



City Chambers
DUNDEE
DD1 3BY

11th September, 2026

TO: ALL MEMBERS OF THE TAY
CITIES REGION JOINT COMMITTEE

Dear Colleague

TAY CITIES REGION JOINT COMMITTEE

Will you please attend a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** on Friday, 18th September, 2026 at 10.00am, 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@dundeeccity.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@dundeeccity.gov.uk by **12 noon on 16th September, 2026.**

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

- 1 WELCOME, APOLOGIES AND SUBSTITUTIONS**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF 19TH JUNE 2026 - Page 1**

(Copy enclosed).

PART 1: REGIONAL COLLABORATION

- 4 HEADS OF ECONOMIC DEVELOPMENT GROUP UPDATE**

(Verbal update by Jill Paterson, Chair of the Heads of Economic Development Group).

PART 2: THE DEAL

5 DEAL PROGRAMME UPDATE

(Presentation by Mo Saunders, TCRD Programme Manager).

6 C&T PROGRAMME – ARBROATH SIGNAL TOWER GARDEN BJC - Page 5

(Report No TCRJC8-2026, by Graeme Dailly, Angus Council and presentation by Rachel Jackson and Tim Zijlstra, Angus Alive).

7 AOCB

8 DATE OF NEXT MEETING

Friday 11th December 2026, to be held remotely. Dates for the 2027 Joint Committee meetings will be confirmed as early as possible.

ITEM No ...3.....

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held as a hybrid meeting in Angus Council Chamber, Town and County Hall, Forfar on Friday, 19th June, 2026.

Present:-

Angus Council

Councillor Bill DUFF
Councillor George MEECHAN
Councillor Jill SCOTT

Dundee City Council

Councillor Georgia CRUICKSHANK
Councillor Mark FLYNN
Councillor Steven ROME

Fife Council

Councillor David ROSS
Councillor Alicia HAYES
Councillor John CAFFREY

Perth & Kinross Council

Councillor Eric DRYSDALE
Councillor John DUFF
Councillor Jack WELCH

Non-Elected Members

Alison HENDERSON, Dundee and Angus Chamber of Commerce
David McLAY, Scottish Enterprise
Ronnie PALIN, Skills Development Scotland
Councillor Andrew PARROTT, Tactran

Also Present

Kathryn LINDSAY, Angus Council
Graeme DAILLY, Angus Council
Jill PATERSON, Angus Council
Mark DAVIDSON, Angus Council
Ian LORIMER, Angus Council
Greg COLGAN, Dundee City Council
Roger MENNIE, Dundee City Council
Robin PRESSWOOD, Dundee City Council
Claire GILLESPIE, Dundee City Council
Gregor HAMILTON, Dundee City Council
Ross MACKENZIE, Dundee City Council
Steve BELL, Dundee City Council
Ken GOURLAY, Fife Council
Paul VAUGHN, Fife Council
Sarah McDONALD, Fife Council
Claire MAILER, Perth and Kinross Council
Steve MacDonald, Perth and Kinross Council
Scott WALKER, Perth and Kinross Council
Mark SPEED, TACTRAN
Derek WATSON, University of St Andrews
Mo SAUNDERS, PMO Programme Manager
Clare SLATER, PMO Project Manager

Jo ROSS, PMO Project Officer
Rory BLACK, PMO Project Officer

Councillor George MEECHAN, in the Chair

I APOLOGIES

Apologies had been intimated from Councillor Jonny Tepp, Nicola Anderson and Hayley Mearns who are voting members, and Colin Campbell, Paul Thomson and Thomas Glen.

II DECLARATIONS OF INTEREST

There were no declarations of interest.

III MINUTE OF MEETING OF 20TH MARCH, 2026

The minute of meeting of 20th March, 2026 was submitted and approved.

PART 1: REGIONAL COLLABORATION

IV LOCAL GROWTH FUND

There was submitted Report No TCRJC 04-2026 introduced by Jill Paterson, Service Leader, Planning & Sustainable Growth, Angus Council on behalf of the Tay Cities Region Heads of Economic Development Group seeking approval of the Tay Cities Region Local Growth Fund Investment Plan. This was submitted to UK Government by the deadline of 29th May, 2026, subject to consideration by the Joint Committee.

The Joint Committee agreed:

- (i) to approve the Tay Cities Region Local Growth Fund Investment Plan, comprising the Narrative Commission (Appendix 1) and Commission Spreadsheets (Appendix 2), as submitted to UK Government;
- (ii) to delegate authority to the Tay Cities Region Management Group to agree the final details of the programme of activity and financial allocations as set out in the Investment Plan and to oversee delivery of the programme.
- (iii) to agree the scope of the use of capacity funding towards additional resource to explore potential powers and responsibilities for the Tay Cities area as submitted to the Scottish Government in the Expression of Interest;
- (iv) to note that an annual update report on delivery of the Local Growth Fund would be reported to this Committee in line with the UK Government reporting schedules; and
- (v) to note that any material changes to the Investment Plan would be reported to a future meeting of the Joint Committee.

V MONTROSE PORT SKILLS ACADEMY (SCOTTISH GOVERNMENT SIDE PACKAGE) FBC

There was submitted Report No TCRJC 05-2026 introduced by Graeme Daily, Angus Council and presented by Mark Davidson, Angus Council seeking approval of the Full Business Case (FBC) for the Montrose Port Skills Academy (MPSA), which formed parts of the Scottish Government Side Package Industrial Investment Programme funding.

The Joint Committee agreed:

- (i) to consider the report and approve the Full Business Case (FBC) for the Montrose Port Skills Academy (MPSA); and

- (ii) to note that approval of the FBC was subject to Government approval, which had subsequently been given.

PART 2: TAY CITIES REGION DEAL

VI REGIONAL CULTURE & TOURISM INVESTMENT PROGRAMME OBC REFRESH

There was submitted Report No TCRJC 06-2026 introduced by Robin Presswood, Dundee City Council and presented by Ross MacKenzie, Dundee City Council, seeking approval by the Tay Cities Region Joint Committee for the updated Programme Outline Business Case (OBC) for the TCD021 Regional Culture and Tourism Investment Programme.

Councillor Drysdale, seconded by Councillor Flynn proposed that the Joint Committee agree that culture and tourism proposals identified through Strand 2 open call process and assessed as high priority ('green') through the appraisal process, are recognised as forming part of the potential pipeline for the Culture and Tourism Programme Challenge Fund, and shall be considered as priority candidates for support, subject to meeting the Challenge Fund criteria, appraisal requirements, and approval through the agreed governance arrangements by the Joint Committee.

The Joint Committee agreed:

- (i) to consider the report and the Programme OBC for the Regional Culture and Tourism Investment Programme TCD021: and
- (ii) to approve the Programme OBC, noting that the Management Group had approved recommendation to the Joint Committee on 28th May, 2026.

The Joint Committee further agreed the Amendment by Councillor Drysdale, seconded by Councillor Flynn proposing that the Joint Committee agree that culture and tourism proposals identified through Strand 2 open call process and assessed as high priority ('green') through the appraisal process, are recognised as forming part of the potential pipeline for the Culture and Tourism Programme Challenge Fund, and shall be considered as priority candidates for support, subject to meeting the Challenge Fund criteria, appraisal requirements, and approval through the agreed governance arrangements by the Joint Committee, and also that the Challenge Fund proceed in its current format but that details of pipeline projects be shared with members of the Joint Committee prior to the next meeting.

VII TCRD RESHAPING RECOMMENDATIONS FOR GOVERNMENTS

There was submitted Report No TCRJC 07-2026 by Paul Thomson, TCD S95 Officer and Graeme Dailly, TCRD Management Group Chair, seeking Joint Committee approval of the proposed reshaped Tay Cities Region Deal (TCRD) Programme and to agree a set of recommendations to be submitted to the Scottish and UK Governments to enable delivery of the Deal, in relation to the report presented at Appendix 1 to the report.

Councillor Drysdale, seconded by Councillor Flynn proposed that a contingency plan be put in place should further funding become available through the Deal. Furthermore, they proposed that where funding is decommitted from any project or programme, proposals submitted through the open call process and assessed as highest scoring ('green') through the appraisal process be considered as potential substitute options at that time, subject to their compliance with Deal objectives and appraisal criteria. Selection of any substitute to be determined through established governance arrangements by the Joint Committee.

The Joint Committee agreed:

- (i) to note that £49.857m of funding had been identified for reallocation following the review of existing Projects, subject to Joint Committee approval on the recommendations of the reshaped TCRD Programme;

- (ii) to approve the proposed reshaped TCRD Programme, including revisions to existing Projects, removal of Projects unable to proceed, the inclusion of new Projects identified through the Strand 2 process, and the recommendation that the i3 Programme was first substitute up to the value of £10m, should further funding become available through the Deal;
- (iii) to approve submission of the reshaped Programme (Appendix 1) to the Scottish and UK Governments for Ministerial consideration;
- (iv) to agree that the Joint Committee Chair write to Scottish and UK Governments to make the request to reshape the Deal Programme. This would include an ask for the Scottish Government to consider if they were able to accommodate funding to be awarded above the Tripartite agreement; and
- (v) to note that a report would be brought back to the Joint Committee on the outcome of the financial negotiations with Government.

The Joint Committee further agreed the Amendment by Councillor Drysdale, seconded by Councillor Flynn proposing that a contingency plan be put in place should further funding become available through the Deal. Furthermore, the Joint Committee also agreed that where funding is decommitted from any project or programme, proposals submitted through the open call process and assessed as highest scoring ('green') through the appraisal process be considered as potential substitute options at that time, subject to their compliance with Deal objectives and appraisal criteria. Selection of any substitute to be determined through established governance arrangements by the Joint Committee, and also that further details of 'reserve' pipeline projects be shared with members of the Joint Committee prior to the next meeting.

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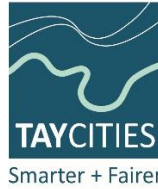
- (i) Governance arrangements

Greg Colgan, Chief Executive, Dundee City Council, advised that further to earlier discussion, Dundee City Council, as the principal body, would take advice regarding the circulation of amendments with the Joint Committee.

IX DATE OF NEXT MEETING

Friday, 18th September, 2026 at 10.00am.

Councillor George Meechan, in the Chair.



REPORT TO: TAY CITIES REGION DEAL JOINT COMMITTEE –
18 SEPTEMBER 2026

REPORT ON: TCD021D ARBROATH SIGNAL TOWER GARDEN - BUSINESS
JUSTIFICATION CASE

REPORT BY: GRAEME DAILLY, ANGUS COUNCIL

REPORT NO: TCRJC8-2026

1. PURPOSE OF REPORT

- 1.1. This report seeks approval by the Tay Cities Region Joint Committee of the Business Justification Case (BJC) for TCD021d Arbroath Signal Tower Garden project.

2. RECOMMENDATIONS

2.1. The Joint Committee is asked to:

- i. Consider this report and the BJC for the Arbroath Signal Tower Garden project. The BJC is available upon request;
- ii. Note that the Management Group has approved the BJC for the Arbroath Signal Tower Garden project for recommendation to the Joint Committee; and,
- iii. Approve the BJC.

3. BACKGROUND

- 3.1. The Business Justification Case (BJC) was prepared to request £320,000 from the Tay Cities Region Deal's Regional Culture and Tourism Investment Programme towards the establishment of restoring the garden at Arbroath Signal Tower Museum.
- 3.2. Projects within the Regional Culture and Tourism Investment Programme have delegated Authority for approval from the Culture & Tourism Thematic Board and a recommendation for approval was received on 24th August 2026.

4. DESCRIPTION OF PROJECT

- 4.1. The Arbroath Signal Tower Garden Project represents the final stage in a long-term programme of investment and regeneration at one of Angus's most important heritage and tourism assets. The project seeks £320,000 from the Tay

ITEM No ...6.....

Cities Region Deal (TCRD) Regional Culture and Tourism Investment Programme to transform the currently underutilised museum garden into an accessible, multi-functional public space for education, community activities, events and visitor engagement. This investment will complete a wider programme of improvements already undertaken by ANGUSalive and its partners since 2017, supported by more than £354,000 of match funding.

- 4.2. The Signal Tower Museum is a nationally significant Category A Listed heritage asset and former shore station for the internationally renowned Bell Rock Lighthouse. Located adjacent to Arbroath Harbour and the Angus Coastal Path, the museum is a key component of the town's cultural and maritime visitor offer. Despite substantial investment in exhibitions and building improvements over recent years, further funding is required to maximise the site's tourism, educational and community potential.
- 4.3. The proposed project will:
 - Create a new public entrance from the Angus Coastal Path directly into the museum grounds.
 - Deliver a fully accessible garden and outdoor learning space.
 - Install enhanced interpretation linking the museum with Bell Rock Lighthouse.
 - Create a new viewing point with telescope overlooking the lighthouse.
 - Provide a venue for educational activities, STEM learning, community events and cultural programming.
 - Improve the overall visitor experience and attractiveness of the museum as a tourism destination.
- 4.4. The project is strongly aligned with the objectives of the Tay Cities Region Deal Regional Culture and Tourism Investment Programme by enhancing a key visitor attraction, supporting sustainable tourism growth, improving access to culture and heritage, and contributing to local placemaking and wellbeing outcomes. It also supports national, regional and local policy priorities relating to economic growth, tourism development, heritage conservation, community wellbeing and place-based regeneration.
- 4.5. The business case demonstrates a clear need for intervention. Tourism is a growing sector within Angus, with 1.3 million visits and an estimated economic value of £326 million in 2024. Visitor numbers at the Signal Tower Museum reached over 14,000 in 2025, highlighting the attraction's importance within the regional visitor economy. The project will build on this momentum by increasing visitor numbers, encouraging longer dwell times, generating additional visitor expenditure and supporting local businesses.
- 4.6. An independent appraisal undertaken by Stantec concluded that the preferred option offers good value for money, achieving a Benefit Cost Ratio (BCR) of 1.8 and generating an estimated £688,000 in economic benefits against costs of £382,000. The project is expected to deliver benefits through increased visitor spending, additional volunteering opportunities, enhanced community wellbeing and support for employment. The assessment also notes that significant wider social, cultural and placemaking benefits are likely to be achieved but cannot be fully monetised within the appraisal.
- 4.7. Importantly, the project is operationally sustainable. The garden is expected to be cost-neutral once completed, with maintenance supported by volunteers and

ITEM No ...6.....

activities delivered through existing museum staff resources. ANGUSalve has committed to the long-term operation and stewardship of the site and has demonstrated a successful track record of delivering previous phases of investment at the Signal Tower Museum.

- 4.8. The Arbroath Signal Tower Garden Project presents a compelling case for Tay Cities Deal funding. The project will safeguard and enhance an important heritage asset, strengthen Arbroath's tourism offer, improve public access to culture and heritage, support community wellbeing, and generate measurable economic impacts. The business case demonstrates strategic fit, affordability, deliverability and positive value for money, making it a strong candidate for support through the Tay Cities Region Deal Regional Culture and Tourism Investment Programme.

5. FINANCIAL IMPLICATIONS

- 5.1. Total capital spending is estimated to reach approximately £320,000 to be funded by Tay Cities Region Deal.

Match funding to date	£354,698
Tay Cities Region Deal funding	£320,000
Total	£674,743

- 5.2. The release of funding is anticipated to start in 2026/27 and drawn down as follows:

	Jun 26	Sept 26	Dec 26	Mar 27	Total
Indicated Drawdown Profile - Arbroath Signal Tower £000's	0.000	0.000	77.509	242.491	320.000
Capital spend exclusive of VAT - Arbroath Signal Tower £000's	0.000	0.000	77.509	242.491	320.000
VAT	0.000	0.000	0.000	0.000	0.000

6. IMPLEMENTATION PLAN

- 6.1. The milestones, risks and dependencies, and outcomes have been highlighted, as shown in the BJC.

Milestones

Milestone	Description	Due Date
CULTURE AND TOURISM THEMATIC BOARD		
BJC approval	Angus Council conducts due diligence on the BJC before it is submitted to the Tay Cities Culture and Tourism Thematic Board and Management Group for approval.	August 2026
CONSTRUCTION MILESTONES		
Onsite	Work starts onsite	September 2026
Works completed	All works completed and signed off	March 2027
DELIVERY		
Garden Open	Garden opens to the public	April 2027

Outcomes and Targets

Objective	Expected Outcomes
Renovation of the garden will create a high-quality outdoor space for weddings, community gatherings, school activities and corporate events, generating additional revenue for the museum.	Increase income from venue hire, target value of £20,000
Improved outdoor interpretation and an additional entrance to the garden will make the museum grounds more accessible and attractive, encouraging higher visitor numbers.	Increase visitor numbers to the museum, target 20,000
Upgraded interpretation within the garden and courtyard will improve understanding of the historic significance of the site and provide a more engaging visitor experience.	Increase visitor satisfaction, target 90% satisfaction rate
The improved outdoor space will provide an engaging environment for school visits, enabling outdoor learning sessions linked to local maritime history.	Increase educational group numbers to the museum, target of 25 school visits per year
The improved courtyard and garden will provide an accessible outdoor venue for community events, workshops and cultural activities.	Increase the number of community events held annually, target of 10 events per year
An enhanced outdoor visitor experience and event space will strengthen the museum's role as a cultural tourism attraction in Arbroath, supporting the local visitor economy.	Visitors identifying the museum as a reason for visiting the area, target of 40%
The renovation of the garden and courtyard will provide an attractive and accessible outdoor space where visitors and local residents can relax, socialise and participate in cultural activities, supporting improved wellbeing and quality of life	Community participation and wellbeing benefits from the use of the pace, target of 10 events per year.

Key Project Risks and Dependencies

Risk	Brief Description	Mitigation
Availability of Funding	Risk of failure to secure, and/or delays in, obtaining capital and revenue funding (or match-funding).	Action 1: Liaise with the project sponsors to secure assurances of project funding. Action 2: Seek alternative external funding if the original project sponsor fails to provide the necessary assurances.

ITEM No ...6.....

		Action 3: Rationalising the scale of the project, and proposed interventions to be funded (though the business case appraisal and value engineering processes).
Securing the Relevant Consents and Approvals	Risk of failure to secure, and/or delays in, obtaining the necessary consents and approvals (e.g., building warrant).	Action 1: Developing a detailed project programme that builds in sufficient time for consenting. Action 2: Continuous engagement with the relevant parties to address and resolve any issues.
Internal Resourcing	ANGUSalve (or Angus Council) no longer have the capacity to oversee the construction and/or operation of the project.	Action 1: Early identification of the resources required to ensure the appropriate provision of skills and experience. Action 2: Seek alternative staff resource in the event of insufficient capacity.
Availability of External Support	Availability of quality external support (e.g., failure to appoint appropriate external consultants and/or contractors required to progress the project.)	Action 1: A clear project programme will be prepared, allowing time for the procurement of suitable consultants / contractors. During the tendering / contracting process, external support will be expected to outline their quality management process in detail. Action 2: Regular monitoring will be undertaken by project partners to ensure that consultant / contractor gaps are filled as per contracts, with break clauses as necessary.
Market Forces and Externalities	Risk of increased capital costs and related programming delays as a result of external forces / market conditions (e.g., inflation).	Action 1: Tender returns would be assessed, and value engineered, so as not to exceed the budget. Action 2: Continuous monitoring of market appetite will be carried out including market engagement and the issuing of information notices to ensure competitive tender returns.
Maintenance Liabilities	As the operator, ANGUSalve may face an increased risk of liability for injuries and/or damages to the asset (i.e., the building / amenities) as a result of higher user numbers.	Action 1: Conduct frequent inspections of the building (internal and external) to identify and address potential hazards to the public. Action 2: Explore insurance options for risks sitting with ANGUSalve.

7. DECISION PATHWAY

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

Decision pathway milestones and planned timeline			
Stage	Milestone	Planned date	Date achieved
BJC	BJC V1 submission	March 2026	March 2026
	BJC V2 submission or approval by Culture and Tourism Thematic Board	24 August 2026	24 August 2026
	Presentation at Management Group	27 August 2026	27 August 2026
	Joint Committee approval	18 September 2026	<i>Pending</i>

8. CONDITIONS

8.1. None.

9. POLICY IMPLICATIONS

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

10. CONSULTATIONS

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

Local Authority Project Management Officer: Mark Davidson
 Responsible Finance Officer: Ian Lorimer
 Management Group Sponsor: Graeme Dailly

11. BACKGROUND PAPERS

11.1. None.

Report author: Lynsey Pattie Title: Economic Development Officer, Angus Council Email address: PattieL@angus.gov.uk Phone number: 07776 664750	Date: 20 August 2026
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Project Information	
Project number	TCD021d
Project name	Arbroath Signal Tower Museum Garden
Project owner	AngusAlive
Project Finance Director	Ian Lorimer
Management Group Sponsor	Graeme Dailly
Award amount under TCD	£320,000
Jobs: Target number of jobs to be created	1
Leverage to be achieved	£354,698

APPENDIX 2 EXECUTIVE SUMMARY

Executive Summary: Arbroath Signal Tower Garden

The Arbroath Signal Tower Garden Project forms part of the wider Tay Cities Region Deal (TCRD) Culture and Tourism Investment Programme and represents the final stage of a long-term programme of investment in one of Angus's most significant cultural and heritage assets. The project is being led by ANGUSalive, supported by Angus Council, and seeks £320,045 of TCRD funding to transform the museum's existing garden into an accessible, high-quality public space for learning, events, recreation and heritage interpretation.

The Signal Tower Museum, a Category A Listed building and former shore station for the Bell Rock Lighthouse, is a major visitor attraction within Arbroath's maritime heritage offer. Significant improvements have already been delivered since 2017 through a phased programme of investment exceeding £354,000. The proposed garden project will build on this success by creating a new entrance from the Angus Coastal Path, improving accessibility, enhancing interpretation of the Bell Rock Lighthouse story, and providing a multi-functional outdoor space capable of supporting educational activities, community events and visitor experiences.

The project aligns strongly with national, regional and local policy objectives relating to sustainable tourism, economic development, cultural access, placemaking and community wellbeing. It will contribute to strengthening Arbroath's tourism offer, increasing visitor numbers and dwell time, generating additional visitor expenditure, and supporting volunteering and community engagement opportunities. The improvements will also protect and enhance an important heritage asset while creating a welcoming and inclusive space for residents and visitors alike.

A robust business justification case prepared by Stantec demonstrates a clear need for investment. Tourism in Angus continues to grow, with approximately 1.3 million visits contributing an estimated £326 million to the local economy in 2024. The Signal Tower Museum itself attracted more than 14,000 visitors in 2025, highlighting its importance within the region's visitor economy and its potential for further growth through targeted investment.

The project has been independently assessed as representing good value for money. Economic appraisal indicates total benefits of approximately £688,000 against costs of £382,000, resulting in a positive Net Present Social Value of £306,000 and a Benefit Cost Ratio of 1.8. These benefits arise from increased tourism spend, volunteering activity and employment impacts, alongside wider social, cultural and placemaking benefits which cannot be fully quantified financially.

Delivery arrangements are well established, with ANGUSalive and Angus Council having significant experience of managing similar heritage and tourism projects. The project is low risk, fully developed and operationally sustainable, with ongoing maintenance supported through volunteers and existing organisational resources. The investment will complete the transformation of the Signal Tower Museum, helping to maximise its tourism potential, strengthen Arbroath's cultural offer and deliver long-term economic and community benefits for Angus.

The project presents a strong strategic fit with Tay Cities Region Deal objectives, demonstrates good value for money, is deliverable and sustainable, and will generate significant economic, tourism, heritage and community benefits. It is therefore recommended for Tay Cities Region Deal funding support.