

# Stirling and Clackmannanshire City Region Deal – Branding Update

Joint Committee Meeting – 26/7/2022

## Executive Summary

This paper provides examples of potential City Region Deal branding and a logo to provide an identity for the Deal.

## Authors

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## Recommendations

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Joint Committee is asked to:

1. Note the content of the report, and:
2. Consider the revised logo option as appears on Annual Report.

## Implications

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N/A

## Legal & Risk Implications and Mitigation

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The Deal currently has no branding. This has implications for all aspects of publicity and in providing a recognisable profile for the Deal beyond the partnership.

## Background

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1. Since Deal signing there has been no clear and distinct corporate branding for the Deal. This has been managed within the Partnership up to now, however in keeping with the wider Deal landscape, there is an expectation for a specific brand identity for the Deal.
2. In recent months the RPMO has been working alongside graphics colleagues in Stirling Council, alongside the Comms Group, to devise a corporate logo for the Deal.
3. The corporate colours are to be drawn from those of the three Delivery Partners.
4. The RPMO has agreement from Government to delay publication of the 2021 Annual Report to allow for new branding to be applied. The RPMO is also engaged in developing a Deal-level website for key documents and promotion of the wider Deal.
5. Following consultation within the Partnership, a tentative final version has been devised. This is visible on the Annual Report, which is to be considered at this meeting.
6. The intention is to allow Joint Committee to consider the draft at the upcoming briefing session, before final approval at the Joint Committee meeting in July 2022.

## Resource Implications

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### Financial Details

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

Finance Officers have been consulted and have agreed the financial implications as set out in the report. N/A

### Staffing

The full implications on staffing are set out in the report. N/A

### Exempt Reports

Is this report exempt? No

### Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes

### Legality

It has been confirmed that in adopting the recommendations contained in this report, the Joint Committee is acting within its legal powers. Yes

### Sustainability and Environmental

It has been confirmed that sustainability and environmental issues have been considered within the report. N/A

## Policy Implications

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None

## Consultations

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Discussion between the two local authorities, various potential partner organisations, business organisations and the RPMO.

## Background Papers

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Have you used other documents to compile your report? Yes

## Appendices

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Please list any appendices attached to this report. If there are no appendices, please state "none".

1. Appendix 1 – Logo shortlist

## Approved by:

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Ann Jacob-Chandler, Head, Regional Programme Management Office (RPMO)  
[jacobchandlera@stirling.gov.uk](mailto:jacobchandlera@stirling.gov.uk)

Appendix 1: Logo shortlist

	<p>Three interlinked circles in a triangular formation, representing three Delivery Partners. Image encapsulates colours showing the sky and land/hills. Blues and greens similar to parts of each corporate palette.</p>
	<p>Circular design with shapes resembling the Ochil Hills and River Forth. Various colour options, all drawing on corporate colour palettes and representing the region.</p>
	<p>Three horizontally interlinked circles, representing three Delivery Partners, in various colours. Three utilise colours from the corporate palettes, one uses three distinct colours.</p>
	<p>Three interlinked circles in a triangular formation formed of three lines in a Celtic-style design, representing three Delivery Partners. Image encapsulates colours showing the sky and land/hills. Blues and greens similar to parts of each corporate palette.</p>
	<p>Circular design with shapes resembling the Ochil Hills and River Forth.</p>

# Stirling and Clackmannanshire City Region Deal – *Annual Report 2021*

Joint Committee – Tuesday the 26<sup>th</sup> of July 2022

## **Executive summary**

This paper seeks Joint Committee approval of Annual Report 2021.

## **Authors**

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## Recommendations

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Joint Committee is asked to:

1. Approve Annual Report 2021.

## Implications

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None

## Legal & Risk Implications and Mitigation

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As part of City Region Deal Governance arrangements, the City Region Deal is required by Governments to publish an Annual Report. Failure to publish an Annual Report poses reputational risk for the Partnership.

## Background

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1. Production and publication of an Annual report on progress within the City Region Deal is a requirement of both Governments. It forms part of the annual conversation with Governments and is a public record of achievements within the Partnership.
2. The first Annual Report, covering 2020-21 was published in May 2021.
3. This Annual Report, covering 2021 from April to December 2021, was drafted in the early months of 2022 and two factors affected production of the Annual Report.
4. Firstly, Governments stated that the reporting period was to December (i.e. Quarter 3). This sets our reporting period to the calendar and not the financial year.
5. Secondly, the design of branding and logo for the City Region Deal this year has necessarily affected production of the Annual Report. Governments agreed to delay publication until the Partnership was agreed on this matter.
6. The Annual Report 2021 meets all of the requirements of Government, as set out in their guidance, including an overview of projects, the year ahead, spend and benefits realisation. The Report also includes an additional section on economic indicators for the region which has been noted favourably by Governments.
7. The RPMO has worked with members of the CRD Communications Group and Project Leads to gather relevant materials, which have been brought together by Graphics colleagues within Stirling Council.

## Resource Implications

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### Financial Details

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

Finance Officers have been consulted and have agreed the financial implications as set out in the report. Yes

### Staffing

The full implications on staffing are set out in the report. Yes

### Exempt Reports

Is this report exempt? No

### Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes

### Legality

It has been confirmed that in adopting the recommendations contained in this report, the Joint Committee is acting within its legal powers. Yes

### Sustainability and Environmental

It has been confirmed that sustainability and environmental issues have been considered within the report. Yes

## Policy Implications

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None

## Consultations

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None

## Background Papers

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Have you used other documents to compile your report?

None



## Appendices

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Please list any appendices attached to this report. If there are no appendices, please state "none".

1. Annual Report 2021

## Approved by:

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Ann Jacob-Chandler, Head of the Regional Programme Management Office.

[jacobchandlera@stirling.gov.uk](mailto:jacobchandlera@stirling.gov.uk)



Stirling &  
Clackmannanshire  
City Region Deal

# Annual Report 2021



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Clackmannanshire  
Council





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# Executive Summary

This report presents a review of the second year of the Stirling and Clackmannanshire City Region Deal, and a forward look to the year ahead. Signed on 26th February 2020, the Deal commits the Scottish and UK Governments, together with regional partners, to deliver a total investment of £214 million over ten years to support the economic development of the Stirling and Clackmannanshire city region.

Key achievements in Year 2 include:

- Regional Programme Management Office substantially in place
- Approval of the Regional Energy Masterplan Business Justification Case
- Approval of the Flexible Skills & Inclusion Programme Outline Business Case
- Approved “on-boarding” of projects under the Capital Fund for Clackmannanshire
- Phase 1 of Scotland’s International Environment Centre project moving into delivery
- Walk, Cycle, Live Stirling project moving into delivery

Moving from Deal signing into delivery in year 1 proved to be a significant challenge as a result of the Covid-19 pandemic. Business Case development was slowed down, project delivery was delayed, and resources were diverted from Deal activity. The residual impact of Covid contributed to the challenges experienced in year 2.

Despite this, the regional partners remain fully committed to delivering real and sustained economic, environmental and social benefit for the people, communities and businesses in our region. There will continue to be challenges for all partners’ resources as we support recovery from the pandemic. The need for the benefits of the City Region Deal to be realised through the Deal cannot be overstated as part of that recovery.

We have continued to review and amend our implementation plans, milestones and finances across the life of the Deal to take account of the impacts of Covid-19. We are prioritising commencement and delivery of the projects that can most rapidly have the greatest economic and social impact. We have put in place robust governance and management structures and processes.



This report sets out an update on all projects within the **seven** investment areas of the Deal:

- Innovation
- Digital
- Culture, Heritage & Tourism
- Capital Fund for Clackmannanshire
- Transport, Connectivity & Low Carbon
- Infrastructure
- Skills and Inclusion

As regional partners, we are determined to continue to move our City Region Deal projects and programmes into delivery in the year ahead, with purpose and an absolute commitment to realise economic and social benefits for our communities, citizens and businesses. Collectively we will build community wealth, ensure inclusive growth, drive towards a net zero future, and ensure our city region emerges from the Covid-19 pandemic stronger, fairer and more resilient.

## Foreword

# 2

**It is with pride that the three Delivery Partners of the Stirling and Clackmannanshire City Region Deal present this, our second Annual Report, covering the year 2021.**

In February 2020, we met at the Raploch campus of Forth Valley College to sign our collective commitment to this landmark Deal with the UK and Scottish Governments. Within a matter of weeks, the world as we knew it changed beyond recognition with the declaration of the COVID-19 global pandemic.

However, we have adapted to these challenges and made significant progress in 2021 across all aspects of the Deal: from Business Case development to Deal governance, from the substantive appointment of the Regional Programme Management Office (RPMO) to re-invigorated links across the partnership. Delivery of Deal projects and programmes are now underway.

We are all aware of the impending Climate Emergency. Stirling and Clackmannanshire Councils, alongside the University, have declared recognition of the climate emergency facing our world. We, as Deal Delivery Partners, are working to respond to the challenge facing us all and, across the region, our Deal largely considers projects directly relating to the climate emergency. However the opportunity to build a better future and develop people-centric infrastructure has never been so obvious in light of the climate emergency.

In late 2021, work for the RPMO centred on reviewing and updating the Deal implementation plan while developing processes and procedures to support the smooth running of the wider Deal. Partners, supported by the RPMO, have continued to develop Outline and Full Business Cases for projects and programmes.

Work is ongoing to bring forward Business Cases for approval and move activity into delivery. Under the Innovation theme, the Outline Business Case for the National Aquaculture Technology and Innovation Hub is in development. The Regional Digital Hubs Programme will be considered in February 2022 and the Cowie Digital Hub, of strategic importance to the eastern villages of Stirling, expects approval in 2022.

On the Developing Culture, Heritage and Tourism programme, the Outline Business Case is well underway, with an ambitious prospectus for this vital economic and social sector of the city region. Projects under the Capital Fund for Clackmannanshire, the iconic Japanese Gardens at Cowden and the Intergenerational Living Innovation Hub, are also under development for Joint Committee consideration in 2022, following on-boarding to the Deal in December 2021.

The Active Travel Programme Outline Business Case is being developed across the two local authority Delivery Partners, while the Regional Energy Masterplan is currently being re-tendered. Stirling's former MOD site continues to be scoped for a transfer and subsequent development. The Clackmannanshire Lone Parent's Fund is being actively remodelled by partners including Clackmannanshire Council, the Department for Work and Pensions and the RPMO.

Our eyes remain firmly focussed on the design and – increasingly – delivery of these programmes and projects. We are determined, collectively, to ensure that they align seamlessly with our ongoing, unified approach to our common policy ambitions, including carbon reduction, Covid-19 recovery, inclusive growth and community wealth building.

This Deal continues to offer real change for our communities, and promises a bright future for the region. It will provide jobs and investment to our core industries and sectors and will also target the challenges our communities face in reaching their potential.

By working together we have the opportunity to realise our shared ambitions for the region, leverage in additional investment and put innovation and learning at the heart of the drive for opportunity, prosperity and wellbeing in the Stirling and Clackmannanshire city region.



**Councillor  
Scott Farmer,  
Leader**  
Stirling Council



**Councillor  
Ellen Forson,  
Leader**  
Clackmannanshire  
Council



**Professor  
Sir Gerry McCormac**  
Principal and  
Vice-Chancellor,  
The University of Stirling



# City Region Deal Overview

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The Stirling & Clackmannanshire City Region Deal is an exciting package of investment in innovation, infrastructure and skills that will drive inclusive economic growth throughout the city region.

The UK Government and Scottish Government are each investing £45.1 million into the city region over 10 years. Alongside this joint Government investment, regional partners will invest up to £123.8 million, resulting in a Deal £214 million for Stirling and Clackmannanshire. City region partners have an ambition that the interventions created by the Deal will unlock private investment in excess of £640 million, and deliver over 5,000 new jobs across a wide range of sectors.

The Deal is expected to deliver a number of transformational programmes and projects in order to deliver the four strategic outcomes in the graphic below:



The interventions and approaches within the Deal will deliver a step-change in inclusive growth to benefit the people and communities of the city region.

The Stirling & Clackmannanshire city region ("the city region") consists of two local authority areas and has a combined population of approximately 145,000 people. The city region contributes over £3.6 billion per year to the Scottish and UK economies.



The partners, in May 2018, signed a Heads of Terms agreement with the UK and Scottish Governments to deliver the City Region Deal, and the full deal was signed at a special event at Forth Valley College on Wednesday, 26 Feb, 2020. The Full Deal Document is available to download online.

The Stirling and Clackmannanshire regional economy is endowed with significant assets including excellent further and higher educational establishments, rich natural, cultural and built heritage and a strong business base. We are well connected – to each other, the rest of Scotland, the UK and the global community. The region enjoys outstanding natural assets and a proud heritage - our sense of place is strong. The city region is home to some of the most prosperous and healthiest communities in Scotland.

And yet we face profound challenges. Not all of our communities share high levels of wealth, health, education and employment. 24% of all children in Clackmannanshire and 20% in Stirling are living in poverty, including children in working households. The gender pay gap remains and there are an insufficient number of jobs available locally, especially in our rural communities and in areas of deprivation.

In addition, we have young people and adults who disengaged from education at an early stage, those with criminal justice experience, substance misuse issues and people with a disability facing significant barriers to education and employment opportunities.

As a city region, we are determined to deliver transformational change to address these challenges by targeting shared efforts to reduce the stark inequalities that exist between communities and shifting the collective focus to make sure that individuals, families and communities with the greatest disadvantage benefit from increased prosperity within a fairer economy.

The investment offered by Scottish and UK Governments, through the Stirling and Clackmannanshire City Region Deal, is expected to act as a catalyst and accelerator for our ambitious programme. It is designed to unlock investment from within our region and beyond.

## Geographical Overview

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The Stirling and Clackmannanshire city region is at the heart of Scotland, meaning the city region can be seen as Scotland in miniature. Natural beauty abounds, with the Loch Lomond and Trossachs National Park to the west, the silvery River Forth to the south and the majestic Ochil Hills rise in the north.

Nested between these picturesque landscapes lie the towns and villages of Clackmannanshire, centred on Alloa, and the city of Stirling bounded by the eastern villages, the rural hinterland to the north and the villages of the carse to the west.

The population, of more than 145,000 people, live and work in this spectacular environment. The main economic sectors include tourism, retail, manufacturing and agriculture. The city region is home to the University of Stirling, one of Scotland's leading educational institutions, and campuses of Forth Valley College.

Developing connections between the key economic sectors in the city region, the Deal is ideally positioned - through our suite of projects and programmes - to lever additional funding, support and activity to develop our local infrastructure, train and retrain our workforce and act directly to combat climate change.

Our projects are designed to maximise the potential of our key regional strengths: our environment, tourism, leisure and wellbeing assets, our digital future and driving innovation within our city region economy. They provide opportunities for our citizens to learn new skills, improve employment prospects and enjoy the environment.

The Deal also looks beyond the region, to link up with other Growth Deals and City Region Deals, including Tay Cities, Falkirk and the Glasgow City Region. For example, through aquaculture links have been established between The University of Stirling and both the Ayrshire and Argyll Growth Deals. There is scope to explore active travel and tourism opportunities between the Tay Cities and Glasgow City Region Deals as well as the Falkirk Growth Deal. There are emerging connections between the Falkirk Growth Deal and our own, which will follow Falkirk Growth Deal signing. Lastly, the RPMO is now fully integrated into the City Region Deal network, sharing good practice amongst partner Deals.



# Economic Snapshot

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The following graphs and charts help to contextualise the economy of the Stirling and Clackmannanshire areas. Through these high-level datasets a picture of the business landscape, employment position, qualifications and earning types of residents can be seen. These show the ongoing need to address the strategic outcomes of the City Region Deal.

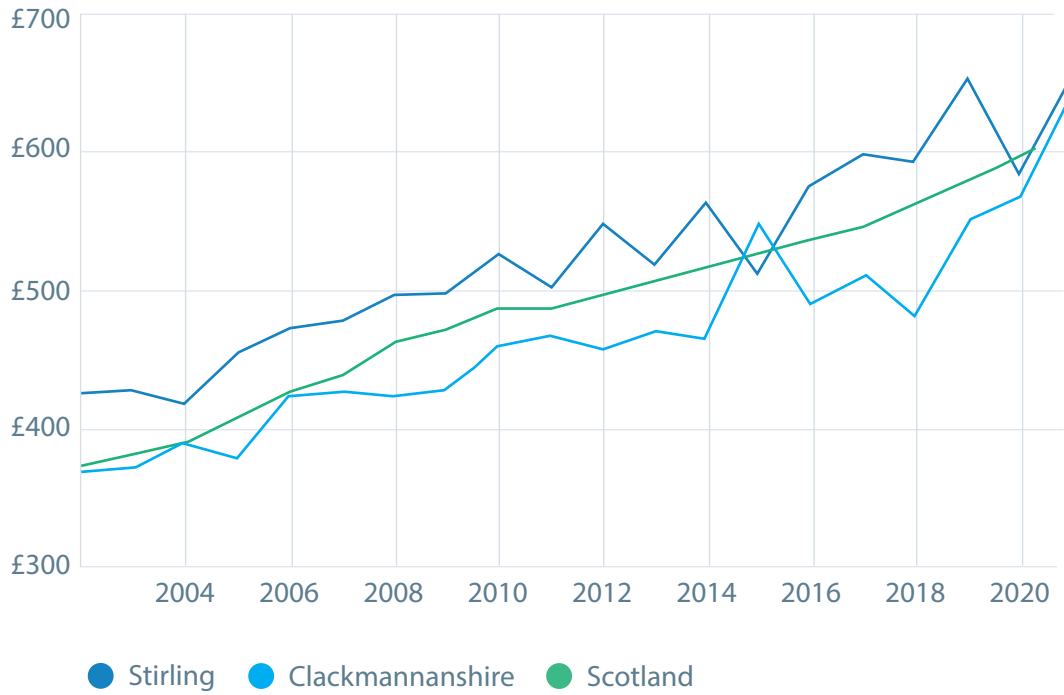
The Stirling and Clackmannanshire economy has a broad business base and a well-educated workforce. However, despite these attributes, there remain significant economic and social issues to address: the City Region Deal suite of programmes and projects seek to tackle these, alongside existing interventions by the City Region Deal and other partners.

In future years, as projects increasingly move into delivery, our annual report will analyse where the Deal has had an impact on these indicators. Projects will contribute towards the Deal’s Monitoring and Evaluation Framework, allowing readers to understand the benefits being realised from the Programme.

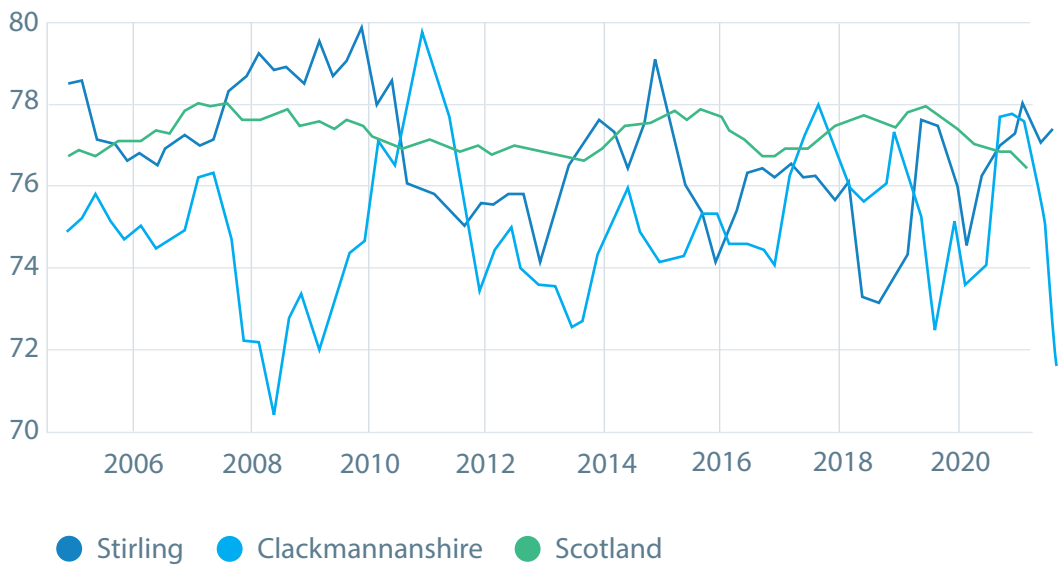
## Earnings by place of residence, 2021

Earnings by place of residence (2021)			
	Clackmannanshire (Pounds)	Stirling (Pounds)	Scotland (Pounds)
<b>Gross Weekly Pay</b>			
Full time Workers	637.6	652.5	622.0
Male Full time Workers	698.5	693.6	650.4
Female Full time Workers	538.5	536.3	577.3
<b>Hourly Pay - Excluding Overtime</b>			
Full time Workers	15.85	16.09	15.93
Male Full time Workers	18.09	16.89	16.21
Female Full time Workers	13.60	15.20	15.62

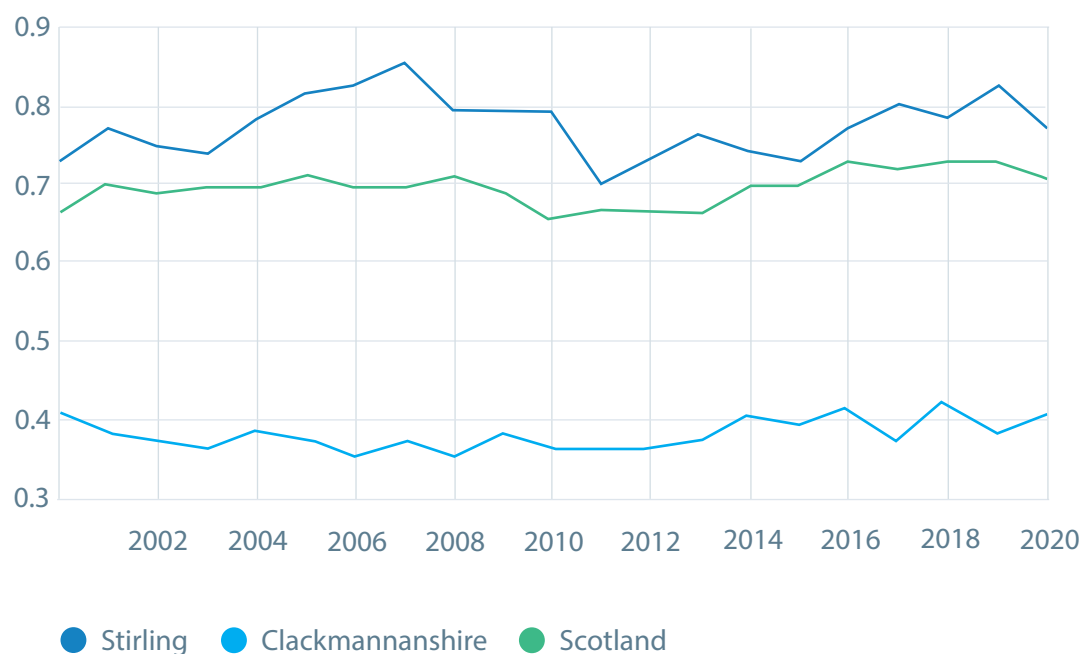
### Gross weekly pay, 2001-2021



### Economic Activity, 2001-2021



## Job density, 2001-2021



## Qualifications, 2020

Qualifications (Jan 2020 -Dec 2020)				
	Clackmannanshire (Level)	Clackmannanshire (%)	Stirling (%)	Scotland (%)
NVQ4 and above	14,700	47.0	54.1	49.0
NVQ3 and above	19,400	62.3	70.4	63.7
NVQ2 and above	24,900	79.9	83.5	79.2
NVQ1 and above	26,600	85.4	89.9	86.2
Other Qualifications	-	-	3.4	5.7
No Qualifications	3,200	10.2	6.7	8.1

**Business base, Stirling and Clackmannanshire (2021)**

UK Business Counts (2021)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling (Numbers)	Stirling (%)
<b>Enterprise</b>				
Micro (0 to 9)	945	87.9	3,450	88.6
Small (10 to 49)	110	10.2	370	9.5
Medium (50 to 249)	15	1.4	60	1.5
Large (250+)	5	0.5	15	0.4
<b>Total</b>	<b>1,075</b>	<b>-</b>	<b>3,895</b>	<b>-</b>
<b>Local Units</b>				
Micro (0 to 9)	1,110	81.6	3,970	82.6
Small (10 to 49)	195	14.3	670	13.9
Medium (50 to 249)	50	3.7	150	3.1
Large (250+)	5	0.4	15	0.3
<b>Total</b>	<b>1,360</b>	<b>-</b>	<b>4,805</b>	<b>-</b>





## Structure of the Stirling and Clackmannanshire workforce, 2021

Employment by occupation (Oct 2020-Sep 2021)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling (Numbers)	Stirling (%)
<b>Soc 2010 Major Group 1-3</b>	9,000	41.7	56.9	48.0
1 Managers, Directors & Senior Officials	1,800	8.1	11.0	8.5
2 Professional Occupations	4,400	20.0	28.4	24.0
3 Associate Professional & Technical	2,800	12.9	17.3	15.3
<b>Soc 2010 Major Group 4-5</b>	4,100	19.2	15.5	18.7
4 Administrative & Secretarial	1,800	8.1	8.3	9.6
5 Skilled Trades Occupations	2,400	10.8	7.2	9.0
<b>Soc 2010 Major Group 6-7</b>	4,000	18.7	14.2	17.9
6 Caring, Leisure & Other Service Occupations	2,500	11.3	7.1	9.4
7 Sales & Customer Services Occs	-	-	7.0	8.4
<b>Soc 2010 Major Group 6-7</b>	4,400	20.4	13.4	15.5
8 Process Plant & Machine Operatives	2,200	10.2	4.3	5.2
9 Elementary Occupations	2,200	9.9	9.0	10.2

### Employment by economic sector, Stirling and Clackmannanshire, 2020

Employee jobs (2020)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling	Stirling (%)
<b>Total Employee Jobs</b>	14,000	-	-	-
Full-Time	9,00	64.3	67.4	66.8
Part-Time	4,500	32.1	32.6	33.2
Employee Jobs by Industry				
<b>B</b> Mining & Quarrying	20	0.1	0.1	1.2
<b>C</b> Manufacturing	2,000	14.3	6.5	7.2
<b>D</b> Electricity, Gas, Steam & Air Conditioning Supply	25	0.2	0.1	0.9
<b>E</b> Water Supply, Sewerage, Waste Management & Remediation Activities	300	2.1	0.5	0.7
<b>F</b> Construction	800	5.7	6.5	5.1
<b>G</b> Wholesale & Retail Trade, Repair of Motor Vehicles & Motorcycles	2,250	16.1	15.2	13.9
<b>H</b> Transport & Storage	600	4.3	2.7	4.5
<b>I</b> Accommodation & Food Service Activities	900	6.4	9.8	7.2
<b>J</b> Information & Communication	175	1.2	6.5	3.7
<b>K</b> Financial & Insurance Activities	50	0.4	3.8	3.3
<b>L</b> Real Estate Activities	200	1.4	1.5	1.5
<b>M</b> Professional, Scientific & Technical Activities	600	4.3	6.5	7.1
<b>N</b> Administrative & Support Service Activities	350	2.5	8.7	8.0
<b>O</b> Public Administration & Defence, Compulsory Social Security	1,500	10.7	6.5	6.5
<b>P</b> Education	1,500	10.7	9.8	8.4
<b>Q</b> Human Health & Social Work Activities	2,250	16.1	10.9	16.6
<b>R</b> Arts, Entertainment & Recreation	225	1.6	2.7	2.3
<b>S</b> Other Service Activities	200	1.4	1.3	1.7

# Financial Statement

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The overall deal is worth £214.0m with investment from Scottish Government of £45.1m, UK Government of £45.1m and leverage from Regional Partners of £123.8m. The table below shows the Financial Summary by project for the deal, based on the current Implementation Plan.

Stirling & Clackmannanshire City Region Deal Financial Summary				
Project	Scottish Government (£000's)	UK Government (£000's)	Regional Partners (£000's)	Total (£000's)
<b>Total Transport, Connectivity &amp; Low Carbon</b>	7,200	0	19,674	26,874
Active Travel Routes	4,461	-	12,542	17,003
Walk, Cycle, Live Stirling	2,539	-	7,132	9,671
Energy Master Planning	200	-	-	200
<b>Total Innovation</b>	17,000	29,250	31,510	77,760
The National Aquaculture Technology & Innovation Hub	-	17,000	10,000	27,000
Scotland's International Environment Centre (SIEC)	17,000	5,000	11,722	33,722
Intergenerational Living Innovation Hub (ILIH)	-	7,250	9,788	17,038
<b>Total Skills &amp; Inclusion</b>	1,900	100	258	2,258
Flexible Skills	1,503	-	-	1,503
Inclusion Workers & Investment Fund	397	-	258	655
Clackmannanshire Lone Parents Programme	-	100	-	100
<b>Total Infrastructure</b>	0	5,000	100	5,100
Ministry of Defence Land at Forthside	-	5,000	100	5,100
<b>Total Culture, Heritage &amp; Tourism</b>	15,000	10,750	1,012	26,762
Developing Cultural, Heritage & Tourism Assets	15,000	-	-	15,000
National Tartan Centre	-	10,000	-	10,000
Japanese Gardens	-	750	1,012	1,762
<b>Total Digital</b>	4,000	0	2,583	6,583
Stirling Digital Hub	2,000	-	-	2,000
Regional Digital Hub	2,000	-	2,583	4,583
<b>Grand Total</b>	45,100	45,100	55,137	145,337

Regional Partners will provide further leverage of £68,663k to the deal programme, details of which will become available as Full Business Cases are developed and approved.

The Stirling and Clackmannanshire City Region Deal partners remain committed to delivering the Deal and the projects within this at the earliest opportunity. The impact of the COVID-19 pandemic led to significant delays on the development of projects across the partnership during 2020/21. As a result, partners did not request a grant offer letter for Year 1 (2020/21). Regional partners and Governments had to reprioritise organisational resources to deal with the impact of the global pandemic. The picture in year 2 (2021/22) has changed markedly with 4 projects now in the delivery phase. There continues to be delays in the progression of projects within the partnership as a result of COVID-19. Additionally, the process for developing and reviewing business cases has proved significantly longer than was initially envisaged.

The current regional partner leverage position is £55.14m versus £52.18m in 2020/2021. An increase of approximately £3m. It is expected that, as projects move into delivery, the additional £68.7m required to reach the target £123.8m shall be identified.

The delivery programme and implementation plan across the deal, including the key milestones, business case approval stages and financial profiles have been through a number of review processes with partners over the past 18 months. A revised delivery plan was discussed at the end of 2020 with Scottish and UK Governments that took account of the impact of COVID-19 and this was followed by a subsequent Regional Programme Management Office-led review of the implementation and milestone targets in the autumn of 2021.

Following discussions between the deal partners and the UK and Scottish Governments, agreement was reached to re-profile the unclaimed grant from 2019/20 and 2020/21, totalling £8.8M into Year 3 (2022/23) and Year 4 (2023/24) rather than the funding being re-profiled into later years of the deal. This concession by the UK and Scottish Governments is greatly welcomed and will make a considerable difference to deal affordability for all three partners. This will significantly reduce the cost of short-term funding that partners would have had to undertake during those critical years of delivery, in order to maintain a spending profile that matches as closely as possible to our original Deal aspiration and delivers the associated benefits to our region. This is especially important in this period of COVID-19 recovery.

The grant offer letter allocation for Year 2 (2021/22) is £9.715m. The current claims position for 2021/22 as at the end of December 2021 is £1.322 million.

Stirling & Clackmannanshire City Region Deal Claim position for Financial Year 2021/22, Quarter 3"	
Project	Total (£000's)
<b>Total Transport, Connectivity &amp; Low Carbon</b>	
Active Travel Routes	
Walk, Cycle, Live Stirling	
Energy Master Planning	
<b>Total Innovation</b>	1,322
The National Aquaculture Technology & Innovation Hub	
Scotland's International Environment Centre (SIEC)	1,322
<b>Total Skills &amp; Inclusion</b>	
Flexible Skills	
Inclusion Workers & Investment Fund	
Clackmannanshire Lone Parents Programme	
<b>Total Infrastructure</b>	
Ministry of Defence Land at Forthside	
<b>Total Culture, Heritage &amp; Tourism</b>	
Developing Cultural, Heritage & Tourism Assets	
National Tartan Centre	
<b>Total Digital</b>	
Stirling Digital Hub	
Regional Digital Hub	
<b>Grand Total</b>	1,322

Partners are also working to finalise arrangements for ensuring that financial and other information required to prepare quarterly grant claims will be in place, and the Chief Finance Officers Group will meet regularly to oversee those processes, and to provide updates to the Joint Committee. The lead Chief Finance Officer, the Section 95 Officer of Stirling Council, is a standing member of the Chief Officer Group, and also attends Joint Committee.

The quarterly grants claims process is now in place. Up to the end of Quarter 3 (2021/22) two claims have been submitted for the SIEC project with funds successfully reimbursed to Stirling Council. By the end of the current financial year we expect further claims drawdown for the other deal partners.

The Chief Finance Officers Group meet regularly to oversee the financial arrangements, processes and risks surrounding the City Region Deal. The lead Chief Finance Officer, the Section 95 Officer of Stirling Council, is a standing member of the Chief Officer Group, and also attends Joint Committee.



## Progress To Date

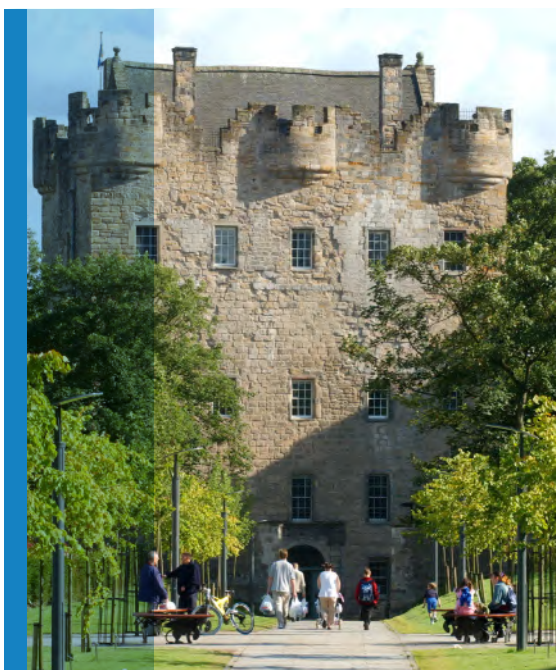
# 7

Moving from Deal signing on the 26th February into delivery in year 1 was a significant challenge as a result of the Covid-19 pandemic. Business case development was halted, project delivery was postponed, and resources were diverted from Deal activity.

Due to ongoing factors such as the impact of Covid and building Delivery Partner capacity, the process of drafting and review of business cases has taken longer than anticipated in 2021. It is anticipated that this will ease significantly in 2022. In 2021 Delivery Partners, and both governments, have recognised this challenge and have committed to actions to mitigate further delays in order to seek to meet future milestones.

This has been reflected in continued co-operation on an operational level between both governments and Delivery Partners via the Regional Programme Management Office. Since the late summer of 2021 a complement of five Officers have been engaged in revitalising the Programme and its functions.

A root and branch review of the City Region Deal, including spend and the revised implementation plan was initiated by the RPMO in the autumn of 2021, with results expected early in 2022.



The current status of business case development is set out in the table below:

Programme/Project	Current Status (January 2022)	Last Milestone Achieved & Date
<b>Transport, Connectivity &amp; Low Carbon</b>		
<b>Active Travel Routes (Programme OBC)</b>	1st Iteration of Programme OBC submitted April 2021, feedback received and work continues on 2nd iteration ahead of resubmission to Government within Q1 of 2022.	OBC submitted to S&UKG April 2021
<b>Walk, Cycle, Live Stirling</b>	Project Approved at Joint Committee in October 2021 and moved into Implementation Phase	FBC approved by Joint Committee 5th October 2021
<b>Energy Master Planning</b>	Project Approved at Joint Committee in March 2021 and moved into Implementation Phase	BJC approved by Joint Committee 9th March 2021
<b>Innovation</b>		
<b>The National Aquaculture Technology &amp; Innovation Hub Phase 1</b>	Project Team working on RIBA stages and development of OBC. First submission of project OBC to Government due within Q1 of 2022	RIBA Stage 2 (Concept Design) September 2021
<b>Scotland's International Environment Centre (SIEC)</b>	Project Approved at Joint Committee in September 2021 and moved into Implementation Phase	FBC approved at Joint Committee 7th September 2021
<b>Intergenerational Living Innovation Hub</b>	On-boarded onto City Region Deal after approval at Joint Committee in December 2021. Milestones TBC.	On-boarded onto Deal December 2021
<b>Skills &amp; Inclusion</b>		
<b>Skills and Inclusion (Programme OBC)</b>	Programme OBC approved at Joint Committee in March 2021	BJC approved at Joint Committee 9th March 2021
<b>Flexible Skills (BJC)</b>	4th Iteration of BJC submitted to Scottish and UK Government in January 2022	BJC submitted to S&UKG 8th October 2021
<b>Inclusion Workers &amp; Investment Fund (BJC)</b>	4th Iteration of BJC submitted to Scottish and UK Government in January 2022	BJC submitted to S&UKG 8th October 2021



<b>Programme/Project</b>	<b>Current Status (January 2022)</b>	<b>Last Milestone Achieved &amp; Date</b>
<b>Infrastructure</b>		
<b>Ministry of Defence Land at Forthside (SOBC)</b>	Consultants working on Strategic Outline Case.	N/A
<b>Culture, Heritage &amp; Tourism</b>		
<b>Developing Cultural, Heritage &amp; Tourism Assets</b>	1st Iteration of Programme OBC submitted November 2021, feedback received in January 2022 and work continues on 2nd iteration ahead of resubmission to Government.	OBC submitted to S&UKG 26th November 2021
<b>National Tartan Centre</b>	Project Director Appointed and will be in post within Q1 o 2022.	N/A
<b>Japanese Gardens (BJC)</b>	2nd Iteration of BJC submitted to Scottish and UK Government	BJC submitted to S&UKG 14th October 2021
<b>Digital</b>		
<b>Stirling Digital Hub</b>	A Project Manager and Project Team have been established and currently working on a full options appraisal.	N/A
<b>Regional Digital Hub</b>	Programme OBC approved by Government January 2022, presentation to Joint Committee in February 2022	Programme OBC submitted by S&UKG 17th December 2021

## Programme and Project Updates

### A Transport Connectivity and Low Carbon

#### 1. Active Travel Routes

Lead Partner	Stirling Council		CRD Partners		Clackmannanshire Council		
Budget	Scottish Government (000s)	£4,461	UK Government (000s)		Regional Partners (000s)	£12,542	Total (000s) £17,003

The strategic vision for the Active Travel Routes Programme is for Stirling and Clackmannanshire to be an exemplar for active travel culture as we collectively seek to address the global climate emergency. The Active Travel Routes Programme, and the schemes within, will be a key component of the active travel network in the Deal area. The Programme will deliver a step change in active travel culture, making travel by walking, cycling, and wheeling for people of all ages and abilities easier in Stirling, Clackmannanshire, and beyond.

The Active Travel Programme is being developed in partnership with Transport Scotland, aligning with the Scottish Government's commitment to active and sustainable travel as well as with both Stirling and Clackmannanshire Council's Local Development Plans and transport strategies.

The Active Travel Programme will deliver investment in more than 50km of dedicated walking, cycling, and wheeling infrastructure. Improving active travel options around the city of Stirling, specifically connecting public transport destinations to further and higher education facilities, will encourage those travelling to those destinations to choose active travel. Achieving the shift to active travel will reduce road traffic, lower carbon emissions in line with tackling the climate emergency, while providing a healthier and more cost efficient mode of transport for users.

The Stirling and Clackmannanshire City Region Deal also highlights the economic importance of investment in active travel, recognising its ability to improve regional connectivity between local authority areas and among rural communities, providing better access to employment and education as well as increasing tourism opportunities.

Work this year has focused on developing the programme Outline Business Case for Priority Active Travel infrastructure and the projects to be included within this. The first draft of the programme Outline Business Case was submitted to Government in April 2021. Subsequently, a full review of the schemes has been carried out between the Programme Delivery Partners, and additional potential routes added. Work is underway to include these in the next version of the Programme Outline Business Case, expected in 2022.





## 2. Walk Cycle Live Stirling

Lead Partner	Stirling Council							
<b>Budget</b>	Scottish Government (000s)	£2,539	UK Government (000s)		Regional Partners (000s)	£7,132	Total (000s)	£9,671

The strategic vision for Stirling is for a “world-class” active travel culture, supported by a world class active travel network. The Walk, Cycle, Live Stirling (WCLS) scheme will be a vital part of the active travel network and a so-called cornerstone contributor to the active travel culture, making travel by walking, cycling, and wheeling for people of all ages and abilities easier in Stirling’s City streets.

The scheme represents an investment in more than 6.5km of dedicated walking, cycling, and wheeling infrastructure. Improving active travel options around the city, specifically connecting public transport destinations to further and higher education facilities and will encourage those travelling to these critical destinations to choose active travel. Achieving the shift to active travel will reduce road traffic, lower carbon emissions in line with the climate emergency, while providing a healthier and more cost efficient mode of transport for users.

The WCLS scheme will improve active travel provision along two key traffic corridors in Stirling City, connecting the University to Stirling train station, and Forth Valley College to the city centre. These in turn will link, through other projects to the Eastern Villages, the Hillfoot villages of Clackmannanshire and rural Perthshire beyond, to Alloa and further to Falkirk as well as west to the Carse of Stirling villages and the Trossachs.



The College Corridor route connects the city centre to Forth Valley College. The route includes enhancements to city centre streets which significantly improve the connectivity of active travel routes from the North and West into the city. This route will provide an opportunity for an active 'last mile' of travel from the bus and train stations for those coming from further afield.

The University Corridor route links the University of Stirling and the communities of Causewayhead, Cornton, Raploch and Cowane Street to the city centre, Stirling rail and bus stations via Stirling Bridge and the proposed River Park Project.

The Walk, Cycle Live Stirling project is the first of the Stirling projects to progress fully through HM Treasury Green Book processes. The Full Business Case was been endorsed by both governments and approved at the City Region Deal Joint Committee on the 5th of October 2021. The contract will be awarded in January 2022 and work is due to start in March 2022, with a view to complete by March 2024.

### 3. Energy Master Planning

Lead Partner	Stirling Council		CRD Partners	Clackmannanshire Council		
<b>Budget</b>	Scottish Government (000s)	£200	UK Government (000s)	Regional Partners (000s)	Total (000s)	£200

The Regional Energy Masterplan for the Forth Valley area is central to the Stirling and Clackmannanshire City Region response to the global climate emergency. Energy consumption is the largest component of the region’s carbon emissions: the development of this masterplan is therefore critical to our strategy for tackling the challenge.

The City Regional Deal has allocated £200,000 of Capital funding to provide a Regional Energy Masterplan for the city region. The masterplan will produce a prioritised programme of future low-carbon energy projects. The Regional Energy Masterplan will provide a strategic overview of the wider city region, assessing energy consumption needs and generation opportunities to assist in the ongoing transition to a low carbon region in the heart of Scotland, focussing on the key principles of:

- Tackling fuel poverty
- Improving energy efficiency
- Providing renewable and low carbon energy solutions
- Delivering a more energy resilient infrastructure to the region



The projects, interventions and activities identified within the Regional Energy Masterplan will be staged over a 25 year programme, in five-year phases. Projects will be prioritised based on agreed weightings, in line with local and national priorities and targets. Socio-economic assessments will ensure investment in infrastructure that brings direct benefits to our communities, including fuel poverty reduction, carbon emissions reduction and regeneration of localities, as well as providing a more resilient and reliable energy supply.

The Regional Energy Masterplan was approved by the City Region Deal Joint Committee on the 9th of March 2021 and, following this decision, an unsuccessful tendering process was undertaken. This was due to insufficient market interest. Learning from this, and listening to market feedback, a second tendering process is underway, expected to close in early 2022, offering the market longer to undertake this significant piece of work. The current tendering process offers the successful tenderer 12 months to deliver a comprehensive Regional Energy Masterplan, to be delivered by March 2023. The funding required to implement the physical projects will be additional to the current allocations within the City Region Deal.





## B Innovation

### 1. Scotland's International Environment Centre

Lead Partner	University of Stirling		CRD Partners		Clackmannanshire Council			
<b>Budget</b>	Scottish Government (000s)	£17,000	UK Government (000s)	£5,000	Regional Partners (000s)	£11,000	Total (000s)	£33,722

Scotland's International Environment Centre (SIEC) will create an innovation community in the Forth Valley that will drive the creation of a net zero regional economy and stand as a global exemplar. Through innovation and partnership, SIEC will deliver transformational change in sustainable business practice, in order that the protection and enhancement of our natural resources becomes an enabler of economic prosperity, just transition, and wellbeing.

SIEC will bring together a broad spectrum of academic researchers, talented students and external partners from industry, the SME community and government (including regulators) and regional stakeholders. It will co-develop innovative products and services offering solutions that will help tackle and mitigate the inevitable impacts of climate change, support the transition to a net zero economy and protect our natural environmental assets. With potential for global and cross-sector application, SIEC will support innovation at scale within key industries including water, energy, transport, food production and the circular blue economy.





Due to the impact of the COVID-19 pandemic, a revised SIEC implementation plan was agreed between partners and with both governments that sets out two distinct project phases. Phase 1 of SIEC is a 'programme of action' to establish early operational activity and a physical presence within Alloa, underpinned by investment of £10m (of the £22m total) and comprises:

- Full scale development of the Forth Environmental Resilience Array including data analytics centre and visualisation hub; the first key components of the Centre of Excellence that will drive the SIEC innovation community;
- Fast start of the Business Accelerator to stimulate business innovation and support the Green Recovery from COVID-19.

The Forth Environmental Resilience Array (Forth-ERA) will provide a single point of access to environmental data and analytics for the Forth Valley region to facilitate world-leading scientific research, promote more efficient environmental management and regulation, and stimulate business innovation in support of Scotland's transition to a net zero carbon society. It is expected that the services provided by Forth-ERA will support a wide range of applications and users including agriculture, fisheries, shipping and navigation, biodiversity and conservation, oil and gas, renewables and low carbon, green tourism, local and national governance, and public health.

The web-based software platform and toolkit at the core of Forth-ERA will provide access to live data streams and analytics from sensor networks, satellite imagery and model simulations via a single intuitive client interface accessible from desktop, tablet or mobile devices. Forth-ERA will exploit 5G cellular network technology to enable high-volume data telemetry from a large number of distributed sensors, including high-definition video, while simultaneously permitting equally large volumes of data to be live streamed to users in the field supporting innovative applications such as the use of augmented reality in the natural environment.

The Business Accelerator will provide contact points for businesses to support their growth and progress towards net zero. Following initial engagement activity, Business Innovation Officers will work with businesses to identify how they can benefit from SIEC through access to data and other elements to underpin their transition activities. The SIEC Enterprise Officer will focus on support for related start-up and scale-up businesses in the region, providing direct access to a range of enterprise support mechanisms through the University's Enterprise Programme, including workshops, masterclasses, one-to-one advice.

Following approval of the Full Business Case in September 2021, Phase 1 of SIEC moved into implementation and, through a dedicated project management structure, a range of activities are underway with significant aspects delivered.

- Delivery of a demonstrator project for Forth ERA in partnership with BT, 3DEO, Scottish Water, SEPA, and Diageo. This has demonstrated the capacity of the Forth-ERA platform to support monitoring water quality in drinking water reservoirs, real-time monitoring of bathing water quality, early warning and monitoring of floods, and demonstrating environmental compliance in the brewing and distilling sector. Outcomes and learnings from the demonstrator project are being incorporated into the full establishment of Forth ERA.
- The award of the Scotland Hydro Nation Chair programme, with £3.5m funding from Scottish Water, to the University of Stirling is now in full implementation. The Chair continues to lead the creation of collaborative partnerships across the sector, to deliver solutions for sustainable, net zero water management in Scotland and position the country as a global leader in water research.
- Establishment of the inaugural Young Pathfinders cohort, working with the four academies in Clackmannanshire to ensure the voice of young people in our community is at the heart of the design and delivery of the SIEC programme.
- Following confirmation of the Forth Valley as one of the first 5G Connect Hubs being delivered by the Scottish 5G Centre, work continues with partners that will see the deliver co-location of the 5G Hub with SIEC in Alloa. The 5G Hub will focus on environmental applications of 5G technology.

SIEC has a core focus on delivery of benefits that address directly the economic and social issues within the region. The inclusive growth diagnostic encompassed within the approved Phase 1 business case underpins a full set of benefits to be realised through the project. Community Wealth Building, the transition to net zero, and the wellbeing economy are central to benefits realisation.

In partnership with Clackmannanshire Council, work is starting on the site/ options appraisal for Phase 2 of SIEC, which will see the establishment of a longer-term physical presence for SIEC and provide scope for the expansion of facilities and activities. The site/options appraisal work is due to be completed by March 2022, with plans then being initiated in relation to the development of the related Outline Business Case for this next phase of SIEC.



## 2. The National Aquaculture Technology and Innovation Hub

<b>Lead Partner</b>	University of Stirling							
<b>Budget</b>	Scottish Government (000s)		UK Government (000s)	£17,000	Regional Partners (000s)	£10,000	Total (000s)	£27,000

The National Aquaculture Technology and Innovation Hub (NATIH) will create the UK's leading innovation community for sustainable aquatic food production. Headquartered in the Stirling and Clackmannanshire region, but delivering across the country, the Hub will drive the UK's ambitions to become a world leader in modern aquaculture practice. This community, a partnership between researchers, companies, entrepreneurs, regulators, policy-makers, business development agencies, third sector, business support professionals and consumers, will inspire, enable, stimulate and deliver innovation. It will lead the development and deployment of the new technologies and systems required to support growth in the production of aquatic food for human consumption, while reducing the impact on natural resources.

NATIH will deliver research, development and innovation through a solutions centre, business accelerator and innovation hub in order to accelerate the generation of knowledge and adoption of sustainable aquatic food production technologies into the economy. This will stimulate innovation across the existing aquaculture sector from SMEs to multinationals, promote the participation of entrants from other sectors, and support the creation of new businesses across the supply chain. The resulting company base will both propel growth in domestic production and drive the export of UK technologies, services and know-how to the global marketplace.



The Business Case (Outline and Full) is being developed during 2022, with a view to Phase 1 of the project commencing at the end of 2022/start of 2023. Phase 1 will see the creation of a new suite of state-of-the-art experimental aquaria along with an initial structure to deliver business acceleration activities; this will be followed by the large scale redevelopment of aquatic research laboratories and expansion of business accelerator and incubator facilities in Phase 2. Total government investment for the project is £17m.

NATIH will, in time, extend to encompass the expansion and redevelopment of the University's marine environmental research laboratory at Machrihanish in Kintyre, with investment support through the Argyll & Bute Rural Growth Deal. The University is also partnering with North Ayrshire Council through the Ayrshire Growth Deal on the development of the International Marine Science and Environment Centre at Ardrossan.



### 3. Intergenerational Living Innovation Hub (Capital Fund for Clackmannanshire)

Lead Partner	University of Stirling	CRD Partners	Clackmannanshire Council				
Budget	Scottish Government (000s)	UK Government (000s)	£7,250	Regional Partners (000s)	£9,788	Total (000s)	£17,038

The Intergenerational Living Innovation Hub (ILIH) will be an entity that, through the University’s globally-recognised expertise in ageing and dementia research, will see the establishment of a Hub that will develop models of intergenerational living through the application of world-leading research, cutting-edge design principles in relation to the built environment and the application of technology. This transformational approach will enable older people and those living with dementia to continue to live in an environment with which they are familiar for as long as possible. This will enable more and better opportunities to support older people in our society and the benefits that brings.

ILIH will bring together academic researchers, health and social care practitioners, talented students and external partners from industry, the SME community and government (including regulators) and regional stakeholders. It will provide a space to co-develop innovative products and services offering solutions that will support older members of the community and recognise the positive contribution that they make. The potential for global application of these models and technologies is recognised as the proportion of older people within the global population increases.

This project is being mainstreamed within regular Deal processes, having initially been submitted for approval to the Clackmannanshire Commission in relation to the funding provided specifically to support projects within Clackmannanshire. The Commission has confirmed that a total of £7.25m will be allocated to this project. The timeline for the project within the overall Deal profile is being developed currently and this will include the anticipated schedule for the development of the associated Outline and Full Business Cases. It is also intended that the physical location of ILIH will co-locate with SIEC (Phase 2), as referenced above.

In conjunction with the Stirling & Clackmannanshire City Region Deal projects, the University has also invested in a major expansion of its innovation and enterprise support capacity. This will ensure that the business engagement, development and enterprise support activities within all projects are fully integrated in existing structures and processes ensuring a consistent and resilient approach.





## C Regional Skills and Inclusion Programme

The Skills and Inclusion Programme Outline Business Case was approved by Joint Committee on the 9th of March 2021. This programme represents £1.9m of Scottish Government funding to harness the opportunities offered by the Deal in order to promote equality, address inequality and maximise the economic benefits it offers to the residents of the city region.

In doing so, employers providing fair work opportunities will have access to a well prepared and skilled pool of labour. The Programme consists of two complementary projects:

- Flexible Skills
- Inclusion Workers and Investment Fund

Clackmannanshire Council lead the Skills & Inclusion Programme and are also leading on the development of the Flexible Skills Project, while Stirling Council is leading the development of the Inclusion Workers and Investment Fund Project.

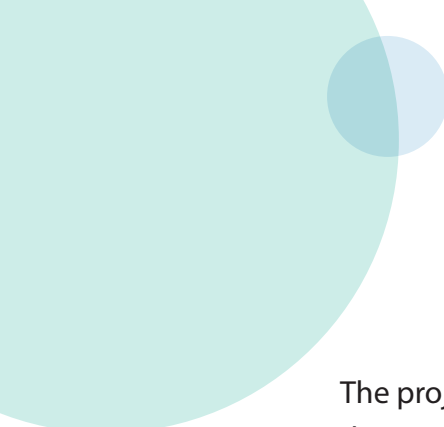
### 1. Flexible Skills Project

Lead Partner	Clackmannanshire Council	CRD Partners	Stirling Council			
Budget	Scottish Government (000s)	UK Government (000s)	Regional Partners (000s)	Total (000s)	£1,503	

Inclusive Growth lies at the heart of the Deal. This project will drive inclusive growth and tackle inequality, through growing local talent and providing new opportunities and routes into employment for people across the region.

The project utilises funding to deliver support, linked to the Deal's capital projects and associated sectors in the wider Deal, to 500 people across the region facing or experiencing labour market exclusion. In addition, it supports strategic approaches across the Deal which will influence the wider regional skills and employability system in response to the opportunities and changes in local labour market structures that will result from the Deal and wider changes in the regional economy.





The project has suffered the same delays as the wider Deal, as a result of the coronavirus pandemic. It has responded by refining its target groups to highlight those worst affected by the pandemic (in labour market terms) and will play a new but important role in economic recovery. The pandemic has highlighted the need to ensure just access to digital skills and technologies and the need for the development of skills which will support the delivery of a more sustainable future.

To that end spend is being undertaken at risk to start delivery of projects to support those most distant from the labour market. The Business Justification Case was submitted to Government in May 2021 and has subsequently been through a number of iterations. The fourth iteration will be submitted to both Governments in January 2022, with activity due to start in 2022.

The key process embedded in the project which will determine specific activity is the development of Skills Pathways Plans. These plans, which will be owned and led by individual Deal projects with support from the Flexible Skills Programme, will ensure that skills interventions are developed and delivered which maximise the skills opportunities of:

- infrastructure project delivery,
- the ongoing use of that infrastructure project,
- the wider opportunities the infrastructure project creates for the region, and
- a legacy to support the skills required for the wider inclusive economic growth stimulated by the Deal.

These plans will continue to be refined during the year ahead.

## 2. Inclusion Workers & Investment Fund

Lead Partner	Stirling Council		CRD Partners	Clackmannanshire Council			
<b>Budget</b>	Scottish Government (000s)	£397	UK Government (000s)	Regional Partners (000s)	£258	Total (000s)	£655

The project enables a team of 'Inclusion Workers' to identify and support people most distant from the labour market who are not yet ready to engage with more mainstream employability provision. The interventions it will provide are vital. Many residents within the target groups are further excluded than prior to the coronavirus pandemic: this support will be key in ensuring they are appropriately supported into the various employability and skills offers available.

The Business Justification Case was submitted to Government in May 2021 and has subsequently been through a number of iterations. The fourth iteration will be submitted to both Governments in January 2022.

Two Inclusion Workers are now in post, engaging with local participants and meeting partners across Stirling and Clackmannanshire. A further position has been filled, with the successful candidate joining in January 2022, and recruitment is underway for a fourth Inclusion Worker. An awareness raising event for partner organisations will be held in early 2022.

The Inclusion Workers are directly engaging with participants and having a positive impact. The case study and quote below demonstrates the person centred approach and the impact of this.



### Case study

COVID restrictions had a big impact on this participant's poor mental health. The participant often struggles to leave their home which impacts their physical health. They also have ongoing issues with memory and the ability to engage with services on their own. Often anxiety prevents them reaching out for help. The participant lives rurally and has no support from family or peers.

They were referred to the CRD Inclusion Project to provide a person centred, tailored package of support to reduce their sense of isolation and loneliness. They were successfully supported to apply and gain medical points for an appropriate housing move to Stirling. This involved supported meetings with housing officers and occupational therapist. The participant's main goal is to move to Stirling town area which will allow easier access to social and support groups. They are currently second on a list for appropriate housing.

The participant shared their lived experiences and childhood fondness of ponies. Locally, there is a service that works with animals and individuals living with trauma and the inclusive farm environment allows the animals and individuals to help each other heal. The participant was supported to visit and attend the farm and hopes to increase time there and follow their volunteer pathway. The participant is beginning to attend more face to face groups in the Raploch Campus and will continue to be supported via telephone and in person to engage with more relevant services.

An important element of this participants improved health and wellbeing is the good relationships between partners supporting them, as well as a trusting relationship with the individual.

## Participant feedback



This participant wanted support to improve their mental health/PTSD, and to engage with relevant support services with a view to exploring future volunteering opportunities:

“I have a good, trusting relationship with you (*Inclusion Worker*) and feel I have set achievable goals. I was supported to get on to a course that I feel will benefit my future (*Resilience Learning Partnership (RLP), TIER Pathway*). My confidence has always been up and down and I am still working on this. I’m really enjoying the course at RLP which I’d not have gone to without the support from the CRD Project. I am so proud of myself.”

### 3. Clackmannanshire Lone Parents Programme

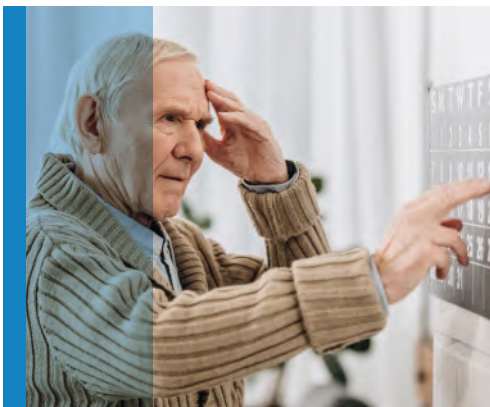
<b>Lead Partner</b>	<b>Clackmannanshire Council</b>							
<b>Budget</b>	Scottish Government (000s)		UK Government (000s)	£100	Regional Partners (000s)		Total (000s)	£100

The Clackmannanshire Lone Parent Programme remains under active consideration by the Department for Work and Pensions (DWP), Clackmannanshire Council and the Regional Programme Management Office. Proposals for the fund have been considered by all partners, including the UK Government, and it is to be hoped that a positive outcome will be forthcoming in Year 3, 2022/23.

## D Capital Fund for Clackmannanshire

The Clackmannanshire Commission and UK Government confirmed the projects to which the Capital Fund for Clackmannanshire should be allocated. The successful projects have been notified of the outcome and the City Region Deal Joint Committee “on-boarded” the Capital Fund for Clackmannanshire on the 7th of December 2021. The successful projects are:

- Japanese Gardens at Cowden  
(summary provided under Theme B “Culture, Heritage & Tourism”)
- Intergenerational Living Innovation Hub  
(summary provided under Theme B “Innovation”)



## E Infrastructure

### 1. MOD Forthside

<b>Lead Partner</b>	<b>Stirling Council</b>							
<b>Budget</b>	Scottish Government (000s)		UK Government (000s)	£5,000	Regional Partners (000s)	£100	Total (000s)	£5,100

The development of the Forthside Ministry of Defence (MOD) site will unlock a significant mixed-use development opportunity, the scale of which has not be realised in Stirling for a generation. The site, at just over 40 acres, is the largest brown-field site close to the city centre area.

This presents a unique opportunity for Stirling to deliver a sustainable development which combines carbon neutral city centre living with dynamic business and leisure space. The positioning of the site, adjacent to the River Forth, existing Forthside developments and other projects such as the Tartan Centre and Heritage Quarter provides a scale of development that will provide a catalyst for wider place-making opportunities and transform a key district of the city.

The site - strategically located between two of the main corridors into the city - has good access links. However, given recent use as a base by the Ministry of Defence, the value it adds to the city is extremely restricted.

Through proposed development, the site will be opened up, providing new access and enabling enhanced public transport, cycling and active travel corridors, integrating the development with the city and beyond. The site has capacity to enable approximately 350 housing units and 100,000 square feet of business space on a spatial plan that will ensure a focus on community and place-making principles. Proximity to Stirling's district heating system and Stirling rail and bus stations will make this one of Stirling's most sustainable developments.

Negotiations have continued between Stirling Council, MOD Estates and the UK Government on the arrangements for the decommissioning and transfer of the land. Consultants have been engaged on the development of the Strategic Outline Case and this is expected to be presented to Joint Committee in September 2022.

## F Culture Heritage and Tourism



### 1. Developing Culture Heritage and Tourism Assets

Lead Partner	Stirling Council		CRD Partners		Clackmannanshire Council	
Budget	Scottish Government (000s)	£15,000	UK Government (000s)		Regional Partners (000s)	Total (000s) £15,000

The City Region Deal sets out the shared vision of regional partners to make the City Region “a highly desirable place to live, work and visit: an attractive place in which to invest financial, human and social capital”.

As part of this vision, it was recognised that there would be very significant opportunities to strengthen the regional economy by making investments in culture, heritage and tourism an integral part of the City Region Deal. Investment across these areas can support the destination, facilitate post-pandemic recovery, stimulate growth in the value of tourism to the local economy, encourage new businesses and new investment, create employment opportunities, and encourage strong and effective partnership working.

To support the Culture, Heritage and Tourism programme, a Programme Board has been appointed, with representation from key partner agencies and from the private sector. This group has been directly involved in developing the Programme-level Outline Business Case, the first draft of which is with both governments for review, following submission in December 2021.

The Outline Business Case is based on a number of complementary interventions, each of which will have the capacity to deliver sustainable, inclusive growth. There is a clear intention that these interventions will contribute to an improved offer for visitors throughout the region, and the (capital) investment of £15m will develop and augment key assets.

Following Government endorsement and Joint Committee approval, the candidate projects will be assessed via the prioritisation matrix, and the individual (project-specific) business cases will be developed.

## 2. The National Tartan Centre

<b>Lead Partner</b>	<b>Stirling Council</b>							
<b>Budget</b>	Scottish Government (000s)		UK Government (000s)	£10,000	Regional Partners (000s)		Total (000s)	£10,000

The National Tartan Centre project scope is being redeveloped, in light of the impact of the coronavirus pandemic on particular sectors. To lead on this, finalise the vision and co-ordinate project delivery, a Project Director had been recruited and will start work on March 7th 2022. The first iteration of the Business Case will be developed later in 2022.







### 3. Japanese Gardens

<b>Lead Partner</b>	<b>Stirling Council</b>							
<b>Budget</b>	Scottish Government (000s)		UK Government (000s)	£750	Regional Partners (000s)	£1,012	Total (000s)	£1,762

The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. The garden was created by Taki Handa, the only woman credited with the design of a garden of its type.

The Japanese Garden was destroyed by vandals in 1963 and it was almost lost forever, until a careful restoration project by a charitable trust began in 2014. Due to overwhelming interest the garden opened to visitors while restoration work was in progress.

City Region Deal investment is needed to help develop the infrastructure and permanent facilities required for the continued operation of this unique new tourism offer for Clackmannanshire.

The project considered for City Region Deal funding includes the full restoration of the Japanese Garden, including capital investment to restore permanent features such as the Tea House, gardens and pathways and enabling infrastructure. Further capital investment may be made once the Japanese Garden has been fully restored.

The second iteration of the Business Justification Case for the Japanese Gardens at Cowden will be submitted to both Governments in January 2022.

## G Digital

By the end of the decade, the Stirling and Clackmannanshire City Region aims to be recognised both as an exemplar for digital technology and as a centre of excellence for digital skills. The investment will provide high quality business space, via the Stirling Hub and the other regional hubs, allowing growing companies in the region to stay local and create new and exciting opportunities across the Deal area. Sites and funding for the new Regional Digital Hubs include: Callander; Cowie, and; Clackmannanshire.

Digital projects across the city region are on track to deliver significant economic growth, with a solid platform to build from. The size of the city region's creative and digital sector has more than doubled in the last five years, with jobs created at more than twice the rate across Scotland.

Digital Hubs will play a vital role in ensuring the benefits from the Deal's digital projects will not be restricted to a single Digital District in Stirling, but will be spread across a wider digital city region. In particular, the hubs will improve collaboration between digital projects in Stirling and Alloa as Clackmannanshire establishes itself as an international centre for environmental data.





## 1. Stirling Digital Hub

<b>Lead Partner</b>	<b>Stirling Council</b>						
<b>Budget</b>	Scottish Government (000s)	£2,000	UK Government (000s)		Regional Partners (000s)	Total (000s)	£2,000

The Stirling Digital Hub is a £2 million investment to deliver Phase 2 of the Digital District in Stirling City, building upon recent successes and enabling future business growth. A landmark asset, the Municipal Buildings, was converted into high quality working space designed for the digital and creative sector and a home for Codebase Stirling. Codebase is the UK's largest technology incubator. Codebase Stirling was opened in September 2017 and already has high levels of occupancy, demonstrating the need for development of the Digital District across the wider city centre and beyond.

Over the past year, work has focused on understanding what the Stirling Digital Hub will look like in a post-pandemic context. A Phase 2 working group has been set up with key partners, including Codebase and STEP, and work is underway to carry out market analysis to understand both demand and priorities. The first iteration of the project Outline Business Case is expected to be submitted to both governments in September 2022.

## 2. Regional Digital Hubs

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)	£2,000	UK Government (000s)		Regional Partners (000s)	£2,583	Total (000s)	£4,583

The Regional Digital Hubs programme is a £2 million capital investment which will deliver the roll out of digital hubs in our rural areas. Sites for new digital hubs include locations in Clackmannanshire, Callander and Cowie. The Programme Outline Business Case was approved on the 1st of February 2022.

### Callander

Stirling Council have been working with the community in Callander to design the Digital Hub, which will be situated in the former St. Kessog's Roman Catholic Church. St Kessog's is a historic building, owned and managed by Stirling Council in the centre of the town.

The building has been empty for a number of years. The community, local businesses and Stirling Council all see its return to use as a key project to support economic recovery and growth in the area. A lack of suitable business space in Callander is a key barrier: the conversion of St Kessog's into a Digital Hub will help to address this.

A significant amount of work has been undertaken in the past year to develop the funding package, plans and designs for St. Kessog's. This has been carried out in partnership with the community. A Community Working Group has been established, comprising representation from across Callander. Work to date has included community and business surveys to establish demand, input into initial design work and support in developing an operational model.

## Cowie

The Cowie Digital Hub will host new, modern business accommodation and a new library providing much needed space for community services, business and entrepreneurial activities as well as employability and skills support.

The Business Case for the Cowie Digital Hub will be submitted to both governments in January 2022. The Cowie Hub is currently under construction and is due to open in the summer of 2022.

## Clackmannanshire

Work is underway to finalise the location of the Clackmannanshire Digital Hub, alongside the developing Business Case for the wider Regional Digital Hub Programme.



# Deal Governance & Management

## 8

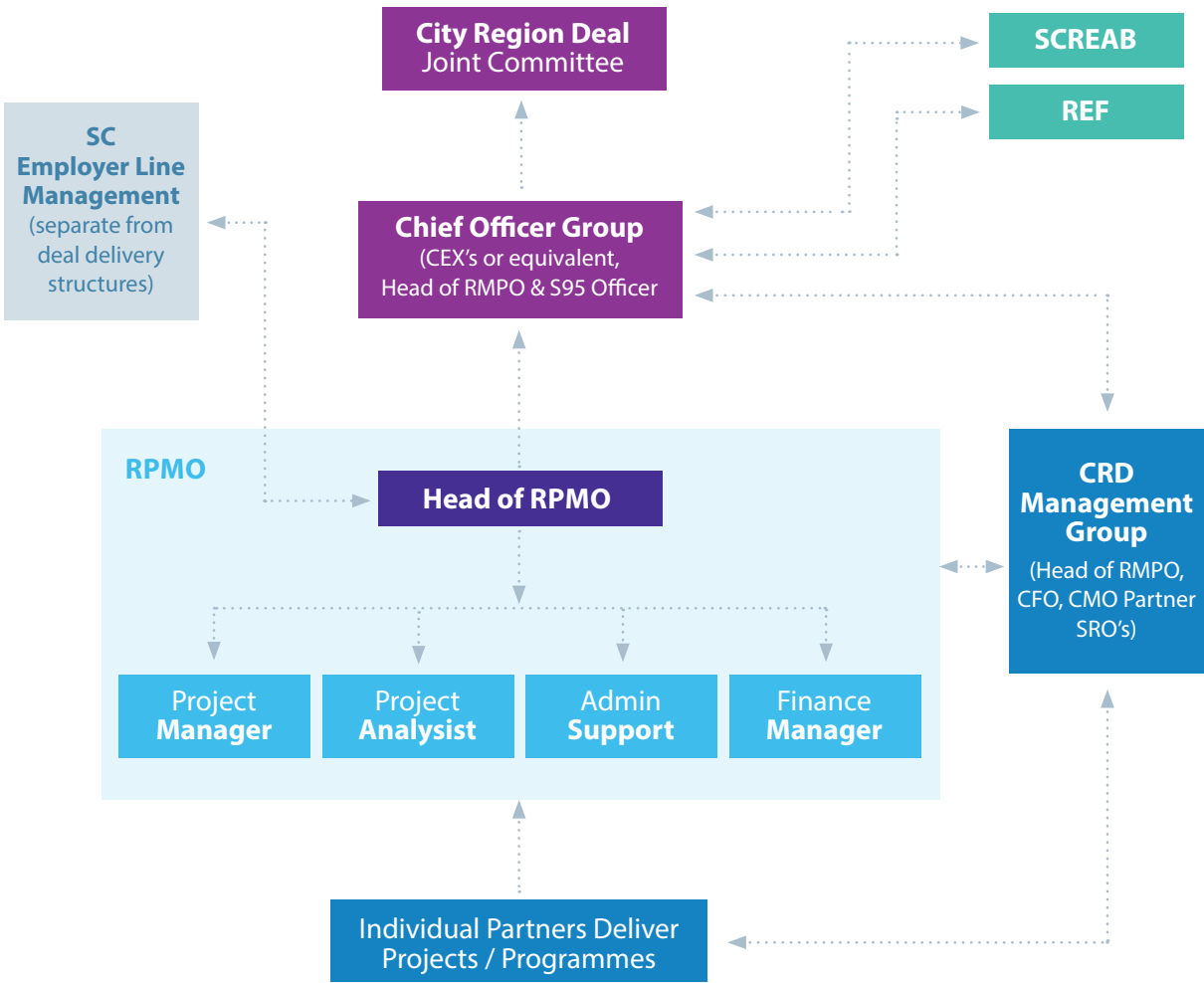
### Deal Governance and Management

**There has been tangible progress with developing Deal governance and management structures during 2021:**

- The Regional Programme Management Office (RPMO) substantially in place in the summer of 2021;
- A reconfiguration of the Joint Committee membership was agreed;
- The Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and Regional Enterprise Forum (REF) Terms of Reference have been agreed. Inaugural meetings will be held in the first quarter of 2022;
- The Chief Officers Group and Chief Finance Officers Terms of Reference and Tripartite Agreement between partners have been approved;
- The Culture, Heritage and Tourism Programme Board is in place and a chair has been appointed;
- A programme of briefing sessions for Joint Committee members is being planned by the RPMO;



As noted, the Regional programme Management Office was substantially in place 2021. The governance structure of the Stirling and Clackmannanshire City Region Deal is illustrated in the organogram below:



## Benefits Realisation and Measurement

The Benefits Realisation Plan and Monitoring & Evaluation Framework were approved by Joint Committee on the 29th of September 2020.

During 2021 the RPMO has worked with the Scottish and UK Governments, and colleagues in other City Region and Growth Deals, to complete the work required to fully develop the Benefit Realisation Plan for the Deal. This included further development of the methodology as well, providing clarity on the audience and on reporting progress. As projects move to delivery, the RPMO is monitoring performance toward the stated project and programme benefits.

## Monitoring and Evaluation Framework

At a 'Deal Level', the Monitoring and Evaluation Framework, or MEF, outlines the data analysis that will be conducted annually by the Partnership. The role of the MEF is to enable the Partnership to evidence its performance and contribution to inclusive growth across the region and learn from its findings. The Deal Level MEF will allow a more robust analysis on the wider regional impact of the total investment across lead indicators that would not necessarily be attributable or reportable at project level.

As Deal Level MEFs are required to comply with guidance noted in HM Treasury Magenta Book 'Central Government guidance on evaluation' this work was led by an Associate Professor of Economics for the University of Stirling supported by a working group consisting of the RPMO, Scottish Enterprise and Skills Development Scotland.



## Development of SMART objectives

The partnership created a working group with membership from each of the Deal partners and developed 14 SMART deal level objectives that would demonstrate the delivery of the four agreed strategic outcomes for the Deal. The creation of deal level objectives also provided support to business cases during development across the Deal portfolio, to ensure that all projects are aligned to the overall Deal ambition. The RPMO is using these, alongside Delivery Partners, to monitor and evaluate project and programme outcomes and outputs, albeit delays to approvals and resultant delivery has significantly impacted on achievement to date. The SMART Objectives are listed opposite:



Strategic Outcome	SMART Strategic Objective
<p><b>Inclusive Economic Growth (IEG)</b></p> <p>Create conditions for businesses to thrive both locally and globally, increase job density and access to opportunity, maximising our regional assets</p>	<ol style="list-style-type: none"> <li>1 We will create conditions for businesses to be more resilient and thrive both locally and globally</li> <li>2 We will support the creation and retention of jobs promoting Fair Work</li> <li>3 We will maximise our regional assets to increase the economic impact of visitors on our regional economy</li> <li>4 We will support our regional supply chain through the use of progressive procurement</li> </ol>
<p><b>Higher value jobs</b></p> <p>Invest in the creation of clean, green innovations, digital entrepreneurship and cultural opportunities to deliver a more diverse regional economy</p>	<ol style="list-style-type: none"> <li>1 We will support an increase in the proportion of jobs within the region offering the Real Living Wage or higher</li> <li>2 We will support an increase in entrepreneurship and business start-ups across the region</li> <li>3 We will support an increase of the number of higher value jobs within the region as a proportion of all jobs</li> </ol>
<p><b>Shared prosperity (SP)</b></p> <p>Remove barriers to engagement and support inclusion to share prosperity and wellbeing across the region</p>	<ol style="list-style-type: none"> <li>1 We will support improving access to employment and Fair Work opportunities particularly for communities facing exclusion within the region</li> <li>2 We will support improving access to employment and Fair Work for people within the region currently facing labour market exclusion due to specific circumstances or characteristics</li> <li>3 We will reduce the region's dependence on fossil fuels and diversify our approach to its energy requirements</li> <li>4 We will deliver our projects in accordance with the shared regional commitment to a net zero economy</li> </ol>
<p><b>Inclusive skills ecosystem (ISE)</b></p> <p>Widen access to opportunity through inclusive skills pathways that target those who face exclusion across our region</p>	<ol style="list-style-type: none"> <li>1 We will support the creation of a range of educational opportunities for employability, school, college and university students to engage with industry supporting their journey to employment</li> <li>2 We will support improved access to skills, education and training opportunities for those who face exclusion or are at risk of exclusion from the labour market</li> <li>3 We will provide opportunities for under-represented groups in key industries within the City Region Deal</li> </ol>

## Capacity building - PMO and Project Leads

A number of capacity building and information sessions were provided to the Deal Partnership:

- Green Book Training – In association with the UK Government Scotland Office, and facilitated by the Tay Cities Deal, two one-day training sessions on the fundamentals of the Green Book - delivered by the HM Treasury authors of the Green Book – were offered to Officers across the three Delivery Partners. These were generally well attended, increasing the knowledge and awareness of colleagues across the partnership.
- The RPMO Team, and colleagues from the Stirling PMO, undertook further training on Better Business Case development in the autumn of 2021.
- Claims Training – Early 2022 will see training for Delivery Partners on handling the Deal claims process.
- Programme Toolkit – In the autumn of 2021 the RPMO supplied all Project Managers and Senior Responsible Owners with a comprehensive “toolkit” for almost every aspect of work with the Deal.
- Supporting Governance – In February 2022, the RPMO will facilitate briefing sessions for Joint Committee members to provide an overview on the review of the Deal Implementation Plan and to seek their input into this area of work.

## Stakeholder engagement

The establishment of the Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and the Regional Enterprise Forum (REF) have been collaborative and included the input of a wide range of stakeholders to ensure that the Deal acts as an enabler of wider regional outcomes wherever possible. This includes representatives from key public sector partners, as well as partners in the private and third sectors.

In February 2022 the Joint Committee is expected to agree to progress SCREAB, initially without private sector representation. Should this be agreed, both SCREAB and REF will be convened in March 2022. A further exercise to seek applications to join SCREAB will be undertaken as a matter of urgency in the spring of 2022. The current organisational representation across SCREAB and REF are outlined below:

Regional Enterprise Forum (REF)	Stirling Clackmannanshire Regional Economic Advisory Board (SCREAB)
Forth Valley Chamber of Commerce	Stirling Council Elected Members
Federation of Small Businesses	Clackmannanshire Council Elected Members
Clacks First (Business Improvement District)	University of Stirling
Alloa First (Business Improvement District)	Forth Valley College
Go Forth (Stirling Business Improvement District)	Third Sector Interface Representative
Loch Lomond and Trossachs Park	Third Sector Interface Representative
CETERIS	Skills Development Scotland
STEP	Scottish Enterprise
Stirling Voluntary Enterprise	NHS Forth Valley
Clackmannanshire Third Sector Interface	Clackmannanshire Private Sector Rep 1
Institute of Directors Scotland (Central Scotland Committee)	Stirling Private Sector Rep 2
Forth Valley College	Clackmannanshire Private Sector Rep 3
University of Stirling	Stirling Private Sector Rep 4
Stirling Council, Senior Officer, Economic Development	Stirling SME Specific 1
Clackmannanshire Council, Senior Officer, Economic Development	Clackmannanshire SME Specific 2

## The Year Ahead

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Following a significant level of re-profiling and re-scoping of projects, to take account of the delay to the Deal delivery caused by the COVID pandemic, a revised Implementation Plan and Financial Profile are now in place for 2021-22 and beyond. These will be considered for approval in March 2022 and will form the basis of work in Year 3 and beyond.

The focus remains on completing and approving business cases, however in 2021 the Partnership saw two projects move into delivery, one into commissioning, two further projects on-boarded and a programme approved – with spend at risk.

The table below sets out the key milestones from the Implementation Plan for Year 3 of the Deal.

Project	Upcoming	Key Milestone & Date
<b>Transport, Connectivity &amp; Low Carbon</b>		
<b>Active Travel Routes</b>	2nd Iteration of Programme OBC to be submitted to S&UKG in March 2022	Programme OBC to Joint Committee September 2022
<b>Walk, Cycle, Live Stirling</b>	Project has moved into Implementation Phase and Construction Begins March 2022	Construction Work Begins (Dumbarton Road) 14th March 2022
<b>Energy Master Planning</b>	Project has moved into Implementation Phase. Second tender process was required and assessment period is underway.	Tender Awarded and Work Begins March 2022

Project	Upcoming	Key Milestone & Date
<b>Innovation</b>		
<b>National Aquaculture and Innovation Hub</b> Phase 1	Progress is being made towards RIBA stage 3. OBC has been submitted to RPMO and due for submission to S&UKG in March 2022	OBC to Joint Committee August 2022
<b>Scotland's International Environment Centre</b> Phase 1 Phase 2	Phase 1 FBC was approved at Joint Committee and project has moved into Implementation Phase – currently in procurement phase  Development of Phase 2 OBC begins in Year 3 with submission to RPMO scheduled for October 2022	Purchase of Sensors April 2022 – December 2022  Submission of OBC to RPMO October 2022
<b>Intergenerational Living Innovation Hub</b>	Re-scoping of project underway and milestones to be confirmed	Milestones to be implemented
<b>Skills &amp; Inclusion</b>		
<b>Flexible Skills</b>	Project to be approved at Joint Committee in March 2022. Movement into Delivery phase	Recruitment of flexible skills coordinator April 2022
<b>Inclusion Workers &amp; Investment Fund</b>	Project to be approved at Joint Committee in March 2022. Movement into Delivery phase	Appointment of 4th Inclusion staff member April 2022
<b>Clackmannanshire Lone Parent Programme</b>	Ongoing work between Clackmannanshire Council, RPMO and DWP to agree on way forward for project	Milestones to be confirmed
<b>Infrastructure</b>		
<b>MOD Forthside</b>	Progress being made towards Strategic Outline Case with Submission to RPMO in May 2022 scheduled	SOC to Joint Committee September 2022

Project	Upcoming	Key Milestone & Date
<b>Culture, Heritage &amp; Tourism</b>		
<b>Developing Culture, Heritage &amp; Tourism Assets</b>	Work continues towards 2nd Iteration of Programme OBC	Programme OBC to Joint Committee September 2022
<b>The National Tartan Centre</b>	Project Director in post March 2022 to push forward with project and RIBA Stages to be complete within first half of 2022.	OBC to RPMO November 2022
<b>Japanese Gardens</b>	3rd iteration of business justification case underway, with submission to government scheduled for March 2022	BJC to Joint Committee July 2022
<b>Digital</b>		
<b>Stirling Digital Hub</b>	Project Manager and Team established and working on full options appraisal and development of OBC	OBC to RPMO September 2022
<b>Regional Digital District – Cowie Hub</b>	OBC/FBC Feedback received on first submission and work will be on 2nd iteration	OBC/FBC to Joint Committee July 2022
<b>Regional Digital District – Callander Hub</b>	Work has been done on RIBA stages 1 and 2 and development of OBC begins.	OBC to Joint Committee December 2022
<b>Regional Digital District – Clackmannanshire Hub</b>	Development of OBC begins this year	OBC to Joint Committee January 2023

Project	Upcoming	Key Milestone & Date
<b>Other Significant Dates in the Year Ahead</b>		
SCREAB	Inaugural SCREAB Meeting	7th March 2022
REF	Inaugural REF Meeting	7th March 2022
<b>Benefits Realisation Plan</b>	Updates submitted to Governments for consideration	Quarter 4 2021/21
<b>Change Control</b>	Updated arrangements to be considered by Joint Committee	22nd March 2022
<b>Annual Conversation 2021/22</b>	Annual conversation to take place between Delivery Partners and the UK and Scottish Governments	24th March 2022
<b>Local Authority Election</b>	Election of councillors, affecting Joint Committee membership	5th May 2022

The Partnership has developed a new Implementation Plan, which contains a more realistic timeframe for Business Case development and delivery. This includes a clearer understanding of the Business Case journey and the skills required within the Partnership.

Further work on governance, benefit realisation as well as monitoring and evaluation processes will be undertaken in 2022. For example, a governance review of the Deal will look to strengthen arrangements, while there may be scope to expand the number of strategic outcomes under the Deal's Benefits Realisation Plan and, as projects increasingly move into delivery, the monitoring and evaluation framework will merit ongoing scrutiny to ensure it is capturing the required information in an acceptable format. Lastly, active consideration is being given to the form of reporting Joint Committee can expect in meeting packs and which could form the basis of future annual reports.



Through the advisory supports of both REF and SCREAB the Deal will seek both to draw in the necessary expertise whilst also reaching out to partners and the wider economy. The RPMO will also proactively engage with initiatives such as the “Revitalising the Forth Valley Economy” and Clackmannanshire Business Week to build stronger connections with key community and economic partners. The RPMO will also continue to maintain connections across the wider Deal Partnership as well as key sectoral partners such as the Forth Valley Chamber of Commerce, Community Planning partners and third sector interfaces.

As a Partnership, we are focussed on moving even more projects into delivery in Year3, meeting milestones and making a genuine difference to the people, communities and businesses of the Stirling and Clackmannanshire City Region Deal area.



# Contacts and Further Information

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