



Stirling and Clackmannanshire City Region Deal – Programme Status Report

Meeting of Joint Committee 24 January 2023

Agenda Item 6.1

Author

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

jacobchandlera@stirling.gov.uk

• Deal programme highlights

- Business cases update:
 - a. Work in progress around the development of the Full Business Case (FBC) for National Aquaculture Technology and Innovation Hub (NATIH) Phase 1 following approval of the Outline Business Case (OBC) by both governments. Specific conditions are to be met prior to FBC submission.
 - b. We are waiting formal feedback from Scottish Government on the third iteration of the Active Travel (Programme OBC). Joint Committee feedback sought on an alternative twin-track approach to progressing this OBC with delegated authority to Chief Officers Group (COG).
 - c. Scottish Government appear content with the overall strategic approach to the Culture Heritage and Tourism Assets (Programme OBC). We are considering their feedback on the need to reassess projects within the given the time lapse between when these projects were first identified, and the seismic changes within the national and local economy over the last few years. The project selection process is also being strengthened. Joint Committee engagement will be sought on the best way forward to allow approval of this OBC at the earliest opportunity.
- Project and programme reviews are being undertaken by the RPMO in conjunction with partners to provide an interim understanding of the delivery plan and expected financial profile for 23/24.
- Good progress on website development following appointment of the preferred bidder following a thorough evaluation process, and the successful firm is based within the region.
- A series of consultations have been taking place with stakeholders from various partner organisations in relation to establishing an optimal partnership working body, building on



model of the Stirling and Clackmannanshire Regional Advisory Board (SCREAB) and the Regional Enterprise Forum (REF). The unanimous feedback has been that we replace SCREAB and REF with a single independent advisory body that will champion and support Deal and related economic investments within the region.

- Progress overview

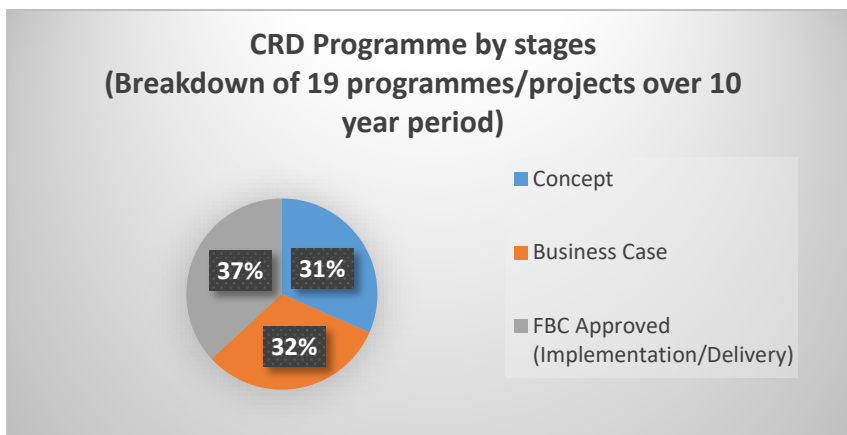


Figure 1 Programme/Project Stages

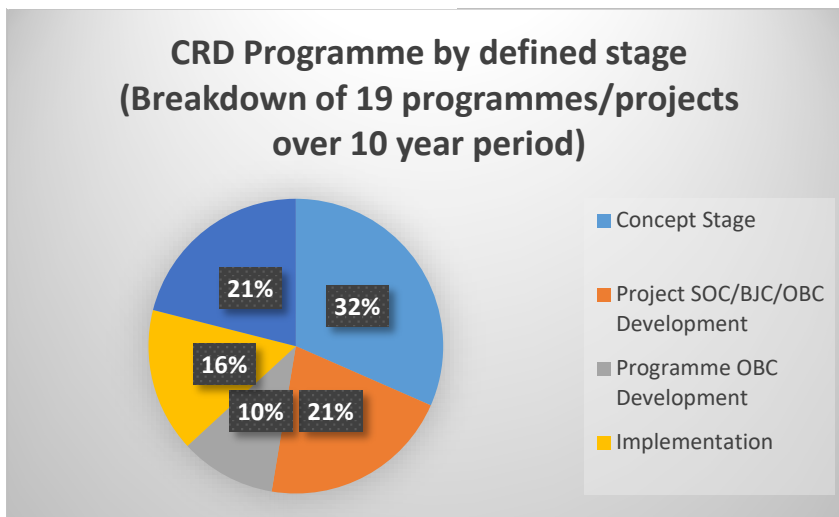


Figure 2 Programme/Project by defined stage

**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.

- Finance

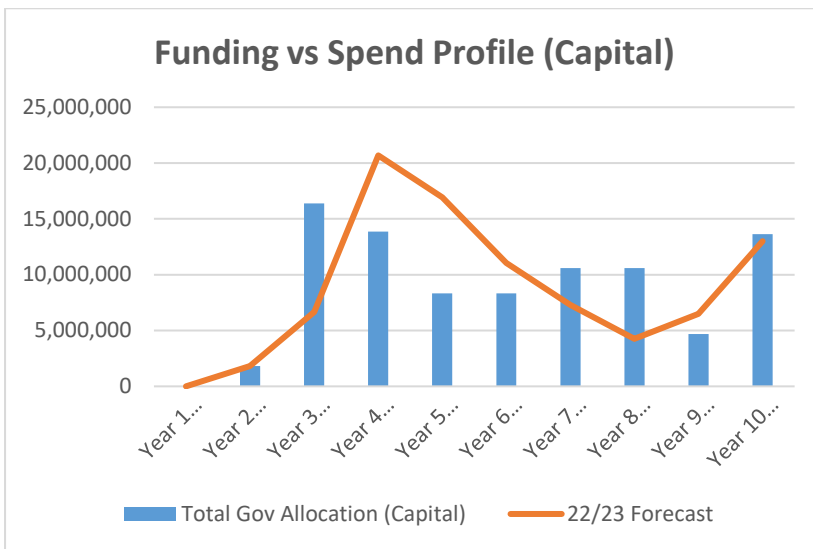


Figure 3 Capital funding vs forecast spend

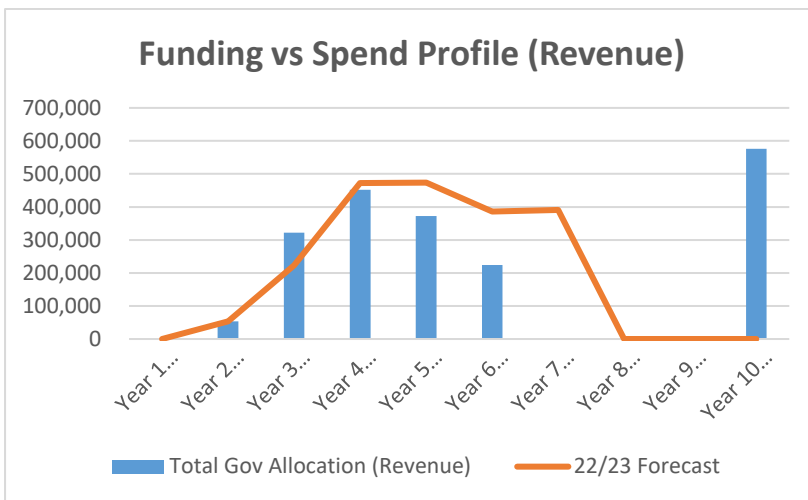


Figure 4 Revenue funding vs forecast spend

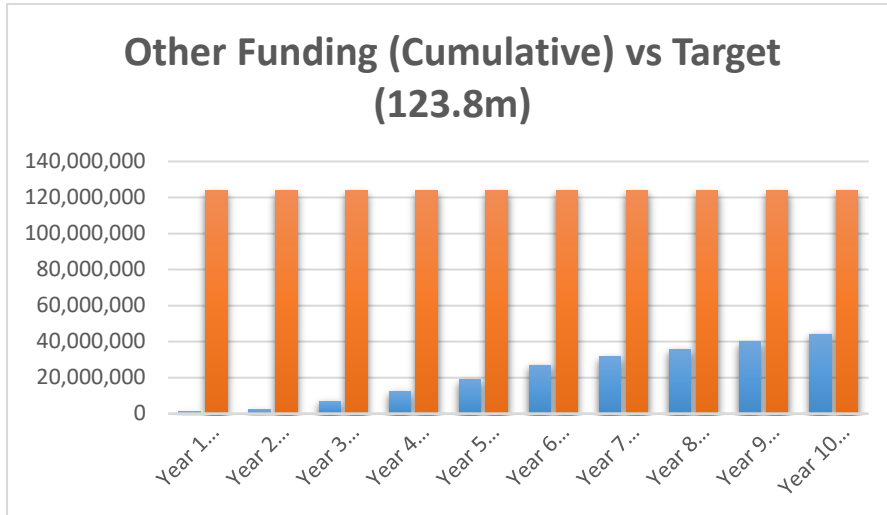


Figure 5 Investment Funding Gap

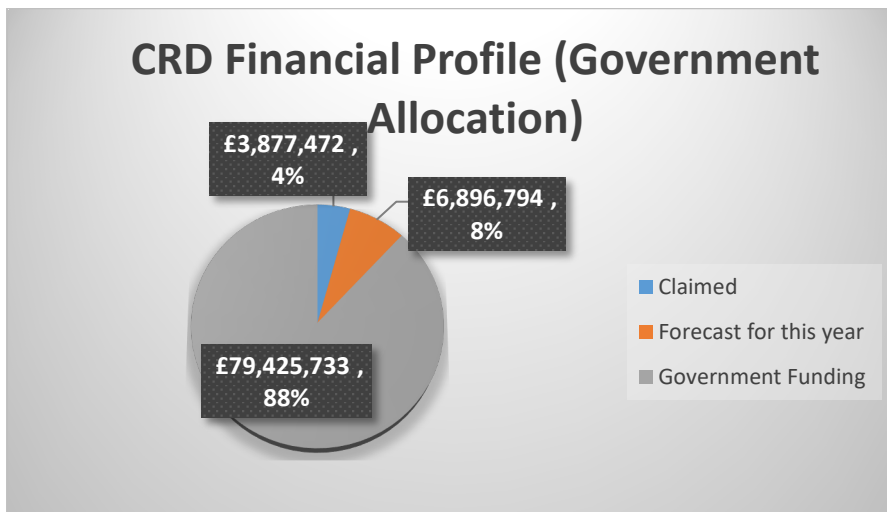


Figure 6 Full Deal Financial Allocation vs claims

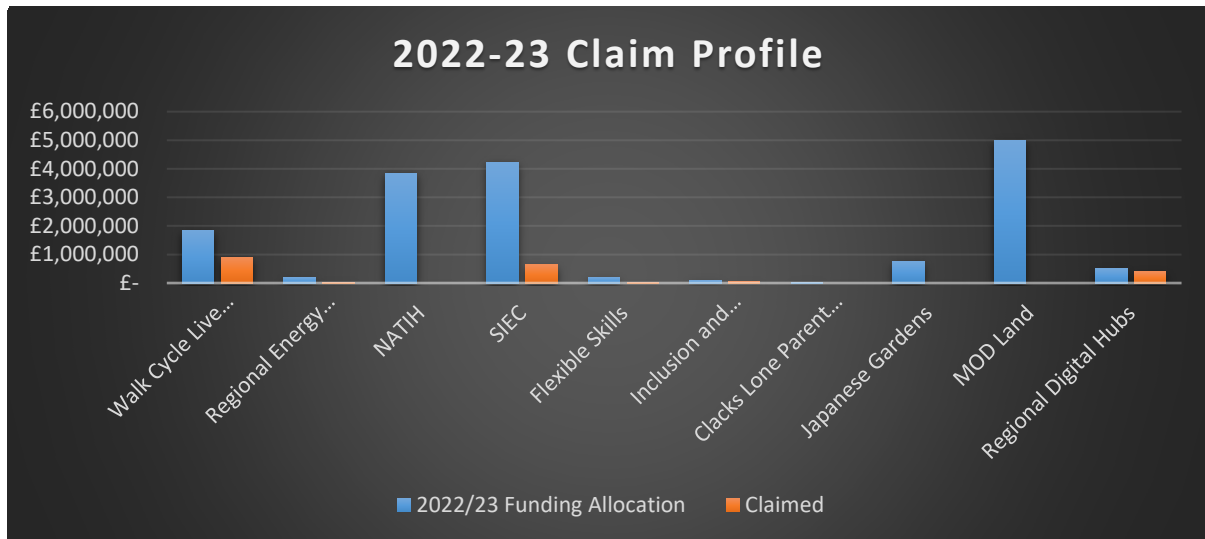


Figure 7 Financial Allocation vs claims for 2022-23

- 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 November 2022:
 1. Q3 claim forecast as £1,468,000
 2. Q4 claim forecast as £3,417,899 (£5m MOD separate)
- Reduction in claims figures between this report and the last committee report is primarily due to challenges around procuring scientific equipment on SIEC Phase 1.

• 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.

- **SCREAB and REF**

- Consultation completed 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.
- Models across other Deals were reviewed to understand learning from these arrangements, and to inform updates to the SCREAB and REF arrangements.
- This included a combined meeting of both bodies on 5th December followed by a review of draft Terms of Reference and governance for a single Regional Advisory Board.

- **Benefits**

- 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.
- RPMO is working with the University of Stirling (Prof Mirko Moro and team) to progress the Monitoring and Evaluation Framework.
- Discussions also being held with other Deals across the country as well as partner organisations around strengthening this framework.



Appendix

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

Stirling & Clackmannanshire City Region Deal – Progress Report - January 2023

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 – January 2023 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Active Travel (Programme)	David Hopper (SC)	Programme OBC Submission to SG and UKG 3 rd 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 approved at Joint Committee November 2022	FBC submitted to RPMO January 2023	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 th 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

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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 rd 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 for creation of Implementation Plan 23/24.