

# Tay Cities Region Deal

## Annual Performance Report 1st October 2021 - 30th September 2022



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



# Contents

<b>Executive Summary</b>	<b>4</b>
<b>An Introduction from the Chairman of the Joint Committee</b>	<b>9</b>
<b>Cities Region Deal Overview</b>	<b>11</b>
Overview of City Region Deal	12
Geographical Overview	13
<b>Financial Statement</b>	<b>14</b>
Key Headlines	16
<b>Governance and Accountability</b>	<b>19</b>
Governance Structure	20
Regional Collaboration	20
National PMO Networking Group	21
<b>Tay Cities Communications &amp; Press</b>	<b>23</b>
<b>The Deal</b>	<b>25</b>
<b>An Empowered &amp; Inclusive Tay</b>	<b>29</b>
- Skills	29
<b>An Innovative, International Tay</b>	<b>35</b>
- Innovative & International	35
- Culture & Tourism	56
<b>A Connected Tay</b>	<b>67</b>
- Transport	67
- Digital	74
<b>Benefits</b>	<b>79</b>
Benefits Realisation Plan	79
<b>Leverage Statement</b>	<b>80</b>
<b>Jobs Statement</b>	<b>83</b>
<b>Year Ahead</b>	<b>86</b>
<b>Programme Management Office</b>	<b>89</b>



# Executive Summary



Up to the end of September 2022, **£219m** of funding was approved for investment by Joint Committee over the 10 year programme. This equates to over 2/3 of the Deal.



**£74.1m** of Government investment released.



**Accelerated £8m** of funds from the Scottish Government in the 22/23 financial year, bringing the total of accelerated funds to date to **£20.9m**.



**£123.5m leverage** has been secured by Projects within the Deal. This equates to 30% of the overall leverage commitment of the Deal.



Regional Skills and Employability Development Programme approved, totalling up to **£20m**. The Programme will support a reduction in skills shortages and gaps, and delivery improvements to ensure Inclusive Growth.



Low Carbon Transport & Active Travel Hubs Programme approved to support 3 complementary transport developments in Perth.

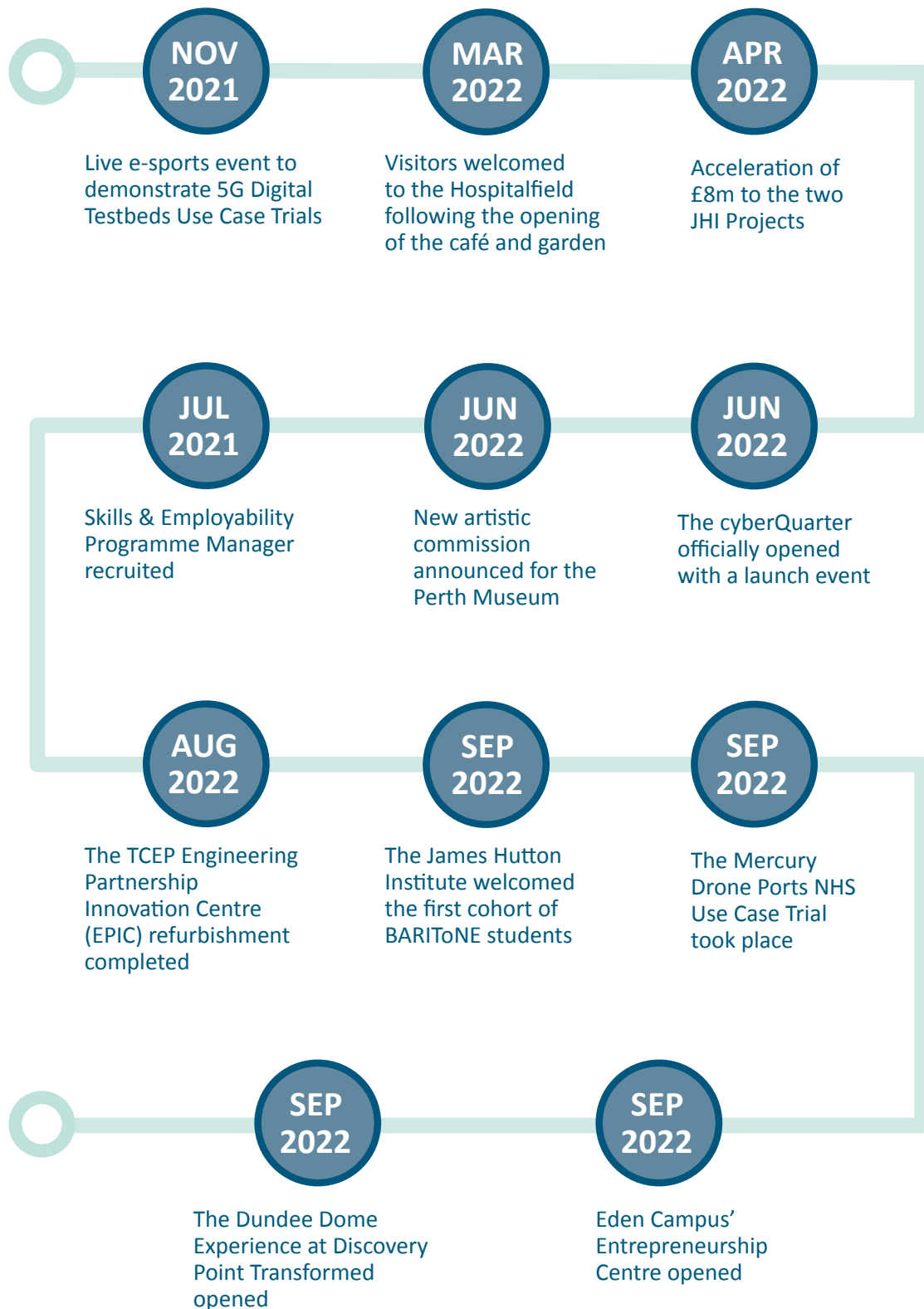


Stretch Dome Simulator at the Eden Campus approved, releasing **£300k**. This proof of concept Project provides a visualisation of systematic long-term trends in data'



Approval of the Tay Cities Engineering Partnership Project of up to **£2m** to drive up the skills and technology base of the sector, make it more competitive in an international marketplace and accelerate the pace of research and development.

# Summary Timeline



# How we will do it

## An Empowered and Inclusive Tay



Providing fair opportunities, upskilling, productivity and competitiveness.

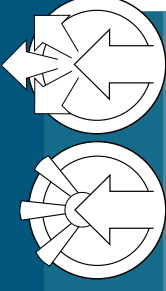
### The Projects

- Tay Cities Engineering Partnership (£2m)
- Aviation Academy for Scotland (£8.1m)

### The Programme

- Regional Skills & Employability Development Programme (£20m)
- Digital Skills £4.324m of the £20m Programme)
- Life Sciences, Biotechnology and Medical
- Technology (£1.975m of the £20m Programme)
- Upskilling of SMEs (£2.47m of the £20m Programme)
- Hospitality (2m of the £20m Programme)

## An Innovative and International Tay



Increasing research and development opportunities both regionally and globally. Creating opportunities within hospitality, tourism and improving our quality of life, lifestyle and environment.

### The Projects

- International Barley Hub (£35m)
- Advanced Plant Growth Centre (£27m)
- Eden Campus (£26.5m)
- Growing Tay Cities Biomedical Projects Cluster (£25m)
- cyberQuarter (£11.7m)
- Just Tech (£15m)
- Studio Dundee (£3m)
- Project Beacon (£5.2m)
- Perth Innovation Highway (£5m)
- Stretch Dome Simulator (£300k)
- Perth Museum (£10m)
- Innerpefferay Library (£100k)
- Crieff International Highland Centre (£1m)
- Aero Space Kinross (£1.6m)

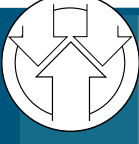
### The Fund

- Angus Fund (£26.5m)
  - Mercury Drone Ports (£1m of the £26.5m Fund)
  - CASI Programme (£15m of the £26.5m Fund)
  - Angus Rural Mobility Hub (£2.9m of the £26.5m Fund)
  - Connecting Montrose (£2.6m of the £26.5m Fund)
  - Zero Four (£2m of the £26.5m Fund)
  - Low Carbon Housing (£3m of the £26.5m Fund)

### The Programmes

- Regional Culture & Tourism Investment Programme (£37m)
- Pitlochry Festival Theatre (£10m of the £37m Programme)
- Hospitalfield (£2.5m of the remaining £27m Programme)
- Discovery Point Transformed (£5.5m of the remaining £27m Programme)
- Advanced Manufacturing Programme (£8m)

## A Connected Tay



Includes public transport and digital connectivity.

### The Projects

- Perth Bus & Rail Interchange (£15m)
- Dundee Airport Investment (£9.5m)
- 5G Digital Testbeds (£2m)
- Rural Angus & Rural Perth and Kinross High
- Speed Broadband (£2m)

### The Programme

- Low Carbon Transport & Active Travel Hub Programme (£3.5m)
  - Phase 1: Broxden Low Carbon Travel Hub (£635k)
  - Phase 2: Perth Active Travel Hub (£1.265m)
  - Phase 3: Hydrogen Refueling Station (£1.6m)

## Why we are doing it

Tay Cities Region Deal... smarter, fairer by working together to enhance and improve the lives of its citizens.





**490,000+**



people, or about 10% of the country's population, live in the area covered by Tay Cities Deal

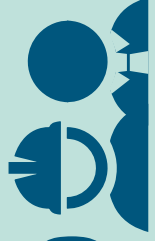
## TAYCITIES

Smarter + Fairer

Secure over

**6000**

jobs



**£30.1m**



An Empowered and Inclusive Tay

**£237.9m**



An Innovative and International Tay (includes Culture & Tourism)

**£32m**



A Connected Tay

**£37m**



Regional Culture and Tourism Investment Programme

**£700m**



investment, including £300m from Governments

**£20m**



Regional Skills & Employment Development Programme

**£8m**



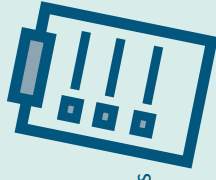
Advanced Manufacturing Programme

**£26.5m**



Angus Fund

**42**



Projects and Programmes across the region

# Introduction







*Councillor Whiteside, Angus Council (Joint Committee Chair 2022) and Cllr Laing, Perth & Kinross Council (Joint Committee Chair 2023)*

## A Joint Introduction from the 2022 and 2023 Chairs of the Joint Committee

The partnerships between UK and Scottish Governments, Angus, Dundee, Fife and Perth & Kinross local authorities, the higher and further education sector, business sector, third sector interface bodies, Scottish Enterprise, Tactran, VisitScotland and Skills Development Scotland continue to thrive.

Working together in our shared vision for the Deal, we remain committed to empower and promote inclusion throughout the region's people, places, businesses and communities.

At the time of writing 14 Projects, 4 Programmes and 1 Fund of the Deal's projects and programmes are already delivering growth and driving investment into the area.

To date there has been £219m approved by Governments and the Partnership for investment from the full £300m Deal. This had led to the creation of new jobs, regional investment, and securing acceleration of funding of up to £20.9m.

In the last year we have made outstanding progress and celebrated many milestone moments including; RRS Discovery Visitor Centre's visual and virtual transformation, Mercury Drone Port's trials beginning with NHS Tayside, the opening of Abertay's cyberQuarter for cybersecurity research, innovation and industry growth, approval to create a multi-million pound Engineering Partnership Innovation Centre, improved connectivity across Angus and Perth & Kinross, as well as signing letters of commitment to develop a Centre for Agricultural Sustainable Innovation with the Headquarters being established in Forfar.

By connecting the region through improved physical and digital infrastructure, promoting inclusive growth and enhancing the region's world-class cultural assets, the Tay Cities Region Deal partners have made outstanding progress, and it's all thanks to their collaboration, hard work and drive that they have moved forward at such pace.

However, as we reached the end of this reporting year the impact of inflation was already starting to bite. With costs of services and materials escalating, all of the partner organisations are acutely aware of the effect this may have on the rate and scale of progress. Close monitoring of the issues which arise will be a key role of the Joint Committee, as we continue to work together to realise the positive benefits the Deal offers to create a smarter and fairer Tay Cities region at a time when investment is most needed.



---

**The Tay Cities Region Deal  
will support business growth,  
develop innovative technologies,  
enhance productivity, develop  
skills and create jobs.**

---



# Cities Region Deal Overview



## Cities Region Deal Overview

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Partnership and both Governments. The Deal is a combined investment of £300m from the Scottish and UK Governments over the coming 10 years to deliver benefits over the next 15 years.



The Tay Cities Region Deal<sup>1</sup> will support business growth, develop innovative technologies, enhance productivity, develop skills, and create jobs. Over its lifetime, from Deal Signing in December 2020 to 2035, the City Deal will deliver 2 key outcomes: securing over 6,000 jobs and lever in over £400m of investment.

The Deal follows the Regional Economic Strategy themes of;



**Empower and promote inclusion** – by ensuring that local people have the skills they need to succeed in the modern workplace and growth is inclusive, with a Government investment of up to £30.1m;



**Innovate and internationalise** – by developing globally recognised clusters of academic and business excellence, with a Government investment of up to £237.9m; and



**Connect** – by improving physical and digital infrastructure, with a Government investment of up to £32m.

The Tay Cities Region Deal is comprised of a number of local and regional partners. These include:

- Local Authorities – Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council
- Higher Education and Further Education sector
- The business sectors
- Regional third sector interface bodies
- Scottish Enterprise
- Skills Development Scotland
- Tactran
- VisitScotland

More information on the Deal, including the Projects, is available in the Deal Document<sup>1</sup>

<sup>1</sup> [https://www.taycities.co.uk/sites/default/files/tay\\_cities\\_deal\\_doc\\_feb\\_8.pdf](https://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf)

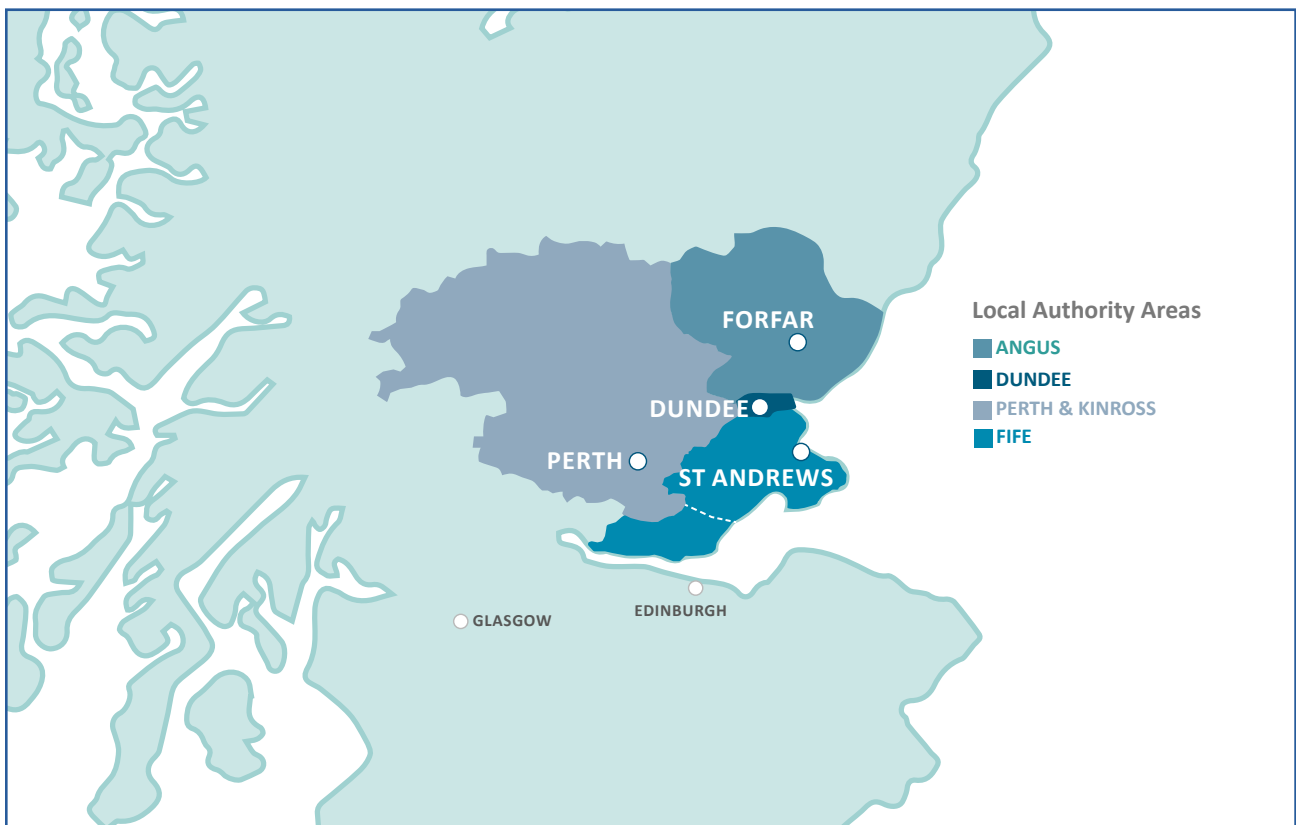


## Geographical Overview

The map below shows the geographical area of the four Local Authorities within the Deal: Angus, Dundee City, Fife and Perth and Kinross. Noting that only North Fife is included within the Deal, with the remainder of Fife within the Edinburgh and South East City Region Deal.

More information on where the projects are located can be found on the Deal's interactive map<sup>2</sup> on [www.taycities.co.uk](http://www.taycities.co.uk)

Diagram 1



<sup>2</sup> <https://www.taycities.co.uk/publications>

# Financial Statement



## Financial Statement

The Scottish Government and the UK Government will each invest up to £150 million in the Tay Cities Region Deal (the Deal).

A summary of the Deal investment is shown below in Table 1.

Table 1: Tay Cities Region Deal Financial Summary

Tay Cities Region Deal Thematic Board	Programme/ Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>An Empowered and Inclusive Tay</b>					
<b>Skills</b>	Regional Skills and Employability Development Programme	20,000	0	0	20,000
	Tay Cities Engineering Partnership	2,000	0	500	2,500
	Aviation Academy for Scotland	0	8,100	0	8,100
<b>An Innovative, International Tay</b>					
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	25,000	0	119,099	144,099
	International Barley Hub	15,000	20,000	0	35,000
	Advanced Plant Growth Centre	2,000	25,000	0	27,000
	Angus Fund	0	26,500	38,900	65,400
	cyberQuarter	6,000	5,700	5,024	16,724
	Just Tech	0	15,000	0	15,000
	Perth Innovation Highway	0	5,000	17,242	22,242
	Studio Dundee	3,000	0	21,000	24,000
	Advanced Manufacturing Programme	8,000	0	8,000	16,000
	Eden Campus	2,000	24,500	110,394	136,894
	Stretch Dome Simulator	0	300	0	300
	Project Beacon	0	5,200	12,425	17,625
<b>Culture &amp; Tourism</b>	Regional Culture & Tourism Investment Programme <sup>3</sup>	19,000	0	19,000	38,000
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	0	5,500	11,000
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	0	2,500	2,500
	Pitlochry Festival Theatre	10,000	0	10,000	20,000
	Perth Museum	0	10,000	15,217	25,217
	Innerpeffray Library	0	100	0	100
	Crieff International Highland Centre	0	1,000	660	1,660
Aero Space Kinross	0	1,600	1,285	2,885	

<sup>3</sup> The full investment from Governments for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre as these are shown separately.

A Connected Tay					
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	0	2,000	5,980	7,980
	5G Digital Testbeds	2,000	0	0	2,000
Transport	Low Carbon Transport & Active Travel Hubs	3,500	0	6,874	10,374
	Dundee Airport Investment	9,500	0	400	9,900
	Perth Bus & Rail Interchange	15,000	0	0	15,000
<b>ALL</b>	<b>TOTAL</b>	<b>150,000</b>	<b>150,000</b>	<b>400,000</b>	<b>700,000</b>

Since Deal signing in December 2020, a significant amount of funding has been released to the end of this reporting period.

### Key Headlines

- Since the Deal Signing, £74.1m of funding has been released, including the land transfer value of £3.6m for the International Barley Hub project.
- Up to the end of September 2021, the Joint Committee approved £219m of its awarded funding; this includes £154.6m of funding for projects and an additional £64.4m of funding for Programmes / Fund which are waiting for projects to be developed. This equates to over two thirds of the overall Deal funding.
- To the end of September 2022, the Partnership has secured acceleration of up to £20.9m of Government funding against its awarded profiles at Deal signing (£3.9m in 20/21, £9m in 21/22 and £8m in 22/23).



Table 2: Summary of claims made to the end of September 2021

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2021 funding released (£000)
<b>An Empowered and Inclusive Tay</b>			
<b>Skills</b>	Regional Skills and Employability Development Programme <sup>4</sup>	20,000	0
	Regional Skills and Employability Development Programme – Programme Manager Post	506,220	10
	Regional Skills and Employability Development Programme - Digital Skills	4,324	0
	Regional Skills and Employability Development Programme – Life Sciences, Biotechnology and Medical Technology	1,975	0
	Regional Skills and Employability Development Programme – Upskilling of SME's	2,470	0
	Regional Skills and Employability Development Programme - Hospitality	2,000	0
	Tay Cities Engineering Partnership	2,000	382
	Aviation Academy for Scotland	8,100	0
<b>An Innovative, International Tay</b>			
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	25,000	1,744
	International Barley Hub	35,000	10,395
	Advanced Plant Growth Centre	27,000	12,359
	Angus Fund	26,500	0
	cyberQuarter	11,700	5,325
	Just Tech	15,000	0
	Perth Innovation Highway	5,000	0
	Studio Dundee	3,000	0
	Advanced Manufacturing Programme	8,000	0
	Eden Campus	26,500	24,298
	Stretch Dome Simulator	300	300
	Project Beacon	5,200	0

Culture & Tourism	Regional Culture & Tourism Investment Programme <sup>4</sup>	19,000	0
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	2,040
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	0
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0
	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
<b>A Connected Tay</b>			
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	1,800	1,993
	5G Digital Testbeds	2,000	100
Transport	Low Carbon Transport & Active Travel Hubs Phase 1 - Broxden Low Carbon Travel Hub	635	29
	Low Carbon Transport & Active Travel Hubs Phase 2 Perth Active Travel Hub	1,265	0
	Low Carbon Transport & Active Travel Hubs Phase 3 – Hydrogen Refueling Station	1,600	0
	Dundee Airport Investment	9,500	600
	Perth Bus & Rail Interchange	15,000	0
<b>ALL</b>	<b>TOTAL</b>	<b>300,000</b>	<b>70,475*</b>

\* Total released is £74.1m. This includes a land transfer for the value of £3.6m for International Barley Hub

<sup>4</sup> The full investment from Governments for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre as these are shown separately.

A low-angle photograph of several tall, dark, conical structures against a blue sky. The structures are silhouetted against the sky, creating a sense of height and scale. A teal text box is overlaid on the upper portion of the image, containing the text "Governance and Accountability" in white, sans-serif font.

# Governance and Accountability

## Governance and Accountability

### Governance Structure

The Tay Cities Region Deal partners work collaboratively with both the UK and Scottish Governments as well as regional partners, including representation from private and third sector organisations. The Deal's governance arrangements enable decisions to be taken in an open and transparent way, in one place, for the whole of the Tay Cities region. The Joint Committee established by local authority partners in 2017, is the ultimate regional decision making body for both regional collaboration and the Deal.

The Joint Committee is supported by a number of bodies which are summarised in Diagram 2 on page 24. More information on the governance structure and its bodies can be found in the Deal Document. The overarching governance structure, as well as the terms of reference, membership, and chairing arrangements for each body will be reviewed annually.

Key changes since September 2021:

- In February 2022, the Partnership and Governments agreed a Change Control Process for the Deal. This has been shared with other Deals in Scotland as an exemplar.
- In March 2022, the Partnership and Governments approved the first Tay Cities Region Deal Benefits Realisation Plan. This document supports on going monitoring and evaluation of the Deal and will be updated annually.
- In April 2022, the Management Group agreed that the Heads of Economic Development Group (HoED) would lead on regional collaboration. Since, the Chair of the Group has been invited to join all Management Group meetings to provide updates and have an overarching, strategic view of activities within the region.
- Following the May Local Elections, a new set of Councillors formed the Joint Committee membership. This included a new Chair, Cllr Beth Whiteside of Angus Council, and Vice Chair, Cllr Grant Laing of Perth and Kinross Council.
- The updated Terms of Reference for the Enterprise Forum have been agreed by the Partnership and shared with the Governments. The Terms of Reference update the previous Terms to emphasise the role of the Forum and outlines next steps in re-engaging the Forum with the Deal. Furthermore, a new Chair has been appointed for the Forum and the group is continuing to seek who will join in the Vice Chair position.
- There has been an increased focus on regional collaboration for the Partnership. As such, all meetings across all parts of the Governance have regional collaboration as Part 1 of the meeting and the Deal as Part 2.

### Regional Collaboration

This reporting period has seen a renewed focus on Regional Collaboration and implementation of the Regional Economic Strategy, particularly in the context of the Deal and a shift towards delivery. The publication of the Scottish Government National Strategy for Economic Transformation (NSET) and Scottish Government research and positioning on Regional Economic Partnership Structures have also provided a context for a fresh look at the approach.

In consideration of the Regional Economic Strategy and accompanying Action Plan, Partners considered that there was a need to be clearer about priorities and pinpoint where limited resource should be directed. This would allow partners to collaborate on the areas which would deliver the greatest value, rather than the impact being diluted through undertaking too much. Commitment to a refresh of elements of the strategy and prioritisation of actions was identified as a key action to take this forward. This will also ensure other external factors such as Brexit, the impact of the pandemic, drive to deliver on climate change be taken into account.

Whilst a collaborative approach has worked extremely well across the Partnership there was general agreement from Partners to hold a facilitated session on collaboration to better articulate and direct the approach and to refine priorities.

The UK Shared Prosperity Fund has also been part of the collaborative approach during the reporting year, committing much of existing resource to develop investment plan. Whilst partners have submitted individual investments plans there has been useful discussion and quick agreement on joint project areas.

### **National PMO Networking Group**

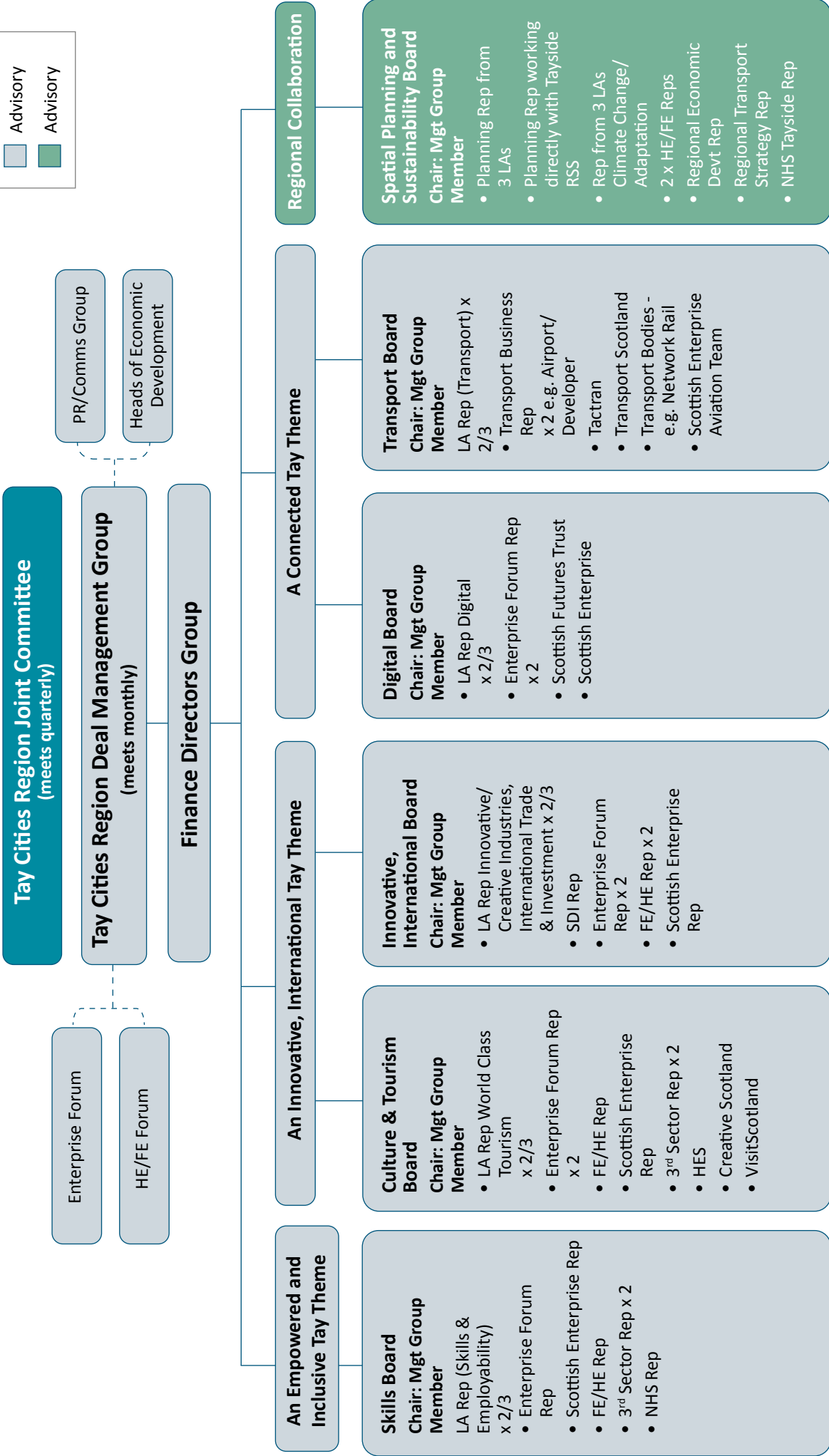
The Tay Cities Region Project Management Office continues to lead and provide the secretariat for a National PMO Networking Group, which includes representation from Regional and Growth Deals from across the UK. The group aims to share best practice and exchange guidance, use the platform for presentations from various organisations and utilise the knowledge of its members to start sub-groups specific to enhancing City & Growth Deals. To date, a Decarbonisation sub-group, Benefits Realisation sub-group and SharePoint sub-group have been established with members from the Network.

The PMO have also helped to coordinate the following presentations at meetings:

- UK and Scottish Governments attendance including in August 2022 to discuss inflationary pressures
- Green Book training with the HM Treasury
- Carbon training by the Scottish Government
- Car use reduction policies and links to City Deals from Transport Scotland
- FutureScot upcoming City Deal networking events.

The Group also has engaged with Historic Environment Scotland and the NHS.

Diagram 2: Tay Cities Region Deal Governance Structure



# Communication & Press



## Tay Cities Communications & Press

There has been significant press coverage and good news stories relating to the Tay Cities Region Deal to date, supported by an active Communications & PR Group, including:

- Progress on Clean Growth Business Park, Angus<sup>5</sup>
- Improved Digital Connectivity for Angus<sup>6</sup>
- Driving Forward Development of Agriculture Technology<sup>7</sup>
- Scotland's First Drone Port to Begin Working with NHS<sup>8</sup>
- Ultrafast Broadband to be Provided to 154 Community Hubs and Over 600 Households<sup>9</sup>
- Tay Cities Region Deal Priorities Outlined in First Annual Performance Report<sup>10</sup>
- Green Light for Multi-Million-Pound Tay Cities Engineering Partnership<sup>11</sup>
- Abertay Cyberquarter Creates New Home for Cybersecurity Research, Innovation and Industry Growth<sup>12</sup>
- NHS Drone Delivery Service Trials Begin in Angus<sup>13</sup>

The Group is comprised of representatives from the PMO, UK and Scottish Governments, universities and colleges central to the Deal and local authorities.

To assist with all communication and press opportunities, the Partnership have developed a protocol for all Programmes and Projects to use as guidance for any upcoming releases. The Tay Cities Deal Communications Protocol, as agreed at Deal Signing, has a commitment to be refreshed annually.

The Protocol was refreshed at the end of 2021, gaining Partnership agreement in December 2021. It is due to be refreshed in Autumn 2022.

## Story Matrix

As part of the Deal Document commitment and the PR & Comms Protocol, the Partnership has a commitment to develop a Story Matrix. The Story Matrix will consist of a library of case studies and progress of the benefits delivered by TCRD Projects. This can be used in future press releases and updates. It will be informed by and inform the Annual Performance Report.

## Q&A

Another commitment of the PR & Comms Group is to hold a Q&A of frequently asked questions. The Group will continue to review this on an annual basis, or as required.

<sup>5</sup> <https://www.taycities.co.uk/news/progress-clean-growth-business-park>

<sup>6</sup> <https://www.taycities.co.uk/news/improved-digital-connectivity-angus>

<sup>7</sup> <https://www.taycities.co.uk/news/driving-forward-development-agricultural-technology>

<sup>8</sup> <https://www.taycities.co.uk/scotlands-first-drone-port-begin-working-nhs>

<sup>9</sup> <https://www.taycities.co.uk/news/ultrafast-broadband-be-provided-154-community-hubs-and-over-600-households>

<sup>10</sup> <https://www.taycities.co.uk/tay-cities-region-deal-priorities-outlined-first-annual-performance-report>

<sup>11</sup> <https://www.taycities.co.uk/news/green-light-multi-million-pound-tay-cities-engineering-partnership>

<sup>12</sup> <https://www.taycities.co.uk/news/abertay-cyberquarter-creates-new-home-cybersecurity-research-innovation-and-industry-growth>

<sup>13</sup> <https://www.taycities.co.uk/news/nhs-drone-delivery-service-trials-begin-angus>



# The Deal



## The Deal

This section of the Annual Performance Report summarises the projects that have entered into the implementation stage following full Government and Joint Committee approval, up to and including September 2022. The projects are categorised by Tay Cities Region Deal themes and are aligned to the Implementation Plan, with any updates to milestones and risks highlighted.

Monthly forecasting and quarterly performance reports are prepared by the PMO with input from projects throughout the year and shared with Governments and Management Group. This provides interim updates.

### Status of Programmes and Projects

The Deal is comprised of 1 Fund, 4 Programmes and 37 Projects. Within the Programmes and Fund, there will be additional projects emerging as the Deal progresses. Table 3 below shows an overview of the status of the Programmes and Projects up to the end of September 2022.

Table 3: Status of Programmes and Projects up to end of September 2022

Programme/Project	Location	(Expected) Full Business Case Approval	Stage
<b>An Empowered and Inclusive Tay</b>			
Regional Skills and Employability Development Programme	Regional	11 March 2022	Implement / Define (Phase 2)
Regional Skills and Employability Development Programme – Skills Programme Manager Post	Regional	11 March 2022	Implement
Regional Skills and Employability Development Programme – Digital Skills	Regional	December 2022	Define
Regional Skills and Employability Development Programme – Life Sciences Further Education: Biotechnology and Medical Technology	Regional	June 2023	Define
Regional Skills and Employability Development Programme – Supporting SME Skills	Regional	June 2023	Define
Regional Skills and Employability Development Programme – Hospitality Skills	Regional	March 2023	Define
Tay Cities Engineering Partnership	Regional	11 March 2022	Implement
Aviation Academy for Scotland	Regional	September 2023	Define
<b>An Innovative, International Tay</b>			
Growing the Tay Cities Biomedical Cluster	Dundee	19 February 2021	Implement
International Barley Hub	Perth & Kinross	19 March 2021	Implement
Advanced Plant Growth Centre	Perth & Kinross	19 March 2021	Implement
Angus Fund	Angus	19 February 2021	Implement
Angus Fund – CASI Programme	Angus	March 2023	Define
Angus Fund – Mercury Drone Ports	Angus	March 2023	Define
Angus Fund – Angus Rural Mobility Hub	Angus	March 2023	Define

cyberQuarter	Dundee	18 June 2021	Implement
Just Tech	Dundee	2024/25	Define
Perth Innovation Highway	Perth & Kinross	September 2023	Define
Studio Dundee	Dundee	2023/24	Define
Advanced Manufacturing Programme	Regional	2023/24	Define
Eden Campus	Fife	21 August 2020	Implement
Stretch Dome Simulator	Fife	17 December 2021	Define
Project Beacon	Perth & Kinross	2025/26	Define
Regional Culture & Tourism Investment Programme	Regional	19 June 2020	Define
Regional Culture and Tourism Investment Programme - Hospitalfield	Angus	17 July 2020	Implement (phase 1)
Regional Culture and Tourism Investment Programme – Discovery Point Transformed	Dundee	23 April 2021	Implement (phase 1)
Pitlochry Festival Theatre	Perth & Kinross	March 2023	Define
Perth Museum	Perth & Kinross	19 March 2021	Implement
Innerpeffray Library	Perth & Kinross	2028/29	Define
Crieff International Highland Centre	Perth & Kinross	2028/29	Define
Aero Space Kinross	Perth & Kinross	March 2023	Define
<b>A Connected Tay</b>			
Rural Angus and Rural Perth and Kinross Highspeed	Angus and Perth & Kinross	18 June 2021	Implement
5G Digital Testbeds	Regional	11 March 2022	Implement
Low Carbon Transport & Active Travel Hubs Programme	Perth & Kinross	1 July 2022	Implement
Low Carbon Transport & Active Travel Hubs Phase 1: Broxden Low Carbon Transport Hub	Perth & Kinross	1 July 2022	Implement
Low Carbon Transport & Active Travel Hubs Phase 2: Perth Active Travel Hub	Perth & Kinross	September 2023	Define
Low Carbon Transport & Active Travel Hubs Phase 3: Hydrogen Refueling Station	Perth & Kinross	2024/25	Define
Dundee Airport Investment	Dundee	19 February 2021 (revenue)	Implement (revenue)
		March 2024 (capital)	Define
Perth Bus & Rail Interchange	Perth & Kinross	2025/26	Define

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Joint Committee
2. Implement	Business case has been approved by Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing/delivering a course
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

The projects which have received Full Business Case approval from Joint Committee in this reporting period are listed below;

- Stretch Dome Simulator
- 5G Digital Testbeds
- Regional Skills & Employability Development Programme
- Skills & Employability Programme Manager
- Tay Cities Engineering Partnership
- Low Carbon Transport & Active Travel Hubs Programme
- Low Carbon Transport & Active Travel Hubs Phase 1: Broxden Low Carbon Transport Hub

The following information provides a snapshot of progress throughout the year and are shown by Tay Cities Region Deal theme.

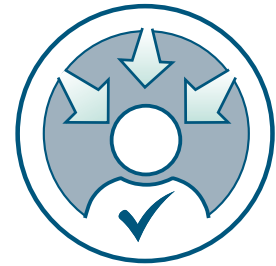


# An Empowered & Inclusive Tay

## Skills

Within the Skills theme there is 1 Programme; the Regional Skills and Employability Development Programme, of which there are 5 Phase 1 Projects, and 2 Projects; Tay Cities Engineering Partnership and Aviation Academy for Scotland.

In March 2022, the Regional Skills & Employability Development Programme and Skills Programme Manager, as one of the Phase 1 Projects, were approved by the Partnership. In addition, the Tay Cities Engineering Partnership Project was approved and is now in delivery.



It is anticipated that 4 of the other Phase 1 Skills Projects will be approved in 2023.



Regional Skills and Employability Development Programme	
<b>Programme Owner</b>	Skills Development Scotland
<b>Enabling the region to...</b>	Empower and Promote Inclusion
<b>Thematic Board</b>	Skills

## Programme Description

The Skills and Employability Development Programme sets out the partnership’s proposition to bring about the changes in skills and employability services that will support this vision and make a positive, tangible difference to our citizens, businesses and other stakeholders.

The Programme will make incremental changes to improve the currently complex and weakly-connected regional employability and skills landscape to deliver better outcomes for all, particularly those people facing significant disadvantages to securing and sustaining meaningful, high-quality employment. Up to £20 million City Deal investment available will help develop a new collaborative, pan-regional approach and put necessary interventions in place to drive improved economic performance and inclusion across the region.

The investment will also help drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities. The direct impact of this investment will be an incremental reduction in unemployment and economic inactivity among Programme beneficiaries across the region, employers reporting fewer skills shortages and gaps, and citizens able to access the training and employability support they need to succeed within the workplace.

### Headline Achievements

The Programme received Full Business Case approval from the Joint Committee on 11th March 2022. To date, the Programme has achieved the following:

- Programme Manager recruited and started working with the Skills Programme in July 2022.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Transfer of Programme Ownership from SDS to Perth & Kinross Council	November 2022
Programme refresh to update the Skills Programme and reflect the current and future position	January 2023
Approval and start of second tranche of projects. Content and outcomes to be defined in project business cases.	2023
Assessment, review and evaluation of projects to ensure they flexibly respond to emerging labour market needs within the City Deal region and deliver specific project aims and objectives detailed within project business cases.	21/22 and annually

### Key Risks

Risk	Mitigation
Lack of buy in from partners in developing a collaborative, regional delivery system. Could result in silo working and delivery resulting in an inconsistent approach to developing a skills and employability ecosystem	Ensure signed agreement from all partners, clearly setting out their roles and responsibilities. The appointment of a suitably skilled Programme Manager will help mitigate against this, ensuring regular engagement with all partners, and development of an effective, collaborative regional approach. Utilise different mediums of communication to effectively engage partners in different ways
Lack of buy-in to / poorly attended Skills Advisory Board. Would result in lack of understanding of the deal benefits and delivery of projects across the region.	Secure sign-up to SAB terms of references from all partners for regular engagement, and clearly set out their roles and responsibilities. Frequent engagement between Programme Manager, project leads and SAB members to ensure they are engaged and appraised of all developments.

Potential for projects to be delayed in the development phase, resulting not meeting planned budget profile (phase 1)	Regular updates are provided at the SAB around the progress of individual projects. If appropriate, these will be escalated to the PMO and TCD management group.
Potential for projects to be delayed in the development phase or not meet the programme objectives, resulting in not meeting planned budget profile (phase 2 and beyond)	A workshop to scope out the next phase of projects is planned late 2022 with a follow up meeting in early 2023. Projects will require OBC for progressing and must meet programme objectives.

<b>Regional Skills &amp; Employability Programme Manager</b> 	<b>Regional Skills &amp; Employability Programme Manager</b>	
	<b>Programme Owner</b>	Perth & Kinross Council
	<b>Enabling the region to...</b>	Empower and Promote Inclusion
	<b>Thematic Board</b>	Skills

### Project Description

The Skills Programme Manager Post will support the Regional Skills Programme. The Post will be critical in driving the strategic agenda and ensure delivery activity remains consistent with the overall Programme business case, the strategic context of the Deal and with the ambitions of partners, stakeholders and citizens. An important aspect of the role will be building consensus and collaboration across the region's four local authorities and other relevant stakeholders (e.g. FE and HE institutions, and local employers) on the future direction and focus of regional skills activity, ensuring this effectively compliments and enhances existing local and national Programmes. This collaboration activity will be developed in a number of ways, including through discussion at the Skills Advisory Board, through linking in with the Heads of Economic Development Group, and liaising individually with the various Council Employability and Skills Leads.

A key part of this role will be to identify areas of potential collaboration and joint working and lead on their development and implementation, through building relationships with key partners such as those outlined above, regular and meaningful communication with these (and other relevant) partners.

### Headline Achievements

The Programme received Business Justification Case approval from the Joint Committee on 11th March 2022. To date, the Programme has achieved the following:

- The Programme Manager was recruited in early 2022 and has started working with the Skills Programme and Projects since 25th July 2022.

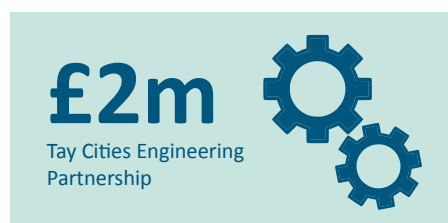
### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Supporting the Programme refresh and liaison with all Projects	January 2023

### Key Risks

Risk	Mitigation
Ensure the programme manager is neutral and impartial across the region if employed by one local authority / one partner	This will be mitigated against by ensuring a robust recruitment process, and ensuring strong relationships, buy-in and frequent engagement from and between all partners
Inability to influence the activities of partners and failure to achieve collaboration and joint working	Mitigated by creating frequent engagement and communication to encourage open and honest channels where partners can raise concerns at a senior level with the Skills Advisory Board and the Management Team where such issues could be discussed and resolved
A single role creates a “key person” risk where there is no back up or succession post available in the event the programme manager is on leave, on long-term absence or leaves the post early	Mitigated against through well-defined channels of communication, frequent updates, and sharing of files (as appropriate) and best practice among partners to ensure that all partners are fully briefed, and short-term resource can be found should long-term absence or early departure occur, enabling partners to manage the post until re-recruitment can take place



Tay Cities Engineering Partnership	
Programme Owner	Dundee & Angus College
Enabling the region to...	Empower and Promote Inclusion
Thematic Board	Skills

### Project Description

The Scottish Government will commit up to £2 million to the Tay Cities Engineering Partnership (TCEP), which will drive up the skills and technology base of the sector to make it more competitive in an international marketplace and accelerate the pace of research and development. It will do this by bringing together the resources of key private and public engineering facilities in a new collaboration.

TCEP will drive the transformation of manufacturing processes needed to ensure the sector remains competitive, such as the implementation of robotics and artificial intelligence; increased internationalisation; increased productivity; research and development and skills development. It will





achieve this by increasing the profile of engineering as a career opportunity, developing training places and providing business support. Specifically, it will:

- Create a Mobile Engineering Technology Unit to showcase Engineering and Advanced Manufacturing (EAM) and science, technology, engineering and mathematics (STEM) subjects. This will raise the profile of these subjects, increase careers awareness and address possible negative perceptions. The Unit will be fitted out with robotics and virtual reality technology to create opportunities in EAM and STEM from early years through both primary and secondary schools, into further and higher education and on to the workplace;
- Develop new foundation and graduate level apprentice training places to meet skills demand and enhance employability, career development and staff up-skilling;
- Develop enhanced up-skilling programmes to meet the emerging requirements of new sectors;
- Create an EAM Centre of Excellence equipped with leading industry tools to trial, test and demonstrate new processes and equipment; and
- Create a Product Innovation Lab, located within the Aviation Academy for Scotland, to support businesses bringing new products to market. The Lab will offer cost-effective product prototyping and testing, as well as mass production (but at low volumes to suit new products) and specialist incubator and product development support.

### Headline Achievements

The Project received Full Business Case approval from the Joint Committee on 11th March 2022.

To date, the Programme has achieved the following:

- Refurbishment of Dundee and Angus College facility to host the Engineering Partnership Innovation Centre (EPIC; the EAM Centre of Excellence referenced above);
- Entered into a collaboration agreement with an offshore wind farm development to secure £300,000 of leverage funding to support TCEP-related activities, including the creation of a Skills for the Future Lab hosted at EPIC; and,
- Signed a memorandum of understanding with the National Manufacturing Institute Scotland (NMIS) to explore collaborative opportunities with the wider engineering and manufacturing infrastructure.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Partnership Agreement in place and Project Manager recruited	March 2023
Increased quantity & range of machine tool equipment available for use at Dundee & Angus College, Angus Training Group and Perth College, University of the Highlands and Islands	September 2023

### Key Risks

Risk	Mitigation
TCD023 Aviation Academy delayed.	Funding for the Product Innovation Lab can be re-allocated to TCEP main project and delivery re-phased.
Demand from the engineering sector declines resulting in weak demand for the provision.	The partners will take a holistic view of engineering, incorporating traditional provision (demand for which is in decline), but also new and growing sectors and occupations, such as digital and robotics, where there is high demand from both trainees and employers.
The engineering sector does not engage or buy in to the partnership's delivery model.	Lessons from other sectors will inform the design of the model. Case study evidence will be developed on the potential impact and benefits to employers as part of the partners' marketing strategy.

### Case Study

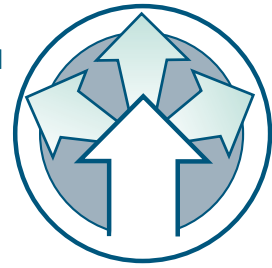
The creation of the Engineering Partnership Innovation Centre for the Tay Cities Engineering Partnership was completed in Summer 2022. By refurbishing existing workshop areas at Dundee and Angus College's Arbroath campus which were being used for traditional engineering curriculum, this large area (600m<sup>2</sup>) is now ready to be equipped with modern, industry standard equipment. This will create a facility where industry partners can come into the Centre to trial, test and demonstrate new equipment and modern technology. The Centre will ultimately replicate today's 21st century engineering work environment enabling employers to link their trainees' education or training to a realistic project-based industry environment. The refurbishment works were carried out in partnership between Dundee and Angus College's in house Estates Team and 5 local contractors. These contractors collectively provided services ranging from glazing and decorating to suspending ceilings and installing mechanical plant.



## An Innovative, International Tay

### Innovative & International

Within the Innovative and International theme there is 1 Programme - the Advanced Manufacturing Programme, 1 Fund - the Angus Fund, and 10 Projects - Growing the Tay Cities Biomedical Cluster, International Barley Hub, Advanced Plant Growth Centre, cyberQuarter, Just Tech, Perth Innovation Highway, Studio Dundee, Eden Campus, Stretch Dome Simulator and Project Beacon.



**£188.2m**  
An Innovative and International Tay

Growing the Tay Cities Biomedical Cluster, International Barley Hub,

Advanced Plant Growth Centre, cyberQuarter, Eden Campus and Stretch Dome Simulator have all received Full Business Case approval. To the end of September 2022, there are no Angus Fund projects in delivery; however 3 projects are expected to be approved and in delivery 2022/23.

**£25m**  
Growing the Tay Cities Biomedical Cluster

Growing the Tay Cities Biomedical Cluster	
<b>Programme Owner</b>	University of Dundee
<b>Enabling the region to...</b>	Innovate and Internationalise
<b>Thematic Board</b>	Innovative, International

### Project Description

The Scottish Government will commit up to £25 million to Growing the Tay Cities Biomedical Cluster.

The project will build on the region's existing life sciences reputation, including drug discovery and medical technologies. It will attract inward investment in new life sciences companies and increase industrial engagement.

The project consists of an Innovation Hub to provide laboratory and office space to enable new companies specialising in life sciences to grow, and a Medical Technologies innovation centre which will be refurbished to create spaces (and associated offices) with the specialist equipment needed to demonstrate medical devices.

New technologies developed in this unique environment will provide a pipeline of investment opportunities to create new spin-out companies which can then access the Innovation Hub. It will also attract industrial partners to co-locate in the University and develop their research and development potential by accessing the facilities and highly specialised medical technology it will be equipped with.



Photo © Overlanders Architects

### Headline Achievements

Since October 2021, the Project has achieved the following:

- Planning permission was approved, with conditions, for the Innovation Hub in March 2022.
- Planning permission was approved for the MedTech Research & Development Unit (refurbishment of Wilson House) in August 2022.
- £1.5m from charitable and public sector organisations has been secured.
- A further University of Dundee commitment towards project costs has been secured.
- Design of the Innovation Hub and Medical Technologies facility is complete and are being tendered.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Commencement of construction/fit out works: 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub	1. March 2023 2. December 2022 3. January 2023
Completion of construction/fit out works: 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub	1. July 2023 2. August 2023 3. September 2024

## Key Risks

Risk	Mitigation
Construction inflationary costs: Escalating construction and refurbishment costs lead to enforced “cost cutting”, stalling the project or reducing the quality of project infrastructure.	An unprecedented rise in inflationary costs has resulted in a significant value engineering exercise being undertaken to bring costs down and provide an affordable solution. A revised work package has been put out to tender for the Innovation Hub and formal notification of a revised tender is anticipated in late November. The University is also reviewing the tender submission for the MedTech R&D unit and redesign of the Thiel facility extension has commenced to find a practical and cost-effective solution.
Procurement of building materials is delayed by major disruption to supply chains, labour resourcing and other issues.	Significant contingencies have been identified in each of the respective projects to cover unforeseen costs. Programme of works has built in contingencies for supply chain delays.
Unforeseen delay in ground conditions delays the Innovation Hub capital programme	A detailed site investigation has been undertaken and built into the project budget. However, unexpected ground conditions may be discovered when excavations start. Contingencies have been included to cover such an event.



International Barley Hub	
<b>Programme Owner</b>	The James Hutton Institute
<b>Enabling the region to...</b>	Innovate and Internationalise
<b>Thematic Board</b>	Innovative, International

**Project Description**

The UK Government will commit up to £20 million and the Scottish Government will commit up to £15 million to the creation of an International Barley Hub at the James Hutton Institute. Barley is indispensable to the Scottish and UK economies, being vital to the distilling, brewing and food industries. It also has the potential for emerging uses in the health, chemical and energy sectors. However, future barley supply is increasingly uncertain due to the impact of climate change, developing worldwide demand, evolving pest and disease risks and pressure on managing soil health to enable crops to grow.

The IBH will establish a world-leading research facility for barley science, bringing together industry, dedicated facilities and world class scientists. It will:

- expand the scale and excellence of barley research and innovation, operating across a broad spectrum of disciplines;
- provide state of the art research equipment on site and at industry partners premises;
- have the capability to support work from the molecular, to the field level;
- increase the translation and application of this research around the globe;
- support a “Barley Cluster” of related processing, innovation and product interests; and
- develop a supporting skills and knowledge programme.

The International Barley Hub has been developed in parallel with the proposal for the Advanced Plant Growth Centre and at the request of the Approval Authorities these have been maintained as separate business case documents, although they ultimately result in the same physical infrastructure investment.



---

## Headline Achievements

Since October 2021, the Project has achieved the following:

- Phase 0 (Enabling Works) complete.
- Phase 1 (New Access Road) 90% complete.
- Phase 2 (IFF/IBH Facilities) 95% complete.
- Phase 3 (Demolitions and Infrastructure) 85% complete.

## Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Finalise phases 0 - 3	October – December 2022

## Key Risks

Risk	Mitigation
Failure of income generation strategy	Competitive grant availability to be monitored and a strategy for engaging early with major funders developed through a dedicated business development team.
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. The intended procurement strategy was to use a fixed price contract. However developments in the supply chain, have indicated there would be significant cost inflation for a wide range of raw materials including steel, wood and concrete, fuel. Initial inflation estimates were built into costings and are further compounded by the requirement to pay VAT at 20%. Exceptional inflationary pressures through 2022 can no longer be mitigated by value engineering or scope reductions and can only now be mitigated by reallocation of the equipment budget to the Design and Build process. This has been reflected in the Project's updated project Risk Register. The recent delays caused to the project were necessary to complete the value engineering and scope reduction exercises.

## Case Study

### BARIToNE Collaborative Training Partnership (CTP)

The next generation of barley researchers have received a multi-million investment through the Barley Industrial Training Network (BARIToNE) programme, a Collaborative Training Partnership (CTP) led by the Scotch Whisky Research Institute, the International Barley Hub at Hutton and the University of Dundee, with support from the Biotechnology and Biological Sciences Research Council and industry partners.

The Programme will see a cohort of 30 post graduate researchers supported with a total estimated value of £9m. The four-year studentships will be delivered over the period 2022-28 with £3m of funding from BBSRC, £600k in cash from industry and more than £5m in-kind co-investment from academic and commercial partners covering the entire length of the barley value chain.

The first cohort of BARIToNE students (8) and their supervisory teams were welcomed recently by an induction at the Waldorf Astoria, Edinburgh where they presented their projects.

The students will be mainly based in Dundee working closely with IBH and the next cohort of students (12) are being recruited to join us in 2023. Each student will be working with the International Barley Hub through the BARIToNE CTP for a four-year period.







Advanced Plant Growth Centre	
Programme Owner	The James Hutton Institute
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

### Project Description

The UK Government will commit up to £25 million and the Scottish Government will commit up to £2 million to the creation of the Advanced Plant Growth Centre at the James Hutton Institute. It will build on existing expertise to deliver a cutting-edge plant research facility bringing together industry, advanced technology and world class scientists. The Centre embodies the idea of Agriculture 4.0, a green revolution with science and technology at its heart, with the aim of feeding future populations.

The Advanced Plant Growth Centre will be at the heart of plant and crop research and innovation in the Tay Cities region. It will develop the underpinning science and translate that science into industry, which will in turn increase the commercial, economic and environmental benefits of agriculture and the food and drink sector. The APGC will integrate:

- a plant characterisation facility, which uses imaging to quickly understand (before harvest) how crops respond and perform in different environments;
- post-harvest storage facilities;
- vertical growth facilities; and
- next-generation controlled environments which can simulate any current or future environment anywhere in the world (for example, increased greenhouse gases) to test the effect on crops.



### Headline Achievements

Along with the International Barley Hub project, the Advanced Plant Growth Centre Project has achieved the following since October 2021:

- Phase 0 (Enabling Works) complete.
- Phase 1 (New Access Road) 90% complete.
- Phase 2 (IFF/IBH Facilities) 95% complete.
- Phase 3 (Demolitions and Infrastructure) 85% complete.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Finalise phases 0 - 3	October – December 2022

### Key Risks

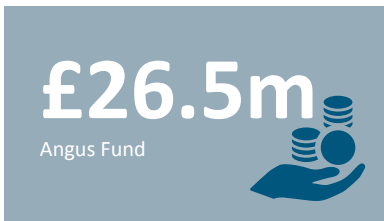
Risk	Mitigation
Failure of income generation strategy	Competitive grant availability to be monitored and a strategy for engaging early with major funders developed through a dedicated business development team.
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. The intended procurement strategy was to use a fixed price contract. However developments in the supply chain, have indicated there would be significant cost inflation for a wide range of raw materials including steel, wood and concrete, fuel. Initial inflation estimates were built into costings and are further compounded by the requirement to pay VAT at 20%. Exceptional inflationary pressures through 2022 can no longer be mitigated by value engineering or scope reductions and can only now be mitigated by reallocation of the equipment budget to the Design and Build process. This has been reflected in our updated project Risk Register. The recent delays caused to the project were necessary to complete the value engineering and scope reduction exercises.



### Case Study

The new access road to the north of the site is complete and will be fully used by Hutton to reduce the access to our campus via the Invergowrie Village. This is a very welcome addition to the site for our people, visitors and the villagers.

An aerial image showing the Hutton, Invergowrie campus development after completion in Spring 2024 is below:



Angus Fund	
Programme Owner	Angus Council
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

### Fund Description

The UK Government will commit up to £26.5million to the Angus Fund. The Angus Fund will help achieve an investment balance across the region by investing in projects across Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal.

The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit. The Angus Fund will contribute to the development and implementation of innovative, clean technologies, which will also significantly reduce the region’s carbon footprint; contributing to national reductions in carbon use.

To deliver this purpose the Fund will support three connected components, namely:

- clean growth;
- low carbon; and
- agricultural technology.

The investment has been provisionally divided between six projects to support these themes, including:

1. Centre for Agricultural Sustainable Innovation
2. Mercury Drone Ports
3. Connecting Montrose
4. Clean Growth Business Park
5. Low Carbon Housing
6. Low Carbon Transport

The Angus Fund will be used to stimulate The Mercury Programme, which is Angus Council's visionary £1 billion partnership programme between government, public, private and community sectors.

Individual project business cases will be developed for each of the projects that comprise the Angus Fund.



### Headline Achievements

Since October 2021, the Fund has achieved the following:

- Centre for Sustainable Agricultural Innovation (CASI): CASI will now be delivered as a Programme. The Programme Outline Business Case has been submitted and an updated Programme Outline Business Case is currently being developed. Project Business Cases for the spokes are also being developed.
- Angus Rural Mobility Hub (ARMH): A memorandum of understanding was signed with Dalhousie Estates in January 2022 to deliver ARMH. An Outline Business Case for the project was submitted in July 2022, awaiting feedback for this project to allow Full Business Case to be developed.
- Zero Four Clean Growth Business Park: A memorandum of understanding was signed with Crown Estate Scotland in November 2021 to deliver the Zero Four Clean Growth Business Park. Design team has now been appointed and the project Business Case is being developed.
- Mercury Drone Ports: The Use Case Project to demonstrate the use of drones working with NHS is nearing completion, with trial flights taking place from September 2022. A Business Justification Case was submitted in September 2022, awaiting feedback on this to allow project delivery to commence.

## Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Outline Programme Business Case for Centre for Agricultural Sustainable Innovation (CASI) approved by the Joint Committee	Q4 22/23
Business Justification Case for Mercury Drone Ports approved by the Joint Committee	Q4 22/23
Full Business Case for Angus Rural Mobility Hub approved by Joint Committee	Q4 22/23
CASI Programme: Business Justification Case for CASI HQ approved by Joint Committee	Q2 23/24
CASI Programme: Full Business Case for Crop Quality Centre approved by Joint Committee	Q2 23/24
Fund Benefits Realisation Plan/reporting, including timescales for Projects	Align with PMO Benefits Realisation Plan (2022)

## Key Risks

Risk	Mitigation
The selected projects for funding fail to develop a robust business case	Projects will be supported by Angus Council and SE to develop robust business cases.
Projects are unable to achieve match funding	Working to explore external funding options and managing expectations to ensure additional sources of funding are identified and pursued where
Profiled spend not achieved within allocated financial years.	Some spend incurred at risk. Continual engagement with PMO and both governments to progress delivery.
Businesses fail to engage	Regular engagement to ensure projects developed in a transparent and inclusive way.
Brexit impact	All of the projects will be at risk from the Impact of Brexit, these will continue to be identified as the Business Cases develop.

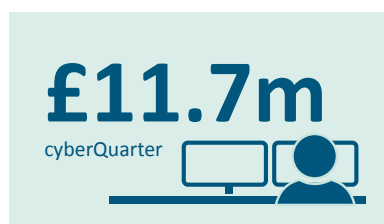
### Case Study

The Angus Rural Mobility Hub, situated within a regional business park in Brechin, will provide the infrastructure, services and skills programme needed to enable the Tay Cities region's transition to a low carbon, inclusive economy through a range of smart mobility and energy services.

In January Angus Council and Dalhousie Estates signed a Memorandum of Understanding, entering into an agreement to work together to develop the Clean Growth Business Park, that will integrate zero carbon energy systems with mobility services, enabling a 'smart mobility infrastructure'.

With the Outline Business Case having been submitted work has now begun on the procurement options appraisal and submission for planning permission to deliver the proposed Angus Rural Mobility Hub, focussing on opportunities including an EV charging infrastructure, business space for sustainable growth, distributed energy generation and storage, clean refuelling (biogas and hydrogen), and smart logistics solutions.





cyberQuarter	
Programme Owner	Abertay University
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

### Project Description

cyberQuarter is funded by both the UK and Scottish Government. The Scottish Government have committed up to £6m and the UK Government up to £5.7m.

cyberQuarter is an academic-industrial partnership designed to establish the Tay Cities region as a centre of best practise in applied research and development and knowledge exchange in cybersecurity. It will exploit Abertay University's distinctive ethical hacking and offensive cybersecurity knowledge.'

cyberQuarter will deliver:

- collaborative research and development with the cybersecurity industry to develop solutions that will improve cybersecurity amongst small and medium sized businesses
- develop ethical hacking and offensive security activities to upskill workers and tackle local and national skills shortages
- support businesses to raise awareness of cybersecurity risks and increase the adoption of new products and services to become more cyber resilient; and
- deliver jobs growth in cybersecurity firms, from start-ups to large corporations, as new products and services are developed and commercialised.

### Headline Achievements

Since October 2021, the Project has achieved the following:

- Completed the refurbishment of Abertay University's Annie Lamont Building, delivering the high quality physical infrastructure required. The Abertay cyberQuarter officially launched in June 2022.
- Appointed the first Director of the Abertay cyberQuarter, Professor Lynne Coventry.
- Grown the subscriber base for the facility, attracting organisations from public, private and third sectors to work on shared challenges and opportunities.
- Partnered with CodeBase to bring Dundee's Tech Scaler to the Abertay cyberQuarter as part of the Scottish Technology Ecosystem Review response.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
CyberQuarter occupied	October 2022 onwards
Outreach activities with schools, FE, HE and other partners	October 2022 onwards
TechScaler implementation (in partnership with CodeBase)	November 2022 onwards
Delivery of credit-bearing short courses, designed to upskill organisations and individuals in digital business and cybersecurity	November 2022 onwards

### Key Risks

Risk	Mitigation
The cybersecurity industry does not grow as expected, domestically or globally.	<p>The Project have developed a Business Development Plan for the Abertay cyberQuarter. There is currently a full time Business Development Manager who spends 100% of their time on the project, thanks to funding from Scottish Government and Scottish Enterprise.</p> <p>The growth of the cyber security sector continues to be one of the UK’s tech success stories. The Cyber Security Sectoral Analysis 2022 conducted by the Department for Digital, Culture, Media &amp; Sport showed that UK revenue for the sector has grown to more than £10 billion for the first time, and the sector has added over 6,000 jobs. 2021 was also a record year for external investment into the sector – with over £1 billion raised by firms across the UK.</p> <p>In the wider tech sector, equity investment is leading to large scale job creation. In 2021, 17.5% of total equity investment announced by high-growth UK tech companies was intended for hiring or job creation – accounting for £3.4b of the total £19.7b secured in 2021. Early indications for the first half of 2022 shows that 33.5% of equity investment was intended for hiring or job creation. Source: Beauhurst.</p>
Cluster companies find it difficult to attract staff	<p>Work with the partners in the TCD Employability &amp; Skills Programme as it develops in order to jointly develop education and training to tackle identified skill gaps.</p> <p>Increasing provision of cyber security courses in the region – HNC and HND in Cybersecurity available at FE colleges and National Progression Awards at SCQF level 4, 5 and 6 are available in some secondary schools.</p> <p>Abertay University has added a BSc (Hons) degree in Cyber Security in addition to its existing BSc (Hons) in Ethical Hacking from September 2021. The University now offers blended and fully online masters courses.</p>





<p>Covid &amp; Brexit impacts</p>	<p>Opportunity for digital security products and services have grown in importance due COVID-19 and the ‘new normal’ being more technology based. Initial findings from Beauhurst data demonstrates that tech sectors and verticals are the most likely to experience a positive or low negative impact from COVID-19, with almost all companies in the sector being actively tracked by Beauhurst in relation to the impact of COVID on their business reporting a surge in demand and creating job opportunities.</p> <p>Construction was impacted by COVID and Brexit in relation to supply chain issues and cost inflation, but through a process of value engineering, we were able to deliver more floor space, control final costs and complete within the desired timeframe.</p> <p>Development of IT infrastructure have been slightly impacted due to increases in lead times for hardware and equipment, but costs and funding profiles have been managed within each financial year for the project.</p>
-----------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Case Study**

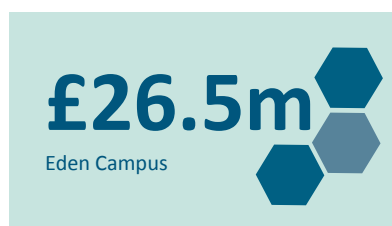
The Abertay cyberQuarter opened in summer 2022 and has already created more than 30 new cybersecurity jobs for the city.

Among these new employees is Cheryl Torano, an Abertay University Ethical Hacking graduate, who is now Business Development Manager for Abertay cyberQuarter.

As a local mother-of-two, Cheryl is passionate about growing Dundee’s cybersecurity cluster and addressing the loss of the Scotland’s graduate cyber talent to other parts of the UK and overseas.

She said: “When I graduated in 2017, finding a cyber job in Dundee or even in Scotland was tough due to the global skills shortage in the sector. Every year we see our excellent graduate talent snapped up by other hubs and part of Abertay cyberQuarter’s mission is to help address that challenge. By harnessing the local talent that we have and blending it with academic and industry expertise, I believe we can create something really special.





Eden Campus	
Programme Owner	University of St Andrews
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

### Project Description

The UK Government will commit up to £24.5 million and the Scottish Government will commit up to £2 million to the development of Eden Campus by the University of St Andrews. This project aims to repurpose a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation. It will provide a location for innovators from academia, industry and technology to collaborate and trial new technologies and networks.

Eden Campus will bring industry alongside academic expertise from around the world and is central to the University of St Andrews’ strategy to become the UK’s first energy carbon neutral university. The campus will contribute to national and international ambitions for carbon reduction, while simultaneously driving employment, training, and apprenticeships in the low carbon sector.

The funding will enable the development of three interconnected components:

- an **Enterprise Hub** to support the start-up and growth of new and emerging companies focused on low carbon innovation. It will incorporate a combined incubator and accelerator facility which will offer companies space and business support services.
- The **GENESIS Centre**, a new research and development facility focused on the storage and conversion of energy. The Centre will provide a space for companies to access academic and industrial expertise, develop and test innovative new approaches to low carbon energy systems, engage with other companies, and build business-to-business collaborations.
- An **upgrade of the power supply** to the Eden Campus (and North East Fife), including a smart energy primary sub-station. This will be capable of importing and exporting power from traditional and renewable sources. It will be an active part of electricity grid management for Fife. It will help demonstrate innovative services and products, enabled by new technology and data to offer efficient, collaborative and inclusive energy solutions, capable of scaling up for national use to meet the drive for low carbon power.



## Headline Achievements

Since October 21, the Project has achieved the following:

- 1 MW Solar PV Array formally opened by MSP Kate Forbes on 18th May 22. This is not funded through TCD, but forms part of our leverage and ensures green power security for the Campus and future projects in hydrogen <sup>14</sup>.
- The Entrepreneurship Centre (part of the Enterprise Ecosystem) was formally opened by the University of St Andrews Principal, Professor Dame Sally Mapstone FRSE on 26th September 22. This key talent development centre provides fast track training and mentoring for entrepreneurial students, staff and members of the local community.

## Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Certificate of Completion for the Machine Shed and Dry Lab	December 2022
Tenanted laboratory in Machine Lab leased	January 2023
First business collaborating with academics in the Genesis Dry Lab	February 2023
First 'prototype' made in the Machine Shed prototype workshop.	March 2023

## Key Risks

Risk	Mitigation
Covid- 19 impacts to development projects from resource issues of materials and staffing to site closures with construction sector lock downs.	Ensure Eden Campus contingency planning and multi-disciplinary team approach with our contractors will minimise impacts throughout the design & build stages of projects. During construction, specific COVID risk assessments will be in place to ensure appropriate mitigations (where possible) of any COVID lock downs or localised COVID isolations will be identified and implemented.
Brexit impacts negatively on ability to continue to attract the best academics from Europe and secure the best price for materials and services in development of the Campus.	The key risks associated with Brexit were divested amongst topic specific risks on the corporate risk register for the project in order to embed those within the new 'business as usual' reality. This will enable the project to anticipate, plan and mitigate against those risks to the University and Eden Campus in a more agile way. With regard to construction projects the main mitigation is to ensure early engagement with contractors and where lead times of materials are constrained, to place orders as early as possible to secure price and delivery.
The operating model fails in the assumptions made on usage of the building and equipment for tenants, industry and academics.	All strategy and operational models at Eden Campus form part of the responsibility of the Eden Campus Programme Board, which is formed of executive members of the Principal Office, Directors and Senior team from the wider University and external non executives.

<sup>14</sup> <https://www.thenational.scot/news/20148153.st-andrews-university-launches-new-solar-farm/>

## Case Study

The University opened its Entrepreneurship Centre at Eden Campus in 2021 (the formal opening took place on 26 September 2022). The Entrepreneurship Centre is part of the enterprise ecosystem being developed with support from Tay Cities Deal. In its first year, the team devised four bespoke 8-week programmes:

- **FastStart Innovators** is our flagship programme designed to take participants through the full entrepreneurial journey from idea creation to prototyping to the final pitch day at the end of the programme.
- **FastStart Changemakers** programme is the ultimate introduction to social entrepreneurship, guiding you through an online programme which will identify social and environmental problems.
- **FastStart Cloud Computing** gives participants an introductory tour of cloud technologies offered by Amazon Web Services (AWS).
- **FastStart Web Development** will teach participants how to code their first 'dynamic' website by using the React.js web framework created by Facebook.



Walter Bower House, Entrepreneurship Centre

Over the course of the first year of operation, the Entrepreneurship Centre received 217 programme applications that translated into 193 programme participants of which 125 graduated the programmes. Funding awards amounting to £11,146 were given to 19 winners to support the development of their business ideas. In addition to the four programmes, over 60 events were held attracted more than 500 people.

The Centre is located in Walter Bower House, Eden Campus and will benefit from direct access to the Machine Shed and Dry Lab situated close by – both opening in November 2022. These buildings provide the practical space for growth and include a prototyping workshop, design studio, co-working areas and space for spin-outs. The Dry Lab will be the first publicly accessible facility of its kind in Scotland and will focus on testing and production of batteries.

A data centre has been created to service the enterprise ecosystem and work on an Enterprise Hub will commence in 2023. This will create space for start-ups and small established businesses in the local community.



Machine Shed and Dry Lab



Stretch Dome Simulator	
Programme Owner	University of St Andrews
Enabling the region to...	Innovate and Internationalise
Thematic Board	Innovative, International

**Project Description**

The UK Government will commit up to £300,000 to a Stretch Dome Simulator to be located within the Eden Campus. The Simulator is an integrated simulated and visualisation suite that can be used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials. It will give scientists the ability to test theories and generate solutions in rapid time, while also giving them the capability to demonstrate the impact of their work to a wider audience.

**Headline Achievements**

- Since October 2021, The D’Arcy Thompson Simulator Centre has progressed along the proof of concept journey and has developed marketing and methodology with the following key achievements:
- Simulator fully commissioned and software bugs addressed.
- By October 22 we have 3.6 FTE employed and a number of external companies engaged in developing data and simulation methodology, creating new jobs and supply chain opportunities in a developing data sector.
- Tested the market with the first two contracts successfully designed and delivered for clients:
  - Yorkshire (demonstrating the practicality of innovation design for growing seaweed as a medium for carbon sequestration. This helped support the client in being awarded a £2.5m BEIS grant as a second phase to which we are written in.
  - Fife: supporting Fife Council in its delivery of an Interreg contract through the formation of the Blue Consortium.
- Acceleration of the Project’s allocated funding has resulted all funds from the Deal being drawn down ahead of the profile.



**Key Milestones & Progress**

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Further the proof of concept methodology by:	
<ul style="list-style-type: none"> <li>Explore reach of the simulator by introducing collaborative interaction using Virtual Reality (VR) as a complementary platform, to in-person meeting in the Stretch Dome Simulator.</li> </ul>	February 2023
<ul style="list-style-type: none"> <li>developing the SustainaVerse™ idea into a real business offering.</li> </ul>	March 2023
<ul style="list-style-type: none"> <li>Consolidate methodology of simulation led into foundation for Sustainable, Responsible, Impact+ investment+ (SRII++).</li> </ul>	March 2023
<ul style="list-style-type: none"> <li>Proof of concept complete</li> </ul>	March 2023

### Key Risks

Risk	Mitigation
The University of St Andrews is unable to fund the Full-Scale Simulator	Development of a fundraising plan to bid for the investment in medium-sized simulator as a stepping stone towards the Full-Scale Simulator.
Loss of European research partners	Participation in the UN SMART Cities alliance will open up opportunities for further research partners.
The anticipated benefits from the Stretch Dome Simulator don't materialise	Recruitment of right mix of skilled staff to include: technical, research (including data analytics) and development skills as well as marketing and business to work on the Stretch Dome Simulator to fully realise the benefits and help make the case for the full-scale model.

### Case Study

#### Creation of a 'BLUE CONSORTIUM' across the Fife Region and beyond

Fife Regional Council's Employability Team was part of an Interreg RIGHT Project, the goal of which was to deliver the 'right skills' to the 'right people, <https://northsearegion.eu/right/>. Following a long-term initiative around sustainability and the BLUE ECONOMIC ECOSYSTEM, the D'Arcy Thompson Simulator Centre (The D'Arcy) was awarded a short six month contract by competitive tender to help Fife Council deliver a BLUE CONSORTIUM that operated across the 'Quadruple Helix' of community, industry, academia, and government. It did this using its SIMULATION-LED methodology, using the immersive environment created by the stretch dome simulator as a demonstrator, as a place in which minds from all over the North East Atlantic could meet.

Concentrating on the objective of the Right Project as a whole, The D'Arcy homed in on the skills that employers wished to see in their workforce. This was informed by its extensive maritime experience in the maritime, offshore and defence sectors. It also fitted well with The D'Arcy's in-house Nautilus Programme. This Integrated workstream focuses on the needs of young people in two age groups: 12-17 and 18-24 (both



of which had been negatively impacted in many ways by the Covid pandemic), to give them confidence in collecting, analysing and employing data collected from simple, self-built sensors; combining this with Copernicus satellite data; and sharing and making Sustainable, Responsible, Impact+ decisions using multiple platforms, including projection and Virtual Reality (VR).

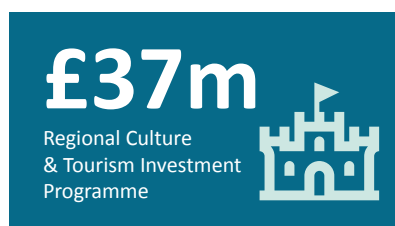
The outcome has been the Lochore Initiative to set up a Nautilus node in the central belt of Fife, amongst still struggling ex-coal mining communities, that will attract local, regional and international schools through links made in the Interreg programme and other ongoing work at The D'Arcy, as part of its SustainaVerse™ programme.

This shows Tay Cities Deal investment in an innovative and positive light across the globe and will shortly be complemented by a GREEN CONSORTIUM, in order to consider the land and sea together.

## Culture & Tourism

Within the Culture & Tourism theme there is 1 Programme, the Regional Culture and Tourism Investment Programme, and 4 Projects; Perth Cultural Transformation, Innerpeffray Library, Crieff International Highland Centre and Aero Space Kinross.

Within the Regional Culture and Tourism Investment Programme, there are currently 2 projects which have received Full Business Case approval; Hospitalfield and Discovery Point Transformed. The Perth Cultural Transformation Project has also received Full Business Case approval.



Regional Culture & Tourism Investment Programme	
<b>Programme Owner</b>	Angus & Dundee City Councils
<b>Enabling the region to...</b>	Innovate and Internationalise
<b>Thematic Board</b>	Culture & Tourism

### Programme Description

The Scottish Government will commit up to £37m to the creation of a Culture and Tourism programme that will invest in key economic assets in the sector. This is compiled of a £27m investment in a Regional Culture & Tourism Investment Programme and a £10m investment in a named project; Pitlochry Festival Theatre.

The overarching objective of the Programme is to contribute to a wider Tay Cities ambition to be a highly desirable place to live, work, visit and invest in. It aims to do this by building on and strengthening the region's existing culture and tourism offering, to deliver a world class region with world class culture and visitor experiences.

The Programme will be managed and delivered collaboratively by a partnership between the four Tay Cities local authorities, Scottish Enterprise, Creative Scotland, Historic Environment Scotland, and VisitScotland, with the support of the Scottish and UK Governments.

Within the £27m Regional Culture & Tourism Investment Programme, 2 projects have been identified for delivery. These are Hospitalfield and Discovery Point Transformed, which have received Full Business Case approval and are in delivery. There is a commitment to review the regional Culture & Tourism Investment Programme annually to allow identification and development of the next tranche of projects.





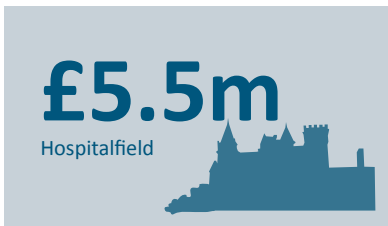
### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Completion of Phase 1 of first tranche of Projects	2022/23
Review and refresh of Programme to allow identification of second tranche of projects.	2022/23

### Key Risks

Risk	Mitigation
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case. Procurement Strategy to use fixed price contract, where appropriate although this may be difficult in the current economic climate. Projects continue to look at options to manage inflationary costs and, where possible, external funding.
Projects no longer sustainable due to the impact of Covid-19 and inflation on the tourism sector.	All projects are required to set out in their business cases how they are tackling the impact of Covid 19/inflation. The programme will be under continual review.
Oversubscription of the Programme	The Programme is £10m oversubscribed. Projects have been advised of this and overall allocations will be reduced through annual review of the Programme.



Hospitalfield	
Programme Owner	Hospitalfield
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

**Project Description**

Hospitalfield was awarded an investment of up to £5.5m to support a visionary redevelopment plan for Hospitalfield House as part of the Regional Culture & Tourism Investment Programme. It aims to see Hospitalfield fully restored and accessible to the public. The Trust plans to restore and add to the residential, studio and visitor facilities at Hospitalfield to create a world-class cultural facility that is financially sustainable, and able to make a significant and long-term impact on the local, regional and national economies.

The five year capital investment programme will be delivered in the following phases:

- **Phase 1**
  - o Garden, Fernery and Café
  - o Historic Artist Studios, new studio all historic outbuildings
  - o Guest house and cottage
- **Phase 2** – Mortuary Chapel
- **Phase 3** – The House & Visitor Experience and the Collections

**Headline Achievements**

Since October 2021, the project has achieved the following:

- The café and garden has opened to the public and welcomed over 12,000 visitors to March 2022.
- The Historic Artist Studio has been put out to tender in order to commence construction in November 2022.
- Hospitalfield has raised funding from Historic Environment Scotland to move forward with Mortuary Chapel. With funding from NLHF , the Trust has also been able to move forward to detail design stage.
- The Project has invested in the design phase for the chapel and in the first stage of a new artist’s commission for the chapel from artist Cerith Wyn Evans. This builds the value in relation to creating in the Tay Region, an increasingly interesting, internationally significant visitor attraction through the heritage asset and through contemporary art and culture.

**Key Milestones & Progress**

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.



Milestone	Due Date
Complete fundraising for guest house and cottage	2022/23
On site construction for the Artist Studios	2022/23
Commence Chapel redevelopment	2022/23
Complete the detailed design and planning permission for the House & Visitor Experience and the Collections	2023/24

### Key Risks

Risk	Mitigation
The Trust is unable to raise the required funding for the guest house and cottage	This is a very high risk concern for the Trust. This aspect of the development includes the income generating aspects of the project which are so key to meeting both the Trust’s business plan and the employment and other secondary economic targets. The Trust are working hard to raise this funding through discussion with the Angus Council and with Scottish Government.
Artist studio costs more than we had budgeted	Contingencies at a high rate are included within the cost plan and the Trust has reached a fixed cost agreement with the contractor to reduce the risk.
The impact of inflation on the next phases for the mortuary chapel and house make the fundraising target challenging	The Trust are working to put plans in place that will see a new fundraising strategy in place by January 2023. The Trust are talking to Angus Council about getting ready for a potential Levelling up bid should another deadline be set as well as working with Angus Council on a Regeneration Capital Grant application.

### Case Study

In this last year the Project has focused on developing the welcome experience at Hospitalfield through what has become the main entrance, the walled garden. To support this, two new part time and seasonal staff have been appointed to welcome people and to host them as they come in to the garden.

Offering the right level of hospitality through the appointment of these two has been a very important approach to define and get right.

To enhance the welcome experience, the newly employed staff assist with ticket management,

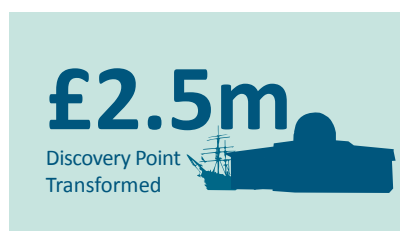


---

tour arrivals and café visitors. The role is extended to giving feedback and information on the history and heritage of the site, as well as information on the public events programme. This is important as it allows them to have a high level of involvement in the public facing aspects of Hospitalfield, including knowledge of the artists participating in the residency programmes.

Hospitalfield has received positive feedback on the roles that have been created. Through this initiative, it has given the attraction a better understanding of where the audiences come from, how they travel and what they like and would return for. The ‘hosts’ or ‘greeters’ are a great asset to the organisation and continue to provide feedback on improvements to be made to Hospitalfield.





Discovery Point Transformed	
Programme Owner	Dundee Heritage Trust
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

### Project Description

The Partnership has committed up to £2.5m for Discovery Point Transformed, as part of the Regional Culture & Tourism Investment Programme. The Project will create four major attractions, delivering a major upgrade of the museum, as well as protecting and restoring the unique heritage of the RRS Discovery, enhancing overall visitor facilities and opening up new opportunities for community engagement and learning.

The five key components of the project are:

- **Climate Change Gallery:** A new visitor attraction, highlighting the international significance of the RRS Discovery and its expeditions, and the connections to the major global issues of climate change and the ocean environment.
- **The Dundee Dome Experience:** Public access will be available for the first time to the top of the Discovery Point Dome offering 360° panoramic views of the city, waterfront and River Tay.
- **Protection of our core heritage asset, the historic RRS Discovery:** Essential conservation work will be carried out throughout the ship, with new public spaces being opened up and additional interpretation installed to complement the developments within the Discovery Point museum.
- **A new gallery for temporary and special exhibitions:** This will allow Discovery Point to host a greater range of temporary exhibitions, either developed in-house or touring exhibitions and the potential to host larger scale ‘blockbusters’ exhibitions.
- **A new permanent gallery and the refurbishment of existing galleries.**

The project will be delivered in two distinct phases:

- **Phase 1:** Enabling works to create the Dundee Dome Experience and the enabling floor infills for the climate change gallery. This is now complete
- **Phase 2:** Installation of the climate change gallery, the building of the waterfront events space/café/ restaurant, further gallery/conference space developments, conservation works to RRS Discovery and the environmental works to the Discovery Point building, planned for 2025/26.



---

## Headline Achievements

Since October 2021, the project has achieved the following:

- Phase 1 of the Project to enabling works to create the Dundee Dome Experience and the enabling floor infills for the climate change gallery has now been complete. The Dundee Dome Experience enables public access for the first time to the top of the Discovery Point Dome offering 360° panoramic views of the city, waterfront and River Tay. Since opening, the Dome has attracted over 2000 visitors.

## Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Phase 1 – Enabling Works – design, procurement, construction	Opening September 2022

## Key Risks

Risk	Mitigation
Unproven technology may not work	No new technology has been used. The project pivoted during the pandemic from an immersive AR immersive experience to a timed film show due to concerns re COVID/customers sharing headsets. The pivot followed international advice coordinated on our behalf by Abertay university. It has been successful and well received.
Project cost overruns and inflation	Phase 1 is fully delivered. However there are construction inflation pressures. DHT are having positive conversations with other major funders.
Covid impacts leading to an ongoing reduction in visitor numbers, particularly from overseas	Visitor numbers ahead of the Dome opening were still running at c 70% of 19/20 numbers – this is a trend seen nationally though Dundee’s comparator figures are trailing the Scotland wide statistic. The new offers that will be delivered through Discovery Point Transformed will make this tourist attraction more attractive to visitors and hopefully help build back to 19/20 comparators. Market changes have been experienced, with a trend to more hybrid conferences and events business and with a tightening on consumer spending leading to a less buoyant outlook for C&E and restaurant businesses.

## Case Study

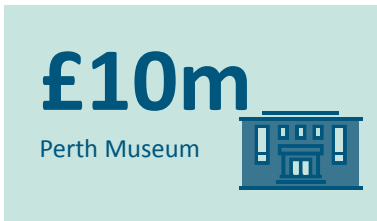
A project which had been 30 years as a pipe dream – the delivery of the Discovery Dome 30 years after RRS Discovery made her home at Discovery Point – is a case study in local partnership working at it's very best.

The whole professional team came from Dundee – lead by local architects, AIM Design and realised by respected local main contractors Caledonian and Oastlers.

Both the city's Universities were involved in shaping the offer – both the technological solutions used and the heritage content. The experience had to be changed to accommodate COVID but the resulting solution is world class. It features artwork by world renowned international environmental artist Luke Jerram – one of 6 limited editions of his famous artwork, Gaia, that featured as the backdrop to all the BBC coverage of COP 26. The star of the show though is the film of the 1901 view of Dundee – showing the city as it was in 1901 when RRS Discovery was built in Dundee. It shows its jute chimneys and overcrowding juxtaposed against the starkly different contemporary view revealed to the viewer at the end.

The work to ensure the historical accuracy and authenticity of the 1901 film was led by the curatorial team at Dundee Heritage Trust. The work was informed by detailed dialogue with the city archivist, the former city archivist, curatorial colleagues from Culture and Leisure Dundee, Abertay Historical Society, the Civic Trust and Heritage Environment Scotland. The team set themselves the ambition of delivering a world-class offer and the feedback from customers suggests that brief has been achieved. The team were even able to secure the priceless pro bono contribution from world famous Scottish actor Alan Cumming whose distinctive voice is the soundtrack to the 1901 animation. Customers report finding the animation and its contrast to the modern cityscape extremely moving and it is proving a wonderful mechanism for audience engagement across the generations – with grandparents bringing grandchildren and reminiscing about much loved local landmarks long gone and their experiences on trams and passenger ferries.





Perth Museum	
Programme Owner	Perth and Kinross Council
Enabling the region to...	Innovate and Internationalise
Thematic Board	Culture & Tourism

**Project Description**

The UK Government will commit up to £10m, the investment will bring Perth City Hall (now renamed as Perth Museum), a Grade B listed building in the original medieval heart of the city, back to life. It will repurpose a deteriorating heritage asset, currently on the Buildings at Risk Register, into a new museum attraction of international significance.

The Museum will showcase Perth’s ancient roots through museum collections which have National Recognition Status. Perth Museum will become a major cultural venue; a significant addition to the world class offer of the Tay Cities region and a source of civic and community pride, as it was when first built over a hundred years ago. It will also tell the story of the Stone of Destiny, quarried in Perthshire and used to crown every Scottish monarch at Moot Hill in Scone, just outside Perth.

**Headline Achievements**

Since October 2021, the project has achieved the following:

- Commissioned six different artists to create banners for the Pivot Gallery, a community led exhibition space in Perth Museum.
- Recruitment of new jobs for the new museum commenced summer 2022, 1FTE General Manager now in post.
- The name Perth Museum was approved in September 2022.
- Acceleration of the Project’s allocated funding has resulted all funds from the Deal being drawn down ahead of the profile.

**Key Milestones & Progress**

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Construction completion	Q1 2023
Specialist fit out of the Perth Museum	Q2 2023
Client moved into the Perth Museum	Q2 2023 – Q4 2023





## Key Risks

Risk	Mitigation
Additional costs arise during the construction phase	Appropriate contingency available. All designs, equipment and specification to be agreed by the client and end user prior to contract agreement. Effective change control process in place.
Archaeological remains or items of interest discovered during construction phase.	Review of current archaeological record and early engagement of archaeologist. Archaeologists appointed for watching brief over site surveys and main works
Covid 19 & Brexit impacts/ War in Ukraine	Impacts of Brexit and Covid 19 may affect how the new attraction is to be constructed, including in a timely manner, and operated. The impacts will be reviewed by independent consultants to prepare the Perth Museum project to adapt to new requirements for cultural venue opening.

## Case Study

In June 2022 Perth and Kinross Council announced a new artistic commission and community engagement opportunity. The commission is an exciting opportunity to create work that tells a vital part of the story of Perth and Scotland, to be placed in the new museum. The commission is for six large art installations that tell six individual stories from the period of the Jacobite's through to the Clearances. This is a semipermanent installation, expected to be in place for five to ten years.

There is a requirement for the artist to work with local community groups to develop the artwork via workshops. The workshops will take place until June 2023 and will be a minimum of five hours of community engagement for each commission.

The key objectives are:

- To engage local communities in these stories via the co-creation process and build sense of pride/ attachment to place
- To support wider visitor targets for Perth Museum which is intended to generate 167,000 additional visits to Perth by Year 3
- Create opportunities for contemporary artists to develop significant new work
- Contribute to the emergence of Perth and the wider region as an attractive and creative place for people to visit, live and work in.

The role of the commissioned artist(s) will be to:

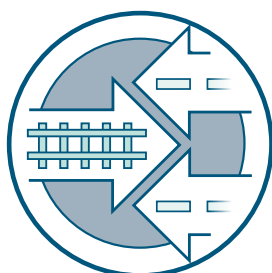
- Design and create the piece of work(s)
- Lead the Community Engagement process including knowledge exchange and
- Read, understand and engage with the story associated with the work they are producing
- Artist must have public liability insurance to the value of £5 Million
- Work with the installation team where required.
- Be available for press and promotional activity wherever possible
- Complete the work as per the timeline below – by end of 2023, including community engagement.

---

Currently five artists have been commissioned to create individual banners for the gallery, with one more to be selected.

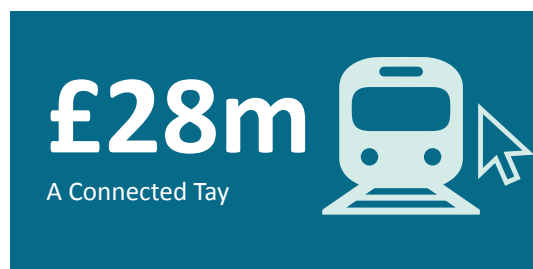


## A Connected Tay



### Transport

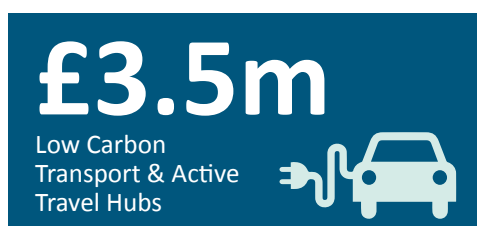
Within the Transport theme, at Deal Signing there were 3 projects named; Low Carbon Transport & Active Travel Hubs, Dundee Airport Investment and Perth Bus & Rail Interchange.



In November 2021, the Low Carbon & Active Travel Hubs project changed to become a Programme, with 3 Projects within it – Broxden Low Carbon Transport Hub, Perth Active Travel Hub and Hydrogen Refuelling Station

The Dundee Airport Investment Project has received Business Justification Case approval

for revenue expenditure. Low Carbon Transport & Active Travel Hubs Programme and Broxden Low Carbon Transport Hub have also received full business case approval.



Low Carbon Transport & Active Travel Hubs Programme	
Programme Owner	Perth & Kinross Council
Enabling the region to...	Connect
Thematic Board	Transport

### Project Description

The Scottish Government will commit up to £3.5 million to support three complementary transport developments. These innovative, low carbon technologies aim to improve the range of available sustainable travel and to improve workforce mobility, social inclusion and environmental impact.

In Phase 1, a Low Carbon Transport Hub will be built near Perth on the motorway network and will bring together solar energy generation and battery storage to provide sustainable electric vehicle (EV) charging. This will reduce barriers to EV ownership and encourage people to leave cars at the edge of the city and travel to the centre by public transport or cycling. The use of solar generation and battery storage will reduce the burden on the national grid. The Hub will include 36 Solar Car ports where a car can be charged using stored solar electricity. Charging can be fast (while you wait) or slow – designed to allow the driver to leave their car and cycle or take public transport into the city centre. Transport information mobile web application and secure storage for private bikes will support this.

In Phase 2, Active Travel facilities and services will be developed and will support the sustainable travel hierarchy and create an active travel hub and network of low carbon and shared and active travel facilities across Perth, including bike hire and secure bike storage and charging for E-bikes. This will be supported by a transport information mobile web app, to help cyclists and pedestrians plan and manage their sustainable journeys; cycle way improvements; and the creation of a car club. With the aim of providing credible alternatives to using private cars and for non-car owners by developing and deploying active travel facilities,

services and infrastructure in and around Perth. The project will promote and support the development of a sustainable, inclusive and accessible transport system in Perth which promotes prosperity, health and fairness for all citizens. Local consultations and a programme to promote behaviour change will complement the built active travel infrastructure.

In Phase 3, Perth Hydrogen: the future development of a hydrogen fuelling station on the motorway network near Broxden in Perth.

### Headline Achievements

Since October 2021, the Programme has achieved the following:

- The Outline Business Case for the Programme approved by the Tay Cities Region Joint Committee on 1st July 2022.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
<b>Phase 2 – Perth – Active Travel Hubs</b>	
Feasibility Study – best location of active travel hub(s) and best methods for maximising usage and benefits	February – June 2023
Development of OBC / FBC	January – July 2023
<b>Phase 3 – Perth Hydrogen Development</b>	
Confirmation of HRS site (Tibbermore Junction)	June/July 23

### Key Risks


Risk	Mitigation
Insufficient governance, unable to fully resource Project.	Mitigation (Phase 1 – Broxden-LCTH) - PKC has recruited external consultancy (Urban Foresight) to develop tenders for this project, that are well defined and technically robust. Project & Cost management consultancy has been commissioned (IBI Group) to oversee the delivery of this project within a defined timescale and within a defined budget. PKC has also appointed an internal contract manager to liaise with the external Project and Cost Management to ensure effective delivery of this project.



The quality of the infrastructure does not meet the Project's outcomes.	Phase 1 - Careful review of what technology is available on the market and precise specification in the procurement documentation. By providing outcome-focused requirements suppliers will be more innovative, but there are minimum requirements that must be met. All low carbon infrastructure installed will be evaluated by Tactran to ensure impartial assessment of quality and operational effectiveness.
Time - not enough time to implement the project within the time constraints of the ERDF funding.	PKC is working hard to deliver the programme within the European Regional Development Funding time constraints and potential impacts to that delivery will be closely monitored. The potential to extend the ERDF timeline has been discussed with EST (admin of the ERDF funds) who did not see an issue with extending the ERDF timeline for the project. A change request has been submitted to EST to extend the ERDF timeline to 30th Sept 2023 to accommodate the delay in the associated SSE works.

**£365k**

Low Carbon Transport & Active Travel Hubs



Low Carbon Transport Hub: Broxden Low Carbon Transport Hub	
<b>Programme Owner</b>	Perth & Kinross Council
<b>Enabling the region to...</b>	Connect
<b>Thematic Board</b>	Transport

### Project Description

The Broxden Low Carbon Transport Hub project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The aim is to help decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site, which serves both Perth city and the Scottish motorway network and motorway interchange at the M90/A9. The Project has been awarded up to £635k as part of the wider Low Carbon Transport & Active Travel Hubs Programme.

The project will create an innovative Low Carbon Transport Hub at a key strategic site, Broxden Park and Ride, on the western edge of Perth city. At this site, a range of refueling charging speed options for Electric Vehicles (EVs) will be provided to accommodate the different usage patterns of EV users, including the first Disabled access EV charger in the area.

With the existing EV chargers at the site and the proposed expansion of EV charging stations in this project, there would be 41 EV charging spaces available at Broxden. This development of low carbon infrastructure would help confirm Broxden as a significant EV charging hub on this central node of the Scottish motorway network, close to the motorway interchange between the M90 and A9.

The increasing demand for EV charging puts an increasing demand on the electricity supply network (grid) of the region/country. To meet Scottish Government's announcement of phasing out the need for new petrol and diesel cars and vans in the UK to 2030, it will be necessary to dramatically increase the up-take of low emission vehicles (Battery Electric Vehicles and Fuel Cell Electric Vehicles) over the next few years. The cost of the electric grid re-enforcement work required to support a largely electric transportation

system is in the hundreds of millions for Scotland alone. To help tackle this issue and align with Tactran’s Regional EV Strategy aim of supporting EV charging from a resilient and decarbonised energy network, we plan to develop an innovative solution. A combination of on-site renewable energy generation from solar carport canopies and a battery storage unit will be deployed to sustainably support the EV charging systems at the site.

### Headline Achievements

Since October 2021, the Programme has achieved the following:

- External Project and Cost Management consultants (IBI Group) engaged to oversee the project delivery.
- Main project contractor tender developed and published. The main contractor (Emtec Energy) was then procured in December 2021.
- The Full Business Case for the Project approved by the Tay Cities Region Joint Committee on 1st July 2022.
- Planning consents achieved in July 2022.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Main Contract Installations – EV Chargers, Battery System (Including Smart Energy Management platform), solar canopies, Bike shelter and E-Bike charger and Civil works	Solar Canopy, Battery Energy Storage System, smart energy management platform, EV chargers, Bike shelter and e-bike chargers to be installed from Oct 2022 to Feb 2023
Broxden – Low Carbon Transport Hub system operational	April/May 2023
Transport Information Display system	Requirements discussed with PKC Public Transport team – specification agreed, system to be ordered
Broxden Virtual Low Carbon Transport Hub website	Internal development by PKC IT – has started – expected delivery and Live system by March 2023.



## Key Risks

Risk	Mitigation
Insufficient governance, unable to fully resource Project.	Mitigation (Phase 1 – Broxden-LCTH) - PKC has recruited external consultancy (Urban Foresight) to develop tenders for this project, that are well defined and technically robust. Project & Cost management consultancy has been commissioned (IBI Group) to oversee the delivery of this project within a defined timescale and within a defined budget. PKC has also appointed an internal contract manager to liaise with the external Project and Cost Management to ensure effective delivery of this project.
The quality of the infrastructure does not meet the Project's outcomes.	Phase 1 - Careful review of what technology is available on the market and precise specification in the procurement documentation. By providing outcome-focused requirements suppliers will be more innovative, but there are minimum requirements that must be met. All low carbon infrastructure installed will be evaluated by Tactran to ensure impartial assessment of quality and operational effectiveness.
Time - not enough time to implement the project within the time constraints of the ERDF funding.	PKC is working hard to deliver the project within the European Regional Development Funding time constraints and potential impacts to that delivery will be closely monitored. The potential to extend the ERDF timeline has been discussed with EST (admin of the ERDF funds) who did not see an issue with extending the ERDF timeline for the project. A change request has been submitted to EST to extend the ERDF timeline to 30th Sept 2023 to accommodate the delay in the associated SSE works.
Costs - due to the emerging nature of the technology and disruption to global supply chains, the final cost of the infrastructure is higher than originally forecast.	Phase 1 - An extensive market sounding exercise has been undertaken to provide market cost information and give early warning of the various tenders and proposed operating models for each element of infrastructure to ensure optimal outcomes for the project. Global supply issues and inflation is being carefully monitored in relation to potential extra costs. External Cost Management has been recruited to ensure project delivery within a specified budget.

**£8.9m** Capital  
**£600k** Revenue  
 Dundee Airport



Dundee Airport Investment	
Programme Owner	Dundee City Council
Enabling the region to...	Connect
Thematic Board	Transport

### Project Description

The Scottish Government will commit up to £9.5 million to the development of Dundee Airport, which is licensed for scheduled, private and charter operators. This investment will support the development of new route opportunities, enhancing links with other UK airports and potentially European hubs. These links will ensure the Airport can contribute effectively to the region’s wider connectivity requirements, a key enabler of sustainable economic growth.

The Deal will also support further capital investment in the Airport, potentially including air traffic management infrastructure as well as modifications to the terminal building and airfield.

To date, the revenue element of the project has been approved to secure the Public Service Obligation which will deliver a new route from Dundee Airport to London City.



### Headline Achievements

Since October 2021, the project has achieved the following:

- Dundee to London City during financial years 2020/21 and 2021/22 has seen an uptake in business post Covid, compared to pre Covid when the route was between Dundee and London Stansted.

### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022 and relate to the project as a whole, capturing both revenue and capital activity.



Milestone	Due Date
Evidence of passenger growth to support Development of Full Business Case	As part of Programme OBC submission (see below)
Programme (phase 1 & 2) Outline Business Case approval	First iteration target submission 2023/24, with further iterations following Government feedback

### Key Risks

Risk	Mitigation
Failure to attract new routes.	Early and sustained engagement with potential route operators.
Passenger numbers fail to grow	Given the issues of Covid-19 there is a risk that the growth in passenger numbers is not achieved in the first 2 years. Continued monitoring of passenger numbers, support for route marketing and a potential extension to the Public Service Obligation will be considered.
Covid-19 impacts	The impact of Covid-19 on the aviation sector has been significant. The extent to which passenger numbers recover is uncertain. Engagement with airlines and Government to better understand issue and enable response, including route marketing and engagement with business.
Net zero commitments	Engage with airlines to support the early adoption of measures that decarbonise aviation.

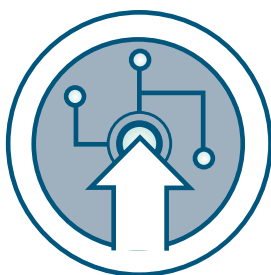
### Case Study

Funding from the Tay Cities Deal was used to support the Public Service Obligation (PSO) route from Dundee to London City during financial years 2020/21 and 2021/22. The route has seen an uptake in business post Covid, compared to pre Covid when the route was between Dundee and London Stansted.

- Passengers using the Dundee to London City route increased by 21% when comparing the period October 2021 to October 2022 with the period October 2018 to October 2019, despite flights being affected by Covid in late summer 2021 and early spring 2022.
- Passenger numbers are projected to increase by a further 30% when comparing October 2022 to October 2023 with the period October 2021 to October 2022.

Loganair has launched several new routes as a result of the success of the route Dundee to London City. This includes flights to Belfast International Airport and Shetland. Most recently, they have launched a new route between London-Dundee-Orkney which is now on sale, with flights due to start in April 2023.

This growth and development would not have happened without the support received from the Tay Cities Deal.



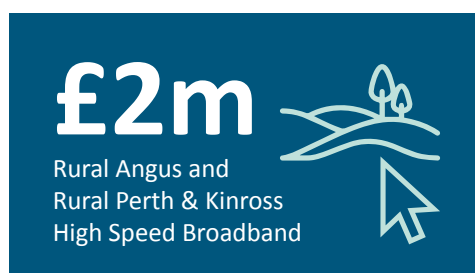
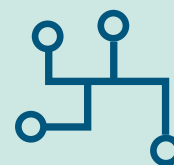
## Digital

Within the Digital theme there are 2 Projects; Rural Angus and Rural Perth and Kinross Highspeed Broadband and 5G Digital Testbeds.

Both Projects have now received Business Case approval.

**£4m**

Digital Connectivity projects.



Rural Angus & Rural Perth and Kinross High Speed Broadband	
Programme Owner	Angus Council & Perth and Kinross Council
Enabling the region to...	Connect
Thematic Board	Digital

### Project Description

The UK Government will commit up to £2 million to developing Rural Angus and Rural Perth and Kinross High Speed Broadband. These projects will enhance digital connectivity in rural areas across the region, and will be enhanced by match funding from the UK Government Local Full Fibre Network programme.

Up to £1 million is committed to the Rural Angus project, which will focus on creating a solution to provide remote and rural properties with full fibre and high-quality wireless connectivity.

Up to £1 million is committed to the Rural Perth and Kinross project, which will – in Perth - re-use and extend existing fibre broadband between Perth city centre and a new residential development to the west of Perth. Remaining funding will connect over one hundred rural sites, including rural schools, libraries and museums to gigabit capable connectivity.

### Headline Achievements

Since October 2021, the project has achieved the following:

- Provided full fibre gigabit capable connections to 34 premises in Perth.
- Full fibre gigabit capable connections to an additional 154 premises across Angus and Perth & Kinross.
- Connecting 26 premises to rural wireless broadband in Angus.

### Key Milestones & Progress

The Project was completed in September 2022 and there are therefore no milestones to report.



## Case Study

As part of this project, Angus Council and SmartRural (part of Scottish Agricultural Organisation Society) had similar ambitions to cover large areas of Angus with Internet of Things coverage for the farming community. Both parties agreed to use the same infrastructure to deliver their services. The pilot area to be covered was the area covered by the Angus Fund Mercury Programme, the area between Arbroath, Brechin, and Montrose, involving 18 farms.



Area covered by Angus Rural Wireless Project



Example of wireless infrastructure installed on farm buildings

Angus Council have now created a core wireless network linking all the farms together with connectivity speeds of 1Gbps to 10Gbps. With this core wireless infrastructure installed Wireless Internet Service Providers can connect premises to this core infrastructure to backhaul the connection to the internet. The core infrastructure negates the need for the Wireless Internet Service Providers to create their own infrastructure thereby reducing the cost to expand their networks.

Angus Council own the core wireless network thereby allowing the network to be open access and made available to all interested parties to use to increase internet connectivity.

The premises/businesses are now able to get internet connectivity with speeds ranging from 30Mbps to 1Gbps depending on the package they sign up to with the Wireless Internet Service Provider.

By working together Angus Council, SmartRural and Rapier Systems Limited have been able to create an innovative solution to allow rural premises/businesses the access to Superfast Internet connectivity that is comparable with premises/businesses that are in Towns/Cities.

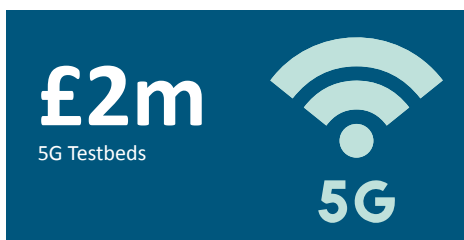
Being located in a rural location is no longer a limitation to Superfast internet connectivity and can help rural businesses grow, quality of life improved and education and skills developed in isolated communities.

By working together Angus Council, SmartRural and Rapier Systems Limited have been able to create an innovative solution to allow rural premises/businesses the access to Superfast Internet connectivity that is comparable with premises/businesses that are in Towns/Cities.

Being located in a rural location is no longer a limitation to Superfast internet connectivity and can help rural businesses grow, quality of life improved and education and skills developed in isolated communities.



Angus Council / SmartRural / Rapier Systems Limited at farm site where infrastructure is being installed



5G Digital Testbeds	
Programme Owner	Dundee city Council
Enabling the region to...	Connect
Thematic Board	Digital

### Project Description

The Scottish Government will commit up £2 million to support 5G testbeds and trials in the Tay Cities region, helping to put it at the forefront of full fibre and 5G deployment to drive economic development. The testbeds are the infrastructure (data centre, fibre and transmitters) needed for 5G. Case studies will explore the use of the testbeds for applications as varied as transport information mobile gaming or measuring civic space usage.

The funding will be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work will develop the practical use of 5G and demonstrate the innovation possible, its potential markets and the appeal of these innovations to regional communities and stakeholders. The test cases will be focussed initially on Dundee waterfront but also explore how to use the digital connectivity improvements in rural Angus and Perth and Kinross to roll out 5G case studies there.



Since the business case was approved, the Project has submitted a change request for alternative use case trials to be explored that respond to the execution of smart ports/smart sites and agritech/smart mobility. Pathfinder use case trials were originally selected to address key strategic sectors relevant to the Tay Cities Region and developed based on opportunities when the business case was drafted. The Project have sought to update the use case trials so that they align with the same areas and deliver the same agreed outputs. This change request was agreed by the Partnership and Governments in August 2022.

### Headline Achievements

Since October 2021, the project has achieved the following:

- Delivery of a Pathfinder use case trial to demonstrate a live esports event over 4 days in November 2021
- The Business Justification Case for the 5G Digital Testbeds Project was approved by Joint Committee in December 2021
- Development and approval of a further three Pathfinder use case trials
- Development of a challenge fund and appointment of project management services to support delivery



### Key Milestones & Progress

In order to achieve the aims for the project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2022.

Milestone	Due Date
Delivery of Tay5G year 2 Pathfinder use case trials (3)	March 2023

### Key Risks

Risk	Mitigation
Delivery will be impacted by poor project management and delivery	Ensure strong project management by Dundee City Council. Extensive research done on project management and the UK and EU 5G use case trial programmes and this is informing the person specification along with discussion with the Scotland 5G centre.
Lack of availability of employees or professional/ technical skills or loss of these.	Early identification of skills needed and potential sources/cost.
Global shortage of semiconductors and devices that work on 5G networks: Disruption to the supply chain due to the global pandemic cannot be overstated and potentially impacts delivery and success of the project as the shortage is likely to endure for the next 18 months to 2 years.	Maintain research on device availability and consult with expertise including technical project management.

### Case Study

A free access pop-up eSports tournament was delivered utilising 5G connectivity over four days at the DCA in Dundee featuring popular video/eSports games League of Legends, Rocket League and Valorant. Tay5G Esports aimed to test 5G capability across advanced, enhanced streaming and ultra-reliable, low latency in a live, competitive esports tournament. Building on Dundee's games and digital heritage, through this it was possible to initiate the delivery of processes and services with the potential for commercialisation, scaling and transfer. The trial proved that with the low latency (low delay) offered by 5G, eSports can be effectively delivered using 5G, reduce reliance on fixed networks at venues, enhance the experience for participants and allow delivery more cost-effectively and at more locations to support increased engagement.

The esports use case trial (UCT) commenced work in December 2020 and saw delivery of an esports UCT live event in November 2021.

The overall UCT delivered against objectives across 5G technology and Inclusive Growth. The outcomes were:

- Better understanding on 5G technology enhancing the eSports gamer's experience with previous eSports Scotland (ESS) events providing a baseline.
- Designed, tested and demonstrated how a typical 5G network can support the delivery of future eSports events across Tay Cities region and beyond.
- Developed knowledge and experience for future eSports events.
- The UCT acted as a catalyst for SME growth, development and collaboration.
- The event created a shop window/ recruitment space for Dundee's further and higher education establishments and promoted reskilling and upskilling opportunities

Partners, collaborators and sponsors managed and executed the UCT and brought match. Leading the UCT were SMEs, NLA Europe, engaging with Dundee on eSports arena plans and regional company Esports Scotland. The group collaborated with SMEs, Event Production Group and AWTG, a telecoms technology company. Commercial sponsors were GT Omega, Currys PC World, Lenovo and AG Barr. For business growth, NLAE, ESS, AWTG and Event Production Scotland have derived benefits contributing to their future development. In particular, NLAE is working with Nokia on the configuration of the planned arena. Following an invitation by Dundee & Angus College, ESS established a presence at the Gardyne Campus and have been embedded into eSports curriculum planning and skills delivery. The company has also expanded and is in discussion on potential investment (and is delivering a further Esports Scotland League event in November 2022). The UCT has also been a catalyst for a successful bid by the Tayside Regional Improvement Collaborative that addresses STEM skills and will support access to high quality STEM learning experiences.



## Benefits

### **Benefits Realisation Plan**

Key to the Tay Cities Region Deal is ongoing monitoring and evaluation, which will be progressed as part of the Benefits Realisation Plan (BRP). The development of a Tay Cities Benefits Realisation Plan has been informed by the work of the PMO Networking Group's benefits realisation sub-group.

In March 2022, the first Benefits Realisation Plan for the Tay Cities Region Deal was approved by Governments and the Joint Committee.

The purpose of the BRP is to demonstrate, to our local, regional and national stakeholders, how we will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation. Going forward, the Partnership will identify, collate and explain the collective benefits of the Deal as a whole.

The Plan is due to be updated, as part of an annual commitment. It will be published in March 2023 on the Tay Cities website.

As the main commitments for the Deal, the value of leverage secured and committed as well as the number of jobs secured to date are outlined below.

## Leverage Statement

The Investment by the Scottish Government and the UK Government of up to £150 million each in the Tay Cities Region Deal, has the potential to lever in £400 million of investment over 15 years. At the time of Deal signing, the named Programmes, Fund and Projects made a commitment to secure this investment. The Deal definition of leverage is the provision of financial and other incentives to mobilise partner and stakeholder resources. This includes equipment and people as well as funding.

Since Deal signing in December 2020, a significant amount of leverage has been secured to the end of this reporting period. Table 4 on page 82, summarises the leverage position up to the end of Q2 2022.

Table 4: Tay Cities Region Deal Leverage Summary

Tay Cities Region Deal Thematic Board	Programme/Project	Leverage commitment at Deal signing (£000)	Leverage secured to end of Q2 2022 (£000)	Leverage received to end of Q2 2022 (£000)
Skills	Regional Skills and Employability Development Programme <sup>15</sup>	0	0	0
	Regional Skills and Employability Development Programme – Programme Manager	0	0	0
	Regional Skills and Employability Development Programme – Digital Skills	0	0	0
	Regional Skills and Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0	0
	Regional Skills and Employability Development Programme – Upskilling of SMEs	0	0	0
	Regional Skills and Employability Development Programme – Hospitality	0	0	0
	Tay Cities Engineering Partnership	500	300	300
	Aviation Academy for Scotland	0	0	0

<sup>15</sup> The full leverage figure for the Regional Skills and Employability Development Programme includes Programme Manager, Digital Skills, Life Sciences - Biotechnology and Medical Technology, Upskilling of SME's and Hospitality. Therefore, the figure does not include these projects as they are shown separately.



An Innovative, International Tay				
Innovative, International	Growing the Tay Cities Biomedical Cluster	119,099	15,826	6,776
	International Barley Hub	0	8,600	0
	Advanced Plant Growth Centre	0	1,475	0
	Angus Fund <sup>16</sup>	23,900	0	0
	Angus Fund – CASI Programme	12	0	0
	Angus Fund - Mercury Drone Ports	0	0	0
	Angus Fund - Angus Rural Mobility Hub	3	0	0
	cyberQuarter	5,024	10,043	10,043
	Just Tech	0	0	0
	Perth Innovation Highway	17,242	0	0
	Studio Dundee	21,000	0	0
	Advanced Manufacturing Programme	8,000	0	0
	Eden Campus	110,394	56,400	33,800
	Stretch Dome Simulator	0	0	0
	Project Beacon	12,425	0	0
Culture & Tourism	Regional Culture & Tourism Investment Programme <sup>17</sup>	19,000	0	0
	Regional Culture and Tourism Investment Programme - Hospitalfield	5,500	3,606	2,039
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	2,500	3,303	1,249
	Pitlochry Festival Theatre	10,000	8,220	8,220
	Perth Cultural Transformation	15,217	9,535	9,535
	Innerpeffray Library	0	0	0
	Crieff International Highland Centre	660	0	0
	Aero Space Kinross	1,285	0	0

<sup>16</sup> The full leverage figure for the Angus Fund includes CASI Programme, Mercury Drone Ports and the Angus Rural Mobility Hub. Therefore, the figure does not include these projects as these are shown separately.

<sup>17</sup> The full leverage figure for the Regional Culture & Tourism Investment Programme includes Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. Therefore, the figure does not include these projects as these are shown separately.

Tay Cities Region Deal Thematic Board	Programme/Project	Leverage commitment at Deal signing (£000)	Leverage secured to end of Q2 2022 (£000)	Leverage received to end of Q2 2022 (£000)
<b>A Connected Tay</b>				
<b>Digital</b>	Rural Angus and Rural Perth and Kinross Highspeed Broadband	5,980	3,980	3,980
	5G Digital Testbeds	0	461	152
<b>Transport</b>	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	424	1,028	0
	Low Carbon Transport & Active Travel Hubs – Phase 2 Perth Active Travel Hub	400	400	0
	Low Carbon Transport & Active Travel Hubs – Phase 3 Hydrogen Refuelling Station	0	0	0
	Dundee Airport Investment	400	400	400
	Perth Bus & Rail Interchange	0	0	0
<b>ALL</b>	<b>TOTAL</b>	<b>400,000</b>	<b>123,577</b>	<b>76,008</b>

### Key Headlines

- Since the Deal Signing, £123.5m of leverage has been secured by Projects to the end of September 2022. This equates to one third of the overall leverage anticipated at Deal Signing.
- To the end of September 2022, Projects within the Deal have received £76m of the secured leverage, equating to 19% of the leverage commitment at Deal Signing.



## Jobs Statement

The Investment by the Scottish Government and the UK Government of up to £150 million each in the Tay Cities Region Deal, has the potential to secure over 6,000 jobs. At the time of Deal signing, the named Fund, Programmes and Projects made a commitment to secure these jobs. The Deal definition of jobs is any new permanent paid jobs created as a result of the project. This can include construction or safeguarded jobs, as well as apprenticeships.

Table 5 below, summarises the number of reported jobs created up to the end of Q2 2022 since Deal Signing.

Table 5: Tay Cities Region Deal Jobs Summary

Tay Cities Region Deal Thematic Board	Programme/Project	Jobs commitment at Deal signing or in Approved Business Case	Jobs Created to end of Q2 2022
<b>An Empowered and Inclusive Tay</b>			
<b>Skills</b>	Regional Skills and Employability Development Programme <sup>18</sup>	0	0
	Regional Skills and Employability Development Programme – Programme Manager	0	1
	Regional Skills and Employability Development Programme – Digital Skills	0	0
	Regional Skills and Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0
	Regional Skills and Employability Development Programme – Upskilling of SMEs	0	0
	Regional Skills and Employability Development Programme – Hospitality	0	0
	Tay Cities Engineering Partnership	10	0
	Aviation Academy for Scotland	93	0

<sup>18</sup> The full jobs figure for the Regional Skills and Employability Development Programme includes Programme Manager, Digital Skills, Life Sciences - Biotechnology and Medical Technology, Upskilling of SME's and Hospitality. Therefore, the figure does not include these projects as they are shown separately.

An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	450	0
	International Barley Hub	1838	65
	Advanced Plant Growth Centre	795	59
	Angus Fund	100	0
	cyberQuarter	500	103
	Just Tech	251	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	376
	Stretch Dome Simulator	3	3
	Project Beacon	60	0
Culture & Tourism	Regional Culture & Tourism Investment Programme <sup>19</sup>	229	0
	Regional Culture and Tourism Investment Programme - Hospitalfield	13	9
	Regional Culture and Tourism Investment Programme – Discovery Point Transformed	78	26*
	Pitlochry Festival Theatre	230	0
	Perth Cultural Transformation	40	10
	Innerpefferay Library	0	0
	Crieff International Highland Centre	4	0
	Aero Space Kinross	50	0

<sup>19</sup> The full jobs figure for the Regional Culture & Tourism Investment Programme includes Hospitalfield and Discovery Point Transformed. Therefore, the figure does not include Hospitalfield and Discovery Point Transformed as these are shown separately.



A Connected Tay			
Digital	Rural Angus and Rural Perth and Kinross Highspeed Broadband	0	0
	5G Digital Testbeds	0	22*
Transport	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	16	0
	Low Carbon Transport & Active Travel Hubs – Phase 2 Perth Active Travel Hub	21	0
	Low Carbon Transport & Active Travel Hubs – Phase 3 Hydrogen Refuelling Station	27	0
	Dundee Airport Investment	320	3
	Perth Bus & Rail Interchange	75	0
<b>ALL</b>	<b>TOTAL</b>	<b>6,832</b>	<b>677</b>

\* Denotes temporary positions created

### Key Headlines

- Since the Deal Signing, 677 jobs have been created by Projects to the end of September 2022. This includes the creation of 48 temporary positions, which have provided experience in both the digital and construction industries. This equates to 11% of the 6,000 jobs anticipated at Deal Signing.

## Year Ahead

### Upcoming Milestones

Over the coming year, the Tay Cities Region Deal is committed to various activities relating to the Deal and regional collaboration work. The milestones and key dates are set out below.

Table 6: Milestones

Milestones	Target Date
<b>Regional Collaboration</b> – Partner Vision Session 1	October 2022
<b>Regional Economic Strategy Action Plan</b> update	December 2022
Submission of draft <b>Annual Performance Report</b> following approval by Tay Cities Partnership	December 2022
<b>New Joint Committee Chair &amp; Vice Chair</b> appointed	December 2022
<b>PR &amp; Comms Protocol</b> annual refresh	January 2023
<b>Clean Growth Action Plan</b> update & launch of Nexus	February 2023
<b>Benefits Realisation Plan</b> annual update published	March 2023
Final <b>Annual Performance Report</b> published following the Annual Conversation	March 2023
<b>Regional Collaboration</b> – Partner Vision Session 2	April 2023
<b>Implementation Plan</b> Annual Review	June 2023
<b>Regional Spatial Strategy</b> Review after the publication of the National Planning Framework 4	September 2023
<b>Audited Financial Statement and Accounts</b> annual review and update	September 2023
Review of the <b>Governance Structure, Terms of Reference, Membership &amp; Chairing Arrangements</b> for each Governance body annually	December 2023



## Business Cases & Project Delivery

As the Deal approaches the final quarters of the 2022/23 financial year and its fourth year of delivery since the Deal was signed, a number of projects will be coming forward to progress their business cases for approval to deliver. Table 7 below outlines the business cases expected to seek Government and Partnership approval between Q2 2022 and Q2 2023.

Descriptions of each project can be found in the Deal Document.

Table 7: Business Case Timeline

Project	Anticipated Business Case Approval Date	Status
Regional Skills & Employability Development Programme – Programme OBC Refresh	2022/23	Business case in development
Regional Skills & Employability Development Programme – Digital Skills project (Year 2 Project)	2022/23	Business case in development / with Governments for review
Regional Skills & Employability Development Programme – Life Sciences project (Year 2 Project)	2022/23	Business case in development
Regional Skills & Employability Development Programme – Upskilling SME Skills project (Year 2 Project)	2022/23	Business case in development
Regional Skills & Employability Development Programme – Hospitality project (Year 2 Project)	2022/23	Business case in development
Angus Fund – CASI Programme (Year 2 Project)	2022/23	Business case in development
Angus Fund – Mercury Drone Port Project (Year 2 Project)	2022/23	Business case in development
Angus Fund – Rural Mobility Hub Project (Year 2 Project)	2022/23	Business case in development
Pitlochry Festival Theatre (Year 6 Project)	2021/22	Business case in development
Aero Space Kinross (Year 9 Project)	2022/23	Business case in development
Regional Culture & Tourism Investment Programme – Programme OBC refresh	2023/24	Business case in development
Regional Culture & Tourism Investment Programme – Phase 2 Projects	2023/24	Business case in development
Perth Innovation Highway (Year 2 Project)	2023/24	Business case in development. Expecting a 1 year delay
Aviation Academy for Scotland (Year 2 Project)	2023/24	To be developed. Expecting a 1 year delay

## Regional Collaboration

In the next year, the following Regional Collaboration opportunities are likely to emerge;

- From the reporting period 2 facilitated workshop sessions on regional collaboration have emerged, with the first of these being held at the end of October. The purpose of these sessions is to refine and commit to the areas where there is greatest value in collaborating, and record the successes.
- Leading on from the workshop outputs to refine the Regional Economic Strategy Action Plan and prioritise actions to better report on delivery.

## Key Challenges

There are a number of key challenges facing the Deal in the coming months. These include:

- Inflation has emerged as a significant challenge for both Projects and the Partnership in managing the Deal Programme. The Partnership will continue to work together to understand the impact on the Deal and support Projects to deliver.
- The Scottish Government released Carbon Management Guidance in August 2021 and it was updated in August 2022. Projects will need to ensure that this is addressed in business cases going forward and how carbon impacts are monitored and evaluated will need to be considered as part of Benefits Realisation planning.
- Ensuring timely approval of full business cases for the remaining year 3 profiled projects as well as year 4 projects.
- The full implementation of the Benefits Realisation Plan is a challenge for the coming year. The Partnership will continue to seek accurate and timely reporting to support monitoring and evaluation of the Deal.



## Programme Management Office

### Programme Management Office

Tay Cities Region Deal Programme Manager:  
Morag Saunders  
Email: morag.saunders@taycities.co.uk

Tay Cities Region Deal Project Manager:  
Clare Slater  
Email: clare.slater@taycities.co.uk

Tay Cities Region Deal Project Manager:  
Lauren Hollas  
Email: lauren.hollas@taycities.co.uk

Tay Cities Region Deal Finance  
Mark Mitchell  
Email: mark.mitchell@dundeecity.gov.uk

## Local Authority Extended Programme Management Officers

The Local Authority Extended Programme Management Officer support the Tay Cities Programme Management Office.

### Angus Projects

Mark Davidson, Manager – Tay Cities Deal (Angus)  
Angus Council  
Email: DavidsonMA@angus.gov.uk  
Keira Malkowska, Angus Council  
Email: MalkowskaK@angus.gov.uk

### Perth & Kinross Projects

Alison Seggie, Service Manager  
Perth & Kinross Council  
Email: alseggie@pkc.gov.uk

### Dundee Projects

Rory Young, Team Leader (Business Development)  
Email: rory.young@dundeecity.gov.uk

### Scottish Enterprise

Lindsay McIvor  
Email: Lindsay.Mcivor@scotent.co.uk

### Fife Projects

Morag Millar, Strategic Growth & City Deals  
Programme Manager  
Fife Council  
Email: morag.millar@fife.gov.uk

## Further Information

Tay Cities Region Deal Website: <https://www.taycities.co.uk/>

Tay Cities Publications, including the Deal Document and regional strategies/plans:  
<https://www.taycities.co.uk/publications>

Tay Cities Joint Committee Papers: <https://www.taycities.co.uk/joint-committee>



Scottish Government  
Riaghaltas na h-Alba  
gov.scot