



City Chambers
DUNDEE
DD1 3BY

21st March, 2024

TO: ALL MEMBERS OF THE TAY
CITIES REGION JOINT COMMITTEE

Dear Sir/Madam

TAY CITIES REGION JOINT COMMITTEE

Will you please attend a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** on Thursday 28th March, 2024 at 2.00pm, to be held remotely.

Please submit any apologies to Veronica Thomson, Committee Services Officer on telephone (01382) 434205 or by e-mail at veronica.thomson@dundee.gov.uk.

Members of the Press or Public wishing to join the meeting should contact Veronica Thomson, Committee Services Officer on telephone (01382) 434205 or by e-mail at veronica.thomson@dundee.gov.uk by **12 noon on 26th March, 2024.**

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

TAY CITIES REGION JOINT COMMITTEE

- 1 **WELCOME AND APOLOGIES**
- 2 **DECLARATIONS OF INTEREST**
- 3 **MINUTE OF MEETING OF 8TH DECEMBER 2023 - Page 1**

(Copy enclosed).

PART 1: REGIONAL COLLABORATION

4 HEADS OF ECONOMIC DEVELOPMENT GROUP UPDATE

(Presentation by Gordon Mole, Fife Council).

5 TAY CITIES CLEAN GROWTH INITIATIVE PROGRESS UPDATE 2 -2023/24 - Page 8

(Report No TCRJC01-2024 and presentation by Nora Ferda-Mckay, Scottish Enterprise, copy enclosed).

PART 2: TAY CITIES REGION DEAL

6 TAY CITIES REGION DEAL UPDATE

(Presentation by Mo Saunders, TCRD Programme Manager, PMO).

7 TCD012b ANGUS RURAL MOBILITY HUB FULL BUSINESS CASE (FBC) - Page 14

(Report No TCRJC04-2024 by Alison Smith, Angus Council and presentation by Craig Lafferty, Angus Council, copy enclosed).

**8 TAY CITIES DEAL ANNUAL PERFORMANCE REPORT AND BENEFITS REALISATION PLAN -
Page 22**

(Report No TCRJC03-2024 by Lauren Hollas, TCRD Project Manager, PMO, copy enclosed).

**9 PROGRAMME MANAGEMENT OFFICE REVENUE (PMO) OPERATIONAL BUDGET 2024/25 -
Page 183**

(Report No TCRJC02-2024 by Robert Emmott, Section 95 Officer and Mo Saunders, TCRD Programme Manager, PMO, copy enclosed).

10 PROPOSED PROGRAMME OF MEETINGS 2024

Friday, 21st June, 2024, venue TBC.

Friday, 20th September, 2024, to be held remotely.

Friday, 13th December, 2024, to be held remotely.

11 AOCB

Annual Audit, Joint Committee to formally note feedback and confirmation of the effectiveness of reporting by the PMO.

12 DATE OF NEXT MEETING

Friday, 21st June, 2024 – venue TBC.

ITEM No ...3.....

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 8th December, 2023.

Present: -

Angus Council

Councillor Beth WHITESIDE
Councillor Bill DUFF
Councillor Ronnie PROCTER

Dundee City Council

Councillor John ALEXANDER
Councillor Steven ROME
Councillor Georgia CRUICKSHANK

Fife Council

Councillor David ROSS
Councillor Jonny TEPP
Councillor Alycia HAYES

Perth & Kinross Council

Councillor Grant LAING
Councillor Eric DRYSDALE
Councillor John DUFF

Non-Elected Members

Alison HENDERSON, Dundee and Angus Chamber of Commerce
Ronnie PALIN, Skills Development Scotland
Matt LOCKLEY, Scottish Enterprise
Colin CAMPBELL, James Hutton Institute
Councillor Andrew PARROTT, TACTRAN

Also Present

Roger MENNIE, Dundee City Council
Robert EMMOTT, Dundee City Council
Robin PRESSWOOD, Dundee City Council
Alison SMITH, Angus Council
Margo WILLIAMSON, Angus Council
Barbara RENTON, Perth and Kinross Council
Ken GOURLAY, Fife Council
Carol CONNELLY, Fife Council
Niall GARDINER, TACTRAN
Steve BELL, Tay Cities Deal Comms
Gordon MOLE, Fife Council
Thomas GLEN, Perth and Kinross Council
Alison WILLIAMS, Perth and Kinross Council
Ross FLETCHER, Perth and Kinross Council
Sarah PETRIE, MSIP
Pamela DUKE, Dundee & Angus College
Caryn GIBSON, Dundee & Angus College
Caroline HYLAND-CRITCHTON, Dundee and Angus College

Councillor Grant LAING, in the Chair (Articles I and II)
Councillor David ROSS, in the Chair (Articles III to XV)

I APOLOGIES

Apologies had been intimated from Greg Colgan, Iain Gillespie, Hayley Mearns and Mark Speed.

II CHANGE OF CHAIR FOR TCRJC

In terms of Clause TWELVE of the Governance Agreement, and Article II of the minute of meeting of this Joint Committee of 18th May 2018, the Joint Committee noted that Councillor David Ross of Fife Council became Convener in succession to Councillor Grant Laing of Perth & Kinross Council.

The Joint Committee also appointed Councillor John Alexander of Dundee City Council as Vice-Convener.

Councillor Ross took the Chair for the remainder of the meeting.

III DECLARATIONS OF INTEREST

Councillor Steven Rome declared an interest in Article V by virtue of being Vice Chair of TACTRAN.

Councillor Andrew Parrott declared an interest in Article V by virtue of being the Chair of TACTRAN.

IV MINUTE OF MEETING OF 22ND SEPTEMBER, 2023 AND 23RD OCTOBER, 2023

The minute of meeting of 22nd September, 2023 was submitted and approved, noting that at Article V the second last sentence should read 'Furthermore it was agreed that additional information on the engagement being carried out, specifically around who would be consulted and when would be provided to Joint Committee members when available.'

The minute of meeting of 23rd October, 2023 was submitted and approved.

V TACTRAN JOINT COMMITTEE MEMBERSHIP FOR APPROVAL

There was submitted Report No TCRJC13-2023 by Mo Saunders, TCRD PMO Programme Manager, seeking the approval of the Tay Cities Region Joint Committee for TACTRAN to become a Constituent Member Organisation of the Joint Committee.

The Joint Committee considered the report and

- (i) noted the current Joint Committee position and membership; and
- (ii) agreed that TACTRAN become a Constituent Member Organisation of the Joint Committee.

PART 1: REGIONAL COLLABORATION

VI CROSS TAY LINK ROAD (CTRL) - UPDATE

A presentation by Ross Fletcher, Perth and Kinross Council, was given to the Joint Committee on the Cross Tay Link Road.

Ross advised that detailed design of CTRL was complete with only some minor issues to resolve (e.g. agree types of EV chargers). Work was already underway to build up as-built modelling information for the project handover.

With regards to the A9 realignment, this with ongoing, with the dual carriageway now being open for traffic. The overbridge was substantially complete, with slip roads and drainage ponds still being under construction.

At the New Kingsway construction site, the majority of road works were now complete. A new road section from Stormontfield Road to A93 was open to traffic and there was also a new access road to Scone Palace under construction. The green bridge was ready for filling and planting and construction of drainage ponds was ongoing.

At Destiny Bridge, East and West piers had been completed, and the West abutment piling was complete. The East abutment piling was ongoing, and the superstructure had commenced over both piers. The bridge would start moving out over the river early 2024.

Community Benefits were of significant importance in this project, and there had been various case studies on the project website. Numerous site visits had taken place with career development, school visits and community assistance projects taking place also. The Project had set up Community Groups on each side of the river to aid with communications and project promotion. Project had a project open day had been held on 12th October, 2023 which had been well attended and received positive feedback, furthermore BAM / Sweco presenting on Carbon Management within the Destiny Bridge at Bridges Expo on 29th November.

Newsletters were produced on a regular basis to inform any interest parties of progress made with the project. A Community Artwork Project launched in September, which was seeking local artists and non-artists to contribute to varying sizes of artworks along the route.

It was acknowledged that the project was not without risk, however these continued to be monitored closely and monetised using quantitative risk analysis. Construction inflation remained the most significant risk although this was now reducing, and an allowance had been made in the project budget. Risks associated with the Network Rail interface had greatly reduced recently, with the terms of the Bridge Agreement now finalised. Mitigation of the pollution risk to the River Tay was now a focus with bridge construction due to start moving over the river in 2024.

Carbon management was also a significant feature of this project and had been built into tender process and contract KPIs. Transport Scotland had used CTRLR as a case study in this regards and updated PAS 2080 Guidance also used CTRLR as a case study.

Significant future dates for the programme were completion of A9 works by April 2024, completion of Destiny Bridge and New Kingsway by end 2024. The Project Contract required completion of all works by March 2025 and there was currently 3 months of float in the overall programme.

In conclusion, expenditure of the project was detailed, noting that expenditure in 2023/24 to October had been £34.1m and total expenditure was projected in 2023/24 as £72.8m. £25m out of the £40m Scottish Government grant had been received and the remaining £15m was claimed in September 2023.

The Chair thanked Ross for his presentation.

VII MICHELIN SCOTLAND INNOVATION PARC (MSIP) - UPDATE

A presentation by Sarah Petrie, MSIP, was given to the Joint Committee on the on Michelin Scotland Innovation Parc.

MSIP was now fully established, with the Innovation Hub inaugurated, Innovation labs and Skills Academy open, with the facility offering providing a place for businesses to grow sustainably, with access to skills training, business advice and support all in one place. MSIP aimed to be a dynamic and creative home for innovators, manufacturers and skills leaders who were actively working towards reducing carbon emissions and fostering a cleaner, more sustainable future.

To date there had been £17m invested in the facility, and £30m funding leveraged with over 100 collaborations taking place. The Innovation Hub provided facilities for its customers to hot desk, hold events and creative meetings and had a cafe facility. The Innovation labs consisted of 14 units including Makerspace, creative facilities and storage facilities.

The Skills Academy had now been completely refurbished, with the launch event being attended by over 150 guests, and its curriculum was currently continuing to be developed. Coast renewables were now instructing learners on offshore safety and wind turbine maintenance. STEM activity was continuing, and over 2000 young learners had been welcomed to date.

Challenges face by MSIP included the soft demand for large industrial space in the region, remediation of industrial contamination, RAAC monitoring, and asbestos removal. The issue of Dundee being overlooked as for Innovation Zone status had been a significant challenge MSIP had also delivered a significant GVA contribution, but direct funding not yet achieved.

However, delivery of next skills courses was imminent, and the Innovation Lab pipeline was healthy and growing. Prospecting for large-scale advanced manufacturers was continuing and the team were also master planning a study of the transformed layout to provide small-to-medium sized grow-on space. Also, further Accelerator cohort was being explored.

The Chair thanked Sarah for her presentation.

VIII ZERO FOUR (SIDE PACKAGE) - UPDATE

An update by Alison Smith, Angus Council was given to the Joint Committee on the on Zero Four project.

Alison advised that through the industrial Side Package, monies had been allocated to provide and enable infrastructure to support the development of the Zero Four site in Montrose in conjunction with Crown Estate Scotland. The aim of the project had been to increase clean growth development and support other activities within the area, including low carbon starter units, and the creation of employment within the area.

However, progress at the site had been slower than anticipated, which had hampered progression of the project. Crown Estate Scotland had advised that they had re-evaluated the site development, therefore a proposal using Side Package monies for this project would be unlikely to occur within the next 18-24 months.

Given the demand for this type of facility in the north Angus area, a discussion had been held with Crown Estate regarding the diversion of Side Package monies to an alternative project. It was therefore proposed that the monies be used to develop the former Customs House/Granary Building which was within the Montrose Ports Authority ownership. Through this investment opportunities could be supported arising from offshore wind operation and maintenance contractor development within this area, and with the support of Dundee & Angus College, a training academy to support this would be developed.

The Joint Committee voiced its support for the change of development for Side Package monies and welcomed the submission of a full report in this regard at a future meeting.

The Chair thanked Alison for her update, noting that a report would be brought to the Joint Committee in due course for their consideration.

PART 2: TAY CITIES REGION DEAL

IX TAY CITIES REGION DEAL UPDATE

A presentation by PMO Programme Manager, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Region Deal.

The Deal Programme timetable was outlined up to the period of June 2024, with key future dates highlighted.

Thereafter, a summary of the Annual Performance Report and Annual Benefits Realisation Plan was given. It was noted that there was a commitment for the Partnership in the Grant Offer Letter to undertake both an Annual Performance Report and Benefits Realisation Plan update annually, with

both documents cover the reporting period of October 2022 to September 2023. The Partnership had a commitment to submit a draft of each document to both Governments by the 15th of December 2023, and these would inform the Annual Conversation with both Governments which was scheduled in February 2024. The final versions would be presented to the Joint Committee in March 2024 for their consideration and approval.

To date strong Partnership working had enabled the:

- Release of £116m of the Deal Funding, 39% of commitment
- Securing of £145m investment, 36% of commitment
- 1,411 jobs (23.5%) of the commitment (correction from figure reported at meeting)
- Award of £33.9m acceleration of capital funding.

Key challenges and risks currently being faced included:

- The delivery of the Deal Programme and Commitments as a result of the Impact of inflation being felt by Partners and Projects
 - Business Cases not having secured Joint Committee approval ahead of the year of profiled drawdown
 - Impact of acceleration on the Capital Programme
 - Developing and ensuring effective delivery of the Revenue Programme
 - Pressures on resources within the Partnership and PMO with the potential to impact the effective management and delivery of Programme.
- It was noted that the delivery of the Deal Programme and Commitments as a result of the impact of inflation was currently being managed through:
- Project owners reviewing and managing their projects, including identifying mitigation approach's such as value engineering, securing new funding etc.
 - The review of the quarterly reporting and development of an Early Warning Notification approach.
 - The quarterly Assurances that are provided to the Partnership by the Project Owners and their Finance Director

Business Cases not having secured Joint Committee approval ahead of the year of profiled drawdown were highlighted and included a total of 9 named Projects at Deal signing with the value of £53m (capital). A total of 10 Projects had been identified through the Fund and Programmes which still had to secure Business Case approval with the value of £47m (capital) and a further £8m (capital) and £5.8m (revenue) still had to be allocated to Projects from Programmes. A total £113.8m (38%) still had to secure Joint Committee approval to enable the release of the funding.

With regards to the impact of acceleration on the Capital Programme, the Partnership had been very successful to date in the delivery of the Capital Programme. They had secured awarded acceleration of £33.9m. Where profiles had been accelerated within the Programme funding that was not allocated to any Project was left. This had been reported as both an opportunity and a challenge to the Partnership.

The Joint Committee were also advised of steps being undertaken for developing and ensuring effective delivery of the Revenue Programme. The Regional Skills and Employability Development Programme (revenue) had currently released £86k a profiled £4.8m and there was currently £4.63m confirmed underspend which had been placed in Year 10. A total of £5.8m was currently unallocated to any Project(s) and would require a revised Programme OBC to be approved at Joint Committee.

It was noted that there was pressure on Partnership resources with potential to impact effective management and delivery of the Programme. A number of Project Owners and Partners had informally indicated capacity and resource issues, and all had been asked to formally identify what they were and what the implications would be to the effective delivery of their Fund/ Programme/ Project. The PMO had been operating on a reduced capacity since 2021 which was recognised in the recent Audit.

With regards to future delivery of the Deal Programme, a workshop was held for the Partnership's Management and Finance Directors Groups on the 29th of November 2023. Part of the workshop focused on how the Partners could ensure the effective delivery of the next part of the Deal and work was being developed which would be brought back to the Joint Committee later in 2024.

In conclusion, areas for concern on the Risk Register were highlighted, noting that these were being kept under constant review by the Partnership.

The Chair thanked Mo for her presentation.

X SUPPORTING SME SKILLS FULL BUSINESS CASE (FBC) FOR APPROVAL

There was submitted Report No TCRJC12-2023, introduced by Alison Smith, Angus Council, and presentation by Caroline Hyland-Crichton, Dundee and Angus College and Project Lead, seeking approval by the Joint Committee for the Full Business Case (FBC) for the Supporting SME Skills project (Project Number TCD024d). The Committee noted that the Project reference number was TCD024d, not TCD024c, as stated in the report.

A presentation was also given to supplement the report, which had been circulated to the Joint Committee.

The Joint Committee agreed to: -

- (i) consider this report and the Full Business Case (FBC) for the 'Supporting SME Skills' Project (Project Number TCD024d). The full FBC was available via ShareFile on request;
- (ii) noted that the Management Group approved the FBC for recommendation to the Joint Committee on 23rd November, 2023; and,
- (iii) approved the FBC for the Supporting SME Skills Project.

XI LIFE SCIENCES – BIOTECHNOLOGY AND MEDICAL TECHNOLOGY: GROWING THE TAYSIDE BIOTECH, BIOMEDICAL AND AGRITECH SECTORS BUSINESS JUSTIFICATION CASE (BJC) FOR APPROVAL

There was submitted Report No TCRJC13-2023, introduced by Alison Smith, Angus Council, and presentation by Caroline Hyland-Crichton, Dundee and Angus College and Project Lead, seeking approval by the Joint Committee for the Business Justification Case (BJC) for the Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech Sectors (Project Number TCD024b). The Committee noted that the Project reference number was TCD024c, not TCD024b, as stated in the report.

A presentation was also given to supplement the report, which had been circulated to the Joint Committee.

The Joint Committee agreed to: -

- (i) consider the report and the Business Justification Case (BJC) for the Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech Sectors (Project Number TCD024c). The full BJC was available via ShareFile on request;
- (ii) seek further information in relation to the Note that Management Group approved the BJC for recommendation to the Joint Committee on 23rd November, 2023; and
- (iii) approve the BJC for the Life Sciences Biotechnology and Medical Technology Skills Project.

XII AUDITED AND UNAUDITED ACCOUNTS

The S95 Officer, Robert Emmott, asked the Joint Committee to note that the accounts for Tay Cities Region Deal had been included formally in the accounts for Dundee City Council and that they had been audited and concluded. Copies of the accounts could be made available on request.

XIII PROPOSED PROGRAMME OF MEETINGS 2024

The Joint Committee agreed the undernoted programme of meetings for 2024.

Friday, 22nd March, 2024, to be held remotely (subsequently changed to Thursday 28th March at 2:00pm).

Friday, 21st June, 2024, to be held remotely – possibly in person element with visit to project (TBC).

Friday, 20th September, 2024, to be held remotely.

Friday, 13th December, 2024, to be held remotely.

XIV AOCB

The Joint Committee agreed that consideration would be given to holding the 'in person' meeting in June 2024 due to the likelihood of drier weather conditions.

XV DATE OF NEXT MEETING

Friday, 22nd March, 2024.

Councillor Grant LAING, in the Chair (Articles I and II).

Councillor David ROSS, in the Chair (Articles II I to XV).



REPORT TO: TAY CITIES REGION JOINT COMMITTEE – 28TH MARCH 2024

REPORT ON: TAY CITIES CLEAN GROWTH INITIATIVE PROGRESS UPDATE 2 - 2023/24

REPORT BY: NORA FERDA-MCKAY, SCOTTISH ENTERPRISE

REPORT NO: TCRJC01-2024

1. PURPOSE OF REPORT

- 1.1. This report provides an update on the progress against the Programme of Activity, set out in the Clean Growth Initiative (CGI). This is part of the commitment to provide annual updates to the Joint Committee on Clean Growth activity.

2. RECOMMENDATIONS

- 2.1. The Joint Committee are asked to note:
- i. The tracked progress against the originally submitted Programme of Activity from March 2023, shown in **Appendix 1**;
 - ii. The upcoming events and future activities;
 - iii. That the Clean Growth Initiative includes roundtables and meetings in its Events Programme definition, to allow for in-person workshops with external parties on upcoming topics such as Skills, Business engagement; and,
 - iv. That a new way of measuring success for the website has been agreed by which a new reporting is to be based on website use and businesses engaged as opposed to number of members signed up.

3. CLEAN GROWTH INITIATIVE (CGI) BACKGROUND

- 3.1. The Tay Cities Clean Growth Initiative is a regional working programme focused around the 5 unique selling points of **Clean Energy, Sustainable Mobility, Green Agri-tech, Circular Economy, Data & Digital Solutions** and aims to discover, encourage, nurture and eventually commercialise synergies while building connections between businesses / projects, academia, R&D, public sector and funding. Key to this initiative is the economic growth opportunity around the drive to net zero capitalising on the range of clean growth projects in the region.
- 3.2. The aim is to stimulate economic growth, and the creation of new green jobs, in the development of low carbon products & services that directly support the wider global mission to tackle climate change and achieve environmental sustainability.
- 3.3. The CGI Programme of Activity was signed off by the Joint Committee in March 23 and the workstreams are grouped under 3 integrated themes of Collaboration, Promotion and International, Investment, Innovation.

- 3.4. It is a truly business & projects focussed initiative enabled by an online platform www.taycitiescleangrowth.scot.
- 3.5. With its central geography, mixed economy and broad base of academic, professional expertise and active developments, Tayside is well-placed to exploit this ongoing economic transformation as we address climate change and post Covid recovery. The website provides an opportunity to represent the mix of clean growth projects not only in the Tay Cities Deal, but extending far beyond to enable inter-project synergies, wider project development, knowledge exchange and R&D collaboration, as well as creating an environment for investor engagement. The website acts as a central platform to facilitate, support and accelerate clean growth across Tayside and position the region domestically and internationally.
- 3.6. The Tay Cities Region Deal programme provides the foundation for the Clean Growth Initiative with 8 projects contributing directly to the Region's Clean Growth innovation ecosystem, representing a combined City Deal investment of £129m which is projected to leverage £186m of additional investment and the creation of 4,239¹ jobs. The CGI currently embraces a wider group of now 13 additional associated projects from the region in support of the Clean Growth theme. The involvement of other Clean Growth-related projects can enable the CGI to deliver even greater impact in addition to the TCRD benefits by utilising their networks.

Programme of Activity – Progress update

- 3.7. The originally submitted Programme of Activity is shown in **Appendix 1** including description of actions.
- 3.8. The tracked progress noted against the Programme of Activity abbreviated version is shown in **Appendix 2**. Please note all completed / in progress and on track items.
- 3.9. Previous update paper of 31st August 2023 refers.

Positives: *Overall, the programme is progressing well, and engagement is growing with several important programme deliverables successfully undertaken during 2023/24 to date.*

WEBSITE:

The www.taycitiescleangrowth.scot website was launched successfully in April 2023. Since then, it has been used to communicate news, funding sources, showcase the growing number of projects and to enable communication between members.

Learning and future tasks: There is genuine interest in the region for collaboration and learning, but with limited time resource from businesses. Strong promotion of the platform will continue to secure additional projects and members both within and outwith Tayside.

MEMBERS:

The current website membership is 131.

Learning and future tasks: successful events boost joining rate, therefore there is a need to continue a healthy events programme in topics that are of interest to the membership to drive sign-up rate.

¹ Tay Cities Region Deal – Annual Performance Report 2021/22
<https://www.taycities.co.uk/sites/default/files/2023-03/Annual%20Performance%20Report%20Oct%202021%20-%20Sep%202022.pdf>

PROJECTS:

The current number of projects on the site is 19 which is an increase of 200% since the launch (9).

Learning and future tasks: dedicating 1-to-1 time to project owners in supporting them to upload additional and relevant projects helps boost numbers and visibility. The more projects that are visible on the website will encourage and stimulate knowledge-transfer.

EVENTS:

Since April 2023, there were two significant events and a roundtable:

- Introduction event & web launch – April 2023; over 60 attendees including Minister for Energy; including tour of Eden Campus projects
- Clean energy & Green argi tech – September 2023; over 60 attendees; held at Arbikie Distillery showcasing hydrogen generation and use as well as agri-tech & agri innovation in reducing CO2 emissions.

Learning and future tasks: a successful event template was created which can be replicated at other venues with relative ease. Another two events are planned for 2024/25, in April and September. The April 2024 event will concentrate on financial and investment readiness.

SKILLS STUDY:

This was delivered in September 2023 and aimed to address supply and demand of skills provisions as well as potential labour requirements. Nine main recommendations were put forward which were discussed at an initial skills workshop held in Dundee in December 2023.

Learning and future tasks: Skills planning is a very busy space with much uncertainty around business needs and how this demand could drive course planning, alternative education provision and funding. The partners at the roundtable were all committed in designing a practical action plan for Tayside which will result in spin-off projects. It is paramount that we find lead organisations to drive these. A more refined action plan is to be delivered in 2024/25.

REGIONAL WORKING AND ENGAGEMENT:

The Community of Practice members and the CGI Partners continue to provide valuable input and help cascading information as well as utilising their network when input is required. Internal and social media awareness campaigns are taking place as a matter of course.

A regular update and close relationship is now developed with the DigiTay project manager (TCRD Skills & Employability Programme – Digital) and the Scottish Enterprise Digital Economy lead for Tayside.

Engagement from regional partners at the skills workshop in Dundee shows much interest, commitment and strong desire to create practical ways to make skills an exemplar in Tayside. To this effect there was great support and turn-out for the roundtable. This also shows that given the right initiative the regions stakeholders remain engaged.

Items – delayed or at risk: *The below points aim to provide background to the items that are delayed or at risk. Please note that all of these have been considered and are being addressed.*

Workstream 2, action 4: Online networking measured by number of members

This action is at risk and likely will not reach the targeted 300 members. Achieving 300 members in 9 months was an ambitious target given the digital & online presence

overload for some businesses. Exponential growth of members is unlikely in the short term based on the current spend profile.

Solution: To move away from the number of signed-up members on the site as a measure of success towards measuring website traffic and behaviour; number of projects logged and business engagement (via event attendance).

Workstream 4, action 2: 'Business needs' database creation

Engagement with the wider business base is dependent on the success of engagement channels with the private & business sector. In the engagement process since Q1 2023/24 it was found that due to the current economic challenges in a mostly SME market, businesses currently have very limited time and hunger for surveys. Please note however that very positive business engagement and strong relationships have been developed with some project owners who provide guidance and insight into business needs.

Solution: The circumstances are well understood, and steps are being taken to address how best to secure buy-in from the business sector with the help of the Enterprise Forum. It is also envisaged that a review of direct relationships with the Chambers; FSB; CBI, Business Gateway, local authorities' economic development teams and others will be carried out to better understand how these can be utilised.

Workstream 6, action 2: Prospectus

This action is likely to be delivered during Q1 and Q2 2024/25.

Solution: It was agreed by the CGI Partners Group to deliver the prospectus in an online format and utilise the www.taycitiescleangrowth.scot website to hold the information on relevant tabs. It is envisaged that the relevant tabs addressing the CGI's activities and USPs will be built and promoted live in stages, starting with an 'About Us' tab addressing strategy and domestic audience followed by a tab aimed at skills and another aimed at investors and investment readiness.

Workstream 6, action 3: Augmented / Virtual Reality videos

This action is scheduled for Q1 2024/25. Delivery deadline is at risk. This action is strongly dependent on the success and output of the regional CGI prospectus and evaluation of the need for a project specific vs Tayside CGI-wide AR/VR/XR promotional material.

Solution: If this action is to remain part of the programme, a funding proposal will need to be developed with stakeholders and a project developed that is based on evidence sought from SDI on the potential success for inward investment. It is recommended to move the deadline back to Q4 2024/25.

Workstream 7, actions 1&2: Inward investment webinars and visits

Partially completed.

Webinars: SDI is running a Tay Cities inward investment webinar on 15th February 2024 for an SDI audience of 100 colleagues raising awareness of 'Why invest in Tay Region?'. Please see the latest version of the Tay Cities – Regional Investment Proposition Oct2023 for reference – attached separately. SDI also holds webinars around topics of interest more generally, e.g. offshore wind & hydrogen supply chain. Inward investment visits hinge on a well-articulated need for this investment which can then enable lead generation campaigns.

Solution: The CGI is planning to hold an event in April 2024 to aid better understanding of investment and financial readiness, investment options, including inward investment, and to explain the types of investment - domestic / international, equity / loan / grant.

The objective is to help businesses understand how to articulate their investment needs better and more efficiently.

Workstream 8, Innovate UK Launchpad

The Innovate UK Launchpad application for Tay Cities Clean Growth was unsuccessful.

Solution: Scotland has been awarded a successful Launchpad Programme focussing on Industrial Biotech. This means that organisations from across Scotland were able to apply to take part. Scaling Innovation is at the heart of Scottish Enterprise's new missions-based approach and in partnership with Innovate UK we will ensure that opportunities are signposted to the clean growth community in Tayside.

4. POLICY IMPLICATIONS

4.1. N/A.

5. CONSULTATIONS

5.1. The Tay Cities Clean Growth Initiative Partners Working Group was consulted in the preparation of this report.

Report author: Nora Ferda-McKay
Title: Project Manager
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Phone number: 0131 460 8196

Date: 05.02.2024

APPENDIX 1 CLEAN GROWTH INITIATIVE PROPOSED PROGRAMME OF ACTIVITY

Proposed Clean Growth Initiative Activities

Clean Growth Initiative (CGI) Partners: Angus Council, Dundee City Council, Fife Council, Perth & Kinross Council, SDI, SE

Workstream	Scope	SMART Objectives	Status @310823	Proposed Deadline 2022/23	Proposed Deadline 2023/24	Proposed Deadline 2024/25	Proposed Deadline 2025/26
Collaboration							
1. Mapping	Mapping Report - USPs	Report Finalised in Q4 2021/22. Add "Data & Digital Solutions" by Q4 2022/23.	completed	Q4 2022/23			
	Innovation ecosystem mapping: HE/FE Forum input	Conclude Innovation Mapping Exercise engagement with HE/FE Forum in Q4 2022/23	completed	Q4 2022/23	Q1 2023/24 Q2 2023/24		
2. Clean Growth Website	CG community website	Launched Q1 2023/24	completed	pilot phase completed Q4 2022/23	launched Q1 2023/24		
	Permanent owner / host	Agreement between Clean Growth Partners and Website Host in Q4 2022/23	completed	Fife Council secured Q4 2022/23	Fife Council secured for 23/24	Fife Council secured for 23/24	
	Public Launch of Website	Deliver Public Launch and Event in Q1 2023/24	completed		Q1 2023/24		
	Online networking taking place on the website	Achieve 300 Clean Growth Website individual members registered by Q4 2023/24	in progress / on track		Q4 2023/24		
	Download and interpret Website Data Outputs	Export MI website data quarterly and make available to the CGI partners for analysis	to commence	ongoing	ongoing	ongoing	ongoing
3. Events / Roundtable	Bi-annual Events Programme	Hold two in-person clean growth events annually	in progress / on track	ongoing	on track	ongoing	ongoing
	Tay Cities Networking Group	Quarterly Community of Practice online meetings	in progress / on track	ongoing	on track	ongoing	ongoing
4. Industry and Partnership Engagement	Engage with Enterprise Forum and other business groups (e.g. chambers, FSB) to investigate best channels for business base engagement	Hold a meeting with the Enterprise Forum by end Q1 2023/24	in progress		Q1 2023/24 Q2 2023/24 Q3 2023/24		
	Mapping exercise: Targeted response to well-articulated needs from industry, business, and project. Deliver: input into delivery plans. Targeted assessment of local business needs via agreed channels (above).	Produce library of local clean growth business needs to inform current and future delivery plans by Q4 2023/24	in progress / dependent upon engagement success / at risk		Q4 2023/24		
	Sectoral Business Database Outputs & Propositions in Clean Growth Themes via Council, SE, Gateway database enquiry results	Sharing and analysis of data	in progress / on track		Q4 2023/24		
5. Skills Report	Procure and Undertake Tay Cities Clean Growth Skills Report	Deliver Skills Report in Q4 2022/23 Follow-on: planning next steps	completed	Q4 2022/23	Q1 2023/24 Q2 2023/24 Q3 2023/24		
Promotion							
6. Clean Growth Prospectus	Clean Growth Branding and Promotional Templates	Produce Clean Growth Brand, Guidelines and supporting presentation templates. Delivered Q1 2022/23	completed	Q1 2022/23			
	Tay Cities & industry partners' prospectus on 5 CG USPs	Produce Prospectus of 4 CG themes + Data & Digital by Q4 2023/24	in progress		Q4 2023/24	Q2 2024/25	
	Augmented / Virtual Reality videos	Produce 1 video to market at least 1 individual project or TC region as a whole by Q1 2024/25	to commence in Q1 2023/24			Q1 2024/25	
International, Investment, Innovation							
7. International & Investment	Inward Investment webinar programmes to showcase regional projects	SDI to extend invitation to investment webinars to members and project leads	to commence in Q4 2022/23		Q4 2023/24		
	Inward Investment Visits to showcase regional investment opportunities	SDI to arrange TC Clean Growth sector inward investment visits when requests are made.	to commence in Q1 2023/24		Q4 2023/24		
	Raise Awareness of Clean Growth across all partner organisations and private sector to aid efficient collaboration	Each CGI Partner to internally promote CGI to extend reach and raise awareness across relevant teams.	to commence in Q1 2023/24		Q4 2023/24		
	SDI to produce lead referral process for investment enquiries received by SDI	SDI to produce and use referral process within 2023/24	completed	Eric Simpson	Q4 2023/24		
8. Innovation	Innovate UK - Launchpad Programme	Submit CG bid to Innovate UK in Q3 2022/23	completed	Q3 2022/23	Unsuccessful		



REPORT TO: TAY CITIES REGION JOINT COMMITTEE

REPORT ON: TCD012b ANGUS RURAL MOBILITY HUB – FULL BUSINESS CASE

REPORT BY: ALISON SMITH, ANGUS COUNCIL

REPORT NO: TCRJC04-2024

1. PURPOSE OF REPORT

1.1. This report seeks approval from the Joint Committee of the Full Business Case (FBC) for the TCD012b Angus Rural Mobility Hub (ARMH) project.

2. RECOMMENDATIONS

2.1. The Joint Committee is asked to:

- i. Consider this report and the FBC for TCD012b Angus Rural Mobility Hub. The FBC is available on request;
- ii. Note that Management Group agreed the FBC on 14th March 2024 for recommendation to the Joint Committee, subject to Thematic Board and Government approval; and,
- iii. Approve the TCD012b Angus Rural Mobility Hub FBC, subject to Thematic Board and Government approval.

3. INTRODUCTION

3.1. The Angus Fund (TCD012) was awarded £26.5m at Deal Signing in December 2020. The Angus Rural Mobility Hub project has been selected as one of the projects in the Angus Fund and awarded up to £2.9m. This project will deliver the Angus Rural Mobility Hub, which will provide clean re-fuelling services, smart logistics and space for business.

3.2. The mission is to accelerate the transition to a lower-carbon rural economy. It will act as a driving force to decarbonise the strategic transport network across the north-east of Scotland, support economic growth in low-carbon sectors, and support region's reputation as a great place to live and work. The FBC for Angus Rural Mobility Hub is presented for approval which, if granted, will enable the project to draw down the allocated funding. Funding is drawn down when the project submits a claim for money which has already been spent. The key project information is at **Appendix 1**.

4. DESCRIPTION OF PROJECT

- 4.1. Low carbon mobility is critical for decarbonising our transport network, creating, and retaining jobs in rural areas, and making places attractive to live and work. This is the cornerstone of the ARMH's ambition for Brechin and Angus. In direct response to the Paris Climate Accords adopted by the international community at COP21, Scotland has set an ambitious target date for achieving net zero emissions of 2045. This is ahead of many other countries, including the UK whose target is to reach net zero by 2050. Moreover, the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 not only enshrines this net zero target in law, but also commits to interim targets for reducing emissions by 75% between 1990 and 2030 and 90% by 2040.
- 4.2. Low carbon mobility has a critical role to play in decarbonising the transport network. However, to date the focus on low carbon mobility solutions has primarily been concentrated in urban areas with few attempts made to explore the relevance and sustainability of these solutions in rural contexts. With a large rural population, complementary economic and research strengths, and occupying an important strategic location, Angus is perfectly positioned to play a leading role in the decarbonisation of the Scottish transport network.
- 4.3. The overall objective for the ARMH is to accelerate the transition to a lower carbon transport network for Angus and the wider north-east of Scotland. This wording is specific, the purpose of this objective is to provide a set of services which stimulate decarbonisation faster than would otherwise have been the case with no support from the ARMH and focussed on the region's strategic transport needs - as opposed to purely local services in Brechin.
- 4.4. The spending objectives for the ARMH are:
 1. Reduce the CO2 emissions of the transport network by more than 33,000 tonnes over 10 years of operation, in net terms.
 2. Over £600,000 in net savings to businesses through fleet conversion over the initial 3 years of the project.
 3. 9 new use cases for clean refuelling technology in rural contexts identified and realised over the initial 3 years of the project.
 4. 600 local residents over three years (2024-2026) (including school groups) to experience clean mobility technologies and learn about career opportunities in the sector.
- 4.5. In financial terms, £2.9m is being sought from Tay Cities Region Deal to enable the creation of the ARMH comprising the enabling infrastructure and a range of mobility services and options. It will also leverage a further £3m from Angus Council capital funding to enable the initial development and infrastructure needed for the Brechin Business Park expansion. Some of the enabling infrastructure namely the access road will be shared between ARMH and the expansion of the Business Park. Costs will be shared proportionately between the two projects, details of which are provided in the FBC financial case.
- 4.6. The ARMH will demonstrate what clean transportation looks like in the specific, rural context of Angus – working to decarbonise a range of transport segments including heavy and light commercial vehicles. It will form part of a wider

transformation of its surroundings, adjacent to the expanding Brechin Business Park with which it will be co-located and share some common infrastructure.

- 4.7. At the heart of this will sit a living lab for clean mobility, partnering with businesses and communities to decarbonise fleets and mobility systems. This will be supported by a range of refuelling infrastructure on site, enabling the demonstration of new technologies.

5. FINANCIAL IMPLICATIONS

- 5.1. This project is currently profiled to spend a total of £2.9m capital from the Tay Cities Deal funding and £3m from Angus Council capital funds. The funding is anticipated to be drawn down as follows:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	3	4	5	6	7	8	9	10	
TCRD Funding ('000)	£0	£800	£900	£0	£0	£0	£0	£1,200	£2,900
Angus Council Funding ('000)	£0	£0	£3,000	£0	£0	£0	£0	£0	£3,000
Expenditure ('000)	£0	£800	£5,100	£0	£0	£0	£0	£0	£5,900

- 5.2. Angus Council has spent at risk to continue to progress this scheme and would seek to claim this money back in 23/24 upon approval of the FBC.
- 5.3. Angus Council has made a request to the Partnership for an alternative financial profile as part of the ongoing review of the TCD projects. This is due to be considered by the Finance Directors and Management Group in due course.
- 5.4. If this alternative profile is not agreed then Angus Council will request that the £1,200 in 29/30 (year 10) is drawn forward to support the construction phase in 24/25 (Year 5).
- 5.5. The project has levered in £3 million of investment from Angus Council as indicated above.

6. IMPLEMENTATION PLAN

- 6.1. The Implementation Plan is included in the FBC and shown through the programme timeline and related costings. The milestones, outcomes and targets and risks have been highlighted, as shown in the report and reflects the FBC.

Milestones

Deliverable	Due Date	Status
ARMH OBC approval by Governments	March 2023	Complete
ARMH FBC approval by Governments	March 2024	Subject to approvals

Approval of FBC by Management Group	March 2024	Subject to approvals
Approval of FBC by Joint Committee	March 2024	Subject to approvals
Planning consent achieved	October 2024	Subject to approvals
Concession contracts for re-fuelling elements agreed	October 2024	Subject to approvals
Infrastructure works completed	October 2025	Subject to approvals

Outcomes and Targets

Targets	Baseline	Target Uplift	Date
Reduce the CO2 emissions of the transport network	0	33,000 tonnes, net reduction	2034/35
Net savings to businesses through fleet conversion	0	£600,000	2027/28
New use cases for clean refuelling technology in rural contexts identified and realised	0	9 new use cases	2027/28
600 local residents (including school groups) to experience clean mobility technologies and learn about career opportunities in the sector	0	600 local residents (including school groups)	2024/26

Key Project Risks and Mitigations

Risk	Mitigation
Planning permission	Early engagement and close involvement of relevant planning authorities in the development of the scheme. PAN submitted 4th November 2022. Following submission of the PAN, an EIA was screened out and the statutory consultation process (Pre-Application Consultation process) has been undertaken.
Inflationary Pressures	Cost forecasting process has taken into consideration the likely inflation rate at the time of the build. Costs forecasted to Q2 2024.
Funding	Use of expert consultants to produce robust business case; Early engagement and close involvement of private funder in the development of the scheme. Submitting funding applications to relevant fund when they become available.
Unforeseen engineering issues	Early engagement with relevant survey stakeholders; Contingency built into costs; Design to include thorough review of existing issues and cost these risks appropriately; Relevant experience from project management team in delivering construction projects.

Risk	Mitigation
Public Objections	Extensive stakeholder engagement and community consultation. In reference to Planning Permission risk, a formal pre-consultation event took place on 31 March 2023, alongside separate presentations to Brechin Community and Inveresk Community Councils. Feedback to date has been positive.
Procurement / Project management	Robust project management and governance framework to ensure procurement and construction are completed on time; Relevant experience from project management team in delivering construction projects. Seek procurement authority timeously to avoid delays.
Partnership / Land Agreement	Angus Council and Dalhousie Estates have formed a project board under their current memorandum of understanding. Heads of Terms have been agreed
Detailed Design	Angus Council committee report approval agreed to support the procurement of a consultant to complete detailed design services. Angus Council have completed design services procurement and have appointed a consultant and design work underway.
Procurement Authority	Procurement solution subject to Land Agreement between Angus Council and Dalhousie Estates.
Managing and Operation	Angus Council internal resource in place to ensure regular reporting, with a clear management agreement with costs, actions and responsibilities defined
Concession Contracts	Establish demand through market engagement and detailed business case. Commercial services will provide the professional services to deliver this task.

7. DECISION PATHWAY

7.1. The project has met the decision pathway milestones as set out below and the next steps are also indicated.

Decision pathway milestones and planned timeline			
Stage	Milestone	Planned date	Date achieved
FBC	Submission of FBC (to PMO who forward to Governments)	<i>February 2024</i>	06/03/2024
	Governments' approval	<i>31 March 2024</i>	
	Thematic Board recommendation	<i>20 March 2024 - pending</i>	
	Management Group recommendation	<i>14 March 2024</i>	14/03/2024
	Joint Committee approval	<i>28 March 2024 - pending</i>	

8. CONDITIONS

8.1. The approval of the Angus Rural Mobility Hub FBC is subject to Thematic Board and Government approval.

9. POLICY IMPLICATIONS

9.1. This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty and Environment.

10. CONSULTATIONS

10.1. The following have approved the presentation of this FBC:

Local Authority Project Management Officer: Mark Davidson
Responsible Finance Officer: Ian Lorimer
Management Group Sponsor: Alison Smith

Report author: Mark Davidson
Title: Manager – Economic Development
Email address: Davidsonma@angus.gov.uk
Phone number: 01307 491904

Date: 9 February 2024

APPENDIX 1

Project Information	
Project number	TCD012b
Project name	Angus Fund – Angus Rural Mobility Fund
Project owner	Angus Council
Project Finance Director	Ian Lorimer
Management Group Sponsor	Alison Smith
Award amount under TCD	£26.5m Angus Fund - £2.9m ARMH
Leverage to be achieved	£3m (Angus Council)

Extract from FBC – Introduction

EXECUTIVE SUMMARY

Introduction

The transition to net zero touches every aspect of our economy and society – with mobility accounting for one of the largest shares of global carbon emissions. In order to tackle this, it is necessary to test, scale and deliver new technologies in a wide range of contexts and areas.

The Angus Rural Mobility Hub (ARMH) will demonstrate what clean transportation looks like in the specific, rural context of Angus – working to decarbonise a range of transport segments including heavy and light commercial vehicles.

In so doing, it will work to decarbonise the transport network across Angus and Scotland whilst creating and retaining jobs and generating opportunities for people living in Angus.

ARMH will form part of a wider transformation of its surroundings, adjacent to the expanding Brechin Business Park with which it will share some common infrastructure.

This Final Business Case sets out the strategic, economic, commercial, financial and management aspects of the project.

The strategic case outlines how the ARMH will fit with wider strategic priorities both in Angus and at a Scottish and UK level. It sets out the case for change, and the catalytic role which ARMH could play both in decarbonising the transport network in Angus and in demonstrating how transport decarbonisation can be achieved through a number of different routes in rural contexts. The rural economy has a crucial role to play in delivering a national and global transition to clean mobility and in adapting in response to climate change – in a way which is complementary to decarbonisation in urban environments.

The ARMH will be innovative from the ground up. Its design incorporates the latest in mobility infrastructure, and consciously enables future development of the site in response to new and emerging technologies. A combination of investment in infrastructure (funded by TCD) and a comprehensive revenue programme (funded by Angus Council and partners) will ensure that the site becomes a living lab – with researchers and local businesses coalescing around the site to test new applications of clean mobility technologies.

The economic case outlines how best this can be achieved at the site, through:

- biogas refuelling
- fast/rapid EV charging
- ultra-rapid EV charging
- enabling infrastructure for future fuels
- fleet decarbonisation support
- a living mobility lab

Pursuing these options now will open a range of opportunities in the future including the delivery of hydrogen refuelling, drone services and potentially energy generation on site.

The commercial, financial and management cases demonstrate how this could be delivered – through procurement, within the funding envelope available and through the creation of appropriate governance structures.



REPORT TO: TAY CITIES REGION JOINT COMMITTEE

REPORT ON: TAY CITIES REGION DEAL ANNUAL PERFORMANCE REPORT & BENEFITS REALISATION PLAN

REPORT BY: LAUREN HOLLAS, TAY CITIES PROJECT MANAGER

REPORT NO: TCRJC03-2024

1. PURPOSE OF REPORT

1.1. This report seeks to update the Joint Committee on the 2023/24 Annual Performance Report (Appendix 1) & Benefits Realisation Plan update (Appendix 2), and seeks approval of both documents.

2. RECOMMENDATIONS

- 2.1. The Joint Committee is asked to consider this report and:
- a) Note that the Management Group recommended agreed both the Annual Performance Report and Benefits Realisation Plan to the Joint Committee on 7th March 2024;
 - b) Approve the updated Annual Performance Report; and,
 - c) Approve the updated Benefits Realisation Plan.

3. BACKGROUND

SUMMARY OF THE ANNUAL PERFORMANCE REPORT UPDATE

- 3.1. There is a commitment to provide an Annual Performance Report in the Partnership's Grant Offer Letter. In November 2023, a paper (MG035-231123) was presented to the Management Group, setting out the approach taken for the Annual Performance Report update.
- 3.2. All Projects with an approved business case have been given the opportunity to submit a case study for the Annual Report, and various regional updates have been provided by the Heads of Economic Development Group, the Clean Growth Initiative, and SDS. The updated Report also includes benefits (jobs and leverage) to date as well as a summary of the financial position up to the end of Q2 2023/24.
- 3.3. Following presentation to Management Group in November 2023, the draft Annual Performance Report was shared across the TCRD Governance for review and comment. All comments have been considered and factored into the version presented at Appendix 1, where appropriate.

- 3.4. In addition, the Annual Performance Report was shared with Governments at the start of January 2024 – suggestions have been made and accounted for. A list of all changes made since November 2023 are available on request.

SUMMARY OF THE BENEFITS REALISATION PLAN UPDATE

- 3.5. The Tay Cities Region Deal's first Benefits Realisation Plan (BRP) was approved by the Partnership and Governments in March 2022 and minor updates made in March 2023. There is a commitment to update the Plan annually in line with the Annual Performance Report, as well as annual monitoring from all Deal Programmes, Funds and Projects.
- 3.6. In November 2023, a paper (MG034-231123) was presented to, and approved by, the Management Group outlining the changes to the Benefits Realisation Plan, as part of this year's update. The changes included:
- a) Updated jobs and leverage commitments to reflect the Annual Report;
 - b) Refinements to the Deal Programme Logic Model, in particular the for the Culture & Tourism Theme;
 - c) Risks updated to reflect the Partnerships key risks relating to the Deal Programme for Years 5 – 10 and inflation;
 - d) A revised reporting template and guidance note;
 - e) A new approach to evaluation (through consultation with the Governments and Management Group in August 2023); and,
 - f) Inclusive Growth Statements updated with any recently approved Projects.
- 3.7. All comments received from the Partnership have been taken into account and all outstanding queries have been resolved. No further changes have been made and the updated Benefits Realisation Plan was shared with Governments at the start of January to inform the Annual Conversation. A list of all changes made since November 2023 are available on request.
- 3.8. The updated Benefits Realisation Plan was recommended for approval by the Management Group on 7th March 2024.

NEXT STEPS

- 3.9. Following approval of the updated Annual Performance Report and Benefits Realisation Plan, the Deal will continue to report benefits annually in Q2. The PMO will continue to liaise with Projects to ensure that comprehensive reporting against outputs and other commitments is captured, in Quarter 2 to align with the Annual Report reporting period.
- 3.10. In addition, the new evaluation approach will come into effect. The PMO will liaise with relevant stakeholders to develop this further and implement the requirements. An update will be presented to Management Group in Spring/Summer 2024.
- 3.11. The Benefits Realisation sub-group, stemmed from the National PMO Networking Group, continues to work to streamline processes around reporting and evaluation and this will be taken in to account.
- 3.12. Benefits reporting will continue to be captured and reported annually to align with the Annual Report.
- 3.13. Both documents will also be updated on the Tay Cities website.

3.14. The PR & Comms Boiler Plate will also be updated to reflect the figures in the Annual Performance Report and shared with the PR & Comms Group.

4. RISKS

4.1. None.

5. FINANCIAL IMPLICATIONS

5.1. None.

6. POLICY IMPLICATIONS

6.1. None.

7. CONSULTATIONS

7.1 In addition to being shared with both Governments the Annual Performance Report and Benefits Realisation Plan has been shared with the following parts of the Partnership for their input and comments:

- Extended LA PMO
- Thematic Boards
- HE/FE Forum
- Finance Directors Group
- Enterprise Forum
- Heads of Economic Development Group (for Annual Performance Report only).

7.2 The PMO have worked with Angus Council, as the 2024 Chair of the PR & Comms Group, to develop an updated design for both documents. This includes a Digital copy of the Annual Performance Report, available via this link

<https://indd.adobe.com/view/0c27bb92-1b40-40ae-a29d-ecfb3bb62895>

8. BACKGROUND PAPERS

8.1. The previously approved Annual Performance Report and Benefits Realisation Plan are available on the Tay Cities website via the following links:

[Annual Performance Report October 2021 – September 2022](#)

[Benefits Realisation Plan March 2023](#)

Report author: Lauren Hollas
Title: Tay Cities Project Manager
Email address: Lauren.Hollas@taycities.co.uk
Phone number: 07881008024

Date: 22/01/2023

APPENDIX 1



TCRD Annual Report
2023 FINAL.pdf

APPENDIX 2



Benefits Realisation
Plan 2023.pdf



Benefits Realisation
Plan Inclusive Growth



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.



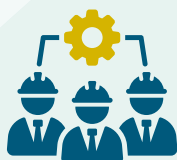
£116m of Government Investment released.



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.



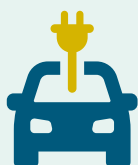
Development of **Perth Museum** completed, with fit out of the museum ongoing. This is due to open to the public in spring 2024.



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

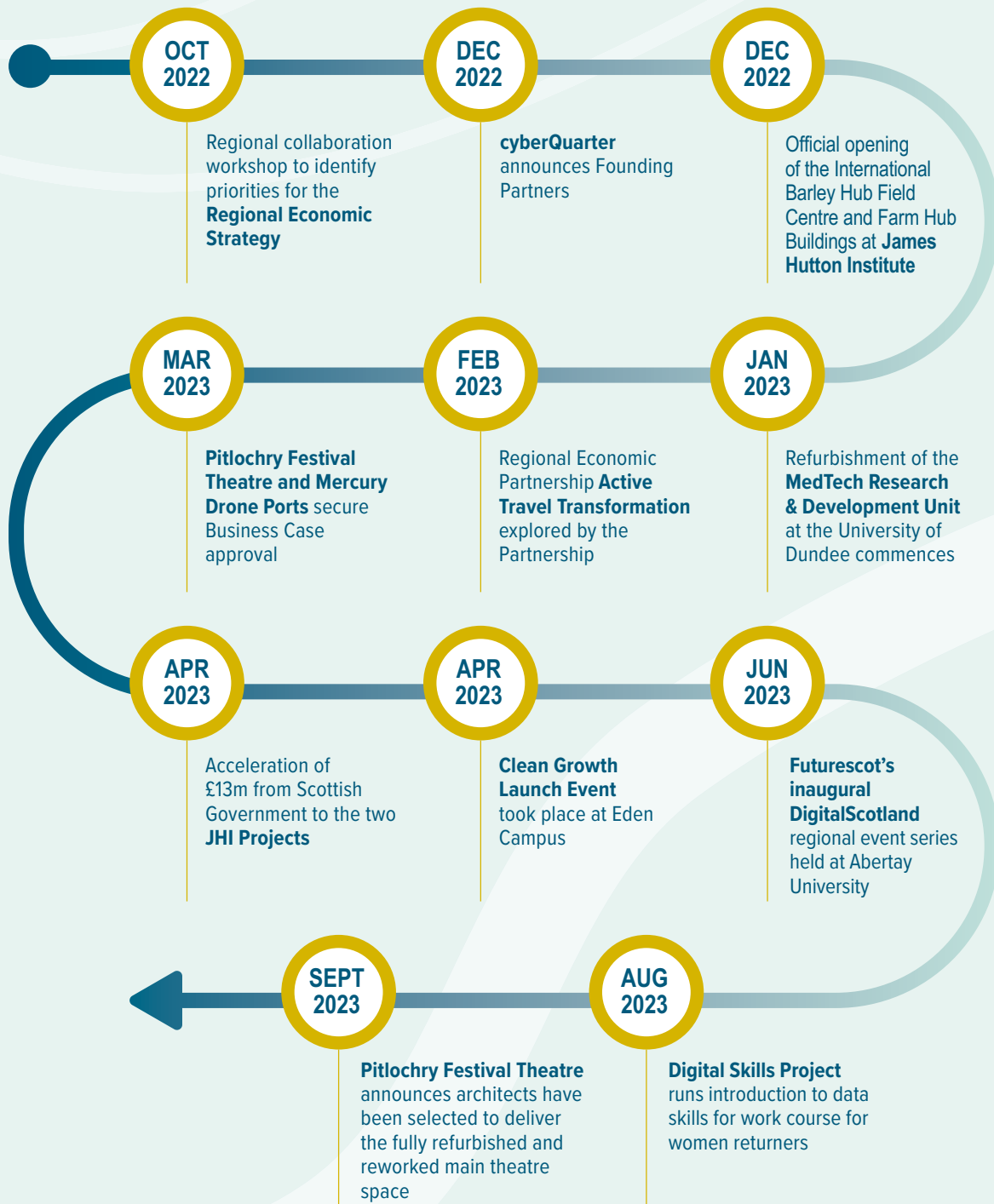


EV Chargers and car port structure are now installed at the **Broxden Low Carbon Hub**



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)
- Innerpeffray 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



Smarter + Fairer

490,000+



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



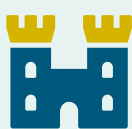
£30.1m

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 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

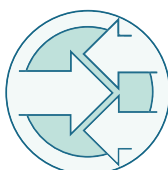
Ensuring that local people have the skills they need to succeed in the modern workplace and growth is inclusive, with a Government investment of up to £30.1m;



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

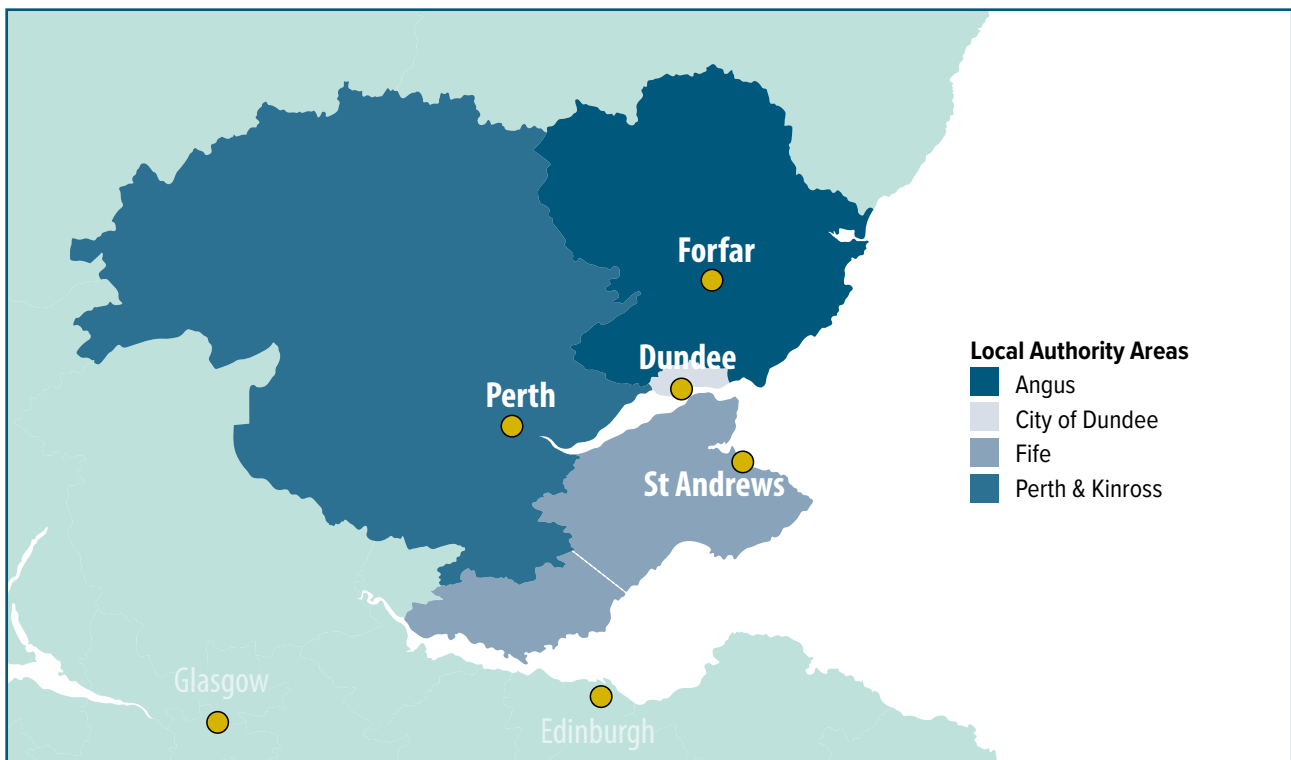
More information on the Deal, including the Projects, is available in the Deal Document¹

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:

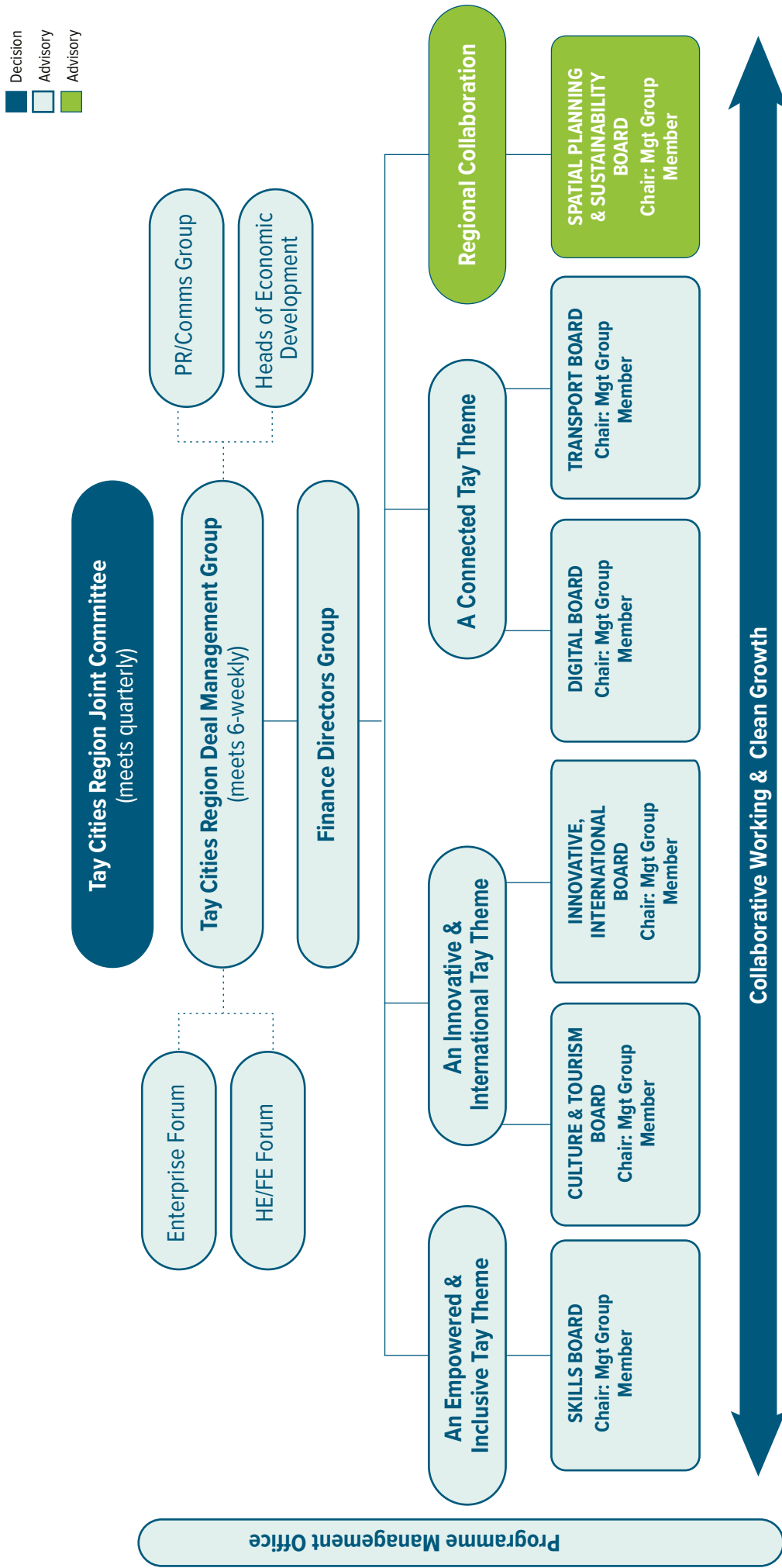
- Decarbonisation sub-group
- Benefits Realisation sub-group
- Subsidy Control sub-group
- Systems sub-group
- SharePoint sub-group
- Finance sub-group.

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.

£20m



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:	
1. Thiel Cadaver Facility Extension (CAHID)	1. 2024
2. MedTech R&D Unit Refurbishment (Wilson House)	2. 2023
3. Tay Cities Innovation Hub	3. 2024
Occupation of Buildings	
1. Thiel Cadaver Facility Extension (CAHID)	1. 2024
2. MedTech R&D Unit Refurbishment (Wilson House)	2. 2024
3. Tay Cities Innovation Hub	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, Innerpeffray 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.

An aerial photograph of Dundee Airport, showing a long asphalt runway with white markings and the number '21' at the end. The runway is surrounded by green grass and fields. In the background, there are rolling hills and a body of water under a cloudy sky.

£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:

1,411



Jobs (+735 since last year)



£96.164m

Leverage

£145.8m

Leverage secured



63

Training places



90

SMEs supported



240,000

visitors to date



2,387m²

Development space unlocked

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
	Innerpeffray 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.

Programme Management Office

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Local Authority Extended Programme Management Officers

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

ANGUS PROJECTS

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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



Smarter + Fairer



Tay Cities Region Deal

BENEFITS REALISATION PLAN

REPORT 3 | September 2023



Funded by
UK Government



Scottish Government
Riaghaltas na h-Alba

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Introduction

Purpose

The purpose of this Benefits Realisation Plan (BRP) is to demonstrate, to our local, regional and national stakeholders, how the Partnership (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.

In this document, "Project" relates to the Programmes, Fund and Projects within the Deal.

The Benefits Realisation Plan will:

- Identify, collate and explain the collective benefits of the Deal as a whole;
- Outline the processes followed by the Tay Cities Region Partnership to maintain a regular record of project delivery;
- Provide a framework for constructive evaluations of Projects; and,
- Act as a guide for the Project Owners for monitoring and evaluation.

This Plan, therefore, sets out our approach to:

- Project monitoring and reporting, including definitions guidance; and
- Both the Deal Programme and project evaluation.

Updates to the Benefits Realisation Plan will be reviewed annually as part of the Annual Performance Report.

Strategic Context and Objectives

Deal Overview

The Scottish Government and UK Government will each invest up to £150 million in the Tay Cities Region Deal (the Deal). This investment has the potential to secure over 6,000 jobs and lever in £400 million of investment over 15 years. It will enable the region to:



INCLUSIVETAY

Empower & promote inclusion

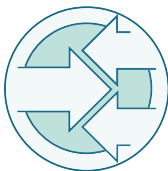
by ensuring that local people have the skills they need to succeed in the modern workplace and that growth is inclusive;



INNOVATIVETAY

Innovate & internationalise

by developing globally recognised clusters of academic and business excellence; and,



CONNECTEDTAY

Connect

by improving physical and digital infrastructure.

Table 1 sets out the investment from both the UK and Scottish Governments, split by the themes in the Deal.

Table 1: Total Anticipated Deal Contributions

Tay Cities Theme	Governments (£m)
Skills	30.1
Innovative and International	188.2
Culture and Tourism	49.7
Digital	4.0
Transport	28
Total	300

Table 2 sets out the proposed Jobs and Leverage commitments at Deal Signing/approved current position, split by themes in the Deal.

The jobs commitments reflect those at Deal Signing or if a business case has secured approved, whichever is most recent. If a Project has an approved commitment as part of a change request, the new agreed commitment is reflected. The figures shown in Table 2 reflects the Annual Performance Report 2023.

There are some Projects who will need to refine their Deal Signing commitment as they develop their business case. At the moment, there is a forecast additional jobs above the 6,000 job commitment. This will be informed by the benefits reporting and updated in the Benefits Realisation Plan annually.

Table 2: Total Anticipated Jobs and Leverage

Tay Cities Theme	Proposed Jobs	Leverage (£m)
Skills	148	0.5
Innovative and International	5,626	332
Culture and Tourism	644	54
Digital	0	6
Transport	459	7.5
Total	6,877	400

Inclusive Growth Challenges

In broad terms four interlinked challenges were identified, as detailed in the Deal Document:

- Weak Productivity and Slower Growth
- Skills, Health Outcomes and Earnings
- Low Income
- Need for Sustainable Places

A separate document has been designed to detail each of the Deal Projects' Inclusive Growth Statements as a supplement to the Benefits Realisation Plan. It is available on request and will be updated in line with the annual Benefits Realisation Plan review.

Benefits Realisation Plan Audiences

The list below outlines the audiences who may wish to use or have an interest in the outputs of the monitoring and evaluation approaches proposed within this Plan. For both the Governments and the Tay Cities Region Deal Partnership, monitoring and evaluating the Deal outcomes and impacts will allow learning to inform future policy, strategies and plans.

- **UK and Scottish Governments as well as the Scottish City Region and Growth Deals Delivery Board** - to enable them to monitor and review progress of the delivery of the Tay Cities Region Deal outcomes and impacts;
- **Accountable Body/Auditors** - to consider achievements as well as any interventions that have been less successful, and understand what evidence is available and how it is collected;

- **Tay Cities Region Deal Partnership**
- **Tay Cities Region Joint Committee** - in their role as the primary decision-making body for the Deal overseeing investment and approving all relevant business cases;
- **Tay Cities Management Group** - as this Group is tasked to: support the Joint Committee in the delivery of the Deal, ensuring that it is aligned towards achieving its inclusive growth ambitions; monitor delivery of milestones (including benefits realisation); and, identify priorities and develop solutions to maximise private sector investment in the Tay Cities region;
- **Finance Directors Group** - that supports both the Management Group and Joint Committee in overseeing the Deal's finances; ensures that the Deal funds are being spent as set out in the Financial Plan (and therefore the consequent outputs anticipated under this Plan are likely to be delivered); and considers and escalates any risks to the Management Group;
- **Heads of Economic Development** - across the four Councils that, amongst other roles, are tasked to provide support and challenge to projects within the Deal provide advice as required. They also lead for the partnership on the delivery of Inclusive Growth and the Regional Economic Strategy Action Plan;
- **Tay Cities Region Enterprise Forum** - from a business and third sector perspective this forum will provide knowledge and expertise to the Joint Committee and Management Group to assist them in implementing the Deal and achieve the benefits committed to. The Enterprise Forum will be able to use Benefits Realisation reporting to reflect on findings and consider opportunities for future funding as part of the Deal and other areas of work;
- **Tay Cities Region Higher Education/Further Education Forum (HE/FE Forum)** - which, from an education sector perspective, will adopt the same roles as the Enterprise Forum above; and,
- **The Five Thematic Boards** - given their role to develop and maintain oversight of projects across the five Deal themes and, in particular, reviewing and assessing business cases (and any requests for change to approved projects) and leading and maximising collaboration (and benefits realisation) across other Deal themes and other regional stakeholders.

Programme Theory of Change

All of the Projects, as a result of the work initiated by this Plan:

- Are in the process of developing or have developed their individual Logic Chain Models as part of their business case; and,
- Given the above, will provide the PMO, using the reporting template at Appendix C, with information in relation to the outputs, outcomes and impact measures they will use and timetables over which they will report these measures.
- Prior to the completion of this work - and for the purposes of this Plan – a high-level Logic Model has been developed, as outlined at Table 2. It will be updated as individual Logic Chain Models come forward.

As illustrated, Table 3 provides a broad overview of:

- The **inputs and activities** identified within the Deal;
- Main **beneficiary groups/conditions** (in terms for example of the Region's residents and environment) that will be impacted by these activities;
- Short term **direct outputs** that will result within these groups/conditions on completion and operation of Programme facilities and interventions;

- A range of **intermediate** medium-term impact indicators of relevance to each project that they will seek to capture, against agreed baselines and outcomes; and,
- A **minimum number** of long-term impacts that focus, at an overall level, upon the sustainable benefits of the Deal in terms of:
 - Economic growth, including sustainable employment growth and increases in investment and associated returns;
 - How the above is aligned to and supports the delivery of the Deal's inclusive growth objectives; and,
 - The associated developments that might be linked to the Tay Cities Region Deal, over and above those initially identified under the capital and revenue expenditure across the Deal.

Table 3: Deal Programme Logic Model by Tay Cities Region Deal Theme

SKILLS THEME	
Input (£m)	30.6
Activities	Projects targeting skills development for other Tay Cities Region Deal projects and reskilling in both the region and Scotland's aviation & engineering sectors
Main Beneficiary Groups	Tay Cities region residents - age, gender Protected characteristics/Communities - disadvantaged, SMID, rural Businesses - SMEs, sectors, Investors
Short Term Outputs	Increase total number of beneficiaries Increase sustainable new job opportunities Increase number of businesses directly supported by projects within this theme Increase number of beneficiaries supported into sustainable employment Increase number of businesses receiving support to 1) improve their understanding of the recruitment needs and challenges they face, and 2) increase their ability to access suitably skilled staff (as measured in the Employer Skills Survey) Uplift in skills and employability – additional accredited training and skills improvements Development of a pan-regional skills development and employability approach, built on enhanced cooperation, collaboration, and partnership working 600m ² Centre of Excellence for Tay Cities Engineering Partnership resulting in a space for companies to access, projects to evolve and £500k private sector investment in equipment
Medium Term Impacts	Increased number of participants are in sustained employment Enhanced partnership working within and across all local Authority areas Service quality is standardised across Local Authority areas Benefits for individuals- skills and personal development, health, and wellbeing Upskilling and targeted support for low paid individuals and those further from labour market Improved alignment with specialist support - Housing & Health and Criminal Justice Improved Business Base benefitting from a diverse and skilled workforce Increased employer engagement to facilitate employment of participant groups and deliver Fair Work Increased regional productivity Industry led upskilling programmes addressing the needs of the existing and emerging sectors
Longer Term Impacts	Making a positive contribution to: Levels of qualifications and skills across the City Region, providing a skilled workforce, equipped for the requirements of the labour market Improving the employability landscape Integration and alignment of employability services within Tayside with effective support and service provision in urban and rural areas Increasing the employment rate Decreasing unemployment/economic inactivity rate Reducing the number of workless households Improving equality and diversity across the region Uptake of the Fair Work Reducing levels of child poverty and deprivation Increased uptake of companies using digital technologies and advanced manufacturing techniques for design, prototyping and POC Increased productivity in the engineering and manufacturing sector Providing a skilled workforce equipped for the needs of the EAM sector

INNOVATIVE, INTERNATIONAL THEME	
Input (£m)	520.2
Activities	Development of a range of bio-medical, food, environmental, cybersecurity, and legal sector focused facilities
Main Beneficiary Groups	Construction and supply chain Relevant sectors Tay region residents Students
Short Term Outputs	Construction and Supply Chain jobs Community Benefits as a result of procurement practices Site Occupancy & Service take up Student/ Start-ups take up Indirect impact resulting in reduced carbon emissions
Medium Term Impacts	New jobs created Student wage uplifts Research & Adoption uplifts and other Investment secured New theme supported SMEs/Start-Ups Student wage uplifts Knock on or wider falls in carbon emissions
Longer Term Impacts	Sustained employment/wage rate uplifts. Returns on Investment Inward Investment Increased knock on or wider falls in carbon emissions

CULTURE & TOURISM THEME	
Input (£m)	103.7
Activities	Development of seven tourism & culture projects to enhance the offer and reputation of the Region as a visitor destination
Main Beneficiary Groups	Construction and supply chain Tourism and Culture sectors
Short Term Outputs	Construction employment & apprenticeship opportunities and wider community benefits Community Benefits as a result of procurement practices Uplift in day visitors, including domestic visitors, visitors from out-with the region (UK) and foreign visitors (Relevant) Site Occupancy Minimised whole life and embodied carbon Enhance partnerships with local education providers and community groups working with TCRD partners and more widely
Medium Term Impacts	Quality jobs created and safeguarded Investment secured Regional Economic Multiplier effects of wider visitor spend Additional high quality / high value tourism to the TCRD Region A positive contribution to inclusive growth by influencing and supporting the culture and tourism sector
Longer Term Impacts	Sustained theme related employment Enhancing the offer of the region as a tourist destination Returns on investment

DIGITAL THEME	
Input (£m)	10
Activities	Development of High Speed Broadband & 5G Testbeds to enhance access in rural areas with little or no current connectivity
Main Beneficiary Groups	Construction and supply chain Users, including public sector, industry, academia, third sector and citizens
Short Term Outputs	Construction and supply chain jobs Community Benefits as a result of procurement practices Infrastructure in place Minimised whole life carbon costs Reduced costs and barriers to 5G deployment Increase in 5G Research & Development (R&D) investment Increased commercial certainty about 5G Increased participation and collaboration within the 5G ecosystem Enhanced perceptions of 5G regionally and nationally
Medium Term Impacts	New jobs created Investment secured Improved Connectivity Wider user benefits Commercial scale up of 5G technologies and uses Knowledge spill over – research outputs, patents developed 5G professional skills and expertise develops Enhanced sustainability of 5G projects/ecosystem Tay Cities region becoming a leading 5G and technology region
Longer Term Impacts	Sustained theme related employment Associated (user) productivity uplifts Accelerate and/or enhance deployment of 5G Attract inward investment in telecoms and digital Earlier realisation of benefits from 5G

TRANSPORT THEME	
Input (£m)	35.5
Activities	Perth Bus & Rail Interchange, Low Carbon and Active Travel hubs and Dundee Airport improvements
Main Beneficiary Groups	Construction and supply chain Users
Short Term Outputs	Construction and supply chain jobs Community Benefits as a result of procurement practices Infrastructure in place Minimised project related whole life carbon costs User modal shifts Increased airline passengers
Medium Term Impacts	Transport benefit improvements (e.g. safety, journey times, modal split, air quality, reduced emissions) (Air use related) Business time savings (Air use) Net tourism impacts
Longer Term Impacts	Sustained transport benefit improvements Business/tourism employment due to improved accessibility and builds on the attractiveness of the region as a destination for tourism and business Inward Investment

Reporting Roles and Responsibilities

Roles

In reporting outputs and impacts, the Partnership is committed to:

- Adhering to the overarching principles of Government best practice in project and programme delivery;
- Selecting appropriate monitoring and evaluation approaches to best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal;
- Regularly updating this Plan and associated reporting protocols; and,
- Adopting other new measures that will help assess and support the better management of Deal activities and impacts.

Consequently, the Partnership have - over the 15-year lifetime of the Tay Cities Region Deal – committed to:

- Delivery objectives and associated performance indicators will consistently be aligned to the stated output and impact objectives, as set out in the Deal Document and agreed at Deal Signing;
- Monitoring and evaluation will be used to confirm that: the benefits associated with these outputs can be realised; risks of non-delivery can, where appropriate, be managed; and, unjustified work can be terminated;
- Governance, management frameworks and monitoring and evaluation approaches are proportionate and appropriate to the work and levels of prevailing risk associated with each related Project delivery;
- Sharing, monitoring and evaluation approaches, resources and good practice across the Partnership and with the Government will help to minimise the costs associated with monitoring and evaluation, while also aiming to maximise future benefits particularly across Programme interdependencies. This will include:
 - Adopting common data sets, definitions and reporting cycles to allow comparisons to be drawn between Projects and, where appropriate, Deal Programme level; and,
 - Using existing data sources and streamlining any new data collection as much as possible.
- The suitability of selected indicators, outputs and outcomes will be subject to ongoing review in the light of alternative data sources/approaches to measurement becoming available.

Reporting

There is a current established quarterly reporting regime in place for the Partnership. All of the Programmes, Fund and Projects have been asked to show the delivery of their outputs, outcomes and impacts on an annual basis, in line with the Annual Performance Report. This is to enable to Partnership to align the reporting with the Annual Performance Report that has been set by Governments. From April 2022, this reporting regime integrated the Benefits Realisation reporting requirements as part of the other reporting obligations.

Quarterly performance meetings, between the PMO and Government representatives, cover project progress by exception, financial monitoring, and performance, including monitoring and evaluation. An overall Programme Risk Register and Performance Monitoring Report with any recommendations will then be considered by Thematic Boards, Management Group and the Joint Committee.

This will allow updates on progress towards outputs and benefits to be highlighted in the Annual Performance Report and Implementation Plan to assess on an ongoing basis how much impact the Deal is having on agreed inclusive economic growth outcomes.

Monitoring Approach

Purpose of Monitoring

The monitoring and reporting of benefits associated with the Deal's Programmes, Fund and Projects is required to ensure effective management of the Tay Cities Region Deal. This will enable progress on the delivery of outputs and targets to be reported to all partners and the Governments.

Baseline Information and Gaps

To support reporting, Programmes, Fund and Projects will provide baseline data. This will be used to demonstrate uplift and change. Any gaps in baseline data, outputs and targets, will need to be highlighted and addressed through future Benefits Realisation reporting, including where a project has indicated data is still to be confirmed.

It is also expected that progress towards establishing a target where there is a current gap should be demonstrated. This includes agreeing any revised baseline position, using the change control process, to take account of the impacts of COVID, Brexit or other unforeseen external factors post Business Case approval.

Outputs, Outcomes and Impacts

The funding committed to the Deal by the UK & Scottish Governments will lead to the overall Deal outcomes of over 6,000 jobs and securing £400m of leverage. The Tay Cities Region Deal approach to Benefits Realisation will ensure that the direct links between the Project outputs and the Deal outcomes can be captured.

Projects will be required to report against agreed outputs, outcomes and impacts that were committed to at Deal Signing and in approved business cases. Project owners, and the relevant Director of Finance for the project, will also confirm annually that the outputs, outcomes and impacts reported align with agreed commitments (including any approved changes relative to the original business case) within the most recent Benefits Realisation report and Implementation Plan.

As part of the initial reporting process, Projects will be asked to profile their outputs, outcomes and impacts so that the timescales for benefits realisation can be understood.

To ensure consistent reporting across the Deal a:

- **Guidance document** (Appendix A) was developed and agreed to inform the Partnership's commitment at Deal Signing; and a,
- **Reporting template**, for use by all Projects, has also been developed (Appendix C) in order to ensure agreed outputs, outcomes and impacts can be consistently reported and progress compared across projects, themes and the overall Deal.

Figure 1 provides a high-level summary of the outputs indicators that are likely to be adopted against the five Deal themes.

The Partnership are committed to updating this summary to map the outputs against the five Deal themes in line with the with Benefits Realisation reporting.

Figure 1: Tay Cities Region Deal Outputs, Outcomes and Impacts

Indicator	Skills	Innovative & International	Culture & Tourism	Digital	Transport
New jobs	✓	✓	✓	✓	✓
Construction jobs	✓	✓	✓	✓	✓
Jobs protected	✓	✓	✓	✓	✓
Training places	✓	✓	✓	✓	✓
Journey time savings					✓
Development space unlocked	✓	✓	✓	✓	
Visitors			✓		
Start-Ups	✓	✓			
SME's supported	✓	✓	✓	✓	✓
Leverage - Private sector investment	✓	✓	✓	✓	✓
Leverage - Other	✓	✓	✓	✓	✓

Definitions

A set of 11 definitions for outputs were developed and agreed ahead of Deal Signing. These are set out in Appendix A. They inform the commitment that the Partnership entered into Deal including the 6,000 jobs and £400m leverage. They are the commitments against which all Business Cases are reviewed.

At Deal Signing a number of the Projects had TBC's against their commitments. This reflected, in some cases, that they were in the early stages of development. As each Project their business cases for approval by the Joint Committee they will be required to set out what their outputs are.

It is recognised that there are a number of outputs that projects have identified in addition to the agreed 11. These will also be captured and reported on.

Carbon Management

On 18th August 2021, the Scottish Government issued guidance relating to carbon assessment and management on behalf of both Governments. This was developed to meet Scotland's net zero whole life carbon emissions trajectory by 2045. Within the guidance, a set of carbon definitions were defined to support reporting. These are set out in Appendix B. Training and support continues to be provided by the Scottish Government to facilitate an understanding of the whole life carbon cost implications of all projects across the Deal. This will support Programmes, Fund and Projects to implement the guidance.

The carbon emissions impact of a Deal is considered by the Scottish Government to be a key output, therefore it is expected to be included in a Benefits Realisation Plan (BRP). Due to the varied nature of Deal projects, 'Carbon Emissions Impact Key Performance Indicators (KPIs)' should be chosen to suit the Deal and its projects' characteristics.

Projects should be able to demonstrate their understanding of the carbon emissions impact of their project by utilising the Scottish City and Regional Growth Deals Guidance Categorisation Form. Where appropriate, advice and support will be provided as required on request of the Scottish Government, via the PMO. This will be in the form of training and support sessions, for example.

Risks

As part of workshops held with all year 1, 2 and 3 programmes/projects for the Tay Cities Region Deal in January 2022, a number of risks were highlighted including inflationary impacts, changes to baseline data as a result of Brexit and Covid implications, and resource/capacity issues related to long-term monitoring and evaluation.

These risks are still relevant, and the pressures relating to inflation have and continue to remain a standing item across all parts of the TCRD governance. This, coupled with the deliverability of the Deal Programme from years 5 – 10, is a risk to benefits being realised by 2035. This is being actively discussed with the Partnership and Governance and will be monitored through reporting.

Any update to the risks will be provided as part of future Benefits Realisation Plan updates and the Deal's Risk Register.

Evaluation

Annual Performance Report

An Annual Performance Report is produced in Q3 annually, which outlines the activities of the Deal in the previous year, from 1st October to 30th September, and the proposed priorities for the upcoming year. This will also include a financial statement, updates for the Deal Projects that have been approved, and benefits updates.

The Annual Performance Report is available at the end of each financial year on the [Tay Cities website](#).

Project Evaluation

Understanding the impact of the Deal beyond the delivery of the direct outputs and outcomes, is an important part of achieving the aspirations of the Deal. Projects, Programmes, the Fund and the overall Deal will all be part of the approach to evaluation.

All Projects, in line with the HM Treasury Green Book, are required to set out evaluation arrangements as part of the Management Case in their business case. Any Project may be asked to provide a report, evaluating the performance against agreed baseline information and subsequent outputs and outcomes. Project Owners will also be required to evaluate how the Project has delivered against the overall Deal commitments.

The PMO will develop a schedule of potential evaluation reports utilising the evaluation arrangements set out in an approved business cases, in parallel to the publication of this Benefits Realisation Plan update. The list will determine a list of Project(s) that may be asked to produce an evaluation report, and inform a recommendation to the Thematic Board and Management Group to agree.

This will commence from Year 5 (2024/25) and then every year thereafter, if there are feasible Projects, to ensure that there is representation of at least 1 Project in each thematic area. Given the number of Projects within the Tay Cities Region Deal, evaluations will be sought from a selection of Projects only.

Evaluation reports will also be required and provided by select Projects at the end of the Deal term, following completion of all monitoring. This is by the end of 2034/35.

All parts of the Deal Partnership will be provided with resultant evaluation reports, and will be invited to provide comment, where appropriate. As highlighted above, the Annual Performance Report will be an opportunity to demonstrate wider impacts of the Projects and on the Deal Programme on an annual basis.

Selection Process – Role of the Thematic Board and Partnership

As part of the selection process, each TCRD Thematic Board will be asked to consider the evaluation arrangements that are already agreed as part of the business case review process.

The Thematic Boards are recommended to consider and review Projects based on their stage of implementation, if they are an innovative Project, and consider the value of each Project.

The role of the Thematic Board in evaluation builds on the existing purpose of each Board, per the Terms of References, to support regular progress reporting on all Projects to funders and key stakeholders; this includes the Partnership and Governments.

The scope of the evaluation will be agreed by each Thematic Board at this stage.

Projects that are selected will be recommended by the Board to the Management Group for consideration and agreement, prior to any Project being asked to complete an evaluation report. This will include the proposed scope of evaluation and timescales for the evaluation to be completed.

Role of the Project Owner

Those selected will be asked to complete an evaluation report to assess their performance, in line with the **HM Treasury Magenta Book**.

As a minimum, Projects must provide a case study(s) and utilise the benefits realisation reporting of outputs to produce the evaluation report. The report should not only be specific evaluation for each Project's investment, but should also show how it has delivered against the Deal.

Programme/Fund Evaluation

The Deal Fund and Programmes will also be required to produce an evaluation report at the end of the Deal term, following completion of all monitoring. This is by the end of 2034/35. This will include an overview of Deal commitments achieved and case studies, in line with the Magenta Book.

Deal Programme Evaluation

As part of the next update of this Benefits Realisation Plan, the TCRD Partnership will review the approach for the Deal Programme evaluation. This will take account of other Deals best practice.

Approaches that may be considered include, but are not limited to, an external interim evaluation of the Deal Programme in line with the Magenta Book or an internal evaluation, for completion in 2025/26. This will be repeated at the end of the Deal Term in 2034/35, once all monitoring of the Deal's commitments has ended.

These reviews will enable progress towards prescribed milestones as set out in the Deal Implementation Plan to be reviewed and evaluated, and will be in line with the Deal Document. An interim evaluation will also be an opportunity to identify priorities for the next phase of delivery.

For the Deal Programme evaluation, it has been agreed in the Deal Document that both Governments will work with the Joint Committee to set the terms of the evaluation and consider its recommendations.

There will also be an opportunity as part of future reviews of the Benefits Realisation Plan to consider evaluation of specific themes for the Deal, for example clean growth.

Change Control

The **APMG** managing benefits guide identifies five main sources and/or outcomes of change that can negatively affect benefit delivery, all of which are potentially pertinent to the Deal. There are:

1. Forecasting failure: for example, benefits are not identified or are overestimated;
2. Delivery failure: i.e. the failure to deliver a project with the planned functionality or on time, so impacting on the scale and timing of benefits realisation;
3. Business and behavioural change failure: i.e. the business and behavioural changes on which benefits realisation is dependent do not occur or are poorly scheduled causing delays in benefits realisation;
4. Benefits management failure: in relation to capturing and leveraging emergent benefits and mitigating dis-benefits; and,
5. Value for money failure: the benefits are realised but at excessive cost.

For change control to be effective benefits must be measurable and link outputs to strategic goals. If such benefit measures are in place: **“change control ensures only beneficial or necessary changes to the baseline are implemented”**.

The Tay Cities Region Deal Change Control Process has been developed and agreed by the Governments and Partnerships and is detailed at Appendix B.

Appendix A

Tay Cities Region Deal: Outputs, Outcomes and Impacts Guidance and Definitions

Tay Cities Outputs Definitions at Deal Signing

Prior to Deal Signing in December 2020, a set of outputs & definitions, as set out in Table 4, were agreed by both Governments and the Partnership and shared with all named Projects to support them in developing their own outputs. At the time, each owner was asked to consider and provide figures, where appropriate, at the SOC stage recognising that not all of the outputs were relevant. From this exercise, the Heads of Terms were developed and included the commitment to over 6,000 jobs and £400m leverage.

Table 4 – Deal Signing Outputs Definitions

Output	Definition
New Jobs	New, FTE, permanent, paid job created as a result of the project
Construction Jobs	New, FTE, permanent, paid job created with construction sector partners as a result of the project (including apprenticeships)
Jobs Protected	FTE, permanent, paid job retained in the organisation/sector as a result of the project (including apprenticeships)
Journey Time Savings	Improvement in journey times (minutes) between point A and point B as a result of the project
Development Space Unlocked	Additional space (m ²) created as a result of the project
Training Places	Number of additional training places created as a result of the project (excluding apprenticeships)
Visitors	Number of visitors attracted to the project
Start-Ups	The number of new businesses created as a result of the project
SME's Supported	The number of business (with no more than 250 employees) supported by project activity
Private Sector Investment	Funding from non-public sector sources
Leverage	Leverage is defined as any funding/contribution to total project costs excluding Tay Cities Deal funding and unrecoverable VAT.
- LA leverage	Funding/Contribution secured from Local Authority partners
- HE/FE Leverage	Funding/Contribution from HE/FE partners to the project
- Private Sector Leverage	Funding/Contribution from Private Sector partners
- Any other leverage	Funding/Contribution from any other parties to the project

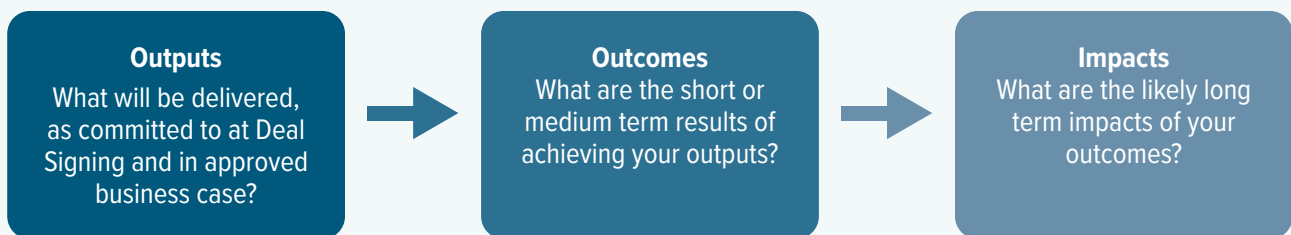
In developing business cases, Projects may commit to additional outputs which will be captured in the reporting.

Definitions Guidance

To help with benefits reporting, a guidance note will be developed to provide support when considering outputs, outcome and impacts. The PMO will continue to liaise with the National PMO Networking Group to develop a set of definitions guidance, to support all Deals. Any guidance will be shared, as appropriate.

The list provided will not be exhaustive and will take examples from Benefits Realisation reporting as this evolves: additional project specific outputs, outcomes and impacts, as agreed at Deal Signing and in approved Full Business Cases, should be considered and reported where appropriate. Figure 2 provides a high-level summary of what to report against outputs, outcomes and impacts.

Figure 2 – Reporting example and high-level definitions



Carbon and Environmental Definitions

As noted in Section 5 of the Plan, the Scottish Government issued guidance, on behalf of both Governments, relating to carbon management in August 2021 and updated in August 2022. Within the guidance, a set of carbon definitions were defined to support reporting. These are set out in Table 5. Training and support continues to be provided by the Scottish Government to facilitate an understanding of the whole life carbon cost implications of all projects across the Deal.

In addition, it is a requirement that all projects must complete Appendix A of the Scottish City Region and Growth Deals Carbon Guidance so that the Governments are able to understand the likely impact of each project in relation to carbon impacts. This is a minimum requirement; however, any other commitments to carbon related outputs and monitoring is welcomed. The following table includes a range of example Carbon and Environmental Outputs.

Table 5: Example Carbon and Environmental Outputs

Definition	Evidence
1. What are the embodied carbon emissions resulting from the project? (tonnes CO²e)	
<p>Embodied carbon is the total greenhouse gas emissions (often simplified to “carbon”) generated to produce a built asset, excluding operational emissions. CO²e is shorthand for carbon dioxide equivalents, the standard unit in carbon accounting to quantify greenhouse gas emissions. Embodied carbon includes emissions caused by extraction, manufacture/processing, transportation and assembly of every product and element in an asset. In some cases, depending on the boundary of an assessment, it may also include the maintenance, replacement, deconstruction, disposal and end-of-life aspects of the materials and systems that make up the asset. Suitably authoritative carbon factor sources should be used in embodied carbon calculations, e.g. ICE Carbon Inventory, Environmental Product Declarations (EPDs), CESSM4, etc.</p>	<p>The level of evidence detail will depend on the phase of the project. At concept stage an estimate based on major project elements (e.g. steel, concrete, floor area, etc.) will suffice. As a bill of quantities develops, so will the embodied carbon estimate. Evidence will be in the form of a simple calculation with clear workings and assumptions that should be broadly as accurate as the associated cost estimate</p>
2. How have embodied carbon emissions been minimised?	
<p>A description of the techniques used to arrive at the embodied carbon figure.</p>	<p>Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc.) and associated procurement mechanisms to minimise carbon. Evidence could also include the use of low carbon materials or construction techniques with associated estimated carbon savings. Circular economy contributions, including waste minimisation and materials re-use, should be included here.</p>
3. What are the annual operational carbon emissions resulting from the project? (tonnes CO²e/year)	
<p>Operational carbon emissions result from the operation of a built asset. This includes carbon emissions associated with heating, hot water, cooling, ventilation, and lighting systems, as well as those associated with cooking, equipment, and lifts (i.e. both regulated and unregulated energy uses).</p>	<p>Predicted or actual data should be provided in relation to energy use, using best practice carbon conversion factors, e.g. the BEIS Greenhouse Gas Reporting factors or local equivalents where relevant.</p>
4. How have operational carbon emissions been minimised?	
<p>A description of the techniques used to arrive at the operational carbon figure.</p>	<p>Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc.). Evidence could also include the use of renewable energy technologies or low carbon heating systems.</p>

Definition	Evidence
5. What are the estimated whole life carbon emissions resulting from the project over its design life? (tonnes CO²e)	
<p>Whole life carbon is the sum of a project's embodied carbon and operational carbon over a specified period, e.g. its design life or 60 years</p>	<p>Evidence would be a calculation showing the sum of the embodied and operational carbon values.</p>
6. What whole life carbon savings are estimated compared to a 'business as usual' approach to project design and construction? (tonnes CO²e)	
<p>Savings can only be demonstrated against a legitimate carbon baseline, i.e. what carbon emissions would have resulted from the project had active carbon reduction measures not been in place</p>	<p>Justification of the carbon resulting from the business as usual scenario, then a calculation showing the difference between this value and the project's whole life carbon emissions.</p>
7. How will the project become operationally net zero carbon by 2045?	
<p>A net zero asset may be defined as one that achieves a level of energy performance in line with national climate change targets that does not burn fossil fuels and that is 100% powered by renewable energy. Net zero is essentially the achievement of a balance of zero greenhouse gas emissions by taking actions to remove the same quantity of greenhouse gases from the atmosphere as all of the activities under consideration generate.</p>	<p>Evidence could include an outline description of how the project will feasibly decarbonise over time, e.g. by introducing new renewable technologies or following electricity grid decarbonisation (if the asset is powered only by electricity). Potential barriers to achieving net zero (e.g. financial, technological, skills, etc.) should be highlighted here.</p>
8. How has the project contributed to a more environmentally sustainable transport network?	
<p>An important gauge in the environmental sustainability of a transport network is the carbon emissions it generates. Carbon emissions quantification usually requires traffic modelling, although this may not always be necessary, depending on the project.</p>	<p>Evidence will be project-dependent, from a qualitative description for negligible carbon impact projects, to quantification based on traffic modelling for potentially significant carbon impact projects (e.g. sizable roads projects).</p>
9. Detail how the project has contributed to any other areas of environmental sustainability, e.g. mitigating pollution, dealing with contamination, enhancing biodiversity, etc.	
<p>Environmental sustainability here is distinct from social or economic sustainability, which are covered by separate outputs.</p>	<p>Summary bullet points will suffice here. Evidence could include reference to an Environmental Impact Assessment (EIA) report or BREEAM certification if available. Other contributions towards environmental sustainability should also be highlighted here.</p>

Appendix B

Tay Cities Region Deal Change Control Process

When a Project or Partnership identifies a potential project change, the project should provide information to the PMO to be forwarded to both the Thematic Board and Governments for review and comment. This will confirm if a change request is required from the project (See flow chart at Appendix A1).

Potential changes That could be identified by a project are those which would alter to any degree the terms of the agreements previously struck between UK and Scottish Governments and local partners. Such agreements are variously described within the terms of the Heads of Terms, the Full Deal, the terms of approved Business Cases, and the terms of the Grant Offer. For example, this could relate to scope, outputs or permanent underspend within a given financial year (See flow chart at Appendix A2).

If the potential change is a change within a project, then the project will complete a change request and provide to the PMO, who will forward to the Thematic Board and Governments for review and Comment.

Any feedback from the Thematic Board and Governments will be collate and presented to the Management Group for consideration along with the Change Request.

Where it is highlighted that a project is no longer considered viable or value for money, either by the project itself, or by the Partnership, then this should be reported to the PMO to initiate discussion with Governments. This would involve a discussion around the parameters of any replacement projects that could be brought forward by the partnership and would take account of the strategic priorities of both the Governments and Partnership at the time (See flow chart at Appendix A3).

Based on the parameters agreed with the Governments, the appropriate Thematic Board will be asked to review and propose alternative projects. Noting that the Governments may also suggest a replacement project.

The PMO and Governments will discuss and agree a proposed approach based on the recommendation from the Thematic Board, and will be subject to ministerial approval.

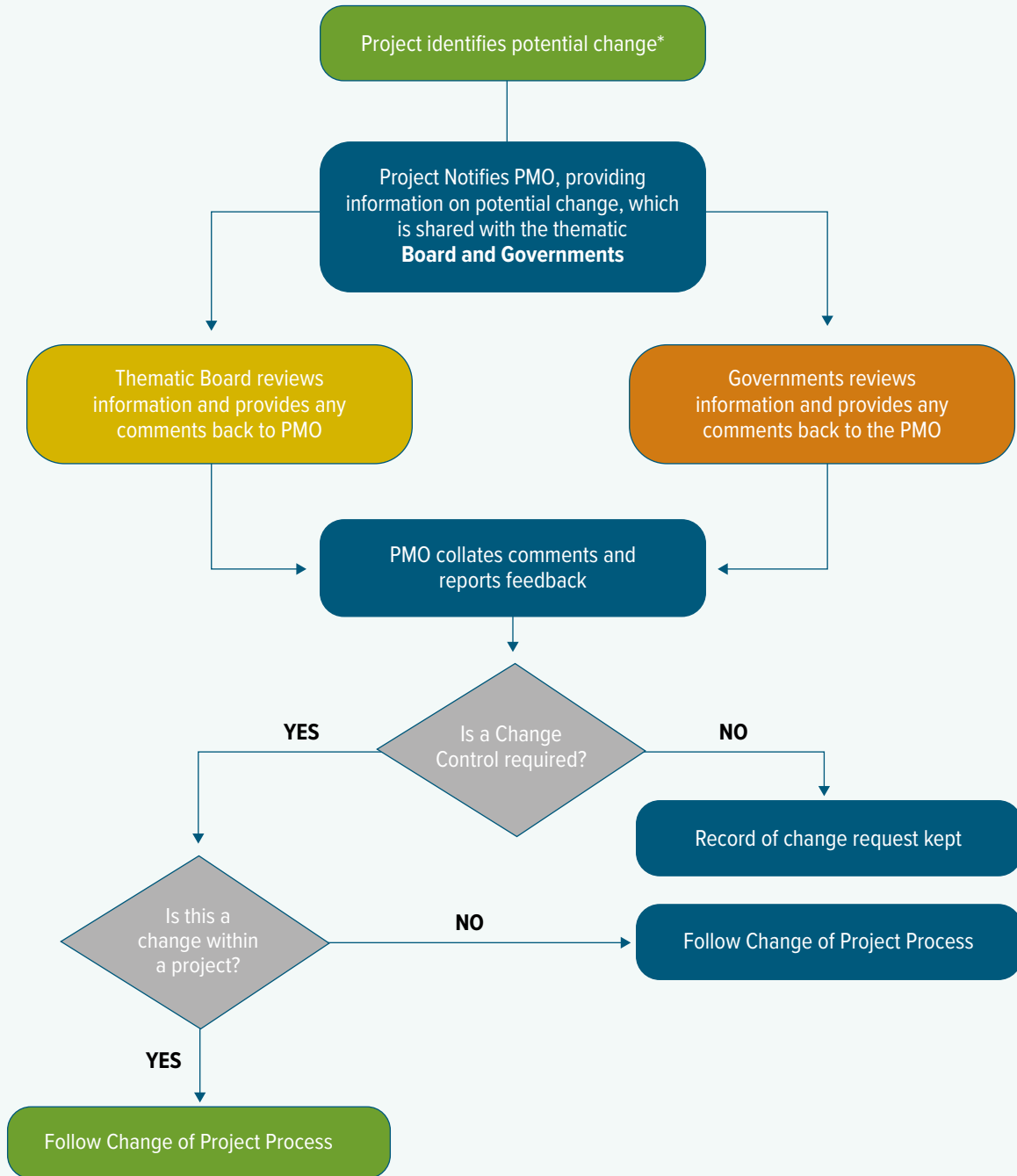
Following ministerial approval, the proposed replacement project(s) will then be presented to Management Group and Joint Committee for discussion and approval.

A change Log will be used to capture any potential project changes and the outcomes of any submitted Change Request.

It is recommended that the Change Control Process is reviewed annually to ensure that it is still fit for purpose.

Appendix A1

Confirming Change Control Required

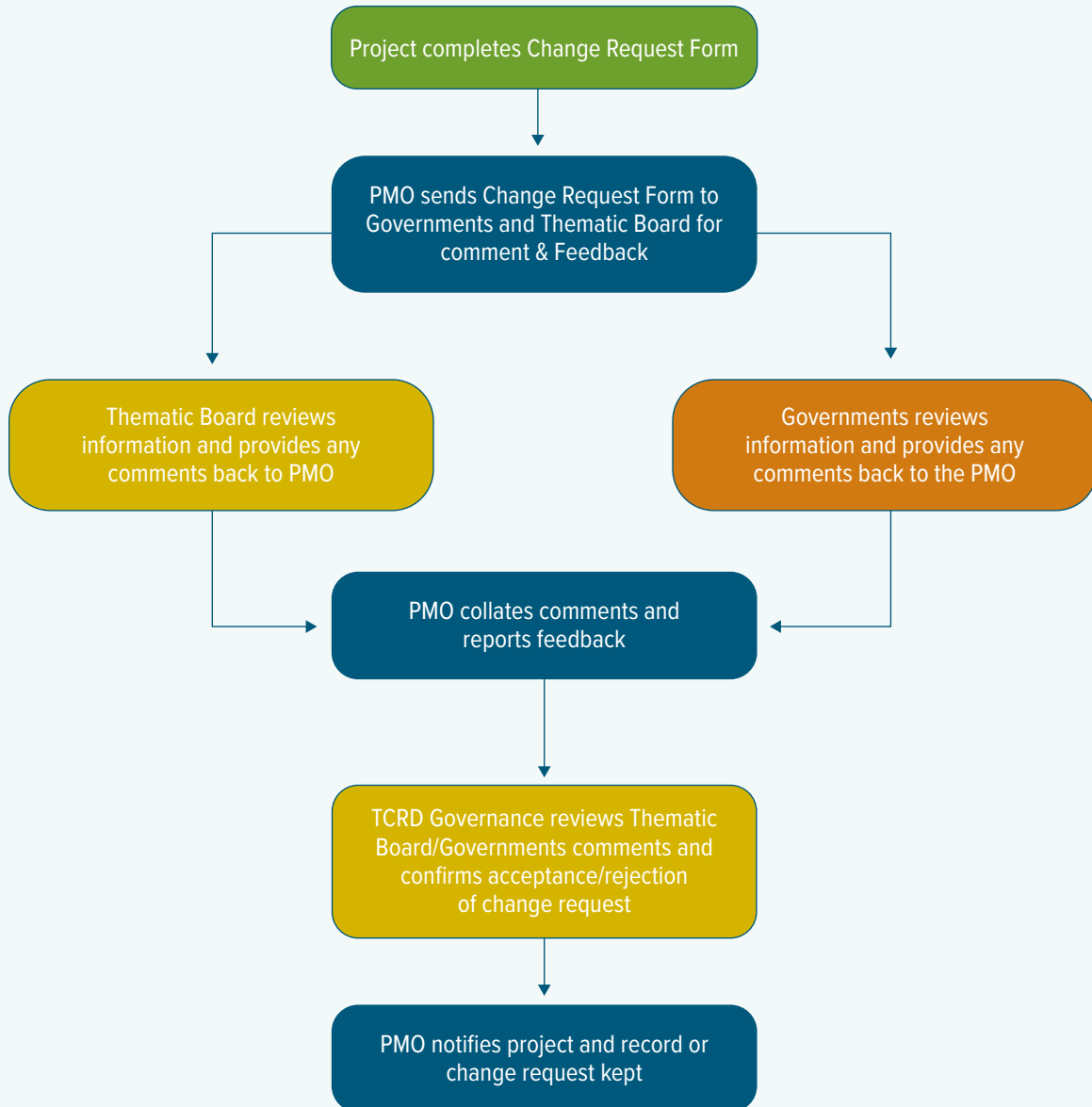


■ Project
 ■ PMO
 ■ TCRD Governance
 ■ Governments

*Change to Business case, including change to scope, outputs etc

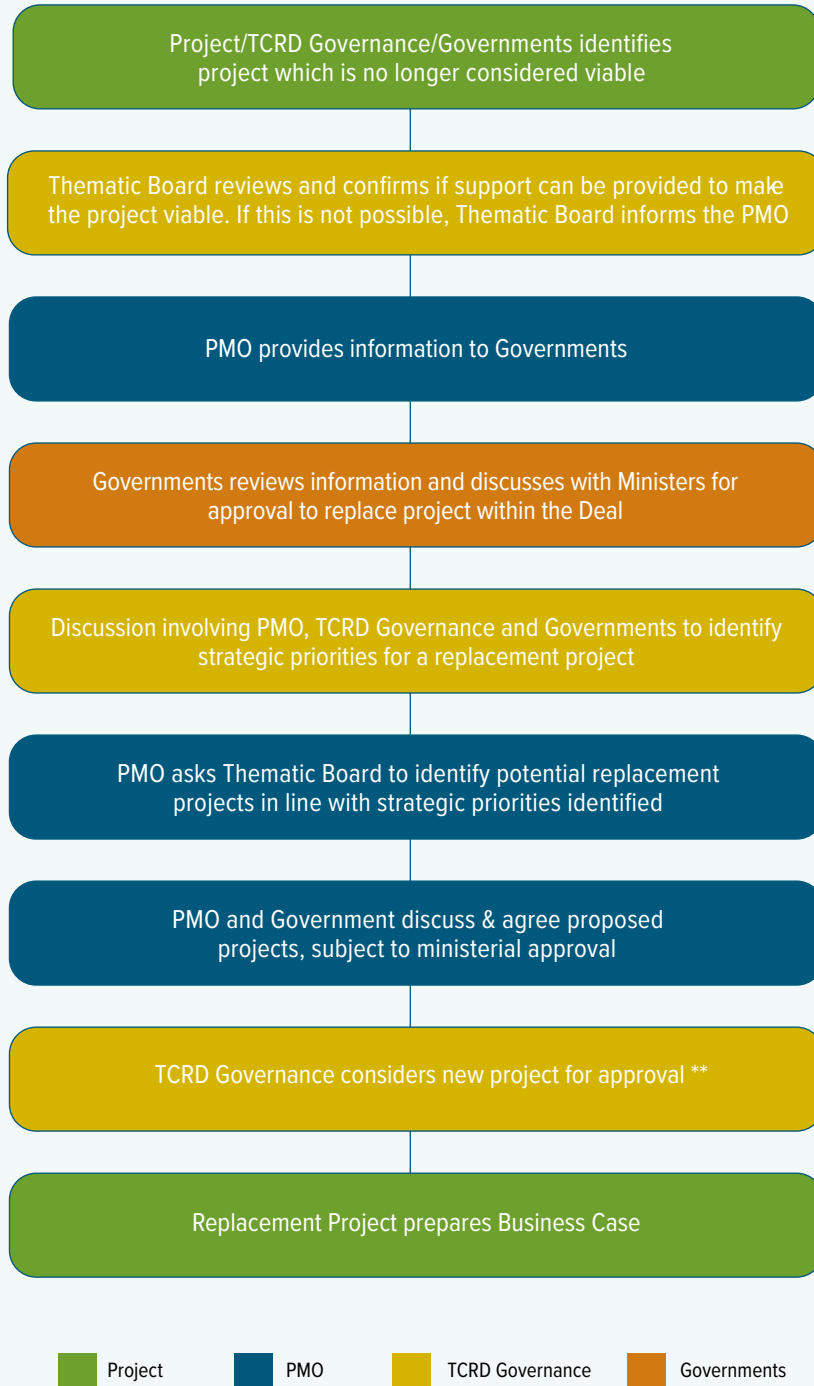
Appendix A2

Change Within Projects



Appendix A3

Change of Project



*This may be a result of internal/external changes, or a change request being rejected by Governments and TCRD Partnership

** If TCRD Governance does not approve replacement project, then the Thematic Board will be asked to reconsider potential replacement projects

Appendix C

Reporting Template

The Benefits Realisation reporting template should be complete in Q2 annually with the Quarterly Report.



TCRD BRP Reporting
Template blank.xlsx

The following guidance note will support Programme, Fund and Project Owners to provide benefits updates.



Benefits Realisation
Reporting Guidance N



Smarter + Fairer



Tay Cities Region Deal

BENEFITS REALISATION PLAN

INCLUSIVE GROWTH STATEMENTS

REPORT 3 | September 2023



Funded by
UK Government



Scottish Government
Riaghaltas na h-Alba

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Inclusive Growth Statements

The following sets out the inclusive growth Statement, by the Deal themes, for each of the Tay Cities Region Deal Programmes, Fund and Projects.

Skills Theme

Regional Skills & Employability Development Programme

Fair work and inclusive, sustainable growth is at the heart of the Regional Skills and Employability Development Programme. Skills investment is central to the creation of quality and equitable employment opportunities by increasing personal capital and earning capacity, and many employees will see training and development opportunities to enter and progress in the workplace as part of a Fair Work package.

The Programme will bring about the changes in skills and employability services that will make a positive, tangible difference to citizens, businesses and other stakeholders.

The investment will drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities. The Programme has four overarching objectives:

- Increasing the understanding and awareness of job and learning opportunities for our residents;
- Putting in place the support required to help our more disadvantaged citizens succeed;
- Opening new and diverse talent pools to businesses and demonstrating the value of inclusive employment practices; and
- Enhancing the ability of partners to work collaboratively to build a more inclusive, innovative, and future-proofed job market.

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.

This includes continued improvement in the quality of outcomes for the most disadvantaged people in our region, greater diversity of talent within our workforce, and the reinvigoration of communities across the region.

Successful delivery of the Programme and achieving the targets set will help create the conditions for making incremental contributions to the following wider benefits:

- A more inclusive and diverse workforce;
- Reduced income inequality, equating to a fairer and more equal region;
- A healthier population, given the established links between employment and positive physical and mental health;
- A happier and healthier workforce, bringing improvements in terms of efficiency and productivity; and

- Financial savings through reduced spending on Universal Credit and unemployment-related benefits

Programme Targets

Targets	Phase 1 Projects Total	Overall Programme Total
Total number of beneficiaries	3,100	5,000
Quality and sustainable new job opportunities as a direct result of this Programme	28	50
Beneficiaries supported into sustainable (greater than 13 weeks), secure and quality employment	900	1,350
Businesses directly supported through this Programme	800	1,200
Number of businesses receiving support to 1) improve their understanding of the recruitment needs and challenges they face, and 2) increase their ability to access suitably skilled staff (as measured in the Employer Skills Survey)	600	900
Uplift in skills and employability - additional accredited training and skills improvements	450	675
Development of a pan-regional skills development and employability approach, built on enhanced cooperation, collaboration, and partnership working.	N/A – this will be measured through qualitative impacts (surveys, case studies, evaluation, etc.)	

In increasing workforce representation, the Programme will look to target specific underrepresented groups and those furthest from the labour market:

Females - 50% of all beneficiaries	1,550	2,500
BME - 4% of all beneficiaries	100	200
Disabled - 10% of beneficiaries	300	500
Sustained increases in recruitment of and employability and skills development opportunities for people from deprived areas (i.e. intervention will target those furthest from the labour market across the region.	500	750

These figures have been arrived at based on the totals of individual projects which will be taken forward under Phase 1.

N.B. Figures for BME and Disabled beneficiaries are a broad representation of the share of the total regional population with these characteristics. These have been arrived at through use of Annual Population survey data on NOMIS, and in conjunction with key regional partner insight.

The number of beneficiaries likely to come from deprived areas is based on SIMD data and has been arrived at in discussion with partners.

It is expected that, given the regional demographics and relative levels of deprivation, there is likely to be a relative geographic concentration of beneficiaries within certain areas of the region.

The following Phase 1 Projects are encompassed by the Regional Skills & Employability Development Programme. Phase 2 Projects are still to be confirmed.

- Skills Programme Manager Post
- Digital Skills

- Life Sciences – Biotechnology and Medical Technology
- Supporting SME Skills
- Hospitality Skills

Skills Programme Manager Post (part of the Regional Skills & Employability Development Programme)

The Skills Programme Manager post will drive the strategic skills and employability agenda across the Tay Cities Region and enable employability and related skills services to work better collectively to realise a more co-ordinated approach to delivery and a more efficient, effective offer to service beneficiaries.

As the Programme Manager will have a key role in linking projects and activities across all Tay Cities Region Deal themes and groups, the post will be able to ensure that the overarching inclusive growth targets of the Regional Skills & Employability Development Programme are realised. The Programme Manager will develop a Tay Cities Region programme to maximise skills development and collaboration between the four Local Authorities, third sector, employers and HE/FE institutions, enhancing the already strong relationships that exist. This will create a value for money and unified approach to skills delivery and will ensure that skills interventions are shared with employers and residents in the Tay Cities region. The Programme Manager will maintain regular and meaningful dialogue with skills providers, presenting opportunities created by the City Region Deal, actively promoting them and identifying potential areas of collaborative working and sharing of resources.

The Skills Manager will direct activities at a granular level, attending Local Employability Partnerships and engaging key players to promote the benefits of a cohesive and collaborative delivery model that will benefit employers and residents.

Digital Skills (part of the Regional Skills & Employability Development Programme)

The Digital Skills project will support the regional labour market through skilling, re-skilling and upskilling in digital skills. There are three Business Needs and Service Requirements that must be met by the project: plugging the digital skills gap, understanding/satisfying business needs and creating unrivalled talent across the region.

Phase 1 of the project will pave the way for satisfying longer-term goals of: developing seamless pathways in the education sector (including schools); plugging the digital skills gap so current vacancies can be filled; and supporting the non-tech sector to embrace tech. The Phase 1 work must quickly and flexibly help individuals and businesses recover from the pandemic so regional delivery of national initiatives to increase participation and take up will be an early priority. Phase 2 activities will be addressed as the business case is developed.

The project will work to ensure inclusive growth by focusing activity on under-served groups such as women returners, people with disabilities (including neurodiversity), those from the most deprived areas, and those in rural areas. Inclusive growth outcomes include narrowing the attainment gap; increasing rates of labour market participation among women; and narrowing the disability

employment gap. The project is committed to widening the labour pool with digital skills across the region and addressing the underrepresentation of women, people for BME backgrounds and people with disabilities in the technology sector. Given the RSED Programme level focus on inclusivity and ensuring equality of access to opportunities for everyone across the region, improving equality will be a feature of this project too.

Quantitative targets for inclusive growth measures include:

- By the end of Year 3 (31 March 2025), over 180 individuals should be supported directly or indirectly through the activities
- 60 delivery partners (30% of the total for the whole project) involved from all sectors (business, public sector, education etc.).
- 50% of the beneficiaries will be female, 4% BME and 10% disabled in line with the targets for the Regional Skills and Employability Development Programme.

In terms of sustainable growth, it is expected that the project is likely to become operationally net zero (with no capital spend on equipment or construction), and therefore whole life carbon net zero.

Life Sciences – Biotechnology and Medical Technology (part of the Regional Skills & Employability Development Programme)

The Life Sciences project seeks to establish a partnership between the three regional colleges – D&AC, Perth College UHI and Fife College – to develop new and enhance existing course provision across a range of SCQF levels, to create new learning and career pathways for prospective learners and meet the skills needs of the growing biotech, biomedical and agritech sectors. The Project will capitalise on emerging economic opportunities in the three sectors where there is a need for more than 400 new and replacement lab staff in the near future, in a range of positions from introductory scientific support, lab technician and lab management roles.

The Project will also address the problems and difficulties faced by the existing skills provision mechanisms, the biotech, biomedical and agritech sectors, and the Tay Cities Region economy in general, namely the:

- lack of skills and lack of up-to-date provision of education and training to support the growth of the biotech, biomedical and agritech sectors; and
- lack of inclusion within the sectors (e.g. women, those with disabilities, those from deprived areas); and
- the growing productivity gap with Scotland.

The Project recognises the long standing and multifaceted challenges and barriers that the labour market faces in terms of inequality, high levels of unemployment, and deprivation. The project has outlined specific objectives around skills, including aligning skills development with these key employment and growth sectors, and in applying the principles of Fair Work in all skills and training provision:

- improving workforce skills, re-skilling and upskilling workers, tackling barriers to employment for disadvantaged groups, enhancing working life choices, supporting employer investment in workforce development and streamlining the skills system.

The Project has identified the following targets:

- 110 new enrolments on relevant courses
- 70 Female enrolments
- 27 Enrolments with disability
- 40 Enrolments from most deprived 20%
- 8 Ethnic Minority enrolments
- 56 Work Placements

Supporting SME Skills (part of the Regional Skills & Employability Development Programme)

The SME Skills project aims to bring the skills training potential from the colleges and universities together with business support agencies to improve the training and development offer to SME's in the TCRD area.

The Project will help address in-work poverty by supporting/working with businesses that are aligned to the Scottish Government's Fair Work First principles. For example, all businesses that seek support will be encouraged to sign up to the Scottish Business Pledge or Making Living Wage Places.

By supporting employee retention and reducing "labour market churn" by investing in employees through training and skills development – the project will help to retain and motivate employees by signalling that the employer regards the employee as worth investing in. This is particularly important for those from 'harder to reach groups (for example, women returners, BAME, young people) and those that have come through the employability pipeline - as they are more susceptible to "falling out" of the labour market and back into unemployment.

This approach is one that is inclusive and that promotes sustainability, prosperity and resilience, where businesses can thrive and innovate – contributing to the wellbeing economy.

Specifically, the Project aims to generate the following inclusive growth benefits:

- Number of SMEs supported - 310
- Number of individuals benefiting from training - 619
- Number of females benefitting from training - 308
- Number of people from BAME background benefitting from training - 17
- Number of people aged 16-24 benefitting from training - 68
- Number of disabled people benefitting from training - 62
- Number of people living in SIMD communities in top 20% most deprived benefitting from training - 115
- Increased GVA (gross) - £6.8
- Increased salaries (gross) - £3.5
- Number of jobs created - 2
- Number of jobs protected - 129

Hospitality Skills (part of the Regional Skills & Employability Development Programme)

The Hospitality Skills project is aimed at addressing the skills issues faced by employers across the Hospitality and Cultural Tourism sectors. This will bring the skills training potential from the colleges and universities together with industry partners to support in the attraction of a new and diverse workforce to the industry along with improving talent retention by enhancing the skills of those already employed within the industry across the Tay Cities Region.

Complementing the Scottish Government's 'No One Left Behind' approach, this skills provision will work alongside the broader employability support provision within Tay Cities to provide the industry focussed skills required to support participants into fair work, sustainable jobs offered within the Hospitality and Tourism sector.

Targeting a greater diversity of workforce will create inclusivity and promote sustainability of skills, progression opportunities and employment that will increase the retention of workforce towards these industries. Sustainability will also be a key focus within the delivery approaches of the skills development provision with a combination of in person and hybrid learning together with process improvements which will lead towards a more efficient approach and create sustainability through a reduction in participant travel.

Project Outputs

- Support additional 200 people into employment across the region (proportion of the overall 6,000 achieved by the overall Skills project).
- Reduce the percentage of employees in the Tay Cities Region which are paid less than Real Living Wage, working to align with the Scottish average. Hospitality sector to achieve 90%.
- Number of businesses supported - 200
- Number of individuals trained - 2,000

Aviation Academy for Scotland

The Aviation Academy for Scotland (AAS) project will work in support of the Tay Cities Skills and Employability Development Programme to deliver Fair Work. 'AAS training and education programs will reduce the aviation industry skills shortage and gaps. Incremental system-wide improvements will be delivered to ensure Inclusive Growth, boosting the flow of individuals from disadvantaged groups.

The AAS will:

- Build a larger supply of more appropriately skilled new entrants to the workforce and broadening the diversity of those choosing the aviation industry as a sustainable career path.
- Reduce economic inactivity and tackle obstacles to employment for disadvantaged groups by providing opportunities for those furthest from the employment market.
- Enhance entrepreneurial skills for business start-ups and small business growth and resilience.
- Be part of the development of a skills system that is characterised by greater agility, inclusivity and resilience.

All partners actively encourage a diverse target audience into the industry including actively encouraging young people and those with protected characteristics to engage in the STEM subjects, increasing the likelihood of becoming future employees within the aviation industry.

In terms of sustainable growth, the environmental impact of the capital developments within the project are being fully considered. Partners are exploring options for key project infrastructure investments including new-build, refurbishments and equipment to reflect sustainable sources of energy. Other measures include opportunities to implement continuous process improvements in the construction works, with the aim of reducing pollution and the amount of construction, demolition and excavation waste going to landfill. Balancing in person and hybrid delivery models will encourage an improved carbon footprint across the project.

Tay Cities Engineering Partnership

The Tay Cities Engineering Partnership (TCEP) will forge new levels of collaboration between industry and education to develop existing expertise, accelerate the pace of research and development (R&D), and crucially, to deliver benefit to businesses and the economy. TCEP brings together the expertise of key private and public engineering facilities across Tayside in a new collaboration that will drive up the skills and technology base of the sector to become more competitive in an international marketplace and to meet the skills demands of new emerging green technologies.

There were 740 businesses generating around £850 million to the Tayside economy in 2018 (around 14% of Tayside's output in that year). Over the last couple of years, the economic and business environment has changed significantly, placing more importance on innovation and skills.

Quantitative targets for inclusive growth measures - TCEP support inclusive growth by delivering its objectives to:

1. Create a state-of-the-art centre for training, demonstration and product prototyping
 - Delivery of 600m2 Engineering and Advanced Manufacturing Centre of Excellence in Arbroath
 - Delivery of 2 Product Innovation Lab in Perth 2.
2. Increase productivity in the engineering and manufacturing sector
 - Increase turnover of companies engaging with TCEP by 3% within five years of their engagement
 - Signpost 4 companies to the PIL by year 5
3. Increase the uptake of companies using digital technologies and advanced manufacturing techniques for design, prototyping and POC
 - 20 companies undertaking projects through TCEP by year 5
 - 50 companies accessing the demonstrator space at the Centre of Excellence by year
 - Mobile Engineering Technology Unit accessed by 20 businesses
4. Increased awareness of career and employment opportunities in the engineering and manufacturing sector
 - The proportion of females accessing engineering related courses will increase by 15%
 - Mobile Engineering Technology Unit to visit 100% of schools located in the top 20% most deprived areas in the Tay Cities Region by year 5

Innovative, International Theme

Growing the Tay Cities Biomedical Cluster

The Biomedical Cluster project seeks to catalyse a step change in the innovation led growth of the biomedical sector in the Tay Cities region. The project seeks to unlock community benefits during the capital infrastructure programme and throughout the long-term operational delivery of the project, including local supplier development and local employment opportunities, particularly targeting those from disadvantaged groups and new entrants to the job market. The project will support new apprenticeships, meaningful work placements, and skills training. Equality and diversity policies underpin the project values from the outset, including the design and procurement of infrastructure through to career mentoring and engagement with local communities. A long-term ambition is to encourage and raise the diversity of entrepreneurs in the regional life science sector. In terms of sustainable growth, the environmental impact of the capital development has been fully considered. Investment is being made in a sustainable source of energy for key project infrastructure. Other measures include improvement of waste management systems, with the aim of reducing pollution and the amount of construction, demolition and excavation waste going to landfill.

Quantitative targets for inclusive growth measures during the construction phase include:

- 75% of spend retained within 40 miles of Tay Cities Region; 40% within 20 miles; 20% within 10 miles.
- 6 new apprenticeships completed within the contract period
- 5 new employees targeted from disadvantaged groups within the contract period
- 60 weeks of meaningful work placement and 350 weeks of on-site skills training
- 4 engagement events and support activities.

International Barley Hub

The International Barley Hub (IBH) will be a world-class, state of the art, contemporary plant science innovation hub and translational research centre of excellence. The IBH will promote Scientific Discovery, Innovation and Internationalisation, supporting cereal growers, brewers, distillers, the knowledge economy and innovative new business in Tayside enhancing the production and alternative uses of premium quality barley.

The Project is committed to promoting equality and inclusion in all our activities, whether this is related to the work that the James Hutton Institute does with external stakeholders or whether this is related to their responsibilities as an employer. The Project also seeks to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions and developing policies.

To ensure that the built infrastructure complies with all accessibility requirements it is a key criteria being followed by the appointed design team. The Project follows the principles of the WELL Building Standard, although without gaining formal certification of the scheme. The WELL Building

Standard focuses design of buildings that should be developed with people’s health and wellness at the centre of design. The standard takes a holistic approach to health in the built environment addressing behaviour, operations and design.

During the construction phase, the lead contractor has made the following Social, Economic and Environmental commitments as they deliver their element of the project:

- Ensure Fair Payment: We pay 100% of tier 1 suppliers within 19 days of certification.
- Engage with local contractors: We hold local “Meet the Buyer” events providing access to opportunity for local contractors.
- Provide opportunities for local people: 75% of on-site labour will be sourced from within 40 miles of the project.
- Support SMEs: 85% of the project spend will be with SMEs.
- Support local, smaller companies: 10% of the engagement and spend will be with Micro Businesses (as defined in EU law – less than 10 employees and less or equal to £1m turnover) from the local area.
- Encourage diversity: A minimum of one Social Enterprise from the area will be employed.
- Upskill, engage and support youth employment: A range of opportunities to improve Employment and Skill in the area.
- Deliver for the Environment: We will put in place a biodiversity action plan and offset our site gas, electricity and gasoil operations.

Advanced Plant Growth Centre

The Advanced Plant Growth Centre (APGC) is an innovation centre that will place Tayside at the heart of the emerging disruptive global technologies of total controlled environment agriculture and help to create new technology industries and enhance existing agri/horticulture systems across the full supply and value chains. The APGC will ensure that Tayside, Scotland and the UK become globally recognised for research on protected and total environmental control crop production and crop storage.

The James Hutton Institute are committed to promoting equality and inclusion in all our activities, whether this is related to the work we do with our external stakeholders or whether this is related to our responsibilities as an employer. We are also required to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions and developing policies. To do this, it is necessary for us to understand the potential impacts of our internal and external activities on different groups of people. This is ensured through an Equality, Diversity and Inclusion Committee. The Committee meet on a regular basis to monitor all equality, diversity and inclusion matters.

Also lead by the James Hutton Institute, the APGC is following the same inclusive growth approaches as the International Barley Hub project. Whilst the Advanced Plant Growth Centre is a separate Project to the International Barley Hub, the two are integrated as part of James Hutton Institute activities and the same policies and procedures are in place.

Angus Fund

The Angus Fund will be used to stimulate Angus Council's Mercury Programme, the purpose of which is to "increase productivity through clean growth, protecting places for future generations to live, work and visit".

By providing support for investment and growth in innovative key sectors of the local economy, such as offshore wind, low carbon technologies, agriculture and food and drink, the Angus Fund will support additional higher value skilled jobs alongside reskilling and training opportunities particularly targeting those from disadvantaged groups and new entrants to the job market.

Industries being targeted for investment will be reviewed to identify inherent equality issues, for example gender unbalanced workforces, and appropriate targets/activity will be designed to address such issues.

Angus Council will maximise the opportunities to support local communities through procurement, taking into consideration the principles of Community Wealth Building, and will incorporate/link skills and employability aspects to projects, e.g. specifically targeting those from disadvantaged groups.

Quantitative targets for inclusive growth measures will be identified as each project within the Fund develops to OBC and FBC stage. However, by way of example, targets being considered include:

- A target for local spend
- A commitment to promote fair work practices, including paying the real Living Wage, in employment opportunities arising from projects
- Creation of apprenticeships through capital builds
- Creation of higher value skilled job opportunities and access to skills development

cyberQuarter

Abertay University is a leader in Scotland in enabling access to university for students from disadvantaged backgrounds. This is front and centre of the University's strategic plan for 2020-25, and has heavily informed our TCD project. The cyberQuarter will contribute to inclusive growth by supporting the development of digital skills, and through business start-up and scale up in both cybersecurity and companies in other sectors.

Cyber security roles are high wage jobs. There is currently a skills shortage and demand for people with these high level digital skills is increasing. The physical cyberQuarter facility will act as a 'beacon' for the cyber security industry in the region, increasing aspiration among the local population and showcasing clear routes to local opportunities. The cloud computing infrastructure developed by Abertay University to support the cyberQuarter project provides scalable capacity for offensive cyber security online learning. This virtual 'hack lab' enables learning and development, a secure environment for applied development and testing of new digital products/services.

However, the cyber sector workforce is not currently diverse, and regional challenges in school attainment and progression disproportionately impact on career pathways into computing science and cyber security. The project will work with schools and third sector organisations to support awareness of digital skills and cyber careers, and support upskilling and reskilling initiatives to offer a range of pathways to high level digital skills linked to cyber security and ethical hacking.

The cyberQuarter will kickstart research, innovation and knowledge exchange activities in digital technology sector, and in other sectors experiencing digital transformation. By proactively targeting the uptake of knowledge exchange and academic-industrial collaboration at non-cyber sectors, we can support growth in sectors which are more likely to be diverse than the cyber or wider digital sectors. The Abertay cyberQuarter Business Development Plan has clear actions and deliverables in relation to engagement with non-cyber companies around knowledge exchange and innovation.

The cyberQuarter project has refurbished an existing building rather than a new build. Renovation projects usually save between 50–75% of embodied carbon emissions compared to constructing a new building. We have further sought to minimise emissions by reusing and recycling materials and equipment already within the building and are actively considering the installation of photovoltaic tiles on the roof of the Bernard King Library which will support cyberQuarter operational energy requirements. We have maximised the use of local supply chains wherever possible – for example, office furniture and local labour force in construction.

Just Tech

The project seeks to catalyse a new innovation led economic cluster for the Tay Cities region which develops and leverages the demonstrable local strengths and convening power at the interface between science, law and deployable technologies for operational use within the justice system.

The project will deliver community benefits specifically during the capital infrastructure programme and throughout operational delivery for the facility, including, but not limited to, local supplier and supply chain development and local employment opportunities. Those from disadvantaged groups across the region will be targeted, opening up new opportunities for entrants to the job market in an emergent growth area. The project will support new work placements in the law and justice space, new collaborations and engagement opportunities for local industries and develop skills training across local and regional communities.

Equality and diversity policies will underpin the project values from the outset, including all stages of the design and procurement of infrastructure, engagement with local communities bringing them into the heart of the project in all design phases and, once operational, the development and delivery of end to end career mentoring to facilitate the realisation of personal and professional developmental goals across all sectors of the community. A long-term ambition is to raise the degree and diversity of active public and community engagement across this new and exciting regional economic cluster as well as ensuring that diversity across the entrepreneurial and innovation community in this emergent growth area, are emphasised and realised.

Quantitative targets for inclusive growth measures during the construction phase seek to include 75% of spend retained within 40 miles of Tay Cities Region; 40% within 20 miles; 20% within 10 miles.

In addition, Just Tech will:

- Support new apprenticeships completed within the construction phase and contract period
- Target employees from disadvantaged groups within the construction phase contract period
- Support meaningful work placement and on-site skills training the construction phase
- Deliver engagement events and support activities for local communities from across the region will be ongoing

Perth Innovation Highway

For the Perth Innovation Highway project, the procurement of infrastructure works will be subject to the procurement regulations of Perth & Kinross Council. These regulations are in turn subject to the Equality Act 2010 and the Authorities' socioeconomic duty to adopt transparent and effective measures to address inequalities in the local economy. This will ensure that the short-construction employment enabled by the project will afford equal opportunity for women, disabled people, ethnic minorities, and people from the region's most deprived communities.

In the ongoing development and operation of the wider site, the project will contribute towards the inclusive growth of Perth and the wider Tay City region through:

- **Demand:** creating the conditions that enable job creation and better opportunities for employment. Specifically, the project will unlock 11 hectares of employment land designed to support innovative logistics and mobility organisations that are anticipated to offer a range of skilled employment opportunities; and
- **Supply:** bringing together a triple helix model of innovation including academic partners such as the University of Edinburgh, that can better connect people to job opportunities by improving their basic skill levels that will enable them to access those employment opportunities.
- **Engagement:** in line with the TCD Skills Investment Plan, the project team will engage with the Developing Young Workforce (DYW) Perth and Kinross to understand how they might engage students or young adults with 'personal challenges, or who may be at risk of a negative destination'¹. In addition, PKC, through its Employability and Fair Work programmes will ensure that every effort is made to ensure the investment can benefit women, disabled people, ethnic minorities, and people from the areas most deprived communities. Initially this will be through the construction phase of the project, using procurement levers established by PKC to ensure that companies engage with the DYW and the Councils Employability and Fair Works programmes. During the 'operational' phase of the site, PKC will be responsible for developing an occupier profile which has an inclusive growth arrangement that occupiers will be requested to adhere to. Post monitoring and evaluation through the projects Benefits Realisation Strategy will monitor occupier employment profiles to assess the impact of the request.

Studio Dundee

The detail as to how the Studio Dundee project will contribute to inclusive growth is still being considered as part of the business case development. However, as a Dundee City Council projects, this initiative will look to maximise community wealth building opportunities during the capital infrastructure programme and throughout the long-term operational phase of the project. This will include local supplier and employment opportunities, particularly targeting social inclusion for those from identified groups and new entrants to the job market. The Project will support new apprenticeships, work placements, and skills training where appropriate. There will be a key focus on the skills and employability in the digital sector for the project.

Advanced Manufacturing Programme This programme seeks to support a range of impactful projects via an open call-based approach to assist in drawing out industry and academia in their

¹ TCD Skills Investment Plan. Available at: <https://www.taycities.co.uk/sites/default/files/final-skills-investment-plan-tay-cities-region.pdf>

views of the issues/challenges facing the advanced manufacturing sector and potential solutions. This includes low levels of R&D investment and a need for greater collaboration in relation to the Industry 4.0 agenda around use of data, automation, artificial intelligence and robotics.

Each application for funding will be expected to contribute to the inclusive growth agenda and set out how it will address issues, such as poor female representation in manufacturing, skills shortages, low levels of productivity, lack of higher paid skilled jobs, etc.

Each application for funding will be expected to address how the project will unlock community benefits through the capital investment, including local employment opportunities or local supplier development. The application will need to assess the environmental impact of suggested capital investments as well as how the project outcomes will contribute to Net Zero ambitions.

Quantitative targets for inclusive growth measures are not available at this time, but will be included in each application for funding and are expected to include:

- New employees, new apprenticeships, from disadvantaged groups
- Skills training
- Engagement with wider supply chain

Eden Campus

The Innovation Hubs at Eden Campus, the University of St Andrews, intend to develop strong connections with regional and international businesses to produce a step-change in the commercialisation of their research and development. In the longer-term this innovation collaboration will help deliver better quality jobs in Tay Cities. Eden Campus has already started to work with Women's Enterprise Scotland and the Women's Business Station in Dundee as part of their activities to tackle the gender gap in new business start-ups and business leadership. The University is promoting women's entrepreneurship to donors to build a network of practical supporters.

For example, WES have had initially discussions regarding locating at Eden Campus, which is pending the outcome and development of Enterprise Hub. The WBS is also pending the completion of the Enterprise Hub at Eden Campus. Furthermore, an Entrepreneurship Centre opened at Eden Campus Sept 2021: 2 cohorts have completed FastStart immersive training courses. Two further courses entitled 'Steps to Start Up' have also been completed. In addition, a speaker series drawing upon the experiences and expertise of established entrepreneurs has been established. Across these initiatives the take up from women was:

- FastStart – 46 women
- Steps to StartUp – 7 women
- Speaker Series – 2 women

The University will also look to ensure that the opportunities created will provide a wide range of community benefits through work placements, apprenticeships, supply chain development and local job opportunities. The University has developed the Guardbridge Guarantee that is driving this approach.

At Eden Campus, the University, its tenants and partners will also look to ensure that all partners work towards the Fair Work principles and pay the Real Living Wage. The University will also

encourage and support adoption of the Scottish Government's Business Pledge in its lettings policies.

Furthermore, the Project will work with local bus operators to increase the frequency of bus services servicing Eden Campus. This is intended to make it easier for individuals and Protected Groups to access work and enterprise opportunities at Eden Campus.

Together with the contractors for the development of Eden Campus and shared with Scottish Enterprise, a number of quantitative targets have been established from the onset of the project. For example:

- Local Spend (proportion of spend with our supply chain within the local area – target is 75% within 40 miles)
- Local Labour (proportion of labour working on the project within the local area – target is 75% within 40 miles)
- SME Spend (proportion of spend with small to medium enterprises – target is 85%)
- SME Engagement (proportion of supply chain engaged that are SME's – target is 85%)
- Micro Business Spend (proportion of spend with MB's – target is 10%)
- SME Engagement (proportion of supply chain engaged that are MB's – target is 10%)

Stretch Dome Simulator

The Stretch Dome Simulator is an integral part of Eden Campus; the inclusive growth priorities for the Campus are embraced by constituent projects such as the simulator. The Project will contribute to the following:

- **Developing a Global Cluster of Excellence** – The Innovation Hubs delivered by Tay Cities Region Deal investment in the Further and Higher Education Sector, including Eden Campus, intend to develop strong connections with regional and international businesses to produce a step-change in the commercialisation of their research and development. In the longer-term this innovation collaboration will help deliver better quality jobs in Tay Cities. A recent example, is the development of a cluster of 15 European companies operating in the district heating networks supply chain. These companies are interested in exploring how the simulator can create district heat models to benefit rural communities across Europe.
- **Closing the Gender Gap** – Eden Campus has already started to work with Women's Enterprise Scotland and the Women's Business Station, Dundee as part of their activities to tackle the gender gap in new business start-ups and business leadership. The University is promoting women's entrepreneurship to donors to build a network of practical supporters.
- **Community Benefits from Procurement** – The planned capital investment in Eden Campus will provide a significant boost to the Scottish construction sector. The University will look to ensure that the opportunities created will provide a wide range of community benefits through work placements, apprenticeships, supply chain development and local job opportunities. The University has developed the Guardbridge Guarantee that is driving this approach.
- **Fair Work** – At Eden Campus, the University, its tenants and partners will also look to ensure that all partners work towards the Fair Work principles and pay the Real Living Wage. The University will also encourage and support adoption of the Scottish Government's Business Pledge in its lettings policies.

- **Connectivity and Access** – The University is working with local bus operators who have increased the frequency of bus services servicing Eden Campus. These bus services run between St Andrews, Cupar, Leuchars and Dundee. This is intended to make it easier for individuals and Protected Groups to access work and enterprise opportunities at Eden Campus.

Project Beacon

Project Beacon will provide a whole system innovation in the capture, improved management and valorisation of post-consumer plastics in Tay Cities region. The concept is designed for regional deployment and is globally, highly transferable.

The project will create good quality local employment opportunities in a development of technological diversity and innovation. Particularly emphasis will be given to the creation of opportunities for disadvantaged groups and new entrants to the job market. Project Beacon will also support the early-stage development of a Clean Tec Training and education Facility at the Binn Eco Park. The company will also contribute directly to the Community Benefit fund at the Binn Eco Park. This focus on community benefit is a core component of the industrial ecology of the Binn Eco Park and is fully supported by Project Beacon.

The project programme will seek to utilise local supply chains throughout the immediate capital development and long-term operational delivery of the project. Part of the aim of the facility is to foster UK and international links on research and new technology testing to encourage entrepreneurial solutions to the global plastic waste crisis. As a direct clean technology intervention one of the project's main aims is to reduce the environmental impacts of plastic waste including the reduction of carbon emissions from its post-consumer management. The facility operates on renewable energy private grid.

Quantitative targets for inclusive growth measures during the construction phase include:

- A minimum £25,000 per annum contribution to the community fund.
- 2 new apprenticeships completed within the project development contract period
- 4 new apprenticeships created in the first 2 years of operation.
- 2 full time equivalent employees from disadvantaged and 2 from disabled groups within the first two years of operation.
- Creation of work placement opportunities (as yet at an undetermined level)
- Organise up to 8 engagement events and support activities in the first 4 years of operation.
- Support local plastic manufacturing opportunities.

Culture & Tourism Theme

Regional Culture & Tourism Investment Programme

With up to £37m investment from the Scottish Government, the Regional Culture and Tourism Investment Programme will build on and strengthen the existing culture and tourism offer within the region making it a year-round attractive destination of choice. As part of the Programme, Projects will contribute to inclusive growth by supporting local people and attracting new workers into the sector, particularly those from disadvantaged groups, as well as supporting the upskilling and re-skilling of existing workers. This will also mean that projects will contribute towards the commitment to move towards support of the Fair Work Agenda and link with regional skills and employability opportunities.

The Programme, and its Projects, will support the region to continue to build creative industries capacity and reinforce culture-led regeneration. This will in turn enable the region to link cultural engagement with quality of life and increased local ambition that could be used to inform future development and investment decisions regionally and across Scotland.

As part of the prioritisation and selection process for the Projects, Projects are expected to demonstrate inclusive growth including for example a commitment to community, increasing participation through volunteering, demonstrating community-led business models and ownership and a clear statement towards addressing social inclusion. The details of inclusive growth commitments will be set out within Project business cases as they are developed, and as they move in to the delivery phases.

The following Projects are encompassed by the Regional Culture & Tourism Investment Programme:

- Hospitalfield
- Discovery Point Transformed
- Comic Centre
- Tay Adventures
- HMS Unicorn

Hospitalfield (part of the Regional Culture & Tourism Investment Programme)

Hospitalfield is a unique and valuable cultural asset in Angus – the Project’s vision is to ensure that it is developed to ensure public benefits by:

- Making Hospitalfield’s building and gardens part of a high-quality experience for visitors
- Creating a destination in Angus and for the region for food and drink with easy access for visitors
- Developing a cultural place that supports people at all stages of life, encouraging them to participate in arts, heritage, horticultural and food programmes. These will be aimed at young people and the older isolated generation to improve wellbeing.

Hospitalfield has an engagement programme with a dedicated staff member who works on the engagement and volunteer programme, including the following. There is the potential within the collections and gardens to expand the existing programme of work as the asset invests in the physical facilities over the coming years.

1. Volunteers:

- a) volunteer garden club which includes a wide range of people from different age groups. This opportunity serves a number of purposes, from exercise to sense of purpose to mental health support.
- b) volunteer collections group that meets once a week, who focus on care of the collections at Hospitalfield. The purpose of the group is for people to meet and work together, especially older people, and opportunities for continual learning.

2. Arts Programme:

- a) working with local primary and secondary schools, including the annual graduation procession and in relation to Hospitalfield's artist residency programme.
- b) work experience opportunities for both secondary school leavers and for graduates
- c) running a number of artist commissions that are long term engagement programmes.

Hospitalfield is also the lead partner in the Angus Place Partnership which is a funded scheme with Creative Scotland. From this the Project are working on a wide range of programmes across the region and have formed many partnerships with agencies such as Historic Environment Scotland, the National Trust, Angus Council and Angus Alive.

With regards to wellbeing, the Hospitalfield Trust work with a number of agencies including:

- Angus Carers – with long term carers and young carers we are just starting to work with them on their focus on the elderly.
- Gowanlea – including succeeding in providing paid roles for some of Gowanlea's clients.
- Walking – funded through Paths for All which initiated an elderly walking group which has evolved to become our Meander Group.
- Tayside Healthcare Arts – developing programmes for those who are long term sick to work in the gardens and with artists on a range of horticultural programmes.

In addition, the Project will create at least 13 new jobs of which some will require specific skillsets. This will potentially bring new people to work in the region. The Project will work with local colleges to support the training of students. Through learning and engagement programming, the enhancements to Hospitalfield will also contribute to the experience of living and working in Angus forming partnerships with schools and colleges so ensuring that we work with all primary and secondary schools in Arbroath and with other schools and colleges across the region.

Hospitalfield have a strong relationship with the higher education sector, largely through partnership working with educational institutions for work experience. There is also an established relationship with the University of Glasgow, Edinburgh College of Art and Leicester University (Museums Practice).

As an organisation, Hospitalfield are committed to building capacity and resources to engage with the education sector to provide further training opportunities.

Discovery Point Transformed (part of the Regional Culture & Tourism Investment Programme)

Project Owner, Dundee Heritage Trust (DHT), has a long-standing commitment to inclusive growth and through the Discovery Point Transformed project will further this through multiple channels. The project seeks to deliver community benefits during both phases of its execution.

During Phase 1, the Project Owners have worked with local building contractors and suppliers to both deliver the building programme and provide employment. As Phase 1 is now completed, DHT's Education and Outreach team is activating community relationships to ensure that the Discovery Dome will be accessible at low or no cost to diverse audiences of all ages from socially and economically challenged backgrounds, including school students, using the indices of poverty to measure impact.

Discovery Point's starting position pre-Covid was 3,000 community participants and 8,000 school students. It's offer, staffing levels and budget were materially hit by Covid and we aspire to build back to these levels in a post-Covid environment. The full project, incorporating both phases, will allow the Project to expand its existing volunteer base from the local community, creating roles in guiding, visitor engagement, event delivery and ship maintenance. Dundee Heritage Trust will be attending the University of Dundee's Freshers Fayre with a view to attracting volunteers. Having seen a reduction in the number of elderly volunteers during the Covid pandemic, DHT are actively reaching out to the diverse communities of Dundee to build partnerships and encourage volunteering from those communities.

As part of Phase 2, DHT is addressing and correcting significant energy inefficiencies and is working to adapt the Discovery Point building from EPC G in use, targeting the achievement of a very good or better BREEAM grading and making use of the new spaces created during Phase 1.

Current quantitative targets for inclusive growth include:

- Achievement of a very good or better BREEAM grading from EPC G in use.
- A 10% increase in the volunteer pool/number of volunteer hours
- An increase in school student/family/attendance back to pre-Covid levels (including comp attendances for challenged students and communities)

Pitlochry Festival Theatre

Pitlochry Festival Theatre is a leader in Scotland in enabling access to theatre and the performing arts to people of all backgrounds. This is central to Vision 2021. The Project places people at the centre because people make the Theatre.

Throughout the capital infrastructure programme and the continued operational delivery of the project, Pitlochry Festival Theatre will strive to maximise the benefits to our community. This includes a commitment to providing local employment opportunities, engaging with local suppliers, and supporting local assets. A particular emphasis will be given to providing employment and training opportunities to those from diverse and/or disadvantaged groups, which is a key objective of the Theatre's own Equalities, Diversity and Inclusion framework. Groups are identified and targeted through direct marketing, engagement with relevant community groups and actively seek employment applications from diverse and/or disadvantaged groups.

The environmental impact of Vision 2021 has been fully considered, and meaningful steps have been taken to ensure we deliver sustainable growth. Pitlochry Festival Theatre has been removed from the gas supply network, replacing gas heating with air source heat pumps. Further investment will be made towards sustainable development, to realise our ambition of being carbon neutral by 2035.

Quantitative targets for inclusive growth measures during the construction phase may include:

- Appointment of contractors from within a set distance framework of the Tay Cities Region
- Apportion a percentage of spend to be retained within a set distance framework of the Region.
- We will commit to a set number of weeks to provide meaningful work placements
- We will commit to providing a set number of meaningful employment opportunities from diverse and/or disadvantaged backgrounds.

Pitlochry Festival Theatre will further define these quantitative targets as Phase 2 of the Project enters the design and construct phases.

Perth Museum

The development of Perth Museum as a major new museum attraction is rooted in the Council's strategic transformation programme for culture, addressing declining cultural tourism visits to Perth and broadening cultural participation amongst local audiences. The importance of cultural tourism to Scotland's economic wellbeing is reflected in key national strategies, to drive inclusive growth throughout Scotland by tourism market growth.

The Museum will provide a new headline attraction which will boost inclusive growth by:

- Creating direct and indirect employment, 19.7FTE direct employment opportunities, 21 FTEs at P&K level, 14 FTEs at Scotland level and 3 FTEs at UK level. Culture Perth and Kinross is a registered Living Wage Employer and all roles are paid at this level or above.
- Creating 1,500 volunteering and 30 community enterprise opportunities. To encourage take up, roles are widely advertised through local press and media, social media, organisational website and through voluntary sector partners including RVS and PKAVS, where applicable. There are strong local connections between organisations to share opportunities.
- Enhancing the visitor economy of the Tay Cities Region, generating an estimated 167,000 additional visitors to Perth by 2026/27. The project will also generate an average additional \$2.5m GVA annually to Perth and Kinross and £1.0M GVA annually to Scotland over 10 years.
- Enhancing the quality of life of the region, stimulating inward investment and attracting more, higher value jobs to reduce current dependency on the tourism, agriculture and service sectors.
- Enhancing education and lifelong learning for local communities of geography and interest, supporting improved life chances as a result. In practice, engagement and learning will begin with a comprehensive programme for primary and secondary schools, building on existing relationships. There will be programmes of talks and workshops for adults using the Collections as a route into a variety of topics from the acquisition of digital skills to research. Targeted projects will be developed collaboratively with key community groups such as the Tayside Mental Health Arts Trust and the Centre for Inclusive Living to ensure engagement is inclusive and that programmes reflect community interests and individual needs.

- Enhancing community well-being and resilience through civic pride and sense of place, by reinvigorating Perth's history as the original capital of Scotland. Qualitative data will be collected and collated over time through the use of online and in-venue survey data. Other local and national data gathering including from the Scottish Household Survey will be reviewed alongside locally generated findings to build a detailed evidence base to support measurement. A key set of Performance Indicators have also been identified for the project and these, along with a detailed benefits realisation plan will be monitoring on a regular basis.

Innerpeffray Library

The Innerpeffray Library seeks to enhance their approach to inclusivity across all areas of the organisation. The project aims to bring improvements that will develop the benefit to the community and its physical accessibility, which in turn improve the breadth and number of activities that the organisation is able to carry out.

Whilst small in scale, the Project is aiming high with our commitment to heritage and cultural inclusivity and will consider the sustainability of the project, environmental impact and transport use. The Project will increase the use of the outside space and also promoting walking and cycling and investigating community transport options for open days. Any new developments will take account of best practice for environmental impact.

Quantitative targets for inclusive growth for the project include:

- Run a minimum of six schools projects, offering opportunities to those pupils who are less likely to engage without support in the duration of the project.
- Active recruitment plan to involve four new volunteers from underrepresented groups in the duration of the project.
- Work with adult learners at Perth College and other partners to offer opportunities for engagement to enhance life and vocational skills: every two years. Continue to support University of Stirling PhD students.
- Run annual open day and 2 heritage activities annually targeted at hard to reach audiences.

Crieff International Highland Centre

The key aim of the Crieff International Highland Centre project is to establish itself as the hub of the community's sports, health and wellbeing for Crieff. Its objective is to work to improve the conditions of life for all in the town. This will be achieved through the provision of a centre for meetings, recreation and events for all age groups and abilities. By providing these facilities and offering help with the recreation for all in this inclusive centre it will provide benefits for everyone in the local community. The need for this hub is identified as a priority in the Crieff Community Action Plan 2021-2026. The specific inclusive growth targets will be developed further as the Project's business case evolves.

Aero Space Kinross

The Aero Space Kinross project will deliver inclusive growth opportunities in relation to the 5 inclusive growth outcomes; productivity, population, participation, people and place in response to local needs and aspirations. This includes:

- Productivity – the creation of a new visitor centre in the heart of Scotland will add an important new economic engine to the Kinross area and add stickiness to the collective tourism offer of the region which will encourage more visitors, staying for longer and spending more.
- Population – a focus on public engagement with STEM, encouragement of learning on the specific themes of flight and space, partnership work with others, including sharing contemporary content from Scottish Universities, academics and flight and space focused businesses, will have much wider impacts on audiences. ASK will be a powerful advocate for STEM career engagement and will develop and target programming to ensure equality of opportunity amongst those at school age and above.
- Participation – Aero Space Kinross will employ fair employment practices and actively seek to promote diversity in its team in order to increase participation.
- People – Aero Space Kinross will play its part in eliminating inequality in terms of its work on education and learning and proactively develop initiatives and programming that support equality of access and opportunity.
- Place – Aero Space Kinross will deliver a meaningful new community resource that will have wider impacts than those directly attributable to the new Centre itself.

Digital Theme

Rural Angus and Rural Perth & Kinross High Speed Broadband

The Project aims to enhance fixed fibre and wireless connectivity to the rural parts of Angus and Perth and Kinross. The focus of the fixed fibre connectivity has been to provide full fibre gigabit capable connectivity to 186 public buildings across Angus and Perth & Kinross.

Many of these buildings now connected in Angus and Perth & Kinross are used by the community whether they be libraries, community centres or schools and may be located in the most remote rural areas where there is little existing fibre or wireless broadband connectivity. Connecting these buildings helps to connect communities directly to the internet. The benefits are that it becomes easier to connect homes and other buildings near to the buildings we have connected in the project and therefore gets broadband more quickly into otherwise digitally excluded communities. The benefits come in the form of education, communications, work/employment, shopping and general enhancement of quality of life that digital connectivity brings.

The Project also looks to increase the availability of Internet Connectivity to Rural Business/Households in Rural Angus, closing the Digital divide between Rural & Urban environments. The infrastructure will allow the Rural Communities/Businesses to participate & compete with their peers located in an Urban environment, driving innovation, new ways of working, access to online services, access to online training, create rural businesses etc. One of the major disadvantages of living in a Rural location has been removed "Digital Connectivity".

5G Digital Testbeds

The 5G Digital Testbeds project outlines its commitment to inclusive growth as part of the business case and covering Equality Impact and Fairer Scotland Impact Assessment, Socio-Economic Benefits and Approach to Inclusive Growth. The Project is seeking to deliver benefits and outcomes whilst operating within the capital eligibility requirements of city deal projects and as applied to Tay5G, being a Research & Development project. The Project is also seeking opportunities to collaborate with the Tay Cities Deal Skills Programme and relevant projects. Furthermore, the Project continues to work with Dundee City Council to inform and seek inclusion of skills areas pertinent to 5G, associated technologies and vertical sectors. The latter are wide ranging and encompass areas such as construction, media production, agritech and smart ports.

Digital sectors and services for vertical sectors offer significant potential for inclusive growth across both diversity and SMEs. For example, use case trials are in a position to deliver outcomes across the business growth and skilled population priorities. Business growth outcomes include engagement with SMEs who will obtain a greater awareness of opportunities arising from 5G, routes to engage with 5G and an improved position to pursue related markets and opportunities. Skills outcomes will be delivered through engagement with organisations in the educational ecosystem such as universities, colleges and Developing the Young Workforce to raise awareness of the opportunities and skills needed for 5G and 5G supported applications.

The approach is exemplified across:

- Business Growth through projects engaging with SMEs as partners or collaborators and catalysing their engagement with opportunities.
- Development of knowledge and skills through SMEs (including individual freelancers) engaging with expertise through the Scotland 5G Centre and regional universities.
- Skills and business opportunities by showcasing these and education pathways through delivery of use case trials. Education pathways are predominantly universities and colleges and we are focusing engagement on those in the Tay Cities Deal region. This is augmented by engagement with organisations such as Developing the Young Workforce and the Employability Services run by Tay Cities Region councils.

Transport Theme

Low Carbon Transport & Active Travel Hub

The Low Carbon Transport & Active Travel Hubs Programme will be encompassed by 3 phases. The inclusive growth targets will be explored further as each phase is developed.

All three phases of the Programme aim to support the National Transport Strategy (2) stated aims of improving inclusive growth to enable people fair and affordable access to transport modes to reach the jobs where they can be most productive and boost both business growth and household incomes through improving access to employment.

Phase 1 of the Programme is the Broxden – Low Carbon Transport Hub Project. The project aims to add seven new Rapid EV chargers and eight 7kW EV chargers to accommodate a variety of EV usage patterns, bringing the total EV charging spaces at the site to 37. The project will support businesses and support improved mobility to access employment by providing the re-charging infrastructure to support businesses and communities that may not have the space or the funding to develop their own EV charging facilities and will also provide reliable EV charging support to visitors to the area. The expansion of EV charging facilities at Broxden Park & Ride will be available to all to use, including the first disabled / mobility impaired accessible EV charger in the Perth and Kinross area. An innovative solution is being provided that will incorporate on-site renewable generation of electricity, that will be optimised by means of a smart energy management and battery system to reduce the carbon footprint of the EV charging infrastructure by maximising the use of on-site generated renewable energy and reduce the costs of providing energy to support the EV charging facilities.

The community benefits generated from the procurement of the project outputs in phase 1 at Broxden will be used to support employment and training/work experience opportunities in the area by arranging site visits for schools / colleges to see at a practical level what is involved in delivering infrastructure projects and how infrastructure projects are managed and how on-site health and safety mechanisms work to ensure the safe delivery of the project outputs.

Phase 2 of the Programme is the Perth – Active Travel Hubs project. The aim of the Active Travel phase of the programme is to support the sustainable travel hierarchy and create an active travel hub and network of low carbon and shared and active travel facilities across Perth. 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.

In line with the NTS2 vision for a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors, the phase 2 of the programme will encourage and priorities sustainable transport solutions and create active travel options by developing and improving walking, wheeling and cycling routes in and around the city and providing active travel infrastructure, facilities and services including deployment of bike hire facilities across Perth and a car club. Engagement with the disabled and mobility impaired community has begun (consultation with the Centre for Inclusive Living – Perth and Kinross) and will continue for this phase of the project to ensure as much of the new active travel services and facilities are accessible and useable for the disabled or mobility impaired.

Phase 3 – Perth – Hydrogen Refuelling Station. In the third phase of the programme the aim is to deploy the first publicly accessible hydrogen refuelling station in the Tayside region to support the uptake of hydrogen transport and contribute to a regional and national hydrogen refuelling network.

It is the intention of Perth and Kinross Council to develop a publicly accessible hydrogen refuelling station in the Broxden area as a third phase of the programme in 2027-2029. This Hydrogen development will assist the governments' aims for Hydrogen and broaden the range of alternative low carbon transport fuels available. This would be the first in the Tay Cities area and would provide an important component of Hydrogen refuelling infrastructure at this strategic node on the Scottish motorway network.

The issues of inclusive access to hydrogen refuelling facilities as not been well tested so far. The hydrogen refuelling system requires a locked connection to transfer compressed hydrogen at around 700bar for cars and light vehicles and 350bar for heavier vehicles at a temperature of around minus 252C. PKC will work with the hydrogen station developers and manufacturers and the disabled and mobility impaired community to deliver an inclusive Hydrogen station that will provide hydrogen refuelling facilities for all that wish to use them.

Perth Bus and Rail Interchange

The Perth Bus and Rail Interchange Project will look to ensure equal access to improved transport services while creating opportunities across all sectors of society. The Project, through improved infrastructure, will help tackle inequalities and particularly look to provide opportunities for increased prosperity for disadvantaged groups. It's commitment to the inclusive growth agenda will be further considered as the project develops.

Dundee Airport Investment

The Dundee Airport Investment Project seeks to enhance the role of Dundee Airport as a strategic transport hub, supporting both the Connected Tay and Innovative & International Tay strands of the Tay Cities Region Deal. Connectivity is recognised as a key driver of sustainable economic growth and capital investment in the airport and support for the development of new routes (in the UK and potentially to European hubs) will support economic growth in terms of perceptions of the region as a place to do business, making it easier of local companies to do businesses nationally and internationally, making the region more attractive to key workers and supporting growth in visitor numbers.

The Project has identified key needs to ensure that the airport has the potential to grow, but the development of the Business Case is at an early stage. Key elements related to inclusive growth will be considered as the project develops. This will include:

- A focus on community benefits during the construction phase of the project
- A focus on regional supply chains as the project is developed and delivers
- Supporting work experience roles where appropriate going forward and link with projects within the Employability & Skills programme and the Aviation Academy for Scotland
- Considering key issues related to environmental sustainability and how future airport operations can do their best to minimise those impacts

- Provide insight into the indirect benefits of the airport and the potential of economic growth across the Tay Cities connected programmes to deliver on inclusive growth
- Consider whether any Community Wealth Building objectives can be supported by the project

As the business case develops greater clarity will form on the actual inclusive growth targets that the airport will move towards.



REPORT TO: TAY CITIES REGION JOINT COMMITTEE

REPORT ON: PROGRAMME MANAGEMENT OFFICE REVENUE (PMO)
OPERATIONAL BUDGET 2024/25

REPORT BY: ROBERT EMMOTT, TCRD S95 OFFICER & MO SAUNDERS TCRD
PROGRAMME MANAGER

REPORT NO: TCRJC02-2024

1. PURPOSE OF REPORT

- 1.1. The purpose of this report is to seek Joint Committee agreement on the 2024/25 PMO Operational Budget.

2. RECOMMENDATIONS

- 2.1. It is recommendation that the Joint Committee:
- i. Agree the PMO Operational Budget for 2024/25.

3. FINANCIAL IMPLICATIONS

- 3.1. The four constituent Councils and the HE/FE institutions will be required to budget for the 2024/25 contributions to the Tay Cities Region Project Management Office (PMO).

4. BACKGROUND

- 4.1. The Programme Management Office (PMO) is a small team of officers funded by the Partnership to coordinate the operational tasks required to support the Joint Committee and deliver the Deal.

Current Partnership approved Programme Management Office (PMO)		
Programme Manager	Full Time	Permanent
Project Manager (i)	Full Time	Permanent
Project Manager (ii)	Full Time	Permanent
Project Officer (i)	Full Time	Permanent
Project Officer (ii) Finance and Monitoring	Full Time	Permanent
Business Support	Full Time	Permanent

- 4.2. The PMO is funded by the four constituent Councils and the HE/FE Forum institutions. A report is provided annually to both the Management Group and Joint Committee to seek agreement on the PMO Operational Budget for the year ahead.
- 4.3. The Deal is currently in its fourth year of delivery of a ten-year delivery Programme. Through Partnership collaboration and ambition it has been very successful, to date, in the delivery of:

- Release of £127.1m of the Deal Funding (42.3% of commitment)
 - Securing of £145.8m Investment (36.5% of commitment)
 - Creation of 1,411 jobs (23.5% of commitment)
- 4.4. In addition, the Partnership have secured of £33.9m capital acceleration of the capital Programme.
- 4.5. To enable the continued success of the Delivery of the Deal this report seeks the Partnerships agreement to the Operational Budget for 24/25.
- 4.6. On the 9th December 2022 Report No TCRJC13-2022 was submitted and presented by the Tay Cities Region S95 Officer and Tay Cities Region Programme Manager. This report sought the Joint Committee's approval for the Tay Cities Region 2023/24 PMO Operational Budget and the term of the Deal. The report also agreed the amendment of the PMO posts to move from temporary to permanent status.
- 4.7. This report is seeking the Joint Committee's approval on the 2024/25 PMO Operational Budget of £456,000 as set out in Appendix A. The shows the values for the term of the Deal.
- 4.8. The Management Group have previously agreed to any underspend on the PMO Operational Budget being carried over. This approach has enabled the current payment of the PMO team staffing costs without increasing the original baseline budget up until the 31st of March 2025.
- 4.9. It was agreed that an annual report would be provided to the Partners at year end. This would enable the Partners to have the opportunity to discuss the options of what they wish to do with any uncommitted funds.
- 4.10. The current 23/24 PMO Operational Budget is forecasting a £90k reserve for 24/25. The value in this reserve will satisfy the existing commitment for PMO staff costs up until the 31st March 2025.
- 4.11. Contributing Partners should note and make preparations for an increase from 1st April 2025 for the year 25/26. The breakdown, as agreed by Joint Committee in December 2022, is set out in Appendix B.

5. CONSULATION

- 5.1. The 2024/25 contribution was presented to the Finance Directors Group on 23rd February 2024.
- 5.2. Management Group agreed the PMO Operational Budget on 7th March 2024.
- 5.3. The 2024/25 contribution has been shared with the HE/FE Forum for information.

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Date: 29th January 2024

Tay Cities Region Deal – Partner Contributions 2023-24 to 2029-30

Partner	2023-24 £	2024-25 £	2025-26 £	2026-27 £	2027-28 £	2028-29 £	2029-30 £
Dundee City Council	(50,571)	(51,571)	(70,285)	(71,714)	(73,142)	(74,142)	(75,142)
Perth & Kinross Council	(50,571)	(51,571)	(70,285)	(71,714)	(73,142)	(74,142)	(75,142)
Angus Council	(50,571)	(51,571)	(70,285)	(71,714)	(73,142)	(74,142)	(75,142)
Fife Council	(25,287)	(25,787)	(35,144)	(35,858)	(36,573)	(37,073)	(37,573)
James Hutton Institute	(73,015)	(74,457))))))
University of Dundee	(47,106)	(48,037)	(65,469)	(66,800)	(68,131)	(69,062)	(69,993)
University of St Andrews	(31,207)	(31,825)	(43,373)	(44,255)	(45,136)	(45,753)	(46,370)
Abertay University	(13,778)	(14,051)	(19,150)	(19,539)	(19,928)	(20,200)	(20,473)
University of the H & I Dundee & Angus College	(9,539)	(9,728)	(13,257)	(13,527)	(13,796)	(13,985)	(14,173)
	(2,355)	(2,402)	(3,274)	(3,340)	(3,407)	(3,453)	(3,500)
Total	(354,000)	(361,000)	(492,000)	(502,000)	(512,000)	(519,000)	(526,000)
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