



# 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.

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## Recommendations

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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

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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

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### Financial Details

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. **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

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None

## Consultations

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None

## Background Papers

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Have you used other documents to compile your report? **Yes**  
**1. City Regional Deal Stirling & Clackmannanshire Financial Plan – Financial Protocols Section 12.**

## Appendices

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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:

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## Appendix 1a – Implementation Plan: Explanatory Note

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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			
<b>1. CAPITAL PROJECTS</b>																				
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 2025 - Construction Start Alcoa - Springkense & Durblane - Causewayhead October 2024 - CHT Recommendations to Joint Committee for approval	Project Completed May 2023	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	0	0	0	800,000	800,000	630,500	0	0
Developing Cultural, Heritage and Tourism Assets - Partnership	Business case development	Programme OBC Approved October 2024	CHT Recommendations to be approved by COG and JC October 2024	Business case Development Milestones: April 2025 to December 2026 - FBC/BUC development	Project Completed May 2023	Amber - Internal Approvals of projects proposed and pending Business case endorsements	0	0	0	0	0	750,000	2,250,000	6,000,000	6,000,000	0	15,000,000			
0							0	0	0	0	0	0	0	0	0	0	0	0	0	0
0							0	0	0	0	0	0	0	0	0	800,000	2,200,000	6,000,000	6,000,000	0
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	Project Completed May 2023	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 - Clacka 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	66,482			
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	Project Completed May 2023	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	Project Completed March 2023	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 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	Project Completed March 2023	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			Project Completed March 2023	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	Project Completed March 2023	Amber	0	0	0	0	0	0	0	0	660,000	0	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	Project Completed March 2023	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	Project Completed March 2023	Green	0	0	0	0	0	2,500,000	2,500,000	0	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	Project Completed March 2023	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	Project Completed March 2023	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

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	7,209,045	10,700,029	19,739,496	14,824,788	1,500,000	88,199,448
							0	1,812,948	4,891,841	9,508,893	17,912,406	6,067,754	11,583,238	20,336,910	13,669,464	2,120,981	87,604,445
							0	0	0	0	0	1,241,281	(883,299)	(597,414)	1,255,324	(620,981)	395,001
							0	9,820,000	12,989,981	13,853,069	13,320,000	8,320,000	10,690,000	10,690,000	4,880,000	4,025,000	88,200,000
							0	8,007,052	8,091,080	4,343,178	(4,892,408)	1,010,955	(100,029)	(8,139,496)	(10,144,788)	2,828,000	554
							0	8,007,052	16,098,142	20,441,318	15,848,912	16,859,867	16,759,838	7,620,342	(2,524,446)	554	0

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
7,296,965	-	-

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	Project Completed March 2023	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	Project Completed March 2023	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	Project Completed March 2023	Green	0	30,514	82,126	82,806	145,483	56,481	0	0	0	0	397,410
							0	30,514	82,126	82,806	111,000	0	0	0	0	0	396,448
							0	0	0	0	34,483	56,481	0	0	0	0	2

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
1,899,601	100,000	1,999,601
1,900,000	100,000	2,000,000
399	-	399

## Appendix 2 – Associated Risks

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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.

