



Stirling &  
Clackmannanshire  
City Region Deal

# NOTICE OF MEETING & AGENDA

**Stirling & Clackmannanshire City Region Deal Joint Committee**

## **AGENDA**

**Tuesday 29 November 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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<b>AGENDA</b>		<b>Page Nos.</b>
<b>1.0</b>	<b>Apologies and substitutions</b>	-
<b>2.0</b>	<b>Declaration of interests</b>	-
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.	-
<b>3.0</b>	<b>Urgent business</b>	-
3.1	None.	-
<b>4.0</b>	<b>Previous minutes</b>	
4.1	Minute of the Meeting of the Stirling & Clackmannanshire City Region Deal Joint Committee 27 September 2022 (Copy herewith)	05 - 10
<b>5.0</b>	<b>Forward planning</b>	
5.1	<b>Report</b> - Joint Committee Rolling Action Log (Copy attached)	11- 12
5.2	<b>Report</b> - Joint Committee Rolling Forward Plan (Copy attached)	13 - 14
<b>6.0</b>	<b>Items for consideration</b>	
6.1	<b>Report</b> - Programme Status Report - <i>submitted by Ann Jacob-Chandler, Head of Regional Programme Management Office (RPMO)</i> (Copy attached)	15 - 24
6.2	<b>Business Case for Approval</b> – National Aquaculture Technology and Innovation Hub (NATIH) (Phase 1) Outline Business Case – <i>submitted by Nicola Drago Ferrante, Growth Deal Programme Officer, University of Stirling</i> (Copy attached)	25 - 30
6.3	<b>Report</b> - Programme of Joint Committee Meetings 2023/24 – <i>submitted by Lee Robertson, Clackmannanshire Council</i> (Copy attached)	31 - 34
<b>7.0</b>	<b>AOB</b>	-



Stirling &  
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City Region Deal



### **Joint Committee Membership**

#### **Clackmannanshire Council (Chair)**

Councillor Ellen Forson

#### **Clackmannanshire Council**

Councillor Kenneth Earle

#### **Clackmannanshire Council**

Councillor Martha Benny

#### **University of Stirling**

Ms Eileen Schofield

#### **University of Stirling**

Professor Leigh Sparks

#### **Substitutes (appointed by Council)**

##### **Clackmannanshire Council:**

Councillor Graham Lindsay

Councillor Janine Rennie

Councillor Denis Coyne

#### **Stirling Council**

Councillor Chris Kane

#### **Stirling Council**

Councillor Scott Farmer

#### **Stirling Council**

Councillor Neil Benny

#### **University of Stirling**

Mr Graeme Duff

##### **Stirling Council:**

Councillor Graham Houston

Councillor Danny Gibson

Councillor Elaine Watterson

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 27 SEPTEMBER 2022 at 2.30 pm**

### **Present**

Councillor Ellen Forson, Clackmannanshire Council (In the Chair)  
Councillor Martha Benny, Clackmannanshire Council  
Councillor Kenneth Earle, 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  
Carol Beattie, Chief Executive, Stirling Council  
Jane Burrige, Lead Transformation Officer, Clackmannanshire Council  
Councillor Denis Coyne, Clackmannanshire Council  
John Craig, Programme Manager, University of Stirling  
Emma Fyvie, Senior Manager – Development, Clackmannanshire Council  
Ann Jacob-Chandler, Head of Regional Project Management Office  
Pete Leonard, Strategic Director, Clackmannanshire 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  
Lee Robertson, Senior Manager, Legal & Governance, Clackmannanshire Council  
Dr John Rogers, Executive Director, Research & Innovation Services, University of Stirling  
Richard Marsh, Director, 4-Consulting  
Melanie Moore, Committee Services, Clackmannanshire Council (Minutes)

**CRD171 APOLOGIES AND SUBSTITUTIONS**

Apologies were submitted on behalf of Brian Roberts, Chief Operating Officer – Infrastructure and Environment, Stirling Council

**CRD172 DECLARATIONS OF INTEREST**

None.

**CRD173 URGENT BUSINESS**

None.

**CRD174 MINUTES – JOINT COMMITTEE MEETING – 26 JULY 2022**

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 26 July 2022 were submitted for approval.

**Decision**

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 26 July 2022 were agreed as an accurate record.

**CRD175 FORWARD PLANNING****(a) JOINT COMMITTEE ROLLING ACTION LOG**

The Joint Committee Rolling Action Log was submitted for information. There were no changes to the Rolling Action Log as it was still under review. Changes in terms of where programmes and projects are will be kept under review. The Committee will be updated of any changes and further changes. The Log 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. The Forward Plan is a live document.

**Decision**

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

## CRD176 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.

There has been a lot of work of strengthening the Japanese Garden business case and the realisation plan is being discussed at this meeting. The Cowie report was approved at the last committee. The National Aquaculture Technology and Innovation hub, Cultural Heritage and Tourism, and the Active Travel Programme business cases are still under various stages of review. The Active Travel Programme is waiting for feedback from the Scottish Government and Transport Scotland. It is now expected to come back to November Committee and Committee will be briefed then. The first risk workshop for the deal has taken place and was a very helpful exercise. All SROs and project leads were involved in discussions. Once mitigation actions are worked through it will be brought back to Committee. A lot of work is taking place on the communication workstream and the paper being covered as part of the agenda. An Innovation checkpoint review was held which was chaired by the UK Government .

In terms of claims, there has already been £768,000 drawn down so far and the claims forecast for the rest of the year are noted in the report. There will be an ongoing review in terms of NATIH forecasts, and a further update will be brought to the next Committee.

The changing state of the economy is continuing to have an impact on projects. The RMPO will do a full review of the impact of inflation as well as supply chain impact on deal projects. We are in a position to provide the Government and Committee with a full review of what it means to our deal in particular since the position has changed from deal signing to where we are today. What it means in terms of affordability and in terms of benefit, will be brought to Committee in due course.

The Chair asked about the cost of living and sharing extra costs - will it be funded within the deal partners or would the governments come up with the extra money. Ann advised that RMPO had resource pressures without having full time finance person, however she indicated that the post has been filled and the first thing our new colleague will be doing is a full review of the inflationary impact on the deal. This will be brought to the Join Committee and COG as soon as possible. Ann mentioned that she is attending a meeting with both Governments and the Scottish Office tomorrow and will have an update on that.

The Chair also asked about the procurement supply chain as there is difficulty in sourcing material, getting labour and even getting companies to bid for contracts. The Chair was conscious that a lot of our projects are about to go into that phase at the moment but asked if we expecting any issues there and what sort of action are we looking to take in relation to that? Ann replied that there had been specific issues over procurement of specific units that had been coming from Europe. We are already facing challenges and advised that she doesn't think that will change anytime soon. Ann suggested that all we can do is plan for, and pre-empt any issues, allowing for long lead times and greater contingences across all our projects and programmes.

The Chair asked when the Joint Committee were likely to see a Benefits Realisation forecast, as things had changed through the pandemic, what could be the outcome if the City Deal was revised - was that something that could be brought forward in due course? Ann advised that the first thing to do would be a financial review to understand what we are going to get for the same amount of money in 2022 and beyond. Ann is hoping in the next couple of months to provide a definitive review once a full financial review has been completed.

### **Decision**

The Joint Committee agreed to:-

1. Note the content of the Programme Status Report.

## **CRD177 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.

Councillor Farmer was concerned as to whether the Japanese Garden pays the living wage to employees as he thought that it would be already be happening. Also in terms of 2b of the report the Japanese Garden will ask contactors and those organising placements to pay the living wage and suggested that the sentence could be strengthened to say "our expectation is that they will pay the living wage". He also asked in terms of 6b the schools engagement programme asking for clarity that it's for both Stirling and Clackmannanshire schools. Councillor Farmer also queried the 20% of deprived communities including Alloa South and East would benefit and how did this figure come about. Richard advised that the previous business case did say that it would pay the living wage and already does. He also said that both Stirling and Clackmannanshire schools are included in the schools engagement programme.



On the last question Richard replied that they try to catch those communities who were categorised as deprived which is slightly north of 20%. He also said that they draw in people from more deprived communities to find employment opportunities and nearly half are from the FK10 postcode which covers a large area.

The Chair advised that herself and Nikki Bridle had met with Sara Stewart and was looking forward to the outcome of today's business. She hoped that any projects that follow will stand up to the same robust scrutiny as we move forward.

### **Decision**

The Joint Committee agreed to:-

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

### **Action**

Richard Marsh

## **CRD178 STIRLING & CLACKMANNANSHIRE'S CITY REGION DEAL – COMMUNICATIONS UPDATE**

The report, submitted by Paul Morris, Project Manager, Regional Programme Management Office (RPMO) provided relevant to the publication of the City Regional Deal Annual Report 2021, development of the Annual Report for 2022 and development of website and related matters.

The Chair asked about procurement when considering tenders/bids from local companies and asked about best value. Paul Morris advised that five business are included in this process. Councillor Kane suggested that assurance is needed once the decision is made around how that decision was made. Paul advised that these decisions would be reported at the conclusion of the process. Councillor Kane also asked that if a local firm wasn't successful if feedback could be provided as to what they could have been done better. Paul advised that five companies have been invited to tender, 2 are based in the Stirling/Clackmannanshire region. Councillor Kane asked what the criteria for the process was. Paul advised that he had gone out and sourced suitable companies; one is based in Inverness and had already done work for one of the partners. He advised that he had been that trying to find companies who had the experience in the area and who were interested. Another, Dundee based company, were recommended by a previous contact who had previously undertaken work for them. The third company was based in Glasgow and was a larger company. He was trying to get a spread of the market and an understanding of what can be provided while trying to find best value. Councillor Kane was keen to understand the decision process and how the decision is made so that lessons could be learned and moving forward. Paul advised that he would produce a report once a decision is made to update everyone and said that all of the five businesses have the potential to do the work but they now have to demonstrate if they provide best value both in terms of the website provided and the price they charge.

### **Decision**

The Joint Committee agreed 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.

### **CRD179 AOB**

None.

The Chair declared the meeting closed at 3.01 pm.



## CITY REGION DEAL JOINT COMMITTEE ROLLING ACTIONS LOG

	Date	Report title	Action	Action owner	Completion date (expected)	Comments
32	9 <sup>th</sup> 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 <sup>st</sup> 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 <sup>th</sup> 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	Monday 21 <sup>st</sup> November 2022	Tuesday 29 <sup>th</sup> 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 for approval	John Rogers, University of Stirling
CRD Joint Committee	Monday 5 <sup>th</sup> December 2022/ 16 <sup>th</sup> January	Tuesday 24 <sup>th</sup> January 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
			Draft Annual Report 2022/23	Nicole McIntosh RPMO
			Business case for approval: Regional Digital Hubs – Callander OBC	TBC
			Business case for approval: Regional Digital Hubs – Clackmannanshire OBC	TBC
			Business case for approval: NATIH FBC for approval	John Rogers, University of Stirling
			Business Case for approval: Active Travel Programme (subject to UKG/SG approval)	David Hopper, Stirling Council



Meeting	COGs Date	JC Date	Title of Report	Lead Officer
			Business Case for approval: Culture, Heritage and Tourism (subject to UKG/SG approval)	Steven MacDonald/ Ken Thomson
			Business Case for approval: MOD Land at Forthside (subject to UKG/SG approval)	Brian Roberts, Stirling Council
CRD Joint Committee	Monday 6 <sup>th</sup> March 2023	Tuesday 28 <sup>th</sup> 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
			Implementation Plan 2022/23	Ann Jacob-Chandler, RPMO
			Final Draft Annual Report 2022/23	Nicole McIntosh, RPMO
			Business Case for approval: Active Travel Project 1 (subject to UKG/SG approval)	Iain MacDonald, Clackmannanshire Council
			Business Case for approval: Culture, Heritage and Tourism Project 1 (subject to UKG/SG approval)	TBC



# Stirling and Clackmannanshire City Region Deal – Programme Status Report

Meeting of Joint Committee 29 November 2022

Agenda Item: 6.1

## Author

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

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## 1. Deal programme highlights

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- Business cases update:
  - a. Third iteration of National Aquaculture Technology and Innovation Hub (NATIH) Phase 1 (OBC) has been submitted to Governments.
  - b. Feedback received on 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.
  - c. Project team have been working on feedback from government departments on second iteration of Culture Heritage and Tourism Assets (Programme OBC), and have provided RPMO with a third iteration for review.
- Quarterly Performance Review held on the 28<sup>th</sup> of October with a continued focus on timely and detailed financial reports.
- Discussions being held across the wider Deal network around developing and sharing approaches to benefits monitoring and evaluation.
- Early draft of the Annual Report 2022 being developed in line with the timelines shared in September Joint Committee paper.
- Proposals evaluated for development of the City Region Deal website and work to commence in the coming weeks.



## 2. Progress overview

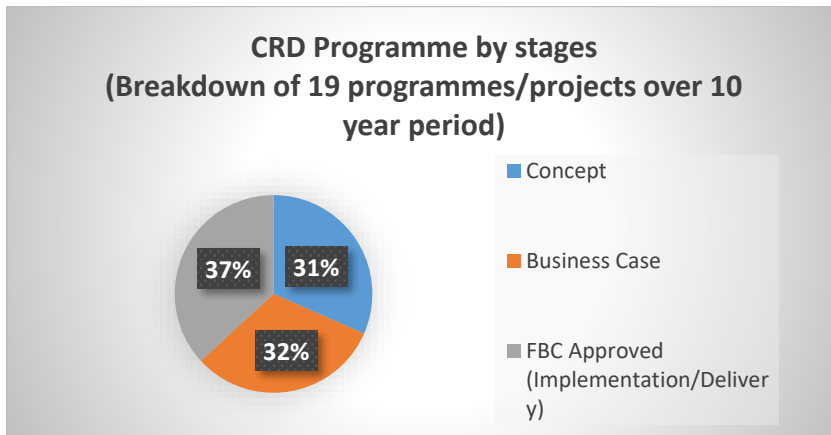


Figure 1 Programme/Project Stages

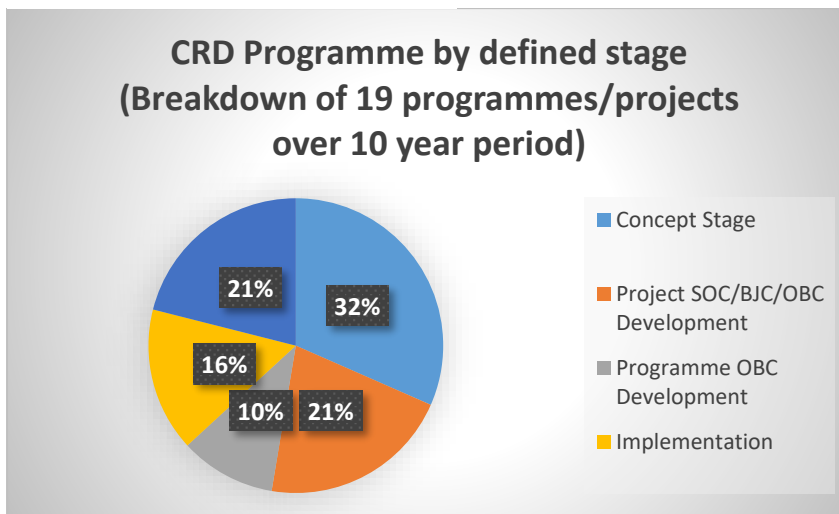


Figure 2 Programme/Project by defined stage

\*variance in percentages due to statistical percentage calculations

- 69% of the programme in development.
- Three capital projects (Scotland's International Environment Centre (SIEC) - Phase 1, Walk Cycle Live Stirling (WCLS) and Cowie – Regional Digital hub) in Implementation phase
- Two capital projects (Regional Energy Masterplan (REM) and Japanese Gardens) in delivery.
- Two revenue projects (Flexible Skills Programme and Inclusion Workers Investment Fund (IWIF)) in delivery.
- Two programmes (Active Travel and Culture, Heritage and Tourism) in business case development.
- Four projects in business case development.





- Six projects in concept stage.

### 3. Finance

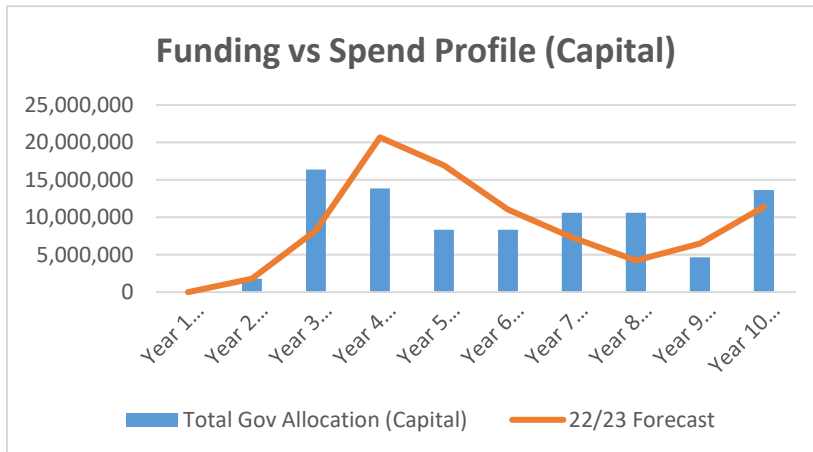


Figure 1 Capital funding vs forecast spend

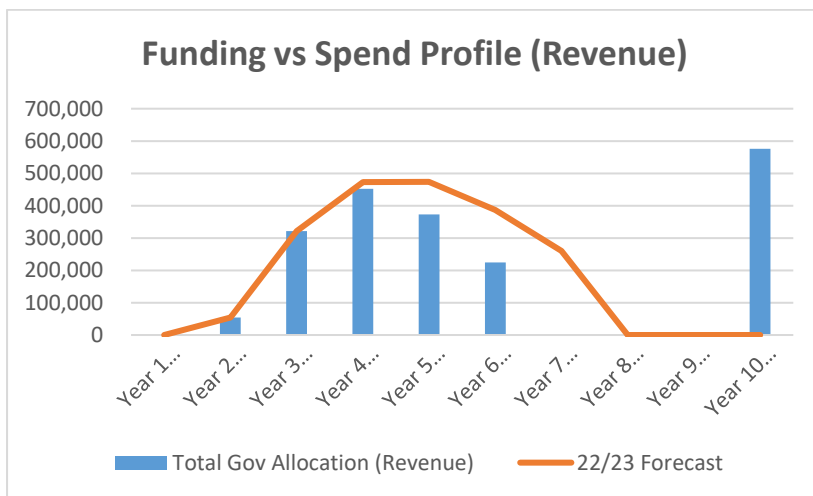


Figure 2 Revenue funding vs forecast spend

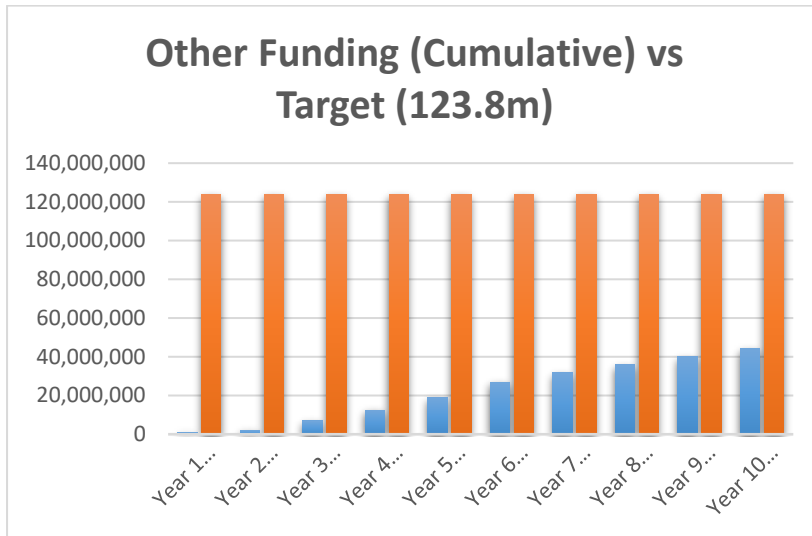


Figure 5 Investment Funding Gap

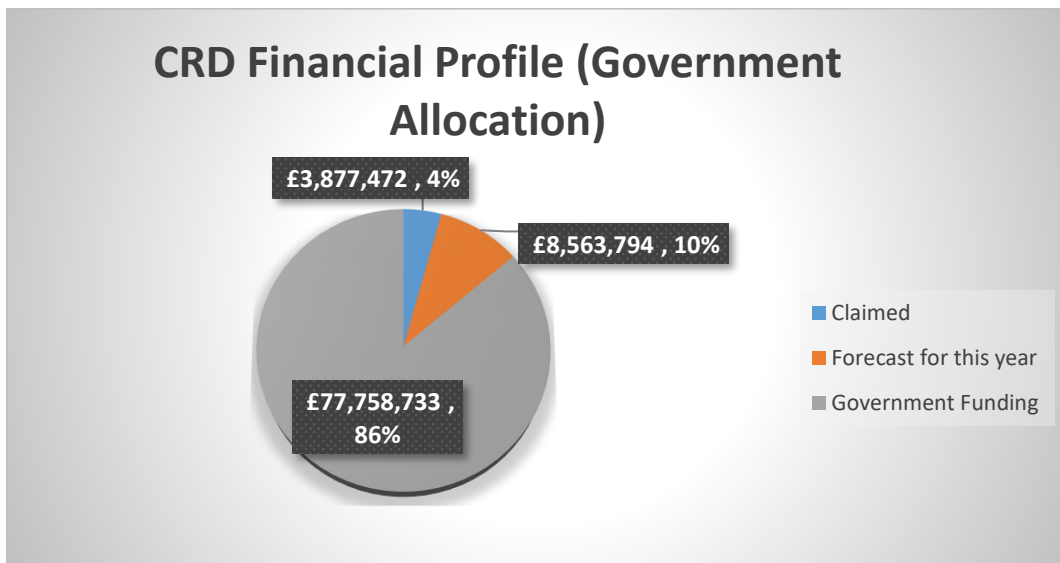


Figure 6 Full Deal Financial Allocation vs claims

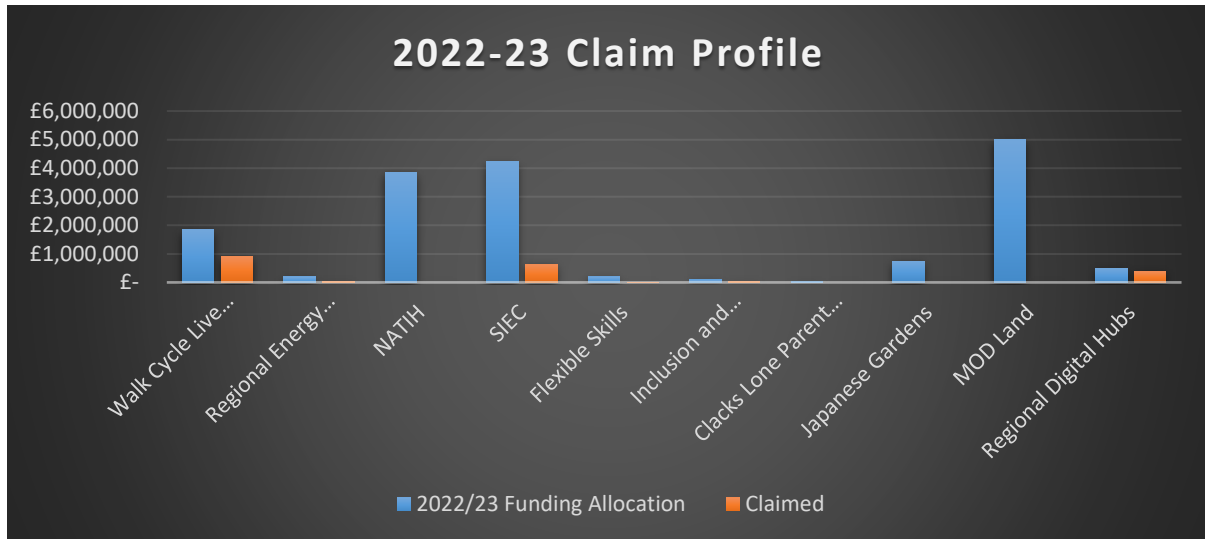


Figure 7 Financial Allocation vs claims for 2022-23

- Q1 total drawdown of £767,500
- Q2 total drawdown of £1,243,395 – biggest quarterly claim to date across most number of projects
- Monthly finance returns submitted for October 2022:
  1. Q3 claim forecast as £2,492,000
  2. Q4 claim forecast as £4,060,900 (£5m MOD separate)

## 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.
- **R5** - The range and scale of Deal signed benefits are not fully realised due to a range of factors.
- **Action** - The partnership, supported by the RPMO and in line with governance structures, to periodically review the Benefits Realisation Plan and agree measures to be put in place to address these challenges.

## 5. SCREAB and REF

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- Consultation process underway with members of SCREAB and REF around best options for reviewing the role of these bodies, and for accessing private sector involvement and linking with the Regional Economic Strategy.
- This includes proposal for an informal meeting this calendar year (in lieu of the December meetings) to review the Terms of Reference for the bodies, and an amalgamation into a single Regional Advisory Board.
- Models across other Deals being reviewed to understand learning from these arrangements, and to inform updates to the SCREAB and REF arrangements.

## 6. Benefits

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- A reporting template has been issued to all partners, and data received from these reports will inform the updates to Benefits Realisation Plan for the Deal. RPMO have offered support to all project teams to help understand the process if required.
- Proposal for establishing the Monitoring and Evaluation Framework for the Deal has been agreed by Chief Officers Group. RPMO will work with the University of Stirling (Prof Mirko Moro and team) to undertake this work.
- Discussions also held with partner bodies Scottish Futures Trust (Inclusive Growth Research), Scottish Enterprise and Skills Development Scotland around strengthening this framework.



## Appendix



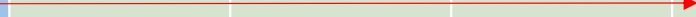
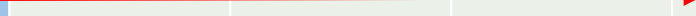

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1. Dashboard with project level data and timelines for approvals.


# Stirling & Clackmannanshire City Region Deal – Progress Report - November 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 – November 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Active Travel (Programme)	David Hopper (SC)	Programme OBC Submission to SG and UKG 3 <sup>rd</sup> iteration ongoing	Programme OBC Endorsed by SG and UKG January 2023	A
Walk Cycle Live Stirling	David Hopper (SC)	Dumbarton Road completion September 2022	Causewayhead Road completion November 2022	A
Regional Energy Masterplan (REM)	David Hopper (SC)	Commencement of Work March 2022	Integrate stakeholder engagement outcomes into Region Energy Masterplan October 2022	G
National Aquaculture Technology and Innovation Hub (Phase 1)	John Rogers (UoS)	OBC to S&UKG 3 <sup>rd</sup> iteration submitted October 2022	OBC endorsed by S&UKG November 2022	A
Scotland's International Environment Centre (Phase 1)	John Rogers (UoS)	Phase 1 – Create Interim Data Store May 2022	Phase 1 – Completion of purchasing sensors December 2022	A
Flexible Skills Programme	Emma Fyvie (CC)	Recruitment of Flexible Skills Co-ordinator October 2022	Completion of Skills Pathway Plan March 2023	G
Inclusion Workers and Investment Fund	Emma Fyvie (CC)	Appointment of 4 <sup>th</sup> Team Member April 2022	Impact Report November 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 – November 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Japanese Gardens	Fiona Colligan (CC)	Approval of Business Justification Case at Joint Committee September 2022	Delivery Milestones to be agreed	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 3 <sup>rd</sup> iteration ongoing	Programme OBC Endorsed by SG and UKG January 2023	A
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	A
Regional Digital Hub - Cowie	Stuart Oliver (SC)	OBC/FBC submitted to Joint Committee July 2022	Opening of Hub August 2022*	A
Regional Digital Hub - Callander	Stuart Oliver (SC)	RIBA Stage 2 January 2022	RIBA Stage 3 June 2022*	R
Regional Digital Hubs - Clackmannanshire	Emma Fyvie (CC)	N/A	OBC to RPMO June 2022*	A

\*Dates based on implementation plan 22/23. RPMO have been advised that these are being reviewed and the dates will be updated through the change control process once project teams provide agreed timelines.





# Stirling and Clackmannanshire City Region Deal – *National Aquaculture Innovation and Technology Hub (NATIH) – Outline Business Case*

Joint Committee – Tuesday 29<sup>th</sup> November 2022

Agenda Item: 6.2

## **Executive summary**

This paper seeks Joint Committee approval for the National Aquaculture Innovation and Technology Hub (NATIH) Outline Business Case (OBC). This OBC relates to Phase 1 of the project, which sits within the Innovation Theme of the City Region Deal portfolio of projects and programmes.

## **Authors**

Nicola Drago Ferrante, Growth Deal Programme Officer

[nicola.drago.ferrante@stir.ac.uk](mailto:nicola.drago.ferrante@stir.ac.uk)



## Recommendations

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Joint Committee is asked to:

1. Approve the fourth iteration of the Outline Business Case for the National Aquaculture Innovation and Technology Hub (NATIH). This recommendation is conditional on endorsement of the OBC by Scottish and UK Governments being obtained before 29 November 2022.
2. Note the development activity that is ongoing as part of the project.

## Implications

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None

## Legal & Risk Implications and Mitigation

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As part of City Region Deal Governance arrangements, approval of the OBC by Joint Committee is required to progress to Full Business Case development. The project would suffer delay if approval were not given.

## Background

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1. The Outline Business Case (OBC) seeks approval for the £12 million required to deliver the first phase of the National Aquaculture Technology and Innovation Hub (NATIH) project. The £17 million NATIH project will be delivered by the University of Stirling's Institute of Aquaculture (IoA).
2. The IoA hosts world leading aquaculture expertise, bringing together cross-disciplinary teams. During the 2021 Research Excellence Framework (REF) period, the IoA secured £19 million of research funding and engaged in 228 research partnerships across 44 different countries.
3. However, IoA's aquatic facilities badly need to be replaced and upgraded. The bio-secure challenge facilities were closed several years ago with research on disease increasingly relying on facilities elsewhere. Alongside the new facilities the IoA itself is currently developing a new industry focused strategy designed to leverage private sector investment.
4. The improved aquatic facilities, available through NATIH, will enable the University to apply its research and innovation expertise on global aquatic food systems. The NATIH project will help improve the University of Stirling's position to secure both global impact and secure city region benefits (including investment and jobs) that would otherwise have arisen elsewhere, including outside of the UK.
5. The key features of the first phase of the NATIH project are:



- **Experimental aquatic facilities** – flexible facilities with controlled temperature rooms expanding research on temperate and tropical species. This will increase the capacity of research facilities by around 300%.
- **Bio-secure challenge facilities** – a bio secure level 2 challenge facility to study bacterial, viral, and parasitic disease of fish.
- **Collaboration space** – repurposed buildings to provide high quality business space for the NATIH team to work and meet with stakeholders in the aquaria facility.
- **Business accelerator** – specialist aquaculture business support facilities to make sure businesses (particularly micro and SMEs) benefit fully and rapidly from new technologies, opportunities, and solutions.

## Considerations

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6. The fourth iteration of the NATIH Outline Business Case (OBC) has been amended in response to feedback received from both the UK and Scottish Governments on 9<sup>th</sup> August 2022.
7. The main area of significant change from previous versions is in the financial case. The capital investment in the first phase of NATIH has risen, reflecting rising construction costs. The previous financial case referenced the prospect of securing additional funding from the Wolfson Foundation and this has now been included.
8. As requested by the Scottish Government, the details of the financial case have been expanded in Appendix F2.
9. All other parts of the business case have been updated (including the economic and commercial cases) but without significant change.
10. The OBC and appendices outline the objectives and benefits across the next 15 years from the NATIH project. These are to:
  - **Increase R&D capacity by providing environmentally controllable, experimental aquatic and challenge facilities.** This is projected to see a 300% increase in research capacity, with £7,000,000 in additional annual research income after 15 years (based on Research and Infrastructure income from RISE activities). The project will also support 30 research staff (including PhD students and research assistants); 360 partnerships with the aquaculture community; 54 partnerships with Centres of Excellence; Research or Innovation Centres; 600 research projects to improve the environment, aquatic organism and human health, and welfare 30 case studies on NATIH research impact on the environment, aquatic organism and human health and welfare.
  - **Support organisations and entrepreneurs to translate and adopt findings of applied research into new markets, products, services, or improved business outcomes.** The project is expected to support; 173 organisations; 60 start-up entrepreneurs supported; 60 organisations supported to scale up, and 30 case studies demonstrating the impact of research adoption on business outcomes.



- **Deliver a NATIH skills portfolio that meets the current and future needs of industry and promotes opportunities for under-represented groups within the city region.** Over 15 years, NATIH will; engage with 13,869 (total number) people in the NATIH skills portfolio of which; 6,935 women and girls; 2,774 people with a disability; 3,600 people accessing industry co-produced CPD2; 100 NATIH beneficiaries progressing into employment or higher levels of education or training, and 600 pupils from employability, school, college, and university engaging with industry on their journey to employment. There is expected to be 300 overseas learning/employment placements for NATIH learners (UK based), with 60 learning/employment placements secured for people who reside in the city region and 300 overseas learning/employment facilitated by NATIH for overseas learners across the innovation community.

11. NATIH is one of the largest of the projects and programmes within the City Region Deal portfolio. As such, it has a central role in the delivery of the Deal's Strategic Outcomes. The OBC and appendices contain more detailed information on the manner in which these Strategic Outcomes will be met, however the following is a summary for Joint Committee:

- **Inclusive Economic Growth** NATIH Business Accelerator will connect businesses to academic teams and infrastructure enabling them to innovate, develop prototypes, carry out proof of concept activity, start up and scale up. The UoS CRD Sustainable Procurement Strategy will enable NATIH to support the development of resilient regional supply chains and stimulating innovation within the supply chain to meet the evolving needs of the project working with entrepreneurs and working alongside the regional business base.
- **Higher Value Jobs** NATIH will create jobs directly and indirectly as outlined in the NATIH OBC Economic Case. The clustering effect of NATIH as outlined in the Economic Case will support an increase in regionally available jobs. Through the UoS CRD Procurement Strategy NATIH will support Fair Work throughout the supply chain including the payment of Real Living Wage, closing the gender pay gap and discouraging the inappropriate use of zero hours contracts.
- **Shared Prosperity** NATIH OBC Economic Case outlines the carbon impact of the NATIH project. The first phase of the NATIH project is likely to have a carbon capital increase then operationally net zero, with the potential to move towards category 2, whole life carbon net zero.
- **Inclusive Skills Ecosystem** NATIH will deliver an aquaculture related skills portfolio to support an inclusive skills ecosystem for the sector. This will include skills at postgraduate and undergraduate level in addition to Continuing Professional Development, micro-credentials, and open access courses. Through working with the CRD Skills and Inclusion Project, it will work with stakeholders in the skills community (schools, colleges, and community-based learning providers) to improve access to opportunities for CRD target groups: women, young people, those living in the 20% most deprived communities and people with a disability.



## 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. National Aquaculture Innovation and Technology Hub (NATIH) – Outline Business Case

## Approved by:

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John Rogers, Executive Director Research, Innovation and Business Engagement

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# REPORT

Meeting of Joint Committee 29 November 2022

Agenda Item: 6.3

## **Stirling & Clackmannanshire City Region Deal**

### **Programme of Joint Committee Meetings**

#### **Executive Summary**

At the meeting of the Joint Committee held in September 2022, members discussed the potential of moving future dates for the Joint Committee to a Thursday. This report seeks approval of the Programme of Joint Committee Meetings for 2023/24.

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## **1. Recommendations**

- 1.1 To approve the programme of meetings of the Joint Committee as set out in the Appendix A;
- 1.2 To note that, if approved, the meeting dates will form the basis of the Forward Plan, which will be maintained by the Regional Programme Management Office and will be a Standing Item on the agenda ; and
- 1.3 To note that the role of Chair and the administration of Joint Committee rotates back to Stirling Council in from 1 April 2023.

## **2. Background**

- 2.1 The draft programme of meetings has now been drawn up for approval. City Region Deal partners were consulted in the drafting of the Programme to avoid existing meetings where possible. Consideration was also given to both Stirling and Clackmannanshire Councils' scheduled Council and Committee dates.
- 2.2 If agreed, these meeting dates will form the basis of the Forward Plan which appears as a Standing Item on the agenda for these meetings. This will allow members to see that draft programme of business for each meeting date.
- 2.3 Finally the chair of the Joint Committee and administration of the meeting rotates back to Stirling Council from 1 April 2023. Any proposed changes to dates can be considered by the new chair and implemented by Stirling Council committee services.

## **3. Financial Impact**

None .

## **4. Alignment with sustainable, inclusive growth ambitions**

This paper deals with the administrative arrangements for the Joint Committee. It has no direct impact on growth ambitions but will facilitate decision making to allow the deal to deliver.

## **5. Appendices**

Appendix A: Programme of Meetings 2023/24





Stirling &  
Clackmannanshire  
City Region Deal

**Stirling and Clackmannanshire City Region Deal Joint Committee - Programme of Meetings (with Deadlines) 2023-2024**

Appendix A

<b>JOINT COMMITTEE AGENDA- SETTING DEADLINE FOR REPORTS AT 12 NOON</b>	<b>JOINT COMMITTEE AGENDA- SETTING CIRCULATED BY EMAIL ONLY</b>	<b>JOINT COMMITTEE AGENDA- SETTING DATES MEETINGS HELD 2.30 PM TO 4.30 PM</b>	<b>JOINT COMMITTEE DEADLINE FOR REPORTS AT 12 NOON</b>	<b>JOINT COMMITTEE AGENDA CIRCULATED BY EMAIL ONLY</b>	<b>JOINT COMMITTEE MEETING DATES MEETINGS HELD 2.30 PM TO 4.30 PM</b>
Wednesday 31 May 2023	Friday 2 June 2023	<b>Thursday 8 June 2023</b>	Wednesday 14 June 2023	Friday 16 June 2023	<b>Thursday 22 June 2023</b>
Wednesday 6 September 2023	Friday 8 September 2023	<b>Thursday 14 September 2023</b>	Wednesday 20 September 2023	Friday 22 September 2023	<b>Thursday 28 September 2023</b>
Wednesday 20 December 2023	Friday 22 December 2023	<b>Thursday 4 January 2024</b>	Wednesday 17 January 2024	Friday 19 January 2024	<b>Thursday 25 January 2024</b>
Wednesday 6 March 2024	Friday 8 March 2024	<b>Thursday 14 March 2024</b>	Wednesday 20 March 2024	Friday 22 March 2024	<b>Thursday 28 March 2024</b>