



NOTICE OF MEETING & AGENDA

Stirling & Clackmannanshire City Region Deal Joint Committee

AGENDA

Tuesday 9 June at 2.30 pm

The meeting will be held via MS Teams.

Contact:

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AGENDA		Page Nos.
1.0	Apologies and substitutions	
2.0	Declaration of interests	
2.1	Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.	
3.0	Urgent business	
3.1	None.	-
4.0	Previous minutes	
4.1	Minute of the Stirling & Clackmannanshire City Region Deal Joint Committee of 12 May 2020 (Copy herewith)	4 - 8
5.0	Forward planning	
5.1	Joint Committee Work Programme <ul style="list-style-type: none"> • Date TBC - Business continuity: implementation and financial plan • 29 September – items for consideration by Joint Committee to be agreed 	-
5.2	Joint Committee Rolling Actions Log - Status Report (Copy herewith)	9 – 10
6.0	Items for consideration	
6.2	SCREAB and Regional Enterprise Forum (REF) Terms of Reference for approval – Report by Lindsay Thomson, Clackmannanshire Council (Copy herewith)	11 – 44
6.3	Benefits Realisation Plan – Report by Emma McGregor, Regional Programme Management Office (Copy herewith)	45 - 51

Fiona Colligan

Head of PMO, Stirling & Clackmannanshire City Region Deal



Joint Committee Membership

Clackmannanshire Council (Chair)

Councillor Ellen Forson

Stirling Council

Councillor Scott Farmer

Clackmannanshire Council

Councillor Kenneth Earle

Stirling Council

Councillor Neil Benny

Clackmannanshire Council

Councillor Martha Benny

Stirling Council

Councillor Danny Gibson

Private Sector

Mike Mulraney, Mulraney Group Ltd

Private sector

Vacancy

University of Stirling

Ms Eileen Schofield

Further information

If you have any questions about the agenda or meeting arrangements, please contact Fiona Colligan, Head of PMO, City Region Deal Office, Suite 5/12, Scion House, Stirling University Innovation Park, Stirling, FK9 4NF Email: Fiona.colligan@stir.ac.uk Phone: 01786 466445

The agenda, minutes and public reports for this meeting can be viewed online at www.clacks.gov.uk.



MINUTE

Joint Committee 9 June 2020 Agenda Item: 4.1

MINUTES of MEETING of the STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE held via MS Teams on 12 May 2020 at 2.30 pm

Present

Councillor Ellen Forson (In the Chair)
Councillor Martha Benny
Councillor Neil Benny
Councillor Kenneth Earle
Councillor Scott Farmer
Councillor Danny Gibson
Eileen Schofield

In Attendance

Lindsay Thomson, Senior Manager, Legal and Governance, Clackmannanshire Council
Pete Leonard, Strategic Director (Place), Clackmannanshire Council
Emma Fyvie, Senior Manager, Development, Clackmannanshire Council
Dave Hunt, Programme Management Officer, Clackmannanshire Council
Debbie Carter, City Region Deal Programme Manager
Jim Boyle, Chief Finance Officer, Stirling Council
Carol Beattie, Chief Executive, Stirling Council
Martin Dalziel, Team Leader, External Communications, Stirling Council
Brian Roberts, Senior Manager, Infrastructure, Stirling Council
Bruce McLure, City Region Deal Programme Manager, Stirling Council
Fiona Colligan, Head of Regional Programme Management Office, University of Stirling
John Craig, City Region Deal Office, University of Stirling
John Rodgers, Executive Director, Research and Innovation, University of Stirling
Gillian White, Committee Officer, Legal and Governance, Clackmannanshire Council

CRD45 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Mike Mulraney, Private Sector Representative; Stuart Crickmar, Action Chief Executive, Clackmannanshire Council; Lindsay sim, Chief Finance Officer, Clackmannanshire Council; Julia McAfee, Chief Governance Officer, Stirling Council; and Emma McGregor, Programme Management Office; University of Stirling.

CRD46 DECLARATIONS OF INTEREST

There were no declarations of interest.



CRD47 URGENT BUSINESS - COVID-19 TEMPORARY CHANGES TO STANDING ORDERS

The report, submitted by the Chief Governance Officer, Stirling Council, sought approval for temporary changes to the Standing Orders to enable the Joint Committee to meet remotely during the coronavirus outbreak. Members of the public would not have access to meetings but a recording of the proceedings would be made available on websites. These temporary changes in the Standing Orders would be kept under review by the Joint Committee.

The Senior Manager (Legal and Governance, Clackmannanshire Council) advised that paragraph 38 (g) of Standing Orders as set out in the appendix should not be removed from Standing orders.

The Secretary, Stirling University advised that she wished to raise an action point on paragraph 21 in that given the University's position in the City Region Deal, there should be a requirement for a University representative to be in attendance to satisfy the quorum. Concern was raised regarding slippage of the induction event where the review of Standing Orders was to take place and general consensus was that this work should have an end date of September 2020.

Decision

The Joint Committee agreed:

1. To approve the temporary changes in the Standing Orders as set out in Appendix 1 to the report;
2. That the temporary changes will be kept under ongoing review by the Joint Committee and can be revoked or altered at any time;
3. To re-instate paragraph 38 (g) to the Standing Orders; and
4. That the Induction Event and review of Standing Orders should be added to the Rolling Action Log with an end date of September 2020.

Action

Senior Manager (Legal and Governance, Clackmannanshire Council and
Head of RPMO

CRD48 MINUTES

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 3 December 2019 were submitted for approval.

Councillor Martha Benny, Clackmannanshire Council advised that she was no longer a substitute member, but a full member of the Joint Committee and that Councillor Darren Lee would act as substitute in her absence.

Decision

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 3 December 2019 were agreed as a correct record.

The Joint Committee noted that Councillor Benny was now a full member of the Joint Committee and that Councillor Darren Lee would act as substitute.

CRD49 FORWARD PLANNING

(a) JOINT COMMITTEE WORK PROGRAMME

A list of items which had been added to the Joint Committee Work Programme was submitted for information.

The Head of the Regional Programme Management Office (RPMO) advised that the forward plan would set out the matters which would be brought before the Joint Committee in the coming months. The Joint Committee also have the opportunity to ask for items to be added to the work programme.

Decision

The Joint Committee agreed to note that the undernoted items had been added to the Joint Committee Work Programme:-

Meeting Date	Item
9 June 2020	Business continuity: implementation and financial plan; SCREAB/REF Terms of Reference – for approval
29 September 2020	items for consideration by Joint Committee to be agreed

(b) JOINT COMMITTEE ROLLING ACTIONS LOG

A list of items which had been added to the Joint Committee Rolling Action Log was submitted for information. The log had been made up of actions outstanding from previous minutes and members had the opportunity to question progress on the actions.

Decisions

The Joint Committee agreed:-

1. to note the content of the Rolling Action Log; and
2. Noted that the draft Terms of Reference, following consideration at officer level, would be brought to the June meeting of the Joint Committee.

Action

Head of RPMO



CRD50 PRESENTATION: DEAL DELIVERY MECHANISMS

The Head of the Regional Programme Management Office provided the Joint Committee with a presentation on the deal delivery mechanisms.

Decisions

The Joint Committee agreed:-

1. To note that the cycle shapes the work of the Programme Management Office, Chief Officer's Group, Chief Finance Officer's Group and Joint Committee;
2. That the forward plan and business for the Joint Committee will be based on this cycle;
3. That there is a critical inter-dependence between the Implementation Plan, the Grant Officer Letter and the Annual Conversation;
4. That there is a grant condition to deliver the Benefits Realisation Strategy to underpin the reporting and annual performance discussions;
5. That we are addressing these inter-dependencies as part of the realignment of the deal through the Business Continuity Plan process; and
6. The RMPO will liaise with individual Project Managers in terms of assessing impacts and risks.

Action

Head of RPMO

CRD51 COVID-19 BUSINESS CONTINUITY RESPONSE

The report by the Head of the RMPO provided the Joint Committee with and outline of the processes and timelines to review the City Region Deal Implementation Plan in light of the impacts on delivery and priority as a result of COVID-19. It provided an overview of the mechanisms that have been put in place of are planned through the Stirling and Clackmannanshire City Region Deal to support the immediate response and to connect to the wider regional response to economic recovery.

Decisions

The Joint Committee agreed:-

1. To note the approach and timelines that are proposed to develop a Business Continuity Plan for the Deal;
2. To advise on any further issues that the Chief Officer's Group and Regional Programme Management Office should consider in development of the Plan;



3. To note that information has been requested by the Scottish City Region Deal Delivery Board (SCRDDDB) on what action is required to keep the Deal moving forward, including any asks we may wish to make for a more flexible application of Scottish Government and UK Government usual practice in relation to Deals; and
4. To note that this information needs to be submitted for consideration at the 28 May 2020 SCRDDDB (as set out in Appendix 1 of the report).

Action

Head of RPMO

The Chair declared the Meeting closed at 3.45 pm.



REPORT

Joint Committee 9 June 2020 Agenda Item: 5.2

Joint Committee Rolling Actions Log: 9 June 2020

	Date	Report title	Action	Action owner	Completion date (expected)	Completion date (actual)	Comments
1	Dec 2019	Joint Committee standing orders	Joint Committee standing orders and terms of reference and review	PMO	December 2019		The initial consultation has been completed. The recommendations have progressed to COGs.
2	February 2020	City Region Deal governance framework	Chief Officers' Group (COG) Terms of Reference and membership: progress to final Terms of Reference and membership	PMO			Review in progress. Recommendations progress to Joint Committee after review by COGs 16 June 2020
3	February 2020	City Region Deal governance framework	Chief Finance Officers' (CFO) Group Terms of Reference and membership: progress to final Terms of Reference and membership	PMO			This element of the governance to be established after Full Deal Signing. No specific date provided in the deal documentation.
4	December 2018	City Region Deal governance framework. Joint Committee Dec 2018	Stirling & Clackmannanshire Regional Economic Advisory Board Terms of Reference to be drafted for Joint Committee approval	PMO	March 2020		Presented to Joint Committee 9 June 2020 for approval
5	November 2019	City Region Deal governance framework Joint Committee Nov 2019	Joint Commission Terms of Reference to be drafted for Joint Committee approval	PMO			Presented to Joint Committee 9 June 2020 for approval and advice on membership



6	November 2019	Joint Committee induction sessions	Agreement December 2019 Joint Committee that induction sessions for members would be helpful as we move into the delivery phase of the deal.	PMO	January/February 2020		December Joint Committee agreed: Areas for consideration should be phased over several sessions on the basis that some involved information sharing while others required taking decisions Performance and financial reporting should be considered as separate issues. Delayed as deal signing took place February 2020. New timeline from September 2020 onwards.
7	May 2020	Joint Committee temporary amendments to standing orders	Temporary changes to standing orders to enable the Joint Committee to meet remotely during coronavirus outbreak to be reviewed again at September 2020 Joint Committee	PMO	September 2020		
8	May 2020	Analysis of impact on leverage within the deal	Joint Committee requested that an analysis is undertaken on confidence that private sector investment and leverage will be forthcoming and impacts as a result of COVID-19	PMO	September 2020		



REPORT

Joint Committee 9 June 2020 Agenda Item 6.2

Terms of reference – Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and Regional Enterprise Forum (REF)

Executive summary

This paper presents the terms of reference for SCREAB and REF for consideration and approval.

The SCREAB and REF are essential parts of the CRD Governance framework. To allow for differentiation from the Joint Committee (JC), the new Joint Commission has been named the Regional Enterprise Forum (REF). These groups provide advisory fora to the Chief Officers group, and therefore ultimately the Joint Committee, allowing for additional regional economic development and business perspectives on the CRD.

Lindsay Thomson, Clackmannanshire Council

Email address: lthomson2@clacks.gov.uk Telephone number: 01259 452084

RPMO contact: Fiona Colligan

Email address: fiona.colligan@stir.ac.uk Telephone number: 07768 844288



Recommendations

Joint Committee is asked to:

1. Approve the terms of reference for SCREAB
2. Consider the proposed options for membership for the REF set out in the consideration section of this paper and comment on the REF membership which would best support the S&C CRD
3. Approve the terms of reference for REF, including membership and
4. Note that the partners will seek final internal governance approval given the changes to the terms of references previously approved by Councils.

Background

Previous governance

At the outset of the City Region Deal Stirling and Clackmannanshire Councils each considered a paper establishing SCREAB. Clackmannanshire Council also established a Clackmannanshire Commission to mirror Stirling's City Commission. Subsequently it was agreed that a Joint Commission should be formed and this was agreed by both Councils. In addition there is now a requirement for SCREAB and the Joint Commission to be established in order to support full deal delivery.

Governance Framework for full deal sign off

The Stirling & Clackmannanshire City Region Deal Governance Framework (See appendix 1) was developed for full deal sign off in February 2020. This framework notes that the SCREAB and Joint Commission (now Regional Enterprise Forum) would be established after the deal signing.

Key principles for development of Terms Of Reference for SCREAB and REF

The key aspects for SCREAB and REF following on from that framework are as follows:-

- Both groups are advisory and do not take decisions
- The groups each report to the COG, informing the recommendations that COG make to Joint Committee
- Review of the terms of reference of these groups, as part of a review of the whole governance framework, will occur on a regular basis (18 months proposed) to ensure that the governance arrangements deliver what is required for the deal and to take account of learning as the deal progresses
- SCREAB's focus is to provide strategic guidance, direction and coordination to develop a shared vision for an inclusive regional economy including providing strategic direction for the development of a Regional Skills Strategy for the Stirling and Clackmannanshire region. It has primarily an NGO focus, although currently also includes six private business representative, with the option to increase that number if required.
- It should also be noted that SCREAB has the potential to be developed to have a wider regional focus with an expanded remit, however the proposal in this paper relates primarily to its role in CRD for Stirling and Clackmannanshire.

- The Governance Framework sets out that REF's focus is to provide advice, guidance and proposals to the Joint Committee, Chief Officers' Group and SCREAB on the development of the City Region Deal projects and other priorities for growth. This has been developed in this paper to reflect that REF will provide input to the COGs primarily, which will then make recommendations to Joint Committee. REF has a business network focus, with a proposed range of membership to include existing business networks and the third sector.

Development of proposals

The consultation concerning, and development of, these Terms of Reference was carried out by a governance group (Chief Governance Officers of the two Councils and RPMO) and included consultation with Programme Managers in the partner organisations.

The draft Terms of Reference have been developed through a consultative process with regional partners, UK and Scottish Governments', regional stakeholders and public and third sector stakeholders.

In addition other deals' governance structures were reviewed and best practice identified.

The Terms of Reference took into consideration the recommendations and lessons learned in the Audit Scotland report 'Scotland's City and Growth Deals (published Jan 2020) and in particular the advice to Councils to:

- Ensure deals are aligned with an agreed regional economic strategy, with input from a wide range of partners, and can demonstrate how they will help deliver national and local priorities for economic development;
- Ensure a wide range of partners and stakeholders, including local businesses, voluntary organisations, communities and community planning partners, are involved in the deal development and agreement process and as the deal progresses;
- Consider how best to make more information publicly available as to the reasons behind key decisions on funding and project selection for signed deals and those still in development, to promote understanding and support effective scrutiny.

Joint Committee is advised that any significant departure from the governance arrangements would need to be referred to Scottish and UK Government for consideration, should there be a change to the governance framework.

Considerations

In developing the terms of reference the main change to the existing Commissions' structures is the inclusion of a broader range of members with a focus on business networks rather than individual businesses. In addition the private sector membership has been re-sited at the SCREAB forum to advise and contribute to broader regional economic strategy. Joint Committee is invited to consider his change of emphasis and to identify the appropriate blend and balance of private business membership for REF.



This could include:

1. Inclusion of more private sector businesses on the REF
2. Re-focus of SCREAB membership, removing individual business representatives

Any changes to membership may have an impact on the recommended method of appointment set out in the Terms of Reference to

Financial Implications

None identified

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes x

Finance Officers have been consulted and have agreed the financial implications as set out in the report. Yes x

Staffing

None identified

The full implications on staffing are set out in the report. Yes x

Exempt Reports

Is this report exempt? Yes (please detail the reasons for exemption below) No x

Equalities Impact

None identified

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes x No

Legality

It has been confirmed that in adopting the recommendations contained in this report, the Joint Committee is acting within its legal powers. Yes x

Sustainability and Environmental

It has been confirmed that sustainability and environmental issues have been considered within the report. Yes x



Policy Implications

None

Consultations

Consultation is discussed within the body of the report

Background Papers

Have you used other documents to compile your report?

Yes (please list the documents below) No

Appendices

Please list any appendices attached to this report. If there are no appendices, please state "none".

1. Governance Framework

Approved by:

Lindsay Thomson, Clackmannanshire Council

Email address: lthomson2@clacks.gov.uk Telephone number: 01259 452084



Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB)

DRAFT Terms of Reference

1.0 Purpose

- 1.1 The purpose of the SCREAB is to drive economic development for the city region providing strategic guidance to the City Region Deal Joint Committee in order and coordination to achieve the shared ambition of sustainable and inclusive economic growth.

Members of SCREAB will harness knowledge and expertise in order to;

- 1.2. Inform the Chief Officers Group's recommendations to the City Region Deal Joint Committee in
 - making spend and investment decisions that maximise benefits for the city region's economy and its people; and.
 - maximising private sector leverage and investment opportunities that can be delivered as a result of the deal, including leverage proposals.
 - 1.3 Support the alignment of regional strategies and plans supporting the delivery of inclusive growth and inward investment as well as informing Local Development Plans and Transport Strategies.
 - 1.4 Develop and recommend to Chief Officers Group the underpinning regional strategies, including Regional Skills Strategy and Regional Procurement Strategy, that will support inclusive growth within the region and deliver on the strategic outcomes of the Deal.
 - 1.5 Identify opportunities for community wealth building and the role of anchor institutions in order to support the social, environmental and economic priorities of the region.
 - 1.6 Ensure that the Regional Enterprise Forum, as the adopted 'business engagement community' for the City Region Deal, is consulted with, communicated with and supported in relation to emerging regional economic opportunities including supporting the delivery of a strong regional supply chain within the context of the City Region Deal.
 - 1.7 Champion the region nationally and internationally to encourage further investment opportunities and collaborations harnessing knowledge and expertise enabling the city region to connect with and maximise the regional benefits from emerging opportunities.
- #### 2.0 Principles
- 2.1 To garner regional and national expertise in order to support the delivery of a shared vision of growing an inclusive economy within the city region.
 - 2.2 Strengthen the partnership opportunities between public, private and third sectors in order to achieving the vision of the City Region Deal specifically within the thematic areas of investment.



- 2.3 The SCREAB will be established to be 'regionally resilient' in the context of the emerging Forth Valley Regional Economic Partnership and will support these developments ensuring duplication is avoided and opportunities to maximise impact across the wider region in the future are supported.
- 2.4 Members will be asked to conform to the City Region Deal Communications Protocol supported by Regional Programme Management Office.
- 2.5 Members will be required to act in the best interest of the city region and its communities, foregoing any interest their own organisation may have (if any) in the City Region Deal and related projects.

3.0 Membership

- 3.1 Members of the SCREAB must be approved by the City Region Deal Joint Committee.
- 3.2 Members will be appointed from a range of organisations to ensure a breadth of relevant expertise on the Board. This will include representatives from anchor institutions in both the private, third and public sectors.
- 3.3 The membership makeup of the Board will be as follows

Organisations listed will be invited to form the core membership of SCREAB. This is however subject to change with the emerging needs and thematic opportunities within the region;

- Stirling Council Elected Members x 1
- Clackmannanshire Council Elected Members x 1
- University of Stirling x 1
- Forth Valley College x 1
- Private Sector Representatives x 4
- SME Private Sector Representatives x 2
- Third Sector Interface Representative x 1
- Skills Development Scotland x 1
- Scottish Enterprise x 1
- NHS Forth Valley x 1

Additional representation

- 3.4 Additional thematic representation connecting to investment areas within the region may be required from national bodies such as Visit Scotland and SUSTRANS. At times, additional thematic private sector representation may also be required to support / advise on specific areas of work.
- 3.5 SCREAB have the right to request additional representation from areas such as Economic Development teams to support specific areas of work.



- 3.6 SCREAB has the right to co-opt in new additional temporary members for defined periods as required and invite guests to attend as consultees as required..
- 3.7 The SCREAB can recommend, for approval at Joint Committee, additional representatives to form as part of the core membership composition. These must be approved as per 3.1.

Nomination of membership

- 3.8 The Third Sector Interfaces (TSI) operating in the region, Stirlingshire Voluntary Enterprise and Clackmannanshire Third Sector Interface, will be responsible for nominating suitable representatives in keeping with the agenda items and key areas of work.
- 3.9 Third Sector representatives will be selected for their knowledge and experience of the third sector and/or within a specific thematic area. They should ensure connectivity takes place with the TSIs and/or local and regional third sector networks/forums for maximum reach.
- 3.10 NHS Forth Valley will be invited to nominate a suitable representative to join the SCREAB due to the role that they play as a regional anchor institution (as opposed to public health representation).
- 3.11 Private Sector membership will be determined through an open application process managed by the RPMO, on behalf of the Joint Committee.
- 3.12 Private Sector membership should aim to complement the investment areas within the City Region Deal in order to maximise the opportunities for growth being made available to the region.
- 3.13 Representatives nominated by the organisations listed in 3.3 (with the exception of private sector members) should be at an influential level and in a position of relevance in terms of the purpose of the group.
- 3.14 City Region Deal Joint Committee voting members are permitted to be appointed on to SCREAB if they are nominated as the SCREAB representative by their organisation. In this case, members will be required to consider any conflicts of interest that arise and must not take part in discussions relating to such matters.
- 3.15 Identified representatives are permitted to send a substitute from their organisation if they are unable to attend scheduled meetings.
- 3.16 The Regional Programme Manager (RPM) for the City Region Deal will be invited to attend as an observer to present updates on the progress of the Deal.
- 3.17 Additional people such as Senior Responsible Officers or Programme/Project Managers within the City Region Deal programme can be invited at the request of the Chair via the RPMO to present, provide further information or to discuss specific areas of work as required.
- 3.18 Senior officers of the partners will also attend SCREAB.



4.0 Quorum

4.1 Quorum for the Board is 6 with the required representatives as follows:

- Stirling Council Elected Member x 1
- Clackmannanshire Council elected Member x 1
- University of Stirling x 1
- Forth Valley College x 1
- Private Sector x 1

4.2 If the quorum is not met then the group should aim to reconvene at the earliest convenience.

5.0 Appointment of Chair and Vice-Chair

5.1 SCREAB will have a Chair and Vice Chair formally appointed by the City Region Deal Joint Committee.

5.2 The roles of Chair and Vice Chair must be held by private sector members. Selection of the Chair and Vice Chair will be supported by the private sector member recruitment process as outlined in 3.11.

5.3 If the Chair is unable to attend meetings of the SCREAB then the Vice Chair will assume the role of Chair.

5.4 If neither the Chair nor Vice-Chair are able to attend, in exceptional circumstances only, then the SCREAB members present are at liberty to nominate, another representative member to stand in as acting Chair to enable the meeting to proceed.

6.0 Meeting administration

6.1 Administrative support will be provided by the local authority that is administering the City Region Deal Joint Committee level (alternates each year) who will support the Chair with the organising of meeting venues, preparation of presentations, collating meeting papers relating to the agreed agendas and communication with members.

6.2 Minutes will be prepared by the local authority that is administering the City Region Deal Joint Committee level (alternates each year) and issued to the Regional Programme Management Office no more than 5 working days after a meeting has taken place.

6.3 Minutes of every meeting require to be formally approved by two representatives who were in attendance and will be made publicly available. The public will not be invited to attend SCREAB meetings.

6.4 The Regional Programme Manager will support the Chair and Vice-Chair to create meeting agendas and related City Region Deal reports including; implementation updates, benefits realisation and updates from other advisory groups within the Governance Framework including the Joint Commission.



6.0 Meeting frequency

6.1 The SCREAB will meet quarterly.

6.2 The Regional Programme Management Office (RPMO) will schedule an annual calendar of meetings to ensure that they take place in advance of a Chief Officers' Group (COG) meeting. This ensures that the SCREAB have had time to advise on recommendations being made by the RPMO for COG review.

6.3 Any rescheduling of the SCREAB meetings should take into consideration the overall City Region Deal meeting calendar and other related meetings.

7.0 Review

7.1 The SCREAB se Terms of Reference should be reviewed to ensure that they are fit for purpose no less than every 18 months.

7.2 The Regional Programme Management Office will support the review of the SCREAB Terms of Reference for the approval of the Joint Committee via the Chief Officers' Group.

<END>



Regional Enterprise Forum – DRAFT Terms of Reference v4

1.0 Purpose

The purpose of the Regional Enterprise Forum is to;

- 1.1 Represent the regional business communities across the city region ensuring that businesses and social enterprises have a strong voice within the City Region Deal decision making process.
- 1.2 Connect the City Region Deal Joint Committee to business and social enterprise communities and networks within Stirling and Clackmannanshire ensuring that regional business communities representatives are kept up to date with City Region Deal progress, opportunities and benefits realisation.
- 1.3 To advise the Chief Officers' Group on matters relating to the City Region Deal making recommendations or highlighting opportunities that will strengthen the regional economy including the following thematic areas; regional supply chain strengthening, social enterprise development, promotion of entrepreneurship and regional skills development.
- 1.4 Ensure that there is a dedicated forum for business and social enterprise communities that enables consultation on regional and where applicable Forth Valley wide strategies, to enable consultation and recommendations on the alignment or development of emerging regional strategies (both city region and wider Forth Valley as required). These strategies will enable the City Region Deal Partners to deliver on the ambition of the City Region Deal investment and include; Regional Procurement Strategy, Regional Skills Strategy, Transport Strategies and Local Development Plans.;
- 1.5 To provide advice and guidance, and endorse or make recommendations to Chief Officers' Group and SCREAB on the development of the City Region Deal projects, programmes and other priorities areas for growth.
- 1.6 Support the maximisation of private sector leverage
- 1.7 To support the delivery of benefits that the City Region Deal and other regional capital investment will unlock for businesses and social enterprises within Stirling and Clackmannanshire region.;
- 1.8 To explore and develop partnership arrangements, cross sector and business-to-business, which maximise the regional economic potential of the area and to
- 1.9 Increase business engagement opportunities in connection with the City Region Deal investment programme.



2.0 Principles

- 2.1 The Forum will augment and build on existing business forums and structures without superseding them. It will be the recognised business engagement forum for the City Region Deal.
- 2.2 Members will be invited to attend the group by the City Region Deal Joint Committee. Member eligibility will be based on expertise and knowledge of the city region, their role within the regional economic landscape and/or in their capacity as a representative of a business or social enterprise community. as opposed to the individual organisations that they represent.
- 2.3 Members will be required to act in the best interest of the region and local communities forgoing any interest their own organisation (if any) may have in the City Region Deal and related projects.
- 2.4 Members will be responsible for ensuring that the views of existing business and social enterprise networks are captured and that there is no duplication between the group's activity and these networks.
- 2.5 The Regional Enterprise Forum does not have a direct decision making role in relation to the City Region Deal and it will operate as an advisory group
- 2.6 The Regional Enterprise Forum will be established to be 'regionally resilient' in the context of the emerging Forth Valley Regional Economic Partnership and will support these developments ensuring duplication is avoided and opportunities to maximise impact across the wider region in the future are supported.
- 2.5 Members will be asked to conform to the City Region Deal Communications Protocol which will be provided by the Regional Programme Management Office (RPMO).

3.0 Membership

- 3.1 Members of the Regional Enterprise Forum will be invited to create the Forum by the City Region Deal Joint Committee via the Regional Programme Management Office (RPMO).
- 3.2 **SUBJECT TO JOINT COMMITTEE CONSIDERATION** the following representatives will be invited to create establish the Regional Enterprise Forum;
 - Forth Valley Chamber of Commerce x 1
 - Federation of Small Businesses x 1
 - Clacks first (Business Improvement District) x 1
 - Alloa first (Business Improvement District) x 1
 - Go Forth (Stirling Business Improvement District) x 1
 - Loch Lomond and Trossachs Park x1
 - Forth Valley LEADER x 1
 - CETERIS x 1
 - STEP x 1



- Forth Valley Social Enterprise Network x 1
- Institute of Directors Scotland (Central Scotland Committee) x 1
- Forth Valley College x 1
- University of Stirling x 1
- Stirling Council, Senior Officer, Economic Development x 1
- Clackmannanshire Council, Senior Officer, Economic Development x 1

3.3 There will be no application process required to take part in the forum..

3.4 The City Region Deal will aim to maximise engagement with business and social enterprise networks and communities and reflect the importance of SMEs and social enterprise within the region.

3.5 The Regional Enterprise Forum is able to recommend to the City Region Deal Joint Committee via the RPMO, additional other members as required to ensure future new business network representatives of relevance can access the forum.

3.6 The Regional Enterprise Forum via a request from the Chair to the RPMO is able to invite other representatives to attend in order to support or present on specific thematic / agenda items.

3.7 Organisations listed in 3.2 should consider the purpose of the group and identify a suitable representative to attend the Regional Enterprise Forum on their behalf.

3.8 Identified representatives can send a substitute from the organisation they are representing in 3.2 if they are unable to attend scheduled meetings.

3.9 The Regional Programme Manager (RMPO) for the City Region Deal will be invited to attend as a consultee in order to present updates on the progress of the Deal and to support the appointed Chair.

4.0 Appointment and role of the Chair

4.1 The Regional Enterprise Forum will have a Chair person, from an organisation listed in 3.2, nominated by the City Region Deal Joint Committee.

4.2 The role of the Chair is to facilitate the Regional Enterprise Forum meetings in keeping with the agreed agenda and thematic areas brought to the Forum by the Regional Programme Management Office (RPMO).

4.3 The Chair will be expected to approve recommendations, guidance or feedback from the Forum with the RPMO for reporting to the Chief Officers' Group and Joint Committee.

4.4 The Chair will not be expected to attend Joint Committee meetings but may be invited to attend as a consultee. The Chair may be invited to attend the Stirling and Clackmannanshire Regional Economic Advisory Board.



- 4.5 The Regional Programme Management Office will support the Chair to create meeting agendas and related reports bringing forward relevant business including; implementation updates, benefits realisation and updates from other advisory groups within the Governance Framework.
- 4.6 The Regional Programme Management Office will support the interface between the Stirling & Clackmannanshire Regional Economic Advisory Board and the Regional Enterprise Forum to ensure that these advisory groups work closely together to feed into the decision making process within the context of the City Region Deal..

5.0 Meeting administration

- 5.1 Administrative support will be provided by the RPMO who will support the Chair with the organisation of meeting venues, preparation of presentations, collating information relating to the agreed agendas and communication with Forum members.
- 5.2 Meeting minutes will be prepared by the RPMO on behalf of the Regional Enterprise Forum and approved by the Chair as detailed in 4.3.
- 5.3 Forum meetings will not be open to the public however minutes of every meeting require to be approved by the Chair and will be made publicly available.

6.0 Meeting frequency

- 6.1 The Regional Enterprise Forum Joint Commission will meet quarterly however meetings can be convened by the Chair out with the meeting schedule in order for the forum to respond to urgent business if required.
- 6.2 The Regional Programme Management Office (RPMO) will schedule an annual calendar of meetings to ensure that they take place in advance of a Chief Officers' Group (COG) meeting. This ensures that the Regional Enterprise Forum have had time to advise on recommendations being made by the RPMO for COG review and ultimately advise the Joint Committee.

7.0 Review

- 7.1 These Terms of Reference should be reviewed to ensure that they are fit for purpose no less than every 18 months.
- 7.2 The Regional Programme Management Office will support the review of the Regional Enterprise Forum Terms of Reference for the approval of the City Region Deal Joint Committee via the Chief Officers' Group.

<END>



**Clackmannanshire
Council**



**UNIVERSITY of
STIRLING**



CITY REGION DEAL

STIRLING & CLACKMANNANSHIRE

Governance Framework



Scottish Government
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1. Governance Framework

Context

- 1.1** This document sets out the governance arrangements which have been agreed for the Stirling & Clackmannanshire City Region Deal. The governance arrangements will enable sound decisions to be taken in an open, inclusive and transparent way. The City Region Deal partners (“the partners”) comprise of: Stirling Council, Clackmannanshire Council, University of Stirling, Forth Valley College and representatives of the city region’s private sector.
- 1.2** The governance framework sets out decision making structures, memberships, roles and responsibilities and how key processes will be managed to ensure accountability, probity, transparency, compliance and value for money. The governance arrangements outlined within this document will be reviewed regularly to ensure that they remain fit for purpose as the deal progresses.
- 1.3** The framework will promote:
- Openness of decision making focussed on clearly defined outcomes underpinned by sustainable economic, social and environmental benefits;
 - Management of risks and performance through robust internal control and strong financial management; and
 - Transparent reporting.
- 1.4** The partners believe that over the next 15 years, an excess of £640 million will be unlocked by the deal investment, delivering over 5000 new jobs across a wide range of sectors in the city region.
- 1.5** City Region Deal Project and Programme Leads will work in collaboration with the RPMO in consultation with both Governments to develop a City Region Deal Monitoring and Evaluation Framework. This is an important document for the City Region Deal as it establishes the framework for Government and internal governance bodies, to monitor activities and progress towards securing outputs and outcomes with its final form being subject to Government approval.
- 1.6** Once the deal is signed, partners will work together with governments to develop an approved Benefits Realisation Plan to bring focus and alignment to wider regional cohesion and economic development benefits achieved by utilising partner resources. The Monitoring and Evaluation Framework will feed into this to articulate the impact that the deal has had on the region.
- 1.7** This governance framework is part of a suite of documentation relating to the Stirling & Clackmannanshire City Region Deal which currently includes;
- City Region Deal Narrative
 - City Region Deal Implementation Plan
 - City Region Deal Communications Protocol

- City Region Deal Financial Plan and Tripartite Agreement

2. Overarching Principles

Driving Inclusive Growth for Stirling & Clackmannanshire

2.1 The Deal partners have joined together with strategic stakeholders such as Forth Valley College and the business community to develop a coherent package of proposals that they consider will deliver a transformative step change in the region's economy. The city region's partners recognise that alignment between local, regional and national ambitions, policies and resources will be required in order to deliver the four strategic outcomes of the City Region Deal;

- Inclusive economic growth
- Creating higher value jobs
- Shared prosperity; and an
- Inclusive skills ecosystem.

2.2 The governance arrangements outlined in this document will allow City Region Deal partners to work together towards realising the inclusive economic potential of the region. Through the delivery of projects and programmes with the greatest inclusive economic potential, the partners will work together with strategic stakeholders to maximise the benefits that can be realised for the region's communities.

Financial Diligence

2.3 Throughout all aspects of the City Region Deal, partners shall be bound by the key principle of responsibility for the propriety and regularity of City Region Deal finances under their stewardship. Partners accept that they must make economic, efficient and effective use of all City Region Deal related resources. Risk management and assurance processes will be followed.

2.4 Stirling Council as lead authority, is responsible for the propriety and regularity of the finances under their stewardship in accordance with proper practices as required by legislation and as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code).

2.5 A Chief Finance Officer's Group has been formed to support the Chief Officers Group and Joint Committee in overseeing the City Region Deal's finances ensuring that the City Region Deal monies are spent as set out in the agreed Financial Plan and that financial risk, audit and assurance are carried out effectively. The draft Terms of Reference for the Chief Finance Officer's Group is outlined in the Annex.

Partnership with Private and Third Sectors

- 2.6** Stirling and Clackmannanshire have strong private, third and education sectors. Their contribution will be integral to the city region's success. A governance model will be established and kept under review as partners progress towards delivery to ensure that this expertise, within the context of the region, is harnessed through active participation in appropriate decision making and advisory groups.

Community Engagement

- 2.7** Input from those living in the communities including active community groups delivering change at ground level is essential to informing and influencing the change process. The Community Empowerment Act (2015) will act as a key driver to enable and strengthen both community dialogue and solution co-production. A community engagement plan will be designed for each project taking into account existing community engagement channels such as community planning, community councils, planning consultations and local authority budget engagement processes. This will ensure that local people have an opportunity to feed into projects at key stages.

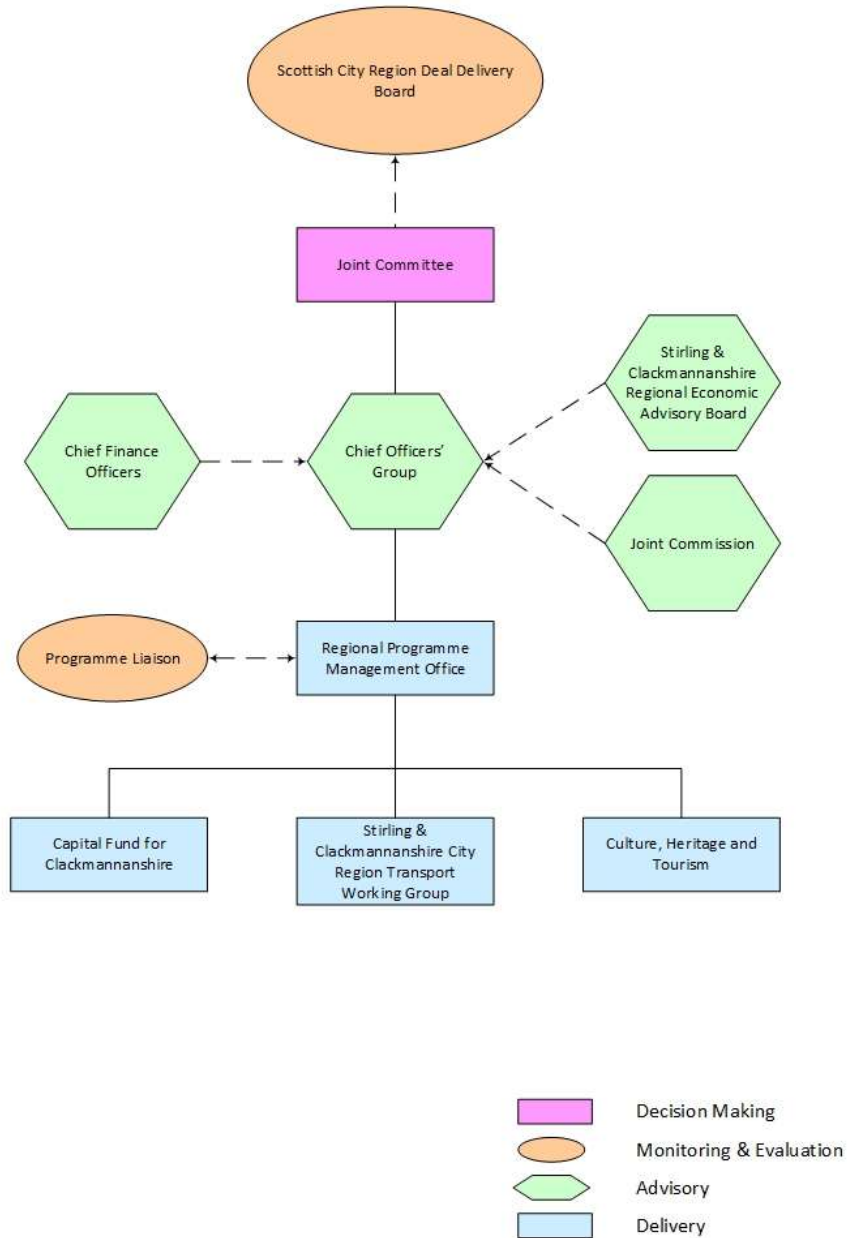
Working with Government and Agencies to Deliver a Strong Regional Partnership

- 2.8** The deal represents fresh investment into the region from Scottish and UK Governments and regional partners. The integrated approach adopted by the partners will develop the city region's economy aiming to spread the benefits of growth more evenly within and across the communities in the city region. Throughout the lifespan of the deal, the partners will engage with national agencies to help deliver on the strategic outcomes and ultimately deliver a successful Deal for the region.
- 2.9** Building on this, there is an intention to develop a Regional Economic Partnership approach for the wider Forth Valley area covering Stirling, Clackmannanshire and Falkirk local authority areas. This will explore the wider regional opportunities that can be harnessed as a result of a collective and collaborative approach while also strengthening the city region's governance and capacity to deliver and meet clear policy expectations set out in Scottish Government's Enterprise and Skills Review. The governance arrangements will operate in a way that best delivers inclusive growth and accountability, underpinned by participation of the region's key private, public and third sector interests.

3. Governance Structure

3.1 A summary diagram of the City Region Deal governance structure is shown below:

Stirling & Clackmannanshire City Region Deal Governance Structure



3.2 It comprises the Joint Committee, a Chief Officers’ Group, Chief Finance Officers’ Group, advisory boards/groups and the Regional Programme Management Office. The structure will be reviewed to determine its continuing appropriateness by the Stirling & Clackmannanshire Joint Committee as and when required and at least on an annual basis as part of the annual report and conversation.

Standing orders, delegated authority and terms of reference

Joint Committee

- 3.3** The City Region Deal Partners have delegated decision making on the City Region Deal to the Joint Committee.

The Joint Committee approved its Standing Orders on 18th December 2018. Standing orders set out the process for meetings of the Joint Committee. The current Terms of Reference for the Joint Committee are summarised in the attached Annex.

Advisory Groups / Boards

- 3.4** Advisory Groups / Boards will be established to advise the Chief Officers' Group prior to making recommendations to Joint Committee. As advisory groups, they will also be there to advise at Joint Committee level as required. Each group shown in the structure will have its own Terms of Reference approved by Joint Committee.

Chief Officers' Group (COG)

- 3.5** Chief Officers' Group will report into the Joint Committee on the performance of the overall Deal and make recommendations that will enable the partners to deliver on the City Region Deal investment programme. Terms of Reference for the Chief Officers' Group were approved by the Joint Committee on 26th September 2019. The current Terms of Reference for the Chief Officers' Group are summarised in the attached Annex.

Chief Finance Officers' Group (CFO)

- 3.6** Chief Finance Officers' Group will be responsible for audit, risk and assurance as well as reviewing the performance of the deal, both financial and non-financial and providing financial oversight on the City Region Deal's finances.

A Draft Terms of Reference for the Chief Finance Officers' Group is outlined in the attached Annex.

Stirling & Clackmannanshire Regional Economic Advisory Board (SCREAB)

- 3.7** The Stirling & Clackmannanshire Regional Economic Advisory Board will provide strategic guidance, direction and coordination to develop a shared vision for an inclusive regional economy including providing strategic direction for the development of a Regional Skills Strategy for the Stirling and Clackmannanshire region.

A Draft Terms of Reference for the SCREAB is outlined in the attached Annex.

Joint Commission

- 3.8** To provide advice, guidance and proposals to the Joint Committee, Chief Officers' Group and SCREAB (once established) on the development of the City Region Deal projects and other priorities for growth.

A Draft Terms of Reference for the Joint Commission is outlined is summarised in the attached Annex.

Project Portfolio Groups

- 3.9** The requirement for project portfolio groups to be established will be reviewed to ensure support to deliver on specific investment areas. Decision making will remain with the Joint Committee however the portfolio groups will be critical to feeding into recommendations being made at Joint Committee that enable the City Region Deal forward plan to be achieved. At this time, the following project portfolio groups have been identified as required;

- Culture Heritage & Tourism – Status: to be established post Deal signing
- Stirling & Clackmannanshire City Region Transport Working Group - Status: established see Annex
- Capital Fund for Clackmannanshire – Status: to be established post Deal signing

Regional Programme Management Office (RPMO)

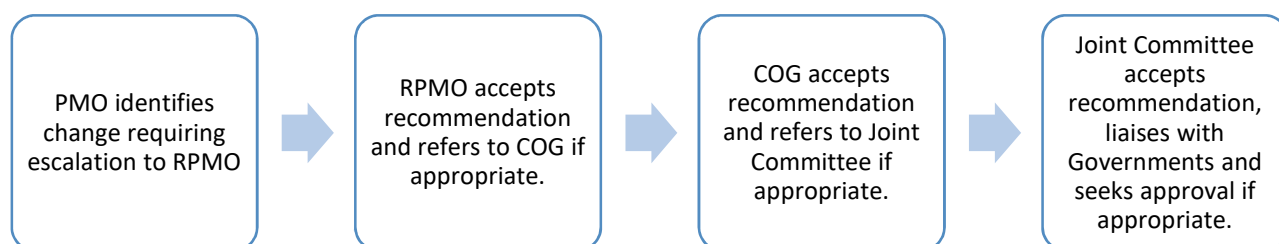
- 3.10** The RPMO is delivered by the University of Stirling who will work alongside the Partner Programme Management Offices within Stirling Council, Clackmannanshire Council and the University of Stirling to support the delivery of the City Region Deal. The RPMO will be responsible for the administration of the Joint Committee and Chief Officers' Group. The resourcing of the RPMO will be reviewed by the Chief Officers' Group quarterly as part of risk reporting to ensure that it is suitably resourced to meet the demands of delivering the City Region Deal for the forthcoming period.
- 3.11** The RPMO will be responsible for liaising regularly with Programme Management Offices (PMO) which are established within Stirling Council, Clackmannanshire Council and the University of Stirling.
- 3.12** The RPMO will be the single point of contact for government liaison within the context of the City Region Deal with Programme Liaison meetings taking place fortnightly.
- 3.13** City Region Deal Project and Programme Leads will work in collaboration with the RPMO in consultation with both governments to develop a City Region Deal Monitoring and Evaluation Framework. This is an important document for the City Region Deal as it establishes the framework for Government to monitor activities and progress towards securing outputs and outcomes and it will be subject to Government approval.

Decision making within City Region Deal

- 3.14** The partners are committed to putting in place robust decision-making and financial management processes to ensure that public money is being spent responsibly and is accounted for. All decisions will be made publicly available with the exception of those considered by the Joint Committee to be exempt under the Local Government Scotland Act 1973.
- 3.15** Partners have delegated authority to the Joint Committee in relation to decision making on matters concerning the City Region Deal. The Joint Committee has an approval and oversight role with respect to City Region Deal funding to ensure that it is spent in line with City Region Deal objectives. Each constituent partner's decision making in relation to its own financial commitments are not subject to Joint Committee approval.

Managing change

- 3.16** Major change decisions will be escalated from project level via the relevant Programme Management Office to the RPMO for discussion. The RPMO will then escalate major change matters to the Chief Officer's Group (COG). The COG will then present recommendations to the Joint Committee for decision.



Examples of scenarios that may constitute as major change include;

- There is project underspend, leaving an opportunity to enhance the scope or consider new projects;
- Project is no longer considered viable or value for money since business case approval; or
- External factor triggers changes in the investment priorities for the city region.

- 3.17** If a scenario arises that is considered to be a major change, the Joint Committee will enter into open dialogue with Scottish or UK Governments or the Scottish City Region Deal Delivery Board, as appropriate, to identify acceptable solutions.

Role of members / accountability

- 3.18** It is the duty of all Joint Committee members to take decisions in the best interests of the Stirling and Clackmannanshire city region as a whole. Any private and third sector members will also be required to take decisions in the best interest of the city region. Members will be expected to declare any interest that they may have in related City Region Deal projects and determine whether that interest is so significant that they should no longer participate in the decision making process.
- 3.19** All members are expected to comply with the applicable code of conduct of their respective organisations and the values and aspirations of the city region partnership.

Government representatives may at times attend meetings in observer/advisory capacity.

4. The business case journey

- 4.1** Projects will be identified and implemented through a 4 stage journey as shown below;

4.1.1 Stage 1 – Strategic Business Case (SBC)

Where the need for a new project¹ is identified or if there is a significant change to a project which alters it from its original purpose and therefore requires a new business case, a Strategic Business Case should be developed. Throughout the development phase of the new/revised business case, open dialogue with both Scottish and UK governments will take place.

All new / revised Strategic Business Cases will require to be approved internally as required by the individual partner.

Once internal approval is granted, the Strategic Business Case will be issued to the RPMO by the Partner PMO for assessment.

Strategic Business Cases will be appraised by the RPMO using guidance from HM Treasury Green Book and against the Benefits Realisation Plan. Appraisals will take into consideration the Forward Plan that will be produced for Joint Committee.

Business cases which have met all the criteria will be recommended by the RPMO to the COG for consideration. The COG would then decide on the recommendations that will go forward to the Joint Committee for decision.

The approval of the SBC by Joint Committee gives permission to develop the Outline Business Case.

¹ Not already specified in Heads of Terms or Deal Documents

4.1.2 Stage 2 – Outline Business Case (OBC)

Outline Business Cases (OBCs) will be developed and issued to the RPMO via the Partner PMO for assessment.

OBCs will be appraised by the RPMO using guidance from HM Treasury Green Book and against the Benefits Realisation Plan. Appraisals will again, take into consideration the Forward Plan that will be produced for Joint Committee.

RPMO will liaise with government/s to ensure that OBCs meet the required policy objectives and to seek endorsement that the OBCs can progress to Full Business Case (stage 3).

Accountability requirements mean that Scottish Government must endorse all OBCs, even if a project is fully funded by UK Government.

Business cases which have met all the criteria issued by government/s will be recommended by the RPMO to COG for consideration.

The COG will then decide on recommendations of OBCs that can go forward to Joint Committee for a decision and approval.

4.1.3 Stage 3 – Full Business Case (FBC)

Following OBC approval by Joint Committee FBC will be developed.

Full Business Cases (FBCs) will be developed and appraised by the RPMO using guidance from HM Treasury Green Book and against the Benefits Realisation Plan.

RPMO recommends FBCs to the COG for consideration.

The COG will then make FBC recommendations that can go forward to Joint Committee for approval.

Appraisals will again, take into consideration the Forward Plan that will be produced for Joint Committee.

4.1.4 Stage 4 – Implementation, Review and Evaluation

Should an FBC be approved by the Joint Committee, the project will move to implementation and be subject to review and evaluation as is the case in all projects.

Accountability

Accountable body

- 4.2** Stirling Council will act as the Accountable Body for City Region Deal finances.

As the Accountable Body, Stirling Council will have the authority to hold partners to account should projects present a risk to the overall programme. A grant offer letter from Scottish Government signed by Stirling Council will set out the terms and conditions to ensure funding is applied as expected. These terms and conditions will also be replicated in separate agreements between Stirling Council and regional partners with any additional specific requirements necessary for Stirling Council to fulfil its role as the Accountable Body, clearly set out.

The broad terms of the City Region Deal are also set out in the Tripartite Financial Agreement between the UK and Scottish Governments and Stirling Council.

Progress reporting, risk and audit

- 4.3** The annual Grant Offer Letter will outline the reporting and governance requirements for the partners.

Financial reporting

- 4.4** As outlined in the annual Grant Offer Letter, on a monthly basis, a Financial Forecast will be completed by the RPMO, working with Stirling Council as the Lead Authority, and submitted to Scottish Government copied into UK Government. This will include monthly expenditure by the overall Programme and individual Projects, the cumulative spend and profile spend for the remainder of the financial year.
- 4.5** As outlined in the annual Grant Offer Letter, a Quarterly Performance Report will also be reported to Scottish Government copied into UK Government. This report will not only report on financial information but will include a Risk Status of the overall Programme as well as each Project and highlight where underspend or overspend is predicted including narrative as to how this will be managed going forward. The RPMO, will work with Stirling Council as the Lead Authority to produce this.

Performance reporting, risk and audit

- 4.6** To assess progress against the milestones set out in relevant business cases, the RPMO produce a quarterly Risk and Performance Monitoring Report outlining the performance against the milestones highlighted in the Implementation Plan in addition in to the financial performance to date.

- 4.7** Where risks are identified, change recommendations will be made. An overall Programme Risk Register and Performance Monitoring Report will also be considered by the Chief Officers Group and Joint Committee every quarter.

Templates for these reports will be created by the RPMO and agreed with the Chief Officers Group, Joint Committee and Government in advance.

- 4.8** To demonstrate the alignment of the City Region Deal programme to the agreed vision and four strategic outcomes, the RPMO will produce an Annual Report on all City Region Deal activity. The template for the Annual Report will be agreed with Government. The draft report will form the basis for the annual conversation with Government and the final report will be approved by the Joint Committee and presented to Governments, and the Stirling and Clackmannanshire Regional Economic Advisory Board before being published.
- 4.9** Measures will be taken to ensure effective stakeholder engagement with the business community, third sector and general public. The Stirling and Clackmannanshire Regional Economic Advisory Board and Joint Committee will develop these measures in partnership with Government. Options may include an annual conference/seminar tackling a key priority in the city region; an annual online consultation with key stakeholders in the city region and/or the general public; regular “roadshow” consultations on key upcoming projects across the city region (linking in with the planning process).
- 4.10** Every meeting of the Joint Committee will be open to the public except for items deemed exempt as per Local Government Scotland Act 1973.
- 4.11** Given the size of the investment in the thematic areas of Innovation, Culture Heritage and Tourism, and the National Tartan Centre, the partners and Governments agree to undertake an 18 month and subsequent 3 year review checkpoint for these investment areas.

Annual Conversation

- 4.12** Partners will complete an Annual Report which will form the basis of the Annual Conversation.

The Annual Conversation will allow the Scottish City Region and Growth Deal Delivery Board to engage with the Stirling & Clackmannanshire City Region Deal at a senior official level to celebrate success and discuss progress. It presents an opportunity to reflect and work through any concerns that the Regional Partners and Governments have about the Implementation Plan and the strategic ambitions for the Programme going forward.

Annex: Summaries of terms of references

This section summarises the Terms of Reference for the Joint Committee, Chief Officers Group and Advisory Boards/Groups shown within the Governance Structure.

1 Stirling and Clackmannanshire City Region Joint Committee

The Joint Committee was established in terms of sections 56 and 57 of the Local Government (Scotland) Act 1973. The Joint Committee is the decision making forum for all City Region Deal matters and oversees the governance arrangements for the Stirling and Clackmannanshire City Region Deal.

Stirling Council and Clackmannanshire Council have delegated full power and authority to the Joint Committee to take all actions and decisions the Joint Committee considers necessary to oversee and direct the implementation and delivery of the City Region Deal to the extent the Joint Committee has been allocated funding for the same, with each Stirling council/Clackmannanshire Council (as the case may be) to then implement and deliver the approved projects.

Membership

The Joint Committee comprises of the following members, all of whom are voting members:-

- 3 Elected members of Stirling Council (currently the Leader, Depute Leader and Leader of Opposition)
- 3 Elected members of Clackmannanshire Council (currently the Leader of the Council and the Leaders of the other two political groups)
- 1 representative of the University of Stirling
- 2 Private sector members, one being nominated by Stirling Council and the other nominated by Clackmannanshire Council

The Chair person will rotate annually between Stirling and Clackmannanshire Councils.

Purpose

The purpose of the Joint Committee is to;

- Approve City Region Deal strategic and policy plans;
- Approve City Region Deal project business cases and oversee the implementation and monitoring of the same, all in accordance with a framework to be approved by the Joint Committee;
- Approve (i) the overall programme funding for the City Region Deal, (ii) the detailed breakdown and use of Stirling Council and Clackmannanshire Council financial contributions to the City Region Deal in relation to the approved overall programme funding for the City Region Deal and (iii) the distribution of funding to approved City Region Deal projects, which funding may be direct to Stirling Council, Clackmannanshire Council or other approved partner organisations;
- As stated above, Stirling Council will be the lead authority, and will hold/distribute City Region Deal funding on behalf of the Joint Committee;
- Prioritise City Region Deal projects;
- Receive updates from and provide feedback to the UK and Scottish Governments in connection with the City Region Deal, and any strategic, economic or infrastructure activities associated

with the City Region Deal, and act as the strategic point of contact with the UK and Scottish Governments;

- Collaborate and work in partnership with the Stirling and Clackmannanshire Regional Economic Advisory Board, which it will also establish and the Joint Commission, to deliver a shared vision of improving the economy within the Stirling Council and Clackmannanshire Council areas, and building and supporting inclusive growth focusing on the needs of the areas and strengthening the partnership between public, private and third sectors;
- Make recommendations to Stirling Council and Clackmannanshire Council, and other partners who are committing funding, on the setting of budgets as they relate to City Region Deal implementation;
- Make suitable arrangements, in consultation with Stirling Council, Clackmannanshire Council and the Stirling and Clackmannanshire Regional Economic Advisory Board for the independent review and audit of its activities; and
- Approve/delegate the approval of operational expenditure allocated by Stirling Council, Clackmannanshire Council and/or other partner organisations to further the aims of the City Region Deal and implement the same, within agreed City Region Deal Joint Committee budgets.

Meeting Schedule

The Joint Committee will meet at least quarterly.

Current Status

The Joint Committee was formed with Terms of Reference agreed by each Council in August 2018. A review of the Standing Orders will take place by March 2020.

2 Advisory Boards / Groups

2.1 Chief Officers' Group (COG)

Membership

- The Chief Executive of Stirling Council
- The Chief Executive of Clackmannanshire Council
- The Executive Director of Research & Innovation Services, University of Stirling

The Chief Finance Officer for the Lead Authority, Stirling Council will attend the COG meetings as an observer.

Purpose

- The purpose of the COG is to oversee the progress of the City Region Deal Regional Programme Management Office and to make decision, where delegated authority is issued by Joint Committee that enable the Deal Partners to deliver on the City Region Deal Investment Programme.
- To provide strategic management oversight of the delivery of the City Region Deal, ensuring that it is aligned towards its vision of achieving its inclusive growth ambitions.
- To provide leadership in key themes and priorities to promote sustainable economic growth.
- To lead on the communications and stakeholder engagement to raise the profile, image, reputation and influence of the city region at a regional, national and international levels.

Meeting schedule

This group will meet at least monthly.

Current status

Draft Terms of Reference were approved by Joint Committee in September 2019.

2.2 Chief Finance Officers' Group (CFO)

Membership

- Chief Finance Officer for Stirling Council (Chair)
- Chief Finance Officer for Clackmannanshire Council
- Executive Director of Finance for the University of Stirling

Purpose

The CFO Group will;

- Support the Chief Officers Group and Joint Committee in overseeing the City Region Deal's finances;
- Ensure that the City Region Deal monies are spent as set out in the agreed Financial Plan;
- Ensure that financial risk, audit and assurance are carried out effectively;
- Ensure compliance with current financial regulations and accountancy best practice;
- Review the performance of the deal, both financial and non-financial;
- To escalate any risks to the Chief Officers Group including overspend;
- Support the joint working between the Regional Programme Management Office (University of Stirling) and Lead Local Authority (Stirling Council);
- Ensure probity of public funds.

Meeting schedule

The CFO will meet monthly

Current status

The group is currently operational and Terms of Reference will be presented to the Joint Committee for approval in March 2020.

2.3 Joint Commission

Membership

Stirling and Clackmannanshire Councils have both agreed to establish a Joint Commission which will have a shared terms of reference. Membership will be drawn from members from public, private and third sectors within the region.

Purpose

- To provide advice, guidance and proposals to the Joint Committee, Chief Officers' Group and Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) (once established) on the development of the City Region Deal projects and other priorities for growth.
- Members will be active participants in driving Economic Growth through the City Region Deal and other local and regional programmes.

Meeting schedule

To be agreed

Current status

Terms of Reference to be drafted January – March 2020.

2.4 Stirling & Clackmannanshire Regional Economic Advisory Board (SCREAB)

Membership

To be confirmed – it is envisaged that membership will include those involved in regional policy setting including local, regional and national partners and a range of public and education bodies.

Purpose

- To provide strategic guidance, direction and coordination to develop a shared vision for an inclusive regional economy.
- To provide strategic direction for the development of a Regional Skills Strategy for the Stirling and Clackmannanshire region.
- Its purpose will include the alignment of regional strategies and plans including those relating to inclusive growth and inward investment as well as Local Development Plans, Transport Strategies.

Meeting schedule

To be agreed.

Current status

Terms of Reference to be drafted January – March 2020.

2.5 Stirling-Clackmannanshire City Region Transport Working Group Membership

Representation from those organisations responsible for consideration of, and taking forward, strategic interventions as outlined below:

- Transport Scotland
- Stirling Council /Clackmannanshire Council (transport and economic development)
- Falkirk Council
- Tactran / Sustran
- Sustrans
- Loch Lomond and the Trossachs National Park Authority

Subject to the items being covered on the any one agenda, invitations may be extended to relevant organisations (such as Network Rail, Scotrail/Network Rail, Stirling University & Forth Valley College, NHS Forth Valley and SNH)

Purpose

The Group will look at the potential benefits, affordability and deliverability of the strategic transport schemes as well as more local interventions. Transport Scotland will work as part of the group to enable the regional engagement to inform national transport appraisal considerations including the on-going Strategic Transport Projects Review.

Meeting schedule

Bi-monthly

Current status

Terms of Reference to be drafted March-May 2020 for Joint Committee approval.

3 Regional Programme Management Office (RPMO)

Membership

The Regional Programme Management Office function sits within the Research and Innovation Service of the University of Stirling. The RPMO works with a Programme Management Office function within each partner organisation to ensure a joined up approach to the preparation for and implementation of the Deal.

The RPMO currently comprises of a full time Programme Manager and part time Finance Officer. The composition of the RPMO function is to be reviewed to ensure it is fit for purpose post Deal signing.

Purpose

The RPMO is responsible for;

- Providing secretariat for Joint Committee and the Chief Officer's Group;
- Providing direction of programmes, projects and initiatives to ensure they meet the overarching vision, strategy and objectives of the City Region Deal as defined and agreed by the Joint Committee and Chief Officer's Group;
- Providing performance reports in relation to the City Deal programmes, projects and initiatives including progress against milestones, financial performance and benefits realisation;
- Working with Stirling Council as Lead Authority to provide financial reports as required by government and Joint Committee;
- Providing direction on the delivery and Deal level outputs and strategic outcomes;
- Taking a day to day lead on the engagement with both governments providing a focal point for the City Region Deal;
- Coordinating and delivering documents required by governments, including Green Book-compliant business cases;
- Reporting on risk, assurance and accountability across the City Region Deal and auditing the delivery boards and groups' progress towards delivering projects as set out in business cases.

Current status

The group is currently operational and will be formally adopted no later than July 2020.

REPORT

Joint Committee 9 June 2020 Agenda Item: 6.3

Benefits Realisation Plan - Stirling & Clackmannanshire City Region Deal

Executive summary

This paper provides an overview to Joint Committee on the Benefits Realisation Plan work-stream for the City Region Deal outlining the three phases of work that require to be developed over the coming months. It will cover the purpose of the Benefits Realisation Plan (BRP) and the Monitoring and Evaluation Framework (MEF) in addition to outlining the critical aspects of this work-stream due for review by the Joint Committee at key stages.

Within the approved Governance Framework for the Stirling and Clackmannanshire City Region Deal, the regional partners committed to working with both UK and Scottish Government to produce a BRP and MEF with work being coordinated by the Regional Programme Management Office working alongside Programme and Project Leads.

This is the first 'Deal Level' milestone to be achieved by the partnership since the signing of the Deal and it is a condition of the Grant Offer Letter.

Performance on benefits realisation will be formally reviewed by the Scottish City and Growth Deal Delivery Board every quarter and will feature within the Annual Report and the Annual Conversation with government as outlined in the CRD Governance Framework.

The initial agreed deadline for Phase 1 – the creation of the BRP and MEF was the end of June 2020. Due to the impact of COVID-19 on all partners, both governments have agreed to a revised deadline whereby Phase 1 outlined in this document will be recommended to Joint Committee **by the 29th September 2020**.

This will then enable the operational phases to be completed by the **31st March 2021** deadline.

There is a significant risk of failure to meet the government deadline of the 31st March 2021 if the BRP and MEF are not approved at the 29th September Joint Committee. PMOs will work with the members of the Chief Officers' Group to ensure that members have an opportunity to feed into the proposals via internal partner socialisation.

As the MEF is being developed within the context of COVID-19 where the impact on the regional economy yet to be fully understood, the RPMO will work with both governments to agree on the timing of establishing regional baselines over the coming months.

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Recommendation

- 1) To note that the Benefits Realisation Plan and supporting Monitoring and Evaluation Framework are conditions of the Grant Offer Letter.
- 2) To note deadlines associated with each phase of work within the Benefits Realisation Plan and risks associated with a delay to the timelines indicated.
- 3) To note the offer of an 'Advancing Equalities and Fairness within City Region Deals' Joint Committee briefing by Scottish Government and confirm to the RPMO if they wish this to be organised for members.

Background

The Benefits Realisation Plan (BRP) is the public facing strategy outlining the benefits that are to be delivered by the City Region Deal (CRD), for whom and how the partnership aims to measure its performance of benefits delivery over the next 15 years.

The BRP will provide a strategic framework for the lifespan of the Deal giving guidance and direction to Programmes and Projects as to the benefits that the Deal is striving to deliver. It will explain the benefits realisation management process including reporting arrangements, roles and responsibilities of key staff involved in the City Region Deal and the role of the City Region Deal Governance Framework in the context of benefits realisation. In addition it will recognise and allow for the identification of unanticipated benefits that may be delivered as a result of the City Region Deal.

In January 2020, Audit Scotland highlighted the risk of City Region and Growth Deals potentially missing opportunities to contribute to the National Performance Framework. The Stirling and Clackmannanshire City Region Deal has an opportunity through the development of the BRP to demonstrate that the City Region Deal Programme has a 'golden thread' running throughout it with alignment to the National Performance Framework, local authority Business Plans and Local Outcomes Improvement Plans.

Audit Scotland also highlighted that the addition of SMART objectives or outcomes at a 'Deal Level' would give more clarity on what the Scottish Government expect Deals to achieve and make it easier to measure progress and evaluate success.

Opportunities

The opportunity to learn from the findings of the Audit Scotland report prior to implementation enables the partnership to develop the BRP as a strategic decision making tool for the City Region Deal. It will enable the partnership to;

- Collectively agree on what benefits they want to see delivered at 'Deal Level' across the region;
- Collectively agree equality objectives at 'Deal Level' ensuring that advancing equalities is embedded within all CRD programmes and projects;
- Deliver strategically aligned BRPs for every Programme and Project within the City Region Deal;
- Reduce duplication within the individual partner organisations during the business case development process;



- Mobilise in advance of implementation reducing the risk of ‘missed’ or ‘unrecorded’ benefits.

Advancing equalities and fairness

The Equality and Human Rights Commission are working with Scottish Government to ensure that all City Region Deals advance equality within their Programme and commit to explicit equalities objectives within their BRP. Demonstration of the advancement of equality and fairness will be a requirement within the business cases for all CRD programmes and projects.

Scottish Government’s policy lead for Equalities in City Region and Growth Deals, is delivering a briefing for the RPMO and Partner PMOs to support the development of the BRP. In addition, there is an offer from Scottish Government to brief the Joint Committee on this aspect of the BRP should they wish. This has also been extended to others involved in the Deal including the Chief Officers’ Group and Senior Responsible Officers, Programme and Project Leads. Sessions will be coordinated by the RPMO on behalf of the partnership.

Overview of the Monitoring and Evaluation Framework

The Benefits Realisation Plan requires to be supported by a Deal Level Monitoring and Evaluation Framework (MEF). The MEF will demonstrate the way in which the partnership will measure success, the agreed Impact Assessment. The MEF will be used as a reporting tool that demonstrates how successful the partnership has been at delivering on the agreed strategic outcomes for the Deal across the agreed timescales.

Critically, the MEF will allow the partnership to evidence the contribution of the City Region Deal to inclusive growth for the region.

As the impact of COVID-19 on the regional economy is not yet fully known, it has been agreed by governments that we will discuss the appropriate timing of conducting a regional economic impact assessment and setting baseline data with government partners.

Overview of reviewing performance

Benefits realisation performance via the MEF will be included alongside financial and implementation plan performance for the review of the Chief Officers’ Group, Chief Finance Officers’ Group and Joint Committee.

Once established, the Stirling and Clackmannanshire Regional Economic Advisory Board will support the delivery of the BRP. It will support the monitoring of the Deal against its ambitions providing advice and guidance as to how to maximise the intended benefits.

Associated timescales

The Benefits Realisation Plan will be fully developed over 3 phases;

Phase 1 – Development of a Deal Level strategic framework, Benefits Realisation Strategy and Monitoring and Evaluation Framework.

Phase 2 - Development of operational requirements of the Benefits Realisation Management Process including project toolkits, Equality and Fairness Impact Assessments and performance reporting requirements. Phase 2 cannot take place prior to Phase 1 being approved at Joint Committee.

Phase 3 - Assurance of quality, analysis and scrutiny of benefit realisation performance data.

Additional Information

Phase 1 is outlined below with the associated stages and timelines.

Phase	Stage	Output	COG	Joint Committee
1	1	<ul style="list-style-type: none"> - Partner outcome mapping - Draft Deal Level objectives - Draft Benefits Realisation Plan (strategy) 	16 th June 2020	t.b.c (Late June/early July 2020)
	2	<ul style="list-style-type: none"> - Draft Deal Level Impact Assessment methodology - Draft Monitoring and Evaluation Framework - Draft Benefits Realisation Plan (strategy) 	14 th September 2020	29 th September 2020*

**Although in draft form, it is anticipated that they will require to be heavily socialised within individual partner organisations prior to the JC meeting to reduce the risk of the partnerships being unable to deliver against this critical deadline.*

Stage 1 – The RPMO is currently working with the Partner PMOs and LA transformation officers to develop an agreed set of Deal Level strategic objectives and organisational outcome maps. In addition the Benefits Realisation Strategy is also currently in development.

Stage 2 – A cross partnership working group will be established including representation from the regional partners, University of Stirling academics and the RPMO to develop a draft Impact Assessment Methodology as required for the MEF.

The development of the MEF will involve working with Programme and Project Leads to outline the strategic framework for the Deal, highlight the target groups of importance at a local, regional and national level and establish how their projects could be support the delivery of the strategic objectives.

Financial Impact

Phase 1 – No financial impact

Phase 2 – Business intelligence systems to enable Deal Level data to be reported to Joint Committee will be explored as part of Phase 2 to identify the most effective options for the partnership. Any cost implications will not be known until Phase 2 begins.



Phase 3 - Data scrutiny and analysis at Deal Level will be critical for the partnership to learn from the implementation of the City Region Deal and evidence how it is contributing to inclusive growth across the region. There is no dedicated resource at this time to provide this on behalf of the partnership posing a potential risk to the quality of the Deal Level information being reported to Joint Committee.

Alignment with sustainable, inclusive growth ambitions

The Benefits Realisation Plan and Monitoring and Evaluation Framework will enable the partnership to monitor progress and evidence the contribution that the City Region Deal has made to regional inclusive growth.

Background reading/external references

‘Scotland’s City Region and Growth Deals’ Audit Scotland January 2020

Stirling & Clackmannanshire City Region Deal - Governance Framework

Stirling & Clackmannanshire City Region Deal - Deal Document

Appendices

BRP RACI Matrix (for work stream development)

BRP Risk Register

Activity	Role	Regional Partners				City Deal Governance								Other Stakeholders													
		Senior Responsible Officers	Programme Leads	Project Leads	Governance Support	RPMO	Stirling Council PMO	Clacks Council PMO	UoS PMO	Government Liaison Group	Chief Finance Officers' Group	Chief Officers' Group	Joint Committee	Marketing and Communications Group	Skills Development Scotland	Scottish Enterprise	Partner Procurement Leads	Scottish Government - Equalities Lead	Forth Valley College	Third Sector Interface x 2	University of Stirling Academics	Relevant Industry Bodies e.g. CITB	Private sector networks				
Benefits Realisation - Phase 1																											
1	Establish an agreed approach to creation of the BRP and MEF	-	-	-	-	R	C	C	C	C	-	C	A	-	-	-	-	-	C	-	-	-	-	R	Responsible	Who is doing the task	
2	Creation of a Deal Level Strategic Objectives	I	I	I	I	R	C	C	C	C	I	C	A	I	-	-	-	-	C	-	-	-	-	A	Accountable	Who is making decisions	
3	Creation of a CRD Equalities and Fairness Impact Assessment	I	I	I	C	R	C	C	C	C	I	C	A	-	-	-	-	-	C	-	-	-	-	C	Consult	Who will be consulted with as part of the process	
4	Creation of a benefits register for known CRD Projects	C	C*	R	-	C	C	C	C	C	-	C	A	-	-	-	-	C	C	-	C	-	C	I	Inform	Who will be informed of decisions and actions	
5	Creation of a benefits register for CRD Programmes	C	R	-	-	C	C	C	C	C	-	C	A	-	-	-	-	C	C	-	C	-	C				
6	Develop an approved Benefits Realisation Plan (strategy)	C	I	I	I	R	C	C	C	C	I	C	A	I	C	C		C	C	I	C	C	I				
7	Develop an approved Monitoring and Evaluation Framework	C	C	C	-	R	C	C	C	C	I	C	A	I	C	C	C	C	C	I	I	C	C	I			
8	Develop reporting templates to support Joint Committee decision making	C	I	I	I	R	C	C	C	C	C	C	A	-	-	-	-		C	-	-	-	-				
10	BRP Lexicon creation	I	I	I	I	R	C	C	C	C	I	C	A	C	-	-		C	-	-	-	-	-				

* Relevant where projects are already being worked on within a 'Programme Level' Investment Area

City Region Deal - RPMO Benefits Realisation Plan (BRP) Workstream (Phase 1) Risk Register

Risk ref	Description of Risk	Accountable Person	Likelihood	Impact	Inherent Risk Score	Strategic Controls / Mitigating Actions	Embedded Monitors/Early Warning Indicators	Control Owner	Likelihood	Impact	Residual Risk Score	Magnitude of Financial Risk
Strategic risks												
BRP 1.0	Failure of the COG (regional partners) to agree on the process of establishing the BRP and associated Monitoring and Evaluation Framework (M&E) - includes associated outputs noted within the workstream	EM	3	4	12	Treat - BRP Workstream overview to be created with PMOs and then recommended to COGs	Monitoring taking place at COG meetings	FC	1	3	3	
BRP 1.1	Failure of regional partners to agree on the priority groups to be advanced through opportunities created by the City Region Deal	EM	3	4	12	Treat - Mapping of LOIP and Business Plan groups against CRD strategic outcomes to ensure 'golden thread' and that CRD supports the successful delivery of local priorities. Share Inclusive Growth Diagnostic with PMO team. <i>PMOs to be consulted with for internal partner feedback</i>	Reported as part of COG update noted in 1.0	EM	1	3	3	
BRP 1.2	SROs and Programme Leads do not recognise the BRP and M&E measures as an effective tool to evaluate potential projects against intended benefits within Deal Programmes therefore does not support their programme 'on boarding' requirements.	EM	3	4	12	Tolerate - Liaison with SROs and Programme Leads as part of the Monitoring and Evaluation Framework development will allow SROs and PLs to provide input. Education piece in terms of setting the strategic overview and what the M&E Framework has to demonstrate.	RPMO / PMO Progress meetings monitor feedback coming in from the SROs / Programme Leads.	FC	1	3	3	
BRP 1.3	Project Leads fail to maximise the benefits that could be delivered for their project within the OBC development stage.	EM	3	4	12	Tolerate - RPMO has offered 'consultancy support' if wished in terms of supporting them to identify the deliverables of their project and how it can deliver against the strategic BRP framework. Project and Programme leads to be involved in the M&E Framework development.	Warning marker - if no partner engages the RPMO in this level of support or to discuss the BRP of their OBC. If project / programme leads do not feed into the process during the development phase. RPMO / PMO Progress Meetings to monitor and escalate via COG if there is a lack of engagement.	FC	1	3	3	
BRP 1.4	Risk of duplication or perceived duplication of BRP workstream with aspects of the Skills and Inclusion Project.	EM	3	2	6	Tolerate - Discuss with SI Lead the potential areas for perceived duplication to clarify exactly what is being taken forward by the RPMO and how this could support the work within the SI project.	RPMO / PMO Progress meetings to monitor	EM	1	2	2	
Reputational Risks												
BRP 2.0	Failure to receive UK and Scottish Government approvals in relation to the BRP and associated M&E Framework therefore fail to meet government Phase 1 deadline of end Septemebr 2020	EM	3	4	12	Treat - On going liaison with UK and Scot Gov officers regarding the workstream overview and progress. Government turnaround times identified and bult into the workstream timeline.	RPMO Liaison call can seek formal feedback in relation to the workstream development.	FC	2	2	4	
Financial Risks												
BRP 3.0	Project / programme OBCs fail to demonstrate the required quality and range of benefits to be delivered resulting in slippage within the implementation plan and ultimately draw down timing.	EM	3	4	12	Treat - Project and programme benefits registers to be created with the support of the RPMO as part of the MEF development process showing clearly how the benefits are to be spread across the investment portfolio.	RPMO / PMO Progress meetings to monitor COG meetings to monitor at Deal level	FC	2	2	4	
Resources												
BRP 5.0	Limited access to key stakeholders identified in the RACI matrix could lead to people feeling disconnected from the BRP development process.	EM	4	3	12	Treat - RACI Matrix to be presented at COG to indicate the resources needed to consult into the process.	COG Meeting to approve and feed into.	FC	2	2	4	
BRP 5.1	Reduction in local authority availability due to COVID19 repsonse risks prolonged consultation process.	EM	4	3	12	Treat - RACI Matrix to be presented at COG to indicate the resources needed to consult into the process.	COG Meeting to approve and feed into.	FC	2	2	4	
BRP 5.2	Resource requirement to support economic baseline analysis and potential impact of the City Region Deal on some core economic indicators - limited access could lead to baslines being taken from out of date reports.	EM	3	3	9	Tolerate - Academics at UoS could be invited to support this aspect of the BRP to reduce costs and increase speed in which the information can be gathered. RPMO to liaise with governments regarding timing of baselines to ensure MEF impact analysis is appropriate.	RPMO internal meetings to monitor Government Liaison meetings	FC	2	2	4	
BRP 5.3	Risk of specific data sets being missed due to lack of clarity on what data is available that CRD could be using to inform the BRP priorities for example; economic data relating to the investment themes within CRD, regional research and development spend, apprenticeship data and in addition, equalities data relating to sectors of relevance, apprenticeship update and mainstream skills/education access within the region.	EM	3	3	9	Tolerate - Skills Development Scotland and Scottish Enterprise to be contacted to feed into the data collation process. University academics to support the development of the MEF including identification of data sets to be used.	RPMO internal meetings to monitor, COG updates	FC	2	2	4	
BRP 5.4	Limited resources in RPMO to complete all of the aspects of the BRP development process.	EM	2	4	8	Tolerate/Treat - Aspects of the BRP work package identified to highlight where cross partner resourcing could add value in terms of knowledge, skills and experience to collaborate with the RPMO resource.	RPMO internal meetings to monitor, COG updates	FC	2	2	4	
Political Risks												
BRP 6.0	Failure to agree strategic priorities and measures to be monitored within the Deal at Joint Committee. Approval delays could result in the partnership failing to meet their revised deadline of the 29th September 2020 beaching a condition of grant.	EM	3	4	12	Treat - Present Benefits Realisation Work package to provide an update on the process and timescales to Joint Committee. PMOs to ensure internal socialising of drafts produced in order to seek feedback and meet required deadlines.	Joint Committee meetings and COG meetings will monitor this.	FC	2	3	6	
BRP 6.1	Failure to have the BRP and M&E framework approved by Joint Committee on 29th September resulting in significantly reduced time for Phase 2 and 3 to be implemented by end of March 2021. Risk of breaching grant condition.	EM	3	4	12	Treat - Present Benefits Realisation Work package to provide an update on the process and timescales to Joint Committee. PMOs to ensure internal socialising of drafts produced in order to seek feedback and meet required deadlines.	Joint Committee meetings and COG meetings will monitor this.	FC	2	3	6	
BRP 6.2	UK and Scottish Government are not involved in the development of the BRP and M&E framework causing delays in required approvals.	EM	2	4	8	Treat - On going liaison with UK and Scot Gov officers regarding the workstream overview and progress. Liaison with Scot Gov Equality and Fairness lead (Chris Oswald) to engage government throughout the development of the workstream.	Deal Liaison call with governments will monitor	FC	1	4	4	