

# Progress Report

Last updated: 30 August 2024

Overall Status Last Period	Overall Status This Period
Green	Green



# CITY REGION DEAL

Edinburgh & South East Scotland

## Page 1: Dashboard

### Recent Achievements and Milestones

Achievement/Milestone	Date
West Edinburgh Transport Improvement Plan approved by Joint Committee	Jun 24
Regional Prosperity Framework Annual Update noted by Joint Committee	Jun 24
Transport Programme Annual Update noted by Joint Committee	Jun 24

Upcoming Milestones (expected)	Target Date
City Region Deal Annual Report to Joint Committee	Sep 24
Internal Audit – Update to Joint Committee	Sep 24
Construction Inflation – Internal Audit report to Joint Committee	Sep 24
Regional Housing Programme – update to Joint Committee	Sep 24
Strategic Sites Investment Prospectus complete	Oct 24

### Financial Summary

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

Total CRD grant	CRD grant drawn down to date	24/25 CRD grant allocation	24/25 grant drawn down
£600m	£326.3m	54%	£41.8m*
			£3.4m*

### Top 3 Risks (from PMO Risk Register)

Risk	Impact	Like hood	Sever -ity	Resolution Plan or Mitigating Action
Cost inflation (materials and labour) and related government policies, (e.g. rise in interest rates and changes to taxation) affects the ability to deliver projects to the standards required.	4	4	16	<ul style="list-style-type: none"> <li>Regular updating of progress report and monthly financial forecasts to ensure PMO is aware of issue(s) at an early stage and can raise with Government, Executive Board and Joint Committee as appropriate.</li> <li>Budget RAG scores report on in-year performance, are monitored closely by the PMO, and are reported on at every major Board meeting.</li> <li>Regular discussions on finance between project leads and PMO, Directors of Finance and PMO and PMO and Governments to capture issues arising.</li> </ul>
Financial profile across programme is not met.	3	3	9	<ul style="list-style-type: none"> <li>Aim to continue to spend according to agreed profile.</li> <li>Aim to achieve business case approval in line with Deal Implementation Plan.</li> <li>Quarterly meetings with regional Directors of Finance to consider profile and highlight problem areas</li> <li>Quarterly review meetings with Government.</li> <li>Partners asked to be realistic with their projections and to inform early if anticipating an underspend.</li> <li>Accountable body to challenge underspend and asked for reasons behind the slippage.</li> </ul>
Failure to maximise the legacy from the City Region Deal, should IRES funding cease after 8 years (31/3/27)	3	3	9	<ul style="list-style-type: none"> <li>Investigate IRES funding and activity beyond the initial 8 years period, in order to potentially align with the 15 year duration and help retain staff who have built up knowledge and skills in this area.</li> <li>Ensure that legacy is part of future benefits realisation work.</li> <li>Planning for IRES - phase 2 is in progress to position the programme to seek/respond to future skills needs and funding opportunities</li> </ul>

**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 benefits realisation 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=Timeline, B=Budget*

RAG Status	Definition - Timeline	Definition - Budget	Mitigation
<b>Green</b>	Progressing in line with Implementation Plan or complete.	Project is in sound financial health. No significant financial concerns. Spending is largely in line with profile.	No mitigation required.
<b>Amber</b>	Moderate delay	Project is financially stable. Some low to moderate financial concerns. Spending is for the most part in line with profile.	Project team must have actions in place for improvement. Project should be closely monitored by senior management and relevant boards.
<b>Red</b>	Delay is significant	Project has some moderate to high financial concerns. Significant concerns with slippage.	Project team must have actions in place to establish a strategy to urgently address issues, with oversight from senior management and relevant Boards.

**Strategic Added Value Score**

Score	Description
1 (Low)	<ul style="list-style-type: none"> <li>• There are opportunities for links with one or two other CRD themes that may add value to the proposal.</li> <li>• Partnership working with wider stakeholders, to add value to the proposal has not been thoroughly considered, but may be possible, and should be explored.</li> <li>• One or two of the five “inclusive growth” measures listed in the <a href="#">Deal Document</a> could be incorporated into the delivery of the project.</li> </ul>
2 (Medium)	<ul style="list-style-type: none"> <li>• There are opportunities for links with two or three other CRD themes that may add value to the proposal.</li> <li>• Partnership working with wider stakeholders, to add value has been factored into the business case to some extent, but there are opportunities to enhance.</li> <li>• Two or three of the five “inclusive growth” measures listed in the <a href="#">Deal Document</a> could be incorporated into the delivery of the project.</li> </ul>
3. (High)	<ul style="list-style-type: none"> <li>• There are opportunities for links with three of four other CRD themes that may add value to the proposal.</li> <li>• Partnership working with wider stakeholders, e.g. private/third sector is already taking place and strategic added value effects are clear.</li> <li>• Three, four or five “inclusive growth” measures listed in the <a href="#">Deal Document</a> could be incorporated into the delivery of the project.</li> </ul>

Overall Total				Project	24/25			
Project Budget	Total CRD Funding	Total CRD Funding Drawn Down	CRD Funding Drawn Down as %		Funding Allocation	Draw down in Q1	Full Year Forecast	Full Year Variance
<b>Finances Managed via PMO</b>								
£113.3m	£32.5m	£32.5m	100%	Bayes Centre	£0.0m	£0.0m	£0.0m	£0.0m
£29.1m	£15.0m	£2.9m	20%	Borders Innovation Park*	£1.0m	£0.1m	£1.0m	£0.0m
£114.0m	£20.0m	£12.1m	60%	Dunard Centre*	£0.0m	£0.0m	£0.0m	£0.0m
£57.1m	£17.4m	£17.4m	100%	Easter Bush	£0.0m	£0.0m	£0.0m	£0.0m
£68.0m	£10.9m	£1.6m	14%	Easter Bush Link Road*	£1.1m	£0.1m	£1.0m	-£0.1m
£289.1m	£57.9m	£57.9m	100%	Edinburgh Futures Institute	£0.0m	£0.0m	£0.0m	£0.0m
£58.0m	£30.0m	£6.1m	20%	Edinburgh Innovation Hub	£18.8m	£1.5m	£18.8m	£0.0m
£134.1m	£79.6m	£65.3m	82%	Edinburgh International Data Facility	£8.8m	£0.0m	£8.8m	£0.0m
£58.0m	£35.0m	£20.3m	58%	Fife i3 Programme	£7.5m	£0.6m	£7.5m	£0.0m
£22.5m	£22.5m	£22.4m	100%	National Robotarium	£0.3m	£0.3m	£0.3m	£0.0m
£101.2m	£49.2m	£49.2m	100%	Usher Institute	£0.0m	£0.0m	£0.0m	£0.0m
£36.0m	£20.0m	£0.3m	2%	West Edinburgh Transport Improvement Programme	£0.4m	£0.0m	£0.4m	£0.0m
£32.2m	£25.0m	£16.7m	67%	Integrated Regional Employability & Skills Programme	£3.9m	£0.9m	£3.9m	£0.0m
<b>£1,112.6m</b>	<b>£415.0m</b>	<b>£304.8m</b>	<b>73%</b>	<b>Total</b>	<b>£41.8m</b>	<b>£3.4m</b>	<b>£41.7m</b>	<b>-£0.1m</b>
<b>Finances Managed directly with SG</b>								
£120.0m	£120.0m	£6.6m	5%	Sheriffhall Roundabout	Transport Scotland delivering project.			
£263.0m	£15.0m	£15.0m	100%	New Housing Partnership - Edinburgh Living	City Region Deal funding fully drawn down.			
£50.0m	£50.0m	£0.0m	0%	Strategic Sites Funding				
<b>£433.0m</b>	<b>£185.0m</b>	<b>£21.6m</b>	<b>12%</b>	<b>Total</b>				
<b>Full Deal</b>								
<b>£1,545.6m</b>	<b>£600.0m</b>	<b>£326.3m</b>	<b>54%</b>	<b>Full Deal Total</b>	<b>£326.3m of £600m SG/UKG funding drawn down.</b>			

\*Project with funding gap.

**Page 4: Research, Development and Innovation**  
**Theme**  
**Data-Driven Innovation**

Project	Stage	Last Milestone	Next Milestone	T	B	S A V	Comments
Bayes Centre	Deliver	Sep 18: Opening	N/A	G	G	3	Major objective is to re-energise the EIE Investor Showcase event and continue to build momentum around Entrepreneurship ecosystems within the City Region.
National Robotarium	Deliver	Sep 22: Grand Opening	N/A	G	G	2	Commercial and research partnerships continue to strengthen.
Edinburgh Futures Institute	Deliver	Spring 24: Complete construction	N/A	G	G	3	Building open with phased occupancy underway.
Usher Institute	Deliver	Apr 24: Opening	N/A	G	G	2	Building open with occupancy commencing April 24.
Easter Bush	Implement	Jul 23: Continue to strengthen leading-edge data intensive research capabilities.	Jul 24: Recruit into priority areas which foster development of key data-driven activity within Agritech	A	G	2	Major objective is to develop Engineering Biology Mission Hub for Food Systems (in conjunction with other Institutes) and continue academic recruitment for leads of the four proposed DDI Agritech centres.
Easter Bush A701 Relief Road and A702 Spur Road	Design	Route selection	Q2 24: Specimen design planning application	A	R	2	Specimen design is progressing with the target of submitting a planning application for the Bush Loan Junction Q2 2024 and for the Relief Road Q4 2024. (Bush Loan planning application will be submitted August 2024). Revision to alignments due to landfill avoidance and required increase in roundabout sizes at Bush Loan and the A702 Spur Road junctions. Funding gap has increased to £38m. Revised alignment avoiding landfill adopted. Levelling Up Fund bid was unsuccessful. Alternative funding currently under consideration. February Council approved the progressing of Phase 1 (Bush Loan Junction) and Phase 2 (Active Travel Corridor) as the initial phases for delivery.
Edinburgh International Data Facility	Deliver	Nov 23: - First local authority completed for IoT in Schools service Deployment	N/A	G	G	2	Major objective is to ensure that key future DDI initiatives are included in the EIDF development roadmap and develop a service catalogue. Award of Exascale computer development is now being pursued (up to £900m).

T: Time; B: Budget; SAV: Strategic Added Value score

**Page 5: Research, Development and Innovation Theme**

**Edinburgh Innovation Park (QMU Food and Drink Innovation Hub)**

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Edinburgh Innovation Park (Edinburgh Innovation Hub)	Implement	<ul style="list-style-type: none"> <li>Contractor progress meeting held.</li> <li>Design guardian Stage 4 review and reports issued</li> <li>Continue to progress advertising consent for signage</li> <li>Fire and security meeting workshop</li> </ul>	Monitor the construction and administer the contract. A1 signage progressing. Project bank account to be established Various procurement workstreams being progressed	G	G	2	Construction work progressing to programme

**Page 6: Research, Development and Innovation Theme**  
**Projects in Fife and Scottish Borders**

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Borders Innovation Park	Implement	Development Partner model being developed with assistance of Hub SE.	Start of design team tender exercise for Phase 3 development	A	G	1	<p>Construction of the road and service infrastructure for Phase 3 is ongoing.</p> <p>Preferred tenant has been selected to let the remaining space within the Phase 1 building.</p> <p>The delivery programme for Phase 3 remains under review and an update is under consideration by Scottish Government.</p> <p>Design and procurement of Phase 2 office building is underway.</p>
Fife Industrial Innovation Investment (Fi3P)	Implement / Deliver	Q1 24/25: Levenmouth Task Force Units: substation energised.	<p>Q2 24/25: Fife Interchange North – wind and watertight.</p> <p>Q2 24/25: Levenmouth Task Force Units: Construction complete.</p> <p>Q2 24/25: Planning determined for new development at John Smith Business Park, Kirkcaldy.</p> <p>Q2 24/25: Construction Starts at Phase 3 Flemington Road, Glenrothes</p>	G	G	2	<p>Demand for completed units remains strong, good market interest for serviced sites.</p>

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
IRES Programme	Deliver	IRES board was held on 13 August 2024, with positive discussion on projects and next steps. A strategic workshop took place on 27 June to develop thinking around regional delivery, governance, finance, priorities and vision.	Following the sharing of findings from the strategic workshop at the IRES board on 13 August 2024, actions are being agreed for developing a new programme proposition.	G	G	3	<ul style="list-style-type: none"> <li>The IRES board was held on 13 August 2024 with updates and discussion on Housing and Construction Infrastructure – Global Infrastructure project, the Labour Market Research programme, strategic workshop outcomes as well as Financial and Quarterly report updates. The next IRES board is on 19 November 2024.</li> <li>The Strategic Workshop covered achievements to date and next steps including future funding beyond March 2027. Other breakout sessions focused on Vision &amp; Priorities, Governance, and Alternative Skills Delivery e.g. Bootcamps.</li> </ul>
Integrated Knowledge System (IKS)	Deliver	The Helix system is providing accurate reports for No One Left Behind, City Region Deal and UK Shared Prosperity Fund projects across the region.  Midlothian migration went live in Helix on 1 July 2024.	Community Learning & Development reporting is to be developed based on Midlothian requirements. West Lothian data to be built into demo version of Helix for training and testing ahead of migration. Use of Community Benefits module to go live for testing. Development of Grant Applications to be completed.	G	G	3	<ul style="list-style-type: none"> <li>Helix holds all employability delivery data from Edinburgh, East Lothian and Scottish Borders Council; UKSPF delivery for Midlothian and West Lothian, all Intensive Family Support Service and Integrated Employer Engagement data for clients, training, events, employers and vacancies.</li> <li>Migration from Midlothian Council took place on 1 July with 15,000 clients now in Helix. This is also the first use of Community Learning &amp; Development in Helix.</li> <li>Trial of Helix to track community benefits under way with East Lothian, Edinburgh, Integrated Employer Engagement and other partners.</li> <li>New functionality being development for Grant Applications within Helix.</li> </ul>
Labour Market Analysis and Evaluation (LMAE)	Deliver	Completed Creative Industries research. Delivered final report for Digital Health Skills research. Delivered refreshed Regional Skills Investment Plan (now called Collaboration Plan).	Further develop research ideas and commission for 2024/25 programme.  Progressing economic inactivity research.	G	G	2	<ul style="list-style-type: none"> <li>Tenders assessed for economic inactivity research and contract awarded to consultant at end of July 2024.</li> <li>Paper presented to IRES Board on 13 August to update on progress of research and seek ideas for next piece of research.</li> </ul>





Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Integrated Employer Engagement (IEE)	Deliver	<p>'Understanding Domestic retrofit qualification' – delivery complete for all 96 places.</p> <p>Retrofit sectoral awareness campaign official schedule complete.</p> <p>IEE confirmed to deliver the Skills component of the Regional Energy Masterplan.</p> <p>Submitted funding application to MCS Foundation to deliver community focused retrofit qualification.</p> <p>All 6 bus driver roadshows complete.</p>	<p>Filming to complete for Usher Institute.</p> <p>Agree process for phase 2/3 of Borders Innovation Park community benefits.</p> <p>Launch Community Wealth Building (CWB) Pledge commitment on behalf of IRES.</p> <p>Launch annual report films (Retrofit, Usher, Bus Driver Campaign).</p> <p>Phase 2 Dunard Centre community benefit design to start.</p> <p>Support Social Enterprise (SE) Scotland with national SE directory after success of ESES launch.</p>	G	G	3	<ul style="list-style-type: none"> <li>FORT year 3 launched; 55 job outcomes so far.</li> <li>FORTY 1 course complete – 9 clients completed course.</li> <li>ESESCommunities have delivered 102 matches between suppliers and good causes.</li> <li>Exploring the functionality within Helix to support the local authorities to migrate their Community Benefit tracking onto Helix</li> <li>Regional Energy Masterplan (REM) – Component E 'Skills' <ul style="list-style-type: none"> <li>IEE pitched to REM partners to deliver the skills component with The Verdancy Group as delivery partner</li> <li>Confirmed by all 6 Local Authorities</li> <li>Delivery June 2024 – February 2025</li> <li>Conduct curriculum need analysis linking to skills needs / evaluations already underway</li> <li>Phase 1 will produce a report outlining all needs across the region</li> <li>Phase 2 will produce a prioritised list including specifications and proposed costs for curriculum design</li> </ul> </li> <li>CWB Pledge – working with UoE to commit to pledge asks, led by Social Impact team at UoE; commitment from IRES and PMO.</li> <li>Bus Driver Recruitment Roadshows -33 jobseekers engaged so far and 6 Bus Operators attended.</li> <li>CTTS (Cable Telecoms Training Services) pre-employment course designed, launch August/September 2024 – funding for 6 Borders jobseekers</li> </ul>
Intensive Family Support (IFS)	Deliver	<p>IFS in person Collaborative event held, sharing resources and learning focus.</p> <p>Research focus groups were carried out with all six delivery partners.</p> <p>Workshop delivered with City of Edinburgh Council &amp; Poverty Alliance - working with IFS families on stigma charter resource. Exploration of links between IFS &amp; IRES workstreams continues.</p>	<p>Filming complete for stigma resources. Awaiting final edit.</p> <p>Launch of Anti-stigma Charter.</p> <p>IFS Board Meeting scheduled to discuss programme evaluation/next steps.</p> <p>PhD Research on IFS ongoing.</p> <p>Website to host stigma charter being explored.</p> <p>Meetings with all six partners scheduled.</p>	G	G	3	<ul style="list-style-type: none"> <li>689 individuals registered on Helix engaging with IFS.</li> <li>292 new engagements in Phase 2.</li> <li>59 employment outcomes recorded: 26 FT employment outcomes, 29 PT employment outcomes recorded, 3 in work progression, 1 retained employment.</li> <li>154 education outcomes across all categories (including employability training, vocational training, volunteering).</li> <li>55 re-engagements in education where there was non-attendance in school.</li> <li>24 individuals have entered full-time education and 14 individuals have entered part time education.</li> <li>24 qualifications have been gained to date.</li> <li>Ongoing Helix support in place for service providers.</li> </ul>



Project	Stage	Last Milestone	Next Milestone	T	B	S A V	Comments
Housing and Construction Infrastructure (HCI) Skills Gateway	Deliver	Start of final year of three-year funded HCI programmes, including Climate Smarter and FE College provision.	Expansion and mainstreaming of HCI Green Skills provision through forthcoming funding announcement.  Agreement to extend HCI PM part-time to August 2025 from current March 2025 end date.	G	G	3	<ul style="list-style-type: none"> <li>Start of Year 2 of the Net Zero Innovation and Delivery Officer role, with excellent feedback received from funder Innovate UK on project progress.</li> <li>Significant coverage of the HCI-supported West Lothian Woodworking Initiative achieved: <a href="#">The Edinburgh Reporter</a> <a href="#">Fix Radio</a> <a href="#">Project Scotland</a> <a href="#">Scottish Construction Now - Project Coverage</a> <a href="#">Scottish Construction Now - Interview with Graeme Binnie</a> <a href="#">STV News</a> <a href="#">That's TV</a></li> </ul>
Data Skills Gateway (DSG)	Deliver	DSG Advisory Board on 13 May focused on embedding AI across the programme. Recruitment started for 2024/25 Teacher Professional Learner programmes. Data Skills in Work (DSW) awarded funding to upskilling Training Providers in partnership with Tay Cities City Region.	Recruitment underway for 2024/25 Teacher Professional Learner programmes run by Data Education in Schools team. Preparations underway for delivery of programmes for academic year 2024/25 across the Data Education in Colleges portfolio.	G	G	3	<ul style="list-style-type: none"> <li>Data Education in Schools won Education Initiative of the Year at British Data Awards in May 2024.</li> <li>The Data Education in Colleges interactive dashboard is now available online to provide live data on programme participants. The website also provides details of recruiting courses / CPD opportunities <a href="https://datacolleges.education">Data Education in Colleges – Digital, Data and AI Training in Scotland (datacolleges.education)</a></li> <li>Discussions underway to embed DSG activities across various employability programmes across the region, including working closely with IFS team.</li> </ul>
Workforce Mobility (WFM)	Deliver	'Bus Driver Career' launch event with Transport Minister held on 2 May with IEE, then organising a series of five further 'Bus Driver Careers' roadshows – now complete.	November 2024 IRES Board – Year 3 Performance Review.	G	G	3	<ul style="list-style-type: none"> <li>Developing Regional Transport Strategy Delivery Plan; part of RPF with SEStran.</li> <li>Developing Regional EV Charging infrastructure collaboration with SEStran/SFT.</li> <li>Using data and the tools developed to help inform Strategic Transport Planning at ELC, and Local Development Plan evidence reports at MLC and SBC.</li> <li>Multiple Local Authorities out with City Deal boundary interested in the use of data, the tools and processes that the project team have developed.</li> <li>Supporting the SBC procurement of new services from the Bus Network Review, which will be shared with all Local Authority partners.</li> <li>Commenced data collection from businesses in Midlothian. Analysis of Mobile Phone and other data sources to aid project development with MLC.</li> <li>Positive discussions with Fife and CEC on potential data projects.</li> <li>Work to be developed with WLC in the coming months.</li> </ul>

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
A720 Sheriffhall <i>(last updated Aug 2024)</i>	Define	Public Local Inquiry concluded on 8 February 2023	Scottish Ministers to publish decision regarding the scheme following conclusion of the PLI (timing TBC)	A	G	1	<ul style="list-style-type: none"> <li>City Region Deal Joint Committee ratified their support for the scheme as published on 3 September 2021, following the consideration of further technical information.</li> <li>Responses issued to all objections raised against the draft Orders – ongoing engagement with objectors to try to resolve issues wherever possible.</li> <li>Public Local Inquiry held between 30 January and 8 February 2023.</li> <li>DPEA Reporter issued their report to the Scottish Ministers’ advisors on 10 October 2023, subsequent decision from the Scottish Ministers regarding the scheme to be published in due course.</li> <li>Transport Scotland provided an update report on the project to the Joint Committee meeting of the 7 June 2024</li> </ul>
West Edinburgh Transport Improvements Programme	Define	<p>Present OBC to Edinburgh’s Transport &amp; Environment Committee.</p> <p>Provide update to EMOC.</p> <p>Transport Scotland to review final OBC.</p>	<p>Secure Approval to promote statutory orders from Edinburgh’s TEC and relevant West Lothian Committee</p> <p>Transport Scotland to review final FBC</p>	G	A	1	<ul style="list-style-type: none"> <li>OBC approved by City Region Joint Committee June 2024</li> <li>Procurement of Consultancy team to develop FBC and technical designs in Jun 24</li> <li>Early contractor engagement procurement exercise</li> <li>Consent secured from Edinburgh TEC to promote statutory orders (end 2024)</li> <li>Continued dialogue with Transport Scotland Active Travel Investment Fund (ATIF) team to secure ATIF contribution</li> <li>Preparation of stakeholder engagement and communications plan for the FBC stage</li> </ul>

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Dunard Centre	Implement	Site Clearance complete Stage 4 Design complete Advanced works complete	IMPACT tender acceptance – Nov 24. Main construction start- Feb 25.	A	A	2	Advanced works complete, Site clearance and No.35 basement works achieved practical completion in June 2024 which marks the conclusion of all enabling works. SRM's stage 2 tender could not be recommended as providing value for money by the cost consultants within the current market. Trustees have approved a recommendation to re-tender, and a PCSA was signed with Balfour Beatty at the end of April. No overarching programme impact anticipated with the target completion projected for later in 2028.

Project	Stage	Last Milestone	Next Milestone	T	B	SA V	Comments
Affordable housing	Deliver & Define	At the end of April 2024, Scottish Govt announced £80m over two years to enable Councils to acquire properties and bring them into use for affordable housing and help reduce homelessness.	Awaiting update on how fund can be utilised – expected in Sep 24.	N/A	N/A	2	<ul style="list-style-type: none"> <li>Partners will work collaboratively with Scottish Government, agencies, RSLs and other stakeholders to secure more investment, innovation, commitment and partnerships to address the challenges above and deliver at scale and pace.</li> </ul>
Strategic sites	Implement & Define	Strategic Site Leads Meeting on 18 June 2024.	Develop Strategic Sites Investment Prospectus and economic modelling.	A	A	2	<ul style="list-style-type: none"> <li>Business case development progressing for Blindwells, Granton Waterfront and Tweedbank.</li> </ul>
Regional Delivery Alliance	Implement	Project Manager recruited.	A regional knowledge hub to support the initiative, deploy the RDA resources and share skills and learning is being developed and will be launched in winter 2024.	A	N/A	3	<ul style="list-style-type: none"> <li>Consider standardised housing types, procurement and delivery models to increase offsite. manufacturing and delivery of net-zero homes across the city region. .</li> </ul>
Housing company	Deliver	Draw down of funds completed	Ongoing Delivery	G	G	2	<ul style="list-style-type: none"> <li>The City of Edinburgh Council and Scottish Futures Trust will continue to share learning and financial models with partners, to explore regional delivery models.</li> </ul>