

City Chambers  
DUNDEE  
DD1 3BY

14th March, 2025

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 Friday 21<sup>st</sup> March 2025, to be held in Committee Room 1, 14 City Square, Dundee and also 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@dundeecity.gov.uk](mailto:veronica.thomson@dundeecity.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@dundeecity.gov.uk](mailto:veronica.thomson@dundeecity.gov.uk) by **12 noon on 19<sup>th</sup> March, 2025.**

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

**TAY CITIES REGION JOINT COMMITTEE**

- 1 WELCOME, APOLOGIES AND SUBSTITUTIONS**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF 13TH DECEMBER 2024 - Page 1**

(Copy enclosed).

## **PART 1: REGIONAL COLLABORATION**

### **NO ITEMS**

## **PART 2: THE DEAL**

### **4 DEAL PROGRAMME UPDATE**

(Presentation by Mo Saunders, Tay Cities Programme Manager).

### **5 RESHAPING THE TAY CITIES REGION DEAL - Page 5**

(Report No TCRJC01-2025, presented by Robert Emmott, S95 Officer and Robin Presswood, Management Group Chair).

### **6 ANNUAL PERFORMANCE REPORT & BENEFITS REALISATION PLAN - Page 18**

(Report No TCRJC02-2025 and presentation by Hannah Robertson, Tay Cities PMO Project Officer).

### **7 REGIONAL SKILLS & EMPLOYABILITY DEVELOPMENT PROGRAMME OBC REFRESH**

(Report No TCRJC03-2025 introduced by Serge Merone, Perth & Kinross Council and presentation by Amparo Echenique, Skills Programme Manager, to follow).

### **8 PROGRAMME OF MEETINGS 2025**

Friday 20th June 2025, to be held remotely  
 Friday 3rd October 2025, to be held remotely  
 Friday 12th December 2025, to be held remotely

### **9 AOCB**

### **10 DATE OF NEXT MEETING**

Friday 20th June 2025, to be held remotely.

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 13<sup>th</sup> December, 2024.

Present: -

Angus Council

Councillor Beth WHITESIDE  
Councillor George MEECHAN

Dundee City Council

Councillor Mark FLYNN  
Councillor Steven ROME  
Councillor Georgia CRUICKSHANK

Fife Council

Councillor David ROSS  
Councillor Jonny TEPP

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, HE/FE Forum  
Councillor Andrew PARROTT, TACTRAN

Also Present

Greg COLGAN, Dundee City Council  
Roger MENNIE, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Alison SMITH, Angus Council  
Thomas GLEN, Perth and Kinross Council  
Morag MILLAR, Fife Council  
Kathryn LINDSAY, Angus Council  
Carol CONNOLLY, Fife Council  
Steve BELL, Tay Cities Region Deal Comms  
Mo SAUNDERS, PMO Programme Manager  
Lauren HOLLAS, PMO Project Manager

Councillor David ROSS, in the Chair (Articles I)  
Councillor Mark FLYNN, in the Chair (Articles II to XI)

**I APOLOGIES**

Apologies had been intimated from, Councillor Bill Duff, Councillor Ronnie Procter and Iain Gillespie who are voting members and Robert Emmott, Hayley Mearns, Ken Gourlay, Mark Speed, Karen Doherty, Moira Stirling and Gregor Hamilton.

**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 18 May 2018, the Joint Committee noted that Councillor Mark Flynn of Dundee City Council became Convener in succession to Councillor David Ross of Fife Council.

The Joint Committee also appointed Councillor Bill Duff of Angus Council as Vice-Convener.

Prior to vacating the Chair, Councillor Ross paid tribute to all members of the Joint Committee, the PMO and to former Councillor John Alexander who had served as Vice-Convener prior to his resignation as an elected member.

Thereafter, Councillor Flynn took the Chair for the remainder of the meeting.

### **III MEMBERSHIP**

The Joint Committee were asked to note in terms of the Joint Committee Governance Agreement that Councillor Mark Flynn was now Leader of the Administration of Dundee City Council and accordingly would be a Dundee City Council representative on the Joint Committee, to replace former Councillor John Alexander. Councillor Flynn would also take over the role of Convener.

Furthermore, the Joint Committee were asked to note in terms of the Joint Committee Governance Agreement that Councillor Bill Duff was now Leader of the Administration of Angus Council and accordingly would be an Angus Council representative on the Joint Committee.

The Joint Committee noted accordingly.

### **IV DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **V MINUTE OF MEETING OF 21<sup>st</sup> JUNE, 2024**

The minute of meeting of 21<sup>st</sup> June was submitted and approved.

## **PART 1: REGIONAL COLLABORATION**

### **VI TAY CITIES REGIONAL ECONOMIC STRATEGY – PROSPECTUS FOR REGIONAL GROWTH 2025 – 2035**

There was submitted Report No TCRJC7-2024, introduced and presented by Morag Millar, Fife Council, seeking endorsement from Joint Committee on the Tay Cities Regional Economic Strategy – Prospectus for Regional Growth.

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

The Joint Committee agreed to: -

- (i) agree the Prospectus for Regional Growth;
- (ii) note the next steps for consultation of Governance;
- (iii) note there will be a Lead Sponsor and Delivery Lead for each theme / enabler; and
- (iv) start to progress the opportunities set out on slide 9 of the presentation.

## **PART 2: TAY CITIES REGION DEAL**

### **VII TAY CITIES REGION DEAL UPDATE**

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

With regards to Future Funding Opportunities & Deal Programme Review, it was recognised that there were opportunities and challenges for both existing and future investment funding. The Partnership had been holding a series of workshops to enable the Partnership to be in the strongest position to:

- identify new investment opportunities 'asks' for the region; and
- ensure the effective delivery of the Deal Programme for the remaining 5 years.

The identification of new investment opportunities as 'asks' was being led by the Heads of Economic Development as part of their Regional Economic Strategy Prospectus development. The July workshop provided the Partners with the opportunity to obtain:

- Background on the Deal Programme Review discussions, between the Management Group Chair and each of the 4 LA Directors and their Heads of Economic Development.
- Assurance from each LA Director on the delivery of the commitments for each Fund/ Programme and Project within their geographical area.
- No Fund, Programme or Project was identified as no longer being able to deliver to the commitments following the LA Director Assurance session.

It was recognised that there may be several Projects which may be at risk in the future. The Partnership was currently working on completing some gaps in information to enable the PMO to present a report on this. Following the receipt of this information, the PMO will present a report to the Management Group and Joint Committee on the implications and next steps. Both Governments were aware that the Partnership were working on looking at Future Funding Opportunities and carrying out a Deal Programme Review and were looking forward to seeing the outcome of the completed review and any recommendations from the Partnership

For Delivery of the Deal - Year 5 2024/25, strong Partnership working had enabled the release of £152.108m of the Deal Funding (50.7% of commitment), securing of £180.258m investment (45% of commitment) and the creation of 2,362 jobs (39% of commitment). A total of eight Capital Projects had now successfully drawdown their full awarded Deal value, totaling £135.8m

It was reported that the Capital Programme for Year 5 2024/25 had an allocation of £12.050 which was a reduction of £17.514m from the original Deal Signing profiled allocation of £29.564m. A total of 82% of the 2024/25 capital allocation had been claimed and drawn down to date. Based on October monthly forecasts from Projects in delivery, there was currently a £23k capital underspend forecast at year end. This was related to TCEP's mobile unit and was not yet confirmed as an underspend for potential reallocation.

It was further reported that the Revenue Programme for Year 5 2024/25 had an allocation of £2.397m. which was a reduction of £140k from the original Deal Signing allocation of £2.537m. A total of 31% of the 2024/25 revenue allocation had been claimed to date. Based on October monthly forecasts from Projects in delivery and there was currently £13k revenue underspend forecast at year end. This also related to TCEP's mobile unit and was not yet confirmed as underspend for potential reallocation.

The Year 6 Capital Programme Forecast gave a £12.962m reduction in the Deal's awarded capital allocation of £29.060m. Of the potential allocation of £16.098m, £14.498m capital was at risk of not securing Joint Committee approval ahead of Year 6:

- Angus Rural Mobility Hub - £2.9m
- CASI Agri Tech Centre - £2.5m TBC
- CASI Innovation Farm - £2.5m TBC
- Dundee Marina Phase 1\* - £1.995m
- St Andrews Harbour\* - £283k
- Arbroath Signal Tower\* - £320k
- Advanced Manufacturing Project(s) - £4m (indicative TBC)

It was also noted that it had been reported at the October Management Group meeting that there was 1 Programme Business case, and 4 Project business cases expected to secure approval by March

2025, to enable drawdown in 2025/26. Of the potential allocation of £2.905m, £1.413m revenue was at risk of not securing approval ahead of Year 6:

- Digital Skills Phase 2 - £456k
- Targeting Hidden Talent Phase 1\* - £557k
- Sustainable Construction & Decarbonisation of Buildings\* - £200k
- Skills Pathway Academy\* - £200k

The Joint Committee were also advised that the Scottish Parliament recently launched a City Region Deals and Regional Growth Deals Inquiry. The Economy and Fair Work Committee wanted to understand whether these deals are achieving their aims. The Committee would consider:-

- the implementation and effectiveness of deals;
- how they have contributed to addressing local issues; and
- how they have supported development and inclusive growth.

As part of this work, the Committee would also consider evidence submitted earlier this year to the Scottish Affairs Committee. The Tay Cities Region Deal response was provided by the due date of the 14<sup>th</sup> of November, and an update of the outcome of this would be given in due course.

The Partnership had also received a visit from the UK Government and Scottish Government Deputy Directors, Alisdair MacDonald and Anne-Marie Martin, on 2<sup>nd</sup> September. The meeting took place at the James Hutton Institute and was attended by regional partners including Robin Presswood, Colin Campbell, Morag Millar and Mo Saunders, as well as UK and Scottish Government Civil Servants. The visit was an opportunity to discuss delivery of the Deal to date, next steps to deliver the remainder of the Deal, regional working to date and the Partnership's Prospectus for Regional Growth.

The Chair thanked Mo for her presentation.

## **VIII AUDITED AND UNAUDITED ACCOUNTS**

The PMO Programme Manager, on behalf of 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.

## **IX PROPOSED PROGRAMME OF MEETINGS 2024**

The Joint Committee agreed the undernoted programme of meetings for 2025:-

Friday 21st March 2025, to be in person - TBC (Dundee)  
 Friday 20th June 2025, to be held remotely  
 Friday 3<sup>rd</sup> October 2025, to be held remotely  
 Friday 12th December 2025, to be held remotely

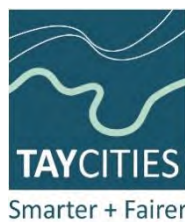
## **X AOCB**

The Joint Committee noted that there were no other items of business to consider.

## **XI DATE OF NEXT MEETING**

Friday, 21st March 2024.

Councillor David ROSS, in the Chair (Articles I and II).  
 Councillor Mark FLYNN, in the Chair (Articles III to XV).



**REPORT TO:** TAY CITIES REGION JOINT COMMITTEE

**REPORT ON:** RESHAPING THE TAY CITIES REGION DEAL

**REPORT BY:** ROBERT EMMOTT, TCRD SECTION 95 OFFICER & ROBIN PRESSWOOD, MANAGEMENT GROUP CHAIR

**REPORT NO:** TCRJC01-2025

## **1. PURPOSE OF REPORT**

- 1.1. The purpose of the report is to allow the Partnership to develop their approach to reshaping the Tay Cities Region Deal to ensure the successful delivery of the second half of the Deal.

## **2. RECOMMENDATIONS**

- 2.1. It is recommended that the Joint Committee:
- (a) Notes the roles and responsibilities for each strand and the timeline set out in Section 5 of the Report as a means of identifying and implementing changes that will support the successful delivery of the Deal programme and commitments;
  - (b) Endorses the approach of seeking early engagement with both Governments on the Deal Programme Review; and,
  - (c) Agrees the reshaping of the Tay Cities Region Deal approach.

## **3. FINANCIAL IMPLICATIONS**

- 3.1. The Tay Cities Regional Deal includes funding of £150m from each Government and was designed to lever in an additional £400m to create a total investment of £700m within the region.
- 3.2. As of the 1<sup>st</sup> October 2024, over £150m of Government funding has been drawn down, along with £180m of other funding secured (leverage). This has delivered a total current investment in the region of £330m.
- 3.3. Notwithstanding the successes to date, this report proposes an approach to ensure that the total planned investment and associated commitments are achieved to benefit the region.
- 3.4. The Partnership has an awarded financial profile for the 10 years of Government investment. Any requests for a change to this, above the awarded value, will require negotiation with the governments. It should be noted that the Scottish Government, who manage the National Deal Programme, have indicated potential pressures in the latter years of the Deal Programme. Therefore, any 'ask' by the Partnership cannot be guaranteed.

- 3.5. The financial profile agreed at Deal Signing and the current financial profile is shown at Appendix 1.
- 3.6. Each of the four local authorities and the HE/FE Forum currently fund the Programme Management Office (PMO). For the HE/FE Forum Partners their contribution is based proportionately on the funding they were awarded at Deal Signing. Should any alternative Projects be identified and agreed through this approach, there may need to be a variation to their contribution.

#### **4. BACKGROUND**

- 4.1. The Tay Cities Region Deal is a Partnership between the four local authorities of Angus, Dundee, Fife and Perth & Kinross, the Higher and Further Education sector, business sector, third sector, TACTRAN, VisitScotland, Scottish Enterprise and Skills Development Scotland.
- 4.2. In April 2025, the Tay Cities Region Deal will be entering the sixth year of its 10-year funding investment programme. The success of the Partnership in their delivery of the Deal Programme to date has been recognised by both Governments. There has been acknowledgement that the Deal has delivered over a period of great challenge which has included significant construction resource availability in the early years and inflation arising from a combination of Brexit, Covid and the war in Ukraine.
- 4.3. The PMO have been highlighting a number of challenges and risks to the Partnership and Governments with regard to the delivery of the Programme commitments. These have 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; and,
  - Pressures on resources within the Partnership and PMO with the potential to impact the effective management and delivery of the Programme.
- 4.4. These are not exclusive challenges to the Tay Cities Region and have been experienced across all Deals nationally in Scotland.
- 4.5. The Partnership have also experienced and seen less capacity across the Partner organisations and a significant change in senior staff. This has impacted the:
  - Capacity of the Partnership to deliver the commitments;
  - Knowledge and experience developed and held within the Partners to deliver the commitments; and,
  - Ability of the Partners to drive forward the delivery of the Deal.
- 4.6. To manage the challenges and risks, the Partnership has held a number of face-to-face workshops, and each of the Local Authority Directors assessed deliverability for all the Projects, Programmes and Funds. None were identified as no longer being able to deliver to their commitments, though it was recognised that there were a number of Projects that have not provided confirmation of timing. These are set out in Appendix 2.
- 4.7. As part of the next steps for the Partnership it will be important that all ensure:
  - Sufficient senior officers are engaged and supporting the Deal;
  - They have adequate resource to support the delivery of their commitments; and,

- They are open and transparent about the status of their Projects and Commitments.
- 4.8 These will be necessary to continue to deliver the Deal Programme effectively. It will also place the Partnership in a strong position to secure and deliver other future economic development funding opportunities.
- 4.9 Both Governments are aware that the Partnership have been working on looking at future funding opportunities and the reshaping of the Deal Programme. It is recommended that the Partnership continue to build on its strong working relationship with both Governments through regular engagement, as this approach and revised Programme are developed.
- 4.10 There is a joint Government guidance on Reviews for Deals published in the Summer of 2024 which was developed for all Deals in Scotland. This sets out that both Governments would expect the Partnership to have considered:
- *Government Reserved/devolved policy areas in the development of new proposals; and,*
  - *That new proposals should be identified and selected because of their regional economic performance (historic LA allocations etc should not pre-determine project selection).*
- 4.11 The Partnership has the largest number of Projects within its Deal Programme than any other comparable Deal in Scotland. This has implications and poses a potential challenge with regards to the resources in the Partnership to ensure delivery. Both Governments have highlighted the importance of funding being used for regional and transformational economic benefit. This strategic focus should be a key consideration for the Partnership when reshaping the Programme.
- 4.12 The full guidance to the Governments Joint Deal Programme Review Guidance is available in Appendix 3. Each LA/Partner should be mindful and take account of this guidance if they are proposing alternative Projects.

## 5 PARTNERSHIP PROPOSED APPROACH

- 5.1 The proposed approach to reshaping the Deal is based around focusing on the commitments that the Partnership signed up to in 2018 at Heads of Terms and then in 2020 at Deal Signing.
- 5.2 It is acknowledged that where a delivery programme is set over a 10-year period, it is likely that there will be changes, in particular with capital programmes. In addition, the challenges of the last five years, experienced across all investment programmes, has had an impact on delivery.
- 5.3 It is also recognised by the Partnership and both Governments that there may be Projects which were part of the original Deal which are no longer able to meet the Deal requirements in terms of timing, cost, scope and benefits. Any Project which is no longer able to meet the Deal funding requirements will be placed in a pipeline of projects for consideration for future funding opportunities, as appropriate.
- 5.4 The Partnership entered the Deal with a set of commitments with both Governments. The delivery of these commitments is key to the success of the Deal. Therefore, any proposed revisions to these commitments both within existing Project(s), Programmes and Funds and any alternatives will be a core consideration when the Partnership is reshaping the Programme.

- 5.5 The Partnership have already started a review of the Deal Programme. The work from this review will be used to inform the approach proposed in this paper. These include:
- An assurance for each Project, given by the LA Director, for the Projects within their geographical area (based on seven delivery questions); and,
  - An indicative financial profile, showing any requested changes and 'asks'.
- 5.6 There is now a very limited window for the Partnership to review and agree a revised Deal Programme.
- 5.7 To ensure that the economic benefit of the Deal is delivered it is recommended that the Partnership agree a reshaping approach. It is key that all Partners agree and commit to an approach. Based on the timetable the Partnership could have agreed a revised Programme which has a high confidence level of delivery by June 2026. This will leave a period of only three and a half years for the Partnership to deliver the remainder of the Programme.
- 5.8 In addition to the reshaping of the Deal Programme the Partnership will look to work with both Governments to develop a guidance note and template for Business Cases as a good practice nationally. This will complement the scrutiny of the work the Partnership are undertaking on providing assurance around the deliverability of the Projects within the Programme in enabling the release of the funding.
- 5.9 The Management Group Chair and S95 Officer are currently exploring the opportunity of potential additional programme management support, through the funding within the Deal for the Regional Culture & Tourism Investment Programme.

#### **Strand 1A: Assurance of Existing Commitments**

- 5.10 Assurance will be provided with supporting evidence that:
- The Programme/Fund/Project can be fully delivered as entered into Deal; or,
  - With proposed revisions to scope and/or commitments to the original Project (this includes any 'ask' for a variation to the financial profile awarded at Deal Signing).
- 5.11 The lead local authority Directors, as the Management Group sponsor for all Programmes, Fund and Projects within their geographical area, will build on the assurance work that they led in 2024.
- 5.12 Each local authority will liaise with the relevant Thematic Boards and Partners to oversee this strand of work enabling it to reflect regional priorities (see Appendices 4 and 5).
- 5.13 The above will be subject to review and assessment by the S95 Officer and Management Group Chair. This will include understanding the impact of any proposed changes to the overall commitments of the Deal.
- 5.14 A report by the S95 Officer and Management Group Chair will then be provided to the Finance Directors Group & Management Group with recommendations.
- 5.15 Any formal requests for change as a result of Strand 1A will be subject to Government review and agreement.

**Strand 1B: Identification of Alternative Project(s) - Delivering the Same Commitments.**

- 5.16 The lead local authority Directors, as the Management Group sponsor for all Programmes, Fund and Projects within their geographical area, will engage with regional partners to identify alternative Project(s). This will be done in conjunction with the Thematic Boards to identify alternatives that will deliver the same commitments. This should be done with consideration of the Joint Government Deal Programme Review Guidance (Appendix 3).
- 5.17 Each alternative Project(s) will need adequate evidence and justification to provide assurance on its deliverability. This should be provided in the form of a Strategic Outline Case (up to 10 pages). A template and guidance will be provided.
- 5.18 The above will be subject to review and assessment by the S95 Officer and Management Group Chair.
- 5.19 A report by the S95 Officer and Management Group Chair will then be provided to the Finance Directors Group & Management Group with recommendations.
- 5.20 Following the review work by the Partnership last year, local authority Partners will have already been exploring and developing alternative potential projects. The assurance work undertaken by the local authority Directors has also provided the Partnership with an understanding of the projects that may have an element of risk to their delivery.
- 5.21 To ensure that the Partnership is in the best position to effectively deliver the remainder of the Deal, the outcomes of Strands 1A and 1B will inform the Strand 2 work. This will give the Partnership and Governments the opportunity to consider all the elements of potential change within the Deal Programme, including alternative new Project(s).

**Strand 2: Any Other Alternative Project(s) Within the Region**

- 5.22 Where an alternative Project(s) cannot be identified in Strand 1B all regional Partners are invited to present an alternative proposal, keeping in mind theme, funder and commitments to be realised. As there is a limited timeframe for delivery of the remaining Projects within the Programme, assurance of deliverability of the Deal commitments will be essential.
- 5.23 The relevant Thematic Board has a key role in helping reshape the relevant part of its topic area and the development of alternative projects and business cases. This will include consideration of the commitments.
- 5.24 Each proposal will need adequate evidence and justification to provide assurance on its deliverability. This should be provided in the form of a Strategic Outline Case (up to 10 pages). A template and guidance will be provided.
- 5.25 Each proposal will be subject to review and assessment by the S95 Officer and Management Group Chair in the first instance. Following the outcome of this, they may be presented to the Partnership and UK and Scottish Governments for more formal consideration.
- 5.26 A report will then be provided for the Finance Directors Group and Management Group with recommendations.
- 5.27 The outcome of this work will be a revised Deal of Programmes, Fund and Projects with a high confidence of delivery. The work will also help to inform the Partnership in

their preparation of a pipeline of Projects for future funding investment opportunities as part of the RES Prospectus work.

- 5.28 The timetable in Appendix 6 sets out the engagement, activities and asks of each Partner, the Partnership and both Governments to achieve this.

## **6. CONSULTATIONS**

- 6.1. This report has been prepared by the S95 Officer and Management Group Chair in consultation with the Management Group.

## DEAL SIGNING PROFILE &amp; CURRENT PROFILE

Profile Agreed at Deal Signing												
Year*	Year 1 20/21 £000	Year 2 21/22 £000	Year 3 22/23 £000	Year 4 23/24 £000	Year 5 24/25 £000	Year 6 25/26 £000	Year 7 26/27 £000	Year 8 27/28 £000	Year 9 28/29 £000	Year 10 29/30 £000	Underspend £000**	Total £000
Capital Profile	18,185	31,624	29,320	29,570	29,564	29,283	29,658	29,258	29,337	23,002	0	278,801
Revenue Profile	300	1,650	2,415	2,430	2,537	2,512	2,339	2,339	2,339	2,338	0	21,199
<b>Deal Profile (Capital and Revenue)</b>	<b>18,485</b>	<b>33,274</b>	<b>31,735</b>	<b>32,000</b>	<b>32,101</b>	<b>31,795</b>	<b>31,997</b>	<b>31,597</b>	<b>31,676</b>	<b>25,340</b>	0	<b>300,000</b>
<b>Current Capital Profile (Years 1 – 4 include confirmed claims / Year 6 – 10 are based on ‘asks’)</b> ***												
Capital Delivery	22,059	38,480	36,497	42,473	12,050	1,600	31,075	35,167	28,082	5,652	24,680	277,815
<b>Capital Variation of Current Deal Profile against Award at Deal Signing</b>	3,874	6,856	7,177	12,903	-17,514	-27,683	1,417	7,442	-1,255	-17,350	24,680	0
<b>Current Revenue Profile (Years 1 – 4 include confirmed claims / Year 6 – 10 are based on ‘asks’)</b> ***												
Revenue Delivery	300	361	136	1,056	2,397	2,947	3,479	3,872	3,828	3,809	0	22,185
<b>Revenue Variation of Current Deal Profile against Award at Deal Signing</b>	0	-1,289	-2,279	-1,374	-140	435	1,140	1,533	1,489	1,471	0	0

\* The Year 6 allocations for capital and revenue are subject to confirmation by the Partnership for the allocation of funding for the Grant Offer Letter (expected March 2025). This has the potential to alter the profile.

\*\* There remains capital ‘underspend’ which is still required to be reprofiled within the Programme by the Partnership. This will affect the variations and the overall management of the deliverability of the Programme.

\*\*\* The ‘asks’ are based on the July 2024 Workshop. These have still to be confirmed and agreed by the Partnership, where there is funding available to relocate within the Programme profile. Any ‘ask’ above the awarded profile will require a request being made to the Scottish Government. It should be noted that the Scottish Government has indicated that there are pressures on the capital budgets for the remainder of the Deal. Also, the commitment for government investment does not extend beyond the end of the Deal (i.e. after March 2030). They have also highlighted that the revenue ‘ask’ values indicated by the Partnership are significant, particularly where the request is over £1m, and as such will require a higher level of scrutiny and approval within government.

## PROGRAMMES/FUND/PROJECTS STILL TO BE DELIVERED

Project	Lead Partner	Lead Local Authority	Project Owner	Thematic Board	Govt Funder	Funding Delivery (£000)	Leverage Commitment (£000)	Job Commitment
Aviation Academy for Scotland	HE/FE Forum	Perth & Kinross	Perth College UHI	Skills	UKG	8,100	0	93
Just Tech	HE/FE Forum	Dundee	University of Dundee	IIB	UKG	15,000	0	220
Project Beacon	Perth & Kinross	Perth & Kinross	EcoideaM Ltd.	IIB	UKG	5,200	12,425	60
Perth Innovation Highway	Perth & Kinross	Perth & Kinross	Perth & Kinross	IIB	UKG	5,000	17,242	720
Studio Dundee	Dundee	Dundee	Dundee	IIB	UKG	3,000	21,000	250
Innerpeffray Library	Perth & Kinross	Perth & Kinross	Innerpeffray Library	C&T	UKG	100	0	0
Crieff International Highland Centre	Perth & Kinross	Perth & Kinross	Crieff Highland Centre	C&T	UKG	1,000	660	4
Aero Space Kinross	Perth & Kinross	Perth & Kinross	Aero Space Kinross	C&T	UKG	1,600	1,285	25
Perth Active Travel Hub	Perth & Kinross	Perth & Kinross	Perth & Kinross	Transport	SG	1,265	5,466	TBC
Perth Hydrogen Refuelling Station	Perth & Kinross	Perth & Kinross	Perth & Kinross	Transport	SG	1,446		TBC
Dundee Airport Investment	Dundee	Dundee	Dundee	Transport	SG	7,914	0	140
Perth Bus & Rail Interchange	Perth & Kinross	Perth & Kinross	Perth & Kinross	Transport	SG	15,000	0	75
TOTAL						64,625	58,078	1,587 + TBC
TOTAL AGAINST FULL DEAL COMMITMENT %						22	14.5	26

Programme/Fund	Lead Partner	Lead Local Authority	Project Owner(s)	Thematic Board	Govt Funder	Funding Delivery (£000)	Leverage Commitment (£000)	Job Commitment
Advanced Manufacturing Programme*	Scottish Enterprise	TBC, subject to identification of Projects	TBC	IIB	SG	8,000	8,000	TBC
Culture & Tourism Programme**	Dundee / Angus	Dundee / Angus	Hospitalfield, Dundee Heritage Trust, Dundee City Council, HMS Unicorn, Perth & Kinross Council	C&T	SG	22,494	22,658	115
Skills Programme***	Perth & Kinross	Perth & Kinross	Perth & Kinross Council, Fife Council, D&A College, Fife College, Dundee City Council	Skills	SG	16,500	0	50
Angus Fund****	Angus	Angus	Angus Council	IIB	UKG	26,200	38,900	100
TOTAL						73,194	69,558	265 + TBC
TOTAL AGAINST FULL DEAL COMMITMENT %						24.4	17	4

\*There is an assumed up to 4 Projects as part of the Advanced Manufacturing Programme

\*\*there are 8 Projects identified as part of the Culture & Tourism Programme

\*\*\*there are 6 Phase 1 Projects and 4 Phase 2 Projects as part of the Skills Programme

\*\*\*\*there are 9 Projects identified as part of the Angus Fund

TOTAL	137,819	127,636	1,852 + TBC
TOTAL AGAINST FULL DEAL COMMITMENT %	46	22.3	30.9

**APPENDIX 3**

**UKG AND SG GUIDANCE FOR DEAL PROGRAMME REVIEWS FOR ALL DEALS IN  
SCOTLAND – ISSUED SEPTEMBER 2024**



**Funded by  
UK Government**

*What do we mean by a Deal Programme Review*

- *They should only be progressed where there is a need for considerable/significant change from what was originally agreed at Deal signing (e.g. multiple projects impacting on the economic outputs, scope and deliverability of the initial Deal).*
- *A review would be required where there is absolute certainty of project failure.*
- *Realistically a Region should only ever consider a Deal programme review once during its delivery timeline. It's a considerable task for all parties concerned.*
- *Project Change controls/process in Deals remain valid and vital for Deal delivery – reviews are at a much higher level and should not be confused with existing change control processes.*
- *We would encourage small project changes (where suitable) to NOT be part of a review, but part of routine change control to avoid being delayed by wider programme review timescales.*
- *Govts would anticipate projects as part of a review would typically not have Govt FBC endorsement – reinforcing the status that FBC endorsement has with respect to tenders being complete and there is a strong level of viability for the project.*

*What Evidence is required to successfully progress/enable a Programme Review?*

- *Partners should think of undertaking a review as similar to re-writing a section of the Full Deal Documentation – what evidence did partners have to provide to justify investment activity, that will need to be replicated for a Review.*
- *Partners would need to provide clear evidence on WHY a review is needed, an OPTIONS appraisal of alternative investment proposals (how have you got to preferred position) with the scope of new activity clearly identified.*
- *An assessment of the economic impact of the review (impact of things stopping) and new proposals would also be required to support Ministerial consent.*
- *VfM, ADDITIONALITY, deliverability of new proposals – all key issues and must be robustly evidenced.*
- *A review DOES NOT mean that future project OBCs and FBCs are not required.*

*Ultimately any review needs to be transparent – evidence must be provided to demonstrate clearly why and how Deal has changed including the impacts on Benefits realisation/key economic targets set at Deal signing (or how these perhaps need to be revised). Then similar evidence is needed for any new investment proposals.*

*Hints/tips/experience to date*

- *Just like Business Case reviews – the quality of evidence provided in a Programme Review will determine if Ministerial clearance/writeround can progress for chances of success.*
- *Given the fiscal environment – VfM is ever more important - it remains that there is NO more available funding to the agreed envelope signed up at Full Deal stage.*
- *Engage with Govt Deal leads ASAP to present early development of thinking etc.*
- *Consider Govt Reserved/devolved policy areas in development of new proposals.*
- *New proposals should be identified and selected because of their regional economic performance (historic LA allocations etc should not pre-determine project selection).*
- *Ministers expect a level of regional maturity.*
- *To be aware - Deal programme review can be a lengthy process in advance of Govt officials seeking Ministerial clearance - regions need to be conscious of what they anticipate to be delivered and the length of time remaining for Deal delivery.*
- *Our expectation is that any funding identified as part of a programme review would not just be used to backfill funding gaps on existing projects, rather there is an expectation that new project/s would be identified to ensure the ambition and breadth of original Deal proposal were maintained.*



## PARTNERSHIP ROLES IN RESHAPING THE DEAL PROGRAMME

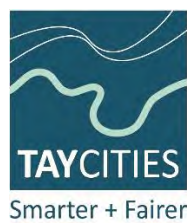
Who	What
Project Owner	The named organisation to develop and deliver the Project.
Programme/Fund Owner	The named Partner who leads on overseeing the development and delivery of the Programme/Fund, and the management of the Projects within the Programme/Fund.
Local Authority Lead (Sponsor)	The Local Authority Director for the geographical area in which a Project, Programme or Fund is located. They are also referred to as the Management Group sponsor for any reports presented to Management Group and Joint Committee (excl. the Advanced Manufacturing Programme). The Local Authority Director, with support from their Head of Economic Development Group representative, will take the lead on providing the assurance, in line with the approach undertaken in 2024.
Thematic Board	The regional and national sectorial experts on behalf of the Partnership for the 5 Themes of the Deal as agreed at Deal Signing. Each of the Thematic Boards have representation across the Partnership including the National Agencies. The Thematic Board has a key role in scrutinising and reshaping the relevant part of its topic area ensuring that the assurances and submissions are deliverable.
Finance Directors Group	Comprised of representatives from each of the local authorities and the HE/FE sector. The group provide financial expertise around the investment of Deal funding.
Management Group	Comprised of the Chief Executives of the four local authorities (currently delegated to the Directors) and representation of the HE/FE Forum Chair, Business Forum Chair, Skills Development Scotland (SDS), Scottish Enterprise (SE), TACTRAN and VisitScotland.
S95 Officer	Provides assurance for both governance and finances for the Partnership. The S95 Officer provides assurance for the Chief Executive of the Accountable Body.
Lead Partner(s)	Comprised of the four local authorities, the HE/FE Forum, the business sector, Scottish Enterprise, Skills Development Scotland, TACTRAN and VisitScotland.
PMO	Team of officers who lead on ensuring that the Partnership is fully informed around the delivery of the Deal Programme.

## STRUCTURE AROUND DELIVERY OF STRANDS

	Strand	Assurance			Partnership	Outcome
		Evidence for Assurance	Assurance of Deliverability	Review 1	Review 2	
Strand 1	<b>Strand 1A</b> – Programme/ Fund/ Project will be delivered as entered into Deal or alternative proposed scope/commitments. *	Local Authority to coordinate from all Partners	<ul style="list-style-type: none"> <li>- Thematic Board</li> <li>- Local Authority</li> <li>- Partners</li> </ul>	<ul style="list-style-type: none"> <li>- S95 Officer</li> <li>- Management Group Chair</li> </ul>	<ul style="list-style-type: none"> <li>- Finance Directors Group</li> <li>- Management Group</li> </ul>	<ul style="list-style-type: none"> <li>- Confirmation that the Programme/Fund/Project can deliver as originally agreed.</li> <li>- Confirmation of the Programme/Fund/Project that require changes to scope/commitments with delivery assured.</li> </ul>
	<b>Strand 1B</b> – Identify alternative Project(s) delivering the same commitments.	Local Authority to coordinate from all Partners	<ul style="list-style-type: none"> <li>- Thematic Board</li> <li>- Local Authority</li> <li>- Partners</li> </ul>	<ul style="list-style-type: none"> <li>- S95 Officer</li> <li>- Management Group Chair</li> </ul>	<ul style="list-style-type: none"> <li>- Finance Directors Group</li> <li>- Management Group</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of alternative Project(s) that can deliver the same commitments.</li> </ul>
	<b>Strand 2</b> – Any other alternative Project(s) within the region.	Any Partner	<ul style="list-style-type: none"> <li>- Thematic Board</li> <li>- Local Authority</li> <li>- Partners</li> </ul>	<ul style="list-style-type: none"> <li>- S95 Officer</li> <li>- Management Group Chair</li> </ul>	<ul style="list-style-type: none"> <li>- Finance Directors Group</li> <li>- Management Group</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of alternative Project(s) within the region.</li> </ul>

\*The Partnership have an agreed change control approach for any variation to a Programme, Fund and Project as entered in to Deal / approved business case. This is subject to both Partnership and Government approval.

Partnership Led  Key Activities and Actions for the Reshaping of the Tay Cities Region Deal Programme		Deadline Date
Government Led 		
<b>Approach</b>	Approach presented and agreed at March Management Group.	6 <sup>th</sup> March
	Partnership approach shared with both Governments.	14 <sup>th</sup> March
	Partnership Annual Conversation with both Governments ( <i>Governments have indicated that the reshaping will be on the agenda</i> ).	20 <sup>th</sup> March
	Approach and Annual Performance Report presented to Joint Committee Members for consideration and approval.	21 <sup>st</sup> March
	Guidance and supporting documentation to be shared with local authority leads and Thematic Boards by the PMO. This will include the SOC guidance/template for Strand 2.	w/c 31 <sup>st</sup> March
	Output commitments workshop with Partners (Management Group (inc. Heads of Economic Development Group Chair) and Finance Directors Group).	24 <sup>th</sup> April
<b>Strand 1A</b> (in conjunction with 1B)	The lead local authority Directors will liaise with the relevant Thematic Boards and partners to i) obtain assurance that the Programmes, Fund and Projects can be fully delivered as entered into Deal or ii) identify what proposed revisions to scope and/or commitments to the original Project are being requested.	16 <sup>th</sup> May
	Review and assessment by S95 Officer and Management Group Chair.	6 <sup>th</sup> June
	Assessment and Recommendations from Strand 1A presented in a report to Management Group and Finance Directors Group.	12 <sup>th</sup> June (date TBC)
	Joint Committee informed of progress of Strand 1A work.	20 <sup>th</sup> June
	Governments informed with outcome of Strand 1A.	23 <sup>rd</sup> June
<b>Strand 1B</b> (in conjunction with 1A)	The lead local authority Directors will liaise with the relevant Thematic Boards and partners to identify alternative Project(s). This should be in the form of a SOC.	16 <sup>th</sup> May
	Review and assessment by S95 Officer and Management Group Chair.	6 <sup>th</sup> June
	Assessment and Recommendations from Strand 1B presented in a report to Management Group and Finance Directors Group.	12 <sup>th</sup> June (date TBC)
	Joint Committee informed of progress of Strand 1B work.	20 <sup>th</sup> June
	Governments informed with outcome of Strand 1B.	23 <sup>rd</sup> June
<b>Strand 2</b>	Partners identify and submit any other alternative Project(s) within the region in the form of a SOC.	29 <sup>th</sup> August
	S95 Officer & Management Group Chair Review Proposals.	w/c 24 <sup>th</sup> October
	Report provided to Finance Directors Group ahead of Management Group.	5 <sup>th</sup> December
	Assessment and Recommendations from Strand 2 presented to Management Group.	23 <sup>rd</sup> January 2026
	Partnership engagement with Governments with outcome of Strands.	26 <sup>th</sup> January 2026
	Update to Joint Committee on outcome of reshaping work.	March (date TBC) 2026
<b>Formal Engagement with Governments to Confirm New Programme</b>	The revised Programme, and any alternative proposals identified in Strand 2, will need to seek and secure Ministerial approval. It has been indicated that this would typically take 8-12 weeks.	March 2026 – June 2026
	The Partnership will need to provide a formal submission with supporting evidence for this request. The detailed breakdown will be set out in a later version of the timetable.	
	Report to Joint Committee (potential for special Joint Committee date if Partnership are in a position to have an agreed Programme earlier).	



**REPORT TO:** TAY CITIES REGION JOINT COMMITTEE

**REPORT ON:** TAY CITIES REGION DEAL ANNUAL PERFORMANCE REPORT & BENEFITS REALISATION PLAN UPDATES FOR APPROVAL

**REPORT BY:** HANNAH ROBERTSON, TAY CITIES PROJECT OFFICER

**REPORT NO:** TCRJC02-2025

## 1. PURPOSE OF REPORT

- 1.1. This report seeks to update the Joint Committee on the October 2023 – September 2024 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) Approve the updated Annual Performance Report and Benefits Realisation Plan for publication.

## 3. BACKGROUND

### SUMMARY OF THE ANNUAL PERFORMANCE REPORT UPDATE

- 3.1. The Annual Performance Report has been drafted to include updates for the period of 1<sup>st</sup> October 2023 and 30<sup>th</sup> September 2024, highlighting progress to the jobs realised, leverage secured and funding released for the region.
- 3.2. The Annual Report is a key document for the Partners to report on progress towards the delivery of commitments in the current Deal Programme. This work will also be key to informing future investment opportunities, both in how the Partnership may wish to select and prioritise future projects and as evidence to demonstrate confidence to Governments.
- 3.3. The headlines of the commitments made by the Partnership from the Annual Performance Report this year are:
- i. Tay Cities Region Deal marks half-way point as it entered **Year 5 and has drawn down just over half of the £300m funding allocated**. To date, **£152.108m of Government investment has been released**.
  - ii. **£180.258m leverage has been secured** by Projects within the Deal. This equates to **more than 45% of the overall leverage commitment** of the Deal.

- iii. **2,451 jobs created by Projects since Deal signing.** This equates to more than **one third of the overall job commitment** of the Deal.
- 3.4. Four videos have been created to showcase the Deal. They include projects which have concluded drawdown of their Deal funding:
- International Barley Hub and Advanced Plant Growth Centre
  - Pitlochry Festival Theatre
  - Perth Museum
  - Eden Campus and Stretch Dome Simulator
- 3.5. In addition, to honour that the Deal is halfway through in terms of its Programme, there is a planned photo opportunity for all leaders of the local authorities on 21<sup>st</sup> March 2025.
- 3.6. All Projects with an approved business case were given the opportunity to submit a case study for this year's Annual Report. The case studies highlight the key activities for the region over the last year. All Partners are thanked for their contributions.
- 3.7. The digital version of the Annual Report is available via this [link](#).

#### 4. SUMMARY OF THE BENEFITS REALISATION PLAN UPDATE

- 4.1. There is a commitment to update the Benefits Realisation Plan (BRP) annually in line with the Annual Performance Report, as well as annual monitoring from all Deal Programmes, Funds and Projects.
- 4.2. The key changes since the previously approved BRP are:
- Inclusion of the Partnership's approach to Evaluation.
  - Development of a guidance note for Thematic Boards to outline the role that Thematic Boards have in supporting Programmes/Fund/Projects.
  - Development of a Tay Cities Region Deal Benefits Evaluation Approach Guidance note, including a summary of the HM Treasury Magenta Book guidance.
  - Updated Inclusive Growth Statements document. This is available by request.

#### 5. NEXT STEPS

- 5.1. 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 Partners to ensure that comprehensive reporting against outputs and other commitments is captured.
  - Implement the new evaluation approach. The PMO will liaise with relevant stakeholders to implement the requirements in 2025/26 and in future years.
  - Continue to use the Benefits Realisation sub-group, stemmed from the National PMO Networking Group to streamline processes around reporting and evaluation and this will be taken in to account.
- 5.2. Subject to approval, both documents will be published on the Tay Cities website.

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

## **6. CONSULTATIONS**

- 6.1. In addition to being shared with both Governments the Annual Performance Report and Benefits Realisation Plan has been shared with the Governance groups within the Partnership for their input and comments.
- 6.2. The PMO have worked with Angus Council, as the 2024 Chair of the PR & Comms Group, to develop an updated design for both documents. Angus Council are thanked for their work and contribution to creating the final documents on behalf of the Partnership.
- 6.3. The Management Group recommended both the Annual Performance Report and Benefits Realisation Plan to the Joint Committee on 6<sup>th</sup> March 2024.

Report author: Hannah Robertson  
Title: Tay Cities Project Officer  
Email address: Hannah.Robertson@taycities.co.uk

Date: 21/01/2025



Smarter + Fairer



Tay Cities Region Deal

# ANNUAL PERFORMANCE REPORT

1 October 2023 - 30 September 2024



Funded by  
UK Government



Scottish Government  
Riaghaltas na h-Alba

# Contents

<b>Introduction</b>	4
<b>Executive Summary</b>	5
<b>The Tay Cities Region Deal</b>	7
<b>The Deal</b>	11
An Empowered & Inclusive Tay	
- Skills	14
An Innovative, International Tay	
- Innovative & International	26
- Culture & Tourism	47
A Connected Tay	
- Transport	58
- Digital	64
<b>Benefits</b>	70
<b>Leverage Statement</b>	71
<b>Jobs Statement</b>	73
<b>Financial Statement</b>	81
<b>Regional Collaboration</b>	86
<b>Reflections and the Year Ahead</b>	91



The Tay Cities Region Deal enters Year 5 and successfully draws down half of the £300m funding from the Scottish and UK Governments.



# Introduction

An Introduction from the 2024 and 2025 Chairs of the Joint Committee



**Cllr Ross**  
Fife Council (Joint  
Committee Chair 2024)



**Cllr Flynn**  
Dundee City Council (Joint Committee  
Vice Chair 2024 and Chair 2025)

The Tay Cities Region Deal continues to demonstrate successful partnerships between the UK and Scottish Governments, the local authorities of Angus, Dundee, Fife and Perth & Kinross, the Higher and Further Education sector, business sector, third sector, Tactran, VisitScotland, Scottish Enterprise and Skills Development Scotland.

In April 2024, the Tay Cities Region Deal entered the fifth year of its 10-year lifespan. To date, there has been over £231m approved by Governments and the Partnership for investment from the full £300m Deal. With 2,451 jobs and over £180m of leverage secured to date, the Deal is undoubtedly delivering growth and driving investment into the area.

Over the last 12 months, there has been a tremendous amount of progress towards the delivery of projects, including some key milestones being reached. This includes the official opening of Perth Museum in March 2024. This must-see attraction is a major cultural venue, also becoming home to the Stone of Destiny which is presented in a walkthrough experience. The popularity of this has seen the museum welcome its first 176,000 visitors as of September 2024.

May 2024 saw the Growing the Tay Cities Biomedical Cluster Project complete the

refurbishment of Wilson House, which will allow high-growth companies to deliver the therapeutics, diagnostics and healthcare innovations of tomorrow, whilst also increasing industry partnership. The other elements of this Project will officially open in Spring 2025.

The Advanced Plant Growth Centre, which has become the heart of the James Hutton Institute, opened in August 2024. The centre is home to world-leading plant science, delivering innovative solutions for food and environmental sustainability. The Wolfson Foundation has provided an award of £1m towards equipment that has also been supported by Scottish Enterprise and will be housed within a new Molecular Phenotyping Centre, which is set to open in March 2025.

The Tay Cities Region Partnership, including Governments and Joint Committee, continues to monitor the economic challenges faced by all, while recognising the positive outcomes of the Deal to date.

At this point, much has already been achieved in delivering the Deal's ambitions for a fairer, smarter Tay Cities region. Whilst the Partnership recognises the economic challenges the city region continues to face, we are very pleased with the positive outcomes achieved by the Tay Cities Region Deal so far.

# Executive Summary



Up to the end of September 2024, **£231.69m** of funding has been approved for investment by the Tay Cities Region Joint Committee. This equates to more than two thirds of the Deal. Of this, **£170.98m** relates to individual Projects.



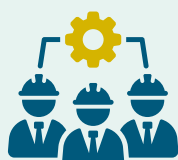
**£152.108m** of Government investment released.



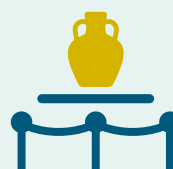
The Tay Cities Region Deal **enters Year 5** and has **claimed over half of £300m** funding allocated.



**£180.258m** leverage has been secured by Projects within the Deal. This equates to more than **45% of the overall leverage commitment** of the Deal.



**Growing Tay Cities Biomedical Cluster Project** completed refurbishment of Wilson House.



**Perth Museum** celebrated its official opening, marking a pivotal moment in the region's culture and tourism industry.



**5G Digital Testbeds and cyberQuarter Project** worked together and demonstrated how 5G drone technology could transform search and rescue missions in remote areas, such as the Angus Glens.



The James Hutton Institute celebrated its official opening of the **Advanced Plant Growth Centre and the International Barley Hub**, bringing a world leading research facility in agriculture to the region.



**Pitlochry Festival Theatre** completed the construction elements of the Project.



**2,451 jobs** created by Projects since Deal Signing. This equates to more than one third of the overall job commitment of the Deal.

2,451 jobs have been created by Projects since Deal Signing. This equates to more than one third of the overall job commitment of the Deal.

# The Tay Cities Region Deal

## Cities Region Deal Overview

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Region Partnership and both the UK and Scottish Governments. The Deal is a combined investment of £150m each from the Scottish and UK Governments over a 10-year period, to March 2030, with an opportunity to deliver all benefits over a 15-year period, by March 2035.

The Tay Cities Region Deal<sup>1</sup> continues to deliver in supporting business growth, developing innovative technologies, enhancing productivity, developing skills, and creating jobs.

With the Deal now in Year 5, over half of the £300m Government Investment has been claimed, and the following benefits have been realised:

- £152.108m Government investment released;
- 2,451 new and construction jobs created, or jobs protected; and,
- £180.258m leverage secured for the region, of which £160.210m has been received.

This has been achieved through continued strong partnership ambition, collaboration and drive.

## Governance

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:

- 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

The Deal's governance arrangements continue to enable decisions to be made in an open and transparent way for the Tay Cities region and consideration of wider issues including the oversight of the Regional Economic Strategy. The Partnership have been commended by both Governments at recent annual conversations for their well-established and collaborative governance.

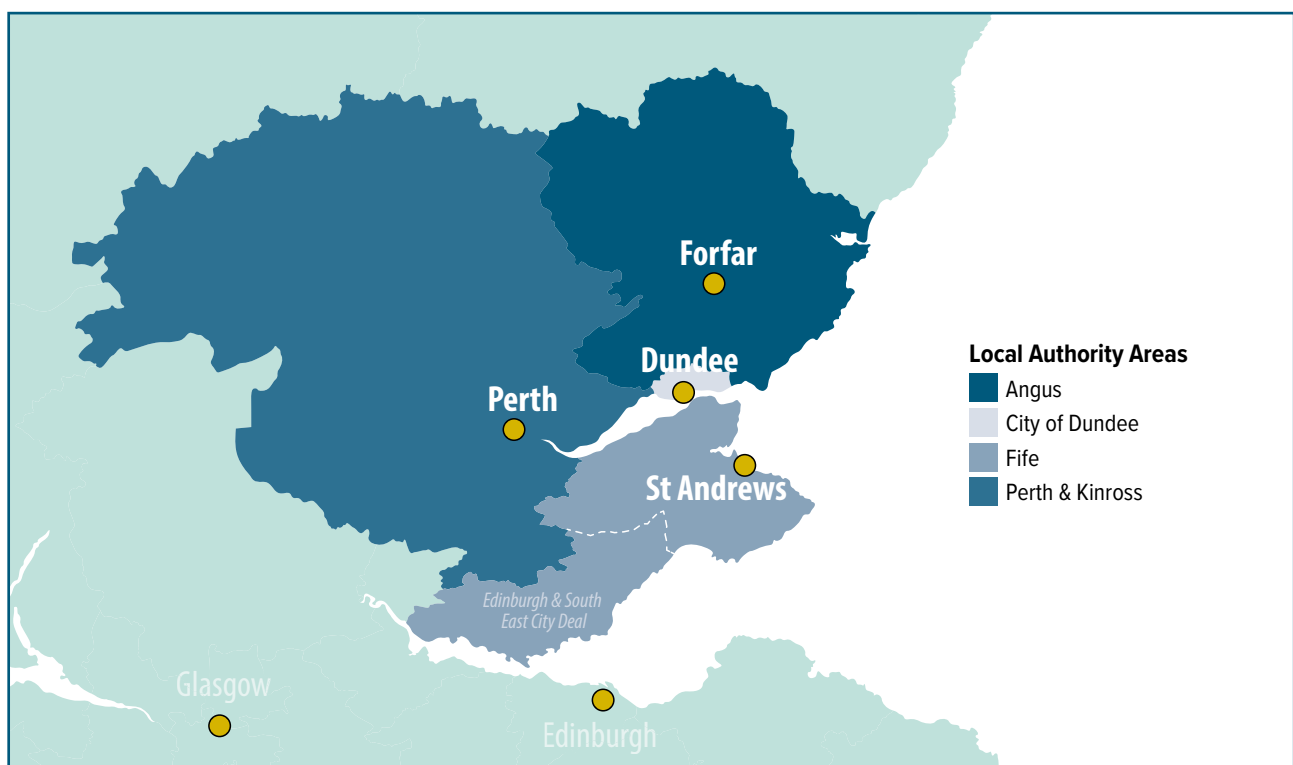
<sup>1</sup> [www.taycities.co.uk/sites/default/files/tay\\_cities\\_deal\\_doc\\_feb\\_8.pdf](http://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf)

The Joint Committee is supported by a number of bodies which are summarised in the governance chart diagram on the Tay Cities Region Deal website<sup>2</sup>. More information on the governance structure and the Deal can be found in the Deal Document.

## Geographical Overview

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

Diagram 1



## 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 Region and Growth Deals.

<sup>2</sup> [www.taycities.co.uk/sites/default/files/2024-10/TCRD%20Governance%20Structure\\_2.pdf](http://www.taycities.co.uk/sites/default/files/2024-10/TCRD%20Governance%20Structure_2.pdf)

Demonstrating the benefits of this national working group, the Programme Manager for the Inverness and Highland City Region Deal noted that:

*“Whilst most of the Deals across the UK are varied in how they are structured and in terms of their maturity, a drive and desire to successfully deliver is common to all the people in the various Deal PMOs. The PMO Networking Group brings together those people and provides a great forum for sharing knowledge and making really useful contacts – certainly from the Inverness & Highland City Region Deal, myself and colleagues value the network and continue to build good relationships across the Deals which has provided valuable insights and ideas to further our aims”.*

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
- Finance sub-group.

The wider network and various sub-groups are a valuable source of information and present an opportunity to share knowledge and expertise. The Tay Cities PMO is presented as an exemplar by Governments for the sharing of best practice to other City Region and Growth Deals.

The PMO Network has regular engagement with both Governments, other organisations and regional opportunities including:

- Scottish Government and UK Government attendance - including a discussion about Economic Dimension Development for City Region and City Growth Deals in November 2023 and engagement with all Deals regarding Programme reviews in September 2024.
- Green Book Training with the HM Treasury in August 2024. To date the PMO have worked with UKG to deliver HM Treasury Green Book training to 743 people involved in the Tay Cities Deal.
- PMO attendance at the Scottish Parliament in January 2024, discussing the benefits of the City Region and Growth Deals Carbon Guidance and methodology for the Deals, and wider economic drivers.
- Digital Office Scotland and CENSIS Attendance in February 2024 on the adoption of the Internet of Things.

The Deal is comprised of 1 Fund, 3 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 or delivery stage following full Government and Joint Committee approval, up to and including September 2024. 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.

## Status of Fund, Programmes and Projects

The Deal is currently comprised of 1 Fund, 3 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses. Table 1 below shows an overview of the status of the Programmes, Fund and Projects up to the end of September 2024.

Table 1: Status of Funds, Programmes and Projects up to end of September 2024

Programme/Project		Location	Stage
<b>An Empowered &amp; Inclusive Tay</b>			
Regional Skills & Employability Development Programme	Regional Skills & Employability Development Programme <sup>3</sup>	Regional	Implement (Phase 1)/ Define (Phase 2)
	Skills Programme Manager	Regional	Implement
	Digital Skills (Phase 1)	Regional	Implement
	Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	Regional	Implement
	Supporting SME Skills	Regional	Implement
	Digital Skills (Phase 2)	Regional	Define
	Hospitality Skills	Regional	Define
	Tay Cities Engineering Partnership	Regional	Implement
	Aviation Academy for Scotland	Regional	Define
<b>An Innovative, International Tay</b>			
	Growing the Tay Cities Biomedical Cluster	Dundee	Implement
	International Barley Hub	Perth & Kinross	Deliver
	Advanced Plant Growth Centre	Perth & Kinross	Deliver

<sup>3</sup> There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.

	Programme/Project	Location	Stage
Angus Fund	Angus Fund	Angus	Implement
	CASI Programme	Angus	Define
	Mercury Drone Port	Angus	Implement
	Angus Rural Mobility Hub	Angus	Define
	Zero Four	Angus	Define
	Low Carbon Housing	Angus	Define
	Connecting Montrose	Angus	Define
Regional Culture & Tourism Investment	cyberQuarter	Dundee	Implement
	Just Tech	Dundee	Define
	Perth Innovation Highway	Perth & Kinross	Define
	Studio Dundee	Dundee	Define
	Advanced Manufacturing Programme	Regional	Define
	Eden Campus	Fife	Implement
	Stretch Dome Simulator	Fife	Deliver
	Project Beacon	Perth & Kinross	Define
	Regional Culture & Tourism Investment Programme <sup>4</sup>	Regional	Implement (Phase 1)/ Define (Phase 2)
	Hospitalfield	Angus	Implement
	Discovery Point Transformed	Dundee	Implement
	Pitlochry Festival Theatre	Perth & Kinross	Implement
	Perth Museum	Perth & Kinross	Deliver
	Innerpeffray Library	Perth & Kinross	Define
	Crieff International Highland Centre	Perth & Kinross	Define
	Aero Space Kinross <sup>5</sup>	Perth & Kinross	Implement

### A Connected Tay

Rural Angus and Rural Perth & Kinross Highspeed Broadband	Angus and Perth & Kinross	Deliver
5G Digital Testbeds	Regional	Implement
Broxden Low Carbon Travel Hubs	Perth & Kinross	Implement
Perth Active Travel Hub	Perth & Kinross	Define
Hydrogen Refuelling Station	Perth & Kinross	Define

<sup>4</sup> There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.

<sup>5</sup> Aerospace Kinross currently has Joint Committee approval subject to conditions and is still in the feasibility stage. When the Project is in a position to proceed to delivery it will be added to a future Annual Performance Report.

Programme/Project	Location	Stage
Dundee Airport Investment revenue	Dundee	Implement
Dundee Airport Investment capital		Define
Perth Bus & Rail Interchange	Perth & Kinross	Define

Stage No.	Definition
<b>1. Define</b>	Business case being developed, and not yet approved by Joint Committee.
<b>2. Implement</b>	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.
<b>3. Deliver</b>	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
<b>4. Legacy</b>	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period.

## Project Owner Events

The Tay Cities PMO continues to support the Partnership, as well as the Fund, Programme and Projects by holding regular Project Owner events. These events allow:

- Projects to share their experience with other Project Owners,
- Networking between Project Owners,
- The PMO to provide updates on the Deal and any upcoming events,
- Q&A sessions with PMO and Project Owners.

## Project Progress

The following information provides a snapshot of progress throughout the year and are shown by Tay Cities Region Deal theme, for the Programmes, Fund and Projects in delivery.

This includes a description of the Programme, Fund and Projects, headline achievements, and where appropriate, upcoming milestones and a case study. The summaries also set out the funding awarded to each.

The Projects which have received Full Business Case approval from Joint Committee since October 2023 are listed below and have been added to this years Annual Performance Report update:

- Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech
- Supporting SME Skills



## £30.1m

### An Empowered & Inclusive Tay

#### Skills

Within the Skills theme there are 2 Projects: Tay Cities Engineering Partnership and Aviation Academy for Scotland. There is also 1 Programme - the Regional Skills and Employability Development Programme.

Within the Programme, there are 4 approved Projects including the Skills Programme Manager, Digital Skills Phase 1, Supporting SME Skills and Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech.

To date, Projects within the Skills Theme have realised the following:

- £2.654m Government investment released
- 15 jobs created or protected
- £367k leverage secured for the region



## Regional Skills & Employability Programme

**Programme Owner:** Perth & Kinross Council

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

**Thematic Board:** Skills



### Programme Description & Headline Achievements

The Regional Skills & Employability Development Programme sets out the Partnership's proposition to bring about the changes in skills and employability services that will support the vision of the skills and employability landscape in the region, and make a positive, tangible difference to our citizens, businesses and other stakeholders. The Programme is making incremental changes to improve the complex regional employability and skills landscape to deliver better outcomes for all.

Up to £20m of Scottish Government investment has been allocated to help develop a new collaborative, pan-regional approach and put necessary interventions in place to drive improved economic performance and inclusion across the region. To date, the investment is helping to drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities.

Since September 2024, the Programme has had its own SharePoint site for project owners to upload claims and project data, ensuring better version control and audit trails. This data will feed into Power BI, enabling the display of individual project and overall Programme performance.

The Programme has 4 approved Phase 1 Projects and a further 4 Phase 2 Projects are to be developed. Two of these Phase 1 Projects were approved in December 2023 and are now in delivery, in addition to the Digital Skills Phase 1 Project. These Projects are:

- **Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech:** This Project aims to develop and enhance biotech, biomedical, and agritech courses to meet the regional demand for skilled graduates.
- **Supporting SME Skills:** This project provides access to a £5,000 grant for Tay Cities region SMEs to upskill or re-skill their workforces through regional academic training.

### 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 2024:

Milestone	Due Date
Development and approval of the Regional Skills and Employability Development Programme OBC refresh	2024/2025
Approval and start of second tranche of Projects. Content and outcomes to be defined in project business cases	2024/2025
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	2024/2025

### Key Risks

Risk	Mitigation
Lack of buy in from partners in developing a collaborative, regional delivery system. Could result in silo working and delivery resulting in an inconsistent approach to developing a skills and employability ecosystem	Ensure signed agreement from all partners, clearly setting out their roles and responsibilities. The appointment of a suitably skilled Programme Manager will help mitigate against this, ensuring regular engagement with all partners, and development of an effective, collaborative regional approach. Utilise different mediums of communication to effectively engage partners in different ways
Lack of buy-in to/poorly attended Skills Advisory Board which would result in lack of understanding of the deal benefits and delivery of projects across the region	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. Frequent engagement between Programme Manager, project leads and SAB members to ensure they are engaged and appraised of all developments
Potential for actual spend to slip against profiled spend. This would result in lost revenue budget that cannot be claimed back until later/after in the deal term	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. The programme manager along with the relevant project lead, will escalate significant risks of slippage to the Advisory Board

£516k



### Skills Programme Manager

**Programme Owner:** Perth & Kinross Council

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

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

To date, the Skills Programme Manager has:

- released £119k of Government funding; and,
- created 1 new job.

### Programme Description & Headline Achievements

The Skills Programme Manager Post supports the Regional Skills and Employability Development Programme. The Skills Programme Manager drives the strategic agenda and ensures 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 has been building consensus and collaboration across the region's four local authorities and other relevant stakeholders such as the Higher Education and Further Education sector 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 is supported through building relationships with key partners with regular communication. The Skills Programme Manager is working closely with the Skills Advisory Board and other partners to develop the Regional Skills and Employability Development Programme OBC refresh.

### Key Risks

Risk	Mitigation
Scope Creep	Implement change control processes

£1.539m

**Digital Skills (Phase 1)****Project Owner:** Fife Council**Enabling the region to...:** Empower & Promote Inclusion**Thematic Board:** Skills★ **ACHIEVEMENTS**

- 322 people have been supported through digital skills training;
- The further and higher education digital skills curriculum group has been established; and,
- 36 businesses and organisations engaged with the project to upskill their workforce.

The Project published its **DigiTay Annual Report** in May 2024 to showcase other regional achievements.

**Project Description & Headline Achievements**

The Digital Skills Project, known as DigiTay, was awarded up to £1.539m of Scottish Government investment for Tranche 1. Tranche 1 of the Project received approval from the Joint Committee on the 9th December 2022. The Project has two distinct tranches: Tranche 1 from 2022 to 2025, and Tranche 2 from 2025 to 2029.

The current approved business case relates to Tranche 1 and the investment of £1.539m. This Project is delivering a new collaborative, regional approach to digital skills, providing 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.

**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 2024.

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

### Key Risks

Risk	Mitigation
Due to the closure of CodeClan, the roll out of the software development bootcamp for young people aged 16-24 will be impacted	Programme Manager engaging with another provider in Dundee to discuss opportunities to continue the CodeClan bootcamps in the Tay Cities Region
Due to there being lack of follow up with some organisations after benefiting from Project, may be missing some key information of success	Speak to providers to establish what communication they have with beneficiaries after the training and what can be utilised
Insufficient take up of beneficiaries from North-East Fife accessing Digital Skills courses being provided by Fife College	Advertise courses on DigiTay website, DigiTay Linked-in page, Facebook page and FVA website Promote courses through Team Manager in North-East Fife CLD Team and Service Manager and Fife Council Employability Team

### CASE STUDY

The Digital Skills Project have been working with the third-sector over the last year, with collaborations such as:

#### The Workshop Aberfeldy

Digital by Design: Aims to equip 10 young individuals with digital and employability skills through training in accounting, graphic design, 3D design, website management, and digital marketing at The Workshop Aberfeldy.

#### Archaeology Scotland

Recording Balgay Park: Archaeology Scotland will train 12 women from diverse backgrounds in digital skills, English and archaeology over a 12-week project documenting Balgay Parks archaeology.

#### Elevator

Digital Skills for a Future Ready Tay Cities Workforce: Focuses on upskilling SME's workforce in digital capabilities through 1-2-1, one-day sessions for 20 SME businesses, hosting a large event in Dundee for up to 50 attendees, and running a 12-week digital skills program for 12 participants.

# £1.975m



## Life Sciences Biotechnology & Medical Technology: Growing the Tayside Biotech, Biomedical & Agritech

**Project Owner:** Dundee & Angus College

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

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

To date, the Life Sciences Biotechnology and Medical Technology Project has:

- released £232k of Government funding; and,
- created 2.5 new jobs.

### Project Description & Headline Achievements

Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech (also known as Science Futures), has been awarded up to £1.975m of Scottish Government investment. The Project received Business Justification Case approval from the Joint Committee on the 8th December 2023.

The Project has established a partnership between the three regional colleges – Dundee & Angus College, Perth College UHI, and Fife College – the James Hutton Institute and University of Dundee. The Partnership are developing new and enhancing existing course provision across a range of SCQF levels creating new learning and career pathways for prospective learners to meet the skills needs of the growing biotech, biomedical and agritech sectors. The Project is working on developing new skills courses and beginning to develop workshops for schools across Tayside.

The Project carried out an initial scoping exercise with local industries, which is now complete. This exercise involved over fifty companies contacts from Agricultural Biotechnology, Clinical Research, Drug Discovery and Medical Devices and Diagnostic fields. The responses were collated and those interested in Modern Apprenticeships and training courses have been contacted for further discussion.

In the last year, the Project has also formed a Curriculum Steering Group, with representatives including NHS Tayside, GSK, and Abertay University. The group has now met twice to plan and discuss developments and input into the curriculum design. Additionally, curriculum development work has started on a new plant science package in collaboration with 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 2024.

Milestone	Due Date
Procurement for 2024/25 between partner colleges	March 2025
Skills course developed	March 2025

### Key Risks

Risk	Mitigation
Lower than expected student uptake in newly developed courses. This results in missed revenue opportunities for the colleges; and for industry, an undersupply of skilled entrants into the labour force. Sector growth may be inhibited, or companies will look out with the Tay Cities Region	The partner colleges will promote the new courses and training opportunities. There will be regular engagement with local schools (primary and secondary), host annual events, and engage in programmes at the Dundee Science Centre to promote their courses and careers within the sectors. The project will also engage with local companies to promote in-work courses and training
Forecast industry growth and demand for labour is lower than expected. The Tay Cities Region will absorb the cost of training and upskilling but full economic benefits will not be realised or will leak out of the Tay Cities Region economy	There will be regular engagement with industry partners (through the Curriculum Development Steering group and project manager) to assess the current and future demand for skilled workers. As this is a 7-year project it is expected that demand will evolve over time and the project will respond to these changes. College and university partners will work with industry partners including start up and spin outs to provide work placements and training using the latest technologies and equipment

£2.47m



## Supporting SME Skills

**Project Owner:** Dundee & Angus College

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

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

The Project has successfully:

- approved funding for 57 businesses;
- scheduled 187 courses; and,
- trained 894 delegates.

The Supporting SME Skills Project has:

- released £275k of Government funding; and,
- created 2 new jobs and protected 2 jobs.

### Project Description & Headline Achievements

The Supporting SME Skills Project has been awarded up to £2.47m of Scottish Government investment. The Project received Full Business Case approval from the Joint Committee on 8th December 2023.

The Project is delivering training and upskilling support to the SME business base across the region and contributing towards the strategic objectives of the Deal.

### 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 2024.

Milestone	Due Date
Fully commit and claim annual grant to SMEs for 2024/25	March 2025

**Key Risks**

Risk	Mitigation
Project does not meet the needs of the business base	Engagement from key partners and options workshop to agree the scope. Ongoing engagement with the business base via established relationship and channels to inform project design

**CASE STUDY**

The Supporting SME Skills Project have the ability to tailor make a course for individual SMEs in receipt of funding. One example of this has been their support of a local care home.

Working with a local care home it was recognised that their biggest challenge was that their residents were not getting enough nutrition through their meals, as there was a risk of choking.

The business prides themselves in delivering the highest quality care to residents and so they asked the College us to help them with a solution.

The Project team brought in experts from Dundee and Angus College hospitality department and nutritionists from the sports department, and worked together to tailor make a course to then upskill the care home kitchen staff.

This was a hands-on practical course, delivered in the care home kitchen where the staff learned how to create high nutritious food with a low choking hazard, as well as learning about food allergies.

Demonstrating the benefits of this investment, this course is now being rolled out to care homes across Scotland.

£2m



### Tay Cities Engineering Partnership

**Project Owner:** Dundee & Angus College

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

**Thematic Board:** Skills



#### ★ ACHIEVEMENTS

To date, the TCEP has:

- released £1.34m of Government funding;
- secured £367k leverage; and,
- created 5 new jobs.

#### Project Description & Headline Achievements

The Scottish Government has committed up to £2m to the Tay Cities Engineering Partnership (TCEP), which is driving 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. The Project received Full Business Case approval from the Joint Committee on 11th March 2022.

TCEP is actively increasing the profile of engineering as a career opportunity, developing training places and providing business support. The Project has:

- Engaged with in excess of 4500 individuals to date;
- Completed 1 reverse engineering project for a local business;
- Created and used EPIC to host information and training sessions; and,
- Worked with Perth College UHI in relation to Product Innovation Lab, with further resources/equipment planned for 2024-2026.

#### 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 2024.

Milestone	Due Date
Mobile Engineering Technology Unit Purchased	2024/25
Mobile Engineering Technology Unit Purchased	2024/25
Creation of Product Innovation Lab at the Aviation Academy and Creative Exchange Perth	2024/25

### Key Risks

Risk	Mitigation
Equipment becomes outdated due to rapid technological change and the partners are unable to offer competitive courses	The investment over 5 years will ensure that the equipment and machinery are the most up to date for the duration of the Project
Resource within partner organisations affected by sector budget cuts	TCEP manager reviewing options to use associate trainers for delivery where teams have been through restructuring exercises and resources reduced since FBC approval



### CASE STUDY

Studies have shown that decisions on career direction are often made between the ages of 11-14. Therefore, to influence choices, TCEP are engaging with students at the earliest opportunity, ensuring they understand all the potential opportunities available to them. Over the last year the Project have been engaging with Businesses, Primary and Secondary schools, including:

- Seaview Primary School Pilot Event – April 2024

230 Primary Students visited EPIC, at the Dundee and Angus College Campus, to learn what engineering is and how modern technology can benefit the industry. Find visit video [here](#).

- STEMP Expo – November 2023

Hosted by Dundee and Angus College at the Skills Academy, numerous exhibitors provided hands on STEM activities for S2 students

- 20+ exhibitors
- 29 secondary schools from across Dundee, Angus and Perthshire Regions
- 942 S2 pupils
- 69 teachers

A Siemens Healthineers ARTIS Vision mobile C-arm X-ray system is shown in a clinical setting. The system is white with orange accents and is mounted on a mobile cart. It is positioned over a patient table. The background shows a control room with multiple monitors displaying medical images. The floor is covered with a white protective sheet.

## £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 named Projects.

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 date, Projects within the Innovative, International Theme have realised the following:

- £120.012m Government investment released
- 1,653 jobs created or protected
- £122.865m leverage secured for the region

# £25m



## Growing the Tay Cities Biomedical Cluster

**Project Owner:** University of Dundee

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the Growing the Tay Cities Biomedical Cluster has:

- released £25m of Government funding (100% of the allocation);
- secured £40.512m leverage; and,
- created 28 new jobs and 39 construction jobs.

### Project Description & Headline Achievements

The Scottish Government has committed up to £25m to the Growing the Tay Cities Biomedical Cluster Project. The Project builds on the region's existing life sciences reputation, including drug discovery and medical technologies. It aims to attract inward investment in new life sciences companies and increase industrial engagement.

Scheduled to open in Spring 2025, the Project has created a new three-story Innovation Hub to support the scale up and expansion of substantively invested new life sciences companies. An £8m contribution towards the construction costs of the Life Sciences Innovation Hub by Scottish Enterprise was announced on the 17th July 2024. The University also secured £350,000 from the UK Shared Prosperity Fund towards scientific capital equipment for the Hub. The Hub will anchor new high growth life sciences spin out companies in Dundee, enhancing the city's reputation as a global leader in health and life sciences research and commercialisation.

The Innovation Hub 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 the expansion of the regional life sciences commercial cluster, attracting inward investment and quality job opportunities to the region.

The Project is also delivering 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. The refurbishment of MedTech facilities at Wilson House was completed this year, with end users moving back into the building to commence operational activities. The single storey extension of the Thiel Cadaver facility was also completed this year. The extension and plant room has increased the cadaveric capacity. This 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.

### 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 2024.

Milestone	Due Date
Opening of the Tay Cities Innovation Hub	Spring 2025

### Key Risks

Risk	Mitigation
Unable to identify enough emerging companies with growth potential to take into Innovation Hub	Active pre-incubation of companies through existing Life Sciences systems and expanded MedTech pipeline, as well as active marketing of the Innovation Hub
MedTech pipeline fails to attract enough research and development grant funding to support the development of new technologies that lead to start-ups and spin-ins destined for the Innovation Hub	The research & business support services of University of Dundee are committed to supporting academics/clinicians/industry in securing external research and development grant funding



## CASE STUDY

In May 2024, the Tay Cities funded refurbishment of Wilson House at the University of Dundee's School of Medicine was completed, marking a significant milestone in the delivery of the Biomedical Cluster project. This refurbishment has been instrumental in establishing the hub for the Tayside Innovation MedTech Ecosystem (TIME), a strategic collaboration between the University of Dundee and NHS Tayside. The TIME Hub (Wilson House) hosts several key partners, including the Image Guided Therapy Research Facility (IGTRF) the Health Informatics Centre (HIC) and NHS Tayside Innovation team.

Tay Cities Region Deal funding, and additional leveraged support from the Dow Memorial Trust (£265,000), established a fully commissioned, state-of-the-art angiosuite in Wilson House. This facility provides the MedTech industry with an unparalleled resource for device testing and advanced training. The IGTRF team offers innovative perfused Thiel-embalmed human cadavers, when combined with advanced imaging equipment, provides a superior alternative to traditional testing methods.

This unique combination of resources meets the industry's growing demand for testing models that better align with regulatory requirements, helping to de-risk and accelerate the regulatory process. Ultimately industry can bring their devices to market more efficiently. The Dundee team's expertise in this field has attracted strategic partnerships, including the development of new next generation imaging equipment. Tay Cities investment has expanded capacity to engage with industry and support the development of collaborations across the TIME ecosystem.

Looking ahead, TIME's growth and position as a leading MedTech industry resource is bolstered by leveraged funding from Scottish Enterprise (Medical Device Manufacturing Centre, MDMC Phase 2, £1.4 million over three years) and a Place Based Income Acceleration Award from EPSRC (Engineering and Physical Sciences Research Council, £2.5 million over 4 years) designed to support, and develop TIME as part of a Scottish wide consortium.

For example, the provision of clinical advice, combined with real world data for device validation are services which are currently inaccessible to most medical device developers. TIME will act to support industry by helping them access resources across the Scottish Consortium, effectively providing end to end support to industry in their product development and transition from concept to bedside.

£35m



## International Barley Hub

**Project Owner:** The James Hutton Institute

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the International Barley Hub has:

- released £35m of Government funding (100% of the allocation);
- secured £6.184m leverage; and,
- created 39 new jobs and protected 33 jobs.

### Project Description & Headline Achievements

The UK Government has committed up to £20m and the Scottish Government has committed up to £15m to the creation of an International Barley Hub at the James Hutton Institute which officially opened in Summer 2024.

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.

Now operational, the International Barley Hub (IBH) will be 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 Advanced Plant Growth Centre. For more news and updates, please visit the International Barley Hub website [International Barley 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 2024.

Milestone	Due Date
Support by the main contractor to integrate specialist-controlled environment and phenotyping systems into new IBH/APGC building supplied by specialist company	March 2025

### Key Risks

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively



### CASE STUDY

The International Barley Hub (IBH) hosted around 80 participants to its annual barley stakeholder meeting in February 2024, held in the IBH Field Centre to promote Hutton barley research. The IBH was also represented at the American Malting Barley Associations Barley Improvement Conference in San Diego, and the Australian Barley Technical Symposium, in each case raising international awareness of the centre.

Hutton's novel barleys were exhibited at the Cereals Event 2024 attended by around 18,000 participants attracted significant attention and opportunity to engage the supply chain. These and an intensive programme of end-user focused site tours generated an expanding list of stakeholders from along the supply chain and a series of contract and collaborative research opportunities.

An additional commercial commitment of £240k towards our Barley Industrial Training Network was secured, complemented by an additional £1.2m from BBSRC. This new commitment includes contributions from new industry members of the consortium and will fund an additional intake of 12 PhD students for a duration of four years starting in September 2025.

In addition to various events showcasing IBH's role in international barley research, the third complement of 11 students started mid-September 2024 bringing the current total to 30. As an output from our fundamental research program, a patent application on novel methods for increasing recombination was submitted. These activities have been accompanied by several high impact scientific papers, already published or 'in press'. The barley team's work was also featured on BBC's Landward programme in the summer. Additionally, research project funding won over for a single Future Leadership Fellowship award (ca. £1.6m) will bring a new Principle Investigator (PI) to the group.

£27m



## Advanced Plant Growth Centre

**Project Owner:** The James Hutton Institute

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the Advanced Plant Growth Centre has:

- released £27m of Government funding (100% of the allocation);
- generated £9.415m leverage; and,
- created 83 new jobs and protected 132 jobs.

### Project Description & Headline Achievements

The UK Government has committed up to £25m and the Scottish Government has committed up to £2m to the creation of the Advanced Plant Growth Centre at the James Hutton Institute. Opened on the 29th of July 2024, it builds 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 is the heart of plant and crop research and innovation in the Tay Cities region. It is developing the underpinning science and translating 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 integrates:

- 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.

### 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 2024

Milestone	Due Date
Official opening of the Advanced Plant Growth Centre	October 2024
Support by the main contractor to integrate specialist-controlled environment and phenotyping systems into new IBH/APGC building supplied by specialist company	March 2025

### Key Risks

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively

## CASE STUDY

The Advanced Plant Growth Centre (APGC) continues to fulfil its promise to innovate and translate science to impact with industry. The APGC scientists have been successful in winning competitive funding in several areas cognate to the aims of the Project. Controlled environment agriculture (CAE) has been a significant focus with three projects awarded by the Biotechnology and Biological Sciences Research Council (BBSRC) as part of their Protected and Controlled Environment Horticulture competition.

With a combined value of £2.35m, these project address crucial issues in CAE such as maximising productivity through matching the crops to the environment, exploring the potential of light pulsing on crop quality and cost, pushing the limits of CEA for medicinal cannabis production and developing new cannabis lines for vertical farming. In these projects, the industry partners Tozer Seeds, Glassphams Ltd and Intelligent Growth Solutions, have committed ~£1.2m support reflecting their trusts and backing for the APGC science.

Furthermore, additional competitively funded industry collaborative projects are ongoing exploiting the APGC's new pilot phenotyping and chemo-analytical platform in November 2023, funded by the Wolfson foundation as part of £1m infrastructure for the APGC Hutton Molecular Phenotyping Centre. These projects, targeting strawberry (£200k), potato (£444k) and willow, are exploring the relation of crop architecture to quality and productive (strawberry), early disease detection (potato) and characterisation of willow as an energy feedstock for CEA on farm.

# £26.5m



## Angus Fund

**Fund Owner:** Angus Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### Fund Description & Headline Achievements

The UK Government will commit up to £26.5m 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:

- Mercury Drone Ports
- Centre for Agricultural Sustainable Innovation

- Angus Rural Mobility Hub
- Zero Four
- Connecting Montrose
- Low Carbon Housing

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.

### Key Milestones & Progress

As the Angus Fund has Full Business Case approval, any milestones for Projects within the Angus Fund will be included in the individual Project entries.

### 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
Businesses fail to engage	Regular engagement to ensure projects developed in a transparent and inclusive way
Brexit impact	Impacts of Brexit will continue to be identified as the Business Cases are developed
Projects are unable to achieve match funding	Working to explore external funding options and managing expectations to ensure additional courses of funding are identified and pursued where appropriate



## Mercury Drone Ports

**Project Owner:** Angus Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, Mercury Drone Ports has:

- released £300k of Government funding.

### Project Description & Headline Achievements

Mercury Drone Ports, part of the Angus Fund, has been awarded up to £1m of UK Government investment. The Project will create Scotland's first Drone Port and drone delivery network, establishing Angus as an international centre for the development of drone technologies and logistics both onshore and offshore.

The Mercury Drone Ports Project supports the adoption of safer, sustainable, green and more cost-effective alternatives to both commercial and public sector activities through drone operations. The Projects primary focus is the development of drone-based technologies and their application within the environments and industries found on and offshore Angus. Operations can 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

The Civil Aviation Authority (CAA) opened their Temporary Reserved Area (TRA) Regulatory Sandbox for application and six applications have been accepted. Angus Council is in discussions with an airspace navigation provider to explore opportunities where Mercury Drone Port could complement existing industry projects within the TRA Sandbox and lever additional funding to support the successful delivery of the project.

### 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 2024.

Milestone	Due Date
Partnership agreement signed to deliver the airspace requirements.	January 2025
Collaboration agreement signed between NATS and Angus Council.	March 2025

### Key Risks

Risk	Mitigation
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
Tight timescales set by NATS ACP application	Working with Procurement Manager on procurement options available and to ensure best value for the council
Unable to secure commercial advice due to capacity within the industry for this specialist advice and budget available	Prepare robust project plan with tasks, costs, responsibilities, deadlines and sign Partnership Agreement promptly. Seek Committee approval at earliest opportunity

£11.7m



### cyberQuarter

**Project Owner:** Abertay University

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the cyberQuarter has:

- released £5.912m of Government funding;
- secured £10.049m leverage; and,
- created 27 new jobs, 92 construction jobs and protected 4 jobs.

### Project Description & Headline Achievements

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 practice in applied research and development and knowledge exchange in cybersecurity.

cyberQuarter has been able to achieve through the investment the following highlights:

- Hosted 89 events covering research activities, workshops, networking evenings and community outreach and education sessions, attracting around 3,000 visitors.
- Four new industry partners joined the cyberQuarter, including Lugo IT, NCR Atleos, Systal and Smart Net Zero.
- New initiatives were brought forward to encourage more woman to choose cybersecurity as a career path.
- The annual Cyber 9/12 Strategy Challenge was delivered to more than 300 students.
- An upskilling project trained 236 veterans in cybersecurity and AI.

### 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 2024.

Milestone	Due Date
Delivery of Pump Priming Fund	2024/25+



#### In the Press

- [Abertay cyberQuarter R&D Centre hosts Atlantic Councils Cyber 9/12 Strategy Challenge.](#)

## CASE STUDY

Research activities, workshops, networking evenings and community outreach and education sessions were among 89 events which saw almost 3,000 people visit Abertay cyberQuarter in 2023/24. Continuing its growth trajectory, the cyberQuarter has prioritised its position as a focal point not just for the Tay Cities cyber industry but for the region's digital cluster more widely.

- Regular events such as the Dundee Data Meetup and Techscaler's Unfiltered breakfast networking sessions have been complemented by a varied range of other activities.
- The regular Cyber Drop-in sessions delivered in partnership between Abertay cyberQuarter and Cyber Fraud Centre – Scotland have provided personalised cybersecurity advice to Abertay University staff and students
- A Hackathon conference event and the Immerse UK Awards have also been staged in the cyberQuarter, as well as a regular cyber industry guest lecture series with speakers from companies such as Quorum Cyber, Accenture, Lloyds Banking Group, PA Consulting, Palo Alto and NCR.
- A focus on diversity and inclusion saw the Cyber First Girls programme hosted in the centre, alongside targeted Empowering Women to Lead in Cyber and Women into Cyber sessions, designed to address the sector's challenges with getting more women into the workforce.
- The annual Cyber 9/12 Strategy Challenge, run in partnership with the Scottish Government, brought around 300 students from across the country to take part in a cyberattack scenario event, spread across two days.
- A CV workshop from the Data Lab and a research project exploring the links between games and cybersecurity were also hosted, as was the Scottish Government's launch of The Bongles – an innovative new book and digital resource pack aimed at teaching children good password practices from an early age.
- A free password safety talk by Jacques Ophoff was open to the public during Cyber Scotland Week and a special cyber-focused careers fair was organised by the Abertay University careers team.
- Leaders from the UK Fintech industry attended for a high-level conference centred on building security and trust in the sector, while a workshop day for IT professionals working in independent schools was organised to share best practice.

Professor Lynne Coventry, Director of Abertay cyberQuarter said: *"Abertay cyberQuarter aims to increase technical problem solving for industry, boost industry-academia interaction and collaboration and widen access to cyber employment opportunities in the region. As we continue to grow, we are delighted to be attracting a wide range of events to our centre in Dundee, supporting the economic and social goals of our founding partners, while also connecting the digital industries in the area more regularly and on a larger scale. We were pleased to host the launch of the Tay Cities Digital Ecosystem group earlier this year and that continued collaboration and networking will be absolutely central to the region's success as we move forward."*

# £26.5m



## Eden Campus

**Project Owner:** University of St Andrews

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



## ★ ACHIEVEMENTS

To date, Eden Campus has:

- released £26.5m of Government funding (this is 100% of the allocation);
- secured £56.4m leverage; and,
- created 110 new jobs, 635 construction jobs and protected 370 jobs.

## Project Description & Headline Achievements

The UK Government committed up to £24.5m and the Scottish Government committed up to £2m to the development of Eden Campus by the University of St Andrews. This Project repurposed a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation.

The Deal funding, which has fully been claimed by the Project, has enabled Eden Campus to create a dynamic and sustainable ecosystem dedicated to fostering transformative innovation, application of research, and knowledge transfer, with a particular focus on clean growth, energy transition for generation and storage, life sciences, sustainable aquaculture and the digital ecosystem. This ecosystem includes academia, industry, community and public services working together in partnership for societal gain which will stimulate economic growth that will permeate across Scottish society, with significant export opportunities.

The funding has enabled the development of the following:

- The **GENESIS Centre**, a new research and development facility focused on the storage and conversion of energy. The Centre provides 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. It continues to attract businesses with multi-year contracts to utilise the space and its facilities.

- An **upgrade of the power supply** to the Eden Campus (and Northeast Fife), including a smart energy primary sub-station. Demonstrating it's capabilities, Eden Campus has been able to report that over 690 tonnes of carbon dioxide emissions has been avoided to date since October 2021. Going forward, 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.

The Eden Campus has a number of tenants, including Eden Mill, who is currently in the process of fitting out a building to contain a whisky distillery and visitor experience and café. This is due to be open in Spring 2025.

### 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 2024.

Milestone	Due Date
Enterprise Ecosystem Project – Enterprise Hub – Deliver Construction Works	01/12/2025
Partnership with SPEN for the development of the new Primary power station for Guardbridge and the surrounding area	08/01/2025
Enterprise Ecosystem – Eden Mill Tenant Fit Out Works	01/02/2025
Enterprise Ecosystem Project – Eden Mill Visitor Experience Opens	Spring 2025
Enterprise Ecosystem Project – Enterprise Hub – Open Enterprise Hub	01/10/2025

### Key Risks

Risk	Mitigation
Funding gap has been reported for the delivery of some of the buildings on the site to achieve the original scope of the Project	Project has reported updates on the funding gap to the Partnership through an early warning notification and will continue to provide updates to the Partnership



#### In the Press

- [Scottish Brain Sciences opens new St Andrews research hub | University of St Andrews news \(st-andrews.ac.uk\)](#)



## CASE STUDY

Established in 2012 on the banks of the Eden Estuary in St Andrews, Eden Mill became the first to distil spirits in the area in over 150 years. With a premium portfolio of gins and single malt whiskies which are exported to over 20 different markets around the world, Eden Mill is currently in the process of building their brand-new distillery and visitor centre. This is an example of the additional investment to the region as a result of the Tay Cities Region Deal funding.

Located on the University of St Andrews Eden Campus, a unique spot dedicated to sustainable business practice and research, the state-of-the-art distillery has various environmentally friendly initiatives woven into its fabric. The majority of the power for their gin still will come from the University's solar farm, with the rest provided by sustainable tariffs from the grid. As the build progresses, the infrastructure to capture carbon dioxide emissions – a by-product of the fermentation process – is being installed on the washbacks so that this gas can be captured for future use and research, as opposed to being released into the atmosphere.

Once the distillery becomes operational in February 2025, Eden Mill will use barley that has been grown locally in Fife for their single malt production and already source many of the botanicals for their gins from local suppliers.

Following the commencement of distilling early next year, the doors to the brand-new visitor centre will open a few months later at the end of Spring. Eden Mill will offer guests a choice of either a gin or whisky tour around the new facility, followed by a tasting in one of their three tasting rooms. There will be a retail space on the ground floor selling Eden Mill spirits and a range of other local produce, and there are also plans to open a café in the future. On the top floor, visitors will be able to enjoy a drink or dram in the beautiful new cocktail bar with uninterrupted views from the floor-to-ceiling windows out over the Eden Estuary towards St Andrews. Initially, this exciting project is expected to create up to 20 new jobs in the community.

In parallel to completing this project, Eden Mill is also aiming for international growth, with a particular focus on the US, Middle East, China and the Philippines.

£300k



## Stretch Dome Simulator

**Project Owner:** University of St Andrews

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, Stretch Dome Simulator has:

- released £300k of Government funding (100% of the allocation);
- secured £305k leverage; and,
- created 7 new jobs,

### Project Description & Headline Achievements

The UK Government committed up to £300k to a Stretch Dome Simulator located within the Eden Campus. The Simulator is an integrated simulated and visualisation suite, used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials. Now operational, it gives 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.

### Key Milestones & Progress

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



### CASE STUDY

The D'Arcy Thompson Simulator Centre Limited has completed the first phase of a world-leading project at the University of St Andrews' Eden Campus.

sustainaVERSE™ ENERGY has brought together PLANET: PEOPLE: PROPERTY: PROFIT in a single, geo-located and interactive digital platform that brings the University's Sustainable, Responsible, Impact+ Investment (SRII++) directly to the minds eye of lay person and expert, alike.

To create this highly informative and immersive experience, the gaming engine, UNREAL has been combined with geo-spatial mapping software, Cesium. TIME-bound energy data, down to minute level, is shown using dynamic Sankey visualizations, developed by the Company. This makes it possible to view the energy system across the entire site using various key metrics, such as Joules per second (Watts), CO2 and cost.

The objective is to optimize the use of Low Carbon Technologies (LCT) and drive energy efficiency through technical means, in combination with behavioural change, including flexibility.



## £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 5 named Projects; Pitlochry Festival Theatre, Perth Museum, Innerpeffray Library, Crieff International Highland Centre and Aero Space Kinross.

Within the Regional Culture and Tourism Investment Programme, there are currently 2 Projects which have received Full Business Case approval; Hospitalfield and Discovery Point Transformed. The Perth Museum and Pitlochry Festival Theatre have also received Full Business Case approval and fully claimed all of their allocated funding.

Aerospace Kinross has received Full Business Case approval with conditions.

To date, Projects within the Culture and Tourism element of the Innovative, International Theme have realised the following:

- £24.315m Government investment released
- 308 jobs created or protected
- £38.453m leverage secured for the region



## Regional Culture & Tourism Investment Programme

**Programme Owner:** Angus & Dundee City Councils

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### Programme Description & Headline Achievements

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

The overarching objective of the Programme is to contribute to wider regional 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 Regional Culture & Tourism Investment Programme, 2 Projects were identified for delivery early in the Deal period. These are Hospitalfield and Discovery Point Transformed, which have received Full Business Case approval and are in delivery.

The next tranche of Projects to come forward within the Programme are expected to be:

- HMS Unicorn
- Tay Adventures Programme

### 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 2024.

Milestone	Due Date
Programme Outline Business Case Updated and Approved by the Tay Cities Partnership.	December 2024
Tay Adventures Programme Outline Business Case approval by the Tay Cities Partnership.	December 2024
HMS Unicorn (Project Safe Haven) OBC development and approval.	March 2025

### Key Risks

Risk	Mitigation
Individual Projects are unable to secure match funding due to changes in the funding environment	The assessment criteria will be received after the first tranche of Projects are recommended for approval through the Full Business Case. Including match funding requirements and the current investment position
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 transformation capacity for the assessment of individual Projects
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

£5.5m



## Hospitalfield

**Project Owner:** Hospitalfield

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Hospitalfield has:

- released £3.415m of Government funding,
- secured £5.272m leverage; and
- created 8 new jobs and 158 construction jobs.

### Project Description & Headline Achievements

Hospitalfield was awarded an investment of up to £5.5m from the Scottish Government 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 five-year capital investment programme will be delivered in phases. To date, the investment has supported the completion of upgrades to Hospitalfield's garden and garden buildings as well as the repair of the historic studios and the development of the new 21st century digital studio. This has also supported the 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.

The Project is in the process of preparing for the development of the on-site accommodation, chapel restoration and final phases of the house and collections building.

### 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 2024.

Milestone	Due Date
Completion of Phase 3 – Chapel	2024/2025
Completion of the Guest House	2027/2028
Completion of Phase 4 – House and Collections Centre	2028/2029

### Key Risks

Risk	Mitigation
Fundraising in Phase 2B	Ongoing progress with fundraising
Fundraising in Phase 3	Application submitted to Seagreen Fund
Meeting budget for design development for Phase 4	Design development process to carry out critical works first, with other works being postponed to later date
Fundraising in Phase 4	Project Development Manager starting in post to focus on fundraising. With dependency to meet the arch deadline for NLHF application

## CASE STUDY

2023 was dominated by a contrast of the ever-changing seasons in the walled garden, the flow of people visiting for all sorts of events and activities and the continued construction onsite. Opening in March 2024, the £3.4m capital investment, led by architects Caruso St John, restored the historic purpose built 19th and early 20th century studios and repaired the outhouses and sheds for use. All of these buildings have been part of the estate for over 200 years. The new 21st century digital studio, is a timber framed, passive building that will add to the wide range of workspace available.

Through the Residency and Public Programme the Hospitalfield team worked with 32 artists, 16 from the public programme and 16 from the engagement and learning programme. The Trust commissioned 3 new works of art by Kim Walker, Emma Hart & Hardeep Pandhal and continue the ongoing partnership with the Hunterian Museum and Art Gallery in Glasgow, continuing the loan of Eduardo Paolozzi's Rio. This is made possible with the support of the Paolozzi Foundation.

Hospitalfield is evolving, becoming an ever more welcoming place for visitors and excellent working environment for artists. Evaluating the Residency Programme separately from the Public Programme gives it a more accurate picture of these two very distinct activities; the busy Public Programme attracting audiences from across Scotland and beyond, whilst the Residency Programme requires a more hushed studios environment that tends to have a UK wide and international reach.

£2.5m



## Discovery Point Transformed

**Project Owner:** Dundee Heritage Trust

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Discovery Point Transformed has:

- released £900k of Government funding,
- secured £5.060m leverage; and
- created 92 construction jobs.

### Project Description & Headline Achievements

The Scottish Government 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, which is now complete, has enabled the creation of the Dundee Dome Experience and the enabling floor infills for the climate change gallery.
- Phase 2, which is still to be developed, will see the 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.

### 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 2024.

Milestone	Due Date
Phase 2 works start	2024/25

### 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



### ★ ACHIEVEMENTS

To date, Pitlochry Festival Theatre has:

- released £10m of Government funding (100% of the allocation); and
- secured £11.3m leverage.

### Project Description & Headline Achievements

The Scottish Government committed up to £10m to Pitlochry Festival Theatre, with the physical project now complete. The Project has successfully:

- 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 the Theatre's 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 the organisation increased inclusivity to artists and creatives making work for the Theatre.
- 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 carbon consumption.

- Completed a significant roof replacement and insulation upgrades, and the replacement of the glazed curtain walling, significantly increasing the building's thermal efficiency from previously installed low-carbon energy generation.

### Key Milestones & Progress

The Project was completed in 2024 and have no milestones to report for delivery. The Theatre continues to deliver the wider 'Vision 2021'.

### Key Risks

Risk	Mitigation
Existing audience dwindles, reducing box office income	Targeted communications to lapsed visitors and targeting new audience segments. This has been seen through doing more outdoor and family-based performances
Catering and retail targets are missed, reducing funds to support the Theatre	Review operations to focus on targets; conduct customer research; contract out to gain skills and share risk. Market research that has been completed will also help to inform what the offer should be
Lower than projected audience numbers leads to reduced income	Use conservative estimates to project visitor numbers and income to ensure realistic figures. Have communication strategy in place during construction period to manage audience, users and participants expectations

£10m



## Perth Museum

**Project Owner:** Perth & Kinross Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Perth Museum has:

- released £10m of Government funding (100% of the allocation);
- secured £16.821m leverage; and
- created 30 new jobs and 20 construction jobs. .

### Project Description & Headline Achievements

Officially opened on the 30th of March 2024, £10m investment from the UK Government has brought Perth Museum, a Category B listed building in the original medieval heart of the city, back to life. The Project has repurposed a deteriorating heritage asset into a new museum attraction of international significance.

The Museum showcases Perth's ancient roots through museum collections which have National Recognition Status. Perth Museum has 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 also tells 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. Perth Museum welcomed its 100,000th visitor on the 3rd of July, 3 months after officially opening.

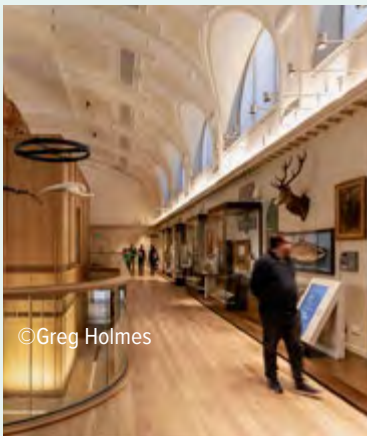
### Key Milestones & Progress

The Project was completed in 2024 and there are therefore no milestones to report for delivery.



#### In the Press

- [Opening of Perth Museum - The Scotsman](#)
- [Opening of Perth Museum](#)
- [Official Opening of Perth Museum - The Courier](#)



#### CASE STUDY

Perth Museum has officially welcomed 176,000 visitors since opening on the 30th March 2024. The museum welcomed 4,000 visitors during the opening weekend and is close to surpassing initial visitor projections.

The five-star attraction has fast surpassed the original committed target of 167,000 visitors. The museum has received huge interest and positive reviews since opening and has welcomed 176,000 visitors to date, highlighting the museums appeal as a must-visit attraction.

Perth Museum is also the proud new home of the Stone of Destiny, and 50,000 visitors have booked tickets to see the Stone since the museum opened and a further 7,000 tickets have been sold to the museums first temporary exhibition – Unicorn.



## £28m

### A Connected Tay

#### Transport

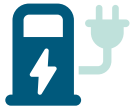
Within the Transport theme, there are 5 Projects; Broxden Low Carbon Transport Hub, Perth Active Travel Hub, Hydrogen Refuelling Station, Dundee Airport Investment and Perth Bus & Rail Interchange.

Both the Broxden Low Carbon Transport Hub and Dundee Airport Investment Revenue projects have secured Joint Committee approval and are in delivery.

To date, Projects within the Transport theme have realised the following:

- £1.789m Government investment released
- 184 jobs created or protected
- £13.387m leverage secured for the region

£789k



## Broxden Low Carbon Transport Hub

**Project Owner:** Perth & Kinross Council

**Enabling the region to...:** Connect

**Thematic Board:** Transport



### ★ ACHIEVEMENTS

To date, the Broxden Low Carbon Transport Hub has:

- released £693k of Government funding;
- secured £387k leverage; and
- created 1 new job, 2 construction jobs and protected 1 job.

### Project Description & Headline Achievements

The Broxden Low Carbon Transport Hub has been awarded up to £789k from the Scottish Government. Now operational, the Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to 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 includes a range of refuelling charging speed options for Electric Vehicles (EVs), to accommodate the different usage patterns of EV users, and also delivered the first Disabled access EV charger in the area, now operational. At Broxden there is now a total of 41 EV charging spaces after the development of these additional EV chargers, making the area a significant charging hub on the central node of the Scottish motorway network.

The increasing demand for EV charging puts an increasing demand on the electricity supply network (grid) of the region/ country, therefore the Project have developed innovative solutions which are now operational. A combination of on-site renewable

energy generation from solar carport canopies and a battery storage unit have been deployed to sustainably support the EV charging systems at the site.

### 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 2024.

Milestone	Due Date
Broxden Low Carbon Transport Hub: New Grid Connection	December 2025



### CASE STUDY

The Broxden Low Carbon Transport Hub Project was fully operational as of June 2024, with a smart energy control implemented, prior to the area gaining a new grid connection in December 2025, to increase energy capacity. The Project has successfully opened all EV chargers for public use at the site, including the first disabled access Rapid EV charger in the Perth and Kinross area.

Despite some challenges faced, the Project saw the dynamic control system finally operational in June 2024. The dynamic control system monitors usage at the site and dynamically controls EV charging rates to allow all new EV chargers to be operational at the same time – reducing charging rates when the site is busy but enabling full output most of the time.

As well as implementing the dynamic control, the smart energy management system deployed allows the system to use on-site generated renewable (solar) energy and stored energy (on-site generated renewable energy) in the battery system to support EV charging sessions and has been able to provide entire EV charging sessions without drawing energy from the grid. Reducing energy costs and emissions in the provision of EV charging at the Broxden Park & Ride site.

£1.6m  
✈️

## Dundee Airport Investment

**Programme Owner:** Dundee City Council

**Enabling the region to...:** Connect

**Thematic Board:** Transport



### ★ ACHIEVEMENTS

To date, the Dundee Airport Investment revenue project has:

- released £1.096m of Government funding;
- secured £12.6m leverage; and
- protected 180 jobs.

### Programme Description & Headline Achievements

The Scottish Government will commit up to £9.5m to the development of Dundee Airport, which is licensed for scheduled, private and charter operators. This investment has and will continue to 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. To date £1.586m revenue has been awarded and secured Joint Committee approval. £7.914m has also been allocated as capital funding but still requires approval.

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 was approved on the 31st of October 2023, securing the Public Service Obligation which will deliver a new route from Dundee Airport to London City.

The Dundee to London Public Service Obligation (PSO) - which protects routes that connect the UK, encourage economic growth and boost tourism – was awarded to Loganair in November 2023 following a compliant public procurement exercise. The new PSO

now operates between Dundee and London Heathrow, offering seamless connections to numerous international destinations, significantly enhancing Dundee's connectivity until October 2025.

Growth in passenger numbers on the Dundee to London point-to-point service is enhanced by other scheduled air routes operating from Dundee as a result of Loganair's ATR-42 aircraft being based at the airport. Significant online and TV advertising campaigns showcasing the Dundee to London air route by Loganair have taken place over summer 2024, changing perceptions of the region as place to do business and supporting growth in inbound visitor numbers. Business and leisure customers can now book travel to European and long-haul destinations from Dundee through Loganair codeshare partner websites such as British Airways, Emirates and Qatar Airways and through local, national and online travel agencies

### 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 2024 and relate to the Project as a whole, capturing both revenue and capital activity.

Milestone	Due Date
Programme (Revenue Phase 1 & 2 and Capital Project) Outline Business Case approved by Tay Cities Partnership	March 2025
PSO contract extension	September 2025

### Key Risks

Risk	Mitigation
Public Service Obligation is not renewed following end of current contract	Explore options with TCRD to alternate existing capital funding to revenue to allow this to be used as revenue support for the PSO subsidy

## CASE STUDY

### Loganair celebrates major milestone at Dundee Airport

A lucky passenger was surprised at Dundee Airport on 9 May 2024 as she marked the 150,000 customer on a Loganair service from the airport. Nicki Lothian was welcomed on the airline's service to [London Heathrow](#) as she took the first leg of her journey before connecting onwards to Singapore with Loganair [codeshare partner](#), British Airways. The career and lifestyle coach was travelling from her home in [Dundee](#) to receive training with her own coach in Singapore when she was presented with a pair of free tickets to use on Loganair's [network of routes](#) across the UK, [Ireland](#), [Isle of Man](#) and [Norway](#). Nicki's 16-year-old daughter, Bella, is due to start summer school in London in August, with Nicki now planning to use the free flights for their summer trip to the [UK's capital city](#).

#### Nicki said:

*"I can't believe how lucky I am to be a milestone passenger with Loganair, and on my first time flying with them too! What a lovely surprise as I start my trip to Singapore. My daughter is going to Italia Conti summer school in London this year, and these tickets mean I can accompany her to drop her off and return home with her as well. Hopefully, we'll get to spend some quality time exploring the city together, too."*

Loganair is the UK's largest regional airline, transporting over 1.5 million passengers across a diverse range of routes that link the [Scottish Highlands and Islands](#) to the mainland, the [Isle of Man](#), the [Republic of Ireland](#), and [Scandinavia](#). The airline's [codeshare agreements](#) with British Airways open up new routes to passengers travelling from regional airports around the UK, allowing customers to explore new parts of the world through Loganair's unrivalled network of connections.

#### Luke Lovegrove, Chief Commercial Officer at Loganair, said:

*"Dundee Airport remains a key focus for our operations, and we are grateful to each of the 150,000 passengers who have passed through the airport while flying with Loganair, whether they're flying to the Scottish Isles or onwards to somewhere further afield on one of our codeshare agreements."*

*It is wonderful that we have been able to make Nicki's flight with Loganair such a memorable one and to share this milestone with her as she travels on to Singapore makes this a very special flight indeed."*

#### Derrick Lang, general manager at Dundee Airport, said:

*"It's heartening to see such milestones being achieved, particularly when they involve our passengers. This highlights the connectivity and opportunities available through our airport, and our friendly team are always more than happy to help facilitate such journeys. Congratulations to Nicki, and we look forward to welcoming her and her daughter Bella again."*



## £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.

The Rural Angus and Rural Perth & Kinross Highspeed Broadband have now fully claimed all allocated funding.

To date, Projects within the Digital theme have realised the following:

- £3.338m Government investment released
- 293 jobs created or protected
- £5.186m leverage secured for the region



## 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



### ★ ACHIEVEMENTS

To date, the Rural Angus and Rural Perth & Kinross High Speed Broadband project has:

- released £2m of Government funding (100% of the allocation);
- secured £3.98m leverage; and
- created 250 new jobs.

### Project Description & Headline Achievements

The UK Government committed up to £2m to developing Rural Angus and Rural Perth & Kinross High Speed Broadband Project. These Projects have enhanced digital connectivity in rural areas across the region, including providing remote and rural properties with full fibre and extending existing fibre broadband between Perth City Centre and a new residential development to the west of Perth.

The Project completed delivery of the Project at the end of 2022/23 and continues to deliver benefits for the region.

### Key Milestones & Progress

The Project was completed in 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



### ★ ACHIEVEMENTS

To date, the 5G Digital Testbeds project has:

- released £1.338m of Government funding;
- secured £1.206m leverage; and
- created 43 new (temporary) jobs.

### Project Description & Headline Achievements

The Scottish Government committed up £2m 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 continues to be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work has developed 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 have been focused initially at the Dundee waterfront but also explores how to use the digital connectivity improvements in rural Angus and Perth & Kinross to roll out 5G case studies across the region.

The Project has delivered 4 Challenge Fund and 2 Pathfinder 5G Projects across broadcasting, agritech, sustainable fashion, smart cities/connected communities, drones for offshore services and

drones for search & rescue. The Project is also halfway through the delivery of an additional 4 projects, which are due to be completed in March 2025.

In the last year, the Project was also the finalist in Screen International Global Production Awards at the Cannes Film Festival for Virtual Production Innovation.

### 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 2024.

Milestone	Due Date
Challenge Fund 2 Trials Completed	March 2025

### Key Risks

Risk	Mitigation
Adequate financial status and resources to deliver Use Case Trials /conduct research & development/SME led Use Case Trials	Due diligence conducted by DCC Finance and payment of grant in arrears



#### In the Press

- [Announcement of the Tay5G Challenge Fund Winners](#)
- [5G Drones Project Aims to Transform Mountain Search and Rescue](#)



## CASE STUDY

Tay5G has supported hugely innovative projects utilising drones for offshore services and search and rescue in civil and defence scenarios.

Massive 5G buoys were launched from Dundee harbour to strengthen North Sea wind farms against potential attacks. These 22-meter-tall, 33-tonne platforms, constructed at the Port of Dundee, used 5G technology to replace vulnerable radio signals and fibre optic cables. Developed by digital connectivity and aerospace sector company, Jet Connectivity, the project involved cybersecurity experts from Abertay University to enhance system security. The buoys created a meshed network with a 10-15 km range, providing real-time data and secure communication for maritime applications like drone inspections. This system improves resilience against sabotage and will gather data on environmental factors, bolstering the UK's energy security, particularly in the face of increasing threats to wind power infrastructure.

A demonstration in the remote Angus glens highlighted 5G drone technology that could transform search and rescue missions in remote areas. JET Connectivity's pop-up 5G technology created a "connectivity bubble" using drones, providing fast, reliable communication in areas with poor phone signals. This system allows rescue teams to quickly stream video and infrared footage, improving response times in emergencies. The drones can be deployed in minutes, covering large areas without the need for time-consuming searches on foot or expensive helicopter missions. Experts call it a "game-changer" for search and rescue and other sectors like disaster recovery.

These solutions also leverage 5G's high bandwidth and low latency capabilities to support drone flight beyond visual line of sight in contrast to current regulatory requirements.

Key to the Tay Cities Region Deal is ongoing monitoring and evaluation, which will be progressed as part of the Benefits Realisation Plan.

# Benefits

## Benefits for the Tay Cities Region

As highlighted in this report, the Deal is more than just the investment. Core to the objectives and ambitions of the region is the realisation of benefits to drive economic growth. This includes the creation of over 6,000 jobs and £400m leverage investment. Whilst the Deal funding is to 2030, the Partnership have the opportunity to realise the benefits by 2035.

The success of those Projects in delivery, as shown through the various case studies and Project updates in the Annual report, has led to the realisation of many social and economic benefits for the region. To date, over one third of the Deal's job and leverage commitments have been realised within the first third of the Deal reporting period.

## Benefits Realisation Plan

Monitoring and evaluation continues to be an integral part of the Tay Cities Region Deal, supported by the Benefits Realisation Plan (BRP), to demonstrate the regional and local benefits achieved through this investment.

In March 2022, the first Benefits Realisation Plan for the Tay Cities Region Deal was approved by Governments and the Joint Committee, and it has continued to be updated on an annual basis, where appropriate.

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.

# Leverage Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure £400m leverage through the Tay Cities Region Deal, over 15 years. 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 2 summarises the leverage position up to the end of Q2 2024.

The full leverage figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only includes individual projects.

Table 2: Tay Cities Region Deal Leverage Summary

TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment <sup>6</sup> £000	Leverage secured to end of Q2 2024 (£000)	Leverage received to end of Q2 2024 (£000)
<b>An Empowered &amp; Inclusive Tay</b>				
<b>Skills</b>	Regional Skills & Employability Development Programme	0	See Projects	
	• Skill Programme Manager	0	0	0
	• Digital Skills (Phase 1)	0	0	0
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	0	0	0
	• Supporting SME Skills	0	0	0
	Tay Cities Engineering Partnership	500	367	367
	Aviation Academy for Scotland	0	0	0
<b>An Innovative, International Tay</b>				
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	119,099	40,512	30,930
	International Barley Hub	0	6,184 <sup>7</sup>	6,184
	Advanced Plant Growth Centre	0	9,415	9,415
	Angus Fund	38,900	See Projects	
	Mercury Drone Ports	0	0	0
	cyberQuarter	5,024	10,049	10,049
	Just Tech	0	0	0

<sup>6</sup> Approved leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund

<sup>7</sup> There is a correction to the reported secured leverage for the International Barley Hub from the previous Annual Report. This was an error in reporting. The leverage received has however increased.

TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment <sup>6</sup> £000	Leverage secured to end of Q2 2024 (£000)	Leverage received to end of Q2 2024 (£000)
Innovative, International	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	27,000	See Projects	
	• Hospitalfield	5,500	5,272	3,872
	• Discovery Point Transformed	2,500	5,060	1,283
	Pitlochry Festival Theatre	11,300	11,300	10,070
	Perth Museum	15,217	16,821	16,821
	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	3,980	3,980	3,980
	5G Digital Testbeds	0	1,206	1,206
Transport	Low Carbon Transport & Active Travel Hubs Programme	6,450	0	0
	Broxden Low Carbon Travel Hub	424	387 <sup>8</sup>	387
	Dundee Airport Investment	400	12,600	12,600
	Perth Bus & Rail Interchange	0	0	0
TOTAL		399,300 <sup>9</sup>	180,258	160,210

### Key Headlines

- Since the Deal was signed, **£180.258m** of leverage has been secured by Projects to the end of September 2024. This equates to **45%** of the overall leverage commitment. This is an **increase of £34.4m** since last year.
- To the end of September 2024, Projects within the Deal have received **£160.210m** of the secured leverage, equating to **40%** of the leverage commitment at Deal Signing. This is an **increase of £64m** since last year.

<sup>8</sup> There is a correction to the reported secured and received leverage for the Low Carbon Broxden Hub from the previous Annual Report. This was an error in reporting.

<sup>9</sup> The current total of agreed leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request, is less than the Deal Commitment. This is due to a Change Request for the Rural Angus and Rural Perth & Kinross High Speed Broadband. However, it is anticipated the overall leverage received will meet or exceed the target of £400m. Other Projects that are still to secure business case approval are reporting an increased commitment to leverage compared to their commitment at Deal Signing.

# Jobs Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure over 6,000 jobs through the Tay Cities Region Deal, over 15 years. The Deal definition of jobs is any new permanent paid jobs created as a result of the Project. This can include construction or protected jobs, as well as apprenticeships.

Table 3 below, summarises the number of reported jobs created up to the end of Q2 2024 since Deal Signing.

The full jobs figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only include individual projects.

**Table 3: Tay Cities Region Deal Jobs Summary**

Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment <sup>10</sup>	Jobs created to the end of Q2 2024
<b>An Empowered &amp; Inclusive Tay</b>			
<b>Skills</b>	Regional Skills & Employability Development Programme	See Projects	See Projects
	• Skills Programme Manager	1	1
	• Digital Skills (Phase 1)	0	2
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	3	3
	• Supporting SME Skills	155	4
	Tay Cities Engineering Partnership	5	5
	Aviation Academy for Scotland	93	0
<b>An Innovative, International Tay</b>			
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	450	67
	International Barley Hub	1,838	72
	Advanced Plant Growth Centre	795	269
	Angus Fund	100	See Projects
	• Mercury Drone Port	60	0

<sup>10</sup> Approved job commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund

Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment <sup>10</sup>	Jobs created to the end of Q2 2024
Innovative, International	cyberQuarter	500	123
	Just Tech	220	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	1,115
	Stretch Dome Simulator	3	7
	Project Beacon	60	0
Culture & Tourism	Regional Culture & Tourism Investment Programme	320	See Projects
	• Hospitalfield <sup>11</sup>	13	166
	• Discovery Point Transformed	78	92
	Pitlochry Festival Theatre	272	0
	Perth Museum	40	50
	Innerpeffray Library	0	0
	Crieff International Highland Centre	4	0
	Aero Space Kinross	25	0
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	250
	5G Digital Testbeds	0	43
Transport	Low and Active Travel Hubs Programme	48	See Projects
	Broxden Low Carbon Transport Hub	4	4
	Dundee Airport Investment	320	180
	Perth Bus & Rail Interchange	75	0
TOTAL		6,960	2,451

### Key Headlines

- Since the Deal was signed, **2,451 jobs have been created** to the end of September 2024. This is an **increase of 1,040 jobs** created within the region in the last year.
- This equates to **40% of the 6,000 jobs committed to**.

<sup>11</sup> There is a correction to the reported total number of jobs created for the Hospitalfield Project from the previous annual report. This was an error in reporting.

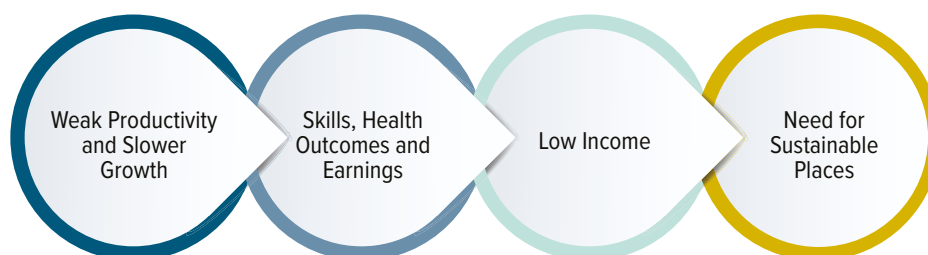
## Other Core Benefits for the Region

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

Output	Commitment at Deal of Signing	Realised up to Q2 2024/25
 New Jobs	6,174	639
 Construction Jobs	605	1,092
 Protected Jobs	72	722
 Training Places	591	643
 Development Space Unlocked m <sup>2</sup>	7,755	22,618
 Visitors	24,231	397,926
 Start Ups	28	30
 SMEs Supported	170	990

## Delivering Inclusive Growth

Recognising that the ultimate aim of the Deal is to enhance the lives of the region's residents, the Governments, Partnership and Projects are committed to working together to realise a shared ambition for inclusive growth. The inclusive growth challenges that are specific to the Region are include the following:



Each Project has set out their approach to addressing the regional inclusive growth challenges as part of their business cases and through position-statements to support the Benefits Realisation Plan. The following case studies demonstrate examples of inclusive growth delivery, in particular, the Skills, Health Outcomes and Earnings challenge.

## CASE STUDIES



### Growing The Tay Cities Biomedical Cluster

The Growing the Tay Cities Biomedical Cluster Project, led by the University of Dundee, committed to unlocking community benefits during the capital infrastructure programme and throughout the long-term operational delivery of the Project. The Project committed to the following inclusive growth measures during the construction phase, with the achievements to date highlighted.

- 75% of spend retained within 40 miles of Tay Cities Region; 40% within 20 miles; 20% within 10 miles – achieved 81% of spend retained within 40 miles; 70% within 20 miles and 23% within 10 miles.
- 6 new apprenticeships completed within the contract period – 2 new apprenticeships to date.
- 5 new employees targeted from disadvantaged groups within the contract period – 3 new employees targeted from disadvantaged groups to date.
- 20 weeks of meaningful work placement and 350 weeks of on-site skills training – 11 weeks of work placements to date.
- 4 engagement events and support activities – 8 events, equivalent to 346 hours, to date.



### 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 and heavily influenced the development and implementation of the cyberQuarter Project. The cyberQuarter has contributed to inclusive growth by supporting the development of digital skills and through business start-up and scale-up in both cybersecurity and companies in both sectors.

To date, the Project has delivered the following towards the region's inclusive growth ambitions:

- 33% upskilling and reskilling for females.
- 30% upskilling and reskilling for BME.
- 9% upskilling and reskilling for people reporting a disability.
- 55 learners upskilling and reskilling who are military leavers.
- 40 children and teachers attending cyberQuarter workshops to enhance digital skills. For example, three schools attended a joint training bootcamp in January 2023.
- 600 children attending workshops and gaining SQA credits. This has been targeted at P7 pupils across the region.



### Pitlochry Festival Theatre

The Pitlochry Festival Theatre is committed to creating growth that combines increased prosperity with greater equity, and in doing so will create opportunities for all and distribute the dividends of increased prosperity for the Project fairly.

In support of these ambitions, the Project has already been meeting and contributing to a number of targets. To date, the Project has achieved the following:

- Recognised as a fully accredited Full Living Wage employer.
- Closed the gender pay gap, and are committed to continual monitoring of this.
- Offered 321 Continued Professional Development (CPD) hours in 2024/25 alone, to contribute to investment in workforce development.
- Delivered community benefits, through construction contracts, to support children and young people initiatives.

## Carbon Reductions

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, and all Projects developing their business case after this date were asked to demonstrate their understanding of the carbon emissions impact of their Project by implementing the guidance. It should be recognised that Projects that received business case approval prior to this date do not have this commitment.

Contributing to the carbon reductions at a regional level will also support the Partnership and Government's commitment to sustainable places, as one of the inclusive growth opportunities.

Both the Eden Campus and Broxden Low Carbon Transport Hub Projects, through the Deal investment, have and are continuing to deliver carbon reductions at a regional level. Details of achievements to date are shared below.

### CASE STUDIES



#### Eden Campus

The Eden Campus Project at the Guardbridge Campus for the University of St Andrews committed to a specific reduction in carbon dioxide emissions, aiming for a 20% reduction in carbon emissions within 5 years. This aligned with the University's Strategy for Net Zero. The Project has reported that 690 tonnes of carbon dioxide emissions has been avoided to date since October 2021, with thanks to the Campus' 1MW Solar PV site. The installation of the Solar PV site for Eden Campus has not only reduced on-site carbon dioxide emissions but has contributed towards a reduction of 5% for the overall footprint for the University.



#### Broxden Low Carbon Transport Hub

The Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site.

Now operational, the Broxden Low Carbon Transport Hub has been able to monitor the usage at the Broxden site. Since November 2023, when the new system went live, there has been 289,418.93 kWh downloaded from December 2023 to September

2024. This is a 238% increase from December 2022 to September 2023, where there was 85,536.91 kWh downloaded. This shows a shift in greater usage of electric vehicles.

Additionally, the Project has been able to calculate carbon savings – from December 2023 to September 2024, the installation of EV Chargers at Broxden shows a total of 529,636.64 kg of carbon savings to date.

These figures highlight the successful expansion of the electric vehicle re-charging facilities at the Broxden Park & Ride site, and the successful steps made in tackling the transition of fossil fuelled transport to zero emission transport.



### **Gross Value Added (GVA) for the Tay Cities Region**

Whilst many of the City Region and Growth Deals use GVA as a measure for their region to demonstrate the benefits of the Deal investment for a region, the Partnership and Governments agreed that GVA would not be one of the core outputs for the Deal to demonstrate economic growth in the region.

Despite it not being a core output for the Region, best practice and learnings from the Edinburgh & South East City Region Deal have been considered, and their methodology to calculate GVA for the regional associated with jobs created by Projects can be used to demonstrate economic benefits wider than those that the Partnership have committed to.

Based on this, it is anticipated that the current GVA for the region as a result of Deal investment to date is £169,737,800.

This is based on direct new and protected jobs returning £75,684,000 in GVA for the region, and also indirect and direct construction jobs returning £94,053,800 in GVA for the region.

Not only does this demonstrate significant regional economic benefits for the Deal, but it can also be used to support the region's ambitions for economic growth, in line with the Regional Economic Strategy and Prospectus in the future.

Over £180m of leverage has been secured by Projects within the Deal. This equates to more than 45% of the overall leverage commitment of the Deal.

# Financial Statement

The Scottish Government and the UK Government will each invest up to £150m in the Tay Cities Region Deal. A summary of the Deal investment is shown below in Table 4.

**Table 4: Tay Cities Region Deal Financial Investment Summary**

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>An Empowered &amp; Inclusive Tay</b>					
<b>Skills</b>	Regional Skills & Employability Development Programme (Phase 2) <sup>12</sup>	8,715	0	0	<b>8,715</b>
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	0	0	<b>516</b>
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	0	0	<b>1,539</b>
	Regional Skills & Employability Development Programme – Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	0	0	<b>1,975</b>
	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	0	0	<b>2,470</b>
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0	0	<b>2,785</b>
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0	0	<b>2,000</b>
	Tay Cities Engineering Partnership	2,000	0	500	<b>2,500</b>
	Aviation Academy for Scotland	0	8,100	0	<b>8,100</b>

<sup>12</sup> The Phase 2 Regional Skills and Employability Development Programme projects are still to be allocated, subject to approval of the Regional Skills and Employability Development Programme OBC refresh.

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>An Innovative, International Tay</b>					
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	25,000	0	119,099	<b>144,099</b>
	International Barley Hub	15,000	20,000	0	<b>35,000</b>
	Advanced Plant Growth Centre	2,000	25,000	0	<b>27,000</b>
	Angus Fund	See Individual Projects		38,900	<b>38,900</b>
	Angus Fund: CASI Programme	0	15,000	0	<b>15,000</b>
	Angus Fund: Mercury Drone Port	0	1,000	0	<b>1,000</b>
	Angus Fund: Angus Rural Mobility Hub	0	2,900	0	<b>2,900</b>
	Angus Fund: Zero Four	0	2,000	0	<b>2,000</b>
	Angus Fund: Low Carbon Housing	0	3,000	0	<b>3,000</b>
	Angus Fund: Connecting Montrose	0	2,600	0	<b>2,600</b>
	cyberQuarter	6,000	5,700	5,024	<b>16,724</b>
	Just Tech	0	15,000	0	<b>15,000</b>
	Perth Innovation Highway	0	5,000	17,242	<b>22,242</b>
	Studio Dundee	3,000	0	21,000	<b>24,000</b>
	Advanced Manufacturing Programme	8,000	0	8,000	<b>16,000</b>
	Eden Campus	2,000	24,500	110,394	<b>136,894</b>
	Stretch Dome Simulator	0	300	0	<b>300</b>
	Project Beacon	0	5,200	12,425	<b>17,625</b>
<b>Culture &amp; Tourism</b>	Regional Culture & Tourism Investment Programme <sup>13</sup>	19,000	0	19,000	<b>38,000</b>
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	0	5,500	<b>11,000</b>
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	0	2,500	<b>5,000</b>
	Pitlochry Festival Theatre	10,000	0	10,000	<b>20,000</b>
	Perth Museum	0	10,000	15,217	<b>25,217</b>
	Innerpeffray Library	0	100	0	<b>100</b>
	Crieff International Highland Centre	0	1,000	660	<b>1,660</b>
	Aero Space Kinross	0	1,600	1,285	<b>2,885</b>

<sup>13</sup> The Phase 2 Regional Culture & Tourism Investment Programme projects are still to be allocation, subject to approval of the Regional Culture and Tourism Investment Programme OBC refresh.

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>A Connected Tay</b>					
<b>Digital</b>	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	2,000	5,980	<b>7,980</b>
	5G Digital Testbeds	2,000	0	0	<b>2,000</b>
<b>Transport</b>	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	789	2,000	6,874	<b>10,374</b>
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	1,265	0		
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	1,446	0		
	Dundee Airport Investment	9,500	0	400	<b>9,900</b>
	Perth Bus & Rail Interchange	15,000	0	0	<b>15,000</b>
<b>TOTAL</b>		<b>150,000</b>	<b>150,000</b>	<b>400,000</b>	<b>700,000</b>

Since Deal signing in December 2020, a significant amount of funding has been released to the end of this reporting period. Table 5 shows a summary of the claims made to date, to the end of September 2024.

**Table 5: Summary of claims made to the end of September 2024**

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
<b>An Empowered &amp; Inclusive Tay</b>			
<b>Skills</b>	Regional Skills & Employability Development Programme (Phase 2)	8,715	0
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	119
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	688
	Regional Skills & Employability Development Programme - Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	232

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
Skills	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	275
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0
	Tay Cities Engineering Partnership	2,000	1,340
	Aviation Academy for Scotland	8,100	0

### An Innovative, International Tay

Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	25,000
	International Barley Hub	35,000	35,000
	Advanced Plant Growth Centre	27,000	27,000
	Angus Fund: Mercury Drone Port	1,000	300
	Angus Fund: Angus Rural Mobility Hub	2,900	0
	Angus Fund: CASI Programme	15,000	0
	Angus Fund: Zero Four	2,000	0
	Angus Fund: Low Carbon Housing	3,000	0
	Angus Fund: Connecting Montrose	2,600	0
	cyberQuarter	11,700	5,912
	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
	Project Beacon	5,200	0
	Regional Culture & Tourism Investment Programme (Phase 2)	19,000	0
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	3,415
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	10,000
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
Innovative, International	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	2,000	2,000
	5G Digital Testbeds	2,000	1,338
Transport	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	789	693
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	1,265	0
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	1,446	0
	Dundee Airport Investment	9,500	1,096
	Perth Bus & Rail	15,000	0
TOTAL		300,000	152,108

### Key Headlines

- Up to the end of September 2024, the **Joint Committee approved £231.69m of its awarded funding**. This equates to **over two thirds of the overall Deal funding**. Of this, **£170.98m of funding has been approved by the Joint Committee for individual Projects**.
- To the end of September 2024, 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).
- More than half of the Deal's funding, **£152.108m**, has been claimed to date. This is a significant milestone for the Deal as it enters it's fifth year.

# Regional Collaboration

## Regional Economic Strategy Prospectus

During this reporting period, and over the course of 2024, the focus for regional collaboration has been the refresh of the Regional Economic Strategy 2019-2039. After various rounds of consultation, it was decided by Partners that the refresh would become a Prospectus for Regional Growth, with the 2019-2039 Strategy still in place.

The purpose of the Prospectus will be to ensure that the region can achieve the greatest economic impact from the current Tay Cities Region Deal and benefit from any future opportunities across the whole of the Region.

The Tay Cities Region Economic Strategy 2019-2039 sets out the vision for the Tay Cities Region and our Regional Economic Partnership. Since its last update in 2019, new global events, strategies, policies, and thinking have emerged. These include recovery from the COVID-19 pandemic, Brexit, the National Strategy for Economic Transformation, Fair Work legislation, Community Wealth Building ambitions, proposals for a new UK Industrial Strategy, and the need for a Just Transition to Net Zero.

Our vision remains, but Partners agreed to focus on fewer and more transformative opportunities to deliver regional economic growth from 2025. To achieve this, priority opportunity themes and enablers have been identified for the Region to frame existing and future investment opportunities. The next steps for the Prospectus and timescales are outlined in the milestones section of the Annual Report.

## Clean Growth

The clean growth agenda continues to be one of the cross-cutting themes for the region. Overall, the Clean Growth programme is progressing as expected and has embedded the initial actions into business-as-usual activities. Simultaneously, the lead group are discussing new avenues to support the Clean Growth Initiative's community, businesses, academia, in building connections, uncovering synergies and driving further engagement.

The collaboration website [www.taycitiescleangrowth.scot](http://www.taycitiescleangrowth.scot), which launched successfully in April 2023, has since been used to communicate news, funding sources, showcase the growing number of projects and to enable communication between members. Ongoing promotion helps in driving membership and business engagement.

As agreed in March 2024, the website is now utilised as a prospectus and promotional tool to showcase the region and its advantages in clean growth. The site continues to evolve and includes the addition of a new 'About Us' page. This page gives an overview of the region, its clean growth sectors and points towards successful examples. There is genuine interest in the region for collaboration and learning.

Since October 2023, the events programme continued:

- At Arbikie Distillery Experience in September 2023 with a topic focussing on clean energy showcasing hydrogen generation and use as well as agri-tech & agri innovation in reducing CO2

emissions. This was followed up by an online Hydrogen Webinar delivered by Scottish Enterprise in January 2024.

- A roundtable was held at the V&A Dundee in December 2023 addressing the outcomes of the Tay Cities Clean Growth Skills Study.
- In the current 2024 cycle, the Group delivered an event in Perth in April 2024, addressing Financial readiness. The event provided useful resources for attendees in how to become investment ready and gave opportunity to discuss best practices from the perspective of the organisations who provide funding and professionals who prepare clients for their funding journey. Speakers from the [Bank of Scotland](#), [Henderson Loggie](#), [Maven Capital Partners](#) and [Scottish Enterprise](#) covered topics of grant funding, loans, corporate finance, equity investment, understanding Innovate UK applications.
- The second main event of 2024 is addressing agri-tech/agri-innovation and was hosted at The James Hutton Institute on 26th September 2024 to showcase the two completed Tay Cities Region Deal projects of the International Barley Hub and the Advanced Plant Growth Centre as well as wider agri innovation and natural capital. There was an opportunity to tour the sites and also access IGS's vertical farm. The event generated keen interest and was regarded highly.

Conversations with the members of the Community of Practice continue with a core group emerging, producing new ideas and potential future opportunities and focus areas. The support and energy of this group is welcomed in driving clean growth outcomes on a regional level which helps generate new introductions and connections.

## Regional Digital Economy

The Digital Thematic Board commissioned a report at the start of 2024 - the Digital Economy Ecosystem Mapping – which was led by regional partners to identify the key challenges and opportunities for the digital/tech sector. The report found over 280 digital/tech-focused companies in the region across four primary sub-sectors, noting significant growth potential.

In line with this, a working group has been set up – the Tay Cities Digital Ecosystem group – with participation from key digital companies and stakeholders in the public and academic sector.

A roadmap is currently being drafted by this group that will follow on from the work, with the stated aim of: building Scotland's most collaborative digital-led region, by unlocking company growth and investment through building a connected and inclusive ecosystem that develops local digital innovation and talent.

A launch event for the Digital Ecosystem was held at the Abertay CyberQuarter on 3rd October, attended by over 70 stakeholders from the private and public sector.

Alongside the Ecosystem collaboration, the Tay Cities Digital Skills Mapping study was delivered as part of the Deal's Regional Skills & Employability Development Programme. The study defined digital skills, undertook benchmarking of these against other regions and occupations and proposed potential interventions to facilitate the meeting of demands and encourage growth. Phase 2 of this Project is currently being scoped and will contribute to wider regional digital economy benefits in the future.

## 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. The third iteration of the strategy covering the period 2024-2034 was adopted in June 2024 following extensive engagement with public, stakeholders and local and regional partners.

The strategy sets out strategic objectives, reflecting regional and national environmental, social and economic priorities; outcomes which identify where regional activity needs to be focused to best support these strategic outcomes; actions which can help deliver these outcomes; and a monitoring framework.

The actions include interventions aimed at:

- Improving access to jobs and training, particularly to reduce inequalities
- Addressing pinch points which affect the reliability of the regional transport network and the Region's connectivity to the rest of Scotland

The strategy recognises that:

- Step changes in activity will be required by all agencies if national aspirations, especially those in relation to climate change and reducing inequalities, are to be achieved
- Given the scale of the challenges and the resources available, activity should be focused on those locations and populations where action will have the biggest impact
- Where we seek to encourage a modal shift from the car or improve access to employment or training, then activity between partners would benefit from co-ordination to provide an integrated solution for the user

The Tactran Board have endorsed the establishment of a RTS Delivery Board consisting of a wide range of relevant partners to help co-ordinate the delivery of the Strategy.

## 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 and will continue to be actively considered by the Partnership to address regional skills and employability needs and opportunities:

- 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, a No One Left Behind Regional Group has been established that is streamlining the data for the region;

- Furthermore, DYW have over 60 events planned and have written a Young Persons Guarantee. It is this in school piece that the Skills Advisory Board, with input from Partnership representatives, 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. For example, 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. 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 three regional connector themes - outdoor adventures, culture & creative and food & drink. A mid-term summary of activities delivered to date was produced in May 2022.

Regional working continues to focus on two areas:

1. **Collaboration:** the Regional Tourism Leadership Group, which comprises the Chairs of the four industry-led tourism forums, the local authority tourism leads and VisitScotland, 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. Issues discussed have included cultural destinations, data and insights, and visitor management. The meetings have returned to being held in person which also enable the group to experience key attractions, including Tay Cities Region Deal supported investments, such as Discovery Point, Dundee and Perth Museum, Perth & Kinross, as well as Arbikie Distillery, Angus and The Old Course, St Andrews. The tourism officers group continues to meet on a regular basis to oversee activity and share ideas and opportunities.
2. **Internationalisation:** work continues on the successful 'Scotland's Tay Country' programme, which focuses on raising awareness of the region with travel trade intermediaries (travel agents, tour operators and destination management companies) and supports businesses to develop experiences that match market appeal. Initially delivered by regional partners, a contractor was appointed to deliver the programme, funded by the UK Shared Prosperity Fund. The travel trade buying cycle is lengthy with the tour operators and travel agents often working 18 - 24 months ahead of the tour dates. The programme has worked extensively with businesses across the region to build capacity and encourage visitation into the region.

Activity delivered to date includes:

- Scotland's Tay Country website as online resource for local businesses and overseas buyers
- Regional sales representation at travel trade events and delivery of familiarisation visits for tour operators.
- Individual product presentations to tour operators, destination management companies and others.
- Online product directory with 221 businesses represented.
- Business toolkit to support businesses looking to engage with travel trade.

- Promotional content to promote the region and inspire tour operators to bring visitors to the region: destination videos, video itineraries and inspirational itineraries.
- Trade-Ready Training which includes webinars and individual training sessions for businesses
- To date, the number of organisations receiving non-financial support through the Scotland's Tay Country travel trade programme is 563.

## **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. At the most recent meeting the Terms of Reference were reviewed for the REPN. The Partnership welcomes this opportunity to network at a regional level.

# Reflections and the Year Ahead

## Reflections

The Tay Cities Partnership continues to work collaboratively to ensure that Projects are delivering to benefit local and regional economy. In addition to the delivery of Projects and PR & Comms activity, the Partnership has also seen the following milestones met over the last year:

- Publication of the updated Tay Cities Benefits Realisation Plan in March 2024;
- Publication of the Tay Cities Annual Performance Report October 2022 – September 2023 in March 2024;
- PR and Comms Protocol annual refresh in Spring 2024; and,
- Partnership engagement for the refresh of the Regional Economic Strategy Prospectus.

## Upcoming Milestones

Over the coming year, the Tay Cities Region Deal is committed to a number of activities relating to the Deal and regional collaboration work. The milestones and key dates are set out in Table 6.

**Table 6: Milestones**

Milestones	Target Date
Grand opening of the Crop Innovation Centre at the James Hutton Institute with Ministerial attendance	October 2024
Life Sciences Project Launch Event at Dundee & Angus College	November 2024
Regional Skills Investment Plan workshops with Partnership	December 2024
New Heads of Economic Development Group, Management Group and Joint Committee Chair/Vice Chair appointed	December 2024
Prospectus for Economic Growth approval	December 2024
Submission of draft Annual Performance Report and updated Benefits Realisation Plan to Governments	December 2024
Completion of the Growing the Tay Cities Biomedical Cluster project	February 2025
PR & Comms Protocol Refresh	March 2025
Formal opening of the James Hutton Institute Phenotyping System	March 2025
Publication of the Tay Cities Benefits Realisation Plan	March 2025
Publication of the Tay Cities Annual Performance Report	March 2025
Clean Growth regional engagement and event	April 2025
Regional Skills Investment Plan refresh published	April 2025
Regional Prospectus delivery plans, roadmaps and action plans developed	June 2025
Clean Growth regional engagement and event	September 2025

## Upcoming Business Cases

As well as the Partnership's milestones, there are various Project specific milestones and a focus from regional partners to develop and secure Joint Committee approval. This will enable the delivery of Projects and the realisation of more benefits over the next 12 months. The expected business cases, based of timetables from Q2 2024/25, are highlighted below in Table 7.

**Table 7: Expected Business Cases**



## Regional Collaboration

In the next year, the following regional collaboration opportunities are emerging through the RES Prospectus:

- Some of the Priority Opportunity Themes have existing roadmaps whereas, others need to be developed. The Partnership will work together to develop these at a regional level.
- A re-energised approach to engagement with businesses in the region. Businesses will be asked if they can engage in these processes to help steer them as they are developed and delivered.

## Challenges

The Partnership have had a successful Year 4, building on the positive outcomes achieved in previous years. There are, however, some challenges currently facing the Partnership at both a regional and local level, which are being actively managed and considered by the Deal Partners. These include:

### **Business Cases not Securing Joint Committee Approval the Year Ahead of Agreed Profile**

There is a challenge for the Partnership in securing timely Business Case approvals. As we enter year 6 of the Deal, the Partnership will continue to support Programmes and Projects to secure Business Case approval in advance of the first year of claiming Deal funding. This includes the previously mentioned workshops which have been attended by the Partnership, to allow the effective delivery of the Deal and to understand the business case timetable milestones for all Programmes and Projects still to be developed.

### **The Impact of Acceleration on the Capital Programme**

Whilst it has been a positive result for the Partnership that £33.9m of acceleration has been awarded so far for the delivery of the Capital Programme, this does pose a challenge to the capital profile in particular in future years. To manage this, the Partnership are viewing this as an opportunity to accelerate other future Projects, where appropriate, which in turn will manage any of the funding that is currently no longer allocated to a specific Project but available in future years. This continues to be actively discussed within the Partnership to manage any risks.

### **Resource, Capacity and Experience Pressures**

Across the Partnership, including Project Owners and the PMO, resources, capacity and experience pressures have been highlighted. This includes challenges relating to resources to lead and develop business cases, as well as experience with Green Book business case writing for example. The Partnership will continue to ask Project Owners and Partners alike to formally identify similar challenges to understand and manage the implications for the effective delivery of the Deal Programme.

### **The Impact of Inflation and Cost Increases**

Inflation over the last few years has affected the cost and timescales of delivery for many Projects and Partners. This is being managed by the Partnership through:

- Project Owners reviewing and managing their projects, including identifying mitigation approaches such as Value Engineering and securing additional funding;
- The development and implementation of an Early Warning Notification approach, which ensures that Projects can share inflationary concerns and potential impacts to their Projects as soon as known with the Partnership, for them to consider; and,

- Quarterly Assurances provided to the Partnership regarding the delivery of the funding and the commitments by the Project Owner and their Finance Director.

## Strengths

Despite facing numerous challenges, the Tay Cities Partnership continues to demonstrate remarkable strength and resilience. Through the commitment and collaborative efforts of all Partners, the Partnership remains a robust and dynamic force in achieving its goals. This is supported by both Governments and efforts by all to continuously create efficiencies whilst leaning on best practice to guide the delivery of the Deal.



Smarter + Fairer

## Further Information

Tay Cities Region Deal website [www.taycities.co.uk](http://www.taycities.co.uk)

Tay Cities Publications, including the Deal Document and regional strategies/plans [www.taycities.co.uk/publications](http://www.taycities.co.uk/publications)

Tay Cities Joint Committee Papers [www.taycities.co.uk/joint-committee](http://www.taycities.co.uk/joint-committee)

For enquiries please contact [pmotcrdenquiries@taycities.co.uk](mailto:pmotcrdenquiries@taycities.co.uk)



Smarter + Fairer

Tay Cities Region Deal

# BENEFITS REALISATION PLAN

REPORT 4 | September 2024



Funded by  
UK Government



Scottish Government  
Riaghaltas na h-Alba

# Contents

<b>Introduction</b>	
Purpose	3
<b>Strategic Context and Objectives</b>	
Deal Overview	4
Inclusive Growth Challenges	5
Benefits Realisation Plan Audiences	5
Programme Theory of Change	6
<b>Reporting Roles and Responsibilities</b>	
Roles	12
Reporting	12
<b>Monitoring Approach</b>	
Purpose of Monitoring	14
Baseline Information and Gaps	14
Outputs, Outcomes and Impacts	14
Definitions	15
<b>Carbon Management</b>	16
<b>Risks</b>	16
<b>Evaluation</b>	
Annual Performance Report	17
Project Evaluation	17
Selection Process – Role of the Thematic	
Board and Partnership	18
Role of the Project Owner	18
Programme/Fund Evaluation	18
Deal Programme Evaluation	18
<b>Appendix A: Tay Cities Region Deal: Outputs, Outcomes and Impacts Guidance and Definitions</b>	
Tay Cities Outputs Definitions at Deal Signing	20
Definitions Guidance	21
Carbon and Environmental Definitions	21
<b>Appendix B</b>	
Reporting Template	24
<b>Appendix C: Evaluation Guidance</b>	
Project Evaluation	25
Programme Evaluation	25
The Magenta Book Guidance	26
Process Evaluation	27
Impact Evaluation	28
Value for Money Evaluation	29

# 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:

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



**INCLUSIVE**TAY

### Empower & promote inclusion

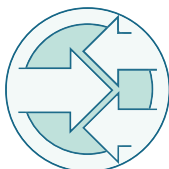
by ensuring that local people have the skills they need to succeed in the modern workplace and that growth is inclusive;



**INNOVATIVE**TAY

### Innovate & internationalise

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



**CONNECTED**TAY

### Connect

by improving physical and digital infrastructure.

**Table 1: Total Anticipated Deal Contributions**

Tay Cities Theme	Governments (£m)	Jobs	Leverage (£m)
Skills	30.1	255	0.5
Innovative and International	188.2	5,595	332
Culture and Tourism	49.7	661	54
Digital	4	0	6
Transport	28	459	7.5
<b>Total</b>	<b>300</b>	<b>6,971</b>	<b>400</b>

The jobs commitments reflect those at Deal Signing or if a full 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.

There are some Projects that will need to refine their Deal Signing commitments for jobs 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.

## 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 2 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 2: Deal Programme Logic Model by Tay Cities Region Deal Theme

SKILLS THEME	
<b>Input (£m)</b>	30.6
<b>Activities</b>	Projects targeting skills development for other Tay Cities Region Deal projects and reskilling in both the region and Scotland's aviation & engineering sectors
<b>Main Beneficiary Groups</b>	<ul style="list-style-type: none"> <li>- Tay Cities region residents - age, gender</li> <li>- Protected characteristics/communities - disadvantaged, SMID, rural Businesses - SMEs, sectors, Investors</li> </ul>
<b>Short Term Outputs</b>	<ul style="list-style-type: none"> <li>- Increase total number of beneficiaries</li> <li>- Increase sustainable<sup>1</sup> new job opportunities</li> <li>- Increase number of businesses directly supported by projects within this theme</li> <li>- Increase number of beneficiaries supported into sustainable employment</li> <li>- 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)</li> <li>- Uplift in skills and employability – additional accredited training and skills improvements</li> <li>- Development of a pan-regional skills development and employability approach, built on enhanced cooperation, collaboration, and partnership working</li> <li>- 600m<sup>2</sup> 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</li> <li>- Increased productivity and economic output</li> </ul>
<b>Medium Term Impacts</b>	<ul style="list-style-type: none"> <li>- Increased number of participants are in sustained employment</li> <li>- Enhanced partnership working within and across all local Authority areas</li> <li>- Service quality is standardised across Local Authority areas</li> <li>- Benefits for individuals- skills and personal development, health, and wellbeing</li> <li>- Upskilling and targeted support for low paid individuals and those further from labour market</li> <li>- Improved alignment with specialist support - Housing &amp; Health and Criminal Justice</li> <li>- Improved Business Base benefitting from a diverse and skilled workforce</li> <li>- Increased employer engagement to facilitate employment of participant groups and deliver Fair Work</li> <li>- Increased regional productivity</li> <li>- Industry led upskilling programmes addressing the needs of the existing and emerging sectors</li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>- Making a positive contribution to: Levels of quantifications and skills across the City Region, providing a skilled workforce, equipped for the requirements of the labour market</li> <li>- Improving the employability landscape</li> <li>- Integration and alignment of employability services within Tayside with effective support and service provision in urban and rural areas</li> <li>- Increasing the employment rate</li> <li>- Decreasing unemployment/economic inactivity rate</li> <li>- Reducing the number of workless households Improving equality and diversity across the region</li> <li>- Uptake of the Fair Work</li> <li>- Reducing levels of child poverty and deprivation</li> <li>- Increased uptake of companies using digital technologies and advanced manufacturing techniques for design, prototyping and POC</li> <li>- Increased productivity in the engineering and manufacturing sector</li> <li>- Providing a skilled workforce equipped for the needs of the EAM sector</li> <li>- Future proofing the regional life sciences sector</li> <li>- Changing culture – supporting diversity in the sciences</li> </ul>

<sup>1</sup> Sustainable and sustained jobs defined as 'greater than 13 weeks' for Skills projects

INNOVATIVE, INTERNATIONAL THEME	
<b>Input (£m)</b>	520.2
<b>Activities</b>	Development of a range of bio-medical, food, environmental, cybersecurity, and legal sector focused facilities
<b>Main Beneficiary Groups</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain</li> <li>- Relevant sectors</li> <li>- Tay region residents</li> <li>- Students</li> </ul>
<b>Short Term Outputs</b>	<ul style="list-style-type: none"> <li>- Construction and Supply Chain jobs</li> <li>- Community Benefits as a result of procurement practices</li> <li>- Site Occupancy &amp; Service take up</li> <li>- Student/ Start-ups take up</li> <li>- Indirect impact resulting in reduced carbon emissions</li> </ul>
<b>Medium Term Impacts</b>	<ul style="list-style-type: none"> <li>- New jobs created</li> <li>- Student wage uplifts</li> <li>- Research &amp; Adoption uplifts and other</li> <li>- Investment secured</li> <li>- New theme supported SMEs/Start-Ups</li> <li>- Student wage uplifts</li> <li>- Knock on or wider falls in carbon emissions<sup>2</sup></li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>- Sustained employment/wage rate uplifts.</li> <li>- Returns on Investment</li> <li>- Inward Investment</li> <li>- Increased knock on or wider falls in carbon</li> </ul>

<sup>2</sup> e.g. lower carbon emissions from food production due to adoption of research & development outcomes arising from the Innovation theme.

CULTURE & TOURISM THEME	
<b>Input (£m)</b>	103.7
<b>Activities</b>	Development of seven tourism & culture projects to enhance the offer and reputation of the Region as a visitor destination
<b>Main Beneficiary Groups</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain</li> <li>- Tourism and Culture sectors</li> </ul>
<b>Short Term Outputs</b>	<ul style="list-style-type: none"> <li>- Construction employment &amp; apprenticeship opportunities and wider community benefits</li> <li>- Community Benefits as a result of procurement practices</li> <li>- Uplift in day visitors, including domestic visitors, visitors from out-with the region (UK) and foreign visitors</li> <li>- (Relevant) Site Occupancy</li> <li>- Minimised whole life and embodied carbon</li> <li>- Enhance partnerships with local education providers and community groups working with TCRD partners and more widely</li> </ul>
<b>Medium Term Impacts</b>	<ul style="list-style-type: none"> <li>- Quality jobs created and safeguarded</li> <li>- Investment secured</li> <li>- Regional Economic Multiplier effects of wider visitor spend</li> <li>- Additional high quality / high value tourism to the TCRD Region</li> <li>- A positive contribution to inclusive growth by influencing and supporting the culture and tourism sector</li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>- Sustained theme related employment</li> <li>- Enhancing the offer of the region as a tourist destination</li> <li>- Returns on investment</li> </ul>

DIGITAL THEME	
<b>Input (£m)</b>	10
<b>Activities</b>	Development of High Speed Broadband & 5G Testbeds to enhance access in rural areas with little or no current connectivity
<b>Main Beneficiary Groups</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain</li> <li>- Users, including public sector, industry, academia, third sector and citizens</li> </ul>
<b>Short Term Outputs</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain jobs</li> <li>- Community Benefits as a result of procurement practices</li> <li>- Infrastructure in place</li> <li>- Minimised whole life carbon costs</li> <li>- Reduced costs and barriers to 5G deployment</li> <li>- Increase in 5G Research &amp; Development (R&amp;D) investment</li> <li>- Increased commercial certainty about 5G</li> <li>- Increased participation and collaboration within the 5G ecosystem</li> <li>- Enhanced perceptions of 5G regionally and nationally</li> </ul>
<b>Medium Term Impacts</b>	<ul style="list-style-type: none"> <li>- New jobs created</li> <li>- Investment secured</li> <li>- Improved Connectivity</li> <li>- Wider user benefits<sup>3</sup></li> <li>- Commercial scale up of 5G technologies and uses</li> <li>- Knowledge spill over – research outputs, patents developed</li> <li>- 5G professional skills and expertise develops</li> <li>- Enhanced sustainability of 5G projects/ecosystem</li> <li>- Tay Cities region becoming a leading 5G and technology region</li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>- Sustained theme related employment</li> <li>- Associated (user) productivity uplifts</li> <li>- Accelerate and/or enhance deployment of 5G</li> <li>- Attract inward investment in telecoms and digital</li> <li>- Earlier realisation of benefits from 5G</li> </ul>

<sup>3</sup> By redressing the imbalances caused in rural areas by reduced or non-connectivity. For example, the inability to access online services causing high levels of loneliness and isolation; community safety; Emergency Services having poor access to mobile networks; and tourism destinations and events not being able to offer connectivity that visitors expect.

TRANSPORT THEME	
<b>Input (£m)</b>	35.5
<b>Activities</b>	Perth Bus & Rail Interchange, Low Carbon and Active Travel hubs and Dundee Airport improvements
<b>Main Beneficiary Groups</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain</li> <li>- Users</li> </ul>
<b>Short Term Outputs</b>	<ul style="list-style-type: none"> <li>- Construction and supply chain jobs</li> <li>- Community Benefits as a result of procurement practices</li> <li>- Infrastructure in place</li> <li>- Minimised project related whole life carbon costs</li> <li>- User modal shifts</li> <li>- Increased airline passengers</li> </ul>
<b>Medium Term Impacts</b>	<ul style="list-style-type: none"> <li>- Transport benefit improvements (e.g. safety, journey times, modal split, air quality, reduced emissions)</li> <li>- (Air use related) Business time savings</li> <li>- (Air use) Net tourism impacts</li> </ul>
<b>Longer Term Impacts</b>	<ul style="list-style-type: none"> <li>- Sustained transport benefit improvements</li> <li>- Business/tourism employment due to improved accessibility and builds on the attractiveness of the region as a destination for tourism and business</li> <li>- Inward Investment</li> </ul>

## 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 the Partnership to align the reporting with the Annual Performance Report that has been set by Governments. This is the Project/Programme/Fund assurance to the Partnership and Governments; it is signed by the lead and Finance Director and covers the financial and benefits commitments.

This has been integrated as part of the wider reporting requirements for Programmes, Fund and Project Owners, as set out in their legal agreement. Benefits reporting is collected in Q2.

Quarterly performance meetings, between the PMO and Government representatives, cover project progress by exception, financial monitoring, and performance, including monitoring and evaluation.

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 commitments.

# 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.

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 submit 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 & 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 continue to be provided as part of future Benefits Realisation Plan updates and the Deal's Risk Register at a Deal Programme level.

## 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](#). The previous Reports are available via the following links:

- [Annual Performance Report December 2020 – September 2021](#)
- [Annual Performance Report October 2021 – September 2022](#)
- [Annual Performance Report October 2022 – September 2023](#)

### 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 have developed a schedule of potential evaluation reports utilising the evaluation arrangements set out in an approved business case, 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 6 (2025/26) 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 and the Governments will be provided with resultant evaluation reports. 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, method, and timescales for the evaluation to be completed.

To support the Thematic Board members, guidance has been developed by the PMO with engagement with each of the Thematic Boards.

**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.

Guidance has been developed to support Project Owners, as shown in Appendix C.

**Programme/Fund Evaluation**

The Programmes within the Deal e.g. Regional Culture & Tourism Investment Programme, Advanced Manufacturing Programme and Regional Skills & Employability Development Programme, will also be required to produce an evaluation report; once as an interim review and again at the end of the Deal term, following completion of all monitoring.

This will be done through a coordination of projects within each Programme in delivery. The Project evaluations will inform the Programme evaluation. The schedule will be informed by Thematic Board recommendations.

This will include an overview of Deal commitments achieved and case studies, in line with the Magenta Book.

**Deal Programme Evaluation**

In addition, there is a requirement for the Partnership to undertake a Deal Programme evaluation.

Through review of other Deals best practice and in discussions with both Governments and the Partnership, it is recommended that an interim peer review will be carried out in 2025/26, utilising dedicated monitoring and evaluation resources for the Edinburgh and South East City Region Deal.

A Deal Programme Review 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.

## 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 Three, 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 3 – 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 <sup>2</sup> ) 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 businesses (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

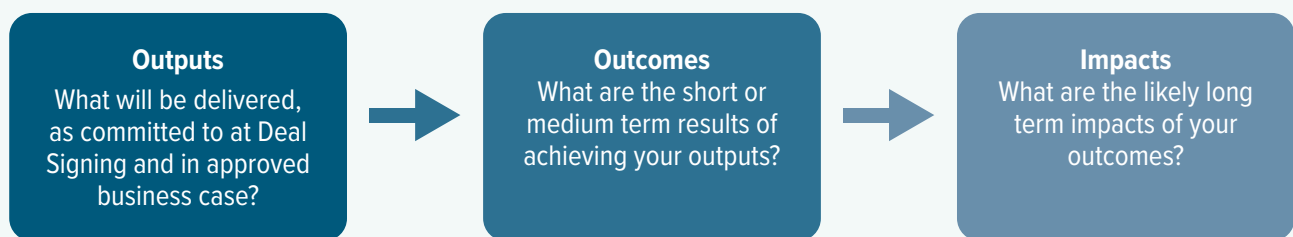
In developing business cases, Projects may commit to additional outputs which will be captured in the reporting.

## Definitions Guidance

To help with benefits reporting, a guidance note will be developed to provide support when considering outputs, outcomes 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 Two 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 below in Table Five. 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 & Environmental Outputs.

Table 4: Example Carbon and Environmental Outputs

Definition	Evidence
<b>1. What are the embodied carbon emissions resulting from the project? (tonnes CO<sub>2</sub>e)</b>	
Embodied carbon is the total greenhouse gas emissions (often simplified to “carbon”) generated to produce a built asset, excluding operational emissions. CO <sub>2</sub> e 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.	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.
<b>2. How have embodied carbon emissions been minimised?</b>	
A description of the techniques used to arrive at the embodied carbon figure.	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.
<b>3. What are the annual operational carbon emissions resulting from the project? (tonnes CO<sub>2</sub>e/year)</b>	
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).	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.
<b>4. How have operational carbon emissions been minimised?</b>	
A description of the techniques used to arrive at the operational carbon figure.	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.

Definition	Evidence
<b>5. What are the estimated whole life carbon emissions resulting from the project over its design life? (tonnes CO<sub>2</sub>e)</b>	
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.	Evidence would be a calculation showing the sum of the embodied and operational carbon values.
<b>6. What whole life carbon savings are estimated compared to a 'business as usual' approach to project design and construction? (tonnes CO<sub>2</sub>e)</b>	
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.	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.
<b>7. How will the project become operationally net zero carbon by 2045?</b>	
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.	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.
<b>8. How has the project contributed to a more environmentally sustainable transport network?</b>	
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.	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).
<b>9. Detail how the project has contributed to any other areas of environmental sustainability, e.g. mitigating pollution, dealing with contamination, enhancing biodiversity, etc.</b>	
Environmental sustainability here is distinct from social or economic sustainability, which are covered by separate outputs.	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.

## Appendix B

### 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

# Appendix C

## Evaluation Guidance

### Project Evaluation

**Purpose:** The purpose of project evaluation is for Project Owners to share with the Partnership and the Governments the challenges and successes of project development and delivery, including benefits. It may be carried out as an interim evaluation report or once the Project is completed. The frequency is determined by i) evaluation arrangements set out in a Project's approved business case and ii) Thematic Board recommendation.

Evaluation reports will demonstrate how a Project is being, or has been, implemented and what effects it has, who/what groups have been impacted and why. As part of this, Projects will be able to show what learnings they have had and estimates of the overall impact of the Project and its cost-effectiveness.

**Audience:** Evaluation reports are used to inform both the UK and Scottish Governments as well as the Partnership on progress and lessons learned as a result of the Tay Cities Region Deal funding. Learning from these reports can be used to inform decisions going forward, such as future funding, that will improve benefit outcomes in the subject project and related projects for the region.

**Method:** Evaluation reports will be in line with the Magenta Book. This method of evaluation is a tried and tested approach. Through best practice sharing with other Deals, it has been determined that this is a logical approach. The evaluation report will be proportionate to the Project. This guidance document has been produced for Projects to follow in developing their evaluation report. The following guidance has been developed to simplify the Magenta Book approach to provide all Programme, Fund and Project Owners with suitable guidance to undertake evaluation.

**Engagement:** It is recommended that each Project engage with the Thematic Boards through the presentation of a brief, so that the Thematic Board can advise and support, where necessary, to guide the scope of the evaluation report.

As Project owners complete an evaluation report, this will be shared with the Partnership and Governments for information.

**Schedule of Evaluation:** Using i) evaluation arrangements set out in a Project's approved business case and ii) Thematic Board recommendation, the PMO has outlined a schedule of evaluation reports for Projects in delivery. As Project's are approved and enter the implementation/delivery stage, they will be added to the schedule. The schedule will be informed by Thematic Board recommendations before approval by the Management Group.

### Programme Evaluation

The above approach applies to the Programmes in the Deal. The differences are that the Programme and Fund evaluations will be asked for both an interim and completion evaluation report. This will be done through a coordination of projects within each Programme in delivery.

The Project evaluations will inform the Programme evaluation. The schedule will be informed by Thematic Board recommendations.

## The Magenta Book Guidance

The Magenta Book provides comprehensive guidance on evaluation to inform Governments and the Partnership about a Deal Project. Here are the key points to consider when evaluating a project:

### 1. Understanding Evaluation:

- **What:** Evaluation is the systematic process of assessing the effectiveness, efficiency, and impact of the Project.
- **Why:** It helps inform decision-making, improve policy design, and enhance accountability, whilst demonstrating the benefits to the region and any lessons learned.
- **When:** Evaluation should be integrated throughout the Project lifecycle, from design to implementation and review.

### 2. Designing an Evaluation:

- **Incorporate Early:** Evaluation should be built into the project's design and delivery from the outset.
- **Scoping:** Clearly define the evaluation's purpose, questions, and scope. It is recommended that this is done in collaboration with the relevant Thematic Board.
- **Methods:** Consider various evaluation methods (quantitative, qualitative, realist evaluation, etc.) based on the context and objectives. There are options for the methods undertaken including Process Evaluation, Impact Evaluation, and Value for Money Evaluation.

### 3. Managing the Evaluation:

- **Data Collection:** Collect relevant data using appropriate methods.
- **Quality Assurance:** Ensure data quality and rigor.
- **Stakeholder Engagement:** Involve relevant stakeholders throughout the process, if appropriate.
- **Risk Management:** Address potential risks and challenges. This can be two things: 1) risk in evaluation methods in ensuring that they are reliable and 2) using evaluation itself to manage and understand the risks to a Programme/Fund/Project.

### 4. Interpreting and Presenting Results:

- **Interpretation:** Understand the implications of findings.
- **Presentation:** Clearly communicate results to decision-makers and stakeholders. There are modes of communication that could be used e.g. report summary, newsletters, infographics, videos and presentations.
- **Dissemination:** Share evaluation findings effectively. For the Tay Cities Region Deal, the Evaluation Reports will be shared with the PMO within the agreed timescales, before being shared with the Partnership and Governments for information.
- **Proportionality:** Not all interventions will require the same level of scrutiny or have the same learning needs. Evaluation reports should be proportionate to the scale of the Project. For the Tay Cities Region Deal, the Project should consider this as part of their scope when working collaboratively on their evaluation brief with the Thematic Board.

For detailed guidance, refer to the **Magenta Book** and its supplementary resources

- [The Magenta Book - GOV.UK](#)
- [The Magenta Book: Central Government Guidance on evaluation](#)
- [Magenta Book – HM Treasury guidance on evaluation for Central ... - MandE](#)
- [The magenta book: Guidance for evaluation | Better Evaluation](#)

## Process Evaluation

**What is process evaluation?** Process evaluation is used to assess how well a Programme/Fund/Project has been implemented. It focuses on understanding the planning process, the decisions made, and the activities undertaken during Programme/Fund/Project development and operation. It helps assess how well a Programme/Fund/Project is being implemented and provides insights for improvement.

The following sets out the process to follow to conduct a **process evaluation**.

### 1. Clarify Program Objectives and Goals:

- Clearly define the purpose and intended outcomes of your Programme/Fund/Project.
- Understand what you aim to achieve and how it aligns with broader goals.

### 2. Develop Evaluation Questions:

- Identify specific questions related to the implementation and processes for the Programme/Fund/Project.
- Consider aspects such as commitments, participant engagement, and adherence to the work plan, including timescales.
- Types of questions to consider are at Annex 1.

### 3. Select Evaluation Methods:

- Choose appropriate methods for data collection. Common methods include surveys, interviews, observations, and document analysis.
- Ensure that the selected methods align with your evaluation questions.

### 4. Set Up a Timeline for Evaluation Activities:

- Establish a schedule for data collection, analysis, and reporting.
- Regularly monitor the Programme/Fund/Project throughout its duration. This will be in addition to the annual benefits reporting required.

For more detailed guidance, please see the following sources:

- [Section 5. Developing an Evaluation Plan - Community Tool Box](#)
- [Step 07. Process Evaluation | Getting to Outcomes® | RAND](#)
- [What are the 5 Stages of an Evaluation Process?](#)
- [Project Evaluation Process: Definition, Methods & Steps - ProjectManager](#)

## Impact Evaluation

**What is impact evaluation?** An impact evaluation assesses the long-term effects of a Programme/Fund/Project on its intended beneficiaries. It goes beyond merely describing or measuring impacts that have occurred; instead, it seeks to understand the role of the Programme/Fund/Project in producing these effects. Impact evaluation provides valuable insights into whether a project truly works and contributes to evidence-based decision-making.

The following sets out the process to follow to conduct an **impact evaluation**.

### 1. Theory of Change (ToC)/Logic Model:

- Programmes/Fund/Projects should have developed a Theory of Change (ToC) that depicts the program logic as part of the approved business case. A ToC illustrates how inputs lead to outputs, intermediate outcomes, and final intended impacts. It is recommended that this is refined based on evidence during implementation and monitoring.

### 2. Evaluation Questions and Indicators:

- Define clear and answerable evaluation questions based on the ToC. The main question focuses on the impact of the Programme/Fund/Project. Break it down into subsidiary questions. Define relevant indicators to measure the impacts.
- Types of questions to consider are at Annex 1.

### 3. Data Collection:

- Collect data on impacts using appropriate methods (surveys, interviews, etc.). Ensure data quality and rigor.
- Consider both primary data (collected directly) and secondary data (existing sources).

### 4. Explaining Impacts:

- Analyse the data to understand the causal relationship between the project and outcomes. Use statistical methods to assess impact.
- Consider counterfactuals (what would have happened without the project) to attribute changes to the Programme/Fund/Project.

### 5. Findings:

- Summarise the impact evaluation results. Highlight significant findings and patterns.
- Consider both positive and negative impacts.

### 6. Reporting:

- Prepare a comprehensive report that communicates the evaluation findings to stakeholders. This should also cover lessons learned.

For more detailed guidance, please see the following sources:

- [Designing an impact evaluation in six steps | Independent Evaluation ...](#)
- [Impact evaluation | Better Evaluation](#)
- [Overview of impact evaluation | Better Evaluation](#)
- [What Is Impact Evaluation? \(Benefits, Types, and Planning Tips\)](#)
- [Designing an impact evaluation work plan: a step-by-step guide](#)

## Value for Money Evaluation

**What is value for money evaluation?** Value for Money (VfM) evaluation is a systematic process to understand whether an investment for a Programme/Fund/Project (money, time and/or other resources) represents good value.

The following sets out the process to follow to conduct value for **money evaluation**.

### 1. Develop a Theory of Change (ToC)/Logic Model:

- Programmes/Fund/Projects should have developed a Theory of Change (ToC) that depicts the program logic as part of the approved business case. A ToC illustrates how inputs lead to outputs, intermediate outcomes, and final intended impacts. It is recommended that this is refined based on evidence during implementation and monitoring.

### 2. Identify Criteria:

- Define specific criteria for assessing value for money. Consider elements such as cost-effectiveness and efficiency.
- Agree on standards of performance (rubrics) to evaluate against these criteria.
- Types of questions to consider are at Annex 1.

### 3. Evidence Needed:

- Determine the data and evidence required to assess VfM. This includes both quantitative and qualitative information. VfM evaluations work best in tandem with positive social impacts instead of intertwined so this should be considered.
- Collect relevant data through appropriate methods (e.g., surveys, interviews, document analysis).
- Ensure data quality and rigor during the collection process.

### 4. Analyse Evidence:

- Analyse the data to understand the relationship between costs, outputs, and outcomes.
- Use statistical methods to assess cost-effectiveness and efficiency.

### 5. Findings:

- Summarise the evidence and make informed judgments about whether the activity provides value for money.

### 6. Reporting:

- Prepare a comprehensive report that communicates the VfM evaluation results to stakeholders.
- Highlight key findings, recommendations, and areas for improvement.

For more detailed guidance, please see the following sources:

- [Evaluation methods for assessing Value for Money](#)
- [OPM's approach to assessing value for money | Better Evaluation](#)
- [Value for Money Evaluation](#)
- [Evaluation methods for assessing Value for Money - BEAM Exchange](#)

<b>Process Evaluation questions:</b> <b>What can be learned from how the Programme/Fund/Project was delivered?</b>	<b>Impact evaluation questions:</b> <b>What difference did the Programme/Fund/Project make?</b>	<b>Value for Money evaluation questions:</b> <b>Was this a good use of resources?</b>
<ul style="list-style-type: none"> <li>- Was the Programme/Fund/Project delivered as intended?</li> <li>- Were there enough resources?</li> <li>- Were there any unexpected or unintended issues in the delivery of the Programme/Fund/Project?</li> <li>- To what extent has the Programme/Fund/Project reached all the people that it was intended to?</li> <li>- What worked well, or less well, for whom and why?</li> <li>- What could be improved?</li> <li>- What can be learned from the delivery methods used?</li> <li>- Could the Programme/Fund/Project have been procured and delivered for less cost?</li> <li>- How has the context influenced delivery?</li> <li>- How did external factors influence the delivery and functioning of Programmes/Funds/Projects?</li> <li>- How did external factors influence the attitudes and behaviours of targeted groups?</li> </ul>	<ul style="list-style-type: none"> <li>- Did the Programme/Fund/Project achieve the expected outcomes?</li> <li>- To what extent?</li> <li>- Did the Programme/Fund/Project cause the difference?</li> <li>- To what extent can the outcomes be attributed to the Programme/Fund/Project? How confident can we be that the Programme/Fund/Project caused the observed changes?</li> <li>- What causal factors resulted in the observed impacts?</li> <li>- How much can be attributed to external factors?</li> <li>- What would have happened without this intervention?</li> <li>- How has the context identified and influenced relevant outcomes/factors?</li> <li>- To what extent have different intended target groups been impacted in different ways, how and why?</li> <li>- Can the Programme/Fund/Project be reproduced?</li> </ul>	<ul style="list-style-type: none"> <li>- How cost-effective was the Programme/Fund/Project?</li> <li>- Cost per unit (outcome, participant etc.)</li> <li>- What were the costs of delivering the Programme/Fund/Project?</li> <li>- Has the Programme/Fund/Project been cost-effective (compared to alternatives and compared to doing nothing)?</li> <li>- What is the most cost-effective option?</li> <li>- What was the value for money of the Programme/Fund/Project?</li> <li>- What are the benefits and did the project achieve the benefits outlined in the approved business case?</li> <li>- What are the costs?</li> <li>- What may have happened without this intervention?</li> </ul>

**Future learning:** the different types of evaluation can together help answer questions about future learning:

- Are the Programme/Fund/Project goal's relevant, in different contexts?
- Can the policy be expected to work in other contexts?
- Is the Programme/Fund/Project sustainable from financial, economic, social and environmental perspectives?
- What has been learned about how to intervene in this Programme/Fund/Project space that can be transferred to other initiatives and future appraisals?
- What opportunities are there for benefit maximisation and disbenefit mitigation for this or other projects going forward?



Smarter + Fairer

### **Further Information**

Tay Cities Region Deal website [www.taycities.co.uk](http://www.taycities.co.uk)

Tay Cities Publications, including the Deal Document and regional strategies/plans [www.taycities.co.uk/publications](http://www.taycities.co.uk/publications)

Tay Cities Joint Committee Papers [www.taycities.co.uk/joint-committee](http://www.taycities.co.uk/joint-committee)

For enquiries please contact [pmotcrdenquiries@taycities.co.uk](mailto:pmotcrdenquiries@taycities.co.uk)