

NOTICE OF MEETING & AGENDA

Stirling & Clackmannanshire City Region Deal Joint Committee

AGENDA

Thursday 31 October 2024 at 2:30 - 4:30 pm

This meeting will be held in-person in the Council Chambers, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB.

Invitations have also been issued with an MS Teams Meeting link to allow virtual participation.

Members of the public can register to attend the meeting here:

<https://www.clacks.gov.uk/council/meetings/?meeting=1284>

Lena Schelling
Programme Officer/Analyst
City Region Deal

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AGENDA		Page Nos.
1.0	Apologies and substitutions	-
2.0	Declaration of interests 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	-
4.0	Previous minutes	
4.1	Minutes of the Meeting of the Stirling & Clackmannanshire City Region Deal Joint Committee – 18 April 2024 (Copy attached)	5 – 12
5.0	Forward planning	
5.1	Report – Joint Committee Rolling Action Log (Copy attached)	13 – 14
5.2	Report – Joint Committee Forward Plan (will be brought to Committee in January)	-----
6.0	Items for consideration	
6.1	Report – City Region Deal Audit Plan 2024 – 2030 - <i>submitted by Gordon O'Connor, Service Manager, Audit, Counter Fraud and Risk, Stirling Council</i> (Copy attached)	15 – 22
6.2	Report – Annual Report - <i>submitted by the Regional Programme Management Office</i> (Copy attached)	23 – 94
6.3	Report – Flexible Skills Programme - <i>submitted by Charlie McShane, City Region Deal Skills Lead, Clackmannanshire Council</i> (Copy attached)	95 – 118
6.4	Report – CHT Update & Recommendations - <i>submitted by Jillian Schofield, Service Manager - Culture, Events & Tourism Economic Development, Culture & Tourism, Stirling Council and Kevin Wells, Strategic Director: Place, Clackmannanshire Council.</i> (Copy attached)	119 – 128
6.5	Report – Implementation Plan 2024/25 - <i>submitted by the Regional Programme Management Office</i> (Copy attached)	129 – 136
6.8	Report – Proposed Schedule of Joint Committee Meetings 2025/26 - <i>submitted by Lee Robertson, Senior Manager, Legal and Governance, Clackmannanshire Council</i> (Copy attached)	137 – 142

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Joint Committee Membership

**Clackmannanshire Council
(Chair)**

Councillor Ellen Forson

**Stirling Council
(Vice Chair)**

Councillor Margaret Brisley

University of Stirling

Mr Graeme Duff

Clackmannanshire Council

Councillor Martha Benny

Stirling Council

Councillor Neil Benny

University of Stirling

Ms Eileen Schofield

Clackmannanshire Council

Councillor Janine Rennie

Stirling Council

Councillor Scott Farmer

University of Stirling

Professor Leigh Sparks

Substitutes (appointed by Council)

Clackmannanshire Council:

Councillor Denis Coyne

Councillor Graham Lindsay

Councillor Kenneth Earle

Stirling Council:

Councillor Gerry McGarvey

Councillor Elaine Watterson

Councillor Gerry McLaughlan

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 in the COUNCIL CHAMBERS, OLD VIEWFORTH, STIRLING and by MICROSOFT TEAMS on THURSDAY 18 APRIL 2024 at 3.00 pm

Present

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

In Attendance

George Barbour, Executive Office and Communications Service Manager, Stirling Council
Carol Beattie, Chief Executive, Stirling Council
Nikki Bridle, Chief Executive, Clackmannanshire Council
Jane Burridge, Lead Transformation Officer, Clackmannanshire Council
Sally Dimeo, Chief Finance Officer, University of Stirling
Profession Iain Docherty, University of Stirling, Chair of Regional Economic Advisory Group
Nicola Drago Ferrante, Growth Deal Programme Officer, University of Stirling
Claire Farmer, Head of the Regional Programme Management Office
Mark Henderson, Senior Communications Officer, Stirling Council
Ann Jacob-Chandler, Head of Economic Development, Planning and Climate Change, Stirling Council
Pete Leonard, Strategic Director, Clackmannanshire Council
Steven MacDonald, Economic Growth, Culture, Tourism & Events Service Manager, Stirling Council
Melanie Moore, Committee Services, Clackmannanshire Council
Brian Roberts, Chief Operating Officer- Infrastructure & Environment, Stirling Council
Gillian White, Committee Services, Clackmannanshire Council
David McDougall, Governance Officer, Stirling Council (Clerk)

Recording of Meeting started

Prior to the start of the meeting, Councillor Kane, as Chair of the Stirling and Clackmannanshire City Region Deal Joint Committee, welcomed everyone to the meeting. It was advised that the meeting was being broadcast live via the Public-i portal on the Council's website and that a recording of the meeting would also be made publicly available on the website following the meeting.

Prior to moving onto the business of the meeting, the Chair noted the recent sad death of Dr John Rogers of the University of Stirling. The Chair paid tribute to Dr Rogers' and his significant contribution to the City Region Deal. Thoughts were with Dr Rogers' family and colleagues at this sad time.

CRD25 APOLOGIES AND SUBSTITUTIONS

There were no apologies or substitutions.

CRD26 DECLARATIONS OF INTEREST

There were no declarations of interest.

CRD27 URGENT BUSINESS

There were no items of urgent business brought forward.

CRD28 MINUTES – STIRLING & CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE – 4 MARCH 2024

The Minutes of the Meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 4 March 2024 were submitted for approval.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee approved the minutes of the meeting of 4 March 2024 as an accurate record of proceedings.

CRD29 FORWARD PLANNING

(a) JOINT COMMITTEE ROLLING ACTION LOG

The Joint Committee Rolling Action Log was submitted for review.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to note the content of the Rolling Action Log and the closure of those actions recommended for removal.

(b) JOINT COMMITTEE FORWARD PLAN

The Joint Committee forward plan was submitted for review.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to note the content of the Forward Plan.

CRD30 UPDATE FROM REGIONAL ECONOMIC ADVISORY GROUP (REAG)

A presentation was provided by Professor Iain Docherty, University of Stirling, Chair of the Regional Economic Advisory Group (REAG).

The presentation provided information on work to re-invigorate the REAG; an overview of the external economic environment, implications for the Deal programme; and the next steps for REAG and the Deal.

Responding to a query regarding involvement of the private sector in shaping the re-profiling of the Deal, Professor Docherty advised that engagement with the private sector had to be targeted and very clear about expectations in terms of involvement of the private sector in specific projects. Now that they were at the stage where REAG was being rebooted, he felt they would be able to move on to engagement with private sector partners as a matter of urgency.

Professor Docherty noted that he felt now was time to move towards active involvement from the private sector as much as possible, noting that REAG will be able to assist with this private-public collaboration.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to note the content of the presentation.

CRD31 THE NATIONAL TARTAN CENTRE – REVIEW OF THE OUTLINE BUSINESS CASE FINDINGS

The report by the Head of Economic Development, Planning and Climate Change (Stirling Council) provided an update for Joint Committee on the analysis that had been undertaken in consideration of an Outline Business Case for the National Tartan Centre. It highlighted the lack of financial viability of the project, the significant funding gaps associated with capital cost of delivering the project, and the further affordability gaps associated with ongoing operational revenue expenditure for a project of this nature.

Due to the considerable capital and revenue funding gaps, it was not possible to determine a positive business case for this project. Therefore, without significant additional capital and revenue funding, the project was no longer deemed viable.

The report sought approval from Joint Committee to terminate the project, and to progress the necessary Change Request process within the City Region Deal framework with Government to remove the project from the City Region Deal programme. A mechanism would need to be agreed with Government for considering an alternative viable project that achieved agreed aims and objectives of the Stirling and Clackmannanshire City Region Deal.

The Chair noted his thanks to officers for the significant level of work which had been required to get to this point.

Concerns were raised regarding the length of time it had taken to arrive at this conclusion, while queries were raised around the process and timescales for bringing forward alternative options to Joint Committee for consideration and the need for engagement with Joint Committee members as early as possible on the options being considered.

Councillor Farmer requested that he be provided with a note of the costs involved in the work which had been put into the Tartan Centre project up to that point.

Responding to queries, the Chief Operating Officer for Infrastructure and Environment (Stirling Council) advised that it would likely be the second half of the year at the earliest before any alternative options were brought forward to Joint Committee, with initial engagement with Joint Committee members taking place before then. He advised that discussions would need to take place with Government under the change control process regarding any alternative potential projects within the “innovation space”, in order to deliver on the outcomes of the overall Deal.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to:-

1. note the work undertaken in consideration of the outline business case for the National Tartan Centre;
2. note that the project is unaffordable;
3. agree to remove the project from the City Region Deal programme;
4. agree that a report be brought back to Joint Committee for consideration of alternative project(s), prior to submission to Governments for consideration;
5. agree that a Change Request be submitted to Government to change the project; and
6. agree that a report be brought back to Joint Committee on the outcome of the Change Request process.

(Reference: Report by Head of Economic Development, Planning and Climate Change (Stirling Council), undated, submitted)

CRD32 THE ALLOA INNOVATION CAMPUS CHANGE CONTROL REQUEST

The Chief Executive (Clackmannanshire Council) and Strategic Director (Clackmannanshire Council) presented an overview of the proposals within the report, which set out the case and requested approval for, a formal change control request to be submitted to the UK and Scottish Governments, consolidating Phase 2 of Scotland's International Environment Centre, the Intergenerational Living Innovation Hub, and the Alloa Digital Hub project into a new project under the Innovation Thematic Area: the Alloa Innovation Campus.

The Chair noted that he had no issue with the change request itself but did have concerns regarding the references to the Culture, Heritage and Tourism (CHT) fund and potential unintended consequences of moving funding over between projects. He felt the report didn't adequately explain how these processes would run concurrently in a way which would ensure one didn't adversely impact on the other.

The Chief Executive (Clackmannanshire Council) clarified that there was no change in the overall arrangements and what was being requested was a consolidation rather than a change in projects or amounts. All proposals would still require to have due regard to the existing Deal programme and project governance. The intention was to submit a single proposal for the use of Clacks share of CHT funding to the CHT Board, so that processes were running in parallel rather than sequentially. The Board would still make a recommendation to the Joint Committee which would ultimately take the final decisions.

The University Secretary stated that she felt this request was about setting a strategic direction of travel, noting concerns raised at previous meetings of the Joint Committee regarding the point at which Committee was made aware of proposals. Final details would require further dialogue with both sets of Governments and all governance and business case requirements would need to be satisfied in the usual way.

The Vice-Chair agreed that she felt this was about setting the strategic direction of travel, noting that the report did not seek a decision on the use of the CHT fund but instead set out the direction of travel which Clackmannanshire Council wanted their CHT offer to move in. She understood that initial discussions had taken place with Scottish Government who had indicated that the proposal would still meet outline business case requirements for the CHT fund.

The Chair gave notice of an Amendment, which was shared with the Committee Members.

Committee adjourned briefly to consider the Amendment

Committee re-convened with all Members previously noted present

The Chair advised that following discussions which had taken place during the adjournment, there was agreement on an updated Amendment which he would move and Councillor Farmer would second.

The Amendment was agreed unanimously without the need for a roll call vote.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to:-

1. note the affordability challenges driving the proposal to consolidate existing projects into the Alloa Innovation Campus project;
2. approve the proposal to consolidate the:
 - a. Intergenerational Living Innovation Hub (ILIH);
 - b. Scotland's International Environment Centre (SIEC) phase 2;
 - c. Clackmannanshire's Digital Hub, and;
 - d. Clackmannanshire's Cultural Heritage and Tourism programme share (subject to the outcome of Programme and project governance and due diligence)within the single Alloa Innovation Campus project;
3. agree that the process to finalise the list of projects within the regional Cultural, Heritage and Tourism programme is concluded and submitted to Government prior to the finalisation of the consolidated business case for the Alloa Innovation Campus project, and in line with the timeline set out in the paper;
4. note that officers are in discussion with the UK and Scottish Governments on whether a change control process is required; and
5. approve that officers submit a change control request to the Governments if required.

(Reference: Report by Head of Regional Programme Management Office, undated, submitted)

CRD33 ANNUAL CONVERSATION WITH SCOTTISH AND UK GOVERNMENTS

The City Region Deal Grant Offer included a mandatory requirement for an Annual Conversation with Scottish and UK Governments each year. The basis for this conversation was the City Region Deal Annual Report for the previous year. Joint Committee was asked to approve the Annual Report and agenda as suitable for use in the Annual Conversation on April 19 2024.

The Head of the RPMO noted a change in the officials in place at both Governments and advised that the focus of this year's conversation would be on building relationships with these new officials to ensure they understood the point the Deal was at and the changes which may be proposed. In addition there was a need to gain a better understanding and clarify the processes around the grant offer process in future.

Decision

The Stirling & Clackmannanshire City Region Deal Joint Committee agreed to:-

1. note the content of the draft City Region Deal Annual Report for 2023;
2. approve the draft City Region Deal Annual Report for 2023 as suitable for discussion with UK and Scottish Governments for the Annual Conversation on 19 April 2024;
3. agree that a final version of the City Region Deal Annual Report will be submitted to Joint Committee for final approval before being published; and
4. note the areas they wished to be emphasised within the set agenda for the Annual Conversation on 19th April 2024.

(Reference: Report by Head of Regional Programme Management Office, dated 8 April 2024, submitted)

The Chair declared the meeting closed at 4.30pm



Stirling &
Clackmannanshire
City Region Deal



CITY REGION DEAL JOINT COMMITTEE ROLLING ACTIONS LOG

Joint Committee 31 October 2024

Agenda Item: 5.1

Date	Report title	Action	Action owner	Completion date (expected)	Comments	Status
16 th October	Programme Update	RPMO to provide historic minutes and actions from Regional Economic Advisory Group REAG and invite the chair of REAG to the meetings in an advisory capacity.	Claire Farmer	4 March	REAG information shared at 4 th March meeting and Prof. Iain Docherty the chair of REAG will present an update appear to the Joint committee on 28 March. Prof Docherty has been added to the invitee list for Joint committee meetings going forward which is in line with the standing Orders and ToR of the Joint Committee. Recommend this action be closed	Closed
4th March 2024	Mid-Point Review	RPMO to arrange meeting giving Joint Committee the opportunity to input into the Annual Conversation with UK and Scottish Governments	Claire Farmer	28 March	Meetings have been arranged in early April prior to the Annual Conversation on 19 April. A briefing paper and draft agenda will be circulated by RPMO. Recommend this action be closed	Closed



REPORT

Joint Committee 31 October 2024

Agenda Item 6.1

CITY REGION DEAL AUDIT PLAN 2024-2030

Executive summary

In accordance with the City Region Deal Heads of Terms, Deal Agreement and annual Grant Offer Letter, the Joint Committee are asked to approve the City Region Deal Audit Plan 2024-2030 (see **Appendix 1**).

This will enable the necessary scheduled audit activities outlined in **Appendix 2** of the Assignment Brief to take place and provide assurance to the City Region Deal Joint Committee on arrangements and controls that operate at, or may impact upon, the City Region Deal at the overall partnership level.

Lena Schelling, CRD Regional Programme Management Office, Programme Analyst

Email address: schellingl@stirling.gov.uk

City Region Deal contact: Brian Roberts, Chief Operating Officer, Stirling Council

Email address: robertsb@stirling.gov.uk



Recommendations

The Joint Committee is asked to:

1. Approve the City Region Deal Audit Plan 2024-2030, as detailed in Appendix 1 and 2.

Legal & Risk Implications and Mitigation

It is a requirement of the City Region Deal Heads of Terms, Deal Agreement and annual Grant Offer Letter, that the partnership has an agreed audit plan in place. The terms and conditions of grant are clear that the Internal Audit service must be provided in compliance with Public Sector Audit Standards. These Standards are clear that 'The Internal Audit activity must be independent from the officers directly involved in the delivery of the deal, and Internal Auditors must be objective in performing their work. The audit plan will be delivered in compliance with this requirement for independence.

Considerations

- 1.1 The draft City Region Deal Audit Plan 2024-2030 for has been reviewed and considered by the Chief Officer Group, and is now presented to Joint Committee for approval.
- 1.2 Stirling Council's Internal Audit Team will undertake the audits and will report back to the Chief Officer Group and Joint Committee. The officers carrying out the audit are not involved in the delivery of the deal and are independent from the delivery teams.
- 1.3 The audit plan, once agreed, will be shared with Government as part of the governance processes. The outcomes and actions from audits will also be shared with Government once these have been considered by Joint Committee.
- 1.4 This is a requirement of the City Region Deal Heads of Terms, Deal Agreement and annual Grant Offer Letter.
- 1.5 Regarding the scope of the Audits, the terms and conditions are clear that 'the focus of the [Internal Audit work] will be determined by the Accountable Body's Internal Audit Team'. Moreover, in relation to partner body audits, these are for each constituent body Chief Internal Auditor to determine, within their own organisation. The Joint Committees' role thus lies in the approval of the Audit Plan to enable these to be carried out, in accordance with Government and Deal stipulations.



Resource Implications

Financial Details

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? n/a

Legality

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

The Joint Committee is empowered to approve this by the Standing Orders in place, the signed City Region Deal agreement and City Region Deal Heads of Terms.

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

The document has been shared in draft, pending approval by Joint Committee. Officers from Government have advised that the plan is in line with the expectations of the deal requirements.

Background

This audit is a requirement of the City Region Deal Heads of Terms, Deal Agreement and annual Grant Offer Letter. Stirling Council as the Lead Authority are required to conduct an audit across the whole City Region Deal every 2 years. It is recommended that partners conduct audits of their contribution to the City Region Deal with similar frequency.

The CRD Assurance Framework commits the RPMO to prepare a bi-annual audit plan which will be approved by Joint Committee and implemented by the partners within their current statutory audit functions.

Outcomes from partner's audits will inform the scope of the overall City Region Deal audit every 2 years. Actions from partner audits will be managed through their own internal audit processes and committees. Outcomes from the City Region Deal audit will be reported to Joint Committee and Stirling's Audit Committee and actions managed through the Audit Committee.

Appendices

1. City Region Deal Audit Plan 2024- 2030
2. Audit Assignment Brief

Approved by:

Brian Roberts, Chief Operating Officer, Stirling Council.

Email address: robertsb@stirling.gov.uk

Kevin Wells, Strategic Director: Place, Clackmannanshire Council.

Email address: kwells@clacks.gov.uk

John Craig, Head of the City Region and Growth Deal Programme, University of Stirling

Email address: j.c.craig@stir.ac.uk

Appendix 1: CRD Audit Plan 2024 – 2030

City Region Deal RPMO Internal Audit Plan 2024-26											
	2023/24	2024/25				2025/26				In Scope	Out of Scope
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Deal Wide										Arrangements and controls that operate at, or may impact upon, the City Region Deal at the overall partnership level.	Advisory Groups e.g. REAG
Stirling Council										TBC	TBC
Clackmannanshire Council										TBC	TBC
University of Stirling										Programme management arrangements in place for the City Deal Programme, from project planning to delivery.	Alignment with overall University strategic objectives. Definition or achievement of project benefits. Project trajectory, milestone or budget adherence.

Previous Audits	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Deal Wide										
Stirling Council										
Clackmannanshire Council										
University of Stirling										

Appendix 2: Assignment Brief



Stirling Council Internal Audit: Assignment Brief

City Region Deal Review

Audit Plan Reference:	COI301/004	Audit Plan Year:	2024/25
Audit Manager:	Gordon O'Connor, MIIA	Lead Auditor:	Steven McDermott, CPFA

Background

The Terms of Reference of the Stirling and Clackmannanshire City Region Deal (CRD) Joint Committee ('the Joint Committee') require the Committee to make suitable arrangements for the review and audit of its activities. Each CRD partner is responsible for making its own arrangements for the Internal Audit of its activities and for providing assurance to their organisation's Audit Committee (or equivalent) on their organisation's arrangements for risk management, governance and control.

As 'Accountable Body', however, Stirling Council's Internal Audit team will lead on Internal Audit work at a partnership level and report on that work, including the provision of appropriate assurance, to the Joint Committee. This is in line with the grant offer letter from the Scottish Government to Stirling Council, as Accountable Body, most recently dated 29 June 2023.

Sections 14.3 to 14.5 of the grant offer letter set out requirements in relation to Internal Audit Arrangements. It is for the Accountable Body to ensure the allocation of Internal Audit resources and to ensure that Internal Audit work is undertaken in line with the Public Sector Internal Audit Standards. The conditions are clear that the Scottish Government expects the CRD to form part of the Accountable Body's risk based Internal Audit Plan every second year as a minimum.

The grant offer letter is clear that the focus of [Internal Audit work] will be determined by the Accountable Body's Internal Audit Team. The scope and assurance objectives for 2024/25 Internal Audit work are set out below.

Resources

As part of its role as Accountable Body, Stirling Council will provide the necessary Internal Audit resource for this review, in line with the conditions set out in the grant offer letter. Stirling Council's Internal Audit Plan for 2024/25 was approved by the Council's Audit Committee on 14 March 2024, and included resource to be allocated to review of CRD activities. Appropriate support and engagement via provision of documentation and prompt response to any queries will be required from CRD partners, which will be managed by the Lead Auditor to minimise any impact on partners' staff and other resources.

Timeline

The high-level time line for the review work is anticipated to be:

- Audit review and fieldwork: December 2024 – February 2025
- Preparation of draft audit report: February – March 2025
- Report to Joint Committee: 27 March 2025 (scheduled meeting)

Risk Context

The scope of this review recognises and reflects the following risk and issue identified within the Regional Programme Management Office Risk Register for the City Region Deal. We will consider the existence and effectiveness of relevant controls and mitigating actions that we identify in the course of our audit work.

Risk / Issue	Risk Score	Owner (s)	Mitigating Action(s)
R2 - If Joint Committee members are not confident to approve, then projects may be prevented from progressing.	12	Regional Programme Management Office / Chief Officers' Group	RPMO to create expert business case review group to inform and reassure Joint Committee prior to submission. RPMO to continue with Joint Committee briefing sessions to ensure full understanding of committee agenda items.
I1 - Inflation is degrading the actual value of the Deal Award, causing costs to rise. The financial claims profile is moving to the right. Meaning in real terms the fund is decreasing as costs are increasing.	20	Chief Officers' Group (COG)	2024 implementation plan to consider the current financial position and future forecast and re-base activity.

Scope of Review

This is a high-level review to provide assurance to the City Region Deal Joint Committee on arrangements and controls that operate at, or may impact upon, the City Region Deal at the overall partnership level. Our audit report and assurance will also be of interest and relevance to the Audit Committee of Stirling Council and to the Scrutiny and Audit Committee of Clackmannanshire Council.

We note that a separate Internal Audit Plan is in place to review arrangements at individual partner level and that those reviews have been, or will be, undertaken and reported in line with the provisions of that Plan.

Assurance Objectives

We will develop a plan and programme of work to allow us to provide independent assurance on specified governance, risk management and financial control arrangements for the Clackmannanshire and Stirling City Region Deal, which will include:

1. the arrangements for provision of strategic direction and decision-making through the operation of the City Region Deal Joint Committee ('the Joint Committee');
2. the governance framework and support arrangements in place for the Joint Committee, including the Regional Programme Management Office and relevant supporting or advisory groups;
3. the risk management arrangements that identify and manage key strategic and /or operational risks, issues and opportunities to the City Region Deal ('the Deal') and its various projects;
4. the arrangements and processes in place ensure that grant claims submitted to the UK and/or Scottish Governments comply with grant offer terms and conditions, and that the distribution of funding payments to partners by the Council (as the 'Accountable Body') is accurate, timely and efficient; and
5. the arrangements for reporting on progress of the Deal and projects to the UK and / or Scottish Governments, including Annual Implementation Plans and the Annual Report and Annual Conversation, are appropriate, timely and comprehensive.

REPORT

Joint Committee 31 October 2024

Agenda Item: 6.2

Annual Report

Executive summary

The Joint Committee as representatives of the partners to the Stirling & Clackmannanshire City Regional Deal, are asked to review and approve the Annual Report. This report presents a review of the third year of the Stirling and Clackmannanshire City Region Deal, and a forward look to the year ahead. Signed on 26th February 2020, the Deal commits the Scottish and UK Governments, together with regional partners, to deliver a total investment of £214 million over ten years to support the economic development of the Stirling and Clackmannanshire city region.

This draft of the Annual Report has been subject to annual conversation in April 2024 and now seeks to be approved by the Joint Committee. Approval of the Annual Report will allow the RPMO and Communications Team to publish and make the report available to the public, as well as share it with Scottish and UK Government.

Lauren Gonzalez, Programme Analyst, City Region Deal Regional Programme Management Office (RPMO) Email address: gonzalezl@stirling.gov.uk

Recommendations

The Joint Committee is asked to:

1. Approve the Annual Report in line with The Stirling and Clacks City Region Deal Framework, thereby enabling its publication and circulation to Governments and to the public domain, via the City Region Deal website.

Considerations

In seeking approval from Joint Committee on the Annual Report we are considering the following, as extracted from Stirling and Clackmannanshire City Regional Deal Framework:

4.8 - To demonstrate the alignment of the City Region Deal programme to the agreed vision and four strategic outcomes, the RPMO will produce an Annual Report on all City Region Deal activity. The template for the Annual Report will be agreed with Government. The draft report will form the basis for the annual conversation with Government and the final report will be approved by the Joint Committee and presented to Governments, and the Stirling and Clackmannanshire Regional Economic Advisory Board before being published.

4.12 - Partners will complete an Annual Report which will form the basis of the Annual Conversation. The Annual Conversation will allow the Scottish City Region and Growth Deal Delivery Board to engage with the Stirling & Clackmannanshire City Region Deal at a senior official level to celebrate success and discuss progress. It presents an opportunity to reflect and work through any concerns that the Regional Partners and Governments have about the Implementation Plan and the strategic ambitions for the Programme going forward.

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. **N/A**

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. **N/A**

Exempt Reports

Is this report exempt? Yes (please detail the reasons for exemption below) **No**

Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **N/A**

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

None

Background Papers

Have you used other documents to compile your report? **Yes**

1. Stirling and Clackmannanshire City Region deal Framework.

Appendices

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

Appendix 1A –Annual Report 2024/25

Approved by:

Brian Roberts: Chief Operating Officer, Stirling Council
Email address: robertsb@stirling.gov.uk

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Annual Report

2023-24



Stirling &
Clackmannanshire
City Region Deal

StirClacksDeal.com

UNIVERSITY of
STIRLING



**Clackmannanshire
Council**



**UK
Government**



Scottish Government
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Summary



Date Deal Signed

26th February
2020



£90.2 million

Government Funding
Allocation

£5.87m

Total claimed
in 2023



£10.96m

Total claimed
to date



8 Projects in implementation/delivery

5 projects in development

2 programmes in development



13 Business Cases
approved to date

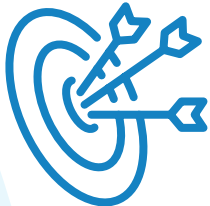


83 jobs
created

£34.7m
secured leverage/private
investment for region



£40.9m
targeted leverage/private
investment for region



Timeline 2023-24





Foreword

We are delighted to introduce the 2023-24 Annual Report of the Stirling and Clackmannanshire City Region Deal. Since signing the Deal in February 2020, we have made great progress with our projects and programmes. Celebrating our third year of the Deal, the partnership is gratified to see that progress has continued within the six thematic areas towards our collective goals. This year's report covers the whole of 2023 and the first three months of 2024. During this period, a further two programmes have been approved and three projects have moved into delivery. It is encouraging to see that, in the face of difficult economic conditions and financial constraints confronting all partners, our resolute commitment to achieving meaningful outcomes for our communities within the range of projects comprised by the Deal, remains unwavering.

Within our Innovation theme, the Full Business Case for the National Aquaculture Technology and Innovation Hub (NATIH), led by the University of Stirling, was approved at Joint Committee and subsequently endorsed by UK and Scottish Governments in October. This allows the project to move forward in 2024. Scotland's International Environment Centre (SIEC), also led by the University, continues to make a considerable contribution in the culture shift towards achieving net zero, with a range of activities including the Young Pathfinders educational outreach programme, as well as the planting of the first trees as part of the ambitious Forth Climate Forest. In May 2023 the University signed an agreement with Developing Young Workforce, requiring contractors to engage with local schools if they are awarded a contract through the University's Deal-related procurement. The Memorandum of Understanding is the first of its kind among City Deal partners in Scotland and could create hundreds of employment opportunities across NATIH, SIEC

and the Intergenerational Living Innovation Hub (ILIH) which will be the University's third project within the Deal.

Under the Infrastructure theme, Stirling Council completed the transfer of Phase 1 of the former MoD land at Forthside at the end of March 2024, unlocking exciting opportunities for the city and the wider region including the creation of thousands of jobs. The site will be transformed into a prime economic location, with the costs met from a £19m grant the council secured from the UK Government's Levelling Up Fund.

There was also positive progress within the Transport, Low-Carbon and Connectivity theme with the approval by Stirling and Clackmannanshire Councils of the Regional Energy Masterplan: a wide-ranging blueprint for delivering net-zero improvements in energy and heating systems across the region. Construction is also continuing on the transformative £9.5m Walk, Cycle, Live Stirling project that is delivering two new walking, wheeling and cycling corridors across Stirling. Completion is expected in late 2024.

Within our Inclusion Workers and Innovation Fund theme, the team of Inclusion Workers continue to support people across Stirling and Clackmannanshire, resulting in participants being supported to gain recognised qualifications. Skills development drop-in sessions in both Stirling and Alloa have been a welcome addition to the programme, providing participants with the opportunity to meet new people and share experiences to build their self-esteem and confidence. The Skills and Inclusion Programme saw both projects continue to support local people to build on their existing understanding and expertise in digital technologies.

The Japanese Garden project has moved from strength to strength. The £750,000 investment in this unique tourist attraction for the region

has delivered significant benefits since the completion of works in March 2023, including an extension to its outreach programme, the creation of 18 jobs and the arrival of 40,000 visitors in 2023. The Culture, Heritage and Tourism Theme is a £15 million fund to support tourism in the region. Projects within this theme are being scoped out for prioritisation in the coming year.

Under the Digital Theme and our Regional Digital Hubs Programme, the first regional hub was housed in the integrated community building within the village of Cowie. Its formal opening is scheduled for 2024. The Clackmannanshire, Stirling and Callander Hubs are being scoped using the latest demand information from the business community.

The Joint Committee continues to provide oversight and make key strategic decisions on the delivery and progress of the Deal. The mix of elected member and University representatives provides a strong range of views and ensures a balanced representation from across all three of our partners.

The unrelenting hard work and dedication of the partnership and its respective teams has contributed to the projects listed, at all stages of their journey. The Deal stands as a testament to their commitment to making a genuine difference to the people, communities and businesses of Stirling and Clackmannanshire. This effort is supported by the Regional Programme Management Office team and is ably directed by colleagues within both the UK and Scottish Governments.

While good progress has been made in many areas of the Deal, rising costs require the close monitoring of existing projects to ensure the

benefits from these are realised. The external landscape has also changed significantly since Covid-19. Business needs have shifted, as we have seen from the latest demand assessments for Digital Hubs, where businesses no longer have the same need for physical digitally connected premises as they now increasingly work remotely.

We must think differently about the shape of the Deal and respond to the changes that have taken place since it was signed.

Like many other Deals, we believe that consolidation is key to maximising impact. Rather than focusing on delivering several lower impact pieces of work, we should consolidate the funding streams into larger, more impactful projects. This will increase the likelihood of attracting private sector investment, providing higher value jobs for the region and realising our vision of developing unique centres of excellence, making Stirling and Clackmannanshire key hubs for Scotland. This will also make our region attractive for inward investment from across the globe, increase job density and bring opportunities for new income streams.

While there will continue to be challenges ahead for all of us in the coming months, the partnership is united and determined to advance the Deal throughout the rest of 2024 and beyond, to the benefit and improved wellbeing of our communities.



**Councillor
Ellen Forson, Leader
Clackmannanshire
Council**



**Councillor
Chris Kane, Leader
Stirling Council**



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

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City Region Deal Overview

The Stirling and Clackmannanshire City Region Deal is an exciting package of investment in innovation, infrastructure and skills intended to drive inclusive economic growth to the city region. The UK Government and Scottish Government will each invest £45.1 million over the lifetime of the ten-year programme. In conjunction with this Government investment, regional partners will invest up to £123.8 million, realising a Deal worth £214 million for Stirling and Clackmannanshire. City Region partners have an ambition that the interventions created by this investment will help regional partners build on their existing strengths and ensure the region is able to deliver on its vision.

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

Theme	No of programmes /projects	Total Government Investment
Transport, Connectivity and Low Carbon	3	£7,200,000
Innovation	4	£56,250,000
Skills and Inclusion	3	£2,000,000
Infrastructure	1	£5,000,000
Culture, Heritage and Tourism	2	£15,750,000
Digital	4	£4,000,000



The interventions and approaches within the Deal will deliver inclusive growth to benefit the people and communities across Stirling and Clackmannanshire. The deal was signed on 26th February 2020, and this annual report will summarise the progress made throughout year three, January 2023 – March 2024.

The deal is based around six themes designed to deliver programmes and projects in order to deliver the four strategic outcomes:

Widen access to opportunity through inclusive skills pathways that target those who face exclusion across our region.

Create conditions for businesses to thrive both locally and globally, increase job density and access to opportunity, maximising our regional assets.

Remove barriers to engagement and support inclusion to share prosperity and wellbeing across the region.

Invest in the creation of clean, green innovations, digital entrepreneurship and cultural opportunities to deliver a more diverse regional economy.



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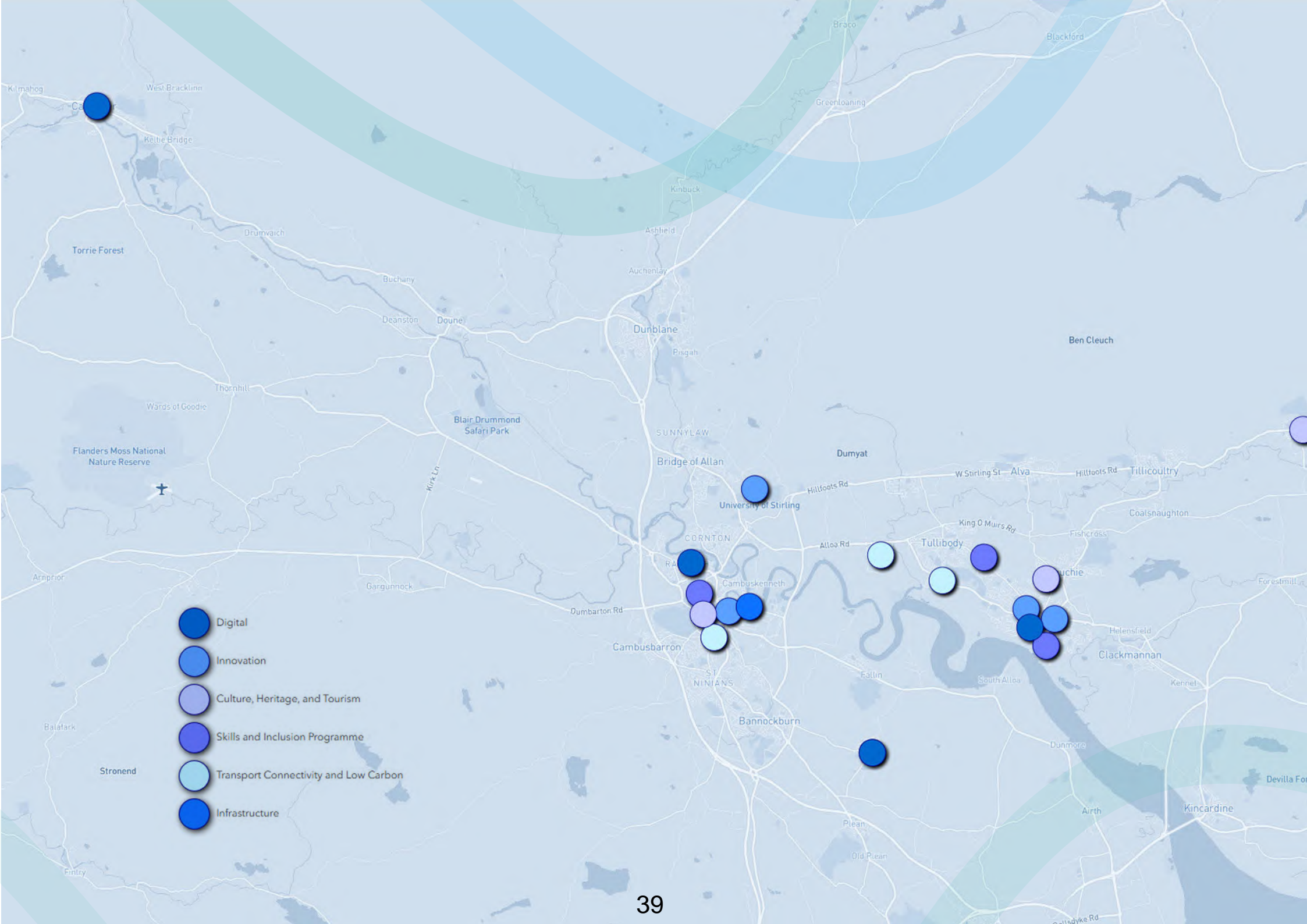
Geographical Overview

The Stirling and Clackmannanshire city region is at the heart of Scotland, with it often being referred to as Scotland in miniature. Natural beauty abounds, with the Loch Lomond and Trossachs National Park to the West, the silvery River Forth to the South and the majestic Ochil Hills rising in the North.

The City Region consists of two local authority areas and has a combined population of approximately 145,000 people. The City Region contributes over £3.6 billion per year to the Scottish and UK economies, with the main economic sectors including tourism, retail, manufacturing and agriculture. It is also home to the University of Stirling, one of Scotland's leading higher educational institutions, and the campuses of Forth Valley College.

The Deal also looks beyond the region, to link up with other City and Growth Deals including Tay City, Edinburgh South and East and Glasgow City. Similarly, through aquaculture, links have been established between the University of Stirling and both the Ayrshire and Argyll & Bute Growth Deals. There are also emerging connections between the Falkirk Growth Deal and our own, which follow the Falkirk Growth Deal signing. The Regional Programme Management Office is fully integrated into the City and Growth Deal network, where good practice is shared and connections are made providing benefits to all.





- Digital
- Innovation
- Culture, Heritage, and Tourism
- Skills and Inclusion Programme
- Transport Connectivity and Low Carbon
- Infrastructure

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Financial Statement

Table 1 – Overall Funding Breakdown

Stirling & Clackmannanshire City Region Deal Financial Summary						
Project	Scottish Government (£000's)	UK Government (£000's)	Regional Partners (£000's)	Other Partners (£000's)	Commercial Partners (£000's)	Total (£000's)
Total Transport, Connectivity & Low Carbon	7,200	0	325	24,773	0	32,298
Active Travel Routes	4,461	0	0	17,699	0	22,160
Walk, Cycle, Live Stirling	2,539	0	325	7,074	0	9,938
Energy Master Planning	200	0	0	0	0	200
Total Innovation	17,000	39,250	9,198	1,842	20,509	87,800
The National Aquaculture Technology & Innovation Hub	0	17,000	8,158	1,842	0	27,000
Scotland's International Environment Centre (SIEC)	17,000	5,000	1,000	0	10,722	33,722
Intergenerational Living Innovation Hub (ILIH)	0	7,250	0	0	9,788	17,038
National Tartan Centre	0	10,000	40	0	0	10,040
Total Skills & Inclusion	1,900	100	0	313	0	2,313
Flexible Skills	1,503	0	0	0	0	1,503
Inclusion Workers & Investment Fund	397	0	0	313	0	711
Clackmannanshire Lone Parents Programme	0	100	0	0	0	100
Total Infrastructure	0	5,000	0	16,000	0	21,000
Ministry of Defence Land at Forthside	0	5,000	0	16,000	0	21,000
Total Culture, Heritage & Tourism	15,000	750	0	226	786	16,762
Developing Cultural, Heritage & Tourism Assets	15,000	0	0	0	0	15,000
Japanese Gardens	0	750	0	226	786	1,762
Total Digital	4,000	0	241	1,352	0	5,593
Stirling Digital Hub	2,000	0	0	0	0	2,000
Regional Digital Hub	2,000	0	241	1,352	0	3,593
Grand Total	45,100	45,100	9,764	44,507	21,295	165,766

The overall Deal is worth £214 million with investment of £45.1 million from Scottish Government, £45.1 million from UK Government and a further £123.8 million funding from Third Party Partners. Table 1 below shows the Financial Summary by project for the Deal, based on the most up-to-date financial information.

During 2023, the National Aquaculture and Innovation Hub (NATIH) began claiming funding for its development phase. Scotland’s International Environment Centre (SIEC), Walk, Cycle, Live Stirling (WCLS), the Regional Energy Master Plan (REM), the Regional Digital Hub at Cowie, the Flexible Skills project and the Inclusion and Investment Fund project and Japanese Gardens have all continued to draw down funding in 2023. The regional partner leverage position at the end of 2023 has improved to £75.6 million versus £57.2 million at the end of 2022, representing an increase of £18.4 million.

The intention is for more of this funding to become fully secured as additional projects move into a delivery phase. Alongside increasing engagement with partner organisations and businesses, the strong anticipation is that the remaining target of £48.2 million will be met through additional funding avenues.



The following table shows the Financial Summary by project for the Deal, based on the most up-to-date financial information. For the calendar year 2023, the sums claimed from the two governments rose to £5.869 million, from a total of £3.8 million in 2022. However, with more projects moving to development in 2024, the forecast is that the drawdown figure will rise sharply.

Overall, given the Deal commenced in the same year as the Covid-19 outbreak, tremendous strides have been made to secure the funding available from Government and through leveraged funding.

Table 2 – Financial Drawdown Summary

Stirling & Clackmannanshire City Region Deal Claim position for 2023		
Project	Grant Claim Totals (£000's)	Grant Available Totals (£000's)
Total Transport, Connectivity & Low Carbon	1,157	810
Walk, Cycle, Live Stirling	1,104	745
Energy Master Planning	53	65
Total Innovation	4,188	8,846
National Aquaculture Technology & Innovation Hub	1,952	5,034
Scotland's International Environment Centre (SIEC)	2,236	3,813
Total Skills & Inclusion	245	450
Flexible Skills	164	313
Inclusion Workers & Investment Fund	81	112
Clackmannanshire Lone Parents Programme	0	25
Total Infrastructure	0	5,000
Ministry of Defence Land at Forthside	0	5,000
Total Culture, Heritage & Tourism	163	188
Japanese Gardens	163	188
Total Digital	116	275
Regional Digital Hub	116	275
Grand Total	5,869	15,569



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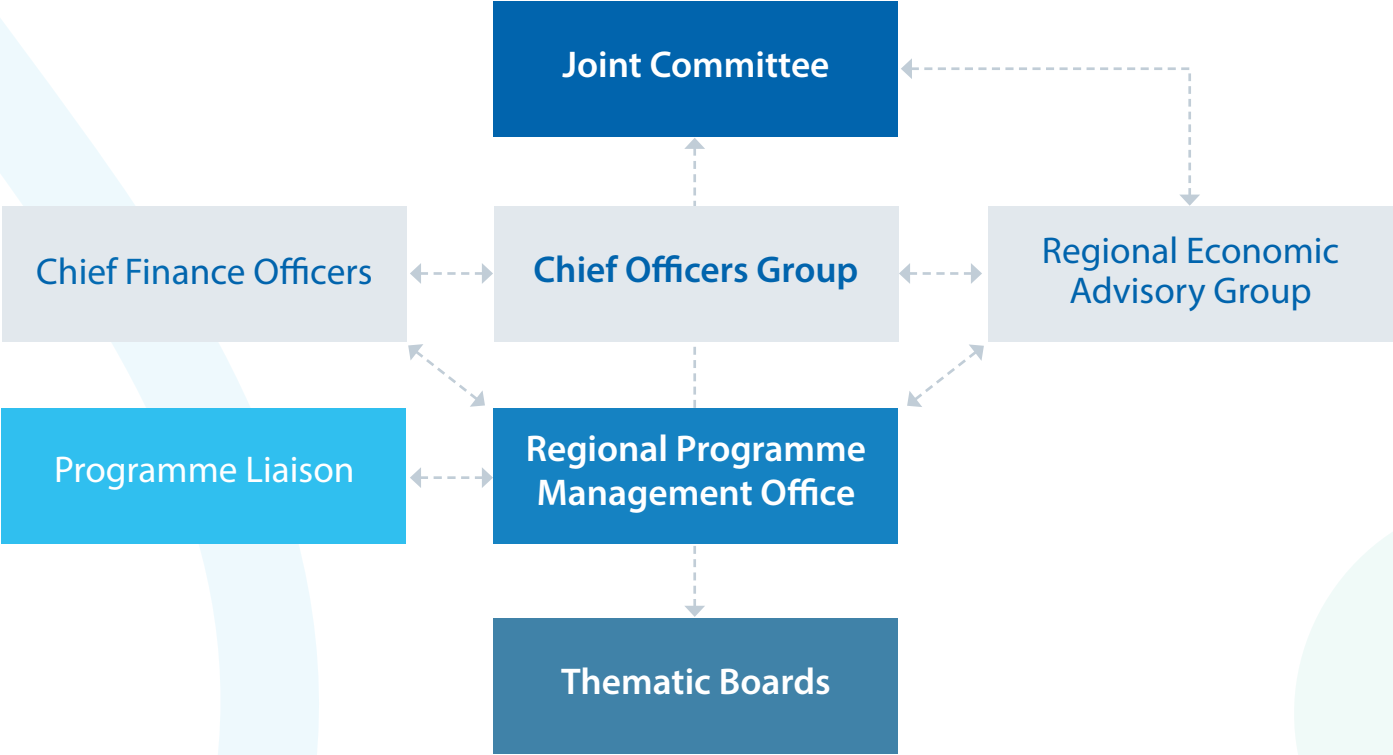
Deal Governance and Management

The Stirling and Clackmannanshire City Region Deal has been in operation since February 2020, underpinned by a suite of governance documents which facilitate management of the programme. The Joint Committee has the ultimate say over key strategic decision-making required to support the Deal and the wider strategy. The Joint Committee is comprised of elected members from Stirling and Clackmannanshire Councils and senior representatives from the University of Stirling, providing a diverse range of views and ensuring representation from across the partnership.

The Regional Programme Management Office (RPMO) meets the UK Government and Scottish Government on a fortnightly basis to discuss progress as well as quarterly to review performance and plan ahead for future activity. Year 3 of the Deal saw the formal adoption of The Regional Economic Advisory Group (REAG). This group provides 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.



The governance structure of the Stirling and Clackmannanshire City Region Deal is illustrated in the diagram below:



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Benefits Realisation Plan



The aim of the City Region Deal investment is to deliver sustainable new employment opportunities across a range of sectors as well as unlocking private investment. Every effort is being made to maximise the benefits from the City Deal programmes and projects as described in their business cases. Therefore, a key aspect of managing the Deal is the development of a benefits realisation plan to ensure close monitoring of the benefits being realised as well as providing Scottish Government and UK Government with annual updates in accordance with the progression of the programme.

The tables opposite and below summarise the progress that has been made in realising some of the key benefits for projects which are either completed or entering their respective delivery phases.

Japanese Gardens - Benefits Realisation

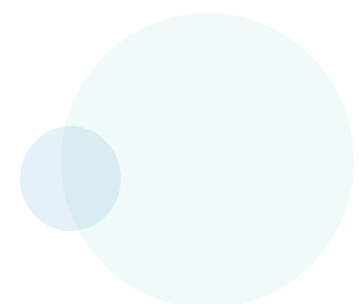
Outcome		Detail	Target	Total
1	Visitors	The Japanese Garden will sustain significantly higher visitor numbers than set out in the original business plan. The garden will secure at least 25,000 visits each year, 375,000 visits over the next 15 years.	25,000 visitors per annum	48,830 visitors
2	Restoration	The Tea House and surrounding area will be restored, recreating the Garden's original boathouse (before the 2022 season).		Restoration works completed and the Garden Pavilion was opened to the public in 2022
3	Employment Opportunities	The Japanese Garden will be able to sustain at least 30 employment opportunities each year (including seasonal workers), at least 450 person-years of employment over 15 years.	30 employment opportunities per annum	23
4a	Shared Prosperity Agenda	The Japanese Garden will work closely with City Region Deal partners to ensure that all the 450 person-years of employment opportunities (over 15 years) are considered within the shared prosperity agenda and inclusive skills ecosystem.	Measurement criteria to be clarified	-
4b	Shared Prosperity Agenda	All employment opportunities will be considered for people on a journey to employment and promoting opportunities for underrepresented groups (working with Clackmannanshire Works and other appropriate organisations to both help identify and access underrepresented groups)	Measurement criteria to be clarified	-
5a	Volunteering, Learning and Work Experience Opportunities	The Japanese Garden will provide at least 500 volunteering, learning and work experience opportunities each year (7,500 opportunities over 15 years). This includes regular garden volunteers, horticultural & work experience students, an extended commitment to focused local community outreach and special interest group activities, as well as a structured programme for school group engagement.	500 events per annum	44
5b	Volunteering, Learning and Work Experience Opportunities	The Japanese Garden will secure 1,200 volunteer hours each year (18,000 hours over 15 years).	1,200 volunteer hours per annum	165

Japanese Gardens - Benefits Realisation

Outcome		Detail	Target	Total
6	Sustainable Development	Sustainable development will be placed at the heart of the Japanese Garden. Buildings and facilities will be developed with most building materials from sustainable sources from within Scotland. This approach will be embedded in procurement and confirmed in project reports.	-	14 suppliers from 12 different regional locations contracted
7a	Regional Partnerships	Over the 15 years of the City Region Deal the Japanese Garden will maintain 70 active regional partnerships (including regional businesses, tourism organisations and events to raise the profile of the region). Active partnerships will be maintained through events and activities at the Garden.	Maintain 70 Regional Partnerships over 15 years	11
7b	Special Events	Over the 15 years of the City Region Deal the Japanese Garden will hold at least 10 special events each year (150 over 15 years) including weddings, other ceremonies and festivals. This will help to showcase the natural assets of the city region and build repeat tourism.	Host 10 special events per annum	6

SIEC Phase 1 – Benefits Realisation

Outcome	Detail	Target	Total
1	Support organisations enabling the development of innovative environmental, low carbon technologies, products and services.	300 by 2025	19
2	Support entrepreneurs to develop cutting edge environmental and low carbon products and services.	100 by 2035	107
3	Adopt progressive procurement practices spending at least 38% of SIEC operating costs within the city region.	38% by 2035	-
4	Create jobs within the city region encouraging Fair Work practices.	125 by 2035	41
5	Develop industry led collaborations to co-produce innovative environmental management and low carbon solutions.	100 by 2035	23
6	Support organisations in the city region to reduce their net carbon emissions.	300 by 2035	38
7	Support people to engage in the SIEC skills portfolio enabling access to accredited training in net zero related subjects including environmental management, sustainability and Data Driven Innovation.	8805 by 2035	9
8	Provide skills and training opportunities targeting underrepresented groups in the city region Supporting women and people with a disability.	4403 and 1799 by 2035	-
9	Provide inspiring opportunities for employability, school, college and university students to engage with industry on their journey to employment.	948 by 2035	96



Ministry of Defence, Forthside – Benefits Realisation agreed within CRD

Outcome	Detail	Target
1	Direct Land Value Uplift: estimated at £1.4 million after 10 years	£1.4 million in 10 years
2	Labour Supply Impacts: in the form of Productivity gains of over £10 million due to more productive jobs. This stems from the creation of 1,000 additional jobs over the 30-year appraisal period in the city (these are likely to be of a mix depending on the companies that take space but geared towards light manufacturing, potential for high-value industry)	1,000 Jobs in 30 years
3	Amenity Benefits: worth £7.4m as regeneration will follow placemaking principles to opening up the site to existing and new communities, allowing local consultation, as well as improving access to the river and enhancing the natural environment to create improved urban realm. The development will support 180 sustainable and affordable housing units within Forthside.	180 affordable housing units
4	Carbon and Energy Savings: as a result of connection to the Forthside District Heat Network that has capacity to distribute sufficient energy to save 255tonnes of CO2 per annum.	Save 255 tonnes of CO2 per annum
5	Enhancement in Natural Capital: potential to utilise areas of the site(s) and riverside for environmental enhancement, biodiversity gain, carbon capture and flood resilience.	
6	Social and Recreational Value: that reduces socio-economic inequalities and avoids impacts of blight (site becoming derelict for years to come) and associated economic loss compared to economic activity previously supported through MOD and the defence sector. This includes creation of new residential and business communities, providing a variety of public realm improvements and new active travel network.	
7	Crime Impacts: a reduction in crime associated with urban decay will avoid economic, fiscal and social costs to the public sector related to that crime.	

Cowie Regional Digital Hub – Benefits Realisation

Outcome	Strategic Objective Alignment	Cowie Digital Regional Hub Objectives (over 15 years)	Activities	Indicators
1	Shared Prosperity	To enable start-up, existing, and incoming businesses to have access to good quality, digitally enabled, flexible office space which is nearby their preferred location.	High-quality and digitally enabled business space is delivered through the Cowie hub.	<p>1.1a Sustain an average of 20 Full-Time Equivalent (FTE) jobs through the Cowie hub.</p> <p>1.1b 10 of these Full-Time Equivalent (FTE) jobs through the Cowie hub covered by Fair Work and Environmental pledges or commitments.</p> <p>1.2 Over 15 years, 80 start-up companies supported through the Cowie hub.</p> <p>1.3 Impact on performance of businesses based at the Cowie hub including measurable differences, intended and unintended outcomes.</p>
2	Higher Value Jobs Inclusive Economic Growth	To provide supportive and collaborative business environments that enable sustainable business development and nourish economic growth.	Business support tailored to digital technology companies is developed and delivered through the Cowie hub	<p>2.1 Support 150 organisations enabling the development of digital technology within their businesses.</p> <p>2.2 No of businesses exporting products or services; broken down into markets.</p> <p>2.3 Support 15 entrepreneurs to develop innovative digital products and services.</p> <p>2.4 Impact on organisations receiving support including measurable differences, intended and unintended outcomes.</p>
3	Inclusive Economic Growth Inclusive Skills Ecosystem	To ensure that inclusive growth is delivered by optimising contributions to skills and inclusion by all business support interventions.	Strong regional skills pathways will be developed to ensure that our most excluded communities can access a streamlined educational journey and inclusion support to realise their potential.	<p>3.1a Support 800 people from the communities around Cowie to enable access to skills and training in digital technology related subjects including digital skills and data driven innovation.</p> <p>3.1b Provide skills and training opportunities targeting underrepresented groups in the city region supporting 400 women and 1,000 people with a disability.</p> <p>3.2a Provide 250 inspiring opportunities for employability, school, college and university students to engage with the digital technology industry on their journey to employment.</p> <p>3.2b Provide inspiring opportunities for employability, school, college and university students to engage with the digital technology industry on their journey to employment for 125 women and 50 people with a disability.</p> <p>3.3 Impact on performance of businesses based at the Cowie hub including measurable differences, intended and unintended outcomes.</p>

Inclusion Workers & Investment Fund – Benefits Realisation

Outcomes	Strategic Objective Alignment	Detail	Target
1	Shared Prosperity: Remove barriers to engagement and support inclusion to share prosperity and wellbeing across the region	Number of people receiving support from inclusion workers	245
2		Number reporting gains in soft outcomes	160
3		Number reporting barrier alleviated	80
4		Number participating in accredited learning	80
5		Number progressing from Inclusion Worker Project to employability support	105

Led by Professor Mirko Moro at the University of Stirling and in collaboration with the Stirling RPMO, a benefits framework is being designed to give a consistent approach to benefit monitoring not only within the Stirling & Clackmannanshire City Region Deal programmes and projects, but with the potential to be rolled out across all Region Deals. The graphic below outlines the approach underpinning this work, with a more complete framework due for reporting in early 2024.



1

DRIVERS

- Strong digital economic base in Stirling
- Strong culture heritage and tourism offer
- World leading University in areas including environmental protection, technologies and change
- Home to the UK's leading centre for aquaculture research (University of Stirling)
- Areas of low job density
- Low quality, low value jobs
- Community exclusion (neighbourhood level)
- Groups across the region experiencing inequality



2

DEAL OUTPUTS

- Scotland's International Environment Centre
- The National Aquaculture Innovation and Research Hub
- Stirling Digital District & Regional Digital Hubs
- Culture Heritage and Tourism Programme
- Capital Fund for Clackmannanshire
- CRD Skills and Inclusion investment
- CRD Transport, Connectivity and Low Carbon investment
- CRD Infrastructure investment
- The National Tartan Centre (project cancelled, alternative innovation project being identified)

3

ENABLERS

- Regional Economic Strategy*
- Regional Procurement Strategy*
- Regional Skills Strategy*



4

STRATEGIC OUTCOMES

- Inclusive economic growth
- Higher value jobs
- Shared prosperity
- Inclusive skills ecosystem



Whilst there are many benefits the City Region Deal will provide, all programmes and projects are aligned and will be evaluated in accordance with our four key strategic outcomes, described in more detail using our SMART Strategic Objectives:

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

The information collated at project level will then contribute to the Deal level analysis carried out under the Monitoring and Evaluation Framework on an annual basis. This will enable the partnership to evidence its performance and contribution to inclusive growth across the region and assess the impact of the total investment.

The outcomes of this will be reported through the Annual Report and discussed at the Annual Conversation, attended by the RPMO, representatives of all three partners and Scottish and UK Governments.



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Progress To Date

Building on the significant progress outlined in 2022's Annual Report, the Stirling and Clackmannanshire City Region programme continued with the positive working approach adopted by the partners to address significant external factors and challenges affecting the Deal throughout 2023 and early 2024, none more so than the ongoing economic conditions. The partners, RPMO and both governments, remain committed to mitigate these challenges. Year 3 has seen continued advancement of the Deal's aims, with a further two programmes approved, and eight projects now in the implementation/delivery phase.



Theme	Programme/Project	Stage
A. Transport, Connectivity & Low Carbon	Active Travel	OBC in development
	Walk, Cycle, Live Stirling	Implementation (Delivery)
	Energy Master Planning	Completed
B. Innovation	National Aquaculture Technology and Innovation Hub	Implementation (Delivery)
	Scotland's International Environment Centre (SIEC) Phase 1	Implementation (Delivery)
	Scotland's International Environment Centre (SIEC) Phase 2	In progress
	Intergenerational Living Innovation Hub	In progress
	The National Tartan Centre	Project cancelled, alternative project being identified
C. Skills and Inclusion	Flexible Skills	Under review
	Inclusion Workers and Investment Fund	Implementation (Delivery)
	Clackmannanshire Lone Parent Programme	Under review
D. Infrastructure	Ministry of Defence Land at Forthside	Implementation (Delivery)
E. Culture, Heritage and Tourism	Developing Culture, Heritage and Tourism Assets	Under review
	Japanese Gardens	Completed
F. Digital	Stirling Digital Hub	Under review
	Regional Digital Hub – Cowie	Project completed
	Regional Digital Hub – Callander	Under review
	Regional Digital Hub – Clackmannanshire	Under review

A Transport Connectivity and Low Carbon

1. Active Travel Programme

Lead Partners		Stirling Council		Clackmannanshire Council	
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£4,461,000	-	-	£17,699,000	£22,160,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Programme Outline Business Case endorsed by Scottish Government and approved by SCCRD Joint Committee • Appointment of professional services to take forward design on priority routes – Dunblane to Causewayhead and Alloa to Springkerse, supported by Sustrans Places for Everyone funding 	<ul style="list-style-type: none"> • Development of the individual business cases for each route • Review of the priority routes and programme for delivery • Progress applications to Sustrans for follow on funding for next stage of design work

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





The Active Travel programme is an investment in new dedicated walking, cycling, and wheeling infrastructure. Improving active travel options in Stirling, Clackmannanshire, and the wider region, specifically connecting communities and public transport destinations to further and higher education facilities, will encourage those travelling to those destinations to choose active travel rather than the car. The Stirling and Clackmannanshire CRD also highlights the economic importance of investment in active travel, recognising its ability to improve regional connectivity between local authority areas and among rural communities, providing better access to employment and education as well as increasing tourism opportunities with connections to existing National Cycle Network.

This year, work has focused on approval of the Programme Outline Business Case. This was approved by Joint Committee and the Business Cases are being developed for the first two routes: Dunblane to Causewayhead, and Alloa to Springkerse.



2. Walk Cycle Live Stirling

Lead Partner		Stirling Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£2,539,000	-	£325,000	£7,074,000	£9,938,000

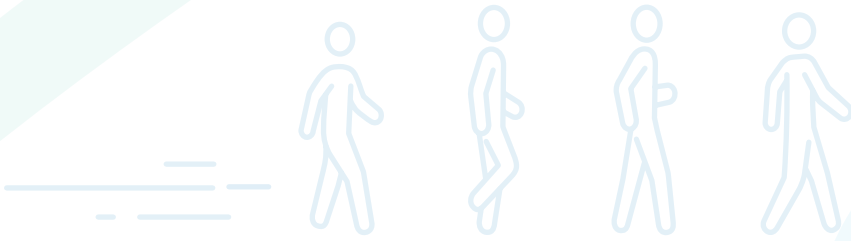
Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Route completed from Raploch Road south to Dumbarton Road Route completed from Wallace High to the bottom of Causewayhead Road 	<ul style="list-style-type: none"> Construction completion by end of 2024

The Walk, Cycle, Live Stirling (WCLS) scheme will form a vital part of Stirling’s developing Active Travel Network, making travel by walking, cycling, and wheeling for people of all ages and abilities easier on Stirling’s streets.

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

The Walk Cycle Live Stirling project is currently in construction and the £10 million project will deliver an extensive network of new walking, wheeling and cycling links across the city. The project is being funded through the City Region Deal and Sustrans Places for Everyone funding.





The project is creating two major routes:

Route 1: will provide a safe and accessible route between Stirling Train station and the University of Stirling, taking in iconic landmarks like Old Stirling Bridge and the National Wallace Monument along the way.

Route 2: aims to bridge the gaps between Forth Valley College and the City Centre along Albert Place, Dumbarton Road and Raploch Road, passing under the impressive shadow of Stirling Castle.

The construction of both routes has progressed significantly this year. Delays to the programme have been experienced however completion of the full project is expected by end of 2024.

3. Regional Energy Masterplan

Lead Partner		Stirling Council	Clackmannanshire Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£200,000	-	-	-	£200,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Met Local Heat and Energy Efficiency Strategy (LHEES) statutory order obligations • Creation of twin data model • Stakeholder engagement and public consultation • Regional Energy Master Plan approved City Region Deal Project Complete 	<ul style="list-style-type: none"> • The Regional Energy Masterplan is now complete - projects will be funded and progressed outwith the City Region Deal

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

The City Regional Deal allocated £200,000 of funding to provide a Regional Energy Masterplan for the Stirling and Clackmannanshire Regions. The REM has produced a prioritised



programme of future low- carbon energy projects. It provides a strategic overview of the wider city region, assessing energy consumption needs and opportunities to assist in the ongoing transition to a low carbon region in the heart of Scotland, focusing on the key areas of:

- Energy Efficiency
- Heat Management
- Renewable Generation
- Sequestration

The projects, interventions and activities identified within the REM will be staged over a 22-year programme, in five-year phases. Projects are prioritised based on agreed weightings, in line with local and national priorities and targets. Socio-economic assessments ensure investment in infrastructure that brings direct benefits to our communities, including fuel poverty reduction, carbon emissions reduction and regeneration of localities, as well as providing a more resilient and reliable energy supply.

Public consultation was undertaken throughout August and September, and feedback has been incorporated into the final version. Scottish Government has confirmed that it is satisfied

that Stirling and Clackmannanshire councils have met their LHEES statutory obligations. The plan was approved on the 7th of December 2023.



B Innovation

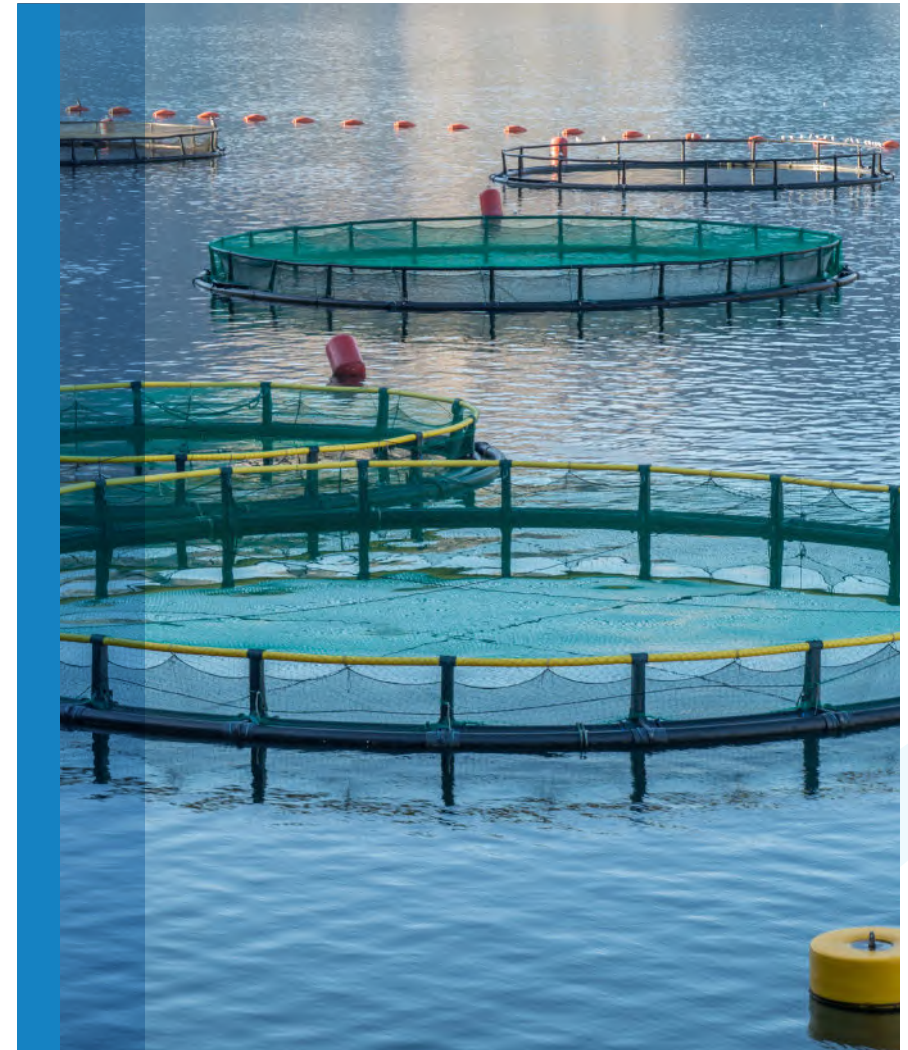
1. The National Aquaculture Technology and Innovation Hub (NATIH)

Lead Partner		University of Stirling		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
-	£17,000,000	£8,158,000	£1,842,000	£27,000,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • RIBA Stage 4b Work package market testing completed – June 2023 • Full Business Case endorsed by UK and Scottish Governments – October 2023 • Building Contract Execution commences (including instruction of Section 1- Enabling Works) – November 2023 • Site Mobilisation commences – November 2023 • Full Business Case approved at Joint Committee – October 2023 • Commencement of Work - December 2023 • RIBA Stage 5 construction commences – January 2024 • Instruction of Section 2 & 3 Works commence – February 2024 	<ul style="list-style-type: none"> • Open 2025

The Full Business Case (FBC) for the National Aquaculture Technology and Innovation Hub (NATIH) was approved by Joint Committee 3rd October and subsequently received formal endorsement from both UK and Scottish Governments on 18th October 2023.

This pivotal milestone has propelled the NATIH project into the delivery stage, marked by the development of a three-phase construction programme: the initial phase comprising enabling works and demolition, followed by the base build along with mechanical and engineering infrastructure, and culminating in the installation of the specialist aquaculture system. This well-structured approach ensures a systematic and efficient execution of the project's components. Construction will commence in the spring of 2024 with the building in use by 2025.



2. Scotland's International Environment Centre (SIEC) Phase 1 & 2 (£5 million)



Lead Partner		Stirling Council		Clackmannanshire Council	
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£9,704,000	5,000,000	£1,000,000	£2,556,000	£18,260,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Data Centre contract signed August 2023 Schedule of work agreed with Data Centre provider 	<ul style="list-style-type: none"> Data Centre Landing Zone build completed – March 2024
Forth Environmental Resilience Array (Forth-Era): <ul style="list-style-type: none"> Commence deployment of sensors – April 2023 Commence deployment of operational Earth observation data products – September 2023 	<ul style="list-style-type: none"> Commence 3DEO Visualisation & Multi Dashboard Development – March 2024
Business Accelerator <ul style="list-style-type: none"> Establishment of collaborative innovation challenges and multi-channel pipeline of emerging entrepreneurs – April 2023 Establishment of collaborative innovation challenges – April 2023 Young Pathfinders Programme has expanded in its third year to include more schools in the Stirling area 	<ul style="list-style-type: none"> Deliver training for carbon accounting and net zero carbon accounting for SMEs in the region

In its second year of delivery, Scotland's International Environment Centre is actively advancing its mission to address the global climate emergency and promote inclusive growth.

In doing so, SIEC has made substantial advancements instilling a transformative culture shift towards achieving net zero. Highlights include the Young Pathfinders educational outreach programme, and its associated Climate Competition, alongside the ambitious Forth Climate Forest. Taken together, these success stories demonstrate SIEC's commitment to creating an international exemplar of a net zero regional economy in the Forth Valley."

Young Pathfinders programme

The Young Pathfinders educational outreach programme concluded its second year with the annual climate competition on 13th June 2023 at Forth Valley College, Alloa. This year's competition winners Ben Moore and Ross McInally from Alloa Academy, who designed an innovative solution addressing the critical issue of food poverty. In recognition of their win, the school has been donated a Hydroponic Growing kit, a valuable resource poised to propel the development and implementation of their pioneering solution. The win was recognised and celebrated in the Scottish Parliament.



As we embark on the programme's third year, participants can look forward to an array of engaging and interactive events, including the popular 'Meet the Scientists' event held on the University campus, an immersive outdoor learning experience at Gartmorn Dam, and a cutting-edge AI session in partnership with the SIEC Data Centre providers, Phoenix Software, designed to explore the boundaries of technological innovation.

SIEC's commitment to expansion remains unwavering, as the programme extends a warm welcome to more schools in the Stirling and Clackmannanshire areas, ensuring an even broader reach and impact.

3. SIEC phase 2 (£7.296 million) & Intergenerational Living Innovation Hub

Lead Partner		University of Stirling		Clackmannanshire Council	
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£7,296,000	£7,250,000	-	£17,954,000	£32,500,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Comprehensive feasibility and options appraisal has been successfully completed and several sites have been identified for further exploration in September 2023 Establishment of a collaborative Partnership Group has been formalised to spearhead the co-development of an 'Alloa Innovation Campus' in September 2023 	<ul style="list-style-type: none"> Submission of a Formal Change Control Request to consolidate funding streams into one programme for an Alloa Innovation Campus - March 2024 Cost analysis to evaluate financial considerations, development strategies and potential phasing options - to be completed early 2024 OBC submitted – March 2025

Substantial progress has been achieved in advancing the concept of an Alloa Innovation Campus, which will bring together ILIH, the second phase of SIEC and Clackmannanshire’s Digital Hub. Combined, the three projects focus on addressing two of society’s biggest challenges: an ageing population and climate change. The Alloa Innovation Campus will form a cornerstone of the innovation campus model, anchored in the town centre transformation zone, and supporting the use of other assets including the college campus and school learning estate.

It will create a research and development platform that will respond to the ageing population, transforming the narrative



from one of challenge to opportunity. Using pioneering novel approaches to ways of living, working, and socialising, the Campus will develop solutions that enhance well-being as we age, provide access to skilled work, and drive inclusive economic growth. It will incorporate state-of-the-art infrastructure and a development zone that will enable businesses to embrace the opportunities presented by an ageing population by undertaking at-scale research product and service development and testing, skills development, and training.

It will build on the first phase of SIEC to deliver a transformational change in business practice in order for the protection and enhancement of natural resources to become an enabler of economic prosperity, just transition and wellbeing. The Campus is also expected to support innovation at the intersection between environmental and demographic sustainability and resilience, and in wider related sectors including health & social care.

The completion of the comprehensive feasibility study and options appraisal marks a pivotal milestone in the project. Multiple sites have now been identified for further exploration. Moving forward into 2024, an engagement plan will be developed to include the third sector, business and local health and social care providers.



4. The National Tartan Centre

Lead Partner		Stirling Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
-	£10,000,000	£40,000	-	£10,040,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Finalisation of OBC – March 2024 	<ul style="list-style-type: none"> Alternative project to be developed and a change request submitted to Joint Committee and Government for approval by March 2025.

Investment through the innovation theme of the City Region Deal included a Stirling based National Tartan Centre.

Work during the year focused on the development of an Outline Business Case which was completed in March 2024. The report highlighted the lack of financial viability of the project, the significant funding gaps associated with capital cost of delivering the project, and the further affordability gaps associated with ongoing operational revenue expenditure for a project of this nature. Due to the considerable capital and revenue funding gaps, it was not possible to determine a positive business case. After consideration of the business case by the CRD Joint Committee, the project has been removed from the Deal programme.

An alternative project will now be developed within the innovation theme of the City Region Deal, for consideration by CRD Joint Committee and UK and Scottish Government by March 2025.

C Skills & Inclusion Programme

1. Flexible Skills

Lead Partner		Clackmannanshire Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£1,503,000	-	-	-	£1,503,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Skills Pathway Plans completed Delivery methodology proposed to UK and Scottish Governments for review 	<ul style="list-style-type: none"> Approved delivery Methodology by May 2024

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

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

The City Region Deal Skills Lead is now in post and is building networks across the region, progressing with Skills Pathways Plans work and looking at opportunities for skills development across the region.



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

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

Consultancy work is underway to complete the regional level work for Skills Pathways Plans.

The following programme activities have been undertaken over the last period:

- Several digital skills programmes were completed in the early part of the year, delivered through private and community sector partners. The programmes supported local people to build on their existing understanding and expertise in digital technologies to strengthen their skills and experience in the context of future job market opportunities.

- Work continued on the development of City Region Deal Project's Skills Pathway Plans through in-depth analysis of the occupational categories required by projects for future workforce planning. This work included analysis of skills provision as it related to schools, college and university across the region; representation levels across individuals and communities facing challenges in the regional labour market; labour market projections over the coming years; and Scottish Credit and Qualifications Framework attainment levels. A Skills Pathway Plan Report, providing specific pathway plans for City Region Deal projects, will be available in the early months of 2024.
- Consultations and development activities on the introduction of a Flexible Skills Fund were undertaken across skills and employment stakeholders throughout the year. Work continues on the establishment of the fund that would be available to City Region Deal projects and the broader skills and employment sector to establish projects that support the priority employment themes across the City Region Deal.
- Networking and connection activities continued across the region with Local Employability Partnerships, Employer Engagement Forum, service provider networks and a number of City Region Deal partners and broader stakeholders.

2. Inclusion Workers and Investment Fund

Lead Partner		Stirling Council		Clackmannanshire Council	
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£397,000	-	-	£313,000	£711,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Adult Achievement award • Weekly drop in sessions • Partnership working 	<ul style="list-style-type: none"> • Benefits realisation

The project enables a team of 'Inclusion Workers' to identify and support people most distant from the labour market who are not yet ready to engage with mainstream employability provision. The project is fully implemented with a team of four Inclusion Workers supporting people across Stirling and Clackmannanshire. At the end of November 65 participants have been supported against a target of 70. Some of the achievements from this year are highlighted below.

Several Inclusion Programme participants have used their experiences to successfully gain an Adult Achievement Award at SCQF level 2 and 3. Adult Achievement Awards encourage

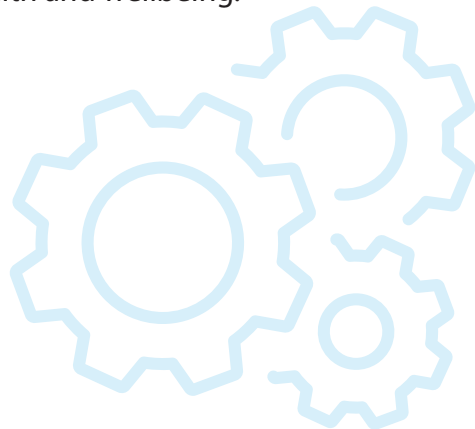
participants to reflect on their learning and produce a journal detailing the impact of their experiences and the differences this has made. One participant used their learning in an adult literacy class and his volunteering at Food Train to successfully gain his qualification. Another used his learning around travelling independently in buses and trains to demonstrate his progress to successfully gain his qualification.





Weekly drop-in sessions at the Crawford Hall in Braehead, Stirling and the Speirs Centre in Alloa have been a welcome addition to the City Region Deal Inclusion programme providing participants with the opportunity to meet new people, build their self-esteem and confidence, develop communication skills and learn new skills.

Successful partnership working with organisations across Stirling and Clackmannanshire has enhanced opportunities for inclusion participants. Joint work with Clackmannanshire Economic Regeneration Trust is supporting participants access the right provision for them avoiding duplication of services with Inclusion project staff supporting the delivery of the THRIVE to Keep Well Programme supporting participants to improve their mental health and wellbeing.





3. Clackmannanshire Lone Parent Programme

Lead Partner	Clackmannanshire Council			
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Scottish Government	UK Government (DWP)	Regional Partners	Other Partners	Total funds
-	£100,000	-	-	£100,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> Proposal submitted to UK and Scottish Governments to share with Department of Work and Pensions (DWP) for approval 	<ul style="list-style-type: none"> Feedback from DWP on proposal in 2024





The project aims to build on the work of the Clackmannanshire Local Outcomes Improvement Plan strengthening our inclusion offer. It will enable work to support lone parents, an identified target group, through delivery of targeted employability support to people in Alloa South & East. This fund will flow from the Department of Work and Pensions to Clackmannanshire Council.

Consultations across stakeholders are currently ongoing to ensure that programme support is complementary to existing services provided to lone parents in Alloa South & East as well as avoiding any duplication of local service provision. Models being considered include accredited skills acquisition linked to hands on work experience with local employers providing flexible workplace opportunities.



D Infrastructure

1. Ministry of Defence Land at Forthside

Lead Partner		Stirling Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
-	£5,000,000		£16,000,000	£21,000,000

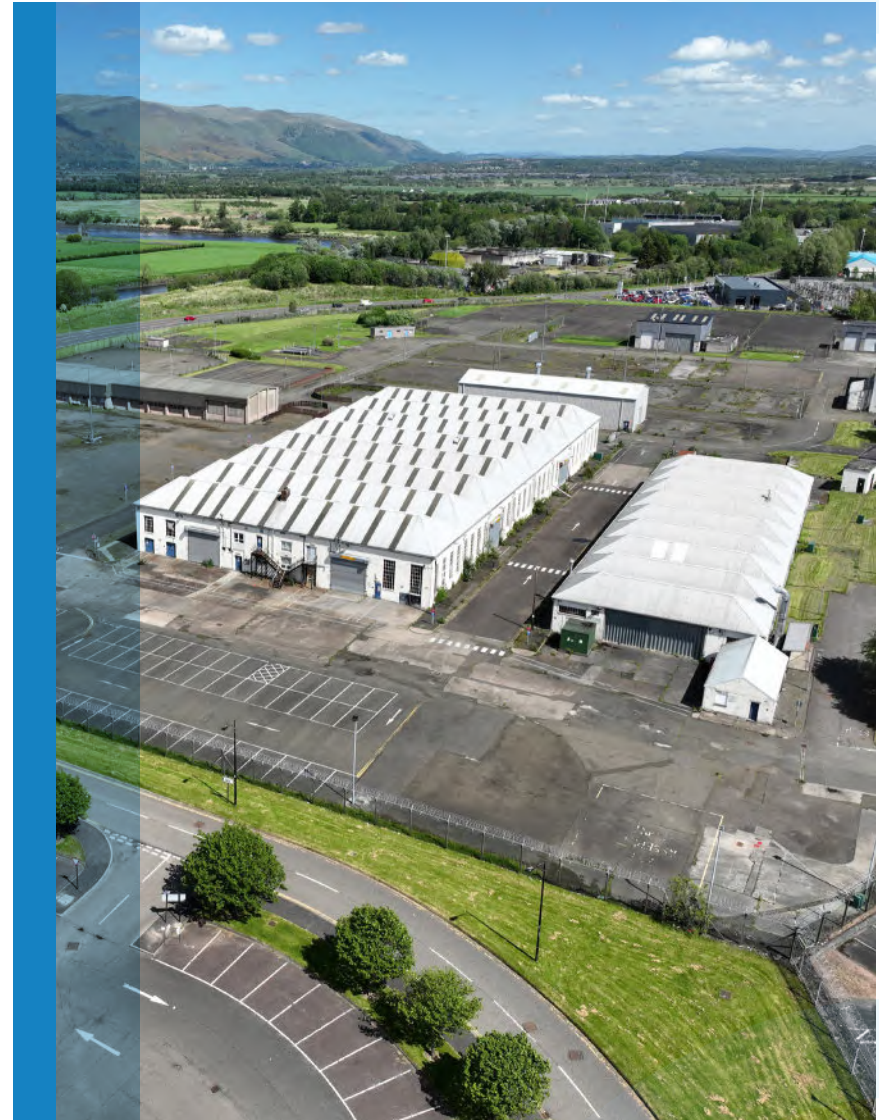
Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Levelling Up Funding secured • SOC approved by Joint Committee and Government • Outline Masterplan Vision created and agreed at Council • Transfer of first phase of land completed (March 2024) 	<ul style="list-style-type: none"> • MOD to complete decontamination work during 2024 • Transfer of Phase 2 (final phase) of land by March 2025

The development of the Forthside Ministry of Defence site will unlock a significant mixed-use development opportunity, the scale of which has not yet been realised in Stirling for a generation. The site, at just over 36 acres, is the largest brown-field site close to the city centre area. This presents a unique opportunity for Stirling to deliver a sustainable development which combines carbon neutral city centre living with dynamic business and leisure space. The positioning of the site will provide a catalyst for wider placemaking opportunities and transform a key district of the city.

The site - strategically located between two of the main corridors into the city - has good access links. However, given recent use as a base by the Ministry of Defence, the value it adds to the city is currently extremely restricted. Proximity to Stirling's district heating system and Stirling rail and bus stations will make this one of Stirling's most sustainable developments.

This year, negotiations continued between Stirling Council, MOD Estates and the UK Government on the arrangements for the decommissioning and transfer of the land. These progressed positively with all parties to ensure the completion of the land transfer in March 2024. The Strategic Outline Case for the land transfer has also been approved by the Joint Committee. A programme has been developed to fit in with the LUF timescales and the project is progressing at pace. An updated masterplan for the site was also developed, consulted on and then approved by Stirling Council in March 2024, with a design guide for the area also to be consulted on during summer 2024.

The Stirling Levelling Up Fund (LUF) bid focused on the redevelopment of Forthside, building on the momentum gained through the City Region Deal. Stirling Council successfully secured £19 million of LUF funding, with £16 million allocated to the redevelopment of the MOD site. The remaining £3 million will enable active travel improvements to connect the site to the city centre and beyond. The redevelopment of Forthside will unlock significant economic development opportunities and create new employment for the region. The project will regenerate and transform the MOD site from a closed industrial site to a prime investment location.



Stirling Studios

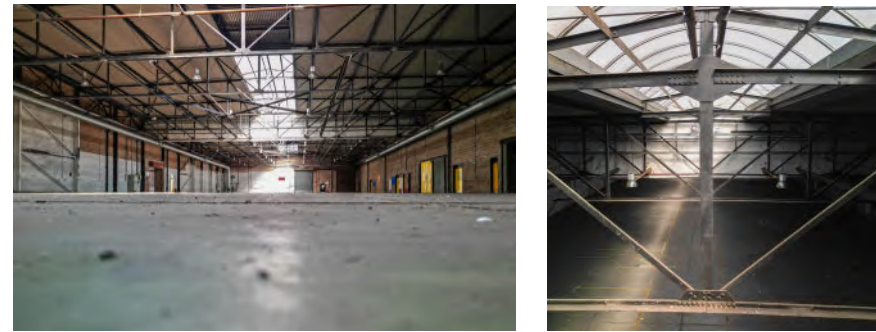
In April 2024, it was announced that Stirling Studios will be located on the former MoD land. This will create one of the biggest film studio campuses in Scotland and unlock significant investment and job opportunities, as well as an array of economic and social benefits.

Rather than demolishing and clearing all of the existing buildings on the MoD land as previously intended, some of these will be retained and refurbished to accelerate the start of economic activity and job creation on the site as soon as possible.

The remainder of the land will be redeveloped in line with the masterplans for the area. The other projects identified in the LUF bid, such as new roads, will still be delivered by March 2026 as a new sustainable and economically vibrant community takes shape in Forthside.

It has been assessed that the site has capacity to create 100,000 sq ft of studio space and 110,000 sq ft for production, logistics and office space. This significant capacity and flexibility of space will enable Stirling Studios to fill current gaps in the market for TV and film production and support the rapid growth of the sector in Scotland and the UK.

Following Stirling Council's approval of a £6m procurement contract for building refurbishment at the site, it is anticipated that this work will begin in February 2025 and be completed by January 2026.



E Culture, Heritage & Tourism

1. Developing Culture, Heritage and Tourism Assets

Lead Partner		Stirling Council	Clackmannanshire Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds	
£15,000,000	-	-	-	£15,000,000	

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Programme OBC approved by Joint Committee March 2022 • Six potential projects identified within Stirling and Clackmannanshire 	<ul style="list-style-type: none"> • Review viability and affordability

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

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

The Programme OBC was based on a number of complementary interventions, each of which will have the capacity to deliver sustainable, inclusive growth. This was approved by the Joint Committee in March 2022.

Since approval and in line with the process outlined in the Programme OBC, appraisals have been completed for potential projects to assess their strategic fit with the programme objectives. An economic assessment of each project has also been commissioned and the output is currently being reviewed.



2. Japanese Gardens



Lead Partner		Clackmannanshire Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
-	£750,000	-	£1,012,000	£1,762,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Restoration works complete March 2023 • External lighting installed • Education & Outreach programme extended • 18 jobs created • 40,000 visitors per annum 	<ul style="list-style-type: none"> • Wishes for Wellbeing community arts based project exhibition & art installation March 2024 • Funding being sought for new Education & Outreach building • Longer term proposal developed to create new tearoom and shop pavilion

The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. The garden was created by Taki Handa, the only woman credited with the design of a garden of its type. The Japanese Garden was destroyed by vandals in 1963 and it was almost lost forever, until a careful restoration project by a charitable trust began in 2014. Due to overwhelming interest the garden opened to visitors while restoration work was in progress.

City Region Deal investment has been used to help develop the infrastructure and permanent facilities required for the continued operation of this unique new tourism offering for

Clackmannanshire. The project scope of works comprised the full restoration of the Japanese Garden, including permanent features such as the Tea House, gardens, pathways and enabling infrastructure, which was all completed over the winter 22/23.

During the course of this year the Education and Outreach Programme has been extended including the delivery of a community arts-based project 'Wishes for Wellbeing'. In March 2024 an exhibition is planned to celebrate this project with an art installation being created by a student from Forth Valley College.



Future capital projects are now being planned, subject to securing funding, including a new Education

& Outreach building and in the longer term, a new Tearoom and shop pavilion.

As part of the CRD monitoring and evaluation process, the Japanese Garden continues to report on the objectives stated within the business justification case and going forward the wider impact on the region will be assessed. The gardens are reporting a continuous rise in visitor numbers to 40,000 per annum, with the majority travelling from outside the region. Employment opportunities created so far have also exceeded target figures.

A more detailed summary of the Wishes for Wellbeing project provided by the Japanese Garden is as follows:

“Wishes for Wellbeing is a community arts-based project centred on the legend that to fold 1000 origami cranes grants a special wish, as well as being an opportunity to promote positive wellbeing techniques. The Japanese legend was given new meaning in the wake of the Hiroshima bombing as a young girl, suffering from leukaemia, started folding paper cranes in her

hospital bed. Her efforts inspired a movement and today origami cranes are often used to symbolise peace, positivity and hope.

Throughout the project we have sought to promote positive wellbeing tools and encouraged groups and individuals from around Clackmannanshire and beyond to work with us to fold the 1000 cranes. Together over 200 people from 20 different groups of all ages, we now have 1000 paper cranes each containing a positive wellbeing message. In March 2024, we are planning an exhibition to celebrate the project and exhibit the cranes in an art installation created by a student from Forth Valley College. The exhibition will also be accompanied by animated films telling the story of Sadako Sasaki, the young girl who inspired our project, produced by local people working with a specialist artist. The whole exhibition is designed to represent the wellbeing benefits of learning new skills, participating, and contributing to a communal activity and hope to bring many of the groups who participated to the Garden to see it.

The project has been possible due to generous funding from the Hugh Fraser Foundation, EDF Burnfoot/Foundation Scotland, and Awards for All.”



G Digital

1. Stirling Digital Hub

Lead Partner		Stirling Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£2,000,000	-	-	-	£2,000,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Demand survey commissioned and results reviewed • Options explored for direction of project 	<ul style="list-style-type: none"> • Outline Business Case during 2024 • Identification of project and complete

The Digital District is intended to be a programme of investment and skills to transform and benefit urban, rural and disadvantaged areas of the region. The Stirling and Clackmannanshire City Region aims to be recognised as one of the UK’s leading areas for digital technology and as a centre of excellence for digital skills and education across several sectors.

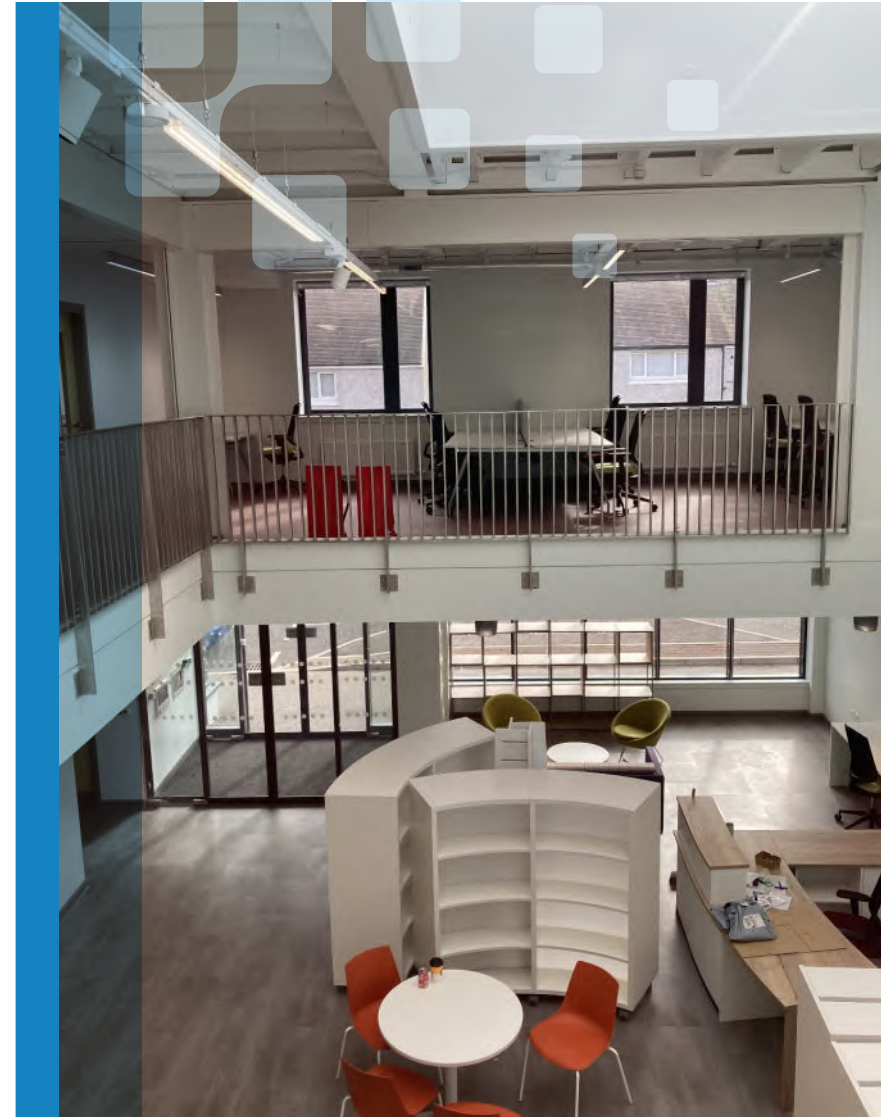
The Stirling Digital Hub is a £2 million investment to deliver Phase 2 of the Digital District in Stirling, building upon recent successes and enabling future business growth.

This year, an updated office accommodation demand survey was undertaken to assess demand for accommodation in Stirling in current market conditions. This reflected the impact of the pandemic, particularly on office working.

The project is in the process of being reviewed to ensure the investment is directed in the most appropriate way to meet the City Region Deal objectives. There are a number of options currently being assessed to determine the preferred way forward.

2. Regional Digital Hubs

The roll out of Digital Regional Hubs in our rural areas will also be supported by the City Region Deal. A trio of digital hubs will be located across the region in Cowie, Callander and Clackmannanshire. £550,000 of CRD money was invested in the Cowie Digital Hub, £790,000 is allocated to Callander and £660,000 to Clackmannanshire. This will build on the city region's recent successes and enable future business growth. The investment will provide high quality business space which will allow growing companies in the region to stay local and create new and exciting opportunities across the area.



Cowie Digital Hub

Lead Partner		Stirling Council		
Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£500,000	-	£241,000	£1,352,000	£2,093,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Internal fit out completed • Building opened • Programme of activity created 	<ul style="list-style-type: none"> • Project Complete

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

The library which hosts the Hub opened in the spring. Work then focused on completing the internal fit out and installing the required IT in the hub. A programme of activity has also been created and is led by the Stirling Enterprise Park (STEP) Rural Business Adviser, to support growing businesses in the area. The first activities are currently underway.



Callander Digital Hub

Lead Partner	Stirling Council			
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Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£840,000	-	-	-	£840,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Demand survey commissioned and results reviewed • Options explored for direction of project 	<ul style="list-style-type: none"> • Agree alternative viable project and develop Outline Business Case in 2024

Similar to the Stirling Digital Hub, the project team have been reviewing the project in light of the Demand Survey to ensure the project remains aligned to CRD objectives. A number of projects are currently being assessed to establish the preferred way forward.

The Callander hub was originally planned to be in a new redeveloped St. Kessogs. However, costs for this project were in the region of £5 million and this was therefore not a viable option. A variety of alternative options are currently being explored and these are being progressed with local representatives in Callander.



Clackmannanshire Digital Hub

Lead Partner	Clackmannanshire Council			
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Scottish Government	UK Government	Regional Partners	Other Partners	Total funds
£660,000	-	-	-	£660,000

Headline Achievements	Next Milestone
<ul style="list-style-type: none"> • Draft OBC reviewed by RPMO and both UK and Scottish Governments early 2023 • Process halted mid 2023 whilst options appraisal completed for SIEC/ ILIH with a revised proposal that Clacks Digital Hub becomes part of Alloa Innovation Hub concept • Funding re-profiled to 28/29 	<ul style="list-style-type: none"> • Preparation of new design brief aligned to existing AIH scope to inform OBC for combined facility • Formal Deal change control governance



The Clackmannanshire Digital Hub is set to provide a structure to bring together existing digital activities and supports for all aspects of the county to support a significant change in digital activities for businesses and individuals. It will build upon, and link to, existing digital

infrastructure within the public, private and third sector estate. Similarly, it will connect digital skills and training provision in the university, college, schools, community groups and the business sector via a hub and spoke approach.

The hub will be a key part of the regional digital offer in support of the development of a strong regional digital cluster. By the end of the decade, the Stirling & Clackmannanshire City Region aims to be recognised as an exemplar for digital technology and as a centre of excellence for digital skills. This investment will provide a high-quality business space, allowing growing companies in the region to remain local and create new and exciting opportunities across the Deal area.

It is proposed that rather than build a standalone hub this be incorporated into the Alloa Innovation Campus to maximise gain from the investment.

9 Looking Back

2024 marks the mid-point of the City Regional Deal since its inception and signing amidst the Covid-19 pandemic and a continued time of economic challenges. In particular, the rise in costs of supplies and labour due to unprecedented levels of inflation, exacerbated by global economic shocks including Covid-19 and the war in the Ukraine, has had a significant impact on the capacity of the Deal to deliver on its strategic outcomes, programmes and projects.

In response, a number of reprofiling exercises are being undertaken, resulting in some projects being under review, larger projects like the SIEC being re-scoped and the removal of the Tartan Centre project from the programme. However, the Deal continues to progress, and notable achievements from the past 12 months include the completion and approval of the **Regional Energy Masterplan** as well as the formal endorsement by both governments and approval by Joint committee of the **National Aquaculture Technology and Innovation Hub** which has propelled this project into its delivery phase. Moreover, following positive discussions between Stirling Council, MOD Estate and the UK Government, the transfer of Phase 1 of the **Ministry of Defence Land at Forthside** was completed in March 2024. Other headlines include the successful delivery of multiple digital skills programmes through our Flexible Skills programme as well



as **weekly drop-in sessions being delivered through our Inclusion Workers and Investment Fund**. 2023 also saw our **key active travel routes** from Raploch Road South to Dumbarton Road as well as the Route from Wallace High to Causewayhead Road entering their final phase with construction expected to be completed by the end of autumn 2024. Substantial effort has also been expended in advancing the concept of the **Alloa Innovation Hub**, which seeks to bring together the visions of the Intergenerational Living Innovation Hub, Clackmannanshire Digital Hub and the second phase of the SIEC into a high-impact and multi-purpose centre for innovation.

10 The Year Ahead

Looking ahead, like many other Deals we believe that consolidation is the key to maximising impact. Rather than focusing our efforts on delivering a number of lower impact pieces of work, we wish to consolidate the funding into larger impactful projects.

As such, our priority will be to continue to progress and assess the viability of our business cases to approval, while critically evaluating the impact and benefits of our existing project portfolio. Advancing the Alloa Innovation Hub from a concept stage through to the development of an outline business case for approval will also be a key target for this next phase of the Deal. As for our Digital Hubs and Skills programmes, we will review these in light of the changing priorities for businesses and the growing workforce, to ensure the associated projects deliver the relevant and impactful support that our communities require, while staying true to the overarching objectives of the Deal. With the continued commitment from our delivery and funding partners, the Deal sets out to continue to bring transformational change to our communities and to drive inclusive economic growth to our region.



Theme	Programme/Project	Next Milestone
A. Transport, Connectivity & Low Carbon	Active Travel	Submission and approval of Full Business Case (FBC) for the next AT project - Spring 2025 Progress applications to Sustrans for follow on funding for next stage of design work
	Walk, Cycle, Live Stirling	Complete construction end of 2024
	Energy Master Planning	Project complete
B. Innovation	National Aquaculture Technology and Innovation Hub	Complete construction May 2025
	Scotland's International Environment Centre (SIEC) Phase 1	Data Centre Landing Zone build completed March 2024 Commence 3DEO Visualisation & Multi Dashboard Development March 2024 Deliver training for carbon accounting and net zero carbon accounting for SMEs in the region
	SIEC Phase 2 Intergenerational Living Innovation Hub	Submission of formal change control request to consolidate funding streams into one programme for an Alloa Innovation Campus March 2024 Cost analysis to evaluate financial considerations, development strategies and potential phasing options Spring 2024 Outline Business Case submitted for approval March 2025
	The National Tartan Centre	Development of alternative innovation project and approval of Strategic Outline Business Case by end of March 2025

Theme	Programme/Project	Next Milestone
C. Skills and Inclusion	Flexible Skills	Approved delivery Methodology by May 2024
	Inclusion Workers and Investment Fund	Benefits realisation
	Clackmannanshire Lone Parent Programme	Receive feedback from DWP on proposal
D. Infrastructure	Ministry of Defence Land at Forthside	Phase 2 due to transfer by March 2025
E. Culture, Heritage and Tourism	Developing Culture, Heritage and Tourism Assets	Review viability and affordability of completed options appraisals
	Japanese Gardens	Construction completed Winter 22/23 Wishes for Wellbeing community arts-based project exhibition & art installation in early 2024
F. Digital	Stirling Digital Hub	Progress Preferred Way Forward proposal to Outline Business Case for approval during 2024
	Regional Digital Hub – Cowie	Project complete
	Regional Digital Hub – Callander	Progress Preferred Way Forward proposal to Outline Business Case for during 2024
	Regional Digital Hub – Clackmannanshire	Preparation of new design brief aligned to scope of the Alloa Innovation Hub to inform Outline Business Case for combined facility as part of Alloa Innovation Campus concept March 2025

Glossary

ATR	Active Travel Routes
CC	Clackmannanshire Council
CHT	Culture, Heritage and Tourism
COG	Chief Officers Group
CWB	Community Wealth Building
COVID	Coronavirus disease of 2019
FBC	Full Business Case
OBC	Outline Business Case
ILIH	Intergenerational Living and Innovation Hub
NATIH	National Aquaculture Technology and Innovation Hub
RDH	Regional Digital Hub
REAG	Regional Economic Advisory Group
REF	Regional Enterprise Forum

RES	Regional Economic Strategy
RPMO	Regional Programme Management Office
SC	Stirling Council
SDS	Skills Development Scotland
SIEC	Scotland's International Environment Centre
SE	Scottish Enterprise
SG	Scottish Government
STAG	Scottish Transport Appraisal Guide
UKG	UK Government
UoS	University of Stirling

Regional Partners	3 Primary Deal Bodies
Other Partners	Other Public Sector and Third Sector Bodies
Commercial Partners	Private Sector Bodies



Stirling &
Clackmannanshire
City Region Deal

For further information:

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REPORT

Joint Committee 31 October 2024

Agenda Item: 6.3

City Region Deal Flexible Skills Project

Executive Summary

This report provides the Stirling Clackmannanshire City Region Deal (CRD) Joint Committee with an update on the work of the Flexible Skills Project (FSP) as a component of the overall CRD programme. This includes the development of CRD Project Skills Pathway Plans to assist projects in the planning and delivery of skills and employment opportunities as a contribution to the CRD Inclusive Growth objectives.

The report also seeks approval from the CRD Joint Committee on the establishment of a Flexible Skills Grant Fund that will be available to CRD projects to support them develop a range of skills and employment opportunities from CRD Project investment (**see Appendix 1**).

The Joint Committee is also asked to note that the FSP will be seeking to realign its timeline and budget to maintain its support across CRD projects over the remaining years of the City Region Deal. This realignment will form a part of proposed adjustments to the overarching CRD Implementation Plan for 2024/2025 and extend the FSP from its original completion date of March 2026 to March 2029.

Charlie McShane, City Region Deal Skills Lead, Clackmannanshire Council

cmcshane@clacks.gov.uk 07469 796200

Recommendations

The Joint Committee is asked to:

1. Note the update on the Flexible Skills Project activities.
2. Note the developing Skills Pathway Plan approach.
3. Note the proposed realignment of the Flexible Skills Project timeline and budget will be a component of the City Region Deal Implementation Plan 24/25.
4. Approve the establishment of a Flexible Skills Grant Fund.

Implications

1. Establish a CRD Flexible Skills Grant Fund open to all CRD projects to support their work on skills and employment opportunities for targeted individuals and communities across Stirling and Clackmannanshire.
2. Develop Skills Pathway Plans to assist CRD project leads and managers develop and deliver skills and employment pathway opportunities generated through CRD activities and investment, targeting individuals and communities facing barriers to participation.
3. Realign the Flexible Skills Project with the broader CRD programme to support skills and employment development activities over the CRD programme period.

Legal & Risk Implications and Mitigation

The proposals in this report have been developed in accordance with the governance arrangements associated with the CRD.

Background

The Flexible skills Project (FSP) is a component of a set of priority projects that make up the Stirling & Clackmannanshire City Region Deal, the project commenced in the 2021 financial year for a 5-year period. The CRD investment themes and projects are set out below –

Investment theme	Project/Program
Innovation	<ul style="list-style-type: none"> Scotland's National Environment Centre The National Aquaculture Technology and Innovation Hub Intergenerational Living Innovation Hub
Digital	<ul style="list-style-type: none"> Digital District Regional Digital Hubs
Culture, Heritage & Tourism	<ul style="list-style-type: none"> Developing Culture, Heritage & Tourism Assets Japanese Gardens
Transport, Connectivity & Low Carbon	<ul style="list-style-type: none"> Active Travel Routes Walk Cycle Live Stirling Energy Masterplan
Infrastructure	<ul style="list-style-type: none"> Ministry of Defence Land at Forthside
Skills & Inclusion	<ul style="list-style-type: none"> Flexible Skills Inclusion Investment Fund Clackmannanshire Lone Parent Programme

The Flexible Skills Project and the City Regional Deal Portfolio

The FSP has been designed to work alongside the CRD projects and the broader regional employability/skills practitioners to achieve inclusive growth outcomes. It is anticipated that this boost from the CRD infrastructure investment will increase the number of employment and skills opportunities available to individuals and communities facing barriers to participation.

CRD infrastructure projects have been given responsibility to develop Skills Pathway Plans to assist them in identifying the employment and skills opportunities that will be available through project activity now and into the future, as well as identifying the skills local people will require accessing these opportunities.

The FSP currently employs a Skills Lead to work with CRD projects and the various national and regional stakeholders delivering employability and skills support services across Stirling and Clackmannanshire. The FSP has an annual budget to support CRD related project activity that develops new programs or approaches that engage CRD target populations in

pathways to employment or skills outcomes. CRD inclusive growth target populations are set out below -

Low income and workless households particularly where there are children	Caring responsibilities
Women	Refugee and asylum families
Lone parent families and young mothers	Risk of transport poverty or travel limitations
Those suffering poor physical and/or mental health or alcohol and substance misuse	Those in remote rural or very remote rural geographies
Unemployed and inactive young people	Those in low-paid work and/or in-work poverty
Those in and leaving the care system	Those with low levels of literacy and/or digital skills
Criminal Justice service users	Those with low qualification levels.
Residents of Alloa South and East, Raploch & the area around the Mercat Cross	Those people formerly working in sectors particularly impacted by COVID (e.g. hospitality & tourism) who require retraining)
Disabled people	Residents of Plean, Cowie, Fallin and rural west Stirlingshire

The CRD investment in the Stirling and Clackmannanshire region is estimated to be ongoing for a 15-year period from the deal commencing in 2020. CRD projects, although agreed in principle, undertake a rigorous business case process prior to approvals from both the Scottish and UK governments. Final approval is then provided by the CRD Joint Committee.

Projects and programmes belonging to the CRD Portfolio are at varying stages in their business case development. Some started later than anticipated due to factors such as the COVID response and for other projects cost of living challenges have culminated in reconfiguration of initial plans to mitigate increasing delivery costs as well as responding to emerging local priorities.

Acknowledging the challenges of the business case process and infrastructure delivery, CRD projects are at differing stages of development relative to the establishment of employment and education opportunities for local people. It is anticipated that CRD employment and skills opportunities will be generated throughout the life of the overall CRD programme as each project works through their specific development stages.

Considerations

Flexible Skills Project Update

1. The Flexible Skills Project development timeline has included the following activities -
 - Discussions with Scottish Government on the core objectives of the emerging FSP project during the latter half of 2020
 - Approval of the FSP Outline Business Case by Joint Committee at its meeting in February 2021
 - FSP Business Justification Case submitted to the Scottish Government in May 2021
 - CRD Joint Committee approval of the FSP Business Justification Case at its meeting in March 2022
 - Appointment of a CRD Flexible Skills Lead in November 2022
 - Skills Pathway Plans Report first phase development completed October 2023
 - Reassessment of FSP approach and the development of a proposed Flexible Skills Grant Fund for CRD projects with associated guidance and application process during 2023/24
 - Reassessment of the FSP delivery schedule and the development of re profile proposals to better align the FSP with CRD project activity over the remainder of the CRD programme provided to the CRD Chief Officers Group in May 2024
2. Discussions and connections are ongoing with a CRD projects and other stakeholders on potential skills and employment programmes to support individuals and communities facing barriers to participation in the labour market.
3. The establishment of a Flexible Skills Grant Fund will provide CRD Projects the opportunity to continue to formulate their skills and employment programmes and access available FSP funds to support the establishment and implementation of these approaches.
4. It is important that strong engagement between CRD projects and existing employment and skills service providers is established. Local service providers hold a depth of experience on successful skills and employment approaches, and this offers a platform for joint or partnership working to enhance on shared outcomes.
5. Local Employability Partnerships covering both Stirling and Clackmannanshire provide ideal fora to discuss and unpack skills and employment approaches as well as potentially engaging important service providers in the development and delivery of any future programme interventions. Equally, the Employer Engagement Forum covering both Stirling and Clackmannanshire also provides an opportunity to gauge the views of local employers on skills and employment support issues.
6. Work is also currently underway to use existing council employability management systems to register, monitor and follow up participants during and after their participation in any skills and employment programmes funded through the proposed Flexible Skills Grant Fund. The FSP is working in partnership with Clackmannanshire Council's

Economic Development team to finalise this aspect of the grant programme to ensure processes are as streamlined as possible for both participants and CRD projects

7. Across the CRD, skills and employment outcomes are reported to Joint Committee as a component part of the CRD Benefits Realisation monitoring arrangements across CRD project activities

Skills Pathway Plans

8. Skills Pathway Plans (SPP) are a key component of the Flexible Skills Project outputs and have been designed to provide support to CRD projects as they develop skills and employment opportunities as part of their Benefits Realisation from CRD investment. It is anticipated that the Skills Pathway Plans will assist CRD projects to identify the key skills required at their project now and into the future; identify and support targeted individuals and communities to access skills and employment opportunities; and work with regional and local stakeholders to create skills and employment pathways that provide a platform for local individuals and communities to experience the benefits of CRD investment.
9. Work to date on the Skills Pathway Plans (SPP) has focussed on the following areas of CRD investment –
 - Digital hubs and digital districts
 - Culture, Heritage and Tourism projects including the Japanese Gardens
 - Scotland’s International Environment Centre
 - National Aquaculture Technology and Innovation Hub
 - Intergenerational Living and Innovation Hub
10. There are also an additional two SPP themes that consider the construction sector and business/entrepreneurialism as cross cutting CRD themes that potentially impact on all CRD projects through development and ongoing operations.
11. It is anticipated that additional work on the development of the overall Skills Pathway Plan Report will be commissioned later in 2024, and will focus on the proposed adjustments to the overall CRD programme, including further work on the Culture, Heritage and Tourism theme and, subject to further discussions, the film and television opportunities emerging from the Ministry of Defence site at Forthside in Stirling.
12. The SPP approach provides a backdrop on each SPP theme through analysis of the representation of key groups at school, college and university. CRD projects will focus on increasing the number of target groups including, for example, women and girls, people with a disability and those living in Scottish Index of Multiple Deprivation (SIMD) neighbourhoods, that access skills and employment opportunities. It is important then that CRD projects are fully aware of baseline representation levels in their sector/occupation areas to develop skills acquisition approaches that engage with target groups and create pathways to future opportunities as it relates to CRD project activity and the broader labour market.
13. Work on the SPPs to date also lays emphasis on the importance of the broader skills and employment service sector across the Stirling and Clackmannanshire region and the

success or otherwise of the SPP approach. The importance of joined up working and collaboration between CRD projects and the broader sector will be essential to draw on existing expertise and resources and engage local individuals and communities in the opportunities that become available over the period of CRD investment. In the context of the broader skills and employment sector, the SPP report views the CRD projects as key employers who can develop skills and employment opportunities, provide supportive and flexible workplaces, and are strong collaborators across local and regional service providers to achieve inclusive growth outcomes.

14. The SPP report points to a number of CRD project level actions to assist in the development of the overall CRD SPP approach. These are summarised below and include:
- Modelling out occupational profiles in terms of future employment and building this into business cases that demonstrate an understanding of skills supply and demand
 - Reviewing the regional economy summary to understand its composition, noting the challenges and inequalities that are evidenced.
 - Reviewing their specific SPP, as well as the Construction/Business Entrepreneurship SPPs, to gauge under representation across CRD target groups and consider approaches that engage with these individuals and communities on skills and employment opportunities.
 - Engaging with the broader skills and employment sector, including local employability partnerships, education sector, community sector and local and regional service providers to collaborate and collectively deliver on skills and employment outcomes for CRD target groups.
15. It is anticipated that the second phase work on the development of the SPPs will be commissioned later this year with the final SPP report being available to CRD projects on completion of the additional work.

Flexible Skills Project – Realignment

16. The Flexible Skills Project (FSP) is a 5-year programme to support CRD projects maximise the skills and employment opportunities available from CRD investment in Stirling and Clackmannanshire. The FSP was established in 2021 and is scheduled to complete its activities at the end of the 2025/26 financial year.
17. The total FSP CRD budget allocation over the 5-year period is £1,502,590.
18. The FSP has a significant underspend that is associated with a range of delivery challenges including the COVID 19 Response and the ongoing cost of living pressures affecting all CRD partners and projects. These challenges have resulted in, in some cases, delayed business case development and the subsequent changes to CRD implementation timescales.
19. Moreover, ongoing review of CRD project activity has also resulted in proposed adjustments to current project business case development activities and subsequent project delivery timescales.
20. The Stirling and Clackmannanshire CRD was end loaded from inception with increasing levels of investment towards the latter part of the CRD programme. Further adjustments

to CRD projects may result in this end loading increasing to a degree to meet the challenges of refocussing CRD priorities and intended outcomes.

21. The FSP activities and expenditure has been designed to support CRD projects to develop and establish employment and skills opportunities from CRD investment. It is therefore important that the FSP matches the development and implementation timescales of the majority of CRD projects.
22. Taking into account the challenges of the Covid Response; cost of living pressures across CRD project delivery; and the refocussing of CRD projects, it is proposed that the FSP is re profiled to better align with the current CRD programme schedule to maximise the employment and skills outcomes for local individuals and communities.
23. It is proposed that the FSP is realigned to the continuing CRD programme of activities within its current budget limits and draws down on the FSP underspend to extend the work of the project. Moreover, original FSP outputs and outcomes remain unchanged.
24. It is proposed that the Flexible Skills Project is extended from its current end date of March 2026 to a re-profiled date of end of March 2029, extending the FSP by an additional 3-year period.
25. The proposed re profile of the FSP budget increases funding available to CRD projects incrementally from 24/25 through to 27/28 and reduces in the final year of the project. The FSP timeline and budget adjustment will realign with broader CRD project development activities to maximise funds available to support the delivery of skills and employment opportunities over the CRD programme period. A reduced funding amount will be available in the final year of the FSP to continue a level of support to CRD priority projects, it is anticipated that, if required, successful CRD skills and employment programmes will have the potential to attract a level of local funding to sustain successful activities beyond the lifetime of the CRD programme period.
26. The CRD Joint Committee will be in a position to formally approve or otherwise the re profiling of the FSP as component part of the overall CRD Implementation Plan proposals for 2024/2025.

Flexible Skills Grant Fund

27. The CRD Flexible Skills Project has an amount of discretionary funding available within its budget to support CRD Projects develop skills and employment opportunities from the implementation and future operations of their CRD investment activities.
28. The CRD Flexible Skills Project is a 5-year CRD support programme that is currently in year 4 of operation.
29. The funding profile of the Flexible Skills as agreed in March 2021 is as follows:

	21/22	22/23	23/24	24/25	25/26	Total
Budget	£388,500	£343,825	£337,483	£274,975	£157,807	£1,502,590

30. An amount of approximately £60,000 per year is allocated to the costs of the CRD Skills Lead position associated with the Flexible Skills Project.
31. Flexible Skills Project funding support for CRD project skills and employment activities for the financial year 2024/25 is at approximately £200k, taking into account the ongoing costs of the CRD Skills Lead position. The £200k will form the basis of the Flexible Skills Grant Fund and be available to CRD Projects via grant application. FSP funding support is allocated on an annual basis with each year's allocation confirmed through a Grant Offer Letter provided by the Scottish Government.
32. If approved by Joint Committee, the proposed re alignment of the FSP timeline and budget will reduce the funding support amount available for 24/25 Financial Year to £100k and then extend the FSP budget to March 2029, providing a Flexible Skills Grant Fund allocation for each of those out years. The proposed FSP realignment of timeline and budget is a component part of the CRD Implementation Plan 24/25 proposals to be formally approved by the CRD Joint Committee.
33. A CRD Flexible Skills Grant Fund will be established and made available to CRD Projects, with the attached guidance information provided to all CRD Project Senior Responsible Officers and Project Managers. Guidance information is provided in **Appendix 1**.
34. The grant programme will be available to CRD projects for the remainder of the 24/25 financial year until it is expended for that particular period. A further grant programme will then be made available for the 2025/26 financial year, the final year of the FSP. Subject to Joint Committee approval, a realignment of the FSP timeline and budget will result in the Flexible Skills Grant Fund being available through to March 2029
35. As set out in the grant programme information, it is anticipated that CRD projects will access grant funds to assist them develop a number of skills and employment supports including:

Training or skills development activities and accredited courses
Community based activities focussed on preparing people for employment or education
Job placement/work experience programs
Business start-up programs
Workshops or information sessions focussed on employment and education pathways linked to CRD themes
Development of volunteering programs
Recruitment Incentives
Apprenticeships or internships
Costs associated with barriers to participation

36. It is proposed that the decision-making process on all grant awards will be provided by a 3-member panel representing CRD partners at a Head of Service level or equivalent. Final decisions on grant awards will be provided by the CRD Chief Officers Group with delegated authority to award grants of up to £300k to any individual CRD project and £300k in total on an annual basis.
37. It is proposed that the Skills Development Scotland Regional Skills Planning Lead covering the Forth Valley is also invited to join the 3-member assessment panel.
38. The Flexible Skills Grant Fund Information encourages CRD projects to engage broadly with existing skills and employment stakeholders to draw on their knowledge and expertise as they develop their project ideas through to delivery. This engagement may also have the potential to identify other funding sources to work alongside Flexible Skills investment and support CRD project activities.
39. CRD Joint Committee is asked to approve the establishment of the CRD Flexible Skills Grant Fund

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 (please detail the reasons for exemption below) **No**

Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **N/A**

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

The report is fully consistent with the policy intentions of the City Region Deal.

Consultations

The RPMO has been consulted on the intent of the report.

Skills Development Scotland have been consulted on the development of the Skills Pathway Plans.

CRD Projects have been consulted in the development of the Skills Pathway Plan approach.

Clackmannanshire Council as lead authority for the Flexible Skills Project has been fully consulted on the proposals contained in the report.

Discussions have taken place with the CRD Chief Officers Group on the contents of the report.

Background Papers

Have you used other documents to compile your report? **Yes**

The contents of the report fully aligns with the intent of the Flexible Skills Project business case.

Appendices

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

1. **Appendix 1: Additional Background Information and Application Example**



Approved by:

Kevin Wells, Strategic Director: Place, Clackmannanshire Council.
Email address: kwells@clacks.gov.uk



Stirling &
Clackmannanshire
City Region Deal

City Region Deal - Flexible Skills Background and Funding Information

Background

The Stirling & Clackmannanshire City Region Deal is an exciting package of significant investment in innovation and infrastructure that will drive inclusive economic growth throughout the city region. The UK Government and Scottish Government are investing up to £90.2 million into the city region over a 10 year period. Alongside this joint Government investment, regional partners, including Stirling Council, Clackmannanshire Council and The University of Stirling will invest up to £123.8million, resulting in a Deal worth in excess of £214 million. City region partners have an ambition that the interventions created by the City Region Deal will unlock private investment in excess of £640 million, and deliver over 5,000 new jobs across a wide range of sectors.

The City Region Deal is focussed on delivering outcomes across four strategic themes –



- **Inclusive Economic Growth** – Creating conditions for businesses to thrive both locally and globally, increase job density and access to opportunity, maximising our regional assets
- **Creating higher value jobs** - Investing in the creation of clean, green innovations, digital entrepreneurship and cultural opportunities to deliver a more diverse regional economy
- **Shared prosperity** - Removing barriers to participation and supporting inclusion to share prosperity and wellbeing across the region
- **Inclusive skills ecosystem** -Broadening access to opportunity through inclusive skills pathways that target those who face exclusion across our region

The City Region Deal will boost infrastructure investment and make a significant contribution to transforming the region. Subject to ongoing business case development and approvals, the following priority projects will provide the platform to achieve the City Region Deal strategic outcomes in the context of the ongoing commitments of the public, private and community sectors across the Stirling and Clackmannanshire area -

Investment theme	Project/Program
Innovation	<ul style="list-style-type: none"> Scotland's National Environment Centre The National Aquaculture Technology and Innovation Hub
Digital	<ul style="list-style-type: none"> Digital District Regional Digital Hubs
Culture, Heritage & Tourism	<ul style="list-style-type: none"> Developing Culture, Heritage & Tourism Assets National Tartan Centre
Health and Social Care	<ul style="list-style-type: none"> Intergenerational Hub
Transport, Connectivity & Low Carbon	<ul style="list-style-type: none"> Active Travel Routes Walk Cycle Live Stirling Energy Masterplan
Infrastructure	<ul style="list-style-type: none"> Ministry of Defence Land at Forthside
Skills & Inclusion	<ul style="list-style-type: none"> Flexible Skills Inclusion Investment Fund Clackmannanshire Lone Parent Programme

The Flexible Skills Project

The Flexible Skills Project has been established as a component of the overarching City Region Deal in Stirling and Clackmannanshire. The project is focussed on maximising the inclusive growth outcomes that can be achieved from the significant City Region Deal investment in infrastructure projects across the region. These inclusive growth outcomes are firmly focussed on individuals and communities that currently face a range of barriers to education, training and employment opportunities. The Flexible Skills Project will support City Region Deal projects to develop new employment and skills approaches that capitalise on City Region Deal investment and provide opportunities for inclusive growth across Stirling and Clackmannanshire.

The City Region Deal projects will provide a boost to the existing employability and skills investment provided by partners and other national and local organisations operating across the region. The City Region Deal projects have an opportunity to work in collaboration with key agencies and organisations to draw on their skills and expertise and unlock the benefits coming from City Region Deal investment. It is anticipated that this approach will provide a platform for a broad range of stakeholders to support the work of the City Region Deal projects to maximise education, training and employment outcomes for local individuals and communities.

City Region Deal Projects

City Region Deal projects will create education, training and employment opportunities associated with the establishment and operation of their individual projects. Projects are in varying degrees of development and it is anticipated that opportunities will be created over the lifetime of the City Region Deal, generated from a variety of activities underway at project level.

In the context of the Flexible Skills, infrastructure projects will be encouraged to focus on the City Region Deal's inclusive growth objectives and develop opportunities for individuals and communities facing barriers to education and employment. To achieve this, City Region Deal projects will develop Skills Pathway Plans that will provide insight into the occupational areas that can offer opportunities for local people. These plans will also establish an improved understanding of the individuals and groups facing barriers to attaining skills, as well as an understanding of the skills provision available across the region.

City Region Deal projects will focus in on their operations to pinpoint immediate or future opportunities for local people. Supply side support will then be required to address engagement, skills acquisition and employment support to ensure that individuals and communities can take advantage of CRD project opportunities. This is where City Region Deal projects intersect with local employability and skills activities to meet supply side demand for project opportunities. Crossover areas include –

- **Engaging and identifying local people who may wish to take up a project opportunity**
- **Support to overcome any immediate barriers to participating in opportunities**
- **The provision or development of any skills training or similar that may be a prerequisite to advance on a pathway to any opportunity**
- **Ongoing individual support to ensure that participation is maintained and that any education or employment outcome can be sustained in the medium to longer term**
- **Available funding support for the development and delivery of City Region Deal project opportunities**

The employability and skills landscape can be complicated with a range of organisations and agencies operating strategically across the region, alongside a number of direct service providers. National and regional frameworks provide direction and guidance to achieve effective service delivery and outcomes. Funding and resources specific to targeted activities are provided by different levels of government, local authorities and national agencies. Direct service provision can be delivered through the community and private sectors, as well as directly by the public sector.

The intersection of the region's employability/skills landscape and the City Region Deal priority projects will require communication, collaboration and co design to develop a range of opportunities for local people. This joint working approach, alongside the effective deployment of limited resources, establishes an alignment of activities and has the potential to maximise the employment, education and training outcomes available to individuals and communities facing barrier to participation.

City Region Deal Projects – Themes

City Region Deal projects are at varying stages in the development process. Projects can be at Outline Business Case; drawing up plans for construction activity; nearing works completion; or delivering programs on the ground, each have their own specific timeline and challenges. However, a number of employability and skills themes emerge from each of the City Region Deal projects that represent industry sectors where education and employment opportunities will become available now and into the future. The table below covers off on those themes and provides commentary on each -

Theme	Commentary
Net Zero/Climate and Green Skills	It is anticipated, alongside Scotland’s national priority on climate change, that Scotland’s International Environment Centre will provide opportunities in this skills area
Digital Inclusion	The vast bulk of jobs will require a level of digital skills and the City Region Deal investment will focus on those experiencing digital exclusion
Construction	With significant City Region Deal investment in infrastructure across the region, a variety of opportunities will become available over the lifetime of the deal
Health and Social Care	City Region Deal investment in intergenerational support services and the increasing demand for health and social care services will provide future employment opportunities in this sector
Hospitality and Tourism	Investment push across culture, heritage and tourism projects aims to boost this sector across the region
Business/Entrepreneurialism	There is a limited number of people from CRD target populations considering this as a pathway to employment and improved income
Individual and Community Engagement	Local people experiencing barriers to making a start on an education, training and employment pathway may require early engagement in the process

City Region Deal Flexible Skills Project – CRD Project Proposals 2024/25

The Flexible Skills Project will provide funds for proposals from City Region Deal projects that are focussed on the themes as set out in the previous table. CRD projects are asked to consider employment and skills opportunities coming from their projects that add value at the local level and support those facing barriers to participation. Project applications will be required to link activities to one or more of these themes and provide opportunities for individuals or communities across City Region Deal target populations. Flexible Skills funding is a limited amount of revenue support for CRD projects, successful projects will be expected to complete their activities by 31 March 2025, it is anticipated that another Flexible Skills funding amount will be available at 1 April 2025 for a further 12 month period.

Flexible Skills Funding will be open to applications throughout the 24/25 period until funds are expended for that year. Early discussion with the CRD Skills Lead will provide an opportunity to consider project proposals in the context of available funds at any given time and whether, if the project is awarded funds, the available funding can meet specific project costs in the timescale being proposed. Where funds may not be available in any given period, CRD project applicants may consider submitting their proposal in the context of the following year’s funding.

Projects will focus on individuals and communities facing barriers to education, training and employment, and provide either the beginnings of a pathway or a direct line of sight to employment and/or education outcomes. Projects should be focussed on a City Region Deal theme(s) as set out previously and to develop projects that draw on their CRD activities, building on the employment and skills sector experiences across the region. The table below outlines some key questions to consider in the development of projects -

Some key questions for developing your project
Is your project focussed on a City Region Deal project skills theme(s)?
Can you demonstrate that the project you are proposing is not duplicating delivery by any other stakeholder/service provider across the local authority area or region?
Why is your project needed? What evidence do you have to demonstrate why your project is needed. Can you demonstrate the consultation you have undertaken to develop your project?
Can you demonstrate how you will ensure that individuals and communities facing challenges to accessing education and employment opportunities take up your project offer?
Can you demonstrate the potential outputs and outcomes for local people or the broader community?
Can you demonstrate the measures you will have in place to support project participants through the duration of your project?
Can you advise of support arrangements for project participants during their time on your project?
Does your project attract any in kind or actual funding to deliver your project outcomes?
Can you demonstrate the pathway to employment, training or education participants will be on if they participate in your project?
Can you demonstrate your track record in delivering projects like this? Can you demonstrate the management and supervisory arrangements that will be established to deliver your project?
What risks are there in the successful delivery of your project? And how do you propose to mitigate these?

Types of Project Investment

Flexible skills investment will be targeted at local people facing barriers to participation. Projects should be focussed on activities that move participants towards an employment or education outcome. It is understood that an individual pathway may not lead immediately to a job or entry to an accredited course. It may be the case that engagement activities are required early in a person's pathway and these types of activities may be the starting point for some individuals and groups. Focussing on the City Region Deal project themes, examples of the types of activities that Flexible Skills funding can support include -

Training or skills development activities and accredited courses

Community based activities focussed on preparing people for employment or education

Job placement/work experience programs

Business start up programs

Workshops or information sessions focussed on employment and education pathways linked to CRD themes

Development of volunteering programs

Apprenticeships or internships

Costs associated with barriers to participation

Projects are encouraged to consider whether there are existing funding sources for their project activity. It may be the case that funding is partially available for project activity and the Flexible Skills support can cover the gap in any overall package. Again, there may also be opportunities to combine funding sources to resource specific components of project activity. An example could be combining Flexible Skills funding with existing Employer Recruitment Incentives to create a skills development/work experience program where Flexible Skills supports skills and training costs, alongside the Employer Recruitment Incentive underpinning the work placement.

Local Employability Partnerships (LEPs) are the focal point for employability/skills development for people facing barriers to participation in employment, education and training. LEP partner expertise straddles both strategic and operational responsibilities for the delivery of employment and skills outputs/outcomes in the context of the Stirling and Clackmannanshire local authorities. LEPs have a deep understanding of their employability and skills landscape and have knowledge and expertise on the types of activities that will make an impact at the local level. Projects should consider engagement with local LEPs to discuss project ideas early in the development phase. LEP stakeholders will be in a position to provide valuable insights to assist in the development of potential projects. LEP stakeholders may also be in a position to partner or work jointly with projects at both the project development and delivery phases of any new intervention

Applicants are also encouraged to provide information on the value of any "actual" or "in kind" contributions that are part of their project.

Please note that Flexible Skills funding is available for revenue costs and any purchasing of equipment or similar should be specified in project budgets to determine whether they meet funding guidance.

Assessment of Project Proposals

Flexible Skills funding will be available to CRD partners through their specific CRD projects. CRD projects may partner with other organisations and agencies to deliver programme outcomes but the project will be the sole applicant for Flexible Skills funding. CRD projects will then be expected manage any partner input to their projects and to disburse any costs associated with this work to relevant partner contributors.

It is anticipated that a Flexible Skills application assessment process will be established to ensure consistency in any funding decisions on CRD project proposals. It is likely that this process will be the delegated responsibility of nominated officers across the three City Region Deal partner organisations, supported by the CRD Skills Lead.

Participant Registration

Although requiring further discussion and agreement, it would be preferable that all City Region Deal project participants are incorporated into the local authority employability registration arrangements in each location. This means that any project participant follows the existing registration arrangements operating in the local authority with an adjustment to the registration form incorporating their involvement with a City Region Deal Flexible Skills funded activity. It is anticipated that arrangements will be established to provide a level of access to the registration process for CRD projects to provide the necessary information

Participant Output/Outcome Monitoring

CRD projects will be required to provide output and outcome data from their project for up to 12 months after the completion of their project subject to participant outcomes. Output/outcome data requirements include –

Number participating in Flexible Skills Delivery
Number entering employment including self employment
Number improving employment
Number sustaining employment gain at 13 weeks
Number sustaining employment gain at 26 weeks
Number sustaining employment gain at 52 weeks
Number participating in work-related activity
Number gaining qualification
Number entering FE/HE

Real Living Wage Requirements

Payment of at least the real Living Wage -

In general, a grant recipient must demonstrate they are paying at least the real Living Wage before it can access a grant.

All staff who are directly employed by the grant recipient and work in Scotland must be paid at least the real Living Wage. This applies to all directly employed staff aged 16 and over, including apprentices. In addition, all workers who are directly engaged in delivering the grant funded activity, even those not directly employed by the grant recipient such as sub-contractors and agency staff, must also be paid at least the real Living Wage. This applies to workers aged 16 and over, including apprentices, who are based anywhere in the UK, not just those who work in Scotland.

Target Population Groups

The following groups represent the target populations for City Region Deal Flexible

Skills investment —

Low income and workless households particularly where there are children	Caring responsibilities
Women	Refugee and asylum families
Lone parent families and young mothers	Risk of transport poverty or travel limitations
Those suffering poor physical and/or mental health or alcohol and substance misuse	Those in remote rural or very remote rural geographies
Unemployed and inactive young people	Those in low-paid work and/or in-work poverty
Those in and leaving the care system	Those with low levels of literacy and/or digital skills
Criminal Justice service users	Those with low qualification levels.
Residents of Alloa South and East, Raploch & the area around the Mercat Cross	Those people formerly working in sectors particularly impacted by COVID (e.g. hospitality & tourism) who require retraining)
Disabled people	Residents of Plean, Cowie, Fallin and rural west Stirlingshire

The Application Form

A Flexible Skills funding application form will be provided to City Region Deal projects and will cover off on the following requirements

Applicant Information

This section asks for details on your organisation and for you to nominate your lead officer as the main contact for correspondence or general follow up on your project. This section will also ask if there are any other organisations contributing to the delivery of your project.

Project Summary

This section will provide your project name and the intended start and end date of your activities, cover the geographical area of your project and also the City Region Deal target group(s) that will participate in your project. This section will also ask which City Region Deal project theme(s) your project is addressing. A short summary of your project will also be required in this section

Project Information

Key project information, including the following questions –

- ***Please describe what your project will provide for participants and the main activities that require funding***

This section should describe the scope of your project; who will participate in the project; what your project will deliver in terms of outputs and outcomes; and how you will expend the funds over the project period

- ***Please provide evidence of why your project is needed and who has been consulted in the development of your project***

This section should demonstrate why your project is needed in terms of any qualitative or quantitative information you may have that provides a better understanding of the need. It is also an opportunity to provide any information on engagement or consultation activities that have been undertaken as part of your project development work. This is also an opportunity to provide information on how your project adds value and meets any gaps in current provision

- ***Please provide us with information on your project approach that will ensure that the target participants will be engaged and take up the opportunities your project is providing***

This section is asking you to demonstrate how you will engage with the target group to ensure your project is successful on the ground. For example, this might be your marketing approach to attract participants or any joint working that establishes a referral network for potential participants. How will your target participants know about your project and then be motivated to sign up for the opportunities on offer

Can you tell us about the anticipated outputs or outcomes that will be delivered by your project

This section is asking about the specific outputs/outcomes that will be delivered by your project and is also an opportunity to explain how your project may be a component of a longer pathway for participants. Outcomes can be participants moving to jobs, participants gaining qualifications, participants becoming job ready, participants moving on to further study or participants moving to another stage in a pathway to an employment, training or education outcome. Outputs can cover the number of people participating, number of activities undertaken or similar.

A table or similar will be incorporated in this section and should be completed in terms of numerical outputs or outcomes, for example -

Number of participants into employment
Number of participants attending further training
Number of participants entering local employability services

- ***Can you tell us how your project relates to the City Region Deal project theme(s) and how the project fits with any other national, regional or local strategies***

Applicants can refer to any strategies or policies that may be relevant and demonstrate how their project contributes to their aims and objectives. This can include references to for example-

Stirling and Clackmannanshire City Deal
Local authority Local Outcome Improvement Plans
Employability strategies and action plans
National strategies or policies connected with City Region Deal project themes
Skills Development Scotland strategies and programs
UK Shared Prosperity Fund
No One Left Behind

- ***Can you tell us how your project participants will be supported at the completion of your project if they wish to continue on a pathway to other employment or education opportunities***

It is important that project participants have the opportunity to build on any experiences or skills they have gained during their time on your project. Participants may be on a pathway to a longer term outcome so it is important to explain how you see them staying on track beyond your project period

- ***Can you tell us about your organisation's experience and capability in delivering projects like the one proposed. Can you explain how your project will be managed overall including oversight, day to day operation and financial management?***

This section covers off on your organisation's capacity and capability to deliver the proposed project. You should demonstrate that you have delivered projects like this one and how effective your organisation was in achieving the desired outcomes. You should also explain how the project will be managed across your organisation and the functions that support the delivery of the project

- *Can you provide details on any risks to the project's successful delivery that you have identified and how your organisation has worked to mitigate these risks*

The successful delivery of projects can be hampered when unforeseen circumstances impact the progress of the project. This section is asking you to tell us the risks you have identified as you have developed your project and what interventions or actions you have taken to minimise any impacts on the project's successful delivery

Fair Work and Real Living Wage

This section asks you to explain how your organisation approaches implementing Scotland's Fair Work Convention. This may cover your organisation's response to the convention components of Effective Voice, Opportunity, Security, Fulfilment and Respect as well as demonstrating your organisation is paying the real Living Wage

Budget and Expenditure

A project budget is required in this section with a breakdown on categories of expenditure against the funding requested. Any other funding contributions to the project costs should also be stated, providing the amount going into the budget and the source of that funding amount.

Any in kind costs should not be included in the overall budget figures but organisations should specify the detail and monetary value of any in kind contribution in a statement in this section of the application form

Monthly Activity Milestones

This section asks the applicant to set out the key activities that the project will undertake for each month as well as providing key outcomes for this period. Project applicants should set out what they will achieve in each month of the project and also provide participant outcomes throughout the period of the project. This section will be central to project reporting and to monitor progress against stated activities and progression for participants

Grant Agreement

Successful project applicants will be provided with a grant agreement through Clackmannanshire Council as the lead CRD partner for Flexible Skills investment.

Submitting Your Application

- Completed application should be sent to flexibleskills@clacks.co.uk
- Any queries or clarifications on the Flexible Skills Fund should be sent to flexibleskills@clacks.co.uk



REPORT

Joint Committee 31 October 2024

Agenda Item 6.4

Culture Heritage and Tourism Programme: Update and Recommendation of Priority Projects

Executive summary

This paper seeks to provide an update on the activity of the Culture Heritage and Tourism (CHT) Programme Board in ensuring adequate consideration is given to key decisions and recommendations from the programme, as well as providing the Joint Committee with a list of recommended projects for endorsement, as set out in Appendix 1.

Following assessment of these projects and discussion with officers from Stirling and Clackmannanshire Council funding allocations for each of the projects and been recommended as detailed in Appendix 1. It should be noted that for 5 of these projects, the proposed funding is not sufficient to fully delivery the scheme, and other match funding will be required to be secured by the partners to enable the projects to progress. .

The endorsement of these recommendations is a key decision stage for the CHT Programme as a whole, notwithstanding the pressures of deliverability of the overall programme within the lifespan of the City Regional Deal.

Lena Schelling, RPMO Programme Analyst

Email address: schellingl@stirling.gov.uk

City Region Deal contact: Brian Roberts, Chief Operating Officer, Stirling Council.

Email address: robertsb@stirling.gov.uk

Recommendations

The Joint Committee is asked to:

1. Agree that the projects listed in Appendix 2, as recommended by the Culture, Heritage and Tourism project board, are progressed as the priority projects within this programme;
2. Agree the proposed project funding allocations as set out in Appendix 2 are applied;
3. Agree that project owners are required to secure the remaining project funding and provide a business case for approval by Committee, within 18 months.

Legal & Risk Implications and Mitigation

There is a risk that the other match funding required for some of the projects may not be secured, or may be insufficient to enable the project to progress. If this occurs, the project and scope would need to be reassessed by the CHT Project Board and further consideration of options by the Joint Committee.

If any of the projects cannot be progressed due to lack of financial viability, it may be that the funding could be relocated to the other agreed projects, or consideration of a new alternative project.

The legal considerations and risks associated the delivery of individual projects will be set out in full at each stage of the business case process for each project.

Background

The Stirling and Clackmannanshire Deal document signed in 2020 allocate £15m for Developing Cultural, Heritage and Tourism (CHT) Assets in the region.

The Programme Business Case setting out the aims and objectives of the CHT programme was approved by the Joint Committee in March 2023.

The principal aim of the CHT Programme is that it will stimulate increased levels of activity within the associated sector(s) of the economy, so that (through the quality of Stirling and Clackmannanshire's cultural, heritage and tourism assets and experiences) the region's status as a leisure destination will be strengthened, increasing visitor spending, encouraging business growth, stimulating investment, and creating employment opportunities. Officers have developed projects which meet this aim.

The Culture, Heritage and Tourism Programme Board was established to provide advice and ensure adequate consideration is given to key decisions and recommendations from the programme.

In line with the agreed governance structure outlined in the approved CHT Programme OBC (**Appendix 2**), the recommendations in this paper are being presented to the COG for approval, before final approval and decision on which projects should be taken forward for funding is sought from the Joint Committee.

Timeline of CHT Programme Board Activity

June - The Board met on the 26th June to discuss the projects for consideration. In advance of meeting on the 26th June, the Programme Board were provided with the project profiles for seven projects, as follows:

1. The Albert Halls
2. The Alloa Heritage and Enterprise Centre
3. Bannockburn House
4. City Park
5. Forthside Square
6. The Smith Art Gallery & Museum
7. Stirling Wayfinding Project (trail)

The board members scored the projects according to the approved criteria, and the results of the scoring were discussed at the meeting. Overall, there was little to separate each project and it was felt that additional information to inform future discussions would be welcomed.

July – Board members were issued with additional information regarding some projects following requests made for this at the meeting in June. This information was provided and shared with all board members in advance of the Programme Board meeting again in August.

August – The CHT Programme Board met again Thursday 1st August to continue discussions regarding the projects listed above. Discussions also included themes of deliverability as well as regional impact of the projects. Based on the scoring and these discussions, the Board agreed a list of projects for recommendation, as included in **Appendix 1**.

The Forthside Square project was not taken forward for recommendation due to lack of detail available on funding arrangements and overall detail of the project at this stage. It was also considered that there were other alternative funding and delivery arrangements for this project through the planned redevelopment of Forthside.

Considerations

In line with guidance from Scottish government and the governance outlined in Appendix 2, any projects taken forward and awarded a proportion of the £15 million allocated funding, will require projects to be scoped and defined through business case development. Whether a Full Business Case or Business Justification Case will be required is dependent on the CRD funding amount requested.

Each project business case will be reviewed on an individual basis and will require approval by Government and Joint Committee prior to funding being made available.

It should be noted that for 5 of the projects recommended for approval within Appendix 2, that the proposed allocations of City Region deal funding only forms part of the total funding required to deliver the project. Project partners will be required to secure the other match funding to enable the full project to be delivered prior to City Region Deal Funding being released for these projects. A Full Business Case will be required for these project, and partners will need to identify with this business case how the total project funding is being provided and provide confirmation that this funding is secured.

It is recommended that a period of up to 18 months is set to enable the lead partner on the projects to secure the total project funding, and provide a full project business case, which will required to be approved by Joint Committee and Government.

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 (please detail the reasons for exemption below) No

Equalities Impact

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

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

Tourism, events and culture directly relate to a number of Stirling Council's objectives, including current Strategic Priorities 3, 4, 5 and 9; as well as Stirling's 10-Year Thriving Stirling Strategy, its Economic Strategy, Sport, Physical Activity and Healthy Living Strategy, Climate Strategy and our Covid Recovery Plan.

Consultations

Comprehensive review of the built environment (involving selected stakeholders from key organisations) to catalogue culture, heritage and tourism assets and properties, including development and investment opportunities which could potentially be supported by funding through the CHT Programme.

Background Papers

Have you used other documents to compile your report?
Yes (please list the documents below) No

1. CHT Programme OBC – 4th Iteration

Appendices

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

1. CHT Programme Board Recommendations
2. CHT Programme OBC – Governance Structure
3. CHT Project Summaries

Approved by:

Jillian Schofield, Service Manager - Culture, Events & Tourism, Stirling Council
Email address: schofieldj@stirling.gov.uk

Kevin Wells, Strategic Director: Place, Clackmannanshire Council.
Email address: kwells@clacks.gov.uk

Appendix 1

CHT Programme Board Recommendations

We recommend, in terms of the CHT Programme and its candidate projects, based upon the evidence before us, including the additional information which we had requested following our previous meeting at which we had discussed the outcome of the scoring process - which had grouped the projects fairly equally - applying our differentiating criteria of deliverability and regionality:

Stirling Council				Clackmannanshire Council			
Projects	CRD Ask	Total Project Cost	CHT Split (£9.5M)	Projects	CRD Ask	Total Project Cost	CHT Split (£5.5M)
City Park Event Space	£0.754M	£0.754M	£0.754M	The Alloa Heritage & Enterprise Centre	£9.7M	£24.7M	£5.5M
Stirling Wayfinding Project	£0.335M	£0.335M	£0.335M				
The Albert Halls	£7M	£20M	£5,170,714				
Bannockburn House	£1.4M	£2.1M	£1,032,131				
The Smith Art Gallery & Museum	£3M	£8.6M	£2,213,155				
TOTAL	£12.49M		£9,500,000		£9.7M		£5.5M

In making this recommendation, we recognise that the CHT investment can most impactfully be allocated essentially as 'seed funding' for the larger projects (Albert Halls, The Smith Art Gallery & Museum and Bannockburn House and the Alloa Heritage and Enterprise Centre) and that the smaller projects (Stirling Wayfinding Project and City Park) can progress quickly, and in full.

End

Appendix 2

In line with the agreed Governance Structure outlined in the approved CHT Programme OBC (below), the recommendations have been presented to the COG for approval, before decision and agreement on which projects should be taken forward for business development is sought from the Joint Committee.



Appendix 3 – CHT Project Summaries

City Park

- Improvements to City Park, large green field site located 0.8 miles from the M9.
- Suitable for large scale music events, concerts, outdoor theatre, festivals for up to 25,000 people
- To include internal vehicular roadway, permanent hard standing surface, water and electricity, drainage, Wi-Fi.
- Based on 7 large scale events, potential to generate 140,000 visitors.

Stirling Wayfinding

- Inspired by Boston Freedom Trail – Virtual Reality line, signage and orientation taking in 2.3-mile loop of Stirling City
- Acts as a pull factor to draw visitors from major attractions to explore more of the city, spending more and staying longer.
- Simplify wayfinding and interpretation, ensuring Stirling is more accessible.
- Generate 12,000 visitors to city centre including drawing visitors down from the Stirling Castle.

The Albert Halls

- Restoration and re-development of The Albert Halls into a modern cultural venue of scale.
- Increase capacity from 750 to 1,200.
- Unlocking bigger acts and raising the profile of the venue and destination
- Grow evening economy.
- Upgraded conference and hire facilities to attract increased business travel.
- Increase admissions to 80,000 per annum.

Bannockburn House

- Restoration of outbuildings to create visitor facilities including café and retail.
- Creation of a new campsite to attract more overnight visitors to the area.
- Maximise benefits of filming location status to attract more visitors to the area by providing improved facilities.
- Attract 14,000 new visitors and generating 20,000 visitor nights.

The Smith Art Gallery and Museum

- Addresses the decline in fabric of the building to create an enhanced visitor experience, ensuring equal access for all visitors and enabling objects of major significance to be released from storage and put on display – attracting new audience.
- Increase visitors by 38% within 3 years.

Alloa Heritage and Enterprise Centre

- Opportunity to bring together the City Region Deal CHT, Digital and Innovation investments (totalling £20.5m) to create an Innovation, Heritage and Enterprise Centre.
- Located in the heart of Alloa, Greenfield Park and historically significant Greenfield House.
- To include an Innovation Centre attracting interest from the digital sector and businesses as well as a Heritage Centre to offer a unique visitor destination showcasing Clackmannanshire's rich history of innovation.
- Generate 20,000 visits to Greenfield House annually.



REPORT

Joint Committee 31 October 2024

Agenda Item: 6.5

Implementation Plan 24/25

Executive summary

The Joint Committee as representatives of the partners to the Stirling & Clackmannanshire City Regional Deal, are asked to review and approve the Implementation Plan (see **Appendix 1B**), in accordance with the existing Stirling and Clackmannanshire Financial Plan.

Approval of the Implementation Plan will enable the RPMO to establish a baseline to share with UK and Scottish governments, as an accurate representation of the City Region Deal delivery and financial status, enabling partners to continue to make funding claims, in accordance with the terms of the annual grant offer letter.

With awareness that this is a live document subject to change, any future changes will be progressed through change control and continuous impact assessment. Changes will be communicated through the Chief Officer Group for their approval through the existing financial reporting practices. Moreover, continuous assessment and mitigation of delivery and financial risk will be managed by the Chief Officer Group with support from the RPMO through active monitoring and review of an existing risk register. This work is ongoing, and risks have been summarised in **Appendix 2** of this report.

Lena Schelling, Programme Analyst, City Region Deal Regional Programme Management Office (RPMO) Email address: schellingl@stirling.gov.uk

Recommendations

The Joint Committee is asked to:

1. Approve the Implementation Plan as a realistic snapshot of the current delivery and financial profile of the City Regional Deal, in line with existing governance and government requirements for submission.
2. Agree that the Implementation Plan, subject to the outlined associated risks in **Appendix 2**, is shared with UK and Scottish Governments to enable partners to continue to secure claims in delivering the City Regional Deal portfolio of projects and programmes.

Considerations

In seeking approval from Joint Committee on the Implementation Plan we are considering the following:

- The requirement of partners to submit an implementation plan to UK and Scottish Government for funding to be released in accordance with terms of the annual grant offer, once approved by both Governments.
- Ensuring a robust risk management strategy is in place to identify and adequately address new and emerging risks at a CRD Portfolio level in a timely manner, to secure the successful delivery of the City Regional Deal outcomes and associated benefits. A more detailed summary of risks identified can be found in Appendix 1.
- Establishing a financial and operational baseline to aid future decision making.

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. **N/A**

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. **N/A**

Exempt Reports

Is this report exempt? Yes (please detail the reasons for exemption below) **No**

Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **N/A**

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? **Yes**
1. City Regional Deal Stirling & Clackmannanshire Financial Plan – Financial Protocols Section 12.

Appendices

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

Appendix 1A – Implementation Plan: Explanatory Note
Appendix 1B – City Regional Deal Implementation Plan 2024-2025
Appendix 2 – Associated Risks

Approved by:

Brian Roberts: Chief Operating Officer, Stirling Council
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Kevin Wells, Strategic Director: Place, Clackmannanshire Council.
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John Craig, Head of the City Region and Growth Deal Programme, University of Stirling
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Appendix 1a – Implementation Plan: Explanatory Note

The Implementation Plan seeks to outline a realistic plan for how allocated City Regional Deal funding will be spent by all three partners of the Deal; Stirling Council, Clackmannanshire Council and The University of Stirling. It also acts as a reference point for partners to draw down funding, as costs are accrued through the delivery of the project activity shown.

The Implementation Plan is comprised of two related but distinct parts:

1. Information relating to **Project Activity** for both Capital and Revenue projects, which outlines where a particular project is in its business case development stage as well as outlining key milestones planned for delivery.
2. The **Financial Profile** which outlines the ££ amount each project forecasts to spend per financial year, across the 10-year life cycle of the City Regional Deal. The figures shown in **Black** are the forecast spend position, as reported by all City Regional Deal partners in June/July 2024, as part of the Implementation Plan 2024/2025. Figures in **blue** are the latest figures, as reported by partners by way of the Bi-Annual reporting cycle in August 2024.

Figures have been highlighted in **Red** and in **Green** to indicate where there is a difference between the spend profile reported in August for the Bi-annual report and the implementation plan 24/25 in June/July 2024. Figures highlighted in **Green** indicate where the forecast spend of the Bi-Annual is less than (<) what was previously forecast as part of the 24/25 Implementation plan. This would result in potential *underspend*. Figures highlighted in **Red** indicate where the forecast spend of the Bi-annual, is more than (>) what was previously forecast as part of the 24/25 Implementation plan. This would result in potential *overspend*.

These points have been summarised in the Implementation Plan: Table 3.Legend

Summary Tables

The summary tables 1.1 and 2.1 for Capital and Revenue Projects, show the total forecast spend for all projects each financial year, with reference being made to the original profile agreed with Government in March 2021. Table 1.2 and 2.2 show in summary how Capital and Revenue Funding has been committed from the two different Governments.

Appendix 1B

Stirling & Clackmannanshire City Regional Deal Implementation Plan 24/25 - Core Government Grant Funding - Financial Profile & Activity																					
Project Status	Business Case Status	Next Milestone	Agreed Milestones from Last Approved Doc.	Key Dates	Project Completion	RAG Rating	1	2	3	4	5	6	7	8	9	10	Total				
							Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Current Year 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Total				
1. CAPITAL PROJECTS																					
Active Travel Routes - Partnership	Business case development	Programme OBC Approved November 2023	Approval Alcoa to Springkense & Durblane to Causewayhead November 2024	Stirling - Alcoa to Springkense & Durblane to Causewayhead November 2024 - Submission of BUCs for government endorsement February 2024 - BUCs government endorsement March 2025 - BUCs approved by Joint Committee March 2025 - Start Stage 0-2 Alcoa - Springkense and Durblane - Causewayhead April 2025 - Start Stage 3-4 Alcoa - Springkense & Durblane to Causewayhead August 2026 - Construction Start Alcoa - Springkense & Durblane - Causewayhead	September 2024 - Submission of CHT Board recommendations to COG for endorsement October 2024 - CHT Recommendations to Joint Committee for approval	Amber - dependency on match funding	0	0	0	0	0	2,815,873	482,527	671,690	490,910	0	4,461,000				
0							0	0	0	0	1,915,250	1,915,250	630,500	0	0	0	0	0	0	0	0
0							0	0	0	0	0	800,000	800,000	630,500	0	0	0	0	0	0	0
Active Travel Routes - Stirling Council							0	0	0	0	0	1,115,250	1,115,250	0	0	0	2,230,500				
Active Travel Routes - Clackmannanshire Council							0	0	0	0	0	750,000	2,250,000	6,000,000	6,000,000	0	15,000,000				
Developing Cultural, Heritage and Tourism Assets - Partnership	Business case development	Programme OBC Approved	CHT Recommendations to be approved by COG and JC October 2024	Business case Development Milestones: April 2025 to December 2026 - FBC/BUC Development	Amber - Internal Approvals of projects proposed and pending Business case endorsements	0	0	0	0	0	0	800,000	2,200,000	6,000,000	6,000,000	0	0	0			
0						0	0	0	0	0	800,000	2,200,000	3,250,000	3,250,000	0	0	0	0	9,500,000		
0						0	0	0	0	0	0	0	0	0	0	2,750,000	2,750,000	0	0	0	5,500,000
Developing Cultural, Heritage and Tourism Assets - Stirling Council (0.5M)							0	0	0	0	0	2,000,000	0	0	0	0	2,000,000				
Developing Cultural, Heritage and Tourism Assets - Clackmannanshire Council (5.5M)							0	0	0	0	0	2,000,000	0	0	0	0	2,000,000				
Digital District	Business case development	BUC to be approved by Government December 2024	BUC Submission September 2024	September 2024 - BUC Stage 2 Concept design to government March 2025 - Government BUC submission for endorsement April 2025 - Joint Committee BUC approval June 2025 - Award contract		Green	0	0	0	0	0	2,000,000	0	0	0	0	2,000,000				
Energy Master Planning - Stirling Council	Completed May 2023	Single Stage Business Case Approved November 2020	N/A		Project Completed May 2023	N/A	0	0	107,106	25,857	0	0	0	0	0	0	132,963				
Energy Master Planning - Clacks Council	Completed May 2023	Single Stage Business Case Approved November 2020	N/A		Project Completed May 2023	N/A	0	0	107,106	25,857	0	0	0	0	0	0	132,963				
ILH & SIEC Phase 2	Business case development	OBC Submission December 2024	OBC Submission for governmental approval December 2024	August 2024 - Finalisation of options appraisal December 2024 - OBC submission to government June 2025 - Approval of OBC by Government & Joint Committee December 2025 - FBC endorsement by Government		Amber	0	0	0	0	0	0	3,636,378	7,272,755	3,636,378	0	14,545,511				
Japanese Gardens	Completed March 2023	FBC Approved June 2022	N/A		Project Completed March 2023	N/A	0	0	750,000	0	0	0	0	0	0	0	750,000				
Ministry of Defence Land at Fortside	In Delivery	SOC Approved February 2024	Phase 2 Land Transfer December 2023 - March 2024 Construction	Transfer of Land December 2023 - March 2024 Construction	December 2024 - Phase 2 Land Transfer	Amber	0	0	0	5,000,000	0	0	0	0	0	0	5,000,000				
Replacement Innovation Project	Business case development	OBC Submission to RPMO March 2025	Endorsement of OBC April 2025	April 2024 - Joint Committee approved removal of land from Centre from OBC Programme December 2023 - Submit OBC to Government June 2025 - Government endorsement of OBC May 2025 - Submit BUC to government for endorsement September 2025 - Joint Committee BUC approval January 2026 - Award Contract		Amber - risk of spend slippage	0	0	0	0	0	0	1,500,000	3,000,000	4,000,000	1,500,000	10,000,000				
Callander Digital Hub - Stirling Council	Business case development	BUC Approval March 2025				Green	0	0	550,000	0	0	790,000	0	0	0	0	1,340,000				
Alcoa Digital Hub - Clackmannanshire Council	Business case development	OBC Submission to Government December 2024	OBC Approval June 2025	Q1 2025 - Hub in Use	December 2024 - OBC Submission government endorsement June 2025 - Approval of OBC	Amber	0	0	0	0	0	0	0	0	0	660,000	660,000				
Scotland's International Environment Centre (SIEC) - Phase 1	In Delivery	FBC Approved September 2021	Forth-ERA fully operational 2023/2024	December 2022 - March 2024 - Forth Environmental Resilience Array (Forth-ERA) September 2021 - FBC endorsed by government September 2021 - Commencement of work June December 2022 - December 2022 - Environmental Data Centre April 23 - Business Access		Green	1,760,347	1,321,840	2,390,707	3,169,387	398,534	331,124	295,051	37,500	0	0	9,704,490				
Research and Policy Centre (Formerly part of SIEC Phase 2)	Not Started			March 2024 - Change request submitted to RPMO April 2024 - Change Request submitted to Joint Committee for Approval		Green	0	0	0	0	0	0	2,500,000	2,500,000	0	0	5,000,000				
National Aquaculture Technology and Innovation Hub	In Delivery	FBC Approved August 2023	Project Completion May 2025	Practical Completion April 2025	January 2024 - Construction commenced May 2025 - Project Completion November 2022 - OBC endorsed by Governments and approved by Joint Committee 0	Green	0	0	6,702,343	9,743,019	554,638	0	0	0	0	0	17,000,000				
Walk Cycle Live Stirling	In Delivery	FBC Approved July 2021	Project Completion October 2024	Forecast Completion Date for Scheme: March 2024	October 2024 - Project Completion	Green	52,601	2,109,342	377,057	0	0	0	0	0	0	0	2,539,000				

CAPITAL FUNDING		
Scottish Government	UK Government	Totals
4,461,000	0	4,461,000
15,000,000	0	15,000,000
2,000,000	0	2,000,000
132,963	0	132,963
66,482	0	66,482
7,295,111	7,250,000	14,545,111
0	750,000	750,000
0	5,000,000	5,000,000
0	10,000,000	10,000,000
1,340,000	0	1,340,000
660,000	0	660,000
9,704,490	0	9,704,490
0	5,000,000	5,000,000
0	17,000,000	17,000,000
2,539,000	0	2,539,000

3. Legend

Legend	
Figures in Black	Implementation Plan 24/25
Figures in Blue	Bi-Annual, August 2024
Green	Bi-Annual < Implementation Plan Forecast
Red	Bi-Annual > Implementation Forecast

1.1 Capital Project Totals

Implementation Plan 24/25 - Capital Projects, Grand Total	Bi-Annual, Totals August 2024	Original Profile (March 2021)	Variance	Cumulative Variance
0	1,812,948	4,891,841	9,508,893	17,912,406
0	1,812,948	4,891,841	9,508,893	17,912,406
0	0	0	0	0
0	9,820,000	12,989,931	13,853,069	13,320,000
0	8,007,052	8,091,090	4,343,178	(4,892,408)
0	8,007,052	16,098,142	20,441,318	15,848,912

Total Scottish Government Funding	Total UK Government Funding	Combined total Funding
35,903,935	45,000,000	80,903,935
43,200,000	45,000,000	88,200,000
7,296,065	-	-

2. REVENUE PROJECTS																	
Project	Business Case Status	Next Milestone	Agreed Milestones from Last Approved Doc.	Key Dates	Project Completion	RAG Rating	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Current Year 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Total
Clackmannanshire Lone Parent Programme	Business case development			Oct 2024 - Awaiting feedback from DWP on proposal		Amber - pending approval	0	0	0	0	33,333	33,333	33,334	0	0	0	100,000
Flexible Skills	In Delivery	BUC Endorsed by Government 2021	Approval of revised approach to programme, by Joint Committee	May 2024 - Flexible Skills Fund Approach and Skills Pathway Plan endorsed by COG October 2024 - Approval by Joint Committee of revised approach		Amber - pending approval	0	23,216	97,727	99,248	200,000	250,000	300,000	300,000	232,000	0	1,502,191
Inclusion and Investment Fund	In Delivery	BUC endorsed by Government February 2022	Project Completion March 2026	February 2022 - BUC Endorsed by Government March 2026 - Project Completion		Green	30,514	82,126	82,806	145,483	56,481	0	0	0	0	0	397,410
							0	0	0	0	0	0	0	0	0	0	396,448

2.2 Revenue Funding Summary

REVENUE FUNDING		
SG	UKG	Totals
0	100,000	100,000
1,502,191	0	1,502,191
397,410	0	397,410

2.1 Revenue Project Summary Totals

Implementation Plan 24/25 - Revenue Projects, Grand Total	Bi-Annual, Totals August 2024	Original Profile (March 2021)	Variance	Cumulative Variance
0	53,730	179,853	182,054	378,816
0	53,730	179,853	182,054	378,816
0	516,252	459,781	451,742	372,701
0	462,522	279,908	269,688	(6,113)
0	462,522	742,430	1,012,118	1,006,003

Appendix 2 – Associated Risks

Through detailed discussions with delivery teams of each of the partners as well as the Chief Officer Group, risks pertaining to the following have been identified:

Business Case Development: Failure to have business case approvals in place in agreement with CRD implementation plan may result in risking missed milestones and delayed spending as per CRD financial profile. Delays at business case development stage will further impact on the partners ability to draw down on funding, thereby further impacting the forecast spend profile.

External Funding: Dependency on securing matched funding to enable projects to be delivered in full, in particular for the Culture, Heritage and Tourism partnership.

Costs: Due to increased inflation rates, there is a risk that allocated funding will be exceeded, resulting in additional pressure on partners to finding alternative sources of external funding to cover the increased costs, to ensure delivery of the CRD portfolio.

Expenditure: Partners incurring expenditure at a quicker or slower rate than stated in the grant offer letter, thereby necessitating alternative funding or resulting in unclaimed grants.

Political: Delay to the endorsement or review process by governments due to political activity at a national level.

Resource: Lack of key delivery personnel across the partnership to develop emerging business cases pending endorsement and deliver on current and emerging activities.

Benefits: The limited applicability of the existing Monitoring and Evaluation Framework in tracking and measuring benefits currently being realised by partners and the delivery of the CRD portfolio, resulting in lack of assessment of progress against benefit realisation schedules and targets.



REPORT

City Region Deal Joint Committee – 31 October 2024

Agenda Item 6.6

PROPOSED SCHEDULE OF JOINT COMMITTEE MEETINGS FOR 2025 - 2026

Executive summary

This report advises the Joint Committee that the current schedule of Joint Committee meetings will end with the meeting scheduled to take place on 27 March 2025. After the March meeting, the Chair of the Joint Committee will revert to Stirling Council in line with the Joint Committee Standing Orders. This report asks Joint Committee to agree to a proposed draft schedule of meetings for the 2025 - 2026 term when Stirling Council has the Chair.

Lee Robertson, Senior Manager, Legal and Governance, Clackmannanshire Council

leerobertson@clacks.gov.uk

Recommendations

Joint Committee is asked to agree to the proposed schedule of meetings for 2025 - 2026 as set out at paragraph 1.4 of this report.

Legal & Risk Implications and Mitigation

It is beneficial to have an agreed schedule of Joint Committee meetings to ensure there is no delay or disruption to the progress of planning, agreeing and implementing projects under the City Region Deal. CRD Joint Committee Standing Orders require that a meeting takes place at least once every three months (SO24).

Background

The current schedule of meetings for the City Region Deal Joint Committee will end with the meeting scheduled to take place on 27 March 2025. A new schedule of meetings for the 2025 - 2026 period requires to be agreed by Joint Committee to allow for effective planning and delivery of City Region Deal projects.

Considerations

- 1.1 Standing Order 25 of the Joint Committee Standing Orders states that the Joint Committee will approve a schedule of meetings.
- 1.2 Under the Standing Orders, the Chair of the City Region Deal Joint Committee will alternate between Stirling Council and Clackmannanshire Council on a yearly basis (SO12). The Joint Committee is required to meet at least once every three months and will be clerked and facilitated by Officers from the Local Authority which has the Chair at that time (SO24).
- 1.3 Clackmannanshire Council's current term as Chair will end with the final meeting of the current schedule, on 27 March 2025. The Joint Committee requires to agree a new schedule of meetings for the period of Stirling Council's term as Chair from April 2025 to March 2026.
- 1.4 It is proposed that four meetings dates for the 2025 – 2026 term are agreed as follows:-
 - **Thursday 19 June 2025, 2.30pm**
 - **Thursday 18 September 2025, 2.30pm**
 - **Thursday 15 January 2026, 2.30pm**
 - **Thursday 26 March 2026, 2.30pm**
- 1.5 A schedule of associated agenda-setting dates and report submission deadlines based on the above Committee meeting dates is attached at Appendix 1 for information.

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. n/a

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? No

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

Policy Implications

None.

Consultations

Consultation on the proposed schedule of meetings has taken place with the City Region Deal Regional Project Management Office (RPMO) and colleagues at Stirling Council, Clackmannanshire Council and the University of Stirling.

Background Papers

1. Stirling and Clackmannanshire City Region Deal Joint Committee Standing Orders (current version effective from and including 27 July 2022).

Appendices

Appendix 1 – draft schedule of dates/deadlines based on proposed Joint Committee meeting dates.

Approved by:

Lee Robertson, Senior Manager, Legal and Governance, Clackmannanshire Council 18 September 2024



Stirling and Clackmannanshire City Region Deal Joint Committee – Programme of Meetings (with Deadlines) 2025-2026

Joint Committee Agenda Setting Deadline for reports (12 noon)	Joint Committee Agenda Setting (circulated by email only)	Joint Committee Agenda Setting Date (2.30pm to 3.00pm)	Joint Committee Deadline for reports (12 noon)	Joint Committee Agenda (circulated by email only)	Joint Committee Meeting (2.30pm to 4.30pm)
28 May 2025	30 May 2025	5 June 2025	11 June 2025	13 June 2025	Thursday 19 June 2025
27 August 2025	29 August 2025	4 September 2025	10 September 2025	12 September 2025	Thursday 18 September 2025
10 December 2025	12 December 2025	18 December 2025	7 January 2026	9 January 2026	Thursday 15 January 2026
4 March 2026	6 March 2026	12 March 2026	18 March 2026	20 March 2026	Thursday 26 March 2026

