

City Chambers  
DUNDEE  
DD1 3BY

16th April, 2021

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, 23rd April, 2021 at 10:00am, to be held remotely.

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

Members of the Press or Public wishing to join the meeting should contact Veronica Thomson, Committee Services Officer on telephone (01382) 434205 or by e-mail [veronica.thomson@dundee.gov.uk](mailto:veronica.thomson@dundee.gov.uk) by **12 noon on Wednesday, 21st April, 2021**.

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

**1 WELCOME AND APOLOGIES**

**2 DECLARATION OF INTEREST**

Elected Members are reminded that, in terms of the Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

**3 MINUTE OF MEETING OF 19TH MARCH, 2021 - Page 1**

(Copy enclosed).

**4 PRESENTATION BY COLIN McILRAITH, CHIEF OPERATING OFFICER, MSIP**

(Progress update on Michelin Scotland Innovation Parc (MSIP)).

**5 TAY CITIES REGION DEAL**

(Update by Mo Saunders, PMO).

**6 TAY CITIES REGION DEAL – BUSINESS CASE FOR APPROVAL - Page 47**

(i) TCD021(b) Discovery Point FBC

(Report No TCRJC9-2021 enclosed, and presentation by Robin Presswood, Co-Programme Lead, Culture & Tourism Programme and Project Leads, Gill Poulter/Deirdre Robertson).

**7 AOCB**

**8 DATE OF NEXT MEETING**

Friday, 21st May, 2021, to be held remotely.

## ITEM No ...3.....

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 19th March, 2021.

Present: -

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Derek WANN

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Tony MIKLINSKI

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Michael WRIGHT, Scottish Enterprise  
Gordon MCGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Greg COLGAN, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Mark SPEED, TACTRAN  
Barbara RENTON, Perth and Kinross Council  
David LITTLEJOHN, Perth and Kinross Council  
Alison SEGGIE, Angus Council  
Ronnie PALIN, Skills Development Scotland  
Gregor HAMILTON, Dundee City Council  
Archie GIBSON, AGRICO  
Dr Morag MARTIN, University of Dundee  
Professor Mike FERGUSON, University of Dundee  
Professor Graham HOUSTON, University of Dundee  
Roger MENNIE, Tay Cities Deal Legal Officer  
Steve BELL, Tay Cities Deal Comms  
Alan DOBSON, Tay Cities Deal Project Manager  
Lauren HOLLAS, Tay Cities Deal Project Officer  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor John ALEXANDER, in the Chair.

## **I APOLOGIES**

Apologies had been intimated from Councillor Macmillan Douglas, Councillor Brett, Hayley Mearns and Steve Grimmond.

## **II DECLARATIONS OF INTEREST**

Councillor Andrew Parrott declared a non-financial interest in Article V(i) by virtue of his position as a Board Member of CPK who would operate Perth City Hall on behalf of Perth and Kinross Council.

## **III MINUTE OF MEETING OF 19TH FEBRUARY, 2021**

The minute of meeting of 19th February, 2021 was submitted and approved.

## **IV TAY CITIES DEAL UPDATE**

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

The Status of Business Cases was outlined, along with a timeline for their submission to the Joint Committee for approval.

With regards to Year 1 Drawdown, it was reported that it was anticipated all Business Cases would have approval within this financial year, Legal Agreements and claims would be completed this year and that forecasting for Year1 draw down would be available at the year end.

The Joint Committee were also updated with regards to the Scottish Government Recovery Fund, noting that eligible claims required to be submitted to the PMO by 31st March, 2021. Projects being supported by this were:-

TCD012 Angus Fund – AgriTech  
 TCD012 (b) Angus Fund - Mercury Drone Port  
 TCD013 Eden Centre  
 TCD014 cyberQuarter  
 TCD016 Growing the Tay Cities Biomedical Cluster  
 TCD021 (a) Hospitalfield  
 TCD021 (b) Dundee Heritage Trust - Discovery Point  
 TCD021 (c) West Ward Works/Comic Centre  
 TCD021 (d) Tay Adventure/Dundee Marina  
 TCD021 (e) Dundee Maritime Centre - Unicorn  
 TCD023 Aviation Academy for Scotland  
 TCD024 (e) Digital Skills

It was also envisaged that a similar fund would be available in financial year 2021/2022.

A brief question and answer session followed after which the Joint Committee thanked Ms Saunders both for her presentation and also for the commitment to achieving the compression of the Deal.

## **V FUTURE PROGRAMME MANAGEMENT OFFICE OPERATIONAL BUDGET**

There was submitted Report No TCRJC 4-2021 by the Robert Emmott, s95 Officer, Dundee City Council seeking approval for the Programme Management Office (PMO) agreed operational budget for 2021-22 and provisional operational budget for 2022-23 and 2023-24.

The Joint Committee agreed:-

- (i) that the 2021-22 Revenue Budget for the Tay Cities Region Project Management Office (PMO) as detailed in Appendix A to the report be approved;

- (ii) the provisional budgets for 2022-23 and 2023-24 be approved; and
- (iii) robust monitoring and management of the budget be carried out on behalf of the Joint Committee by the Management Group.

## **VI TAY CITIES REGION DEAL – BUSINESS CASES FOR APPROVAL**

### **(a) TCD017 PERTH CULTURAL TRANSFORMATION (INCLUDING PERTH CITY HALL)**

There was submitted Report No TCRJC05-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC) for Perth Cultural Transformation Project (including City Hall) (TCD017).

A presentation was given to the Joint Committee by Fiona Robertson, Head of Culture & Communities Services, Perth & Kinross Council, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report, the Executive Summary of the Full Business Case (FBC) (a copy of the full FBC would be available to the Joint Committee on request); and
- (ii) Approve the FBC.

### **(b) TCD010 ADVANCED PLANT GROWTH CENTRE**

There was submitted Report No TCRJC06-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC)

A presentation was given to the Joint Committee by Professor Colin Campbell, Chief Executive, James Hutton Institute, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report and the executive summary of the FBC at Appendix 2 to the report (the full FBC would be available to the Joint Committee on request);
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for the TCD010 Advanced Plant Growth Centre and was recommending it for approval to the Joint Committee; and
- (iii) Approve the FBC, approving the allocation of up to £27 million in capital to the project.

### **(c) TCD011 INTERNATIONAL BARLEY HUB**

There was submitted Report No TCRJC07-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC) TCD011 International Barley Hub.

A presentation was given to the Joint Committee by Professor Colin Campbell, Chief Executive, James Hutton Institute, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report and the executive summary of the FBC at Appendix 2 to the report (the full FBC would be available to the Joint Committee on request);
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for the TCD011 International Barley Hub and was recommending it for approval to the Joint Committee; and

- (iii) Approve the FBC, approving the allocation of up to £35 million in capital to the project.

**VI DATE OF NEXT MEETING**

Friday, 23rd April, 2021, to be held remotely.

John ALEXANDER, Chair.

# Joint Committee PMO Presentation 19 March 2021



# Business Case Update

The following Business Cases have secured Government and Management Group approval to move forward to Full Business Case

Project Reference and Name	OBC approved by Govts	OBC approved by Management Group
TCD005 & TCD006 Rural Angus and Perth and Kinross High Speed Broadband	3/9/20	26/11/20 FBC. Report on Forward Plan for <b>July Joint Committee</b> .
TCD010 Advanced Plant Growth Centre	18/8/20	2/11/20 FBC Report for <b>March Joint Committee</b> .
TCD011 International Barley Hub	18/8/20	2/11/20 FBC Report for <b>March Joint Committee</b> .
TCD013 cyberQuarter	16/7/20	17/12/20 FBC Report on Forward Plan for <b>May Joint Committee</b> .
TCD017 Perth Cultural Transformation (incl Perth City Hall)	3/9/20	FBC Report for <b>March Joint Committee</b> . Governments confirmed approval of FBCv2 17/02/20.



# Business Cases with Full OBC <sup>7</sup>

## Programme and FBC Project Approval

### Headlines:

Project Reference and Name	FBC approved by Govts	FBC and OBC Programmes approved by Joint Committee
TCD014 Eden Campus	03/09/2020	21/08/2020
TCD021 Regional Culture and Tourism Investment Programme	08/04/2020	19/06/2020
TCD021 (a) Hospitalfield	Not required	17/07/2020
TCD016 Growing the Tay Cities Biomedical Cluster	20/11/2020	19/02/2021
TDC012 Angus Fund	24/09/2020	19/02/2021
TCD002 Dundee Airport Investment (Revenue)	12/11/2020	19/02/2021



# Business Case Timetable

(estimated volume of business expected at each meeting)

Key : OBC – Outline Business Case  
FBC – Full Business Case  
BJC – Business Justification Case

MG- Consideration by Management Group  
JC – Decision by Joint Committee

Project/ Programme	Feb	March	April	May	June	July
Year 20/21 spend						
TCD002 Dundee Airport Investment Revenue (Single stage process)	Revenue BJC to JC					
TCD016 Growing the Tay Cities Biomedical Cluster	FBC to JC					
TCD017 Perth Cultural Transformation (incl Perth City Hall)	FBC to MG	FBC to JC				
TCD010 Advanced Plant Growth Centre	FBC to MG	FBC to JC				
TCD011 International Barley Hub	FBC to MG	FBC to JC				
Year 21/22 spend						
TCD005&006 Rural Angus & Rural PKC - High Speed Broadband					FBC to MG	FBC to JC
TCD007 5G Digital Testbeds						OBC to MG tbc
TCD024 Tay Cities Skills and Employability Development Programme				Programme OBC to MG tbc		
TCD012 The Angus Fund (OBC for the Fund, the OBC and FBC for the 6 projects still to go through decision pathway)	Programme OBC to JC					
TCD013 cyberQuarter			FBC to MG	FBC to JC		
TCD021b Dundee Heritage Trust - Discovery Point		OBC & FBC to MG	FBC to JC			
TCD025 Tay Cities Engineering Partnership				OBC to MG tbc		



# Year 1 Drawdown

## Headlines:

- On track in programme to have all Business Case approvals secured, subject to Joint Committee approval, for all year 1 projects within financial year
- On track in programme to have all Legal Agreements and Claims submissions to be completed and approved by year end
- Forecasting to come in at year end over the Partnerships year 1 drawdown allocation



# Year 1 Drawdown

Drawdown Monitoring 2020/21 (Year 1) Snapshot 15.3.21

Project Name	SG (£000)	UKG (£000)	Current Year Target Drawdown (£000)	Current Year Actual to date (£000)	Current Year Forecast (£000)	Current Year Combined (£000)	Current Year Variance (£000)	Comments
TCD014 Eden Campus	2,000	24,500	14,613	10,746	1,834	12,580	(2,033)	Impact of most recent Covid19 lockdown. Project are confirming potential acceleration of spend.
TCD017 Perth Cultural Transformation (City Hall)	0	10,000	2,000	0	2,000	2,000	0	Additional eligible spend forecast by project. Additional drawdown requested from Scottish Govt.
TCD021(A) Hospitalfield	2,500	0	1,392	0	1,218	1,218	(174)	Initial claim submitted inc Pre HoT spend. Scottish Govt confirmed £174k not eligible.
TCD021 Growing the Tay Cities Biomedical Cluster	25,000	0	180	0	210	210	30	Early project development fees already incurred. Project forecasting additional eligible spend, requested from Scottish Govt.
James Hutton Institute	27,000	35,000	0	0	1,400	1,400	1,400	Funding accelerated –as part of Scottish Govt Offer. Excludes Land Transfer within value.
<b>Total Capital</b>	<b>56,500</b>	<b>69,500</b>	<b>18,185</b>	<b>10,746</b>	<b>6,662</b>	<b>17,408</b>	<b>777</b>	
TCD002 Dundee Airport Investment - <b>Revenue</b>	600	0	300	0	300	300	0	Expenditure already incurred
<b>Total Capital &amp; Revenue</b>	<b>57,100</b>	<b>69,500</b>	<b>18,485</b>	<b>10,746</b>	<b>6,962</b>	<b>17,708</b>	<b>777</b>	

# Scottish Government Recovery Fund

## Headlines:

- Tay Cities Partnership awarded up to **£220k revenue which has to be spent by 31st March this financial year**.
- All 13 successful projects aligned to the theme: *Accelerate delivery of City/Regional Growth Deal Investment*
- Scottish Government Grant Offer Letter signed off by Section 95 Officer 09/03/2021
- Individual award letters prepared by Legal and submitted to the successful projects
- It is important that all claims up to and including 31st March are submitted to the PMO as close to this date as possible and includes confirmation that the services have been provided or goods received
- Partnership preparing for any similar funding opportunities in 21/22. Thematic Boards to lead on developing and managing pipeline of revenue projects



# Scottish Government Recovery Fund

Project	Summary of Proposal
TCD012 Angus Fund - AgriTech	Acceleration funding - business case development
TCD012 (b) Angus Fund - Mercury Drone Port	Acceleration funding - business case development
TCD013 cyberQuarter	Acceleration Funding - pre-construction
TCD014 Eden Campus	Acceleration funding - enhanced connectivity
TCD016 Growing the Tay Cities Biomedical Cluster	Acceleration funding - ground source heating
TCD021 (a) Hospitalfield	Acceleration funding - skills
TCD021 (b) Dundee Heritage Trust – Discovery Point	Acceleration funding - project management



# Scottish Government Recovery Fund

Project	Summary of Proposal
TCD021 (b) Dundee Heritage Trust - Discovery Point	Acceleration funding - consultancy support
TCD021 (c) West Ward Works/Comic Centre	Acceleration funding - accelerating feasibility work
TCD021 (d) Tay Adventure/Dundee Marina	Acceleration funding - business plan/operating model devt
TCD021 (e) Dundee Maritime Centre - Unicorn	Acceleration Funding - structural analysis
TCD023 Aviation Academy for Scotland	Acceleration funding - economic case
TCD024 (e) Digital Skills	Acceleration funding - business case development



@taycities

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# Perth City Hall

Tay Cities Region Joint Committee  
19<sup>th</sup> March 2021

15





New entrance

City Hall in 1909



# Perth City Hall: Ancient Roots/Modern Scots

- ▶ A major new visitor attraction telling the story of Perth's place in shaping the early Scottish nation and the roots of modern Scotland.
- ▶ Aligned with the wider emerging regional offer – but distinct from others
- ▶ The Stone of Destiny, one of the UK and Scotland's most important cultural objects will be relocated from Edinburgh Castle to City Hall.
- ▶ Construction start date Feb 2021; completion scheduled spring 2024
- ▶ £26.5M project cost with £10M TCD contribution
- ▶ PKC owns the asset & is majority funder; Culture Perth & Kinross is the delivery partner which will operate City Hall.



# Investment Objectives

1. Grow the visitor economy in the region by supporting the regional tourism strategy target to grow overnight staying visitors by 3% year on year, from £433m in 2016 to £550m in 2024.
2. Address specific tourism market failure and opportunity in Perth by attracting an additional maximum 167,000 visitors to Perth by year 3 (2027/28)
3. Address low productivity in the P&K creative sector by growing CI opportunities and changing image/perception of Perth (the buzz factor)
4. Enhance overall appeal/quality of life to attract wider inward investment from high value sectors which help diversify the regional economy.
5. Grow the social capital/asset base of Perth and Kinross through increased cultural participation and community co-production.

# Project Benefits/deliverables

- ▶ An estimated maximum 167,000 additional visitors to Perth by Year 3 (2026/27)
- ▶ An average additional £2.5m GVA annually (to Perth and Kinross) - average over 10 years
- ▶ An average additional £1.0M GVA annually (to Scotland) – average over 10 years
- ▶ £101.1m additional gross visitor expenditure generated over 10 years
- ▶ 19.7FTE direct employment opportunities (21 FTEs at P&K level; 14 FTEs at Scotland level; 3 FTEs at UK level).
- ▶ 1,500 volunteering opportunities and 30 community enterprises.

# The Strategic Case

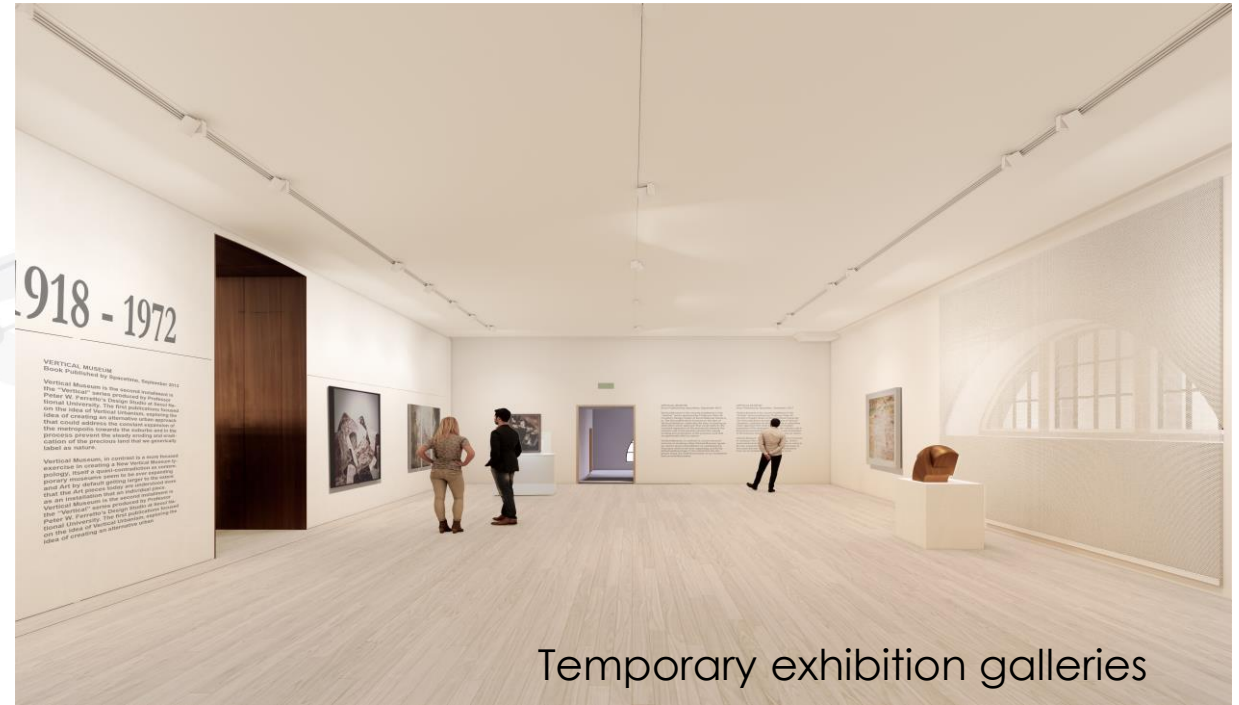
- ▶ Key markets for Perth: day-trip (largest growth potential) & overnight visitors from UK/abroad
- ▶ PKC's strategic response: city centre renewal with CH as 'keystone' project; drive up footfall & expenditure in city centre; build resilience of cultural tourism & CI; change image & perception of Perth to create a 'buzz'
- ▶ Cultural Transformation Programme:
  - ▶ Capital investment to renew the city & improve the cultural offer: City Hall & other projects
  - ▶ Status bids to change image/perception: UK City of Culture, UNESCO City of Craft
  - ▶ The Stone of Destiny to reignite civic pride & bring Ancient Roots to life
- ▶ Wider strategic interventions: sustainable transport; Placemaking/civic realm/built heritage enhancement; visitor accommodation & hospitality investment; attract the eco-innovation sector

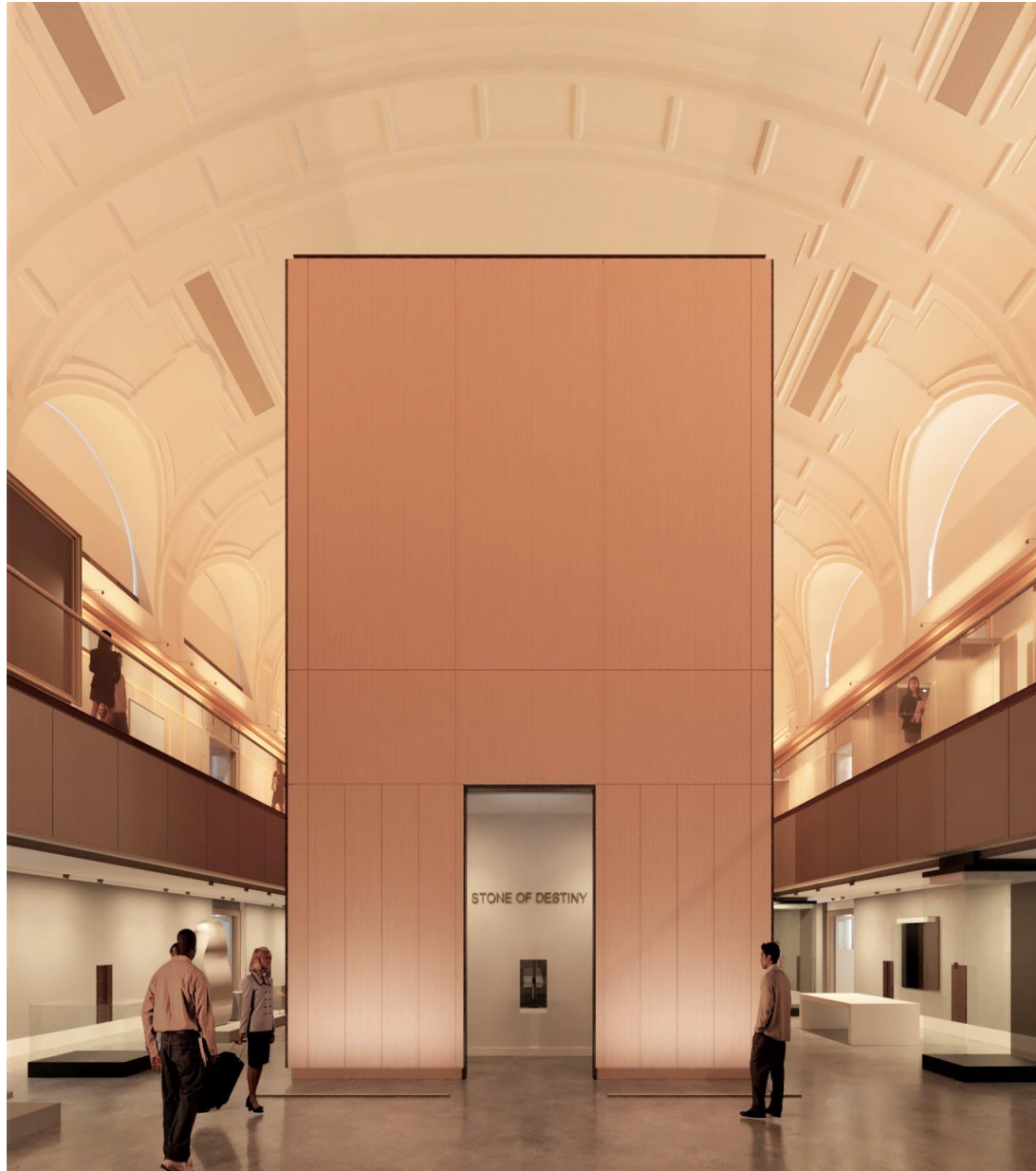
Construction on Main Hall – 5<sup>th</sup> March



Construction on Ground Floor, West Gallery – 5<sup>th</sup> March







The Stone Pavilion



Interior, Stone Pavilion

# The Economic Case

- ▶ City Hall & Ancient Roots/Modern Scots responds to identified market failure & opportunity following detailed market appraisal 2014-2017 (and ongoing in light of Covid)
- ▶ Day-trip and local visitor markets are key for Perth and predicted to grow due to Covid impact and new market opportunity via the '20 minute neighbourhood' concept
- ▶ Significant long-term tourism market failure in Perth due to lack of headline attraction, alongside low productivity of local CI compared to national average
- ▶ No single attraction will address failure/opportunity: linked strategic interventions required
- ▶ Options appraisal examined: base case/do nothing; do minimum; strategic cultural transformation programme
- ▶ Visitor assumptions regularly re-assessed in light of change drivers (Covid, potential impact of Stone of Destiny)

# The Commercial Case

- ▶ Facilities mix OA completed 2016 to determine scale/scope of new museum
- ▶ Site OA completed 2016 which identified City Hall as optimum site
- ▶ Procurement route via HubCo Design and Build contract: fixed price @ £26.5M.
- ▶ Payment based on monthly valuation of work completed.
- ▶ Risk management:
  - ▶ Design phase – Hubco and PKC
  - ▶ From financial close/contract signing – BAM and HubCo
  - ▶ PKC hold client contingency for design changes by client; any unforeseen issues on site not identified by initial surveys, for example archaeology and uncharted utilities

# Programme

## Key Milestones

Final Design Submission for PKC	Final design information and fully costed project submitted to Perth and Kinross Council for Programme Board approval	December 2020
Final Design Approved	Programme Board review and sign off on final project design, cost and construction programme	January 2021
Financial Close	Contract finalisation and signing to allow construction to commence	February 2021
Construction start	Main work starts on site	February 2021
Completion	All works completed on site and building handed back to Perth and Kinross Council	Early 2023
Specialist Fit Out	Museum fit out and installation of objects from the permanent collections of Perth and Kinross Council	Early 2023 – Autumn 2023
Client Move-In Period (20 weeks)	Culture Perth & Kinross move in period of objects and preparation for opening.	Autumn 2023 – early 2024
Building Open	Facilities completed and open to the public	2024

# The Financial Case

- ▶ PKC currently invest £3.3M in museums, libraries and heritage services delivered by Culture Perth and Kinross & has committed further £0.5M annual revenue for CH operating costs
- ▶ 10-year planning horizon for income/expenditure projections (2023/24-2033/34) in the FBC; independently assessed by E&Y Dec 2019 and further reviewed in light of Covid
- ▶ Capital costs reviewed monthly and reported to City Hall Programme Board quarterly
- ▶ City Hall to be revalued every 5 years in line with PKC revaluation programme (CIPFA/RICS guidance).

# The Management Case

- ▶ Project Management Agreement between PKC and CPK including change controls
- ▶ Senior Officer Group manages project delivery accountable to Programme Board
- ▶ Governance:
  - ▶ Strategic Risk Profile monitored by SOG reporting to Programme Board
  - ▶ Major project milestones, risks and design decisions reported via SOG to Board
  - ▶ Programme Board has independent adviser (Sir Mark Jones)
- ▶ Formal agreement in place between PKC and HES for care of Stone of Destiny.
- ▶ 'Lessons Learned' exercise post-project reported to Programme Board/Full Council.

# Summary

- ▶ A large scale intervention to tackle historic market failure in Perth – long awaited, much needed.
- ▶ Showing the way on unlocking the potential of small cities and their wider contribution to sustainable economic growth.
- ▶ Re-igniting civic and community pride through the Stone as the icon of Perth's place in Scotland's bigger story
- ▶ Part of a strategic big picture of linked interventions
- ▶ Supported by robust governance, due diligence and strong partnerships
- ▶ Transformational for Perth and the Region in terms of economic, social/community and cultural wellbeing.



# Tay Cities Deal Joint Committee



# International Barley Hub & Advanced Plant Growth Centre



**Colin Campbell**

Friday, 19 March 2021



# Outline



Creating a sense of place



The Need for an International Barley Hub



The Need for an Advanced Plant Growth Centre



Project Financials and Outputs



Q & A



# An international institute but firmly rooted locally

- **Delivering economic development:**
  - For every **£1** invested in the Hutton we give back **£12.75** to the economy (6 jobs in UK for every job at Hutton; 2 jobs for every job locally)
  - **Won £57m** worth of funding from UK and EU to Scotland in **last 7 years**
  - **£62m won** in the **Tay City Deal** for 2 innovation centres linked to working with Industry; Hosting Start-ups and SMEs
- **Infra-structure planning** – how will region be affected by climate change; changes to land use and management
- **Innovation** – future technologies for SMARTER services – Indoor Vertical farming – locally grown greens for Schools and hospitals
- **Services** – chemical and biological analytical capability is internationally recognised and one of largest capabilities in the UK; Water Test Network
- **Building capacity and resilience** in the community using social sciences capability e.g. local food and energy systems



## A Sense of Place

From Scotland to the World  
and Back!



# Open Science Campus

## Working with Others

- Innovation happens when people, problems, opportunities, ideas, technologies and empathy converge
- Co-location is not enough
- We embed people so there is intimate co-location – no hard walls or exclusive offices / labs
- This is based on our experience of successful partnership with Plant Science Division of University of Dundee for last 15 years
- The public and citizens are also needed to tackle the biggest challenges so we are open to them and our locations , our size and the way we work (Connecting science, land and people) make this easier
- We are open with our data, information and knowledge and open to working with the public, private and Third sector and can help facilitate international cooperation through our networks
- To date we have 12 companies working across our campuses

# Why Barley? – An internationally important crop

- The world's 4th most important cereal crop, with an estimated **48** million hectares grown and is a staple food in many parts of Africa and Asia
- Scotland's most planted crop in area, the UK's 2nd most planted but the most valuable crop in both Scotland and the UK.
- **Barley supply** is decreasing at same time as demand is rising in the UK and Scotland where 50% is used for distilling Scottish whisky. The UK imports **1%** of its barley production and exports **16%**. **Underpins our biggest export at c£5bn**
- Currently supply and demand are almost equal, meaning that there is no room for crop failure in an uncertain future climate
- Supports **>40,000** jobs, including **7,000** in rural areas.
- Malting barley is the premium end-use with malting capacity in **Tayside** meets around **18%** of the Scottish Whisky's industry's demand.



# The need for an International Barley Hub

- The IBH will deliver a world-class, state of the art, contemporary plant science innovation hub and translational research centre of excellence
- It will be located within the James Hutton Institute campus in Invergowrie, Perth & Kinross on the western fringe of Dundee, central to Tayside
- It will promote Scientific Discovery, Innovation and Internationalisation, supporting growers, brewers, distillers, feed and food industry and the knowledge economy and innovative new business in Tayside to future-proof and secure a resilient supply of barley and a most important industry
- It will enhance the value of barley by:
  - Focusing on the whole supply and value chain, delivering a step change in research capability with modern facilities, better equipment, increased staffing and business support
  - Addressing key sectoral skills development and long-term succession by attracting a new cohort of world leading scientists who will focus on high impact discovery delivering measurable economic and social impacts
  - Enhancing the reputation of Tayside as an authentic high quality crop growing region and global centre for advanced plant science
  - Provide opportunities and space for both 'Spin in' and 'Spin Out' companies



# A growing requirement for innovative crop research

- At a UK level we are **50% self-sufficient** in food production and in 2017 had a **trade deficit of £9.9bn** for fruit and vegetables.
- **Food demand** is increasing globally, but land is scarce and is being degraded requiring innovative crop cultivation that doesn't damage the environment and is robust to climate change
- There is an immediate opportunity to build on existing strengths in Tayside to develop a critical mass in agri-tech research and development.
- The Climate, Nature crisis and changes in geopolitical trade mean there is a urgent need to reduce reliance on imported crops, support improvements to post-harvest storage of crops and act to limit carbon emissions.
- We aim to make Hutton the **“go to”** world leading **expert**.



# The need for an Advanced Plant Growth Centre

- The creation of a new innovation centre led by UK and International Industry in partnership with a range of HEIs.
- It will place Tayside at the heart of the emerging disruptive global technologies of total controlled environment agriculture, create new technology industries and enhance existing agri/horticulture systems by:
  - Supporting new high-tech breeding industries ensuring local agricultural industries stay at the cutting edge of plant research
  - Developing sustainable, environmentally benign and economically viable produce storage facilities
  - Delivering new plant varieties to protect the UK food & drink sectors from the impact of climate change and reduce risks to the global food supply chain
  - Enabling and translating innovations in crops grown under cover, vertical farming and controlled environment production to existing protected cropping agriculture
  - Reducing the development cycle for new crop varieties by up to **50%**, addressing climate and environmental impact of food production and food waste



# The Funding Profile for IBH/APGC

- The revised funding profile is:

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	29/30	30/31	Total
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
<b>IBH Profile</b>	3.96	6.76	3.55	3.22	2.79	3.41	3.41	3.41	3.41	1.07	<b>35.00</b>
<b>APGC Profile</b>	1.09	4.49	2.70	3.03	3.46	2.84	2.84	2.84	2.84	0.88	<b>27.00</b>
<b>Overall profile</b>	<b>5.05</b>	<b>11.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>1.95</b>	<b>62.00</b>

- There remains a funding gap from year 3 onwards
- Initial advances of funds have de-risked this in a very enabling way
- Risks can be managed by a bridging loan, should it be required, to cover the overall funding gap and should full lending be required this will incur a further £3.4m of interest, which will be met by Hutton

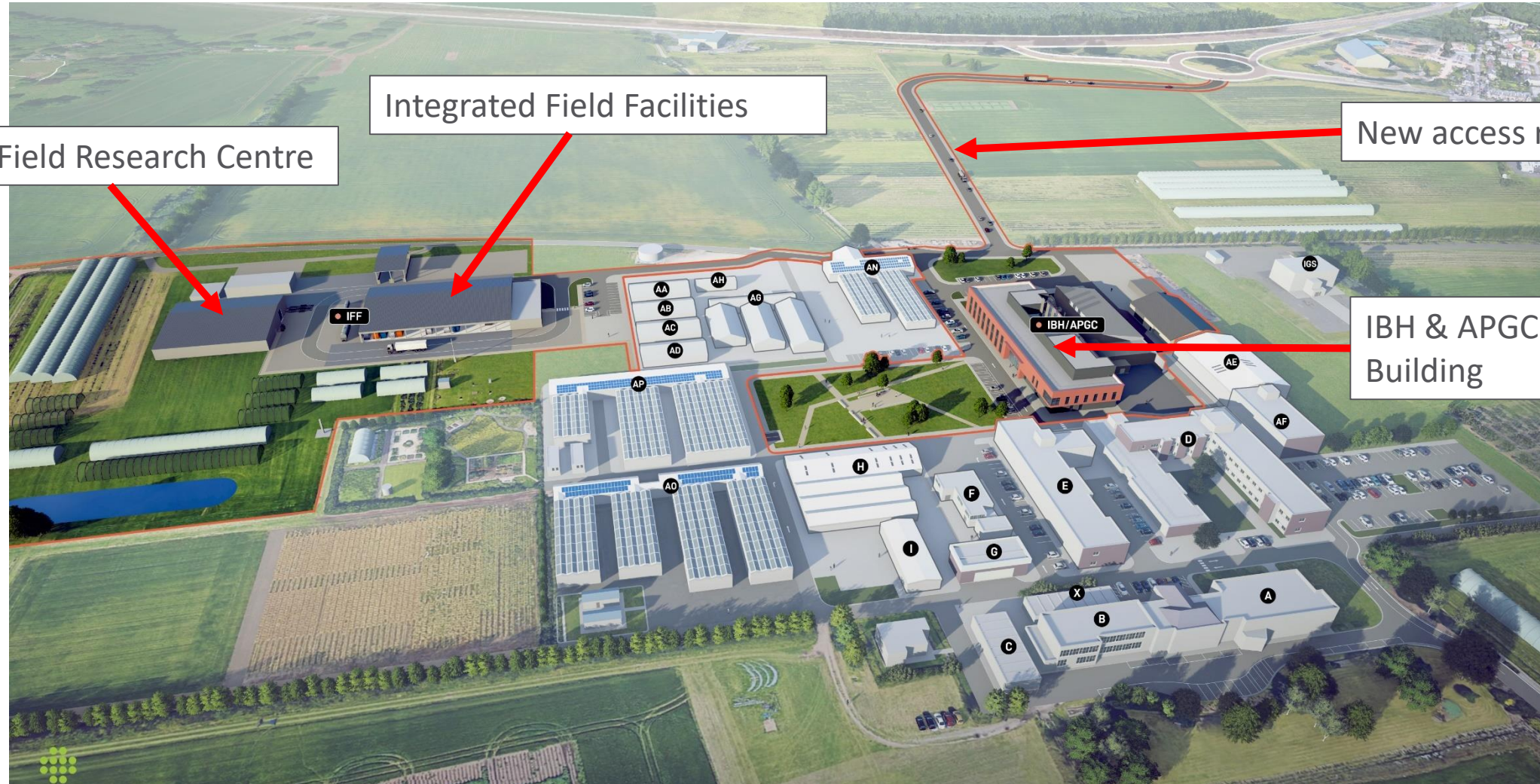


# Risk management plan for the funding profile

- To seek early clarity, post-FBC approval, on timescales for confirmation of possible further SG acceleration of Hutton funding – in parallel, to seek firm lending offer
- If lending is required, lenders' risk on the proposed £35.5m loan is lower than it might initially appear
  - Capital repayments via TCD drawdown should be viewed by Bank Credit Committees as highly secure
  - Risk therefore focuses on Hutton ability to pay interest totalling c.£3.4m
  - Proposed borrowings incorporate interest costs, effectively allowing interest payments to be cashflowed more evenly over the 7 year loan period, rather than directly meeting annual interest costs (which peak at c.£850k in 24/25)
  - With the Invergowrie site brought under our ownership, we can offer stronger security to lenders (Invergowrie, Balruddery, Craigiebuckler)
- Phasing of spend offers flexibilities if needed
  - Phasing of build elements includes stop/go decision points that would allow deferral if needed to align spend with any unforeseen funding variation
  - Capital equipment offers further flexibility – c.£6m of spend could be brought forward or deferred if needed



# Infrastructure Development – Invergowrie Site Overview



Barley Field Research Centre

Integrated Field Facilities

New access road

IBH & APGC Main Building



# The IBH & APGC Infrastructure – Main Building



# The IBH and APGC Outcomes

- The Key Economic Delivery targets are:

	IBH		APGC		
Targets	Baseline	Target Uplift	Baseline	Target Uplift	Date
Creation of additional jobs in Tayside	0	204	0	269	2034/35
Creation of additional jobs in Scotland	0	1,281	0	540	2034/35
Creation of additional jobs in UK	0	1,838	0	834	2034/35
Industry collaborative projects	12	258	19	690	2033/34
Academic project income	£2.5m	£33.8m	£0m	£35.4m	2033/34
GVA in Scotland	0	£278m	0	£219m	2034/35
GVA in UK	0	£586m	0	£330m	2034/35



# We are ready to go and things are happening already

- We are a shovel ready project
- Outline planning permission granted for entire development
- Full planning permission granted for access road and energy centre
- Five companies have to date moved onto the Invergowrie site with a further company locating in April
- Combined, these companies have added in excess of 60 new jobs on site
- Further company exploring options to locate a new £6 million facility on site



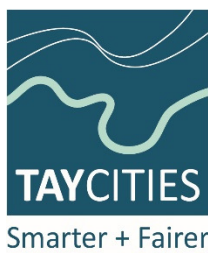


# Q&A



Scottish Government  
Riaghaltas na h-Alba  
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**REPORT TO:** TAY CITIES REGION JOINT COMMITTEE – 23 APRIL 2021

**REPORT ON:** TCD021(b) DISCOVERY POINT TRANSFORMED – FULL BUSINESS CASE (FBC)

**REPORT BY:** ROBIN PRESSWOOD, CULTURE & TOURISM INVESTMENT PROGRAMME, CO-SPONSOR

**REPORT NO:** TCRJC9-2021

## 1.0 PURPOSE OF REPORT

- 1.1 This report seeks approval of the Full Business Case (FBC) and asks the Joint Committee to note that the Management Group has approved the OBC and FBC for TCD021(b) Discovery Point Transformed, a Project by Dundee Heritage Trust (DHT), which forms part of the Culture & Tourism Investment Programme.

## 2.0 RECOMMENDATIONS

- 2.1 The Joint Committee is asked to:
- a. Consider this report, the Executive Summary of the Full Business Case for Discovery Point Transformed TCD021(b) (a copy of the full FBC is available on request)
  - b. Note that the Management Group has approved the OBC and FBC for TCD021(b) Discovery Point Transformed.
  - c. Approve the FBC subject to agreeing in principle to an allocation of £2.5m subject to the following Conditions:
    - 1 The second phase of funding will not be released until the project owner is able to demonstrate:
      - i. The remaining match funding is in place (additional £1.6m).
      - ii. The total overall project costs have been secured.
    - 2 The request to progress with Phase 2 of the project will need to be approved by the Management Group and Joint Committee.

## 3.0 INTRODUCTION

- 3.1 The Tay Cities Culture and Tourism Investment Programme was awarded £27m in the Heads of Terms Agreement dated the 22<sup>nd</sup> November 2018. The Management Group developed the Programme Outline Business Case with Scottish Government, which was approved by the Joint Committee on the 19<sup>th</sup> June 2020. (Report No. TCRJC3-2020)
- 3.2 The Programme OBC in (Report No. TCRJC3-2020) set out the project selection governance and process. It identified three categories: (i) early opportunities (ii) projects supported in principle - require further development and (iii) applications on hold.
- 3.3 Two projects were identified in the 'early opportunities' category; Hospitalfield and Discovery Point. The Hospitalfield project secured FBC Joint Committee approval on the 24<sup>th</sup> July 2020. (Report No. TCRJC8-2020). This report takes the second project in this category to Joint Committee for their consideration for approval.

- 3.4 The Discovery Point Transformed project has been selected by the Tay Cities Culture and Tourism Investment Programme to be awarded up to £2.5m of funding. The project will deliver, in two phases, the transformation of one of Dundee's key visitor attractions, Discovery Point, from a traditional heritage museum into a new multi-element visitor attraction with a strong emphasis on climate change environmental sustainability.
- 3.5 The Outline Business Case was approved by the Culture & Tourism Investment Programme Project Assessment Panel and the Tourism & Culture Thematic Board in 2020. A number of key points of feedback were provided to DHT, and the Full Business Case was developed and submitted as amended in December 2020. The Culture & Tourism Thematic Board considered the FBC at its meeting on 15<sup>th</sup> March 2021, and agreed that DHT have taken on board the comments made on the OBC and that the FBC is now a comprehensive document that provides clarity on the development and delivery of the project in the two identified phases. All partners and relevant national agencies are represented on the Board and all are supportive of the Full Business Case.
- 3.6 The Full Business Case for Discovery Point Transformed is presented for approval which, if granted, will enable the project to draw down the allocated funding within the agreed funding schedule. The key project information is at Appendix 1.

#### 4.0 DESCRIPTION OF PROJECT

- 4.1 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 resulting world-class tourism centre will bring significant benefits to the local, regional and national economy, forge partnerships with other regional attractions and ensure the financial sustainability of an established museum with an international audience.
- 4.2 The five key components of the project are:
- **Climate Change Gallery:** A major, completely new, world-class 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**
- 4.3 In addition, the transformation will include the development of new river-facing flexible events space/café/destination restaurant; expanded and enhanced conference and event facilities; a redesigned entrance and reception area; environmental improvements to meet low carbon targets and a comprehensive programme of community learning and engagement activities.
- 4.4 As with all visitor attractions, COVID-19 has impacted on the museum, from temporary closures, to reduced visitor numbers as a result of travel restrictions. Dundee Heritage Trust's Board and management team decided to progress the programme of work and to accelerate key aspects on an "at risk" basis to take advantage of the site closure to carry out initial building works. Dundee Heritage Trust secured funding to enable the museum to progress Phase 1 of the project during 2021.
- 4.5 This has led to the project outlined in the FBC now being in two distinct phases:

- **Phase 1:** Enabling works to create one new visitor attraction at Discovery Point – the Dundee Dome Experience and the enabling floor infills for the climate change gallery. This work will be completed by October 2021. This Phase is seeking funding at this time from Tay Cities to match contributions already secured.
- **Phase 2:** Installation of the climate change gallery, the building of the waterfront events space/café/restaurant, further gallery/conference space developments, conservation works to *RRS Discovery* and the environmental works to the Discovery Point building. Phase 2 is planned for 2023-2025.

4.6 Delivering the project in two distinct phases will allow Dundee Heritage Trust to take advantage of the current closure of Discovery Point and the likely reduction in visitor numbers for the first few months when the museum is allowed to re-open, minimising disruption when the museum is busier again. In continuing to progress the work the Board have been able to get the development of the Dundee Dome Experience to RIBA Stage 4 and secure a building warrant (February 2021) and full planning permission for both Phase 1 and Phase 2 (March 2021), with the project going out to tender and able to go on site in March 2021. The Board have approved spend from the organisation's reserves of £327,000 to support the project (and the match funding requirement for Phase 1).

4.7 It is anticipated that Phase 2 will secure funding to enable delivery in 2023 to 2025.

## 5.0 FINANCIAL IMPLICATIONS

5.1 This project is profiled to spend a total of £2,500,000 capital from the Tay Cities Deal funding. The funding is anticipated to be drawn down as follows:

- Phase 1 - £900,000 in 2021/22
- Phase 2 - £1,600,000 in 2024/25

5.2 Table 1 below sets out the Regional Culture and Tourism Investment Programme profile agreed on the 17<sup>th</sup> December 2020.

Table 1

TCD021 Regional		Culture & Tourism Investment Programme - Forecast Funding Profile									
Funding Provider	Total £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Capital											
Scottish Government	27,000	1,392	3,651	285	2,621	5,446	3,136	3,306	2,883	3,852	428
Other 3rd Party	27,000	1,392	3,651	285	2,621	5,446	3,136	3,306	2,883	3,852	428
Total Funding	54,000	2,784	7,302	570	5,242	10,892	6,272	6,612	5,766	7,704	856

5.3 Table 2 shows the approved and conditional commitments against the available funding in the Culture & Tourism Investment programme.

Table 2

TCD021 Regional		Culture & Tourism Investment Programme - Forecast Funding Profile									
	Total £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Programme	27,000	1,392	3,651	285	2,621	5,446	3,136	3,306	2,883	3,852	428
Hospitalfield Approved	3,000	1,218	1,608	174	0	0	0	0	0	0	0
Conditional	2,500	0	0	0	2,500	0	0	0	0	0	0
Discovery Point Approved	0	0	0	0	0	0	0	0	0	0	0
Conditional	2,500	0	900	0	0	1,600	0	0	0	0	0
Variance against Programme Profile	19,000	174	1,143	111	121	3,846	3,136	3,306	2,883	3,852	428

5.4 Table 3 shows the current forecast of eligible capital expenditure against the approved profile taking cognisance of the Grant Offer Letter of 30<sup>th</sup> March 2021.

Table 3

TCD021 Regional Culture & Tourism Investment Programme -											
	Total £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Programme	27,000	1,206	3,651	285	2,621	5,446	3,136	3,306	2,883	3,852	614
Hospitalfield Approved	3,000	1,183	1,608	209	0	0	0	0	0	0	0
Conditional	2,500	0	0	0	2,500	0	0	0	0	0	0
Discovery Point Approved	0	0	0	0	0	0	0	0	0	0	0
Conditional	2,500	0	900	0	0	1,600	0	0	0	0	0
Variance against Programme Profile	19,000	23	1,143	76	121	3,846	3,136	3,306	2,883	3,852	614

5.5 The project will lever in up to £8,619,239 of additional funding from a wide range of sources including the National Heritage Lottery Fund, National Heritage Memorial Fund, a range of trusts and foundations, high net worth individuals and corporate sponsors.

5.6 The project will work with the PMO and the Scottish Government to submit a claim for the 2021/22 spend at the earliest possible opportunity. This approach has sought confirmation by the Project Owner that match funding has been secured and that there are clear and tangible outputs to be delivered for Phase 1. This approach has been requested as an exception to the Scottish Government.

5.7 The match funding for Phase 1 is based on the Scottish Government having confirmed on the 9<sup>th</sup> of March 2021 that they will approve the exception request put in by the PMO for eligible capital expenditure to be claimed back to the 22<sup>nd</sup> of November 2018, the date of the Heads of Terms.

5.8 The project is seeking to deliver on the following timeline:

Source	Y1 & Y2 2019/21	Y3 2021/22	Y4 2022/23	Y5 2023/24	Y6 2024/25	Y7 2025/26	TOTAL
Spend	£400,532	£2,006,707	£0	£1,871,000	£4,275,000	£2,566,000	£11,119,239

5.9 The project elements have been costed as follows:

Dundee Dome Experience	Climate Change Gallery	Conservation of Ship	New Special Exhibition Gallery	Environmental Improvements
£570,000	£1,030,000	£1,174,000	£100,000	£930,000
Permanent Gallery Refurb	New café/ restaurant	New events space	Arrival Space	Miscellaneous Capital Costs & Expenses
£450,000	£1,805,000	£340,000	£250,000	£3,716,343
Irrecoverable VAT				TOTAL
£750,000				£11,115,343

## 6.0 IMPLEMENTATION PLAN

6.1 The implementation of the project has seen a number of changes since the OBC was completed in October 2020. This includes the decision to phase the project as outlined above and the potential to deliver one of the 4 new visitor attractions at Discovery Point by late 2021 (instead of 2025). This will enable the museum to demonstrate a clear output delivered by Tay Cities Deal funding early in the programme, and will create a high-profile new attraction at Discovery Point to raise awareness of the overall project among both the general public and potential funders of Phase 2.

- 6.2 The project has a number of milestones identified within the implementation pathway. These are outlined below.

<b>Deliverable</b>	<b>Due Date</b>	<b>Status</b>
Approval of OBC & FBC by Management Group	April 2021	Complete
Approval of FBC by Joint Committee	April 2021	Underway
Phase 1 Enabling Works – design, procurement, construction	2018 onwards	Underway
Phase 2 Design	2020	Complete
Planning Permission secured	March 2021	Complete
Phase 1 Works	October 2021	Underway
Phase 2 Works Start	2023/24	Not Started
Phase 2 Works Complete	2025/26	Not Started

- 6.3 The project on completion of both phases will deliver a range of outcomes for the Programme and the Tay Cities Region including:

- Increasing visitor numbers per annum from 65,000 to 107,000
- Increasing direct, indirect & induced visitor spend from £3,468,000 to £5,870,000
- Creating (direct/indirect/induced) 78.2 FTE jobs
- 76.5 temporary person years of construction employment = generating a one-off GVA uplift of £3.7M
- Delivery of a programme of community learning and engagement; and a range of volunteering and training opportunities, that directly support the inclusive growth agenda

- 6.4 Key project risks and have been considered and mitigation identified in the FBC. DHT has a strong management team and Non-Executive Trustees, and this will contribute significantly to project controls. Risk mitigation measures included in the FBC include, for example:

- Planning permission not granted: Awarded March 2021
- Building warrant not approved: Phase 1 building warrant now approved
- Unable to raise match funding: developing relationships with key funders; new funding sources available through the new focus on climate change; recruitment of a campaign director with experience of trusts and foundation, phasing of and flexibility within Phase 2.
- Budget over-run: budget prepared by experienced quantity surveyor. Costs of Phase 1 have now been tendered and only saw a £9,000 variation.

- 6.5 The fact that several of the key risks have now been closed off reflects the on-going work being undertaken by Dundee Heritage Trust to develop and deliver the project. For example, planning permission was granted in March 2021 and the building warrant for Phase 1 has now been approved.

## 7.0 DECISION PATHWAY

- 7.1 The project has met the decision pathway milestones as follows.

<b>Decision pathway milestones</b>		
<b>Stage</b>	<b>Milestone</b>	<b>Date achieved</b>
<b>FBC</b>	Governments' Endorsement – Culture & Tourism Programme	July 2020
	Thematic Board recommendation	17 <sup>th</sup> March 2021
	Management Group recommendation	25 <sup>th</sup> March 2021
	Joint Committee approval	TBC

- 7.2 A copy of the OBC and FBC are available as background information from the PMO.

## **8.0 CONDITIONS**

- 8.1 The project has been developed with two distinct phases. This means that the funding is now being allocated in two tranches. The submitted profile show a request of up to £900,000 being drawdown in 2021/22 to support Phase 1.
- 8.2 The second phase of funding will not be released until the project owner is able to demonstrate:
- i. The remaining match funding is in place (additional £1.6m).
  - ii. That the total overall project costs have been secured.
- 8.3 The request to progress with Phase 2 of the project will need to be approved by the Management Group and Joint Committee.
- 8.4 A third condition considered by the Management Group was that the Equalities Impact Assessment and Fairer Scotland Assessment being approved by the Scottish Government. The Scottish Government confirmed on the 14<sup>th</sup> April that they were content to approve the Equalities Impact Assessment and Fairer Scotland Assessment submitted by the project.
- 8.5 All remaining funding to be drawn down from TCD will take place in Y5. It has been confirmed that there is budget within the Culture and Tourism Programme profile to do this.

## **9.0 POLICY IMPLICATIONS**

- 9.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty and the Environment and the FBC provides comment on each of these areas. No environmental impact assessment was required for the project.

## **10.0 CONSULTATIONS**

- 10.1 The Culture & Tourism Thematic Board have been consulted in the preparation of this report. The Section 95 Officer has been involved in the development of this report, full consultation is being secured and will be given verbally at the meeting.

## **11.0 BACKGROUND PAPERS**

- 11.1 None

## APPENDIX 1

Project Information	
Project number	TCD021(B)
Project name	Discovery Point Transformed
Project owner	Diane Milne
Responsible Finance Officer	Shelagh Allison, Finance Director
Management Group Sponsor	Robin Presswood
Award amount under TCD	Up to £2.5M
Jobs - target number of jobs to be created	78.2 FTE jobs
Leverage to be achieved	Up to £8,619,239



DUNDEE  
HERITAGE  
TRUST

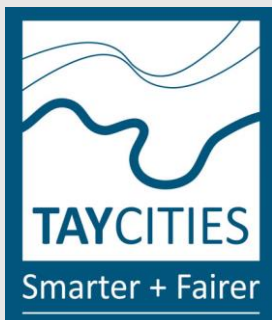
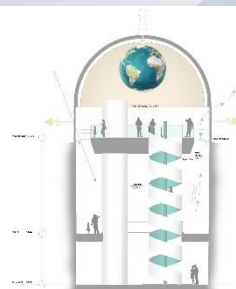


*TAY CITIES DEAL*  
*MARCH 2021*

# DISCOVERY POINT TRANSFORMED



© AIM DESIGN



## *EXECUTIVE SUMMARY*

*Contact:*

**Deirdre Robertson**

Chief Executive

Dundee Heritage Trust

## 1.0 EXECUTIVE SUMMARY

### 1.1 Introduction

Dundee Heritage Trust is requesting an investment of £2.5 million (21% of project costs) from the Tay Cities Culture and Tourism Investment Programme to support an ambitious redevelopment project at Discovery Point that will transform the centre from a traditional heritage museum into a new multi-element visitor attraction with a strong environmental emphasis.

Using the pioneering history of the RRS *Discovery* as the core theme, the project will revitalise and expand the existing Discovery Point building by connecting with contemporary global issues such as climate change, the ocean environment and current Antarctic science.

The project will create four major attractions and one major upgrading at 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 resulting world-class tourism centre will bring significant benefits to the local, regional and national economy, forge partnerships with other regional attractions and ensure the financial sustainability of an established museum with an international audience.

### 1.2 Strategic case

The proposed project will take the offer at Discovery Point to a new level, creating five outstanding visitor experiences at one venue for regional, national and international visitors. This will play a major role in growing the volume and value of tourism across the Region, attracting increased numbers of visitors and encouraging them to stay for longer, and adding to the Region's business tourism offer. The project also brings significant and lasting economic and social benefits to the Region, providing positive impacts for local creatives, local residents as well as for visitors from further afield. Investment in the project offers excellent value for money and will create a sustainable and authentic cultural tourism destination at the heart of the Tay Cities Region.

The project will deliver five major visitor experiences:

- **Climate Change Gallery**  
A major, completely new, world-class 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, in-house and touring and 'blockbusters'.
- **A new permanent gallery and refurbishment of existing galleries**

Important elements of the *Discovery* story will be expanded upon and the highest standards of visitor experience maintained throughout the museum.

In addition, the project will also create:

- **A river-facing flexible events space / destination café / high-end destination restaurant**
- **Expanded and enhanced conference and events facilities**
- **Redesigned entrance and reception areas**
- **Environmental improvements to meet low carbon targets**
- **Comprehensive programme of community learning and engagement activities**

Full details of the project, including the project's alignment with local, regional and national strategies and the case for change can be found in the Strategic Case, section 4.0.

### **1.3 Economic case**

Four options have been considered:

1. Do nothing
2. Minimal 'light touch' development
3. Refurbishment and extension
4. New build

Option 3, to refurbish and extend the existing building, is the preferred option. It is the highest ranked option in the original analysis of the project criteria and in an assessment of both Societal Benefits and Non-monetary Benefits.

Detailed information is included in the Economic Case, section 5.0.

### **1.4 Financial case**

We have a range of costed options for the development which will be refined in dialogue with partners and funders. We anticipate delivering a project worth £12 million, but through the flexible and phased approach to delivery this has the potential to be less depending on some of the final choices we make.

***[Due to confidentiality, the detailed breakdown of the budget has been removed from this public document]***

DHT has an extremely successful track record of securing funding for major capital projects. For this project we have also appointed an experienced Campaign Director, Peter Taylor, who will work closely with DHT's Chief Executive, Heritage Director and Fundraising Manager to produce an effective fundraising strategy, with additional input from the DHT Chair and Trustees.

Further information on funding for the project can be found in section 4.3, Project Delivery.

### **1.5 Commercial case**

The procurement strategy for this project will ensure that value for money is achieved for the Tay Cities Deal.

The capital works of the project have been separated into two distinct phases, and will be tendered through Public Contracts Scotland. The contractor for works to RRS *Discovery* will be a specialist conservation contractor with proven maritime restoration experience on historic ships.

Major risks and further details on contracting and procurement arrangements are explained in the Commercial Case, section 7.0.

## **1.6 Management case**

The project will be overseen strategically by the board of Dundee Heritage Trust and its Chief Executive who has considerable complex capital development and fundraising experience. It will be led internally by the Trust's Heritage Director who was responsible for the last major capital project undertaken by DHT, the £2.9 million development of the High Mill at Verdant Works, concluded in late 2015.

In addition, an experienced project manager will be engaged to oversee the project and manage the professional team which will include an Architect, Interior Designer, Exhibitions Designer, M&E Engineer, Structural Engineer, BREEAM consultant, CDM2015 Principal Designer, Fire Engineer, Catering Consultant and Cost Consultant.