



Smarter + Fairer

Tay Cities Region Deal ANNUAL PERFORMANCE REPORT

1 October 2022 - 30 September 2023



Funded by
UK Government



Scottish Government
Riaghaltas na h-Alba

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

Executive Summary



Up to the end of September 2023, **£231m** of funding was approved for investment by Joint Committee over the 10 year programme. This equates to more than $\frac{2}{3}$ of the Deal.



£116m of Government Investment released.



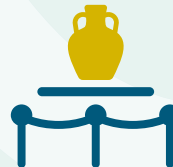
Accelerated **£13m** of funds from the Scottish Government in the 23/24 financial year, bringing the total of accelerated funds to date to **£33.9m**.



£145.8m leverage has been secured by Projects within the Deal. This equates to more than $\frac{1}{3}$ of the overall leverage commitment of the Deal.



The Tay Cities Engineering Partnership (TCEP) celebrates its official opening, marking a pivotal moment in the region's engineering landscape.



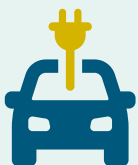
Development of **Perth Museum** completed, with fit out of the museum ongoing. This is due to open to the public in spring 2024.



5G Digital Testbeds and University of Abertay showcase new virtual production technology using 5G connectivity



Building of the **Innovation Hub at University of Dundee** commences and sees the start of the development of the Biomedical Cluster



EV Chargers and car port structure are now installed at the **Broxden Low Carbon Hub**



1,411 jobs created by Projects since Deal signing

Summary Timeline



How we are doing it

An Empowered & Inclusive Tay

Providing fair opportunities, upskilling, productivity and competitiveness



The Projects

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

The Programmes

- Regional Skills & Employability Development Programme (£20m)
 - Skills Programme Manager (£516k of the £20m Programme)
 - 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 & 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 Programmes

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

The Fund

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

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 and Rural Perth & Kinross High Speed Broadband (£2m)

The Programmes

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

What we are doing



490,000+



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



£30.1m

An Empowered & Inclusive Tay

£237.9m



An Innovative & International Tay (includes Culture & Tourism)



£37m

Regional Culture & Tourism Investment Programme

Secure over

6,000 jobs



£20m



Regional Skills & Employability Development Programme



£700m

investment, including **£300m from Governments**



£26.5m

Angus Fund



£8m

Advanced Manufacturing Programme



£32m

A Connected Tay



Projects & Programmes across the region

The image shows the interior of the Pitlochry Festival Theatre. The seating area is filled with rows of yellow seats with dark blue backs. In the foreground, a wooden bench with yellow cushions is visible. The stage area is partially covered with a blue carpet. The ceiling is high and features a complex network of metal beams and lighting rigs. The walls are made of brick. The overall atmosphere is dark and industrial.

The Tay Cities Region Deal brings together national and local government, businesses and voluntary organisations in order to create a smarter, fairer region.

Introduction

An Introduction from the 2023 and 2024 Chairs of the Joint Committee



Cllr Laing
Perth & Kinross Council
(Joint Committee Chair 2023)



Cllr Ross
Fife Council (Joint Committee Vice
Chair 2023 and Chair 2024)

The Tay Cities Region Deal brings together national and local government, businesses and voluntary organisations in order to create a smarter, fairer region.

The partnerships between UK and Scottish Governments, the local authorities of Angus, Dundee, Fife and Perth & Kinross, the higher and further education sector, business sector, third sector interface bodies, Tactran, VisitScotland, Scottish Enterprise and Skills Development Scotland are succeeding in delivering an array of Projects designed to promote inclusion as part of the Deal’s £700 million investment programme.

Tay Cities Region Deal Projects have been affected by inflationary pressures but we have still seen a tremendous amount of progress over the last 12 months.

These include a ground-breaking movie Project at Abertay University that allows actors at separate locations to work together. As well as the next generation of battery technology will benefit from a new battery prototyping facility, or ‘dry lab’ at the University of St Andrews Eden Campus, helped by UK and Scottish Government funding.

Winners of the Tay 5G Challenge Fund were also announced. This fund aims to support the use of 5G technology in a range of sectors.

At the time of writing 38 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 £231m approved by Governments and the Partnership for investment from the full £300m Deal.

This funding has led to new jobs and new investment across the Tay Cities Region. 2024 looks to be equally exciting, with the opening of Perth Museum, supported with £10 million funding from the UK Government through the Tay Cities Region Deal, just one highlight.

The economic situation remains challenging with the cost of services and materials continuing to rise, albeit at a slower rate. The Joint Committee will continue to monitor these issues. The challenging economic situation makes the success for the Tay Cities Region Deal more important than ever and we will continue to strive towards creating a fairer smarter Tay Cities Region.

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Partnership and both Governments.

The Tay Cities Region Deal

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 Deal is now in Year 4 following a successful three years.



£300m
investment from
Governments



£400m
Levered investment

Secure over
6,000 jobs

The Tay Cities Region Deal¹ 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;



INCLUSIVETAY

Empower & promote inclusion

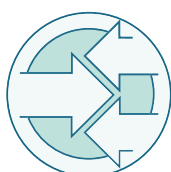
Ensuring that local people have the skills they need to succeed in the modern workplace and growth is inclusive, with a Government investment of up to £30.1m;



INNOVATIVETAY

Innovate & internationalise

Developing globally recognised clusters of academic and business excellence, with a Government investment of up to £237.9m; and



CONNECTEDTAY

Connect

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
- Business representatives
- Regional third sector interface bodies
- Scottish Enterprise
- Skills Development Scotland
- Tactran
- VisitScotland

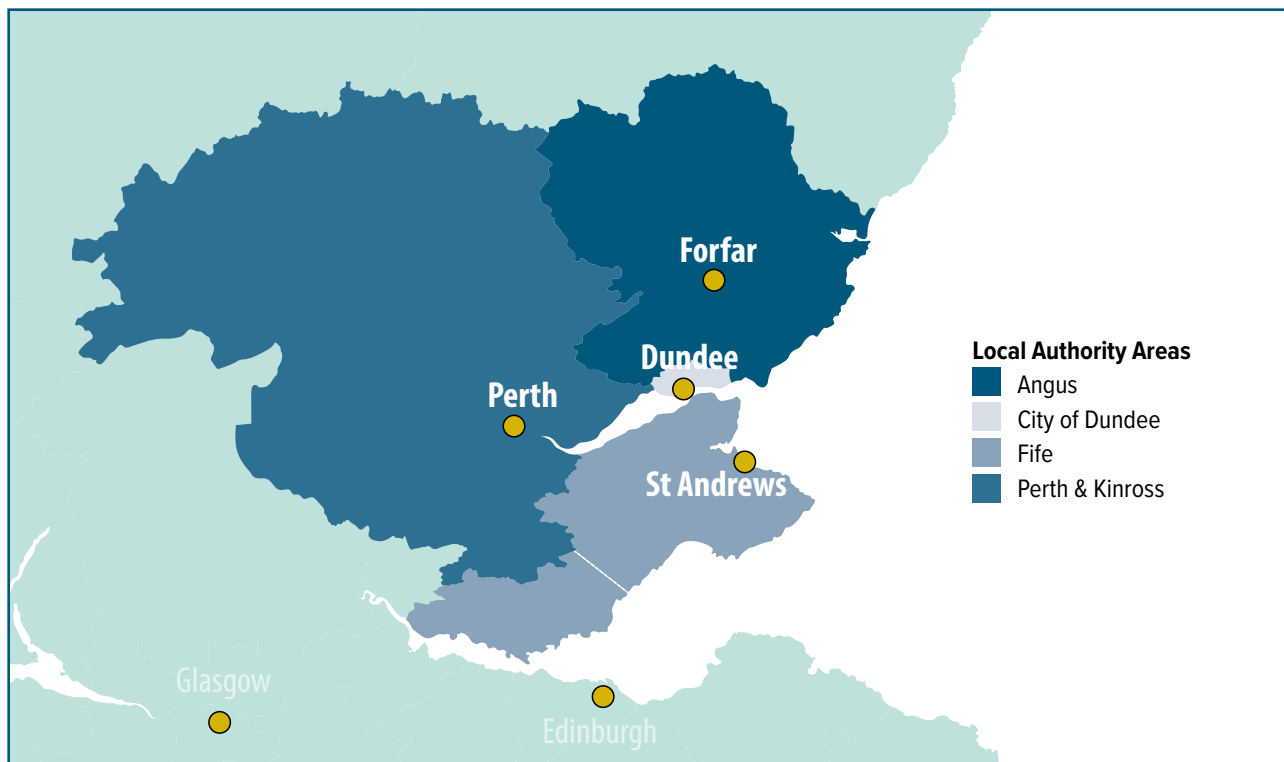
More information on the Deal, including the Projects, is available in the Deal Document¹

Geographical Overview

The map below shows the geographical area of the four Local Authorities within the Deal: Angus, Dundee City, Fife and Perth & Kinross. Noting that only North East 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 map² on www.taycities.co.uk

Diagram 1



¹ https://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf

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

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)
An Empowered & Inclusive Tay					
Skills	Regional Skills & 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
An Innovative, International Tay					
Innovative, International	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
Culture & Tourism	Regional Culture & Tourism Investment Programme ³	19,000	0	19,000	38,000
	Regional Culture & Tourism Investment Programme – Hospitalfield	5,500	0	5,500	11,000

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
Culture & Tourism	Regional Culture & 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
A Connected Tay					
Digital	Rural Angus and Rural Perth & 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
ALL	TOTAL	150,000	150,000	400,000	700,000

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, £116.2m 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 2023, the Joint Committee approved just under £231m of its awarded funding; this includes £165.4m of funding for Projects and an additional £65.3m 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 2023, the Partnership has secured acceleration of up to £33.9m of Government funding against its awarded profiles at Deal signing (£3.9m in 20/21, £9m in 21/22 , £8m in 22/23 and £13m in 23/24).

³ The full investment of £37m 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.

Table 2: Summary of claims made to the end of September 2023

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2023 funding released (£000)
An Empowered & Inclusive Tay			
Skills	Regional Skills & Employability Development Programme ⁴	11,275	0
	Regional Skills & Employability Development Programme – Programme Manager Post	506,220	68
	Regional Skills & Employability Development Programme – Digital Skills	4,324	33
	Regional Skills & Employability Development Programme – Life Sciences, Biotechnology and Medical Technology	1,975	0
	Regional Skills & Employability Development Programme – Upskilling of SME's	2,470	0
	Regional Skills & Employability Development Programme – Hospitality	2,000	0
	Tay Cities Engineering Partnership	2,000	960
	Aviation Academy for Scotland	8,100	0
An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	9,851
	International Barley Hub	35,000	23,820
	Advanced Plant Growth Centre	27,000	20,912
	Angus Fund ⁵	25,500	0
	Angus Fund – Mercury Drone Ports	1,000	300
	cyberQuarter	11,700	5,573
	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	26,500
Stretch Dome Simulator	300	300	
Culture & Tourism	Project Beacon	5,200	0
	Regional Culture & Tourism Investment Programme ⁶	19,000	0
	Regional Culture & Tourism Investment Programme – Hospitalfield	5,500	3,000

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2023 funding released (£000)
Culture & Tourism	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	6,881
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0
	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	1,800	2,000
	5G Digital Testbeds	2,000	440
Transport	Low Carbon Transport & Active Travel Hubs Phase 1 - Broxden Low Carbon Travel Hub	635	486
	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
ALL	TOTAL	300,000	112,626*

* Total released is £116.2m. This includes a land transfer for the value of £3.6m for International Barley Hub

⁴ The full investment of £20m from Governments for the Regional Skills and Employability Development Programme includes Programme Manager Post, Digital Skills, Life Sciences, Biotechnology and Medical Technology, Upskilling of SME's and Hospitality. Therefore, the figure does not include Programme Manager Post, Digital Skills, Life Sciences, Biotechnology and Medical Technology, Upskilling of SME's and Hospitality as these are shown separately.

⁵ The full investment of £26.5m from Governments includes Mercury Drone Ports, therefore, the figure does not include Mercury Drone Ports as this is shown separately.

⁶ The full investment of £37m 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.

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 22. More information on the governance structure and its bodies can be found in the Deal Document.

Key changes since September 2022:

- In March 2023, the Partnership and Governments approved the second Tay Cities Region Deal Benefits Realisation Plan. This document supports on going monitoring and evaluation of the Deal and will be updated annually.
- The Management Group and Joint Committee chair rotated from Angus Council to Perth & Kinross Council in December 2022.

Regional Collaboration

Regional Strategy Refresh

This reporting period has seen the focus on Regional Collaboration change to build upon the foundations set by the Tay Cities Region Deal Projects. Partner vision sessions in 2022/23 led to a presentation to the September Joint Committee on the proposals to refresh the Regional Economic Strategy 2019-2029.

The objective for the refresh is:

- To develop a refreshed, repositioned Regional Economic Strategy which aligns with priorities within the City Region Deal and looks beyond the Deal.
- The 2019 Regional Economic Strategy has been used as the economic strategy for Local Authorities. It was developed pre-signing of the Deal, and content reflects this time period.
- There has been significant broader economic change since 2019, with the pandemic, EU Exit and national economic factors, together with programmes of activity now starting.
- The future focus will be on measuring and addressing economic performance
- The structure will broadly be retained, with a focus on the visitor economy, cultural and creative economy, food & drink, energy, life sciences, foundational economy and underpinning/cross cutting themes of Clean Growth, transportation, and digital.

Future milestones:

- Complete draft by March 2024
- Approval June 2024
- Delivery plan worked up over first six months of 2024.

Cross Cutting Theme - Clean Growth

Gillian Martin MSP, Minister for Energy, launched a new online platform to accelerate Clean Growth across Tayside's economy at the University of St Andrews Eden Campus, 19 April 2023. Part of the Tay Cities Region Deal, the launch of the www.taycitiescleangrowth.scot website established an online community designed to enable and encourage businesses, industry and academia to collaborate and push low carbon and clean growth innovation, while driving investment within the region.

The Tay Cities Clean Growth website showcases the mix of clean growth Projects within and beyond the Tay Cities Region Deal. It is designed to enable wider Project development, knowledge exchange and research and development collaboration, as well as create a positive environment for investor engagement. The Tay Cities Region has particular clean growth strengths in sustainable mobility, green Agri-tech, clean energy, the circular economy and data and digital solutions. The Tay Cities Clean Growth Initiative includes Projects funded via the Tay Cities Region Deal.

Current Projects:

- **Michelin Scotland Innovation Park**
- **Mercury Programme – Enabling Infrastructure in North Angus**
- **Angus – Centre for Agricultural Sustainable Innovation**
- **Perth Smart Energy Network**
- **Angus Zero Four Business Park**
- **Angus Rural Mobility Hub**
- **Mercury Drone Port, Montrose**
- **James Hutton Institute - International Barley Hub and Advanced Plant Growth Centre**
- **Eden Campus and Stretch Dome Simulator – St Andrews University**
- **Project Beacon**
- **Perth Innovation Highway**
- **Perth Eco Innovation Park**
- **Low Carbon Transport & Active Travel Hub Perth**
- **Perth Smart Energy City Programme**
- **Binn Eco Innovation Park**

A second Clean Growth Community event was held on 26 September 2023 - this event focused on:

- Clean Energy (wind to small scale green hydrogen generation)
- Green Agri-tech and Agri innovation

Skills Assessment Clean Growth Skills for Tay Cities region was commissioned by Scottish Enterprise on behalf of the regional partners in 2023. The study's recommendations will underpin a potential skills roadmap of proposed activities and timescales for Scottish Enterprise and strategic partners in the Tay Cities Region to consider and implement.

Cross Cutting Theme Digital

The focus of the Digital Thematic Board has changed – it is no longer just about City Region Deal Projects but increasingly on digital infrastructure and regional digital economy. Representatives from relevant national organisations have joined the Board to help drive this focus. The Board has also regularly engaged with commercial investors to better understand their investment strategies and requirements.

Digital Infrastructure

Regional Partners successfully completed the Infralink Exchange Project that was led by Scottish Futures Trust in April 2023. The partners presented their experiences to the other regions who took part in this programme, raising the region's profile.

It helped the regional local authorities improve their digital connectivity by better engagement with the mobile industry. Collectively the Project team developed its Infralink-Exchange Playbook. The Infralink-Exchange Playbook is a 'how-to' guide allowing public sector bodies to begin a Project that improves mobile connectivity through commercial and GIS-based transformation. This best practice guide including case studies, templates and points to note, is a key output from the Scotland 5G Centre and DCMS investment in the Infralink programme. The best practice guidance is sustainable and can be applied nationally to drive a wellbeing economy through better mobile connectivity.

Building on that Project, the regional partners submitted a Tay Cities bid for 5G Innovation Regions (5GIR) funding in September 2023. If successful, the Tay5G+ Project will build upon the foundation set by the Tay Cities Region Deal (TCRD) Tay5G Project.

Regional Digital Economy

Scottish Enterprise commissioned research into the regional digital/tech ecosystem with recommendations to strengthen this for greater economic value to the region. The launch of the Techscaler and Abertay cyberQuarter provide new opportunities to build on. The TCRD Digital Skills Project provides opportunities for collaboration in that area too.

Regional Transport Strategy

The Tayside and Central Scotland Regional Transport Strategy (RTS) is a statutory plan identifying strategic transport priorities for the Angus, Dundee City, Perth & Kinross and Stirling Council areas which support local, regional and national environmental, social and economic objectives. The third iteration of the plan covering the period 2024-2034 is currently being developed in partnership with the respective local and regional partners. During 2022/23 the development work included consulting on objectives, outcomes and the impacts of potential measures. In particular, discussions were held on the implications for local and regional partners of delivering the plan. Key themes emerging from these discussions included:

- That step changes in activity will be required by all agencies if national aspirations are to be achieved, the status quo will not deliver the national aspirations.
- The step changes required included better co-ordination and focus of activity on those areas and population groups who require the most support to change travel behaviour and/or access employment, education and services to help achieve the national aspirations (especially in regard to national climate change and child poverty targets).
- These step changes, and the urgency behind the targets means that strong and declared political support will be required. A draft strategy is being consulted on during summer/autumn 2023. It is then hoped that a final strategy will be submitted to the Minister for Transport in spring 2024.

Regional Skills Investment Plan

The Skills Advisory Board have held several workshops to look at regional collaborative working, using the Regional Economic Strategy and Regional Skills Investment Plan as a basis for discussion. Several priority areas have emerged for the group:

- Streamline the regional skills system
- Reduce duplication, fragmentation
- Increase agility to respond to shocks
- Increase accessibility for beneficiaries
- More effective, better engagement with employers, building on Developing Young Workforce (DYW)
- Young people & beneficiaries better prepared, “job ready”
- To date we have set up a No One Left Behind Regional Group that is streamlining the data for the region
- Furthermore, DYW have over 60 events planned and have written a Young Persons Guarantee. It's this in school piece that we are looking to make bigger particularly around employer engagement. Moving forward the group will be looking at sector initiatives in Health and Social Care and Green skills whilst looking to anchor institutions around Community Wealth Building. The Health Academy has been a success and we are looking at expanding the offer in Perth and Angus.

Regional Tourism Strategy

The Tay Cities Region Tourism Strategy was officially launched in September 2019. The strategy process took place during 2018 and 2019 and included workshops and consultation with industry and other key stakeholders. Intended to create a strategic link between national and local tourism strategies, the document identified the region's key strengths (the regional connectors) and the strategic themes which can most effectively be addressed at a regional level. The strategy highlights the three regional connector themes as outdoor adventures, culture & creative and food & drink.

With COVID-19 severely impacting all aspects of society and the economy from March 2020, the focus of industry, local authority and other stakeholder efforts had been on survival, support and then recovery. Even within this activity the regional partners continued to meet and many of the actions identified in the strategy were moved forwards, whether at a regional level or at a destination level which contributes to regional impact. A mid-term summary of activities delivered to date was produced in May 2022.

Looking ahead to 2024, regional working will focus on two areas:

- 1. Collaboration:** Regional Tourism Leadership Group, which comprises the Chairs of the four industry-led tourism forums, the local authority tourism leads and Visit Scotland, continues to meet three times a year. The aim of this group is to strengthen collaboration and knowledge sharing across the region and identify areas of commonality. A tourism officers group also continues to meet on a regular basis, where opportunities to share ideas and opportunities are identified.
- 2. Internationalisation:** under the ‘Scotland's Tay Country’ title, this successful programme of work focuses on raising awareness of the region with travel trade intermediaries (travel agents, tour operators and destination management companies). This lifts the profile of the region beyond Scotland, provides additional business channels for tourism businesses and develops

a sustainable route to the international markets. This activity is funded through UK Shared Prosperity Fund, and comprises three areas:

- Increasing bookable product available to travel trade: working with tourism businesses to understand how to work with travel trade by providing suitable and commissionable experiences and products.
- Facilitating opportunities for tourism businesses to meet travel trade to drive direct sales, using VisitScotland, VisitBritain and UK Inbound as channels.
- Raising profile of the region and the products available with travel trade: attendance at travel trade exhibitions, the development of itineraries as examples of what is on offer in the region and the arrangement of familiarisation trips for inbound agents to experience the product firsthand.

Regional Economic Partnership Network

The Scottish Government organises regular meetings of the Regional Economic Partnership Network (REPN), and the Tay Cities Partnership is represented at these meetings by the Chair of the Heads of Economic Development Group. During 2023, two meetings of the REPN were held, including a whole day workshop, to explore the establishment of Regional Economic Intelligence Hubs to assist with data-based decision making.

National PMO Networking Group

The Tay Cities Region Project Management Office (PMO) 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.

There have been a number of short and longer-life sub-groups established to date including the:

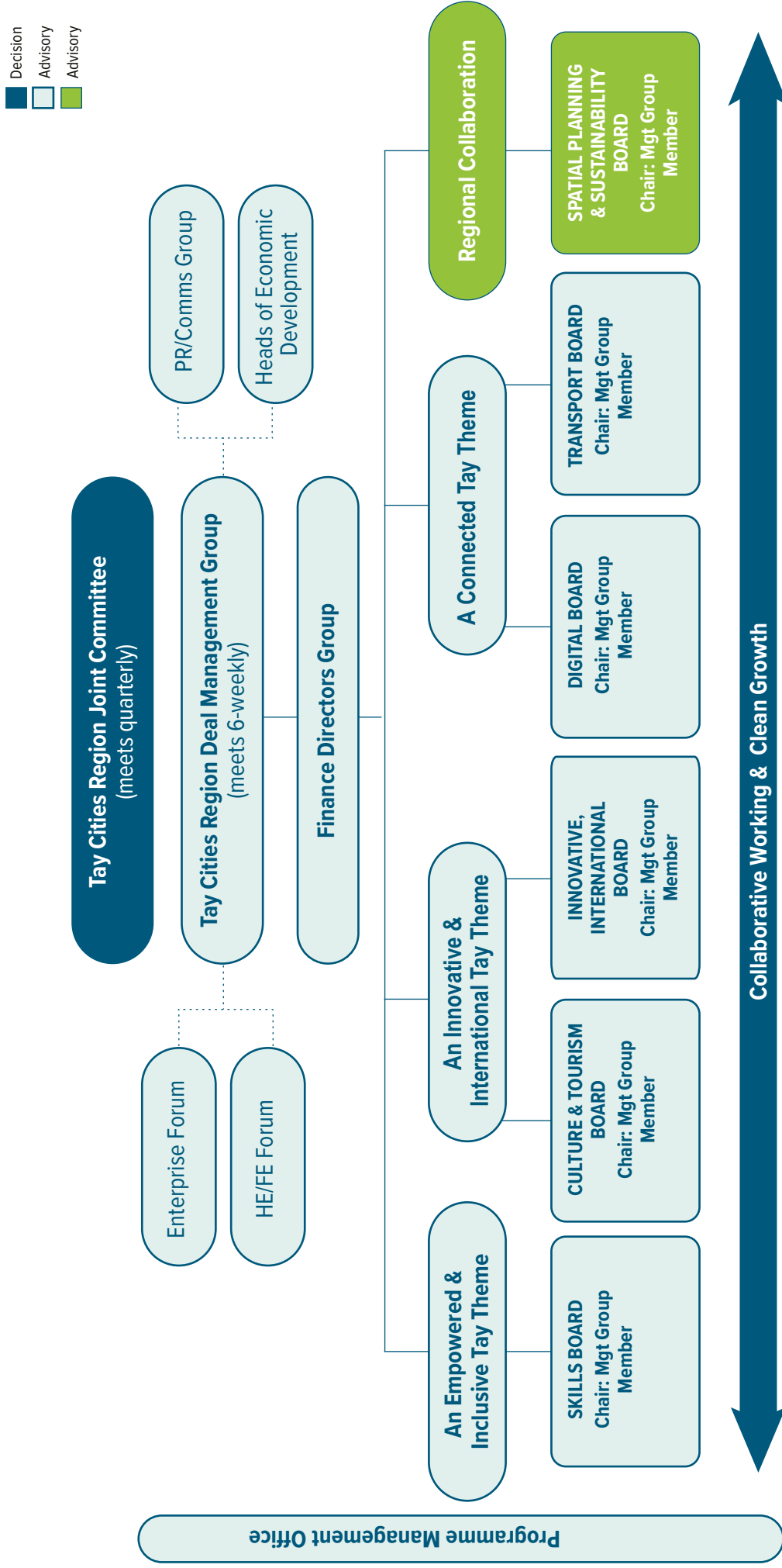
- Decarbonisation sub-group
- Benefits Realisation sub-group
- Subsidy Control sub-group
- Systems sub-group
- SharePoint sub-group
- Finance sub-group.

The wider network and various sub-groups are a valuable source of information and opportunity to share knowledge and expertise.

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

- Historic Environment Scotland Attendance in October 2022 on inflation and climate pressures
- Scottish Fire Service Attendance in October 2022
- NHS Scotland attendance in October 2022 on workforce planning
- Green Book Training with the HM Treasury February 2023
- Scottish Government attendance, including in June 2023 to discuss the new Subsidy Control legislation.

Diagram 2: Tay Cities Region Deal Governance Structure



Tay Cities Communications & Press

The Communications Group is comprised of representatives from the PMO, UK and Scottish Governments, universities and colleges central to the Deal and local authorities and meets every two months to ensure all are informed of comms planning and outcomes.

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

The Communications Group reviewed the Protocol in Spring 2023 and agreed it continued to serve its purpose and ensured effective communication between all parties.

Press Releases

Projects gaining media attention over the 2022-23 period have included:

- Launch of the International Barley Hub Field Centre at the James Hutton Institute
- NHS Drone Delivery Service Trials begin in Angus
- First glimpse of how £5.9m new Angus Rural Mobility Hub could look
- [Visit of Lord Offord to the Eden Campus Battery Lab](#)
- [Abertay CyberQuarter Welcomes First Founding Partners](#)
- [5G uses Case Trial Filming Breakthrough](#)

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.

The Deal is comprised of 1 Fund, 4 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses.



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 2023. 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 Fund, Programmes and Projects

The Deal is comprised of 1 Fund, 4 Programmes and 38 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 2023.

Table 3: Status of Funds, Programmes and Projects up to end of September 2023

Programme/Project	Location	(Expected) Full Business Case Approval	Stage
An Empowered & Inclusive Tay			
Regional Skills & Employability Development Programme	Regional	11 March 2022	Implement/Define (Phase 2)
Regional Skills & Employability Development Programme – Skills Programme Manager Post	Regional	11 March 2022	Implement
Regional Skills & Employability Development Programme – Digital Skills	Regional	December 2022	Implement (Phase 1)
Regional Skills & Employability Development Programme – Life Sciences Further Education: Biotechnology and Medical Technology	Regional	June 2023	Define
Regional Skills & Employability Development Programme – Supporting SME Skills	Regional	June 2023	Define
Regional Skills & 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
An Innovative, International Tay			
Growing the Tay Cities Biomedical Cluster	Dundee	19 February 2021	Implement
International Barley Hub	Perth & Kinross	19 March 2021	Implement

Programme/Project	Location	(Expected) Full Business Case Approval	Stage
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	Implement
Angus Fund – Angus Rural Mobility Hub	Angus	March 2023	Define
Angus Fund – Zero Four	Angus	-	Define
Angus Fund – Housing Project	Angus	-	Define
Angus Fund – Road Project	Angus	-	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	Deliver
Project Beacon	Perth & Kinross	2025/26	Define
Regional Culture & Tourism Investment Programme	Regional	19 June 2020	Define
Regional Culture & Tourism Investment Programme – Hospitalfield	Angus	17 July 2020	Implement (phase 1)
Regional Culture & Tourism Investment Programme – Discovery Point Transformed	Dundee	23 April 2021	Implement (phase 1)
Pitlochry Festival Theatre	Perth & Kinross	March 2023	Implement
Perth Museum	Perth & Kinross	19 March 2021	Implement
Innerpefferay Library	Perth & Kinross	2028/29	Define
Crieff International Highland Centre	Perth & Kinross	2028/29	Define
Aero Space Kinross	Perth & Kinross	March 2023	Implement
A Connected Tay			
Rural Angus & Rural Perth & Kinross Highspeed	Angus and Perth & Kinross	18 June 2021	Deliver
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

Programme/Project	Location	(Expected) Full Business Case Approval	Stage
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;

- Regional Skills & Employability Development Programme – Digital Skills
- Angus Fund – Mercury Drone Ports
- Pitlochry Festival Theatre
- Aero Space Kinross

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



£30.1m

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.

The Skills Programme, Digital Skills and Tay Cities Engineering Partnership Projects have all received Full Business Case approval. The Skills Programme continues to develop Projects and it is anticipated that two further skills Projects will be approved by the end of 2023/24.



Regional Skills & Employability Programme

Programme Owner: Perth & Kinross Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: 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:

- Highlighting groups with protected characteristics to the Skills Advisory Board. Presentations have been provided by organisations that support, women, people with disabilities, refugees and those furthest from the job market.
- The Skills Programme has implemented a Delivery Group, that supports Projects with the business case approval process and to share gained experience. The Delivery Group is attended by the Skills Programme Project Managers and support staff and has proved to be a valuable tool in supporting the delivery and approval of Projects.

Key Milestones & Progress

In order to achieve the aims for the programme, 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 2023:

Milestone	Due Date
Approval and start of first tranche of Projects. Content, outcomes and baselines to be defined in Project business cases: <ul style="list-style-type: none"> • Specify community benefits. • Target significant pockets of need. • Biotech and Med-tech training: deliver in excess of 400 employees for the industry over the lifetime of the Project, growing from 25 being trained in first year. • Hospitality Training: Support 400 businesses and train 2,000 individuals, resulting in 500 people moving into new roles across the sector with 90% of those achieving Real Living Wage, over the life of the Project. • Digital Skills: creating or safeguarding 1,200 jobs via support for 800 individuals directly and another 800 through working with 200 organisations across the life of the programme. • Supporting SMEs across the region: working with 40 SMEs per annum and training 500 individuals over the life of Project. 	2023/24
Approval and start of second tranche of Projects. Content and outcomes to be defined in Project business cases.	2023/24
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.	2023/24

Key Risks

Risk	Mitigation
Lack of buy in from partners in developing a collaborative, regional delivery system.	Ensure signed agreement from all partners, clearly setting out their roles and responsibilities. A Programme Manager was appointed in 2022 to mitigate this.

Risk	Mitigation
Lack of buy-in to / poorly attended Skills Advisory Board.	Secure sign-up to the Skills Advisory Board terms of references from all partners for regular engagement, and clearly set out their roles and responsibilities.
Potential for actual spend to slip against profiled spend.	Ongoing engagement between all Project leads and key stakeholders. All Projects required to complete individual five case OBCs, including robust financial detail outlining spend profile and cost profile. Financial updates will become part of the monitoring and evaluation process.
Potential for Projects to be delayed in the development phase (phase 1).	Regular updates are provided at the Skills Advisory Board around the progress of individual Projects. If appropriate, these will be escalated to the PMO and TCRD management group.
Potential for Projects to be delayed in the development phase or not meet the programme objectives (phase 2 and beyond).	The Skills Advisory Board will develop a monitoring and evaluation process to ensure overall programme objectives are captured.

£516k



Regional Skills & Employability Programme Manager

Programme Owner: Perth & Kinross Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



Programme 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

To date, the Programme has achieved the following:

- The Skills Programme Manager is working closely with the Local Authorities to support the skills gaps identified as they look to implement their Local Heat and Energy Efficiency Strategies (LHEES).

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 2023.

Milestone	Due Date
Supporting the Programme refresh and liaison with all Projects	2023/24

Key Risks

Risk	Mitigation
Risk of Projects not delivering through lack of buy-in from employers or other	Mitigation by the programme manager by raising through the governance structure. Project leads and Programme manager should raise at the thematic board and any necessary change management process adopted.
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 man” risk where there is no back up.	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.

£1.539m



Regional Skills & Employability Development Programme – Digital Skills

Project Owner: Fife Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



Project Description

This Project has been selected by the Regional Skills and Employability Development Programme and awarded up to £4.324m. The Project will have two distinct tranches: Tranche 1 from 2022-2025, and Tranche 2 up to 2029. This BJC relates to Tranche 1 and the investment of £1.539m. This Project will deliver a new collaborative, regional approach to digital skills. This will provide clear, integrated, and inclusive progression routes into digital and data careers. It aims to support the regional labour market through skilling, re-skilling and upskilling in digital skills, building activities with opportunity in-mind.

Headline Achievements

The Project received Full Business Case approval from the Joint Committee on the 9th December 2022. To date, the Programme has achieved the following:

- The Tay Cities Region Deal Digital Skills Project launches pilot programme aimed at supporting 16 - 24-year-olds into Software Development.
- The Tay Cities Region Deal Digital Skills Project partners with The Data Lab Scotland investing £50,000 to support 100 individuals gain Data Skills through the Data Lab's Data Skills for Work Programme.

Key Milestones & Progress

Milestone	Due Date
Joint recruitment with SDS regionally/locally – for tech and digital economy sectors	2025
Tailored regional digital skills delivery Programme	2025
Delivery of Data Driven Innovation (DDI) CPD resources for education and refine education strategies	2025

Key Risks

Risk	Mitigation
Risk of slow delivery due to delays in procurement of interventions.	Project to have a direct contact at Procurement to agree process, with long term procurement plan to be developed with Fife Council Procurement.
Risk that the delivery of 2023 academic milestones are not met.	Working with FE/HE to deliver short, targeted programmes of delivery to increase draw down.
Risk Project may not be able to show progress and delivery on objectives.	Fife Council manages a similar Project for the ESES City Region Deal’s IRES programme. The processes for capturing data and financial management from that will be adopted for the Digital Skills Project.

CASE STUDY

In a rapidly evolving landscape where digital literacy and data skills have become integral across all sectors, the acquisition of data skills has the potential to open doors to a multitude of employment opportunities. Fife College recognised this, and, in collaboration with Data Skills for Work at The Data Lab and supported by the Tay Cities Region Deal Digital Skills Project, they ran an Introduction to Data Skills for Work Bootcamp for women returners.

The free 3-day online course was geared towards women living in the Tay Cities Region who earn less than £24k a year and was designed to give participants foundational data tools to help them flourish in an increasingly digitalised, automated and data-driven world whilst supporting them in their personal and professional growth. The course helped prepare women for a career or further educational pursuits. By participating, women were afforded the opportunity to assess their existing digital literacy levels, cultivate a suite of digital proficiencies applicable to daily tasks, gain insights into the practical applications of data, acquire the ability to decipher data across various formats, and become adept at utilising a diverse array of tools and methodologies for data analysis.

Participants completed the course with the necessary skills and confidence to adapt and thrive in the workplaces of today and tomorrow. One participant, who was one of those who took part in the course said: *“The course was great. I used the course as an audit to build my confidence and to see if there were any data skill areas that I needed more work on. I found it empowering to be able to audit my skills and see what I know and pinpoint things that I do not know. Overall, I come away from the course feeling extremely pleased that I participated. I like that I was with other women returners. I liked seeing how the curriculum was put together. I like data, I like working with data, so I liked the theme of the course.”*

£2m



Tay Cities Engineering Partnership

Project Owner: Dundee & Angus College

Enabling the region to...: Empower & 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:

- Launch of Seagreen Skills for the Future Lab hosted at Engineering Partnership Innovation Centre (EPIC) in November 2022.
- Installation of advanced manufacturing kit at EPIC in March 2023.
- Official launch of TCEP in June 2023.
- Hosted first event: Engineering Careers Advice Event for Skills Development Scotland in August 2023.

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 2023.

Milestone	Due Date
Mobile Engineering Technology Unit purchased, commissioned, and tested.	2024/2025
Creation of Product Innovation Lab at the Aviation Academy and Creative Exchange Perth.	2024/2025
Increased quantity & range of machine tool equipment available for use at Dundee & Angus College, Angus Training Group Perth, University of the Highlands and Islands	2023/2024

Key Risks

Risk	Mitigation
Aviation Academy delayed.	Funding for the Product Innovation Lab can be re-allocated to TCEP main Project and delivery re-phased.
Issues on agreement of the structure of the new entity and roles within the Project.	Under review with solicitors to ensure Project progresses in collaborative manner.

CASE STUDY

In January 2023, TCEP employed a Project manager and continued to develop the facilities at the Engineering Partnership Innovation Centre (EPIC) with the installation of signage and equipment including; CNC machines, micro CNC's, 3D printers and cobots. Staff have had the opportunity to trial the equipment during training sessions in preparation for delivery of courses in the coming academic year. A Launch event was held in June to celebrate this milestone and welcome local businesses, authorities and wider community to the centre to raise awareness and share the aspirations of the partnership. In August 2023 an information session was held for careers advisors from Skills Development Scotland. This event supports TCEP objective of raising awareness of career opportunities and aims to ensure the advisors are informed and able to share this knowledge with those considering their future career prospects. The event was very well received, and we look forward to continuing to develop our relationship going forward.

Work has also continued to foster a greater partnership relationship, agreeing a strategy and encouraging collaboration and information sharing. This has facilitated procurement planning progress with new equipment planned to arrive with Angus Training Group, UHI Perth, Dundee and Angus College and Perth & Kinross Council in Q4. We are now working closely with local schools and Developing Young Workforce to hold pilot events in Q3 which we hope to be able to roll out to wider audiences in Q4. The Partnership continues to grow it's network within the region and beyond with connections to AIMS at Dumfries & Galloway College, TCRD Digital Skills Project, Scottish Manufacturing Advisory Service (SMAS) and National Manufacturing Institute Scotland.



£188.2m

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.

Growing the Tay Cities Biomedical Cluster, International Barley Hub, Advanced Plant Growth Centre, cyberQuarter, Eden Campus, Stretch Dome Simulator, and Mercury Drone Ports have all received Full Business Case approval. To the end of September 2023, there is one Angus Fund Project in delivery – Mercury Drone Ports and a further Project is expected to be approved in 2023-24.

£25m



Growing the Tay Cities Biomedical Cluster

Project Owner: University of Dundee

Enabling the region to...: Innovate & Internationalise

Thematic Board: 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 is creating a new three-story Innovation Hub to support the scale up and expansion of substantively invested new life sciences companies. It will provide essential laboratory and office space to anchor and support biopharma, biotech, informatics and MedTech companies in the heart of the city, immediately adjacent to the University of Dundee campus. The Innovation Hub’s modular design of chemistry, biology, flexible laboratory, and office spaces enables client companies to adjust their footprint during growth. The Project will significantly drive expansion of the regional life sciences commercial cluster, attracting inward investment and quality job opportunities to the region.

The Project will also deliver a new multidisciplinary Tayside Innovation MedTech Ecosystem (TIME) to enable new medical technologies to quickly move from prototyping to commercialisation to adoption by the NHS. Refurbished MedTech facilities at the University of Dundee School of Medicine and extended Thiel cadaveric facilities at the University Centre

for Anatomy and Human Identification will enable the clinically informed development and testing of emerging medical technologies, and provide an attractive environment for industry and clinical engagement. The overarching vision is to fully maximise the region’s exceptional life sciences and health capabilities to catalyse a step change in innovation-led growth, enabling economic growth and public benefit.

Headline Achievements

Since October 2022, the Project has achieved the following:

- The University of Dundee was named the UK’s best for supporting spin-out businesses, according to industry-leading analysis (Gateways to Growth: The Entrepreneurial Impact Report, Octopus Ventures, Sept 2023). This continues the reputation of the Tay Cities Region as a centre for excellence biomedical translation and commercialisation.
- The capital programme works for the Innovation Hub and Medical Technologies pipeline all commenced this year and are progressing well.

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 2023.

Milestone	Due Date
Completion of construction/fit out works: <ol style="list-style-type: none"> 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub 	<ol style="list-style-type: none"> 1. 2024 2. 2023 3. 2024
Occupation of Buildings <ol style="list-style-type: none"> 1. Thiel Cadaver Facility Extension (CAHID) 2. MedTech R&D Unit Refurbishment (Wilson House) 3. Tay Cities Innovation Hub 	<ol style="list-style-type: none"> 1. 2024 2. 2024 3. 2024

Key Risks

Risk	Mitigation
Escalating construction and refurbishment costs lead to enforced “cost cutting”, stalling the Project or reducing the quality of the Hub and MedTech pipeline.	Robust management and change control processes are embedded and communicated. University of Dundee has an excellent track record of managing capital Projects on time and on budget.
The effects from inflation rising at record rates, and the impact of the conflict in Ukraine on supply chain and energy prices.	Significant contingencies have been identified in each of the respective Projects to cover unforeseen costs.
Brexit Impact	Significant contingencies have been identified in each of the respective Projects to cover unforeseen costs.

CASE STUDY

The importance of having a strong life sciences sector to translate research into new diagnostic, therapeutics and vaccines for public benefit has never been more important. At the same time, scientific R&D contributes to carbon emissions, with laboratory buildings by their nature often resource and energy intensive.

The University of Dundee is investing in innovative geothermal technology to mitigate the carbon footprint of the Innovation Hub, a new 4,863m² life sciences building. Requiring significantly less space than traditional ground source heat pump technology, innovative, directional technology is being used to form boreholes to a depth of c. 195 metres underground. This means the earth can be used as a source of low-grade heat which is turned into higher grade heat for use in the building. It can also act as a battery for the storage of low-grade heat recovered from the cooling and ventilation systems. Incorporating a sustainable source of heat and cooling in the Innovation Hub is aligned with the University of Dundee's Environmental and Sustainability policy to minimise its impact on the environment. Moreover, it ensures that the new commercial life sciences company infrastructure being creating in Dundee will be both sustainable and create economic growth.

£35m



International Barley Hub

Project Owner: The James Hutton Institute

Enabling the region to...: Innovate & Internationalise

Thematic Board: 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. For more news and updates, please visit the International Barley Hub website [International Barley Hub](#).

Headline Achievements

Since October 2022, the Project has achieved the following:

- Phase 0 (Enabling Works) complete
- Phase 1 (New Access Road) 95% complete
- Phase 2 (IFF/IBH Facilities) complete
- Phase 3 (Demolitions and Infrastructure) complete
- Phase 4 (Main IBH/APGC Building) 50% 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 2023.

Milestone	Due Date
Construction section 4-7	2024

Key Risks

Risk	Mitigation
Funding constrictions due to planning application grant with condition of building separate junction.	Planning consultant appointed.
Construction inflation is higher than included in the Full Business Case.	The extent of the potential funding gap is lessening as various actions crystallise positively.
Challenge of the reduction of Hutton 23/24 Budget	Ongoing lobbying around impact of funding cut and wider financial pressures. All areas of cost under review. All areas of potential additional income generation being reviewed.

CASE STUDY

The International Barley Hub Field Centre at the James Hutton Institute was officially opened on the 2nd of December 2022 by UK Government Minister for Scotland, Malcolm Offord. This marked a major milestone in establishing Scotland as a leader in global food security and crop resilience. Barley is the most predominant crop grown in Scotland, and supports 40,000 jobs in the UK north of the border, largely due to its key role in the world-renowned Scottish whisky industry.

Demand for the crop has grown in recent years, due to £2bn of investment in national distillery infrastructure, growth in the craft beer sector and increased whisky sales. However, research from the James Hutton Institute has found it is becoming increasingly difficult to meet this demand, due to adverse weather conditions reducing barley yields, changes in pesticide bans and crop management challenges.

The International Barley Hub (IBH) will promote scientific discovery and innovation to tackle these issues, as well as piloting new technologies for crop management, such as precision agriculture sensors and drones and will support cereal growers, brewers, distillers, and new business development. The IBH Field Centre is where barley is taken from the fields and sorted, dried, threshed and analysed and includes modern spacious laboratories, a new drying machine, threshing equipment and large amounts of storage.

The building itself has been built to incorporate many sustainable features such as reduced lighting power densities using low-energy LED lighting; sub-metering of energy consumption to enable better understanding of usage, local exhaust ventilation systems to reduce employee exposure to airborne contaminants such as dust and fumes and low fabric U-values and air filtration in excess of the Scottish Technical Standards requirements.

Investment in the IBH is also expected to generate over £105m benefit to the UK over the next 30 years, nearly £60m of which will be in Scotland. It will also generate 1,281 full-time jobs in Scotland, increasing to 1,838 FTE jobs in the UK after 10 years. Construction contracts worth £28.7m were signed between the Hutton and McLaughlin & Harvey at the opening to complete the construction of a combined Advanced Plant Growth Centre (APGC) and International Barley Hub (IBH).



£27m



Advanced Plant Growth Centre

Project Owner: The James Hutton Institute

Enabling the region to...: Innovate & 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

Since October 2022, the Project has achieved the following:

- Phase 0 (Enabling Works) complete
- Phase 1 (New Access Road) 95% complete
- Phase 2 (IFF/IBH Facilities) complete
- Phase 3 (Demolitions and Infrastructure) complete
- Phase 4 (Main IBH/APGC Building) 50% 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 2023.

Milestone	Due Date
Construction section 4-7	June 2024 – July 2024

Key Risks

Risk	Mitigation
Funding constrictions due to planning application grant with condition of building separate junction.	Planning consultant appointed.
Construction inflation is higher than included in the Full Business Case.	The extent of the potential funding gap is lessening as various actions crystallise positively.
Challenge of the reduction of Hutton 23/24 Budget	Ongoing lobbying around impact of funding cut and wider financial pressures. All areas of cost under review. All areas of potential additional income generation being reviewed.

CASE STUDY

Crop Prime - The establishment of the Advanced Plant Growth Centre has allowed the James Hutton Institute to collaborate with leading research groups and industrial collaborators. This last year we announced our involvement in a new European research Project called 'CropPrime.' With EU Horizon funding of up to €1 million confirmed, CropPrime will develop molecular priming technologies, which will enhance crop yield under stressful conditions caused by climate change. One important aspect of the Project will be the identification of natural compounds found in plant biostimulant products (which trigger natural plant processes that enhance nutrient use efficiency), derived from marine algae. Additionally, the Project will work on developing RNA (similar to DNA) -based fungicides to reduce fungal infections in crops. The overall goal of this research is to develop sustainable agri-tech products to help crop growers protect and enhance their crops against adverse weather conditions such as drought, heat, cold, and water-logging, which are becoming more frequent due to climate change

SusProt - Another Project was to do with our involvement in SusProt, a consortium Project involving UPP, the harvesting technology and broccoli protein innovator plus agrifoodtech researchers and engineers and the Hutton which won a grant of £800k from the Department of Food and Rural Affairs (DEFRA) and UK Research and Innovation (UKRI). It aims to target 80% of the currently unharvested broccoli crop biomass to extract proteins and ingredients with the aim of creating low-cost, low-impact, highly nutritious protein from this previously wasted side stream which could be a more sustainable alternative to pea or soya protein.

£26.5m



Angus Fund

Fund Owner: Angus Council

Enabling the region to...: Innovate & 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:

- Centre for Agricultural Sustainable Innovation
- Mercury Drone Ports

- Connecting Montrose
- Clean Growth Business Park
- Low Carbon Housing
- 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 2022, the Fund has achieved the following:

- Centre for Sustainable Agricultural Innovation (CASI): CASI will now be delivered as four separate Projects following the removal of the CASI HQ due to business need requirement development. Four separate Outline Business Cases are currently being developed.
- Angus Rural Mobility Hub (ARMH): An Outline Business Case for the Project was approved in March 2023. The Full Business Case is currently being developed and an appointment has been made to RSK Engineering and Environment Consultants to develop the detailed designs of ARMH to enable planning permission to be submitted in late 2023. Additional funding of £10,000 was awarded in July 2023 by the Energy Technology Partnership to explore the development of green hydrogen.
- Zero Four Clean Growth Business Park: Angus Council is continuing to work with Crown Estate Scotland on a detailed masterplan, incorporating space for research and development, production space and offices together with an energy centre. The Outline Business Case is expected to be submitted in 2024 with a detailed planning application for Zero Four to follow.

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 2023.

Milestone	Due Date
Outline Programme Business Case for Centre for Agricultural Sustainable Innovation (CASI) approved by the Joint Committee	2023/2024
Full Business Case for Angus Rural Mobility Hub approved by Joint Committee	2023/2024
CASI Projects: Outline Programme Business Case for 4 x Centre for Agricultural Sustainable Innovation (CASI) Projects	2024/2025
CASI Projects: Full Business Case for 4 x CASI Projects approved by Joint Committee	2024/2025

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.

Risk	Mitigation
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.
Inflationary Pressures	All Projects will be at risk from Inflationary Pressures. Projects will be delivered within available Angus Fund budget and evaluated during development of business cases to ensure overall outcomes can be achieved.

CASE STUDY

The Angus Rural Mobility Hub (ARMH), 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. Following a Memorandum of Understanding being signed between Angus Council and Dalhousie Estates entering into an agreement to work together in January 2022, plans to develop the Clean Growth Business Park have moved at pace.

Consultation began in November 2022 with local community councils to help shape future proposals, informing members of the public how the new clean growth business park will integrate zero carbon energy systems with mobility services, particularly for rural service provision and create skills opportunities. Local schools were also engaged within this process, providing real-life learning opportunities to enhance their learning.

An Outline Business Case for the Project was approved in March 2023 with the Full Business Case being submitted on 15 August 2023, focusing on opportunities including an EV charging infrastructure, business space for sustainable growth, distributed energy generation and storage, clean refueling (biogas and hydrogen), and smart logistics solutions.

Additional funding of £10,000 was awarded in July 2023 by the Energy Technology Partnership to explore the development of green hydrogen. The study is being run by the University of Dundee, Angus Council and Dalhousie Estates, focusing on developing renewable hydrogen production to decarbonise heavy duty vehicles at ARMH. Progressing further, an appointment has been made to RSK Engineering and Environment Consultants to develop the detailed designs of ARMH to enable planning permission to be submitted later in 2023.



Angus Fund – Mercury Drone Ports

Project Owner: Angus Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



Project Description

Mercury Drone Ports, part of the Angus Fund, is creating Scotland’s first DronePort and drone delivery network; establishing Angus as an international centre for the development of drone technologies and logistics both onshore and offshore.

Mercury Drone Ports will support the adoption of safer, sustainable, green and more cost-effective alternatives to both commercial and public sector activities through drone operations.

Initially, the primary focus will be on the development of drone-based technologies and their application within the environments and industries found on and offshore Angus. Operations are likely to include deliveries, long-range inspection/survey missions and autonomous asset surveillance for the following industries:

- Offshore wind
- Offshore oil and gas
- Ports and Maritime
- Agriculture
- Rural public services

Headline Achievements

The Project received Business Justification Case approval from the Joint Committee on the 24th March 2023.

To date, the Programme has achieved the following:

- Mercury Drone Ports: Successful Beyond Visual Line of Sight drone trials with NHS Tayside were undertaken between November 2022 and February 2023. Angus Council are working with Civil Aviation Authority (CAA) on developing the proposed air-space.

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 2023.

Milestone	Due Date
Drone Concession Contract Procured	2024/2025
Dedicated Airspace & Operations for BVLOS Activities	2024/2025
Dedicated BVLOS Airspace & Public Drone Experience	2024/2025

Key Risks

Risk	Mitigation
Risk of land not being ready for development.	Seek alternative option at Broomfield Industrial Estate, Montrose.
Delay in securing approved airspace.	Work with an ASNP to develop the ACP/Safety case to deliver phase 1 of the Project.
Lack of commercial viability - demand for drones low in Angus.	Concessionaires will be required to carry out market engagement to establish use cases and commercial uses for the drone port.
Unable to secure commercial advice due to capacity within the industry for this specialist advice and budget available.	Working with Procurement Manager on procurement options available and to ensure best value for the Council.

£11.7m



cyberQuarter

Project Owner: Abertay University

Enabling the region to...: Innovate & 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 2022, the Project has achieved the following:

- Hosted 45 events at the physical hub, bringing more than 1700 visitors to this new home for the cyber security industry led innovation, in Scotland.
- Commitment from thirteen organisations to become the Founding Partners for the Abertay cyberQuarter, creating new partnerships across public, private and third sectors to respond to shared challenges and create fresh responses.
- More than 600 local primary school children have taken part in The Big Data Show, coming into the cyberQuarter alongside creative education experts to learn about becoming more cyber resilient, seeing the wide range of cyber careers on offer and gaining their first cyber related qualifications.

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 2023.

Milestone	Due Date
Benefits Realisation Plan/Reporting	2023/24

Key Risks

Risk	Mitigation
The Capitalisation of Pump Priming Fund	Outcome of discussions positive, with the Project expecting to drawdown from 2024-2025 onwards.

£26.5m



Eden Campus

Project Owner: University of St Andrews

Enabling the region to...: Innovate & 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 2022, the Project has achieved the following:

- The Enterprise hub has now grown from our Entrepreneurship Centre to include the Rapid Prototype Centre (RPC), Electronics Workshop, tenanted laboratory space and a co-location space for business use and collaboration.
- The RPC has the latest 3D modelling and CAD software, electromechanical engineering tools, additive printing technology, laser cutting facilities and large scale CNC machines. This space will enable innovators to design, build and test prototypes of their inventions and is open to provide a resource to both local start ups and well as the campus community. Alongside this, is the Electronics Workshop, with printed circuit boards (PCBs), CNC mill, soldering and de-soldering equipment, reflow oven, test equipment, oscilloscopes, printed circuit assembly and in-circuit testing. From start to finish, we offer a combination of hardware and software design solutions with custom printed PCBs assembled into fully functional prototypes.
- Landlord works were completed on the Pulp Shed and the building has been handed over to our tenant, Eden Mill, for their fit out works in creating a whisky & gin distillery and visitor experience facility with open Eden Estuary views. Their detailed construction works are running to programme with the facility due to open by summer 2024.
- Eden Campus has over the last year commissioned and now operating part of the Genesis Project with our unique Scottish battery scale up facility. The official opening and naming of this facility is due on the 4th October 2023 by our Principal, Professor Dame Sally Mapstone.

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 2023.

Milestone	Due Date
Enterprise Ecosystem Project - Enterprise Hub - Deliver Design Package & gain approval to proceed from Fife Council Governance committees	December 2023
Genesis - P2X - Funding for building and infrastructure achieved	May 2024

Key Risks

Risk	Mitigation
Lack of Funds	Mitigation is to reduce the scope further to bring the scheme within budget.
Reduced Jobs	The Project has created a number of jobs through the multi-million capital construction Programme and through further Projects and tenants the targets will be met.
Reduced Leverage	Eden Campus had brought in multi-million ££ of leverage to the campus. Also through targeting further grant funding and private investment we will meet the targets.

CASE STUDY

The GENESIS Project set out to catalyse enhanced commercial innovation in energy storage and conversion. Our strategy was to provide SME's access to scale-up facilities for the translation of research towards early prototyping. Thus, we enable companies to prove technology before moving to scaled manufacturing. Specifically, we established a range of processing capabilities of relevance to battery, fuel cell and catalyst manufacture. This included test and development space where companies can access high-quality equipment, facilities, university know-how and expertise.

Central to the Project was the creation of a state-of-the-art Battery Scale-up Facility at Eden Campus. This comprises a dry laboratory (with specialist air handling and extraction) equipped with industrial-scale equipment for battery pouch cell production. The Project was aimed at companies operating in a range of energy-related activities, across a range of disciplines, acting as an innovation bridge to smooth the transition between different TRLs and crossing the well-known "valley of death", transiting from research to innovation.

The facilities and specialist equipment were intended be of particular interest to companies developing new products, and which needed a space to test and develop their products, with access to technical equipment beyond the reach or operational capability of many SMEs. Although united by the theme of low carbon technologies, target companies were from diverse sectors and geography. By sector, we have been particularly keen to engage with companies who are involved in the development of low-carbon processes and technologies, including:

- Manufacture and processing of energy materials, including catalysts and supports;
- Manufacture and Development of new generation batteries;
- Manufacture of technologies related to low-carbon heating.

In terms of innovation profile, the Project was aimed at SMEs which are innovation-ready, have identified possible product or process innovations, and were looking to either develop further those innovations, to test or demonstrate them, and were looking to build a platform to scale-up.

£300k



Stretch Dome Simulator

Project Owner: University of St Andrews

Enabling the region to...: Innovate & 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 2022, the Project has achieved the following:

- Appointed Head of Software Engineering, Technical Director, and Lead for the Green Economic Ecosystem
- Developed the Nautilus Network to create a citizen science network with schools across Scotland.
- Developed the EDGAR model for a major government agency, to support sustainable decommissioning decisions in the energy sector.
- Won Interface Award to identify the niche for a novel, non-Li battery system.

- Visualised Wind Turbine Generators for collaboration with a District Network Operator.
- Invited to bid for ecological/engineering visualization and simulation of wind energy installation off Northern Europe.

Key Milestones & Progress

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

Key Risks

Risk	Mitigation
Risk that data sources are not found nor open to be used within the Project.	Networking and providing presentations to all sectors to highlight benefits of being part of the concept.
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 steppingstone 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 the right mix of skilled staff and build a pipeline of Projects within academic communities and industry before the simulator is acquired to demonstrate early success.
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 in order to embed those within the new 'business as usual' reality which is now in situ. This enables the Project to anticipate, plan and mitigate against those risks to the University and Eden Campus in a more agile way.

CASE STUDY

The D'Arcy Thompson Simulator Centre Limited is 'imagineering' Future Energy Systems (FES) with the aid of its sustainaVERSETM, initiative, to develop a fully integrated, virtual / physical space across Eden Campus at the University of St Andrews, where models can be interfaced, data imported and prototypes tested, for the rapid implementation of innovation and change in balance with NATURE.

Working with Cumulus Energy Storage, <http://www.cumulusenergystorage.com> thanks to support from the Inward Investment Catalyst Fund, the Company has conducted a Front End (FRED) Visualization of Cumulus's copper / zinc (Cu/Zn) batteries, as a safe, affordable and reliable alternative to lithium-ion (Li-ion) batteries in the context of their potential as part of a local microgrid. The University of St Andrews' Estate was used as a virtual test bed in the first instance. The energy profile for the David Russell Apartments, as a hall of residence, were promising for the unique properties of Cumulus technology, which uses proven chemistry and architectures from the metal-refining industry.

The output of the piece of innovative work underpins the case for a physical Cumulus battery to be placed at the Eden Campus, to be run in conjunction with its 1MW solar array, and subjected to the synthesized demand profile for specific building clusters.



£49.7m

An Innovative, International Tay

Culture & Tourism

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

Within the Regional Culture and Tourism Investment Programme, there are currently 3 Projects which have received Full Business Case approval; Hospitalfield, Discovery Point Transformed and Pitlochry Festival Theatre. The Perth Museum and Aero Space Kinross Projects have also received Full Business Case approval.

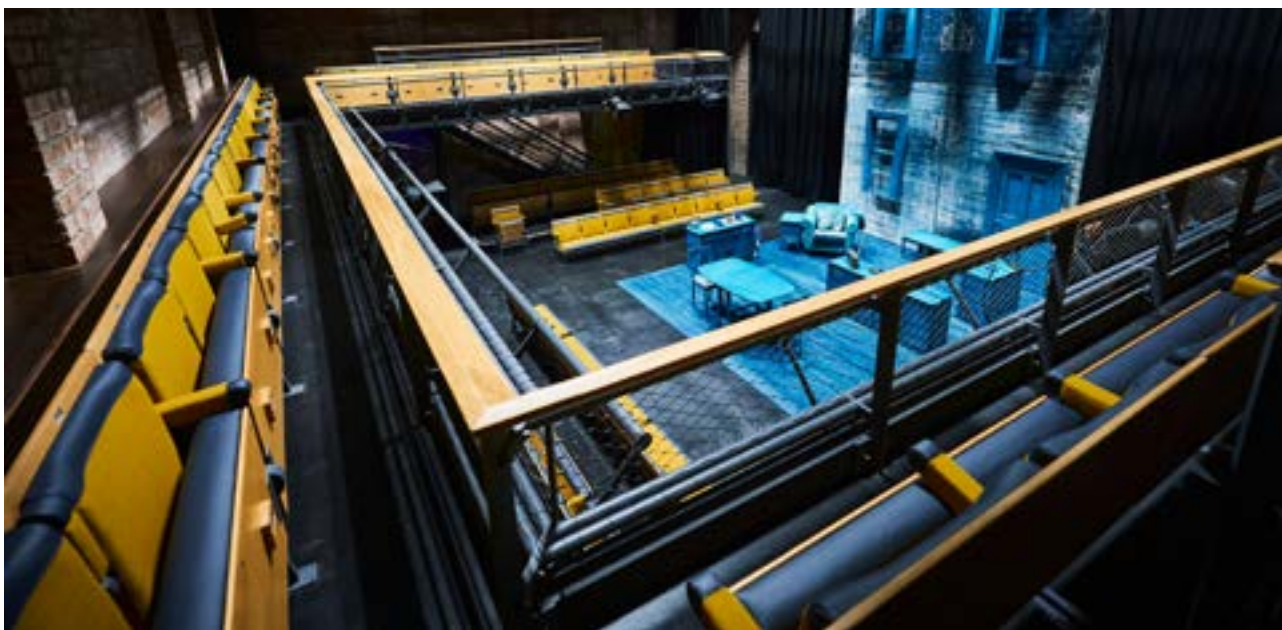


Regional Culture & Tourism Investment Programme

Programme Owner: Angus & Dundee City Councils

Enabling the region to...: Innovate & Internationalise

Thematic Board: 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.

Headline Achievements

Since October 2022, the programme has achieved the following:

- The Pitlochry Festival Theatre Project secured Joint Committee approval in March 2023
- Tay Adventures and HMS Unicorn have continued to develop business cases in line with the Programme refresh
- The Programme Owner is working towards a refresh of the Regional Culture & Tourism Investment Programme in 2024/25.

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 2023.

Milestone	Due Date
Programme Outline Business Case Updated and Approved by the Tay Cities Partnership	2024/25
Second tranche of Project(s) Full Business Cases approved by the Tay Cities Partnership	2024/25

Key Risks

Risk	Mitigation
The investment programme fails to prioritise Projects that help deliver a stronger and more sustainable collaborative approach between the tourism and creative sectors	The prioritisation criteria include scale, significance and transformational capacity for the assessment of individual Projects.
Individual Projects are unable to secure match funding due to changes in the funding environment.	The assessment criteria will be reviewed after the first tranche of Projects are recommended for approval through the Full Business Case. This will include match funding requirements and the current investment position.
The investments fail to deliver inclusive and sustainable growth.	The contribution that a Project makes to delivery of accessibility and fair work will be assessment criteria. Each Project’s impact on the built and natural environment will also be assessed.
Construction inflation is higher than included in the Full Business Case.	Use of a recognised Construction Industry inflation index in the Business Case.
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.

£5.5m



Hospitalfield

Project Owner: Hospitalfield

Enabling the region to...: Innovate & 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:** Garden and Garden buildings – complete and open to the public.
- **Phase 2:** The repair of the historic studios and the development of the new 21st century digital studio. Development of learning and community engagement arts studios as well as the restoration of the old laundry and tack room to accommodate the horticulture programme.
- **Phase 2B:** The new guest house and restoration of the cottage which is the only accessible accommodation within the envelope of the historic building.

- **Phase 3:** Chapel – completed all design development and ready to go out to tender, closing fundraising target aiming to be on site early 2024.
- **Phase 4:** House and collections building – detailed design to RIBA stage 3 detail design underway.

Headline Achievements

Since October 2022, the Project has achieved the following:

- Growing and diversifying public programme, welcoming people from across the Tay region and from far beyond.
- Working with local communities with a careful consideration on how Hospitalfield is capitalising on its asset for the local community as well as becoming a vital destination.
- Getting to site with phase 2 in a most challenging year for the construction industry.

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 2023.

Milestone	Due Date
Accommodation and Artist Studios	2023/24
Completion of Design Phase of the Mortuary Chapel	2023/24
Complete the detailed design and planning permission for the House & Visitor Experience and the Collections	2023/24
Funding in place for the cost of Phase 4	2024
Achieving permission to start status from the National Lottery Heritage Fund	2024

Key Risks

Risk	Mitigation
Phase 2	The Trust is working hard to raise the revenue funding required to support the use of these new facilities.
Phase 2B: Not raising the matched funding to be able to complete phase 2A. The Guest house and restoration of the cottage – this is the critical income generation phase.	Hospitalfield was supported by Angus Council in submitting a stage 1 Regeneration Capital Grant Fund – this was turned down at first submission. The Trust will re-submit and look at other potential solutions. Discussion with Angus Council on this is also important.
Phase 3: Not raising the matched funding for the chapel.	This phase will be slowed if funds are not able to be raised in time.
Phase 4: Funding for the House and reception and collections building – this is the critical heritage and visitor attraction phase.	Discussion with all stakeholders HES, NLHF and TCRD will be required. Political support will be important locally and at SG level.

CASE STUDY

Hospitalfield's studios are now amongst the very few purpose-built studios in Scotland from the 19th Century. As the Project to restore these studios continues, Hospitalfield proceeds to build upon the expectation for 2024/25 when they will have wonderfully restored and new facilities which will support both their artist residency and learning and engagement programmes.

In the interim, the artist residency programme, even without the studios, continues to host artists from across Scotland, the UK and with international partners, including the British Council, from across the globe. Expectations have been carefully managed throughout, making visitors aware that the studios are currently unavailable as phase two of construction is underway and what they can expect to experience in future visits.

Despite construction work being underway, throughout the year Hospitalfield have run over 70 days of free community activity through their arts and horticulture programme. This includes hosting over 280 children and young people, as well as working with partners including Angus Carers, Penumbra, Tayside Healthcare Arts, and the Angus Community Mental Health Team.

Focusing on working with local food and drink producers across Angus, Hospitalfield have been using the café and garden as a public platform to provide additional learning and wellbeing activity.

Phase two of the Future Plan capital programme started on site in November 2022, as part of a 12-month building programme. This £3.4m programme of work will restore the 19th and early 20th century studios and see a new 21st century digital studio built on the site. To date, the contractor Linnear Construction, has completed the complex process of insulating the older building, laid underfloor heating in the form of air source heat pumps, which will vastly improve the way in Hospitalfield can use these studios at a very low cost, both financially and in terms of the impact on the environment.

With the design work for the Hospitalfield Chapel now complete, once the final fundraising package is fully achieved Hospitalfield will then go out to tender to begin the next phase of the Project.

£2.5m



Discovery Point Transformed

Project Owner: Dundee Heritage Trust
Enabling the region to...: Innovate & 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 2022, the Project has achieved the following:

- Phase 1 of Project now 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 2023.

Milestone	Due Date
Phase 2 Works Start	2023/24

Key Risks

Risk	Mitigation
Fundraising target shortfall	Project pursuing additional funding from various sources.
Construction cost inflation	<p>The board has opted to value engineer cost and re-set overall Project fundraising target to £12m. A value-engineered budget has been prepared by an experienced quantity surveyor (Turner Townsend) and includes industry standard contingencies for risks and inflation.</p> <p>For Phase 2, the Project will transfer or share procurement risks by awarding either a fixed price contract or a partnership risk sharing agreement with our main contractor.</p> <p>A degree of Brexit-related cost increases are already included in assumptions. If exceptional inflationary pressures are experienced, additional fundraising may be required.</p>



Pitlochry Festival Theatre

Project Owner: Perth & Kinross Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



Project Description

The Scottish Government will commit up to £10 million to Pitlochry Festival Theatre and a transformative programme of building upgrades has now completed the first of the three phased Project. The programme builds upon PFT’s proud history to now create a centre of excellence for the 21st century, combining high quality theatre with a new approach to vocational training and skills development which responds to talent pipeline gaps within the creative sector, and an unrivalled visitor experience – all situated in an extraordinary location. No other Scottish cultural organisation is delivering such an ambitious programme.

The Theatre stands out through its high level of production output including its unique six-show summer season, through the beautiful Highland Perthshire setting and 11-acre green campus, and through an audience drawn from the local area, Scotland, the UK, and the world. The distinctive visitor experience is complemented by a commercially effective business model and a comprehensive on-site operation that substantially benefits the local economy.

Headline Achievements

The Project received Full Business Case approval from the Joint Committee on the 24th March 2023. To date, the Programme has achieved the following:

- Completed delivery of new 172-seat Studio theatre inserted within the existing building’s envelope.
- Completed delivery of upgraded, legible and accessible courtyard, entrance foyer and Box Office contributing a warm visitor welcome and strong placemaking, showcasing our enviable position on the stunning River Tummel, overlooking Ben-y-Vrackie.
- Completed delivery of upgraded accessible toilet facilities and a new accessible changing room adjacent to both the Studio and Auditorium performance spaces, allowing our organisation increased inclusivity to artists and creatives making work for our venues.
- Completed delivery of partial plant upgrade to service the first phase works, switching energy units to air source heat pumps, and disconnecting the Theatre from the gas network, to significantly reduce our carbon consumption.
- £9.1m from private funders has been secured.
- Design of Phase 1B & 2 is being finalised for Planning in September 2023, with Phase 1B due to commence work in January 2024.

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 2023.

Milestone	Due Date
Planning Permission for Phase 1B	2023
Commencement of construction/fit out works: Phase 1B – Building’s Thermal Envelope & Partial Plant Update	2024
Completion of construction/fit out works: Phase 1B – Building’s Thermal Envelope & Partial Plant Update	2024

Key Risks

Risk	Mitigation
Existing building could require external repairs, due to fabric of the existing buildings is deteriorating.	Carry out intrusive surveys and remedial repairs if required to prevent further deterioration before main works commences
Late design information causes delay and cost uplift	Agree and monitor design programme. Any late design information to be reviewed by the QS and team to identify potential changes prior to being issues to contractor.
Changes to budget and Programme give rise to additional fee claims from the Design Team	Final scope and Programme to be reviewed against Design Team fee schedules
Inflation and supply chain issues	Procurement is to be proactive and use the storage facilities available on site to secure materials

£10m

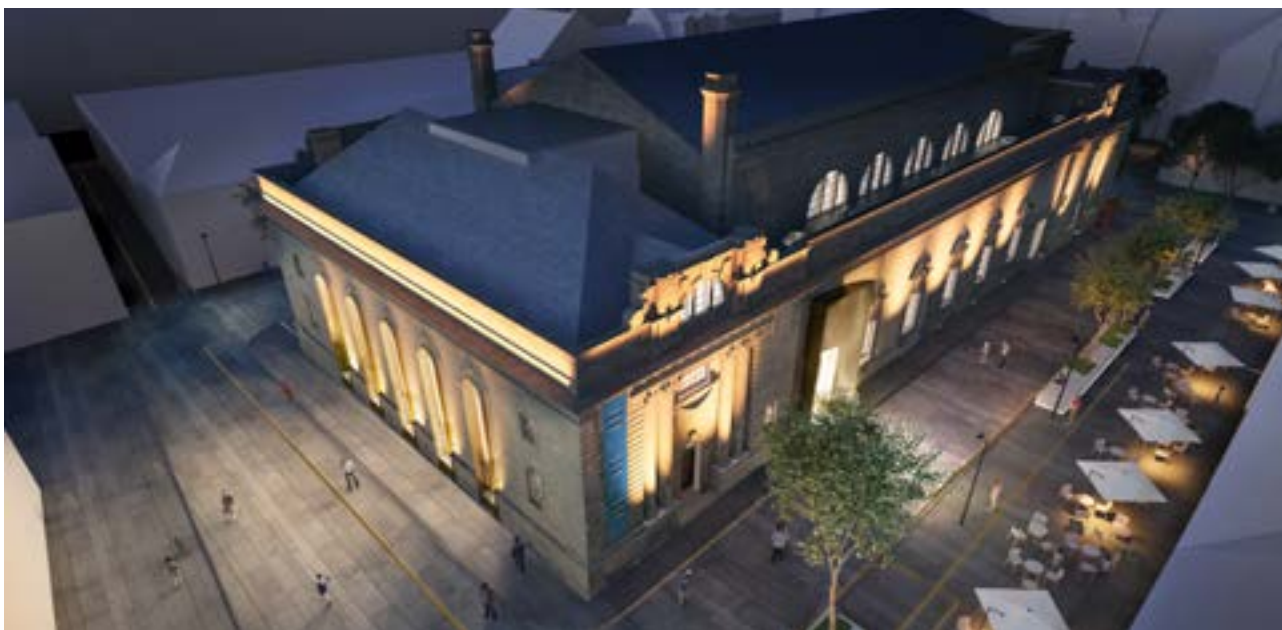


Perth Museum

Project Owner: Perth & Kinross Council

Enabling the region to...: Innovate & 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 Category 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 2022, the Project has achieved the following:

- Perth Art Gallery Refurbishment Complete in March 2023
- Construction Phase Complete in August 2023
- Exhibition fit-out Phase Complete in August 2023

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 2023.

Milestone	Due Date
Specialist fit out of the Perth Museum	2023
Client moved into the Perth Museum	2023
Perth City Hall Opens for Visitors	2024

Key Risks

Risk	Mitigation
There is a risk that business case assumptions (income/ expenditure) in the approved Full Business Case do not align with how visitor markets are recovering post-Covid.	A Commercialisation Plan is in place and CPK are developing fundraising activities. This work is currently overseen by the Senior Officers Group.
There is a risk that the different elements of exhibition fit-out in the Pavilion, which involve several specialist sub-contractors, are not aligned to ensure smooth fit-out.	A separate programme has been developed to manage this. This risk is being managed. Operational working group established, overseen by Senior Officers group

CASE STUDY

Perth Museum is the major strand of the Perth Cultural Transformation Programme initially approved by Perth & Kinross Council in 2016. The Programme was developed based on evidence from a detailed market appraisal of Perth's performance as a tourism destination. This identified significant market opportunity and failure, with the majority of tourism visits to Highland Perthshire not Perth; a decline in local visitors to cultural attractions; and significant growth potential in the day visitor and international visitor markets in particular. Perth's tourism 'brand' was strongly associated with its heritage status to the detriment of its growing contemporary arts and creative sectors.

To address this a new interpretation story for Perth was developed, Ancient Roots/Modern Scots, to showcase Perth's place as the original capital of Scotland and centre of the early medieval Kingdom of Alba - alongside its important place in the modern Scottish Cultural Renaissance with key figures including the modernist painter John Duncan Fergusson, poet William Soutar and the city planner and environmentalist Patrick Geddes.

A key element of the new Perth Museum was the bid for the Stone of Destiny, also known as the Stone of Scone, to move from its current home at Edinburgh Castle to Perth close to its place of origin at Scone where every Scottish monarch was crowned until the 13th century when Edward I took the Stone to Westminster Abbey, where it continues to be used for Coronations, mostly recently for King Charles III in May 2023. This move was confirmed in 2020, followed in 2022 with UNESCO Creative City status being awarded to Perth, now the only UNESCO City of Craft in the UK.

£1.6m



Aero Space Kinross

Project Owner: Perth & Kinross Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



Project Description

The investment will provide the foundation of a funding structure to construct a uniquely themed Aviation, Astronomy and Space Flight Science Centre. The Project will include:

- An interactive, educational and inspirational experience that will attract people from all over the UK and beyond to this must-see visitor destination; and
- Development and operation a fixed dome planetarium, exploring the universe through modern and interactive tools and technologies.
- Aero Space Kinross’s activities and attraction is underpinned by the desire to encourage science, technology, engineering and mathematics (STEM) led opportunities. The Project will stimulate excitement and participation in career and leisure opportunities in the multi-faceted aerospace sector and encourage future generations to enter a high value industry via existing educational and training bodies in the region.

Headline Achievements

The Project received Full Business Case approval from the Joint Committee on the 23rd June 2023. To date, the Programme has achieved the following:

- The Project received Full Business Case approval from the Joint Committee.

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 2023.

Milestone	Due Date
Discovery Centre construction completed	2024
Fixed dome planetarium construction completed	2024

Key Risks

Risk	Mitigation
The Project is unable to secure full funding for the investment required	Adopt a phased approach to the development of the centre as funding becomes available. Use of off-site construction.
The Project is unable to secure planning consent for the site and new buildings	There is a preferred site but also alternatives are available. Early engagement with the Planning Authority with draft plans to reach agreement on their requirements.
The Project fails to attract regional and international organisations and visitors	Develop a marketing and engagement strategy and plan. Work with other regional tourism organisations to jointly promote the Tay Cities region.
The preferred site can't be purchased	There is a preferred site but also alternatives are available. Funding for the site costs is being explored with several organisations.



£28m

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.

£3.5m



Low Carbon Transport & Active Travel Hubs Programme

Programme Owner: Perth & Kinross Council

Enabling the region to...: Connect

Thematic Board: Transport



Programme 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 2022, the Programme has achieved the following:

- EV Chargers and Car Port Structure installed at Low Carbon Broxden Hub.

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 2023.

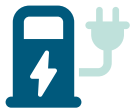
Milestone	Due Date
Phase 2 : Perth – Active Travel Hubs	
Development of Project tenders	2023
Publication of Project tenders	2023/24
Tender Awards	2024
Installations	2024/25

Key Risks

Risk	Mitigation
Insufficient governance, unable to fully resource Project.	PKC has recruited an external consultancy to develop tenders for this Project, that are well defined and technically robust. Project & Cost management consultancy has been commissioned to oversee the delivery of this Project. PKC has also appointed an internal contract manager to liaise with the external Project and Cost Management to ensure effective delivery of this Project.

Risk	Mitigation
The quality of the infrastructure does not meet the Project's outcomes.	Careful review of what technology is available on the market and precise specification in the procurement documentation. 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.

£365k



Low Carbon Transport Hub: Broxden Low Carbon Transport Hub

Project Owner: Perth & Kinross Council

Enabling the region to...: Connect

Thematic Board: Transport



Project Description

The Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fueled 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 2022, the Programme has achieved the following:

- EV Chargers and Car Port Structure Installed in January 2023
- Battery system installed and Smart Energy Management configured to enable the existing site energy capacity to be supported by the one-site Solar (Car Port Canopy) and battery system
- Final adjustments and completion of EV Chargers, Car Port Solar Canopy, Battery System & Smart Energy Management System. SSE completed the installation of the new sub-station.

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 2023.

Milestone	Due Date
Civil Works Site Closure and signage	2023
Low Carbon Installations Operational	2023

Key Risks

Risk	Mitigation
EST may not agree to extend ERDF funding timeline.	Discussion held with EST about the potential to extend ERDF funding timeline. Also discussed the potential to alter the TCRD drawdown profile for the Project.
Sub-station upgrade may take SSE longer to implement than expected	Extensive discussions with SSE over the last year. SSE have confirmed they intend to deploy the new sub-station at Broxden in summer of 2023.
Sub-station upgrade at Broxden Park & Ride has triggered grid re-enforcement works and will require a new GRP unit.	An alternative design has been developed to enable the new equipment to be energised and usable within the current site energy capacities. Continuing discussions with SSE.
Change in delivery timeline	Alternative design and delivery schedule completed.


£8.9m Capital
£600k Revenue

Dundee Airport Investment

Programme Owner: Dundee City Council

Enabling the region to...: Connect

Thematic Board: Transport



Programme 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 2022, the Project has achieved the following:

- From 7th May 2023, the service moved from London City airport to London Heathrow, and it is expected that this will drive further passenger growth.

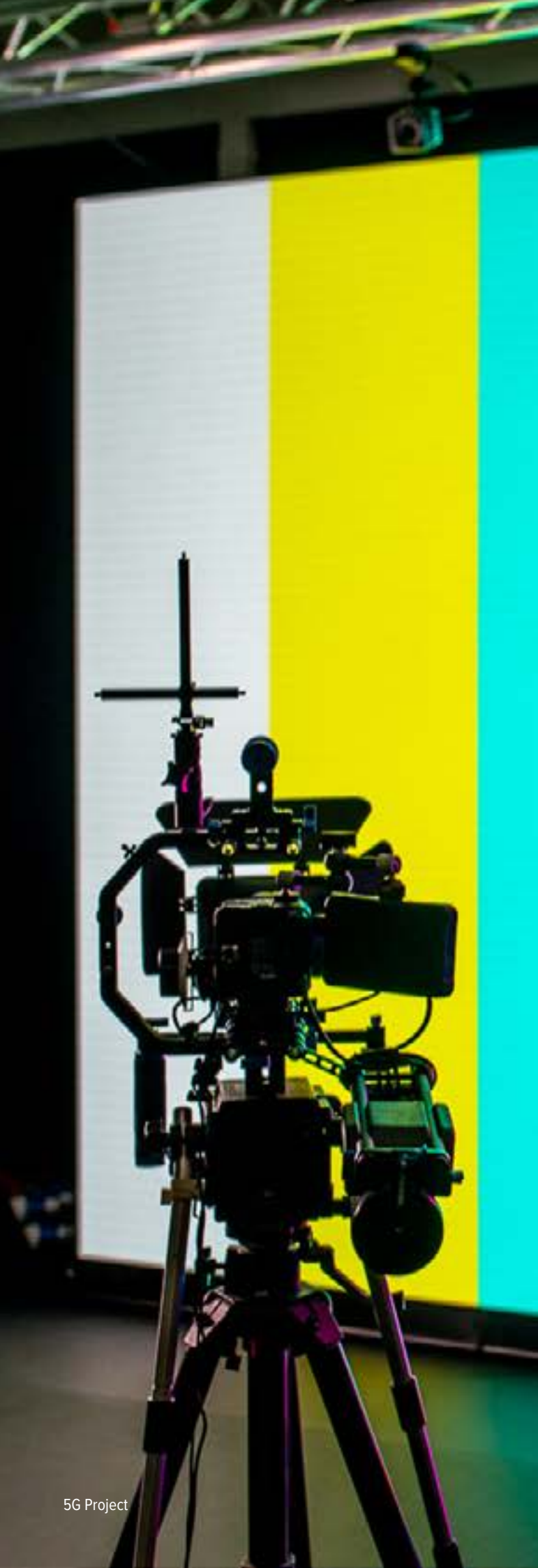
Key Milestones & Progress

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 2023 and relate to the Project as a whole, capturing both revenue and capital activity.

Milestone	Due Date
Programme (phase 1 & 2) Outline Business Case approval	First iteration target submission 2023/24, with further iterations following Government feedback
Programme (phase 1 & 2) Full Business Case approval	TBC As part of Programme OBC submission
Airport Infrastructure upgrades completed	TBC As part of Programme OBC submission

Key Risks

Risk	Mitigation
Revenue requirement for PSO subsidy from DCC and Transport Scotland unaffordable for some or all of the 4 year PSO arrangement	Explore options with TCRD to alternate existing capital funding to revenue to allow this to be used as revenue support for the PSO subsidy
Timeline for development of OBC/FBC pushed beyond currently profiled drawdown	Submit change request to TCRD PMO to push back drawdown profile for 2024/25 (£2.9M) and 2025/26 (£3.1M) to later in the Deal



£4m

A Connected Tay

Digital

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

Both Projects have now received Business Case approval.



Rural Angus and Rural Perth & Kinross High Speed Broadband

Project Owner: Angus Council and Perth & 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 & 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 & 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.

Key Milestones & Progress

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

£2m
5G

5G Digital Testbeds

Project Owner: Dundee City Council

Enabling the region to...: Connect

Thematic Board: Digital



Project Description

The Scottish Government will commit up to £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 & 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 2022, the Project has achieved the following:

- Successful delivery of a UK first test of virtual production over 5G between Dundee and Manchester.
- Development and delivery of a Challenge Fund as an opportunity for UK wide engagement with Tay 5G and the Scotland 5G Centre.
- Award of funds to four Challenge Fund use case trails, all now underway.

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 2023.

Milestone	Due Date
5G Project Trials completed	2024/25

Key Risks

Risk	Mitigation
Use of Year 1 budget: Any spend/commitment ahead of BJC approval was on 'at risk' basis & DCC procedures mandate delivery of UCT following Project SG approval & contract. If the funds remain at Year 10, the Project will be unable to deliver on the complete programme of planned UTCs.	A request would be required through the PMO to bring budget back from Year 10 to the Project period that currently concludes at the end of 24/25. Post mitigation is if granted.
SME led UCTs: Adequate financial status and resources to deliver UCTs/conduct R&D	Due diligence conducted by DCC Finance and payment of grant in arrears.
Perth Museums 5G UCT: Completion of framework and budget information required in order to comply with approval process according to timeframe to allow delivery in 2023/24.	Support by DCC and facilitation of support and advice by Scotland 5G Centre.

CASE STUDY

Tay5G has supported a breakthrough for media production with virtual production using 5G technology. In a groundbreaking test sequence, two actors located in Dundee and Manchester were able to work together in real-time using a 5G internet connection. This innovative technique utilises high-definition LED screens, CGI, and motion capture to create virtual sets that actors and crew can see and interact with. The Project, led by Abertay University demonstrates the potential for wireless virtual production filmmaking and the flexibility offered by 5G. With further deployment of 5G across the country, this technology opens up new possibilities for working with large-scale digitally generated environments and mobile studios.

The Project involves collaboration with various industry partners and universities, including Manchester production company, Space Digital, UK creative clusters InGAME and StoryFutures, Royal Holloway University of London, and the Scotland 5G Centre. The use of 5G technology allows for a rapid internet connection and seamless communication between the studios in Dundee and Manchester, enabling real-time interaction and synchronization of actors against a consistent virtual environment.

Leveraging 5G's high bandwidth and low latency capabilities, this virtual production breakthrough showcases the transformative power of technology in the film industry, providing opportunities for innovative storytelling, cost savings, and reduced environmental impact. It sets a precedent for the future adoption of 5G technology in the creative sector and emphasises the importance of collaboration between industry and academia in driving technological advancements. Support by Tay5G has been followed by further support by the UK Government with Abertay being selected as preferred bidder in Scotland, for one of only four hubs in the UK.

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 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, and updated in March 2023.

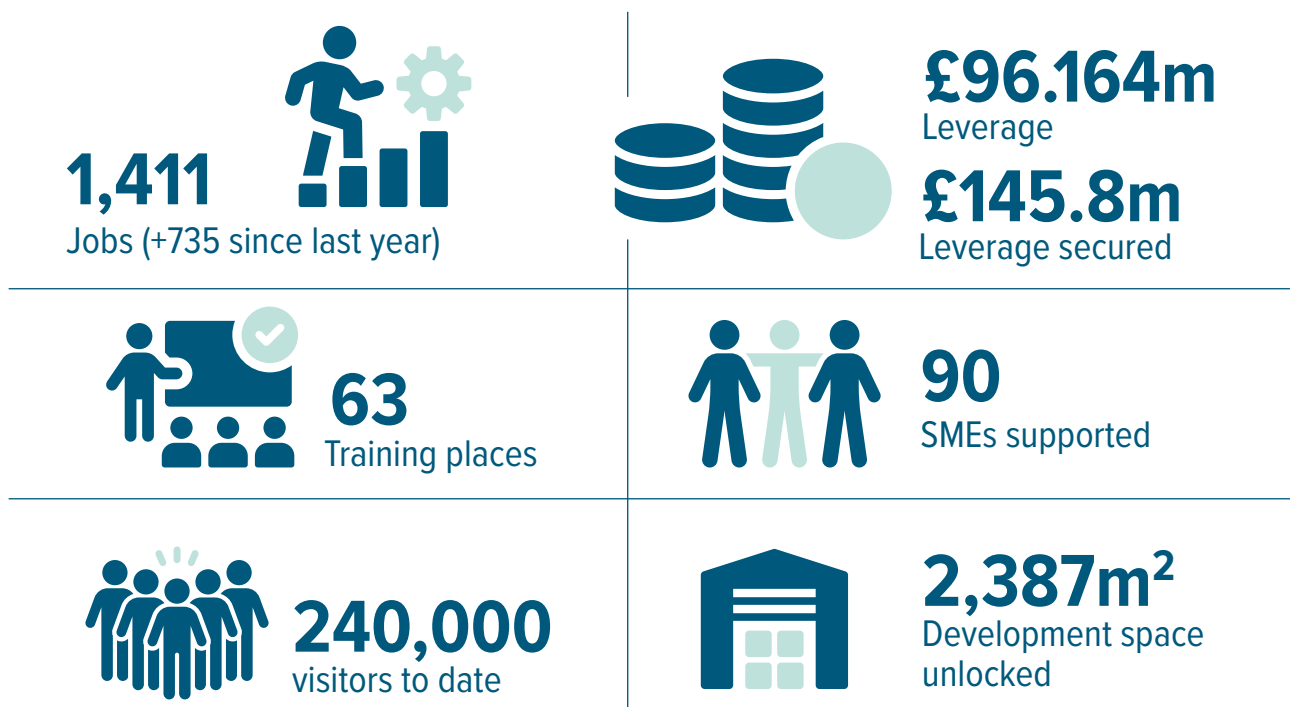
The purpose of the BRP is to demonstrate, to our local, regional and national stakeholders, how we will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation. Going forward, the Partnership will identify,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

The Plan has been updated, as part of an annual commitment and will be published in March 2024 on the Tay Cities website alongside this Annual Report.

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 in this report.

Other Outputs

There are a number of other 'core' outputs within the Deal, as agreed at Deal Signing. These include training places, visitors, development space unlocked, and SMEs supported. The achievements to date are:



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



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 summarises the leverage position up to the end of Q2 2023.

The full leverage figures for the Programmes and the Fund is not totalled as the individual Projects within the Programmes and Fund are shown separately.

Table 4: Tay Cities Region Deal Leverage Summary

TCRD Thematic Board	Programme/Fund/Project	Leverage Commitment at Deal Signing £000	Leverage secured to end of Q2 2023 £000	Leverage received to end of Q2 2023 £000
An Empowered & Inclusive Tay				
Skills	Regional Skills & Employability Development Programme 18	0	-	-
	Regional Skills & Employability Development Programme – Programme Manager	0	0	0
	Regional Skills & Employability Development Programme – Digital Skills	0	0	0
	Regional Skills & Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0	0
	Regional Skills & Employability Development Programme – Upskilling of SMEs	0	0	0
	Regional Skills & Employability Development Programme – Hospitality	0	0	0
	Tay Cities Engineering Partnership	500	323	323
	Aviation Academy for Scotland	0	0	0
An Innovative, International Tay				
Innovative, International	Growing the Tay Cities Biomedical Cluster	119,099	18,600	7,520
	International Barley Hub	0	9,022	2,302
	Advanced Plant Growth Centre	0	6,155	2,094

TCRD Thematic Board	Programme/Fund/Project	Leverage Commitment at Deal Signing £000	Leverage secured to end of Q2 2023 £000	Leverage received to end of Q2 2023 £000
Innovative, International	Angus Fund	23,900	-	-
	Angus Fund – CASI Programme	12,000	0	0
	Angus Fund – Mercury Drone Ports	0	0	0
	Angus Fund – Angus Rural Mobility Hub	3,000	0	0
	cyberQuarter	5,024	10,049	10,049
	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	38,973
	Stretch Dome Simulator	0	305	305
	Project Beacon	12,425	0	0
Culture & Tourism	Regional Culture & Tourism Investment Programme	19,000	-	-
	Regional Culture & Tourism Investment Programme – Hospitalfield	5,500	3,606	2,039
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	3,303	1,148
	Pitlochry Festival Theatre	10,000	11,300	9,100
	Perth Museum	15,217	16,821	14,181
	Innerpefferay Library	0	0	0
	Crieff International Highland Centre	660	0	0
	Aero Space Kinross	1,285	0	0
A Connected Tay				
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	5,980	3,980	3,980
	5G Digital Testbeds	0	1,206	580
Transport	Low Carbon Transport & Active Travel Hubs Programme	6,050	-	-
	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	424	1,028	230
	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	400	400	0

TCRD Thematic Board	Programme/Fund/Project	Leverage Commitment at Deal Signing £000	Leverage secured to end of Q2 2023 £000	Leverage received to end of Q2 2023 £000
Transport	Dundee Airport Investment	0	0	0
	Perth Bus & Rail Interchange	400	3,340	3,340
ALL	TOTAL	398,000	145,838	96,164

Key Headlines

- Since the Deal Signing, £145.838m of leverage has been secured by Projects to the end of September 2023. This equates to 36% of the overall leverage anticipated at Deal Signing. This is an increase of £22m since last year.
- To the end of September 2023, Projects within the Deal have received £96.164m of the secured leverage, equating to 24% of the leverage commitment at Deal Signing. This is an increase of £15m since last year.

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 2023 since Deal Signing.

The full jobs figures for the Programmes and the Fund is not totalled as the individual Projects within the Programmes and Fund are shown separately.

Table 5: Tay Cities Region Deal Jobs Summary

TCRD Thematic Board	Programme/Fund/Project	Jobs commitment at Deal signing or in Approved Business Case	Jobs created to the end of Q2 2023
An Empowered & Inclusive Tay			
Skills	Regional Skills & Employability Development Programme 18	49	-
	Regional Skills & Employability Development Programme – Programme Manager	1	1
	Regional Skills & Employability Development Programme – Digital Skills	0	2
	Regional Skills & Employability Development Programme – Life Sciences - Biotechnology and Medical Technology	0	0
	Regional Skills & Employability Development Programme – Upskilling of SMEs	0	0
	Regional Skills & Employability Development Programme – Hospitality	0	0
	Tay Cities Engineering Partnership	5	5
	Aviation Academy for Scotland	93	0
An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	450	4
	International Barley Hub	1838	65
	Advanced Plant Growth Centre	795	65

TCRD Thematic Board	Programme/Fund/Project	Jobs commitment at Deal signing or in Approved Business Case	Jobs created to the end of Q2 2023
Innovative, International	Angus Fund	40	-
	Mercury Drone Ports	60	0
	cyberQuarter	500	123
	Just Tech	251	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	799
	Stretch Dome Simulator	3	7
	Project Beacon	60	0
Culture & Tourism	Regional Culture & Tourism Investment Programme 19	229	-
	Regional Culture & Tourism Investment Programme - Hospitalfield	13	174
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	78	92
	Pitlochry Festival Theatre	230	0
	Perth Museum	40	26
	Innerpeffray Library	0	0
	Crieff International Highland Centre	4	0
Aero Space Kinross	50	0	
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	0
	5G Digital Testbeds	0	43
Transport	Low Carbon Transport & Active Travel Hubs – Phase 1 Broxden Low Carbon Travel Hub	16	2
	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
ALL	TOTAL	6,877	1,411

Key Headlines

- Since the Deal Signing, 1,411 jobs have been created by Projects to the end of September 2023. This includes the creation of temporary positions for the Hospitalfield, Discovery Point Transformed and 5G Digital Testbeds Projects. This is an increase of 735 jobs created within the region.
- This equates to 24% 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
Regional Economic Strategy Action Plan update	December 2023
Submission of draft Annual Performance Report following approval by Tay Cities Partnership	December 2023
New Joint Committee Chair & Vice Chair appointed	December 2023
PR & Comms Protocol annual refresh	December 2023
Official Launch of SME Skills Fund	January 2024
Clean Growth Action Plan update	February 2024
Formal Opening of Crop Storage System at James Hutton Institute	February 2024
Benefits Realisation Plan annual update published	March 2024
Opening of Perth Museum	March 2024
Implementation Plan annual review	June 2024
Regional Economic Strategy Action Plan refresh	June 2024
Opening of Advanced Plant Growth Centre	Autumn 2024
Partnership to commence mid-term review of The Deal	Autumn 2024

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 Q3 2022 and Q3 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	2024/25	Business case in development
Regional Skills & Employability Development Programme – Life Sciences Project (Year 2 Project)	2023/24	Business case in development

Project	Anticipated Business Case Approval Date	Status
Regional Skills & Employability Development Programme – Upskilling SME Skills Project (Year 2 Project)	2023/24	Business case in development
Regional Skills & Employability Development Programme – Hospitality Project (Year 2 Project)	2024/25	Business case in development
Regional Skills & Employability Development Programme – Phase 2 Projects (Year 2 Project)	2024/25	Business case in development
Angus Fund – CASI Programme (Year 2 Project)	2024/25	Business case in development
Angus Fund – Rural Mobility Hub Project (Year 2 Project)	2023/24	Business case in development
Angus Fund – Zero Four Project (Year 5 Project)	2023/24	Business case in development
Regional Culture & Tourism Investment Programme – Programme OBC refresh	2024/25	Business case in development
Regional Culture & Tourism Investment Programme – Phase 2 Projects	2024/25	Business case in development
Advanced Manufacturing Programme	2024/25	Business case in development
Dundee Airport Investment	2024/25	Business case in development
Perth Innovation Highway (Year 2 Project)	2024/25	Business case in development. Expecting a 2 year delay
Aviation Academy for Scotland (Year 2 Project)	2024/25	To be developed. Expecting a 3 year delay

Regional Collaboration

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

- During the reporting period 2 facilitated workshop sessions on regional collaboration have emerged, with the first of these being held at the end of October 2022 and the second in August 2023. The purpose of these sessions was to refine and commit to the areas where there is greatest value in collaborating, and record the successes.
- Leading on from the workshops, outputs will be developed to refine the Regional Economic Strategy Action Plan, as well as prioritisation of 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 continues to be 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.
- There is a challenge for the Partnership in securing timely Business Case approval. As we enter year 5 of the Deal, the Partnership will continue to support Programmes and Projects to secure Business Case approval in advance of the first year of drawdown.

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

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Further Information

- Tay Cities Region Deal Website: www.taycities.co.uk
- Tay Cities Publications, including the Deal Document and regional strategies/plans: www.taycities.co.uk/publications
- Tay Cities Joint Committee Papers: www.taycities.co.uk/joint-committee