Notice of meeting and agenda

Edinburgh and South East Scotland City Region Deal Joint Committee

10.00 am Friday, 4th September, 2020

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast.

The law allows the Joint Committee to consider some issues in private. Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

Contacts

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1. Order of Business

1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of Interests

2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Previous Minutes

3.1 Minute of the Edinburgh and South East Scotland City Region Deal Joint Committee of 7 August 2020 – submitted for approval as a correct record

4. Forward Planning

4.1 Work Programme for City Region Deal Joint Committee – report by Andrew Kerr, Chief Officer, Edinburgh and South East Scotland City Region Deal

4.2 None.

5. Items for Consideration

5.1 City Region Deal Progress Report – Report by the Chief Officer, Edinburgh and South East Scotland City Region Deal

5.2 Supplementary Agreement to Minute of Agreement for the

Edinburgh and South East Scotland Region Joint Committee – Report by the Chief Officer, Edinburgh and South East Scotland City Region Deal

Gavin King

Clerk

Membership

The City of Edinburgh Council

Councillor Adam McVey

Scottish Borders Council

Councillor Shona Haslam

East Lothian Council

Councillor Norman Hampshire

West Lothian Council

Councillor Lawrence Fitzpatrick

Fife Council

Councillor David Alexander

Councillor David Ross

Higher/Further Education Consortium

Professor Peter Mathieson

Regional Enterprise Council

Midlothian Council

Councillor Russell Imrie

Leeann Dempster

Claire Pattullo

Further information

If you have any questions about the agenda or meeting arrangements, please contact Veronica MacMillan, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4283, email veronica.macmillan@edinburgh.gov.uk.

The agenda, minutes and public reports for this meeting can be viewed online by going to https://democracy.edinburgh.gov.uk .

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Minutes

Edinburgh and South East Scotland City Region Deal Joint Committee

Microsoft Teams

10.00am, Friday 7 August 2020

Present:

City of Edinburgh Council – Councillor Adam McVey

East Lothian Council – Councillor Norman Hampshire (In the Chair)

Fife Council – Councillor David Ross, Councillor David Alexander

Midlothian Council – Councillor Russell Imrie

Scottish Borders Council – Councillor Shona Haslam

West Lothian Council – Councillor Kirsteen Sullivan (substituting for Councillor Lawrence Fitzpatrick)

Higher/Further Education Consortium – Professor Gillian Hogg (substituting for Professor Peter Mathieson)

In attendance:

Andrew Kerr, Chief Executive, City of Edinburgh Council
Monica Patterson, Chief Executive, East Lothian Council
Steve Grimmond, Chief Executive, Fife Council
Dr Grace Vickers, Chief Executive, Midlothian Council
Andy Nichol, City Region Deal Programme Manager, City of Edinburgh Council
Graeme Rigg, City Region Deal PMO, City of Edinburgh Council

David Hanna, City Region Deal PMO, City of Edinburgh Council
Ewan Kennedy, Planning and Transport, City of Edinburgh Council
Jamie Macrae, Committee Services, City of Edinburgh Council
Craig McCorriston, Head of Planning, Economic Development and Regeneration, West Lothian Council

Hugh Dunn (Accountable Body)
Henna Khatoon (Accountable Body)

Jo Blewett, Transport Scotland
Alison Irvine, Transport Scotland
Amy Phillips, Transport Scotland

## 1.	Minutes

Decision

1)	To approve the minute of the Edinburgh and South East Scotland City Region Deal Joint Committee of 6 March 2019 as a correct record.

2)	To note that Transport Scotland had advised that they would provide quarterly financial updates which would be built into the progress reports that are reported to the Joint Committee.

## 2.	Work Programme

The Work Programme was presented and detailed the planned dates for the City Region Deal business case approvals by Joint Committee.

Decision

To note the Work Programme.

(Reference – Work Programme, submitted.)

## 3.	Sheriffhall Update

Alison Irvine and Jo Blewett provided an update on progress with the Sheriffhall project. The draft orders for the scheme had been published in December 2019. Since then, 2790 objections had been received, the majority of which had come from a campaign by the Scottish Green Party. In addition, there were 19 general comments and 4 letters of support. The focus going forward was to respond to these. There had been a recent workshop with partners around the proposals for bus improvement and active travel. It was anticipated that the scheme would take about half of the traffic from the roundabout resulting in an up to 26-minute journey time saving for buses – there were currently about 500 buses going through the roundabout every day. Transport Scotland was also looking at compatibility with trams – the structures would allow for trams with overhead lines, so the scheme was future-proofed in that regard. There had been general agreement at the workshop that removing the bottleneck at Sheriffhall would have a significant positive impact on active travel. The current design of the structure was based on four lanes (two in each direction), but there was space to widen this to six lanes. Clarification was

provided that Transport Scotland and Scottish Government were carrying the risk of any potential spend over the value of the deal.

Decision

To note the presentation.

4. South East Scotland Regional Transport Transition Plan

Details were provided of measures put in place to address the challenges presented by the easing of Covid-19 lockdown restrictions and the increasing demand for public transport services at a time when the capacity of those services was severely reduced by social distancing requirements.

At national level, Scottish Government announced its Transport Transition Plan on 26 May, and highlighted the importance of addressing the particular pressures that could be expected in the Edinburgh and Glasgow city regions. In response, the City Region Deal Transport Appraisal Board had been reformed into a Regional Transport Transition Group, comprising officer representatives of the six City Region Deal Councils plus representatives from Clackmannanshire and Falkirk Councils, together with officer representatives from Transport Scotland and the Regional Transport Partnership, SEStran. That Group, in close consultation with public transport operators, had prepared packages of measures for the main transport corridor routes into and out of Edinburgh, with particular emphasis on supporting public transport operations and prioritising capacity of public transport, encouraging greater levels of active travel (walking/wheeling/cycling), and reducing the extent of potentially increased private car use. The need for the implementation of measures was urgent, with a number of priority interventions already being prepared. Of particular importance would be maximising the capacity of the public transport system to manage effectively the expected impacts of the reopening of schools from 11 August.

Decision

1) To note the Scottish Government's announcement of its national Transport Transition Plan.

2) To note the arrangements within this city region for contributing to the national Transport Transition Plan, and the terms of reference for the South East Scotland Region Transport Transition Plan Group as set out at Appendix B to the report.

3) To approve the proposed transport transition measures and interventions for this city region as set out at Appendix C to the report.

4) To authorise the Transport Transition Plan Group to prepare a collective bid by all of the regional local authority partners for submission to Scottish Government for funding from its Bus Priority Fund.

5) To receive further reports on the progress of these measures and interventions together with any additional proposals to support the primary aims of the Transport Transition Plan.

(Reference – report by the Chair, Transport Appraisal Board, ESESCR Deal, submitted.)

5. Edinburgh and South East Scotland City Region Deal Progress Report

An update was provided on progress across the City Region Deal programme. The progress report was updated and shared with Government on a weekly basis and was taken to all Board meetings. A RAG (Red, Amber, Green) scale was assigned to programmes and projects by the Programme Management Office (PMO), and scored for inclusive growth and partnership working.

The overall status was assigned as "Amber" and there were no actions required from the Joint Committee.

Decision

To note the progress across the City Region Deal Programme.

(Reference – report by the Chief Officer, Edinburgh and South East Scotland City Region Deal, submitted.)

6. Audit of Accountable Body

The City of Edinburgh Council (CEC) as Lead Authority acts as the Accountable Body for Edinburgh and South East Scotland City Region Deal. CEC invited internal audit to review the Edinburgh and South East Scotland City Region Deal funding processes to provide assurance from the outset that the Accountable Body's processes and operations were robust.

The review of grant claims and payments did not identify any errors, and review of operational controls including those in place to prevent and detect fraud and manage any potential conflicts of interest were deemed sufficient.

Internal Audit had concluded and reported that the Accountable Body's processes were effective. They noted that the control environment and governance and risk management frameworks had been adequately designed and were operating effectively, providing assurance that risks were being effectively managed. The report was approved at CEC's Governance, Risk and Best Value Committee meeting in July.

Decision

1)   To note that the City of Edinburgh Council's Internal Audit had determined the Accountable Body's processes to be 'effective' noting that the "control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed, and the Council's objectives should be achieved."

2)   To note that the Internal Audit findings were approved by the City of Edinburgh Council's Governance, Risk and Best Value Committee meeting on Tuesday 7 July 2020.

(Reference – report by the Chief Finance Officer, Accountable Body/Head of Finance, City of Edinburgh Council, submitted).

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Edinburgh and South East Scotland City Region Deal Joint Committee

10 am, Friday 4 September 2020

Work Programme for City Region Deal Joint Committee

Item number 4.1

Executive Summary

This paper outlines the planned dates for City Region Deal business case approvals by Joint Committee.

Monica Patterson

Chief Officer, Edinburgh and South East Scotland City Region Deal

Contact: Andy Nichol, Programme Manager, Edinburgh and South East Scotland City Region Deal

E-mail: andy.nichol@edinburgh.gov.uk | Tel: 0131 529 4461

Report

Work Programme for City Region Deal Joint Committee

1. Recommendations

1.1 To note the planned dates for future business for the City Region Deal Joint Committee.

2. Background

2.1 The City Region Deal partners and Government are working towards business case approval timelines, as set out in this report. This matches with the timeline for drawing down funds from Government over the 15 years of the City Region Deal as set out in the Financial Plan agreed in summer 2018, and grant offer letter for 2019/20.

2.2 The dates are subject to business cases being approved by: The Scottish Government; the UK Government; the relevant Boards within the City Region Deal structure; and the relevant Council committees and/or Higher and Further Education Courts, prior to Joint Committee consideration.

2.3 In addition to the business cases, other reports that are expected to be submitted to Joint Committee are included in the work programme.

3. Main report

3.1 The work programme for Joint Committee meetings that partners are currently working towards is shown in Table 1:

Table 1: Work Programme for Joint Committee

Joint Committee Date	Reports for consideration
4 September 2020	• Benefits Realisation Plan • Annual Report 2019/20 • Supplementary Agreement to Minute of Agreement
4 December 2020	• Standing Orders • Dunfermline Strategic Housing Site Business Case • Easter Bush Business Case • Integrated Regional Employability and Skills Programme update • Regional Growth Framework Update
5 March 2021	• Edinburgh Innovation Park (Queen Margaret University) Business Case • Fife Industrial Innovation Investment Programme Tranche 2 Business Case. • Data-Driven Innovation Programme update
4 June 2021	TBC
3 September 2021	• Annual Report 2020/21

3.2 The A720 City Bypass grade separation of Sheriffhall Roundabout is being managed and delivered by Transport Scotland. Transport Scotland provide updates on progress to the Transport Appraisal Board, as well as the Executive Board and Joint Committee as and when appropriate.

4. Financial impact

4.1 There is no financial impact relating to this report. Financial cases are being set out in detail in the respective business cases. Financial contributions that are required by partner organisations for projects are being requested in separate reports to councils or courts prior to being taken to Joint Committee for approval.

5. Alignment with Sustainable, Inclusive Growth Ambitions

5.1 Inclusion is a key driver for the City Region Deal. Business cases for projects included demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.

5.2 A Benefits Realisation Plan (BRP) has been developed for the programme, which incorporates clear indicators to align with the Scottish Government's Inclusive Growth Framework. The impact on equalities, human rights and sustainability are also incorporated into the BRP. The BRP is being submitted to this Committee meeting for approval.

6. Background reading/external references

6.1 City Region Deal Document: August 2018

7. Appendices

None.

Edinburgh and South East Scotland City Region Deal Joint Committee

10 am, Friday 4 September 2020

City Region Deal Progress Report

Item number 5.1

Executive Summary

The Edinburgh and South East Scotland City Region Deal progress report gives an indication of progress across the City Region Deal programme.

In this update, the overall status is assigned as "Amber". There are no actions required from the Joint Committee.

Monica Patterson

Chief Officer, Edinburgh and South East Scotland City Region Deal

Contact: Andy Nichol, Programme Manager, Edinburgh and South East Scotland City Region Deal

E-mail: andy.nichol@edinburgh.gov.uk | Tel: 0131 529 4461

City Region Deal Progress report

1.   Recommendations

1.1   To note the progress across the City Region Deal Programme.

2.   Background

2.1   This progress report is being used across the City Region Deal's governance structure to monitor progress across all aspects of the City Region Deal. It is updated and shared with Government on a weekly basis and is taken to all Board meetings. A RAG (Red, Amber, Green) scale is assigned to programmes and projects by the Programme Management Office (PMO), as well as scored for inclusive growth and partnership working.

2.2   Tables 1, 2 and 3 shows the guidelines that are used when determine RAG statuses and scores:

Table 1: RAG Status Guidelines

T: Status against **timeline** set out in business case/implementation plan;
B: Status against **budget** set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

Table 2: Inclusive Growth Score Guidelines

Score	Definition
1.	Project's links with inclusive growth framework are being developed.
2.	Project's links with inclusive growth framework have been identified and are in the process of being implemented.
3.	Project's links with inclusive growth framework are being delivered and monitoring and evaluation is in place to assess impact.

Table 3: Partnership Working Score Guidelines

Score	Definition
1.	Links have been identified with projects in other themes/with regional partners outwith City Region Deal.
2.	Links are in the process of being established with projects in different themes/with regional partners outwith City Region Deal.
3.	Links are being exploited between this project and other themes/with regional partners outwith City Region Deal.

2. Main report

2.1 The performance report is shown in Appendix 1. The overall status of the City Region Deal is assigned as "Amber". There are no actions required from the Joint Committee.

3. Financial impact

3.1 Quarterly financial information on Sheriffhall Roundabout is now being received from Transport Scotland. Transport Scotland provided an update which shows £57,395 was draw down in Quarter 1 for 2020/21. The financial summary has been updated to reflect this.

3.2 The overall cumulative total of Grant claimed for the Deal to date (2018 – present) is £109.9 million. This total includes the funding issued by Transport Scotland and Scottish Government Housing.

3.3 Scottish and UK Governments have agreed to allow the draw down monthly in arrears as opposed to quarterly for the projects that asked for the flexibility. The first monthly claim for July has been submitted. .

4. Alignment with Sustainable, Inclusive Growth Ambitions

4.1 Inclusion is a key driver for the City Region Deal, and scores have been included for each project. Business cases for projects included demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.

4.2 A Benefits Realisation Plan (BRP) has been developed for the programme, which incorporates clear indicators to align with the Scottish Government's Inclusive Growth Framework. The impact on equalities, human rights and sustainability are also incorporated into the BRP. The BRP is being submitted to this Committee meeting for approval.

5. Background reading/external references

5.1 Edinburgh and South East Scotland City Region Deal Document (August 2018)

6. Appendices

6.1 Edinburgh and South East Scotland City Region Deal Progress Report (September 2020)

Progress Report – Sep 2020

Overall Status Last Period	Overall Status This Period
Amber	**Amber**

CITY REGION DEAL
Edinburgh & South East Scotland

Page 1: Dashboard

Recent Achievements and Milestones

Achievement/Milestone	Date
Grant offer letter for 2020/21 received from Governments	**May 20**
Quarterly Performance meeting with Government	**May 20**
Response to COVID-19 Advisory Group on Economic Recovery	**May 20**

Upcoming Milestones	Target Date	RAG
Monitoring and Evaluation Framework complete, following engagement with REC, elected members and communities	**Sep 20**	
2020 Annual Report Complete	**Sep 20**	
Regional Growth Framework complete	**End 20**	

Financials Summary
*Funding issued by Transport Scotland and SG Housing not included in this total

Total CRD grant £000	CRD grant drawdown to date £000		20-21 CRD Grant allocation	20-21 Grant drawdown
600,000	109,876	18.3%	£47.00m*	£5.86m*

Top 3 Risks (from PMO Risk Register)

Risk	Impact	Likelihood	Severity	Resolution Plan or Mitigating Action
Covid-19 impacting the City Region Deal projects resulting in potential delays and cost increases.	4	4	16	• Regular updating of progress report and monthly financial forecasts, so that project leads can inform PMO of any issue well in advance, and PMO can raise with Government, Executive Board and Joint Committee as appropriate. • Establish Change Management process as set out in the Monitoring and Evaluation Framework. • Review outputs and timelines for delivery of benefits in the light of Covid-19
Stakeholders outwith Governance structure (businesses, infrastructure providers/operators, third sector networks, politicians and general public) do not feel suitably engaged.	3	2	6	• Regular REC meetings and briefings established, and regional chambers of commerce, FSB, and other trade associations are contacted when appropriate • Stakeholder mapping to ensure that key influencers are being engaged with. • Comms group providing tools to spread positive messaging, e.g. website, key messaging documents, guest blogs, e-zines. • Regular briefings with region's MPs, MSPs and MEPs to be established. • Elected Member Oversight Group to be established in summer 2020.
Failure to demonstrate sufficiently strong regional governance and to deliver on Government requirements	3	2	6	• Regular meetings with the regional Chief Executives and Council Leaders to ensure politicians and management team are aware of opportunities and benefits of partnership working. • Briefings from PMO to Leaders' Group/Joint Committee on key issues as appropriate.

Page 21

CITY REGION DEAL
Edinburgh & South East Scotland

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

Red, Amber, Green

T: Status against **timeline** set out in business case/implementation plan; **B:** Status against **budget** set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

Inclusive Growth Score

	Definition
1.	Project's links with inclusive growth framework are being developed.
2.	Project's links with inclusive growth framework have been identified and are in the process of being implemented.
3.	Project's links with inclusive growth framework are being delivered and monitoring and evaluation is in place to assess impact.

Partnership Working Score

	Definition
1.	Links have been identified with projects in other themes/with regional partners outwith City Region Deal.
2.	Links are being developed with projects in different themes/with regional partners outwith City Region Deal.
3.	Links are being exploited between this project and other themes/with regional partners outwith City Region Deal.

Page 3: Financial Summary

CITY REGION DEAL
Edinburgh & South East Scotland

Total Budget £000	CRD Grant Total £000	CRD Grant Claimed To Date £000	Project Name	Grant Allocation £000	CRD Grant claimed (Q1) £000	Spend to date (Apr-Jul) £000	Forecast outturn £000	Forecast vs Allocation variance £000	Comments
Overall Total				**2020 - 2021**					
101,047	32,545	32,545	Bayes Centre	0	0	0	0	0	
22,469	22,469	1,232	National Robotarium	13,563	232	296	4,487	-9,076	Construction start delayed by 2 months initially due to Covid-19
189,297	57,920	35,729	Edinburgh Futures Institute	14,067	1,509	2,380	14,067	0	
190,620	79,595	20,841	Edinburgh International Data Facility (was WCDI)	3,641	3,418	3,641	3,641	0	
84,610	49,205	1,697	Usher Institute	2,889	194	605	2,889	0	
42,596	17,366	0	Easter Bush	0	0	0	0	0	
30,000	10,900	0	Easter Bush Link Road - A701 & A702	327	0	0	327	0	
52,003	30,000	0	Food & Drink Innovation Hub	988	0	0	500	-488	Delay with Full Business Case due to Covid-19
49,425	35,000	1,621	Fife Industrial Innovation Investment	2,840	189	189	2,840	0	
32,050	15,000	116	Scottish Borders - Innovation Park	3,500	36	74	1,000	-2,500	Variance due to COVID-19 and the inability to commence construction with the Class 4 building
791,117	*350,000*	*93,782*	*Total Research, development and innovation*	*41,815*	*5,578*	*7,185*	*29,751*	*-12,064*	
25,000	25,000	1,346	Integrated Regional Employability & Skills	3,000	289	421	2,941	-59	
25,000	*25,000*	*1,346*	*Total IRES*	*3,000*	*289*	*421*	*2,941*	*-59*	
120,000	120,000	3,748	Sheriffhall Roundabout*	0	57	117	0	0	SG to fund up to £120m to support improvements to the A720 City Bypass for the grade separation of Sheriffhall Roundabout via Transport Scotland
36,000	20,000	0	West Edinburgh Public Transport Infrastructure	1,183	0	0	145	-1,038	Consultants working on the project plan, looking to finalise soon with approval from stakeholders
156,000	*140,000*	*3,748*	*Total Transport*	*1,183*	*57*	*117*	*145*	*-1,038*	
44,990	20,000	0	IMPACT/Dunard Concert Hall	1,000	0	0	1,000	0	JR set aside following mediation. To be redesigned and variation made to planning application.
44,990	*20,000*	*0*	*Total Culture*	*1,000*	*0*	*0*	*1,000*	*0*	
263,000	15,000	11,000	Housing Company (Edinburgh Living) **	5,000	748	748	5,000	0	Separate grant letter from SG
50,000	50,000	0	Housing Infrastructure Fund**	12,500	0	0	0	-12,500	Separate letters from SG for individual proposals. The allocation figure is based on the financial plan
313,000	*65,000*	*11,000*	*Total Housing*	*17,500*	*748*	*748*	*5,000*	*-12,500*	
1,330,107	**600,000**	**109,876**	**Total Programme**	**64,498**	**6,672**	**8,471**	**38,837**	**-25,661**	Shortfall of utilising grant funding

Note: Figures in red represent a forecast underspend against the Grant allocation

* Scottish Government funded. Transport Scotland taking forward scheme delivery. ** Funding issued by Scottish Government (Housing)

Data-Driven Innovation

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	Comments
Bayes Centre	Deliver	Sep 18: Opening	N/A	G	G	2	2	Building partially re-opens 3 August for priority existing users, subject to appropriate distancing measures.
National Robotarium	Implement	June 2020: Initial base build Stage 4 design is complete.	Sep 2020: Construction to commence (under review based on Supply Chain impact and Govt Guidelines)	A	G	1	1	Construction start delayed by 2 months initially due to Covid-19. Completion date now provisionally scheduled for Feb 2021. Spending profile will be impacted as a result.
Edinburgh Futures Institute	Imple-ment	Start on site	Apr 22: Complete construction	A	G	2	2	A revised handover agreed for Spring 2022. Contractor is back on-site, with appropriate on-site working arrangements in place. Operational staff working from home where possible. Currently assessing further impact on delivery of EFI building and programmes.
Usher Institute	Imple-ment	Sep 19: Approve FBC	Sep 20: Planning application achieved	A	G	1	2	Large number of staff (including SRO) redeployed to respond to COVID-19 outbreak. End user occupation is now expected in August 2023.
Easter Bush	Define	Aug 18: Deal agreement	Dec 20: FBC approved by Joint Committee (following TAB approval)	A	G	1	1	Next milestone (bus. case approval) now scheduled for Dec. 2020 in order that on-going road transport challenges can be successfully resolved.
Edinburgh International Data Facility [previously WCDI]	Imple-ment	Start on site	Jul 20: Complete construction	A	G	2	2	Procurement of large equipment is completed and supplier (HPE) appointed. Building occupation is expected to occur by calendar year-end.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

Edinburgh Innovation Park (QMU Food and Drink)

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	LastMilestone	Next Milestone	T	B	IG	PW	Comments
Edinburgh Innovation Park (QMU Food and Drink Hub)	Define	Land Transfers completed June 20	FBC to be submitted December 20 Contract for junction works and tender period July – September 20 Commencement of Junction Works Nov 20	A	A	1	2	The Full Business case has made considerable progress over the past 5/6 months. However, Covid- 19 has inevitably presented a delay to this together with the requirement for the partnership to review all aspects of the project. From a delivery perspective it is fundamental that the review revisits the impact on the funding and costs modelling and the existing commercial construct of the partnership. This will also require a review of the legal and governance structures that facilitate that. ELC/QMU are committed to this project and are working closely together to implement this review with a view to submitting the FBC to the Joint Committee in March 2021. The intention is to commence construction of the Junction works in Nov 20 – albeit there this will be subject to any response from the tenders and a better understanding as to whether Covid-19 will impact that timeline.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	LastMilestone	Next Milestone	T	B	IG	PW	Comments
Central Borders Innovation Park	Implement	Progressing with building design for Phase 2.	Site works for Phases 1 and 2 are ongoing.	A	A	1	1	Site works for Phases 1 and 2 were scheduled for the start of March, but were put on hold because of the COVID-19 crisis. These were finally started in mid-July.
Fife Industrial Innovation Investment (Fi3P)	Implement	Planning Permission for Project 3 (Dunnikier); Acquisition of 24 Ridge Way, Dalgety Bay completed.	Tender returns for Project 3 (Dunnikier) and contractors appointed Q2. Acquisition of Fife Interchange North Q3 Other milestones to be reviewed once there is more certainty around COVID-19 re-start.	A	A	1	2	Time and budget both remain at amber, with limited certainty around future costs and timescales due to COVID 19 disruption. Scottish Water have confirmed that there is currently sufficient capacity within the foul drainage network serving the site at Fife Interchange North. Site acquisition now proceeding. Construction at Flemington Rd, Glenrothes has re-commenced, with reduced workforce and new measures in place. Project 3 (Dunnikier) is out to tender with tender reports expected in August. Timetable for tender returns extended at request of contractors due to COVID 19.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	Comments
IRES Programme	Imple-ment/ Deliver	Reflection Workshop established key priorities for 2020. Programme Connector recruited.	Recruit final PMO role to ensure staffing levels are retained to drive forward. Projects adapting pro-actively to the Covid-19	A	G	2	2	• IRES Programme Connector starts end of August 2020. • Communications and marketing – to be developed using new branding pack. • Offer letters issued in line with Grant Offer to CEC from SG. • IRES board on 10th Sep. Covid-19 impact being considered.
Integrated Knowledge System	Imple ment/ Deliver	Stakeholder engagement/ Co-production report finalised Client profiles report finalised	Delivery & Advisory Group (DAG) to agree pilot projects for this financial year Plan/timeline for procurement of (Management Information System) MIS & IKS software partner to be confirmed at DAG	A	G	3	3	• KS DAG organised for 12 August to review Covid-19 response to IKS and agree pilot projects. • Introductory meetings held with 2 new members of IKS DAG representing City of Edinburgh and East Lothian Councils. • Meeting with Angus Council to review their use of the Hanlon platform for school work experience, to be discussed at DAG • Covid-19 Job Support portal - 1000 registrations to date. Ongoing discussion about future proofing of site and expanding functionality, with site structure to potentially allow better alignment with FUSE and Fort Kinnaird recruitment centres. • Pilot project for DYW integration of employer CRM project into CCP - initial conversations held and discussion at DAG.
Labour market analysis and evaluation	Deliver	Progressing toolkit to develop an enhanced resource available initially on the SDS corporate website, but with links to partners' websites/service offers.	Secure agreement for Regional Intelligence hub and commission research. Further develop labour market toolkit content.	G	A	2	1	• Ongoing input into Health and Social Care Skills Gateway paper drawing on recommendations from Ekosgen report • Work developing materials for Labour Market Toolkit has now started. Initially this will be hosted on SDS' corporate site under 'What We Do/Skills Planning' with links to partners' websites/service offers. • Initial discussions around proposal to scope out potential for Regional Intelligence hub in Edinburgh and South East Scotland. • No project support in previous month due to change in staffing. Bethany Handysides McKechnie started in post providing project support from 3rd August 2020.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	• Comments
Integrated Employer Engagement	Imple-ment	Covid-19 jobs portal now has over 1,000 registered users & over 16,000 visitors & hosted over 1,000 jobs advertised.	Hosting interviews for Company Shop Group, following recruitment campaign for 40+ roles, targeted at Edinburgh, Mid & West Lothian jobseekers (17-28 Aug), track job outcomes EKOS Data Lab survey work Support DWP Fife with creation of 'careers in care' recruitment pack Undertake feasibility study of employer fund – with aim of support to retain staff C19 jobs portal redevelopment (CRD brand upgrade) and site functionality	G	G	2-3	2-3	• Covid-19 Jobs portal has had over 16,000 unique visitors, 82,000 site views, and 1,000 vacancies by 427 employers. • IEE present at PACE partnership event (5 Aug 20) to promote Covid-19 portal, Retail Rapid Response (RRR) and Community Benefits (CB) opportunities as Covid response • IEE supporting The Data Lab to engage with retail etc to take part in EKOS survey to understand affects of automation. • Working with Balfour Beatty supporting CB re EFI build. • Supporting Streets UK - Bioquarter social impact analysis, introducing stakeholders for consultancy interviews. • IEE now embedded into 5 of the 6 employer engagement network groups. • Engage with Timewise on Scottish Government funded programme promoting employer and candidate flexible working practices. • Next DAG Sept/Oct 20.
Intensive Family Support	Imple-ment/ Deliver	Funding agreements for 4 3rd sector delivered services signed. Steering groups and community of practice set up.	Reporting and claims procedure finalised with 3rd Sector delivery partners Community of Practice agrees remit and meeting schedule Continued roll out of staged delivery Board to meet to agree WL and SB delivery outlines	G	G	2	2	• Delivery started in East Lothian, other areas to start between August and October. • Community of Practice established, consulting on Monitoring and Evaluation framework and to develop the network. • Edinburgh University Research Fellow concluded study on the networks of practice during Covid-19 with the Maximise programme, to be published in August. • CCP developing a proposal to the Lottery 'Young Start' programme to bring additional value to the Maximise project in Edinburgh – supporting teens who have been particularly affected by Covid-19 and lockdown. • Risk that Local Authorities supporting Covid-19 crisis effort may reduce engagement with IFS. However positive to date, since IFS is supporting the families who are most impacted by Covid-19 and the resultant economic downturn.

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	• Comments
Housing and Construction Infrastructure (HCI) Skills Gateway	Imple-ment	Funding secured for the Future Offsite Housing Demonstrator Project	Awarding up to 10 MSc scholarships with 60% to under-represented groups in construction	A	G	1	2	• "Edinburgh Home Demonstrator: Developing Net Zero Carbon Housing Through Greater Use of Pre-Manufactured Offsite Construction" funding bid successful. • Over 70 notes of interest received for MSc scholarships from City Region Deal and Construction Scotland Innovation Centre • Ongoing delivery of Offsite Ready programme in West Lothian supporting talent development during summer 2020.
Data-Driven Innovation (DDI) Skills Gateway	Imple-ment	Programme adaptations in response to C19. Course development and Quality Assurance activities in Colleges. Extensive industry research on in-work training.	Alternative approach to Knowledge Sharing Schools. Content for Data science and Nursing at ENU for September 2020 cohorts.	A	G	1	2	• Team engaging with wide range of external stakeholders – including undertaking a survey of around 70 regional businesses to better understand their skills needs. • Some reprioritisation of actions and spend to allow team to better respond to impacts of Covid-19 pandemic and its knock-on effects, particularly in relation to the schools programme. • Scoping for piloting Data Skills credits scheme for target groups. • Planning for inclusion of 'Big Data' in selected Higher National programmes and Data Science units across FE programmes.
Workforce mobility (Concessionary travel)	Imple-ment	Grant Agreement and Project Implementation Plan agreed. Project manager recruited.	Newly appointed Project Manager to review project documentation and meet stakeholders.	A	G	2	2	• Project Manager starting in post which will give the project new momentum. • Project Implementation Plan previously agreed. SEStran involvement, and two Project Delivery Group meetings have taken place with good representation from partners and positive discussions. Project is particularly important in light of Covid-19 impact on public transport, which will be reflected in work going forward.

Page 29

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	P W	Comments
A720 (Sheriffhall)	Define	Consultation on draft orders closed 31 January 2020. Transport Scotland is currently considering the responses.	Ongoing statutory process and drafting of responses to representations.	G	G	1	1	Transport Scotland provided an update on Sheriffhall to the Joint Committee at the meeting on 7 August 2020. Technical workshop held with City Deal partner officers on 6 August 2020 to present and discuss the options considered as part of the review in relation to active travel and public transport provision whilst not creating additional impacts for local landowners, residents and businesses. Post-workshop feedback from officers requested by 21 August 2020.
West Edinburgh	Define	Appointment of Transportation and Engineering Consultants Jacobs to deliver the next stage of the project.	Permission being sought from SG/TS for drawdown on advance/preparatory business case costs to be shared proportionately between the funders (TS/CEC).	G	G	1	2	£36m of funding identified (£20m from SG to support public transport infrastructure improvements) and £16m from City of Edinburgh Council plus contributions from the private sector and developers (TBC). In total, the WETA package amounts to £108m (inc. optimism bias) to take forward cycling, public transport and road measures. In 2019 CEC developed a model to further prioritise the measures set out in the 2016 report with an emphasis on public transport and active travel prioritisation. At its meeting on 6 December 2019, the Joint Committee approved the appointment of Jacobs to execute Stage 1 of the project delivery plan. In broad terms, Stage 1 of the plan is to undertake further feasibility of proposals, develop outline designs, refine the current business case and update the West Edinburgh programme delivery plan accordingly (including financial profiles). Meeting this month between ESESCRD PMO, Transport Scotland, West Lothian and City of Edinburgh Councils to discuss the project plan in detail and resolve any residual concerns in order to reach an agreement to proceed and mobilise Stage 1 of the programme. Note, the project consultants are in place and ready to execute the delivery of the plan as soon as its approval has been obtained.

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	Comments
Dunard Centre	Define	Project taken off pause following agreement to dispose of judicial review against CEC.	Variation to planning application.	A	A	2	2	Judicial Review set aside following successful mediation. Concert hall to be redesigned and variation made to planning application in early 2021.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

CITY REGION DEAL
Edinburgh & South East Scotland

Project	Stage	Last Milestone	Next Milestone	T	B	IG	PW	Comments
Affordable housing	Deliver & Define	Collate regional SHIP including 19/20 figures.	SHIP leads meeting to explore collaboration opportunities.	A	A	1	2	• 2019/20 maintaining record levels of delivery with 2018/19 in terms of number of approvals, site starts, completions and spend • SE region SHIP 5 year pipeline of 13,723 affordable home completions
Strategic sites	Implement & Define	Strategic sites Leads meeting 12 May.	Dunfermline OBC – Sep 2020.	A	A	1	1	• Business cases for sites are at different stages of development. • Scope of works to be considered at 26 May Regional Housing Board to progress a economic impact assessment.
Innovation & skills	Implement	Innovate UK response on 17 Jan. Unsuccessful.	Explore alternative support and/or funding opportunities.	A	A	1	2	
Infrastructure, funding and land assembly	Define	Feb Board to agree scope and progress workstream	Develop proposal for regional infrastructure forum.	A	A	1	1	• Forum proposal to be developed for consideration by CRD partners ahead of a initial meeting to test appetite of partners and infrastructure providers.
Housing company	Deliver	Homes under construction across various sites.	Ongoing Delivery.	G	G	1	2	• The City of Edinburgh Council and Scottish Futures Trust will continue to share learning and financial models with partners, to explore regional delivery models.

T: Timeline; B: Budget; IG: Inclusive Growth score; PW: Partnership Working score (see p.2 for definitions)

Edinburgh and South East Scotland City Region Deal Joint Committee

10 am, Friday 4 September 2020

Supplementary Agreement to Minute of Agreement for the Edinburgh and South East Scotland Region Joint Committee

Item number	5.2

Executive Summary

Draft supplementary agreement to Minute of Agreement is submitted for adoption by the Joint Committee.

Monica Patterson

Chief Officer, Edinburgh and South East Scotland City Region Deal

Contact: Andy Nichol, Programme Manager, Edinburgh and South East Scotland City Region Deal, 0131 529 4461, andy.nichol@edinburgh.gov.uk

Report

Supplementary Agreement to Minute of Agreement for the Edinburgh and South East Scotland Region Joint Committee

1. Recommendations

1.1 To agree to adopt the supplementary agreement to the Minute of Agreement, approved by this Joint Committee in November 2018.

2. Background

2.1 The Standing Orders and Minute of Agreement (appended) for the Joint Committee were agreed in November 2018.

2.2 Committee received an update in March 2020 on the development of the Edinburgh and South East Scotland City Region response to the National Planning Framework 4 "Call for Ideas". That report highlighted that an Elected Member Oversight Group would be established to oversee the longer-term progress of the Regional Growth Framework and Regional Spatial Strategy. The Minute of Agreement sets out the powers and duties delegated by member councils to the Joint Committee. To ensure that the Joint Committee has the appropriate authority to delegate to the Elected Member Oversight Sub-Committee responsibility for overseeing the development of the Regional Growth Framework and Regional Spatial Strategy it is necessary for this to be explicitly stated within the Minute of Agreement.

3. Main report

3.1 This supplementary wording states that the Joint Committee will establish under the Joint Committee Arrangements and its Standing Orders an Elected Member Oversight Sub-Committee, for the purposes of overseeing and directing the additional work as a result of this Supplementary Agreement and for other purposes, as detailed in the appendices.

The specific wording of the clauses is set out immediately below and specifies the work to be progressed and reaffirms the role of the individual councils in agreeing to the policy proposals brought forward.

> *• Working in partnership with public authorities, public bodies and other public or private organisations it deems appropriate , including but not limited to the UK and Scottish Governments, SESplan and SEStran, to co-ordinate, plan, prepare, deliver, review and renew, any Regional Growth Framework and Regional Spatial Strategy for Edinburgh and South East Scotland, interim and final, or any replacement or reiteration or analogous such framework, strategy or plans, subject to the constituent councils' agreement to policy proposals*

> *• To co-ordinate amongst the constituent councils, a contribution to the preparation, review and renewal of the National Planning Framework (NPF4) and its subsequent iterations or replacements, subject to the constituent councils' agreement to policy proposals, and to coordinate and support the constituent councils in their own contributions to it.*

3.2   The powers and duties of the Edinburgh and South East Scotland City Region Joint Committee are delegated to it by member councils as set out in the Minute of Agreement. Subject to the Joint Committee agreeing to adopt the supplementary agreement to the Minute of Agreement, this will then require to be similarly agreed by the constituent councils.

3.3   As the Supplementary Agreement will not have been considered, approved and fully signed ahead of the deadline for submitting the interim Regional Spatial Strategy (iRSS), the existing arrangements will be adhered to for that purpose, namely reporting through the SESplan Joint Committee. An update report will, however, be provided to the next meeting of the Edinburgh and South East Scotland City Region Joint Committee.

4. Financial impact

4.1   N/A

5.   Alignment with Sustainable, Inclusive Growth Ambitions

5.1   N/A

6.   Background reading/external references

6.1   [Edinburgh and South East Scotland City Region Deal Document](#) (August 2018)

6.2   [Edinburgh and South East Scotland City Region Deal Standing Orders and Minute of Agreement](#) (Joint Committee Report, November 2018)

6.3   [Edinburgh and South East Scotland City Region Deal Response to National Planning Framework 4](#) (Joint Committee Report, March 2020)

7. Appendices

7.1   Edinburgh and South East Scotland City Region Deal Minute of Agreement
7.2   Supplementary Agreement to the Minute of Agreement

7.3   Elected Member Oversight Sub-Committee – Terms of Reference

Appendix 7.1

MINUTE OF AGREEMENT

among

The City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian Councils

("The Constituent Councils")

among

The City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian Councils

("The Constituent Councils")

WHEREAS:

First   A joint committee is required to discharge a number of functions and the establishment of the committee requires the authorisation of the Constituent Councils.

Second   The Constituent Councils are local authorities constituted under the Local Government etc. (Scotland) Act 1994.

Third   It is provided by section 56(5) of the Local Government (Scotland) Act 1973 ("the 1973 Act") that two or more local authorities may discharge any of their functions by a Joint Committee of theirs.

Fourth   The Constituent Councils wish to appoint a Joint Committee under section 57(1) of the 1973 Act for the discharge of the functions referred to below.

Fifth   Access to meetings and meeting documents of the Joint Committee is subject to the requirements laid out in section 50 of the Local Government (Scotland) Act 1973.

NOW THEREFORE:

ONE   <u>Commencement</u>

This Agreement shall commence and have effect from DATE 2018.

TWO   <u>Constitution</u>

There is hereby constituted a Joint Committee to be known as "The Edinburgh and South-East Scotland Region Joint Committee" hereinafter referred to as the "Joint Committee" for the discharge of the above specified functions in terms of this Agreement.

THREE   <u>Members</u>

The Joint Committee shall consist of the following 10 members:

a) 1 member from each Constituent Council (subject to 3(b);
b) Where a constituent Council has co-leaders they will be entitled to attend the Joint Committee as members but their Council shall only enjoy a single vote;
c) 3 non-Council members of which one must be a business representative, one a third-sector representative and one a further/higher education representative. The business representative will be appointed by the Regional Business Leadership Council and the further/higher education representative will be appointed by the further/higher education group.

Any member of the Joint Committee may be represented by another member of the same authority (such member requiring to be a Councillor of the authority) or non-Council organisation. A person appointed as a substitute shall have the same powers at the meeting as the member whom he or she is representing.

The Joint Committee may co-opt for an agreed period additional non-voting participants to represent other interests or provide specialist expertise.

FOUR   Voting Rights

Each constituent Council shall have one vote each. Where co-leaders attend the Committee from a constituent Council, that Council must intimate to the Clerk of the Committee prior to the meeting in accordance with the Committee's standing orders. .

A simple majority of those members present and voting shall be required in all voting procedures.

Where there are an equal number of votes, the matter should be continued to the next meeting to allow for further discussions between the members led by the convener.

Each Constituent Council and non-Council member can opt their organisation out of a proposal and this does not automatically stop the proposal being taken forward by other members.

FIVE   Period of Office

Members appointed by the Constituent Councils to the Joint Committee shall hold office for a period determined by their Council but this period must not extend beyond the next local government elections. Immediately after such election, each Constituent Council shall again appoint its number of members to the Joint Committee. Non-Council organisations shall be free to vary the period of office for their members of the Joint Committee.

SIX   Vacancies in Membership

A member ceasing to be a member of the Constituent Council which appointed him/her shall cease to be a member of the Joint Committee as at the same date. In that event, or any other time the Constituent Council by which a member was appointed may appoint a member, to take his/her place for the remaining part of his/her period of office. Non-Council organisations may choose to introduce a replacement member of the Joint Committee at any time.

SEVEN   Quorum

A quorum of the Joint Committee shall be three members appointed by and representing no less than three of the six Constituent Councils, and one non-Council member. Should the Joint Committee appoint a Sub-Committee, the membership of the Sub-Committee and its quorum shall be determined by the Joint Committee.

Eight   Powers and Duties of Joint Committee

The Constituent Councils are delegating the following powers to the Joint Committee:

- To oversee the implementation of the Edinburgh and South East Scotland City Region Deal programme;

- To monitor the impact of the Edinburgh and South East Scotland City Region Deal Programme.

- To build and support inclusive growth focusing on the needs of the local area and strengthening the partnership between public, private and third sectors;

- To improve business involvement from the Edinburgh and South East Scotland city region in local decision making;

- To collaborate and work in partnership to assist in delivering regional planning and transport policy linking the Edinburgh and South East Scotland City Region Deal to SESTRAN and SESPlan; and

- To work in partnership on other initiatives across the Edinburgh and South East Scotland city region with the explicit support of individual constituent members.

Any financial commitment proposed by the Joint Committee must be referred to each Constituent Council for individual agreement.

The Joint Committee may appoint from its members such Sub-Committees as it may from time to time consider necessary or desirable for the exercise of its functions and may, subject to such limitations as it may impose, delegate or refer to such Sub-Committees, any of the functions delegated to the Joint Committee under this Agreement. The Joint Committee shall appoint the Convener of any Sub-Committee appointed under this paragraph.

Further powers can be delegated to the Joint Committee with the agreement of all Constituent Councils.

NINE   Standing Orders

The Joint Committee shall adopt its own Standing Orders. In the event of any inconsistency between Standing Orders and the provisions of this Agreement, the provisions of this Agreement shall prevail.

TEN   Meetings

The Joint Committee shall hold at least 4 ordinary meetings each year and may meet on such other occasions as may be necessary when a special meeting may be called in terms of Standing Orders.

A schedule of meeting dates and venues will be agreed annually by the Joint Committee.

Copies of notices, agendas and minutes of all meetings of the Joint Committee shall be transmitted to Constituent Councils and others for their information as soon as practicable.

ELEVEN   Clerk

A representative of the City of Edinburgh Council, shall be appointed as Clerk to the Joint Committee. This can be altered with the agreement of all Constituent Councils.

TWELVE   Convener and Vice Convener to the Joint Committee

Subject to the provisions of this clause the Joint Committee shall appoint a Convener or Vice-Convener. The Convenership and Vice-Convenership of the Joint Committee shall be rotated annually at the first meeting of the Joint Committee following each 12 month term. The Convenership and Vice-Convenership of the Joint Committee shall rotate annually from amongst its members in the following sequence:

Year	Convener	Vice-Convener
1	City of Edinburgh Council	East Lothian Council
2	East Lothian Council	Fife Council
3	Fife Council	Midlothian Council
4	Midlothian Council	Scottish Borders Council
5	Scottish Borders Council	West Lothian Council
6	West Lothian Council	City of Edinburgh Council

Thereafter the same sequence will repeat.

The roles of Convener and Vice-Convener cannot be held by the same authority at the same time.

The roles of Convener and Vice-Convener must be held by a constituent Council.

Edinburgh and South East Scotland City Region Deal Joint Committee   Page 12

The Convener, when present, shall preside at all meetings of the Joint Committee. In the absence of the Convener the Vice Convener shall preside and in the absence of both, another member shall preside as the members present appoint. Where a vacancy occurs in the case of the Convener or Vice-Convener, the Joint Committee shall appoint a replacement from the same Authority for the remainder of their period of office.

THIRTEEN   Resources

On the recommendation of the Chief Officers' Group, comprising of the lead chief officers for the six Councils, a Chief Officer shall be nominated who shall report to the Joint Committee and be responsible for carrying out the functions delegated to the Joint Committee. Resources to the Joint Committee will be discussed and agreed at the Executive Board or equivalent body.

FOURTEEN   Amendment of Agreement

This agreement may be altered with the agreement of all Constituent Councils.

FIFTEEN   Difference or Dispute

Any difference or dispute between the Joint Committee and any of the Constituent Councils or among the Constituent Councils concerning the interpretation or any matter arising out of this Agreement, which cannot be resolved by discussion and agreement of the Constituent Councils, shall be referred to the arbitration of the Sheriff Principal of the Sheriffdom of Edinburgh and the Lothians or any person appointed by her/him, whose decision shall be final and binding:

Edinburgh and South East Scotland City Region Deal Joint Committee   Page 13

SIXTEEN   Termination of Agreement

If an Authority or non-Council organisation wishes to withdraw from the Joint Committee, they should give all member organisations two months' notice of this intention. An Authority or non-Council organisation withdrawing from the Joint Committee, does not affect the validity of the committee.

EXECUTION

This minute of agreement is signed and executed in counterpart as follows:

For the City of Edinburgh Council:

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For East Lothian Council:

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For Fife Council:

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For Midlothian Council:

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For West Lothian Council:

Name:	
Signature:	
Witness:	
Signature:	

Place of Signing:	
Date:	

For Scottish Borders Council:

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

EDINBURGH AND SOUTH-EAST SCOTLAND REGION JOINT COMMITTEE

SUPPLEMENTARY AGREEMENT

amongst

The City of Edinburgh Council

East Lothian Council

Fife Council

Midlothian Council

Scottish Borders Council

and

West Lothian Councils

("constituent councils")

The constituent councils hereby agree:-

1. That the Minute of Agreement amongst them concerning the Edinburgh and South-East Scotland City Region Deal and Joint Committee dated 2 November 2018 is amended by adding the words in Clause 6 below to the list of powers delegated to the Joint Committee in Clause 8 (Powers and Duties of Joint Committee)

2. That the Joint Committee Arrangements adopted by virtue of the constituent councils entering into the Minute of Agreement and under which the Joint Committee is constituted and governed is amended by adding the words in Clause 6 below to its sixth unnumbered paragraph

3. That the Governance Arrangements in Part 3 of and the Annex to the City Region Deal Document entitled "Accelerating Growth", setting out the constituent councils' vision and through which the Joint Committee is to deliver transformational programmes and projects to achieve full implementation of the Edinburgh and South-East Scotland City Region Deal, is amended by adding the words in Clause 6 below to the purpose set out in paragraph 1 of its Annex

4. That the Joint Committee will establish under the Joint Committee Arrangements and its Standing Orders an Elected Member Oversight Sub Committee in terms of Appendix 1 for the purposes of overseeing and directing the additional work as a result of this Supplementary Agreement and for the other purposes set out in Appendix 1

5. That the Joint Committee may, under the Joint Arrangements and its Standing Orders, make such other administrative and governance arrangements as it deems appropriate to meet this addition to its powers, remit and purpose, including, but not restricted to, establishing boards and groups and delegating responsibility and authority to officers appointed to support it

6. The words referred to in Clauses 1, 2 and 3 above are as follows:-
   - Working in partnership with public authorities, public bodies and other public or private organisations it deems appropriate , including but not limited to the UK and Scottish Governments, SESplan and SEStran, to co-ordinate, plan, prepare, deliver, review and renew, any Regional Growth Framework and Regional Spatial Strategy for Edinburgh and Southeast Scotland, interim and final, or any replacement or reiteration or analogous such framework, strategy or plans, **subject to the constituent councils' agreement to policy proposals**
   - To co-ordinate amongst the constituent councils, a contribution to the preparation, review and renewal of the National Planning Framework (NPF4) and its subsequent iterations or replacements, **subject to the constituent councils' agreement to policy proposals**, and to co-ordinate and support the constituent councils in their own contributions to it.

7. These amendments shall take effect from the latest date of execution of this Supplementary Agreement

This Supplementary Agreement and its Appendix are signed and executed in counterpart as follows:-

For the City of Edinburgh Council:-

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For East Lothian Council:-

Name:	
Signature:	
Witness:	
Signature:	

Place of Signing:	
Date:	

For Fife Council:-

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For Midlothian Council:-

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For Scottish Borders Council:-

Name:	
Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

For West Lothian Council:

Name:	

Signature:	
Witness:	
Signature:	
Place of Signing:	
Date:	

Appendix 7.3

Elected Member Oversight Sub-Committee – Terms of Reference

1. Membership

Two Members from each constituent Council, up to four members from the Higher Education/Further Education consortium and up to two members from the Regional Enterprise Council.

2. Convener/Chair

The chair will be appointed by the Joint Committee and should be from the Council in the annual lead role for the City Region Deal.

3. Quorum

The Quorum will be one-third of the membership.

4. Substitutes

Substitutes are permitted from the same local authority.

5. Officers

Officers will attend to support meetings.

6. Remit

The powers and responsibilities of the Elected Member Oversight Sub-Committee cannot extend beyond those of the Edinburgh and South East Scotland City Region Deal Joint Committee. The remit of the Elected Member Oversight Sub-Committee would be:-

   a. To provide oversight of the Regional Growth Framework and Regional Spatial Strategy.

   b. Working in partnership with public authorities, public bodies and other public or private organisations it deems appropriate , including but not limited to the UK and Scottish Governments, SESplan and SEStran, to co-ordinate, plan, prepare, deliver, review and renew, any Regional Growth Framework and Regional Spatial Strategy for Edinburgh and South East Scotland, interim and final, or any replacement or reiteration or analogous such framework, strategy or plans, subject to the constituent councils' agreement to policy proposals.
   c. To co-ordinate amongst the constituent councils, a contribution to the preparation, review and renewal of the National Planning Framework (NPF4) and its subsequent iterations or replacements, subject to the constituent councils' agreement to policy proposals, and to co-ordinate and support the constituent councils in their own contributions to it.
   d. To support and encourage a sustainable approach to managing growth which aligns to local sustainability, energy and low carbon plans and strategies.
   e. To encourage and facilitate a close working partnership with SEStran, SESplan and other relevant organisations.
   f. To provide oversight and consider recommendations from the Regional Housing Board and the Transport Appraisal Board.
   g. To scrutinise the work of the SESplan Officer Board in regard to the Regional Growth Framework.

h. To advise the City Region Deal Joint Committee in regard to the Regional Growth Framework and Regional Spatial Strategy.

7. Meeting Frequency

The sub-committee will usually meet monthly but may meet more frequently if determined necessary by the Chair or the Sub-Committee.

Edinburgh and South East Scotland City Region Deal Joint Committee

10am, Friday 4 September 2020

City Region Deal Benefits Realisation Plan

Item number

Executive Summary

The City Region Deal Document states that each project approved by the Joint Committee will: *"be subject to review and evaluation."* The Benefits Realisation Plan sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:

- How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
- What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK?

In short, the Plan sets out how the Deal can demonstrate that benefits are being realised.

In addressing these questions, the Plan initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result.

Against these outputs the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated by detailing:

- **Target Audiences** in terms of who will be the main users of the monitoring and evaluation findings and how and when they will be engaged;
- **Programme Outcomes** summarising the Regional challenges the Deal aims to address in terms of Inclusive Growth and other identified objectives;

- **A Programme Theory of Change** to define the relationships envisaged, and to be monitored for each theme, between inputs, activities, outputs, and the key impacts identified in the Deal document;
- **Measurement approaches** in terms of Key Performance Indicators (KPIs) and data collection implied by the above, and the consequent monitoring and evaluation approaches that will be adopted; and,
- **Change control reporting protocols** to ensure there are the necessary governance arrangements to implement this Plan and derive strategic benefits from the monitoring, evaluation and management of theme activities.

Finally, it is important to note that the actions set out in the Plan are not only critical to evidencing programme outcomes and impacts but as importantly demonstrating to both Governments the benefits of their support at each "annual conversation", specific Data-Driven Innovation assessment and the quinquennial review (at which both Governments reserve the right to halt funding in the event that outcomes and targets are not being met).

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Report

City Region Benefits Realisation Plan

1. Recommendations

1.1   To approve the Plan and implementation of associated activities by each Programme theme.

1.2   To note that the monitoring and evaluation outputs will be regularly reported to and appropriately acted upon by the Joint Committee.

2. Background

2.1   Over 15 years, the £1.3 billion City Region Deal funding will support a range of activities across five Programme themes (covering: Research, Development & Innovation; Skills; Culture; Transport; and Housing). Among other outputs, the Deal is projected to create around 23,000 new jobs across Scotland.

2.2   A key objective of the Joint Committee – as set out in the Deal Document – is: *"to monitor the impact of the City Region Deal Programme"* that will result from the delivery of outputs. This Plan sets out how this objective will be delivered.

3. Main report

3.1   Across a range of audiences and specified reporting protocols, from the general public to key components of the Deal's Governance structure, the Plan indicates that the focus on **outcomes** should be on how the Deal is performing against delivery plans and overall inclusive growth objectives. Assuming such outcomes are manifest, the Plan sets out how to determine what economic, social and other beneficial **impacts** may be generated within the City Region, Scotland and in the case of DDI elsewhere in the UK.

Key Principles

3.2   To monitor impacts all of the Deal, partners have agreed to a set of reporting principles. These include:

- adherence to the overarching principles of Government best practice in project and programme delivery;
- selecting monitoring and evaluation approaches that best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal; and,

- Continually updating the Plan and using any other new measures approved by the Joint Committee that will help assess and support the better management of Deal activities and impacts.

Inclusive Growth Objectives

3.3 Understanding how to apply these principles is, by definition, influenced and informed by the ambitions and overall objectives which the Deal is aimed to deliver. Achieving increased sustainable economic growth and reducing inequalities, in ways that are consistent with the National Planning Framework and the UN Sustainable Development Goals, are central to the Deal's ambitions. Similarly, in developing the Deal, various inclusive growth challenges specific to the City Region were identified. These included slow and uneven Regional growth, skills gaps and inequalities as well as transport, housing and other connectivity issues.

3.4 In responding to these challenges, five overarching inclusive growth objectives were identified which each of the Programme themes are individually and, as importantly, collectively tasked to meet. They are:

- accelerating inclusive growth;
- removing the barriers to growth;
- delivering community benefits through procurement;
- targeting employability and skills interventions; and
- delivering social benefit through innovation.

Theory of Change

3.5 Government best practice suggests using a Theory of Change as a framework against which to assess, for any given set of objectives like the above, what impacts may be important to subsequently monitor and evaluate. Consequently, the Plan sets out how Programme partners developed an overarching Theory of Change to map out the potential relationships between Deal programme inputs, activities, outputs, outcomes and impacts.

3.6 The key impacts include:

- sustained employment;
- Scottish Index of Multiple Deprivation ranking uplifts;
- returns on investment;
- increases in recruitment from under-represented groups; and
- sustainable transport improvements.

Measurement Approaches

3.7 Given this Theory of Change framework, the Plan provides a series of pro-formas which identify:

- specific theme approaches to monitoring and evaluation in relation to identified outputs, potential impacts and positive equality actions; and
- a general approach to monitoring and evaluating Community Benefits and Social Innovation realisation given the cross-cutting nature of both objectives and extensive variation in the benefits that could emerge.

3.8 Envisaged as key summary document, as well as an "informal contract" that Programme partners will consistently adopt in their approaches to monitoring and evaluation, each pro-forma details:

- **Baseline information in regard to theme beneficiaries** e.g. reference unemployment rates, return on investment anticipated from a research project, gender, ethnicity, disability of employees, existing transport use patterns etc.;
- **Key impact indicators;** which best represent the likely benefits of theme activities and could be used, and compared to the above baselines, to monitor progress and consequently be utilised in any future impact evaluation;
- **Data Source(s);** either existing or new data points that would directly or indirectly best capture the above indicators;
- **Monitoring Cycle;** when it is best practical to report progress given the different short, medium and long-term time horizons relating to different themes and activities not only between construction and operation but also different annual reporting timescales and outcome/impact effects; and,
- **Impact Approach;** in terms of the type of method(s) that could be adopted to evaluate the net impacts generated by theme activities and outcomes.

Change Control

3.9 Finally, critical to utilising the information derived under the proposed pro-formas is regularly assessing whether benefit flows have been delivered against an agreed baseline position as well as projections about future benefit levels. Consequently, adopting existing Deal governance and reporting protocols, the Plan identifies how the governance arrangements to implement changes in activities **where monitoring and evaluation evidence supports** such changes.

4. Financial impact

4.1 There is no financial impact relating to this report, however, subject to the approval of this Plan Governments will require an operational plan for the implementation of benefits reporting processes outlining the resources and responsibilities required.

5. Alignment with Sustainable, Inclusive Growth Ambitions

5.1 Inclusion is a key driver for the City Region. Deal Business cases for projects demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the City Region.

5.2 The Plan sets out how the potential benefits of applying consistent monitoring and evaluation of equalities, community benefits and social innovation across themes including:

- **Positive Actions** by monitoring and improving City Region Deal Programme outcomes for women, people with disabilities, those facing age barriers and individuals from ethnic minority communities (EMCs);
- **Use of procurement data for Regional economic impact and innovation**, creating a baseline of Regional spend to understand the impact of public spending on inclusive growth, testing the robustness of the current multiplier values and also mapping key sectors in each authority and leveraging for social innovation, engagement and opportunity generation;

- **Fair work practices and the UK real Living Wage**, ensuring all City Region Deal projects incorporate consideration of fair work and workers are paid the Living Wage; and,

- **Showing the benefits of partnership working and innovation opportunities,** including alignment with other City Region Deal programmes or existing partner capacity, and opportunities for DDI and Social Innovation.

6. Background reading/external references

The Magenta Book (HM Treasury, Last Updated 1 April 2020)

Guide for Effective Benefits Management in Major Projects (Infrastructure and Projects Authority and Cabinet Office, October 2017)

A Playbook for Designing Social Impact Measurement (Gwendolyn Reynolds, Lisa C. Cox, Nicholas Fritz, Daniel Hadley, & Jonathan R. Zadra Dec. 21, 2018)

7. Appendices

7.1 Appendix 1: City Region Deal Benefits Realisation Plan

The Edinburgh and South East Scotland City Region Deal Benefits Realisation Plan

Support better planning and decision making

Support learning and Exchange

Provide accountability to funders and citizens

Gather information for reporting

Confidential

Final Draft for Review

Version 1.0

August 2020

"Well-run organisations and effective programs are those that can demonstrate the achievement of results. Results are derived from good management. Good management is based on good decision making. Good decision making depends on good information. Good information requires good data and careful analysis of the data. These are all critical elements of evaluation".

https://trust.guidestar.org/the-importance-of-evaluation

Contents

1. Executive Summary

Introduction

It is unfortunately important to note that, as a result of current circumstances, the timings, outputs and impacts outlined in the rest of this Benefits Realisation Plan may be subject to revision once the full knock on effects of the current pandemic can be adequately accounted for.

Context

The Edinburgh and South East Scotland City Region Deal[1] is a £1.3 billion programme covering six local authorities, the city Region's universities and colleges and business and third sectors. On aggregate over fifteen years, the £1.3 billion funding will support a range of Deal activities across five Programme themes (covering Housing, Innovation, Skills, Culture and Transport). Amongst other outputs, the Deal is projected to create around 23,000 new jobs across Scotland.

Key Objectives

Two aspects are central to this Plan – what outcomes and beneficial impacts are being delivered? Across a range of audiences and specified reporting protocols – from the general public to key components of the Deal Governance structure – the focus on **outcomes** will be upon how the Deal is performing against delivery plans and overall inclusive growth objectives. Assuming such outcomes are manifest, it will be essential to determine what economic, social and other beneficial **impacts** may be generated as a result within the City Region, Scotland and elsewhere in the UK.

Key Principles

In addressing these issues and shaping this Plan, all of the Deal Partners have agreed to a set of reporting principles. These include: adherence to the overarching principles of Government best practice in project and programme delivery; selecting monitoring and evaluation approaches that best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal; and, going forward, continually updating this Plan and using any other new measures that will help assess and support the better management of Deal activities and impacts.

Inclusive Growth Objectives

Understanding how to apply these principles is, by definition, influenced and informed by the ambitions and overall objectives which the Deal is aimed to deliver. Achieving increased sustainable economic growth and reducing inequalities - in ways that are consistent with the National Planning Framework and National Performance Framework and the UN Sustainable Development Goals - are central to the Deal's ambitions. In developing the Deal, various inclusive growth challenges specific to the city Region were identified.   These included slow and uneven Regional growth, skills gaps and inequalities as well as transport, housing and other connectivity issues.

In responding to these constraints, five overarching inclusive growth objectives were identified which each of the Programme themes are individually and, as importantly, collectively tasked to meet. They are: accelerating inclusive growth; removing the barriers to growth; delivering community benefits

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[1] https://static1.squarespace.com/static/55c87967e4b05aa55020f656/t/5c263201898583ec74c01146/1546007049724/ESESCR+Deal+Document+6+August+2018+signed.pdf

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through procurement; targeting employability and skills interventions; and, delivering social benefit through innovation.

Theory of Change

Government best practice[2] suggests using a Theory of Change as a framework against which to consider what impacts may be important to subsequently test, monitor and evaluate. Consequently, the Programme partners developed an overarching Theory of Change to map out the potential relationships between Deal programme inputs, activities, outputs, outcomes and impacts.

The key impacts identified include: sustained employment; SIMD ranking uplifts; returns on investment; increases in recruitment from under-represented groups; and, sustainable transport improvements.

Measurement Approaches

Given this Theory of Change framework, theme leads and the CRD PMO developed a series of Pro Formas which identify: **specific theme approaches** to monitoring and evaluation in relation to identified outputs, potential impacts and positive equality actions; and, a **general approach** to monitoring and evaluating **Community Benefits and Social Innovation** realisation given the cross cutting nature of both objectives and extensive variation in the benefits that could emerge.

Envisaged as key summary document - as well as an "informal contract" that Programme partners will consistently adopt in their approaches to monitoring and evaluation - each Pro Forma details:

- **Baseline information in regard to theme beneficiaries** e.g. reference unemployment rates, return on investment anticipated from a research project, gender, ethnicity, disability of employees, existing transport use patterns etc.;

- **Key impact indicators;** which best represent the likely benefits of theme activities and could be used - and compared to the above baselines - to monitor progress and consequently be utilised in any future impact evaluation;

- **Data Source(s);** either existing or new data points that would directly or indirectly best capture the above indicators;

- **Monitoring Cycle;** when it is best practical to report progress given the different short, medium and long term time horizons relating to different themes and activities not only between construction and operation but also different annual reporting timescales and outcome/impact effects; and,

- **Impact Approach;** in terms of the type of method(s) that could be adopted to evaluate the net impacts generated by theme activities and outcomes.

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[2] See, for example, the Magenta Book: Table 2.A: Definitions of the terms used in logic models, https://www.gov.uk/government/publications/the-magenta-book

Change Control

Finally, critical to utilising the information derived under the proposed Pro Formas is regularly assessing whether benefit flows have been delivered against an agreed baseline position as well as projections about future benefit levels. Consequently, adopting existing Deal governance and reporting protocols, the PMO has embedded governance arrangements to implement changes in activities **where monitoring and evaluation evidence supports** such changes.

2. Introduction

2.1. About this Document

This Plan sets out the overarching approach to managing benefits realisation by addressing two central issues:

- How the ESESCRD is performing against delivery plans as set out in approved programme and project business cases and overall Deal objectives as set out in the Deal Document; and,

- What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK.

2.2. The Deal

The Deal document was agreed by CRD partners[3] and the Scottish and UK Governments in August 2018. As a mechanism for accelerating economic and inclusive growth across the City Region the Deal, as detailed in Table One below, committed Governments and CRD Partners jointly to invest £1.3 billion over the next fifteen years across five themes:

- **Research, Development and Innovation:** comprising the Region wide Data Driven Innovation (DDI) Programme, a Food & Drink innovation campus and two industrial estate improvement programmes in Fife and the Scottish Borders;

- **The Integrated Regional Employability and Skills "IRES" Programme:** to generate new jobs and deliver better career pathways in key sectors across the CRD area;

- **Transport:** including road improvements at Sheriffhall (A720) roundabout and in West Edinburgh;

- **Culture:** by building a new concert hall in central Edinburgh; and,

- **Housing:** to accelerate the delivery of affordable housing, and housing across all tenures, through the "enabling development" of seven major strategic housing sites.

Table One: Total Anticipated ESESCRD Contributions

Theme	Government (£m)	Partners (£m)	Total (£m)
Research, development and innovation	350	441	791
The IRES Programme	25	N/A	25
Transport	140	16	156
Culture	25	20	45
Housing	65	248	313

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[3] The City Region Deal Partners, as defined within the Deal document, comprise: The City of Edinburgh Council; East Lothian Council; Fife Council; Midlothian Council; Scottish Borders Council; West Lothian Council; the City Region's Universities and Colleges; and, representatives from the City Region's business and third sectors.

Page 67

Total	**600**	**730**	**1,330**

This total of £1.3 billion investment is projected to create and support around 23,000 new full time equivalent "FTE"[4] jobs across Scotland. The breakdown of these FTE impacts, which include Type II Scottish level employment multiplier effects,[5] are detailed at Table Two below.

Table Two: Total Anticipated ESESCRD Employment Impacts

Theme	Construction Jobs (FTEs)[6]	Direct Jobs Generated	Total
Housing	1,720	Not Applicable	1,720
Innovation[7]			
Borders Innovation Park	360	383	743
Data Driven Innovation (DDI)	2,210	419	2,629
Fife Industrial Park	270	1,095	1,365
Queen Margret University Food & Drink Hub	170	932	1,102
Skills	N/A	5,300	5,300
Culture	250	45	295
Transport	860	Not Known	860
Total Direct Jobs	**5,840**	**8,174**	**14,014**
Multiplier Effects	**5,840[8]**	**3,514[9]**	**9,354**
Total Direct, Indirect and Induced Jobs	**11,680**	**11,688**	**23,368**

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[4] A: *"full-time equivalent unit", sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5."* https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf

[5] The use of these multipliers (and consequent measurement of the "indirect and induced effects" of the Deal across Scotland) was agreed with Scottish Government representatives in July 2020.

[6] Based on Scottish Enterprise Economic Impact Guidance re the ratio of costs to labour content of £181,000 per annual FTE.

[7] As reflected by job estimates in each innovation partners Outline Business Case ("OBC").

[8] Based on a multiplier value of 2.0: *"Taking the supply chain impacts into account and based upon an assessment of the inputs, purchases and demand generated by the construction industry as a whole, the Scottish Government's Input Output multipliers estimate that for every £1 million GVA generated in construction activity, a further £1 million is generated elsewhere in the Scottish economy. This represents a multiplier impact of 2.0, taking into account "leakages" from and "imports" to the Scottish economy from elsewhere in the UK".* https://www.homesforscotland.com/Portals/HomesForScotland/Documents/2015/NLP%20Report/THE%20ECONOMIC%20AND%20SOCIAL%20BENEFITS%20OF%20HOME%20BUILDING%20Jan%202016.pdf?ver=2016-01-12-101252-283

[9] This level of employment was based on using the latest available (2016) average Type II general employment multiplier value of 1.43. See M2 files in the machine readable format on the Scottish Government Open Data Platform (http://statistics.gov.scot/data/input-output).

Page 68

2.3   Rest of this Plan

The rest of this Plan sets out:

- **Target Audiences and Reporting (Section Three)** in terms of who will be the main users of the monitoring and evaluation findings and how and when they will be engaged;

- **Programme Outcomes (Section Four)** summarising the Regional challenges the Deal aims to address in terms of Inclusive Growth and other identified objectives;

- **Programme Theory of Change (Section Five)** in meeting the above objectives across the five City Region Deal themes to define the potential relationships envisaged and to be tested[10] between inputs, activities, outputs, and the key impacts identified in the Deal document;

- **Measurement approaches (Section Six)** in terms of KPI[11] selection and data collection implied by the above, and the consequent monitoring and evaluation approaches that will be adopted to assess outputs and impacts**;**

- **Change control reporting protocols (Section Seven)** to ensure there are the necessary governance arrangements to implement this Plan and derive strategic benefits from the monitoring, evaluation and management of theme activities[12];

- **Appendix A: National Outcomes and Strategic Development Goals;** indicating how each theme will contribute to these outcomes and goals.

- **Appendix B: Theme Theories of Change** outlining for each theme the assumed relationships, to be subsequently monitored and evaluated, between inputs, activities, outputs and impacts;

- **Appendix C: Protected Characteristics** describing in more detail the four characteristics under the Equality Act of age, disabilities, and minority ethnic communities (MEC) and women outlined in each of the theme's benefit realisation frameworks; and,

- **Appendix D: Talent, Research, Adoption and Entrepreneurial Definitions:** detailing how, within the Innovation theme, relevant KPIs are defined across these four domains.

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[10] As detailed in the Magenta Book a theory of change: *"involves the specification of an explicit theory of "how" and "why" a policy might cause an effect which is used to guide the evaluation. It does this by investigating the causal relationships between context-input-output-outcomes-impact in order to understand the combination of factors that* (might lead) *to intended or unintended outcomes and impacts"*. https://www.gov.uk/government/publications/the-magenta-book

[11] As also indicated in the Magenta Book one of: *"the key questions and considerations that need to be taken into account to design an effective monitoring system and subsequently to facilitate a good quality evaluation ……. (is to) identify **key indicators** that can be clearly defined and used to monitor progress against the goals/objectives."* https://www.gov.uk/government/publications/the-magenta-book

[12] i.e. to allow Partners to build cultures that: *"emphasize the importance of data and information, make informed resource allocation decisions, drive performance through goal-setting frameworks and feedback loops, and ultimately use the information they produce as a strategic asset".* https://ssir.org/articles/entry/a_playbook_for_designing_social_impact_measurement

3. Target Audiences and Reporting

3.1. Who will be engaged and why

Audiences who will wish to use or have an interest in the outputs of the monitoring and evaluation approaches proposed within this Plan include:

- **The general public** in terms of understanding the impacts of the Deal, how best they and their communities might directly engage with and benefit from relevant programmes and projects as well as what progress has been made to securing CRD objectives;

- **CRD Fund Holders across both Governments as well as the Scottish City Region and Growth Deals Delivery Board[13]** to provide a basis from which to determine, against agreed baseline information, the extent to which the anticipated impacts of the Deal are or are likely to be delivered and – in agreement with the ESESCRD Joint Committee - what changes to future Deal activities might enhance these impacts or mitigate unforeseen external factors;

- **ESESCRD Joint Committee**, given their role in monitoring the impact of the City Region Deal Programme and ensuring that all aspects of the Programme are aligned towards driving innovation and achieving inclusive growth ambitions;[14]

- **Regional Enterprise Council (REC)** which as recognised in CRD PMO documentation:[15] *"will use its voice and its networks to provide the voice of the business and third sectors across the Region to guide the implementation of the City Region Deal, and make recommendations to the Joint Committee"*;

- **ESESCRD Executive Board and Directors' Group**, which oversees the activity of the CRD PMO and engages with all of the above in performance monitoring;

- **The City Region Deal PMO**, that coordinates progress across all themes on a day to day basis - to support decision making by all stakeholders – and produces an Annual Report providing an overview of key progress that has been made towards delivery of the Deal; and,

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[13] Whose remit includes: *"monitoring and supporting the successful implementation of Regional Deals including Scottish City Region Deals and Growth Deals from the point of signing Heads of Terms by assessing delivery against agreed implementation plans"* https://www.gov.scot/publications/scottish-city-Region-deal-delivery-board-terms-of-reference/

[14] In line with this Committees role to: *"monitor the impact of the Programme and build and support Inclusive Growth focusing on the needs of the local area and strengthening the partnership between public, private and third sectors."* https://democracy.edinburgh.gov.uk/documents/s9924/Full_Meeting_Papers___Edinburgh_and_South_East_of_Scotland_City_Region_Deal_Joint_Committee___02.11.pdf

[15] https://democracy.edinburgh.gov.uk/Data/Corporate%20Policy%20and%20Strategy%20Committee/20190514/Agenda/item_75_-_edinburgh_and_south_east_scotland_city_Region_deal_updatepdf.pdf

- **Advisory Boards/Groups established as appropriate for some delivery programmes - for example the Skills Gateway Advisory Boards - Thematic Advisory Boards and other City Region Deal Governance Groups** who, in reporting to the CRD PMO, will be responsible for ensuring the implementation, ongoing operation, monitoring and management of specific themes, projects and programmes.

3.2. Reporting Principles

In reporting outputs and impacts to the audiences above Regional Partners are committed to:

- Adhering to the overarching principles of Government best practice in project and programme delivery;

- Selecting appropriate monitoring and evaluation approaches to best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal; and,

- Regularly updating this Plan and associated reporting protocols; and,

- Adopting other new measures that will help assess and support the better management of Deal activities and impacts[16].

Consequently, based on relevant government guidance,[17] CRD Partners have - over the fifteen year lifetime of the CRD Programme and eight years in the case of the IRES programme - agreed that:

- Delivery objectives and associated performance indicators will consistently be aligned to the partnership's stated output and impact objectives, as set out in the Deal Document;

- Monitoring and evaluation will be used to confirm that: the benefits associated with these outputs can be realised; risks of non-delivery can, where appropriate, be managed; and, unjustified work can be terminated;

- Governance, management frameworks and monitoring and evaluation approaches are proportionate and appropriate to the work and levels of prevailing risk associated with each theme and related project/programme delivery;

- Accountabilities and responsibilities are defined, mutually consistent and traceable across all levels of management as summarised in the previous section and set out in the Deal Document;

- Monitoring and evaluation approaches, resources and good practice will be shared amongst theme leads in order to minimise the costs associated with monitoring and evaluation, while also aiming to maximise future benefits particularly across theme interdependencies. This will include:

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[16] For example separately to this Plan CRD Partners wish, in tracking impacts, to include the environmental effects of theme activities, and are currently considering approaches to the monitoring and evaluation of such effects.

[17] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf

Page 72

o Adopting common data sets, definitions and reporting cycles to allow comparisons to be drawn between projects and programmes at both a theme and, where appropriate, Programme level; and,

o Using existing data sources and streamlining any new data collection as much as possible.

- The suitability of selected indicators will be subject to ongoing review in the light of alternative data sources / approaches to measurement becoming available; and,

- Outcomes and enabling outputs will be effectively consulted and scrutinised on an ongoing basis, by relevant stakeholders, representative bodies and agencies within the Region.[18]

3.3. Reporting

Aside from the ongoing weekly, monthly and other progress reporting already undertaken by the CRD PMO[19] the monitoring and evaluation of the outputs, outcomes and intermediate impacts[20] of the Deal will form part of the regularly reporting cycles within the formal management and oversight of ESESCRD performance, namely:

- **Quarterly Reporting** - each Thematic Advisory Board will produce a quarterly Risk and Performance Monitoring Report against the milestones set out in relevant business cases.[21] A quarterly performance meeting will then take place between the CRD PMO and Governments covering project progress by exception, financial monitoring, and performance including monitoring and evaluation. An overall Programme Risk Register and Performance Monitoring Report with any recommendations will then be considered by the Executive Board, Joint Committee and the Regional Enterprise Council;

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[18] As reflected more fully in the Deal Document: *"measures will be taken to ensure scrutiny, and effective consultation with the business community, third sector and general public. The Regional Enterprise Council and Joint Committee will develop these measures in partnership with Government. Options may include: an annual conference/seminar(s) tackling a key priority in the city Region; an annual online consultation with key stakeholders in the city Region and/or the general public; regular "roadshow" consultations on key upcoming projects across the city Region (linking in with the planning process)".*

[19] Including: **weekly** conference calls between both Governments and the CRD Project Management Office ("PMO") to review delivery and risk registers for each theme and agree what actions might be required to mitigate any identified issues; **monthly** analysis of expenditure profiles for projects and programmes against planned draw downs and consequent management of target milestones; **monthly Executive Board meetings** which Government representatives attend on a six-monthly basis; and, **regular Thematic Board meetings** for Data-Driven Innovation, Integrated Regional Employability and Skills, Transport and Housing.

[20] i.e. *"Benefits that will occur between implementation of early changes and the realisation of the end/wider benefits."* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/671452/Guide_for_Effective_Benefits_Management_in_Major_Projects.pdf

[21] Recognising that any slippages in either the timing of projects or reductions in leading indicators (e.g. the number of participants signing up for an IRES programme) will have knock on effects in relation to outputs and potentially impacts.

- **Annual Reporting -** based on the above, and in order to assess how much impact the City Region Deal is having on agreed inclusive economic growth outcomes, the CRD PMO will include aggregate output, impact data, and relevant case study material – together with updates and amendments to this Plan - in an annual report on all City Region Deal activities;

- **The "Annual Conversation"** - which will be informed by the Annual Report above and will provide the opportunity for CRD stakeholders to discuss progress with Governments and in particular: *"to reflect and work through any concerns that local partners and governments have about the implementation of the Deal and the ambitions for the Deal going forward"*;[22] and, finally,

- **Quinquennial Review** - every five years an independent evaluation of the City Region Deal will be undertaken to capture progress and identify priorities for the next phase of delivery. Governments will work with the Joint Committee to set the terms of the evaluation and consider the resultant recommendations with both Governments reserving the right to halt funding in the event that outcomes and targets are not being met.

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[22]https://democracy.edinburgh.gov.uk/documents/s9821/Item%208.1%20-20Edinburgh%20and%20South%20East%20Scotland%20City%20Region%20Deal%20Annual%20Report%20Annual%20Conversation%20and.pdf

Page 74

4. Programme Outcomes

4.1. Deal Context

The vision of the Scottish Government's Economic Strategy is to deliver: *"increasing sustainable economic growth."[23]* Two questions were, therefore, central to developing the Deal: what are the City Region's key inclusive growth challenges, and consequently what objectives, supporting approaches, and management and governance structures might help address these challenges?

4.2. Inclusive Growth Challenges

In broad terms five interlinked challenges were identified:

- **Slow and uneven growth** across the Region leading to a range of imbalances, not least: 21% of children living in poverty;[24] lack of mid-market and affordable housing; and, too many people being unable to move out of low wage/low skill jobs;

- **Regional disparities in job densities;** ranging from 0.55 in East Lothian to 1.02 in the City of Edinburgh;[25]

- **Skills inequality and polarisation;** with clusters of disadvantage across the City Region, related variations in skills levels, health outcomes and earnings, and a growing shortage of higher level skills, most notably in the technology sphere;

- **Gender and age inequalities;** on average, men across the City Region earn 14% more than women, and female participation and employment rates tend to be lower; and,

- **Housing, transport and connectivity issues;** with interlinked effects whereby lack of connectivity impacts upon the availability of land for housing[26] and commercial expansion, and consequently inclusive growth.

The Deal Partners identified a range of objectives to address these challenges that could:

- Inform and be adopted by individual programme and project themes as a basis against which to monitor and demonstrate outcomes;

- Support and enhance linkages and collaboration across themes (to deliver additional benefits); and,

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[23] https://www.gov.scot/publications/scotlands-economic-strategy

[24] http://www.endchildpoverty.org.uk/

[25] Which as stated in the Deal Document has led to: *"strong cross-Region commuting patterns ... contributing to areas of congestion and significant levels of pollution in some locations".*

[26] With a need - identified in the Deal Document - for 140,000 new homes in the city Region by 2037.

- Set the context for overall CRD governance and management decision making and reporting, and monitoring and evaluation approaches.

Finally it is also important to note that Partners recognise that the CRD:

- Through establishing these common objectives and new partnership arrangements – offers the long term potential: *"to enhance existing and **develop new** Regional collaboration for strategic coordination across transport, housing and economic development;"*[27] and,

- Aligns with and will be supportive of the delivery of the Scottish Governments National Performance Framework and UN Sustainable Development Goals (as detailed in Appendix A)

4.3. Inclusive Growth Objectives

The consequent inclusive growth objectives identified across the ESESCRD themes, to address the challenges above, are:

- **Accelerating Inclusive Growth** to unlock new talent pools for business, promoting fair work, and equipping disadvantaged citizens with the skills they need to succeed;

- **Removing housing and transport barriers to growth** through interventions to increase housing and enhance transport connectivity across the Region;

- **Delivering community benefits through procurement** by integrating partner approaches to supplier engagement and procurement in order to increase the value achieved from Deal investments;

- **Targeting employability and skills interventions** by widening access and addressing skills shortages to boost the flow of individuals from disadvantaged groups into good career opportunities; and,

- **Delivering social benefit through innovation** through challenged-based social benefit projects and programmes across the City Region.

These objectives, as illustrated in Table Three, are consequently integral to anticipated individual theme project and programme delivery.

Table Three: Stated Inclusive Growth Objectives per Theme

Theme	Stated Deal Objectives
Housing	Collaboratively **Regional partners and Government will work together** on an expanded affordable housing programme developing risk-sharing guarantees on a site-by-site basis to support local authority borrowing and share the financing risk of infrastructure delivery required across strategic sites.

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[27]

https://static1.squarespace.com/static/55c87967e4b05aa55020f656/t/5c263201898583ec74c01146/1546007049724/ESESCR+Deal+Document+6+August+2018+signed.pdf

	The Regional housing programme aims to : accelerate the delivery of affordable housing and housing across all tenures, **including accessible homes;** enable the development of seven major strategic housing sites; and, drive efficiencies across the public sector estate.
Innovation	The Edinburgh and South East Scotland Science and Innovation Audit (SIA) detailed how the ability to collect, store and analyse data from an array of diverse sources will become increasingly important in driving economic growth, social change and public services. By harnessing this challenge, the aim of the Data-Driven Innovation (DDI) Programme is **to establish the city Region as the Data Capital of Europe.** The ambition is **to have more innovation-active businesses in Fife and Scottish Borders**, i.e. businesses that are engaged in all forms of innovation. In the medium term, the ambition is to increase business investment in formal innovation such as research and development. This will deliver improved productivity and higher value jobs for the local authority areas and the city Region. The aim is to create long term investment programme in Fife and Scottish Borders **that can be replicated elsewhere in the city Region** through other economic development and investment projects.
Skills	The Integrated Regional Employability and Skills (IRES) Programme and its underpinning private, public, and third sector partnership **is a key way in which partners intend to embed Inclusive Growth practices in the city Regional labour market and evolving policy and practice** to: • increase the visibility and unlock access to good opportunities for all the city Region's citizens; • open up new talent pools to business and stimulate increased recruitment from under-represented groups into the good jobs and careers being generated in the Region; • evolve, streamline, and integrate employability and skills services to ensure citizens are equipped with the skills they need to succeed throughout their working life; • put in place complementary support to help people mitigate any barriers they may have in achieving their potential and ensuring that this support is part of an integrated person-centred approach; • develop the collective knowledge, organisational cultures, networks, policies and practices that are essential to accelerating progress to an inclusive, innovative and future-proofed Regional economy; and • **maximise the impact of employability and skills investments by public, private, and third sector partners and fully harness the potential of City Region Deal to stimulate a step change in performance**.
Culture	The Dunard Centre will house a 1,000-seat auditorium and studio facilities to enable rehearsal, recital and recording space, as well as **enabling community outreach and education, conferences and multi-art-form use**.
Transport	An Edinburgh and South-East Scotland City Region Transport Appraisal Board (TAB), comprising the six local authorities representing the city Region deal, SESTRAN and Transport Scotland will be formed **to help shape transport policy, strategy and priorities across the city Region.** The TAB will also provide a channel for involvement in the development and delivery of the improvements to Sheriffhall Roundabout…to ensure that **benefits are maximised, particularly around community benefits and opportunities for skills development**. The **TAB will work closely with the city Regional Housing Board** and with Government to influence and formalise any future Regional partnership working which may emanate from the moves to a Regional Economic Partnerships as well as Regional land use planning.

4.4 Post Deal Considerations

Since August 2018 – and based on discussions with the Equalities and Human Rights Commission, Governments and other stakeholders - the CRD Partners have also committed to:

- Monitoring and improving ESESCRD Programme outcomes for women, people with disabilities, those facing age barriers and individuals from ethnic minority communities; and,

- Recording and, where possible, enhancing the additional benefits of Partnership working that would not necessarily have occurred in the absence of the Deal (including, for example, Partners adopting these principles for wider regional working and engagement).

4.5   Housing Programme

The Housing theme is a key component of the Deal comprising around a quarter or £313 million of anticipated capital funding which in turn is estimated, pre-Covid, to support the delivery of 1,500 low cost market rent homes as part of a wider programme of building around 41,000 new homes on seven strategic sites across the Region over the next twenty years.

Each of the seven sites and associated developments are significantly different, with differing timelines, separate business case development processes and bespoke benefit realisation frameworks. Consequently, to avoid any duplication of effort in regard to the CRD benefit realisation, Housing Programme leads will develop, with appropriate funders, a common set of standards to output and benefit measurement and evaluation tailored to the individual circumstances and nature of each site and community.

Although not funded through the Deal, the regional affordable Housing Programme is a core element of the collaborative approach between Deal partners and Scottish Government to accelerate the delivery of affordable homes in SE Scotland. In this context the Housing Programme leads have agreed to three working principles with regard to CRD benefit realisation, namely that:

- Where CRD funding and approval is required any Housing project will comply with the guidance set out in this Benefits Realisation Plan (or subsequent iterations);

- When the above does not hold Housing Partners will agree with other relevant funding bodies the extent and nature of any benefit realisation approaches and highlight to the CRD PMO which measures are absent, different from or provide alternatives indicators to those currently suggested; and,

- In taking forward any of the Housing projects consideration will be given on a formal rolling basis to the potential linkages and added value that might be delivered in partnership with other CRD activities and themes, for example, in relation to Community Benefits and relevant IRES and Innovation projects.

As outlined below of particular relevance, in regard to the latter principle, are:

- **Maximising the potential contribution of public sector land and property –** Housing theme leads wish to work with both Governments to explore how best to use their collective assets – from health and social care integration; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income;

- **More Jobs, training and apprenticeships as well as opportunities for regional construction related SMEs -** working closely with the Housing, Construction and Infrastructure (HCI) Skills Gateway to support a programme of targeted skills interventions directed at widening access, addressing skills shortages and gaps in the construction and house building sectors, and increasing the flow of individuals(particularly women) from disadvantaged groups into career opportunities in construction;

- **Community Benefits -** procurement representatives from local authorities will consider the outcomes of the current University of Edinburgh led soft market testing (pilot) to examine –

with a range of First Tier suppliers – opportunities to adopt new approaches to maximising Community Benefits, positive action and collation of output and impact data; and,

- **ESESCR Home Demonstrator Project -** the scale and pipeline of housing development across the Region presents an opportunity for innovation in sustainable construction of new homes. Theme leads will collaborate across industry, academia and other sectors to identify opportunities for low carbon housing, circular construction innovation and modern methods of construction.

5. Theory of Change

5.1. Outputs and Impacts

As indicated in the introduction to this Plan a distinction is drawn between:

- **Outputs:** i.e. whether the themes are meeting their delivery plans and Deal objectives; and,

- **Impacts:** what economic, social and other benefits may have been generated as a result?

This distinction is also explicitly made in the Deal Document:

- Outputs are described in quantitative terms over the lifetime of the Programme such as: 21,000[28] new jobs; leverage of £700 million investment; and, support in delivering 140,000 new homes by 2037; and,

- Impacts are outlined primarily in terms of meeting inclusive growth objectives through the delivery of these outputs e.g. "*Agreed approach to CRD procurement with community benefit clauses in construction contracts used to target inclusive employment practices and other opportunities – delivering short, medium, and long term benefits*" Paragraph 1.25.[29]

These distinctions are important and have informed the development of the Partners approach to monitoring and evaluation given the:

- Commitment, under the first overarching principle in section three, that activities and outputs will consistently be aligned to Government's **stated outputs** as set out in the Deal Document and therefore the need to aggregate monitoring measures consistently across these outputs;

- Requirement both to meet and measure **inclusive growth objectives** across themes and consequent need to focus on approaches to capture the **associated impacts** of "accelerating inclusive growth; "removing the barriers to growth", "delivering community benefits through procurement", "targeted employability and skills interventions"; and, "delivering social benefit through innovation"; and,

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[28] As reflected in Table Two after more detailed consideration this total is now anticipated to be higher at around a level of 23,000.

[29] Other examples include: *"Consistent approach to applying the principles laid out in SG's Business Pledge* (paragraph 1.25) *Programme of integrated and targeted employability and skills interventions aiming to widen access, address skills shortages and gaps, boost the flow of individuals from disadvantages groups into good career opportunities. Short, medium, and long term impacts* (1.26) *Recognising the potential presented by DDI investment, exploration of opportunities to drive out challenge-based social benefit across the CR* (1.27)."

- Adoption, post Deal, of the importance of measuring and monitoring the outcomes of affirmative **positive action**[30] and identifying and building upon the **strategic added value**[31] of Partnership working.

As a starting point to addressing the above the Partners developed a CRD Programme Theory of Change.

5.2 Programme Theory of Change

A "Theory of Change" provides an initial basis against which to map out the potential relationships between programme inputs, activities, outputs, outcomes and impacts.[32] Consequently a Theory of Change provides a framework against which to consider what it may be important to subsequently test, monitor and evaluate.[33]

As detailed at Appendix B consideration by Partners has been given to developing specific and detailed theories of change for each of the City Region Deal's themes. As illustrated, in Figure One overleaf, the PMO has consolidated these into an overarching "Programme Logic Model" to identify a consistent set of metrics against which to report aggregate impacts.

In developing this model, the PMO has focused on the linkages between:

- The **inputs and activities** identified within the City Region Deal;

- Main **beneficiary groups** in terms of sectors and residents within the City Region[34] that will be impacted by these activities;

- Short term **direct outputs** that will result within these sectors and resident groups on completion and opening of associated theme facilities e.g. housing, innovation hubs and transport improvements and each cycle of the skills programme delivery;

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[30] Positive action in this context reflects steps that CRD projects/programmes can take to encourage people from **groups** sharing a protected characteristic who have different needs, past track record of disadvantage and/or a record of low participation. For the CRD these groups cover age, women, disabilities and ethnic minority groups.

[31] *"Strategic Added Value (SAV) was a concept developed for the Regional Development Agencies (RDAs) to provide leading qualitative indicators of how they have leveraged funding and influenced 'stakeholders' behaviour, decisions and outcomes in ways that might not have otherwise occurred"* https://www.nr-foundation.org.uk/downloads/Added-value-of-the-NRF-Programme-Manager2.pdf

[32] See the Magenta Book: Table 2.A: Definitions of the terms used in logic models, https://www.gov.uk/government/publications/the-magenta-book

[33] It is important to stress that development of such theories are part of a process from which to inform what might be the relationships between interventions and their gross impacts. They do not "explain" what will happen rather they reflect what is hoped will happen (and can thus be used to test if outcomes and impacts are evidenced in the way anticipated). *"An effective pathway of change reflects only the outcomes, or preconditions, that are at once necessary and, when taken together as a set* (are assumed to be) *sufficient to reach the long-term goal"* http://www.theoryofchange.org/pdf/TOC_fac_guide.pdf

[34] Recognising, however (as detailed in the Data Driven Innovation (DDI) Business Cases) that the impacts of DDI Talent, Research, Adoption, data and Entrepreneurship activities will not (and should not) be confined to the Region. For example it is unrealistic to assume that only students drawn from the Region - and who on graduation remain in the Region - should be regarded as the sole beneficiaries of a given DDI course given that other graduates (on the same course) - from the rest of Scotland, UK and abroad - may also take up employment in the UK and generate long-term productivity improvements.

Page 81

- A range of **intermediate** medium-term impact indicators of relevance to each theme that will seek to capture, against agreed baselines, direct benefits across City Region Deal beneficiary groups; and,

- A **minimum number** of long term impacts that focus, at a City Region level, upon the sustainable benefits of the Deal in terms of:

  o Economic growth, including sustainable employment growth and increases in investment and associated returns;

  o How the above is aligned to and supports the delivery of the five CRD inclusive growth objectives and related "positive actions" in regard to the four identified protected characteristics groups; and,

  o The associated developments that might be linked to the City Region Deal, over and above those initially identified under the capital and revenue expenditure across the Deal including, for example, further uplifts in housing supply, additional developments across the innovation theme, and better labour market outcomes.

Figure One: CRD Programme Logic Model

Theme	Input	Activities	Main Beneficiary Groups	Short Term Outputs	Medium Term Impacts	Longer Term Impacts
Housing	£313 million	House building	Construction Construction supply chain (above including IRES and positive actions[35]) CRD residents	Community Benefits Construction and Supply Chain jobs Improvements in workforce diversity Housing Take Up	Resident occupancy & job levels created or maintained (as per Table One)	Sustained residential employment[36]. SIMD ranking uplifts Associated development uplifts/environmental improvements
Innovation	£791 million	Development of Borders Innovation, DDI Hubs, Fife Industry, and QMU Food & Drink Campus	Construction and supply chain A range of around 15 other sectors[37]	Community Benefits Construction and supply chain jobs Site Occupancy	Job levels created (as per Table One) Student wage uplifts Research & Adoption uplifts	Sustained employment/wage rate uplifts. Returns on investment (including social innovation and associated impacts[39])

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[35] Particularly in the context of the IRES housing construction and innovation targeted skills gateway (led by Edinburgh Napier University).

[36] It is assumed that without this accommodation the supply of labour will be limited/reduced (i.e. without available/affordable accommodation the premise is that levels of employment will be lower/growth may be at risk given high (market) demand levels pre Covid).

[37] Each of these sectors is detailed at: http://esescityregiondeal.org.uk/innovation and include advanced manufacturing, creative industries, health and social care, robotics, the public sector and tourism.

[39] Which are by definition "innovative" and hard at this point to define precisely.

			Students (all above including IRES links and positive actions) CRD residents	TRADE[38] take up	Investment secured (as per Table Two) Start-ups	Associated developments/ Inward Investment
Skills	£25 million	5 Pillars Programme	Theme related construction employment and skills linkages Other key sectors[40] CRD Residents (Positive action across all the above)	Community benefit links across all themes Construction and supply chain Jobs Programme take-up	Uplift in employment Reduced time and costs of job matching for identified target groups Skills uplifts Improved workforce representation across under-represented groups	Sustained employment/wage rate uplifts. Sustained increases in recruitment from under-represented groups Improved labour market outcomes[41]
Culture	£45 million	Development of IMPACT centre	Construction and supply chain Cultural sector (all including IRES links and positive actions)	Community benefits Construction and supply chain jobs Attendees Community Outreach	Attendee levels and split by origin. Outreach take-up/effects / coverage	Sustained employment/revenue Enhanced outreach/new community based projects/programmes
Transport	£156 million	Roads improvement	Construction and supply chain Users (all including IRES links and positive actions)	Community Benefits Construction and supply chain jobs Completion	Transport benefit improvements (e.g. safety, journey times, modal split, air quality)	Sustained transport improvements Associated developments /environmental improvements

5.3 Strategic Added Value

Finally, while the above assumes a degree of linkage across and between themes, there is no explicit recognition of the additionality of City Region Deal partnership working relationships and outcomes.

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[38] i.e. The Edinburgh and South East Scotland Science and Innovation Audit (SIA) identified the need to enhance and develop capabilities in five key areas - Talent, Research, Adoption, Data and Entrepreneurship or "TRADE" https://www.gov.uk/government/publications/science-and-innovation-audits-first-wave-reports

[40] i.e. through labour market analysis and evaluation (Skills Development Scotland); integrated knowledge systems (Capital City Partnership); integrated employer engagement (City of Edinburgh Council); data driven innovation targeted skills gateway (University of Edinburgh); housing construction and innovation targeted skills gateway (Edinburgh Napier University); intensive family support service (Fife Council); and workforce mobility (Scottish Borders Council).

[41] In terms of the IRES Programme and its underpinning private, public, and third sector partnerships will aim to embed Inclusive Growth practices in the city Regional labour market and evolving policy and practice.

To address this the CRD PMO anticipates - as outlined in Table Four - annually providing both Governments with qualitative examples of such benefits across five dimensions.

Table Four: Potential Strategic Added Value Elements of the ESESCRD

Definition	Examples
Strategic leadership & catalyst: Articulating and communicating Regional development needs, opportunities and solutions to partners and stakeholders in the Region and elsewhere.	Creating confidence in the prospects for economic growth and in the capacity of partners and stakeholders to realise the potential for growth and improved CRD performance.
Strategic influence: Carrying out or stimulating activity that defines the distinctive roles of partners, gets them to commit to shared strategic objectives and to behave and allocate their funds accordingly.	Generating cross-Regional partnerships of mutual benefit to the growth prospects of each participating area. Achieving alignment and inter-locking of the priorities and investment plans of CRD and other partners.
Leverage: Providing financial and other incentives to mobilise partner and stakeholder resources – equipment, people as well as funding.	Levered funding and other resources from partners and stakeholders in support of CRD objectives.
Synergy: Using organisational capacity, knowledge and expertise to improve information exchange and knowledge transfer and coordination and/or integration of the design and delivery of interventions between partners.	Reduced duplication of service provision from Regional partners – e.g. in business development support. Scaling up of projects and programmes to beneficial levels that achieve scale economies and provide for critical mass in securing benefits.
Engagement: Setting up the mechanisms and incentives for more effective and deliberative engagement of stakeholders in the design and delivery of Regional and sub-Regional priorities and programmes.	Introducing quality and innovation in CRD interventions through the transfer of good practice, the development and use of benchmarks and the adoption of new processes.

24

6 Measurement Approaches

6.1 Overall Approach

The Theory of Change provides the starting point to determine "what should be measured, monitored and when." Accordingly theme leads and the CRD PMO developed a series of pro formas – as detailed at the end of this section - which identify:

- Specific theme approaches to monitoring and evaluation in relation to identified outputs, potential impacts and positive actions outlined in Figure One previously;

- How to test "net additionality" i.e. whether impacts identified are likely to be a result of CRD activities compared to what might have happened without these activities; and,

- A general approach to monitoring and evaluating Community Benefits and Social Innovation realisation given the cross cutting nature of both objectives and extensive variation in the benefits that could emerge.

6.2 Specific Theme Pro Formas

Theme leads developed their own monitoring and reporting pro formas, that describe how outputs and related impacts and positive actions will be captured, by considering:

- **Baseline information in regard to theme beneficiaries** e.g. reference unemployment rates, return on investment anticipated from a research project, gender, ethnicity, disability of employees, existing transport use patterns etc.;

- **Key impact indicators;** which best represent the likely benefits of theme activities and could be used in comparison to the above baselines in order to monitor progress and consequently be utilised in any future impact evaluation;

- **Data Source(s);** either existing or new data points that would directly or indirectly best capture the above indicators;

- **Monitoring Cycle;** when it is best practical to report progress given the different short, medium and long term time horizons relating to different themes and activities - not only between construction and operation but also different annual reporting timescales and outcome/impact effects[42]; and,

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[42] For example: *"there is a rich variety of case study and historical narrative material which suggests that time lags between the development of basic scientific research and its findings and implementation in commercialisable products may be very long. In the case of medical research, for example, it has been frequently shown that time lags may be **between 15 and 25 years long"**.* The Economic Significance of the UK Science Base: A REPORT FOR THE CAMPAIGN FOR SCIENCE AND ENGINEERING, Jonathan Haskel, Alan Hughes and Elif Bascavusoglu-Moreau, March 2014.

- **Impact Approach;** in terms of the type of methods that could be adopted to evaluate the net impacts generated by theme activities and outcomes.

In regard to the latter evaluation of theme impacts the PMO considers that experimental approaches[43] may be challenging or unethical for many reasons, particularly given the inclusive growth objectives of the programme.

Consequently, alternative approaches are proposed again as detailed in the specific theme pro formas, for example:

- **Housing;** resident surveys could be adopted to track occupancy, employment status and stated alternative resident outcomes in the absence of housing availability, as well as tracking SIMD outcomes pre and post housing completion;

- **Innovation;** in relation to talent, all the CRD Universities are exploring the use of long-term educational outcome "LEO" data sets to track the employment outcomes of graduates compared to an agreed peer group - the latter accessing similar courses without DDI components. In the case of paid for Continual Professional Development "CPD" courses online, follow up employer representative sample surveys could be used to assess the employee and employer related benefits of participation;

- **Skills;** with access to HMRC data, a "difference in difference" analysis could be conducted to analyse any improvements in employment access and wage rates for those supported compared to peers on alternative skills programmes. In the absence of such data, comparisons – at an aggregate level - could be made to other Regional programmes in terms of take up rates, employment outcomes and proportions of disadvantaged groups involved;

- **Culture;** monitoring will involve tracking, through ticket sales and ad hoc audience surveys, the profile of on and off site attendees and comparing the on-site analysis to performer profiles and venue use elsewhere and off-site the relative number, size and content of community and school based projects and programmes; and,

- **Transport;** follow up transport surveys will be undertaken with sampling and timing to be co-ordinated with Transport Scotland, SEStran and local roads authorities in relation to the travel time, safety and other improvements anticipated under the current proposals.

6.3 Community Benefits and Social Innovation Theme Pro Forma

Excluding IRES each of the other themes is tasked to implement operational procurement inclusive growth measures in the delivery of major projects.[44] In addition IRES will play a significant

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[43] e.g. Using control groups and, thereby, randomly assigning who receives City Region Deal support and who does not, in order to develop comparison groups and draw judgements concerning additionality.

[44] which could include: review of evidence base, facilitation of partnerships with key players like further education institutions, assistance with reaching and effectively working with target group individuals, as well as identifying practical routes to alignment with initiatives like HCI and DDI skills gateways.

Page 86

intermediary role in supporting positive actions by, for example, matching employer needs for female or disabled employees to available candidates.

Themes may also have additional strategic roles. For example DDI and HE partners can help leverage funding or expertise to improve evidence bases, leverage the value of procurement data and relationships and facilitate partnerships to support innovation. Similarly the Housing theme may be in a position to lead strategically on important inclusive growth issues like place-making strategies and integration of specific innovations like modern methods of construction.

As reflected by the pro forma at the end of this section the potential benefits of applying consistent monitoring and evaluation of community benefits and social innovation across themes could include:

- **Use of procurement data for Regional economic impact[45] and innovation**, creating a baseline of Regional spend to understand the impact of public spending on inclusive growth, testing the robustness of the current multiplier values in Table Two and also mapping key sectors in each authority and leveraging for social innovation, engagement and opportunity generation;

- **Fair work practices and the UK real Living Wage**, ensuring all ESESCRD projects incorporate consideration of fair work and workers are paid the Living Wage; and,

- **Showing the benefits of partnership working and innovation opportunities**, including alignment with other ESESCRD programmes or existing partner capacity, and opportunities for DDI and Social Innovation.

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[45] It is also important to note that consideration can also be given in this context to the direct environmental impacts of any given building and, during construction and subsequent operation, the indirect Regional environmental impacts across relevant supply chains.

ESESCRD Housing Programme Pro Forma

As indicated in Section Four to avoid any duplication of effort in regard to CRD benefit realisation: (a) where CRD funding and approval is required any Housing project will at minimum comply with the guidance set out below; and, (b) when no CRD funding is drawn down Housing Partners will agree with other relevant funding bodies the extent and nature of any benefit realisation approaches and highlight to the CRD PMO if required which measures are absent, different from or provide alternatives indicators to those currently suggested below.

THEORY OF CHANGE SMART OBJECTIVE AND TRACKING MEASURE DEFINITIONS

Smart Output One	Employing 1,720 full time equivalent employees (FTEs) over the construction periods of this Programme
Tracking Timetable	Annually
Wider Detail	At minimum construction jobs created from new homes built through the Regional Affordable Housing Programme, Strategic Sites and Edinburgh Living Project will be estimated on the basis of agreed employment to construction ratios[46]. In addition – as outlined in more detail under the Protected Characteristics section below – theme leads will be encouraged to explore the potential to capture direct information from first tier contractors about the levels of full and part time employment supported across individual sites and relevant supply chains. In line with ONS guidance[47] : **full-time** is defined as employees working on relevant sites more than 30 paid hours per week. **Part-time** is defined as employees working less than or equal to 30 paid hours per week. Self-employed or contractor staff on each site will also be recorded and classified (in line with ONS guidance) under the same definitions. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.[48]

Smart Output Two	Expenditure of £313 million over the period of the CRD Programme
Tracking Timetable	Annually
Wider Detail	Expenditure levels will be provided through the agreed reporting process for the Housing Thematic Advisory Board – i.e. as part of their monthly financial and quarterly Risk and Performance Monitoring reporting. Total expenditure will be reported to Governments on an annual basis with quarterly updates on a rolling basis to track actual v projected levels to inform progress and monitor any requirements for change in project timescales, **outputs** specifically the effect on the construction employment levels above and **impacts** as per below. Expenditure is defined as the profile of Governments annual CRD capital draw downs, CRD Partner capital and third party capital contributions and revenue spend from all sources identified within the Programme Business Cases and other sources - as yet unidentified - that contribute to the operational outputs and impacts of this programme.

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[46] Currently Scottish Government has suggested the use of previous Homes for Scotland analysis detailed at : https://www.homesforscotland.com/Portals/HomesForScotland/Documents/2015/NLP%20Report/THE%20ECONOMIC%20AND%20SOCIAL%20BENEFITS%20OF%20HOME%20BUILDING%20Jan%202016.pdf?ver=2016-01-12-101252-283

[47] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019#glossary

[48] Using the approach adopted under UK Government guidance that a: *"full-time equivalent unit", sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5."* https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf

28

Smart Short, Medium and Long Term Impact One	Total number of affordable and market homes (approved and completed)
Tracking Timetable	Annually based on housing completions across Regional Affordable Housing Programme, Strategic Sites and Edinburgh Living.
Wider Detail	The number of affordable and market homes, both approved and completed, will be recorded annually utilising Annual LA Housing Land Audits, Strategic Housing Investment Plans (SHIPs), National AHSP, and LA housing statistics returns.

Smart Short, Medium and Long Term Impact One	Tenure mix (affordable, market, midmarket and build to rent) for
Tracking Timetable	Annually based on site/programme progress monitored through datasets below and project leads.
Wider Detail	The tenure breakdown (affordable, market, midmarket and build to rent) across the Regional Affordable Housing Programme, Strategic Sites and Edinburgh Living will be provided annually, utilising the National AHSP programme, SHIPs, LA Housing Land Audits and for BTR/MMR - project lead/Council held data and LA housing statistics returns.

Protected Characteristics	Construction employment over the period of this Programme
Tracking Timetable	Annually
Wider Detail	**(a) Construction** Against the characteristics identified at Appendix C the Housing Programme will explore the potential to capture baseline information from first tier contractors[49] concerning the number of construction jobs split by age, origin, gender, disability, ethnicity, modern apprentices, and number of local people employed. Reporting will be provided to the PMO quarterly with the employment output data above and aggregated on an annual basis. The stated objective of monitoring this data is to identify approaches in partnership with contractors, the IRES Programme and other partners to achieving a 10% to 20% higher proportion - of those from SIMD 20 areas[50], women, disabled people and MECs and combinations thereof - than industry averages.[51]

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[49] Subject to the outcome of discussions between theme leads and various first tier construction companies.

[50] See attached for the 20% most deprived areas in Scotland : https://simd.scot/#/simd2020_20pc/BTTTFTT/9/-4.0000/55.9000/

[51] Based on Skills Development Scotland data (e.g. https://www.skillsdevelopmentscotland.co.uk/media/44711/modern-apprenticeship-statistics-quarter-4-2017-18.pdf) and in partnership – through the IRES and DDI Programme – with the Construction Industry Training Board.

ESESCRD Innovation Programme Pro Forma

The QMU Business Case has yet to be finalised. "Talent," "research", "adoption" and "entrepreneurship" projections are still subject to change. Consequently no outputs under these categories are currently identified for QMU. It is also important to note, however, that QMU has committed to adopt the monitoring and evaluation principles and approaches suggested below.

THEORY OF CHANGE: SMART OBJECTIVE AND TRACKING MEASURES DEFINITIONS

Smart Output One	Employing 3,010 full time equivalent employees over the construction periods of this Programme
Tracking Timetable	Annually from 2020/21
Wider Detail	Except where facilities are already built or under construction[52] employment levels will be provided from each innovation project lead (via their first tier contractors) on a quarterly basis to the CRD PMO. In line with ONS guidance[53] : **full-time posts** will be defined as employees working on relevant sites more than 30 paid hours per week. **Part-time posts** will be recorded where employees are working less than or equal to 30 paid hours per week. Self-employed or contractor staff on each site will also be recorded and classified (in line with ONS guidance) under the same definitions. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.[54]

Smart Output Two	Expenditure of £791 million over the period of this Programme
Tracking Timetable	Annually
Wider Detail	All new expenditure will be provided through the agreed reporting process for each project lead – i.e. as part of their monthly financial and quarterly Risk and Performance Monitoring reporting. Total expenditure will be reported to Governments on an annual basis with quarterly updates on a rolling basis to track actual v projected levels to inform progress and monitor any requirements for changes in project timescales, **outputs** specifically the effect on the construction employment levels above and TRA(D)E and Innovation Parks **outputs** and **impacts** below. Expenditure is defined as the profile of Governments annual CRD capital draw downs, CRD Partner capital and third party capital contributions and revenue spend from all sources identified within the Programme Business Cases and other sources - as yet unidentified - that contribute to the operational outputs and impacts of this programme.

Smart Output Three	TRA(D)E Outputs per annum as detailed below once all Universities projects are operational

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[52] e.g. The Bayes Centre (fully operational) and the Edinburgh Futures Institute (under initial fit out). Construction employment estimates will be provided on the basis of Scottish Enterprise Economic Impact Guidance that the ratio of total construction costs to labour content is £181,000 per annual FTE and then, in order to allow equivalency to new and maintained FTE jobs, total construction employment will be divided by 10 (years).

[53] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019#glossary

[54] Using the approach adopted under UK Government guidance that a: *"full-time equivalent unit", sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5."* https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf

Tracking Timetable	Annually post opening or realisation[55]
Wider Detail	Once operational all the University innovation projects aim to deliver a range of Talent, Research, Adoption and Entrepreneurship outputs (as detailed in each Project Business Case). Definitions of these outputs are provided at Appendix C. These outputs will be reported annually at the end of each academic year to Governments in terms of: **Talent**: the number of student completions (by programme, course, MOOC[56] or certified CPD) which over the 15 years of the Programme excluding QMU are projected to involve **62,000 students** obtaining formal certification[57] with an additional **30,400 CPDs;** • **Research:** income awarded to the Universities for the purpose of relevant research[58] and financially managed in each University's research ledger which excluding QMU is currently projected over fifteen years to involve a net uplift of **£360 million of research funding;** • **Adoption:** income from appropriate engagement[59] with individuals/organisations/ industry partners accounted for in each University's finance system. Collectively both Heriot Watt University and the University of Edinburgh anticipate securing an additional **£250 million** of such funding over the lifetime of the Programme; and, • **Entrepreneurship:** includes the number of companies[60] supported, related funding levels secured as well as students who start up or join DDI related micro/smes. In the former case the anticipated levels are around **440 companies** with a minimum (total) level of funding secured of **£50 million**. In the latter cases around **1000 graduates** are projected to be involved. Finally exceptional updates may be required on an ad hoc basis as per Section 7 where variances in actual v projected levels may involve changes positive as well as negative in any given project timescales, these outputs and consequent impacts as per below.

Smart Output Three **Medium/Long Term Impact One**	Innovation Park Uptake of 1,478 FTEs
Tracking Timetable	Employment annually post opening/Financial Year Returns every three years
Wider Detail	

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[55] For example the Usher Institute will only open in the academic year 2022/3 and resultant talent outputs in 2026/7 as a typical undergraduate DDI course takes four years to complete.

[56] But as detailed in Appendix D only for Massive Open Online Course ("MOOCs"): *"where a Statement of Participation has been purchased"*.

[57] Certification is defined as gaining a minimum of ten (10) University of Edinburgh credits as set out at: http://www.ed.ac.uk/global/study-abroad/courses-credits/credits-grading-transcripts or fifteen (15) Heriot-Watt University credits as set out at: https://www.hw.ac.uk/services/docs/briefing-scqf.pdf.

[58] Which from the perspective of the DDI Programme is defined (at Appendix D) as: *"research which encompasses elements of data driven innovation, whether in practice or application, and where the related academic unit has confirmed there is significant and meaningful DDI content."*

[59] As indicated in Appendix D Adoption involves : "*harnessing data as a core asset, catalysing the market for new, better and/or less expensive products and services and enabling the wider use of data to drive insights, benefits and inclusive growth. From an institutional point of view this will mean engagements with public, private and/or third sector partners which encompasses elements of data driven innovation whether in practice or application*".   It is also anticipated that some proportion of "in-kind support" might also be provided in certain projects/programmes. This support is defined by the DDI PMO as: *"non-cash contributions to a project, typically goods and services (including labour), which help a project to deliver its outcomes. With the provider's consent, the fair value of the contribution should be assessed as if it were a cash transaction and appropriately recorded as matched/leveraged funding. The calculation of the fair value should stand up to reasonable scrutiny/audit.*"

[60] As detailed in Appendix D two types of company definition are applicable i.e.: *"**company** - an idea/venture/project will be defined as a company when it reaches the stage at which it becomes registered with Companies House and is subsequently expected to file an annual return; and, **company acceleration**: an existing (post formation) company supported in activities designed to move them beyond their current funding stage/position".*

Once operational both the Borders Innovation Park (383 FTEs) and the Fife Industrial Park (1095 FTEs) anticipate attracting new and existing companies on site with a steady state employment rate of around 1,500 FTEs.

In capturing employment levels (on the same basis as construction employment effects) project leads will initially also engage with each new resident company to assess the future needs that the Programme can address e.g. access to labour markets via IRES, DDI R&D capabilities and other forms of development support and, on this basis, ask each company to assess - if these needs are fulfilled - the projected annual financial returns anticipated in relation to their investment. This information will subsequently be aggregated and anonymised for future reporting purposes.

- While leads will regularly engage with occupiers to support progress in meeting the above needs and others as they emerge it is also proposed that leads will follow up with each organisation on a three year basis to assess initial projections against actual performance and how this compares to other group if relevant operations, peers and ONS and other accepted sources of industry performance.

Smart Impact Two (Medium/Long Term)	TRA(D)E Impacts (see below)
Tracking Timetable	Every three years post agreed completion date[61]
Wider Detail	Post each activity completion the Universities will track on a rolling three year basis direct and indirect measures of medium impacts in terms of: • **Talent (Graduates)**: subject to access to LEO data[62] there is the potential to track UK based graduate outcomes against their peers to assess any net additional productivity uplifts that might be attributable to DDI via wage differentials. Alternatively – and subject to GDPR advice – the Universities will consider undertaking a three year follow up e-survey[63] (and requests for 6 and 9 year updates) of progress of a representative sample of UK based DDI graduates and benchmark their progress against average sector wage data both weighted where possible by Regional differences; • **Talent (CPDS and MOOCs):** the latter approach will be adopted with employers in relation to CPDs and individuals where relevant with MOOCs by course and relevant sector; • **Research:** in the absence of any current accepted guidance from Governments on how best to measure the on-going impacts of research it is proposed that the Universities agree with funders - for any research grant of £1 million or more - the likely timescales, scale of innovation[64] and financial and other returns potentially associated with such grants and agree how best and when to track these returns as part of the three year reporting and progress of such research to Governments Grants below £1million will be reported and estimates of returns and impacts assessed on the basis of relevant Funding Council or Funder and other extant data agreed with Governments. • **Adoption:** each (adoption) partner will be asked to provide anonymised information concerning the projected annual financial returns anticipated with associated time lags in relation to their investment both at the relevant University and as a proportion of their total company investment if relevant. The Universities will then follow up with each organisation on a three year basis to assess initial projections against actual performance as well as views on the relative importance of Universities engagement.

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[61] Completion encompasses all forms of TRA (D) E i.e. graduation or course completion and certification, research and adoption funding spent and where a company has secured seed or other investment (as defined at Appendix D).

[62] Which we understand may be introduced in Scotland shortly : https://www.gov.uk/government/statistics/graduate-outcomes-for-all-subjects-by-university

[63] Which prior to any launch will require a data protection impact assessment : https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/accountability-and-governance/data-protection-impact-assessments/

[64] For example in line with recent ESRC Guidance that states: *"ESRC is keen to support research which is ambitious (but clearly specified) and has the potential for high scientific impact and/or high user impact. We also recognise that such research may carry a higher than normal risk of failing to deliver the full range of expected research outputs"*. https://esrc.ukri.org/files/funding/guidance-for-applicants/research-funding-guide/

- **Entrepreneurship: Companies** each company on securing seed or other forms of funding as defined at Appendix C will be contacted by the Universities every three years to provide anonymised data in relation to any further funding secured and current employment levels.

This analysis will be supplemented by a web search of each company's performance to identify the status of any non-responses due to closure or other factors and to establish where possible relevant sector performance against which to benchmark performance.

- **Entrepreneurship: Students** the same approach will be adopted as that of graduates above recognising, however, the limited number that might be involved and consequent issues of sampling significance and bias.

Smart Impact Three (Long Term)	2,829 FTE jobs maintained across Innovation Theme by year 15 of the CRD Programme
Tracking Timetable	Annually post opening
Wider Detail	It is anticipated that, post opening of each Hub or other facility under this Theme, an increasing level of employees will be supported up to a final "steady state" level of around 2,800. Each Innovation project lead will provide updates of their projects direct full time and part time employee levels as part of their quarterly Risk and Performance Monitoring reporting. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.

Protected Characteristics	All Construction, Innovation Park and Universities Employment
Tracking Timetable	Annually from 2021/22
Wider Detail	**(a) All Construction Activity** Against the characteristics identified at Appendix C each lead will capture baseline information from first tier contractors[65] concerning the number of construction jobs split by origin, gender, age, disability, ethnicity, modern apprentices, and number of local people employed. Reporting will be provided to the PMO quarterly with the construction employment output data above and aggregated on an annual basis. The stated objective of monitoring this data is to identify approaches - in partnership with contractors, the IRES Programme and others - to achieving at least a 10% to 20% higher proportion - of those from SIMD 20% areas, women, disabled people, specific age groups and MECs or combinations thereof - than industry averages.[66] **(b) Employees Parks** Subject to GDPR approval information on an anoymised basis will be requested from companies on people employed at both Parks for a sustained period of time i.e. at least 26 weeks. Provided annually the intent is to break down staff profiles by linkage to the IRES programme, SIMD area, age, gender, disability, ethnicity and combinations thereof. This will provide the basis to explore options for positive action and how the wider CRD Programme might support such action.

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[65] Subject to the outcome of discussions between theme leads and various first tier construction companies.

[66] Based on Skills Development Scotland data (e.g. https://www.skillsdevelopmentscotland.co.uk/media/44711/modern-apprenticeship-statistics-quarter-4-2017-18.pdf) and in partnership – through the IRES and DDI Programme – with the Construction Industry Training Board.

(c) Employees, and Students : Universities

All the Universities have existing staff and student equalities and human rights policies[67], recording mechanisms[68] and positive action initiatives.[69]

All Universities will therefore report annually upon the breakdown of protected characteristics across their respective programmes and integrate existing (as well as pursue a range of new) initiatives aimed at positive action (against which they will provide annual breakdowns and case studies).

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[67] In the case of QMU: https://www.qmu.ac.uk/media/5810/equality-policy.pdf

[68] See for example for the University of Edinburgh: https://www.ed.ac.uk/equality-diversity/monitoring-statistics/edmarc

[69] e.g. Heriot-Watt University: https://www.hw.ac.uk/services/equality-diversity/equality-initiatives.htm

Integrated Regional Employability and Skills ("IRES") Programme Pro Forma

THEORY OF CHANGE: SMART OBJECTIVE AND TRACKING MEASURES DEFINITIONS

Smart Output One	5,300 new jobs over the eight years of this Programme
Tracking Timetable	Annually
Wider Detail	

It is anticipated that over the 8 year life of the IRES programme a range of training and other forms of individual and family support will be provided to ensure that by the end of the CRD programme 5,300 unemployed people will have moved into employment and others engaged through the IRES Programme will improve their skills safeguarding their existing jobs and/or enhancing their future opportunities.

Following European Social Fund and Scottish Government guidance an "unemployed" individual will be defined across three categories: unemployed, long term unemployed and inactive.[70]

Protected or safeguarded jobs - which result in job retention or in work progression[71] are more complex to define and will require project lead judgement[72]. It is proposed in terms of potential guidelines such jobs should cover existing, permanent, paid part time and full time jobs which are at risk without IRES intervention, as well as those who might be supported to undertake new forms of formal education / acquire new skills sets.

In line with ONS guidance[73] : **full-time posts** will generally be defined as individuals working for more than 30 paid hours per week. **Part-time posts** will also typically be recorded as a person who is working less than or equal to 30 paid hours per week. A different employment threshold of 16 hours per week or more will be applied to IRES clients with a disability or long-term health condition "LTC" who move into paid employment[74].

Each IRES project lead will provide updates of their projects including the numbers of people supported, their location, protected characteristics and the full time and part time job levels created or maintained as part of their quarterly Risk and Performance Monitoring reporting.

Aggregate annual totals FTE data will be provided based on the summation of recorded quarterly part and full time job secured and maintained only where an unemployed person has retained employment for a minimum of 6 months and a person who has received safeguarded support either retains their employment status for at least one year or a certificated outcome from their studies.

Smart Output Two	Expenditure of £25 million over the 8 year period of the IRES Programme
Tracking Timetable	Annually
Wider Detail	

All new expenditure will be provided through the agreed reporting process for each project lead – i.e. as part of their monthly financial and quarterly Risk and Performance Monitoring reporting.
Total expenditure will be reported to Governments on an annual basis with quarterly updates on a rolling basis to track actual v projected levels to inform progress and monitor any requirements for

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[70] Where the **unemployed** will be defined as participants who are claiming Jobseeker's Allowance, (either as their sole benefit or as part of their Universal Credit claim) or ESA (Work Related) benefits. **Long-Term Unemployed** refers to participants over 25 who have been claiming Jobseeker's Allowance, Universal Credit or ESA (Work Related) benefits for longer than 12 months. In the case of participants under 25, the Long-Term Unemployed status applies after 6 months of claiming Jobseeker's Allowance, Universal Credit or ESA (Work Related) benefits. **Inactive, Not in Education or Training** applies to participants who are not claiming out of work benefits. (Summarised from: ESF 2014-2020 Participant Records File Checking Information).

[71] Including for example: evidence of better pay, hours or other factors (which can include a job closer to work, more sociable hours etc.).

[72] For example under the due diligence guidance for the Regional Growth Fund (that focused on safeguarding employment): reviewers were asked to test: *"the credibility of the safeguarding argument presented by management – comment and provide an opinion on the jobs deemed to be safeguarded are at imminent risk of being lost if the Project **does not** proceed."* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/403419/bis-15-119-Regional-growth-fund-due-diligence-guidance.pdf

[73] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019#glossary

[74] In line with the Scottish Union of Supported Employment: https://www.base-uk.org/sites/default/files/knowledge/Supported%20Employment%20Outcomes/finalreport_on_supported_employment_outcomes.pdf

changes in project timescales, **outputs** in terms of people supported and related employment effects above and **impacts** below.	

Smart Impact One (Medium/Long Term) and Protected Characteristics	By the end of the IRES Programme 10% -20% uplifts outcomes for defined disadvantaged groups across the CRD Region
Tracking Timetable	Annually
Wider Detail	A key focus of the IRES programme will be to provide support and "positive actions" for people within various disadvantaged groups[75] namely: people with a disability, the working poor;[76] care experienced and disadvantaged young people;[77] people from minority ethnic communities; women returning to work; and, women advancing within work many of whom already engage with employability services across the city Region.

The aspiration of the IRES Programme – for each of these specific groups – is to ensure positive interventions and thus uplifts, over the next eight years, in the current Regional baseline proportions so that:

• With "enhanced reach" IRES activities the proportion of these groups engaged by the Programme will between 10% to 20% higher compared to other current related support programmes in the Region[78];

• Similarly, compared to existing programmes, IRES projects will ensure that between 10% to 20% greater proportion of these groups will secure sustained employment than currently; and,

• For those in these groups supported to find work or improve their skills there will be a 10% to 20% uplift in their (new) wage levels over a one to three year period compared to their non-supported (past) peers.

Subject to agreement of appropriate Regional or National baselines for each of the above IRES project leads will indicate, within their existing cohorts of disadvantaged participants, the extent to which they are on target to achieve these proportions. The enhanced reach proportions will be reported quarterly and employment and wage rate proportions annually.

Finally – and subject to appropriate funding being available – the Programme will conduct:

• Representative sample surveys – in Years 4 and 8 of up to 10% of project participants who secured or safeguarded a job to assess the long term sustainability of IRES impacts[79]; and,

• Depending on the results of the above, and the levels of new IRES participants in the final years of the programme, this survey could be repeated in year 12 (of the overall CRD Programme). |

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[75] Many of whom may already engage to various degrees of success with employability services across the city Region.

[76] With poverty defined as those as living below 60% of contemporaneous median net income within the CRD area. Recent UK analysis (in 2019) suggests that there has been an increasing fraction of those in poverty living in a household with at least one adult in paid work, rising from 37% to 58% of those in relative poverty since 1994. https://www.ifs.org.uk/uploads/WP201912.pdf

[77] Which as catalogued in significant detail by Scottish Government without support are likely face significantly worse future outcomes than their peer age group: http://www.parliament.scot/General%20Documents/CEYP_outcomes_06.16.pdf

[78] These and other targets might be baselined against Skills Development Modern Apprenticeship data.

[79] Recognising that: *"It is suggested that annually the number of years in the job is measured e.g. finding out how many clients retain work after one, two and three years. If someone left work for another (more satisfactory job) this would count as sustained".* https://www.base-uk.org/sites/default/files/knowledge/Supported%20Employment%20Outcomes/finalreport_on_supported_employment_outcomes.pdf

Page 96

ESESCRD Culture Programme Pro Forma

Following the Dunard Centre project being paused and now restarting with the redesign of the building, it will be necessary to revisit all suggested outputs and outcomes.

THEORY OF CHANGE SMART OBJECTIVE AND TRACKING MEASURES DEFINITIONS

Smart Output One	Employing 250 full time equivalent employees over the construction period of the Dunard Centre
Tracking Timetable	Annually
Wider Detail	Employment levels will be provided by the Dunard Centre via all first tier contractors on a quarterly basis to the CRD PMO. In line with ONS guidance[80] : **full-time** is defined as employees working on site more than 30 paid hours per week. **Part-time** is defined as employees working less than or equal to 30 paid hours per week. Self-employed or contractor staff will also be recorded and classified in line with ONS guidance under the same definitions. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.[81]

Smart Output Two	Expenditure of £45 million over the period of the CRD Programme
Tracking Timetable	Annually
Wider Detail	Expenditure levels will be provided through the agreed reporting process for the Centre – i.e. as part of their monthly financial and quarterly Risk and Performance Monitoring reporting. Total expenditure will be reported to Governments on an annual basis with quarterly updates on a rolling basis to track actual v projected levels to inform progress and monitor any requirements for change in project timescales, **outputs** specifically the effect on construction employment levels above and **impacts** as per below. Expenditure is defined as the profile of Governments annual CRD capital draw downs, CRD Partner capital and third party capital contributions and revenue spend from all sources identified within the Programme Business Case and other sources - as yet unidentified - that contribute to the operational outputs and impacts of the Centre.

Smart Impact One (Medium Term)	Attendee Levels of around 350,000 per annum post Dunard Centre Opening
Tracking Timetable	Annually post opening
Wider Detail	Attendee and associated gross revenue levels will be provided as part of Centre monthly financial and quarterly Risk and Performance Monitoring reporting. Where possible to capture ticket sales will be broken down by postcode area to assess the potential proportion of non CRD/Scottish resident attendees. To assess potential additionality this data will be supplemented by information on performers in terms of: (a) whether local, Scottish, other UK or international (b) if first sole performance in the CRD area or tour across Scotland and (c) whether return performance(s) post first Centre appearance.

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[80] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019#glossary

[81] Using the approach adopted under UK Government guidance that a: *"full-time equivalent unit", sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5."* https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf

Smart Impact Two (Medium Term)	Outreach Programmes post Dunard Centre Opening
Tracking Timetable	Annually post opening
Wider Detail	The number of people supported through outreach events will also be provided by the Dunard Centre as part of their monthly financial and quarterly Risk and Performance Monitoring reporting. Information where possible to capture will be broken down by group or special interest characteristics e.g. school groups, OAPs, Associations etc. and postcode area where relevant e.g. school groups from CRD and other Scottish SMID 20% areas[82]. Take-up will also be monitored by repeat and new users and type of activities. While such outreach programmes have yet to be fully defined and implemented the intent will be to set long term objectives and related impacts for different projects and monitor changes in participant benefits. These could include educational attainment for schools and colleges, well-being for older groups and/or support in developing community groups achieve their objectives.

Smart Impact Three (Long Term)	110 FTE jobs maintained at Dunard Centre 10 years post opening
Tracking Timetable	Annually post opening
Wider Detail	It is anticipated that, post opening, a steady state level of employees will be supported through Centre sales to undertake on and off site activities. Both full time and part time employee levels will be provided by the Dunard Centre as part of their quarterly Risk and Performance Monitoring reporting. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.

Protected Characteristics	Construction and Centre employment/attendees over the period of the Programme
Tracking Timetable	Annually
Wider Detail	**(a) Construction** The Dunard Centre intends to capture baseline information from first tier contractors concerning the number of construction jobs split by origin, age, gender, disability, ethnicity, modern apprentices, and number of local people employed. Reporting will be provided to the PMO quarterly with the construction employment output data above and aggregated on an annual basis. The stated objective of monitoring this data is to identify approaches - in partnership with contractors, the IRES Programme and others - to achieving a 10% to 20% higher proportion - of those from SIMD 20% areas, women, disabled people and MECs or combinations thereof - than industry averages.[83] **(b) Employees** Subject to GDPR approval information on an anonymised basis will be provided on people employed in the Dunard Centre for a sustained period of time (i.e. at least 26 weeks). Provided annually the intent is to break down staff profiles by linkage to the IRES programme, SIMD area, gender, disability, ethnicity and combinations thereof. **(c) On Site Attendees** As per the outreach section above an assessment will be made annually – where possible - from ticket sales, and self-completion of on and offline marketing surveys, of the potential breakdown of attendees by various protected characteristics.

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[82] See attached for the 20% most deprived areas in Scotland : https://simd.scot/#/simd2020_20pc/BTTTFTT/9/-4.0000/55.9000/

[83] Based on Skills Development Scotland data (e.g. https://www.skillsdevelopmentscotland.co.uk/media/44711/modern-apprenticeship-statistics-quarter-4-2017-18.pdf) and in partnership – through the IRES and DDI Programme – with the Construction Industry Training Board.

Page 98

In addition Centre Management will, as reflected in the current Centre Business Case[84], pursue a range of initiatives aimed at positive action (against which they will provide annual breakdowns and case studies).

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[84] *"Through the delivery of a wide ranging educational and community programme the Centre will develop opportunities - with a range of City Deal and other partners - to involve those socio-economic groups currently under-represented as participants and (in) audiences. A key aspect of this programme will be to engage people through lifelong learning, from the very youngest to the elderly, addressing the needs of all through different stages of life".*

39

ESESCRD Transport Programme Pro Forma

THEORY OF CHANGE: SMART OBJECTIVE AND TRACKING MEASURES DEFINITIONS

Smart Output One	Employing 860 full time equivalent employees over the construction period of the Programme
Tracking Timetable	Annually
Wider Detail	Employment levels will be provided by the Transport theme lead via all first tier contractors on a quarterly basis to the CRD PMO. In line with ONS guidance[85] : **full-time** is defined as employees working on each project site more than 30 paid hours per week. **Part-time** is defined as employees working less than or equal to 30 paid hours per week. Self-employed or contractor staff will also be recorded and classified in line with ONS guidance under the same definitions. Aggregate annual totals of FTEs will be provided based on the summation of recorded quarterly part and full time staff levels.[86]

Smart Output Two	Expenditure of £156 million over the period of the CRD Programme
Tracking Timetable	Annually
Wider Detail	Expenditure levels will be provided through the agreed reporting process for this theme – i.e. as part of monthly financial and quarterly Risk and Performance Monitoring reporting. Total expenditure will be reported to Governments on an annual basis with quarterly updates on a rolling basis to track actual v projected levels to inform progress and monitor any requirements for change in project timescales, **outputs** specifically the effect on construction employment levels above and **impacts** as per below. Expenditure is defined as the profile of Governments annual CRD capital draw downs, CRD Partner capital and third party capital contributions and revenue spend from all sources identified within the Programme Business Case and other sources - as yet unidentified - that contribute to the operational outputs and impacts of the Centre.

Smart Impact One (Medium Term)	On-going measurement of Transport benefit improvements
Tracking Timetable	Annually post operation
Wider Detail	The intent of the various transport projects under consideration is primarily focused on connectivity and environmental improvements[87]. Once particular schemes are operational consideration will be given to how best to utilise the current monitoring and evaluation undertaken by Transport Scotland, SEStran, and City Deal partners in capturing: • **Connectivity** in terms of (1) changes in the modal split of journeys; (2) changes in journeys to work/education and training from defined disadvantaged communities; (3) impact e.g.: passenger numbers, shorter journey times etc. of network improvements[88]; and,

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[85] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019#glossary

[86] Using the approach adopted under UK Government guidance that a: *"full-time equivalent unit", sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-time worker. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5."* https://gss.civilservice.gov.uk/wp-content/uploads/2019/04/Employment-variables-Hours-and-FTE-April-18.pdf

[87] While the proposed transport projects adjacent to the Easter Bush Campus also have the added benefits of unlocking DDI related developments and consequent impacts on the Campus these have impacts already been "captured" in the Full Business Case for Easter Bush.

[88] Some of which can be captured (assuming appropriate baseline data is available) in broad terms by standard KPIs including: **reduced congestion** - traffic count of average speed on road; **reduced journey times** – again through traffic counts of the % of journeys that are 'on time', comparing journey times with historical data for individual sections of road and or changes in the standard deviation of AM and PM peak hour journey times; and **widening of labour markets** – through travel-to-work flows (see http://www.ons.gov.uk/ons/rel/ Regional-trends/area-basedanalysis/commuting-patternsfrom-the-annual-populationsurvey--local-authorities-2010-and-2011/index.html).

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- **Environment** :(1) Levels of reductions of emissions and carbon resulting from modal shift; (2) Reduction in total numbers of intra-Regional journeys; (3) Air quality improvement levels along all main road transport routes; (4) Reductions of commuting levels into the City of Edinburgh.

It is proposed that subject to existing survey data additional survey information will be focussed on particular indicators varying on a year to year basis e.g. for example coordinating one year with the IRES Programme on the impact of transport improvements on relevant disadvantaged groups and the next working with the Easter Bush Campus in monitoring the uptake in use of cycle lanes.

Smart Impact Two (Long Term)	Connectivity and Environmental Impact stock takes
Tracking Timetable	Every five years
Wider Detail	

The Transport lead will co-ordinate all the annual findings from the above to provide a trend analysis of changes in connectivity and environmental indicators. At this point recommendations will be made to the CRD PMO of additional measures to improve benefits and or mitigate unplanned negative impacts.

Protected Characteristics	Construction employment
Tracking Timetable	Annually during Construction
Wider Detail	

Against the characteristics identified at Appendix C the Transport lead will capture baseline information from first tier contractors concerning the number of construction jobs split by origin, age, gender, disability, ethnicity, modern apprentices, and number of local people employed.

Reporting will be provided to the PMO quarterly with the construction employment output data above and aggregated on an annual basis. The stated objective of monitoring this data is to identify approaches - in partnership with contractors, the IRES Programme and others - to achieving a 10% to 20% higher proportion - of those from SIMD 20% areas, women, disabled people and MECs or combinations thereof - than industry averages.[89]

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[89] Based on Skills Development Scotland data (e.g. https://www.skillsdevelopmentscotland.co.uk/media/44711/modern-apprenticeship-statistics-quarter-4-2017-18.pdf) and in partnership – through the IRES and DDI Programme – with the Construction Industry Training Board.

ESESCRD Community Benefits and Social Innovation Pro Forma

Inclusive Growth through Procurement and Social Innovation	Community Benefits and other procurement inclusive growth activity over the period of the Programme
Tracking Timetable	Annually
Wider Detail	

(c)   Community Benefits Construction and other major spending[90]

Theme projects will include community benefits activity and other inclusive growth commitments through procurement in construction as well as non-construction capital and revenue spend.

Community benefits activities will comprise contractual commitments achieved through tendering but also agreed voluntary partnership activity between project leads, suppliers, and relevant third parties where appropriate. Each project may entail different community benefits approaches depending on existing processes and the subject matter of the project.

Led by the CRD PMO, IRES and DDI, and with significant market engagement, partners will also agree common measures and KPIs that aggregate reporting of certain key community benefits activities and inclusive growth measures across the themes. If appropriate, longer-term, decoupled impact initiatives, such as a social innovation fund, may also emerge through partner and market engagement. Theme lead and supplier market engagement will be crucial as this will determine what data can be provided and aggregated.

Community benefits activities as part of the Deal's wider Inclusive Growth commitments may comprise:

- Community wealth building with example measures such as project £ spend with Region-based social enterprises, employee-owned enterprise or other third sector organisations; funding raised for social impact initiative or for social innovation (e.g. COVID 19 response/relief, inclusive economic recovery project funding, funding for social enterprise or community investment); £ of project spend, including with subcontractors, with Region-based enterprises, £ spend with Region SMEs or start-ups; number of bespoke or multi-partner[91] impact initiatives/activities.

- And, Follow up Partnership actions could include determining Region organisation spend for local business, social enterprises, SMEs or start-ups, etc.; collaborating to measurably increase or strategically direct this spend; and, expanding on Region community benefits practice to complement employability and apprenticeship practice.

- Employability, skills and training measures including the **:** number of FTE and other opportunities aligned with theme SMART objectives; number of sustained opportunities with tracked positive destinations; £ of external funding leveraged to support training; hours of training or CPD; number of internships; number of pupils engaged/informed about sector

- Supporting IRES targets for employment and training and leverage additional funding to support ambitious skills interventions, for instance incorporating data or climate action skills into apprenticeships

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[90] On the topic of public procurement, Scotland's Economic Action Plan states: *"While 'community wealth building' goes much wider than procurement, we will continue to play our part on local economic wellbeing by:*

• Promoting the use of community benefit requirements in public contracts to deliver wider benefits for local communities and the wider society, including local supply chains, new jobs, apprenticeships, work placements and training; and,

• Supporting a range of public bodies to maximise the contribution their procurement spend makes in their area through the intelligent use of procurement data. This will include extending our work with the Ayrshire City Deal to the Glasgow and Tay City Deals, with the intension of sharing learning and advice with others across Scotland.

And, to support these endeavours, we will expand and target the Supplier Development Programme role and take forward opportunities to promote local economic development under construction frameworks."
https://economicactionplan.mygov.scot/enterprise/public-procurement/

[91] Potential partners include the Regional Enterprise Council, Edinburgh Local (SRS, UoE), Social Enterprise UK, Social Investment Scotland, Big Issue Invest, and Community Wealth Scotland.

Data Driven Innovation and Social Innovation example measures could include the: number of activities/opportunities aligned with IRES HCI and DDI Gateway targets and other initiatives; hours of workshops/engagement with supplier innovation, communities, sustainability or business improvement leads on ; £ of research funding leveraged through engagement with supplier or Deal partners; number of Regional supplier sector research or social impact engagements; R&D horizon scanning surveys conducted; in kind support, curated data sets or supplier/Deal partner staff time leveraged.

Work with DDI, IRES and other themes and project leads will engage supplier market and relevant parties where appropriate such as the Deal's Regional Enterprise Council to identify the right partners to facilitate novel opportunities-- either by supporting baseline evidence, partner identification and practical guidance, or through delivery support.

At different procurement stages – collaborative pre-market engagement, tendering, and contract and relationship management - there will be opportunities to identify appropriate links to other programmes, but also to leverage to reach targets to leverage projects and relationships to identify and action funding for other sources for IRES and DDI.

- Partners will report against **community benefits activities, equalities, and fair work practice commitments** including payment of the UK real Living Wage across the Edinburgh Region project supply chain. Wherever possible, project procurement outputs will align to support IRES and DDI targets in addition to relevant theme SMART targets, e.g., contribute to IRES programme goal of 5,300 moving into employment, facilitate recording of customer journeys, or enable employer engagement and progress towards target of 1000 DDI placements.

7 Change Control

7.1   Change and Change Control

Change is an event or set of circumstances that leads to: *"something that is expected which does not happen or something that is not expected which does happen".[92]* In response change control is a business decision that: *"needs to occur in the business/operational environment in order to successfully implement the key project outputs/enablers/deliverables"[93].*

The APMG[94] Managing Benefits guide identifies five main sources and/or outcomes of change that can negatively affect benefit delivery, all of which are potentially pertinent to the CRD:

- **Forecasting failure:** for example benefits are not identified or are overestimated;

- **Delivery failure:** i.e. failure to deliver the initiative with the planned functionality or on time, so impacting on the scale and timing of benefits realisation;

- **Business and behavioural change failure:** i.e. the business and behavioural changes on which benefits realisation is dependent do not occur or are poorly scheduled causing delays in benefits realisation;

- **Benefits Management failure:** in relation to capturing and leveraging emergent benefits and mitigating dis-benefits; and,

- **Value for money failure:** the benefits are realised but at excessive cost.

Critical to understanding the implications of any or all of the above is a regular understanding of the benefit flows that have been delivered against the baseline as well as projections about future benefit levels. Fundamentally this means that if change control is to be effective benefits must be measurable and link outputs to strategic goals. If such benefit measures are in place: *"change control ensures only beneficial or necessary changes to the baseline are implemented"[95].*

7.2 CRD Change Control

Currently - to assess progress against the milestones set out in relevant business cases - each Thematic Advisory Board produces a quarterly Risk and Performance Monitoring Report. Where risks are identified change recommendations will be made. Based on these thematic reports an overall Programme Risk Register and Performance Monitoring Report is considered by the Executive Board and Joint Committee every quarter. These reports are also presented to Governments and the REC quarterly.

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[92] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/866117/6.6266_HMT_Orange_Book_Update_v6_WEB.PDF

[93] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf

[94] https://apmg-international.com

[95] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf

On decision-making and change, the Deal Document suggests that the Joint Committee has a monitoring and assurance role with respect to City Region Deal funding to ensure that it is spent in line with the City Region Deal objectives: *"It is recognised that the Joint Committee's powers and duties relate to activities set out in the City Region Deal. Each constituent partner's decision-making in relation to its own financial commitments are not subject to Joint Committee approval. The Joint Committee does however have a monitoring and assurance role with respect to City Region Deal funding to ensure that it is spent in line with the City Region Deal objectives"*[96].

Major change decisions in **existing** projects are escalated from project level to thematic board level, or, when required, to the Executive Board for discussion. Recommendations are then presented to the Joint Committee (if required) for decision.

Examples of major changes may relate to cost, scope and time, for instance:

- Project/parts of project costs rise significantly since business case approval, and partners are unable to meet the funding gap;

- There is project underspend, leaving an opportunity to enhance the scope or consider new projects for which there is no agreed approach via normal risk / opportunity management processes; and,

- External factors trigger changes in the timescales against which a project or theme is likely to be delivered.

In the exceptional case where an existing capital project is no longer considered viable or value for money since business case approval the Joint Committee **and** Governments will agree, against the five overall inclusive growth CRD objectives, the:

- Government and other funding "underspend" that might be available and over what time periods;

- **New projects or programmes** that could be considered within this budget and timescale that might either enhance or complement existing themes; and,

- Appropriate selection and decision processes to adopt in assessing which of the above is likely to offer the greatest value for money "VfM"[97].

Notwithstanding the above since the Deal signing the Joint Committee and Governments have been provided with sufficient information to make decisions on the approval of business cases and financial management. Now that most projects are moving into the delivery stage theme performance is being reported to Joint Committee on a quarterly basis.

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[96] https://static1.squarespace.com/static/55c87967e4b05aa55020f656/t/5c263201898583ec74c01146/1546007049724/ESESCR+Deal+Document+6+August+2018+signed.pdf

[97] Recognising that VFM is not single number. It is a balanced judgment that takes account of: Government's strategic objectives; the value to society; the best use of limited public resources; the delivery risks involved; and significant unquantifiable or unmonetisable objectives or factors
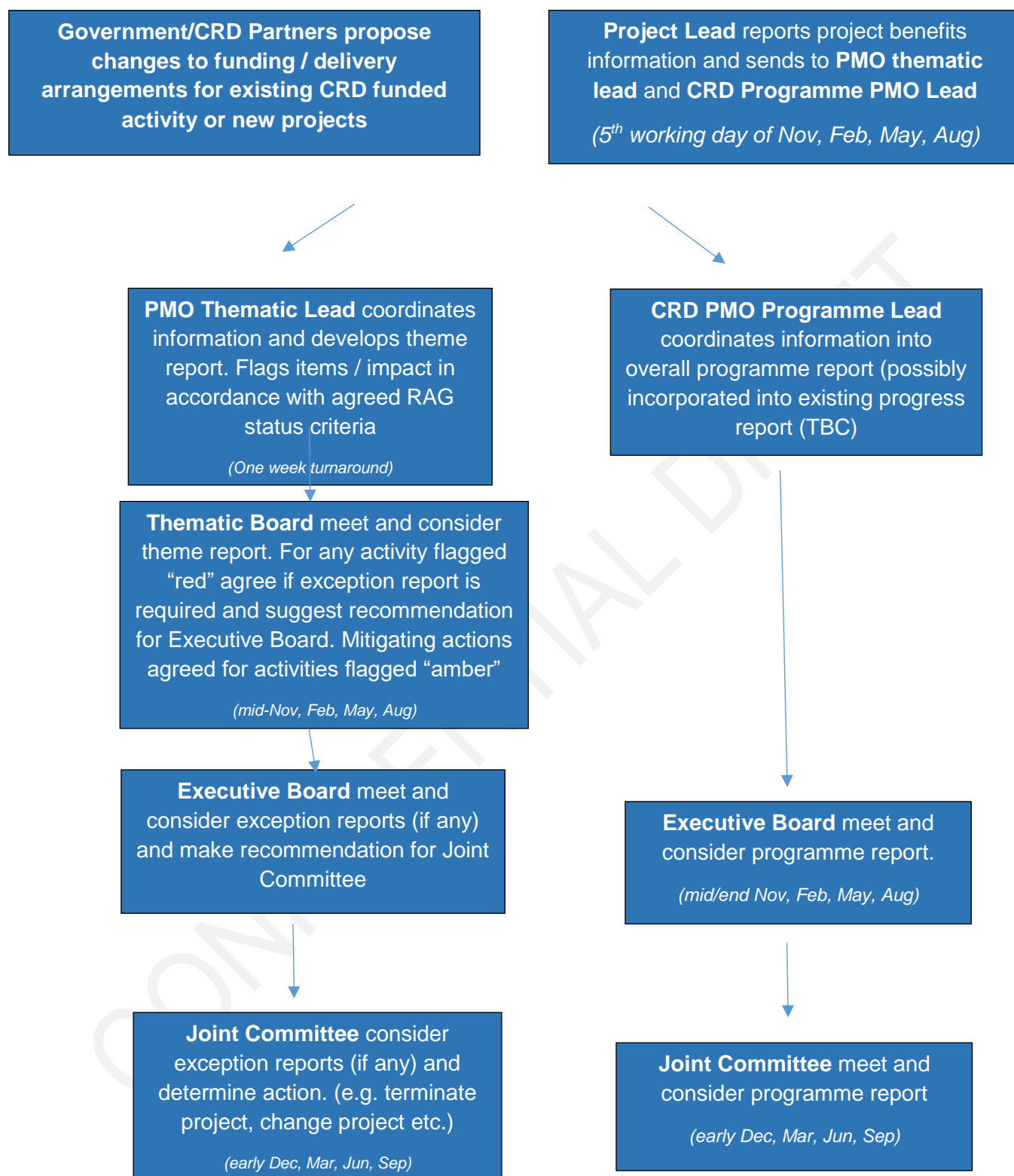
It is proposed, as detailed in Table Five that the tolerances within the change section of such reports should identify at each project level three "tolerance" criteria.

Status	Criteria
Green: actual or predicted timescales and benefit realisation is likely to be delivered with little or no deviation from original Business Case projections, or previously agreed changes to these, and in line with agreed drawdowns.	**Resourcing** - adequately resourced; **Time** – key milestones will be delivered on schedule; **Budget -** forecast spend is within allocated budget; **Risks** - no amber / red risks identified on project risk log; and, **Benefits** - target benefit delivery on track.
Amber: actual (or predicted) slippage of completion date at programme level with implications for KPI performance and / or drawdown from Scottish Government that cannot be resolved by SRO / CD Thematic Boards.	**Resourcing** - resource gaps may impact key milestones; **Time** – key milestones may be delayed; **Budget -** forecast spend may exceed / fall below allocated budget; **Risks** - amber risks identified on project risk log; and, **Benefits** - target benefits may not be achieved.
Red: programme is not deliverable within the timescales agreed and needs to be significantly restructured.	**Resourcing** - resource gaps that will impact key milestones; **Time** – key milestones likely to be delayed; **Budget -** forecast spend likely to exceed / fall below allocated budget; **Risks** red risks identified on project risk log; and, **Benefits** - target benefit unlikely to be achieved.

Programme delivery may also be impacted by decisions taken by CRD funding partners. Any such changes proposed will be considered by Project Leads and associated Thematic Boards, with potential impacts given relevant RAG status and reported in accordance with agreed process. In line with wider Change Control discussions, weekly conference calls between both Governments and the CRD PMO will be used to highlight such scenarios and collectively agree the actions required.

Finally Figure Two overleaf suggests the process for change control, performance monitoring and exception reporting on projects.

Figure Two – Process for change control, performance monitoring and exception reporting

Government/CRD Partners propose changes to funding / delivery arrangements for existing CRD funded activity or new projects

Project Lead reports project benefits information and sends to **PMO thematic lead** and **CRD Programme PMO Lead**

(5th working day of Nov, Feb, May, Aug)

PMO Thematic Lead coordinates information and develops theme report. Flags items / impact in accordance with agreed RAG status criteria

(One week turnaround)

CRD PMO Programme Lead coordinates information into overall programme report (possibly incorporated into existing progress report (TBC)

Thematic Board meet and consider theme report. For any activity flagged "red" agree if exception report is required and suggest recommendation for Executive Board. Mitigating actions agreed for activities flagged "amber"

(mid-Nov, Feb, May, Aug)

Executive Board meet and consider exception reports (if any) and make recommendation for Joint Committee

Executive Board meet and consider programme report.

(mid/end Nov, Feb, May, Aug)

Joint Committee consider exception reports (if any) and determine action. (e.g. terminate project, change project etc.)

(early Dec, Mar, Jun, Sep)

Joint Committee meet and consider programme report

(early Dec, Mar, Jun, Sep)

47

Appendix A: National Outcomes and Strategic Development Goals

All the theme leads and wider CRD partners recognise both the importance of the 11 national outcomes detailed in the Scottish Governments National Performance Framework "NPF"[1] and that the: *"NPF is the main mechanism through which we are localising and implementing the (17) Sustainable Development Goals (SDGs) in Scotland."*[2] The table below, therefore, indicates how each of the CRD themes and activities will contribute to various national outcomes and SDGs.

CRD alignment to National Performance Framework and UN Sustainable Development Goals

Five main themes in the City Region Deal, and total capital investment	Research, Development and Innovation: **£751 million**	Integrated Regional Employability and Skills: £25 million	Transport: **£156 million**	Culture: **£45 million**	Housing: **£313 million**
Scotland's National Performance Framework	**Economy:** We have a globally competitive, entrepreneurial, inclusive and sustainable economy. **International:** We are open, connected and make a positive contribution internationally. **Education:** We are well educated, skilled and able to contribute to society. **Health:** We are healthy and active. **Human Rights:** We respect, protect and fulfil human rights and live free from discrimination.	**Fair Work and Business:** We have thriving and innovative businesses, with quality jobs and fair work for everyone. **Education:** We are well educated, skilled and able to contribute to society. **Poverty:** We tackle poverty by sharing opportunities, wealth and power more equally. **Human Rights:** We respect, protect and fulfil human rights and live free from discrimination.	**Health:** We are healthy and active. **Environment:** We value, enjoy, protect and enhance our environment.	**Culture:** We are creative and our vibrant and diverse cultures are expressed and enjoyed widely. **Human Rights:** We respect, protect and fulfil human rights and live free from discrimination.	**Communities:** We live in communities that are inclusive, empowered, resilient and safe. **Health:** We are healthy and active. **Poverty:** We tackle poverty by sharing opportunities, wealth and power more equally. **Environment:** We value, enjoy, protect and enhance our environment. **Human Rights:** We respect, protect and fulfil human rights and live free from discrimination.

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[1] As detailed at: https://nationalperformance.gov.scot/national-outcomes

[2] https://www.gov.scot/publications/scotland-sustainable-development-goals-national-review-drive-action/

UN Sustainable Development Goals[3] UN Sustainable Development Goals	**Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture. **Goal 3:** Ensure healthy lives and promote well – being for all at all ages. **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	**Goal 1.**End poverty in all its forms everywhere. **Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. **Goal 5:** Achieve gender equality and empower all women and girls. **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	**Goal 3:** Ensure healthy lives and promote wellbeing for all at all ages. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	**Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	**Goal 1.**End poverty in all its forms everywhere. **Goal 3:** Ensure healthy lives and promote well – being for all at all ages. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

[3] https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf

First draft CRD Programme ToC for Government

Revisit and refresh over time		Monitor and report investments made and levels of activity delivered		Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts		
Strategic Context	**Inputs**	**Outputs**		**Outcomes / Impacts**		
Theme	**Investments**	**Activities**	**Beneficiaries**	**Short-term**	**Medium-term**	**Long-term**
• Housing	• £313 million	• House building	• Construction • Other sectors • CRD residents	• Construction Jobs • Housing Take Up	• Employment/resident occupancy & turnover	• Sustained employment • (Associated development uplifts)
• Innovation	• £791 million	• Development of Borders Innovation, DDI Hubs, Fife Industry, and QMU Food & Drink	• Construction • Other sectors • Students • CRD residents • Third sector	• Construction jobs • TRADE take up. • Site Occupancy • Third sector projects/ programmes	• Productivity uplifts • Research/Adoption • Investment • Start-ups • Student destinations • Social Impacts	• Sustained employment/wage rate uplifts • Returns on investment. • (Associated developments/Inward Investment)
• Skills	• £25 million	• 5 Pillars Programme	• Construction • Other sectors • CRD Residents • School Pupils	• Construction Jobs • Programme take-up	• Uplift in employment • Productivity uplifts • Improved time and take up of vacancies • Diverse workforce changes • Improved exam results	• Sustained employment/wage rate uplifts
• Culture	• £45 million	• Development of Dunard Centre	• Construction. • Cultural sector • CRD Residents and visitors • Other sectors	• Construction jobs	• Usage and attendee levels • Outreach take-up/effects • High quality employment in culture sector	• Sustained employment/ • Revenue • Audience development
• Transport	• £156 million	• Road improvements	• Construction. • Other sectors • Users	• Completion	• Transport benefit improvements (e.g. safety, journey times, modal split, air quality)	• Sustained transport improvements • (Associated developments)

DDI Monitoring and Evaluation Framework

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context

Situation

- Market Demand
- Needs
- Assets
- Symptoms
- Problems
- Stakeholder engagement

Alignment

- Vision
- Objectives
- Resources
- Local dynamics
- Collaborators
- Intended outcomes

Inputs

Investments

Capital investment to deliver increased floor space, new facilities and scope for co-location

Programme investment in new DDI focused activities (10yrs)

Commitments from partners to increase access to data

- New data partnerships with public sector

Complimentary City Deal investments

- Skills
- Infrastructure

Outputs

Activities	Beneficiaries
DDI level: Concentrate DDI activity in the five hubs Increase the space available to co-locate and collaborate with partners	
Talent: Increase training capacity and design and deliver new (academic and professional) courses	Students/learners (academic and professional)
Research: Undertake more DDI focused research and extend its quality and scope	Research partners (public, private and third sector) Academic community
Adoption: Undertake programme of engagement with businesses, public and local schools (via Outreach Programme) to raise awareness	Businesses, Public (consumers/service users) School children and teachers
Data: WCDI to gather, store and prepare usable datasets accessible to self and partners	Data partners (public, private and third sector)
Entrepreneurship: Scale up support for start-ups through provision of stipends, incubation space and mentoring	Businesses and entrepreneurs

Outcomes /Impacts

Short-term	Medium-term	Long-term
	DDI level: DDI activity increases growth and expenditure in City Region	City Region established as a world-leading and globally competitive DDI tech cluster
Talent: More learners take up courses and develop DDI skills	**Talent**: Learners apply DDI skills in the workplace or establish own enterprise	Talent pool grows, skills shortages are addressed (employment)
Research: More research investment is leveraged unlocking new data insights, ideas and IP Interaction takes place between researchers and partners on a more open basis	**Research**: Research activity improves teaching and attracts and retains talent Learners and partners apply research to develop new products, services and approaches	Existing workforce equipped with more tech resilient skills (employment and wages) Productivity improves (wages, GVA, tax revenue)
Adoption: Greater joint working with businesses on DDI based products and services and greater awareness in schools and the public about impact of data	**Adoption**: Business, school children and public make different choices, take up of talent and research increases, new markets develop	Wider benefits to consumers and service users from application of DDI (e.g. better health outcomes, cheaper products and services)
Data: Better access to a wider range of data sets increases research and enterprise activity	**Data**: Growth rate of DDI activity in City region increases and its reputation grows	New jobs are created (employment) GVA rises (tax and productivity benefits
Entrepreneurship: Increase in number of spin out companies	**Entrepreneurship**: Number of start-ups entering scale up rises and mentoring improves survival rates More investment in enterprise is leveraged (e.g. venture funds)	Availability of talent, research and data attracts more inward investment Exchequer benefits from application of data to transform public services

Edinburgh Innovation Park / Food & Drink Innovation Hub – East Lothian Council & QMU

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context	Inputs.
Situation	**Investments**

Outputs	
Activities	**Beneficiaries**

Outcomes / Impacts	
Short-term	**Long-term**

Situation

- SG Economic Strategy.
- Innovation.
- Market potential and internationalisation.
- Inclusive Growth.
- Scottish Government Programme for Government 2030.
- SDS (20170 (SIP).
- UK Industrial Strategy.
- Edinburgh and South east Scotland City Region Deal.
- ELC economic strategy/ Council plan.
- QMU Strategic Plan.

Investments

- Capital Investment for the Innovation Hub.
- The Innovation Hub will encompass 7,200 sqm GIA of which circa 750 sqm will be let to the SCFDI as additional space and the remainder allocated to SME and support functions.

Activities

Build Innovation Hub. Access to:

1. Commercial rental space for Food & Drink businesses.
2. Generic service support from QMU/Business Gateway.
3. Equipment/ infrastructure/expertise to develop/market new products.

- Catalyse knowledge transfer by leading on coordination of food and drink innovation activities and skills development on a national/international scale/hosting events for local/regional/national SME to share knowledge.
- Increase resilience of Scottish SME.
- Develop food science pathway.
- Collaboration with other organizations working in F&D/R&D by identifying synergy complimentary services with other organizations.

Beneficiaries

- Food and Drink businesses.
- SMEs.
- Students/academics.
- Entrepreneurs.
- Retailers (supply chain).
- City region.

Short-term

- Generate new processes/products.
- Increase commercialisation of research/ innovation.
- Increase growth in businesses in the region.
- Contribute to inclusive growth in the region.
- Contribute to food and Drink Pathway.

Long-term

- Food and Drink businesses/SME supported to aid development of new products by the provision of specialist facilities within the Innovation Hub, space, staff/ university/business gateway to assist with the development.
- Contribute to public health agenda by harnessing the potential of translational medicine in Scotland in supporting the diversification of the F&D industry towards preventative, therapeutic and rehabilitative applications of Scotland's expertise in genomics of disease, bio markers and bio informatics.
- Contribute to strategic context outlined in Column one.
- Catalyst for development of 52-acre innovation park.
- "Cost effective 'health through stealth' product reformulation; Nutritional and dietetic interventions for preventative, therapeutic, and rehabilitative translational medicine administered through food with particular impact potential for long-term health conditions (e.g. Coeliac disease) and an ageing worldwide population.
- Job creation construction/employment opportunities in the construction/operation of the innovation hub and wider EIP park.

Fife i3

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context	Inputs.	Outputs		Outcomes /Impacts		
Situation	**Investments**	**Activities**	**Beneficiaries**	**Short-term**	**Medium-term**	**Long-term**
• Market Failure – development deficit. • Obsolescence.	• Funding for: • Site acquisition • Site servicing • Construction of new commercial business premises	• Site assembly. • Site servicing. • New construction of class 4,5,6 premises. • Site disposals to third parties. • Formation of joint Ventures (public and/or private sector). • Marketing of buildings and sites.	• Private Companies • SME Occupants • New owners of serviced sites • Construction companies • Existing occupiers	• Private Sector Investment in: • Fit-out • New build • R&D innovation • Staff training • New premises	• Cost savings in business processes. • New products services created by businesses that sustain increase demand.	• Cost savings in business processes. • New products services created by businesses that sustain increase demand.

West Edinburgh

Revisit and refresh over time	Monitor and report investments made and levels of activity delivered	Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context / Inputs.

Situation — Investments

Outputs — Activities / Beneficiaries

Outcomes /Impacts — Short-term / Medium-term / Long-term

Situation	Investments	Activities	Beneficiaries	Short-term	Medium-term	Long-term
LDP Context: The Council's Proposed Local Development Plan (LDP) includes significant proposals in the area. Edinburgh Airport, the Royal Highland Centre, International Business Gateway (IBG) and RBS Headquarters are identified as special economic areas which provide or have the potential to provide a significant number of jobs. The LDP supports business-led mixed-use development in the IBG with potential capacity for 238,000 sq. m of commercial office floorspace, 1,400 hotel rooms and 2,500 new housing units. The LDP also identifies significant residential, and mixed-use development proposals in the wider west Edinburgh area.	City Region Deal Capital investment to deliver transportation improvements as identified in the West Edinburgh Transport Appraisal (2016). - £20m Planning Agreement Contributions, through Section 75 Developer Contributions towards Transport improvements as confirmed in WETA 2016 and subsequently in the City of Edinburgh Council Local Development Plan Action Plan and Supplementary Guidance. Other partner contributions (not yet confirmed). – CEC contribution £17m	Development and implementation of sustainable and integrated package of transport intervention measures which mitigate the impacts of the new major developments (i.e. Edinburgh International Business Gateway), and wider growth. Community benefits through construction. Supply chain engagement through supplier development activities.	West Edinburgh is recognised as a key national economic asset and a significant business investment location with potential to be nationally and internationally competitive. Investment in the required Transport infrastructure will improve accessibility between jobs and people and unlock the economic investment potential and vision set for West Edinburgh. Private business and employees are set to benefit through significant opportunities to create and sustain jobs in the area. West Edinburgh is also the location for significant amounts of additional housing. The proposed infrastructure will also help support anticipated Airport growth?	To improve general accessibility to and through the area. Improvements to Public Transport specific infrastructure will reduce PT (Bus and Tram) journey times and increase PT reliability in order to promote and maximise travel on more sustainable forms. Improvements to the Active Travel network through investment in Walking and Cycling focused infrastructure will encourage more people to walk and cycle in West Edinburgh, with particular focus on journeys to work. West Edinburgh has a minimum mode share target of 50% for all sustainable modes of transport, minimising impacts on the environment (local air quality and noise) and local communities (physically severance and volume and speed of traffic). Introduction of new suitable travel links increases accessibility in West Edinburgh and establishes new links to other catchment areas of employment to help supply the growth in labour market (both locally regionally).	The implementation of the require integrated transport infrastructure will accelerate economic growth and support West Edinburgh Framework Targets, specifically: ADD (objectives) outcomes from WEDF. Improved transport network resilience to support (and potentially growth of) major events such as RHS Reduction in the need to travel and carbon footprints (Placemaking; i.e. integration of new areas of work with new areas housing). The IBG site will increase the number of well-paid jobs. Local suppliers compete for high-value contracts. Private sector investment in innovative practices, e.g. R&D and in Fair Work initiatives. Local supply chain builds up knowledge and experience.	Area has reputation for quality offer and private sector has confidence to invest in speculative development. Attract international investment. Influx of skilled workers and maintenance of local talent pool as the area builds a higher profile nationally. Improvement in productivity (and GVA). Support anticipated Airport growth. (controversial from an environmental point of view yet positive for the economy.

Central Borders Innovation Park

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context

Inputs.

Outputs

Outcomes /Impacts

Situation

- Market failure.
- Obsolescence. Lack of supply.
- Suppressed demand
- Low wages. Low skills base.
- Low productivity.

Investments

Funding streams, including City Region Deal.
Capital investment to deliver new office and industrial space.

Complementary City Region Deal investments:
- Skills.
- DDI.

Other complementary investments:
- Borders Railway Blueprint.
- Scottish Enterprise.

Activities

Development of office and industrial space close to railway station.

Marketing of office and industrial units.

Engagement with the private sector to encourage innovation/inclusive growth activities.

Community benefits through construction (MA's, etc).

Supply chain engagement through supplier development activities.

Support to start-up and established businesses through Scottish Enterprise and Business Gateway.

Beneficiaries

Employees, nearby local businesses

Private businesses, employees, people excluded from certain labour markets.

Young people, unemployed.

Local businesses.

Entrepreneurs, local businesses.

Short-term

More use of public transport.

Take-up of office and industrial space by the private sector.

Private sector investment in innovative practices, e.g. R&D and in Fair Work initiatives.

Development of skillsets.

Local supply chain builds up knowledge and experience.

Increase in start-up businesses.

Medium-term

Reduction in carbon footprints.

Increase in area's R&D activity and in employees benefiting from Fair Work.

Young people compete for well-paid jobs.

Local suppliers compete for high-value contracts.

Increase in business survival rates.

Long-term

Area aspires to be carbon neutral.

Area has reputation for quality offer and private sector has confidence to invest in speculative development.

Improvement in productivity (and GVA). Narrowing of employment disparities by gender, etc.

Increase in wage levels and reduction in regional disparities.

Influx of skilled workers and maintenance of local talent pool as the area builds a higher profile nationally.

Housing – Strategic sites and Edinburgh Living

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context

Inputs.

Outputs

Outcomes /Impacts

Situation

Investments

Activities

Beneficiaries

Short-term

Medium-term

Long-term

Shortage of homes across all tenures, particularly affordable. Edinburgh and the south east of Scotland is forecast over the next 15 years to be the fastest growing city region of Scotland, the 5th fastest growing in the UK, in terms of population and housing.

• National
Scottish Government Affordable Housing Supply Programme

SG has committed to spend over £3.3 billion to deliver at least 50,000 affordable homes, by March 2021.

National Planning Framework 3: Successful, sustainable place; A low carbon place; A natural, resilient place; A connected place

• Regional
SESPlan (2016) (recently rejected by Scot. Minister): Thriving, Successful, Sustainable. The 7 City Region Deal strategic sites are identified as key areas of change capable of delivering transformational impact on housing supply.

City Region Deal – Housing Programme – aims to deliver two key strategic aims:
Change in the supply of new homes across the South East of Scotland. Change in innovation and inclusive growth in the housing & construction sectors

• Local
Strategic Housing Investment Plans (SHIPs)

Each LA produces an annual SHIP to outlined affordable housing programme and how it is going to spend the proportion of grant (from the £3.3bn) to deliver affordable homes.
Local Housing Strategies (LHS): Local authorities are required by law to prepare a local housing strategy supported by an assessment of housing need and demand.
Local Development Plans (LDP): The LDP allocates sites, for development including housing.

Housing Land Audits

• City Region Deal Capital investment to deliver 1,500 MMR & low-cost MR homes through Edinburgh living. £16.1m has been committed from Scot. Gov. CEC is expected to contribute £248m on-lending to the Edinburgh Living LLPs (CEC & SFT)

• Scottish Government has committed to work jointly with partners to deliver the 7 strategic sites. Collectively these sites can deliver 40,000 homes over lifetime of the Deal.

Edinburgh Living is in delivery mode and delivering new homes for rent on various sites across Edinburgh.

Each of the strategic sites are at different stages of business case development and delivery.

Business cases will identify the exact number of private and affordable homes for delivery as well as recommend interventions needed to unlock delivery e.g. infrastructure, land and funding options.

Community benefits through construction.

People – Delivery across tenures types, including mid-market rent, market rent, and low-cost home ownership models is required to meet demographic change and provide homes that people can afford regardless of their economic situation.

Increasing the supply and accelerating the delivery of new affordable homes is a key intervention required to reduce homelessness and the current overreliance on temporary accommodation

Place – high quality sustainable communities will be delivered supporting the regions reputation as one of the best places to live in the UK.

Economy - Increasing the supply of housing is crucial to the future economic success of the city region. Increased supply of MMR and low-cost MR can provide affordable homes for key workers in the city.

Deliver business and employment space and SME construction opportunities.

There will be significant construction activity and associated jobs to deliver the 7 strategic sites and Edinburgh Living pipeline.

Edinburgh Living continues towards delivering 1,500 new MMR and MR homes.

Business case development for each of the 7 strategic sites identifying interventions required, enabling works and infrastructure requirements.

Each site articulates commitment required from Scottish Government to deliver.

Early delivery of new homes on several sites.

An increase in supply of homes compared to previous years delivery contributing towards housing need and demand.

Placemaking - integration of new areas of housing with transport and skills interventions.

More employment – housing sites will increase the number of construction jobs

Local supply chain benefits

Regional suppliers compete for high-value contracts.

Delivering new high-quality sustainable communities.

Transforming housing supply by delivering over 40,000 homes and meeting a significant amount of the 145,000 new homes required in the region over the next 20 years (2019-2039).

Edinburgh Living – delivered 1,500 new homes and embarking on second pipeline of delivery.

Accelerated delivery across sites and housing programmes through use of Modern Methods of Construction.

Accelerated private sector delivery towards pre-recession levels on strategic sites.

Providing more housing options for people across housing tenures.

Dunard Centre

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context

Situation

- Recognised gap in Edinburgh's cultural infrastructure
- No new purpose-built music and performance centre in over 100 years
- 25 year search to find suitable location for a mid-sized hall
- Increased international competition to retain Edinburgh's position as a leading International Festival
- Pressing need for a mid-sized hall with world-class acoustics to attract internationally renowned companies and provide a home for Edinburgh's only national performing company – the SCO.

Inputs.

Investments

- City Region Deal
- Dunard Fund
- Private donations
- Fundraising campaign
- Leasing of land from Royal Bank of Scotland

Outputs

Activities

Short term:
- Design development of building
- Planning approval
- Procurement of contractor
- Demolition & construction

Long term:
- Extension of Edinburgh's cultural infrastructure
- Attract and enable new and compelling performances which will enhance Edinburgh's status on the world stage.
- Develop new audiences and promote participation
- Create educational opportunities
- Expand on the City's conference provision
- Provide facilities for recording, broadcasting and streaming of performances
- Provide Café/bar facilities to complement the venue and help create an all-day, year-round bustling destination.
- Promote opportunities for corporate sponsorship of the arts and engagement with business

Beneficiaries

- Economy – employment and economic activity through design and construction sectors and support functions.
- The broadest public, audiences and performers, from throughout the community across Edinburgh and South East Scotland.
- National and international performers and performing companies.
- Education – both young and old
- Festivals and conference organisers
- Community outreach organisations and their participants.
- Public transport and its users due to venue's optimum location for multi-modal transport access. School children.

Outcomes /Impacts

Short-term

- Increase employment in construction sector including apprenticeships
- Contributing to regeneration of the area, stimulating knock-on investment.
- A statement of world class aspiration for Edinburgh

Medium-term

- Direct employment benefits at Dunard Centre - Increased expenditure in city centre
- Creating year-round quality employment and careers in the cultural sector
- A year-round, all-day venue which creates a vibrant new presence in the city centre
- Enable and promote new and compelling performances which will enhance Edinburgh's status on the world stage.
- A principal venue for the EIF and a home for the SCO
- A showcase of corporate support of the arts which can be used to promote wider corporate engagement with/sponsorship of arts and community involvement.
- Development and promotion of partnerships between performing and community groups.

Long-term

- Helping to protect and build on the £300 million plus that Edinburgh festivals generate for the economy against national and international competition.
- Delivering a 1000-seat auditorium, a 200-seat rehearsal and performance studio and recording space rivalling the best in Europe for acoustics and audience experience.
- Completing the recognized gap in Edinburgh's cultural infrastructure with a 1000-seat auditorium, a 200-seat rehearsal and performance studio and recording space rivalling the best in Europe for acoustics and audience experience.
- Bringing a cultural focus to a vibrant part of central Edinburgh that is undergoing major transformation.
- Developing a beautifully designed building that sympathetically opens up the area realising the original vision of the New Town for a public building in this location.
- Creating a principal, all-day venue for the EIF and a year-round home for the SCO
- Providing arts companies from across Scotland and further afield with improved performance space and bringing new international companies to Edinburgh
- Adding to the City's conference market.
- Collaborating with the Royal Bank of Scotland to support the development of music and the arts.
- Bringing digital technology and space together to create multi-purpose recording and educational facilities that will be transformational for young artists.
- Providing access to the finest musical accommodation for school and youth groups to perform, train and receive coaching from professionals.
- Creating opportunities with partners to involve socio-economic groups under-represented as participants and audiences and attracting performers and audiences of all ages, backgrounds and interests.
- Creating a vibrant all-day creative space where everyone feels welcome.
.

Easter Bush Road

Revisit and refresh over time

Monitor and report investments made and levels of activity delivered

Gather and report evidence, assess impact, consider value for money and apply lessons learned to maximise future impacts

Strategic Context	Inputs.	Outputs		Outcomes /Impacts		
Situation	**Investments**	**Activities**	**Beneficiaries**	**Short-term**	**Medium-term**	**Long-term**

Situation

- Need for transport interventions to:
- Unlock strategic development sites.
- Provide for better accessibility across the region.
- Ensure a better balance of transport mode use across the region.
- Provide for ? of access to labour markets.
- Provide for efficient transport links between businesses and others.
- Encourage/maximise opportunities for supportive intervention on workforce mobility.
- Focus on linking those parts of the region that are most disadvantaged and which are poorly linked to the remainder of the region.

Overall – reducing barriers to inclusive (economic and housing) growth.

Investments

- Capital investment for construction.
- Process and time for construction.
- Costs of design, development and land acquisition.
- Consequential and associated works to wider transport network.
- Partners:

Transport Scotland

Regional transport authority

Public transport operators

Local council transport authorities

Transport lobby and representative groups (e.g. Spokes)

Design and build contractors

Activities

- Procurement of contractors.
- Design development of proposals.
- Consultation on draft proposals.
- Contract management to completion.
- Road schemes.
- Public transport improvements (service)
- Walking/cycling improvements.

Beneficiaries

- Transport users:

Private car.

Commercial vehicles.

Public transport.

Cyclists.

Pedestrians.

- Types of users:

Commuters.

Commercial traffic.

Journey to school/college/training.

Travel for leisure.

- New and relocated businesses to "unlocked" allocated development land.
- Expansion of centres of excellence in specific sectors (e.g. Easter Bush)
- Opening up of new and constrained housing sites to benefit those seeking entry to the housing market.

Short-term

- Improved road and other transport safety.
- Shorter journey times.
- Better modal split (especially reduction of private car use).
- Increased numbers of new housing to provide for need demand of indigenous population and inward migration.
- More attractive site opportunities for inward investors.
- Providing the infrastructure and services to support greater workforce mobility.
- Inter-business improved linkages.

Steady improvement and consolidation.

Appendix C: Protected Characteristics

Introduction

The full legal definitions and related policy implications associated with all protected characteristics are set out in the Equality Act 2010.[1] In simple terms, however, under the Act it is against the law to discriminate against someone because of a protected characteristic.

In order to support positive action (i.e. not just compliance) the CRD partners have committed - following advice from the Equalities and Human Rights Commission ("EHRC") - to monitor and evaluate four of these characteristics i.e. disability, minority and ethnic communities, age and sex. Without such data it is not possible to determine whether positive action can be supported (or what might interventions might be best to adopt) given: *"positive action is* (only) *lawful if there is evidence that it is needed. For example, the level of participation by people from that group is lower than could reasonably be expected*[2]*".* Below are summary definitions of the three characteristics drawn from the EHRC[3]

Disability

A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

The Act puts a duty on the employer to make reasonable adjustments for staff to help them overcome disadvantage resulting from an impairment (for example, by providing assistive technologies to help visually impaired staff use computers effectively).

The Act also includes protections from discrimination arising from disability. For example it is discriminatory to treat a disabled person unfavourably because of something connected with their disability (for example, a tendency to make spelling mistakes arising from dyslexia). This type of discrimination is unlawful where the employer or other person acting for the employer knows, or could reasonably be expected to know, that the person has a disability[4].

Additionally "indirect discrimination" covers disabled people. This means that a job applicant or employee could claim that a particular rule or requirement in place disadvantages people with the same disability. Finally the Act also includes a provision which makes it unlawful, except in certain circumstances, for employers to ask about a candidate´s health before offering them work.

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[1] http://www.legislation.gov.uk/ukpga/2010/15/section/6

[2] https://www.equalityhumanrights.com/en/advice-and-guidance/commonly-used-terms-equal-rights#objective

[3] https://www.equalityhumanrights.com/en/equality-act/protected-characteristics

[4] With the proviso that this type of discrimination is only justifiable if an employer can show that it is a "proportionate means of achieving a legitimate aim".

Minority and Ethnic Community ("MEC") Groups

In the Equality Act race refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

To address whether any individuals within defined MEC groups are discriminated against - because of one or more aspects of their race - four main types of race discrimination are identified by the EHRC:

- **Direct discrimination:** this happens when someone treats you worse than another person in a similar situation because of your race;

- **Indirect discrimination** : this happens when an organisation has a particular policy or way of working that puts people of a racial group at a disadvantage;

- **Harassment:** occurs when someone makes you feel humiliated, offended or degraded; and,

- **Victimisation:** when you are treated badly because you have made a complaint of race related discrimination under the Equality Act. This can also occur if you are supporting someone who has made a complaint of race related discrimination.

Age

May be defined as a person belonging to a particular age (for example 32 year olds) or range of ages (for example 18 to 30 year olds). The Act 2010 indicates that you must not be discriminated against because: you are (or are not) a certain age or in a certain age group; someone thinks you are (or are not) a specific age or age group; and/or you are connected to someone of a specific age or age group.

There are four main types of age discrimination:

- **Direct discrimination:** when someone treats you worse than another person in a similar situation because of your age;

- **Indirect discrimination:** when an organisation has a particular policy or way of working that applies to everyone but which puts people of your age group at a disadvantage;

- **Harassment**: occurs when someone makes you feel humiliated, offended or degraded; and,

- **Victimisation:** is when you are treated badly because you have made a complaint of age discrimination under the Equality Act. It can also occur if you are supporting someone who has made a complaint of age discrimination.

Women

The Act states that no one must discriminated against because:

- They are (or are not) a particular sex[5];

- Someone thinks you are the opposite sex (this is known as discrimination by perception); and,

- You are connected to someone of a particular sex (this is known as discrimination by association).

The definitions of discrimination are the same as those for MEC groups. In the context of the CRD the focus on women (and on the other two groups) is (at least initially) to address equalities of opportunity across Deal projects and programmes.

Positive Action

As recognised in a recent report[6] by the EHRC the limited use of positive action (to date) has meant that the various groups continue to be under-represented with the disparities particularly large for women in "gender-segregated" sectors.

Coordinated action is needed to support and encourage greater use of positive action effectively to address such enduring disparities. In particular the CRD Partners have agreed that they and the employers supported by all themes should monitor recruitment, retention and progression by **ethnicity, disability and gender,** and use positive action to address any disparities, as: *"employers are often unaware of or lack understanding as to why positive action is necessary in the first place. Knowing more about their workforce will help employers understand where groups may be at a disadvantage or under-represented, and **establish a strong evidence base** for taking action"*[7].

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[5] In the Equality Act, sex can mean either male or female, or a group of people like men or boys, or women or girls.

[6] https://www.equalityhumanrights.com/en/publication-download/exploring-positive-action-tool-address-under-representation-apprenticeships.

[7] Source as in previous footnote.

Appendix D: Talent, Research, Adoption and Entrepreneurship Definitions

Introduction

Outlined below are definitions for the above that have been developed by the University of Edinburgh DDI Programme office. They are, however, equally appropriate for some or all of the outputs envisaged under the Heriot-Watt University National Robotarium and - while different in content - the Queen Margret University Food & Drink Hub.

It is also important to note, in line with good monitoring and evaluation practice, that these definitions will be subject to an annual review by the Programme Office Reporting Lead to ensure they reflect the most current understanding and practice and, should a material change be required, revised definitions will be resubmitted to appropriate CRD Boards for further ratification.

Talent

DDI related definition

Practice which addresses the current skills deficits, equipping more people with the skills needed to unlock the benefits of data for existing and new businesses. From an institutional point of view this will mean courses and programmes with learning outcomes which encompass elements of data driven innovation whether in practice or application (e.g. Bayesian Data Analysis [practice]; Research Methods in Social Psychology [application]).

Within the reporting of annual talent outputs to the CRD PMO only certified outcomes will be captured namely : any type of University of Edinburgh DDI related course or programme for which a student receives SCQF / ECTS credits or, in the case of a Massive Open Online Course ("MOOC"), where a Statement of Participation has been purchased. This includes, but is not limited to, activities such as:

- Programmes;

- Courses;

- MOOCs (where a Statement of Participation has been purchased); and,

- Continuing Professional Development ("CPD") (where credits are awarded).[1]

The following definitions related to talent have (largely) been taken from the University's Degree Regulations and Programmes of Study ("DRPS") site[2] :

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[1] Recognising also that these outputs will be captured under the Adoption theme.

[2] http://www.drps.ed.ac.uk

- **Course:** A course is a unit of teaching and learning formally offered within the University, which carries credit expressed in credit points and which may contribute to a University award (certificate, diploma or degree);

- **Core Course:** Courses that must be taken and passed in order to progress to the next stage of study within a specific degree programme;

- **Compulsory Course**: Courses that must be taken in order to progress to the next stage of study within a specific degree programme (progression may not be dependent on passing a compulsory course (e.g. credits on aggregate may be awarded));

- **Elective/Optional/Pathway Course:** A course which is taken by a student in addition to those required for their programme of study. This is a course that may be taken by students whose programme is unconnected to the learning outcomes of the course (e.g. a student graduating with an MA in French may take the course "Informatics 1 – Data and Analysis");

- **CPD:** Courses; short courses; evening talks; conferences and seminars in specialist topics for industrial, commercial and public sector professionals, which by design or complementarily, are taken to augment an individual's professional understanding;

- **Degree type:** Degree programmes are based on a number of standard models. The 'Degree Type' defines in brief the model followed by individual degree programmes (e.g. 'Single Honours'. Degree Types are outlined in the General Undergraduate Degree Regulations);

- **Programme of study:** The sum of all the elements leading to a defined graduating curriculum. The undergraduate Certificate and Diploma of Higher Education are not defined graduating curricula and therefore are not programmes of study;

- **Named certificate and diploma:** Named certificates and diplomas are those with a specific title other than the Undergraduate Certificate of Higher Education or Undergraduate Diploma of Higher Education. Examples include the Postgraduate Certificate in Counselling Studies, the Diploma in Pain Management and the Diploma in High Performance Computing.

Students must normally pass an amount of credits per programme of study to be awarded. The following are generally accepted as the standard amount of credits required: **undergraduate:** non-honours degree – 360 credits; honours degree – 480 credits; **postgraduate:** degree - 180 credits; diploma – 120 credits; and, certificate – 60 credits.

Finally various types of talent will be included in the CRD delivery figures for DDI certified students (inclusive of CPDs within each) where the relevant hub, in conjunction with its academics, has established there is relevant and meaningful content.

Research

DDI related definition

Protecting, enhancing and expanding existing data science research to attract quality talent to the Region, and continue to drive innovation and better connect talent & industry to leading research.

Page 123

From an institutional point of view this will mean research which encompasses elements of data driven innovation, whether in practice or application, and where the related academic unit has confirmed there is significant and meaningful DDI content:

- **Research, income:** Income awarded to the University for the purpose of research and financially managed in the University's research ledger, including income derived from Industry & Commerce partners not counted in Adoption figures (see Income under adoption). Where the University is identified as the research lead, 100% of the application amount shall be accounted for, where secondary, only the percentage as stated on the application will be accounted for; and,

- **Research, Funder:** Recognised providers of research funding. These bodies are categorised by the DDI PMO for reporting as: UK Research Councils; UK Government Departments; Industry & Commerce; Overseas (EU); Overseas (outwith EU); UK Charities; and, HEI partners.

Adoption

DDI related definition

Harnessing data as a core asset, catalysing the market for new, better and/or less expensive products and services and enabling the wider use of data to drive insights, benefits and inclusive growth. From an institutional point of view this will mean engagements with public, private and/or third sector partners which encompasses elements of data driven innovation whether in practice or application.

Interaction: where contact with an individual/organisation/ industry partner (known as a lead) is recorded whether it initiates a project or not; individuals undertaking learning (any type) who have been identified as from a business; and, industry funded MSc/PhD studentships:

- **Project:** a formal agreement to work with a lead to deliver a tangible output; and,

- **Income:** financial engagement (cash or in-kind) with a lead, normally as a result of a project. Information of this type must be accounted for in the University's finance system. Where the University is identified as the project lead, 100% of the amount shall be accounted for, where not lead, only the percentage indicated in the agreement will be accounted for.

Entrepreneurship

DDI related definition

Creating the institutions, networks and supporting environment to improve all modes of cross-sector partnership and collaboration (between private, public and third sectors and universities) to enable new and better DDI-based business models. From an institutional point of view this refers to uplifts in new companies and likely levels of investment attracted to University supported DDI related fast growth companies as well as the benefits of postgraduate students attracted to DDI related micro companies (MCs) and small to midsize enterprises (SME).

- **Company:** An idea/venture/project will be defined as a company when it reaches the stage at which it becomes registered with Companies House and is subsequently expected to file an annual return; and,

- **Company acceleration:** An existing (post formation) company supported in activities designed to move them beyond their current funding stage/position.

The above company types can include start-ups, spin-ins, spin-outs etc. The funding level of a company refers to the level at which they have secured an amount as outlined below:

- **Seed Funding [typically £100k+]** - typically, the first round of funding raised by an Entrepreneur. Funding is normally used to further test product-market fit, hire key personnel and to develop the product/service;

- **Series A Funding [typically £250k+]** - having utilised the seed funding to prove the concept, the Entrepreneur uses this funding to develop the product/service into a proposition that can be scaled up;

- **Series B Funding [typically £1M+]** - typically used to build the company into a Regional/global enterprise through team expansions and establishing Regional/global offices;

- **Series C Funding [typically £10M+]** - funding used to further market share through strategic acquisitions and other means, generally, the level of "unicorn" investments (i.e. Skyscanner, Fan Duel, Uber and the like). This could also be the acquisition costs if a company is bought over; and,

- **Postgraduate engagement in micro companies (MCs) & small to mid-size enterprises (SMEs):** Via details on 'destinations' as reported by individual postgraduates, as collected for the University's HESA return.

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Edinburgh and South East Scotland City Region Deal Joint Committee

10am, Friday 4 September 2020

City Region Deal Annual Report 2019-20

Item number	5.4

Executive Summary

Each year, the City Region Deal Programme Management Office is required to produce an annual report to assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region.

The Edinburgh and South East Scotland City Region Deal Annual report summarises progress of the Programme for the second year since the signing of the 15-year programme (August 2019 to July 2020).

The report contains a City Region Deal overview, Financial Statement (for the financial year 2019-20), a short summary of progress on each project and programme and expected milestones to be achieved in the next year. Case studies are included across the report.

This report also includes a section which shows how the partnership responded quickly to the COVID-19 pandemic with some effective interventions, assisted by a robust regional Governance structure, established to manage City Region Deal activity.

The report demonstrates significant progress across the 24 projects and programmes within the City Region Deal. While COVID-19 affected the delivery of some of the projects all are considered to be within acceptable time and budget parameters.

Monica Patterson

Chief Officer, Edinburgh and South East Scotland City Region Deal

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Report

City Region Deal Annual report 2019-20

1.   Recommendations

1.1   To note the appended annual report.

2.   Background

2.1   Each year, the City Region Deal Programme Management Office is required to produce an annual report to assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region, as stated in Paragraph 3.24 of the Deal Document:

To assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region, the PMO will produce an Annual Report on all City Region Deal activity. The template for the Annual Report will be agreed with Government. The reports will be presented to the Governments and the Regional Enterprise Council annually.

3. Main report

3.1   The Annual Report for 2019/20 is an overall progress report for the City Region Deal programme between 1 August 2019 and 31 July 2020, with the exception of the Financial Statement which contains financial information for the Financial year 2019/20.

3.2   It contains a City Region Deal overview, Financial Statement, a short summary of progress on each project and programme and expected milestones to be achieved in the next year. Case studies are included across the report. This report also includes a summary of the partners' regional response to the Covid-19 pandemic.

3.3   The report demonstrates significant progress across the 24 projects and programmes within the City Region Deal. While COVID-19 affected the delivery of some of the projects all are considered to be within acceptable time and budget parameters:

- 8 projects are in Stage 1: Define, which means that the project's business case is yet to be completed (9 in August 2019),
- 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2019)
- 3 are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (2 in August 2019)

- 6 projects are considered to be on target to be completed on time (green score) or have been completed on time (12 in August 2019)
- 18 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (12 in August 2019)
- 15 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (16 in August 2019)
- 9 projects are projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (8 in August 2019)

3.4 £54.7 million of Government money was drawn down in the 2019/20, with £53.61 million on Capital projects and £1.06 million on the Revenue programme.

3.5 A Benefits Realisation Plan (BRP) has been produced to monitor the impact of the Deal. The Plan sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:

- How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
- What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK?

3.6 In addressing these questions, the BRP initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result. Against these outputs, the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated. The BRP is being submitted to this Joint Committee meeting for approval as a separate report.

3.7 The annual report demonstrates that the Governance structure, established to manage City Region Deal activity, helped the partnership to respond quickly to the COVID-19 pandemic with some effective interventions. Four examples are detailed in the report: a new COVID-19 jobs portal; a new Health and Social Care Skills Gateway Proposition; Contribution to the Report on the Advisory Group for Economic Recovery; and the development of a Regional Transport Transition Plan. These all have strong links with ongoing activity through City Region Deal projects, and are pertinent examples of how the partnership, that normally monitors City Region Deal activity, can work together to deliver added value alongside the delivery of the Deal projects.

3.8 Looking ahead towards 2020/21, significant developments in project delivery are expected including:

- Submission of Business Case for Easter Bush project.
- Launch of Edinburgh Futures Institute TravelTech cluster.
- Submission of Business Case for Edinburgh Innovation Park QMU project.
- Release of DataLoch beta.

- Progress the technical review and continue to review and respond to representations made to the draft Orders and Environmental Statement for the [A720 Sheriffhall Roundabout](#) scheme.

4. Financial impact

4.1 There is no financial impact relating to this report.

4.2 The Financial Statement shows that £54.7 million of Government money was drawn down in 2019/20.

5. Alignment with Sustainable, Inclusive Growth Ambitions

5.1 Inclusion is a key driver for the City Region Deal, and scores have been included for each project. Business cases for projects included demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.

5.2 A Benefits Realisation Plan (BRP) has been developed for the programme, which will incorporate clear indicators to align with the Scottish Government's Inclusive Growth Framework, also under development. The impact on equalities, human rights and sustainability are also being incorporated into the BRP. The BRP is being submitted to this Joint Committee meeting for approval as a separate report.

6. Background reading/external references

6.1 [City Region Deal Document](#): August 2018

7. Appendices

7.1 Appendix 1: City Region Deal Annual Report: 2019-20

CITY REGION DEAL

Edinburgh
& South East
Scotland

ANNUAL REPORT
2019-2020

CONTENTS

Key Achievements

£54.7 million
of Government investment released in 2019/20
£103.2 million
in total since August 2018

£737m of funding approved for investment
by the Joint Committee over the 15-year programme

Business case for £85m
Usher Institute approved to enable data-driven advances in the delivery of health and social care

£1.8m committed
from the Bus Priority Rapid Deployment fund for bus improvements as lockdown is eased

£250K of DDI funding
for Covid-19 regional recovery research grants to enable University of Edinburgh staff and students to apply data-driven-innovation ideas in support of communities, services and businesses

Job support portal
Covid-19 jobs support portal launched 11 days after lockdown has seen over 16,000 unique visitors and has advertised 1000 jobs

The DataLoch facility
was made available for the Covid-19 collaborative research network in April

Funding approved for a Home Demonstrator
project that will use offsite construction methods to design and deliver 1000 low carbon homes for the region
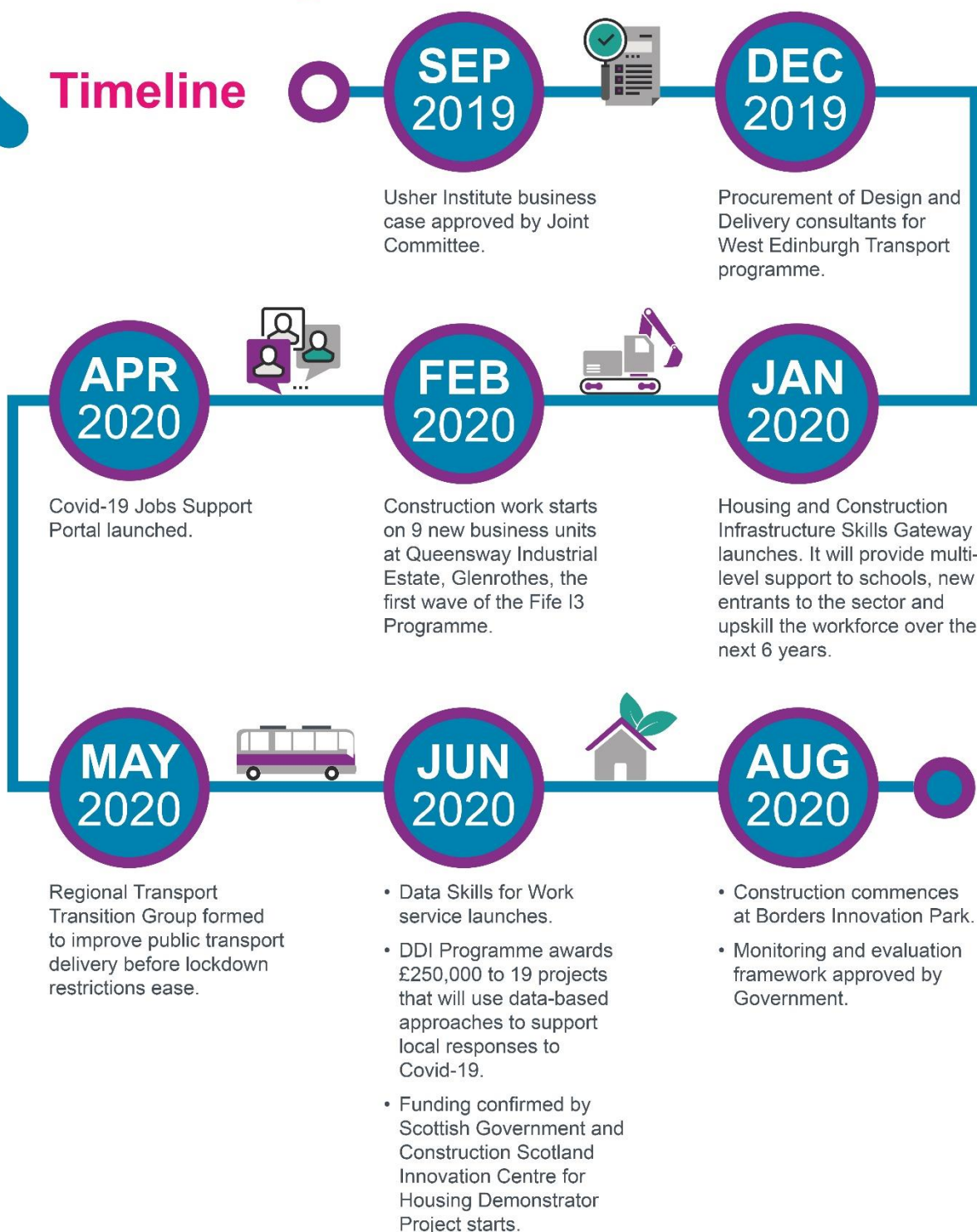
Construction commenced on £49m
Fife Industrial Innovation Programme and £29m Borders Innovation Park

6 industry partners
brought real-world challenges to the DDI's Students As Change Agents project, involving 180 University of Edinburgh students

2

Timeline

SEP 2019

Usher Institute business case approved by Joint Committee.

DEC 2019

Procurement of Design and Delivery consultants for West Edinburgh Transport programme.

JAN 2020

Housing and Construction Infrastructure Skills Gateway launches. It will provide multi-level support to schools, new entrants to the sector and upskill the workforce over the next 6 years.

FEB 2020

Construction work starts on 9 new business units at Queensway Industrial Estate, Glenrothes, the first wave of the Fife I3 Programme.

APR 2020

Covid-19 Jobs Support Portal launched.

MAY 2020

Regional Transport Transition Group formed to improve public transport delivery before lockdown restrictions ease.

JUN 2020

- Data Skills for Work service launches.
- DDI Programme awards £250,000 to 19 projects that will use data-based approaches to support local responses to Covid-19.
- Funding confirmed by Scottish Government and Construction Scotland Innovation Centre for Housing Demonstrator Project starts.

AUG 2020

- Construction commences at Borders Innovation Park.
- Monitoring and evaluation framework approved by Government.

3

1 FOREWORDS

Cllr Norman Hampshire
Convener of the Edinburgh and South East Scotland City Region Deal Joint Committee

The Edinburgh and South East Scotland City Region Deal continued to make great progress in its second year. On top of delivering cross-regional projects across the innovation, skills, transport, culture and housing themes and creating future regional infrastructure, a further major benefit is the work to enhance existing and develop new regional collaboration for strategic co-ordination across transport, housing, land use and economic development.

The strong regional partnership brings together six local authorities, four universities and six colleges, and our Regional Enterprise Council, representing the region's businesses and third sector institutions, plays an important role in holding the Joint Committee to account, using their commercial knowledge and expertise towards delivering on a shared ambition for achieving sustainable and inclusive economic growth across the region.

When COVID-19 struck our region in March this year, the partnership proved its worth. An excellent example of what can be achieved through collaboration was the launch of a COVID-19 Jobs Support portal on 3 April, just 11 days after the country was locked down. The portal is a regional offer for employers still recruiting and for COVID-19 impacted employees facing job losses. To date, over 16,000 unique visitors have accessed the site; over 1,000 full jobseeker registrations have taken place; 427 employers are registered on the site, and over 1,000 vacancies have been advertised. Without the Deal's Integrated Regional Employability and Skills programme, we would not have been able to respond so quickly. You can read about some of the people we have helped in this report.

Some key milestones have also been achieved: last September, the Joint Committee approved the £85 million Usher Institute business case, which will enable data-driven advances in the delivery of health and social care; and in July, construction began at the Borders Innovation Park in Tweedbank, which will provide a major economic boost to the Scottish Borders potentially creating over 380 jobs.

Of the £1.3 billion that was committed in the Deal Document, two years into that 15-year programme, over £736.51 million (55%) of it has been approved through business cases at the Joint Committee and, as of the financial year end 2019/20, £103.20 million has already been spent.

Investment through the City Region Deal will continue to make a real difference to communities across Edinburgh and South East Scotland, creating around 21,000 jobs. It is essential that we monitor and evaluate our progress to ensure that our projects are targeted to achieving the right outcomes as the challenges we face evolve. We have therefore worked with both Scottish and UK Governments to develop a Benefits Realisation Plan. I look forward to learning of the targets being met and exceeded and lives of citizens and communities being benefited by the Deal across Edinburgh and South East Scotland.

Leeann Dempster and Claire Pattullo
Chair and Vice Chair of Regional Enterprise Council

As Chair and Vice Chair of the Regional Enterprise Council (REC), we are greatly encouraged with the momentum that is building in Year 2 of the Edinburgh and South East Scotland City Region Deal.

The REC was formed in November 2018 to advise the Deal's decision-making body, the Joint Committee, on the delivery of projects across the city region. In directly participating on the Joint Committee, we represent business and the third sector across the region and help to ensure that that the benefits from the Deal support our

Leeann Dempster
Chair, Regional
Enterprise Council

Claire Pattullo
Vice Chair, Regional
Enterprise Council

shared ambition for achieving sustainable and inclusive economic growth throughout the city region. This influence will be further extended in the coming year with representation on the Elected Member Oversight Committee that will shape the ambition and strategic direction of the Regional Growth Framework.

The REC members have a broad range of experience and expertise and wide networks to best represent business and the third sector across the city region. The emerging Regional Growth Framework and the City Region Deal's Economic Recovery response to the COVID-19 challenge both received active contributions from our membership.

REC members have also helped shape the City Region Deal's Benefits Realisation framework, ensuring that the Deal's inclusive growth focus to reduce inequality and increase wellbeing is at the forefront of its ambition. We want to ensure, for instance, that the strategic sites for housing developments are key areas of change and growth with sustainable placemaking at their heart. As many construction opportunities as possible should go to local people with the help of the Housing and Construction Innovation Skills Gateway. We are particularly determined to promote the use of Community Benefits and Social Innovation for the good of the citizens of Edinburgh and South East Scotland and to ensure that every Deal programme works together to maximise synergies.

The significance of the work of the Regional Enterprise Council was reflected by Andy Haldane, the Bank of England's Chief Economist, visiting to learn more about our work and that of the City Region Deal. This provided us with a welcome opportunity to highlight the issues facing by those who have not benefitted from previous economic growth. That visit took place in early February, before any COVID-19 lock-down was envisaged, and the world has changed significantly. The collective views of that meeting, that in promoting economic growth we must ensure we tackle inequality and disadvantage to build a more balanced and fairer society are, however, more important than ever. We look forward to promoting those inclusive growth ambitions still further through both City Region Deal activities and wider regional collaboration.

2 CITY REGION DEAL OVERVIEW

The Edinburgh and South East Scotland City Region Deal is a £1.3 billion, 15-year programme aimed at driving productivity and reducing inequalities through five key themes:

- Research, Development and Innovation: £791 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

The map below shows where the projects are located across the region:
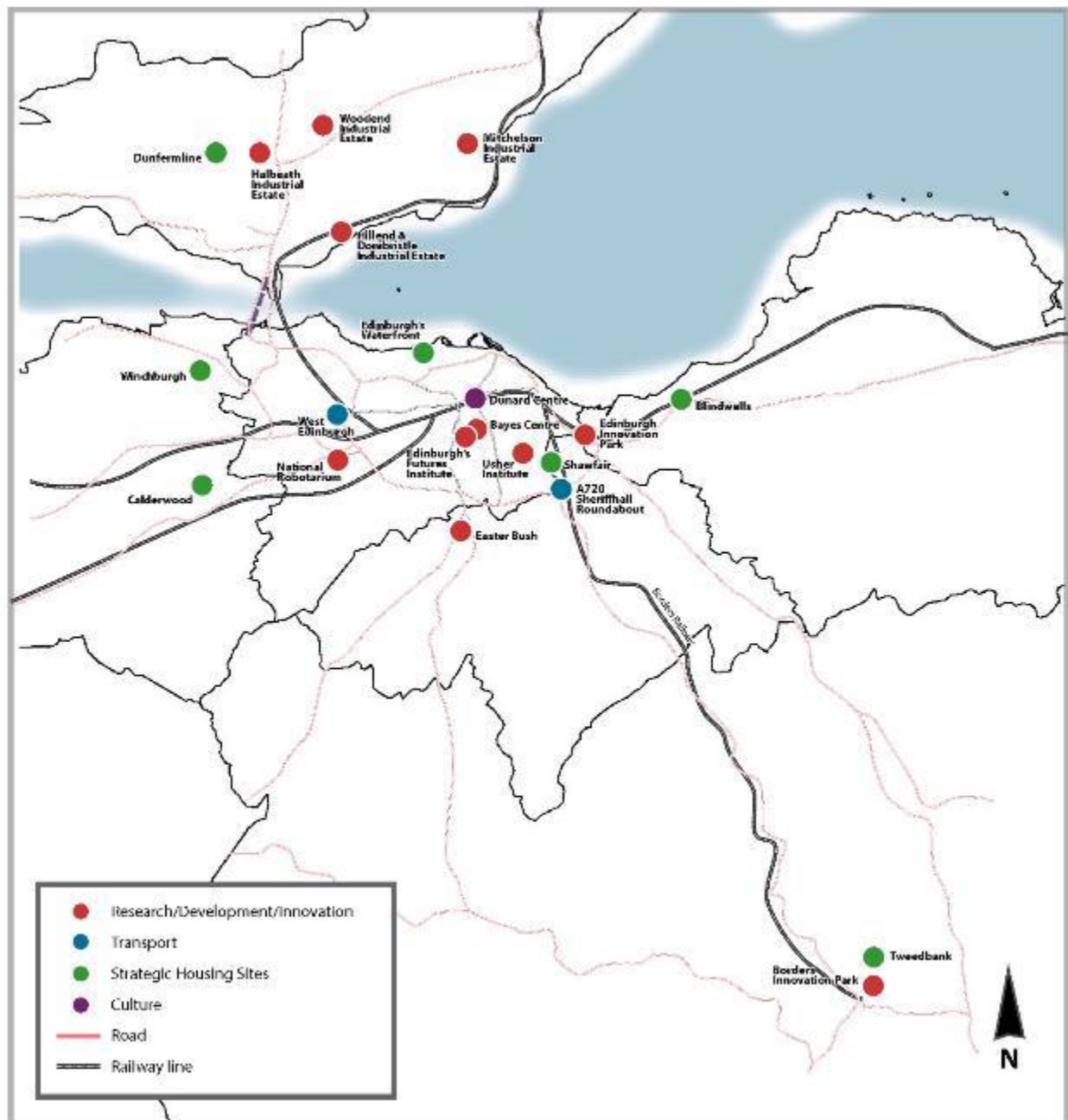
The 24 City Region Deal projects are listed in the Table below. More detail on the projects, including their current status in Section 4.

Status of Programmes and Projects – August 2020

Theme/Programme/Project	Location	(Expected) Business Case Approval	Stage	On Time?	On Budget?
Research, Development and Innovation					
Edinburgh International Data Facility (Previously known as World Class Data Infrastructure)	Edinburgh/ Midlothian	Dec 18	2. Implement	🟧	🟩
Bayes Centre	City of Edinburgh	Dec 18	3. Deliver	🟩	🟩
National Robotarium	City of Edinburgh	Dec 18	2. Implement	🟧	🟩
Edinburgh Futures Institute	City of Edinburgh	Mar 19	2. Implement	🟧	🟩
Usher Institute	City of Edinburgh	Sep 19	2. Implement	🟧	🟩
Easter Bush	Midlothian	*(Dec 20)*	1. Define	🟧	🟩
Edinburgh Innovation Park (Food and Drink Innovation Hub)	East Lothian	*(Mar 21)*	1. Define	🟧	🟧
Fife Industrial Innovation Investment	Fife	Mar 19	2. Implement	🟧	🟧
Central Borders Innovation Park	Scottish Borders	Mar 19	2. Implement	🟧	🟧
Integrated Regional Employability and Skills	*Cross-Regional*	Dec 18			
• Integrated Knowledge Systems	*Cross-Regional*	Jun 19	2. Implement	🟧	🟩
• Labour Market Analysis and Evaluation	*Cross-Regional*	Jun 19	3. Deliver	🟩	🟧
• Integrated Employer Engagement	*Cross-Regional*	Jun 19	2. Implement	🟧	🟩
• Intensive Family Support	*Cross-Regional*	Mar 19	2. Implement	🟩	🟩
• Data-Driven Innovation Skills Gateway	*Cross-Regional*	Mar 19	2. Implement	🟧	🟩
• Housing and Construction Infrastructure Skills Gateway	*Cross-Regional*	Mar 19	2. Implement	🟧	🟩
• Workforce Mobility	*Cross-Regional*	Jun 19	2. Implement	🟧	🟩
Transport					

West Edinburgh	City of Edinburgh	TBC	1. Define		🟩	🟩
A720 (Sheriffhall Roundabout)	City of Edinburgh/ Midlothian	TBC	1. Define		🟩	🟩
Culture						
Dunard Centre	City of Edinburgh	Dec 18 *	1. Define		🟧	🟧
Regional Housing Programme	Cross-regional	Sep 19 (work programme report)				
Affordable housing programme	Cross-regional	N/A	1. Define (and 3. Deliver)		🟧	🟧
Strategic sites	Cross-regional	TBC	1. Define (and 2. Implement)		🟧	🟧
Innovation and skills	Cross-regional	N/A	2. Implement		🟧	🟧
Infrastructure and land	Cross-regional	N/A	1. Define		🟧	🟧
Edinburgh Living (housing company)	Cross-regional	N/A	3. Deliver		🟩	🟩

*Revised business case under development (see Section 5 for more information).

Key:

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

Red, Amber, Green
T: Status against **timeline** set out in business case/implementation plan; **B:** Status against **budget** set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

Stages

As of 1 August 2020:

- 8 projects are in Stage 1: Define, which means that the project's business case is yet to be completed (9 in August 2019)
- 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2019)
- 3 are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (2 in August 2019)

Time and Budget

While COVID-19 has affected the delivery of some of the projects (see Section 4 for more information), all are considered to be within acceptable time and budget parameters.

- 6 projects are considered to be on target to be completed on time (green score) or have been completed on time (12 in August 2019)
- 18 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (12 in August 2019)
- 15 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (16 in August 2019)
- 9 projects are projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (8 in August 2019)

GOVERNANCE

The City Region Deal has a comprehensive governance structure. This is summarised in the diagram below. There is more detail on the Boards and Groups in Section 3 of the Deal Document:
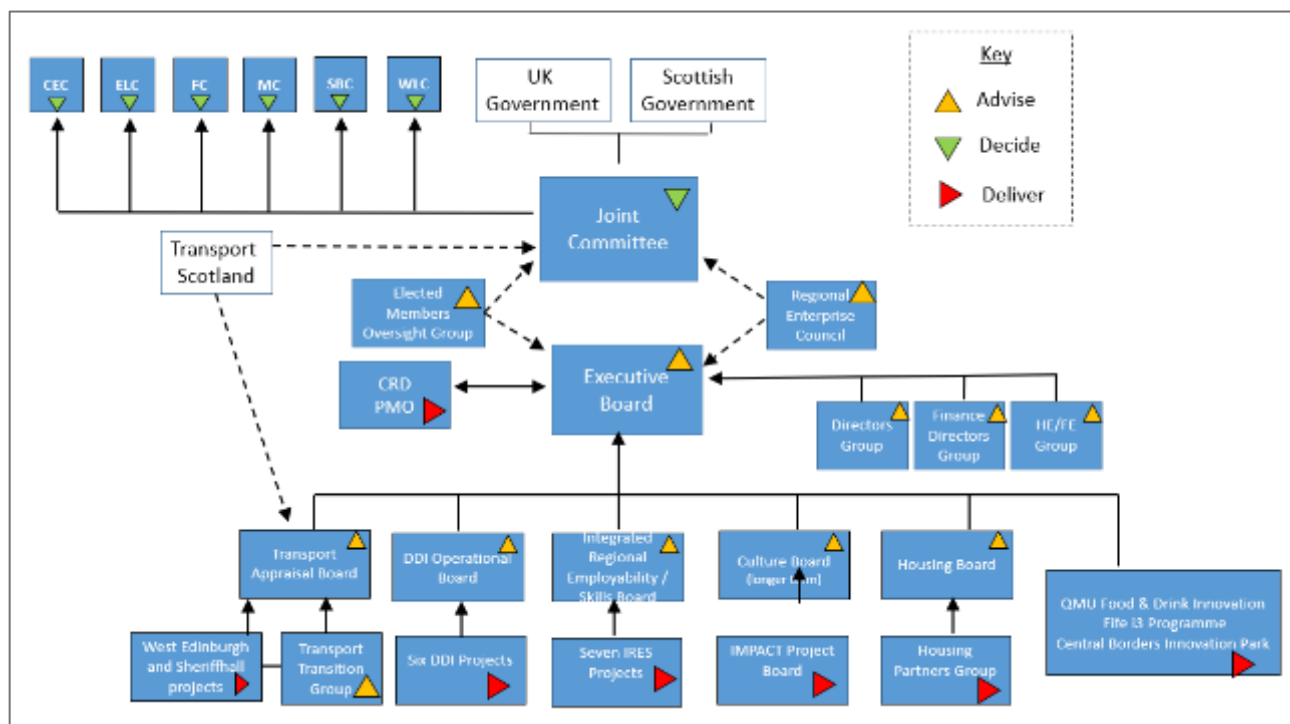
Benefits Realisation Plan

The City Region Deal Document states that each project approved by the Joint Committee will: *"be subject to review and evaluation."* A Benefits Realisation Plan has now been produced for the City Region Deal. It sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:

- How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
- What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK?

In addressing these questions, the Plan initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result. Against these outputs the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated.

The Plan will be submitted to Joint Committee for approval in September 2020, and regular performance updates will be produced thereafter.

Internal Audit: Review by City of Edinburgh Council of the Accountable Body - City Region Deal Funding Processes

The City of Edinburgh Council as lead authority acts as the Accountable Body for Edinburgh and South East Scotland City Region Deal.

The Council invited internal audit to review the City Region Deal funding processes to provide assurance from the outset that the Accountable Body's processes and operations are robust.

The review of grant claims and payments did not identify any errors, and review of operational controls including those in place to prevent and detect fraud and manage any potential conflicts of interest were deemed sufficient.

Internal Audit concluded and reported that the Accountable Body's processes are effective. They noted that the control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed. The report was approved at The City of Edinburgh's Governance, Risk and Best Value Committee meeting on 7 July 2020 and was also noted at the City Region Deal Joint Committee on 7 August 2020.

3 FINANCIAL STATEMENT

This City Region Deal identifies new and more collaborative ways that partners will work with UK Government and Scottish Governments to deliver change to the city regional economy. The Governments will jointly invest £600 million over the next 15 years and regional partners committed to adding in excess of £700 million, overall representing a deal worth £1.3 billion. A summary of the City Region Deal total over a fifteen-year period is shown in the Table 2:

Table 2 Edinburgh and South-East Scotland City Region Deal Financial Summary

Project	SG contribution (£m)	UKG contribution (£m)	Partner contribution (£m)	Total amount (£m)
Food and Drink Innovation Campus	1.42	28.58	22.00	52.00
Bayes Centre	2.24	30.31	68.50	101.05
National Robotarium	1.43	21.04	-	22.47
Edinburgh Futures Institute	2.24	55.68	131.38	189.30
Usher Institute	0.73	48.46	35.40	84.59
World Class Data Infrastructure	0.67	78.93	111.03	190.63
Easter Bush	1.27	16.10	25.23	42.60
Easter Bush Link Road	-	10.90	19.10	30.00
Business Innovation – Fife	35.00	-	14.43	49.43
Business Innovation – Scottish Borders	15.00	-	14.05	29.05
Total Research, development and innovation	**60.00**	**290.00**	**441.12**	**791.12**
IMPACT/Dunard Concert Hall	10.00	10.00	24.99	44.99
Total Culture	**10.00**	**10.00**	**24.99**	**44.99**
Integrated Regional Employability & Skills Programme	25.00	-	-	25.00
Total Integrated Regional Employability & Skills	**25.00**	**-**	**-**	**25.00**
Sheriffhall Roundabout Upgrade*	120.00	-	-	120.00
West Edinburgh Public Transport Infrastructure	20.00	-	16.00	36.00
Total Transport	**140.00**	**-**	**16.00**	**156.00**
New Housing Partnership (Edinburgh Living LLP) **	15.00	-	248.00	263.00
Housing Infrastructure**	50.00	-		50.00
Total Housing	**65.00**	**-**	**248.00**	**313.00**
Grand Total	*300.00*	*300.00*	*730.11*	*1,330.11*

*Includes £120m for Sheriffhall roundabout to be delivered by Transport Scotland

** Funding issued by Scottish Government (Housing)

11

The City Region Deal Financial Summary for the period of April 2019 to March 2020 is set out in Table 3. Total expenditure and grant claimed for the year, amounts to £54.67 million. With £53.61 million on Capital projects and £1.06million on the Revenue programme.

Table 3 Edinburgh and South-East Scotland City Region Deal 2019-20

Project	2019-2020		Cumulative (2018-2020)	
	CRD Spend (£'000)	CRD Grant claimed (£'000)	CRD Grant claimed (£'000)	CRD Grant % claimed
Food and Drink Innovation Campus				
Bayes Centre	10,133	10,133	32,545	100.00%
National Robotarium	930	930	1,000	4.45%
Edinburgh Futures Institute	15,358	15,358	34,220	59.08%
Usher Institute	1,503	1,503	1,503	3.05%
Edinburgh International Data Facility *formerly (WCDI)*	17,424	17,424	17,424	21.89%
Easter Bush				
Easter Bush Link Road				
Business Innovation – Fife Industrial Innovation Investment	1,433	1,433	1,433	4.09%
Business Innovation – Scottish Borders Innovation Park	80	80	80	0.53%
Total Research, development and innovation	**46,860**	**46,860**	**88,204**	
IMPACT - Dunard Concert Hall			-	
Total Culture		**-**	**-**	
Integrated Regional Employability & Skills Programme	1,057	1,057	1,057	4.23%
Total Integrated Regional Employability & Skills	**1,057**	**1,057**	**1,057**	
Sheriffhall Roundabout Upgrade*	1,561	1,561	3,691	3.09%
West Edinburgh Public Transport Infrastructure				
Total Transport	**1,561**	**1,561**	**3,691**	
New Housing Partnership (Edinburgh Living LLP) **	5,192	5,192	10,252	68.35%
Housing Infrastructure**				
Total Housing	**5,192**	**5,192**	**10,252**	
Grand Total	*54,670*	*54,670*	*103,204*	

*Scottish Government funded. Transport Scotland taking forward scheme delivery.

** Funding issued by Scottish Government (Housing)

The City Region Deal cumulative grant claimed total for the period of April 2018 to March 2020, amounts to £103.20 million. This includes funding issued by Transport Scotland and Scottish Government Housing Department.

4 THE DEAL – SUMMARY OF PROGRESS

This section summarises the themes, programmes and projects within the City Region Deal. It details the progress that has been made in line with the Implementation Plan and highlights any current risks.

Quarterly performance reports are shared between the PMO and Governments throughout the year and are published at each Joint Committee meeting.

RESEARCH, DEVELOPMENT AND INNOVATION

Data-Driven Innovation (DDI)

The vision for the DDI Programme is to establish the city region as the Data Capital of Europe by supporting SMEs and high growth companies to scale, drawing in inward investment, fuelling entrepreneurship and ensuring inclusive economic growth through five ("TRADE") activities:

- **Talent:** to meet data skills demands in the City Region, Scotland and the UK through a range of undergraduate, postgraduate and CPD programmes;
- **Research**: by expanding the city region's leading DDI research activities to meet industry and other sectors' future data needs;
- **Adoption:** through increasing the practical use and adoption of DDI by the public, private and third sectors in the city region and beyond;
- **Data:** by providing the secure data storage, analytical capacity and data accessibility to underpin all DDI Programme activities; and,
- **Entrepreneurship:** enabling city region-based and other entrepreneurs to develop new DDI-based businesses through support in commercialising research.

The DDI Programme consists of a Programme Office and five Innovation Hubs: the Bayes Centre, Easter Bush Campus, Edinburgh Futures Institute (EFI), National Robotarium and Usher Institute. The Edinburgh International Data Facility (EIDF) will provide complex data and analytical services to support the operation of these hubs and delivery of the 'TRADE' themes above.

Headline Achievements in 2019/20

Last year, the DDI programme reported its first full year of activity in an ambitious 15-year plan, which is part of the University's commitment to the £1.3bn City Region Deal.

As of the financial year end 2019/20, £86.4m Government funding had been drawn down via the City Region Deal as investment in the programme.

Though still at a relatively early stage in its lifespan, the programme has already delivered some notable achievements such as the agreement with Legal & General to establish the [Advanced Care Research Centre](#), a seven-year multi-disciplinary research programme and the first of its kind in the UK. Announced in January 2020, the £20m agreement marked the University's largest industry investment to be confirmed as part of the DDI programme.

In June 2020, the programme won a £23m bid to the UK Government's Strength In Places Fund to create the [Global Open Finance Centre of Excellence](#) in Edinburgh, a collaboration with FDATA Global and FinTech Scotland.

As part of the University of Edinburgh's response to the COVID-19 pandemic, the Programme allocated up to £200,000 in small grants to enable staff and students to apply data-driven-innovation ideas in support of communities, services and businesses in the city region. Out of 36 innovative proposals received, 19 were selected to help link academics with local and global organisations to deliver solutions using data to assist our region's recovery. Also, in response to COVID-19, the EFI

(one of the DDI 'hubs') launched a collaboration with Scottish Futures Trust into community-sourced data to support recovery planning.

Other highlights include the launch of the [FAST Agritech accelerator](#), support for the [Wayra AI Blockchain Accelerator](#) programme at the Bayes Centre, and support for the [Creative Informatics Cluster](#), which delivered three rounds of the Resident Entrepreneurship programme with £12k awards for 29 creative entrepreneurs. Public services initiatives have focused on smart places, with projects including the use of Internet of Things sensors to monitor air quality (a collaboration with University of Helsinki). Projects with local authorities include supporting the development of a Strategic Data Framework for Fife Council.

Over the last year, the DDI team has also focused on embedding robust governance and reporting processes to ensure fast and accurate capture of KPIs spread across five themes (talent, research, adoption, datasets, and entrepreneurship), designed to benefits 10 industry sectors and delivered through five DDI hubs – the Bayes Centre, Edinburgh Futures Institute, Usher Institute, Easter Bush Campus, and the National Robotarium – in collaboration with Heriot-Watt University.

Next Milestones

Date	Milestone
December 2020	Joint Committee approval for the Easter Bush Full Business Case.
December 2020	Commence construction of the National Robotarium.
January 2021	Launch EFI TravelTech cluster.
March 2021	Commission Easter Bush power and data infrastructure.
April 2021	Start draw down of City Region Deal Easter Bush funding.
June 2021	Deliver the Regional Data Haven.
July 2021	Develop and release DataLoch beta – the first fully operational dataset.

Key Risks and Mitigations

Risk	Mitigation
COVID-19 results in DDI Programme delays, and alters the method of delivery.	Adapt the Programme to take account of the long-term impacts of COVID-19 on the university, the region and wider economy.

Alignment with Wider Programme

The DDI Programme is aligned to the City Region Deal's Skills and Employability theme to improve citizens' digital skills through work with schools, colleges, employers and training providers. In the village of Newbattle, seven miles south of Edinburgh, Midlothian Council has set up the first in a series of knowledge sharing schools within the city region. As a Digital Centre of Excellence, Newbattle aims to lead the sector in the use of digital technologies to educate children and create innovative learner journeys that will equip students to thrive in the digital economy.

The project feeds into wider skills innovation through a coherent curriculum from nursery upwards based on inspiring materials delivered by teachers who are confident and competent in data education. In the spirit of the City Region Deal's partnership approach, the project is fostering

14

productive collaborations with other city region schools, staff and students at the University of Edinburgh, local employers and other social partners.

BAYES CENTRE

The Bayes Centre is the University of Edinburgh's innovation hub for Data Science and artificial intelligence. It offers a new kind of collaborative, multidisciplinary proving ground where we develop innovative technological solutions for the benefit of society. It is a community of over 400 internationally recognised scientists, outstanding PhD students, leading industry experts and innovation support professionals, working together across disciplines and sectors to advance data technology and apply it to real-world applications.

With around 30 external organisations who share the award-winning building as a base, it also acts as a one-stop shop for technical data science and AI expertise facilitating data-driven innovation by partnering with a wide range of private and public collaborating organisations. The technical strengths brought together in Bayes build on world-leading academic excellence in the mathematical, computational, engineering, and natural sciences in the University's College of Science and Engineering and beyond. The focus is on digital technology, robotics and autonomous systems, and space and satellites.

Data science education, tech entrepreneurship, and industrially-driven, multidisciplinary R&D are the core pillars of its strategy to boost the University's impact across the city, region, nationally, and internationally through new activity that complements the existing strengths of our community.

Having been open since October 2018, the Bayes Centre has already been delivering a range of activities and outputs. The Centre partially re-opened on 3 August for essential staff, and continues to remotely support external collaborators, is coordinating the College's development of technology enhanced learning in preparation for next session and has recently launched a call for new R&D Lab partnerships.

Headline achievements in the past year

- Enabled by investment from Scottish Enterprise, the Bayes Centre has: demonstrated over £22 million of investment in University research funding; created more than 290 jobs; generated over £65 million of investment for DDI start-up companies; and attracted over 40 corporate R&D teams to the city region. It has also established 14 start-ups a further 30 further new businesses to scale, with over 2,000 individuals attending on campus events (further enhanced with recent online event capability).
- Five new innovative Workforce Development courses have been developed – the first of their type to be created by the University of Edinburgh.
- Nearly 30 companies have graduated from the Wayra Scale-Up Accelerator Programme.
- Development and successful delivery of two runs of an interdisciplinary Data Ethics Massive Open Online Course (MOOC) to over 2,500 learners, with a third run currently underway.
- Supported multidisciplinary bids in excess of £5.9 million and contributed significantly to a number of industry strategic engagements.

Next milestones (2020/21)

Due Date	Milestone
October 2020	Completion of review of data science courses CPD and executive education in collaboration with DDI Hubs. Successful delivery of Virtual EIE 2020 and funding secured for EIE 2021.
January 2021	Extend executive education/CPD portfolio for workforce development. Create an associate (virtual) membership for Bayes commercial partners. Submit major funding bid to support development of geospatial data proposition.
April 2021	Bayes Industry engagement, entrepreneurship and events programme fully expanded to include Space &Satellites sector.
July 2021	Support the development of new programme/courses in Space & Satellites within the School of Geosciences. Assess outcomes of Engage, Invest Exploit 2019 and 2020 investment rounds.

Key Risks

Risk	Mitigation
Concern relating to funding capability of external funders, likely at further risk due to COVID-19 situation.	Aligned University approach, closer focus on collaboration with key external stakeholders.
Building closure results in less face to face collaboration with members and partners, impacting on key objectives and project delivery.	Maintain full engagement with external members and partners remotely, provide re-assurance, regular interaction and adjusted payment terms where necessary.
General loss of community-focussed momentum, with absence of the building removing the interactive industry/academic USP.	Coordination of remotely hosted events, via strengthened links with collaborating groups and units.

CASE STUDY – DATA SKILLS WORKFORCE DEVELOPMENT

As part of The Bayes Centres continued commitment to the development and delivery of data-related training, the new Data Skills Workforce Development Training portfolio was launched in May 2020.

Each stand-alone course within the portfolio aims to develop new skills in the field of digital data for those that complete them. This provision of courses is delivered fully online, with each course being free at the point of entry to those who meet the Scottish Funding Council eligibility criteria, with eligible learners able to choose multiple courses. The courses currently within the portfolio are:

- Data Carpentry

- Practical Introduction to Data Science (short course)
- Leading Technology & Innovation in Organisations
- Health Data Science
- Data Visualisations for Professionals

The Scottish Funding Council (SFC) invest around £1.8 billion a year into the Scottish Higher Education sector and fully support the development and delivery of this portfolio. The initial 2020 pilot includes a series of non-credit-bearing workshops and four credit-bearing courses (one entry level and three advanced levels).

EASTER BUSH

Photograph of EastThe project will seek to leverage the existing world-class research institutes and commercialisation facilities in order that Easter Bush becomes a global location of Agritech excellence. It will do this through the deployment of a campus-wide network that will generate and collate, in real time, a multitude of agricultural data. It will work with commercial collaboration partners to use this information to realise the potential of having the right food species and the right products in the right field at the right time to maximise agricultural productivity. In addition, by improving on-site infrastructure and local road network, commercial partners will be able to co-locate at scale to commercially exploit Agritech breakthroughs.

Road improvements to create the A701 relief road and A702 link will provide enhanced access to the Easter Bush campus, suitable for a campus of this scale, from Edinburgh city centre, other University campuses and the surrounding regions, thus ensuring that the campus can continue to grow, and further development can be planned and implemented. Discussions have continued between Midlothian and Transport Scotland regarding the business case requirements for the associated package of Easter Bush transport proposals.

Headline achievements in the past year

While the Easter Bush Full Business Case is still subject to final review and approval, by Governments and the City Regional Deal Joint Committee, various activities have been taken forward this year that support the ambitions for the proposed developments on and off site, including:

- Funding, secured from external parties, to support the development of the Food & Agricultural Science Transformation (FAST) programme including the launch of Europe's first Agri-Tech Venture Studio;
- The appointment of a Director of Continuing Professional Development (CPD) to develop and evolve the current CPD strategy (given the anticipated uplift of over 100,000 learners across all forms of CPD and Massive Open Online Course (MOOC) engagement over the lifetime of the DDI Agri-Tech programme);
- The opening of the University of Edinburgh's Large Animal Research and Imaging Facility (LARIF) with its focus on enhancing food security and the health and welfare of farmed animals, through research aimed at producing livestock that are genetically more resistant to disease and by the development of improved vaccines (March 2020, post contract works on-going - occupation January 2021);
- The Campus perimeter road and supplementary tree planting is now completed. Other remaining public realm construction works were paused due to COVID-19 in March 2020.

17

However, site recommenced in late June 2020 and the team completed the work in August 2020; and,

- In July 2020, Midlothian Council appointed a Project Manager to take forward the final design costings and procurement of the proposed off site road improvements.

Next milestones (2020/21)

Due Date	Milestone
December 2020	Joint Committee approval for the Easter Bush Full Business Case
March 2021	Further energy modelling to validate the impact that the new solar farm will have on the Energy Centre, ensuring efficiencies and energy savings of the system are maximised across the Campus (including the proposed DDI developments).
Commence by June 2021	Extend the high voltage network to connect the remaining building to the Energy Centre. This will create a more resilient and efficient system, able to manage the increased load.
December 2021	Complete the detailed design work for offsite road infrastructure improvements with the aim of starting soft market testing and a formal procurement process.

Key Risks

Risk	Mitigation
On-going impact of COVID-19 on construction	Work is being undertaken to mitigate the impact of COVID-19 on the proposed construction. Likewise, long-term impacts to working practices are being assessed to ensure the any of the proposed developments are fit-for-purpose.
Delay in roads infrastructure works impacting the Campus ability to continue development	The University will continue to liaise with Midlothian Council regarding the business case for the package of Easter Bush transport proposals. Midlothian will continue to liaise with Transport Scotland regarding the trunk road impacts of the package of transport proposals.

CASE STUDY: EASTER BUSH SCIENCE OUTREACH CENTRE

As a result of COVID-19, the majority of the Centre's engagement work will be moved online, using the video conferencing facilities and lab equipment in Easter Bush Science Outreach Centre (EBSOC), to support a range of live and pre-recorded engagement activities, starting in July with the Royal Society funded Bee Health Schools project and Science Insights (July), followed by a new EBSOC Online programme of remote sessions for high schools from September. In addition, other activities that will be repurposed or enhanced include:

Great Science Share 2020 @home: the EBSOC is a satellite hub for the Great Science Share which is a national campaign to engage young people in sharing their science questions and investigations with new audiences. The project itself is well established and provides many online resources for

18

teachers and parents, such as BBC Terrific and Explorify, to support young learners to design and carry out their own experiments. In 2019 a record number of children - more than 63,500 across the UK and Nigeria, Brazil, the UAE, Ireland and India - shared their science. Thanks to the hard work of STEM educators in Scotland, there were 24 Great Science Share for Schools (GSSfS) run across Scotland in 2019 (10 more than in 2018). The GSSfS team want to build on this momentum and engage even more pupils across Scotland next year;

Let's Talk About Health & Disease public lectures: these public lectures feature a clinical and research speaker are likely to be moved online for autumn 2020. Topics are chosen by Richard Mellanby, and if appropriate EBSOC will develop one or two pre-lecture activities that can be run online for a school audience; and,

Nuffield Future Researchers: EBSOC are supporting researchers to engage with a new, online version of Nuffield Research Placements for high school pupils. Five projects are on offer from Roslin Institute researchers, and the EBSOC team supported supervisors and pupils with online sessions in July and August.

EDINBURGH FUTURES INSTITUTE (EFI)

The EFI will be a global centre for multi-disciplinary, challenge-based, data-driven research, teaching and engagement. Its distinctiveness stems from an approach which combines multi-disciplinarity with co-production – working with industry, governments and communities (at home and abroad) to build a portfolio of activity that has demonstrable ethical, social, cultural, economic and environmental impacts. This approach recognises that almost all of the biggest challenges facing societies globally, such as climate volatility, political discontent, economic upheaval and technological change are complex and multi-level in orientation. And that insight and innovation can come from bringing the arts, humanities and the social sciences into contiguity with data science, engineering, the natural sciences and medicine.

Although located within the College of Arts, Humanities and Social Science, EFI will be a catalyst and enabler for inter-school and inter-college collaboration, building a genuine cross-university offer in terms of talent, research, adoption and entrepreneurship, underscored by a wider commitment to promote inclusive economic growth in collaboration with key City Region Deal partners.

Transformations in, and applications of data, digital and artificial intelligence are at the heart of EFI's activities:

- All EFI undergraduate and postgraduate programmes will have a core data element, and will be DDI focused. Additionally, EFI will develop and provide a learning environment that encourages and supports entrepreneurship across all of its programmes;
- In addition to undergraduate and postgraduate programmes, EFI aims to establish an Executive Education, CPD and training skills offering, along with MOOCs, that will be DDI based, and provide the skills needed by organisations to grow their data related activity;
- EFI's entrepreneurship approach, working with Edinburgh Innovations, aims to provide skills, experience, encouragement and support to generate DDI related ideas that could go onto data related spin outs, licensing opportunities and companies;
- EFI's research aim is to be a catalyst and create an environment that encourages and supports multi-disciplinary, co-produced research with a DDI related focus;
- EFI's engagement strategy focuses on providing support for community, local and regional data upskilling, including helping to bring DDI approaches to organisations through adoption projects and partnering; and,
- EFI aims to grow its events programme, all with a DDI focus, across networking, challenge/AIM days, industry focus, community focus, lecture series, conferences and more.

Headline achievements in the past year

Headline achievements in the past year include:

- In February 2020, Professor Shannon Vallor, one of the US's leading experts on the impact of artificial intelligence and other innovative technologies on people's lives, joined the University of Edinburgh. The appointment is supported by global investment firm Baillie Gifford as part of its £5m pledge to support University research into the challenges and opportunities around emerging technologies – including machine learning, accelerated automation, and financial innovation.
- In June 2020, EFI was awarded £23m by the UK Government's Strength In Places Fund to create the Global Open Finance Centre of Excellence in Edinburgh, a collaboration with FDATA Global and FinTech Scotland.
- First student intake to EFI's flagship postgraduate programme, Finance, Technology and Policy (September 2019), and currently recruiting strongly for 2020/21.
- Undertook rapid response development of a DDI undergraduate course exploring COVID-19, contributing to the University's community response to the pandemic: 'Currents: Understanding and Addressing Global Challenges'; will launch in September 2020.
- Launch in September 2019 of the Data for Children Collaborative, a partnership between UNICEF, The Scottish Government, Edinburgh Futures Institute and The Data Lab to provide expertise to address existing problems for children using innovative data science techniques. First set of projects focusing on: mental health, obesity, and population tracking.
- Development of the End Violence Lab, a collaboration between the Global Partnership to End Violence Against Children and the University of Edinburgh, which strives to improve the lives of children locally and globally by harnessing data, evidence and learning. The End Violence Knowledge Platform, to support evidence-based policy making, was launched in August 2020.

Next Milestones (2020/21)

EFI Facility Construction

Due Date	Milestone
October 2020	Complete review of EFI building requirements.
July 2021	Complete user group engagement on detailed building requirements.

EFI Activities

Due Date	Milestone
January 2021	Re-initiate business engagements events programme.
January 2021	Launch EFI TravelTech cluster.
June 2021	Revise EFI branding and website.

Key Risks and Mitigations

Risk	Mitigation
Lack of space for post graduate teaching as a result of COVID-19 impacts to new EFI building construction.	UoE Estates remobilising construction team as per Scottish Government advice. Assessing options for other interim space to allow scale up of post graduate teaching for September 2022.

20

Financial impacts over the coming years as a result of COVID-19 impacts to budgets and likely worldwide recession.	Undertaking a prioritisation process to focus on the aspects that need resources now, with other aspects taking a slower mobilisation track over the coming 2-3 years, also taking account of market demands.
Lack of academic capacity to support EFI Talent, Adoption and Research activity while they are prioritised to deal with the move to Hybrid learning across UoE as a result of the COVID-19 impact to teaching and student numbers.	EFI will focus on priority tasks in the coming year. EFI adoption posts, Chancellor's Fellow's and Strategic Lectureship posts are all designed to provide the capacity to undertake EFI's activity, while limiting impact on already busy resource.

EDINBURGH INTERNATIONAL DATA FACILITY (EIDF)

Achieving the aims of the DDI programme requires a powerful, high-capacity and flexible data infrastructure capable of responsive and secure delivery of an expanding range of complex and bespoke data and analytical services. These activities also demand a level of service (e.g. resiliency to the loss of power, redundancy of equipment to mitigate the impact of sudden failures) that is not normally required for research computing applications and is not currently supported by existing facilities.

The EIDF (formerly known as World Class Data Innovation - WCDI) consequently consists of four complementary components:

- EIDF computer room: a new high resiliency computer room at the Edinburgh Parallel Computer Centre's Advanced Computing Facility to complement the other three computer rooms that are focussed on supercomputing system provision for research users;
- Data and software infrastructure: the underlying private cloud computing and data infrastructure to support the DDI programme. As part of this component, both Open Source and paid-for advanced data analytics and other software infrastructure will be delivered;
- Internet of Things (IoT) infrastructure: a regional IoT network for the city region will be created. This part of EIDF is the responsibility of the University's Information Services Group; and
- Regional Data Haven: a regional data haven for local public data, sourced initially from City Region Deal partners, will be created to support a smart public data generation infrastructure.

Computer Room 4

The EIDF is different from the other DDI hubs in that its purpose is to support their delivery of the DDI Programme's TRADE targets, rather than having TRADE targets directly. The majority of these targets are the responsibility of the five Innovation Hubs.

Headline Achievements in the past year

The work of the EIDF Hub has focussed on five principal areas:

- the ongoing construction of the new EIDF Computer Room (Computer Room 4, or "CR4") which began June 2019, including completion of the new communications room;
- the writing, launching, evaluating, negotiation and contractual conclusion of the IT equipment procurement exercise for hardware and software, signed with Hewlett Packard Enterprise (HPE) May 2020;
- the development of phase 2 of the Internet of Things Service and expansion of the Internet of Things team (rollout in June 2020);
- the design, development and ongoing integration of the EIDF data services cloud software and data infrastructure on existing equipment (first integrated version planned for July 2020); and,
- On-going support for a limited number of early DDI Programme projects using existing infrastructure hosted at the Advanced Computing Facility by Edinburgh Parallel Computer Centre and the University's Information Services Group.

The onset of COVID-19 created a challenging environment leading to some delay in the programme, but these have been managed well and we estimate overall progress has only been impacted by six to eight weeks. The most significant impact was on the construction of Computer Room 4, with the site locked down from 24 March. The contractors were able to restart on 27 April after four-way consultation with Scottish Government and UKRI, and work has proceeded well since. Handover of the room is now expected in late September. The software development teams adapted well to home working and delays in progress here have been negligible.

Next Milestones (2020/21)

Activities for 2020/2021 will focus on five areas:

Due Date	Milestone
September 2020	**Completion of the EIDF Computer Room (CR4)**

	• install a new Advanced Computing Facility Data Centre network fabric in parallel over the next six months, to underpin the EIDF with a world leading flexible and dynamic data network; and, • work with Scottish Power Energy Networks to ensure the new 33KV power cable link from Kaimes and associated primary substation project proceeds at pace.
April 2021	**Install Phase 1 IT equipment** Based on projected demand from a number of early adopter projects a first order for "phase 1" IT equipment is due to be submitted to the vendor (HPE) before the end of 2019/2020. Plans for 2020/2021 are to install and commission this equipment in order to open EIDF up to first service use in April 2021.
April 2021	**Commission Phase 1 Software and Data Infrastructure** Data and software infrastructure has been developed on existing equipment through 2019/2020. Plans for 2020/2021 are to open up the EIDF cloud development environment to internal university projects as beta testers before finalising the first version of the EIDF service catalogue for first service use.
June 2021	**Deliver the Regional Data Haven** The Regional Data Haven will be designed to support projects using local authority data. It will be built alongside the Scottish Centre for Administrative Data Research and the NHS Scotland National Safe Haven to allow and encourage, where permitted, projects to be developed that span data from all six Local Authorities and national data sources. The Regional Data Haven will be created in the new EIDF infrastructure.
Ongoing	**Further Expand the IoT Service** The EIDF Internet of Things (IoT) Service is a professional services team providing leading IoT facilities and technical expertise to the DDI hubs, academia, industry, commerce, and the public sector across the city region. Through this broad range of activity the DDI programme TRADE goals will be supported. During 2020/2021 plans are to: • migrate the phase 2 IoT service to EIDF phase 1 equipment as it becomes available (target date May 2021); • engage with regional schools to explore the art of the possible in terms of wider IoT network rollout through schools during 2021; and, • develop the first IoT based income generating data service based on the success of the ParkLife project, delivering Park Monitoring as a service.

Key Risks

Risk	Mitigation
Major data breach from EIDF	Take all necessary security precautions. Limit damage via encryption of data.
Major data loss from EIDF	Adopt 3-2-1 preservation strategy (3 copies, on 2 different media, 1 offsite).
Procured IT infrastructure inadequate/misaligned with DDI programme needs	Requirements capture, and flexibility built in from the outset. Adopt co-design with DDI stakeholders.

CASE STUDY: EDRIS: ENABLING RESEARCH ACCESS TO SCOTTISH HEALTH DATASETS

The [electronic Data Research and Innovation Service](#) (eDRIS) is an early adopter of EIDF and its Safe Haven services. Established several years ago, eDRIS acts as a single point of contact for those in the research community seeking access to linked health datasets. Over the last few years eDRIS have expanded their services to support non-health research through the Research Data Scotland initiative. The eDRIS team is part of the Data Driven Innovation Directorate of Public Health Scotland (as of 1st April 2020).

eDRIS supports researchers who want access to Scottish healthcare and other public sector administrative datasets, offering assistance to:

- identify relevant data sources;
- define data requirements; and
- gain data access approvals.

NATIONAL ROBOTARIUM

The National Robotarium is a world-leading centre for Robotics and Artificial Intelligence. Its responsible and collaborative approach creates innovative solutions to global challenges.

Its pioneering research moves rapidly from laboratory to market, developing highly skilled visionaries and delivering substantial benefits for society.

National Robotarium Building (Artist's Impression)

This world-leading research and development facility will translate cutting-edge research into technologies to create disruptive innovation in an expanding global market in robotics and autonomous systems, delivering sustainable economic benefit to the city region, Scotland, and the UK.

As global leaders in Robotics and Autonomous systems, Heriot-Watt University and the University of Edinburgh explore collaborative interaction between humans, robots, and their environments at all levels. The National Robotarium will leverage existing research and the expertise of UK industry with the significant market opportunity of Robotics and autonomous systems. Building capacity across complementary areas of embedded intelligence and expert systems, the National Robotarium will link to other UK and international research locations to attract further inward investment.

With a strong focus on entrepreneurship and job creation, the National Robotarium will offer an ecosystem for industry collaboration where humans and robots work in partnership.

Headline Achievements in 2019/20

Date	Achievement
Jan 20	Detailed Design Signed Off
Feb 20	Planning Application Submitted
Mar 20	First National Robotarium Research Programmes Announced
May 20	National Robotarium Website live

Next Milestones 2020/21

Date	Milestone
Q2 2021	Commence Construction
Q3 2021	Appointment on Leadership Team
Q3 2021	Formation of Advisory Board
Q4 2021	Establish strategic partnerships

Key Risks

Risk	Mitigation
Recruitment and retention of UK and international academic leaders to deliver objectives set out in business case.	Heads of Schools will produce and own their plan online. Project Team have been empowered to drive plan as part of TRADE themes. Recruitment plans and targets monitored and reported to the University Executive. Senior management commitment to provide a stimulating and supportive working environment that allows individuals to achieve their career aspirations.
The project outcomes do not integrate with University's operational processes and ways of working.	The correct stakeholders have been identified for the Project Board to represent Schools and Services. The Board includes Heads of School and Deputy Principals.

Alignment with wider programme

The development of the National Robotarium is aligned with the strategic focus of both Universities and with the Data-driven innovation theme. The core strategic focus of Heriot-Watt University is:

Strengthen research intensity in fields of economic and societal benefit; Provide truly global education while maintaining our Scottish roots; and Deliver excellent student experience and highly employable graduates.

Robotics and Autonomous Systems are transforming industry and our personal lives worldwide. This cuts across all aspects of life from Healthcare to Construction, Financial Services to Agriculture. As part of the business plan we will study the industry landscape and identify areas of focus.

25

CASE STUDY: SPRING (SOCIALLY PERTINENT ROBOTS IN GERONTOLOGICAL HEALTHCARE)

Part of a multimillion-pound collaborative project involving experts from eight European and Asian institutions, SPRING (Socially Pertinent Robots in Gerontological Healthcare) is the first research project to be announced by the National Robotarium.

SPRING, a four-year project funded by Horizon2020, will develop Socially Assistive Robots (SARs) with the capacity to perform multi-person interactions and open domain social conversation for the first time in a healthcare setting. The work builds on the success of Heriot-Watt University's Amazon Alexa Prize conversational AI system `Alana'.

The project will focus on supporting elderly patients by carefully coupling scientific findings and user-focussed technological developments to bring social robots into gerontological healthcare.

Professor Oliver Lemon, Heriot-Watt University, explains "Research shows that the careful use of robots in group settings can have a positive impact on health, such as decreased stress and loneliness, and improved mood and sociability."

USHER INSTITUTE

The Usher Institute vision is to create a world-leading innovation hub where public, private and third sectors collaborate to enable data-driven advances in the delivery of health and social care.

This will be facilitated by the co-location of the Usher Institute's academics and researchers with partner organisations (from the public, private and third sectors) in a purpose-built Institute that will encourage innovation through interdisciplinary collaboration, transformative research, education, and knowledge exchange.

Health and social care innovation at scale will be delivered by integrating the activities of clinicians, life scientists and data scientists to generate insights in key challenge areas and co-produce new solutions. These will be passed on to health and social care providers to improve products and services, ultimately enhancing the health and wellbeing of our citizens. The programme will be underpinned by a comprehensive data storage repository (DataLoch) hosted by the Edinburgh International Data Facility (EIDF - formally known as the WCDI) that will securely link data from primary, secondary and social care, and can be interrogated by accredited researchers for any acute or chronic condition, care pathway or service.

The Institute will draw on Scotland's mature and world-leading health data assets and well-established National Health Service and Scottish Government governance and data-sharing protocols.

Headline achievements in the past year

- **September 2019:** The City Region Deal Joint Committee officially approved £49.2 million towards the new Usher Institute building.
- **January 2020:** Agreement was confirmed with Legal & General to establish the [Advanced Care Research Centre](#): a seven-year multi-disciplinary research programme and the first of its kind in the UK. The £20m agreement is currently the University's largest single industry "adoption" investment under the DDI programme.
- **February 2020:** The business case for the 'Talent' programme was approved, underwriting the delivery of: three online Master's degrees in September 2021 (Data Science for Health & Social Care; Epidemiology; and, Interdisciplinary Approaches to Global Health); embedding data science in the MBChB undergraduate medical degree; and, rolling out a Continuing Professional Development (CPD) strategy and plan.
- **April 2020:** DataLoch successfully "pivoted" to provide a comprehensive and precisely defined dataset for people tested for COVID-19 within the Lothian region (circa 25,000 to date).
- **June 2020:** The new Health Data Science short online course, which has been supported by the Scottish Funding Council launched. The course is mostly delivered online and is the first output of the HSC Data Driven Innovation (DDI) Talent programme. It has been developed in collaboration with the Data Science Centre of Excellence.

Next Milestones (2020/21)

Date	Milestone
Talent	
July 2021	Validation and development of the three online Master's programmes (Data Science for Health & Social Care; Epidemiology; and, Interdisciplinary Approaches to Global Health), preparing for the first intake in September 2021.
Development begins January 2021	Enhance the Bachelor of Medicine and Surgery (MBChB) undergraduate medical degree through further development of the Year 2 Data Science module and the development of a Bachelor of Medical Sciences (BMedSci) intercalated degree in Data Science launch in September 2022.
July 2021	Development of the Continuing Professional Development strategy for the Health and Social Care sector.
Research	
December 2021	Establish DDI Research Team for Health and Social Care, incorporating key contributors from the Usher Institute and across the University and Partners.
April 2021	Design and deliver a programme of DDI engagement events for University and external stakeholders, particularly NHS East Region.
Data	
September 2020	Continue DataLoch COVID-19 collaborative resource in partnership with NHS Lothian, and on-board NHS Borders, NHS Fife and ESES Local Authorities.

27

October 2020	Design and approval of the DataLoch business model and information governance operational framework, both internally and with external partners.
July 2021	Develop and release DataLoch beta – the first fully operational dataset.
Adoption and Entrepreneurship	
October 2020	Establish an Health & Social Care (HSC) DDI Innovation Programme and Governance.
December 2020	Develop an HSC DDI Eco-System framework in alignment with other regional activity (e.g. HISES and BioQuarter).
April 2021	Develop, and start to implement, an Engagement Strategy – Academic, Industry and Public and Third Sectors.

Key Risks

COVID-19 causes significant disruption to the new Usher Institute building programme.	Work is being undertaken to mitigate the impact of COVID-19 on the proposed construction, starting May 2021. Likewise, long-term impacts to working practices are being assessed to ensure the building design is fit-for-purpose.
COVID-19 impacts CRD and NHS partner ability to engage with and support the delivery of the TRADE programme.	The Sector Strategic Plan has been amended following an assessment of potential future impacts to ensure that allowance is given and the programme supports partners through COVID-19 now and in the future.
SRO and other senior programme staff become unavailable due to clinical duties as a consequence of COVID-19.	Deputy SRO has been appointed and professional services support have been put in place to minimise such effects.

CASE STUDY: DATALOCH

DataLoch is a DDI funded project, within the Usher Institute, with the objective of creating a storage repository that holds all local, regional and national health and social care data for the residents of the Edinburgh & South East Scotland (ESES) region in its native format until it is needed. It was approved in May 2019.f

In light of the COVID-19 crisis, the DataLoch project was tasked by one of its partners, NHS Lothian, to produce a real-time comprehensive, defined, linked and quickly accessible data resource to help mitigate the impact of COVID-19 and provide data-informed care.

All DataLoch resources were diverted, and data procured from multiple sources, to provide a comprehensive and precisely defined dataset for people tested for COVID-19 within the Lothian region (circa 25,000 to date). This has resulted in the delivery of a proof of concept DataLoch eight months earlier than originally planned. While the long-term plan is to host DataLoch in the EIDF, the proof of concept has been built within the NHS Lothian infrastructure.

An invite-only release of the COVID-19 DataLoch dataset took place in mid-May 2020 and 23 projects have been submitted to date, with seven completed. These cover a range of use cases including quality improvement for NHS Lothian as well as academic research and information for the Scottish Government's COVID-19 Advisory Group. The COVID-19 DataLoch launched fully in July 2020.

Following the full release, the team's priorities are to integrate data from NHS Borders, NHS Fife and Local Authority partners and to design, in parallel, the business model and information governance framework.

EDINBURGH FOOD AND DRINK INNOVATION PARK

The Food and Drink Innovation Campus, known as Edinburgh Innovation Park (EIP) will be located at Craighall, by Musselburgh, East Lothian, on land next to the Queen Margaret University campus.

The EIP will deliver, as Phase 1, a flexible 7,200 sq m Gross Internal Area (GIA) Innovation Hub for the food and drink sector in Scotland that will be directly adjacent to and supported by Queen Margaret University – a university that is leading on international research in Dietetics, Nutrition and Biological Sciences. The Innovation Hub will be the catalyst for subsequent phases of the wider EIP.

This state-of-the-art Innovation Hub will drive company growth, supporting and developing existing businesses and creating sustainable new businesses to access a global market for healthy and functional food. The development will allow the University, along with businesses, to form and grow a business sector that will harness the potential of translational medicine in food and drink. This will in turn support the diversification of the food and drink industry towards preventative, therapeutic and rehabilitative applications of expertise in genomics of food and drink sector.

The EIP is also part of a significant development of land adjacent to the University campus which encompasses a new grade separated junction, 1,500 homes, a new primary school and community facilities. There will also be the creation of a commercial zone within the existing University campus that will enhance the University's integration with the newly developed local and business community.

Headline Achievements

Date	Achievement
November 2019	Planning Permission for the Grade Separated junction granted.
June 2020	Land transfers to enable the Innovation Hub development / Junction development completed.
Ongoing	Progression of the Full Business Case.

Next Milestones

Date	Milestone
November 2020	Commencement of the Junction Works scheduled.
March 2021	Full business case submitted to Joint Committee.
Nov 2021	Completion of the construction of the Junction works scheduled.
Sept 2022	Commencement of construction of the Food and Drink Innovation Hub.
Feb 2025	Food and Drink Innovation Hub operational.

Key Risks and Mitigations

Risk	Mitigation
Costs are higher than forecast at each stage of the project including: • Design stage • Contract tendering stage	There is a robust cost plan associated with the project with the current costings in line with the budget albeit the cost implications of COVID-19 have been identified as a cost risk and as such remain to be fully assessed.

30

• Commencement/completion of Food and Drink Innovation Hub and associated infrastructure	
Lack of Market Demand for Food and Drink Innovation Hub.	Existing Business Development plan for QMU Scottish Centre for Food Development & Innovation.
	Ongoing evaluation of market demand, particularly around impact of COVID-19.
	Continued engagement with relevant bodies to promote innovation space and continued reliance on national and local market intelligence including around impact of COVID-19.
	Review short, medium and long term impact of COVID-19 on existing business start-ups both nationally and locally and business growth both nationally and locally.
Operating costs of the Innovation Hub are higher than forecast, resulting in financial loss.	Operating costs will become more definitive as the FBC progresses.
	Early and continued benchmarking against similar developments UK/locally.
Failure to deliver the operational business plan	Appointment of strong management team.
	Robust review of operational business plan once final design established.
Onerous Planning Conditions imposed	Early consultation by design team with ELC planning department and neighbouring developers.
	Strategic site oversight group, incorporating ELC planning, coordinating planning matters.
Inadequate governance results in failure to deliver agreed outcomes	Adherence and continual review of governance structures both internally and externally to ensure oversight and scrutiny of process.
	Ongoing compliance with monitoring and reporting on the financials and continue to seek appropriate and relevant legal advice where appropriate.
	Explore and review legal arrangements to ensure that governance is complied with and to support the delivery partners in the respective obligations.
COVID-19 impact on: • Progression of Full Business Case • Financial planning/viability • Construction costs • Lack of market demand for Food and Drink Innovation Hub	ELC/QMU currently carrying out a review of all aspects of the project. Including revisiting the impact of COVID-19 on modelling and the proposed commercial construct of the partnership.

Alignment with wider programme

- The Innovation Hub forms a key part of an ecosystem of Innovation themed projects promoted by the Edinburgh South East Scotland City Region Deal.

31

- The whole project will contribute to job density improvement for the wider city region by making available infrastructure/construction opportunities and employment opportunities within the Innovation Hub and the EIP.
- The Innovation Hub will generate job opportunities in the sector for those highly skilled graduates both through the innovation led growth of the businesses located there, and through providing access to the space, facilities and services for food and drink graduate start-up companies.
- Ongoing collaboration and partnership working between East Lothian Council and QMU.
- Community Benefits such as internships, work placements, apprenticeship opportunities.

FIFE INDUSTRIAL INVESTMENT INNOVATION

The Fife Industrial Innovation Investment Programme (Fi3P) is a £49.4 million, ten-year programme delivered by Fife Council.

The investment will deliver new business premises and immediately available serviced land. The new business accommodation will be located within existing business clusters in mid and south Fife, adjacent to growth corridors (M90 and A92). It will

New units – Queensway Technology & Business Park, Glenrothes (artist's impression)

facilitate more joint working between the region's universities and Fife businesses, drive productivity and deliver higher value, skilled, permanent jobs from data driven innovation.

The new industrial and commercial stock will ensure that Fife's industrial estates provide flexible space for innovative manufacturing industries with cutting-edge digital and energy capabilities. Four sites will be developed in Glenrothes, Kirkcaldy, Lochgelly and Dunfermline during the first three years of the Programme. Six hectares of new serviced employment land will be available for private sector investment.

Headline Achievements in 2019/20	Next Milestones (2020/21)
Planning Approval for: • Site servicing at Fife Interchange North, Dunfermline (July 19). • New units at Dunnikier Business Park, Kirkcaldy (March 20).	**Q2 20/21:** • Site re-start following COVID shutdown at Flemington Road, Glenrothes. • Tender awarded for Dunnikier Business Park, Kirkcaldy and construction underway.
Tenders awarded for Flemington Road (October 19), Glenrothes (November 19) and construction mobilised. Acquisition of site at Ridge Way, Dalgety Bay (March 20).	**Q4 20/21:** • Completion of build at Flemington Rd, Glenrothes. • Acquisition at Fife Interchange North, Dunfermline concluded. • Completion of site servicing at Lochgelly.

Key Risks and Mitigations

Risk	Mitigation
Cost increases due to higher construction inflation than assumed in the Business Case (including increases driven by a potential no-deal Brexit and/or related to COVID-19), with consequent reduction in outputs.	Looking for opportunities to align other funding, such as VDLF, to support Programme Delivery. Considering prioritisation of sites to reduce overall scope if required.
Programme underspend due to third party delay with site acquisitions and/or servicing.	Monitoring closely and opportunities to advance other projects identified in case of delays.
Changes in the wider policy environment, including COVID-19 restrictions and requirements, that impact on the delivery or requirements of the programme (planning,	Key policies are being monitored closely, in particular implications of COVID-19 routemap and its implications for the Programme. Opportunities to future-proof

building control, environment, etc) and increase costs or slow down delivery.	the Programme's outputs are being actively considered e.g. installing additional ventilation systems. Some degree of risk and uncertainty is inevitable.
A lack of private sector appetite to invest and low tenant demand due to a slowing or weakening in the economy which would reduce expected leverage and / or jobs.	Ongoing market testing and discussion with potential investors and tenants across proposed programme locations.
A lack of suitable occupiers for the industrial premises (prepared to innovate and work with the Universities to deliver inclusive growth).	Letting policy developed and agreed by Programme Board that makes it clear what the tenant requirements are. Tenancy application process in development to deliver on this.

Alignment with Wider Programme

The Fife Industrial Innovation Investment Programme will:

- Provide important investment in progressive industrial modernisation that will encourage more businesses to grow and locate within Fife and the wider City Region.
- Contribute to a regional step-change in economic performance by balancing growth across the region – targeting areas where much-needed investment will create new jobs.
- Support the creation/safeguarding of a forecast 1,000 skilled permanent jobs, with almost 600 short-term construction jobs.
- Attract at least £30m of further investment by the private sector.
- Facilitate the adoption of data-driven innovation by Fife based organisations and wider partnership working with City Deal partners including Scottish Borders Council and the Universities.
- Contribute to a regional focus on reducing carbon and delivering a more sustainable and inclusive economy.

BORDERS INNOVATION PARK

The Borders Innovation Park, situated next to the Borders Railway terminus at Tweedbank, will deliver much-needed high quality business space to the Scottish Borders. Costing £29 million, the programme will stimulate business growth and associated job creation.

It will enhance the area's inward investment offer, particularly to high-value sectors, as well as assisting existing businesses to improve their competitiveness. It will also help to address inequalities in the area through providing access to better quality, higher paid jobs.

Artist's impression of Borders Innovation Park.

Headline Achievements in 2019/20	Next Milestones
Oct 19: Completion of access road to main site.	2020/21: Construction of Phases 1 and 2
Dec 19: Design and procurement of Phase 1 completed.	
Mar 20: Start of construction delayed by COVID-19 pandemic.	

Key Risks

Delays caused by the COVID-19 pandemic	The programme is being adapted to accommodate the impacts of the pandemic in the short, medium, and long term.
Programme costs escalate	Budget monitoring is taking place at programme and project board levels. SBC Finance Business Partner is attending Programme and Project Boards.
Individual projects go over budget	Budget monitoring is taking place at programme and project board levels. Change control procedures are in place. Tight financial controls with Tier 1 contractor.
Failure to ensure the programme has the appropriate level of resourcing	Governance Map. Keeping suitable SBC Directors on the Board to ensure appropriate resourcing is available. External and internal resources to be deployed if required.
Poor community and wider stakeholder engagement/understanding	Stakeholder attendance at community events. Regular briefing of Elected Members. Non statutory and statutory consultations.

Alignment with Wider Programme

Scottish Borders Council is working with strategic partners, particularly Fife Council and the University of Edinburgh, to maximise the benefits of data-driven innovation and its potential to

increase the number of innovation-active businesses, both regionally and locally. As a participant in the City Region Deal Housing, Construction and Infrastructure (HCI) Skills Gateway, the Council will look to develop new talent through utilising the construction opportunities during the build phases of the innovation park.

INTEGRATED REGIONAL EMPLOYABILITY AND SKILLS

The Integrated Regional Employability and Skills (IRES) Programme and its cross-sector partnership seeks to evolve regional labour market policy and practice to help drive Inclusive Growth. Although it is understood that COVID-19 and the resultant lockdown will have a significant impact on the labour market, at this time it is impossible to predict the scale of that impact.
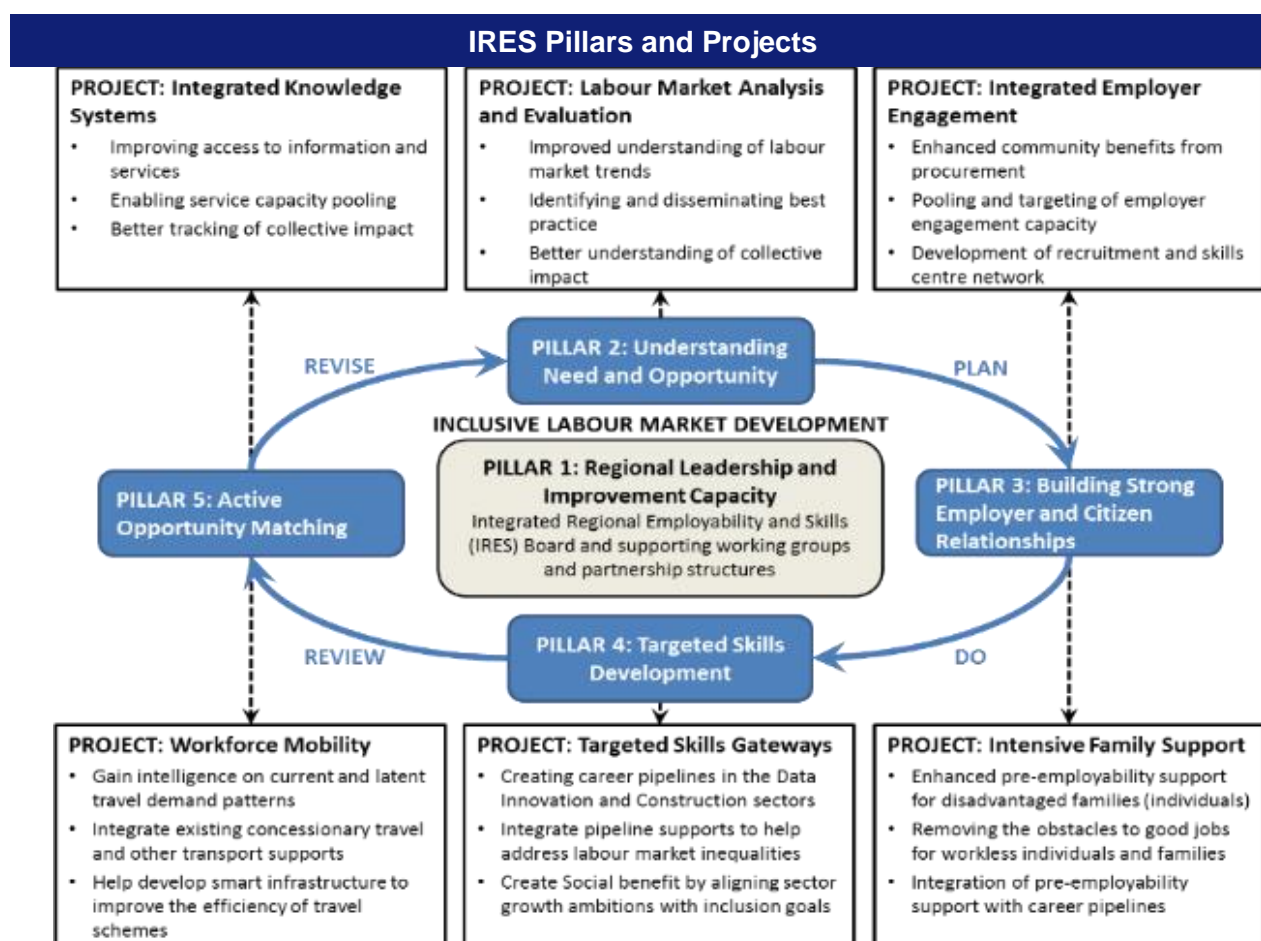
The IRES Board recognise that the scale of intervention planned through the IRES Programme will not be adequate to mitigate the impact of COVID-19 alone, but the programme is providing a strategic direction and a governance framework for wider partnership work. The impact of the pandemic has re-affirmed the rationale behind the programme and how important inclusive growth will be in supporting economic recovery.

The IRES Programme aims to:

- Increase the visibility of opportunities and put in place tailored support to help citizens flourish with a focus on; people with a disability, the workless or working poor, disadvantaged young people, minority ethnic communities, and gender imbalances. These are all groups likely to be disproportionately affected by the downturn in the labour market due to COVID-19.
- Open up new and diverse talent pools to business that help address skills gaps and promote an inclusive approach to recruitment and workforce development.
- Evolve, streamline, and integrate the region's employability and skills system to enhance our capacity and capability to drive inclusive growth and create added value for stakeholders.

The programme focuses on five improvement pillars with seven initial projects targeting known areas of weakness or opportunity. These activities and the £25 million (over 8 years) change fund available to the partnership will deliver: an additional 14,700 skill improvements; 5,300 people into employment; and a further 500 career enhancements.

In 2019/20 the IRES Programme has progressed well but has had to revise and flex to address the impacts of COVID-19. As a result of the lockdown, aspects of planned delivery have been adapted to accelerate digital and online learning, while practical activities have been delayed and will be rescheduled when restrictions ease.

IRES Pillars and Projects

PROJECT: Integrated Knowledge Systems
- Improving access to information and services
- Enabling service capacity pooling
- Better tracking of collective impact

PROJECT: Labour Market Analysis and Evaluation
- Improved understanding of labour market trends
- Identifying and disseminating best practice
- Better understanding of collective impact

PROJECT: Integrated Employer Engagement
- Enhanced community benefits from procurement
- Pooling and targeting of employer engagement capacity
- Development of recruitment and skills centre network

REVISE

PILLAR 2: Understanding Need and Opportunity

PLAN

INCLUSIVE LABOUR MARKET DEVELOPMENT

PILLAR 1: Regional Leadership and Improvement Capacity
Integrated Regional Employability and Skills (IRES) Board and supporting working groups and partnership structures

PILLAR 5: Active Opportunity Matching

PILLAR 3: Building Strong Employer and Citizen Relationships

REVIEW

PILLAR 4: Targeted Skills Development

DO

PROJECT: Workforce Mobility
- Gain intelligence on current and latent travel demand patterns
- Integrate existing concessionary travel and other transport supports
- Help develop smart infrastructure to improve the efficiency of travel schemes

PROJECT: Targeted Skills Gateways
- Creating career pipelines in the Data Innovation and Construction sectors
- Integrate pipeline supports to help address labour market inequalities
- Create Social benefit by aligning sector growth ambitions with inclusion goals

PROJECT: Intensive Family Support
- Enhanced pre-employability support for disadvantaged families (individuals)
- Removing the obstacles to good jobs for workless individuals and families
- Integration of pre-employability support with career pipelines

Key highlights – IRES programme 2019-20

Phase 2: Programme Delivery (on-going)

- Chief Executive of Fife Council, Steve Grimmond replaced Angela Leitch (former Chief Executive of East Lothian Council) as the Chair of the IRES Board in November 2019.
- IRES Board reflection day conducted in November 2019 resulted in the development of a wider communication and stakeholder engagement plan.
- Development of a programme of wider stakeholder engagement to ensure regional working, where appropriate, is embedded throughout each of the local authority partners.
- All Projects have established Delivery Advisory / Management Groups to ensure expert input and strategic direction is fed back to each partner.
- IRES Board quarterly progress and annual review process aligned to wider City Region Deal Benefits Realisation Plan established to track progress.
- Sector specific analysis has been conducted through the Labour Market Analysis and Evaluation project for both Tourism and Hospitality, and Health and Social Care industry sectors. Reports were approved by the IRES Board in December 2019 and June 2020 respectively. Implications of COVID-19 have been considered and will be integrated into further analysis for Health and Social Care sector.
- Introduction of COVID-19 Jobs Portal (c19jobs.org), through a partnership of Integrated Knowledge Systems and Integrated Employer Engagement projects as a rapid response to the

pandemic. Promoting key worker roles and opportunities for frontline jobs. Providing urgent support for recruiting businesses to fill key vacancies.

- A partnership has been formed initially with Edinburgh College, Borders College, University of Edinburgh, Edinburgh Napier University, Queen Margaret University, Skills Development Scotland, NHS and Public Health Scotland. It aims to develop a proposition for a further Skills Gateway for the Health and Social Care industry sector, building on the wider City Region Deal partnership and using the IRES reporting and governance structure. It will seek to identify skills demands and identify new opportunities for the sector, looking to identify funding from additional sources.

Next Milestones: Phase 2 Programme Delivery

- The Principal of Edinburgh College has agreed to chair the Health and Social Care Skills Gateway Programme Board.
- Complete baselining exercise to feed into IRES outputs and results monitoring – linked to the wider Benefits Realisation Plan for City Region Deal.
- Raise awareness of IRES ambitions and strengthen the linkages and integration with "Business as Usual" activity.
- Review intelligence from programme activity and labour market research to identify progress against targets, changes to funded activity, next step projects, service adjustments, or other enhancements.

Integrated Knowledge Systems

- Progress regional Management Information System user group to develop shared dataset and language across all delivery partners that will feed into the wider Benefits Realisation Plan.

Labour Market Analysis and Evaluation

- Develop Labour Market Toolkit to provide high level market messaging for careers advice and deliver workshops for its use.

HCI Skills Gateway

- Revised programme of skills training prioritising online learning due to lockdown restrictions.
- Work with the construction sector to support practical training when industry can safely return to sites.

Workforce Mobility

- Project team recruited and pilot projects agreed and progressing to implementation.

Integrated Employer Engagement

- Virtual regional delivery team in place to oversee developments for regional common employer offer, community benefits from procurement and social benefit.

Intensive Family Support

- Complete challenge fund exercise to identify and appoint delivery partners in each local authority area and commence delivery.

Data-Driven Innovation Skills Gateway

- Curriculum development work for schools to be extended to BGE (broad general education) phase; Plans developed for remote CPD for teaching staff; Complete course development and Quality Assurance implementation across Colleges.
- Progressing data core skill opportunities for FE students and HE students.
- Engagement across businesses on opportunity for in-work up/reskilling.

Risks and Mitigations

Key Risks	Mitigations
Programme fit, cohesion, and impact The programme does not secure sufficient stakeholder buy-in and control to ensure an integrated set of interventions and satisfactory progress towards long term inclusive growth and system change (value for money) goals.	Robust programme management structures in place including Joint Committee and Executive Board providing strong senior level leadership and support of programme goals. Early establishment of an empowered IRES Board with strategic oversight and links to Scottish Government Cities team overseeing developments. Project working groups established to drive development and mainstreaming informed by improved labour market analysis, quarterly, annual and mid-programme evaluations.
Performance and good practice learning IRES is expected to deliver significant inclusive growth impacts across the whole City Region however detailed monitoring frameworks are still being developed. Lack of clear golden thread running from the Benefits Realisation Plan to the IRES programme and onto individual projects.	City Region Deal PMO to develop the IRES programme as a rolling programme with additional detail on activity. developed as required to ensure satisfactory progress against outcomes and measure to ensure value for money. IRES Partnership structures and engagement communication activity will support, capture and disseminate information for mainstreaming learning. IRES PMO are conducting analysis to aggregate individual project impacts, to ensure they effectively contribute to overall IRES programme outcomes and match with the wider Benefits Realisation Plan.
Disadvantaged citizens and low-income families Disadvantaged citizens and families do not see tangible long-term benefits from the programme.	Work with the Scottish Government Cities team on developing and implementing the Inclusive Growth Framework to ensure project propositions and implementation plans detail how delivery targets will be assured. The Intensive Family Support Service and Workforce Mobility projects prioritize vulnerability and connect into the opportunities being made available in the region.
Availability of finance Impact of Brexit and COVID-19 increasing restraints in public sector funding eroding capacity of partners to fund essential services. Private sector investment and support for inclusion cannot be achieved	Work with the partners to quantify the potential risk and seek strategies to minimize this, accepting there will be no recourse to additional City Region Deal funding to plug such gaps. The costs of the projects will be delivered within the agreed cash envelope with opportunities to lever additional resources being exploited. Stakeholder Engagement Strategy being developed in parallel with the Business Case ensuring alignment with potential investors.
COVID-19 Significant economic downturn, leading to increased unemployment and	Work with businesses to support recovery and growth Maximising opportunities for higher skills training in key industry sectors, particularly where jobs are available.

40

disproportinate impact on those already disadvantaged.	Supporting FE/HE Partners to enhance their offer for those out of work, particularly young people who have left school and employment opportunities are less available.
Businesses have less employment opportunities and/or reduced capacity to support trainees and in-work leaning.	

Alignment with wider programme

The IRES Programme will incrementally strengthen and streamline regional delivery to achieve better outcomes for all the region. It is aimed at supporting those people facing significant disadvantages to securing and sustaining meaningful, high quality employment – delivering better impact from existing public, private and third sector investments.

Links have already been developed between City Region Deal theme structures to identify and collaborate on boundary issues. This includes joint working with DDI Delivery Board and Housing Board on the two "Targeted Skills Gateway Projects" and the Transport Board on the "Workforce Mobility".

As the partnership supporting IRES develops, further opportunities for wider alignment are being explored:

- A regional working group of local authority Employability leads has been established to consider the implications of No One Left Behind and develop a joined-up strategy, where appropriate.
- Developing Young Workforce (DYW) representation on the IRES Board is facilitating conversations with the wider DYW network, to identify shared goals across the four regional DYW Boards that sit within the city region and develop a more joined-up and cohesive message to businesses.
- Partners are developing a new Health and Social Care Skills Gateway, linked to the findings of the Labour Market Analysis and Evaluation project's report on this sector. This Gateway would promote access to jobs in a key industry sector that had identified significant skills shortages and labour demands, which have been further highlighted and exacerbated by the impact of COVID-19.
- A City Region Deal Home Demonstrator was approved for funding from the Scottish Government and Construction Scotland Innovation Centre in June 2020. The project will help design and deliver prototype low and net-zero carbon homes creating 'House Types' for various family sizes and future sustainable development. The outcomes will then initially be applied to 1,000 future homes in the region. With over 140,000 homes to be built in the coming 20 years in the region, the aim is to embed offsite and net-zero outcomes for much of the future stock. After 12 months of the Demonstrator project starting, the Housing and Construction Skills Gateway will then map and develop course and training material contents for the jobs and careers aligned to the net-zero homes future delivery. These will be undertaken with Further Education partners (2021-2023).

41

CASE STUDY NO 1

COVID-19 Support Portal

Section 5 of this report includes a summary of the portal and statistics up to date at the time of publication.

Listed below are examples of employers and individuals who have benefited from the portal.

HMRC who are relocating their service offices from multiple locations within the city region to their new purpose reconfigured facilities welcomed the introduction of the COVID-19 Jobs Support site to support their mass recruitment drive, they have since received 900 job applications from across the travel to work area.

A local care employer said:

"Following advertising on c19jobs.org, we were overwhelmed by applications received in March and April and had to place a hold on recruitment for all of May. It was not a position I ever expected to find us in I can tell you!"

A Manager at the Odeon Cinema said when approached by the Integrated Employer Engagement team:

"During such unprecedented times, reaching out to others has never been more crucial, as an employer but also in society. Although we do have an employee assistance programme within our company, to know that there are options for my team is beneficial to their wellbeing. I feel much better knowing there is support there for them through this portal, whatever happens during these uncertain times"

The site has also been well received by jobseekers across the regions, one jobseeker from the Scottish Borders, who registered with COVID-19 Jobs Support has secured a contract with NHS Borders. Another jobseeker in Fife since registering with this site secured a role with Amazon and has been employed by them for three weeks now.

Housing and Construction Infrastructure Skills Gateway: regional employability short courses and diversity talent development

Low Carbon Employability Pathways

Over the period of the first year a series of new short courses supporting pathways to employability have been established across the regional FE college network. This involves the combined partnership of Edinburgh College, Fife College, West Lothian College and Borders College.

Short employability courses have been established for installing renewables, electric vehicle charging point installations, building information modelling and Environmental technologies. These coupled with taster entry short courses into construction fields and outreach across Schools in the region, specifically schools linked to SIMD 10/20 areas will help provide pathways to employability and future careers supporting the region's and national low carbon ambitions towards future net-zero targets. Wave 1 of the new courses and outreach will reach almost 2,000 people within the region during the coming years.

Regional Talent Development Improving Gender Diversity

As part of the inclusive growth opportunity to support improved construction workforce diversity in the region, the HCI Skills Gateway has been supporting more women to accelerate their career plans and be potential future leaders within the region. The focus is around the Built Environment Exchange (BeX) talent development programme.

Partnering with Entrepreneurial Scotland and the Saltire programme this has provided advanced training and skills via Edinburgh Napier University global partnerships where the students spend periods with companies, research institutes and public organisations throughout the UK and internationally. In turn not only is new knowledge brought back into the region via the BeX programme but they are also then act as ambassadors for others to enter into the sector.
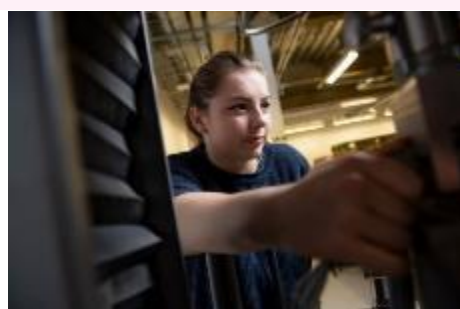
Zarja (Architectural Technology, left) and Louise (Advanced Structural Engineering, right) have been part of the Year 1 cohort of the HCI BeX talent development.

43

TRANSPORT

WEST EDINBURGH

West Edinburgh is recognised by the Scottish Government as a key national economic asset and perhaps the most important gateway to Scotland. National Planning Policy (NFP3) sets the long-term vision for development and investment across Scotland and cites West Edinburgh as a significant business investment location with potential to be internationally competitive. In recognition of its key gateway function Edinburgh Airport and adjoining land is identified as a national development.

The vision for West Edinburgh, in NPF3 can only be delivered through the investment in a strategic package of transportation improvements. These include a core package of A8/A89 sustainable transportation measures that provide long term resilience and support strong connectivity between neighbouring authorities. Most importantly this will help enable the supply of labour from the surrounding area to meet the growing labour market demand required to realise the full potential for West Edinburgh.

The Scottish Government has committed £20 million for investment to support public transport infrastructure improvements identified by the West Edinburgh Transport Appraisal (WETA), and the City of Edinburgh Council has committed £16 million. Partners recognise that the WETA package currently amounts to £108 million of infrastructure. The scope of WETA will therefore be prioritised in line with this funding, and in consideration of how much funding can be secured by the private sector and developer contributions.

Headline Achievements in 2019/20	Next Milestones
Dec 19: Procurement of Design and Delivery consultants.	**May 2021** Production of an Outline Business Case (OBC) and fully scope out the development of the OBC for the programme following latest HM Treasury Green Book and Scottish Transport Appraisal Guidance.
	End 2021: Detailed design of projects, site investigations, attainment of necessary statutory powers in order to implement improvements.
	TBC: Procurement of Contractors.
	TBC: Construction of Transport Improvement Projects.

Key Risks and Mitigations

Risk	Mitigation
Failure to secure sufficient funding to carry out all transport improvements identified in the WETA.	Where appropriate, maximise opportunities for financial contributions through planning mechanisms and explore other opportunities to lever in additional funding. The costs of delivering the finalised list of prioritised projects eligible for ESESCRD funding will be contained within the agreed funding envelope.

44

Programme underspend due to delays in consultancy work or securing funding.	A revised Project Plan in place and is ready to be executed once an agreement from the relevant partners has been reached allowing the drawdown of funding to commence.
Cost increases in construction due to external economic factors	The development of the required business cases is following the most up to date and robust guidance provided by Government. These business cases will account for any changes in construction costs (as well any other relevant factors) as part of the processes associated with their finalisation. This will ensure that the implementation cost of the programme is delivered within the available funds.

Alignment with wider programme

This project will eventually be procured as a construction project, and links with the Housing and Construction Infrastructure Skills Gateway will be established. The improvement of public transport provision in this area has the potential to unlock housing development opportunities and ease congestion in the corridor between West Lothian and Edinburgh City Centre.

45

A720 (SHERIFFHALL ROUNDABOUT)

The Sheriffhall Roundabout is currently the only junction on the A720 Edinburgh City Bypass that is not grade separated, which means the City Bypass is at the same level as the A7 and A6106 local approach roads. This at-grade, six-way junction, often experiences significant queuing, especially during peak hours. The Scottish Government's commitment through the City Region Deal includes up to £120 million to support improvements to the A720 Edinburgh City Bypass for the grade separation of Sheriffhall Roundabout. The project is being delivered by Transport Scotland and is subject to Transport Scotland's normal governance procedures.

Visualisation of the proposed scheme looking northeast

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Visualisations of the non-motorised user facilities included in the proposed scheme

Headline Achievements in 2019 / 2020	Next Milestones
May 2019: Completion of further detailed Ground Investigation works.	**Later in 2020:** Progress the technical review as set out in the budget agreement on whether it is feasible and desirable to further improve active travel and public transport provision whilst not creating additional impacts for local landowners, residents and business.
December 2019: Conclusion of the Design Manual for Roads and Bridges (DMRB) Stage 3 Scheme Assessment of the preferred option.	
December 2019: Publication of draft Orders and Environmental Statement for the Proposed Scheme, marking the start of the statutory process and formal consultation period. A two-day public exhibition held to allow local communities and road users to view proposals.	Continue to review and respond to representations made to the draft Orders and Environmental Statement and negotiate with objectors to resolve concerns where possible. Should objections remain a public local inquiry may be required which is the appropriate forum for considering objections received and not withdrawn.
January 2020: Statutory process formal consultation period closed, with representations including objections. received to the draft Orders and Environmental Statement.	Progress on the delivery of the scheme itself can only commence when the scheme is

Throughout 2020:	approved under the statutory procedures and thereafter a timetable for construction can be determined.
Continued engagement with the CRD partners on progress and technical scheme developments.	
Review of representations received to the draft Orders and Environmental Statement, including work to identify whether it is feasible and desirable to further improve active travel and public transport provision whilst not creating additional impacts for local landowners, residents and business.	

Key Risks and Mitigations

Risk	Mitigation
The nature and extent of historical mine workings and / or complex ground conditions prove more onerous then identified through extensive detailed ground investigation (GI) works and adversely impact delivery programme and / or scheme cost.	Continue to consider as part of ongoing scheme development and explore opportunities where appropriate to undertake advance additional site investigation works to further inform design and delivery of scheme.
Unresolved representations and objections received to the draft Orders and Environmental Statement adversely impact delivery programme.	Review, consider and respond fully to all representations and objections received. Through continued engagement offer clarification and assurance to alleviate concerns and minimise potential need for or reduce scope of a Public Local Inquiry.

Alignment with wider programme

• Address the bottleneck on the strategic road network by improving operating conditions and connectivity at Sheriffhall and help to reduce the traffic impact of proposed developments in the area.

• Support future development in the region, including the South East Wedge development, inclusive growth and the removal of physical barriers to growth through delivery of programme of construction across the region.

• Contribute towards the requirement to provide Community Benefits in line with the requirements of the Procurement Reform (Scotland) Act 2014.

• Support wider skills development in the construction sector.

CULTURE

DUNARD CENTRE

Dunard Centre, supported by Royal Bank of Scotland, will be a new music and performance venue located in the heart of Edinburgh. It will sit just off St Andrew Square, behind and linked to the Bank's historic registered office. The project is led by a charitable organisation, IMPACT Scotland, and is supported by Dunard Fund, a long-term funder of the arts and music in Scotland.

Dunard Centre will be Edinburgh's first purpose-built music venue in over 100 years and will offer an auditorium with world-class acoustics, together with a range of supporting facilities to enable community outreach and education programmes. The venue will cater for all kinds of music and performance from orchestral to jazz and from pop to folk, welcoming chamber groups, soloists, bands, choirs, comedians, and dance ensembles.

It will also be the new home for the Scottish Chamber Orchestra, the only Edinburgh-based National Performing Arts Company, and a principal venue for the Edinburgh International Festival. It will make a significant contribution to the ongoing success of Edinburgh's cultural and festival offerings.

Headline Achievements in 2019/2020

Following the granting of planning permission in April 2019, the developers of Edinburgh St James initiated legal proceeding against the City of Edinburgh Council challenging their decision. The project was subsequently put on pause. Agreement was reached through mediation in January 2020 that the concert hall building be redesigned to reduce its size and the judicial review disposed of. The project has been restarted and is at the early stages of redesign.

Next milestone:

The variation of the existing planning application is estimated for early 2021.

Key Risks and Mitigations

Risk	Mitigation
Obtaining Planning Consent	Identification of all key stakeholders and ensure close liaison with each during the design stages leading up to the Planning Application.
Approval of the Revised Business Case	Ensure revenue generating opportunities are fully explored within the developing design. Early development of the revised Business Case and thorough testing ahead of submission to CRD Joint Committee.
Maintaining the project budget	Establish a robust cost model from previous market testing, weekly review between the designers and the cost managers, rigorous change control and programme management throughout the delivery.

Alignment with wider programme

- Through a significant period of construction, the project will add to the Deal-wide growth in employment opportunities, including the targeting of inclusive employment practices.
- On completion and operation, Dunard Centre will contribute to the economic growth of the region and help protect the £300 million plus generated by the Edinburgh festivals.
- As an all-day, purpose-built venue, in an accessible location, Dunard Centre will provide a range of social benefits for the community. By working with partners, the venue will provide a focal

48

point to develop new audiences, increase participation through outreach programmes and act as a springboard for community outreach work across Edinburgh and the wider region. A wide range of programmes will inspire young people and help target groups under-represented as participants and audiences, supporting the cultural sector to build audiences which accurately reflect the diverse nature of society.

Creative learning programmes will be delivered by the Scottish Chamber Orchestra, Edinburgh International Festival and other partners. (Photos by Fraser Band, 2017)

REGIONAL HOUSING PROGRAMME

The regional housing programme aims deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland.

Headline Achievements in 2019/20 and Next Milestones

Key areas to be progressed in the year ahead are outlined below:

Housing Company – Edinburgh Living

The Edinburgh Living programme continues to build homes for mid-market rent, and is being co-funded by Scottish Government to 2023

Edinburgh Living has been successfully established in collaboration with the Scottish Futures Trust and Scottish Government. It is delivering low cost market rent homes across sites in the city boundaries. 500 homes have either been constructed or are under construction on sites across the city.

Final draw down of Scottish Government funding is in 20/21 with delivery of the 1,500 homes target expected to be complete in 2023.

Regional Affordable Housing Programme

The regional affordable housing programme is the collective local authority Strategic Housing Investment Plans (SHIPs).

Collective SHIPs will deliver nearly 2,000 homes across the region this year with a spend £130m Scottish Government Grant and estimated £260m total spend when Councils and Registered Social Landlord partners' contributions are included. Maintaining record levels of delivery with 2019/20 in terms of number of approvals, completions and spend.

Completions are due to remain level in 20/21 (2,000 homes) but could double in 21/22 to almost 4,000 homes.

The South East of Scotland regional SHIP has a 5-year pipeline of nearly 14,000 affordable home completions.

HNDA 3

The City Region Deal PMO has worked with Fife Council, Scottish Borders Council and South East of Scotland Housing Officers Forum (SESHOF) to identify resources and develop a Project Initiation Document to commence work on the next Housing Need and Demand Assessment (HNDA 3) for the South East of Scotland.

Strategic Sites

Winchburgh is making significant progress. There are approximately 600 homes delivered across the Winchburgh Master Plan area, and adjacent site delivered by Winchburgh Developments Ltd. A further 80 homes are underway and groundworks for four housebuilders are now back on site.

An Outline Business Case (OBC) for Dunfermline is due to be finalised in September will be taken forward for Granton in October 2021 and Blindwells shortly thereafter. These OBCs will outline funding and delivery solutions.

50

In February 2020, the City of Edinburgh Council published a proposal to transform Granton Waterfront into a new coastal town and become one of Scotland's leading sustainable developments. Under the plans, the former industrial land would include 3,500 new homes of which at least 35% will be affordable, a school, medical centre, new cycling and walking routes and enhanced sustainable transport connections with the city, making a significant contribution to Edinburgh's target to become a net zero carbon city by 2030.

Tweedbank is currently at the project initiation stage and the other sites are being delivered by the private sector and do not require City Region Deal housing intervention.

On 12 May 2020, a strategic site leads meeting was held to update on progress and share learning across the region. Partners recognised that there was opportunity for the leads to get together and share learning and best practice on business case development and site delivery and to use a regional forum to raise potential issues and opportunities that two or more authorities may have in common.

Infrastructure

On 25 February 2020, the Regional Housing Board recommended the development of a project proposal to pilot a regional infrastructure forum. This aims to bring together key infrastructure and utility providers with public sector partners to share programme and investment plans to accelerate delivery of development, increase efficiencies and maximise investment. The project proposal is currently under development.

Innovation

The City of Edinburgh Council, working in partnership with Offsite Solutions Scotland (a consortium of offsite construction companies), Scottish Government, Scottish Futures Trust, Construction Scotland Innovation Centre (CSIC) and Edinburgh Napier University has developed a Housing Demonstrator Project.

The Demonstrator aims to develop a new, innovative, collaborative business model to support the use of offsite construction methods to deliver high quality new homes with a focus on net zero carbon and whole life performance. The ambition is to demonstrate time, cost and quality improvements through:

- a new approach to collaborative procurement and delivery;
- a pipeline of future development
- standardised house components/types and whole life performance standards; and
- risk and benefits sharing between partners.

This project aligns closely with the two strategic aims of the Regional Housing Programme to deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland. The model will be developed and piloted on a 1,000 homes pipeline across the city region. The ambition is that the model will deliver a blueprint for UK wide public sector procurement of affordable housing.

In July 2020, following funding applications to Scottish Government and CSIC the project was launched and funding will be awarded from Scottish Government via the Zero Emissions heating fund and academic innovation support through CSIC.

Skills

Housing partners will work closely with the Housing, Construction and Infrastructure (HCI) Skills Gateway could support a programme of targeted skills interventions directed at widening access, addressing skills shortages and gaps in the construction and house building sectors, and increase the flow of individuals from disadvantaged groups into career opportunities on sites across the Region.

51

Future Opportunities for the Regional Housing Partnership

- **Strategic sites:** Continue to collaborate across the seven strategic sites to share learning and best practice to support the development of those partners seeking to develop business cases and utilise the City Region Deal governance structure to promote sites.
- **Regional Affordable Housing** Grant: Work collaboratively to make the case to Scottish Government for greater certainty and allocation of grant funding for the South East Scotland, the fastest growing region in Scotland.
- **Pro-active engagement with industry:** Homes for Scotland, Construction Industry Training Board, Registered Social Landlords, universities and key representative groups (Shelter, Scottish Federation of Housing Associations, Chartered Institute of Housing etc.) to collaborate and identify funding, projects and potentially leverage additional resources. Greater commitment of time and resources could enable this to happen.
- **Housing Delivery models:** Continued collaboration on new models of housing delivery building on Edinburgh Living, Build to Rent, institutional investment and other delivery models.
- **Climate change and transition to a zero-carbon economy**: Collaborate to develop a regional position on climate change and understand how partners individually and collectively can adapt to respond to the climate challenge. There are also opportunities to work with universities, government and key agencies to develop projects and leverage funding and resources.
- **Infrastructure:**
  - Financing and delivering infrastructure remains a key challenge for all partners. Joint working, pooling of resources to consider financial innovation, funding and delivery models. Collaborative responses to Government can help to lobby effectively and efficiently for regional partners.
  - Key infrastructure assets across the region e.g. water, waste, transport, schools and more are often cross boundary in nature or could be delivered in this way in the future and therefore would benefit from a regional approach.
- **Place based approaches:** Align to the place-based approaches set out by Scottish Government and key agencies develop and deliver projects in line with Scottish Government priorities and future funding opportunities.

Key Risks

The development and delivery of a successful regional housing work programme requires commitment and resource from across regional partners, national agencies and Scottish and UK Government.

Alignment with wider programme

Housing is a key social, economic and environmental driver. Greater integration across these drivers and City Region Deal policy themes is essential to support the growth requirements of the region and to deliver new communities which deliver the quality of place that ensures the South East of Scotland is a desirable place for people to live and for businesses to invest.

Regional housing partners have developed a work programme that has synergies between work being developed through thematic areas of the Deal: IRES Programme; Transport Appraisal Board (TAB); Innovation; and the emerging Regional Growth Framework.

Linking construction programmes, contractors and developers to Housing Construction and Infrastructure (HCI) Skills Gateway programme. Ensuring that regional skills shortages are tackled, and employment opportunities are directed to communities within the city region and that individuals facing disadvantages in the labour market are targeted.

52

5 COVID-19 RESPONSE

Alongside the rest of the UK, the city region entered a state of significant "lock down" on 23 March 2020. This was unexpected and affected the delivery timescales of several of the projects, as detailed in Section 2.

More positively, the Governance structure, established to manage City Region Deal activity, helped the partnership to respond quickly with some effective interventions. Four of these are summarised in this section. These all have strong links with ongoing activity through City Region Deal projects, and are pertinent examples of how the partnership, that normally monitors City Region Deal activity, can work together to deliver added value alongside the delivery of the Deal projects.

COVID-19 Jobs Portal

The sudden onset of COVID-19 and enforced lockdown on 23 March resulted in unprecedented economic disruption across the region and immediate closure of businesses and uncertainty for many citizens. Employers and employees were navigating a quickly changing landscape to prevent job disruption. Many of those affected are not known to local employability systems, including those working in low skilled jobs and the gig economy, and employers unprepared for cutting contracts and hours. While the Job Retention Scheme was introduced it became apparent it would not necessarily prevent on-going job losses and the need for further economic security for many.

Regional partners identified a surge in job opportunities with sudden growth sectors, including take-away food and beverages, logistics, supermarkets and the NHS / care sector, agriculture, among others and it was recognised there was a gap for a job promotion service to meet the needs of both employers and at-risk employees as well as jobseekers with an opportunity to match skills to opening opportunities.

The COVID-19 Jobs Support project was designed to utilise employability software developed by Hanlon Software Solutions creating a COVID-19 Jobs Support portal as a regional offer for employers still recruiting and COVID-19 impacted employees facing job losses.

It gives support that is specific and clearly visible and captures the scale of the challenge as we also collect data through registration details of those affected. The portal offers additional links to local services across the city region and manage the considerable information flow currently being generated, including welfare rights support and links to PACE activity and Business Development support for employers.

Launched on 3 April 2020, just 11 days after lockdown, and promoted via a maximum impact marketing campaign through the city region, the site has now welcomed its 16,000th unique visitor with over 70,00 page views. 883 full jobseeker registrations have taken place, with 251 of these referred into local employability provision within the City Region area. 305 employers are registered on the site with a total of 796 vacancies advertised.

Following the launch of COVID-19 Jobs Support, the Integrated Employer Engagement team has actively engaged with a number of other Scottish local authorities through Scottish Local Authorities Economic Development (SLAED) to promote the software and functionality of the site and to date 3 other local authorities are rolling out this product within their areas, with a further eight in discussions with the developer Hanlon.

For more information contact c19jobs@capitalcitypartnership.org

Health and Social Care Skills Gateway

A new potential Health and Social Care Gateway is being investigated as a response to the importance and greater focus placed on the sector by COVID-19, as well as the timely completion of

a Health and Social care research report commissioned under the IRES Labour Market Analysis & Evaluation project.

The research highlighted the challenges facing the sector, such as:

- Current and projected staff shortages, which are likely to be exacerbated by Brexit;
- An ageing population;
- Increasing health inequalities;
- Technology changes with the potential to transform the way in which health and social care will be delivered over coming years; and
- The COVID-19 Pandemic

The Skills Gateway business case is being led on by Edinburgh College working with Edinburgh Napier University, University of Edinburgh, Public Health Scotland, NHS, Queen Margaret University, Skills Development Scotland and Borders College. Mapping is taking place of current training provision versus demand; while considering the impact of COVID-19 and also new ways of working linked to the Usher institute and Advanced Care Research Centre (ACRC). Proposals will be presented to the IRES board in September 2020.

Contribution to the Report on the Advisory Group for Economic Recovery

In May, the regional partners came together to submit a joint submission to inform the [report](#) of the Scottish Government's Advisory Group on the Economic Recovery, led by Benny Higgins. The Programme Management Office coordinated responses from all relevant partners across the City Region Deal governance structure. The Regional Enterprise Council played a particularly strong role in informing the submission.

The response offered views on the shape of the recovery, consequences for businesses, communities and institutions, as well as views on how the crisis may affect the transition to net zero carbon and lessons we can take for future strategic planning.

It referred to the ambitious plans for the City Region, through the Deal, and how an innovation-led response, based around health and data through investment in this region can help the country recover and tackle future health issues. It also referred to the Regional Growth Framework, which is underway to provide a context for future planning, housing and economic development strategies in the region in the context of net zero carbon ambitions.

City Region Deal partners are in regular contact with Government, through monthly Executive Board and Directors meetings, and the role of the partnership in assisting with the COVID-19 challenge and recover is being discussed on an ongoing basis.

Regional Transport Transition Plan

In June 2020, regional partners came together to develop a regional Transport Transition Plan to suggest measures that will address the challenges presented by increasing demand for public transport services at a time when the capacity of those services is severely reduced by social distancing requirements as the easing of COVID-19 lockdown restrictions progresses.

The existing Transport Appraisal Board, formed specifically to oversee City Region Deal projects, was reformed into a Regional Transport Transition Group, comprising officer representatives of the six City Region Deal Councils plus representatives from Clackmannanshire and Falkirk Councils, together with officer representatives from Transport Scotland and the Regional Transport Partnership, SEStran. The Group, in close consultation with public transport operators, prepared packages of measures for the main transport corridor routes into and out of Edinburgh. with particular emphasis on supporting public transport operations and prioritising capacity of public transport, encouraging greater levels of active travel (walking/wheeling/cycling), and reducing the extent of potentially increased private car use.

54

The need for the implementation of measures was urgent. Of particular importance is maximising the capacity of the public transport system to manage effectively the expected impacts of the reopening of schools from 11 August.

The group met weekly and sub groups worked to devise a series of short, medium and long-term measures. Some of these fed into a submission for the Bus Priority Rapid Deployment Fund, resulting in £1.8 million of measures for temporary bus priority interventions across the region. The interventions also fed into the national Transport Transition Plan.

6 THE YEAR AHEAD

Key milestones that are expected in the next 12 months are shown in the table below:

Date	Milestone
September 2020	Joint Committee meeting where the following items will be considered: • Benefits Realisation Plan. • City Region Deal Annual Report.
September 2020	Completion of Edinburgh International Data Facility Computer Room 4.
December 2020	Joint Committee meeting where the following items will be considered: • Dunfermline Housing Business Case. • Regional Growth Framework update. • Easter Bush Business Case. • Integrated Regional Employability and Skills Programme update.
December 2020	Regional Growth Framework complete.
December 2020	Commence construction of the National Robotarium.
January 2021	Launch Edinburgh Futures Institute TravelTech cluster.
March 2021	Joint Committee meeting where the following items will be considered: • Edinburgh Innovation Park (Food and Drink Innovation at Queen Margaret University) Business Case. • Fife Industrial Innovation Investment Programme Tranche 2 Business Case. • Data-Driven Innovation Programme update.
March 2021	Variation to planning application for Dunard Centre to be ready for consideration.
April 2021	Start draw down of City Region Deal Easter Bush funding.
April 2021	Outline business case for West Edinburgh Transport Programme complete.
June 2021	Deliver the Regional Data Haven.
July 2021	Develop and release DataLoch beta – the first fully operational dataset.

7 CONTACTS AND FURTHER INFORMATION

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FURTHER INFORMATION

- Keep up to date with the latest news and join the mailing list at www.esescityregiondeal.org.uk
- Data-Driven Innovation website
- Download all Joint Committee reports including approved business cases at The City of Edinburgh Council Committee library website.
- Visit the webcast library to view recordings of each Joint Committee meeting.