close to the motorway interchange between the M90 and A9.

The increasing demand for EV charging puts an increasing demand on the electricity supply network (grid) of the region/country. To meet Scottish Government's announcement of phasing out the need for new petrol and diesel cars and vans in the UK to 2030, it will be necessary to dramatically increase the up-take of low emission vehicles (Battery Electric Vehicles and Fuel Cell Electric Vehicles) over the next few years. The cost of the electric grid re-enforcement work required to support a largely electric transportation

system is in the hundreds of millions for Scotland alone. To help tackle this issue and align with Tactran’s Regional EV Strategy aim of supporting EV charging from a resilient and decarbonised energy network, we plan to develop an innovative solution. A combination of on-site renewable energy generation from solar carport canopies and a battery storage unit will be deployed to sustainably support the EV charging systems at the site.

Headline Achievements

Since October 2021, the Programme has achieved the following:

- External Project and Cost Management consultants (IBI Group) engaged to oversee the project delivery.
- Main project contractor tender developed and published. The main contractor (Emtec Energy) was then procured in December 2021.
- The Full Business Case for the Project approved by the Tay Cities Region Joint Committee on 1st July 2022.
- Planning consents achieved in July 2022.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Main Contract Installations – EV Chargers, Battery System (Including Smart Energy Management platform), solar canopies, Bike shelter and E-Bike charger and Civil works	Solar Canopy, Battery Energy Storage System, smart energy management platform, EV chargers, Bike shelter and e-bike chargers to be installed from Oct 2022 to Feb 2023
Broxden – Low Carbon Transport Hub system operational	April/May 2023
Transport Information Display system	Requirements discussed with PKC Public Transport team – specification agreed, system to be ordered
Broxden Virtual Low Carbon Transport Hub website	Internal development by PKC IT – has started – expected delivery and Live system by March 2023.



Key Risks

Risk	Mitigation
Insufficient governance, unable to fully resource Project.	Mitigation (Phase 1 – Broxden-LCTH) - PKC has recruited external consultancy (Urban Foresight) to develop tenders for this project, that are well defined and technically robust. Project & Cost management consultancy has been commissioned (IBI Group) to oversee the delivery of this project within a defined timescale and within a defined budget. PKC has also appointed an internal contract manager to liaise with the external Project and Cost Management to ensure effective delivery of this project.
The quality of the infrastructure does not meet the Project's outcomes.	Phase 1 - Careful review of what technology is available on the market and precise specification in the procurement documentation. By providing outcome-focused requirements suppliers will be more innovative, but there are minimum requirements that must be met. All low carbon infrastructure installed will be evaluated by Tactran to ensure impartial assessment of quality and operational effectiveness.
Time - not enough time to implement the project within the time constraints of the ERDF funding.	PKC is working hard to deliver the project within the European Regional Development Funding time constraints and potential impacts to that delivery will be closely monitored. The potential to extend the ERDF timeline has been discussed with EST (admin of the ERDF funds) who did not see an issue with extending the ERDF timeline for the project. A change request has been submitted to EST to extend the ERDF timeline to 30th Sept 2023 to accommodate the delay in the associated SSE works.
Costs - due to the emerging nature of the technology and disruption to global supply chains, the final cost of the infrastructure is higher than originally forecast.	Phase 1 - An extensive market sounding exercise has been undertaken to provide market cost information and give early warning of the various tenders and proposed operating models for each element of infrastructure to ensure optimal outcomes for the project. Global supply issues and inflation is being carefully monitored in relation to potential extra costs. External Cost Management has been recruited to ensure project delivery within a specified budget.

£8.9m Capital
£600k Revenue
 Dundee Airport



Dundee Airport Investment	
Programme Owner	Dundee City Council
Enabling the region to...	Connect
Thematic Board	Transport

Project Description

The Scottish Government will commit up to £9.5 million to the development of Dundee Airport, which is licensed for scheduled, private and charter operators. This investment will support the development of new route opportunities, enhancing links with other UK airports and potentially European hubs. These links will ensure the Airport can contribute effectively to the region’s wider connectivity requirements, a key enabler of sustainable economic growth.

The Deal will also support further capital investment in the Airport, potentially including air traffic management infrastructure as well as modifications to the terminal building and airfield.

To date, the revenue element of the project has been approved to secure the Public Service Obligation which will deliver a new route from Dundee Airport to London City.



Headline Achievements

Since October 2021, the project has achieved the following:

- Dundee to London City during financial years 2020/21 and 2021/22 has seen an uptake in business post Covid, compared to pre Covid when the route was between Dundee and London Stansted.

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022 and relate to the project as a whole, capturing both revenue and capital activity.

Milestone	Due Date
Evidence of passenger growth to support Development of Full Business Case	As part of Programme OBC submission (see below)
Programme (phase 1 & 2) Outline Business Case approval	First iteration target submission 2023/24, with further iterations following Government feedback

Key Risks

Risk	Mitigation
Failure to attract new routes.	Early and sustained engagement with potential route operators.
Passenger numbers fail to grow	Given the issues of Covid-19 there is a risk that the growth in passenger numbers is not achieved in the first 2 years. Continued monitoring of passenger numbers, support for route marketing and a potential extension to the Public Service Obligation will be considered.
Covid-19 impacts	The impact of Covid-19 on the aviation sector has been significant. The extent to which passenger numbers recover is uncertain. Engagement with airlines and Government to better understand issue and enable response, including route marketing and engagement with business.
Net zero commitments	Engage with airlines to support the early adoption of measures that decarbonise aviation.

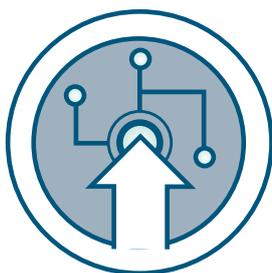
Case Study

Funding from the Tay Cities Deal was used to support the Public Service Obligation (PSO) route from Dundee to London City during financial years 2020/21 and 2021/22. The route has seen an uptake in business post Covid, compared to pre Covid when the route was between Dundee and London Stansted.

- Passengers using the Dundee to London City route increased by 21% when comparing the period October 2021 to October 2022 with the period October 2018 to October 2019, despite flights being affected by Covid in late summer 2021 and early spring 2022.
- Passenger numbers are projected to increase by a further 30% when comparing October 2022 to October 2023 with the period October 2021 to October 2022.

Loganair has launched several new routes as a result of the success of the route Dundee to London City. This includes flights to Belfast International Airport and Shetland. Most recently, they have launched a new route between London-Dundee-Orkney which is now on sale, with flights due to start in April 2023.

This growth and development would not have happened without the support received from the Tay Cities Deal.



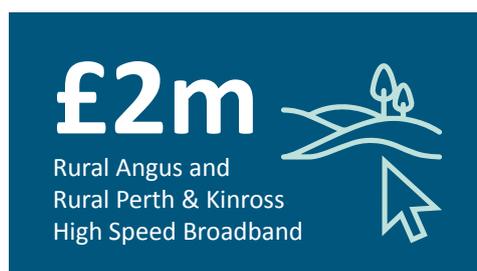
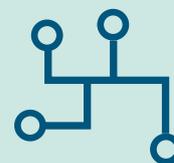
Digital

Within the Digital theme there are 2 Projects; Rural Angus and Rural Perth and Kinross Highspeed Broadband and 5G Digital Testbeds.

Both Projects have now received Business Case approval.

£4m

Digital Connectivity projects.



Rural Angus & Rural Perth and Kinross High Speed Broadband

Programme Owner	Angus Council & Perth and Kinross Council
Enabling the region to...	Connect
Thematic Board	Digital

Project Description

The UK Government will commit up to £2 million to developing Rural Angus and Rural Perth and Kinross High Speed Broadband. These projects will enhance digital connectivity in rural areas across the region, and will be enhanced by match funding from the UK Government Local Full Fibre Network programme.

Up to £1 million is committed to the Rural Angus project, which will focus on creating a solution to provide remote and rural properties with full fibre and high-quality wireless connectivity.

Up to £1 million is committed to the Rural Perth and Kinross project, which will – in Perth - re-use and extend existing fibre broadband between Perth city centre and a new residential development to the west of Perth. Remaining funding will connect over one hundred rural sites, including rural schools, libraries and museums to gigabit capable connectivity.

Headline Achievements

Since October 2021, the project has achieved the following:

- Provided full fibre gigabit capable connections to 34 premises in Perth.
- Full fibre gigabit capable connections to an additional 154 premises across Angus and Perth & Kinross.
- Connecting 26 premises to rural wireless broadband in Angus.

Key Milestones & Progress

The Project was completed in September 2022 and there are therefore no milestones to report.

Case Study

As part of this project, Angus Council and SmartRural (part of Scottish Agricultural Organisation Society) had similar ambitions to cover large areas of Angus with Internet of Things coverage for the farming community. Both parties agreed to use the same infrastructure to deliver their services. The pilot area to be covered was the area covered by the Angus Fund Mercury Programme, the area between Arbroath, Brechin, and Montrose, involving 18 farms.



Area covered by Angus Rural Wireless Project



Example of wireless infrastructure installed on farm buildings

Angus Council have now created a core wireless network linking all the farms together with connectivity speeds of 1Gbps to 10Gbps. With this core wireless infrastructure installed Wireless Internet Service Providers can connect premises to this core infrastructure to backhaul the connection to the internet. The core infrastructure negates the need for the Wireless Internet Service Providers to create their own infrastructure thereby reducing the cost to expand their networks.

Angus Council own the core wireless network thereby allowing the network to be open access and made available to all interested parties to use to increase internet connectivity.

The premises/businesses are now able to get internet connectivity with speeds ranging from 30Mbps to 1Gbps depending on the package they sign up to with the Wireless Internet Service Provider.

By working together Angus Council, SmartRural and Rapier Systems Limited have been able to create an innovative solution to allow rural premises/businesses the access to Superfast Internet connectivity that is comparable with premises/businesses that are in Towns/Cities.

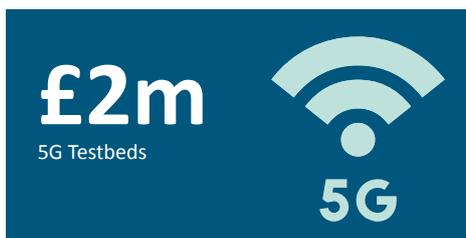
Being located in a rural location is no longer a limitation to Superfast internet connectivity and can help rural businesses grow, quality of life improved and education and skills developed in isolated communities.

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Being located in a rural location is no longer a limitation to Superfast internet connectivity and can help rural businesses grow, quality of life improved and education and skills developed in isolated communities.



Angus Council / SmartRural / Rapier Systems Limited at farm site where infrastructure is being installed

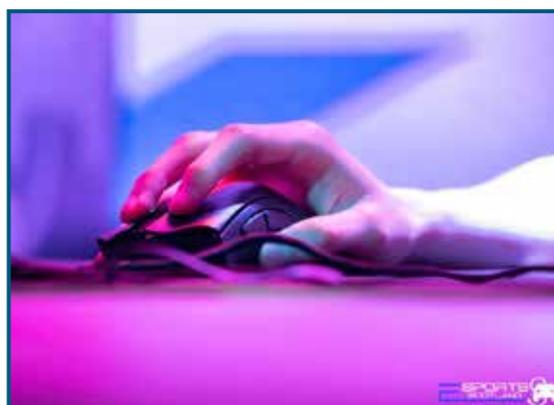


5G Digital Testbeds	
Programme Owner	Dundee city Council
Enabling the region to...	Connect
Thematic Board	Digital

Project Description

The Scottish Government will commit up £2 million to support 5G testbeds and trials in the Tay Cities region, helping to put it at the forefront of full fibre and 5G deployment to drive economic development. The testbeds are the infrastructure (data centre, fibre and transmitters) needed for 5G. Case studies will explore the use of the testbeds for applications as varied as transport information mobile gaming or measuring civic space usage.

The funding will be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work will develop the practical use of 5G and demonstrate the innovation possible, its potential markets and the appeal of these innovations to regional communities and stakeholders. The test cases will be focussed initially on Dundee waterfront but also explore how to use the digital connectivity improvements in rural Angus and Perth and Kinross to roll out 5G case studies there.



Since the business case was approved, the Project has submitted a change request for alternative use case trials to be explored that respond to the execution of smart ports/smart sites and agritech/smart mobility. Pathfinder use case trials were originally selected to address key strategic sectors relevant to the Tay Cities Region and developed based on opportunities when the business case was drafted. The Project have sought to update the use case trials so that they align with the same areas and deliver the same agreed outputs. This change request was agreed by the Partnership and Governments in August 2022.

Headline Achievements

Since October 2021, the project has achieved the following:

- Delivery of a Pathfinder use case trial to demonstrate a live esports event over 4 days in November 2021
- The Business Justification Case for the 5G Digital Testbeds Project was approved by Joint Committee in December 2021
- Development and approval of a further three Pathfinder use case trials
- Development of a challenge fund and appointment of project management services to support delivery

Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Delivery of Tay5G year 2 Pathfinder use case trials (3)	March 2023

Key Risks

Risk	Mitigation
Delivery will be impacted by poor project management and delivery	Ensure strong project management by Dundee City Council. Extensive research done on project management and the UK and EU 5G use case trial programmes and this is informing the person specification along with discussion with the Scotland 5G centre.
Lack of availability of employees or professional/ technical skills or loss of these.	Early identification of skills needed and potential sources/cost.
Global shortage of semiconductors and devices that work on 5G networks: Disruption to the supply chain due to the global pandemic cannot be overstated and potentially impacts delivery and success of the project as the shortage is likely to endure for the next 18 months to 2 years.	Maintain research on device availability and consult with expertise including technical project management.

Case Study

A free access pop-up eSports tournament was delivered utilising 5G connectivity over four days at the DCA in Dundee featuring popular video/eSports games League of Legends, Rocket League and Valorant. Tay5G Esports aimed to test 5G capability across advanced, enhanced streaming and ultra-reliable, low latency in a live, competitive esports tournament. Building on Dundee's games and digital heritage, through this it was possible to initiate the delivery of processes and services with the potential for commercialisation, scaling and transfer. The trial proved that with the low latency (low delay) offered by 5G, eSports can be effectively delivered using 5G, reduce reliance on fixed networks at venues, enhance the experience for participants and allow delivery more cost-effectively and at more locations to support increased engagement.

The esports use case trial (UCT) commenced work in December 2020 and saw delivery of an esports UCT live event in November 2021.

The overall UCT delivered against objectives across 5G technology and Inclusive Growth. The outcomes were:

- Better understanding on 5G technology enhancing the eSports gamer's experience with previous eSports Scotland (ESS) events providing a baseline.
- Designed, tested and demonstrated how a typical 5G network can support the delivery of future eSports events across Tay Cities region and beyond.
- Developed knowledge and experience for future eSports events.
- The UCT acted as a catalyst for SME growth, development and collaboration.
- The event created a shop window/ recruitment space for Dundee's further and higher education establishments and promoted reskilling and upskilling opportunities

Partners, collaborators and sponsors managed and executed the UCT and brought match. Leading the UCT were SMEs, NLA Europe, engaging with Dundee on eSports arena plans and regional company Esports Scotland. The group collaborated with SMEs, Event Production Group and AWTG, a telecoms technology company. Commercial sponsors were GT Omega, Currys PC World, Lenovo and AG Barr. For business growth, NLAE, ESS, AWTG and Event Production Scotland have derived benefits contributing to their future development. In particular, NLAE is working with Nokia on the configuration of the planned arena. Following an invitation by Dundee & Angus College, ESS established a presence at the Gardyne Campus and have been embedded into eSports curriculum planning and skills delivery. The company has also expanded and is in discussion on potential investment (and is delivering a further Esports Scotland League event in November 2022). The UCT has also been a catalyst for a successful bid by the Tayside Regional Improvement Collaborative that addresses STEM skills and will support access to high quality STEM learning experiences.



Benefits

Benefits Realisation Plan

Key to the Tay Cities Region Deal is ongoing monitoring and evaluation, which will be progressed as part of the Benefits Realisation Plan (BRP). The development of a Tay Cities Benefits Realisation Plan has been informed by the work of the PMO Networking Group's benefits realisation sub-group.

In March 2022, the first Benefits Realisation Plan for the Tay Cities Region Deal was approved by Governments and the Joint Committee.

The purpose of the BRP is to demonstrate, to our local, regional and national stakeholders, how we will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation. Going forward, the Partnership will identify, collate and explain the collective benefits of the Deal as a whole.

The Plan is due to be updated, as part of an annual commitment. It will be published in March 2023 on the Tay Cities website.

As the main commitments for the Deal, the value of leverage secured and committed as well as the number of jobs secured to date are outlined below.

Leverage Statement

The Investment by the Scottish Government and the UK Government of up to £150 million each in the Tay Cities Region Deal, has the potential to lever in £400 million of investment over 15 years. At the time of Deal signing, the named Programmes, Fund and Projects made a commitment to secure this investment. The Deal definition of leverage is the provision of financial and other incentives to mobilise partner and stakeholder resources. This includes equipment and people as well as funding.

Since Deal signing in December 2020, a significant amount of leverage has been secured to the end of this reporting period. Table 4 on page 82, summarises the leverage position up to the end of Q2 2022.

Table 4: Tay Cities Region Deal Leverage Summary

Tay Cities Region Deal Thematic Board	Programme/Project	Leverage commitment at Deal signing (£000)	Leverage secured to end of Q2 2022 (£000)	Leverage received to end of Q2 2022 (£000)
Skills	Regional Skills and Employability Development Programme ¹⁵	0	0	0
	Regional Skills and Employability Development Programme – Programme Manager	0	0	0
	Regional Skills and Employability Development Programme – Digital Skills	0	0	0
	Regional Skills and Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0	0
	Regional Skills and Employability Development Programme – Upskilling of SMEs	0	0	0
	Regional Skills and Employability Development Programme – Hospitality	0	0	0
	Tay Cities Engineering Partnership	500	300	300
	Aviation Academy for Scotland	0	0	0

¹⁵ The full leverage figure for the Regional Skills and Employability Development Programme includes Programme Manager, Digital Skills, Life Sciences - Biotechnology and Medical Technology, Upskilling of SME's and Hospitality. Therefore, the figure does not include these projects as they are shown separately.

An Innovative, International Tay				
Innovative, International	Growing the Tay Cities Biomedical Cluster	119,099	15,826	6,776
	International Barley Hub	0	8,600	0
	Advanced Plant Growth Centre	0	1,475	0
	Angus Fund ¹⁶	23,900	0	0
	Angus Fund – CASI Programme	12	0	0
	Angus Fund - Mercury Drone Ports	0	0	0
	Angus Fund - Angus Rural Mobility Hub	3	0	0
	cyberQuarter	5,024	10,043	10,043
	Just Tech	0	0	0
	Perth Innovation Highway	17,242	0	0
	Studio Dundee	21,000	0	0
	Advanced Manufacturing Programme	8,000	0	0
	Eden Campus	110,394	56,400	33,800
	Stretch Dome Simulator	0	0	0
	Project Beacon	12,425	0	0
Culture & Tourism	Regional Culture & Tourism Investment Programme ¹⁷	19,000	0	0
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	3,606	2,039
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	3,303	1,249
	Pitlochry Festival Theatre	10,000	8,220	8,220
	Perth Cultural Transformation	15,217	9,535	9,535
	Innerpeffray Library	0	0	0
	Crieff International Highland Centre	660	0	0
	Aero Space Kinross	1,285	0	0

¹⁶ The full leverage figure for the Angus Fund includes CASI Programme, Mercury Drone Ports and the Angus Rural Mobility Hub. Therefore, the figure does not include these projects as these are shown separately.

¹⁷ The full leverage figure for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include these projects as these are shown separately.

Tay Cities Region Deal Thematic Board	Programme/Project	Leverage commitment at Deal signing (£000)	Leverage secured to end of Q2 2022 (£000)	Leverage received to end of Q2 2022 (£000)
A Connected Tay				
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	5,980	3,980	3,980
	5G Digital Testbeds	0	461	152
Transport	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	424	1,028	0
	Low Carbon Transport & Active Travel Hubs – Phase 2 Perth Active Travel Hub	400	400	0
	Low Carbon Transport & Active Travel Hubs – Phase 3 Hydrogen Refuelling Station	0	0	0
	Dundee Airport Investment	400	400	400
	Perth Bus & Rail Interchange	0	0	0
ALL	TOTAL	400,000	123,577	76,008

Key Headlines

- Since the Deal Signing, £123.5m of leverage has been secured by Projects to the end of September 2022. This equates to one third of the overall leverage anticipated at Deal Signing.
- To the end of September 2022, Projects within the Deal have received £76m of the secured leverage, equating to 19% of the leverage commitment at Deal Signing.

Jobs Statement

The Investment by the Scottish Government and the UK Government of up to £150 million each in the Tay Cities Region Deal, has the potential to secure over 6,000 jobs. At the time of Deal signing, the named Fund, Programmes and Projects made a commitment to secure these jobs. The Deal definition of jobs is any new permanent paid jobs created as a result of the project. This can include construction or safeguarded jobs, as well as apprenticeships.

Table 5 below, summarises the number of reported jobs created up to the end of Q2 2022 since Deal Signing.

Table 5: Tay Cities Region Deal Jobs Summary

Tay Cities Region Deal Thematic Board	Programme/Project	Jobs commitment at Deal signing or in Approved Business Case	Jobs Created to end of Q2 2022
An Empowered and Inclusive Tay			
Skills	Regional Skills and Employability Development Programme ¹⁸	0	0
	Regional Skills and Employability Development Programme – Programme Manager	0	1
	Regional Skills and Employability Development Programme – Digital Skills	0	0
	Regional Skills and Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0
	Regional Skills and Employability Development Programme – Upskilling of SMEs	0	0
	Regional Skills and Employability Development Programme – Hospitality	0	0
	Tay Cities Engineering Partnership	10	0
	Aviation Academy for Scotland	93	0

¹⁸ The full jobs figure for the Regional Skills and Employability Development Programme includes Programme Manager, Digital Skills, Life Sciences - Biotechnology and Medical Technology, Upskilling of SME's and Hospitality. Therefore, the figure does not include these projects as they are shown separately.

An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	450	0
	International Barley Hub	1838	65
	Advanced Plant Growth Centre	795	59
	Angus Fund	100	0
	cyberQuarter	500	103
	Just Tech	251	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	376
	Stretch Dome Simulator	3	3
	Project Beacon	60	0
	Culture & Tourism	Regional Culture & Tourism Investment Programme ¹⁹	229
Regional Culture and Tourism Investment Programme - Hospitalfield		13	9
Regional Culture and Tourism Investment Programme – Discovery Point Transformed		78	26*
Pitlochry Festival Theatre		230	0
Perth Cultural Transformation		40	10
Innerpeffray Library		0	0
Crieff International Highland Centre		4	0
Aero Space Kinross		50	0

¹⁹ The full jobs figure for the Regional Culture & Tourism Investment Programme includes Hospitalfield and Discovery Point Transformed. Therefore, the figure does not include Hospitalfield and Discovery Point Transformed as these are shown separately.

A Connected Tay			
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	0	0
	5G Digital Testbeds	0	22*
Transport	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	16	0
	Low Carbon Transport & Active Travel Hubs – Phase 2 Perth Active Travel Hub	21	0
	Low Carbon Transport & Active Travel Hubs – Phase 3 Hydrogen Refuelling Station	27	0
	Dundee Airport Investment	320	3
	Perth Bus & Rail Interchange	75	0
ALL	TOTAL	6,832	677

* Denotes temporary positions created

Key Headlines

- Since the Deal Signing, 677 jobs have been created by Projects to the end of September 2022. This includes the creation of 48 temporary positions, which have provided experience in both the digital and construction industries. This equates to 11% of the 6,000 jobs anticipated at Deal Signing.

Year Ahead

Upcoming Milestones

Over the coming year, the Tay Cities Region Deal is committed to various activities relating to the Deal and regional collaboration work. The milestones and key dates are set out below.

Table 6: Milestones

Milestones	Target Date
Regional Collaboration – Partner Vision Session 1	October 2022
Regional Economic Strategy Action Plan update	December 2022
Submission of draft Annual Performance Report following approval by Tay Cities Partnership	December 2022
New Joint Committee Chair & Vice Chair appointed	December 2022
PR & Comms Protocol annual refresh	January 2023
Clean Growth Action Plan update & launch of Nexus	February 2023
Benefits Realisation Plan annual update published	March 2023
Final Annual Performance Report published following the Annual Conversation	March 2023
Regional Collaboration – Partner Vision Session 2	April 2023
Implementation Plan Annual Review	June 2023
Regional Spatial Strategy Review after the publication of the National Planning Framework 4	September 2023
Audited Financial Statement and Accounts annual review and update	September 2023
Review of the Governance Structure, Terms of Reference, Membership & Chairing Arrangements for each Governance body annually	December 2023

Business Cases & Project Delivery

As the Deal approaches the final quarters of the 2022/23 financial year and its fourth year of delivery since the Deal was signed, a number of projects will be coming forward to progress their business cases for approval to deliver. Table 7 below outlines the business cases expected to seek Government and Partnership approval between Q2 2022 and Q2 2023.

Descriptions of each project can be found in the Deal Document.

Table 7: Business Case Timeline

Project	Anticipated Business Case Approval Date	Status
Regional Skills & Employability Development Programme – Programme OBC Refresh	2022/23	Business case in development
Regional Skills & Employability Development Programme – Digital Skills project (Year 2 Project)	2022/23	Business case in development / with Governments for review
Regional Skills & Employability Development Programme – Life Sciences project (Year 2 Project)	2022/23	Business case in development
Regional Skills & Employability Development Programme – Upskilling SME Skills project (Year 2 Project)	2022/23	Business case in development
Regional Skills & Employability Development Programme – Hospitality project (Year 2 Project)	2022/23	Business case in development
Angus Fund – CASI Programme (Year 2 Project)	2022/23	Business case in development
Angus Fund – Mercury Drone Port Project (Year 2 Project)	2022/23	Business case in development
Angus Fund – Rural Mobility Hub Project (Year 2 Project)	2022/23	Business case in development
Pitlochry Festival Theatre (Year 6 Project)	2021/22	Business case in development
Aero Space Kinross (Year 9 Project)	2022/23	Business case in development
Regional Culture & Tourism Investment Programme – Programme OBC refresh	2023/24	Business case in development
Regional Culture & Tourism Investment Programme – Phase 2 Projects	2023/24	Business case in development
Perth Innovation Highway (Year 2 Project)	2023/24	Business case in development. Expecting a 1 year delay
Aviation Academy for Scotland (Year 2 Project)	2023/24	To be developed. Expecting a 1 year delay

Regional Collaboration

In the next year, the following Regional Collaboration opportunities are likely to emerge;

- From the reporting period 2 facilitated workshop sessions on regional collaboration have emerged, with the first of these being held at the end of October. The purpose of these sessions is to refine and commit to the areas where there is greatest value in collaborating, and record the successes.
- Leading on from the workshop outputs to refine the Regional Economic Strategy Action Plan and prioritise actions to better report on delivery.

Key Challenges

There are a number of key challenges facing the Deal in the coming months. These include:

- Inflation has emerged as a significant challenge for both Projects and the Partnership in managing the Deal Programme. The Partnership will continue to work together to understand the impact on the Deal and support Projects to deliver.
- The Scottish Government released Carbon Management Guidance in August 2021 and it was updated in August 2022. Projects will need to ensure that this is addressed in business cases going forward and how carbon impacts are monitored and evaluated will need to be considered as part of Benefits Realisation planning.
- Ensuring timely approval of full business cases for the remaining year 3 profiled projects as well as year 4 projects.
- The full implementation of the Benefits Realisation Plan is a challenge for the coming year. The Partnership will continue to seek accurate and timely reporting to support monitoring and evaluation of the Deal.

Programme Management Office

Programme Management Office

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Local Authority Extended Programme Management Officers

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Fife Projects

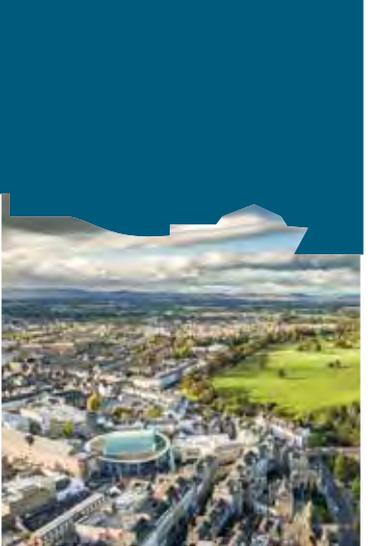
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Further Information

Tay Cities Region Deal Website: <https://www.taycities.co.uk/>

Tay Cities Publications, including the Deal Document and regional strategies/plans:
<https://www.taycities.co.uk/publications>

Tay Cities Joint Committee Papers: <https://www.taycities.co.uk/joint-committee>



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30th March 2023

Agenda Item No. 6

2022/23 Revenue Monitoring Projected Outturn – Finance and Corporate Services

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Wards Affected: All

Purpose

The purpose of this report is to give members an update on the projected outturn financial position for 2022/23 for the Finance and Corporate Services Directorate.

Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 The report summarises the projected outturn position for 2022/23, taking into account the actual expenditure incurred, and provides an explanation of the main budget variances at section 3.

2.0 Issues

2.1 Projected Outturn

2.1.1 Based on current information for the Finance and Corporate Services Directorate, of a service managed net expenditure budget of £51.546m the position across all Services is a projected expenditure of £51.558m resulting in a projected net overspend of £0.102m (0.20%). This projected overspend includes COVID-19 financial pressures of £0.579m.

2.1.2 Also, within the Finance and Corporate Services Directorate, there is a net expenditure budget of £2.113m for Benefits & Council Tax and Miscellaneous Services which is currently forecasting a net underspend of £1.162m (54.98%). This budget sits within the Directorate but is managed corporately. Therefore, the Services within Finance and Corporate Services do not have a direct influence on these budgets.

Within the net expenditure budget of £2.113m there is an expenditure budget of £84.111m, mainly for Housing Benefit (HB) payments, and income targets of (£82.124m) which includes the corresponding HB subsidy claim and the eligible HB Administration Fee. Therefore, the projected underspend (£1.162m) is 1.38 % of the gross expenditure budget.

2.1.3 Appendix 1 shows projected expenditure against budget across the various Services within the Finance and Corporate Services Directorate. Section 3 provides a brief explanation of the main areas where there are significant variances (+/-£0.250m) between planned and projected expenditure and income across service managed budgets.

2.1.4 The Policy and Co-ordination Committee has previously instructed Services to contain expenditure within the approved budget provision and noted that Executive Directors were actively considering the corrective action that required to be taken to eliminate overspends in their area of responsibility.

3.0 Major Variances

3.1 Directorate position – Variance (£1.059m) underspend, movement (£0.443m)

3.1.1 Directorate Service Managed position £0.102m overspend, movement (£0.453m)

Revenue and Commercial Services are projecting an underspend of (£0.545m). which mainly relates to staffing vacancies. Business Support are currently facing some significant challenges in the employment marketplace which has resulted in difficulties recruiting staff. Business Technology Solutions (BTS) are projecting an overspend of £0.397m which is mainly due to the delayed delivery of previously agreed savings. There has been an increased demand on BTS and therefore a decision was made not to advance the planned reduction in staff. This was linked to the agreement of the new ICT Investment Strategy to allow new technology to be implemented across the Council.

Included in the projected overspend, there are COVID-19 pressures in relation to home and remote working £0.209m, additional staffing resources £0.167m and delayed delivery of previously agreed savings £0.173m. COVID-19 pressures are being funded corporately on a temporary basis from balances. Actions are being taken within Services to address the future financial impact of the delayed savings.

The movement is mainly due to an increase in staff turnover across the Directorate.

3.1.2 Housing Benefits (£1.162m) underspend, movement £0.010m

The underspend mainly relates to a projected reduction in Housing Benefit costs due to the incremental movement of benefit claimants nationally from Housing Benefits to Universal Credit.

4.0 Progress on Budget Savings

- 4.1 Appendix 2 provides details of revenue budget savings for the areas falling under the scope of the Finance and Corporate Services Directorate, detailing achievements against the current year approved budget savings. The appendix details:
- the 3 year budget period for which the savings were approved
 - the title of each saving
 - the savings target relevant to the current financial year
 - the value of saving forecast as deliverable for the financial year
 - a Red/Amber/Green Status for each saving
 - details of any substitute savings
- 4.2 All savings have been categorised using a Red/Amber/Green status and these are described as follows:
- Green – No issues and saving is on track to be delivered
Amber – There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed
Red – Major issues should be addressed before any saving can be realised
- 4.3 Where a saving is no longer deliverable in the current year it is expected that substitute savings are identified to ensure that costs remain within budget overall. Where this is the case, the original saving will be categorised red or amber and a substitute saving will be identified. The substitute saving will be categorised as green and identified in the tracker as a substitute.
- 4.4 There is one saving for Finance & Corporate Services which relates to Revenue & Commercial Services and is currently at green status (£0.040m).

5.0 Conclusions

- 5.1 The projected outturn position for the service managed budget within the Finance and Corporate Services Directorate is a net overspend of £0.102m (0.20%), which includes COVID-19 financial pressures of £0.579m. The projected outturn position for Benefits & Council Tax and Miscellaneous Services is a net underspend of £1.162m (54.98%).

List of Appendices

- 1 Projected Outturn 2022/23 - Detail
- 2 Approved 2022/23 Savings

Background Papers

None

Report Contact

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BUDGET MONITORING REPORT SUMMARY 2022-23 FINANCE, ECONOMY & CORPORATE SERVICES						Appendix 1	
FINANCE AND COPORATE SERVICES	CURRENT BUDGET 2022-23 £m	FORECAST 2022-23 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m	
TOTAL COST OF SERVICES	64.262	63.202	(1.059)	-1.65%	(0.616)	(0.443)	
LESS: CORPORATELY MANAGED ITEMS	10.693	10.693	(0.000)	-0.00%	0.000	(0.000)	
SERVICE MANAGED NET BUDGET	53.569	52.509	(1.059)	-1.98%	(0.616)	(0.443)	
<u>ANALYSIS OF SERVICE MANAGED BUDGET</u>							
FINANCE & CORPORATE SERVICES MANAGEMENT	1.517	1.619	0.102	6.76%	0.187	(0.085)	
ASSESSORS SERVICE	1.866	1.824	(0.041)	-2.22%	(0.053)	0.012	
FINANCE	2.879	2.850	(0.028)	-0.99%	(0.003)	(0.026)	
AUDIT & RISK MANAGEMENT SERVICE	0.826	0.720	(0.106)	-12.86%	(0.088)	(0.018)	
REVENUE & COMMERCIAL SERVICES	15.932	15.387	(0.545)	-3.42%	(0.254)	(0.291)	
HUMAN RESOURCES	6.496	6.655	0.159	2.45%	0.101	0.058	
BUSINESS TECHNOLOGY SOLUTIONS	17.263	17.659	0.397	2.30%	0.512	(0.115)	
LEGAL & DEMOCRATIC SERVICES	4.678	4.843	0.166	3.55%	0.154	0.012	
	51.456	51.558	0.102	0.20%	0.556	(0.453)	
BENEFITS & COUNCIL TAX	1.986	0.825	(1.162)	-58.48%	(1.172)	0.010	
MISCELLANEOUS SERVICES	0.127	0.127	0.000	0.00%	0.000	0.000	
	2.113	0.951	(1.162)	-54.98%	(1.172)	0.010	
FINANCE AND CORPORATE SERVICES	53.569	52.509	(1.059)	-1.98%	(0.616)	(0.443)	

FIFE COUNCIL
TRACKING APPROVED 2022-23 SAVINGS
FINANCE & CORPORATE SERVICES
DECEMBER 2022

Area	Approved Budget Year	Savings Reference	Title of Savings Proposal	Savings Target £m	Forecast £m	(Under) / Over £m	Rag Status
Finance & Corporate Services	2021-24	2021-FC-04	Business Management Innovation Unit - Reduce Staff	0.040	0.040	0.00	Green
Grand Total				0.040	0.040	0.00	

Rag Status Key:-

Green - No issues and saving is on track to be delivered

Amber - There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed

Red - Major issues should be addressed before any saving can be realised

Summary			
Rag Status	Savings Target £m	Forecast £m	(Under)/ Over £m
Green	0.040	0.040	0.000
Amber	0.000	0.000	0.000
Red	0.000	0.000	0.000
Total	0.040	0.040	0.000

30th March 2023

Agenda Item No. 7

2022/23 Capital Monitoring Projected Outturn – Finance and Corporate Services Directorate

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Wards Affected: All

Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2022/23 financial year for the Finance and Corporate Services Directorate.

Recommendation(s)

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 Based on current information, this report summarises the projected capital outturn for the Finance and Corporate Services Directorate for 2022/23. At this stage, it is forecast that expenditure will be £7.168m against a budget of £5.092m, representing 141% of the approved capital programme for 2022/23.
- 1.2 The Education ICT Programme is managed by BTS and is now reported as part of the Finance and Corporate Services Capital Programme. Therefore, the Capital Programme budget and forecast has increased since the October Capital Monitoring report.
- 1.3 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1m and analyses total project cost rather than only in year spend.
- 1.4 Appendix 2 details the forecast expenditure against budget for each project. A brief explanation of any significant forecast variances is provided at section 2 within this report.

2.0 Issues, Achievements & Financial Performance

2.1 Key Issues / Risks

- 2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the Finance and Corporate Services Directorate with an overall value of £1m and over. The key risks associated with the major projects are noted below.

2.2 Major Projects – Potential Risks and Actions

- 2.2.1 There is a risk across the Capital Investment Plan that both the timing and the costs of projects continue to be adversely affected as a result of the current economic climate following the response to COVID-19, EU-Exit and current geo political risks in Europe. Throughout the programme issues are continuing to be identified in relation to the supply of construction materials which are resulting in delays to projects, which in turn could lead to increased slippage and increased costs. However, the overall future impact of this is difficult to predict with any degree of certainty and the projected outturn in this report for 2022-23 relate to projects that are currently in progress with contracts that are already agreed. That said, monitoring of the impact of any additional costs, impact on timescales and associated risks is ongoing. The known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays will be kept under review in future reports and also through the upcoming review of the Capital Investment Plan.
- 2.2.2 COVID-19 restrictions have eased, however, there remains a risk that new variants emerge which could impact on project delivery in future years. These potential risks cover all aspects of the capital plan including both General Fund and the HRA.
- 2.2.3 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed. There is one major project with a budget of over £1m for Finance and Corporate Services. This project relates to the Local Area Network (LAN) as detailed in Appendix 1. The total budget is £7.308m over the life of the project. The projected spend for this project is on budget.

2.3 Financial Performance – 2022/23 Projected Outturn

- 2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2022/23.
- 2.3.2 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.
- 2.3.3 There has been an advancement of spend within the Education ICT Programme of £2.043m, which mainly relates to the refresh of technology across the Primary School estate.
- 2.3.4 Within the Corporate ICT Programme there has been an advancement of spend of £0.400m for the Local Area Network (LAN) project. The profile of spend was based on the longer lead times, but the reduction in these lead times has now resulted in the advancement of expenditure on the LAN project. This advancement is offset by slippage of (£0.367m) which mainly relates to the Device Refresh Programme. Priority has been given to the procurement of the relevant IT devices for the Workstyles Project, therefore the normal refresh programme has been delayed.

3.0 Conclusions

- 3.1 The total 2022/23 approved programme for the Finance and Corporate Services Directorate is £5.092m, with a forecasted level of expenditure of £7.168m.
- 3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

List of Appendices

1. Total Cost Monitor
2. Capital Monitoring Report

Report Contact

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FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 FINANCE & CORPORATE SERVICES
 CAPITAL INVESTMENT PLAN 2021-31
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Project	Service	Original Approved Budget £m	Current Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Local Area Network	Maintaining Our Assets		7.308	7.308	-	0.00%	Current Project	2022-23
Total Major Projects over £5.000m		-	7.308	7.308	-	0.00%		

**FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 FINANCE & CORPORATE SERVICES
 CAPITAL INVESTMENT PLAN 2021-31
 MONITORING REPORT 2022-23**

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
ICT Programme	1.906	2.032	3.948	2.043	207%
BTS Capital	2.000	2.297	2.400	0.400	120%
BTS Rolling Programme	1.186	0.787	0.819	(0.367)	69%
TOTAL FINANCE & CORPORATE SERVICES	5.092	5.116	7.168	2.076	141%
TOTAL EXPENDITURE	5.092	5.116	7.168	2.076	141%

30 March 2023

Agenda Item No. 8

2022/23 Revenue Monitoring Projected Outturn – Planning Service, Business and Employability Service

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services
Ken Gourlay, Executive Director, Enterprise & Environment

Wards Affected: All

Purpose

The purpose of this report is to give members an update on the projected outturn financial position for the 2022/23 financial year as at December, for the areas in scope of the Finance, Economy & Corporate Services Scrutiny Committee.

Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqIA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 The report summarises the projected outturn position for 2022/23, taking into account the actual expenditure incurred, and provides an explanation of the main budget variances at section 3.
- 1.2 Section 4 of the report summarises the progress on delivery of approved budget savings and provides an explanation of any variances to the delivery of savings target.
- 1.3 Variances occur for a number of reasons and variances in budget are not always correlated to delivery of savings targets.

2.0 Issues

2.1 Projected Outturn

- 2.1.1 The projected underspend for the areas falling under the scope of this committee is £1.069m. A summary of the 2022/23 projected out-turn for the areas under the scope of this committee is detailed in Appendix 1. This shows projected expenditure against budget across the service headings within the Directorate. It should be noted that the balances are extracted from the ledger system and are shown as rounded thousands. This may mean that there are some rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.

3.0 Major Variances

- 3.1 Planning underspend of (£0.272m), movement of £0.031m

The underspend is mainly due to part year vacancies (£0.240m) and recruitment is progressing to relieve pressure on the workforce of increased volume of Planning applications and related work. Other underspend mainly relates to over recovery of statutory fee income of (£0.160m), this is offset by increased expenditure on background assessments to inform the review of the Local Development Plan and related policies of £0.100m.

- 3.2 Business & Employability underspend of (£0.770m), movement of (£0.185m)

The variance is mainly due to an underspend on Employability of as a result of focussed delivery on short term externally funded projects linked to the economic recovery from Covid-19 (£0.348m). Other underspend of (£0.393m) is a contribution to accrued administrative costs from participation in various externally funded programmes.

4.0 Progress on Budget Savings

- 4.1 This section usually details revenue budget savings for the areas falling under the scope of the Finance, Economy and Corporate Services Scrutiny Committee, detailing achievements against the current year approved budget savings.
- 4.2 There are currently no service savings to manage within the financial year 2022/23.

5.0 Conclusions

- 5.1 The projected outturn position for the areas under the scope of the Finance, Economy and Corporate Services Scrutiny Committee is a net underspend of £1.069m (8.57%).

List of Appendices

- 1 Projected Outturn 2022/23 Summary

Background Papers

None

Report Contact

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BUDGET MONITORING REPORT SUMMARY 2022-23 FINANCE, ECONOMY & CORPORATE SERVICES					Appendix 1	
ENTERPRISE & ENVIRONMENT	CURRENT BUDGET 2022-23 £m	FORECAST 2022- 23 £m	FORECAST VARIANCE £m	FORECAST VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICES	39.338	38.269	(1.069)	-2.72%	(0.912)	(0.157)
LESS: CORPORATELY MANAGED ITEMS	26.864	26.864	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	12.474	11.405	(1.070)	-8.57%	(0.912)	(0.157)
<u>ANALYSIS OF SERVICE MANAGED BUDGET</u>						
EE EXECUTIVE DIRECTOR	0.560	0.533	(0.027)	-4.83%	(0.024)	(0.003)
PLANNING	1.391	1.119	(0.272)	-19.56%	(0.303)	0.031
BUSINESS & EMPLOYABILITY SERVICE	10.523	9.753	(0.770)	-7.32%	(0.585)	(0.185)
	12.474	11.405	(1.069)	-8.57%	(0.912)	(0.157)

30 March 2023

Agenda Item No. 9

2022/23 Capital Monitoring Projected Outturn – Business and Employability Service

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services
Ken Gourlay, Executive Director, Enterprise & Environment

Wards Affected: All

Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2022/23 financial year as at December, for the areas in scope of the Finance, Economy & Corporate Services Scrutiny Committee.

Recommendation(s)

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 Based on current information, this report summarises the projected capital outturn for the areas falling under the scope of this Committee for 2022/23. At this stage projected expenditure is £8.083m, representing 80% of the approved capital programme for 2022/23.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1.000m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the forecast expenditure against budget for each project, along with any associated income.

2.0 Issues, Achievements & Financial Performance

2.1 Key Issues / Risks

- 2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the areas under the scope of the Committee with an overall value of £1.000m and over. The key risks associated with the major projects are noted below.
- 2.1.2 There is a risk across the Capital Investment Plan that both the timing and the costs of projects continue to be adversely affected as a result of the current economic climate following the response to COVID-19, EU-Exit and current geo political risks in Europe. Throughout the programme issues are continuing to be identified in relation to the supply of construction materials which are resulting in delays to projects, which in turn could lead to increased slippage and increased costs. However, the overall future impact of this is difficult to predict with any degree of certainty and the projected outturn in this report for 2022-23 relate to projects that are currently in progress with contracts that are already agreed. That said, monitoring of the impact of any additional costs, impact on timescales and associated risks is ongoing. The known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays will be kept under review in future reports and also through the upcoming review of the Capital Investment Plan.
- 2.1.3 COVID-19 restrictions have eased, however, there remains a risk that new variants emerge which could impact on project delivery in future years. These potential risks cover all aspects of the capital plan including both General Fund and the HRA.

2.2 Major Projects – Potential Risks and Actions

- 2.2.1 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed.

2.3 Financial Performance – 2022/23 Projected Outturn

- 2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2022/23. The appendix shows a projected outturn of £8.083m against a Capital Investment plan of £10.063m, a spending level of 80%. The variance of £1.980m is mainly slippage which relates to delays in delivery and projects are still expected to be delivered in full and within budget, albeit over a longer timeframe.

- 2.3.2 Appendix 2 also provides a summary of the projected outturn for each project for the financial year 2022/23 for capital income. The appendix shows a projected outturn of £4.847m against a capital income budget of £5.493m.
- 2.3.3 The reasons for significant variances (+/-£0.500m) are detailed in paragraph 2.4.
- 2.3.4 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

2.4 Significant Variances

2.4.1 Regeneration Town Centres – slippage of (£0.701m)

Town Centre Regeneration project for monument at Volunteers Green, Kirkcaldy has slipped by £0.175m to 2023-24 as priority is placed on delivering Phase 2 of Kirkcaldy Esplanade improvements. There has also been delay in Inverkeithing Regeneration projects of £0.375m due to complex tenders at these sites and resulting external funder approvals process. Slippage has also emerged on the Dunfermline Gap Site development of £0.153m where the project was held pending external funding decision.

2.4.2 Growing the Economy – slippage of (£0.768m)

Slippage on council funded contribution to Levenmouth Business Units is mainly a result of advancing the externally funded phase of the project to maximise grant funding opportunity in this financial year.

2.4.3 Industrial Investment Programme – slippage of (£0.786m)

This variance is mainly due to delays in retendering the design of the Glenrothes Flemington Road project following the decision to deliver this project internally, resulting in slippage of £0.535m. A site acquisition at Dalgety Bay will now take place next financial year resulting in slippage of £0.234m and there has been underspend at Lochgelly of £0.212m where full contingency was not required. Further slippage has emerged at Fife Interchange of £0.281m due to unexpected delays in supplies. This has been offset by advancement of the construction of Levenmouth Business Units of £0.427m, in order to maximise grant funding available in this financial year.

2.4.4 Industrial Investment Programme Income – under recovery of £0.774m

This variance is mainly due to slippage in programme expenditure outlined in Paragraph 2.4.3. The Industrial Investment Programme is funded by the Edinburgh and South East Scotland City Region Deal and reduction in expenditure results in a corresponding reduction in grant income claimable in this financial year.

3.0 Conclusions

- 3.1 The total 2022/23 approved programme for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee is £10.063m. The projected level of expenditure is £8.083m, which represents 80% of the total programme, resulting in slippage of £1.980m.
- 3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

List of Appendices

1. Total Cost Monitor
2. Capital Monitoring Report

Report Contact

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FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 ENTERPRISE AND ENVIRONMENT - BUSINESS AND EMPLOYABILITY SERVICE
 CAPITAL INVESTMENT PLAN 2021-31
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Appendix 1

Project	Service	Original Approved Budget £m	Current Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Fife Interchange Business Units - Phase 1 & 2	Inclusive Growth and Jobs	8.130	11.068	11.068	-	0.00%	Current Project	2024-25
John Smith Business Park Business Units	Inclusive Growth and Jobs	3.644	5.517	5.517	-	0.00%	Current Project	2026-27
Total Major Projects over £5.000m		11.774	16.585	16.585	-	0.00%		
Levenmouth Business Units - Phase 1	Inclusive Growth and Jobs	1.602	1.736	1.736	-	0.00%	Current Project	2023-24
Inverkeithing Built Heritage	Inclusive Growth and Jobs	1.176	1.485	1.485	-	0.00%	Current Project	2023-24
Queensway Development Site	Inclusive Growth and Jobs	2.113	3.376	3.376	-	0.00%	Current Project	2023-24
Dunnikier Business Units	Inclusive Growth and Jobs	2.140	2.268	2.268	-	0.00%	Complete	2022-23
Queensway Refurbishment	Inclusive Growth and Jobs	1.380	2.000	2.000	-	0.00%	Current Project	2025-26
Fife Interchange North Site Servicing	Inclusive Growth and Jobs	3.046	1.453	1.453	-	0.00%	Current Project	2022-23
Levenmouth Business Units - Phase 2	Inclusive Growth and Jobs	2.898	4.310	4.310	-	0.00%	Current Project	2025-26
Dalgety Bay Business Units - Phase 2	Inclusive Growth and Jobs	2.853	4.410	4.410	-	0.00%	Current Project	2023-24
Kirkcaldy Esplanade Phase 2	Inclusive Growth and Jobs	1.500	1.843	1.843	-	0.00%	Current Project	2024.25
Total Major Projects over £1.000m		18.708	22.882	21.397	-	0.00%		
Total Major Projects		30.482	39.467	37.982	-	0.00%		

FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 ENTERPRISE AND ENVIRONMENT - BUSINESS AND EMPLOYABILITY SERVICE
 CAPITAL INVESTMENT PLAN 2021-31
 MONITORING REPORT 2022-23

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Regeneration - Town Centres	1.693	1.072	0.992	(0.701)	59%
Business Premises Refurbishment Programme	0.407	0.181	0.285	(0.122)	70%
Growing the Economy	1.235	0.194	0.467	(0.768)	38%
Place Based Investment Programme	1.618	1.351	2.028	0.410	125%
Vacant/Derelict Land	0.050	0.027	0.037	(0.013)	74%
Industrial Investment Programme	5.060	2.610	4.274	(0.786)	84%
TOTAL BUSINESS & EMPLOYABILITY SERVICE	10.063	5.435	8.083	(1.980)	80%
TOTAL EXPENDITURE	10.063	5.435	8.083	(1.980)	80%

Income	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
Regeneration - Town Centres	(1.080)	(0.322)	(1.208)	(0.128)	112%
Growing the Economy	-	-	-	-	0%
Place Based Investment Programme	(0.218)	(2.746)	(0.218)	-	0%
Vacant/Derelict Land	-	(1.088)	-	-	0%
Industrial Investment Programme	(4.195)	(1.704)	(3.421)	0.774	82%
TOTAL BUSINESS & EMPLOYABILITY SERVICE	(5.493)	(5.860)	(4.847)	0.646	88%
TOTAL INCOME	(5.493)	(5.860)	(4.847)	0.646	88%

30 March, 2023

Agenda Item No. 10

Finance, Economy and Corporate Services Scrutiny Committee Workplan

Report by: Eileen Rowand, Executive Director Finance and Corporate Services

Wards Affected: All

Purpose

This report supports the Committee's consideration of the workplan for future meetings of the Committee.

Recommendation(s)

It is recommended that the Committee review the workplan and that members come forward with suggestions for areas of scrutiny.

Resource Implications

Committee should consider the resource implication for Council staff of any request for future reports.

Legal & Risk Implications

Committee should consider seeking inclusion of future items on the workplan by prioritising those which have the biggest impact and those which seek to deal with the highest level of risk.

Impact Assessment

None required for this paper.

Consultation

The purpose of the paper is to support the Committee's discussion and therefore no consultation is necessary.

1.0 Background

- 1.1 Each Scrutiny Committee operates a workplan which contains items that fall under three broad headings: performance reporting, planning and improvement work. These items will often lead to reactive rather than proactive scrutiny. Discussion on the workplan agenda item will afford members the opportunity to shape, as a committee, the agenda with future items of business it wishes to review in more detail.

2.0 Conclusions

- 2.1 The current workplan is included as Appendix one and should be reviewed by the committee to help inform scrutiny activity.

List of Appendices

1. Workplan

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:-

None

Report Contact

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Agenda Item 10**Finance, Economy and Corporate Services Scrutiny Committee****Forward Work Programme as of 22/03/2023 1/3**

Finance, Economy and Corporate Services Scrutiny Committee of 15 June 2023			
Title	Service(s)	Contact(s)	Comments
Digital Progress in Local Government - Update on Fife Position	Business and Employability	Morag Millar	
Revenue Monitoring Report	Finance and Corporate Services	Jackie Johnstone, Ashleigh Allan, Donna Grieve	
Capital Monitoring Report	Finance and Corporate Services	Jackie Johnstone, Donna Grieve, Ashleigh Allan	
Managing Staff Absence	Human Resources	Sharon McKenzie	
Benefits Realisation Plan Fife Innovation Investment i3 Programme (ESES City Region Deal)	Business and Employability	Morag Millar	
Planning - Section 75 Developers Contribution	Planning	Pam Ewen	

Finance, Economy and Corporate Services Scrutiny Committee of 24 August 2023			
Title	Service(s)	Contact(s)	Comments
Minute	Democratic Services	Elizabeth Mair	
Finance, Economy & Corporate Services Forward Work Programme	Democratic Services	Elizabeth Mair	

Finance, Economy and Corporate Services Scrutiny Committee of 26 October 2023			
Title	Service(s)	Contact(s)	Comments
Minute	Democratic Services	Elizabeth Mair	
Finance, Economy & Corporate Services Forward Work Programme	Democratic Services	Elizabeth Mair	
Annual Report - Bad Debts	Finance and Corporate Services, Housing Services	Les Robertson, John Mills	
Annual Report - Finance and Corporate Services Directorate Performance Report	Finance and Corporate Services	Eileen Rowand	

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Finance, Economy and Corporate Services Scrutiny Committee

Forward Work Programme as of 22/03/2023 2/3

Finance, Economy and Corporate Services Scrutiny Committee of 26 October 2023			
Title	Service(s)	Contact(s)	Comments
Annual Report - Business Gateway Fife Annual Performance Report	Business and Employability	Pamela Stevenson	
Annual Report - Enterprise and Environment Directorate: Planning Services Performance Report	Enterprise and Environment	Pam Ewen	
Annual Report - Health and Safety Performance Report	Human Resources	Sharon McKenzie	
Annual Report - Procurement Performance Report	Finance and Corporate Services	Caroline Macdonald	
Annual Report - Business & Employability: Service Performance Report	Business and Employability	Peter Corbett	
Annual Report - Edinburgh and South East Scotland City Region Deal	Business and Employability	Morag Millar	

Finance, Economy and Corporate Services Scrutiny Committee of 25 January 2024			
Title	Service(s)	Contact(s)	Comments
Minute	Democratic Services	Elizabeth Mair	
Finance, Economy & Corporate Services Forward Work Programme	Democratic Services	Elizabeth Mair	
Forth Green Freeport	Business and Employability	Gordon Mole	

Finance, Economy and Corporate Services Scrutiny Committee of 18 April 2024			
Title	Service(s)	Contact(s)	Comments
Minute	Democratic Services	Elizabeth Mair	
Finance, Economy & Corporate Services Forward Work Programme	Democratic Services	Elizabeth Mair	

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Finance, Economy and Corporate Services Scrutiny Committee

Forward Work Programme as of 22/03/2023 3/3

Finance, Economy and Corporate Services Scrutiny Committee of 13 June 2024			
Title	Service(s)	Contact(s)	Comments
Minute	Democratic Services	Elizabeth Mair	
Finance, Economy & Corporate Services Forward Work Programme	Democratic Services	Elizabeth Mair	

Unallocated			
Title	Service(s)	Contact(s)	Comments
Security of Vacant Property	Assets, Transportation and Environment	Gordon Strang	
Property Asset Strategy - Annual Update	Assets, Transportation and Environment	Alan Paul	