



Stirling and Clackmannanshire City Region Deal – Review of external advisory options including REF and SCREAB Review

Meeting of Joint Committee 24 January 2023

Agenda Item 6.3

Executive Summary

This paper provides background and progress update on the amalgamation of the Regional Enterprise Forum (REF) and Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) into a single independent Regional Advisory Body.

Authors

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

jacobchandlera@stirling.gov.uk



Recommendations

Committee members are asked to:

1. Note the content of the report, and:
2. Review and decide on next steps.

Implications

The challenges with private sector input into SCREAB has meant that we have not fully met the aspirations outlined within the Deal Heads of Terms. This proposal seeks to address this whilst further strengthening regional partnership working.

Legal & Risk Implications and Mitigation

There are no legal risks to the Deal from the issues in this paper.

Background

1. The Stirling and Clackmannanshire Deal Heads of Terms set out in May 2018 (point 39) stated that partners will establish and refine a new regional partnership governance, and this will include industry and business leadership, tertiary education, third sector, and include engagement with Skills Development Scotland and Scottish Enterprise.
2. It presented an opportunity for a range of organisations including private and third sector leaders in the region to guide the implementation of 10 years of guaranteed investment to ensure that the benefits are maximised for the region's businesses and people.
3. The Deal Governance Framework document (2020) further outlined proposals for advisory bodies including Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and a Joint Commission, along with project portfolio groups.
4. The proposal for a Joint Commission over time evolved into a Regional Enterprise Forum (REF).
5. SCREAB and REF had inaugural meetings in March 2022. However, a combination of challenges meeting the Terms of Reference specification for private sector applicants, along with overlap between the participation in REF and similar partnership bodies, has limited momentum.
6. The RPMO have been consulting with partner organisations to identify means of resolving these challenges and to build traction on a regional partnership initiative. To shape the remit and guiding principles for the group, a review of processes was undertaken drawing on similar



boards/forums nationally by RPMO in conjunction with relevant partners and business representatives from across the region, including SCREAB and REF members.

7. This paper updates Joint Committee on the progress made following a joint meeting of SCREAB and REF on 5th December and options for the way forward.

Developing a Regional Advisory Board building on SCREAB and REF

8. The RPMO embarked on a series of consultation meetings with a number of members within SCREAB and REF to seek feedback on current structures, purpose of an advisory forum, and thoughts on a single advisory body.
9. The overwhelming feedback from these discussions was the need for greater visibility around the Deal, the need for external engagement but in a resource efficient manner, and that a single body is a pragmatic way forward.
10. The RPMO also engaged in a consultations exercise with Deals across the country to understand models of private sector engagement and the design of advisory boards.
11. Single advisory boards with private sector involvement without being location prescriptive complemented by thematic boards appeared to an effective model across various Deals.
12. The RPMO, with the support of COG, scheduled a joint meeting of SCREAB and REF on the 5th of December to build on the consultations to date, and agree a way forward.
13. The consensus at this meeting was that a single independent advisory board with the right skills and expertise was the more effective way forward.
14. Following this, the RPMO, in collaboration with SCREAB and REF members, drafted a proposed Terms of Reference of this body and have suggested options for structure, membership and interim Chair arrangements.



Private sector input

15. We propose to use private sector input from the existing membership to kick-start the business of the new body
16. Further private sector input will be sought in a targeted manner using the networks with the current SCREAB and REF membership
17. Applicants to SCREAB will be reviewed again, and if appropriate, woven into the new body or the proposed thematic boards.
18. External advisors (including from outside the region) to the new body will add a further creativity and challenge to the board
19. Furthermore, a regional advisors pool (who will attend meetings as required) will be formed using members from SCREAB and REF who are no longer part of the new body.

Chair and Vice Chair

20. A key part of the meeting will be to agree an interim Chair and Vice Chair so as to enable discussion to continue whilst the proposal is taken through Joint Committee for approval.
21. We propose that the group nominate a Chair and Vice Chair from the current membership to start this process but seek Joint Committee advice on the way forward.

Recommendations

1. Joint are asked to review proposal for the Regional Advisory Body and provide thoughts on strengthening its impact.



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 Chief Officers Group 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?

No

Appendices

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

- A. Draft Terms of Reference
- B. Draft overview of models

Draft Terms of Reference for a Regional Advisory Board*

Context

The Stirling and Clackmannanshire Deal Heads of Terms set out in May 2018 (point 39) states that partners will establish and refine a new regional partnership governance, and this will include industry and business leadership, tertiary education, third sector, and link in with Skills Development Scotland and Scottish Enterprise. It presented an opportunity for a range of organisations including private and the third sector leaders in the region to guide the implementation of 10 years of guaranteed investment to ensure that the benefits are maximised for the region's businesses and people.

The Deal Governance Framework document (2020) further outlined proposals for advisory bodies including Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and a Joint Commission, along with project portfolio groups. The proposal for a Joint Commission over time evolved into a Regional Enterprise Forum (REF).

SCREAB and REF had inaugural meetings in March 2022. However, a combination of challenges faced in meeting the Terms of Reference specification for private sector applicants, along with overlap between the participation in REF and similar partnership bodies, has limited momentum.

The Regional Programme Management Office (RPMO) have been consulting with partner organisations to identify means of resolving these challenges and to build traction on a regional partnership initiative. To shape the remit and guiding principles for the group, a review of processes was undertaken drawing on similar boards/forums nationally by RPMO in conjunction with relevant partners and business representatives from across the region.

To ensure that the review of the models has clarity of purpose, a joint meeting of SCREAB and REF was held in December 2022 to agree the way forward.

The intention of this paper to set out a draft Terms of Reference proposal that would effectively combine SCREAB and REF into a new streamlined body, which for the purposes of this paper will be referred to as the Regional Advisory Board.

Purpose of the Regional Advisory Board

The overarching purpose of the Regional Advisory Board will be to:

1. Provide independent advice and guidance on regional economic development, whilst championing the Deal and other investments, to enable innovation, investment and improved outcomes within the region;

2. Use its commercial knowledge and expertise to advise the Joint Committee and Chief Officers Group (COG) in making spend and investment decisions that maximise benefits for the region's economy and its people;
3. Use the City Deal investment as a catalyst for economic activity which will extend beyond the Deal;
4. Focus on leveraging key investments within the region (including City Deal) and linking opportunities for external funding and innovation through private sector and partner organisations;
5. Ensure visibility of these opportunities for communities and businesses, and linking in with business and third sector networks to achieve this;
6. Lead on the development and maintenance of a communications strategy to deliver this work;
7. Drive the shared ambition for achieving sustainable and inclusive economic growth for the region.

Principles / Terms of Reference

The Regional Advisory Board will be a recognised forum with a formal role within the Stirling & Clackmannanshire City Region Deal governance, and will link in with wider groups within the region through its members.

Members will be appointed to the Regional Advisory Board based on their expertise and knowledge of the city region, its commercial and third sector, rather than the organisations which they represent. Individuals will be required to act in the best interests of the region, foregoing any interest their own organisation may have in the Deal and/or related projects.

Members will be responsible for ensuring that views of existing business and third sector networks are captured, and that there is no duplication between the activity of the Regional Advisory Board and these networks.

Governance and Decision Making

The Regional Advisory Board will not have direct decision-making power, but will make recommendations to COG and/or the Joint Committee, which will be the ultimate decision-making body for City Region Deal activity. To cater for this, the Chair and Vice Chair of the Regional Advisory Board will attend the Joint Committee.

The Regional Advisory Board will also have a direct link with the Thematic Boards through their Chairs.

Membership

Size and Composition

In determining membership of the Regional Advisory Board from the current membership of SCREAB and REF, which will be supplemented by private sector members, Joint Committee will seek to ensure an appropriate balance of membership, ideally in terms of:

- **Expertise:** Individuals with a complementary set of skills to ensure a robust advisory function on regional investments;
- **Organisation type:** Individuals from the private and third sectors will be represented in accordance with the mix of enterprise types across the region;
- **Geography:** Each of the local authorities in the city region will be represented by at least one business or third sector organisation with significant operations in their area;
- **Sector:** Organisations that operate in key industry areas that are relevant to and representative of the regional economy e.g. the mix of urban areas with vast swathes of rural areas;
- **Size:** A mix of small, medium and large organisations will all be represented.

There will also be City Region Deal Regional Programme Management Office, Government/Agency and Higher/Further Education representation on the Board, to ensure links with the wider governance structure. The Regional Programme Management Office will act as the Secretariat to the Board. The following structure is recommended, subject to consultation with and confirmation by Joint Committee:

Organisation	Members
Core Group	12
Chair	1
Business representatives – for fixed term periods to allow input from wider talent pool	4
Third Sector representatives – rotating roles, filled in on an interim basis	1
Tertiary education representative <ul style="list-style-type: none"> • University of Stirling • Forth Valley College 	2 1
NHS Forth Valley (as a large employer and to link in with its supply chains)	1
Skills Development Scotland	1
Scottish Enterprise	1
Advisors	Up to 10
Elected Members	2
External Advisors (with national and international)	3
Regional/Themed Advisors: <ul style="list-style-type: none"> • FVCC • CBI 	5

Organisation	Members
<ul style="list-style-type: none"> • IOD • FSB • Ceteris • STEP • SVE • CTSI • Business Improvement Districts • Loch Lomond and Trossachs Park 	
Thematic Board Chairs	2
Observers and Secretariat	4
<ul style="list-style-type: none"> • Stirling Council Officer • Clacks Council Officer • RPMO 	<p>1</p> <p>1</p> <p>2</p>

Recruitment and Appointment of Chair

The Board will be constituted from existing members of SCREAB and REF via a consultation process to ensure:

- Members have complementary skills and expertise required to drive the work of the Board;
- Businesses and third sector from across the region have a voice on the restructured body;
- Industry and business leaders will be invited to join on a one year basis with the opportunity to extend. This will ensure varied input and challenge to the group;
- The Joint Committee will approve the membership, Chair and Vice Chair of the Forum, which will be informed by the review process;
- The Chair and Vice Chair will be appointed from the business and third sectors, and these individuals will also attend Joint Committee;
- It is important that the Chair is a high profile, credible and influential individual, who understands economic needs and aspirations of the region;
- Interim arrangements will be put in place for the Chair from within the group whilst recruitment is being undertaken;
- It is recommended that the Chair be additional to the business and third sector representatives;
- The Vice-Chair should be drawn from the relevant business or third sector cohort dependent upon which field of enterprise the Chair is drawn from.

Thematic Boards



To ensure that expertise from across the region's business and third sector community is captured in respect of specific projects, it is proposed that specialist Thematic Boards may also be developed after the Regional Advisory Board is formed.

Members of existing business or third sector forums which operate across the region would be invited to join the Thematic Boards as appropriate. They would be encouraged to participate in consultations when required and will be kept up to date on the Regional Advisory Board's activity by email.

Regular knowledge exchange sessions on City Region Deal and related activity may also be proposed.

The Chairs of the Thematic Boards will attend and be part of the Regional Advisory Board.

Meeting Schedule

The Regional Advisory Board will meet at least quarterly.

Quorum

The quorum for the group is 4 with the required representative as follows:

- Chair or Vice Chair x 1
- Private Sector/Business/Enterprise Agency x 2
- Tertiary Education x 1

Review

The Terms of Reference should be reviewed to ensure that they are fit for purpose no less than every 12 months.

The RPMO will support the review of the Regional Advisory Board's Terms of Reference for the approval of the City Region Deal Joint Committee via the COG.

Contact details

Ann Jacob-Chandler

Head of the RPMO, City Region Deal

Jacobchandlera@stirling.gov.uk

Jeremy Greengrass

RPMO Admin Support Officer



Stirling &
Clackmannanshire
City Region Deal

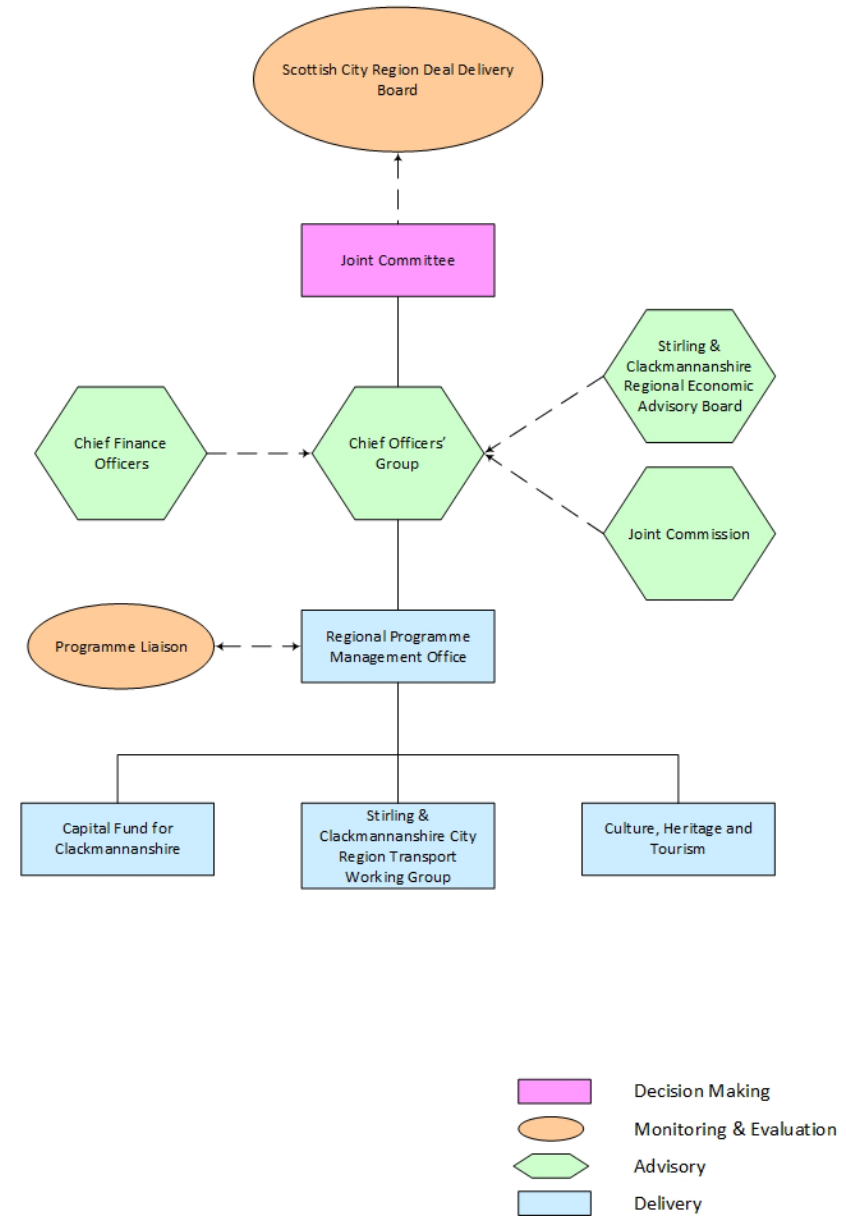
greengrassj@stirling.gov.uk

Regional Advisory Board*

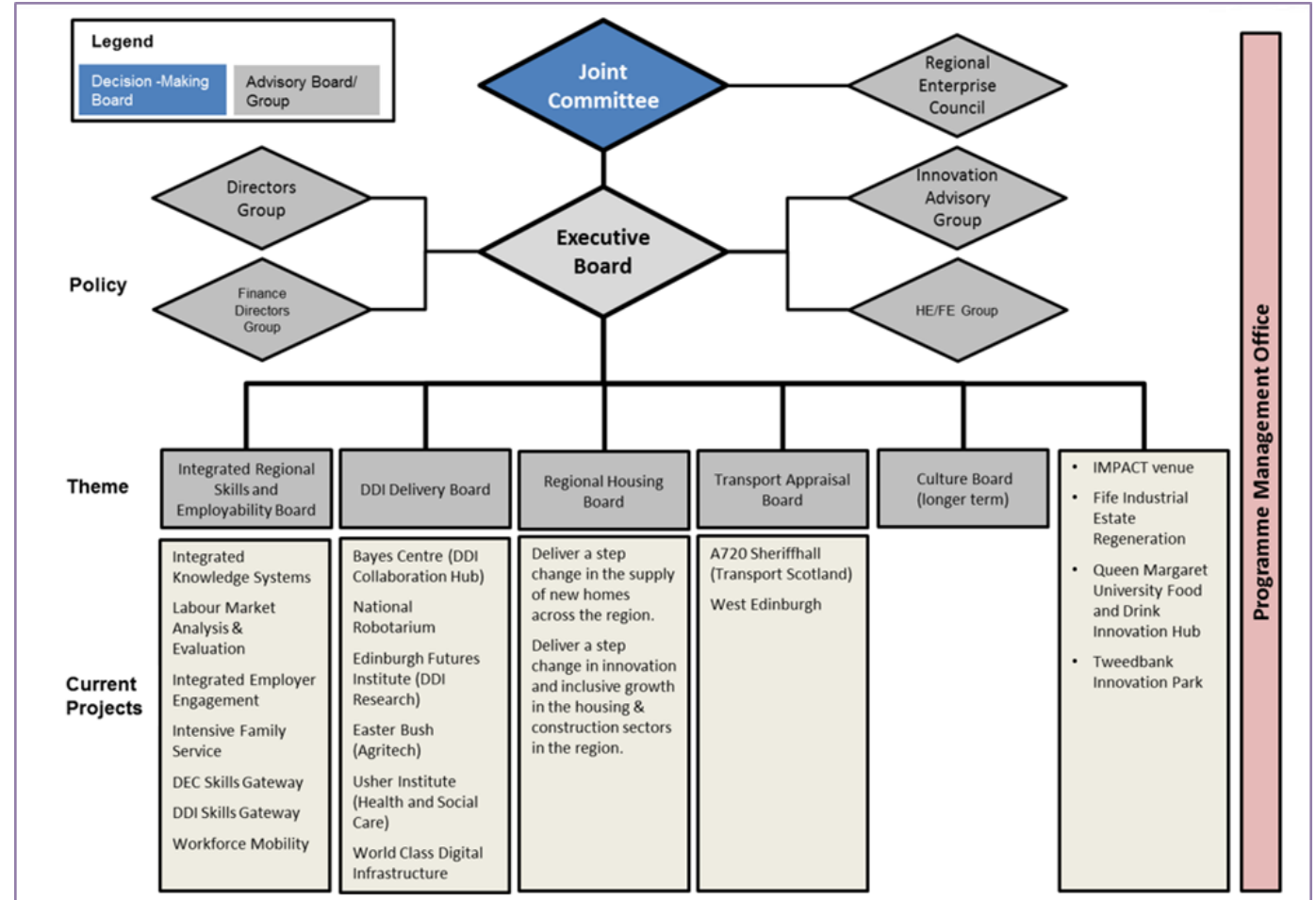
Models of delivery



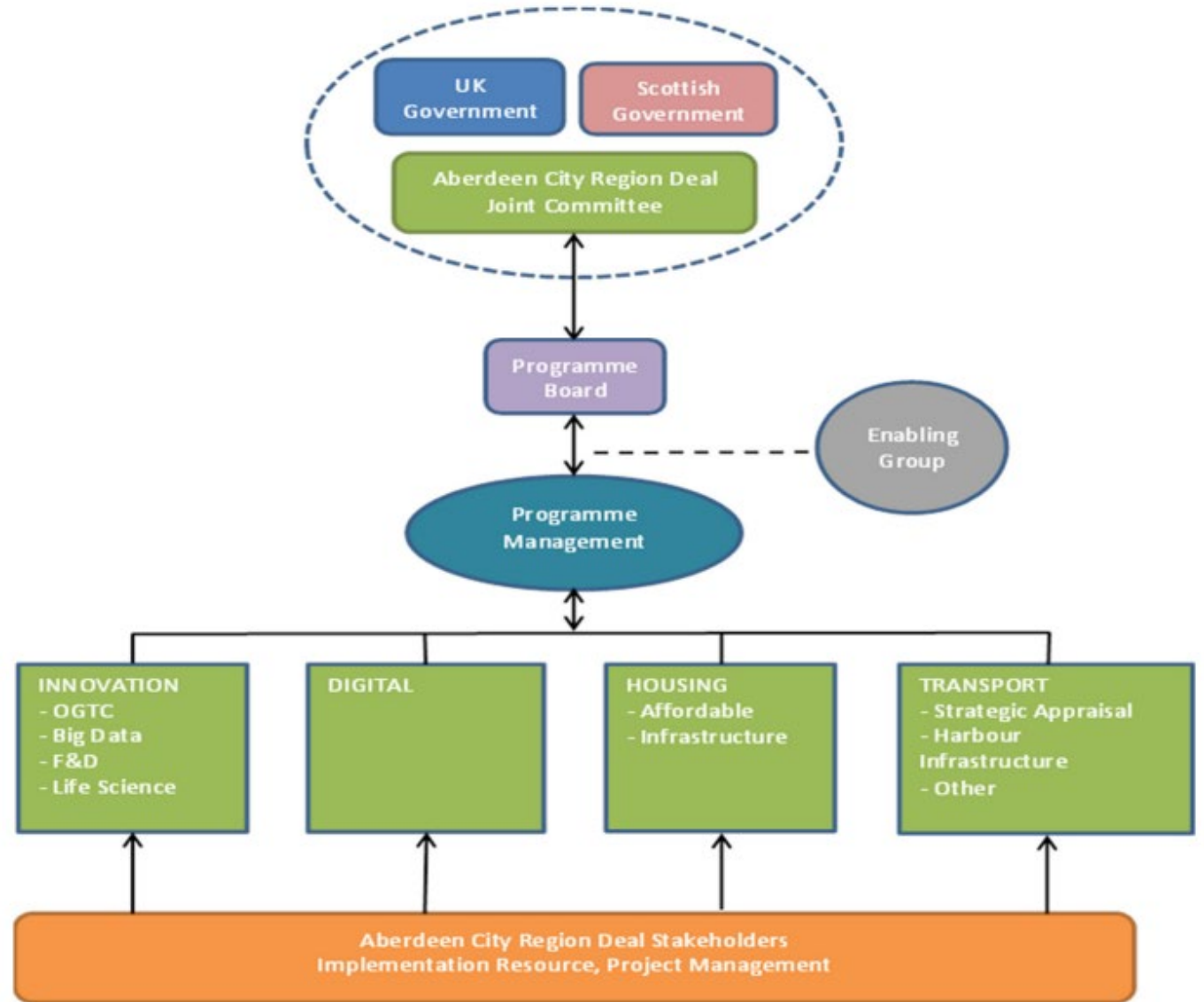
Previous Governance Structure

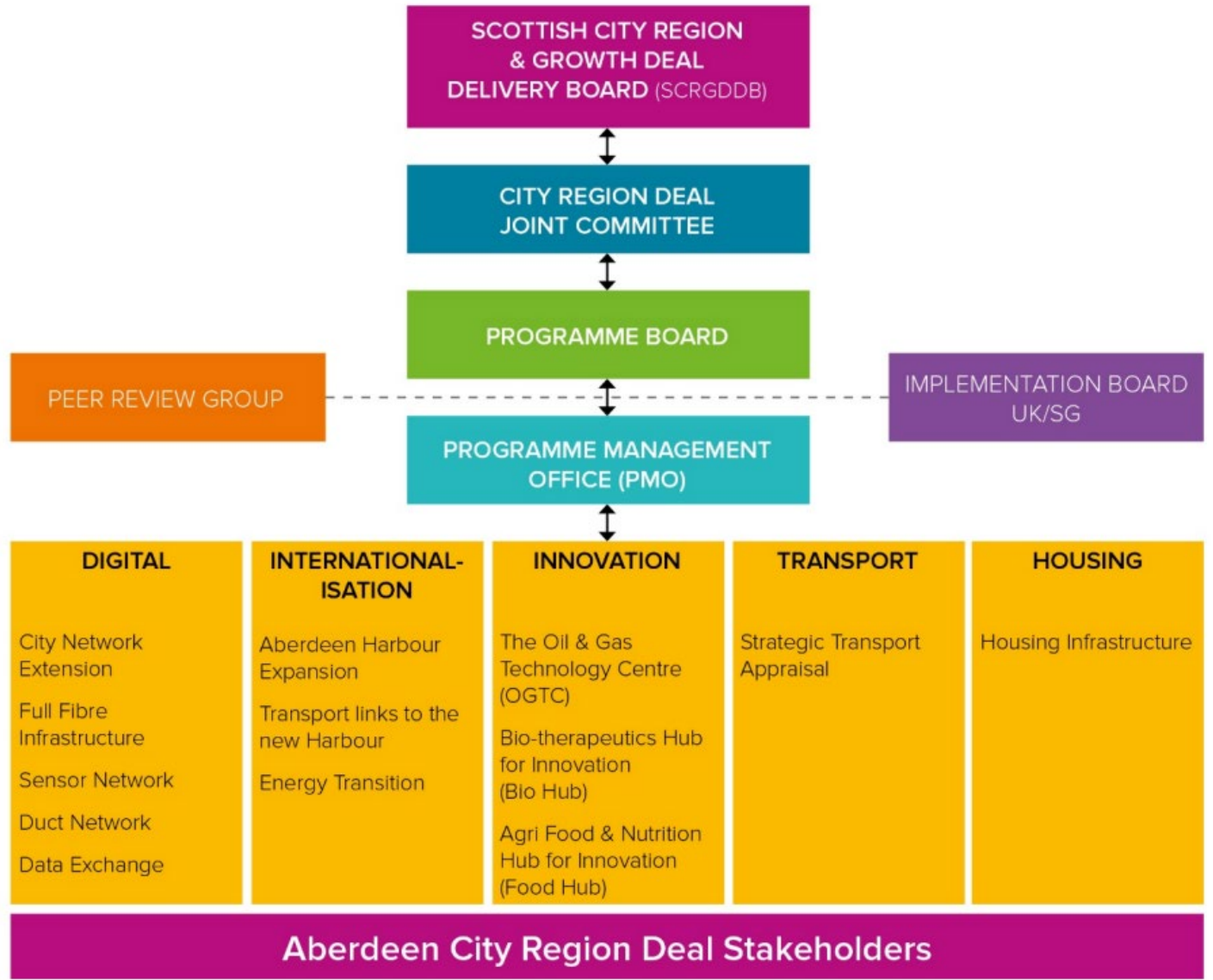


Comparative structures – Edinburgh and South East Scotland

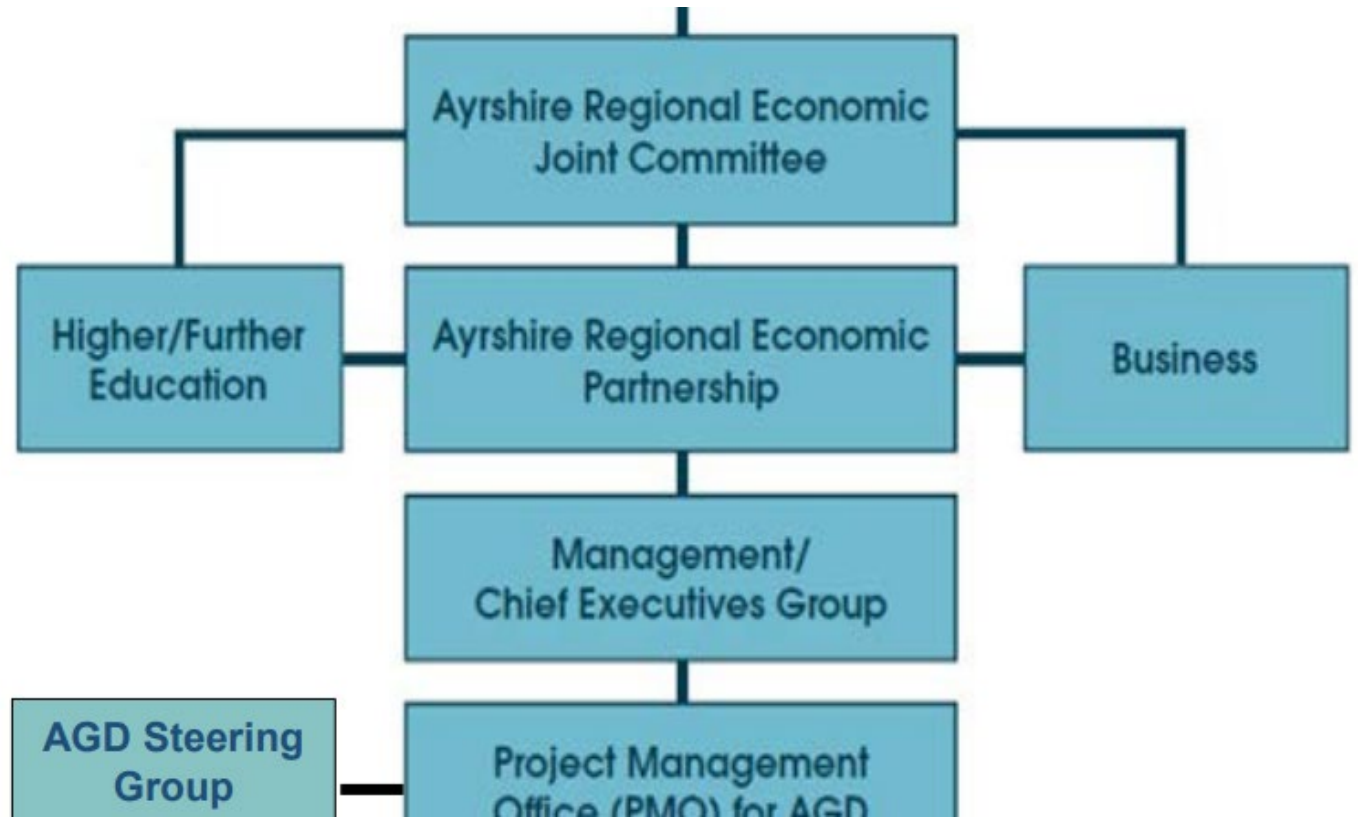


Comparative Structures – Aberdeen & Opportunity North East

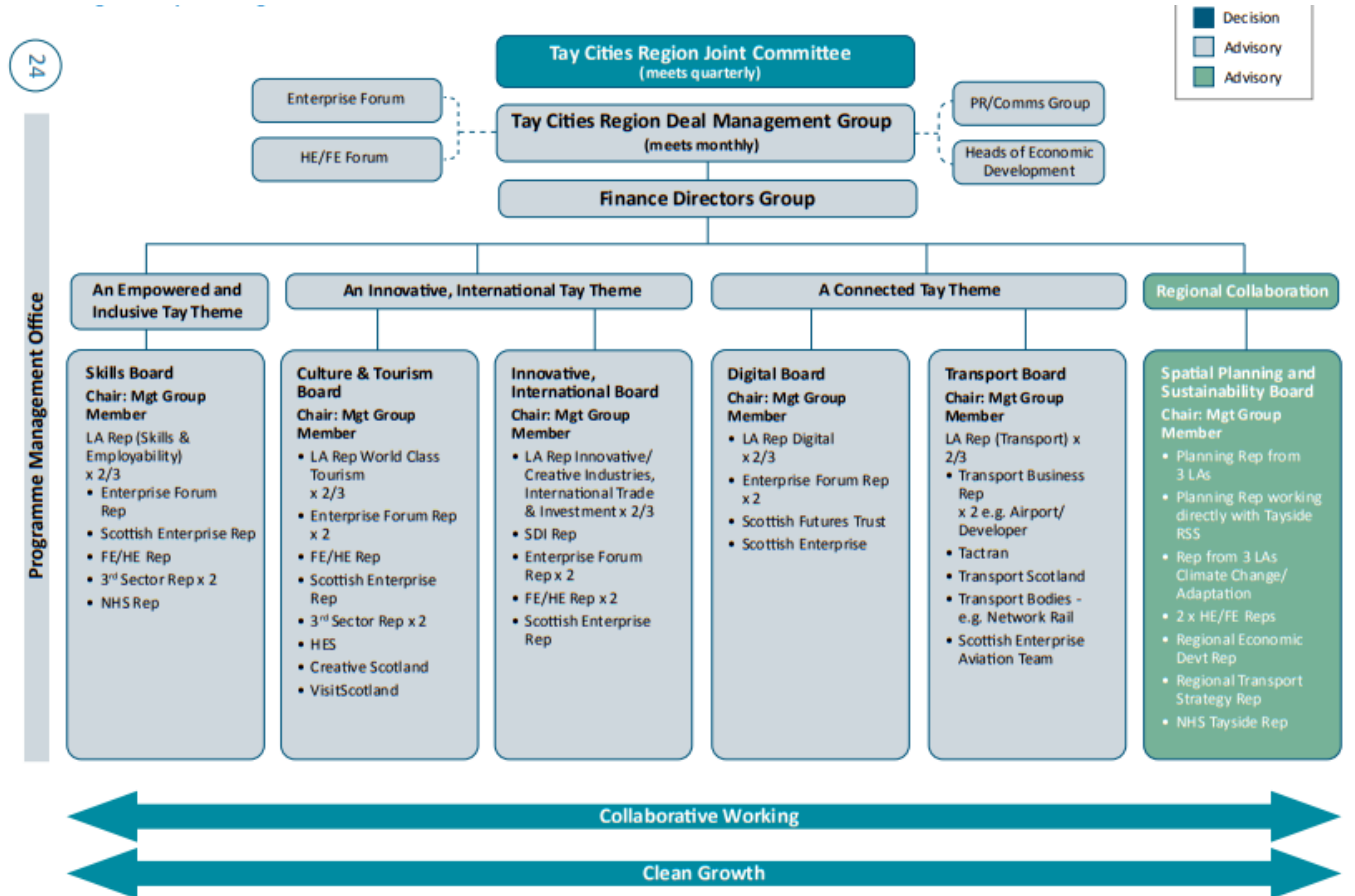




Comparative Structures – Ayrshire Growth Deal



Comparative Structures – Tay Cities Deal



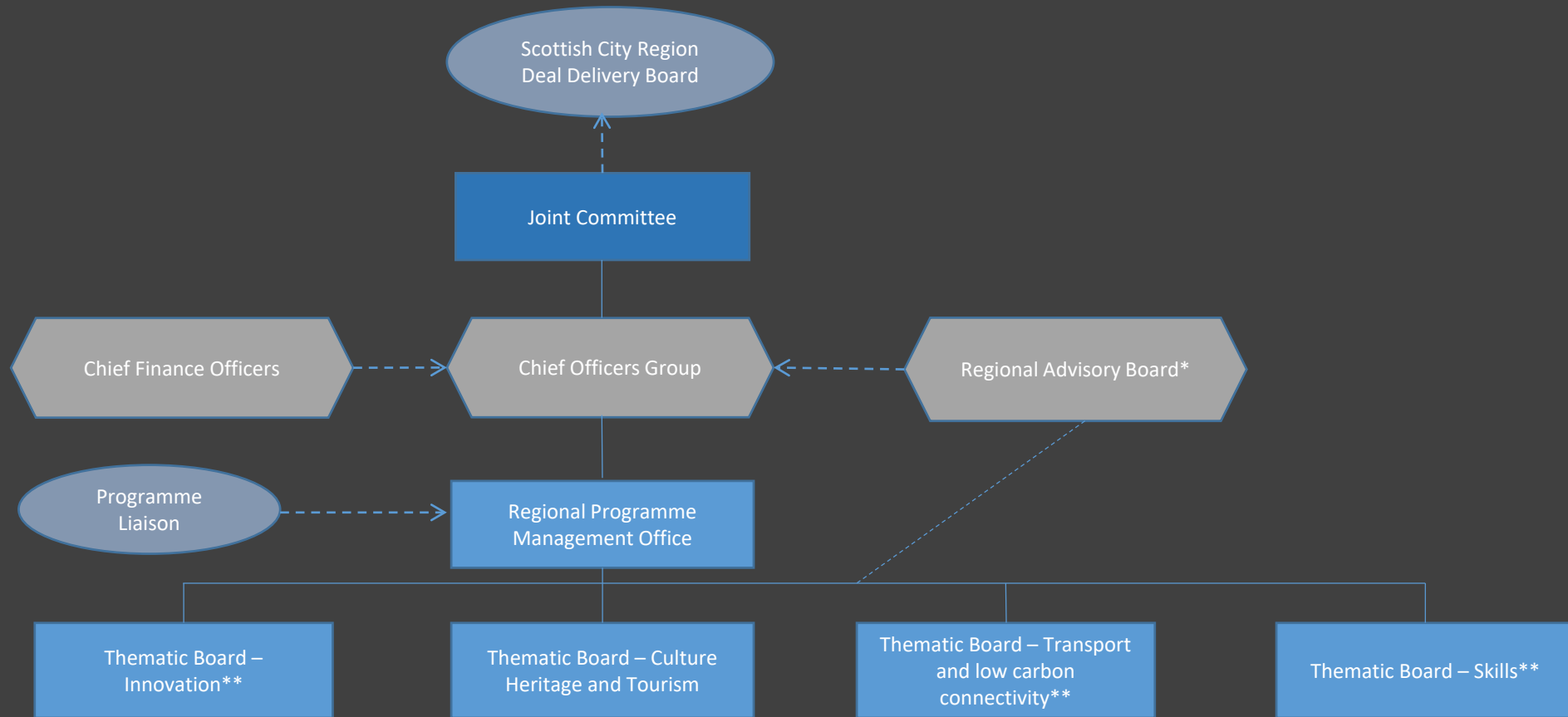
Things to consider

- Clarity of purpose, key outcomes for the region, including Deal outcomes
- Sharing information and developing a coherent narrative around City Region Deal and other regional economic development investments
- Representing the voice of the region and the expertise within
- Joining up and creating opportunities for the wider region
- External advisory to strengthen local work – national and international links

Key success factors

- Strong Chair and Vice Chair – high profile individuals who will provide leadership and challenge
- Weaving in private sector input in both advisory and delivery levels (thematic boards)
- Chairs of thematic boards sit on the Regional Advisory Board/Forum
- Creating opportunities for local communities through collective private sector, third sector and enterprise groups
- Harnessing private sector and external investment for further developments

Potential structure under single independent advisory body



- * Name to be confirmed
- ** Potential thematic boards