



Clackmannanshire
Council



UNIVERSITY of
STIRLING



NOTICE OF MEETING & AGENDA

Stirling & Clackmannanshire City Region Deal Joint Committee

Tuesday 26 July 2022 at 2.30 pm

The meeting will be held via MS Teams.

Ann Jacob-Chandler
Head of the Regional Programme Management Office
City Region Deal
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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	To be confirmed by the Chair.	-
4.0	Previous minutes	
4.1	Minute of the Meeting of the Stirling & Clackmannanshire City Region Deal Joint Committee 22 March 2022 (Copy herewith)	05 - 12
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6.2	Programme Status Report <i>submitted by Ann Jacob-Chandler, Head of the Regional Programme Management Office - Report (Copy herewith)</i>	53 - 62
6.3	Regional Digital Hub at Cowie Combined OBC/FBC <i>submitted by Stuart Oliver, Head of Economic Development, Stirling Council - Report (Copy herewith)</i>	63 - 72
6.4	Japanese Gardens Business Justification Case <i>submitted by Pete Leonard, Strategic Director of Place, Clackmannanshire Council - Report (Copy herewith)</i>	73 - 86
6.5	Change Control Process Document <i>submitted by Ann Jacob-Chandler, Head of Regional Programme Management Office - Report (Copy herewith)</i>	87 - 100
6.6	Communications Update Report; Annual Report and CRD Logo/Branding <i>submitted by Ann Jacob-Chandler, Head of Regional Programme Management Office - Report (Copy herewith)</i>	101 - 175



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	Future Meeting Formats – discussion and decision on whether to hold full Joint Committee meetings via MS Teams or in person.	-



Joint Committee Membership

Clackmannanshire Council (Chair)

Councillor Ellen Forson

Stirling Council

Councillor Chris Kane

Clackmannanshire Council

Councillor Kenneth Earle

Stirling Council

Councillor Scott Farmer

Clackmannanshire Council

Councillor Martha Benny

Stirling Council

TBC

University of Stirling

Ms Eileen Schofield

University of Stirling

Mr Graeme Duff

University of Stirling

Professor Leigh Sparks

Substitutes (appointed by Council)

Clackmannanshire Council:

Councillor Graham Lindsay

Councillor Janine Rennie

Councillor Denis Coyne

Stirling Council:

Councillor Graham Houston

TBC

TBC

If a Member who is a representative of the University of Stirling is unable to attend a meeting of the Joint Committee that Member may arrange for a substitute representative of the University of Stirling to attend.

MINUTES

MINUTES of MEETING of the STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE held via MS Teams on 22 MARCH 2022 at 2.30 pm

Present

Councillor Donald Balsillie
Councillor Neil Benny
Graeme Duff
Councillor Kenneth Earle
Councillor Scott Farmer (in the Chair)
Councillor Ellen Forson
Eileen Schofield
Professor Leigh Sparks

In Attendance

Gerard Connelly, Finance Manager, Regional Project Management Office
John Craig, Programme Manager, University of Stirling
Emma Fyvie, Senior Manager – Development, Clackmannanshire Council
Ed Gibbon, Team Leader – Learning & Employability, Stirling Council
Mark Henderson, Senior Communications Officer, Stirling Council
Ann Jacob-Chandler, Head of Regional Project Management Office
Amy Kentley, Support Officer, Regional Project Management Office
Pete Leonard, Strategic Director, Clackmannanshire Council
Nicole McIntosh, Project Analyst, Regional Project Management Office
Paul Morris, Project Manager, Regional Project Management Office
Stuart Oliver, Senior Manager – Economic Development, Stirling Council
Brian Roberts, Chief Operating Officer – Infrastructure and Environment, Stirling Council
Lee Robertson, Team Leader – Legal & Governance, Clackmannanshire Council
Dr John Rogers, Executive Director, Research & Innovation Services, University of Stirling
Lindsay Sim, Chief Finance Officer, Clackmannanshire Council
David McDougall, Governance Officer, Stirling Council (minutes)

CRD149 APOLOGIES AND SUBSTITUTIONS

Apologies were submitted on behalf of Carol Beattie, Chief Executive, Stirling Council and Nikki Bridle, Chief Executive, Clackmannanshire Council.

CRD150 DECLARATIONS OF INTEREST

None.

CRD151 URGENT BUSINESS

None.

CRD152 MINUTES – JOINT COMMITTEE MEETING - 1 FEBRUARY 2022

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 1 February 2022 were submitted for approval.

Decision

The minutes of the meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee held on 1 February 2022 were agreed as an accurate record.

CRD153 FORWARD PLANNING**(a) JOINT COMMITTEE ROLLING ACTION LOG**

The Joint Committee Rolling Action Log was submitted for information. The log had been reviewed and updated to remove completed actions and provided comment on outstanding actions.

Decision

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

(b) JOINT COMMITTEE FORWARD PLAN

The Joint Committee Forward Plan was submitted for information.

Decision

The Joint Committee agreed to note the content of the Joint Committee Forward Plan.

CRD154 SKILLS AND INCLUSION PROGRAMME: BUSINESS JUSTIFICATION CASES

This paper presented for Joint Committee approval two Business Justification Cases on the Flexible Skills Project and Inclusion Workers and Investment Fund Project. Together, these projects formed the City Region Deal Skills and Inclusion programme. An update on recent City Region Deal Skills and Inclusion activity was also provided.

The Flexible Skills project was a vehicle to ensure that structured action was taken across the Stirling and Clackmannanshire City Region Deal to maximise the delivery of inclusive growth. The project would use its £1.5m revenue funding over 5 years to deliver supports, linked to the capital projects and associated sectors in the City Region Deal, to 500 people across the region facing or experiencing labour market exclusion. The project included two flexible skills coordinators.

The Inclusion Workers and Investment Fund utilised £655k of revenue funding (£400k Scottish Government and £255k European Social Fund) to deliver supports to 245 people across the region who required support to progress to mainstream employability services. It aimed to ensure that these excluded clients would be in a much stronger position to benefit from the opportunities generated by the City Region Deal and to ensure that they were not further left behind. The project would provide skilled resources to provide personalised responses. The project consisted of four inclusion workers and an investment fund to support the participation and development of Inclusion Worker clients.

In response to a question from a Member, the Senior Manager – Development (Clackmannanshire Council) confirmed that the training opportunities would be open to all age ranges with a variety of backgrounds and experience, which would complement existing programmes to support re-training for career changes. The project was aimed at specific target groups to encourage inclusiveness.

The Member commented that as one of the measurable outcomes of this project they would like to see an overview of the age of various people engaging with this process. The Senior Manager – Development confirmed that they would be recording the journey of people involved in this process, including age details, so that information would be there as part of the evaluation process.

Responding to another question from a Member, the Senior Manager – Development advised that a range of providers would be mapped out, which would be one of the key roles of the flexible skills advisor. The Senior Manager – Development confirmed that this information could be reported back regularly throughout this project, regarding number of providers involved and the spread between third sector, private and public sector.

Decision

The Joint Committee agreed to:-

1. approve Business Justification Cases for the Flexible Skills Project and the Inclusion Workers & Investment Fund project; and
2. note the activity that had commenced as part of both projects.

Councillor Kenneth Earle (Clackmannanshire Council) joined the meeting at this point.

Councillor Donald Balsillie (Clackmannanshire Council) who had been in attendance as a substitute member, withdrew from the meeting at this point, remaining on the call as an observer.

CRD155 STIRLING & CLACKMANNANSHIRE'S CITY REGION DEAL IMPLEMENTATION PLAN 2022/23

This report updated the Joint Committee on the requirement for a City Region Deal Implementation Plan for 2022/23 to be submitted to and agreed with Governments.

It had been confirmed that under the terms of the grant offer letter, an updated version of the City Region Deal Implementation Plan, reflecting the current position with respect to milestones and timelines, must be submitted to and agreed with Governments annually.

The current version of the Implementation Plan was attached as Appendix 1 to the report. There had been considerable work involved in fully updating the milestones and timescales within the Implementation Plan across all partners to ensure it was as accurate and meaningful as possible. The RPMO had worked with all three of the delivery partners since October 2021 in pulling all relevant information together and reviewing alongside current lessons learned, dependencies and risks.

The Finance Manager from the Regional Project Management Office provided an overview and breakdown of the key financial projections set out in the implementation plan.

In response to a query from a Member, the Chief Operating Officer – Infrastructure and Environment (Stirling Council) advised they were working through the strategic outline business case for purchase of land from MOD, to allow release of funding into the deal for this. They were targeting completion of this over the summer period with intention to bring to Joint Committee in September for approval. It was assumed that the transaction for the land purchase would take place towards the end of the financial year, around March 2023, which is why the £5m was included for this within financial year 2022-23.

Members commented on the need to have a clear articulated vision for the MOD land which would inform the development of the business case. The Chief Operating Officer confirmed that this was being developed in parallel with the business case. It was agreed that the Chief Operating Officer would set up a session with Councillors Benny and Farmer to run through the development of this work in more detail.

It was noted that the National Tartan Centre should be listed as an innovation and jobs creation vehicle rather than as a tourism and culture project. Responding to the Member, the Chief Operating Officer confirmed that this had been raised at the Chief Officers Group and that it was a legacy from when the deal was initially set up. It was the intention to raise this as part of the annual conversation with government colleagues which was due to take place later that week, as it was important that the clear focus of this was on innovation rather than tourism

The Head of the Regional Project Management Office (RPMO) noted that this issue also linked in with the next item of business on the agenda which concerned change control, which was the formal process which should be in place to deal with high level changes to the structure of the deal in terms of how projects are badged and progressed. The Head of the RPMO agreed that it would be useful to start off this discussion as part of the annual conversation but that it would need to go through that formal process to get this formally amended.

Comment was made by a Member that they felt that Joint Committee Members had been given no opportunity to shape the annual conversation or to discuss what issues or concerns they would like to see raised as part of this process. The Head of the RPMO advised that they would take these comments onboard to ensure that the concerns and issues of the Members of the Joint Committee were considered and raised as part of the annual conversation process going forward.

Decision

The Joint Committee agreed to:-

1. note the content of the Implementation Plan 2022/23; and
2. approve the proposed milestones and associated financial profile outlined for each programme/project within Stirling and Clackmannanshire's City Region Deal.

CRD156 STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL – CHANGE CONTROL PROCESS

This report updated the Joint Committee on the requirement for a City Region Deal Change Control Process to be submitted to and agreed with Governments and then implemented for use within the City Region Deal.

The Stirling and Clackmannanshire City Region Deal had been in operation since February 2020, underpinned by a suite of governance documents. The Governance Framework included a number of policies and processes to support the Deal, including information on Change Control.

In the autumn of 2021 the Regional Project Management Office (RPMO) drafted an operation guidance note for Senior Responsible Owners and Project Managers. This included further information on processes to support Change Control across Deal projects.

The proposed change control process was attached as appendix 1 to the report for consideration and approval by Joint Committee.

A number of points of concern were raised by Joint Committee Members regarding the role and involvement of the Joint Committee. It was felt that the Joint Committee should be involved at a much earlier stage, rather than seen as a final “rubber-stamping” role at the end of the process. There was concern that the wording was not clear enough regarding referral of issues to the “appropriate level of governance”. Concerns were raised regarding the proposed judgement to be made at Chief Officer Group (COGs) level on whether issues should be referred on to Joint Committee or not, with the view being expressed that any change other than minor technical changes should be brought to the Joint Committee and COGs.

Members noted the importance of achieving a sense of proportionality, enabling visibility of smaller technical changes while ensuring Joint Committee involvement in significant changes at an early stage. The Head of the RPMO and the Chief Operating Officer for Infrastructure and Environment (Stirling Council) both thanked the Members for their feedback and gave assurance that there was no intention to undermine the role of the Joint Committee. They would look at re-drafting the proposed process to take the feedback and concerns of Members into account, for approval at a future meeting.

Decision

The Joint Committee agreed:-

1. to note the content of the report;
2. to note the content of the proposed Change Control Process; and
3. that a revised proposed process be brought back to the next meeting of the Joint Committee, taking into account feedback from Joint Committee members, for approval for submission to Government.

CRD157 STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL – STIRLING AND CLACKMANNANSHIRE REGIONAL ECONOMIC ADVISORY BOARD AND REGIONAL ENTERPRISE FORUM UPDATE

This paper provided an update to Joint Committee on the process of nominating and appointing a Chair to the Regional Enterprise Forum (REF) and also provided an update on progress towards private sector representation on the Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB).

Following delays to their establishment, both SCREAB and REF held their inaugural meetings on 7 March 2022. Joint Committee had previously taken a decision to proceed to this point by suspending elements of the terms of reference for both, allowing both to be chaired on an interim basis by a member selected from those in attendance. SCREAB members endorsed all recommended efforts suggested to maximise the number of private sector applicants to join the Board, including targeted approaches to business representatives and a further publicity campaign, which it was intended would be undertaken in April and early May 2022.

Both SCREAB and REF considered agendas pertinent to their areas of work. Both also considered ideas to be included on the respective workplans, alongside agenda items relevant to their remits. Both agreed to a quarterly programme of meetings to be held in 2022/23, with SCREAB agreeing to delay until such time as private sector representatives were in place and a decision on the Chair could be made, as per the terms of reference.

Following the REF meeting on 7 March 2022, an email invitation was sent to all REF members, seeking volunteers to become chair. One member noted an interest in becoming chair of REF. Joint Committee members were asked to consider any expressions of interest received and to nominate and appoint a member of REF to the role of Chair of the Forum.

In response to a request from a Member, the Project Manager from the RPMO agreed that agenda front sheets and minutes from meetings of SCREAB and REF would be shared with Joint Committee Members, for awareness of what was being discussed at those forums.

Noting that Joint Committee would move to discuss information regarding an individual candidate for the role of Chair of REF, the Joint Committee Members agreed that it would be appropriate to move into private session to ensure no confidential or exempt information was made public.

*The Joint Committee resolved to move into private session
in accordance with Standing Order 37, to allow
discussion of potentially exempt or confidential information.*

Decision

The Joint Committee agreed to:-

1. note the content of the report;
2. approve the steps to complete SCREAB membership, ahead of appointment of a Chair at the next Joint Committee meeting; and
3. nominate and appoint Maggie Gorman from Ceteris (Scotland) Ltd as Chair of REF.

The Chair declared the meeting closed at 3.35 pm



CITY REGION DEAL JOINT COMMITTEE ROLLING ACTIONS LOG

	Date	Report title	Action	Action owner	Completion date (expected)	Comments
32	9 th March 2021	Outcomes of the Delegated Group Work on Implementation Plan	To approve the proposal to bring forward a paper to November Joint Committee on an Innovation Thematic Board to support the work of the Innovation Investment Strand	John Rogers	Summer 2022	This will be scheduled for a Joint Committee once SCREAB and REF have been established.
43	21 st July 2021	MOD Forthside SBC	Update regarding status of submission on Strategic OBC to facilitate land transfer.	Brian Roberts	Autumn 2022	Informal agreement that a Strategic Outline Case is required has been given. Written approval expected shortly.
50	7 th September 2021	Update on the Business Case Development Process	To receive regular feedback on issues in the business case journey in order that the appropriate action and intervention may occur.	RPMO	On-going	Ongoing

CITY REGION DEAL COGs and JOINT COMMITTEE - FORWARD PLAN

Meeting	COGs due Date	Date	Title of Report	Lead Officer
CRD Joint Committee	Monday 27 th June 2022	Tuesday 26 th July 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler, RPMO
	Monday 27 th June 2022		CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO
	Monday 27 th June 2022		Review of Joint Committee Standing Orders	Graeme Forrester, Stirling Council
	Monday 27 th June 2022		Business case for approval: Japanese Gardens BJC	Pete Leonard/Richard Marsh, Clackmannanshire Council
	Monday 27 th June 2022		Business case for approval: Regional Digital Hubs – Cowie combined OBC/FBC	Steven MacDonald, Stirling Council
	Monday 27 th June 2022		Change Control	Nicole McIntosh, RPMO
	Monday 27 th June 2022		Communications: Annual Report and CRD/Logo Branding	Paul Morris, RPMO
CRD Joint Committee	Tuesday 20 th September 2022	Tuesday 27 th September 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler, RPMO
	Tuesday 20 th September 2022		CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO

Meeting	COGs due Date	Date	Title of Report	Lead Officer
	Tuesday 20 th September 2022		Business case for approval: Active Travel Programme OBC	David Hopper, Stirling Council
	Tuesday 20 th September 2022		Business case for approval: National Aquaculture Technology and Innovation Hub OBC (subject to UKG/SG approval)	John Rogers, University of Stirling
	Tuesday 20 th September 2022		Business Case for approval: Culture, Heritage and Tourism (subject to UKG/SG approval)	Steven MacDonald/ Ken Thomson, Stirling Council
	Tuesday 20 th September 2022		Business case for approval: MOD Land at Forthside SOBC (subject to UKG/SG approval)	Brian Roberts , Stirling Council
	Tuesday 20 th September 2022		Deals Governance Documents for review	Ann Jacob- Chandler, RPMO
CRD Joint Committee	Monday 21 st November 2022	Tuesday 29 th November 2022	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob- Chandler, RPMO
	Monday 21 st November 2022		CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO
	Monday 21 st November 2022		Proposed Schedule of Meetings 2023/24	Governance Clackmannanshire Council
	Monday 21 st November 2022		Business case for approval: NATIH FBC for approval	John Rogers, University of Stirling
CRD Joint Committee	Monday 16 th	Tuesday 24 th	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob- Chandler RPMO

Meeting	COGs due Date	Date	Title of Report	Lead Officer
	January 2023	January 2023		
	Monday 16 th January 2023		CRD Programme Update (Standing Item)	Ann Jacob Chandler RPMO
	Monday 16 th January 2023		Draft Annual Report 2022/23	Paul Morris RPMO
	Monday 16 th January 2023		Business case for approval: Regional Digital Hubs – Callander OBC	TBC
	Monday 16 th January 2023		Business case for approval: Regional Digital Hubs – Clackmannanshire OBC	TBC
CRD Joint Committee	Monday 20 th March 2023	Tuesday 28 th March 2023	Joint Committee Forward Plan and Joint Committee Rolling Actions Log (Standing Item)	Ann Jacob-Chandler, RPMO
	Monday 20 th March 2023		CRD Programme Update (Standing Item)	Ann Jacob Chandler, RPMO
	Monday 20 th March 2023		Implementation Plan 2022/23	Ann Jacob-Chandler, RPMO
	Monday 20 th March 2023		Final Draft Annual Report 2022/23	

REPORT

Amendment of Stirling and Clackmannanshire City Region Deal Standing Orders

Executive summary

This report seeks amendment of the Stirling and Clackmannanshire City Region Deal Joint Committee Standing Orders (the “Standing Orders”) to reflect the change in makeup of Stirling Council following the recent local government elections.

Author

Graeme B. Forrester, Lead Solicitor – Governance, Stirling Council

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RPMO contact

Ann Jacob-Chandler, Head of the RMPO

Email address: jacobchandlera@stirling.gov.uk

Recommendations

Joint Committee is asked to:-

1. Adopt the revised Standing Orders attached as appendix 1 with effect from 27th July 2022;
2. Note that Stirling Council will be asked to appoint members to the City Region Deal Joint Committee to maintain compliance with the revised Standing Orders; and
3. Note that a full review of the Standing Orders will be presented to the September 2022 meeting of the Stirling and Clackmannanshire City Region Deal Joint Committee.

Legal & Risk Implications and Mitigation

Membership of the Stirling and Clackmannanshire City Region Deal Joint Committee (the “Joint Committee”) is set out at Standing Order 11. In terms of Standing Order 71 the Joint Committee has the power to make alterations to the Standing Orders.

Background

The current Standing Orders were approved at a meeting of Joint Committee on 7th September 2021. The purpose of the Standing Orders is to regulate the membership of the Joint Committee and conduct of business at meetings of the Joint Committee. Since the adoption of the current Standing Orders, local government elections have taken place. As a result Stirling Council requires to make appointments to the Joint Committee which reflect the make-up of the Council subsequent to those elections.

Considerations

It is proposed that the Standing Orders be amended to update Standing Order 11, and to make consequential changes to terms setting out Stirling Council arrangements for holding chair and vice chair positions.

Membership of the Joint Committee was amended at the last full review of the Standing Orders on 7th September 2021 to provide parity of membership across both Stirling and Clackmannanshire Councils and the University of Stirling. Standing Order 11, in so far as it relates to Stirling Council currently states:

MEMBERSHIP

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

- *3 elected members of Stirling Council (being the Leader, Depute Leader and Leader of Opposition), with Stirling Council having also appointed 3 substitute members;*

The amendment will delete the words in parenthesis. The revised wording will read as follows:-

'3 elected members of Stirling Council, with Stirling Council having also appointed 3 substitute members;'.

The purpose of the proposed amendment is to give Stirling Council flexibility in its appointments to the Joint Committee. Stirling Council has made appointments to the Joint Committee in accordance with the current Standing Orders to facilitate this meeting of the Joint Committee, but it is expected that further consideration will be given by the Council to its membership subsequent to the amendment.

Additionally it is proposed to remove references in the Standing Orders to the Chair or Vice Chair, when held by Stirling Council. These posts are properly the Leader or Deputy Leader of Stirling Council.

As noted above, a full review of the Standing Orders will be carried out and presented to the September 2022 meeting of the Joint Committee.

Resource Implications

Financial Details

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. N/A ✓

Finance Officers have been consulted and have agreed the financial implications as set out in the report. N/A ✓

Staffing

The full implications on staffing are set out in the report. N/A ✓

Exempt Reports

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

Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A ✓

Legality

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

Yes ✓

Sustainability and Environmental

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

N/A ✓

Policy Implications

None

Consultations

None

Background Papers

Have you used other documents to compile your report?

Yes ✓ No

1. Stirling and Clackmannanshire Joint Committee Standing Orders

Appendices

1. Stirling and Clackmannanshire Joint Committee Standing Orders as revised
2. Stirling and Clackmannanshire Joint Committee Standing Orders as revised with tracked changes

Approved by:

Isabel McKnight

Chief Operating Officer – Communities and Performance,

Stirling Council

06.07.2022

Nikki Bridle, Chief Executive,

06.07.2022

Clackmannanshire Council

John Rogers

05.07.2022

Executive Director

University of Stirling



**STIRLING AND CLACKMANNANSHIRE
CITY REGION DEAL JOINT COMMITTEE**

STANDING ORDERS

Effective from and including 27th July 2022

STANDING ORDERS

APPLICATION OF INTERPRETATION ACT

1. These are the Standing Orders of the Stirling and Clackmannanshire City Region Deal Joint Committee, hereinafter called “the Joint Committee”.
2. The Interpretation Act 1978 applies to the interpretation of these Standing Orders as it applies to the interpretation of an Act of Parliament.

COMMENCEMENT

3. These Standing Orders will apply from and including 8 September 2021.

DEFINITIONS

4. 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.
5. Stirling Council will act as the Lead Authority for the City Region Deal.
6. In these Standing Orders, the following words and expressions will have the following meanings-

“City Region Deal” means the Stirling and Clackmannanshire City Region Deal the Heads of Terms for which were signed on 31 May 2018.

“Constituent Authority” means each of the Local Authorities and the University of Stirling, as the case may be.

“Lead Authority” means the Council holding and distributing the Government grant funding to the partners which are the recipient of the Government funding for the City Region Deal.

“The 1973 Act” means the Local Government (Scotland) Act 1973.

“Local Authorities” means Stirling Council, established under the Local Government etc. (Scotland) act 1994 and having its principal offices at Viewforth, Stirling, FK8 2ET and Clackmannanshire Council, established under the Local Government etc. (Scotland) Act 1994 and having its principal offices at Kilncraigs, Alloa, FK10 1EB.

“Elected Member” means a duly elected member of the Local Authority in question in terms of Section 33A of the 1973 Act.

“Member” means a voting member of the Joint Committee appointed pursuant to Standing Order 11.

“Senior Responsible Officer(s)” means the Senior Officer(s) appointed by each of the Local Authorities with responsibility for the delivery of the City Region Deal.

“Monitoring Officer” means the officer appointed by the Local Authority in question under Section 5 of the 1989 Act or the person nominated as a deputy under sub-section (7) of section 5.

“Clerk” is the person appointed as such by the Local Authority in question to arrange for the preparation and circulation of agendas and minuting of meetings of the Joint Committee and to provide such procedural advice at meetings of the Joint Committee as may be necessary.

“Confidential information” means (a) information provided to the Joint Committee or either of the Local Authorities by a Government department or others upon terms (however expressed) which forbid the disclosure of information to the public and/or (b) information, the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

“Exempt information” means information which is exempt from disclosure in terms of Schedule 7A of the Local Government (Scotland) Act 1973.

GENERAL PRINCIPLES

7. 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 of Stirling Council/Clackmannanshire Council (as the case may be) to then implement and deliver the approved projects.
8. The specific Terms of Reference for the Joint Committee are set out in Appendix 1.
9. Members of the Joint Committee will be expected to act in the interests of the Stirling and Clackmannanshire City Region as a whole when making decisions in relation to the City Region Deal.
10. The Joint Committee will establish and collaborate and work in partnership with, the Stirling and Clackmannanshire Regional Economic Advisory Board (“SCREAB”) to deliver a shared vision of improving the economy within the Stirling and Clackmannanshire local authority areas, in particular aligning regional strategies and plans, including those relating to inclusive growth and inward investment, as well as Local Development Plans/Local Transport Strategies.

MEMBERSHIP

11. The Joint Committee will comprise the following members, all of whom are voting members:-
 - 3 elected members of Stirling Council, with Stirling Council having also appointed 3 substitute members;

- 3 elected members of Clackmannanshire Council (being the Leader of the Council and the Leaders of the other two political groups), with Clackmannanshire Council having also appointed 3 substitute members; and
 - 3 representatives of the University of Stirling.
12. The Chair of the Joint Committee will be an elected member of Stirling Council for the period until 31 March 2020 and will then be an elected member of Clackmannanshire Council for a period of 12 months and then alternate on a yearly basis.
 13. The Vice-Chair of the Joint Committee will be an elected member of Clackmannanshire Council for the period until 31 March 2020 and will then be an elected member of Stirling Council for a period of 12 months and then alternate on a yearly basis.
 14. Where a vacancy occurs in the case of the Chair or Vice-Chair, the Joint Committee shall appoint a replacement(s) from the same local authority for the remainder of their period of office as Chair or Vice-Chair, as the case may be, in terms of Standing Orders 12 and 13.
 15. Subject to Standing Order 16, elected members on the Joint Committee are appointed to serve for a period determined by the relevant local authority.
 16. If a Member resigns from the Joint Committee, the relevant Constituent Authority will be entitled to appoint/nominate (as the case may be) another representative.
 17. The duties of the Chair of the meeting, in accordance with these Standing Orders, will include the following, with the Chair's decision on any such matters being final, provided reasons are given where appropriate:-
 - 17.1. Deciding on all matters of protocol, decorum, order, competency and relevancy;
 - 17.2. Determining all matters of procedure for which no provision is made within these Standing Orders. In reaching this determination he/she may be advised by the Clerk;
 - 17.3. Deciding priority between two or more Members wishing to speak; ensuring that a fair opportunity is given to all members to express their views in any items of business;
 - 17.4. Varying the order of business at any meeting;
 - 17.5. Preserving order within the meeting;

- 17.6. Ordering the exclusion of any member of the public, in order to prevent or suppress disorderly conduct or any other behaviour which impedes or is, in the Chair's opinion, impeding the business of the meeting;
- 17.7. In the event of disorder arising, adjourning the meeting to a time and date the Chair will fix then or later. In leaving the meeting, the Chair in such circumstances, will without further procedure have formally adjourned the meeting; and
- 17.8. Signing the minutes of the previous meeting.

SUBSTITUTES

18. If a Member who is an elected member is unable to attend a meeting of the Joint Committee that elected member may arrange for one of the appointed substitute members for that local authority to attend. The substitute member must tell the Clerk of their attendance before the meeting starts.
19. If a Member who is a representative of the University of Stirling is unable to attend a meeting of the Joint Committee that Member may arrange for a substitute representative of the University of Stirling to attend. The substitute member must advise the Clerk of their attendance before the meeting starts.

QUORUM

20. The quorum is the minimum number of people who must be present before a meeting of the Joint Committee can take place
21. The quorum for the Joint Committee is six Members, to include at least two elected members from each of the local authorities and two representatives of the University of Stirling
22. If 15 minutes after the designated start time of a meeting the quorum has not been met, the Chair or person chairing the meeting will adjourn the meeting to another time on the same day or such other date and time as the Chair shall determine. If the Chair is among those absent, the Clerk will record that no business was transacted because of the lack of the necessary quorum.
23. If at any time during a meeting a question arises on the presence of a quorum, the Chair will direct the Clerk to call the roll and if a quorum is not present the meeting will immediately be adjourned to another time on the same day or such other date and time as the Chair shall determine.

CALLING MEETINGS

24. The Joint Committee will meet at least once every three months in the local authority area of the incumbent chair. The meeting will be clerked and facilitated by officers from that local authority.

25. The Joint Committee will approve a schedule of meetings.
26. In addition to the scheduled meetings special meetings of the Joint Committee may be convened by the Clerk as follows:-
 - 26.1 at the written request of the Chair;
 - 26.2 by a resolution of either of the local authorities;
 - 26.3 on the written requisition of at least two thirds of the members of the Joint Committee, which meeting will be held within 14 days of the receipt of the requisition by the Clerk;
 - 26.4 at the written request of the Monitoring Officer of either local authority.
27. The Chair, if present, will chair the meeting of the Joint Committee. If the Chair is not present the Vice Chair will chair the meeting. If neither the Chair nor Vice Chair is present, the Members present will decide who will chair the meeting.

AGENDA SETTING

28. The Clerk from the local authority responsible for facilitating meetings will prepare an agenda for each meeting of the Joint Committee.
29. Notice of Motion - Any Member of the Joint Committee will have the right to have an item placed on the agenda for a meeting (a motion) providing they give the Clerk notice in writing (setting out the nature of the item) at least seven clear working days before the date of the relevant meeting. The motion will require to be signed by the Member giving notice and countersigned by another Member of the Joint Committee. The terms of the motion will be included in the agenda for the meeting, unless the Chair, in consultation with the Vice-Chair, considers the motion not to be competent or relevant for consideration by the Joint Committee.
30. The final decision on which items appear on the agenda, other than in respect of motions under Standing Order 29, rests with the Senior Responsible Officer of the local authority which is responsible for facilitating the meeting in question, subject to the same being in consultation with the Chair and Vice-Chair.
31. Agendas and reports will be issued to all members of the Joint Committee at least three clear working days before meetings, or if convened at shorter notice, as soon as meetings are convened.

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URGENT BUSINESS

36. Urgent business may be considered at a meeting of the Joint Committee if the Chair rules that there is a special reason why the business is a matter of urgency. The reasons will be stated at the meeting and recorded in the minutes.

PUBLIC ACCESS

37. Every meeting of the Joint Committee will be open to the public except in special circumstances which are set out below:-
 - 37.1 the public must be excluded from a meeting of the Joint Committee where it is likely, because of the business itself or what might be said, that confidential information (as meant by the relevant law) would be given to members of the public; and/or
 - 37.2 the Joint Committee may decide, by passing a resolution at any meeting, to exclude the public when it is considering an item of business if it is likely because of the business itself or what might be said, that exempt information (as meant by the relevant law) would be given to members of the public. The resolution to exclude the public will make clear which part of the proceedings of the meeting it applies to and explain why the information is exempt.
38. If the Clerk believes that it is likely that exempt or confidential information (as meant by the relevant law) will be given to members of the public they may exclude the whole of a report (or any part of a report) from public viewing. Every copy of any report in that category (or part of that report) will either be marked "Not for Publication" or marked "Confidential", or equivalent.
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ORDER OF BUSINESS

40. The business of the Joint Committee will proceed in the order specified in the agenda calling the meeting which will be as follows, unless circumstances dictate otherwise:-
- (a) Notification of Apologies;
 - (b) Notification of Substitutions;
 - (c) Declarations of Interest;
 - (d) Urgent Business brought forward by the Chair in terms of Standing Order 36;
 - (e) Minutes (for approval only – there is no provision for Matters Arising);
 - (f) Reports; and
 - (g) Items of business from members of the Joint Committee intimated in terms of Standing Order 29 and the terms of which set out on the agenda.
41. After the Joint Committee has been sitting for two hours and no longer than two and a half hours, there will be an automatic break of at least 10 minutes. At the discretion of the Chair the break may be extended to not more than 30 minutes.

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42. A Member of the Joint Committee must declare at the earliest possible stage in the proceedings, any direct financial or non-financial interest in relation to an item of business to be discussed at a meeting of the Joint Committee.
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48. No agreement – If there is no consensus, then the Chair will invite notice of a motion, amendment(s) or the direct negative and the meeting will proceed to the debate.

DEBATES

49. A motion and any amendments must be given in writing to the Clerk together with 15 copies, which will then be made available to all members of the Joint Committee. In the case of a notice of motion in terms of Standing Order 29, the terms of which has been set out on the agenda, copies need not be made available.
50. Every amendment must be relevant to the motion to which it is moved. All additions to, omissions from or variations on a motion will be considered as amendments to the motion and will be dealt with accordingly.
51. Formal proposal of motions and amendments - A motion will be formally moved by a Member of the Joint Committee and seconded by another Member who may reserve their right to speak. Members will then move amendment(s) or the direct negative, which will require to be seconded by another Member who may also reserve their right to speak. The matter will then be opened up for formal debate.
52. A Member of the Joint Committee can only move or second one proposition (a motion, amendment or direct negative) on any matter on which the Joint Committee cannot reach consensus.
53. A proposition once moved and seconded will not be withdrawn unless the mover and seconder agree.
54. Time limits - The mover of a proposition may speak for no more than five minutes and the seconder may speak for no more than three minutes. All other Members will speak for no more than two minutes although the Chair may allow members to engage in free debate within reasonable limits.
55. Summing up - The Member moving a motion, the direct negative or amendment may reply in reverse order to sum up, provided that the summing up does not introduce any new matter into the debate. A Member exercising the right to sum up will speak for no more than three minutes, except by permission of the Chair.
56. The following procedural motions will be permitted during discussion of any item.
 - (a) "that the meeting proceed to next business";
 - (b) "that the question is now put to the vote";
 - (c) "that the vote be taken by a show of hands";

Procedural motions will be moved, seconded and put without discussion. They will be voted on by a show of hands.

57. Recording of dissent - Motions or amendments that are not seconded will not be discussed or included in the minutes but the proposer can require that his or her dissent be minuted.

VOTING

58. Subject to these Standing Orders and any statutory provision requiring a minimum number of votes to decide a matter, every question which is the subject of a division will be determined by a majority of votes of the members of the Joint Committee present and voting. In the event of an equality of votes the Chair will have a second or casting vote.

59. Subject to these Standing Orders, voting will be by a roll call vote where the names for or against the motion or amendment and those not voting will be taken down in writing and entered into the minute.
60. Voting will begin when the Clerk has put all competent motions and amendments before the Joint Committee. Members present at the meeting and eligible to vote will vote either “for” or “against” each amendment, to be taken in the order moved or in the order determined by the Chair.
61. If an amendment is not carried, any other amendments will be voted on. If an amendment is carried, it will take the place of the original motion (and become the substantive motion) and any remaining amendments will be voted on in the same manner. After all amendments have been disposed of, members will then vote “for” or “against” the motion (either the original motion or the substantive motion) remaining before the meeting.
62. Where the direct negative has been moved in addition to one or more amendments, the direct negative will be taken last.
63. Where only the motion and the direct negative are moved and seconded, a straight vote will take place “for” or “against” the motion.
64. Voting (Appointments) – When nominating or appointing any member of the Joint Committee to any organisation/body, voting will be conducted on the basis of an absolute majority (half of those present plus one). In any case of an equality of votes, the Chair of the meeting will not have a second or casting vote and the decision on which candidate is to be appointed/nominated will be determined by lot.

DECISIONS

65. The Clerk will issue a decision notice detailing decisions taken by the Joint Committee to all Members of the Joint Committee within two working days of the meeting.

REVOCATION OF PREVIOUS DECISIONS

66. No motion which seeks to alter or revoke a decision of the Joint Committee, or has that effect, will be considered or passed until at least six months after the decision was taken originally, unless notice has been given of the proposed item in the summons for the meeting and (i) the Chair rules that there has been a material change of circumstances, and provides the Joint Committee with an explanation of the nature of the material change which will be recorded in the minutes, or (ii) the Joint Committee agrees the decision was based on erroneous, incorrect or incomplete information.

ADJOURNMENT

67. A motion to adjourn the meeting may be put at any time, except if a Member is speaking, and will have precedence over all other motions. It must be moved and seconded without discussion, and must at once be put by the Chair in the form of “adjourn” or “not adjourn”.

DISORDERLY CONDUCT

68. In order to stop disorderly conduct or other misbehaviour at a meeting, the Joint Committee can exclude members of the public whose presence or actions are stopping the good conduct of the meeting.
69. In the event of a member of the Joint Committee disregarding the authority of the Chair, or behaving obstructively or offensively, the Chair will first ask the member to refrain from such behaviour, failing which a motion may be proposed and seconded to suspend the member for the rest of the meeting. The motion will be put without debate.

SUSPENSION AND ALTERATIONS TO STANDING ORDERS

70. As long as it is consistent with any statutory provisions, any one or more of the Standing Orders can be suspended at any meeting, provided that two-thirds of the Members of the Joint Committee who are present agree.
71. The Joint Committee has the power to alter these Standing Orders at any of its meetings or a special meeting convened for such purpose provided notice of the proposed alterations (in the form of a motion or inherent in a report) is sent to each member of the Joint Committee at least three clear working days before the meeting and such alterations are passed by a majority of the members of the Joint Committee present at the meeting.

ANNUAL REVIEW

72. These Standing Orders will be reviewed at least annually and any proposed changes will be reported to the Joint Committee.

STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE

TERMS OF REFERENCE

The specific Terms of Reference for the Joint Committee include the following:-

- The Joint Committee will approve City Region Deal strategic and policy plans;
- The Joint Committee will 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;
- The Joint Committee will 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 in the Standing Orders , Stirling Council will be the lead authority, and will hold/distribute City Region Deal funding on behalf of the Joint Committee;
- The Joint Committee will prioritise City Region Deal projects;
- The Joint Committee will 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;
- The Joint Committee will collaborate and work in partnership with the Stirling and Clackmannanshire Regional Economic Advisory Board and the Regional Enterprise Forum to deliver a shared vision of improving the economy within the Stirling Council and Clackmannanshire Council areas and to build and support inclusive growth, focusing on the needs of the areas and strengthening the partnership between public, private and third sectors;
- The Joint Committee will 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;
- The Joint Committee will 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

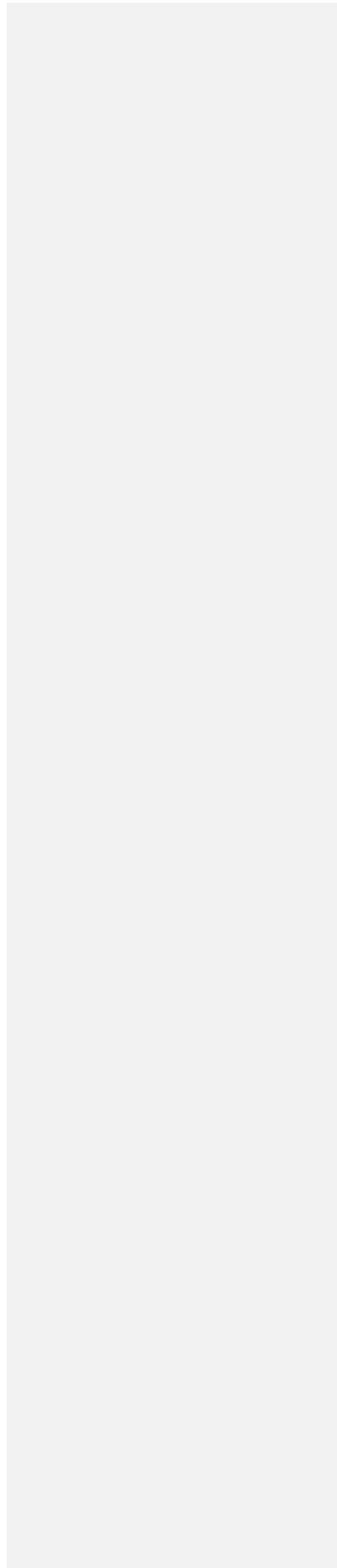
- The Joint Committee will approve/delegate the approval of operational expenditure allocated by Stirling Council, Clackmannanshire Council and/or other partner organisations to further the aims of the City Region Deal and implement the same, within agreed City Region Deal Joint Committee budgets.

**STIRLING AND CLACKMANNANSHIRE
CITY REGION DEAL JOINT COMMITTEE**

STANDING ORDERS

Effective from and including ~~8 September~~
2021^{27th} July 2022

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STANDING ORDERS

APPLICATION OF INTERPRETATION ACT

1. These are the Standing Orders of the Stirling and Clackmannanshire City Region Deal Joint Committee, hereinafter called “the Joint Committee”.
2. The Interpretation Act 1978 applies to the interpretation of these Standing Orders as it applies to the interpretation of an Act of Parliament.

COMMENCEMENT

3. These Standing Orders will apply from and including 8 September 2021.

DEFINITIONS

4. 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.
5. Stirling Council will act as the Lead Authority for the City Region Deal.
6. In these Standing Orders, the following words and expressions will have the following meanings-

“City Region Deal” means the Stirling and Clackmannanshire City Region Deal the Heads of Terms for which were signed on 31 May 2018.

“Constituent Authority” means each of the Local Authorities and the University of Stirling, as the case may be.

“Lead Authority” means the Council holding and distributing the Government grant funding to the partners which are the recipient of the Government funding for the City Region Deal.

“The 1973 Act” means the Local Government (Scotland) Act 1973.

“Local Authorities” means Stirling Council, established under the Local Government etc. (Scotland) act 1994 and having its principal offices at Viewforth, Stirling, FK8 2ET and Clackmannanshire Council, established under the Local Government etc. (Scotland) Act 1994 and having its principal offices at Kilncraigs, Alloa, FK10 1EB.

“Elected Member” means a duly elected member of the Local Authority in question in terms of Section 33A of the 1973 Act.

“Member” means a voting member of the Joint Committee appointed pursuant to Standing Order 11.

“Senior Responsible Officer(s)” means the Senior Officer(s) appointed by each of the Local Authorities with responsibility for the delivery of the City Region Deal.

“Monitoring Officer” means the officer appointed by the Local Authority in question under Section 5 of the 1989 Act or the person nominated as a deputy under sub-section (7) of section 5.

“Clerk” is the person appointed as such by the Local Authority in question to arrange for the preparation and circulation of agendas and minuting of meetings of the Joint Committee and to provide such procedural advice at meetings of the Joint Committee as may be necessary.

“Confidential information” means (a) information provided to the Joint Committee or either of the Local Authorities by a Government department or others upon terms (however expressed) which forbid the disclosure of information to the public and/or (b) information, the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

“Exempt information” means information which is exempt from disclosure in terms of Schedule 7A of the Local Government (Scotland) Act 1973.

GENERAL PRINCIPLES

7. 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 of Stirling Council/Clackmannanshire Council (as the case may be) to then implement and deliver the approved projects.
8. The specific Terms of Reference for the Joint Committee are set out in Appendix 1.
9. Members of the Joint Committee will be expected to act in the interests of the Stirling and Clackmannanshire City Region as a whole when making decisions in relation to the City Region Deal.
10. The Joint Committee will establish and collaborate and work in partnership with, the Stirling and Clackmannanshire Regional Economic Advisory Board (“SCREAB”) to deliver a shared vision of improving the economy within the Stirling and Clackmannanshire local authority areas, in particular aligning regional strategies and plans, including those relating to inclusive growth and inward investment, as well as Local Development Plans/Local Transport Strategies.

MEMBERSHIP

11. The Joint Committee will comprise the following members, all of whom are voting members:-
 - 3 elected members of Stirling Council (~~being the Leader, Depute Leader and Leader of Opposition~~), with Stirling Council having also appointed 3 substitute members;

- 3 elected members of Clackmannanshire Council (being the Leader of the Council and the Leaders of the other two political groups), with Clackmannanshire Council having also appointed 3 substitute members; and
 - 3 representatives of the University of Stirling.
12. The Chair of the Joint Committee will be an elected member of Stirling Council for the period until 31 March 2020 and will then be an elected member of Clackmannanshire Council for a period of 12 months and then alternate on a yearly basis. ~~Stirling Council will adopt a co-chair arrangement for its tenure holding the Chair of the Joint Committee with the Leader and Depute Leader of the Council presiding at alternate meetings of the Joint Committee.~~
 13. The Vice-Chair of the Joint Committee will be an elected member of Clackmannanshire Council for the period until 31 March 2020 and will then be an elected member of Stirling Council for a period of 12 months and then alternate on a yearly basis. ~~Stirling Council will adopt a co-vice chair arrangement for its tenure holding the Vice-Chair of the Joint Committee with the Leader and Depute Leader of the Council holding the post at alternate meetings of the Joint Committee.~~
 14. Where a vacancy occurs in the case of the Chair or Vice-Chair, the Joint Committee shall appoint a replacement(s) from the same local authority for the remainder of their period of office as Chair or Vice-Chair, as the case may be, in terms of Standing Orders 12 and 13.
 15. Subject to Standing Order 16, elected members on the Joint Committee are appointed to serve for a period determined by the relevant local authority.
 16. If a Member resigns from the Joint Committee, the relevant Constituent Authority will be entitled to appoint/nominate (as the case may be) another representative.
 17. The duties of the Chair of the meeting, in accordance with these Standing Orders, will include the following, with the Chair's decision on any such matters being final, provided reasons are given where appropriate:-
 - 17.1. Deciding on all matters of protocol, decorum, order, competency and relevancy;
 - 17.2. Determining all matters of procedure for which no provision is made within these Standing Orders. In reaching this determination he/she may be advised by the Clerk;
 - 17.3. Deciding priority between two or more Members wishing to speak; ensuring that a fair opportunity is given to all members to express their views in any items of business;
 - 17.4. Varying the order of business at any meeting;
 - 17.5. Preserving order within the meeting;

- 17.6. Ordering the exclusion of any member of the public, in order to prevent or suppress disorderly conduct or any other behaviour which impedes or is, in the Chair's opinion, impeding the business of the meeting;
- 17.7. In the event of disorder arising, adjourning the meeting to a time and date the Chair will fix then or later. In leaving the meeting, the Chair in such circumstances, will without further procedure have formally adjourned the meeting; and
- 17.8. Signing the minutes of the previous meeting.

SUBSTITUTES

18. If a Member who is an elected member is unable to attend a meeting of the Joint Committee that elected member may arrange for one of the appointed substitute members for that local authority to attend. The substitute member must tell the Clerk of their attendance before the meeting starts.
19. If a Member who is a representative of the University of Stirling is unable to attend a meeting of the Joint Committee that Member may arrange for a substitute representative of the University of Stirling to attend. The substitute member must advise the Clerk of their attendance before the meeting starts.

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23. If at any time during a meeting a question arises on the presence of a quorum, the Chair will direct the Clerk to call the roll and if a quorum is not present the meeting will immediately be adjourned to another time on the same day or such other date and time as the Chair shall determine.

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 - 26.1 at the written request of the Chair ~~(being both the Leader and Depute Leader of the Council in the case of Stirling Council, where it holds the Chair)~~;
 - 26.2 by a resolution of either of the local authorities;
 - 26.3 on the written requisition of at least two thirds of the members of the Joint Committee, which meeting will be held within 14 days of the receipt of the requisition by the Clerk;
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27. The Chair ~~(being the Leader or Depute Leader of the Council in the case of Stirling Council, where it holds the Chair)~~, if present, will chair the meeting of the Joint Committee. If the Chair is not present the Vice Chair ~~(being the Leader or Depute Leader of the Council in the case of Stirling Council, where it holds the Vice Chair)~~ will chair the meeting. If neither the Chair nor Vice Chair is present, the Members present will decide who will chair the meeting.

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49. A motion and any amendments must be given in writing to the Clerk together with 15 copies, which will then be made available to all members of the Joint Committee. In the case of a notice of motion in terms of Standing Order 29, the terms of which has been set out on the agenda, copies need not be made available.
50. Every amendment must be relevant to the motion to which it is moved. All additions to, omissions from or variations on a motion will be considered as amendments to the motion and will be dealt with accordingly.
51. Formal proposal of motions and amendments - A motion will be formally moved by a Member of the Joint Committee and seconded by another Member who may reserve their right to speak. Members will then move amendment(s) or the direct negative, which will require to be seconded by another Member who may also reserve their right to speak. The matter will then be opened up for formal debate.
52. A Member of the Joint Committee can only move or second one proposition (a motion, amendment or direct negative) on any matter on which the Joint Committee cannot reach consensus.
53. A proposition once moved and seconded will not be withdrawn unless the mover and seconder agree.
54. Time limits - The mover of a proposition may speak for no more than five minutes and the seconder may speak for no more than three minutes. All other Members will speak for no more than two minutes although the Chair may allow members to engage in free debate within reasonable limits.
55. Summing up - The Member moving a motion, the direct negative or amendment may reply in reverse order to sum up, provided that the summing up does not introduce any new matter into the debate. A Member exercising the right to sum up will speak for no more than three minutes, except by permission of the Chair.
56. The following procedural motions will be permitted during discussion of any item.
 - (a) "that the meeting proceed to next business";
 - (b) "that the question is now put to the vote";
 - (c) "that the vote be taken by a show of hands";

Procedural motions will be moved, seconded and put without discussion. They will be voted on by a show of hands.

57. Recording of dissent - Motions or amendments that are not seconded will not be discussed or included in the minutes but the proposer can require that his or her dissent be minuted.

VOTING

58. Subject to these Standing Orders and any statutory provision requiring a minimum number of votes to decide a matter, every question which is the subject of a division will be determined by a majority of votes of the members of the Joint Committee present and voting. In the event of an equality of votes the Chair (~~for the avoidance of doubt being either the Leader or Depute Leader of the Council where Stirling Council holds the Chair, whichever individual holds the Chair for the meeting in question, and not both~~) will have a second or casting vote.

59. Subject to these Standing Orders, voting will be by a roll call vote where the names for or against the motion or amendment and those not voting will be taken down in writing and entered into the minute.
60. Voting will begin when the Clerk has put all competent motions and amendments before the Joint Committee. Members present at the meeting and eligible to vote will vote either “for” or “against” each amendment, to be taken in the order moved or in the order determined by the Chair.
61. If an amendment is not carried, any other amendments will be voted on. If an amendment is carried, it will take the place of the original motion (and become the substantive motion) and any remaining amendments will be voted on in the same manner. After all amendments have been disposed of, members will then vote “for” or “against” the motion (either the original motion or the substantive motion) remaining before the meeting.
62. Where the direct negative has been moved in addition to one or more amendments, the direct negative will be taken last.
63. Where only the motion and the direct negative are moved and seconded, a straight vote will take place “for” or “against” the motion.
64. Voting (Appointments) – When nominating or appointing any member of the Joint Committee to any organisation/body, voting will be conducted on the basis of an absolute majority (half of those present plus one). In any case of an equality of votes, the Chair of the meeting will not have a second or casting vote and the decision on which candidate is to be appointed/nominated will be determined by lot.

DECISIONS

65. The Clerk will issue a decision notice detailing decisions taken by the Joint Committee to all Members of the Joint Committee within two working days of the meeting.

REVOCAION OF PREVIOUS DECISIONS

66. No motion which seeks to alter or revoke a decision of the Joint Committee, or has that effect, will be considered or passed until at least six months after the decision was taken originally, unless notice has been given of the proposed item in the summons for the meeting and (i) the Chair ~~(being the Leader and Depute Leader of the Council in the case of Stirling Council, where it holds the Chair)~~ rules that there has been a material change of circumstances, and provides the Joint Committee with an explanation of the nature of the material change which will be recorded in the minutes, or (ii) the Joint Committee agrees the decision was based on erroneous, incorrect or incomplete information.

ADJOURNMENT

67. A motion to adjourn the meeting may be put at any time, except if a Member is speaking, and will have precedence over all other motions. It must be moved and seconded without discussion, and must at once be put by the Chair in the form of “adjourn” or “not adjourn”.

DISORDERLY CONDUCT

68. In order to stop disorderly conduct or other misbehaviour at a meeting, the Joint Committee can exclude members of the public whose presence or actions are stopping the good conduct of the meeting.
69. In the event of a member of the Joint Committee disregarding the authority of the Chair, or behaving obstructively or offensively, the Chair will first ask the member to refrain from such behaviour, failing which a motion may be proposed and seconded to suspend the member for the rest of the meeting. The motion will be put without debate.

SUSPENSION AND ALTERATIONS TO STANDING ORDERS

70. As long as it is consistent with any statutory provisions, any one or more of the Standing Orders can be suspended at any meeting, provided that two-thirds of the Members of the Joint Committee who are present agree.
71. The Joint Committee has the power to alter these Standing Orders at any of its meetings or a special meeting convened for such purpose provided notice of the proposed alterations (in the form of a motion or inherent in a report) is sent to each member of the Joint Committee at least three clear working days before the meeting and such alterations are passed by a majority of the members of the Joint Committee present at the meeting.

ANNUAL REVIEW

72. These Standing Orders will be reviewed at least annually and any proposed changes will be reported to the Joint Committee.

STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL JOINT COMMITTEE

TERMS OF REFERENCE

The specific Terms of Reference for the Joint Committee include the following:-

- The Joint Committee will approve City Region Deal strategic and policy plans;
- The Joint Committee will 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;
- The Joint Committee will 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 in the Standing Orders , Stirling Council will be the lead authority, and will hold/distribute City Region Deal funding on behalf of the Joint Committee;
- The Joint Committee will prioritise City Region Deal projects;
- The Joint Committee will 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;
- The Joint Committee will collaborate and work in partnership with the Stirling and Clackmannanshire Regional Economic Advisory Board and the Regional Enterprise Forum to deliver a shared vision of improving the economy within the Stirling Council and Clackmannanshire Council areas and to build and support inclusive growth, focusing on the needs of the areas and strengthening the partnership between public, private and third sectors;
- The Joint Committee will 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;
- The Joint Committee will 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

- The Joint Committee will 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.

Stirling and Clackmannanshire City Region Deal – Programme Status Report

Stirling and Clackmannanshire CRD Joint Committee – 26 July 2022

Author

Ann Jacob-Chandler, Head of Regional Programme Management Office (RPMO)

jacobchandlera@stirling.gov.uk

1. Deal programme highlights

- Business cases update:
 - a. Approvals received from governments on the fourth iteration of Japanese Gardens (BJC) and the second iteration of Regional Digital Hubs Cowie OBC/FBC.
 - b. Second iteration of National Aquaculture Technology and Innovation Hub (NATIH) Phase 1 (OBC), second iteration of Active Travel (Programme OBC) and second iteration of Culture Heritage and Tourism Assets (Programme OBC) submitted to governments for feedback and approval. Feedback on these projects expected imminently.
- UK and Scottish Governments have agreed to change the categorisation of the National Tartan Centre to Innovation
- Change Control process for the Deal updated draft ready for review
- Work on communications work stream including branding, website and Annual Report publication gaining momentum.

2. Progress overview

- 76% of the programme (by project value) in development
- Three capital projects (Scotland's International Environment Centre - Phase 1, Walk Cycle Live Stirling, Regional Energy Masterplan) and two revenue projects (Flexible Skills Programme and Inclusion Workers Investment Fund) in delivery

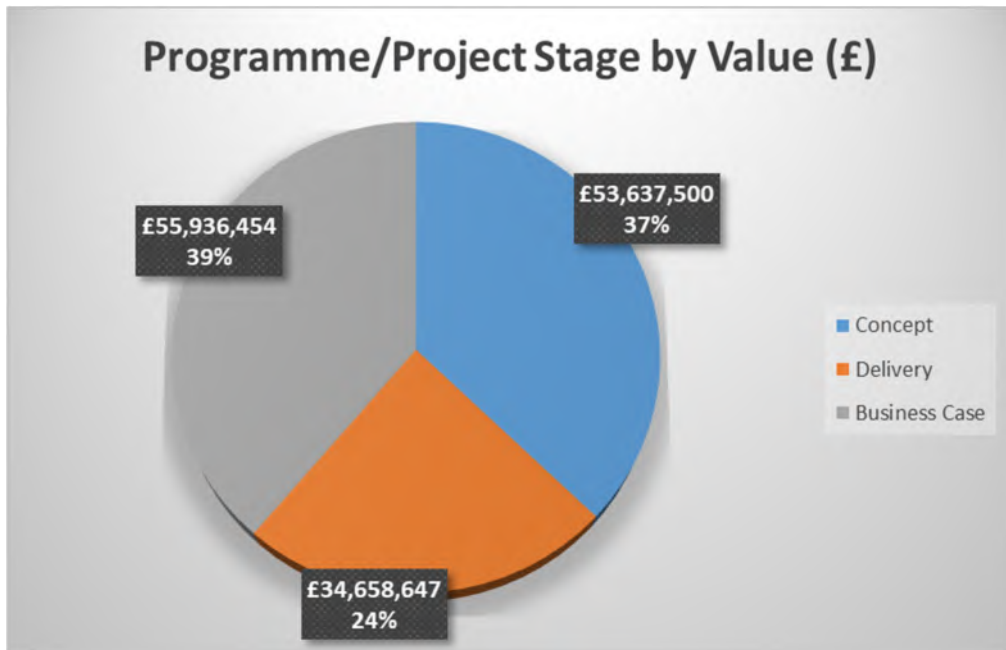


Figure 1 Programme/project stage by value

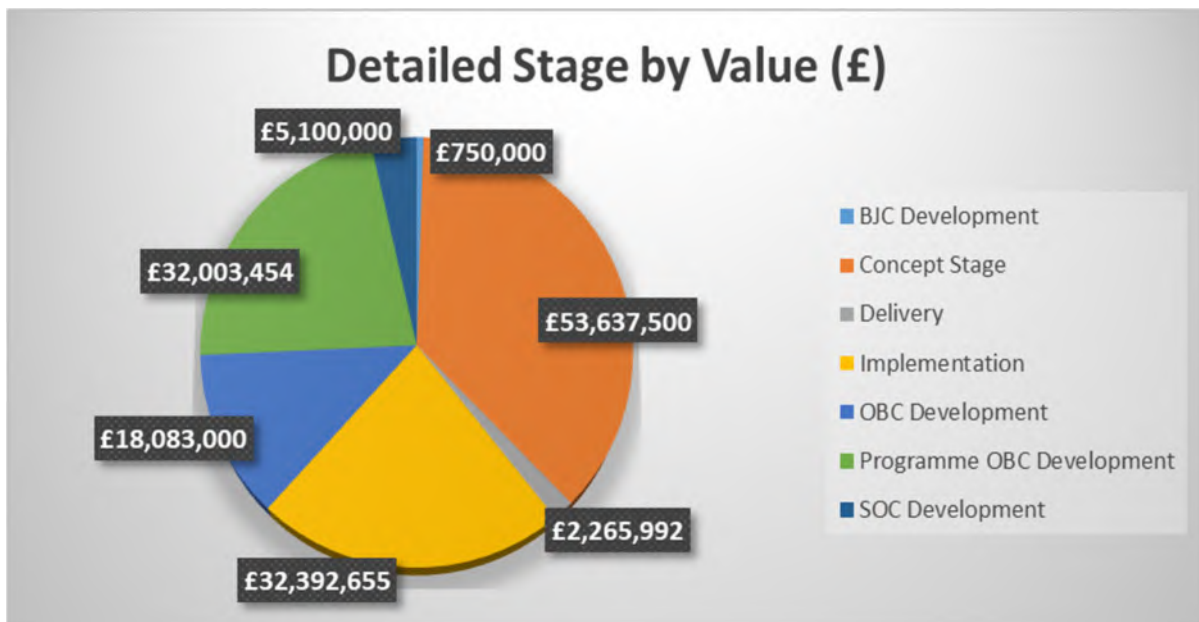


Figure 2 Detailed programme/project stage by value

3. Finance

- Grant Offer Letter received and signed with figures as per approved financial profile.
- Monthly finance returns submitted for May 22 showing full spend of funding for the year as per Grant Offer Letter. However, this is contingent on business case approvals and project staying within current timelines.
- Whilst forecasts have shifted slightly within quarters, the overall annual profile remains the same as reported to government.
- Risks associated with meeting currently approved financial profile to be managed within the partnership.

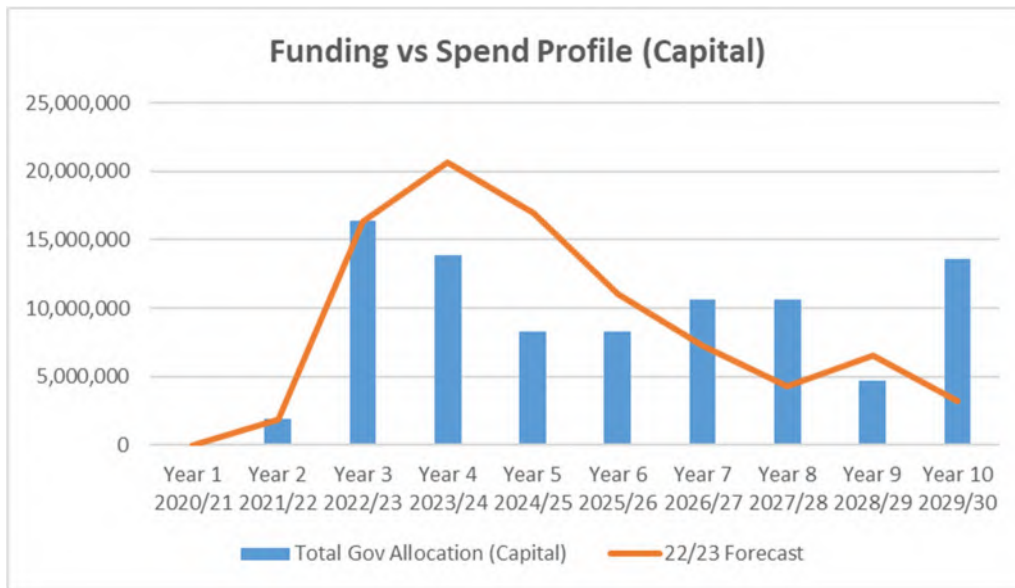


Figure 3 Capital funding vs forecast spend

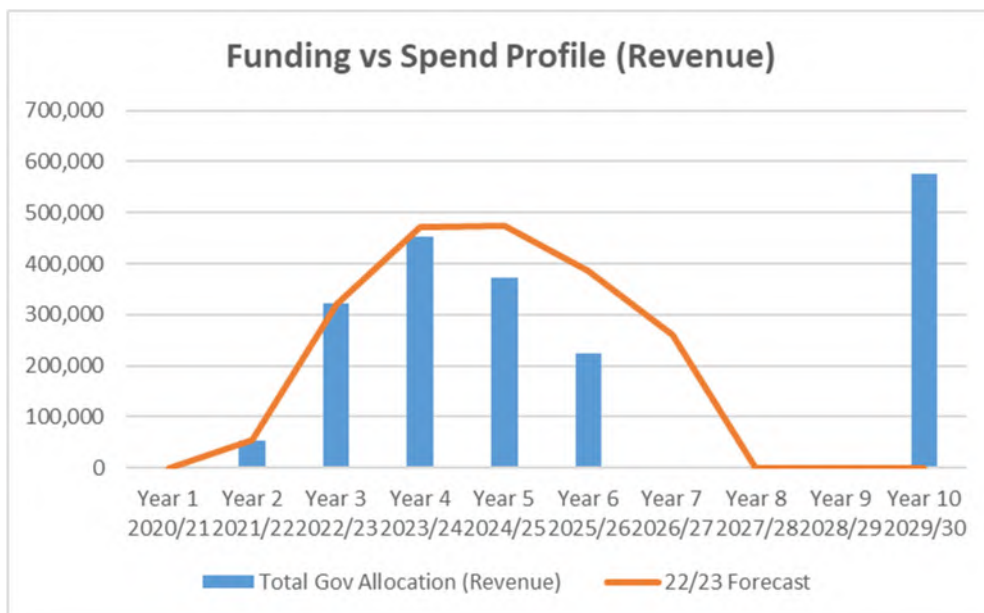


Figure 4 Revenue funding vs forecast spend

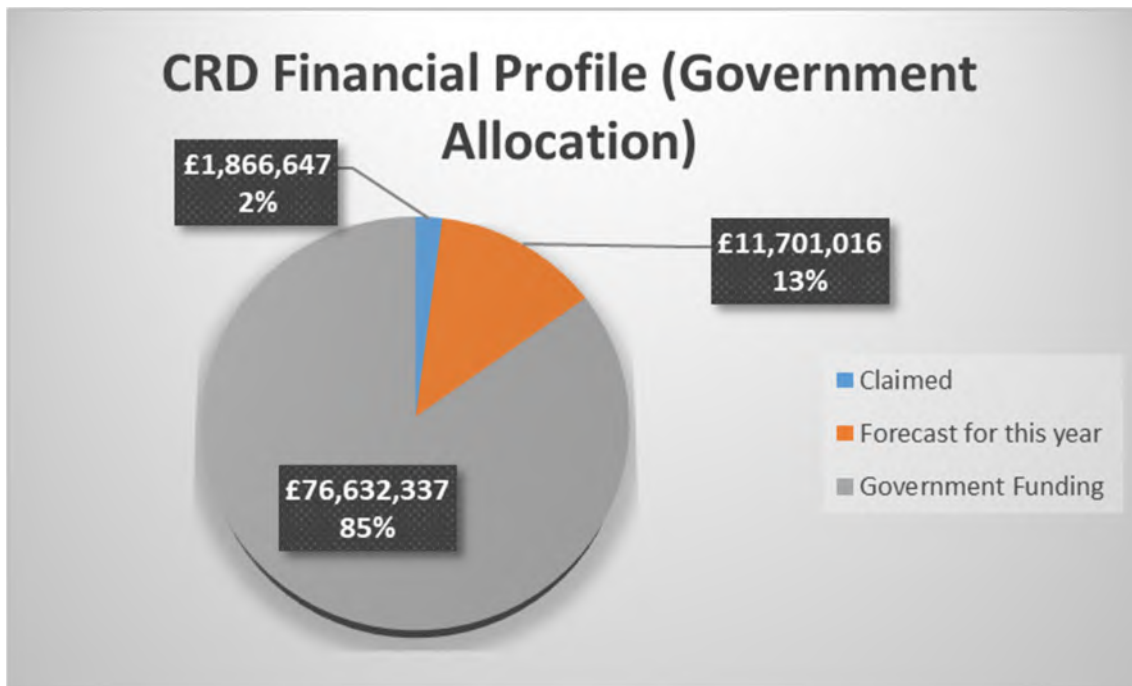


Figure 5 Allocation vs claims

4. Risks

- **R1** - Project cost escalation due to construction inflation and supply chain pressures impacting project viability and delivery timescales
- **Action** – SROs and Management Group to provide early warning of delivery risks to RPMO, and look at options for accelerating other projects alongside responding to delivery risks. COG to provide steer on proposed options.
- **R2** - R1 impacting ability meet current financial profile and adding to potential cash flow pressures in future years
- **Action** – RPMO (following discussion and agreement at Management Group and COG) to provide governments early sight of potential impact on financial profile so as to seek support at re-adjusting this for an appropriate point.
- **R3** - Other funding streams required to sustain project viability and delivery not forthcoming
- **Action** - SROs and Management Group to provide early warning to RPMO and COG. The partnership to work collaboratively to look at alternative funding options.
- **R4** – Resource and capacity challenge across the partnership leading to project related delays
- **Action** - SROs and Management Group to provide early warning to RPMO and COG. The partnership to work collaboratively and agree prioritisation of projects and seek potential avenues for additional resource.

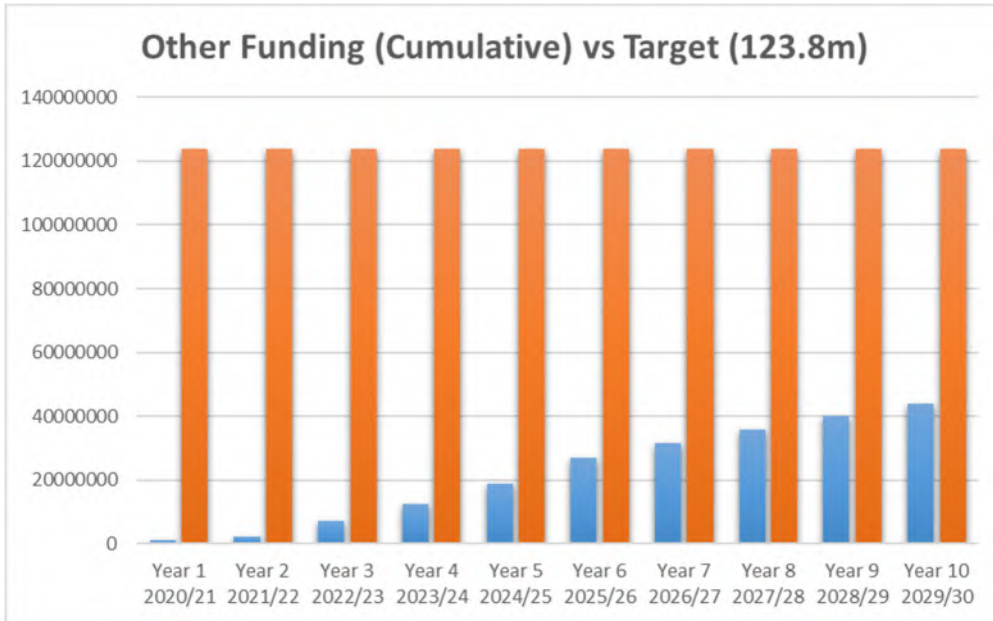


Figure 6 Other funding sources and gaps

5. Opportunities

- Partnership to discuss potential avenues for leveraging private sector funding
- Opportunities for the RPMO to support the wider partnership, particularly around linking funding opportunities through Shared Prosperity Fund, Levelling Up Fund etc.

6. Benefits

- Discussions ongoing with partners around capturing benefits through an updated reporting template
- Discussions ongoing with Prof. Mirko Moro and Emma Macgregor around the initial work undertaken in 2020 and proposals associated with the Monitoring and Evaluation Framework.

7. RPMO operational matters

- RPMO Finance Manager and RPMO Admin officer posts advertised and applications being reviewed. Part-time input being provided by Stirling Council in the interim.
- Interviews to be conducted in July.

Appendix

1. Dashboard with project level data and timelines for approvals.

Approved by:

Chief Officers Group, 27th June 2022.

Stirling & Clackmannanshire City Region Deal – Progress Report - June 2022

Business Case Timeline

Key : OBC – Outline Business Case
(P)OBC – Programme Outline BC
FBC – Full Business Case
BJC – Business Justification Case
SOC – Strategic Outline Case
JC – Joint Committee

	April	May	June	July	August	September	October	November	December	January
Japanese Gardens				BJC						
Regional Digital Hub – Cowie				OBC/FBC						
National Aquaculture Technology Innovation Hub (Phase 1)						OBC				
MOD Land at Forthside						SOC				
Active Travel						(P)OBC				
Developing Culture, Heritage and Tourism Assets						(P)OBC				
Active Travel Project 1								OBC		
Regional Digital Hub – Callander										OBC
Regional Digital Hub – Clackmannanshire										OBC
National Aquaculture Technology Innovation Hub (Phase 1)										FBC

← Submission to Joint Committee may be brought forward

→ Submission to Joint Committee may be delayed

Stirling & Clackmannanshire City Region Deal – Progress Report – June 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Active Travel (Programme)	David Hopper (SC)	Programme OBC Submission to SG and UKG 2 nd iteration submitted June 2022	Programme OBC Endorsed by SG and UKG September 2022	G
Walk Cycle Live Stirling	David Hopper (SC)	Commencement of Work Work Begins (Raploch South) May 2022	Work Begins Causewayhead June 2022	G
Regional Energy Masterplan (REM)	David Hopper (SC)	Commencement of Work March 2022	Integrate stakeholder engagement outcomes into Regional Energy Masterplan July 2022	G
National Aquaculture Technology and Innovation Hub (Phase 1)	John Rogers (UoS)	OBC to S&UKG 2 nd iteration submitted June 2022	OBC endorsed by S&UKG Sept 2022	G
Scotland's International Environment Centre (Phase 1 & 2)	John Rogers (UoS)	Phase 1 – Create Interim Data Store May 2022 Phase 2 -	Phase 1 – Completion of purchasing sensors December 2022 Phase 2 – RIBA Stage 1 (Prep & Brief) April 2022	G
Flexible Skills Programme	Emma Fyvie (CC)	Submission of Business Justification Case to Joint Committee March 2022	Recruitment of Flexible Skills Co-ordinator April 2022	G
Inclusion Workers and Investment Fund	Emma Fyvie (CC)	Appointment of 4 th Team Member April 2022	First Six Monthly Impact Report June 2022	G
Clackmannanshire Lone Parent Fund	Emma Fyvie (CC)	Agree project content and mechanism for funding. Ongoing	Project delivery agent appointed. TBC	G

Stirling & Clackmannanshire City Region Deal – Progress Report – June 2022 Project Milestones

Project	SRO	Last Completed Milestone	Next Milestone	
Japanese Gardens	Fiona Colligan (CC)	BJC approved by government on 28 June 2022	Submission of Business Justification Case to COG's & Joint Committee July 2022	G
Intergenerational Innovation Hub (ILIH)	John Rogers (UoS)	Milestone Timeline to be confirmed	Milestone Timeline to be confirmed	G
MOD Land Forthside	Brian Roberts (SC)	Discussions with S & UK Government on business case process for transfer of Land Ongoing	SOC submitted to RPMO May 2022	A
Culture, Heritage and Tourism Fund (Programme)	Stuart Oliver (SC)	Programme OBC Submitted to S&UKG Feedback received and 2 nd iteration ongoing	Submission of Programme OBC to COG's & Joint Committee September 2022	G
National Tartan Centre	Stuart Oliver (SC)	Project Manager Appointed In post March 2022	OBC submitted to RPMO November 2022	G
Stirling Digital Hub	Stuart Oliver (SC)	SRO identified. June 2020	OBC submitted to RPMO September 2022	G
Regional Digital Hub - Cowie	Stuart Oliver (SC)	OBC/FBC submitted to Scottish and UK Government 2 nd Iteration submitted June 2022	Submission of OBC/FBC to COG's and Joint Committee July 2022	G
Regional Digital Hub - Callander	Stuart Oliver (SC)	RIBA Stage 2 January 2022	RIBA Stage 3 June 2022	G
Regional Digital Hubs - Clackmannanshire	Emma Fyvie (CC)	N/A	OBC to RPMO June 2022	G

Stirling and Clackmannanshire City Region Deal

– *Digital District Phase 2 (Cowie) – Outline/Full Business Case*

Executive summary

This paper seeks Joint Committee approval of the Outline/Full Business Case for the Digital District Phase 2 (Cowie) Project. This project is part of the Regional Digital Hubs Programme of the City Region Deal.

Authors

Steven MacDonald, Economic Growth, Culture, Tourism & Events, Economic Development

macdonaldst@stirling.gov.uk

Recommendations

Joint Committee is asked to:

1. Approve Outline/Full Business Case for the Digital District Phase 2 (Cowie), and;
2. Note the activity that has commenced as part of the project.

Implications

None

Legal & Risk Implications and Mitigation

As part of City Region Deal Governance arrangements, approval of the Outline/Full Business Case by Joint Committee is required to draw down funding to progress with project delivery. The project, which has spent at risk, would suffer delay if approval is not given and match funding may be put at risk.

Background

1. This business case is seeking approval for funding of £0.5 million for the Cowie hub, as part of the Digital Regional Hubs programme.
2. Within ten years, the Stirling and Clackmannanshire City Region aims to be recognised as one of the UK's leading areas for digital technology and as a centre of excellence for digital skills.
3. The Cowie hub will complement the growing network of digital hubs across the city region area.
4. The investment will provide high quality business space which will allow new-start and growing companies in the region to stay local and create new and exciting opportunities.
5. The hub will also act as a base to provide a wide range of business support, including start-up and growth advice and entrepreneurial activities.
6. The hub and its associated activities will be supported by a wide range of partners, including Stirling Council, STEP and Codebase to initiative business activity through a tailored programme of support.
7. Digital projects across the city region are on track to deliver significant economic growth with a platform to build on at Codebase Stirling.
8. The city region's creative and digital sector has more than doubled in size in the last five years with jobs created at more than twice the rate across Scotland.

Considerations

9. The Cowie Hub will provide space, within a new community facility, for digital businesses to start-up and be supported via expert stakeholder engagement in their own locality. This will link in with similar facilities across the wider city region, both supported by the City Region Deal and by Delivery Partners.
10. The appendices to the Outline/Full Business Case contain tables summarising the alignment of the project to the wider City Region Deal outcomes. These are highlighted in this section and are available on request from the RPMO.
11. Under “Shared prosperity”, the Cowie Hub will enable start-ups, existing, and incoming businesses to have access to good quality, digitally enabled, flexible office space which is near to their preferred location. This will benefit the business base of the region and the local Cowie community.
12. The “Higher value jobs” objective will see supportive and collaborative business environments that enable sustainable business development, with an average of 20 full time equivalent (FTE) jobs at the Cowie Hub, with an average of 10 covered by Fair Work and Environmental pledges or commitments. Business support will be tailored to digital technology companies and delivered through the Cowie hub, benefiting the business base of the region and the local Cowie community. Over 15 years, 80 start-up companies will be supported or based at the Cowie hub.
13. This also supports “Inclusive economic growth”, which also – alongside the “Inclusive Skills Ecosystem” - ensures that inclusive growth is delivered by optimising contributions to skills and inclusion by all business support interventions. Strong regional skills pathways will be developed to ensure that our most excluded communities can access a streamlined educational journey and inclusion support to realise their potential. Learners and the Cowie Community will benefit.

Resource Implications

Financial Details

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

Staffing

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

Is this report exempt?	Yes
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Equalities Impact

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

Legality

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

Sustainability and Environmental

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

Policy Implications

None

Consultations

None

Background Papers

Have you used other documents to compile your report?

None

Appendices

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

1. Digital District Phase 2 (Cowie) – Outline/Full Business Case

Approved by:

Stuart Oliver, Senior Manager - Economic Development, Culture & Tourism, Economic Development & Culture

olivers@stirling.gov.uk

Stirling and Clackmannanshire City Region Deal

Business Case Summary – Regional Digital Hub at
Cowie,
July 2022

Regional Digital Hub: Cowie

Purpose

The purpose of the paper is to outline the Regional Digital Hub for Cowie project and progress toward Joint Committee decision.

Regional Digital Hub: Cowie

This business case is seeking approval for funding of £0.5 million for the Cowie hub, as part of the Digital Regional Hubs programme. Within ten years, the Stirling and Clackmannanshire City Region aims to be recognised as one of the UK's leading areas for digital technology and as a centre of excellence for digital skills. The Cowie hub will complement the growing network of digital hubs across the city region area.

The investment will provide high quality business space which will allow new-start and growing companies in the region to stay local and create new and exciting opportunities. The hub will also act as a base to provide a wide range of business support, including start-up and growth advice and entrepreneurial activities. The hub and its associated activities will be supported by a wide range of partners, including Stirling Council, STEP and Codebase to initiative business activity through a tailored programme of support.

Digital projects across the city region are on track to deliver significant economic growth with a platform to build on at Codebase Stirling. The city region's creative and digital sector has more than doubled in size in the last five years with jobs created at more than twice the rate across Scotland.

Project Outputs and Outcomes

The inclusive growth drivers are grouped under 4 headings, shown in Table 1:

1. Infrastructure
2. Skills
3. Social Capital
4. Value/Quality of Jobs

Table 1: Cowie Hub inclusive growth drivers

Heading	Output	Outcome
Infrastructure	Digital District established	Gross Value Added (GVA)
	Digital hubs in place.	Additional employment figures
		Average earnings
		Sector growth
		Inward investment
		More companies trading internationally
Skills	Skills Pathway Plan created and delivered.	Residents will have better digital skills and prepared for opportunities to enter and progress in life and work.
	Supply chain interventions agreed and delivered.	This will be driven by the Skills Pathway Plan, helping to promote opportunities among our most excluded communities.
		Residents and local employees will have greater access to fair work.
		Greater access to fair work will be driven by the hubs providing opportunities for the benefits from the city deal's digital projects and growth in the digital economy to be spread across smaller towns and villages in the city region.
Social Capital	Community Benefit interventions agreed and delivered.	Residents who currently face exclusion will have fairer access to the labour market.
		The hubs will support 5,000 people to enable access to skills and training in digital technology related subjects. This includes providing skills and training opportunities targeting underrepresented groups in the city region supporting 2,500 women and 1,000 people with a disability

Value/Quality of Jobs	Community Benefit interventions agreed and delivered. This includes a progressive procurement strategy.	Residents who currently face exclusion will have fairer access to the labour market.
	The digital hubs will be co-located with local community services (including library services and community meeting space in some hubs).	The hubs in Cowie and Callander will redevelop and repurpose prominent town centre buildings that have fallen out of use. The hubs are likely to act as a catalyst for further investment in the heart of these communities.

Alignment with City Region Deal Outcomes

The appendices to the OBC/FBC contain tables summarising the alignment of the project to the wider City Region Deal outcomes. These are highlighted in this section.

Under “Shared prosperity”, the Cowie Hub will enable start-ups, existing, and incoming businesses to have access to good quality, digitally enabled, flexible office space which is near to their preferred location. This will benefit the business base of the region and the local Cowie community.

The “Higher value jobs” objective will see supportive and collaborative business environments that enable sustainable business development, with an average of 20 full time equivalent (FTE) jobs at the Cowie Hub, with an average of 10 covered by Fair Work and Environmental pledges or commitments. Business support will be tailored to digital technology companies and delivered through the Cowie hub, benefiting the business base of the region and the local Cowie community. Over 15 years, 80 start-up companies will be supported or based at the Cowie hub.

This also supports “Inclusive economic growth”, which also – alongside the “Inclusive Skills Ecosystem” - ensures that inclusive growth is delivered by optimising contributions to skills and inclusion by all business support interventions. Strong regional skills pathways will be developed to ensure that our most excluded communities can access a streamlined educational journey and inclusion support to realise their potential. Learners and the Cowie Community will benefit.

Evidence of Progress

Stirling Council have progressed the Cowie Hub by spending “at risk”. The Hub building is nearing completion and is expected to open in the summer of 2022.

Latest Position

The Regional Digital Hubs Programme was approved by Joint Committee in February 2022.

The 2nd iteration of the OBC was submitted to Governments on the 10th of June 2022. The feedback received for the 1st iteration from Governments was addressed and a response from Governments is expected in July 2022.

A briefing for Chief Officers and Joint Committee members has been arranged. A copy of the full OBC/FBC at its second iteration is available upon request from the RPMO.

Recommendation

It is recommended that Joint Committee:

- a) Note the progress of the Regional Digital Hub: Cowie OBC/FBC, and;
- b) Approve the OBC/FBC, subject to Government approval received.

Stirling and Clackmannanshire City Region Deal Digital District Phase 2

Cowie Regional Hub

- Background
- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case
- Outcomes and Impacts
- Next Steps



Stirling and Clackmannanshire City Region Deal Digital District Phase 2

Cowie Regional Hub Logic Model

Inputs	Activities	Outputs	Outcomes	Impacts
<p>Stirling and Clackmannanshire City Regional Deal funding</p> <p>Regeneration Capital Grant Fund</p> <p>Specialist digital technology and business support staff time and skills (Codebase Stirling)</p>	<p>Digital Regional Hub developed in Cowie</p> <p>Business support tailored to digital technology companies is developed and delivered throughout the city region</p> <p>Programme board established with partners to co-ordinate Regional Digital Hub and Digital District activities across the city region</p>	<p>High-quality and digitally enabled business space is delivered across the city region</p> <p>Businesses engage with tailored support programmes.</p> <p>An Inclusive Skills Ecosystem is developed</p>	<p>Enabling businesses with digitally enabled space in preferred locations</p> <p>Supportive and collaborative business environments</p> <p>Inclusive growth delivered by business support throughout the city region</p>	<p>Increased economic and inclusive growth, job creation, raised productivity, higher tax revenues, increased business R&D expenditure and improved environmental outcomes.</p>

Stirling and Clackmannanshire City Region Deal Digital District Phase 2

Cowie Regional Hub

Funding

Cowie	Funding (£m)
City Region Deal	£0.5
Stirling Council	£0.63
Regeneration Capital Grant Fund	£0.98
Total	£2.11

Timescales

- December 21 – Approval of Programme Level Business Case
- July 22 – Approval of Cowie Outline Business Case / Final Business Case
- October 22 - Project Complete on Site
- November 22 – Project Launch

Stirling and Clackmannanshire City Region Deal – *The Japanese Gardens – Business Justification Case*

Executive summary

This paper seeks Joint Committee approval of the Business Justification Case for the Japanese Gardens Project. This project is part of the Capital Fund for Clackmannanshire within the City Region Deal.

Authors

Richard Marsh, Director at 4-Consulting

richard.marsh@4-consulting.com

Recommendations

Joint Committee is asked to:

1. Approve the Business Justification Case for the Japanese Gardens, and;
2. Note the activity that has commenced as part of the project.

Implications

None

Legal & Risk Implications and Mitigation

As part of City Region Deal Governance arrangements, approval of the Business Justification Case by Joint Committee is required to permit the project to progress to claim funding. The project, which has spent substantially at risk, would be placed at risk if approval were not given.

Background

1. The project, supported via the Capital Fund for Clackmannanshire and with a value of £750,000, intends to restore the historic Japanese Garden at Cowden. The Japanese Garden is part of the City Region Deal's investment in Culture, Heritage & Tourism.
2. The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. Created by Taki Handa, the only woman credited with the design of a garden of its type.
3. The Japanese Garden was destroyed by vandals in 1963 and it was almost lost forever until a careful restoration project by a charitable trust began in 2014. Due to overwhelming interest the garden opened to visitors while restoration work was in progress.
4. City Region Deal investment is needed to help develop the infrastructure and permanent facilities required for the continued operation of this unique new tourism offer for Clackmannanshire.

Considerations

5. The project has spent at risk, with much of the project's activity already undertaken. This has placed a strain on the charity's budgets, whilst also increasing both turnover and visitor numbers to the attraction.
6. The Business Justification Case (BJC) notes the following outputs and outcomes for the Japanese Gardens project:

Outputs

- Restoration completed, including: the Tea House; gardens and pathways, and; enabling infrastructure.
- Unique high-quality event and exhibition space is created.
- Japanese Garden becomes part of the City Region's Inclusive Skills Ecosystem (linked to organisations including Clackmannanshire Works programme & Forth Valley College).

Outcomes

- Improved visitor capacity allowing the Japanese Garden to sustain significantly higher visitor numbers and events.
- The Garden will provide opportunities to promote tourism across the city region.
- Volunteering, learning and work experience opportunities.
- A unique cultural and historical asset to be leveraged by organisations across the City Region.

Alignment with City Region Deal Outcomes

7. The BJC makes a commitment to the inclusive skills ecosystem, but not the other strategic outcomes as stated in the City Region Deal Benefits Realisation Plan. The proposal does provide opportunities to develop activity to support an "inclusive skills ecosystem" and "inclusive economic growth" and building towards "shared prosperity".
8. These are noted above and in the Benefits Realisation Plan appendix A10 in the BJC. Of note are the aims of providing 1,200 hours of volunteering opportunities and sustaining at least 30 employment opportunities annually. Targets are to be reviewed annually with "City Region Deal partners".
9. Delivery Partners and stakeholders will continue to work with the Japanese Gardens to ensure that alignment with Strategic Outcomes is a key element of future work at the Gardens.

Evidence of Success

10. It is worth noting that the Japanese Gardens have spent at risk to implement many of the developments outlined above. This has resulted in better than expected visitor numbers and revenues for the Japanese Gardens.
11. The data shows that paying visitor numbers in 2021 are around three times higher in year four than projected for year five. This is a positive story for the Gardens and for the investment of the City Region Deal, which will support the revival of a unique visitor attraction in the region.
12. Revenues are also higher than anticipated. The Business Justification Case shows that this exceeds estimates (projected to be in excess of £600,000 in 2022). The initial projected revenue growth is shown in the Business Justification Case.
13. This performance provides a firm platform for the Japanese Gardens to deliver on the wider benefits through access to employment and volunteering.

Resource Implications

Financial Details

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

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

Staffing

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

Exempt Reports

Is this report exempt? Yes

Equalities Impact

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

Legality

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

Sustainability and Environmental

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

Policy Implications

None

Consultations

None

Background Papers

Have you used other documents to compile your report?

None

Appendices

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

1. Japanese Gardens – Business Justification Case

Approved by:

Pete Leonard, Strategic Director, Place

pleonard@clacks.gov.uk

Stirling and Clackmannanshire City Region Deal

Business Case Summary – Japanese Gardens,
July 2022

Japanese Gardens

Purpose

The purpose of the paper is to outline the Japanese Gardens project and progress toward Joint Committee decision.

The Japanese Gardens

The project, supported via the Capital Fund for Clackmannanshire and with a value of £750,000, intends to restore the historic Japanese Garden at Cowden. The Japanese Garden is part of the City Region Deal's investment in Culture, Heritage & Tourism.

The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. Created by Taki Handa, the only woman credited with the design of a garden of its type.

The Japanese Garden was destroyed by vandals in 1963 and it was almost lost forever until a careful restoration project by a charitable trust began in 2014. Due to overwhelming interest the garden opened to visitors while restoration work was in progress.

City Region Deal investment is needed to help develop the infrastructure and permanent facilities required for the continued operation of this unique new tourism offer for Clackmannanshire.

Project Outputs and Outcomes

The Business Justification Case (BJC) notes the following outputs and outcomes:

Outputs

- Restoration completed, including: the Tea House; gardens and pathways, and; enabling infrastructure.
- Unique high-quality event and exhibition space is created.
- Japanese Garden becomes part of the City Region's Inclusive Skills Ecosystem (linked to organisations including Clackmannanshire Works programme & Forth Valley College).

Outcomes

- Improved visitor capacity allowing the Japanese Garden to sustain significantly higher visitor numbers and events.
- The Garden will provide opportunities to promote tourism across the city region.
- Volunteering, learning and work experience opportunities.
- A unique cultural and historical asset to be leveraged by organisations across the City Region.

Alignment with City Region Deal Outcomes

The BJC does not make specific commitments toward the four strategic outcomes as stated in the CRD Benefits Realisation Plan. However, the proposal does provide opportunities to develop activity to support an "inclusive skills ecosystem" and "inclusive economic growth" and building towards "shared prosperity".

These are noted above and in the Benefits Realisation Plan appendix A10 in the BJC. Of note are the aims of providing 1,200 hours of volunteering opportunities and sustaining at least 30 employment opportunities annually. Targets are to be reviewed annually with "City Region Deal partners".

Evidence of Success

It is worth noting that the Japanese Gardens have spent at risk to implement many of the developments outlined above. This has resulted in better than expected visitor numbers and

revenues for the Japanese Gardens. The data shows that paying visitor numbers in 2021 are around three times higher in year four than projected for year five.

Table 1 shows the visitor numbers up to September 2021:

Table 1: visitor numbers

Area	2018	2019	2020	2021*
Planned	7,000	8,000	9,000	10,000
Actual	8,000	18,000	23,000	38,000

Source: Japanese Garden

* Actual visitors up to September 2021 only

Revenues are also higher than anticipated. Table 2 shows the growth in revenues and the BJC shows that this exceeds the projections (projected to be in excess of £600,000 in 2022). The initial projected revenue growth is shown in Table 2.

Table 2: summary of revenue and expenditure, 2019-20 to 2033-34

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Expenditure															
Capital Expenditure	£268	£268	£200	£225	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5
Operating Expenditure	£365	£420	£480	£480	£490	£490	£509	£520	£530	£540	£550	£560	£570	£570	£580
Total Expenditure	£633	£688	£680	£705	£495	£495	£514	£525	£535	£545	£555	£565	£575	£575	£585
Funding															
CAPEX funding (CRD)				£750											
CAPEX funding (donations from previous years)															
CAPEX funding (borrowing)	£179	£271	£95	-£545											
OPEX funding (revenue)	£379	£347	£500	£500	£520	£520	£540	£550	£560	£570	£580	£590	£600	£610	£620
Third party funding	£75	£70	£65												
Total funding (incl. borrowing)	£633	£688	£660	£705	£520	£520	£540	£550	£560	£570	£580	£590	£600	£610	£620

This performance provides a firm platform for the Japanese Gardens to deliver on the wider benefits through access to employment and volunteering.

Latest Position

The Japanese Gardens was on-boarded by Joint Committee at its meeting in December 2021, one of two projects under the Capital Fund for Clackmannanshire element of the City Region Deal.

The BJC is was recommended for approval by Chief Officers Group, and approved by government on 28 June 2022.

Recommendation

It is recommended that Joint Committee:

- Note the progress of the Japanese Gardens, and;
- Approve the Business Justification Case.

Japanese Garden Business Case



Japanese Garden Business Case

The Japanese Garden commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto.

Created by Taki Handa, the only woman credited with the design of a garden of its type.



The Garden was destroyed in 1963 and a restoration project began in 2014.

City Region Deal investment (£750,000) was sought to develop the permanent facilities needed to develop a unique new tourism offer for Clackmannanshire.

Japanese Garden Business Case

The Deal project will see the full restoration of the Japanese Garden including the Tea House, gardens and pathways and enabling infrastructure.

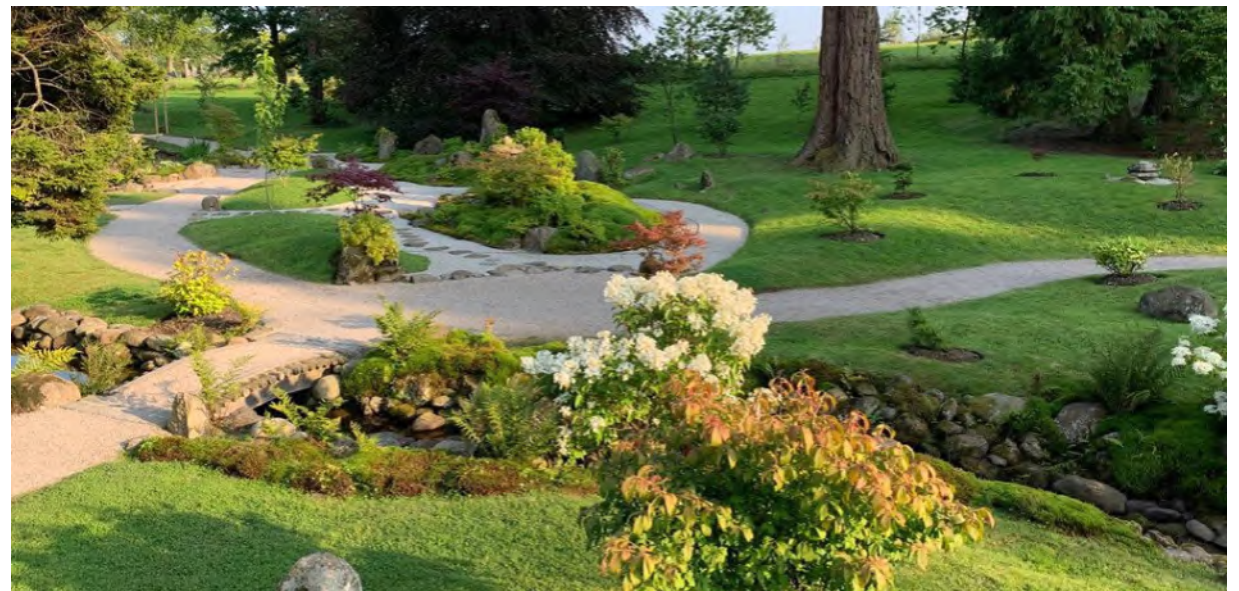
Project overseen by charitable trust (established to restore the Garden).

Original plan based on 7,000 visitors in year one rising to 11,000 in five years.

The garden opened fully in July 2018 with 2,000 visitors in the first 17 days.

Visitor numbers have increased each year, nearly 38,000 paid visitors in 2021.

Nearly nine out of ten visitors are from outside of Clackmannanshire.



Japanese Garden Business Case

The project has proceeded at risk, before approval of Deal funding.

Business plan based on annual income of £520,000, latest revenue figures (2021-22) are likely to be more than £600,000.

Over 15 years the project will generate **£4.4 million of GVA** (discounted) with a benefit to (public) cost ratio of **5.9** (Deal funding of £750,000).

The project will help to sustain jobs, training and volunteering opportunities in an area suffering from employment deprivation.

All employment opportunities considered within the Deal's shared prosperity agenda and inclusive skills ecosystem.

Japanese Garden Business Case

SMART objectives include:

Sustain 30 employment opportunities each year (all opportunities considered for people on a journey to employment and promoting opportunities for underrepresented groups)

Provide at least 500 volunteering, learning and work experience opportunities each year (7,500 opportunities over 15 years), the project is already working with Clacks Works & Clacks Community Payback

Hold at least 10 special events each year including weddings, other ceremonies and festivals. This will help to showcase the natural assets of the city region and build repeat tourism



Stirling & Clackmannanshire's City Region Deal Change Control Process

Joint Committee 26th July 2022

City Region Deal Change Control Process 2022/23

1. Executive summary

This report updates Joint Committee members on the requirement for a City Regional Deal Change Control Process to be submitted to and agreed with Governments and then implemented for use within the City Region Deal. This report also takes into account feedback from Joint Committee on the previous version of this document.

Author: Nicole McIntosh, Project Analyst, RPMO

Email address: mcintoshni@stirling.gov.uk



2. Recommendations

Joint Committee members are asked:

- 2.1. To consider the content of the Change Control Process and;
- 2.2. To approve the Change Control Process to be implemented for use within the Stirling and Clackmannanshire City Region Deal.

3. Background

As part of the Governance arrangements for the City Region Deal it is necessary to have a Change Control process for all aspects of Deal business. Change Control is the process through which all requests to change are captured, evaluated and then approved or rejected. Change Control is the process of managing, not preventing, change.

The Stirling and Clackmannanshire City Region Deal has been in operation since February 2020, underpinned by a suite of governance documents. The Governance Framework includes a number of policies and processes to support the Deal, including information on Change Control.

This proposed process includes updates to the current Change Control within the Governance Framework as well as incorporating guidance received from Scottish and UK Governments.

4. Considerations

A first version of the updated Change Control Process was presented to Joint Committee on 22nd March 2022, with points raised around the inclusion of Joint Committee members throughout the process instead of only as approving authority at the conclusion of the process. This feedback has now been incorporated with more detailed information included within the flowcharts for further clarity.

5. Financial Impact

The Change Control Process includes the capturing, evaluating and approval of any financial impacts across the deal.

6. Appendices

- 6.1 Appendix 1: SCCRD Change Control Process

Approved By: Ann Jacob-Chandler, Head of RPMO

Email: jacobchandlera@stirling.gov.uk



1. Document file name: Stirling & Clackmannanshire CRD Change Control Process	
2. Investment area: ALL	3. Programme: Stirling & Clackmannanshire City Region Deal
4. Document classification: CRD involvement only	5. Accountable: RPMO
6. Status: For Review	7. Owner: RPMO
8. Version: v1.03	9. Author: RPMO
10. Version issue date: 12-05-2022	

Document Management

Revision History		
Version	Date	Summary of changes
V1.01	09.03.22	Document created
V1.02	15.03.22	Updates from feedback at Chief Officers Group
V1.03	30.03.22	Updated from feedback at Joint Committee

Reviewers:

This document must be reviewed by the following people prior to issuing to Chief Officers' Group:

Reviewer name	Title / Responsibility	Date	Version
Ann Jacob Chandler	Head of RPMO	12.05.2022	V1.03
Paul Morris	RPMO Project Manager	12.05.2022	V1.03
Gerard Connelly	RPMO Finance Manager		
Nicole McIntosh	RPMO Project Analyst	12.05.2022	V1.03

Approved by:

This document must be reviewed by the following people prior to submitting to Government colleagues for approval.

Name	Title / Responsibility	Date	Version
Ann Jacob Chandler	Head of RPMO	12.05.2022	V1.03
CFO Group			
Chief Officer's Group			
Joint Committee			

Document control:

The controlled copy of this document is maintained by the Regional Programme Management Office. Any copies of this file held outside of this area in whatever format are considered to have passed out of control and should be checked for currency and validity.

Stirling and Clackmannanshire City Region Deal

Change Control Process

1. Introduction

Change Control is the process through which all requests to change are captured, evaluated and then approved or rejected. It is the process of managing, not preventing, change. Change is inevitable within most projects. It is rare for all aspects of a project to be completely known and certain at the start, and new information or implications for the project will come to light over time.

A change within Stirling and Clackmannanshire's City Region Deal (SCCRD) is determined as something that alters to any degree the terms of the agreements previously agreed between Governments and local partners. Such agreements are variously described within the terms of:

- The Heads of Terms
- The Full Deal
- Approved Business Cases
- Grant Offer

2. Change Categories

2.1 Change within Projects (See appendix A for Flowchart)

When a Project or Partner within SCCRd identifies a potential change within a project, Project Managers should establish the scale/impact of change and take the following appropriate actions:

Should the proposed change affect any of the above stated agreements and impact project's key milestone dates, costs, scope or benefits which have been approved, a Change Control Request Form (Appendix C) must be provided to the RPMO containing all relevant information and fully addressing the following 6 stages:

1. **A Review of the Project Risk Assessment** in order to demonstrate that the risk of not meeting original objectives has substantially changed (or alternatively, to demonstrate that the original objectives are now less relevant to supporting economic growth).
2. **Review of Strategic Alignment**, demonstrating deviation from the original ethos of the Deal
3. **Local Growth Contribution Analysis**, including inclusive growth assessment.
4. **Regional Growth Contribution Analysis**, including inclusive growth assessment.
5. **Economic Impact and Value for Money Assessment**.
6. **Funding Plan and Financial Profile** which will set out the cost of the new proposal, respective funding shares, and the time period over which the project will be delivered.

The RPMO will review these documents and then notify and escalate through the SCCRD Governance structure (detailed below in Figures 1 & 2). Once an informed proposal is agreed amongst all levels, an approval or rejection will be confirmed at Joint Committee. RPMO will also keep UK and Scottish Governments informed throughout the process.

If implementing the proposed change would not alter the terms of the above agreements, and it ensures effective day-to-day project delivery, this can be approved at a local level (Level 5 & 4) without need of escalation. However, a full record of any changes should be held within project's own Change Control Log and reported to the RPMO for recording and reporting.

2.2 Change to Projects (See Appendix B for Flowchart)

Where it is highlighted that a project is no longer considered viable or value for money (either by the Project itself, or by the Partnership), then this should be reported to the RPMO to initiate discussion between the partnership, SCCRD Governance and Governments. This would involve a discussion around the parameters of any replacement projects that could be brought forward by the Partnership and would take account of the strategic priorities of both the Governments and Partnership at the time.

Based on the parameters agreed by SCCRD Governance and the Governments, all levels will be involved in reviewing and proposing alternative projects. Governments may also suggest alternative replacement projects.

The RPMO, SCCRD Governance and Governments will discuss and agree a proposed approach based on the recommendations and will be subject to ministerial approval.

Following ministerial approval, the proposed replacement project(s) will then be presented to all levels of the SCCRD Governance for approval and on-boarding onto the deal.

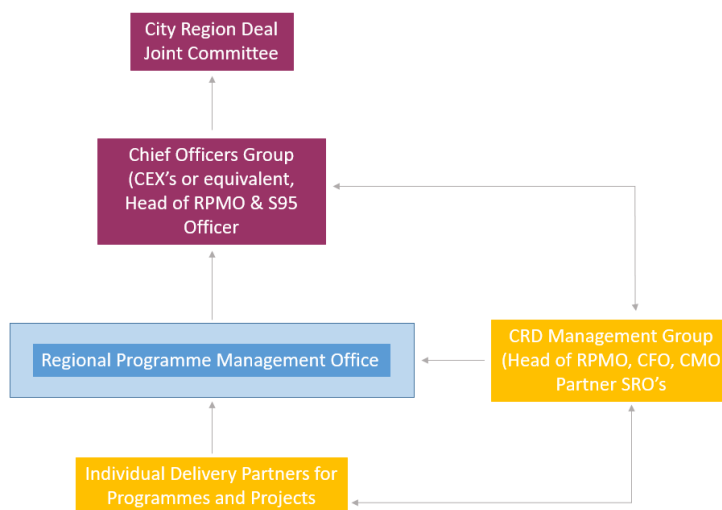
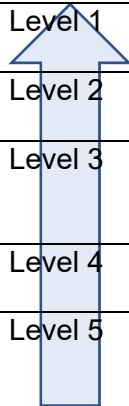


Figure 1 SCCRD Governance Structure



Level 1	City Region Deal Joint Committee	City Region Deal Approval Authority
Level 2	Chief Officer's Group	Reviews and makes recommendations to Joint Committee
Level 3	City Region Deal RPMO	Reviews and makes recommendations to Chief Officer's Group (informs Governments)
Level 4	Senior Responsible Owner	Makes decision or escalates to the City Region Deal RPMO for onward resolution
Level 5	Project Manager	Makes decision at local level within project team or escalates to Senior Responsible Owner for onward resolution

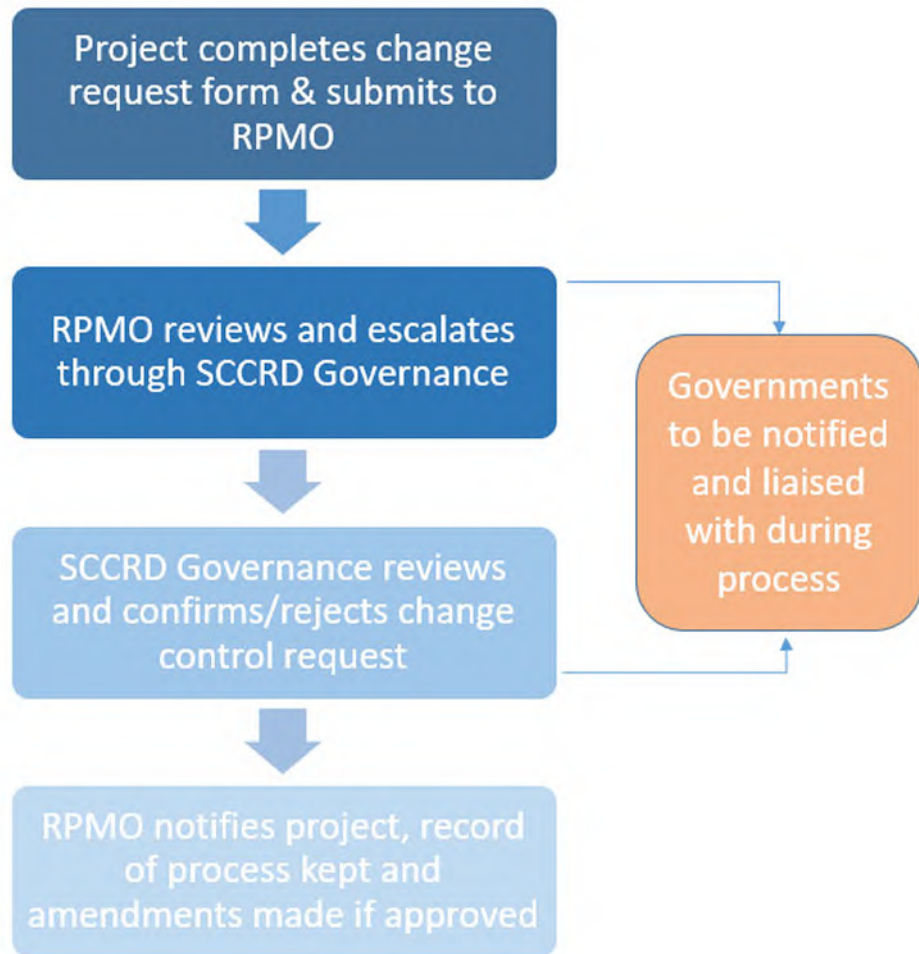
Figure 2 Change Escalation Levels

3. Management of Change Control Process

A Change Control Log should be implemented and utilised in each programme and project. Each partner Organisation should also hold their own Change Control Logs and the RPMO will be responsible for the overall Deal Change Control Log. These will be used to capture any potential changes and the outcomes of any submitted Change Request.

It is recommended that the Change Control Process is reviewed annually to ensure that it is fit for purpose.

APPENDIX A



APPENDIX B



APPENDIX C

Stirling and Clackmannanshire's City Region Deal Change Control Request Form

Project		Project Manager	
Programme		SRO	
Project Change Request (PCR) No.	<PMO SUPPLIED>	Lead Organization	
Date Submitted to PMO			
Change Description:			
<i>(A full description covering each element of change must be provided here and estimates where appropriate provided)</i>			
Reason for Change:			
<input type="checkbox"/> Risk of not meeting original objectives has substantially increased <input type="checkbox"/> Substantial change to costs <input type="checkbox"/> Change to funding plan to reflect respective funding shares <input type="checkbox"/> Change to delivery model <input type="checkbox"/> Time period changed over which project will be delivered (Inc. change to finance profile) <input type="checkbox"/> Project no longer considered viable or value for money <input type="checkbox"/> Other – Please specify:			
Impact of Change on project:			
(Consider project scope, finances, benefits, implementation plan)			
<input type="checkbox"/> An increase to project scope (coverage – what and where) of work <input type="checkbox"/> A decrease to project scope (coverage – what and where) of work <input type="checkbox"/> Service solution adjustment (requirements – how/technical) <input type="checkbox"/> Service delivery alteration (provider) <input type="checkbox"/> An increase to project costs <input type="checkbox"/> A decrease to project costs <input type="checkbox"/> Delaying project implementation timescale <input type="checkbox"/> Accelerating project implementation timescale <input type="checkbox"/> Delaying project delivery/completion timescale			

- Accelerating project delivery/completion timescale
- Additional funding committed by existing partner
- Reduced funding committed by existing partner
- Funding committed by a new partner
- New/change of project
- Other – Please specify:

Impact of change on Stirling and Clackmannanshire's City Region Deal:

(Consider overall targets and aims of Deal, benefits, implementation plan)

- An increase to Deal outputs
- A decrease to Deal outputs
- An increase to Deal costs
- A decrease to Deal costs (permanently hand back underspend)
- Change to Deal financial profile
- Original objectives now less relevant to supporting economic growth
- Original objectives now less relevant to supporting inclusive growth
- Other – Please specify:

Impact if change not approved:

- Leverage will not be made available
- Existing Partner pulls out of project
- Change to delivery model
- Project no longer financially viable
- Project no longer viable due to change of local landscape
- Reduced scope will no longer deliver required outputs
- Other – Please specify:

Financial Profile

(Summarize any changes in the financial profile)

Finance Profile – Current

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Capital										
Revenue										

Finance Profile – Proposed

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Capital										
Revenue										

Partner CFO Comment:	
Chief Finance Officer Sign off:	Date

Outputs

[Summarize any changes to deliverables including detail on any change / impacts on community benefits as a result of this change]

Output Profile – Current

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
No. Jobs										
GVA (£000)										
Leverage (£000)										

Output Profile – proposed

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
No. Jobs										
GVA (£000)										
Leverage (£000)										

Sign off

This Change Control Request is subject to the terms and conditions of the <project name> Implementation Plan. It is agreed that the complete agreement for these milestones consists of the original Implementation Plan, this CCR (and any other approved CCRs), and the Project Agreement.

Review Completed	Date	Responsible Person
Project Manager		
Finance		

SRO		
S95 Officer		
RPMO		
Chief Officers Group		
Joint Committee		
Government		

Decision	
Project Change Request Approved?	Y / N
Approval subject to the following caveats or conditions:	
Additional comments:	
Sign off By:	Date of decision

Stirling and Clackmannanshire City Region Deal – Branding Update

Joint Committee Meeting – 26/7/2022

Executive Summary

This paper provides examples of potential City Region Deal branding and a logo to provide an identity for the Deal.

Authors

Paul Morris, Project Manager, Regional Programme Management Office (RPMO)

morrisp@stirling.gov.uk

Recommendations

Joint Committee is asked to:

1. Note the content of the report, and:
2. Consider the revised logo option as appears on Annual Report.

Implications

N/A

Legal & Risk Implications and Mitigation

The Deal currently has no branding. This has implications for all aspects of publicity and in providing a recognisable profile for the Deal beyond the partnership.

Background

1. Since Deal signing there has been no clear and distinct corporate branding for the Deal. This has been managed within the Partnership up to now, however in keeping with the wider Deal landscape, there is an expectation for a specific brand identity for the Deal.
2. In recent months the RPMO has been working alongside graphics colleagues in Stirling Council, alongside the Comms Group, to devise a corporate logo for the Deal.
3. The corporate colours are to be drawn from those of the three Delivery Partners.
4. The RPMO has agreement from Government to delay publication of the 2021 Annual Report to allow for new branding to be applied. The RPMO is also engaged in developing a Deal-level website for key documents and promotion of the wider Deal.
5. Following consultation within the Partnership, a tentative final version has been devised. This is visible on the Annual Report, which is to be considered at this meeting.
6. The intention is to allow Joint Committee to consider the draft at the upcoming briefing session, before final approval at the Joint Committee meeting in July 2022.

Resource Implications

Financial Details

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

Finance Officers have been consulted and have agreed the financial implications as set out in the report. N/A

Staffing

The full implications on staffing are set out in the report. N/A

Exempt Reports

Is this report exempt? No

Equalities Impact

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

Legality

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

Sustainability and Environmental

It has been confirmed that sustainability and environmental issues have been considered within the report. N/A

Policy Implications

None

Consultations

Discussion between the two local authorities, various potential partner organisations, business organisations and the RPMO.

Background Papers

Have you used other documents to compile your report? Yes

Appendices

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

1. Appendix 1 – Logo shortlist

Approved by:

Ann Jacob-Chandler, Head, Regional Programme Management Office (RPMO)
jacobchandlera@stirling.gov.uk

Appendix 1: Logo shortlist

	<p>Three interlinked circles in a triangular formation, representing three Delivery Partners. Image encapsulates colours showing the sky and land/hills. Blues and greens similar to parts of each corporate palette.</p>
	<p>Circular design with shapes resembling the Ochil Hills and River Forth. Various colour options, all drawing on corporate colour palettes and representing the region.</p>
	<p>Three horizontally interlinked circles, representing three Delivery Partners, in various colours. Three utilise colours from the corporate palettes, one uses three distinct colours.</p>
	<p>Three interlinked circles in a triangular formation formed of three lines in a Celtic-style design, representing three Delivery Partners. Image encapsulates colours showing the sky and land/hills. Blues and greens similar to parts of each corporate palette.</p>
	<p>Circular design with shapes resembling the Ochil Hills and River Forth.</p>

Stirling and Clackmannanshire City Region Deal – *Annual Report 2021*

Joint Committee – Tuesday the 26th of July 2022

Executive summary

This paper seeks Joint Committee approval of Annual Report 2021.

Authors

Paul Morris, Project Manager, Regional Programme Management Office

morrisp@stirling.gov.uk

Recommendations

Joint Committee is asked to:

1. Approve Annual Report 2021.

Implications

None

Legal & Risk Implications and Mitigation

As part of City Region Deal Governance arrangements, the City Region Deal is required by Governments to publish an Annual Report. Failure to publish an Annual Report poses reputational risk for the Partnership.

Background

1. Production and publication of an Annual report on progress within the City Region Deal is a requirement of both Governments. It forms part of the annual conversation with Governments and is a public record of achievements within the Partnership.
2. The first Annual Report, covering 2020-21 was published in May 2021.
3. This Annual Report, covering 2021 from April to December 2021, was drafted in the early months of 2022 and two factors affected production of the Annual Report.
4. Firstly, Governments stated that the reporting period was to December (i.e. Quarter 3). This sets our reporting period to the calendar and not the financial year.
5. Secondly, the design of branding and logo for the City Region Deal this year has necessarily affected production of the Annual Report. Governments agreed to delay publication until the Partnership was agreed on this matter.
6. The Annual Report 2021 meets all of the requirements of Government, as set out in their guidance, including an overview of projects, the year ahead, spend and benefits realisation. The Report also includes an additional section on economic indicators for the region which has been noted favourably by Governments.
7. The RPMO has worked with members of the CRD Communications Group and Project Leads to gather relevant materials, which have been brought together by Graphics colleagues within Stirling Council.

Resource Implications

Financial Details

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

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

Staffing

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

Exempt Reports

Is this report exempt? No

Equalities Impact

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

Legality

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

Sustainability and Environmental

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

Policy Implications

None

Consultations

None

Background Papers

Have you used other documents to compile your report?

None

Appendices

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

1. Annual Report 2021

Approved by:

Ann Jacob-Chandler, Head of the Regional Programme Management Office.

jacobchandlera@stirling.gov.uk



Stirling &
Clackmannanshire
City Region Deal

Annual Report 2021



Scottish Government
Riaghaltas na h-Alba
gov.scot



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STIRLING



Clackmannanshire
Council





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Executive Summary

This report presents a review of the second year of the Stirling and Clackmannanshire City Region Deal, and a forward look to the year ahead. Signed on 26th February 2020, the Deal commits the Scottish and UK Governments, together with regional partners, to deliver a total investment of £214 million over ten years to support the economic development of the Stirling and Clackmannanshire city region.

Key achievements in Year 2 include:

- Regional Programme Management Office substantially in place
- Approval of the Regional Energy Masterplan Business Justification Case
- Approval of the Flexible Skills & Inclusion Programme Outline Business Case
- Approved “on-boarding” of projects under the Capital Fund for Clackmannanshire
- Phase 1 of Scotland’s International Environment Centre project moving into delivery
- Walk, Cycle, Live Stirling project moving into delivery

Moving from Deal signing into delivery in year 1 proved to be a significant challenge as a result of the Covid-19 pandemic. Business Case development was slowed down, project delivery was delayed, and resources were diverted from Deal activity. The residual impact of Covid contributed to the challenges experienced in year 2.

Despite this, the regional partners remain fully committed to delivering real and sustained economic, environmental and social benefit for the people, communities and businesses in our region. There will continue to be challenges for all partners’ resources as we support recovery from the pandemic. The need for the benefits of the City Region Deal to be realised through the Deal cannot be overstated as part of that recovery.

We have continued to review and amend our implementation plans, milestones and finances across the life of the Deal to take account of the impacts of Covid-19. We are prioritising commencement and delivery of the projects that can most rapidly have the greatest economic and social impact. We have put in place robust governance and management structures and processes.



This report sets out an update on all projects within the **seven** investment areas of the Deal:

- Innovation
- Digital
- Culture, Heritage & Tourism
- Capital Fund for Clackmannanshire
- Transport, Connectivity & Low Carbon
- Infrastructure
- Skills and Inclusion

As regional partners, we are determined to continue to move our City Region Deal projects and programmes into delivery in the year ahead, with purpose and an absolute commitment to realise economic and social benefits for our communities, citizens and businesses. Collectively we will build community wealth, ensure inclusive growth, drive towards a net zero future, and ensure our city region emerges from the Covid-19 pandemic stronger, fairer and more resilient.

Foreword

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It is with pride that the three Delivery Partners of the Stirling and Clackmannanshire City Region Deal present this, our second Annual Report, covering the year 2021.

In February 2020, we met at the Raploch campus of Forth Valley College to sign our collective commitment to this landmark Deal with the UK and Scottish Governments. Within a matter of weeks, the world as we knew it changed beyond recognition with the declaration of the COVID-19 global pandemic.

However, we have adapted to these challenges and made significant progress in 2021 across all aspects of the Deal: from Business Case development to Deal governance, from the substantive appointment of the Regional Programme Management Office (RPMO) to re-invigorated links across the partnership. Delivery of Deal projects and programmes are now underway.

We are all aware of the impending Climate Emergency. Stirling and Clackmannanshire Councils, alongside the University, have declared recognition of the climate emergency facing our world. We, as Deal Delivery Partners, are working to respond to the challenge facing us all and, across the region, our Deal largely considers projects directly relating to the climate emergency. However the opportunity to build a better future and develop people-centric infrastructure has never been so obvious in light of the climate emergency.

In late 2021, work for the RPMO centred on reviewing and updating the Deal implementation plan while developing processes and procedures to support the smooth running of the wider Deal. Partners, supported by the RPMO, have continued to develop Outline and Full Business Cases for projects and programmes.

Work is ongoing to bring forward Business Cases for approval and move activity into delivery. Under the Innovation theme, the Outline Business Case for the National Aquaculture Technology and Innovation Hub is in development. The Regional Digital Hubs Programme will be considered in February 2022 and the Cowie Digital Hub, of strategic importance to the eastern villages of Stirling, expects approval in 2022.

On the Developing Culture, Heritage and Tourism programme, the Outline Business Case is well underway, with an ambitious prospectus for this vital economic and social sector of the city region. Projects under the Capital Fund for Clackmannanshire, the iconic Japanese Gardens at Cowden and the Intergenerational Living Innovation Hub, are also under development for Joint Committee consideration in 2022, following on-boarding to the Deal in December 2021.

The Active Travel Programme Outline Business Case is being developed across the two local authority Delivery Partners, while the Regional Energy Masterplan is currently being re-tendered. Stirling's former MOD site continues to be scoped for a transfer and subsequent development. The Clackmannanshire Lone Parent's Fund is being actively remodelled by partners including Clackmannanshire Council, the Department for Work and Pensions and the RPMO.

Our eyes remain firmly focussed on the design and – increasingly – delivery of these programmes and projects. We are determined, collectively, to ensure that they align seamlessly with our ongoing, unified approach to our common policy ambitions, including carbon reduction, Covid-19 recovery, inclusive growth and community wealth building.

This Deal continues to offer real change for our communities, and promises a bright future for the region. It will provide jobs and investment to our core industries and sectors and will also target the challenges our communities face in reaching their potential.

By working together we have the opportunity to realise our shared ambitions for the region, leverage in additional investment and put innovation and learning at the heart of the drive for opportunity, prosperity and wellbeing in the Stirling and Clackmannanshire city region.



**Councillor
Scott Farmer,
Leader**
Stirling Council



**Councillor
Ellen Forson,
Leader**
Clackmannanshire
Council



**Professor
Sir Gerry McCormac**
Principal and
Vice-Chancellor,
The University of Stirling

City Region Deal Overview

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The Stirling & Clackmannanshire City Region Deal is an exciting package of investment in innovation, infrastructure and skills that will drive inclusive economic growth throughout the city region.

The UK Government and Scottish Government are each investing £45.1 million into the city region over 10 years. Alongside this joint Government investment, regional partners will invest up to £123.8 million, resulting in a Deal £214 million for Stirling and Clackmannanshire. City region partners have an ambition that the interventions created by the Deal will unlock private investment in excess of £640 million, and deliver over 5,000 new jobs across a wide range of sectors.

The Deal is expected to deliver a number of transformational programmes and projects in order to deliver the four strategic outcomes in the graphic below:



The interventions and approaches within the Deal will deliver a step-change in inclusive growth to benefit the people and communities of the city region.

The Stirling & Clackmannanshire city region ("the city region") consists of two local authority areas and has a combined population of approximately 145,000 people. The city region contributes over £3.6 billion per year to the Scottish and UK economies.



The partners, in May 2018, signed a Heads of Terms agreement with the UK and Scottish Governments to deliver the City Region Deal, and the full deal was signed at a special event at Forth Valley College on Wednesday, 26 Feb, 2020. The Full Deal Document is available to download online.

The Stirling and Clackmannanshire regional economy is endowed with significant assets including excellent further and higher educational establishments, rich natural, cultural and built heritage and a strong business base. We are well connected – to each other, the rest of Scotland, the UK and the global community. The region enjoys outstanding natural assets and a proud heritage - our sense of place is strong. The city region is home to some of the most prosperous and healthiest communities in Scotland.

And yet we face profound challenges. Not all of our communities share high levels of wealth, health, education and employment. 24% of all children in Clackmannanshire and 20% in Stirling are living in poverty, including children in working households. The gender pay gap remains and there are an insufficient number of jobs available locally, especially in our rural communities and in areas of deprivation.

In addition, we have young people and adults who disengaged from education at an early stage, those with criminal justice experience, substance misuse issues and people with a disability facing significant barriers to education and employment opportunities.

As a city region, we are determined to deliver transformational change to address these challenges by targeting shared efforts to reduce the stark inequalities that exist between communities and shifting the collective focus to make sure that individuals, families and communities with the greatest disadvantage benefit from increased prosperity within a fairer economy.

The investment offered by Scottish and UK Governments, through the Stirling and Clackmannanshire City Region Deal, is expected to act as a catalyst and accelerator for our ambitious programme. It is designed to unlock investment from within our region and beyond.

Geographical Overview

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The Stirling and Clackmannanshire city region is at the heart of Scotland, meaning the city region can be seen as Scotland in miniature. Natural beauty abounds, with the Loch Lomond and Trossachs National Park to the west, the silvery River Forth to the south and the majestic Ochil Hills rise in the north.

Nested between these picturesque landscapes lie the towns and villages of Clackmannanshire, centred on Alloa, and the city of Stirling bounded by the eastern villages, the rural hinterland to the north and the villages of the carse to the west.

The population, of more than 145,000 people, live and work in this spectacular environment. The main economic sectors include tourism, retail, manufacturing and agriculture. The city region is home to the University of Stirling, one of Scotland's leading educational institutions, and campuses of Forth Valley College.

Developing connections between the key economic sectors in the city region, the Deal is ideally positioned - through our suite of projects and programmes - to lever additional funding, support and activity to develop our local infrastructure, train and retrain our workforce and act directly to combat climate change.

Our projects are designed to maximise the potential of our key regional strengths: our environment, tourism, leisure and wellbeing assets, our digital future and driving innovation within our city region economy. They provide opportunities for our citizens to learn new skills, improve employment prospects and enjoy the environment.

The Deal also looks beyond the region, to link up with other Growth Deals and City Region Deals, including Tay Cities, Falkirk and the Glasgow City Region. For example, through aquaculture links have been established between The University of Stirling and both the Ayrshire and Argyll Growth Deals. There is scope to explore active travel and tourism opportunities between the Tay Cities and Glasgow City Region Deals as well as the Falkirk Growth Deal. There are emerging connections between the Falkirk Growth Deal and our own, which will follow Falkirk Growth Deal signing. Lastly, the RPMO is now fully integrated into the City Region Deal network, sharing good practice amongst partner Deals.



Economic Snapshot

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The following graphs and charts help to contextualise the economy of the Stirling and Clackmannanshire areas. Through these high-level datasets a picture of the business landscape, employment position, qualifications and earning types of residents can be seen. These show the ongoing need to address the strategic outcomes of the City Region Deal.

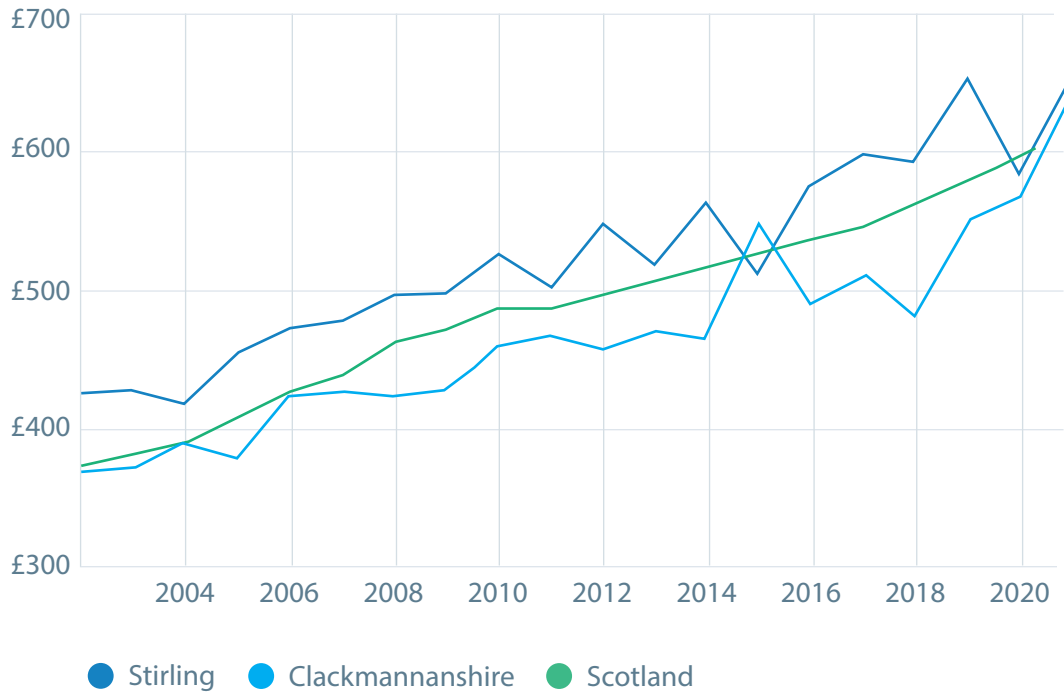
The Stirling and Clackmannanshire economy has a broad business base and a well-educated workforce. However, despite these attributes, there remain significant economic and social issues to address: the City Region Deal suite of programmes and projects seek to tackle these, alongside existing interventions by the City Region Deal and other partners.

In future years, as projects increasingly move into delivery, our annual report will analyse where the Deal has had an impact on these indicators. Projects will contribute towards the Deal's Monitoring and Evaluation Framework, allowing readers to understand the benefits being realised from the Programme.

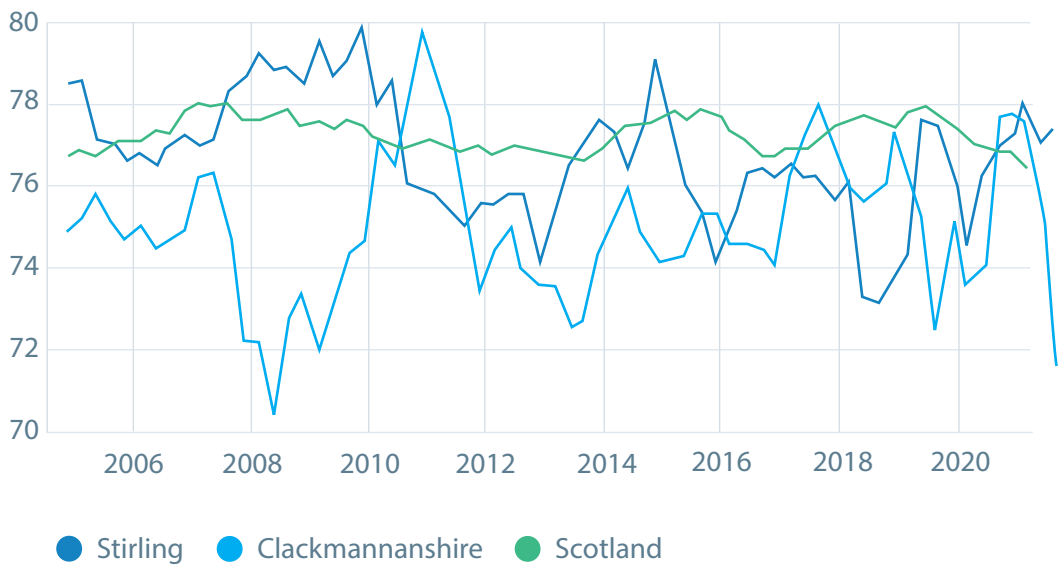
Earnings by place of residence, 2021

Earnings by place of residence (2021)			
	Clackmannanshire (Pounds)	Stirling (Pounds)	Scotland (Pounds)
Gross Weekly Pay			
Full time Workers	637.6	652.5	622.0
Male Full time Workers	698.5	693.6	650.4
Female Full time Workers	538.5	536.3	577.3
Hourly Pay - Excluding Overtime			
Full time Workers	15.85	16.09	15.93
Male Full time Workers	18.09	16.89	16.21
Female Full time Workers	13.60	15.20	15.62

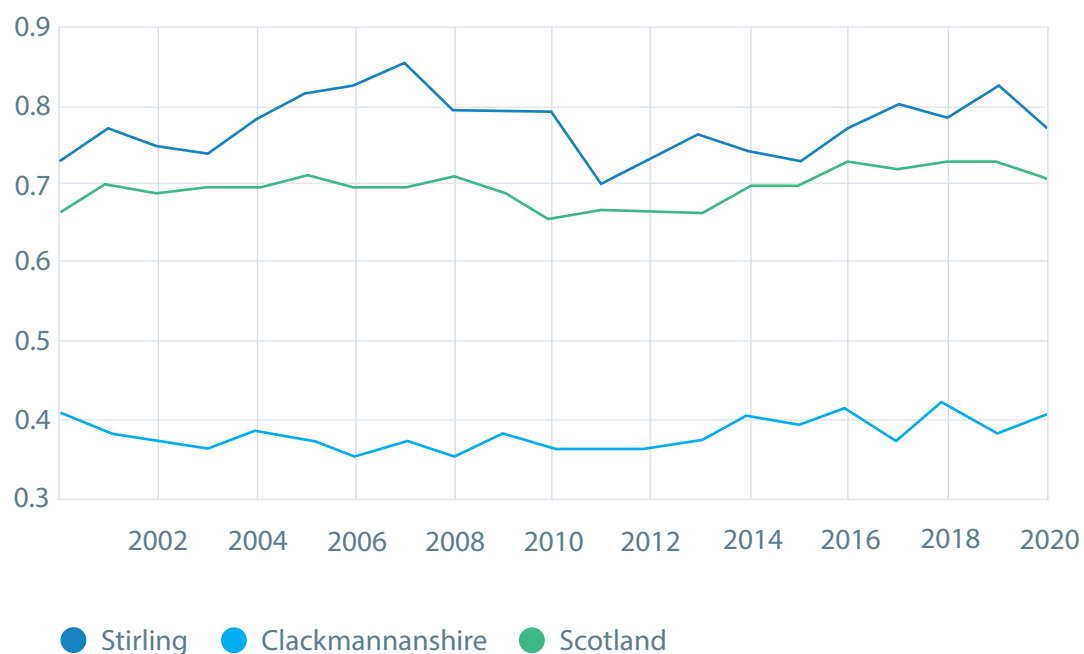
Gross weekly pay, 2001-2021



Economic Activity, 2001-2021



Job density, 2001-2021



Qualifications, 2020

Qualifications (Jan 2020 -Dec 2020)				
	Clackmannanshire (Level)	Clackmannanshire (%)	Stirling (%)	Scotland (%)
NVQ4 and above	14,700	47.0	54.1	49.0
NVQ3 and above	19,400	62.3	70.4	63.7
NVQ2 and above	24,900	79.9	83.5	79.2
NVQ1 and above	26,600	85.4	89.9	86.2
Other Qualifications	-	-	3.4	5.7
No Qualifications	3,200	10.2	6.7	8.1

Business base, Stirling and Clackmannanshire (2021)

UK Business Counts (2021)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling (Numbers)	Stirling (%)
Enterprise				
Micro (0 to 9)	945	87.9	3,450	88.6
Small (10 to 49)	110	10.2	370	9.5
Medium (50 to 249)	15	1.4	60	1.5
Large (250+)	5	0.5	15	0.4
Total	1,075	-	3,895	-
Local Units				
Micro (0 to 9)	1,110	81.6	3,970	82.6
Small (10 to 49)	195	14.3	670	13.9
Medium (50 to 249)	50	3.7	150	3.1
Large (250+)	5	0.4	15	0.3
Total	1,360	-	4,805	-



Structure of the Stirling and Clackmannanshire workforce, 2021

Employment by occupation (Oct 2020-Sep 2021)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling (Numbers)	Stirling (%)
Soc 2010 Major Group 1-3	9,000	41.7	56.9	48.0
1 Managers, Directors & Senior Officials	1,800	8.1	11.0	8.5
2 Professional Occupations	4,400	20.0	28.4	24.0
3 Associate Professional & Technical	2,800	12.9	17.3	15.3
Soc 2010 Major Group 4-5	4,100	19.2	15.5	18.7
4 Administrative & Secretarial	1,800	8.1	8.3	9.6
5 Skilled Trades Occupations	2,400	10.8	7.2	9.0
Soc 2010 Major Group 6-7	4,000	18.7	14.2	17.9
6 Caring, Leisure & Other Service Occupations	2,500	11.3	7.1	9.4
7 Sales & Customer Services Occs	-	-	7.0	8.4
Soc 2010 Major Group 6-7	4,400	20.4	13.4	15.5
8 Process Plant & Machine Operatives	2,200	10.2	4.3	5.2
9 Elementary Occupations	2,200	9.9	9.0	10.2

Employment by economic sector, Stirling and Clackmannanshire, 2020

Employee jobs (2020)				
	Clackmannanshire (Numbers)	Clackmannanshire (%)	Stirling	Stirling (%)
Total Employee Jobs	14,000	-	-	-
Full-Time	9,00	64.3	67.4	66.8
Part-Time	4,500	32.1	32.6	33.2
Employee Jobs by Industry				
B Mining & Quarrying	20	0.1	0.1	1.2
C Manufacturing	2,000	14.3	6.5	7.2
D Electricity, Gas, Steam & Air Conditioning Supply	25	0.2	0.1	0.9
E Water Supply, Sewerage, Waste Management & Remediation Activities	300	2.1	0.5	0.7
F Construction	800	5.7	6.5	5.1
G Wholesale & Retail Trade, Repair of Motor Vehicles & Motorcycles	2,250	16.1	15.2	13.9
H Transport & Storage	600	4.3	2.7	4.5
I Accommodation & Food Service Activities	900	6.4	9.8	7.2
J Information & Communication	175	1.2	6.5	3.7
K Financial & Insurance Activities	50	0.4	3.8	3.3
L Real Estate Activities	200	1.4	1.5	1.5
M Professional, Scientific & Technical Activities	600	4.3	6.5	7.1
N Administrative & Support Service Activities	350	2.5	8.7	8.0
O Public Administration & Defence, Compulsory Social Security	1,500	10.7	6.5	6.5
P Education	1,500	10.7	9.8	8.4
Q Human Health & Social Work Activities	2,250	16.1	10.9	16.6
R Arts, Entertainment & Recreation	225	1.6	2.7	2.3
S Other Service Activities	200	1.4	1.3	1.7

Financial Statement

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The overall deal is worth £214.0m with investment from Scottish Government of £45.1m, UK Government of £45.1m and leverage from Regional Partners of £123.8m. The table below shows the Financial Summary by project for the deal, based on the current Implementation Plan.

Stirling & Clackmannanshire City Region Deal Financial Summary				
Project	Scottish Government (£000's)	UK Government (£000's)	Regional Partners (£000's)	Total (£000's)
Total Transport, Connectivity & Low Carbon	7,200	0	19,674	26,874
Active Travel Routes	4,461	-	12,542	17,003
Walk, Cycle, Live Stirling	2,539	-	7,132	9,671
Energy Master Planning	200	-	-	200
Total Innovation	17,000	29,250	31,510	77,760
The National Aquaculture Technology & Innovation Hub	-	17,000	10,000	27,000
Scotland's International Environment Centre (SIEC)	17,000	5,000	11,722	33,722
Intergenerational Living Innovation Hub (ILIH)	-	7,250	9,788	17,038
Total Skills & Inclusion	1,900	100	258	2,258
Flexible Skills	1,503	-	-	1,503
Inclusion Workers & Investment Fund	397	-	258	655
Clackmannanshire Lone Parents Programme	-	100	-	100
Total Infrastructure	0	5,000	100	5,100
Ministry of Defence Land at Forthside	-	5,000	100	5,100
Total Culture, Heritage & Tourism	15,000	10,750	1,012	26,762
Developing Cultural, Heritage & Tourism Assets	15,000	-	-	15,000
National Tartan Centre	-	10,000	-	10,000
Japanese Gardens	-	750	1,012	1,762
Total Digital	4,000	0	2,583	6,583
Stirling Digital Hub	2,000	-	-	2,000
Regional Digital Hub	2,000	-	2,583	4,583
Grand Total	45,100	45,100	55,137	145,337

Regional Partners will provide further leverage of £68,663k to the deal programme, details of which will become available as Full Business Cases are developed and approved.

The Stirling and Clackmannanshire City Region Deal partners remain committed to delivering the Deal and the projects within this at the earliest opportunity. The impact of the COVID-19 pandemic led to significant delays on the development of projects across the partnership during 2020/21. As a result, partners did not request a grant offer letter for Year 1 (2020/21). Regional partners and Governments had to reprioritise organisational resources to deal with the impact of the global pandemic. The picture in year 2 (2021/22) has changed markedly with 4 projects now in the delivery phase. There continues to be delays in the progression of projects within the partnership as a result of COVID-19. Additionally, the process for developing and reviewing business cases has proved significantly longer than was initially envisaged.

The current regional partner leverage position is £55.14m versus £52.18m in 2020/2021. An increase of approximately £3m. It is expected that, as projects move into delivery, the additional £68.7m required to reach the target £123.8m shall be identified.

The delivery programme and implementation plan across the deal, including the key milestones, business case approval stages and financial profiles have been through a number of review processes with partners over the past 18 months. A revised delivery plan was discussed at the end of 2020 with Scottish and UK Governments that took account of the impact of COVID-19 and this was followed by a subsequent Regional Programme Management Office-led review of the implementation and milestone targets in the autumn of 2021.

Following discussions between the deal partners and the UK and Scottish Governments, agreement was reached to re-profile the unclaimed grant from 2019/20 and 2020/21, totalling £8.8M into Year 3 (2022/23) and Year 4 (2023/24) rather than the funding being re-profiled into later years of the deal. This concession by the UK and Scottish Governments is greatly welcomed and will make a considerable difference to deal affordability for all three partners. This will significantly reduce the cost of short-term funding that partners would have had to undertake during those critical years of delivery, in order to maintain a spending profile that matches as closely as possible to our original Deal aspiration and delivers the associated benefits to our region. This is especially important in this period of COVID-19 recovery.

The grant offer letter allocation for Year 2 (2021/22) is £9.715m. The current claims position for 2021/22 as at the end of December 2021 is £1.322 million.

Stirling & Clackmannanshire City Region Deal Claim position for Financial Year 2021/22, Quarter 3"	
Project	Total (£000's)
Total Transport, Connectivity & Low Carbon	
Active Travel Routes	
Walk, Cycle, Live Stirling	
Energy Master Planning	
Total Innovation	1,322
The National Aquaculture Technology & Innovation Hub	
Scotland's International Environment Centre (SIEC)	1,322
Total Skills & Inclusion	
Flexible Skills	
Inclusion Workers & Investment Fund	
Clackmannanshire Lone Parents Programme	
Total Infrastructure	
Ministry of Defence Land at Forthside	
Total Culture, Heritage & Tourism	
Developing Cultural, Heritage & Tourism Assets	
National Tartan Centre	
Total Digital	
Stirling Digital Hub	
Regional Digital Hub	
Grand Total	1,322

Partners are also working to finalise arrangements for ensuring that financial and other information required to prepare quarterly grant claims will be in place, and the Chief Finance Officers Group will meet regularly to oversee those processes, and to provide updates to the Joint Committee. The lead Chief Finance Officer, the Section 95 Officer of Stirling Council, is a standing member of the Chief Officer Group, and also attends Joint Committee.

The quarterly grants claims process is now in place. Up to the end of Quarter 3 (2021/22) two claims have been submitted for the SIEC project with funds successfully reimbursed to Stirling Council. By the end of the current financial year we expect further claims drawdown for the other deal partners.

The Chief Finance Officers Group meet regularly to oversee the financial arrangements, processes and risks surrounding the City Region Deal. The lead Chief Finance Officer, the Section 95 Officer of Stirling Council, is a standing member of the Chief Officer Group, and also attends Joint Committee.



Progress To Date

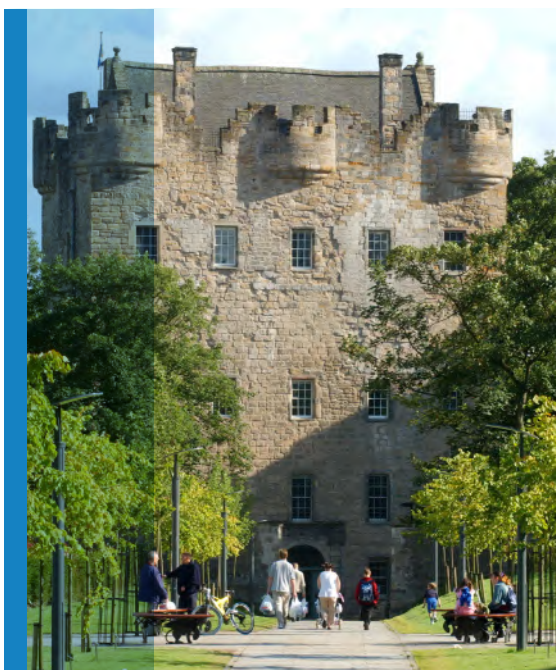
7

Moving from Deal signing on the 26th February into delivery in year 1 was a significant challenge as a result of the Covid-19 pandemic. Business case development was halted, project delivery was postponed, and resources were diverted from Deal activity.

Due to ongoing factors such as the impact of Covid and building Delivery Partner capacity, the process of drafting and review of business cases has taken longer than anticipated in 2021. It is anticipated that this will ease significantly in 2022. In 2021 Delivery Partners, and both governments, have recognised this challenge and have committed to actions to mitigate further delays in order to seek to meet future milestones.

This has been reflected in continued co-operation on an operational level between both governments and Delivery Partners via the Regional Programme Management Office. Since the late summer of 2021 a complement of five Officers have been engaged in revitalising the Programme and its functions.

A root and branch review of the City Region Deal, including spend and the revised implementation plan was initiated by the RPMO in the autumn of 2021, with results expected early in 2022.



The current status of business case development is set out in the table below:

Programme/Project	Current Status (January 2022)	Last Milestone Achieved & Date
Transport, Connectivity & Low Carbon		
Active Travel Routes (Programme OBC)	1st Iteration of Programme OBC submitted April 2021, feedback received and work continues on 2nd iteration ahead of resubmission to Government within Q1 of 2022.	OBC submitted to S&UKG April 2021
Walk, Cycle, Live Stirling	Project Approved at Joint Committee in October 2021 and moved into Implementation Phase	FBC approved by Joint Committee 5th October 2021
Energy Master Planning	Project Approved at Joint Committee in March 2021 and moved into Implementation Phase	BJC approved by Joint Committee 9th March 2021
Innovation		
The National Aquaculture Technology & Innovation Hub Phase 1	Project Team working on RIBA stages and development of OBC. First submission of project OBC to Government due within Q1 of 2022	RIBA Stage 2 (Concept Design) September 2021
Scotland's International Environment Centre (SIEC)	Project Approved at Joint Committee in September 2021 and moved into Implementation Phase	FBC approved at Joint Committee 7th September 2021
Intergenerational Living Innovation Hub	On-boarded onto City Region Deal after approval at Joint Committee in December 2021. Milestones TBC.	On-boarded onto Deal December 2021
Skills & Inclusion		
Skills and Inclusion (Programme OBC)	Programme OBC approved at Joint Committee in March 2021	BJC approved at Joint Committee 9th March 2021
Flexible Skills (BJC)	4th Iteration of BJC submitted to Scottish and UK Government in January 2022	BJC submitted to S&UKG 8th October 2021
Inclusion Workers & Investment Fund (BJC)	4th Iteration of BJC submitted to Scottish and UK Government in January 2022	BJC submitted to S&UKG 8th October 2021

Programme/Project	Current Status (January 2022)	Last Milestone Achieved & Date
Infrastructure		
Ministry of Defence Land at Forthside (SOBC)	Consultants working on Strategic Outline Case.	N/A
Culture, Heritage & Tourism		
Developing Cultural, Heritage & Tourism Assets	1st Iteration of Programme OBC submitted November 2021, feedback received in January 2022 and work continues on 2nd iteration ahead of resubmission to Government.	OBC submitted to S&UKG 26th November 2021
National Tartan Centre	Project Director Appointed and will be in post within Q1 o 2022.	N/A
Japanese Gardens (BJC)	2nd Iteration of BJC submitted to Scottish and UK Government	BJC submitted to S&UKG 14th October 2021
Digital		
Stirling Digital Hub	A Project Manager and Project Team have been established and currently working on a full options appraisal.	N/A
Regional Digital Hub	Programme OBC approved by Government January 2022, presentation to Joint Committee in February 2022	Programme OBC submitted by S&UKG 17th December 2021

Programme and Project Updates

A Transport Connectivity and Low Carbon

1. Active Travel Routes

Lead Partner	Stirling Council		CRD Partners		Clackmannanshire Council		
Budget	Scottish Government (000s)	£4,461	UK Government (000s)		Regional Partners (000s)	£12,542	Total (000s) £17,003

The strategic vision for the Active Travel Routes Programme is for Stirling and Clackmannanshire to be an exemplar for active travel culture as we collectively seek to address the global climate emergency. The Active Travel Routes Programme, and the schemes within, will be a key component of the active travel network in the Deal area. The Programme will deliver a step change in active travel culture, making travel by walking, cycling, and wheeling for people of all ages and abilities easier in Stirling, Clackmannanshire, and beyond.

The Active Travel Programme is being developed in partnership with Transport Scotland, aligning with the Scottish Government's commitment to active and sustainable travel as well as with both Stirling and Clackmannanshire Council's Local Development Plans and transport strategies.

The Active Travel Programme will deliver investment in more than 50km of dedicated walking, cycling, and wheeling infrastructure. Improving active travel options around the city of Stirling, specifically connecting public transport destinations to further and higher education facilities, will encourage those travelling to those destinations to choose active travel. Achieving the shift to active travel will reduce road traffic, lower carbon emissions in line with tackling the climate emergency, while providing a healthier and more cost efficient mode of transport for users.

The Stirling and Clackmannanshire City Region Deal also highlights the economic importance of investment in active travel, recognising its ability to improve regional connectivity between local authority areas and among rural communities, providing better access to employment and education as well as increasing tourism opportunities.

Work this year has focused on developing the programme Outline Business Case for Priority Active Travel infrastructure and the projects to be included within this. The first draft of the programme Outline Business Case was submitted to Government in April 2021. Subsequently, a full review of the schemes has been carried out between the Programme Delivery Partners, and additional potential routes added. Work is underway to include these in the next version of the Programme Outline Business Case, expected in 2022.





2. Walk Cycle Live Stirling

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)	£2,539	UK Government (000s)		Regional Partners (000s)	£7,132	Total (000s)	£9,671

The strategic vision for Stirling is for a “world-class” active travel culture, supported by a world class active travel network. The Walk, Cycle, Live Stirling (WCLS) scheme will be a vital part of the active travel network and a so-called cornerstone contributor to the active travel culture, making travel by walking, cycling, and wheeling for people of all ages and abilities easier in Stirling’s City streets.

The scheme represents an investment in more than 6.5km of dedicated walking, cycling, and wheeling infrastructure. Improving active travel options around the city, specifically connecting public transport destinations to further and higher education facilities and will encourage those travelling to these critical destinations to choose active travel. Achieving the shift to active travel will reduce road traffic, lower carbon emissions in line with the climate emergency, while providing a healthier and more cost efficient mode of transport for users.

The WCLS scheme will improve active travel provision along two key traffic corridors in Stirling City, connecting the University to Stirling train station, and Forth Valley College to the city centre. These in turn will link, through other projects to the Eastern Villages, the Hillfoot villages of Clackmannanshire and rural Perthshire beyond, to Alloa and further to Falkirk as well as west to the Carse of Stirling villages and the Trossachs.



The College Corridor route connects the city centre to Forth Valley College. The route includes enhancements to city centre streets which significantly improve the connectivity of active travel routes from the North and West into the city. This route will provide an opportunity for an active 'last mile' of travel from the bus and train stations for those coming from further afield.

The University Corridor route links the University of Stirling and the communities of Causewayhead, Cornton, Raploch and Cowane Street to the city centre, Stirling rail and bus stations via Stirling Bridge and the proposed River Park Project.

The Walk, Cycle Live Stirling project is the first of the Stirling projects to progress fully through HM Treasury Green Book processes. The Full Business Case was been endorsed by both governments and approved at the City Region Deal Joint Committee on the 5th of October 2021. The contract will be awarded in January 2022 and work is due to start in March 2022, with a view to complete by March 2024.

3. Energy Master Planning

Lead Partner	Stirling Council		CRD Partners	Clackmannanshire Council		
Budget	Scottish Government (000s)	£200	UK Government (000s)	Regional Partners (000s)	Total (000s)	£200

The Regional Energy Masterplan for the Forth Valley area is central to the Stirling and Clackmannanshire City Region response to the global climate emergency. Energy consumption is the largest component of the region’s carbon emissions: the development of this masterplan is therefore critical to our strategy for tackling the challenge.

The City Regional Deal has allocated £200,000 of Capital funding to provide a Regional Energy Masterplan for the city region. The masterplan will produce a prioritised programme of future low-carbon energy projects. The Regional Energy Masterplan will provide a strategic overview of the wider city region, assessing energy consumption needs and generation opportunities to assist in the ongoing transition to a low carbon region in the heart of Scotland, focussing on the key principles of:

- Tackling fuel poverty
- Improving energy efficiency
- Providing renewable and low carbon energy solutions
- Delivering a more energy resilient infrastructure to the region



The projects, interventions and activities identified within the Regional Energy Masterplan will be staged over a 25 year programme, in five-year phases. Projects will be prioritised based on agreed weightings, in line with local and national priorities and targets. Socio-economic assessments will ensure investment in infrastructure that brings direct benefits to our communities, including fuel poverty reduction, carbon emissions reduction and regeneration of localities, as well as providing a more resilient and reliable energy supply.

The Regional Energy Masterplan was approved by the City Region Deal Joint Committee on the 9th of March 2021 and, following this decision, an unsuccessful tendering process was undertaken. This was due to insufficient market interest. Learning from this, and listening to market feedback, a second tendering process is underway, expected to close in early 2022, offering the market longer to undertake this significant piece of work. The current tendering process offers the successful tenderer 12 months to deliver a comprehensive Regional Energy Masterplan, to be delivered by March 2023. The funding required to implement the physical projects will be additional to the current allocations within the City Region Deal.





B Innovation

1. Scotland's International Environment Centre

Lead Partner	University of Stirling		CRD Partners		Clackmannanshire Council			
Budget	Scottish Government (000s)	£17,000	UK Government (000s)	£5,000	Regional Partners (000s)	£11,000	Total (000s)	£33,722

Scotland's International Environment Centre (SIEC) will create an innovation community in the Forth Valley that will drive the creation of a net zero regional economy and stand as a global exemplar. Through innovation and partnership, SIEC will deliver transformational change in sustainable business practice, in order that the protection and enhancement of our natural resources becomes an enabler of economic prosperity, just transition, and wellbeing.

SIEC will bring together a broad spectrum of academic researchers, talented students and external partners from industry, the SME community and government (including regulators) and regional stakeholders. It will co-develop innovative products and services offering solutions that will help tackle and mitigate the inevitable impacts of climate change, support the transition to a net zero economy and protect our natural environmental assets. With potential for global and cross-sector application, SIEC will support innovation at scale within key industries including water, energy, transport, food production and the circular blue economy.



Due to the impact of the COVID-19 pandemic, a revised SIEC implementation plan was agreed between partners and with both governments that sets out two distinct project phases. Phase 1 of SIEC is a 'programme of action' to establish early operational activity and a physical presence within Alloa, underpinned by investment of £10m (of the £22m total) and comprises:

- Full scale development of the Forth Environmental Resilience Array including data analytics centre and visualisation hub; the first key components of the Centre of Excellence that will drive the SIEC innovation community;
- Fast start of the Business Accelerator to stimulate business innovation and support the Green Recovery from COVID-19.

The Forth Environmental Resilience Array (Forth-ERA) will provide a single point of access to environmental data and analytics for the Forth Valley region to facilitate world-leading scientific research, promote more efficient environmental management and regulation, and stimulate business innovation in support of Scotland's transition to a net zero carbon society. It is expected that the services provided by Forth-ERA will support a wide range of applications and users including agriculture, fisheries, shipping and navigation, biodiversity and conservation, oil and gas, renewables and low carbon, green tourism, local and national governance, and public health.

The web-based software platform and toolkit at the core of Forth-ERA will provide access to live data streams and analytics from sensor networks, satellite imagery and model simulations via a single intuitive client interface accessible from desktop, tablet or mobile devices. Forth-ERA will exploit 5G cellular network technology to enable high-volume data telemetry from a large number of distributed sensors, including high-definition video, while simultaneously permitting equally large volumes of data to be live streamed to users in the field supporting innovative applications such as the use of augmented reality in the natural environment.

The Business Accelerator will provide contact points for businesses to support their growth and progress towards net zero. Following initial engagement activity, Business Innovation Officers will work with businesses to identify how they can benefit from SIEC through access to data and other elements to underpin their transition activities. The SIEC Enterprise Officer will focus on support for related start-up and scale-up businesses in the region, providing direct access to a range of enterprise support mechanisms through the University's Enterprise Programme, including workshops, masterclasses, one-to-one advice.

Following approval of the Full Business Case in September 2021, Phase 1 of SIEC moved into implementation and, through a dedicated project management structure, a range of activities are underway with significant aspects delivered.

- Delivery of a demonstrator project for Forth ERA in partnership with BT, 3DEO, Scottish Water, SEPA, and Diageo. This has demonstrated the capacity of the Forth-ERA platform to support monitoring water quality in drinking water reservoirs, real-time monitoring of bathing water quality, early warning and monitoring of floods, and demonstrating environmental compliance in the brewing and distilling sector. Outcomes and learnings from the demonstrator project are being incorporated into the full establishment of Forth ERA.
- The award of the Scotland Hydro Nation Chair programme, with £3.5m funding from Scottish Water, to the University of Stirling is now in full implementation. The Chair continues to lead the creation of collaborative partnerships across the sector, to deliver solutions for sustainable, net zero water management in Scotland and position the country as a global leader in water research.
- Establishment of the inaugural Young Pathfinders cohort, working with the four academies in Clackmannanshire to ensure the voice of young people in our community is at the heart of the design and delivery of the SIEC programme.
- Following confirmation of the Forth Valley as one of the first 5G Connect Hubs being delivered by the Scottish 5G Centre, work continues with partners that will see the deliver co-location of the 5G Hub with SIEC in Alloa. The 5G Hub will focus on environmental applications of 5G technology.

SIEC has a core focus on delivery of benefits that address directly the economic and social issues within the region. The inclusive growth diagnostic encompassed within the approved Phase 1 business case underpins a full set of benefits to be realised through the project. Community Wealth Building, the transition to net zero, and the wellbeing economy are central to benefits realisation.

In partnership with Clackmannanshire Council, work is starting on the site/ options appraisal for Phase 2 of SIEC, which will see the establishment of a longer-term physical presence for SIEC and provide scope for the expansion of facilities and activities. The site/options appraisal work is due to be completed by March 2022, with plans then being initiated in relation to the development of the related Outline Business Case for this next phase of SIEC.

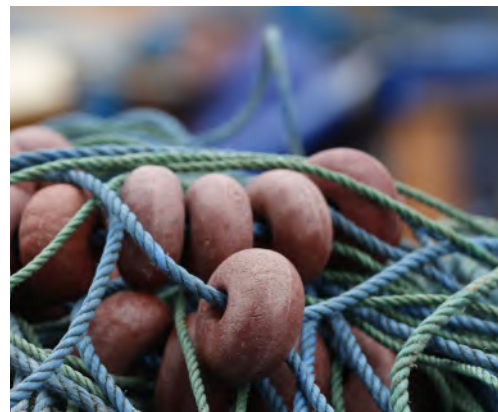


2. The National Aquaculture Technology and Innovation Hub

Lead Partner	University of Stirling							
Budget	Scottish Government (000s)		UK Government (000s)	£17,000	Regional Partners (000s)	£10,000	Total (000s)	£27,000

The National Aquaculture Technology and Innovation Hub (NATIH) will create the UK's leading innovation community for sustainable aquatic food production. Headquartered in the Stirling and Clackmannanshire region, but delivering across the country, the Hub will drive the UK's ambitions to become a world leader in modern aquaculture practice. This community, a partnership between researchers, companies, entrepreneurs, regulators, policy-makers, business development agencies, third sector, business support professionals and consumers, will inspire, enable, stimulate and deliver innovation. It will lead the development and deployment of the new technologies and systems required to support growth in the production of aquatic food for human consumption, while reducing the impact on natural resources.

NATIH will deliver research, development and innovation through a solutions centre, business accelerator and innovation hub in order to accelerate the generation of knowledge and adoption of sustainable aquatic food production technologies into the economy. This will stimulate innovation across the existing aquaculture sector from SMEs to multinationals, promote the participation of entrants from other sectors, and support the creation of new businesses across the supply chain. The resulting company base will both propel growth in domestic production and drive the export of UK technologies, services and know-how to the global marketplace.



The Business Case (Outline and Full) is being developed during 2022, with a view to Phase 1 of the project commencing at the end of 2022/start of 2023. Phase 1 will see the creation of a new suite of state-of-the-art experimental aquaria along with an initial structure to deliver business acceleration activities; this will be followed by the large scale redevelopment of aquatic research laboratories and expansion of business accelerator and incubator facilities in Phase 2. Total government investment for the project is £17m.

NATIH will, in time, extend to encompass the expansion and redevelopment of the University's marine environmental research laboratory at Machrihanish in Kintyre, with investment support through the Argyll & Bute Rural Growth Deal. The University is also partnering with North Ayrshire Council through the Ayrshire Growth Deal on the development of the International Marine Science and Environment Centre at Ardrossan.



3. Intergenerational Living Innovation Hub (Capital Fund for Clackmannanshire)

Lead Partner	University of Stirling	CRD Partners	Clackmannanshire Council				
Budget	Scottish Government (000s)	UK Government (000s)	£7,250	Regional Partners (000s)	£9,788	Total (000s)	£17,038

The Intergenerational Living Innovation Hub (ILIH) will be an entity that, through the University’s globally-recognised expertise in ageing and dementia research, will see the establishment of a Hub that will develop models of intergenerational living through the application of world-leading research, cutting-edge design principles in relation to the built environment and the application of technology. This transformational approach will enable older people and those living with dementia to continue to live in an environment with which they are familiar for as long as possible. This will enable more and better opportunities to support older people in our society and the benefits that brings.

ILIH will bring together academic researchers, health and social care practitioners, talented students and external partners from industry, the SME community and government (including regulators) and regional stakeholders. It will provide a space to co-develop innovative products and services offering solutions that will support older members of the community and recognise the positive contribution that they make. The potential for global application of these models and technologies is recognised as the proportion of older people within the global population increases.

This project is being mainstreamed within regular Deal processes, having initially been submitted for approval to the Clackmannanshire Commission in relation to the funding provided specifically to support projects within Clackmannanshire. The Commission has confirmed that a total of £7.25m will be allocated to this project. The timeline for the project within the overall Deal profile is being developed currently and this will include the anticipated schedule for the development of the associated Outline and Full Business Cases. It is also intended that the physical location of ILIH will co-locate with SIEC (Phase 2), as referenced above.

In conjunction with the Stirling & Clackmannanshire City Region Deal projects, the University has also invested in a major expansion of its innovation and enterprise support capacity. This will ensure that the business engagement, development and enterprise support activities within all projects are fully integrated in existing structures and processes ensuring a consistent and resilient approach.





C Regional Skills and Inclusion Programme

The Skills and Inclusion Programme Outline Business Case was approved by Joint Committee on the 9th of March 2021. This programme represents £1.9m of Scottish Government funding to harness the opportunities offered by the Deal in order to promote equality, address inequality and maximise the economic benefits it offers to the residents of the city region.

In doing so, employers providing fair work opportunities will have access to a well prepared and skilled pool of labour. The Programme consists of two complementary projects:

- Flexible Skills
- Inclusion Workers and Investment Fund

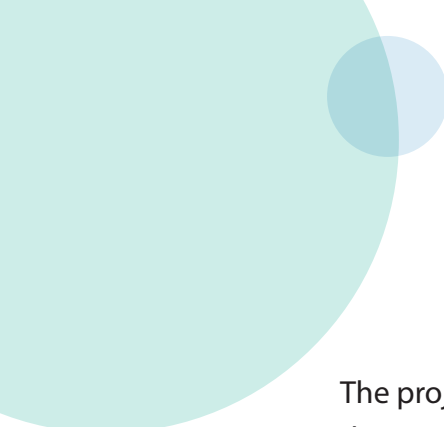
Clackmannanshire Council lead the Skills & Inclusion Programme and are also leading on the development of the Flexible Skills Project, while Stirling Council is leading the development of the Inclusion Workers and Investment Fund Project.

1. Flexible Skills Project

Lead Partner	Clackmannanshire Council	CRD Partners	Stirling Council			
Budget	Scottish Government (000s)	UK Government (000s)	Regional Partners (000s)	Total (000s)	£1,503	

Inclusive Growth lies at the heart of the Deal. This project will drive inclusive growth and tackle inequality, through growing local talent and providing new opportunities and routes into employment for people across the region.

The project utilises funding to deliver support, linked to the Deal's capital projects and associated sectors in the wider Deal, to 500 people across the region facing or experiencing labour market exclusion. In addition, it supports strategic approaches across the Deal which will influence the wider regional skills and employability system in response to the opportunities and changes in local labour market structures that will result from the Deal and wider changes in the regional economy.



The project has suffered the same delays as the wider Deal, as a result of the coronavirus pandemic. It has responded by refining its target groups to highlight those worst affected by the pandemic (in labour market terms) and will play a new but important role in economic recovery. The pandemic has highlighted the need to ensure just access to digital skills and technologies and the need for the development of skills which will support the delivery of a more sustainable future.

To that end spend is being undertaken at risk to start delivery of projects to support those most distant from the labour market. The Business Justification Case was submitted to Government in May 2021 and has subsequently been through a number of iterations. The fourth iteration will be submitted to both Governments in January 2022, with activity due to start in 2022.

The key process embedded in the project which will determine specific activity is the development of Skills Pathways Plans. These plans, which will be owned and led by individual Deal projects with support from the Flexible Skills Programme, will ensure that skills interventions are developed and delivered which maximise the skills opportunities of:

- infrastructure project delivery,
- the ongoing use of that infrastructure project,
- the wider opportunities the infrastructure project creates for the region, and
- a legacy to support the skills required for the wider inclusive economic growth stimulated by the Deal.

These plans will continue to be refined during the year ahead.

2. Inclusion Workers & Investment Fund

Lead Partner	Stirling Council		CRD Partners	Clackmannanshire Council			
Budget	Scottish Government (000s)	£397	UK Government (000s)	Regional Partners (000s)	£258	Total (000s)	£655

The project enables a team of 'Inclusion Workers' to identify and support people most distant from the labour market who are not yet ready to engage with more mainstream employability provision. The interventions it will provide are vital. Many residents within the target groups are further excluded than prior to the coronavirus pandemic: this support will be key in ensuring they are appropriately supported into the various employability and skills offers available.

The Business Justification Case was submitted to Government in May 2021 and has subsequently been through a number of iterations. The fourth iteration will be submitted to both Governments in January 2022.

Two Inclusion Workers are now in post, engaging with local participants and meeting partners across Stirling and Clackmannanshire. A further position has been filled, with the successful candidate joining in January 2022, and recruitment is underway for a fourth Inclusion Worker. An awareness raising event for partner organisations will be held in early 2022.

The Inclusion Workers are directly engaging with participants and having a positive impact. The case study and quote below demonstrates the person centred approach and the impact of this.



Case study

COVID restrictions had a big impact on this participant's poor mental health. The participant often struggles to leave their home which impacts their physical health. They also have ongoing issues with memory and the ability to engage with services on their own. Often anxiety prevents them reaching out for help. The participant lives rurally and has no support from family or peers.

They were referred to the CRD Inclusion Project to provide a person centred, tailored package of support to reduce their sense of isolation and loneliness. They were successfully supported to apply and gain medical points for an appropriate housing move to Stirling. This involved supported meetings with housing officers and occupational therapist. The participant's main goal is to move to Stirling town area which will allow easier access to social and support groups. They are currently second on a list for appropriate housing.

The participant shared their lived experiences and childhood fondness of ponies. Locally, there is a service that works with animals and individuals living with trauma and the inclusive farm environment allows the animals and individuals to help each other heal. The participant was supported to visit and attend the farm and hopes to increase time there and follow their volunteer pathway. The participant is beginning to attend more face to face groups in the Raploch Campus and will continue to be supported via telephone and in person to engage with more relevant services.

An important element of this participants improved health and wellbeing is the good relationships between partners supporting them, as well as a trusting relationship with the individual.

Participant feedback



This participant wanted support to improve their mental health/PTSD, and to engage with relevant support services with a view to exploring future volunteering opportunities:

“I have a good, trusting relationship with you (*Inclusion Worker*) and feel I have set achievable goals. I was supported to get on to a course that I feel will benefit my future (*Resilience Learning Partnership (RLP), TIER Pathway*). My confidence has always been up and down and I am still working on this. I’m really enjoying the course at RLP which I’d not have gone to without the support from the CRD Project. I am so proud of myself.”

3. Clackmannanshire Lone Parents Programme

Lead Partner	Clackmannanshire Council							
Budget	Scottish Government (000s)		UK Government (000s)	£100	Regional Partners (000s)		Total (000s)	£100

The Clackmannanshire Lone Parent Programme remains under active consideration by the Department for Work and Pensions (DWP), Clackmannanshire Council and the Regional Programme Management Office. Proposals for the fund have been considered by all partners, including the UK Government, and it is to be hoped that a positive outcome will be forthcoming in Year 3, 2022/23.

D Capital Fund for Clackmannanshire

The Clackmannanshire Commission and UK Government confirmed the projects to which the Capital Fund for Clackmannanshire should be allocated. The successful projects have been notified of the outcome and the City Region Deal Joint Committee “on-boarded” the Capital Fund for Clackmannanshire on the 7th of December 2021. The successful projects are:

- Japanese Gardens at Cowden
(summary provided under Theme B “Culture, Heritage & Tourism”)
- Intergenerational Living Innovation Hub
(summary provided under Theme B “Innovation”)



E Infrastructure

1. MOD Forthside

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)		UK Government (000s)	£5,000	Regional Partners (000s)	£100	Total (000s)	£5,100

The development of the Forthside Ministry of Defence (MOD) site will unlock a significant mixed-use development opportunity, the scale of which has not be realised in Stirling for a generation. The site, at just over 40 acres, is the largest brown-field site close to the city centre area.

This presents a unique opportunity for Stirling to deliver a sustainable development which combines carbon neutral city centre living with dynamic business and leisure space. The positioning of the site, adjacent to the River Forth, existing Forthside developments and other projects such as the Tartan Centre and Heritage Quarter provides a scale of development that will provide a catalyst for wider place-making opportunities and transform a key district of the city.

The site - strategically located between two of the main corridors into the city - has good access links. However, given recent use as a base by the Ministry of Defence, the value it adds to the city is extremely restricted.

Through proposed development, the site will be opened up, providing new access and enabling enhanced public transport, cycling and active travel corridors, integrating the development with the city and beyond. The site has capacity to enable approximately 350 housing units and 100,000 square feet of business space on a spatial plan that will ensure a focus on community and place-making principles. Proximity to Stirling's district heating system and Stirling rail and bus stations will make this one of Stirling's most sustainable developments.

Negotiations have continued between Stirling Council, MOD Estates and the UK Government on the arrangements for the decommissioning and transfer of the land. Consultants have been engaged on the development of the Strategic Outline Case and this is expected to be presented to Joint Committee in September 2022.

F Culture Heritage and Tourism



1. Developing Culture Heritage and Tourism Assets

Lead Partner	Stirling Council		CRD Partners		Clackmannanshire Council		
Budget	Scottish Government (000s)	£15,000	UK Government (000s)		Regional Partners (000s)	Total (000s)	£15,000

The City Region Deal sets out the shared vision of regional partners to make the City Region “a highly desirable place to live, work and visit: an attractive place in which to invest financial, human and social capital”.

As part of this vision, it was recognised that that there would be very significant opportunities to strengthen the regional economy by making investments in culture, heritage and tourism an integral part of the City Region Deal. Investment across these areas can support the destination, facilitate post-pandemic recovery, stimulate growth in the value of tourism to the local economy, encourage new businesses and new investment, create employment opportunities, and encourage strong and effective partnership working.

To support the Culture, Heritage and Tourism programme, a Programme Board has been appointed, with representation from key partner agencies and from the private sector. This group has been directly involved in developing the Programme-level Outline Business Case, the first draft of which is with both governments for review, following submission in December 2021.

The Outline Business Case is based on a number of complementary interventions, each of which will have the capacity to deliver sustainable, inclusive growth. There is a clear intention that these interventions will contribute to an improved offer for visitors throughout the region, and the (capital) investment of £15m will develop and augment key assets.

Following Government endorsement and Joint Committee approval, the candidate projects will be assessed via the prioritisation matrix, and the individual (project-specific) business cases will be developed.

2. The National Tartan Centre

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)		UK Government (000s)	£10,000	Regional Partners (000s)		Total (000s)	£10,000

The National Tartan Centre project scope is being redeveloped, in light of the impact of the coronavirus pandemic on particular sectors. To lead on this, finalise the vision and co-ordinate project delivery, a Project Director had been recruited and will start work on March 7th 2022. The first iteration of the Business Case will be developed later in 2022.





3. Japanese Gardens

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)		UK Government (000s)	£750	Regional Partners (000s)	£1,012	Total (000s)	£1,762

The Japanese Garden at Cowden was commissioned by the explorer Ella Christie in 1908 after an inspiring visit to Kyoto. The garden was created by Taki Handa, the only woman credited with the design of a garden of its type.

The Japanese Garden was destroyed by vandals in 1963 and it was almost lost forever, until a careful restoration project by a charitable trust began in 2014. Due to overwhelming interest the garden opened to visitors while restoration work was in progress.

City Region Deal investment is needed to help develop the infrastructure and permanent facilities required for the continued operation of this unique new tourism offer for Clackmannanshire.

The project considered for City Region Deal funding includes the full restoration of the Japanese Garden, including capital investment to restore permanent features such as the Tea House, gardens and pathways and enabling infrastructure. Further capital investment may be made once the Japanese Garden has been fully restored.

The second iteration of the Business Justification Case for the Japanese Gardens at Cowden will be submitted to both Governments in January 2022.

G Digital

By the end of the decade, the Stirling and Clackmannanshire City Region aims to be recognised both as an exemplar for digital technology and as a centre of excellence for digital skills. The investment will provide high quality business space, via the Stirling Hub and the other regional hubs, allowing growing companies in the region to stay local and create new and exciting opportunities across the Deal area. Sites and funding for the new Regional Digital Hubs include: Callander; Cowie, and; Clackmannanshire.

Digital projects across the city region are on track to deliver significant economic growth, with a solid platform to build from. The size of the city region's creative and digital sector has more than doubled in the last five years, with jobs created at more than twice the rate across Scotland.

Digital Hubs will play a vital role in ensuring the benefits from the Deal's digital projects will not be restricted to a single Digital District in Stirling, but will be spread across a wider digital city region. In particular, the hubs will improve collaboration between digital projects in Stirling and Alloa as Clackmannanshire establishes itself as an international centre for environmental data.





1. Stirling Digital Hub

Lead Partner	Stirling Council						
Budget	Scottish Government (000s)	£2,000	UK Government (000s)		Regional Partners (000s)	Total (000s)	£2,000

The Stirling Digital Hub is a £2 million investment to deliver Phase 2 of the Digital District in Stirling City, building upon recent successes and enabling future business growth. A landmark asset, the Municipal Buildings, was converted into high quality working space designed for the digital and creative sector and a home for Codebase Stirling. Codebase is the UK's largest technology incubator. Codebase Stirling was opened in September 2017 and already has high levels of occupancy, demonstrating the need for development of the Digital District across the wider city centre and beyond.

Over the past year, work has focused on understanding what the Stirling Digital Hub will look like in a post-pandemic context. A Phase 2 working group has been set up with key partners, including Codebase and STEP, and work is underway to carry out market analysis to understand both demand and priorities. The first iteration of the project Outline Business Case is expected to be submitted to both governments in September 2022.

2. Regional Digital Hubs

Lead Partner	Stirling Council							
Budget	Scottish Government (000s)	£2,000	UK Government (000s)		Regional Partners (000s)	£2,583	Total (000s)	£4,583

The Regional Digital Hubs programme is a £2 million capital investment which will deliver the roll out of digital hubs in our rural areas. Sites for new digital hubs include locations in Clackmannanshire, Callander and Cowie. The Programme Outline Business Case was approved on the 1st of February 2022.

Callander

Stirling Council have been working with the community in Callander to design the Digital Hub, which will be situated in the former St. Kessog's Roman Catholic Church. St Kessog's is a historic building, owned and managed by Stirling Council in the centre of the town.

The building has been empty for a number of years. The community, local businesses and Stirling Council all see its return to use as a key project to support economic recovery and growth in the area. A lack of suitable business space in Callander is a key barrier: the conversion of St Kessog's into a Digital Hub will help to address this.

A significant amount of work has been undertaken in the past year to develop the funding package, plans and designs for St. Kessog's. This has been carried out in partnership with the community. A Community Working Group has been established, comprising representation from across Callander. Work to date has included community and business surveys to establish demand, input into initial design work and support in developing an operational model.

Cowie

The Cowie Digital Hub will host new, modern business accommodation and a new library providing much needed space for community services, business and entrepreneurial activities as well as employability and skills support.

The Business Case for the Cowie Digital Hub will be submitted to both governments in January 2022. The Cowie Hub is currently under construction and is due to open in the summer of 2022.

Clackmannanshire

Work is underway to finalise the location of the Clackmannanshire Digital Hub, alongside the developing Business Case for the wider Regional Digital Hub Programme.



Deal Governance & Management

8

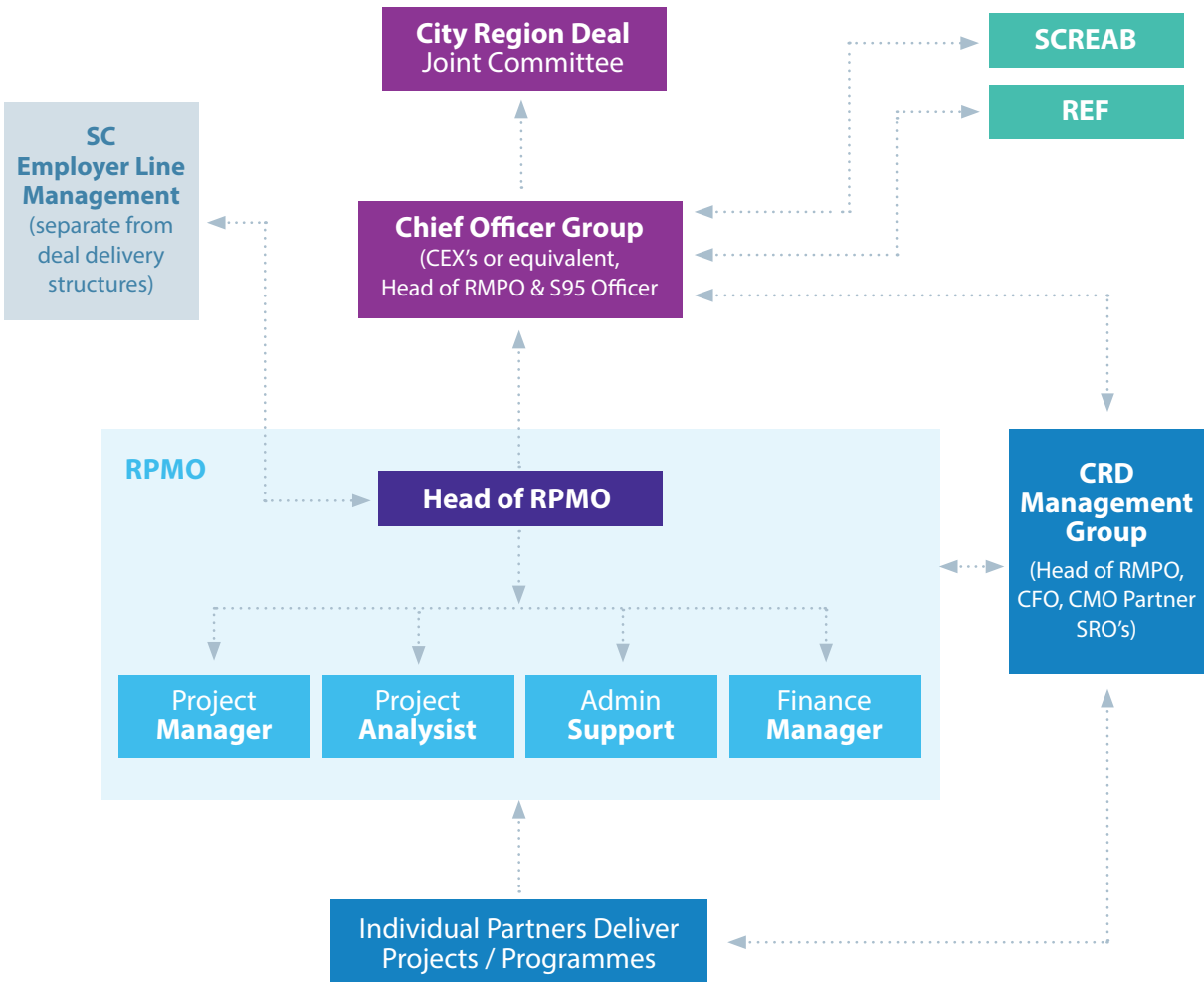
Deal Governance and Management

There has been tangible progress with developing Deal governance and management structures during 2021:

- The Regional Programme Management Office (RPMO) substantially in place in the summer of 2021;
- A reconfiguration of the Joint Committee membership was agreed;
- The Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and Regional Enterprise Forum (REF) Terms of Reference have been agreed. Inaugural meetings will be held in the first quarter of 2022;
- The Chief Officers Group and Chief Finance Officers Terms of Reference and Tripartite Agreement between partners have been approved;
- The Culture, Heritage and Tourism Programme Board is in place and a chair has been appointed;
- A programme of briefing sessions for Joint Committee members is being planned by the RPMO;



As noted, the Regional programme Management Office was substantially in place 2021. The governance structure of the Stirling and Clackmannanshire City Region Deal is illustrated in the organogram below:



Benefits Realisation and Measurement

The Benefits Realisation Plan and Monitoring & Evaluation Framework were approved by Joint Committee on the 29th of September 2020.

During 2021 the RPMO has worked with the Scottish and UK Governments, and colleagues in other City Region and Growth Deals, to complete the work required to fully develop the Benefit Realisation Plan for the Deal. This included further development of the methodology as well, providing clarity on the audience and on reporting progress. As projects move to delivery, the RPMO is monitoring performance toward the stated project and programme benefits.

Monitoring and Evaluation Framework

At a 'Deal Level', the Monitoring and Evaluation Framework, or MEF, outlines the data analysis that will be conducted annually by the Partnership. The role of the MEF is to enable the Partnership to evidence its performance and contribution to inclusive growth across the region and learn from its findings. The Deal Level MEF will allow a more robust analysis on the wider regional impact of the total investment across lead indicators that would not necessarily be attributable or reportable at project level.

As Deal Level MEFs are required to comply with guidance noted in HM Treasury Magenta Book 'Central Government guidance on evaluation' this work was led by an Associate Professor of Economics for the University of Stirling supported by a working group consisting of the RPMO, Scottish Enterprise and Skills Development Scotland.

Development of SMART objectives

The partnership created a working group with membership from each of the Deal partners and developed 14 SMART deal level objectives that would demonstrate the delivery of the four agreed strategic outcomes for the Deal. The creation of deal level objectives also provided support to business cases during development across the Deal portfolio, to ensure that all projects are aligned to the overall Deal ambition. The RPMO is using these, alongside Delivery Partners, to monitor and evaluate project and programme outcomes and outputs, albeit delays to approvals and resultant delivery has significantly impacted on achievement to date. The SMART Objectives are listed opposite:



Strategic Outcome	SMART Strategic Objective
<p>Inclusive Economic Growth (IEG)</p> <p>Create conditions for businesses to thrive both locally and globally, increase job density and access to opportunity, maximising our regional assets</p>	<ol style="list-style-type: none"> 1 We will create conditions for businesses to be more resilient and thrive both locally and globally 2 We will support the creation and retention of jobs promoting Fair Work 3 We will maximise our regional assets to increase the economic impact of visitors on our regional economy 4 We will support our regional supply chain through the use of progressive procurement
<p>Higher value jobs</p> <p>Invest in the creation of clean, green innovations, digital entrepreneurship and cultural opportunities to deliver a more diverse regional economy</p>	<ol style="list-style-type: none"> 1 We will support an increase in the proportion of jobs within the region offering the Real Living Wage or higher 2 We will support an increase in entrepreneurship and business start-ups across the region 3 We will support an increase of the number of higher value jobs within the region as a proportion of all jobs
<p>Shared prosperity (SP)</p> <p>Remove barriers to engagement and support inclusion to share prosperity and wellbeing across the region</p>	<ol style="list-style-type: none"> 1 We will support improving access to employment and Fair Work opportunities particularly for communities facing exclusion within the region 2 We will support improving access to employment and Fair Work for people within the region currently facing labour market exclusion due to specific circumstances or characteristics 3 We will reduce the region's dependence on fossil fuels and diversify our approach to its energy requirements 4 We will deliver our projects in accordance with the shared regional commitment to a net zero economy
<p>Inclusive skills ecosystem (ISE)</p> <p>Widen access to opportunity through inclusive skills pathways that target those who face exclusion across our region</p>	<ol style="list-style-type: none"> 1 We will support the creation of a range of educational opportunities for employability, school, college and university students to engage with industry supporting their journey to employment 2 We will support improved access to skills, education and training opportunities for those who face exclusion or are at risk of exclusion from the labour market 3 We will provide opportunities for under-represented groups in key industries within the City Region Deal

Capacity building - PMO and Project Leads

A number of capacity building and information sessions were provided to the Deal Partnership:

- Green Book Training – In association with the UK Government Scotland Office, and facilitated by the Tay Cities Deal, two one-day training sessions on the fundamentals of the Green Book - delivered by the HM Treasury authors of the Green Book – were offered to Officers across the three Delivery Partners. These were generally well attended, increasing the knowledge and awareness of colleagues across the partnership.
- The RPMO Team, and colleagues from the Stirling PMO, undertook further training on Better Business Case development in the autumn of 2021.
- Claims Training – Early 2022 will see training for Delivery Partners on handling the Deal claims process.
- Programme Toolkit – In the autumn of 2021 the RPMO supplied all Project Managers and Senior Responsible Owners with a comprehensive “toolkit” for almost every aspect of work with the Deal.
- Supporting Governance – In February 2022, the RPMO will facilitate briefing sessions for Joint Committee members to provide an overview on the review of the Deal Implementation Plan and to seek their input into this area of work.

Stakeholder engagement

The establishment of the Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB) and the Regional Enterprise Forum (REF) have been collaborative and included the input of a wide range of stakeholders to ensure that the Deal acts as an enabler of wider regional outcomes wherever possible. This includes representatives from key public sector partners, as well as partners in the private and third sectors.

In February 2022 the Joint Committee is expected to agree to progress SCREAB, initially without private sector representation. Should this be agreed, both SCREAB and REF will be convened in March 2022. A further exercise to seek applications to join SCREAB will be undertaken as a matter of urgency in the spring of 2022. The current organisational representation across SCREAB and REF are outlined below:

Regional Enterprise Forum (REF)	Stirling Clackmannanshire Regional Economic Advisory Board (SCREAB)
Forth Valley Chamber of Commerce	Stirling Council Elected Members
Federation of Small Businesses	Clackmannanshire Council Elected Members
Clacks First (Business Improvement District)	University of Stirling
Alloa First (Business Improvement District)	Forth Valley College
Go Forth (Stirling Business Improvement District)	Third Sector Interface Representative
Loch Lomond and Trossachs Park	Third Sector Interface Representative
CETERIS	Skills Development Scotland
STEP	Scottish Enterprise
Stirling Voluntary Enterprise	NHS Forth Valley
Clackmannanshire Third Sector Interface	Clackmannanshire Private Sector Rep 1
Institute of Directors Scotland (Central Scotland Committee)	Stirling Private Sector Rep 2
Forth Valley College	Clackmannanshire Private Sector Rep 3
University of Stirling	Stirling Private Sector Rep 4
Stirling Council, Senior Officer, Economic Development	Stirling SME Specific 1
Clackmannanshire Council, Senior Officer, Economic Development	Clackmannanshire SME Specific 2

The Year Ahead

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Following a significant level of re-profiling and re-scoping of projects, to take account of the delay to the Deal delivery caused by the COVID pandemic, a revised Implementation Plan and Financial Profile are now in place for 2021-22 and beyond. These will be considered for approval in March 2022 and will form the basis of work in Year 3 and beyond.

The focus remains on completing and approving business cases, however in 2021 the Partnership saw two projects move into delivery, one into commissioning, two further projects on-boarded and a programme approved – with spend at risk.

The table below sets out the key milestones from the Implementation Plan for Year 3 of the Deal.

Project	Upcoming	Key Milestone & Date
Transport, Connectivity & Low Carbon		
Active Travel Routes	2nd Iteration of Programme OBC to be submitted to S&UKG in March 2022	Programme OBC to Joint Committee September 2022
Walk, Cycle, Live Stirling	Project has moved into Implementation Phase and Construction Begins March 2022	Construction Work Begins (Dumbarton Road) 14th March 2022
Energy Master Planning	Project has moved into Implementation Phase. Second tender process was required and assessment period is underway.	Tender Awarded and Work Begins March 2022

Project	Upcoming	Key Milestone & Date
Innovation		
National Aquaculture and Innovation Hub Phase 1	Progress is being made towards RIBA stage 3. OBC has been submitted to RPMO and due for submission to S&UKG in March 2022	OBC to Joint Committee August 2022
Scotland's International Environment Centre Phase 1 Phase 2	Phase 1 FBC was approved at Joint Committee and project has moved into Implementation Phase – currently in procurement phase Development of Phase 2 OBC begins in Year 3 with submission to RPMO scheduled for October 2022	Purchase of Sensors April 2022 – December 2022 Submission of OBC to RPMO October 2022
Intergenerational Living Innovation Hub	Re-scoping of project underway and milestones to be confirmed	Milestones to be implemented
Skills & Inclusion		
Flexible Skills	Project to be approved at Joint Committee in March 2022. Movement into Delivery phase	Recruitment of flexible skills coordinator April 2022
Inclusion Workers & Investment Fund	Project to be approved at Joint Committee in March 2022. Movement into Delivery phase	Appointment of 4th Inclusion staff member April 2022
Clackmannanshire Lone Parent Programme	Ongoing work between Clackmannanshire Council, RPMO and DWP to agree on way forward for project	Milestones to be confirmed
Infrastructure		
MOD Forthside	Progress being made towards Strategic Outline Case with Submission to RPMO in May 2022 scheduled	SOC to Joint Committee September 2022

Project	Upcoming	Key Milestone & Date
Culture, Heritage & Tourism		
Developing Culture, Heritage & Tourism Assets	Work continues towards 2nd Iteration of Programme OBC	Programme OBC to Joint Committee September 2022
The National Tartan Centre	Project Director in post March 2022 to push forward with project and RIBA Stages to be complete within first half of 2022.	OBC to RPMO November 2022
Japanese Gardens	3rd iteration of business justification case underway, with submission to government scheduled for March 2022	BJC to Joint Committee July 2022
Digital		
Stirling Digital Hub	Project Manager and Team established and working on full options appraisal and development of OBC	OBC to RPMO September 2022
Regional Digital District – Cowie Hub	OBC/FBC Feedback received on first submission and work will be on 2nd iteration	OBC/FBC to Joint Committee July 2022
Regional Digital District – Callander Hub	Work has been done on RIBA stages 1 and 2 and development of OBC begins.	OBC to Joint Committee December 2022
Regional Digital District – Clackmannanshire Hub	Development of OBC begins this year	OBC to Joint Committee January 2023

Project	Upcoming	Key Milestone & Date
Other Significant Dates in the Year Ahead		
SCREAB	Inaugural SCREAB Meeting	7th March 2022
REF	Inaugural REF Meeting	7th March 2022
Benefits Realisation Plan	Updates submitted to Governments for consideration	Quarter 4 2021/21
Change Control	Updated arrangements to be considered by Joint Committee	22nd March 2022
Annual Conversation 2021/22	Annual conversation to take place between Delivery Partners and the UK and Scottish Governments	24th March 2022
Local Authority Election	Election of councillors, affecting Joint Committee membership	5th May 2022

The Partnership has developed a new Implementation Plan, which contains a more realistic timeframe for Business Case development and delivery. This includes a clearer understanding of the Business Case journey and the skills required within the Partnership.

Further work on governance, benefit realisation as well as monitoring and evaluation processes will be undertaken in 2022. For example, a governance review of the Deal will look to strengthen arrangements, while there may be scope to expand the number of strategic outcomes under the Deal's Benefits Realisation Plan and, as projects increasingly move into delivery, the monitoring and evaluation framework will merit ongoing scrutiny to ensure it is capturing the required information in an acceptable format. Lastly, active consideration is being given to the form of reporting Joint Committee can expect in meeting packs and which could form the basis of future annual reports.

Through the advisory supports of both REF and SCREAB the Deal will seek both to draw in the necessary expertise whilst also reaching out to partners and the wider economy. The RPMO will also proactively engage with initiatives such as the “Revitalising the Forth Valley Economy” and Clackmannanshire Business Week to build stronger connections with key community and economic partners. The RPMO will also continue to maintain connections across the wider Deal Partnership as well as key sectoral partners such as the Forth Valley Chamber of Commerce, Community Planning partners and third sector interfaces.

As a Partnership, we are focussed on moving even more projects into delivery in Year3, meeting milestones and making a genuine difference to the people, communities and businesses of the Stirling and Clackmannanshire City Region Deal area.



Contacts and Further Information

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Stirling &
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