

Deal Document

Tay Cities Region Deal



Scottish Government
Riaghaltas na h-Alba
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COVID-19

Heads of Terms for the Tay Cities Region Deal were signed in November 2018, long before the outbreak of Covid 19. The pandemic has had a profound and unprecedented impact on societies across the world and has inevitably changed the circumstances in which the Tay Cities Region Deal will be delivered. However, the economic consequences of Covid 19 only increase the importance of the investment the Deal will unlock to ensuring the Tay Cities region can continue to grow and prosper in the medium to long term. All partners remain fully committed to delivering the Deal and ensuring its economic impacts are maximised.

As we sign the Full Deal, the future development of the pandemic - and government responses to it – remain unknown. All projects and programmes delivered through this Deal will be required to take account of CV19 when developing their business cases, ensuring all investments remain relevant and sustainable. However, the partnership is clear that the uncertainty created by the pandemic cannot be allowed to stop the Deal progressing. Difficult decisions will be required in uncertain circumstances, but it is imperative that investment in our regional economy continues and that confidence is maintained in our ability to overcome present challenges and drive sustainable economic growth long into the future.

Our signing of this document reaffirms our commitment to achieve full implementation of the Tay Cities Region Deal.



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Cabinet Secretary for Transport,
Infrastructure and Connectivity
Scottish Government



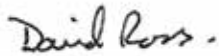
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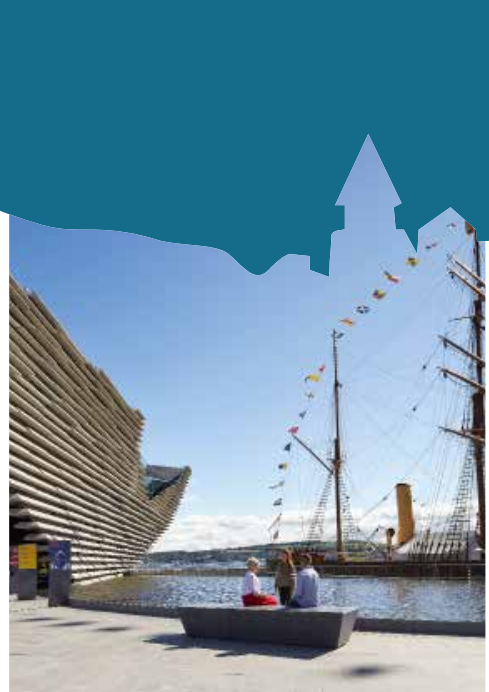
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The Deal will further energise activity to deliver improved outcomes for the region's people, places, businesses, and communities.



Introduction



- 1.1 The Scottish Government and the UK Government will each invest up to £150 million in the Tay Cities Region Deal (the Deal). This investment has the potential to secure over 6,000 quality jobs and lever in £400 million of investment over 15 years. It will enable the region to:
- **Empower and promote inclusion** - by ensuring that local people have the skills they need to succeed in the modern workplace and that growth is inclusive;
 - **Innovate and internationalise** - by developing globally recognised clusters of academic and business excellence; and
 - **Connect** - by improving physical and digital infrastructure.
- 1.2 The Tay Cities partnership comprises Angus, Dundee City, Fife, and Perth and Kinross councils; the Higher Education and Further Education sector; the business sector; the region's third sector interface bodies; Scottish Enterprise and Skills Development Scotland. Sharing the banks of the River Tay, they have a long history of collaboration to build on. The Deal will further energise activity to deliver improved outcomes for the region's people, places, businesses, and communities.
- 1.3 The Deal will catalyse inclusive economic growth across the region. The partnership is future focused, with a clear understanding of the action needed to deliver sustainable economic growth. It is about partnership and effective collaboration, as well as new resources.

“ The partnership is future focused, with a clear understanding of the action needed to deliver sustainable economic growth. ”

- 1.4 The region faces a number of challenges. Its performance is below the Scottish average in several areas including productivity, employment growth and wage levels, and it has pockets of entrenched unemployment. With an economy growing at a slower rate than the Scottish average, more needs to be done to reverse these trends.
- 1.5 For the economy to thrive we need to:
- grow our base of knowledge-led businesses;
 - support more businesses to trade internationally;
 - attract investment;
 - attract and retain talented people;
 - improve connectivity to, from and around the region;
 - increase economic participation; and
 - reduce inequalities.

- 1.6 The Deal will support business growth, develop innovative technologies, enhance productivity, develop skills, and create jobs. It will be delivered in the context of the refreshed Tay Cities Region Economic Strategy 2019-2039. The Strategy has a vision to grow the region’s strong and up-and-coming business sectors by building on existing regional skills, innovation and experience. The Deal investment will, in conjunction with other joint activity by the partnership, help to address the region’s challenges and deliver this vision.
- 1.7 The partners will work collaboratively with the UK and Scottish Governments to deliver the Deal. Effective and accountable governance arrangements will ensure that decisions are made in an open and transparent way, in one place, for the whole Tay Cities region. Collectively, we will ensure that public money is spent responsibly and is accounted for in an open and transparent way.
- 1.8 The partners have established the Joint Committee as the decision making body to implement the Deal. It is supported by a structure led by the Management Group to carry out the operational activities and contribute expertise. The detail of these arrangements are set out in section 7.



The partners and the Scottish and UK Governments are committed to working together in order to realise our shared ambitions for inclusive growth.





Tay Cities Approach to Delivering Inclusive Growth

2. Tay Cities Approach to Delivering Inclusive Growth

2.1 Introduction

2.1.1 The ultimate aim of the Deal is to enhance the lives of the region's residents. The partners are clear that for the regional economy to thrive we must increase economic participation, reduce inequalities, and attract and retain talent.

2.1.2 The partners and the Scottish and UK Governments are committed to working together in order to realise our shared ambitions for inclusive growth.

2.2 Inclusive Growth Challenges Specific to Tay Cities Region

2.2.1 Weak Productivity and Slower Growth

Parts of the Tay Cities region's economy perform strongly but growth is not consistent, with rural towns experiencing declining employment and business density. The composition of the business base, both in terms of size and sectors, means that innovation activity is low.

2.2.2 Skills, Health Outcomes and Earnings

Clusters of disadvantage exist across the region, with variations in skills levels, health outcomes and earnings. In some areas, average wages remain well below the Scottish average and low paying sectors dominate. Others are experiencing population decline, particularly amongst working age residents. Long-term disabilities and low life expectancy limit quality of life in some areas. Fuel poverty is an issue in rural areas and child poverty blights some urban communities. Gender and age inequalities are also prevalent. On average, men across the Tay Cities region earn 14% more than women, and female participation and employment rates tend to be lower.

2.2.3 Low Income

Future growth in economic activity and employment in sectors such as construction, healthcare and tourism risks being constrained by skills shortages. The variation in skills inevitably affects income levels. 22% of the Tay Cities region's children live in low income households, with wide local inequalities - nine of the city region's multi-member wards have poverty rates over 30%, while 11 wards have rates of 15% or less.

2.2.4 Need for Sustainable Places

Low job densities are the norm outside the two cities, with many small towns struggling to identify their economic futures. There is a high reliance on sectors like retail, hospitality, care, logistics, and food services. These tend to offer largely low-paid, part-time, or seasonal jobs, with little opportunities for advancement.

Despite rail and bus network improvements there are infrastructure constraints across the region. These restrict access to jobs, study, leisure opportunities, and health services. Public transport availability varies widely across the region, and we also need to accelerate the transition to low carbon transport infrastructure to meet the climate challenge.

Digital connectivity is poor in many rural areas, and most parts of the region lag behind others in Scotland and the rest of the UK in terms of high-speed broadband, fibre to premises connectivity, mobile coverage, and access to public wi-fi. This limits inclusion and restricts economic performance.

2.3 Addressing these challenges through the Deal

- 2.3.1 The Deal alone cannot resolve these long term structural challenges, but it can help make positive, sustainable progress. Each project supported through the Deal will be expected to demonstrate the contribution it will make to tackling the four strategic challenges outlined at 2.2 above. All partners and project owners will aim to work towards, encourage and support the principles of the Scottish Government Fair Work Action Plan, including the real Living Wage and Scottish Business Pledge.
- 2.3.2 A Benefits Realisation Plan will be developed to capture progress and ensure good practice is shared across the region and beyond. It will draw on the diagnostic toolkit and framework developed by Scotland's Centre for Regional Inclusive Growth (SCRIG).



The programme will drive inclusive, sustainable economic growth across the region by equipping local people with the skills they need to succeed in the regional labour market.





Empowered and Inclusive Tay



3. Empowered and Inclusive Tay

3.1 Regional Skills and Employability Development Programme

- 3.1.1 The Scottish Government will invest up to £20 million to support this programme, which will focus on closing the opportunity and employment gaps for our most disadvantaged sections of society, as well as those experiencing barriers to training and employment. It will also help tackle gender imbalances in sectors in the region for which this is a particularly significant issue (e.g. construction).
- 3.1.2 The programme will drive inclusive, sustainable economic growth across the region by equipping local people with the skills they need to succeed in the regional labour market. The aim is to improve the effectiveness of the regional labour market by targeting spend on disadvantaged groups, supporting skills needs in key sectors, and reducing barriers to accessing employment. Responsibility for achieving this aim does not rest solely with this programme but will require engagement across all projects and programmes within the Deal.
- 3.1.3 Deal funding will support the Programme's five key themes:
- Regional Leadership & Improvement
 - Understanding Labour Market Needs & Opportunities
 - Matching Needs to Opportunities
 - Targeted Skills Interventions
 - Reducing Barriers to Opportunities.

3.2 Aviation Academy for Scotland

- 3.2.1 The UK Government will commit up to £8.1 million to the Aviation Academy for Scotland (the Academy). The Academy aims to create a centre of excellence in aviation training to deliver the skills required by the aviation industry.
- 3.2.2 The training will reskill the aviation industry's workforce to take advantage of new employment opportunities created through the introduction of clean technologies and the transition to low-carbon aviation. The project will create two purpose-built facilities in Perth and Dundee. The Academy's offer will include academic courses as well as commercial pilot training and will adapt to meet new industry requirements, such as cabin crew training, as these arise. The Perth campus will focus on engineering and air traffic management, and the Dundee campus will focus on pilot and air traffic control training.

3.3 Tay Cities Engineering Partnership

- 3.3.1 The Scottish Government will commit up to £2 million to the Tay Cities Engineering Partnership (TCEP), which will drive up the skills and technology base of the sector to make it more competitive in an international marketplace and accelerate the pace of research and development. It will do this by bringing together the resources of key private and public engineering facilities in a new collaboration.
- 3.3.2 TCEP will drive the transformation of manufacturing processes needed to ensure the sector remains competitive, such as the implementation of robotics and artificial intelligence; increased internationalisation; increased productivity; research and development and skills development. It will achieve this by increasing the profile of engineering as a career opportunity, developing training places and providing business support. Specifically it will:

- Create a Mobile Engineering Technology Unit to showcase Engineering and Advanced Manufacturing (EAM) and science, technology, engineering and mathematics (STEM) subjects. This will raise the profile of these subjects, increase careers awareness and address possible negative perceptions. The Unit will be fitted out with robotics and virtual reality technology to create opportunities in EAM and STEM from early years through both primary and secondary schools, into further and higher education and on to the workplace;
- Develop new foundation and graduate level apprentice training places to meet skills demand and enhance employability, career development and staff up-skilling;
- Develop enhanced up-skilling programmes to meet the emerging requirements of new sectors;
- Create an EAM Centre of Excellence equipped with leading industry tools to trial, test and demonstrate new processes and equipment; and
- Create a Product Innovation Lab, located within the Aviation Academy for Scotland, to support businesses bringing new products to market. The Lab will offer cost-effective product prototyping and testing, as well as mass production (but at low volumes to suit new products) and specialist incubator and product development support.

“

**Harnessing innovation to
improve lives and exporting
innovation to the rest of the
world.**

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An Innovative, International Tay



4. An Innovative, International Tay

4.1 Growing the Tay Cities Biomedical Cluster

4.1.1 The Scottish Government will commit up to £25 million to growing the Tay Cities Biomedical Cluster. The vision is for the Tay Cities region to become the driving force behind life sciences innovation for Scotland and beyond. The project will build on the region's existing life sciences reputation, including drug discovery and medical technologies. It will attract inward investment in new life sciences companies and increase industrial engagement.

4.1.2 The project has two parts:

- An **Innovation Hub** will provide laboratory and office space to enable new companies specialising in life sciences to grow. Many of these companies originate in the work of the University of Dundee's School of Life Sciences. The University spends over £50 million per year on research and has outstanding commercialisation capabilities, with an exceptional pipeline of spin-out businesses that will help drive the Tay Cities regional economy.
- A **Medical Technologies** environment will be created by refurbishing existing premises to create spaces (and associated offices) with the specialist equipment needed to demonstrate medical devices. This will focus on:
 - clinically informed development and testing of emerging medical technologies;
 - enhancing healthcare skills training; and
 - enhancing clinical adoption of medical technologies innovation.

New technologies developed in this unique environment will provide a pipeline of investment opportunities to create new spin-out companies which can then access the Innovation Hub. It will also attract industrial partners to co-locate in the University and develop their research and development potential by accessing the facilities and highly specialised medical technology it will be equipped with.

4.2 International Barley Hub

4.2.1 The UK Government will commit up to £20 million and the Scottish Government will commit up to £15 million to the creation of an International Barley Hub (IBH) at the James Hutton Institute. Barley is indispensable to the Scottish and UK economies, being vital to the distilling, brewing and food industries. It also has the potential for emerging uses in the health, chemical and energy sectors. However, future barley supply is increasingly uncertain due to the impact of climate change, developing worldwide demand, evolving pest and disease risks and pressure on managing soil health to enable crops to grow.

4.2.2 The IBH will establish a world-leading research facility for barley science, bringing together industry, dedicated facilities and world class scientists. It will:

- expand the scale and excellence of barley research and innovation, operating across a broad spectrum of disciplines;
- provide state of the art research equipment on site and at industry partners premises;
- have the capability to support work from the molecular, to the field level;
- increase the translation and application of this research around the globe;
- support a "Barley Cluster" of related processing, innovation and product interests; and
- develop a supporting skills and knowledge programme.

4.3 Advanced Plant Growth Centre

- 4.3.1 The UK Government will commit up to £25 million and the Scottish Government will commit up to £2 million to the creation of the Advanced Plant Growth Centre (APGC) at the James Hutton Institute. It will build on existing expertise to deliver a cutting-edge plant research facility bringing together industry, advanced technology and world class scientists. The Centre embodies the idea of Agriculture 4.0, a green revolution with science and technology at its heart, with the aim of feeding future populations.
- 4.3.2 The APGC will be at the heart of plant and crop research and innovation in the Tay Cities region. It will develop the underpinning science and translate that science into industry, which will in turn increase the commercial, economic and environmental benefits of agriculture and the food and drink sector. The APGC will integrate:
- a plant characterisation facility, which uses imaging to quickly understand (before harvest) how crops respond and perform in different environments;
 - post-harvest storage facilities;
 - vertical growth facilities; and
 - next-generation controlled environments which can simulate any current or future environment anywhere in the world (for example, increased greenhouse gases) to test the effect on crops.

The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit.

4.4 Angus Fund

- 4.4.1 The UK Government will commit up to £26.5million to the Angus Fund. The Angus Fund will help achieve an investment balance across the region by investing in projects across Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal.
- 4.4.2 The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit. The Angus Fund will contribute to the development and implementation of innovative, clean technologies, which will also significantly reduce the region's carbon footprint; contributing to national reductions in carbon use.
- 4.4.3 To deliver this purpose the Fund will support three connected components, namely:
- clean growth;
 - low carbon; and
 - agricultural technology.

4.5 cyberQuarter

- 4.5.1 The UK Government will commit up to £5.7 million and the Scottish Government will commit up to £6 million to the creation of the cyberQuarter. This is an academic-industrial partnership designed to establish the Tay Cities region as a centre of best practice in applied research and development and knowledge exchange in cybersecurity. It will exploit Abertay University's distinctive ethical hacking and offensive cybersecurity knowledge.

4.5.2 cyberQuarter will deliver:

- collaborative research and development with the cybersecurity industry to develop solutions that will improve cybersecurity amongst small and medium sized businesses;
- develop ethical hacking and offensive security activities to upskill workers and tackle local and national skills shortages;
- support businesses to raise awareness of cybersecurity risks and increase the adoption of new products and services to become more cyber resilient; and
- deliver jobs growth in cybersecurity firms, from start-ups to large corporations, as new products and services are developed and commercialised.

4.6 Just Tech

4.6.1 The UK Government will commit up to £15 million to the creation of Just Tech. This project will found and build the world's first Institute for Innovation in Forensic Science at the University of Dundee. Its aim is to create a new interdisciplinary cluster of businesses, developing new technology that supports the efficient and effective delivery of justice in courts in the digital age. It will bring together law, science and technology to develop and support the effective use of technology in the justice system.

4.6.2 Just Tech will include creative spaces, digital laboratories, data analytics and prototyping capabilities which will allow work to be carried out to address the challenges facing our judicial systems as they adapt to using new technologies in delivering justice. These include for example developing methods for analysing samples live at a crime scene; remote criminal trials; mapping crime scenes by drone; and developing ways to ensure the evidence gathered is acceptable to the courts.

4.6.3 Just Tech will also create the UK's first data arena, where data can be projected on to 360 degree screens. The arena can be used by large teams of people to work collaboratively on large data sets in a way not possible on standard equipment. This will allow researchers, industry, front line end users and the public to explore data using techniques such as data visualisation, virtual reality and artificial intelligence.

4.6.4 Just Tech will build upon the work of the Leverhulme Research Centre for Forensic Science, which has a mission to stimulate the interaction between science and law. Just Tech will act as an innovation portal, addressing the urgent current need for evidence based development, prototyping and implementation of robust technological and digital solutions for the justice system. It will engage with commercial companies and with the development of appropriate skills pipelines. The project has four themes:

- Translation - turning early stage research into viable products;
- Innovation - creating economic value from ideas;
- Development - building a new economic cluster of legal, science and technology companies in the Tay Cities region; and
- Education - providing skills and training vital for the future growth of the sector.

4.7 Perth Innovation Highway

4.7.1 The UK Government will commit up to £5 million to the Perth Innovation Highway. The Deal will fund the construction costs of the physical infrastructure and services needed to open up 10 hectares of land for business development at the planned Perth Eco Innovation Park.

4.7.2 It will be supported by high-speed digital connectivity and will include a freight and logistics centre that will reduce lorry movements into the city centre; an active travel hub that will offer a range of different travel options; and renewable energy sources for transport and properties. The Park will offer serviced land, buildings and offices to businesses and academic/research institutions within the energy, logistics and mobility sectors.

4.8 Regional Culture & Tourism Investment Programme

4.8.1 The Scottish Government will commit up to £37 million to the creation of a Regional Culture and Tourism Programme that will invest in key economic assets in the sector, including up to £10 million in Pitlochry Festival Theatre (see below). The Programme will build on and strengthen the existing culture and tourism offer to make the region a highly desirable place to visit and live, work and invest in.

4.8.2 The Programme brings together and aligns the culture sector (and its associated creative industries business base) with the tourism sector and the visitor economy. The Programme will fund projects that make a significant contribution to the cultural landscape of the region, enhancing its creative industries and its year-round attractiveness as a destination of choice. The Programme will prioritise:

- Collaboration - in project design and delivery, as well as to help tackle common challenges such as seasonality, productivity, accessibility and connectivity.
- Sustainability - delivering inclusive, sustainable economic growth while protecting or enhancing the natural and built environment.
- Strategic alignment - with national and regional creative industries, culture, and tourism strategies.
- Quality - making the Tay Cities region a better place to visit, work and live in by improving quality of life, the retention of talent, and the visitor experience.

4.9 Pitlochry Festival Theatre

4.9.1 The Scottish Government will commit up to £10 million of the Culture and Tourism Programme Investment described above to support the development of Pitlochry Festival Theatre. The investment will transform the Theatre's physical home and significantly develop capacity to deliver high quality cultural activities and education opportunities for the Tay Cities region.

4.9.2 Pitlochry Festival Theatre is the largest non-public sector employer in the Highland Perthshire area, with a permanent workforce of over 100 that rises to 200 during its busiest periods. Its repertory model is unique in Scotland and the exception in the rest of the UK. The project will include:

- an upgraded main house auditorium to meet demand for large-scale productions;
- a smaller-scale flexible performance space to meet demand for discrete productions and host skills, training, and education programmes; and
- renovations of and extensions to public spaces, significantly improving building access, overall usage and customer experience in the shop, café, bars, restaurants, and front of house spaces, to become a destination of note.

4.10 Perth Cultural Transformation

4.10.1 The UK Government will commit up to £10 million to Perth Cultural Transformation. The Deal investment will bring Perth City Hall, a Grade B listed building in the original medieval heart of the city, back to life. It will repurpose a deteriorating heritage asset, currently on the Buildings at Risk Register, into a new museum attraction of international significance.

4.10.2 Perth City Hall will showcase Perth’s ancient roots through museum collections which have National Recognition Status. City Hall will become a major cultural venue; a significant addition to the world class offer of the Tay Cities region and a source of civic and community pride, as it was when first built over a hundred years ago. City Hall will also tell the story of the Stone of Destiny, quarried in Perthshire and used to crown every Scottish monarch at Moot Hill in Scone, just outside Perth.

4.11 Innerpeffray Library

4.11.1 The UK Government will commit up to £0.1 million to developing Innerpeffray Library. The Library was Scotland’s first, free public lending library, with books dating back to the 15th century and a borrowers’ register dating back to 1747. The investment will help secure its long-term future by upgrading its education and visitor facilities. The project combines capacity infrastructure with developments to the natural and historic heritage. These will include:

- improvements to access and parking;
- the creation of a heritage trail;
- a 17th century garden and keeper’s allotment;
- bird and bat hide;
- a viewing platform and stone circle (for interpretation of Roman heritage and outdoor events); and
- a feasibility study on disabled access to the Library’s first floor.

“The first of its kind in Scotland, it aims to become a world base for Highland sports, dance and music and to maintain and grow these essential elements of Scottish Highland culture.”

4.12 Crieff International Highland Centre

4.12.1 The UK Government will commit up to £1 million to the creation of a new, purpose-built, Crieff International Highland Centre (the Centre). The first of its kind in Scotland, it aims to become a world base for Highland sports, dance and music and to maintain and grow these essential elements of Scottish Highland culture. Training and advice on running Highland Games will also be available to help ensure that Highland Games (with their cultural, community and economic benefits) continue to take place. Bringing all aspects of the traditional Highland Games to one place will help to preserve and promote this part of Scotland’s culture and history. The Centre will provide a large multi-use space with changing facilities, a gym, music and dance studios and meeting rooms. The Centre will run certified courses available to UK and international participants.

4.13 Aero Space Kinross

4.13.1 The UK Government will commit up to £1.6 million to Aero Space Kinross (ASK). The investment will provide the foundation of a funding structure to construct a uniquely themed Aviation, Astronomy and Space Flight Science Centre. The project will include:

- an interactive, educational and inspirational experience that will attract people from all over the UK and beyond to this must-see visitor destination; and
- development and operation of Scotland's largest fixed dome planetarium, exploring the universe through modern and interactive tools and technologies.

4.13.2 ASK's activities and attraction is underpinned by the desire to encourage science, technology, engineering and mathematics (STEM) led opportunities. The project will stimulate excitement and participation in career and leisure opportunities in the multi-faceted aerospace sector and encourage future generations to enter a high value industry via existing educational and training bodies in the region.

4.14 Studio Dundee

4.14.1 The Scottish Government will commit up to £3 million to the creation of Studio Dundee, a new business incubation and co-working space. The development aims to attract young businesses, offering a point of sale and the business development support required to grow.

4.14.2 At its heart the co-working space will encourage collaboration and innovation. It will offer a variety of affordable workstations, meeting rooms and break out areas, as well as a fully equipped tech lab and 1Gb broadband. The project will focus on the creation, acceleration and nurturing of entrepreneurial talent and creative industries. It will showcase the best of Tay Cities' design-led talent in the heart of the Waterfront development.

4.15 Advanced Manufacturing Programme

4.15.1 The Scottish Government will commit up to £8 million to support the development of high value advanced manufacturing. This will be done through a programme of investment that will focus on securing long-term sustainable jobs, particularly in the growing renewable energy and decommissioning industries.

4.15.2 The Programme's objective is to act as a catalyst for innovative approaches to advanced manufacturing in the region. This will help to improve productivity and contribute to inclusive growth by safeguarding existing jobs and developing sustainable new opportunities for the future workforce. The Programme will take an open, competitive, call-based approach to identifying projects.

4.16 Eden Campus

4.16.1 The UK Government will commit up to £24.5 million and the Scottish Government will commit up to £2 million to the development of Eden Campus by the University of St Andrews. This project aims to repurpose a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation. It will provide a location for innovators from academia, industry and technology to collaborate and trial new technologies and networks.

4.16.2 Eden Campus will bring industry alongside academic expertise from around the world and is central to the University of St Andrews' strategy to become the UK's first energy carbon neutral university. The campus will contribute to national and international ambitions for carbon reduction, while simultaneously driving employment, training and apprenticeships in the low carbon sector.

4.16.3 The funding will enable the development of three interconnected components:

- An **Enterprise Hub** to support the start-up and growth of new and emerging companies focused on low carbon innovation. It will incorporate a combined incubator and accelerator facility which will offer companies space and business support services.

- The **GENESIS Centre**, a new research and development facility focused on the storage and conversion of energy. The Centre will provide a space for companies to access academic and industrial expertise, develop and test innovative new approaches to low carbon energy systems, engage with other companies, and build business-to-business collaborations.
- An **upgrade of the power supply** to the Eden Campus (and North East Fife), including a smart energy primary sub-station. This will be capable of importing and exporting power from traditional and renewable sources. It will be an active part of electricity grid management for Fife. It will help demonstrate innovative services and products, enabled by new technology and data to offer efficient, collaborative and inclusive energy solutions, capable of scaling up for national use to meet the drive for low carbon power.

4.17 Stretch Dome Simulator

4.17.1 The UK Government will commit up to £0.3 million to a Stretch Dome Simulator to be located within the Eden Campus. The Simulator is an integrated simulation and visualisation suite that can be used to test research and innovation into for example: climate change; coastal ecology; underwater acoustics; low carbon and new materials. It will give scientists the ability to test theories and generate solutions in rapid time, while also giving them the capability to demonstrate the impact of their work to a wider audience.

4.18 Project Beacon

4.18.1 The UK Government will commit up £5.2 million to the creation of an advanced plastics recycling facility capable of treating all waste plastic types and achieving a minimum 90% recovery and recycling rate. This will make a major contribution to the global challenges of reducing the amount of plastic being lost as waste that might otherwise be used, and plastics pollution that threatens marine, bird, and animal life. Successful implementation of this project will enable similar facilities to be rolled out across the UK and internationally. Once complete, the facility will become one of the most advanced plastic waste processing plants in the country.

A Connected Tay



5. A Connected Tay

5.1 Rural Angus and Rural Perth and Kinross - High Speed Broadband

- 5.1.1 The UK Government will commit up to £2 million to developing Rural Angus and Rural Perth and Kinross High Speed Broadband. These projects will enhance digital connectivity in rural areas across the region, and will be enhanced by £5.9 million from the UK Government Local Full Fibre Network programme.
- 5.1.2 Up to £1 million is committed to the Rural Angus project, which will focus on creating a solution to provide remote and rural properties with high quality wireless connectivity.
- 5.1.3 Up to £1 million is committed to the Rural Perth and Kinross project, which will re-use and extend existing fibre broadband between Perth city centre and out of town developments. This will connect more than one hundred rural sites, including schools, libraries and museums to gigabit capable connectivity.

5.2 5G Digital Testbeds

- 5.2.1 The Scottish Government will commit up to £2 million to support 5G testbeds and trials in the Tay Cities region, helping to put it at the forefront of full fibre and 5G deployment to drive economic development. The testbeds are the infrastructure (data centre, fibre and transmitters) needed for 5G. Case studies will explore the use of the testbeds for applications as varied as transport information mobile gaming or measuring civic space usage.
- 5.2.2 The funding will be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work will develop the practical use of 5G and demonstrate the innovation possible, its potential markets and the appeal of these innovations to regional communities and stakeholders. The test cases will be focussed initially on Dundee waterfront but also explore how to use the digital connectivity improvements in rural Angus and Perth and Kinross to roll out 5G case studies there.

5.3 Low Carbon Transport & Active Travel Hub

- 5.3.1 The Scottish Government will commit up to £3.5 million to support three complementary transport developments. These innovative, low carbon technologies aim to improve the range of available sustainable travel and to improve workforce mobility, social inclusion and environmental impact.
- 5.3.2 A **Low Carbon Transport Hub** will be built near Perth on the motorway network and will bring together solar energy generation and battery storage to provide sustainable electric vehicle (EV) charging. This will reduce barriers to EV ownership and encourage people to leave cars at the edge of the city and travel to the centre by public transport or cycling. The use of solar generation and battery storage will reduce the burden on the national grid. The Hub will include 36 Solar Car ports where a car can be charged using stored solar electricity. Charging can be fast (while you wait) or slow – designed to allow the driver to leave their car and cycle or take public transport into the city centre. Transport information mobile web application and secure storage for private bikes will support this.

- 5.3.3 A **Perth Active Travel Hub** will be created in the city, integrating with and supporting the Perth Bus and Rail Interchange project (see below). The development in Perth city centre will transform a bus interchange into a pedestrian area with facilities to store, charge and hire bikes. This will be supported by a transport information mobile web app, to help cyclists and pedestrians plan and manage their journeys; cycle way improvements; and the creation of a car club. The project will promote and support the development of a sustainable, inclusive and accessible transport system in Perth which promotes prosperity, health and fairness for all citizens. Local consultations and a programme to promote behaviour change will complement the built active travel infrastructure.
- 5.3.4 **Perth Hydrogen:** the future development of a hydrogen fuelling station on the motorway network near Perth.

5.4 Perth Bus & Rail Interchange

- 5.4.1 The Scottish Government will commit up to £15 million to support the redevelopment of Perth's Bus and Railway Stations, improving connectivity between them and the city centre.
- 5.4.2 The project will improve the commuter and visitor experience in Perth, including improved walking links from the railway station to Perth city centre and wheelchair accessible routes. It will seek to use some of the land used by the railway station to more efficiently integrate other forms of transport such as bus, and also showcase the heritage value of the station.
- 5.4.3 The redevelopment adds value to the Low Carbon Transport and Active Travel Hub project (see above) by promoting the use of rail amongst the resident and visitor populations and delivering wider improvements to facilitate the use of sustainable modes. This, coupled with increased walking and cycling to reach the station, will have positive impacts on wider environmental and social objectives around air quality and health.

5.5 Dundee Airport Investment

- 5.5.1 The Scottish Government will commit up to £9.5 million to the development of Dundee Airport, which is licensed for scheduled, private and charter operators. This investment will support the development of new route opportunities, enhancing links with other UK airports and potentially European hubs. These links will ensure the Airport can contribute effectively to the region's wider connectivity requirements, a key enabler of sustainable economic growth.
- 5.5.2 The Deal will also support further capital investment in the Airport, potentially including air traffic management infrastructure as well as modifications to the terminal building and airfield.



The partners have developed a new collaborative model to deliver improved outcomes for everyone living and working in the region.



An aerial photograph of a scenic landscape. In the foreground, a large, multi-arched stone bridge spans a wide river. To the left of the river is a lush green golf course with several trees scattered across it. Further left, a town with traditional stone buildings and a road is visible. The background shows rolling hills under a blue sky with scattered white clouds. A semi-transparent dark blue rectangular box is overlaid on the upper right portion of the image, containing the text 'Partnership Arrangements' in white.

Partnership Arrangements

6. Partnership Arrangements

6.1 Introduction

6.1.1 The partners have developed a new collaborative model to deliver improved outcomes for everyone living and working in the region. They will use the momentum created by the Deal to accelerate inclusive, sustainable economic growth. This will be achieved by the partnership between the Scottish and UK Governments and regional partners.

6.2 Strategic Context

6.2.1 The Deal has been the catalyst for a new approach to economic development, strategic planning and transport planning, underpinned by a new approach to city regional governance. Significant progress has been made towards a new Regional Economic Partnership, with the establishment of the Tay Cities Region Joint Committee. In addition to elected councillors, its members comprise representatives of the private, education and third sectors, as well as Scottish Enterprise and Skills Development Scotland.

6.2.2 Since the approval of the Deal's Heads of Terms in November 2018, partners have worked together to plan the acceleration of regional growth. Key outputs include the Regional Tourism Strategy, Regional Skills Investment Plan, and a refresh of the Regional Economic Strategy. This work will continue during and beyond the Deal.

6.3 Partnership with Private and Third Sectors

6.3.1 The voices of the private and third sectors are integral to the Deal. The model combines the best of private sector commerciality and expertise with public sector capacity, transparency, and accountability. The Tay Cities region has strong private and third sectors and harnessing their understanding of regional strengths and opportunities is critical to the city region's success. They contribute to decision making by their presence on Thematic Boards, membership of the Enterprise Forum, and representation on the Management Group and Joint Committee.

A photograph of a stone wall and a large standing stone in a grassy field under a blue sky. The stone wall is made of stacked, irregular stones, and the standing stone is a large, reddish-brown rock with some circular markings. The sky is a clear, bright blue with a few wispy clouds. The text "Governance Arrangements" is overlaid on a dark blue rectangular background in the upper right quadrant of the image.

Governance Arrangements

7. Governance Arrangements

7.1 Introduction

- 7.1.1 The Deal's governance arrangements enable decisions to be taken in an open and transparent way, in one place, for the whole of the Tay Cities region. This section details these arrangements and how they contribute to the management of the programme and associated risks.
- 7.1.2 The Joint Committee established by local authority partners in 2017, is the ultimate regional decision making body for the Deal. It also has a wider role to lead regional collaboration more broadly. Its terms of reference are at Annex 1.
- 7.1.3 The Joint Committee is supported by a number of bodies which are summarised in Diagram 1 overleaf. The overarching governance structure, as well as the terms of reference, membership, and chairing arrangements for each body will be reviewed annually. The partners will also regularly review monitoring and risk management arrangements to ensure they are clear and operating effectively. They will also consider the ways that internal audit can provide assurance on the effectiveness of these arrangements.
- 7.1.4 The Scottish and UK Governments link with the governance structure both formally and informally. Informally, the Scottish and UK governments meet regularly with the Programme Management Office (PMO); meet members of the Management Group as required; participate in information sessions for projects and facilitate access by project owners to technical advice from civil servants. The representatives of both Governments also have an open invitation to attend all Management Group and Joint Committee meetings. Formal links are maintained via the monitoring and reporting arrangements set out at 7.19 below, which include an Annual Conversation with the Scottish City Region and Growth Deal Delivery Board to celebrate success, discuss progress, reflect, work through concerns about implementation and consider future ambitions.

7.2 Joint Committee

- 7.2.1 The Joint Committee is the primary decision making body for the Deal. It oversees all investment and approves relevant business cases. It is governed by the Joint Committee Governance Agreement. The Agreement sets out matters including membership and voting rights; the purpose and functions of the Committee; the powers delegated to the Management Group; the role of the PMO funding and budget arrangements. Standing Orders set out the arrangements for meetings.
- 7.2.2 Dundee City Council is the Lead Authority, which means it carries out a range of functions that support and enable regional partnership working, such as employing the PMO and providing administrative, professional and technical support as required to support the Joint Committee. It is also the Accountable Body for the Deal, ensuring that the partnership makes decisions in accordance with all legal, financial, and administrative requirements.

Diagram 1: Tay Cities Region Deal Governance Structure

Key

- Decision
- Advisory



7.3 Lead Authority

7.3.1 The Management Group comprises the Chief Executives of the region's four local authorities (or their nominees), and the nominees of the other regional partners. The PMO administers the Management Group and its meetings.

7.3.2 The Joint Committee has delegated the following responsibilities to the Management Group:

- Appointment and direction of the Programme Manager to lead and manage the PMO and coordinate the operational delivery of the Deal.
- Scrutiny of proposed business cases and the making of recommendations to the Joint Committee on such business cases, following input and advice on process compliance and quality assurance from the PMO.
- Consideration of quarterly and annual reports from the PMO, assessing and monitoring progress, process, performance, slippage and risks in respect of all active projects within the Deal.
- Consideration of reports by Project Owners who are failing to deliver their Deal project in accordance with the terms of their grant agreement, and the agreement of mitigating actions to ensure the successful completion of the project.

7.4 The Finance Directors Group

7.4.1 The Finance Directors Group provides the partners with financial expertise through their advice and recommendations to the Management Group. They ensure, for example, that the Deal monies are spent as planned; that financial risk, audit and assurance are carried out effectively throughout the process; that financial compliance arrangements are adhered to; and consider quarterly financial reports on progress on the programme. Their terms of reference are at Annex 3.

The Deal's governance arrangements enable decisions to be taken in an open and transparent way, in one place, for the whole of the Tay Cities region.

7.5 Programme Management Office (PMO)

7.5.1 The PMO is a team of officers hosted by or seconded to the Lead Authority to coordinate the operational tasks needed to implement the delivery of the Deal. The Programme Manager is appointed by the Management Group and works under their direction. The PMO reports quarterly and annually through the Management Group to the Joint Committee. The duties of the PMO are set out at Annex 6.

7.6 Thematic Boards

7.6.1 The Joint Committee and Management Group have established and agreed the governance of Thematic Boards. Their purpose is to develop and maintain oversight of the projects and programmes in the Deal. The Boards are formed of senior regional representatives from the public and private sectors with expertise in the thematic field.

7.6.2 Each Thematic Board is chaired by a Management Group member. Their expertise is reflected in the recommendations they make to the Management Group. They also have a wider role to maximise regional collaboration beyond the Deal. Each Thematic Board has its own arrangements for achieving consensus when reaching a recommendation.

7.6.3 The Thematic Boards are as follows:

- Skills Board;
- Transport Board;
- Digital Board;
- Culture and Tourism Board; and
- Innovative, International Board.

The membership of each Thematic Board includes individuals with a range of knowledge and experience. The Management Group will ensure that Boards tasked with scrutinising business cases have the necessary skills to do so effectively. The terms of reference for each Board are at Annex 7.

7.7 Heads of Economic Development

7.7.1 The Heads of Economic Development Group is formed of the appropriate managers/chief officers of the four partner local authorities and the Tayside and Central Scotland Transport Partnership. The group assists the Tay Cities partnership to deliver the Regional Economic Strategy by providing guidance and advice. As part of this they also provide support and challenge to projects within the Deal and can support the review business cases and provide advice as required. They also lead for the partnership on the delivery of Inclusive Growth.

7.8 The Tay Cities Region Enterprise Forum

7.8.1 The Tay Cities Region Enterprise Forum brings together representation from the wider business community. Its role is to provide knowledge and expertise to the Management Group to assist them in implementing the Deal. It also enables a meaningful exchange of views and information between the business sectors and the Deal. Over time the Tay Cities Region Enterprise Forum will develop activities to consult with the business community and more widely to ensure stakeholders are involved as the Deal progresses. Scottish Enterprise administers the Tay Cities Region Enterprise Forum. Its terms of reference are at Annex 4.

7.9 The Tay Cities Region Higher/Further Education Forum

7.9.1 The Tay Cities Region Higher/Further Education Forum brings together representation from the wider education community. It also enables a meaningful exchange of views and information between the education sector and the Deal. The chair of the Tay Cities Region Higher Education/Further Education Forum is responsible for its administration. Its terms of reference are at Annex 5.

7.10 The Communications Group

7.10.1 The Communications Group provides expertise through their advice and recommendations to the Management Group. Their terms of reference are at Annex 8 respectively.

7.11 Conduct of members

7.11.1 Irrespective of their background or geography, it is the duty of all Joint Committee, Management Group, Thematic Board and Advisory Forums/Group members to act in the best interests of the Deal, foregoing any interest they personally, or their own organisation may have in the Deal and its constituent projects. All members are expected to comply with the Code of Conduct of their respective organisations and the values and aspirations of the regional partnership. Government representatives may attend meetings as appropriate in observer/advisory capacity and are not bound by the requirements of the Board's members.

7.12 Accountable Body

7.12.1 Dundee City Council is the Accountable Body for the Deal. All grant funding from Government will be channelled through the Accountable Body and it will have the authority to hold to account any of the members of the bodies within the governance structure or projects, should they present a risk to the overall programme.

7.12.2 An annual Grant Offer Letter between the Scottish Government and the Accountable Body sets out the terms and conditions attached to Deal funding. These terms and conditions will be replicated in separate agreements between the Accountable Body and regional partners, with any additional specific requirements necessary for Dundee City Council to fulfil its role as the Accountable Body clearly set out. The broad terms of the Deal are also set out in the Financial Agreement between the UK and Scottish Governments and the Accountable Body.

7.13 Risk and Audit

7.13.1 An overall Programme Risk Register report will be compiled by the PMO and considered by the Management Group and Joint Committee every quarter. The template for this report will be developed and agreed with both Governments.

7.13.2 All partners to the Deal are responsible for responding to any recommendations set out by Audit Scotland or the National Audit Office in relation to any audit undertaken on the Deal. The partners will also take account (where appropriate) of recommendations in relation to audits of the wider City Deals programme. The partners commit to working collaboratively to respond to recommendations in a constructive and proportionate way.

7.14 Financial Diligence

7.14.1 All of the bodies that make up the Deal, the partners and Dundee City Council as the Accountable Body are bound by the principles of:

- personal responsibility for the propriety and regularity of the finances under their stewardship; and
- the economic, efficient and effective use of all related resources.

Risk management and assurance best practice shall be integral to ensuring these principles are maintained.

7.15 Programme Management

7.15.1 Introduction

The partners have put in place robust decision-making, and financial management processes to ensure that public money is being spent responsibly and is accounted for.

7.15.2 Decision Pathway

Projects are identified and implemented through a four-stage journey as shown in the diagram on page 44.

7.16 Programme and Fund Decision Pathways

7.16.1 Projects are single interventions and account for most Deal funding, whereas Programmes comprise two or more projects. There are three programmes within the Deal:

- Regional Skills and Employability Development;
- Regional Culture and Tourism; and
- Advanced Manufacturing.

7.16.2 The Deal also includes the Angus Fund which will enable projects to be developed collaboratively with Angus Council and other local partners as part of the Deal.

7.16.3 The programmes and Fund will be managed in line with the following principles.

- Programme business cases are expected to evolve over time as constituent projects are identified, developed and delivered.
- In general it is not expected that programme business cases will progress beyond OBC, as the more granular detail required at FBC stage in order to unlock funding (e.g. procurement arrangements) will be contained within each programme's constituent project business cases.
- Programme OBCs will be expected to move through several iterations and Governments will have the opportunity to review them at appropriate points in order to ascertain how constituent projects combine to deliver planned programme outputs/outcomes.
- Further requirements may vary depending on the nature and scale of the programme.

7.17 Change Process

7.17.1 It is expected that projects may change over time. The partners will work with Governments to agree a consistent and transparent change management mechanism for the Deal, with appropriate tolerances and thresholds.

7.18 Progress Reporting to Governments

7.18.1 Both Governments have regular oversight of developing project business cases and their approval is needed to enable progression to Full Business Case (see diagram on page 44). The Governments will also:

- receive and consider:
 - a monthly financial forecast;
 - a quarterly performance report;
 - an annual statement of compliance with conditions of grant;
 - an annual benefits realisation plan; and
 - an annual updated implementation plan and annual performance report and financial forecast.
- receive grant claim forms detailing evidence of expenditure; outlining what the expenditure has funded; milestones achieved as a result of such expenditure and the associated monitoring information.
- pay authorised claims for payment of the grant.

7.19 Oversight by the Scottish City Region & Growth Deal Delivery Board (SCRGDDB).

- 7.19.1 The SCRGDDB is a joint UK Government (UKG) and Scottish Government (SG) Board. The Chair of the Board alternates between the SG Deputy Director of Regional Economic Development and the Office of the Secretary of State for Scotland Deputy Director of Policy for the UK Government. Its primary responsibilities are threefold:
- to provide assurance and advice to Ministers;
 - to maintain oversight of deal delivery across Scotland, including the effective monitoring of performance, outcomes, budget, risks, and other issues relating to the national programme; and
 - to facilitate escalation within and across both Governments should significant issues arise within any of the Deals or the programme as a whole.
- 7.19.2 Partners will complete an Annual Report which will form the basis of the Annual Conversation which SCRGDDB will hold with the Accountable Body each year to formally review progress in implementing the Deal. The Annual Conversation will allow SCRGDDB to engage with the Deal at a senior official level to celebrate success and discuss progress. It presents an opportunity to reflect and work through any concerns that the partners and Governments have about the Implementation Plan and the strategic ambitions for the Programme.
- 7.19.3 SCRGDDB reserves the right to introduce additional reviews and checkpoints for particular projects or groups of projects as it deems appropriate.

7.20 Benefits Realisation Plan

- 7.20.1 The partners will work with both Governments to agree a Benefits Realisation Plan for the Deal.
- 7.20.2 The partners will consider with Government the need to conduct check-point or gateway reviews at appropriate intervals throughout the Deal at project or thematic level. These reviews will enable progress towards prescribed milestones as set out in the Deal Implementation Plan to be reviewed and evaluated.
- 7.20.3 At regular intervals, to be agreed with Government, the partners will carry out a thorough review and evaluation of the Deal to capture progress and identify priorities for the next phase of delivery. Both Governments will work with the Joint Committee to set the terms of the evaluation and consider its recommendations. Both Governments reserve the right to request changes or halt funding in the event that outcomes and targets are not being met.

7.21 Reporting by the PMO

- 7.21.1 The PMO will present an Annual Report covering all projects to the appropriate Thematic Board, Finance Directors Group Management Group, and Joint Committee. This report will inform the Annual Conversation (see 7.18.2 above) between the Tay Cities Region Deal and the governments.

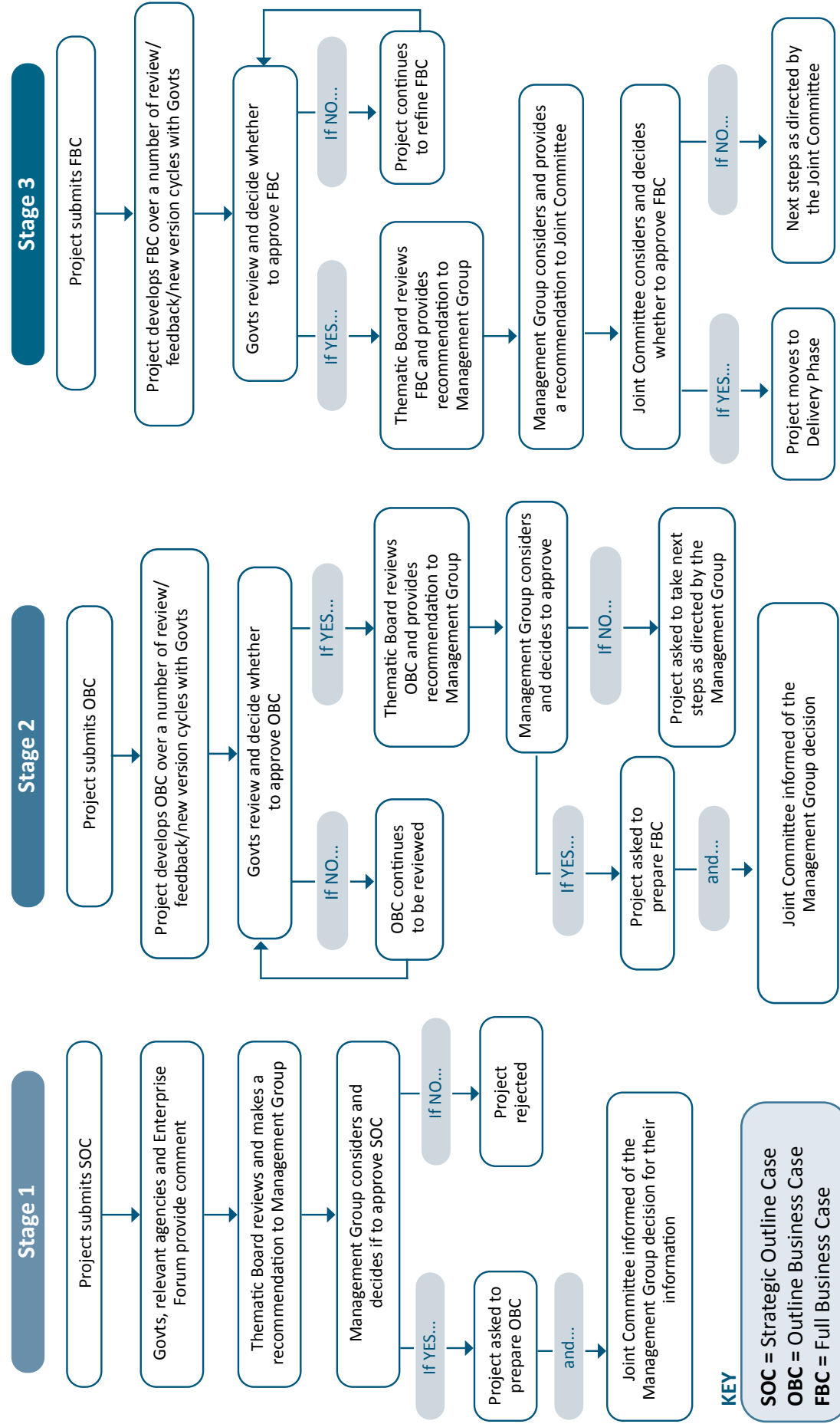
7.22 Reporting by Projects

- 7.22.1 All projects will prepare and submit regular monitoring and forecasting information in support of their financial claims to the PMO. They will also submit an Annual Report detailing the progress of each project/ programme against the milestones set out in its business case. These will inform a Programme Annual Report by the PMO, and will form the basis of an annual discussion between the PMO and Project/Programme Owner to review progress, work through any concerns, and discuss any remedial actions.

7.23 Communication Protocol

- 7.23.1 The Communication Protocol detailed in Annex 8 sets out an agreed framework for communication about the Deal. It is designed to ensure that areas of responsibility and working practices are clearly defined; that communications actions are effective, clear and timely; and that good partner working relationships are maintained. Any breaches of the Protocol will be recorded by the PMO and discussed by the Management Group in order to identify any improvements or lessons learned to ensure communications remain well managed.
- 7.23.2 The Communications Protocol has been developed by communications leads across the partner agencies and approved by the Joint Committee. It covers both proactive and reactive communications, across print and broadcast media, publicity materials, digital and social media, and responses to direct inquiries. It outlines agreed spokespeople and the processes for approving communications and notifying partners of activity across the agencies and PMO.
- 7.23.3 A Deal communications group has been formed. Its membership includes communications representatives from key partner agencies and both Governments and its role is anticipated to evolve over the duration of the Deal.

Decision Pathway



Stage 4: Implementation, Review and Evaluation

Approval by the Joint Committee allows the Deal funds to flow to the project. Funding is provided quarterly in arrears by the Accountable Body in line with the Deal's agreed financial profile and subject to the project owner's ability to demonstrate eligible spend, as required by the Accountable Body.

Once delivered, all projects will be subject to review and evaluation in line with the Benefits Realisation Plan that will be developed. In addition, projects will prepare a quarterly report capturing progress against the milestones in their implementation plan; outputs; leverage (the amount of additional investment secured on the basis of Deal funding) and spend, which will be shared with the relevant Thematic Boards, Finance Directors Group, Management Group, and Joint Committee.

Annex 1: Terms of reference of the Joint Committee

Membership

The Joint Committee consists of 18 members:

- 12 members are appointed by the Constituent Councils from among their own members. The number of members appointed by the Constituent Councils are: 3 by Angus Council; 3 by Dundee City Council; 3 by Perth & Kinross Council and 3 by Fife Council.
- 2 private sector members to be appointed by the Enterprise Forum;
- 1 member to be appointed by the Higher and Further Education Forum;
- 1 member to be appointed by the region's third sector interface bodies;
- 1 member to be appointed by Scottish Enterprise; and
- 1 member to be appointed by Skills Development Scotland.
- Scottish Government and UK Government representatives have an open invitation to attend as observers as appropriate.

Purpose

The functions of the Joint Committee shall be as defined and agreed by the Constituent Authorities but shall include:

- i. Implementation of the Deal, in particular:
 - a. the approval and oversight of investments to be funded through the Deal;
 - b. the approval and reporting of business cases in respect of those investments;
 - c. making recommendations to the Scottish and UK Governments of modified or substitute projects under the Deal as appropriate;
 - d. the monitoring, evaluation and reporting of progress in respect of projects being delivered;
 - e. signing off on satisfactory completion of each project delivered under the Deal; and
 - f. acting as a strategic point of contact with the Scottish and UK Governments and to provide quarterly progress reports to them in relation to the Deal.
- ii. Acting as a regional partnership for the Tay Cities region:
 - a. Regional economic development for the Tay Cities region;
 - b. Regional land use and strategic planning for the Tay Cities region;
 - c. Regional infrastructure planning for the Tay Cities region;
 - d. Support for regional transport planning for the Tay Cities region;
 - e. Monitoring, evaluation and reporting in respect of regional economic performance;
 - f. Approving governance arrangements for the Joint Committee, the Management Group, Thematic Boards and procedural standing orders; Establishing sub-committees/working groups as appropriate and agreeing to the delegation of responsibilities of the Joint Committee to those bodies and to officers; and
 - g. Approval of the roles and remits of any sub-committees to whom areas of authority may be delegated by Constituent Authorities.

Current Status and Implementation

The Joint Committee has been constituted and will evolve according to the demands of the Deal programme.

Annex 2: Terms of reference of the Management Group

Membership

Membership comprises:

- Four regional local authority Chief Executives (delegated to Director);
- One representative from the Higher Education/Further Education Forum;
- One representative from the Enterprise Forum;
- One representative from Scottish Enterprise;
- One representative from Skills Development Scotland;
- One representative from Tactran;
- One representative from Transport Scotland;
- One representative from VisitScotland;
- The Section 95 Officer of the Lead Authority (Dundee City Council) will have a standing invitation as an ex-officio member;
- Programme Management Office function; and
- Scottish Government and UK Government representatives have an open invitation to attend as observers as appropriate.

Purpose

The Management Group supports the Joint Committee in the delivery of the Deal Programme. It oversees cross-regional strategic activities outlined in the Heads of Terms. It also acts as a sounding board and provides feedback for activity that the PMO is undertaking. The purpose of the Management Group is to:

- support the Joint Committee in the delivery of the Deal, ensuring that it is aligned towards achieving its inclusive growth ambitions;
- ensure that the proper processes and procedures are in place in the delivery of the Deal;
- monitor financial spend against profile and delivery of milestones against agreed timescales;
- bring together intelligence and expertise to identify priorities and develop solutions to maximise private sector investment in the Tay Cities region and secure sustainable and inclusive growth;
- capture and communicate business requirements for changes to, and development of economic policy and commission associated appropriate interventions;
- work collaboratively with all partners, to address barriers to inclusive economic growth and drive efficiency; and
- work to create an environment to support business growth ensuring appropriate mechanisms exist through which, as a co-ordinated voice, the private sector can inform and influence the shape and future direction of local, regional and national Government policy.

The Chair and Vice Chair will rotate annually, and will be aligned with the Chair and the Vice Chair of the Joint Committee by geography.

Current Status and Implementation

The group has been constituted and will evolve according to the demands of the Deal programme.

Annex 3: Terms of reference of the Finance Directors Group

Membership

The group will comprise:

- Finance Directors of each Constituent Authority; and
- FE/HE Directors (Universities of Abertay, St Andrew and Dundee and the James Hutton Institute)

It will be chaired by the Section 95 Officer of the Lead Authority (Dundee City Council) and supported by the PMO.

Purpose

The group will:

- support the Management Group and Joint Committee in overseeing the Deal's finances;
- ensure that the Deal monies are spent as set out in the Financial Plan (to be agreed within the Full Deal);
- ensure that financial risk, audit and assurance are carried out effectively throughout the process;
- ensure compliance with current financial regulations and accountancy best practice; and
- consider quarterly financial reports, and escalate any risks to the Management Group.

Current Status and Implementation

The group has been constituted and will evolve according to demands of the Deal programme.

Annex 4: Terms of reference of the Tay Cities Region Enterprise Forum (TCREF)

Purpose

The overarching purpose of the Tay Cities Region Enterprise Forum is to provide the voice of the business sector to guide the implementation of the Deal. While the projects and financial arrangements have already been agreed in the Heads of Terms and ultimately, in the Deal document, this group will support the partners towards a shared ambition for achieving sustainable and inclusive economic growth for the Tay Cities region. It will do this in the following ways:

- use its commercial knowledge and expertise to influence the Joint Committee and Management Group making spend and investment decisions that maximise benefits for the city region's economy and its people;
- engage with wider business and third sector networks across the Deal to ensure that a wide range of views are captured; and
- champion the Deal nationally and internationally to encourage further investment opportunities.

Principles

The group will augment, and build on, existing business forums or similar structures without superseding them. Members will be appointed to the group based on their expertise and knowledge of the Deal and its commercial sector, rather than the organisations which they represent. Individuals will be required to act in the best interests of the Deal community, foregoing any interest their own organisation (if any) may have in the Deal and related projects. Members will be responsible for ensuring that views of existing business networks are captured, and that there is no duplication between the group's activity and these networks.

Governance and Decision-Making

The group will not have direct decision-making power, but will make recommendations to the Joint Committee, which will be the ultimate decision-making body for Deal activity. To cater for this, the Chair of this group will sit on the Management Group.

Membership

The Forum will seek to ensure an appropriate balance of membership, in terms of the following.

- Geography: each of the four local authorities in the Tay Cities region will be represented by at least one business organisation with significant operations in their area.
- Sector: organisations that operate in key industry areas that are relevant to the city region's economy will be represented.
- Size: small, medium and large organisations will all be represented.
- Gender, ethnicity and age of business and third sector leaders.
- Organisation type: individuals will be represented in accordance with the mix of enterprise types across the Tay Cities region.

There will also be Management Group/Deal PMO, Government/Agency and Higher/Further education representation, to ensure links with the wider governance structure. Support will be provided by Scottish Enterprise.

Current Status and Implementation

The group has been constituted and will evolve according to the demands of the Deal programme.

Annex 5: Terms of reference of the Tay Cities Region Higher Education/Further Education Forum (HE/FE Forum)

Purpose

The overarching purpose of the Tay Cities Region Higher Education/Further Education Forum is to provide the voice of the Higher Education/Further Education sector to guide the implementation of the Deal. While the projects and financial arrangements have already been agreed in the Heads of Terms and ultimately, in the Deal Document, this group will support the partners towards a shared ambition for achieving sustainable and inclusive economic growth for the Tay Cities region. It will do this in the following ways:

- use its knowledge and expertise to influence the Joint Committee and Management Group making spend and investment decisions that maximise benefits for the Tay Cities region's economy and its people;
- engage with wider academia to ensure that a wide range of views and innovative developments are captured and raised with the Joint Committee to further developments within the region; and
- champion the Deal nationally and internationally to encourage further investment and development opportunities.

Principles

The group will augment, and build on, existing forums or similar structures without superseding them, members will ensure that there is no duplication between the group's activity and these various networks. Members will be appointed from each of the HE/FE institutions in the region. Individuals will be required to act in the best interests of the Deal community, foregoing any interest their own organisation (if any) may have in the Deal and related projects.

Governance and Decision-Making

The group will not have direct decision-making power, but will make recommendations to the Management Group, which will be the ultimate decision-making body for Deal activity. The group may also provide advice to the various Advisory Boards. To cater for this, the Chair of this group will sit on the Joint Committee.

Membership

Each of the HE/FE institutions in the Tay Cities region will be represented on the group.

Current Status and Implementation

The group has been constituted and will evolve according to the demands of the Deal programme.

Annex 6: Terms of reference of the Programme Management Office (PMO)

The PMO shall be the team of officers employed by or seconded to the Lead Authority to coordinate the operational tasks necessary to implement the delivery of the Deal Programme.

In particular the PMO will:

- provide best practice styles and documentation to the Constituent Authorities;
- scrutinise proposed business cases and make recommendations to the Joint Committee via the Management Group. Where necessary expertise does not exist within this team to fulfil this responsibility, external support may be commissioned and managed by the PMO;
- assess and monitor progress, process, slippage and risks in respect of projects within the Deal Programme and report these to the Management Group;
- analyse the impact of the delivery of the projects within the Deal as well as the wider economic benefits as agreed in business cases and conditions of grant awards and report the same to the Joint Committee to enable it to fulfil its reporting obligations to all in accordance with commitments made to the UK and Scottish Governments as part of the Deal;
- liaise with and co-ordinate programme delivery across other partners and national bodies, including non-departmental public bodies, as long as such co-ordination advances the aims of the Deal and the functions of the Joint Committee; and
- develop and implement communications and stakeholder engagement strategies.

The Programme Manager shall be appointed by the Management Group to lead and manage the PMO and have responsibility for co-ordination of the operational delivery of the Deal. The PMO is hosted by or seconded to the Lead Authority. The Programme Manager shall work under the direction of the Management Group and shall be accountable to the Joint Committee, through the Management Group, for the operational delivery of the Deal.

Through the Management Group, the Programme Manager shall provide quarterly updates and an annual report to the Joint Committee advising on the progress, performance, slippage and risks in respect of all active projects within the Deal.

The PMO will be reviewed by the Management Group quarterly as part of risk reporting, to ensure that it is suitably resourced to meet the demands of delivering the Deal for the forthcoming period.

Annex 7: Terms of reference for the Thematic Boards

A. SKILLS BOARD

Membership

Representatives on this group will include:

- Senior Responsible Officer for Skills Programme (a representative from SDS who is also a Management Group Representative) – Chair;
- nominated Local Authority representatives (one of which will be the appointed Thematic Lead);
- representative from Higher Education/Further Education Forum;
- representative from Enterprise Forum; and
- representative from Scottish Enterprise.

Purpose

The group's purpose will be to develop and maintain oversight of the integrated Regional Skills Investment Plan, and its remit will include:

- developing the Regional Skills Investment Plan and thereafter reviewing the programme taking into account regional and national developments;
- project prioritisation and resourcing;
- review and assess business cases and provide advice and guidance to project owners on their submissions;
- provide advice, guidance and recommendations to the Management Group on the development and approval of business cases;
- review any requests for change to approved projects and make recommendations to the Management Group;
- leading and maximising the collaboration with Deal partners;
- development of external partnerships with industry, public bodies and academia to further develop and influence the Regional Skills Investment Plan;
- assurance that inclusive growth is wholly integrated within all projects and the Deal programme; and
- regular progress reporting on the Regional Skills Investment Plan to funders and key stakeholders.

Current Status and Implementation

The group has been constituted and will evolve according to demands of the Deal.

B. TRANSPORT BOARD

Membership

Representatives on this group will include:

- Management Group Representative – Chair;
- nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead);
- representative from Enterprise Forum (Transport);
- representative from Scottish Enterprise;
- representative from Network Rail;
- representative from Transport Scotland; and
- representative from Tactran.

Purpose

The group's purpose will be to develop and maintain oversight of all transport projects, and its remit will include:

- review and assess business cases and provide advice and guidance to project owners on their submissions;
- provide advice, guidance and recommendations to the management group on the development and approval of business cases;
- review any requests for change to approved projects and make recommendations to the Management Group;
- leading and maximising the collaboration with Deal partners;
- regular progress reporting on the all projects to funders and key stakeholders; and
- development of external partnerships with industry, public bodies and academia.

Current Status and Implementation

The work of this group will be covered within the Tay Cities Regional Transport Working Group and will evolve according to demands of the Deal.

C. DIGITAL BOARD

Membership

Representatives on this group will include:

- Management Group Representative – Chair;
- Nominated Local Authority representatives (2/3; one of which will be the appointed Theme Lead);
- Representative from Enterprise Forum (Digital);
- Representative from Higher Education/Further Education Forum; and
- Representative from Scottish Futures Trust.

Purpose

The group's purpose will be to develop and maintain oversight of all digital projects and develop and maintain awareness of digital and technological elements of other aspects within the Deal. Its remit will include:

- review and assess business cases and provide advice and guidance to project owners on their submissions;
- provide advice, guidance and recommendations to the Management Group on the development and approval of business cases;
- review any requests for change to approved projects and make recommendations to the Management Group;
- leading and maximising the collaboration with the partners and projects;
- regular progress reporting on all the projects to funders and key stakeholders;
- development of external partnerships with industry, public bodies and academia and providing the Management Group with information and advice on policy implications of initiatives and activities including funding and investment opportunities affecting digital innovation in the region; and
- spread information about digital initiatives throughout the region and examples from around the world to stimulate new ideas and help organisations and people make connections.

Current Status and Implementation

The group has been constituted and will evolve according to demands of the Deal.

D. CULTURE AND TOURISM BOARD

Membership

Representatives on this group will include:

- Management Group Representative – Chair;
- Local Authority (2/3; one of which will be the appointed Thematic Lead);
- Enterprise Forum (Tourism);
- Higher Education/Further Education Forum;
- Scottish Enterprise representative;
- VisitScotland;
- Creative Scotland; and
- Historic Environment Scotland.

Purpose

The group's purpose will be to develop and maintain oversight of the Regional Culture and Tourism Investment Programme and Culture & Tourism Projects, and its remit will include the following:

- Develop the Culture and Tourism Programme and thereafter review the programme taking into account regional and national developments;
- Project selection and prioritisation;
- Review and assess business cases and provide advice and guidance to project owners on their submissions;
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases;
- Review any requests for change to approved projects and make recommendations to the Management Group;
- Leading and maximising the collaboration with Deal partners;
- Development of external partnerships with industry, public bodies and academia to further develop and influence the Culture and Tourism Programme; and
- Regular progress reporting on the Culture and Tourism Programme to funders and key stakeholders.

Current Status and Implementation

The group has been constituted and will evolve according to demands of the Deal.

E. INNOVATIVE, INTERNATIONAL BOARD

Membership

Representatives on this group will include:

- Management Group Representative – Chair;
- Nominated Local Authority(2/3; one of which will be the appointed Thematic Lead);
- Enterprise Forum x 2;
- Higher Education/Further Education Forum x 2;
- Scottish Enterprise; and
- Scottish Development International.

Purpose

The group's purpose will be to develop and maintain oversight of the all projects within the innovative, international theme, and its remit will include:

- review and assess business cases and provide advice and guidance to project owners on their submissions;
- provide advice, guidance and recommendations to the Management Group on the development and approval of business cases;
- review any requests for change to approved projects and make recommendations to the Management Group;
- leading and maximising the collaboration with the partners and projects;
- regular progress reporting on the all the projects to funders and key stakeholders; and
- development of external partnerships with industry, public bodies and academia and providing the Management Group with information and advice on policy implications of initiatives and activities affecting innovation throughout the region.

Current Status and Implementation

The group has been constituted and will evolve according to demands of the Deal.

Annex 8: Tay Cities Region Deal Communication Protocol

For Member Authorities, partners, the PMO and the UK and Scottish Governments.

Tay Cities Region Deal - Branding

Any physical manifestations of a project funded by the Tay Cities Region Deal should be appropriately branded with UK Government and Scottish Government logos which should sit alongside each other and should be of the same dimensions. Appropriately branded should be understood as branding that makes it obvious that the project has been funded by the UK and Scottish Government to visitors and workers at a project's premises. This branding must apply to all public facing documents or comms with relation to the Tay Cities Region Deal.

Partner Commitment

This document sets out an agreed framework for communication protocols around the Tay Cities Region Deal (the Deal). It is designed to ensure:

- areas of responsibility and working practices across the partners are clearly defined
- effectiveness, clarity and timeliness of action when matters concerning one or more partners are deemed likely to be of public/media interest; and
- good partner working relationships.

Scope

This protocol covers proactive and reactive communications activities in relation to the Deal by the PMO, Member Authorities (Angus, Dundee City, Fife, and Perth and Kinross councils), Scottish and UK Governments, and other partners, with communications defined as:

- press releases and written statements issued to the print, online and broadcast media;
- interviews and opinion pieces provided to the print, online and broadcast media;
- briefings, interviews, verbal statements and press conferences;
- publicity material, including posters, brochures, leaflets, newsletters and reports;
- media information, blogs and commentary released across each organisation's social media;
- broadcast interviews, documentaries and public interest programmes;
- information published on each organisation's website; and
- responses to FOIs, political and customer enquiries.

Lead Organisation

The Tay Cities PMO, with Deal PR and Comms Group, will together lead on/sign off Deal programme communications in relation to output from all committees and governance groups.

Scottish and UK Governments in Relation to the Deal

The UK and Scottish Governments will be engaged as early as possible in every Deal project milestone, to allow opportunities for attendance at events/launches and inclusion of media quotes.

The PMO will act as a liaison between individual projects and the Deal partners, and will be the primary point of contact for the UK and Scottish Governments. As such the PMO should be sighted on all potential project and programme level communications activities in order to ensure the UK and Scottish Governments receive sufficient notice of, and opportunity to contribute to, any media opportunities, visits, or events. Government partners will aim to advise the PMO in advance about proposed or planned media or visits by politicians or senior officers connected to the Deal.

If a member authority or partner intends to invite either the UK or Scottish Government to an event or media opportunity connected to the Deal, or to offer space for a quote in a news release, the same offer must be made to both Governments.

Spokespeople

The agreed spokespeople are:

- For the Deal programme: the Joint Committee Chair, where appropriate with UK and Scottish Governments.
- For individual Deal projects: Lead Member Authority or Partner will appoint, as appropriate. Where a project is carried out by two or more partners, it is acceptable to include quotes from the relevant spokesperson for each organisation.
- Where the subject crosses themes or more generally relates to the partnership, the Joint Committee Chair will be quoted.

Process

A Deal Communications Group shall meet to:

- populate and agree a communications planner and upcoming activity;
- update the communications documents set out below; and
- to discuss the handling of any forthcoming communications opportunities that have arisen since the previous meeting.

Media Activity/Releases

- all media releases or briefing notes relating to the Deal should be shared in advance with the PMO and all communications leads;
- Media Releases relating to the Deal should be posted promptly on <https://www.taycities.co.uk/> by the Deal PR and Comms Group;
- in instances of sensitive, or conflicting, positions communication leads representing each organisation undertake to keep each other informed on a 'no surprises' basis. Any confidentiality or embargo relating to this information will naturally be upheld;
- all media releases **must** mention where projects have been funded by the UK and/or Scottish Government, as well as any other funding partners, through the Deal. This must be included in the body of the release, not in the background, and must be placed early in the release so as to ensure it is picked up in coverage;
- where appropriate, final releases should be shared with partners for wider ongoing circulation; and
- contact details for the partner communications leads are provided below.

Media Enquiries and FOI Requests

The PMO and Deal PR and Comms Group will together lead on responding to media enquiries relating to the Programme. Member authorities/partners should direct relevant enquiries to the PMO and Deal PR and Comms Group. The PMO will lead on FOI enquiries relating to the programme. Media enquiries relating to individual projects should be dealt with by the relevant lead organisation. However, all partners should be advised of and should share responses issued to the media, including relevant FOI enquiries. FOI and media enquiries will also be discussed standing agenda item at Deal Communication Group meetings.

Communication Planner

The Communication Planner provides a forward plan of proposed communications activities by all partners and will be updated by the PMO ahead of each Deal Communication Group meeting. The Planner should also provide details as to the release of public information about the Deal, such as where meeting papers

will be made publically available ahead of meetings. Comms leads should inform other partners and the PMO in advance and at the earliest opportunity of potential or actual media communication activities that are not recorded on the Planner.

Photo Opportunities

These will be organised by the relevant lead organisation on the project. All partner communications leads must be informed in advance and will bear responsibility for inviting any relevant representative from their organisation to take part.

Communications Documents

The partners agree to use the following communication documents in order to achieve consistency in messaging. These are:

- the **Core Script ('Boilerplate')**, which provides a short description of the Deal, how it came about, what it will do, what it hopes to achieve, and relevant details of timeframes and investment;
- **the Story Matrix**, which sets out the regional challenges, the solutions, and the proof points/ case studies of what has been achieved through the Deal. It is the responsibility of all partners to populate the matrix and keep it up to date, so that it can be reviewed and discussed at Deal Communications Group meetings; and
- **the Q & A**, which will capture frequently asked questions and agreed responses.

Amendments to the above suite of documents should be made in consultation with the other partners.

Escalation

If an issue arises with the partnership, the partners will work together to agree a communications strategy, messaging and spokespeople before any communication about the issue is made. If the issue is raised with one partner by a third party the partner will only offer a holding response before immediately conferring with the other partners about the appropriate course of action.

Branding

Tay Cities branding should be used in all communications activities, alongside that of the two Governments. Member authority and partner logos should also be used where appropriate.

Review

This protocol will be reviewed annually by the Deal Communications Group, for discussion/approval by the Tay Cities Management Group.





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