

# NOTICE OF MEETING & AGENDA

## Stirling & Clackmannanshire City Region Deal Joint Committee

### AGENDA

**Tuesday 11 May 2021 at 2.30 pm**

The meeting will be held via MS Teams.

**Contact:**

**A Bruce McClure, Head of Programme Management Office (PMO)**

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AGENDA		Page Nos.
<b>1.0</b>	<b>Apologies and substitutions</b>	-
<b>2.0</b>	<b>Declaration of interests</b>	-
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.	
<b>3.0</b>	<b>Urgent business</b>	
3.1	None.	-
<b>4.0</b>	<b>Previous minutes</b>	
4.1	Minute of the Meeting of the Stirling & Clackmannanshire City Region Deal Joint Committee 9 March 2021 <b>(Copy herewith)</b>	04 - 09
<b>5.0</b>	<b>Forward planning</b>	
5.1	Joint Committee Rolling Actions Log 11/05/21 - <b>Report (Copy herewith)</b>	10 - 11
5.2	Joint Committee Forward Plan 11/05/21 - <b>Report (Copy herewith)</b>	12 - 14
<b>6.0</b>	<b>Items for consideration</b>	
6.1	<b>Report</b> - Update on establishment of Regional Programme Management Office (RPMO) – <i>submitted by Brian Roberts, Chief Operating Officer – Infrastructure &amp; Environment, Stirling Council (Copy herewith)</i>	15 - 17
6.2	<b>Report</b> - Terms of Reference for Chief Officers' Group - <i>submitted by Lindsay Thomson, Senior Manager, Legal and Governance, Clackmannanshire Council and Julia McAfee, Chief Officer, Governance, Stirling Council (Copy herewith)</i>	18 - 28
<b>EXEMPT ITEM - It is considered that the undernoted report is treated as exempt by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973.</b>		
6.3	<b>EXEMPT Report</b> – Update on Appointment of the Chair of the Culture Heritage and Tourism Programme Board (CHTPB)– <i>submitted by Stuart Oliver, Senior Manager Economic Development and Communities, Stirling Council (Copy herewith)</i>	29 - 32

## Joint Committee Membership

### **Clackmannanshire Council (Chair)**

Councillor Ellen Forson

### **Clackmannanshire Council**

Councillor Kenneth Earle

### **Clackmannanshire Council**

Councillor Martha Benny

### **University of Stirling**

Ms Eileen Schofield

### **Private Sector**

Mike Mulraney, Mulraney Group Ltd

### **Stirling Council**

Councillor Scott Farmer

### **Stirling Council**

Councillor Neil Benny

### **Stirling Council**

Councillor Danny Gibson

### **Private sector**

Vacancy

## Further information

The agenda, minutes and public reports for this meeting can be viewed online at [www.clacks.gov.uk](http://www.clacks.gov.uk)

# MINUTE

## **MINUTES of MEETING of the STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE held via MS Teams on 9 March 2021 at 2.30 pm**

### **Present**

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

### **In Attendance**

Nikki Bridle, Chief Executive, Clackmannanshire Council  
Carol Beattie, Chief Executive, Stirling Council  
John Rogers, Executive Director, Research and Innovation, University of Stirling  
Brian Roberts, Chief Operating Officer, Stirling Council  
Pete Leonard, Strategic Director (Place), Clackmannanshire Council  
John Craig, City Region Deal Office, University of Stirling  
Jim Boyle, Section 95 Officer  
Dave Hunt, Programme Management Officer, Clackmannanshire Council  
Bruce McLure, City Region Deal Programme Manager, Stirling Council  
Councillor Donald Balsillie, Clackmannanshire Council  
Stuart Oliver, Senior Manager, Economic Development, Culture & Tourism, Stirling Council  
Emma Fyvie, Emma Fyvie, Senior Manager, Development, Clackmannanshire Council  
Debbie Carter, City Deal Programme Manager, Clackmannanshire Council  
Lindsay Thomson, Senior Manager, Legal and Governance, Clackmannanshire Council  
Gillian White, Committee Services, Legal and Governance, Clackmannanshire Council

### **CRD83 APOLOGIES AND SUBSTITUTIONS**

None.

### **CRD84 DECLARATIONS OF INTEREST**

John Rogers, Executive Director, Research and Innovation, University of Stirling advised that he was also attending the meeting in his capacity as interim Head of the Regional Project Management Office and that he would endeavour to make it clear in which capacity he was acting.

## **CRD85 MINUTES – SPECIAL MEETING 5 FEBRUARY 2021**

The minutes of the special meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 5 February 2021 were submitted for approval.

### **Decision**

The minutes of the special meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 5 February 2021 were agreed as a correct record.

## **CRD86 CITY REGION DEAL QUARTERLY DASHBOARD**

Following the agreement at Joint Committee 5 February 2021 that the Deal will move into Delivery with the issue of the Grant Offer Letter for FY 2021/22, Joint Committee will receive a quarterly Dashboard report.

The report had been provided to enable Joint Committee to familiarise themselves with the format of this Dashboard and report. Future dashboards will be provided to Joint Committee in meetings held in April, July, October and January each year. In the update, the overall status is assigned as 'Amber'. There are no actions required from the Joint Committee.

### **Decision**

The Joint Committee agreed to note the City Region Deal Quarterly Dashboard.

Councillor Neil Benny provided feedback on the format of the Dashboard, requesting that the use of acronyms and abbreviations is limited where possible; and also asked if the name of the designated senior officer could be added to each of the projects.

### **Action**

John Rogers, Executive Director, Research and Innovation, University of Stirling

## **CRD87 FORWARD PLANNING**

### **(a) JOINT COMMITTEE ROLLING ACTIONS LOG**

The Joint Committee Rolling Action Log as at 9 March 2021 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.

### **Decision**

The Joint Committee agreed to note the content of the Rolling Action Log.

## **(b) JOINT COMMITTEE FORWARD PLAN**

A list of items currently on the Joint Committee Forward Plan as at 9 March 2021 was submitted for information. The Forward Plan had been populated with the Joint Committee monthly meeting dates.

### **Decision**

The Joint Committee agreed to note the items on the Joint Committee Forward Plan.

## **CRD88 OUTCOMES OF THE DELEGATED GROUP WORK ON IMPLEMENTATION PLAN**

Following the signing of the Deal in February 2020 the country went into COVID response. The impact of this on the Deal had been under revision during the Financial Year 2020/21 and had included a number of iterations of the Implementation Plan reviewing the milestones and financials across the 10 years of the Deal against the impacts of COVID.

The Joint Committee established a Working Group which was delegated to work with the Regional Programme Management Office (RMPO) to finalise the Implementation Plan and Financial Profile.

The report, submitted by the RMPO presented an overview of the key outcomes of the work of the delegated group in the period 30 July – 3 November 2020; and recommendations for consideration by Joint Committee.

### **Decision**

The Joint Committee agreed:

1. To note that the Implementation Plan and Financial profile presented to and approved by Joint Committee 5 February 2021 was built from the work undertaken by the Delegated Group as summarised in this paper;
2. To note the Assumption/Problem/Solution matrix (as outlined in Appendix 1) used by the Delegated Group as their framework for engagement to ensure that:
  1. the working group operated within the delegations given to them by Joint Committee;
  2. there was a common set of objectives across the partnership to shape thinking;
  3. projects that could support the recovery phase from COVID were prioritised to come forward where possible to the earlier years of the Deal in order to provide the greatest economic impact;
  4. partners would confirm to the Delegated Group that a robust review on readiness to deliver projects against the milestones and spend profile laid out by them in the Implementation Plan had been conducted and;

5. the overall implementation plan would be analysed to ensure that the projects were aligned to maximise benefits and in such a way as to minimise intra-deal competition between projects.
3. To note the flexibilities in current Deal practice outlined in the paper which have been secured with UK and Scottish Governments' and which will support partners' plans to mitigate the risks related to COVID impacts, particularly in relation to the financial resilience of partners;
4. To note that partners undertook a full review of financial options to smooth the Financial Profile and support the financial constraints across the partnership as a result of COVID including looking at borrowing and Financial Transactions;
5. To note that partners made adjustments to projects in order to smooth the profile and support financial constraints including:
  1. realignment of Scotland's International Environment Centre (SIEC), through a formal change control process, from a programme to a project to accelerate economic impact and recovery contribution;
  2. Clackmannanshire Council seeking internal approval for the allocation of some of the Clackmannanshire Council capital budget previously assigned to land purchase for SIEC to early stage development of SIEC;
  3. the agreement that the Clackmannanshire Fund (£8m) would be profiled from Year 5 of the Deal onwards.
6. To approve the following recommendations from the Delegated Group to Joint Committee:
  1. To approve the proposal to bring forward a paper to September Joint Committee on an Innovation Thematic Board to support the work of the Innovation Investment Strand;
  2. To confirm that the work of the Delegated Group as outlined 30 July 2020 has been completed satisfactorily against the delegations provided by Joint Committee and that the group will now fold.

#### **CRD89 SKILLS & INCLUSION PROGRAMME OUTLINE BUSINESS CASE**

The report by Emma Fyvie, Senior Manager (Development), Clackmannanshire Council, presented the Skills & Inclusion Business Case for approval.

#### **Decision**

The Joint Committee agreed to:

1. Approve the Outline Business Case (OBC) provided at Appendix 1 ; and
2. Note progress since the OBC was endorsed by Scottish Government in October 2019

**Action**

Emma Fyvie, Senior Manager (Development), Clackmannanshire Council

Councillor Farmer raised the issue of governance around the sign off of business cases and the question of how to engage elected members in both Clackmannanshire and Stirling Councils. Lindsay Thomson advised that the Joint Committee does have delegated authority to take all decisions in terms of the business cases but recognised that the Joint Committee has a responsibility to engage with representatives of all partner organisations prior to the full business case stage. Carol Beattie, Chief Executive, Stirling Council advised that Stirling Council had taken a holistic approach to providing information to elected members, and recognised that time must now be built into the process to support convenors. Nikki Bridle, Chief Executive, Clackmannanshire Council also advised that there had been discussions with the chief officers' group to put in place a critical pathway to formalise that internal governance.

Councillor Farmer suggested that the Chief Officers' Group take an action forward to consider formalising engagement with representatives of all partner organisations and come back to the Joint Committee with proposals, taking into account that where there are cross-border implications, it may be more effective to hold joint briefings.

**Action**

Chief Officers' Group

**CRD90 REGIONAL ENERGY MASTERPLAN OUTLINE BUSINESS CASE**

The report by David Hopper, Sustainable Development and Public Transport Manager, Stirling Council provided the Stirling and Clackmannanshire City Region Deal Joint Committee with contextual information on the Regional Energy Masterplan – detailing the requirement for the project and the origins with regards to the City Region Deal.

In accordance with HM Treasury Green Book Guidance, a Five Case business case model had been completed for the Regional Energy Masterplan – which set out the justification for the proposal and examined the potential delivery options to enable a decision to be made on the best way to progress to bring the greatest value and benefits to the City Region.

The business case had been through internal governance and had been approved to go to Joint Committee.

This report outlined the governance arrangements for the project, along with the delivery programme and cost. The principal purpose of this report was to seek approval from Committee to proceed with the Regional Energy Masterplan process.

There is no match funding requirement from Stirling Council or Clackmannanshire Council for this element.



## Decision

The Joint Committee agreed to:

1. Note the strategic importance of the Regional Energy Masterplan;
2. Note the endorsement from Scottish Government of the 5 stage Business Case for the Regional Energy Masterplan;
3. Approve the recommendations from the business case to progress the Regional Energy Masterplan;
4. Approve the capital allocation of up to £200K from the Stirling and Clackmannanshire City Region Deal to fund the delivery of this project;
5. Delegate the authority to the Chief Executives of Stirling and Clackmannanshire Councils to deliver the project on the basis of the funding of up to £200K being provided from the Stirling and Clackmannanshire City Region Deal fund; and
6. Note that regular progress updates will be provided to the Joint Committee as the project progresses.

## Action

David Hopper, Sustainable Development and Public Transport Manager, Stirling Council

Councillor Neil Benny requested that details of what's actually within the business cases should be shared with all elected members and partner organisation representatives, rather than the business case itself. It was suggested that a briefing session should be arranged between agreement of the outline business case and a reasonable period prior to consideration of the full business case by the Joint Committee. He suggested that the Regional Project Management Office factor this into the timeline for business cases going forward.

## Action

Regional Project Management Office

The Chair declared the Meeting closed at 3:25pm .



## CITY REGION DEAL JOINT COMMITTEE ROLLING ACTIONS LOG

	Date	Report title	Action	Action owner	Completion date (expected)	Completion date (actual)	Comments
1	December 2019	Joint Committee standing orders	Joint Committee standing orders and terms of reference review	Julia McAfee	June 2021		This has been delayed as a result of Covid and Elections.
2	February 2020	City Region Deal governance framework	<b>Chief Officers' Group (COG)</b> Terms of Reference and membership: progress to final Terms of Reference and membership	Lindsay Thomson / Julia McAfee	May 2021		This element of the governance to be established after Full Deal Signing - end April 2021.
3	February 2020	City Region Deal governance framework	<b>Chief Finance Officers' (CFO)</b> Group Terms of Reference and membership: progress to final Terms of Reference and membership	S95 Officer - Jim Boyle	July 2021		This element of the governance to be established after Full Deal Signing - end April 2021.
11	17 December 2020	CHTPB - Terms Of Reference and Programme Board	Joint Committee will be asked to approve the prioritisation matrix that will be applied by the Programme Board.	Stuart Oliver	July 2021		This is the matrix that will be applied to assess the longlist of projects in order to create a shortlist which will come forward from the Programme Board to Joint Committee for approval.
17	17 December 2021	CHTPB - Terms Of Reference and Programme Board (App 3 – Exempt)	That the Membership composition of the Programme Board and the Appointment of Chair will be submitted for final approval by the Joint Committee at the Special Meeting in January 2021.	Stuart Oliver	January 2021	February 2021	Composition of the Board completed February 2021.  Appointment of Chair on Joint Committee agenda for 11 May 2021
21	5 Feb 2021	Financial Profile and Implementation Plan	Partnership to seek the issue of the Year 2 (FY 2021/22 ) grant offer letter for £9.8m	S95 Officer - Jim Boyle	May 2021		Verbal confirmation given, still awaiting written confirmation.



25	5 Feb 2021	Establishment of Regional Programme Management Office (RPMO)	Operational budget developed for 2021/22 (aligned with partner budget setting process)	Brian Roberts	May 2021		
26	5 Feb 2021	Establishment of Regional Programme Management Office (RPMO)	Recruitment complete and RMPO posts filled	Brian Roberts	June/July 2021		
31	9 March 2021	Quarterly Dashboard	Feedback on the format of the Dashboard - request to limit the use of acronyms and abbreviations where possible; and a request to include the name of the designated senior officer for each of the projects.	A Bruce McClure RMPO	July 2021		Dashboard currently under review – will be presented at July 2021
32	9 March 2021	Outcomes of the Delegated Group Work on Implementation Plan	To approve the proposal to bring forward a paper to September Joint Committee on an Innovation Thematic Board to support the work of the Innovation Investment Strand	John Rogers	September 2021		
40	9 March 2021	From discussion on sign off of business cases	Chief Officers' Group to take an action forward to consider formalising engagement (prior to full business case sign off) with representatives of all partner organisations and come back to the Joint Committee with proposals, taking into account that where there are cross-border implications, it may be more effective to hold joint briefings.	Brian Roberts	June 2021		Issue to be raised at COG in May 2021 and report added to Joint Committee Forward Plan for June 2021
41	COG 20 April 2021		Raise awareness with the Joint Committee of the potential requirement for Council Representatives to engage with Government.	A Bruce McClure RMPO	May 2021		This is in terms of having a stronger engagement regarding service level agreements for the turnaround of Business Cases and the impact on the deals overall financial profile.
41			SCREAB and REF Boards to be established.	Stuart Oliver/ Emma Fyvie	August 2021		

# CITY REGION DEAL JOINT COMMITTEE - FORWARD PLAN

Meeting	Date	Title of Report	Lead Officer
CRD Joint Committee	Tuesday 11 May 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Items)	A Bruce McClure RPMO
		RPMO budget & forward plan	Brian Roberts
		Terms of Reference for Chief Officers' Group	Lindsay Thomson / Julia MacAfee
		Update on Appointment of the Chair of the Culture Heritage and Tourism Programme Board (CHTPB)	Stuart Oliver
CRD Joint Committee	Tuesday 8 June 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Outcomes of Annual Conversation	A Bruce McClure RPMO
		Joint Committee Standing Orders and Terms of Reference Review	Julia McAfee
		Proposals for formalising engagement (prior to full business case sign off) with representatives of all partner organisations.	Brian Roberts
CRD Joint Committee	Tuesday 6 July 2021	Dashboard (Standing Item)	A Bruce McClure RPMO
		Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Q1 (2021/22) Performance Report	Jim Boyle
		Annual Performance Report (2020/21)	Jim Boyle
		Business case for approval: Culture, Heritage and Tourism Programme OBC	Project Lead

\* Quarterly Dashboard to be submitted April, July, October and January (JC 09/03/21)

Meeting	Date	Title of Report	Lead Officer
		Business case for approval: Digital Districts OBC	Project Lead
		Business case for approval: Scotland's International Environment Centre (Phase 1) OBC	Project Lead
		Business Case for approval: Skills & Inclusion Programme, Flexible Skills and Inclusion Workers and Investment Fund Business Justification Cases	Project Lead
		Business case for approval: Walk, Cycle, Live Stirling OBC	Project Lead
		Chief Finance Officers' (CFO) Group Terms of Reference and membership: progress to final Terms of Reference and membership	Jim Boyle
		Prioritisation Matrix (which will be applied by the CHTPB Programme Board).	Stuart Oliver
CRD Joint Committee	Tuesday 10 August 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Business case for approval: Scotland's International Environment Centre (Phase 1) FBC	Project Lead
		SCREAB Board and REF Boards to be established	Stuart Oliver / Emma Fyvie
CRD Joint Committee	Tuesday 7 September 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Paper on an Innovation Thematic Board to support the work of the Innovation Investment Strand	John Rogers
		Business case for approval: MOD Forthside OBC	Project Lead
CRD Joint Committee	Tuesday 5 October 2021	Dashboard (Standing Item)	A Bruce McClure RPMO
		Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Q2 Performance Report (2021/22)	Jim Boyle
		Business case for approval:	Project Lead

\* Quarterly Dashboard to be submitted April, July, October and January (JC 09/03/21)

Meeting	Date	Title of Report	Lead Officer
		Active Travel Routes OBC	
		Business case for approval: Culture Heritage and Tourism project 1 (Stirling) OBC	Project Lead
		Business case for approval: Digital District (Cowie) FBC	Project Lead
		Business case for approval: Walk, Cycle, Live Stirling FBC	Project Lead
CRD Joint Committee	Tuesday 2 November 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Business case for approval: National Aquaculture Technology and Innovation Hub (Aquaria) OBC	Project Lead
CRD Joint Committee	Tuesday 7 December 2021	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
CRD Joint Committee	Tuesday 11 January 2022	Dashboard (Standing Item)	A Bruce McClure RPMO
		Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
		Business case for approval: National Aquaculture Technology and Innovation Hub (Aquaria) FBC	Project Lead
		Business case for approval: Culture, Heritage and Tourism project 1 (Stirling) FBC	Project Lead
CRD Joint Committee	Tuesday 8 February 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO
CRD Joint Committee	Tuesday 8 March 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	A Bruce McClure RPMO

\* Quarterly Dashboard to be submitted April, July, October and January (JC 09/03/21)



# REPORT

Meeting of Joint Committee 11 May 2021

Agenda Item: 6.1

## Update on establishment of Regional Programme Management Office (RPMO)

### 1. Executive summary

- 1.1 The Joint Committee agreed the arrangements for the establishment of the substantive RMPO at its meeting of 5 February 2021. Committee also agreed the design principles and revenue cost sharing arrangements between the partners.
- 1.2 The Chief Officers Group has agreed the job descriptions for the posts within the RMPO and the recruitment process is underway.
- 1.3 Partners have secured the required revenue budget to fund the RMPO through their respective governance arrangements.
- 1.4 The interim arrangements that Stirling Council have implemented will operate until the substantive RMPO is in place.

**Author:** Brian Roberts, Chief Operating Officer, Stirling Council

Email address: [robertsb@stirling.gov.uk](mailto:robertsb@stirling.gov.uk)



## 2. Recommendations

- 2.1 To note that the arrangements to establish the substantive RPMO have been put in place and the recruitment process is underway for the required posts.
- 2.2 To note that partners have secured the revenue budget for the RMPO in accordance with the funding structure agreed previously.

## 3. Background and considerations

- 3.1 The Joint Committee, at its meeting of 5 February 2021 agreed to the establishment of the RMPO, including the design principle and revenue cost sharing arrangements for this.
- 3.2 Responsibility for the RMPO transferred back to Stirling Council on 1 April 2021. Stirling Council will continue to host the RMPO until the end of the deal period.
- 3.3 The operational and budgetary arrangements for the RMPO is the responsibility of partners and the Chief Officer Group. As previously agreed, the funding of the RMPO will be shared equally between the 3 partners. Partners have now secured, through their respective internal governance processes, the revenue funding to support the RMPO for the financial year 2021/22. This is based on gross estimated annual costs of £300k and the Chief Officer Group will monitor expenditure throughout the year.
- 3.4 It is acknowledge that the resources required within the RMPO will vary over the full deal period. It has been agreed that Chief Officer Group will review the structure of the RMPO every 2 years to align with delivery requirements by the Chief Officer Group, with outcome of the review being endorsed by the Joint Committee.
- 3.5 The purpose and format of the RMPO is reflected in the Tripartite Governance Agreement, which is being finalised between the partners.
- 3.6 The Chief Officer Group has now agreed the structure of the RMPO and the job descriptions for the posts within this. Governance and Procurement support is currently being provided within existing partner resources as part of the interim arrangements. The extent of requirement within the RMPO for these aspects is currently being assessed. The recruitment process is currently underway for the following roles, and it is anticipated that that successful candidates will be in post by August. Appendix 1 provides a copy of the agreed RMPO structure for information.

Head of RMPO  
Project Manager  
Project Officer / Analyst  
Finance Officer  
Admin Support





3.7 As previously agreed by the Joint Committee and Partners, Stirling Council have made interim arrangements for the appointment of Bruce McClure into the role of Head of RMPO until the substantive RMPO is in place. Finance, Admin and Governance support is also being provided on an interim basis. The costs of the interim arrangements will be shared equally between the partners on the same basis as with the substantive RMPO costs.

#### 4. Background papers

Report to Stirling and Clackmannanshire City Region Deal Joint Committee 5th February 2021

“Establishment of Regional Programme Management Office”

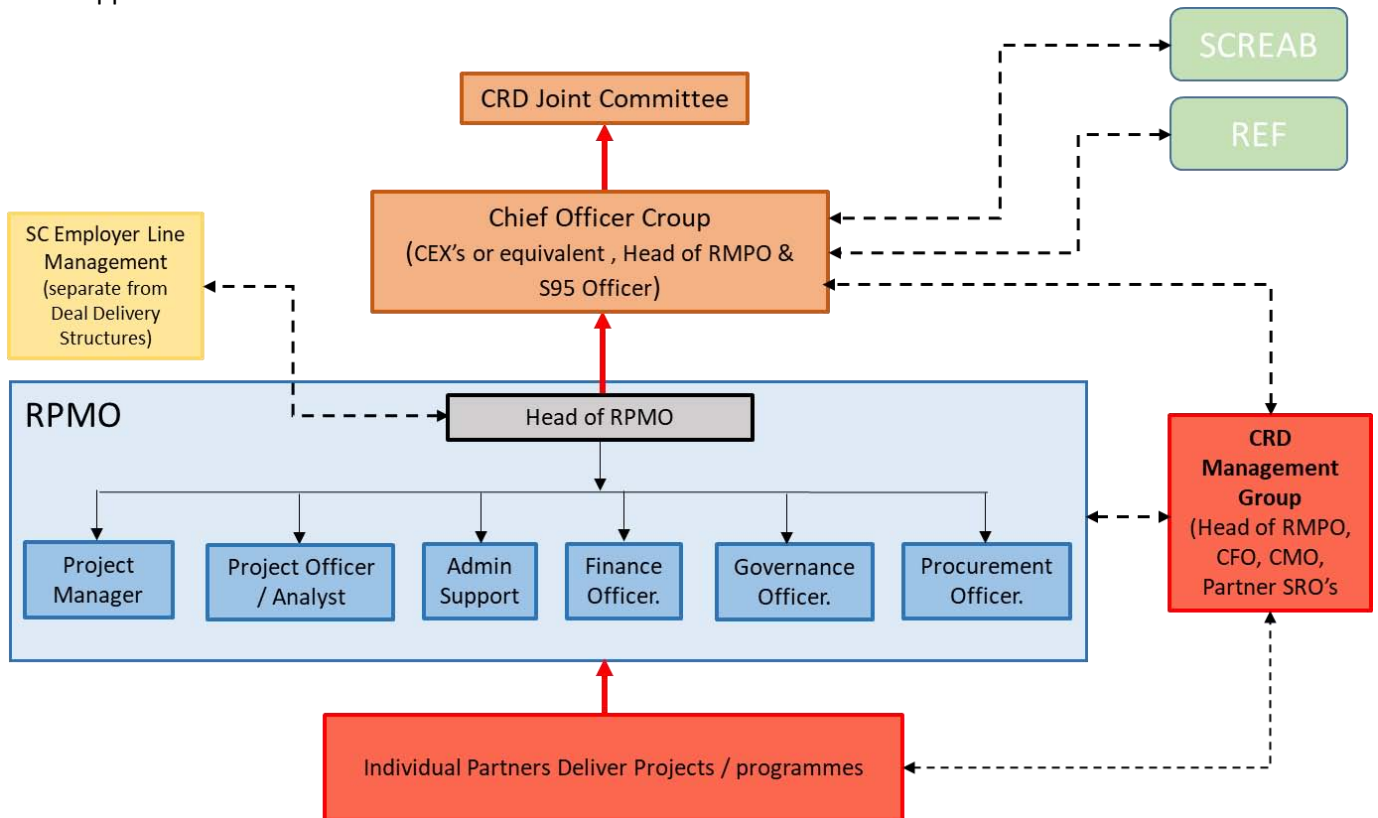
[Scotland’s City Region and Growth Deals](#), Audit Scotland January 2020

Stirling & Clackmannanshire City Region Deal - Governance Framework

Stirling & Clackmannanshire City Region Deal - Deal Document

#### 5. Appendices

Appendix 1: RMPO Structure



# Joint Committee Report

Joint Committee 11 May 2021

Agenda Item: 6.2

## Terms of Reference for Chief Officers' Group

### Executive Summary

The Chief Officers' Group (COG) was established as a body within the City Region Deal Governance Framework, following approval at Joint Committee in September 2019. The Terms of Reference were approved in draft at that meeting.

The future revision of the COG Terms of Reference is noted on the Joint Committee Action Log and was one of a number of governance matters that were to be resolved as part of the delivery of the Forward Plan for the Deal in the period September 2020 – March 2021.

On 1 October 2020, the Head of PMO presented suggested Terms of Reference to COG. COG had asked the Head of the PMO to look at best practice across other deals in order to ensure that the Group is ready to transact the full range of Deal business in the implementation stage of the Deal. Following this discussion there were a number of matters which remained outstanding. These were remitted to the Senior Responsible Officer (SRO) group for further discussion and a revised set of principles was agreed by COG in February 2021. Therefore this paper presents the final recommendations from COG and also incorporates best practice across other deals (see Appendix 3) and recommendations made by Audit Scotland in their January 2020 report on City Region and Growth Deal governance (see Appendix 2).

Following consultation with COG, the revised Terms of Reference recommended by COG for approval by Joint Committee are provided in Appendix 1.

### *Tripartite agreement*

Joint Committee has previously been advised that following the conclusion of the approval of the governance structure that a tripartite agreement would need to be agreed between the constituent authorities. Governance officers have reviewed a draft of the tripartite agreement based on an exemplar from another deal and it is essentially a contract between the constituent authorities. On that basis there is no requirement for it to be approved by joint committee and delegated authority has been sought from constituent authorities for the Chief Executives of the local authorities and the Chief Operating Officer of Stirling University to enter into the agreement. The tri-partite agreement will also cover considerations such as audit arrangements for the deal together as part of the agreement on the role of the lead authority. The Joint Committee will be advised when this process has been completed.

## Recommendations

1. That Joint Committee notes the recommendations made by Audit Scotland as outlined in Appendix 2.
2. That Joint Committee approves the recommended Terms of Reference in Appendix 1
3. That Joint Committee notes the progress on the completion of the tripartite agreement and notes that the Chief Executives of both local authorities and the Chief Operating Officer from Stirling University have sought delegated authority from their organisations to enter into the agreement on behalf of their organisation as a constituent authority

## Authors

**Lindsay Thomson and Julia McAfee**

## 1. Background

The City Region Deal set out its governance arrangements in the Governance Framework which formed part of the Deal documentation approved ahead of the Deal signing 26 February 2020. The governance arrangements were established to enable sound decisions to be taken in an open, inclusive and transparent way.

The Governance Framework set out decision making structures, memberships, roles and responsibilities and how key processes would be managed to ensure accountability, probity, transparency, compliance and value for money and as part of the Grant Conditions these arrangements are to be reviewed regularly to ensure that they remain fit for purpose as the Deal progresses. The revision of the Terms of Reference for the Chief Officers' Group is an example of this review process and is why the Terms of Reference are being brought forward to Joint Committee as outlined in Appendix 1.

## 2. Role of the Chief Officers' Group

As laid out in the Governance Framework, the Chief Officers' Group reports into the Joint Committee on the performance of the overall Deal and makes recommendations that will enable the partners to deliver on the City Region Deal investment programme. The original set of Terms of Reference for the Chief Officers' Group were approved by the Joint Committee on 26th September 2019.

## 3. Recommendations made by RPMO

The Head of PMO was asked by COG to look at best practice across other Deals in this layer of the governance within the Deal (see Appendix 3) and the recommendations on governance made by Audit Scotland (see Appendix 2) to make recommendations to COG on the revised Terms of Reference.

### **Additional Information**

None

### **Financial Impact**

No financial impact

### **Alignment with sustainable, inclusive growth ambitions**

## 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

1. Proposed Terms of Reference for Chief Officers' Group
2. Scotland's City & Growth Deals – Audit Scotland governance recommendations
3. Governance arrangements in other deals

## Appendix 1: Proposed Terms of Reference for the Chief Officers' Group November 2020

### 1. Purpose

The purpose of the City Region Deal Chief Officers Group (COG) is to oversee the progress of the City Region Deal Regional Programme Management Office and to make recommendations that enable the Joint Committee to make decisions that deliver on the City Region Deal Investment Programme.

### 2. Membership

The proposed core membership of the group is:

- Chief Executive Stirling Council
- Chief Executive Clackmannanshire Council
- Officer of the appropriate level of seniority, University of Stirling

The following people will be in attendance to support the meeting:

- Programme Management Office, Stirling and Clackmannanshire City Region Deal

The COG will have the power to invite attendees to join meetings where specific advice is sought by COG or in support of specific recommendations. This is not limited to, but may include,

the following:

- Chair of Stirling & Clackmannanshire City Region Deal Economic Advisory Board
- Chair of Regional Enterprise Forum
- Chair of Innovation Thematic Board
- Chair of Culture, Heritage and Tourism Programme Board

UK Government and Scottish Government representatives will have an open invitation to attend as observers as appropriate. COG members can nominate a substitute from their own organisation to attend on their behalf. Any such alternate must be a senior officer of the relevant organisation who does not currently represent that organisation in a different part of the formal City Region Deal Governance structure.

### 3. Frequency of meetings and Chair

Meetings will take place monthly and will be scheduled for 2 hours. Administrative support will be provided by the Regional Programme Management Office. Action notes from the meetings will be prepared by the RPMO and will require to be formally approved by the Chair.

The Head of PMO will support the Chair to create meeting agendas. The RPMO will produce City Region Deal reports including; implementation updates, benefits realisation and updates from other advisory groups within the Governance Framework.

The COG will be chaired on a rotating annual basis by one of the members. It is a key principle that the chair of COG will not be from the same organisation that chairs the Joint Committee.

#### **4. Conflict of interests and decision making**

The PMO will assess individual business cases and make independent recommendations for decision via the Chief Officers' Group to the Joint Committee. It is recognised that all COG members have an interest in all of the projects, given the regional benefits which each is expected to deliver. On this basis COG members will not be expected to withdraw from meetings where projects led by their own organisation are being considered. Decision making should be by consensus. Where consensus cannot be reached, Joint Committee should be advised accordingly when asked to take a decision. .

#### **5. Roles and responsibilities**

The COG will provide regular strategic management oversight of the delivery of the City Region Deal, ensuring that it is aligned towards achieving its inclusive growth ambitions. The COG will make recommendations to JC and will provide for the implementation of JC decisions, in accordance with key themes and priorities designed to promote sustainable economic growth.

The COG will lead on communications and stakeholder engagement to raise the profile, image, reputation and influence of the city region at a regional, national and international levels.

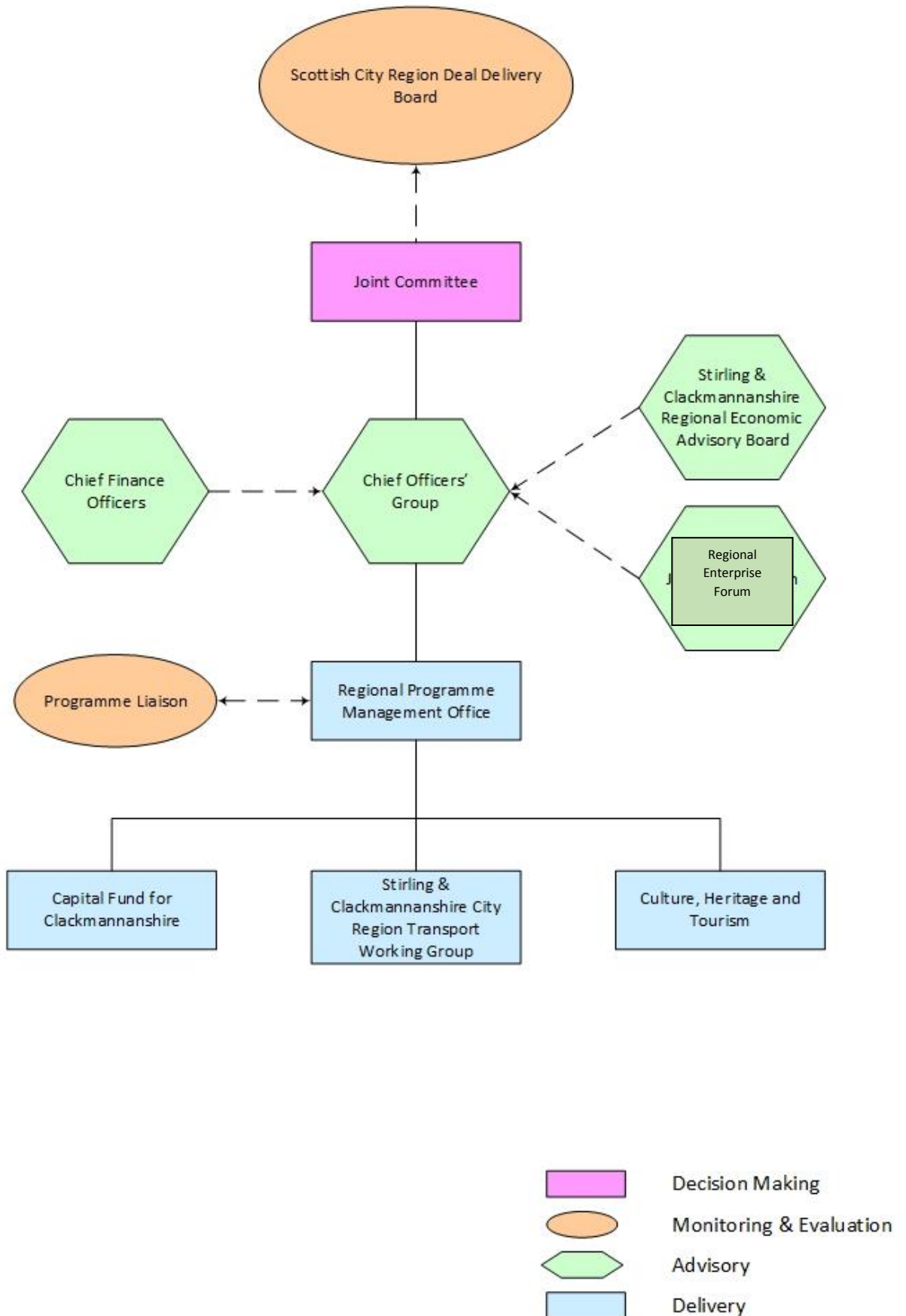
#### **6. Specific functions**

The Chief Officers' Group reports to and supports the Joint Committee in the delivery of the Deal Programme. The COG group will specifically be responsible for

1. Scrutiny of proposed business cases and the making of recommendations to the Stirling and Clackmannanshire City Region Deal Joint Committee on such business cases.
2. Consideration of quarterly and annual reports from the PMO assessing and monitoring progress, process, performance, slippage and risks in respect of all active projects within the Stirling and Clackmannanshire City Region Deal Programme before these are reported to the Joint Committee.
3. Consideration of reports by Delivery Partners who are failing to deliver a project under the Stirling and Clackmannanshire City Region Deal programme in accordance with the terms of the grant agreement and the agreement of mitigating actions to ensure the successful completion of the project. Making recommendations to Joint Committee to de-scope projects which are not succeeding.
4. Overseeing the Forward Plan for the Deal following approval by the Joint Committee.

The Terms of Reference and Schedule of Delegation will be reviewed annually thereafter to ensure that the Group evolves with the Programme.

**Stirling & Clackmannanshire City Region Deal Governance Structure**





## Appendix 2: Scotland's City Region and Growth Deals | Prepared by Audit Scotland | January 2020

“Governance arrangements should set out how an organisation, programme or project is managed and directed, and the roles, responsibilities and accountability channels of all partners involved. Sound governance requires bodies to clearly set out how and when decisions are scrutinised, how risks are managed and who, or what organisation, is responsible if things go wrong.” (Para 39)

### Main recommendations from the report on Governance

#### For Councils:

- work with partners to agree clear and commonly understood lines of accountability, and how information on the progress of deals is reported to elected members and council partners
- 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
- regularly review their governance, monitoring and risk management arrangements to ensure they are clear and operating effectively, and consider the ways that internal audit can provide assurance on this
- regularly monitor the risk of partner funding not materialising as agreed and be aware of their own financial implications if that risk is realised
- 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 they will measure the full long-term impact of the deal and whether it has achieved value for money. This should include consideration of arrangements for collecting and analysing data on different groups in their communities to allow the impact of deals on minority and disadvantaged groups to be evaluated
- look at how deals affect their longer-term financial plans, capital programmes and borrowing strategies
- ensure that enough staff, money, expertise and skills are available to develop and deliver deals including sufficient project management capacity and expertise.

#### For Scottish Government and Councils:

- 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
- improve arrangements for sharing knowledge and learning across deals in the interest of improving the deal process
- regularly review the governance and accountability arrangements for deals to ensure they are clear and operate effectively.

### Appendix 3: Governance Arrangements in other Deals

Deal	Decision Making Body	Deal Leadership	Deal Delivery
Inverness	The principal decision-making body is The Highland Council's Environment and Infrastructure Committee.	<p>A senior level Programme Board comprises lead officers for each project, a representatives from the Finance Service, the business community and SG/UKG. The Board is chaired by the Council's executive chief officer for Infrastructure and Environment.</p> <p>The Board assumes overall operations responsibility for the Deal, and reports to the Committee on performance.</p>	<p>A City-Region Member Scrutiny Panel, comprising Leaders of the Council's political groups, reviews and monitors business cases and associated documentation prior to reports being submitted to the Committee.</p> <p>The Council's Audit and Scrutiny Committee scrutinises, monitors and advises on Deal level governance arrangements.</p>
Edinburgh	The principal decision making body is the Joint Committee, comprising Leaders of the six constituent local authorities, and representatives of HE/FE institutions, the private sector and the third sector.	<p>The Executive Board, comprised of Chief Execs of the six local authorities, FE/HE representatives and observers, supports the Committee in overseeing both Deal delivery and PMO activity.</p> <p>The Director's Group comprises six regional local authority directors with a remit for the economy, a representative for regional HE/FE bodies, and five thematic leads. The Group acts as an advisory body to the Executive Board in the delivery of the deal programme.</p>	A Programme Management Office provides direction for programmes, projects and initiatives for delivery.
Aberdeen	The principal decision-making body is the Joint Committee, which comprises officials from Aberdeen City Council, Aberdeenshire	A senior level Programme Board comprises senior officers from constituent local authorities, ONE, NESTRANS, Scottish Enterprise and a Programme	The Programme Management Office (PMO) supports the Board on the delivery and operation of the Deal.

	<p>Council, and Opportunity North East (ONE), an industry-led economic development body that seeks to accelerate economic growth and the diversification of north east Scotland's economy.</p>	<p>Manager. The Board supports the Committee, providing financial assurances and leading on operation and delivery of the Deal.</p> <p>The Board is supported by an Enabling Group, comprising a pool of organisations with expertise in and knowledge of the projects to be supported by the Deal.</p>	
TayCities	<p>The principal decision making body is the Joint Committee, which comprises elected councillors from the four constituent local authorities to the Deal, and representatives from Scottish Enterprise, the Enterprise Forum, FE/HE Institutions, Skills Development Scotland and relevant third sector bodies.</p>	<p>A Regional Management Group comprises Chief Executives of the four local authorities, representatives from relevant agencies, and HE/FE institutions. The Group supports the Joint Committee in delivery of the deal and oversees PMO activity.</p> <p>A Finance Director's Group acts as an advisory group and supports the Regional Management Group in overseeing the Deal's finances.</p> <p>The Higher Education/Further Education Forum will act as an advisory body to the Joint Committee and Management Group ensuring that the voice of the Higher Education/Further Education sector is heard. Each of the FE/HE institutions in the Tay Cities Region will be represented on the group.</p>	<p>A Programme Management Office provides direction for programmes, projects and initiatives for delivery.</p>
Borderlands	<p>The principal decision-making body is the Partnership Board, comprised of leaders of the five councils (Scottish Borders, Dumfries and Galloway, Northumberland County, Cumbria County and Carlisle City) and the Chair of the Economic Forum.</p>	<p>A Chief Executives Group comprises of Chief Executives from the five councils. It supports the Partnership Board in the delivery of the growth deal, and provides direction to the work of the Programme Management Office.</p>	<p>A Programme Management Office provides direction for programmes, projects and initiatives for delivery.</p>

		<p>A Finance Directors Group comprises of Finance Directors from each council and representation from the Programme Management Office, this group ensures financial probity, and addresses issues of risk and assurance.</p>	
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