



**CITY
REGION
DEAL**

Edinburgh
& South East
Scotland

**ANNUAL REPORT
2019-2020**



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EXECUTIVE SUMMARY



Key Achievements



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



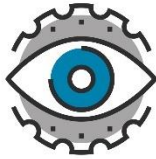
£737m of funding approved for investment by the Joint Committee over the 15-year programme



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



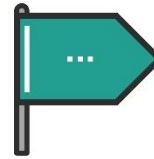
£1.8m committed from the Bus Priority Rapid Deployment fund for bus improvements as lockdown is eased



£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

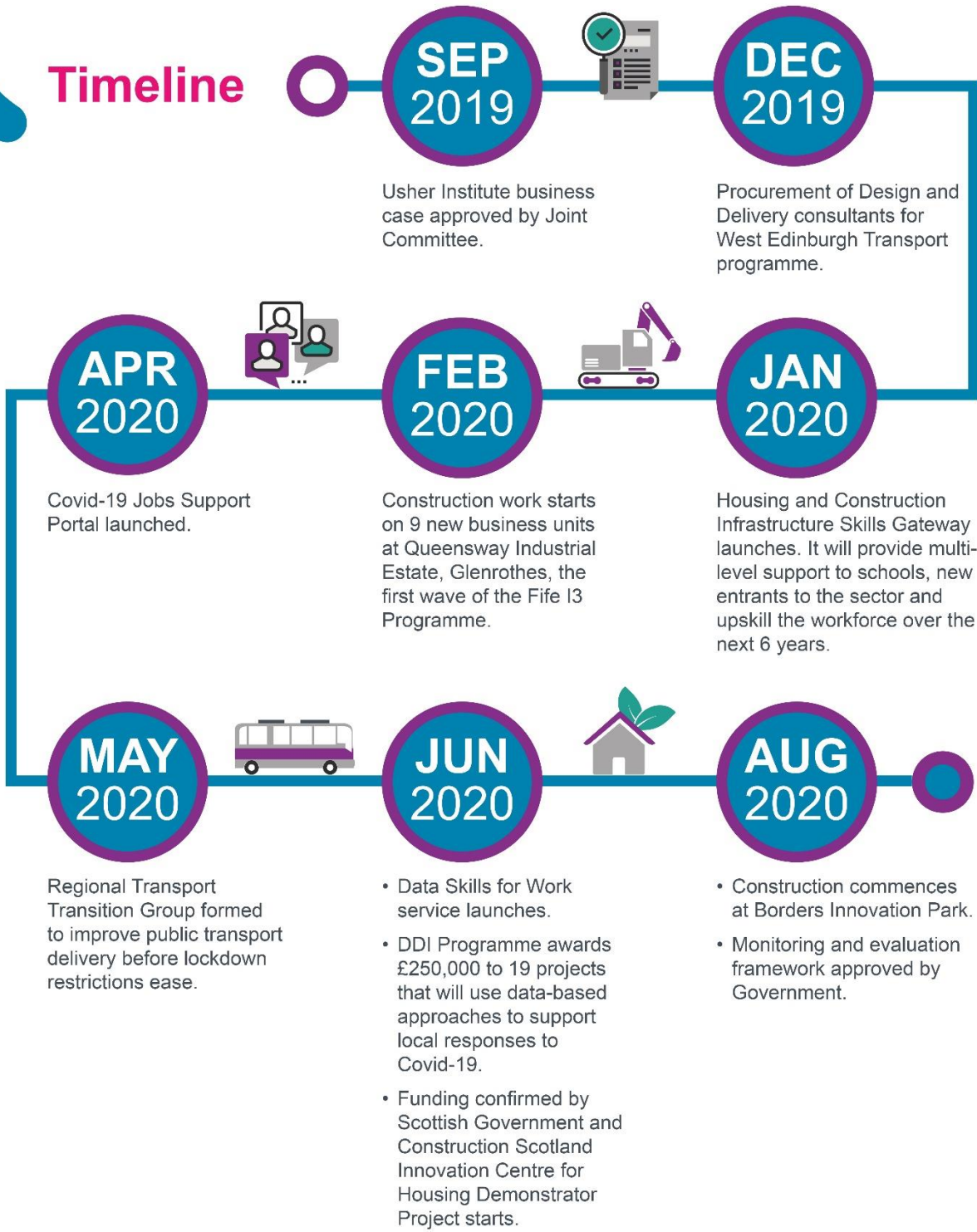


Construction commenced on £49m Fife Industrial Innovation Programme and £29m Borders Innovation Park



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

Timeline



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.

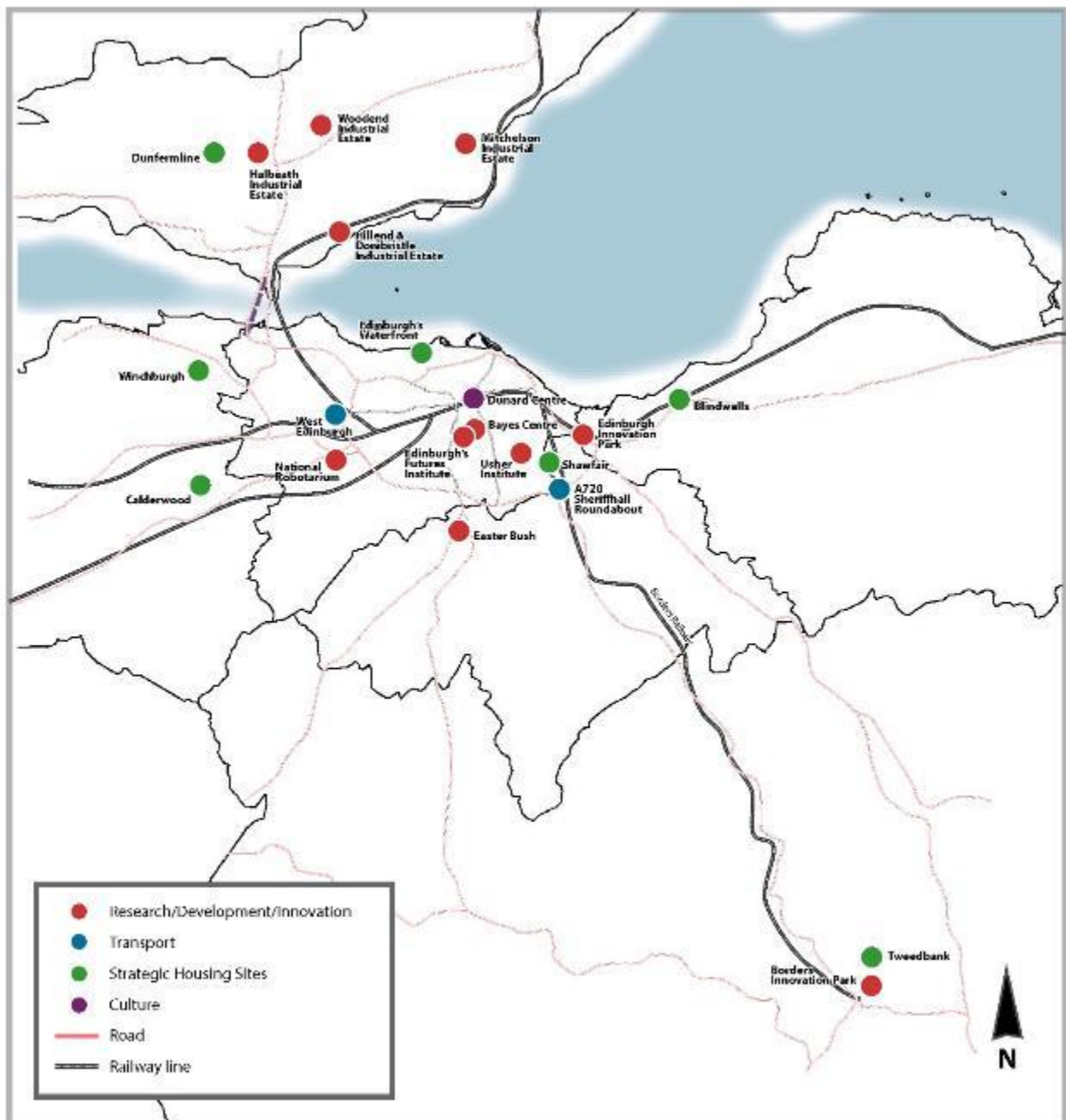
The significance of the work of the Regional Enterprise Council was reflected by Andy Haldane, the Bank of England's Chief Economist, visiting to learn more about our work and that of the City Region Deal. This provided us with a welcome opportunity to highlight the issues facing by those who have not 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	<i>Cross-Regional</i>	Dec 18			
• Integrated Knowledge Systems	<i>Cross-Regional</i>	Jun 19	2. Implement		
• Labour Market Analysis and Evaluation	<i>Cross-Regional</i>	Jun 19	3. Deliver		
• Integrated Employer Engagement	<i>Cross-Regional</i>	Jun 19	2. Implement		
• Intensive Family Support	<i>Cross-Regional</i>	Mar 19	2. Implement		
• Data-Driven Innovation Skills Gateway	<i>Cross-Regional</i>	Mar 19	2. Implement		
• Housing and Construction Infrastructure Skills Gateway	<i>Cross-Regional</i>	Mar 19	2. Implement		
• Workforce Mobility	<i>Cross-Regional</i>	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)

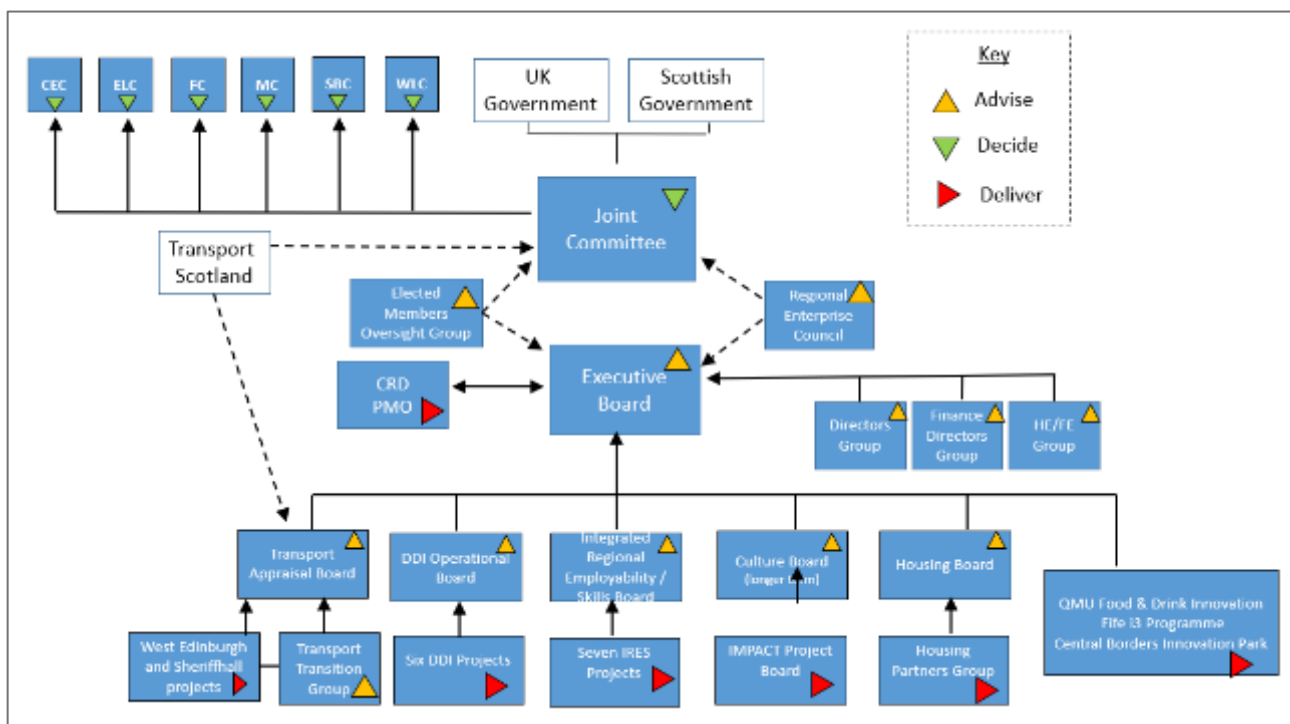
Time and Budget

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)

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 <i>formerly (WCID)</i>	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

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-focused 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

The 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.

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

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.

<p>Financial impacts over the coming years as a result of COVID-19 impacts to budgets and likely worldwide recession.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>

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)

	<ul style="list-style-type: none"> 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	<p>Install Phase 1 IT equipment</p> <p>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.</p>
April 2021	<p>Commission Phase 1 Software and Data Infrastructure</p> <p>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.</p>
June 2021	<p>Deliver the Regional Data Haven</p> <p>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.</p>
Ongoing	<p>Further Expand the IoT Service</p> <p>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:</p> <ul style="list-style-type: none"> 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.

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.



National Robotarium Building (Artist's Impression)

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.

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.

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
<p>Costs are higher than forecast at each stage of the project including:</p> <ul style="list-style-type: none"> • Design stage • Contract tendering stage 	<p>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.</p>

<ul style="list-style-type: none"> Commencement/completion of Food and Drink Innovation Hub and associated infrastructure 	
<p>Lack of Market Demand for Food and Drink Innovation Hub.</p>	<p>Existing Business Development plan for QMU Scottish Centre for Food Development & Innovation.</p> <p>Ongoing evaluation of market demand, particularly around impact of COVID-19.</p> <p>Continued engagement with relevant bodies to promote innovation space and continued reliance on national and local market intelligence including around impact of COVID-19.</p> <p>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.</p>
<p>Operating costs of the Innovation Hub are higher than forecast, resulting in financial loss.</p>	<p>Operating costs will become more definitive as the FBC progresses.</p> <p>Early and continued benchmarking against similar developments UK/locally.</p>
<p>Failure to deliver the operational business plan</p>	<p>Appointment of strong management team.</p> <p>Robust review of operational business plan once final design established.</p>
<p>Onerous Planning Conditions imposed</p>	<p>Early consultation by design team with ELC planning department and neighbouring developers.</p> <p>Strategic site oversight group, incorporating ELC planning, coordinating planning matters.</p>
<p>Inadequate governance results in failure to deliver agreed outcomes</p>	<p>Adherence and continual review of governance structures both internally and externally to ensure oversight and scrutiny of process.</p> <p>Ongoing compliance with monitoring and reporting on the financials and continue to seek appropriate and relevant legal advice where appropriate.</p> <p>Explore and review legal arrangements to ensure that governance is complied with and to support the delivery partners in the respective obligations.</p>
<p>COVID-19 impact on:</p> <ul style="list-style-type: none"> Progression of Full Business Case Financial planning/viability Construction costs Lack of market demand for Food and Drink Innovation Hub 	<p>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.</p>

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.

- 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 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.



New units – Queensway Technology & Business Park, Glenrothes (artist's impression)

Headline Achievements in 2019/20	Next Milestones (2020/21)
Planning Approval for: <ul style="list-style-type: none"> Site servicing at Fife Interchange North, Dunfermline (July 19). New units at Dunnikier Business Park, Kirkcaldy (March 20). 	Q2 20/21: <ul style="list-style-type: none"> 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.	Q4 20/21: <ul style="list-style-type: none"> Completion of build at Flemington Rd, Glenrothes. Acquisition at Fife Interchange North, Dunfermline concluded. Completion of site servicing at Lochgelly.
Acquisition of site at Ridge Way, Dalgety Bay (March 20).	

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.

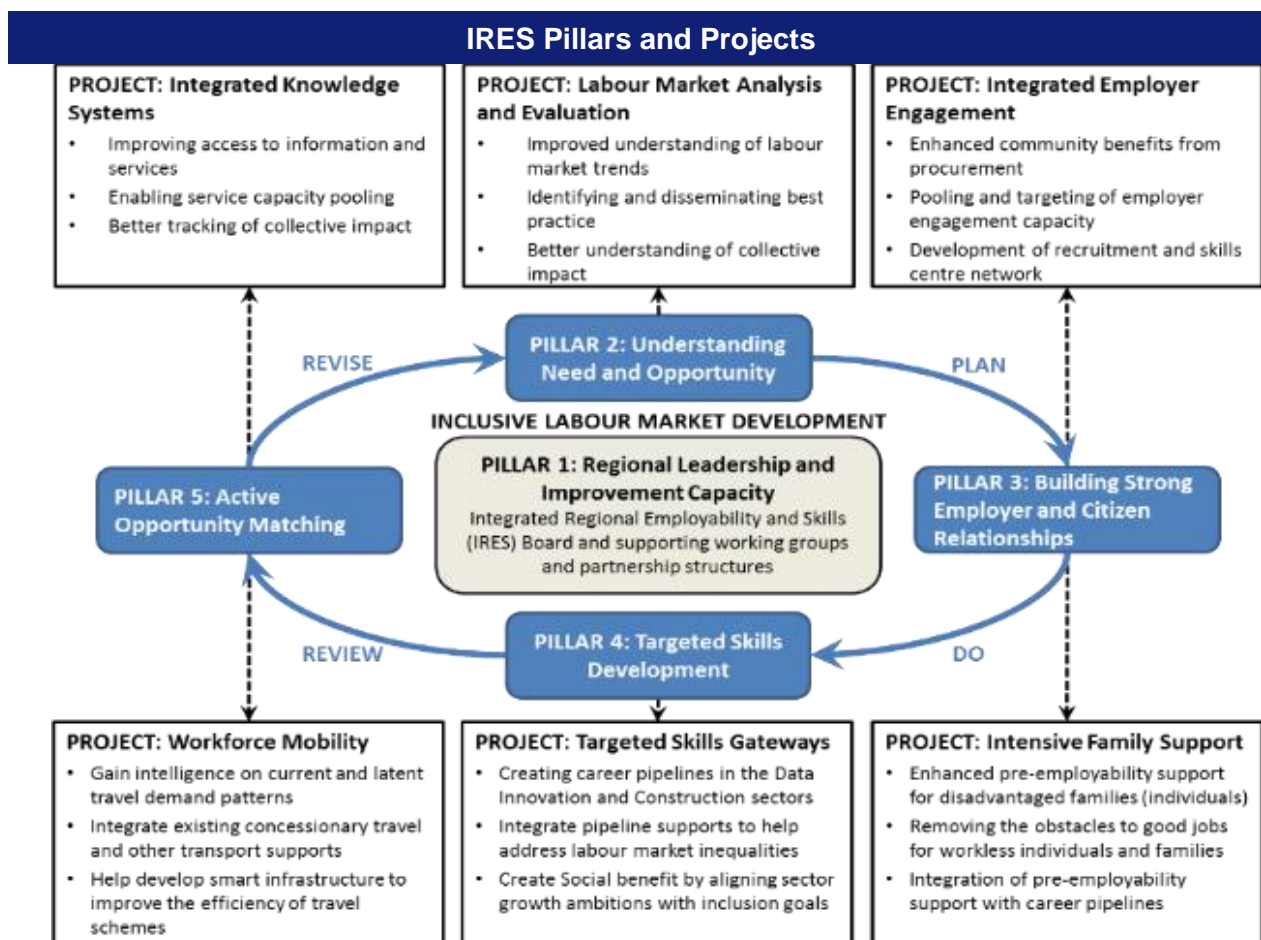
The IRES Board recognise that the scale of intervention planned through the IRES Programme will not be adequate to mitigate the impact of COVID-19 alone, but the programme is providing a strategic direction and a governance framework for wider partnership work. The impact of the pandemic has re-affirmed 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.



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
<p>Programme fit, cohesion, and impact</p> <p>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.</p>	<p>Robust programme management structures in place including Joint Committee and Executive Board providing strong senior level leadership and support of programme goals.</p> <p>Early establishment of an empowered IRES Board with strategic oversight and links to Scottish Government Cities team overseeing developments.</p> <p>Project working groups established to drive development and mainstreaming informed by improved labour market analysis, quarterly, annual and mid-programme evaluations.</p>
<p>Performance and good practice learning</p> <p>IRES is expected to deliver significant inclusive growth impacts across the whole City Region however detailed monitoring frameworks are still being developed.</p> <p>Lack of clear golden thread running from the Benefits Realisation Plan to the IRES programme and onto individual projects.</p>	<p>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.</p> <p>IRES Partnership structures and engagement communication activity will support, capture and disseminate information for mainstreaming learning.</p> <p>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.</p>
<p>Disadvantaged citizens and low-income families</p> <p>Disadvantaged citizens and families do not see tangible long-term benefits from the programme.</p>	<p>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.</p> <p>The Intensive Family Support Service and Workforce Mobility projects prioritize vulnerability and connect into the opportunities being made available in the region.</p>
<p>Availability of finance</p> <p>Impact of Brexit and COVID-19 increasing restraints in public sector funding eroding capacity of partners to fund essential services.</p> <p>Private sector investment and support for inclusion cannot be achieved</p>	<p>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.</p> <p>The costs of the projects will be delivered within the agreed cash envelope with opportunities to lever additional resources being exploited.</p> <p>Stakeholder Engagement Strategy being developed in parallel with the Business Case ensuring alignment with potential investors.</p>
<p>COVID-19</p> <p>Significant economic downturn, leading to increased unemployment and</p>	<p>Work with businesses to support recovery and growth</p> <p>Maximising opportunities for higher skills training in key industry sectors, particularly where jobs are available.</p>

<p>disproportionate impact on those already disadvantaged. Businesses have less employment opportunities and/or reduced capacity to support trainees and in-work learning.</p>	<p>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.</p>
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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).

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.

CASE STUDY NO 2

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.

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 NFP3 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.

<p>Programme underspend due to delays in consultancy work or securing funding.</p>	<p>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.</p>
<p>Cost increases in construction due to external economic factors</p>	<p>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.</p>

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.

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



Visualisations of the non-motorised user facilities included in the proposed scheme

Headline Achievements in 2019 / 2020	Next Milestones
<p>May 2019: Completion of further detailed Ground Investigation works.</p>	<p>Later in 2020:</p> <p>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.</p> <p>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.</p> <p>Progress on the delivery of the scheme itself can only commence when the scheme is</p>
<p>December 2019: Conclusion of the Design Manual for Roads and Bridges (DMRB) Stage 3 Scheme Assessment of the preferred option.</p>	
<p>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.</p>	
<p>January 2020: Statutory process formal consultation period closed, with representations including objections. received to the draft Orders and Environmental Statement.</p>	

<p>Throughout 2020:</p> <p>Continued engagement with the CRD partners on progress and technical scheme developments.</p> <p>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.</p>	<p>approved under the statutory procedures and thereafter a timetable for construction can be determined.</p>
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Key Risks and Mitigations

Risk	Mitigation
<p>The nature and extent of historical mine workings and / or complex ground conditions prove more onerous than identified through extensive detailed ground investigation (GI) works and adversely impact delivery programme and / or scheme cost.</p>	<p>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.</p>
<p>Unresolved representations and objections received to the draft Orders and Environmental Statement adversely impact delivery programme.</p>	<p>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.</p>

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

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

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.



The Edinburgh Living programme continues to build homes for mid-market rent, and is being co-funded by Scottish Government to 2023

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.

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.

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.

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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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.