



**Clackmannanshire
Council**



**UNIVERSITY of
STIRLING**



NOTICE OF MEETING & AGENDA

Stirling & Clackmannanshire City Region Deal Joint Committee

AGENDA

Tuesday 27 September 2022 at 2.30 pm

The meeting will be held via MS Teams.

Ann Jacob-Chandler
Head of the Regional Programme Management Office
City Region Deal
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AGENDA		Page Nos.
1.0	Apologies and substitutions	-
2.0	Declaration of interests	-
2.1	Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.	-
3.0	Urgent business	-
3.1	None.	-
4.0	Previous minutes	
4.1	Minute of the Meeting of the Stirling & Clackmannanshire City Region Deal Joint Committee 26 July 2022 (Copy herewith)	05 - 12
5.0	Forward planning	
5.1	Report - Joint Committee Rolling Actions Log (Copy attached)	13 – 14
5.2	Report - Joint Committee Forward Plan (Copy attached)	15 – 16
6.0	Items for consideration	
6.1	Report - Programme Status Report - <i>submitted by Ann Jacob-Chandler, Head of Regional Programme Management Office (RPMO)</i> (Copy attached)	17 - 28
6.2	Report – The Japanese Gardens - Business Justification Case – <i>submitted by Richard Marsh, Director at 4-Consulting</i> (Copy attached)	29 - 42
6.3	Report - Communications Update – <i>submitted by Paul Morris, Project Manager, Regional Programme Management Office (RPMO)</i> (Copy attached)	43 - 53
7.0	AOB	-



**Clackmannanshire
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Joint Committee Membership

Clackmannanshire Council (Chair)

Councillor Ellen Forson

Stirling Council

Councillor Chris Kane

Clackmannanshire Council

Councillor Kenneth Earle

Stirling Council

Councillor Scott Farmer

Clackmannanshire Council

Councillor Martha Benny

Stirling Council

TBC

University of Stirling

Ms Eileen Schofield

University of Stirling

Mr Graeme Duff

University of Stirling

Professor Leigh Sparks

Substitutes (appointed by Council)

Clackmannanshire Council:

Councillor Graham Lindsay

Councillor Janine Rennie

Councillor Denis Coyne

Stirling Council:

Councillor Graham Houston

TBC

TBC

If a Member who is a representative of the University of Stirling is unable to attend a meeting of the Joint Committee that Member may arrange for a substitute representative of the University of Stirling to attend.

MINUTES

MINUTES of MEETING of the STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE held via MS Teams on 26 JULY 2022 at 2.30 pm

Present

Councillor Ellen Forson, Clackmannanshire Council (In the Chair)
Councillor Martha Benny, Clackmannanshire Council
Graeme Duff, University of Stirling
Councillor Scott Farmer, Stirling Council
Councillor Chris Kane, Stirling Council,
Eileen Schofield, University of Stirling
Professor Leigh Sparks, University of Stirling

In Attendance

Betty Brown, Support Officer, Regional Project Management Office
Nikki Bridle, Chief Executive, Clackmannanshire Council
Jane Burridge, Lead Transformation Officer, Clackmannanshire Council
Councillor Denis Coyne, Clackmannanshire Council
John Craig, Programme Manager, University of Stirling
Martin Dalziel, Team Leader, External Communications, Stirling Council
Nicola Drago Ferrante, Growth Deal Programme Officer, University of Stirling
Graeme B. Forrester, Lead Solicitor – Governance, Stirling Council,
Emma Fyvie, Senior Manager – Development, Clackmannanshire Council
Ann Jacob-Chandler, Head of Regional Project Management Office
Pete Leonard, Strategic Director, Clackmannanshire Council
Steven MacDonald, Economic Growth, Culture, Tourism & Events, Stirling Council
Nicole McIntosh, Project Analyst, Regional Project Management Office
Paul Morris, Project Manager, Regional Project Management Office
Stuart Oliver, Senior Manager – Economic Development, Stirling Council
Carla MacFarlane, Communications, Clackmannanshire Council
Brian Roberts, Chief Operating Officer – Infrastructure and Environment, Stirling Council
Lee Robertson, Senior Manager, Legal & Governance, Clackmannanshire Council
Dr John Rogers, Executive Director, Research & Innovation Services, University of Stirling
William Rutherford, Finance Manager, Regional Project Management Office
Richard Marsh, Director, 4-Consulting
Gillian White, Committee Services, Clackmannanshire Council (Minutes)

CRD158 APOLOGIES AND SUBSTITUTIONS

Apologies were submitted on behalf of Councillor Kenneth Earle, Clackmannanshire Council, Carol Beattie, Chief Executive, Stirling Council; Dr John Rogers, University of Stirling; George Murphy, Interim Chief Finance Officer, Stirling Council; and Liam McCabe, Director of Finance, University of Stirling.

CRD159 DECLARATIONS OF INTEREST

None.

CRD160 URGENT BUSINESS

None.

CRD161 MINUTES – JOINT COMMITTEE MEETING – 22 MARCH 2022

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 22 March 2022 were submitted for approval.

Decision

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 22 March 2022 were agreed as an accurate record.

CRD162 FORWARD PLANNING**(a) JOINT COMMITTEE ROLLING ACTION LOG**

The Joint Committee Rolling Action Log was submitted for information. The log had been reviewed and updated to remove completed actions and provided comment on outstanding actions.

Decision

The Joint Committee agreed to note the content of the Rolling Action Log.

(b) JOINT COMMITTEE FORWARD PLAN

The Joint Committee Forward Plan was submitted for information.

Decision

The Joint Committee agreed to note the content of the Joint Committee Forward Plan.

CRD163 REVIEW OF STANDING ORDERS

The report, submitted by Graeme B. Forrester, Lead Solicitor – Governance, Stirling Council, sought amendment of the Stirling and Clackmannanshire City Region Deal Joint Committee Standing Orders (the “Standing Orders”) to reflect the change in makeup of Stirling Council following the recent local government elections.

Decision

The Joint Committee agreed to:-

1. Adopt the revised Standing Orders attached as appendix 1 with effect from 27 July 2022;
2. Note that Stirling Council will be asked to appoint members to the City Region Deal Joint Committee to maintain compliance with the revised Standing Orders; and
3. Note that a full review of the Standing Orders will be presented to the September 2022 meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee.

Action

Regional Project Management Office/Governance

CRD164 STIRLING & CLACKMANNANSHIRE’S CITY REGION DEAL - PROGRAMME STATUS REPORT

The report, submitted by Ann Jacob-Chandler, Head of Regional Programme Management Office (RPMO) updated the Joint Committee on the deal programme highlights and progress overview.

The Chair particularly welcomed the work being undertaken around the Monitoring and Evaluation and Framework; and the news that the Deal is on track to meet the spending profile.

Decision

The Joint Committee agreed to:-

1. Note the content of the Programme Status Report.

CRD165 DIGITAL DISTRICT PHASE 2 (COWIE) – OUTLINE/FULL BUSINESS CASE

The report, submitted by Steven MacDonald, Economic Growth, Culture, Tourism & Events, Economic Development, Stirling Council sought Joint Committee approval of the Outline/Full Business Case for the Digital District Phase 2 (Cowie) Project. This project is part of the Regional Digital Hubs Programme of the City Region Deal.

The Chair reminded the Joint Committee that while governments may have a role in approving projects, it's the role of the Joint Committee to approve project business cases and also to have oversight of the implementation and monitoring of the project. She sought assurance that monitoring and evaluation would be completed for the Digital District Phase 2 in Cowie so that the Joint Committee can ensure outcomes are met or if not, the project is held to account. Steven MacDonald confirmed that a report will be brought back to the Joint Committee setting out the impacts from the monitoring and evaluation.

Decision

The Joint Committee agreed to:-

1. Approve the Outline/Full Business Case for the Digital District Phase 2 (Cowie), and;
2. Note the activity that has commenced as part of the project.

Action

Steven MacDonald, Economic Growth, Culture, Tourism & Events, Economic Development, Stirling Council

CRD166 THE JAPANESE GARDENS – BUSINESS JUSTIFICATION CASE

The report, submitted by Richard Marsh, Director at 4-Consulting, sought Joint Committee approval of the Business Justification Case for the Japanese Gardens Project. This project is part of the Capital Fund for Clackmannanshire within the City Region Deal.

The Chair commented that the Joint Committee needs to be very clear on what is expected from the project in return for funding. In relation to the four strategic outcomes of the City Region Deal - inclusive economic growth, higher value jobs, shared prosperity and an inclusive skills ecosystem; the report set out that this project doesn't deliver on these which is wholly unacceptable. This sets a dangerous precedent, because this is the first project in the deal that's going to be fully funded and on the ground delivering. It would undermine the Joint Committee's credibility and its inability to insist that future projects actually deliver what we're expecting them to. Every investment has to demonstrate its impact on the wider city region deal. The Chair would like to see a proper benefits realisation plan which delivers specifics and suggested that it could be that the garden will become an accredited living wage employer within three years; and it could demonstrate how they're going to widen the opportunities to include our most disadvantaged communities. The report set out that 90% of employees are female and live within the city region deal, but it would be good to know how many of them live within our most disadvantaged communities as it's difficult to see how that is being delivered here. The Chair also had concerns around how the garden promotes tourism across the city region area as it had been highlighted that the garden at the moment has four pictures of tourism things across the region, with one being in Falkirk which isn't within the city region deal. The Chair added that anyone who has visited the garden knows it's a special place and that it adds

a lot to Clackmannanshire but the Committee needs to be clear about what this deal is offering, not just to Clackmannanshire but the wider region

Councillor Martha Benny was in agreement and added the garden is absolutely fantastic, but she highlighted the need for everyone to benefit from the investment and to know that the same criteria is being set for all of the CRD projects and not making the Garden a special project because that would be wrong. Councillor Benny also explained how remote the garden at Cowden can be for those who do not drive.

Councillor Kane supported the Chair's position, but queried whether deferring consideration of the report would have any impact and how quickly the issues raised could be resolved.

Richard Marsh explained that the Japanese Garden was a smaller standalone project which didn't fit easily within a theme. The project was developed at risk but had been able to develop quickly, working with Clackmannanshire Works to provide employment opportunities for people who had lost their jobs during the pandemic, so there was a strong case for inclusive growth. He advised that because the monitoring and evaluation framework is evolving, he is keen to walk with the Joint Committee through that process. He raised a concern that while deferring a decision on the project to the next meeting, there would be no immediate impact on the project. However, he reminded the Joint committee that the project is being undertaken at financial risk and that still stands because the project has been funding through borrowing. It would be preferable if the Joint Committee could indicate that they were mindful to approve the project, but to identify what is required to give the Committee the confidence that the project is delivering the objectives required.

Councillor Farmer also supported the position of the Chair and re-iterated that it is all about consistency. That while the numbers of people that were projected to visit the Garden had been exceeded, there is not any sense of how it is contributing to community wealth building, inclusive growth or how people from disadvantaged backgrounds can access it or how they can develop skills or experience of work especially given the location's lack of connectivity. He also recognised the sensitivities around risk and financial exposure.

The Chair summed up stating that the Joint Committee appeared to be minded to approve the Business Justification Case for the Japanese Gardens subject to the receipt of further information, which would hopefully address the concerns rightfully expressed by the Joint Committee. This would take the form of a benefits realisation plan which would include: how does this project live up to the overall City Deal aims and objectives in terms of delivering benefit to those that are most excluded from the workplace or indeed from other activities within society; resolving connectivity issues around travelling to the location; how many people are able to access it for volunteering or employment opportunities and how this could be improved.

The Chair advised that she would expect to see that type of information made available for every single business case put forward to the Joint Committee.

Councillor Kane also asked that he would like to be clear what the Joint Committee is expecting to see back at the next meeting and requested that a note of what the Japanese Gardens are expected to provide are circulated amongst the Joint Committee for comment to ensure that there when the information is provided, there is nothing missing. The Chair agreed and asked if Richard Marsh could ensure that happens.

Action

Richard Marsh

Decision

The Joint Committee agreed to:-

1. Approve the Business Justification Case for the Japanese Gardens, subject to the inclusion of a “benefits realisation plan” being submitted for approval to the Joint Committee at the next meeting in September 2022;
2. Circulate the note of expectations from the Joint Committee, in terms of the benefits realisation plan, to ensure that the Japanese Gardens can provide the information requested ;
3. Note the activity that has commenced as part of the project.

Action

Pete Leonard, Strategic Director,Place

CRD167 POINT OF ORDER – COUNCILLOR FARMER

Councillor Farmer raised a point of order in that he had not been present during Item CRD163 - Review of Standing Orders, item due to technical difficulties. The Clerk advised, that having been unable to access the meeting for that period of time, Councillor Farmer could proceed to question and debate the report. Having had the opportunity to ask questions of the presenting officer, Councillor Farmer added his agreement to the report.

CRD168 CHANGE CONTROL PROCESS

The report, submitted by Nicole McIntosh, Project Analyst, RPMO, updated Joint Committee members on the requirement for a City Regional Deal Change Control Process to be submitted to and agreed with Governments and then implemented for use within the City Region Deal. This report also took into account feedback from Joint Committee on the previous version of this document.

Decision

Having considered the content of the Change Control Process, the Joint Committee agreed:-

1. To approve the Change Control Process to be implemented for use within the Stirling and Clackmannanshire City Region Deal.

Action

Ann Jacob-Chandler, Head of Regional Project Management Office

CRD169 BRANDING UPDATE AND ANNUAL REPORT FOR 2021

The report, submitted by Paul Morris, Project Manager, Regional Programme Management Office (RPMO) provided examples of potential City Region Deal branding and a logo to provide an identity for the Deal.

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.

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.

Following consultation within the Partnership, a tentative final version has been devised which is visible on the Annual Report, which is to be considered at this meeting. 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.

Decision

The Joint Committee agreed to:-

1. Note the content of the report, and
2. Approve the revised logo option as appears on Annual Report.
3. Approve the Annual Report for 2021.

Action

Ann Jacob-Chandler, Head of Regional Project Management Office

CRD170 AOB**(a) FUTURE MEETING FORMATS**

The Joint Committee discussed options for returning to face-to-face meetings; moving to a hybrid option or remaining as virtual meetings via MS Teams.

Decision

The Joint Committee agreed that the meetings of the Joint Committee will remain as virtual meetings via MS Teams as the host Council's work towards the introduction of hybrid meetings. It was also agreed that this will be reviewed at each Joint Committee meeting.

Action

Clackmannanshire Council/Stirling Council

The Chair declared the meeting closed at 3.43 pm



CITY REGION DEAL JOINT COMMITTEE ROLLING ACTIONS LOG

	Date	Report title	Action	Action owner	Completion date (expected)	Comments
32	9 th March 2021	Outcomes of the Delegated Group Work on Implementation Plan	To approve the proposal to bring forward a paper to November Joint Committee on an Innovation Thematic Board to support the work of the Innovation Investment Strand	John Rogers	End of 2022	This will be scheduled for a Joint Committee once SCREAB and REF have been established.
43	21 st July 2021	MOD Forthside SBC	Update regarding status of submission on Strategic OBC to facilitate land transfer.	Brian Roberts	Autumn 2022	Informal agreement that a Strategic Outline Case is required has been given. Written approval expected shortly.
50	7 th September 2021	Update on the Business Case Development Process	To receive regular feedback on issues in the business case journey in order that the appropriate action and intervention may occur.	RPMO	Ongoing	Ongoing

CITY REGION DEAL COGs and JOINT COMMITTEE - FORWARD PLAN

Meeting	COGs Date	JC Date	Title of Report	Lead Officer
CRD Joint Committee	Tuesday 6 th September 2022	Tuesday 27 th September 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler, RPMO
			CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO
			Business case for approval: Japanese Gardens BJC	Richard Marsh
			Communications: Annual Report 2021 Publication & Timeline for 2022, CRD Website	Paul Morris, RPMO
CRD Joint Committee	Tuesday 8 th November 2022	Tuesday 29 th November 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler, RPMO
			CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO
			Proposed Schedule of Meetings 2023/24	Governance Clackmannanshire Council
			Business case for approval: NATIH OBC (subject to UKG/SG approval)	John Rogers, University of Stirling
			Business Case for approval: Active Travel Programme (subject to UKG/SG approval)	David Hopper, Stirling Council
			Business Case for approval: Culture, Heritage and Tourism (subject to UKG/SG approval)	Steven MacDonald/ Ken Thomson
CRD Joint Committee	Monday 5 th December 2022/ 16 th January 2023	Tuesday 24 th January 2023	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler RPMO

Meeting	COGs Date	JC Date	Title of Report	Lead Officer
			CRD Programme Update (Standing Item)	Ann Jacob- Chandler RPMO
			Draft Annual Report 2022/23	Ann Jacob- Chandler, RPMO
			Business case for approval: Regional Digital Hubs – Callander OBC (subject to UKG/SG approval)	TBC
			Business case for approval: Regional Digital Hubs – Clackmannanshire OBC (subject to UKG/SG approval)	TBC
			Business case for approval: NATIH FBC (subject to UKG/SG approval)	John Rogers, University of Stirling
			Business Case for approval: MOD Land at Forthside (subject to UKG/SG approval)	Brian Roberts, Stirling Council
			Business Case for approval: Active Travel Project 1 (subject to UKG/SG approval)	Iain MacDonald, Pete Leonard, Clackmannanshire Council
CRD Joint Committee	Monday 6 th March 2023	Tuesday 28 th March 2023	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob- Chandler, RPMO
			CRD Programme Update (Standing Item)	Ann Jacob- Chandler, RPMO
			Business Case for approval: Culture, Heritage and Tourism Project 1 (subject to UKG/SG approval)	TBC
			Implementation Plan 2022/23	Ann Jacob- Chandler, RPMO
			Deals Governance Documents for review	Ann Jacob- Chandler, RPMO
			Final Draft Annual Report 2022/23	Ann Jacob- Chandler, RPMO

Stirling and Clackmannanshire City Region Deal – Programme Status Report

Joint Committee – 27th September 2022

Agenda Item 6.1

Author

Ann Jacob-Chandler, Head of Regional Programme Management Office (RPMO)

jacobchandlera@stirling.gov.uk

1. Deal programme highlights

- Business cases update:
 - a. Further work undertaken on the Japanese Gardens Benefits Realisation Plan following conditional approval of the Business Case at the July Joint Committee.
 - b. Cowie OBC/FBC approved at the July Joint Committee and the project expected to complete by Autumn 2022.
 - c. Feedback received on the second iteration of National Aquaculture Technology and Innovation Hub (NATIH) Phase 1 (OBC) and second iteration of Active Travel (Programme OBC). Discussions are ongoing between RPMO, Governments and Project Teams to get these to Joint Committee at the earliest opportunity.
 - d. Project team working on feedback from government departments on second iteration of Culture Heritage and Tourism Assets (Programme OBC).
- The first risk workshop held with SROs and Project Leads. Further discussions to be held with COG and Joint Committee following completion of baseline work.
- Work on communications work stream including branding (approved), website and Annual Report publication gaining momentum.
- First checkpoint review on Innovation theme with Scottish and UK Government held.

2. Progress overview

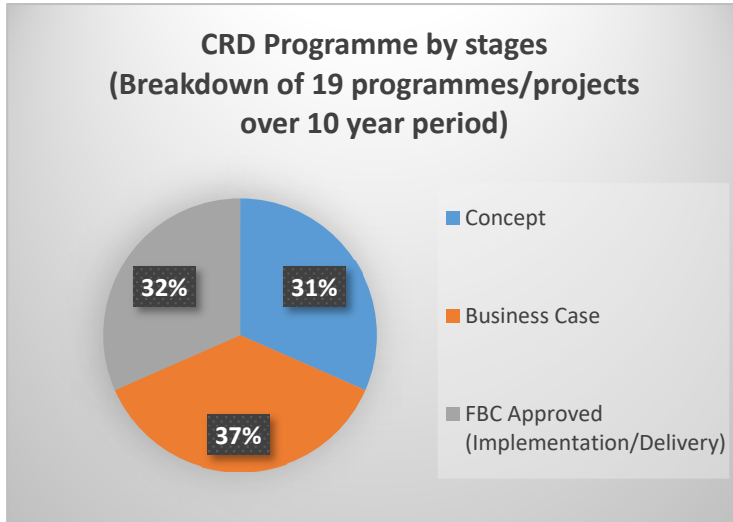


Figure 1 Programme/Project Stages

- 69% of Programme in development
- 32% (6 projects) of programme received Full Business Case approval and moving into Implementation and delivery
- 2 Programmes and 5 Projects within business case journey
- 6 projects at concept stage

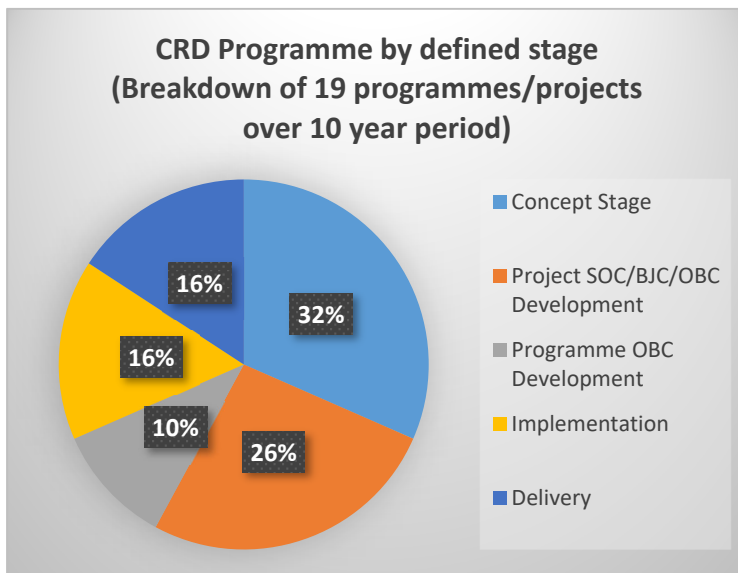


Figure 2 Programme/Project by detailed stage

*Variance in figures between charts due to rounding of statistical figures in percentage calculation

- Three capital projects (Scotland's International Environment Centre (SIEC) - Phase 1, Walk Cycle Live Stirling (WCLS) and Cowie – Regional Digital hub) in Implementation phase.
- One capital project (Regional Energy Masterplan (REM)) in delivery.
- Two revenue projects (Flexible Skills Programme and Inclusion Workers Investment Fund (IWIF)) in delivery.

3. Finance

- Work on reviewing milestones & financial profile for next year now beginning (to allow plans for mitigation against cash flow pressures) with early draft of Implementation Plan to JC in January.

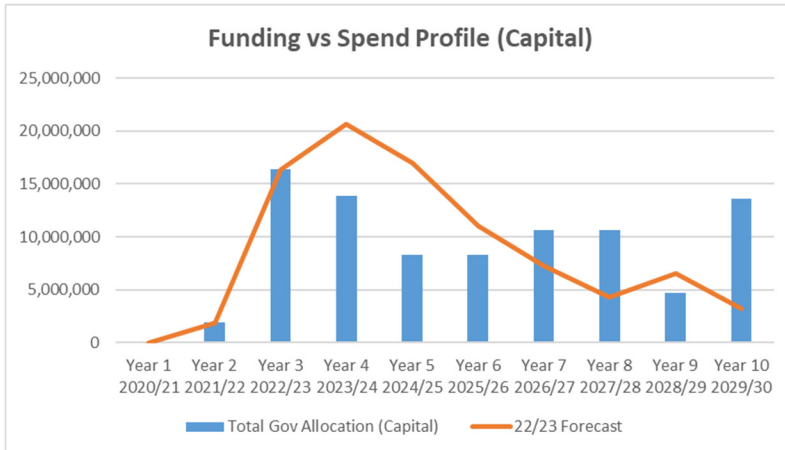


Figure 1 Capital funding vs forecast spend

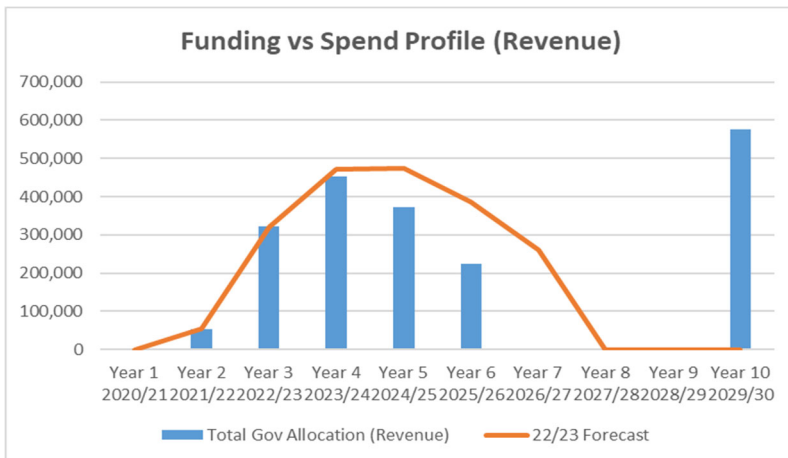


Figure 2 Revenue funding vs forecast spend

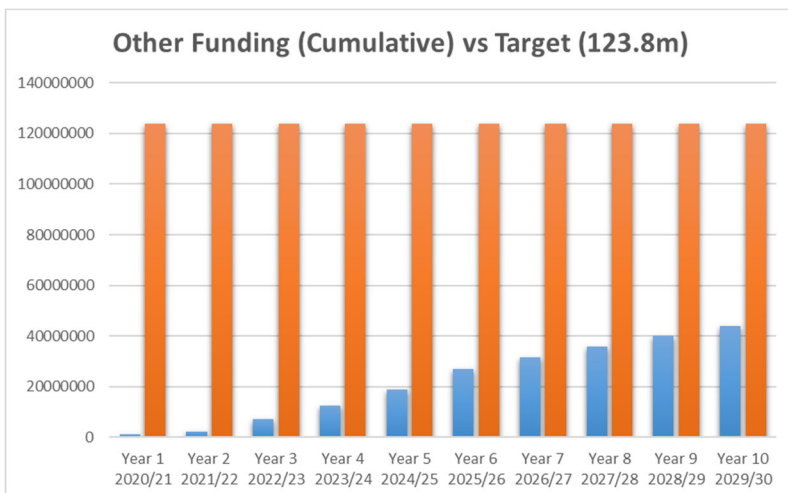


Figure 5 Investment Funding Gap

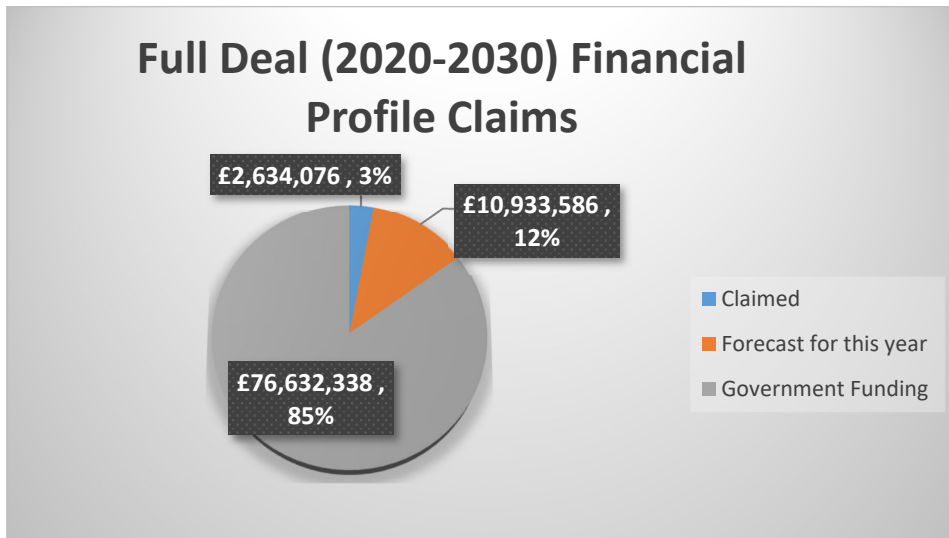


Figure 6 Full Deal Financial Allocation

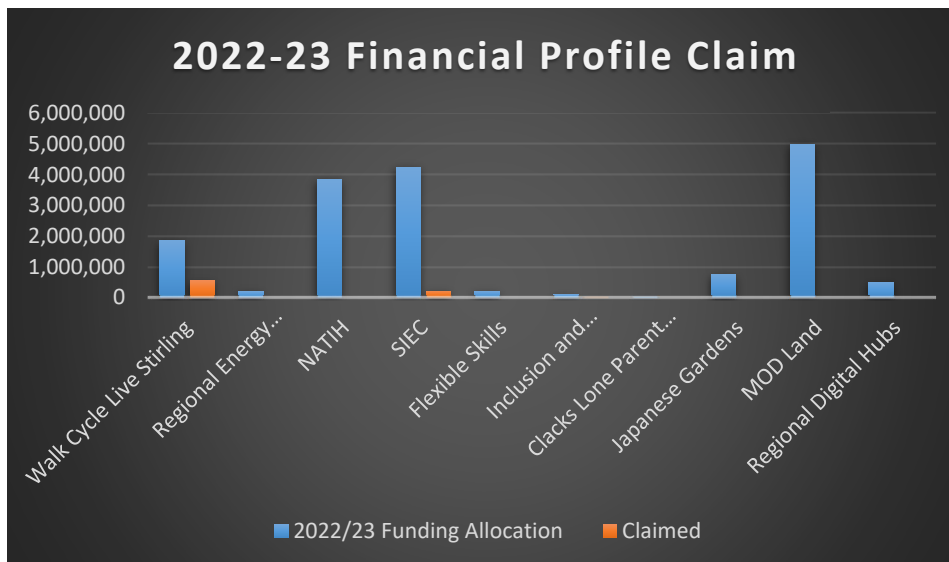


Figure 7 Financial Allocation vs claims for 2022-23

- Q1 claims made – total drawdown of £768,000 (WCLS, SIEC and IWIF)
- Monthly finance returns submitted for July 22.
 1. Q2 claim forecast as £2,434,000
 2. Q3 claim forecast as £1,958,000
 3. Q4 claim forecast as £3,487,000 (£5m MOD separate)
 4. Latest forecast for NATIH shows a 70% reduction in forecast spend for this financial year but options being explored.

4. Risks

- **R1** - Project cost escalation due to construction inflation and supply chain pressures impacting project viability and delivery timescales
- **Action** – SROs and Management Group to provide early warning of delivery risks to RPMO, and look at options for accelerating other projects alongside responding to delivery risks. COG to provide steer on proposed options.
- **R2** - R1 impacting ability meet current financial profile and adding to potential cash flow pressures in future years.
- **Action** – RPMO (following discussion and agreement at Management Group and COG) to provide governments early sight of potential impact on financial profile so as to seek support at re-adjusting this for an appropriate point.
- **R3** - Other funding streams required to sustain project viability and delivery not forthcoming
- **Action** - SROs and Management Group to provide early warning to RPMO and COG. The partnership to work collaboratively to look at alternative funding options.
- **R4** – Resource and capacity challenge across the partnership leading to project related delays.
- **Action** - SROs and Management Group to provide early warning to RPMO and COG. The partnership to work collaboratively and agree prioritisation of projects and seek potential avenues for additional resource.

5. Opportunities

- Partnership to discuss potential avenues for leveraging private sector funding.
- Opportunities for the RPMO to support the wider partnership, particularly around linking funding opportunities through Shared Prosperity Fund, Levelling Up Fund etc.

6. Benefits

- Discussions ongoing with partners around capturing benefits through an updated reporting template.
- Further discussions with Prof. Mirko Moro (University of Stirling) and Scottish Futures Trust (Inclusive Growth Research), Scottish Enterprise and Skills Development Scotland around establishing the Monitoring and Evaluation Framework.

7. RPMO operational matters

- RPMO Finance Manager role appointed.

- Discussions ongoing around of RPMO structure, roles and gaps. Paper to be taken to to COG in due course.

review

Appendix

1. Dashboard with project level data and timelines for approvals.

Stirling & Clackmannanshire City Region Deal – Progress Report - August 2022 Business Case Timeline

Key : OBC – Outline Business Case
(P)OBC – Programme Outline BC
FBC – Full Business Case
BJC – Business Justification Case
SOC – Strategic Outline Case
JC – Joint Committee

	August	September	October	November	December	January	February	March
National Aquaculture Technology Innovation Hub (Phase 1)		OBC						
MOD Land at Forthside		SOC						
Active Travel		(P)OBC						
Developing Culture, Heritage and Tourism Assets		(P)OBC						
Active Travel Project 1				OBC				
Regional Digital Hub – Callander						OBC		
Regional Digital Hub – Clackmannanshire						OBC		
National Aquaculture Technology Innovation Hub (Phase 1)						FBC		
Culture, Heritage and Tourism – Stirling Project 1								OBC

Submission to Joint Committee brought forward
 Submission to Joint Committee delayed

Stirling & Clackmannanshire City Region Deal – Progress Report – August 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Active Travel (Programme)	David Hopper (SC)	Programme OBC Submission to SG and UKG 2 nd iteration submitted June 2022	Programme OBC Endorsed by SG and UKG September 2022	A
Walk Cycle Live Stirling	David Hopper (SC)	Commencement of Work Work Begins Causewayhead June 2022	Work Begins Raploch Road August 2022	G
Regional Energy Masterplan (REM)	David Hopper (SC)	Commencement of Work March 2022	Integrate stakeholder engagement outcomes into Regional Energy Masterplan July 2022	G
National Aquaculture Technology and Innovation Hub (Phase 1)	John Rogers (UoS)	OBC to S&UKG 2 nd iteration submitted June 2022	OBC endorsed by S&UKG Sept 2022	A
Scotland's International Environment Centre (Phase 1 & 2)	John Rogers (UoS)	Phase 1 – Create Interim Data Store May 2022 Phase 2 -	Phase 1 – Completion of purchasing sensors December 2022 Phase 2 – RIBA Stage 1 (Prep & Brief) April 2022	G
Flexible Skills Programme	Emma Fyvie (CC)	Submission of Business Justification Case to Joint Committee March 2022	Recruitment of Flexible Skills Co-ordinator April 2022	G
Inclusion Workers and Investment Fund	Emma Fyvie (CC)	Appointment of 4 th Team Member April 2022	First Six Monthly Impact Report June 2022	G
Clackmannanshire Lone Parent Fund	Emma Fyvie (CC)	Agree project content and mechanism for funding. Ongoing	Project delivery agent appointed. TBC	G

Stirling & Clackmannanshire City Region Deal – Progress Report – August 2022 Project Milestones


Project	SRO	Last Completed Milestone	Next Milestone	
Japanese Gardens	Fiona Colligan (CC)	Submission of Business Justification Case to Joint Committee July 2022	Submission of (updated) Business Justification Case to Joint Committee September 2022	G
Intergenerational Innovation Hub (ILIH)	John Rogers (UoS)	Milestone Timeline to be confirmed	Milestone Timeline to be confirmed	G
MOD Land Forthside	Brian Roberts (SC)	Discussions with S & UK Government on business case process for transfer of Land Ongoing	SOC submitted to RPMO May 2022	A
Culture, Heritage and Tourism Fund (Programme)	Stuart Oliver (SC)	Programme OBC Submitted to S&UKG Feedback received and 2 nd iteration ongoing	Submission of Programme OBC to COG's & Joint Committee November 2022	G
National Tartan Centre	Stuart Oliver (SC)	Project Manager Appointed In post March 2022	OBC submitted to RPMO November 2022	A
Stirling Digital Hub	Stuart Oliver (SC)	SRO identified. June 2020	OBC submitted to RPMO September 2022	G
Regional Digital Hub - Cowie	Stuart Oliver (SC)	OBC/FBC submitted to Joint Committee July 2022	Delivery	G
Regional Digital Hub - Callander	Stuart Oliver (SC)	RIBA Stage 2 January 2022	RIBA Stage 3 June 2022	A
Regional Digital Hubs - Clackmannanshire	Emma Fyvie (CC)	N/A	OBC to RPMO June 2022	G


Stirling & Clackmannanshire City Region Deal – Progress Report - August 2022

Business Case Timeline

Key : OBC – Outline Business Case
 (P)OBC – Programme Outline BC
 FBC – Full Business Case
 BJC – Business Justification Case
 SOC – Strategic Outline Case
 JC – Joint Committee

	August	September	October	November	December	January	February	March
National Aquaculture Technology Innovation Hub (Phase 1)		OBC						
MOD Land at Forthside		SOC						
Active Travel		(P)OBC						
Developing Culture, Heritage and Tourism Assets		(P)OBC						
Active Travel Project 1				OBC				
Regional Digital Hub – Callander						OBC		
Regional Digital Hub – Clackmannanshire						OBC		
National Aquaculture Technology Innovation Hub (Phase 1)						FBC		
Culture, Heritage and Tourism – Stirling Project 1								OBC

 Submission to Joint Committee brought forward

 Submission to Joint Committee delayed

Stirling & Clackmannanshire City Region Deal – Progress Report – August 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Active Travel (Programme)	David Hopper (SC)	Programme OBC Submission to SG and UKG 2 nd iteration submitted June 2022	Programme OBC Endorsed by SG and UKG September 2022	A
Walk Cycle Live Stirling	David Hopper (SC)	Commencement of Work Work Begins Causewayhead June 2022	Work Begins Raploch Road August 2022	G
Regional Energy Masterplan (REM)	David Hopper (SC)	Commencement of Work March 2022	Integrate stakeholder engagement outcomes into Regional Energy Masterplan July 2022	G
National Aquaculture Technology and Innovation Hub (Phase 1)	John Rogers (UoS)	OBC to S&UKG 2 nd iteration submitted June 2022	OBC endorsed by S&UKG Sept 2022	A
Scotland's International Environment Centre (Phase 1 & 2)	John Rogers (UoS)	Phase 1 – Create Interim Data Store May 2022 Phase 2 -	Phase 1 – Completion of purchasing sensors December 2022 Phase 2 – RIBA Stage 1 (Prep & Brief) April 2022	G
Flexible Skills Programme	Emma Fyvie (CC)	Submission of Business Justification Case to Joint Committee March 2022	Recruitment of Flexible Skills Co-ordinator April 2022	G
Inclusion Workers and Investment Fund	Emma Fyvie (CC)	Appointment of 4 th Team Member April 2022	First Six Monthly Impact Report June 2022	G
Clackmannanshire Lone Parent Fund	Emma Fyvie (CC)	Agree project content and mechanism for funding. Ongoing	Project delivery agent appointed. TBC	G

Stirling & Clackmannanshire City Region Deal – Progress Report – August 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Japanese Gardens	Fiona Colligan (CC)	Submission of Business Justification Case to Joint Committee July 2022	Submission of (updated) Business Justification Case to Joint Committee September 2022	G
Intergenerational Innovation Hub (ILIH)	John Rogers (UoS)	Milestone Timeline to be confirmed	Milestone Timeline to be confirmed	G
MOD Land Forthside	Brian Roberts (SC)	Discussions with S & UK Government on business case process for transfer of Land Ongoing	SOC submitted to RPMO May 2022	A
Culture, Heritage and Tourism Fund (Programme)	Stuart Oliver (SC)	Programme OBC Submitted to S&UKG Feedback received and 2 nd iteration ongoing	Submission of Programme OBC to COG's & Joint Committee November 2022	G
National Tartan Centre	Stuart Oliver (SC)	Project Manager Appointed In post March 2022	OBC submitted to RPMO November 2022	A
Stirling Digital Hub	Stuart Oliver (SC)	SRO identified. June 2020	OBC submitted to RPMO September 2022	G
Regional Digital Hub - Cowie	Stuart Oliver (SC)	OBC/FBC submitted to Joint Committee July 2022	Delivery	G
Regional Digital Hub - Callander	Stuart Oliver (SC)	RIBA Stage 2 January 2022	RIBA Stage 3 June 2022	A
Regional Digital Hubs - Clackmannanshire	Emma Fyvie (CC)	N/A	OBC to RPMO June 2022	G

Stirling and Clackmannanshire City Region Deal – *The Japanese Gardens – Business Justification Case*

Joint Committee – Tuesday the 27th of September 2022

Agenda Item 6.2

Executive summary

This paper seeks Joint Committee approval of the Business Justification Case – with the updated Benefit Realisation Plan – for the Japanese Gardens Project. This project is part of the Capital Fund for Clackmannanshire within the City Region Deal.

Authors

Richard Marsh, Director at 4-Consulting

richard.marsh@4-consulting.com

Recommendations

Joint Committee members are asked to:

1. Approve the Business Justification Case (BJC) for the Japanese Gardens with Benefit Realisation Plan, and;
2. Note the activity that has commenced as part of the project.

Implications

None

Legal & Risk Implications and Mitigation

As part of City Region Deal Governance arrangements, approval of the BJC by Joint Committee is required to permit the project to progress to claim funding. The project, which has spent substantially at risk, would be placed at risk if approval were not given.

Background

1. The project, supported via the Capital Fund for Clackmannanshire and with a value of £750,000, intends to restore the historic Japanese Garden at Cowden. The Japanese Garden is part of the City Region Deal's investment in Culture, Heritage & Tourism.
2. The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. Created by Taki Handa, the only woman credited with the design of a garden of its type.
3. 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.
4. 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.
5. The BJC for the Japanese Gardens project was approved at the July 2022 meeting of the Joint Committee, subject to further development of the Benefit Realisation Plan (BRP).

Considerations

6. As noted above, the project Business Justification Case (BJC) has been approved, subject to the development of a BRP for the project.
7. The project has spent at risk, with much of the project's activity already undertaken. This has placed a strain on the charity's budgets, whilst also increasing both turnover and visitor numbers to the attraction.
8. The BJC notes the following outputs and outcomes for the Japanese Gardens project:

Outputs

- Restoration completed, including: the Tea House; gardens and pathways, and; enabling infrastructure.
- Unique high-quality event and exhibition space is created.
- Japanese Garden becomes part of the City Region's Inclusive Skills Ecosystem (linked to organisations including Clackmannanshire Works programme & Forth Valley College).

Outcomes

- Improved visitor capacity allowing the Japanese Garden to sustain significantly higher visitor numbers and events.
- The Garden will provide opportunities to promote tourism across the city region.
- Volunteering, learning and work experience opportunities.
- A unique cultural and historical asset to be leveraged by organisations across the City Region.

Alignment with City Region Deal Outcomes

9. The BRP, drafted following the July 2022 Joint Committee meeting, provides a more robust framework for the realisation of future benefits, whilst also detailing achievements to date. The main BJC document has not been updated, as both Governments and Joint Committee have approved the principle. The BRP will be supplemental to the BJC and builds on the original content.
10. The BRP makes significant progress in addressing the Strategic Outcomes of the wider Deal Programme and the overarching City Region Deal BRP.
11. Delivery Partners and stakeholders will continue to work with the Japanese Gardens to ensure that alignment with Strategic Outcomes is a key element of future work at the Gardens.

Resource Implications

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? Yes

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

None

Consultations

None

Background Papers

Have you used other documents to compile your report?

None

Appendices

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

1. Japanese Gardens – Business Justification Case
2. Japanese Gardens – Benefit Realisation Plan

Approved by:

Pete Leonard, Strategic Director, Place

pleonard@clacks.gov.uk

Japanese Garden Benefits Realisation Plan:

Additional Objectives & Activities

The Japanese Garden objectives and activities are shown in the Benefits Realisation Plan (BRP), appended to the business case. Eight new objectives (1a-8a) and corresponding activities (1b-8b) are shown below.

The new objectives are based on feedback from the CRD Joint Committee and subsequent discussions with the Japanese Garden project team. The new objectives and activities provide a stronger alignment between project and the CRD objectives.

The new objectives and activities are also linked to the CRD objectives alongside the linked objectives and activities already identified in the business case. Most of the objectives described are similar to the corresponding activities¹.

In addition to the new objectives and activities set out below, the outreach officer will maintain the schools engagement programme offering all schools an opportunity to visit the garden. If schools cannot afford transport, the Japanese Garden has secured funding to help provide transport for pupils.

The project team are beginning to collect monitoring data and tackle the points raised by the joint committee with some key points set out below.

- The senior management (decision-making) team includes the manager with seven people reporting directly to her. The senior management team is currently 75% female. The senior management team promote flexible working and inclusive opportunities, half the senior management team currently work flexible hours and have school aged children.
- The Japanese Garden currently has 17 permanent members of staff with a further 20 seasonal staff currently employed. Of the permanent members of staff nearly half are from the FK10 postcode district (principally Alloa and Clackmannan).

¹ The description of the activities reiterate most of the objectives and are provided to show the additional activities that will be added to the project Benefits Realisation Plan (BRP).

- The [website](#) has been refreshed with prominence given to tourist attractions in Clackmannanshire (including the *Clackmannanshire Tower Trail*). The Japanese Garden will work with CRD stakeholders to support online promotion opportunities/
- The ratio of benefits to public costs over 15 years was initially projected to be 5.9. The latest project data suggests the project is on track to deliver this return and may deliver a higher return.

New objectives

1a The Japanese Garden will pay the living wage to employees (as set out in the business case).

2a Contractors and those organising placements at the Japanese Garden will agree to pay the living wage.

3a The Japanese Garden will maintain at least half of all employment opportunities for females throughout the ten years of the CRD.

4a At least 90% of the value of capital investment, and ongoing maintenance, will be delivered by local (city region) contractors and continue to encourage contractors to deliver community benefits.

5a The Japanese Garden will promote employment opportunities for those living in deprived communities² (including Alloa South and East) with one in five (20%) employment opportunities benefitting those from deprived communities.

6a A schools engagement programme will be maintained throughout the project to offer pupils an opportunity to visit and engage with the Japanese Garden.

7a In addition to the city region tourism promotion opportunities set out in the business case, the Japanese Garden will promote city region destinations (for example, Alloa Tower and Stirling Castle) using on-site displays and the Japanese Garden website.

² These areas will be identified by the Scottish Index of Multiple Deprivation (SIMD). This includes communities among the 20% most deprived areas in Scotland in terms of multiple deprivation or those among the 20% most deprived areas in Scotland facing specific deprivation issues (including income and employment deprivation).

8a The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

New activities

1b The Japanese Garden will pay the living wage to employees.

2b The Japanese Garden will ask contractors and those organising placements to pay the living wage.

3b At the outset of the project half of all employees were female and the Japanese Garden will seek to maintain at least half of all employment opportunities for females throughout the ten years of the CRD.

4b The project capital investment will use local (city-region) contractors where possible. Contractors will be asked to deliver community benefits where possible including providing employment and training opportunities.

5b The Japanese Garden will promote employment opportunities for those living in deprived communities* (including Alloa South and East) in partnership with Clackmannanshire Works and other organisations.

6b A Schools engagement programme will be maintained throughout the project to offer pupils an opportunity to visit and engage with the Japanese Garden.

7b The Japanese Garden will promote city region destinations (Alloa Tower, Stirling Castle) using on-site displays and the Japanese Garden website.

8b The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

All Project Objectives linked to CRD Strategic Outcomes

The links between all project objectives (including the new objectives) are summarised below linked to each of the Stirling and Clackmannanshire City Region Deal (CRD) strategic outcomes; shared prosperity, higher value jobs, inclusive economic growth and an inclusive skills ecosystem.

CRD Strategic Outcome: Sharing Prosperity

Japanese Garden Benefits realisation plan (from business case)

Objectives: (1) Sustain at least 30 employment opportunities each year (including seasonal workers) (2) The Tea House will be restored, recreating the Garden's original boathouse (2) Provides a unique cultural and historical asset to be leveraged by organisations across the city region (3) The project will provide additional visitor capacity for the Garden.

Activities: (1) Secure at least 25,000 visits each year (2) Improved routes and facilities maintain tranquil atmosphere while accommodating more visitors (3) At least half of all visitors to the Japanese Garden will engage with interactive displays and events (4) Maintain 70 active regional partnerships (to raise the profile of the region) (5) Hold at least 10 special events each year (at least 5 of which during the off-season (Sep-May)).

Additional objectives and activities:

Objectives:

2a Contractors and those organising placements at the Japanese Garden will agree to pay the living wage.

4a At least 90% of the value of capital investment, and ongoing maintenance, will be delivered by local (city region) contractors and continue to encourage contractors to deliver community benefits.

5a The Japanese Garden will promote employment opportunities for those living in deprived communities (including Alloa South and East) with one in five (20%) employment opportunities benefitting those from deprived communities.

7a In addition to the city region tourism promotion opportunities set out in the business case, the Japanese Garden will promote city region destinations (for example, Alloa Tower and Stirling Castle) using on-site displays and the Japanese Garden website.

8a The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

Activities:

2b The Japanese Garden will ask contractors and those organising placements to pay the living wage.

4b The project capital investment will use local (city-region) contractors where possible. Contractors will be asked to deliver community benefits where possible including providing employment and training opportunities.

5b The Japanese Garden will promote employment opportunities for those living in deprived communities* (including Alloa South and East) in partnership with Clackmannanshire Works and other organisations.

7b The Japanese Garden will promote city region destinations (Alloa Tower, Stirling Castle) using on-site displays and the Japanese Garden website.

8b The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

CRD Strategic Outcome: Higher Value Jobs

Japanese Garden Benefits realisation plan (from business case)

Objectives: (1) Provide at least 500 volunteering, learning and work experience opportunities each year

Activities: (1) All volunteering, learning and work experience opportunities will be reviewed on an annual basis with City Region Deal partners (2) Secure 1,200 volunteer hours each year.

Additional objectives and activities:

Objectives:

1a The Japanese Garden will pay the living wage to employees (as set out in the business case).

2a Contractors and those organising placements at the Japanese Garden will agree to pay the living wage.

Activities:

1b The Japanese Garden will pay the living wage to employees.

2b The Japanese Garden will ask contractors and those organising placements to pay the living wage.

CRD Strategic Outcome: Inclusive Economic Growth

Japanese Garden Benefits realisation plan (from business case)

Objectives: (1) Provide at least 500 volunteering, learning and work experience opportunities each year (2) All employment opportunities considered within the shared prosperity agenda and inclusive skills ecosystem.

Activities: (1) All volunteering, learning and work experience opportunities will be reviewed on an annual basis with City Region Deal partners (2) Secure 1,200 volunteer hours each year (3) All employment opportunities will be considered for people on a journey to employment and promoting opportunities for underrepresented groups

Additional objectives and activities:

Objectives:

3a The Japanese Garden will maintain at least half of all employment opportunities for females throughout the ten years of the CRD.

4a At least 90% of the value of capital investment, and ongoing maintenance, will be delivered by local (city region) contractors and continue to encourage contractors to deliver community benefits.

5a The Japanese Garden will promote employment opportunities for those living in deprived communities (including Alloa South and East) with one in five (20%) employment opportunities benefitting those from deprived communities.

Activities:

3b At the outset of the project half of all employees were female and the Japanese Garden will seek to maintain at least half of all employment opportunities for females throughout the ten years of the CRD.

4b The project capital investment will use local (city-region) contractors where possible. Contractors will be asked to deliver community benefits where possible including providing employment and training opportunities.

5b The Japanese Garden will promote employment opportunities for those living in deprived communities* (including Alloa South and East) in partnership with Clackmannanshire Works and other organisations.

CRD Strategic Outcome: Inclusive Skills Ecosystem

Japanese Garden Benefits realisation plan (from business case)

Objectives: (1) All employment opportunities considered within the shared prosperity agenda and inclusive skills ecosystem (2) Buildings and facilities will be developed with most building materials from sustainable sources from within Scotland.

Activities: (1) All employment opportunities will be considered for people on a journey to employment and promoting opportunities for underrepresented groups.

Additional objectives and activities:

Objectives:

6a A schools engagement programme will be maintained throughout the project to offer pupils an opportunity to visit and engage with the Japanese Garden.

8a The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

Activities:

6b A Schools engagement programme will be maintained throughout the project to offer pupils an opportunity to visit and engage with the Japanese Garden.

8b The Japanese Garden will co-ordinate activities with other projects (after they are selected) within the City Region Deal's Culture, Heritage and Tourism programme (expected to be finalised later this year, 2022) to leverage wider opportunities for the city region.

Stirling and Clackmannanshire City Region Deal Communications Update

Joint Committee Meeting – Tuesday the 27th of September 2022

Agenda Item 6.3

Executive Summary

This paper provides information relevant to the publication of the City Region Deal Annual Report 2021, development of the Annual Report for 2022, development of website and related matters.

Authors

Paul Morris, Project Manager, Regional Programme Management Office (RPMO)

morrisp@stirling.gov.uk

Recommendations

Joint Committee members are asked to:

1. Note the content of the report, and:
2. Note the publishing of the Annual Report 2021, journey of the Annual Report 2022 and the CRD website.

Implications

N/A

Legal & Risk Implications and Mitigation

Non-publication of the Annual Reports 2021 and 2022, and lack of a CRD website, would have reputational risk for the Partnership.

Background

Annual Report 2021

1. Following approval at Joint Committee in July 2022, the Annual Report 2021 has now been published on the CRD section of the Stirling Council website, with publication across all three partner websites in due course.
2. In line with previous practice, the Annual Report will be hosted initially on the Stirling Council website, though it can be linked from other Partner websites as required. It is expected that a media release will be issued, to announce both the launch of the Annual Report 2021 and the new CRD logo.

Annual Report 2022

3. It is a requirement by both Governments that an Annual Report is published on the progress toward delivering on the City Region Deal.
4. This forms part of the Annual Conversation and mirrors the time period considered at the Annual Conversation. For the Stirling and Clackmannanshire City Region Deal this is the calendar year: January to December.
5. The latest Annual Report, for 2021, was the first to consider that timeframe. It was also the first to carry the City Region Deal logo. Our 2021 report followed the recommended template provided by the Scottish Government, which is a baseline for the content of City Region Deal Annual Reports.

6. The 2021 Annual Report included an additional section, providing an economic snapshot of the city region. This was considered favourably by both Governments.
7. Due to a lack of capacity and time, some elements of the Annual Report 2021 which were planned did not materialise. This included:
 - a greater number of images directly related to the work of the Partnership on the Deal;
 - greater analysis of the regional economy and skills environment, and;
 - more infographics to illustrate the document further.
8. In order to ensure that the Annual Report 2022 incorporates more elements and builds on the success of the 2021 report, work is already underway to draft the next Annual Report.
9. The following timeline has been devised to guide development of the Annual Report 2022:

Date	Event/Action	Commentary
August 2022	Scope Annual Report 2022	Set out timeline for development
24 th August 2022	COG - considers timeline	Sets course for drafting
September 2022	RPMO agree format	Follow template, consider additional options/styles
September 2022	RPMO draft intro & foreword	
13 th September 2022	JC – briefing, first thoughts	Set the scene for development of Annual Report 2022
October 2022	Draft sections	First draft of core sections that can be worked on without Q3 data
5 th November 2022	COG - update	Update on progress
15 th November 2022	JC - briefing	Update on progress
29 th November 2022	JC	
5 th December 2022	COG - update	Show first draft of AR as is at this stage
January 2023	RPMO finalises text/images this month	
16 th January 2023	COG – update	Update on progress
17 th January 2023	JC - briefing	Update on progress, sight of latest draft
27 th January 2023	Input Quarter 3 data/info	Insertion of Q3 data will provide the context for the AR 2022
31 st January 2023	JC	
6 th February 2023	COG - update	Update on progress
28 th February 2023	Management Group	Present draft final draft for comment/approval
20 th March 2023	COG	Present revised draft final draft for comment/approval
29 th March 2023	JC – final committee sign off	Present final draft for approval
April 2023	Final drafting and design	It would be expected that this work will involve minimal changes to text or design.
April 2023	COG – final sign off	This sign off would only be to ensure that part of the decision-making structures can sign off on any last minute alterations.
5 th May 2023	Annual Conversation	The report can be considered, as intended, as part of the Annual Conversation.

10. Support for typesetting and graphics work was undertaken by Kirsty Dickson of Stirling Council. It should be noted that Kirsty carried out this work on an accelerated timescale and produced a document to a very high standard on time. It is anticipated that for this iteration, there will be a lengthy period of drafting and designing.

Website

11. As Joint Committee will be aware, the RPMO has been working to develop a City Region Deal website during 2022. This is a request of both Governments.
12. Initially, this work was to be undertaken within one of the partner organisations. However, due to resource limitations, and to expedite the process, this approach has now been revised. The RPMO has developed a draft specification for the RPMO website, which has been passed to procurement colleagues in Stirling Council and shared with the Partnership via the CRD Comms Group.
13. Once the specification and costings are agreed, final confirmation of the procurement requirements will be sought before testing the market for a developer.
14. It is intended that any arrangement will include development and hosting for a set period – likely two years in the first instance. Day to day management of the site will be undertaken by the RPMO.

Resource Implications

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

None

Consultations

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

Background Papers

Have you used other documents to compile your report? Yes

Appendices

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

1. Appendix 1 – Government template for Annual Reports

Approved by:

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

Appendix 1 – Branding Options Shortlist

***[City Region/
Growth Deal]***

Annual Report *[year]*

Draft outline/template

Contents**Page No.**

An Introduction from the Accountable Body Chief Executive/Chairman.....

City Region/Growth Deal Overview

Geographical Overview

Financial Statement

Governance and Accountability

The Deal *[Key themes information to include specific project information. The themes listed below are examples and so not fixed or exhaustive]*

Energy

Enterprise & Innovation

Transport

Tourism

Housing.....

Outcomes and achievements

Contacts

Follow this link to read the City Region/Growth Deal Agreement: *insert website link*

An Introduction from the Accountable Body Chief Executive/Chairman

NEW PAGE

City Region/Growth Deal Overview

Overview of City Region/Growth Deal
Date of Deal signed
Overview of local partners
Total investment breakdown
Number of themes/projects
Overview of outcomes

NEW PAGE

Geographical Overview

Key themes/project locations

NEW PAGE

Financial Statement

Total funding
Breakdown of funding
Funding variances
Percentages
Use of infographics

NEW PAGE

Governance and Accountability

Delivery and outcomes management
Overview of accountability and assurance structures
Additionality

NEW PAGE

Energy

Headline achievements
Key milestones and progress
Project updates
Case studies
Use of images/infographics

NEW PAGE

Enterprise & Innovation

Headline achievements
Key milestones and progress
Project updates
Case studies
Use of images/infographics

----- NEW PAGE -----

Transport

Headline achievements
Key milestones and progress
Project updates
Case studies
Use of images/infographics

----- NEW PAGE -----

Tourism

Headline achievements
Key milestones and progress
Project updates
Case studies
Use of images/infographics

----- NEW PAGE -----

Housing

Headline achievements
Key milestones and progress
Project updates
Case studies
Use of images/infographics

----- NEW PAGE -----

Outcomes and achievements

E.g. Over its lifetime, from 20xx to 20xx, the City/Growth Deal will deliver X key outcomes:

Outcome 1: 2,000 new jobs created or safeguarded

Use of infographics

----- NEW PAGE -----

Contacts

Key City/Growth Deal Main Contact Telephone Number and Names Only