

**AYRSHIRE ECONOMIC PARTNERSHIP**  
**BOARD MEETING – 19 FEBRUARY 2024**  
**REPORT BY HEAD OF ECONOMIC GROWTH**  
**EAST AYRSHIRE COUNCIL**

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**SUBJECT: AYRSHIRE GROWTH DEAL - PROGRAMME UPDATE**

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**PURPOSE OF REPORT**

1. To advise the Economic Partnership Board members of the progress of the Ayrshire Growth Deal and the development of its component projects as at 31 January 2024 (Appendix 1).

**RECOMMENDATIONS**

2. Agree the content of the report and recommend approval to the AEJC to note:
  - (i) The updates provided in the attached report;
  - (ii) The progress across the Ayrshire Growth Deal Programme; and
  - (iii) Note the outcome of the Annual Conversation and the development of Summary of the Programme Review.
  - (iv) Note the progress made and next steps of the Programme Review 23-24. This includes noting the various work streams which will inform the Review's outcome.

**BACKGROUND**

3. This report is an update on the progress made on the Ayrshire Growth Deal (AGD). It has been prepared in line with the agreed governance structure and its commitment to monitoring and reporting progress across all parts of the Deal's programme on regular basis.
4. A summary of the current status of the programme priorities and the development work associated with individual projects is contained within the progress report attached to this covering report. The report covers progress up to 31 January 2024. Please see Appendix 1). The previous update was reported to the Ayrshire Economic Partnership Board (AEPB), on 16 November 2023, and included progress up to the 31 October 2023.
5. Please note that the reporting period has sought to align as much as possible with the with the financial year's quarters. This report includes progress made in Q3. Timing of this report has been delayed partly due to the Annual Conversation which took place on the 31 January 2024 and the opportunity to update the Board on its outcomes.
6. The report considers the progress made on the Deal at both a programme and project

level. This includes an update on the Red/Amber/Green (RAG) status in regards to meeting milestone timelines, scope, budget and overall progress. Supporting narrative is provided where necessary. (Please see Programme and Project Introductions – Appendix 1).

## MAIN REPORT

7. The overall status for the programme is still remains as 'red'. This reflects the continued challenges project leads are meeting in addressing cost pressures within a fixed budgets.
8. Since last reporting to the Board the PMO in consultation with senior management from the three Ayrshire Councils have undertaken a thorough review of individual projects and the programme as a whole.
9. The Annual Conversation is an annual event with the Government and is a requirement of the Grant Offer Letter. It generally focuses on the Looking Back and Looking Forward on the progress of the Programme. This time around the focus of discussions were on the Programme Review. The principal outcome was that the Government acknowledged that there has been significant challenges with costs pressures, and that the Programme Review provides an opportunity to reinvigorate the Deal and provide a sure footing for its delivery moving forward.

## KEY POINTS

### Programme level

10. In December a formal Letter of intent as prepared by the Partnership was submitted to the Government. It set out the intension of undergoing a midterm review in line the AGD Governance (e.g. Checkpoint Review - para 3.5 Governance Document v15 December 22).
11. The Government confirmed receipt in January 2024 and acknowledged the indicative stages/timetable for the Programme Review 23-24 as set out below:

Pre-emptive review of projects across all three Ayrshire Councils	Summer-Autumn 23
Formalise the Review of the Programme and Capital Projects	Nov-Dec 23
Share direction of travel and provisional proposal with the Government as part of a series of 'conversations' e.g. 'Annual Conversation' on the 31 January 24.	Jan 24
Prepare change management papers with a Programme overview supported by summary of project review papers	Feb 24
Present papers to the Partnership Board and Joint Committee	Early 2024 (ready for the new FY 24/25)

12. Early indications of the Review have identified the need to manage several key elements in order to develop a finalised Revised Programme that is sufficiently robust

and deliverable. Components include review of the:

- Programme and financial management
- Allocation of funds and the potential for reappportionment
- Governance and change management process
- Benefits delivered and what can now be achieved
- Communications of the Deal in terms of managing the Review outcomes and reinvigorating awareness and interest in the Deal.

13. The Review is recognising that there is potential multiple changes across the Programme to manage. In addition there are a number of projects where clarity on the changes needed will not be achieved by the original deadline for finalising the Programme Review (e.g. end of March 24). This is due to a number of dependencies related to specific projects. A robust body of evidence has now been gathered and the PMO with the support of the three Councils are pulling together a Summary profile of the emerging Programme and the changes made. A draft will then be shared with the Government in order to gain their early feedback and be presented to the Partnership Board and Joint Committee for their consideration, in accordance with the AGD Governance.

### Programme Financial Update

14. The latest financial update (January 2023) included in the monthly report provides a spend projection for the programme and individual projects.
15. As previously reported their expected a shortfall between the protected spend and drawdown from the grant allocation for this financial year (2023/24) against the Grant Offer Letter 2023/24. This is principally around significant shortfall for the capital projects such as Spaceport and Commercial Space. Less substantial shortfalls are expected for i3 Flexi Space and CoRE.
16. In terms of the revenue projects there is an expected shortfall in spend and drawdown for Ayrshire Skills Investment Fund due to the lateness in the project gaining FBC approval, and Community Wealth Building where the project is now expected to run for an additional year. Working for a Healthy Economy is the only project where the spend profile matches expectations. Please see details below:

Capital Projects	Grant Offer Letter 23/24 (£m)	Projections As at P9 return (Dec 23) (£m)	Differences (£m)
Spaceport	2.855	0	-2.855
Commercial Space	17.689	1.350	-16.339
i3 Flexi Space	2.339	1.440	-0.899
CoRE	0.300	0	-0.300
<b>TOTAL</b>	<b>23.184</b>	<b>2.790</b>	<b>-20.393</b>

Revenue Projects	Grant Offer Letter 23/24	Projections As at P9 return (Dec 23) (£m)	Differences
Working for Healthy Economy	0.703	0.703	0
Ayrshire Skills Investment Fund	0.850	0.159	-0.691
Community Wealth Building	1.073	1.032	-0.041
<b>TOTAL</b>	<b>2.626</b>	<b>1.895</b>	<b>-0.732</b>

17. As a total the Programme is expected to drawdown £4.685m as opposed to £25.810m, a potential drop of £21.125m. Further details of the current financial position is set out in paragraphs 32-35.
18. In addition and in accordance with the Grant Offer Letter conditions, the PMO is in the process of preparing the Bi-annual Return which needs to be submitted to the Government by the end of February 2024. This Return will be used to inform the forthcoming Grant Offer Letter 24-25 which will set out the expected drawdowns from the Government funds during the new financial year. Projects which are likely to but yet to be confirmed, be drawing down on funds include the three revenue projects (Community Wealth Buildings; Working for Healthy Economy; and Ayrshire Skills Investment Fund), the two i3 capital projects (Flexi Space and DPMC); and new for the Programme, phases of the Great Harbour project; the combined AMIC and AEP; and CoRE.

### Project level

19. Project leads continue to meeting the challenges of developing and delivering projects. For example the following activities and milestones have been achieved since reporting the Board last:
20. **Maritime Tourism** – a Programme Business Case (PBC) has been submitted to the Governments for their consideration and approval. If approved, then there is an expectation that OBCs for the Cumbrae and Arran phases will soon follow (e.g. April 24 and June 24 respectively). In tandem a change request has been submitted to the PMO that sets out changes to the project which are principally focused on the removal of Ardrossan as a phase and reduction in Government funding. Details of the changes are set out in the submitted PBC.
21. **AMIC/AEP** – via the PMO a paper setting out the changes to the AMIC and AEP project have been submitted to the Government for their consideration. This includes details of the colocation of the two projects at Moorfield and this forming the Ayrshire

Innovation Park, west of Kilmarnock, and aligning their development and delivery. Once support had been received an OBC will be submitted to the Government (target date April 24), followed by three FBCs covering the combined infrastructure, AMIC and AEP constructions.

22. **Digital (Subsea Cable & Infrastructure)** - following approval by the AEJC on 20 November 2023 to de-scoping of the Subsea Cable and Infill projects from the AGD programme and approve Option 5b 'Building Digital Capital as a new project, a formal change request has been submitted to the PMO to finalise the change, and to support the development details of the new project. Target date for finalising the details and presenting to the Board and gain approval from the AEJC is March 24. This includes details on the reallocation of the £14m budget and identification of the existing AGD sites that will contribute to the Building Digital Capital across Ayrshire.
23. **Ayrshire Skills Investment Fund** – following approval of the FBC in August 23 the implementation of the project has progressed. However due to the timing of the FBC approval the original financial profile has to be amended due to a reduction in expected drawdown for this financial year 23/24 (e.g. from £850k to £163k). In response the change proposes an increase in the last year (27/28 from £180k to £739k) to compensate. The Government has accepted the change.
24. In addition there are projects that are now 'red' in status from the perspective of scope, budget, and overall position.

Scope Issues - 'Red' status	Budgetary Issues - 'Red' status	Overall - 'Red' Status
Digital	ASTAC	Spaceport
	Spaceport	Digital
	Commercial Space	
	Digital	

25. Project that still retain an **Overall** 'red' status as follows:
26. **Spaceport** – extensive discussions between SAC, SE, SG and UKG have taken place in light of the significant complex challenges for the delivery of the project. At present further consideration is being given to how the project can be delivered in response to cost pressures, limited funding/budget, legal barriers, and clarification on an appropriate operational model.
27. **Digital Programme** – As highlighted above following approval by the AEJC to the development of a new project 'Building Digital Capital' details are being developed. It is expected this outcome of this approach will de-risk the project.
28. Other highlights include:
  - **ASTAC** – a partnership between SAC, Ayrshire College and GPA has been established which is working towards developing a deliverable project in response to budgetary constraints. Target date for an OBC to be submitted is

April 24.

- **Commercial Space** – Delays on the continued delivery of the project remains due to the need to confirm funding arrangements. A deadline of the end of March 24 has been identified where clarification on the future direction of the project will be made.

29. Projects in delivery are; Community Wealth Building, Working for Healthy Economy, Ayrshire Skills Investment Fund, Commercial Space, i3 Flexi Space (Phase 1) and i3 DPMC (Phase 1).

#### **COMMUNICATION UPDATE**

30. In line with the AGD Communication Action Plan please find attached (in Appendix 2) a copy of communication and engagement activity for all projects in the programme. This includes Q2 Review of past activities and Q3 planned activities.

#### **IMPLICATIONS**

31. Eight implications have been considered in the preparation of this report.

<b>Implications</b>	<b>Yes</b>	<b>No</b>	<b>Paragraph number in report</b>
1. Policy/Strategic Planning		No	
2. Governance/Legal	Yes		Para 32
3. Human Resources		No	
4. Equality and Fairer Scotland Duty	Yes		Para 33
5. Financial	Yes		Para 34-37
6. Risk	Yes		Para 38-39
7. Community Wealth Building		No	
8. Net Zero		No	

#### **LEGAL IMPLICAITONS**

32. The legal implications arising from this report are covered through the Agreement between Ayrshire's councils and the Governance Document which was revised and approved at the Joint Committee meeting on 8 December 2022.

#### **EQUALITY IMPACT ASSESSMENT**

33. There is no equalities impact relating to this report. Inclusion is a key driver for the AGD. Project Leads will be required to complete an Equality Impact Assessment for their project and append to the associated business case. Project Leads have received Equality Impact Assessment training organised by the Scottish Government. Project Leads are being encouraged by the PMO to link up as soon as possible with their Equalities Officer within their authority who will be able to assist with this matter.

## **FINANCIAL IMPLICATIONS**

34. The financial implications arising from this report are covered through the Financial Plan approved at the Joint Committee meeting on 26 June 2023. The overall cumulative total of Grant claimed for the Deal to date is £13.157m.
35. The tenth claim since Deal signing (in the financial year 23/24 Qtr3) has been made to the Scottish Government for c.£1.132m which is made up of expenditure associated with the Community Wealth Building, Working for a Healthy Economy, Ayrshire Skills Investment Fund, Commercial Space and i3 Flexible Space. All claims made to date have been processed by Government and payment received. The financial position statement for December 2023 within the progress includes the Q3 claim. (Appendix 1).
36. At the time of preparing this paper the forecast drawdown reported to Scottish Government for P9 2023/24 amounts to £4.685m, an anticipated decrease of £21.125m for the year compared to a budget of £25.810 million. Projects are, however, demonstrating commitment and incurring costs developing projects, with evidence of £11.103m having been spent by councils to date ahead of project business cases being approved. Once approval of the relevant business cases has been received from government and the Joint Committee, the relevant costs will be claimed back from government.
37. Please note all capital and revenue project costs are being monitored and discussed with regional partners, UK and Scottish governments.

## **RISK IMPLICATIONS**

38. Strategic and operational risk registers continue to be developed, reviewed and updated for the AGD Programme. This is being undertaken by the PMO with the support of EAC audit. The Programme Risk Register has been updated in accordance with the commitment to be reviewed every quarter as approved by the AEJC on 26 June 2023. Details of the latest update is considered elsewhere on the agenda.
39. In addition the risk registers for each project which are updated on a monthly basis and reflected in the attached summary update (Please see Appendix 1).

## **APPENDICES**

Appendix 1: Ayrshire Growth Deal Update of Programme and Projects

Appendix 2: Annual Performance Report (Outline) Ayrshire Growth Deal – Q3 Oct-Dec 23)

### **Background Papers:**

[Heads of Terms](#), signed by both the UK and Scottish Governments and Ayrshire's Councils on 8 March 2019

[Deal Document](#), signed by both the UK and Scottish Governments and Ayrshire's Councils on 19 November 2020

**Members requiring further information should contact:**

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## **Appendix 1**

### **Ayrshire Growth Deal Update of Programme and Projects**

# AYRSHIRE GROWTH DEAL

## Monthly Report - 31 January 2024



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**AYRSHIRE**  
**GROWTH DEAL**

## Programme Updates - Guidance (Milestones)



RAG Status	Programme Milestone Timeline Status	Overall	Action Required
Red	Delay to delivery timeline of key milestone having a negative impact on programme	One or more milestones are RED	Immediate action required by senior management and relevant Boards as appropriate to address issues
Amber	Milestone slipping against planned date but not expected to impact delivery of the programme	No milestones are highlighted RED but at least one is AMBER	Management action is in place by PMO and/or senior management to address issues
Green	On track to deliver milestone on time or early	All milestones are GREEN	No management action required
Complete	Milestone delivered	n/a	No management action required

Status against milestone timeline set out in Implementation Plan  
Milestones – current financial year and next financial year

## Programme Updates - Guidance (Risks)

This table illustrates the conversion of AGD RAG Status to Scottish Government RAG Status

Source	GREEN	AMBER		RED	N/A
Ayrshire Growth Deal RAG Guidance Note	with an AGD risk register score of between 0-3	with an AGD risk register score of between 4-9	with an AGD risk register score of between 10-14	with an AGD risk register score of between 15-25	N/A
Source	GREEN	AMBER/GREEN	AMBER/RED	RED	N/A
Scottish Government Guidance	Successful delivery appears highly likely with regard to time, cost and quality and there are no major outstanding issues that at this stage appear to significantly threaten progress	Successful delivery appears probable however attention will be needed in certain areas to ensure risks do not develop into major issues that will threaten delivery	Successful delivery appears possible, but issues already exist that require serious attention. These appear resolvable at this stage, but further action is required	Successful delivery is in serious doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed	Not listed on previous Quarter

Programme Dashboard – 31 January 2024

Overall Status Last Period	Overall Status This Period

Programme Milestones

Programme & Upcoming Programme Milestones	Target Date	RAG
Grant Offer Letter for 2023/24 received and agreed	30-Jun-23	Complete
2023 Annual Review of Deal documentation approved (Implementation Plan, Financial Plan, Governance Document, Communications Protocol)	30-Jun-23	Complete
Review overarching Monitoring & Evaluation Framework	30-Jul-23	Red
Update Benefits Realisation Plan and progress on performance (every March)	31-Mar-24	Green
Review and update Change Management Process - draft and approve Supplementary Advice Note 1	30-Jul-23	Red
Review and update Business Case process with a focus on Full business Case requirements - draft and approve Supplementary Advice Note 2	31-Aug-23	Red
Review and update Subsidy Control requirements for the AGD - draft and approve Supplementary Advice Note 3	31-Aug-23	Red
Review and update AGD web site programme and project details	30-Sep-23	Red
Key project interdependencies articulated	31-Mar-24	Green
Annual Conversation (2022/23)	31-Jan-24	Green
Annual Performance Report approved and published (2022/23)	28-Feb-24	Green
Submission of statement of compliance with conditions of grant (2023/24)	30-Apr-24	Green

Financial Summary

Total AGD Grant £'000	AGD Grant Drawdown to Date £'000	%age of total AGD Grant	2023/24 AGD Grant Allocation £'000	2023/24 Grant Drawdown £'000
251,500	13,157	5.23%	25,810	2,573

Programme Top Risks

Risk	Likelihood	Impact	AGD Status	SG Status	Mitigating Action - UPDATE TO ALIGN WITH IMPLEMENTATION PLAN
Failure to achieve AGD programme objectives within agreed budget	4	4	Red	Red	The Regional Economic Joint Committee, Regional Economic Partnership, AGD Steering Group in place to monitor progress and to address any weaknesses or issues that could impact on overall delivery. PMO developing monitoring and evaluation processes to ensure overall objectives are captured and any project failing to achieve and contribute to these is flagged and issues addressed as quickly as possible. This includes responding to increasing costs of general capital works within the context of the original funding made available by the Government in 2019. Leading to potential to review risks where evidence suggests insufficient funding to undertake and complete projects in line with expected outcomes. PMO are working with Partners in undertaking a Checklist Review of the Programme in line with the AGD Governance. PMO undertake ongoing environmental analysis to ensure programme objectives are relevant/valid as well as maximised where relevant and new benefits identified when materialising. Internal governance include regular reviews undertaken by PMO with input from SROs, Project Leads and Chief Executives to ensure AGD programme objective are met.
Failure to provide accurate projections for programme spend	4	4	Red	Red	Issues will be escalated to CEOs, Regional Economic Partnership and Regional Economic Joint Committee as appropriate. PMO working with Partners in undertaking a programme midterm Checkpoint Review in order to clarify accurate projections for project and programme spend and delivery. The Implementation Plan and Financial Plan have been updated to take account of the compressed funding. Project Leads have sought to address delays in gaining approved FBCs, by undertaking reviews of projects to fit existing budgets, which are shared with Finance Directors, the government and wider partners. Revised project mitigation measures seek to demonstrate how inflationary pressures will be managed. Business Case process monitored to ensure streamlined pathway to approval enabling projects to achieve FBC as quickly as possible to reach project delivery and clarity on expected spend. PMO will regularly review, challenge and agree financial profiling/phasing with Project Leads, SROs and Finance Directors and ensure drawdown projections align with delivery timescales. OBCs/FBCs include an optimism bias factor as per Treasury Green Book and AGD Governance document. Inflationary factor addressed through project reviews e.g. re-scoping, phasing and reviewing benefits
Failure to drawdown full AGD funding	4	4	Red	Red	PMO will regularly review, challenge and agree financial profiling/phasing with Project Leads, SROs and Finance Directors and ensure drawdown projections align with delivery timescales. This includes PMO working with Project Leads, SRO's and S95's to ensure projects can be realised and help with change processes where necessary; and undertaking effective communication with Governments to ensure projects can be realised. PMO working with Partners in undertaking a programme midterm Checkpoint Review in order to clarify accurate projections for project and programme drawdown on AGD funding. Achieve business case approval in line with latest Deal Implementation Plan, and AGD Governance document and, Finance guidance. Annual review of Financial Plan and Implementation Plan. The Scottish Government's financial reporting requirements will be implemented. Pivot projects proactively where possible in line with need and opportunity. Internal procedures, financial controls and processes in place to mitigate this risk
Delays in development and approval of business cases	4	4	Red	Red	Undertake focused engagement with SG and UKG in order to help ensure SBC, OBC and/or FBC comply with the Treasury Green Book and gain approval pin line with AGD governance. PMO working closely with Project Leads and Policy Leads within UK and Scottish Governments to support business case development and approval to an agreed timeline. This includes exploring a streamlined change process (pre-FBC) particularly where budget constraints are sole driver of change. In addition as part of a programme midterm Checkpoint Review, reschedule business case timescale for development and delivery. Project Leads have received Green Book business case training. Project Leads' toolkit in place. Other partners assisting in developing business cases where capacity is low
Lack of resources in PMO	3	3	Yellow	Yellow	A permanent PMO structure is in place with all posts about to be filled, once recruitment has been completed. The PMO is being supported by colleagues in each of the Councils in a number of work streams. PMO is undertaking a review of capacity and skill sets in response to the changing requirements of the Office.
Potential impact of international events upon cost of living crisis and economic prosperity of Ayrshire	4	4	Red	Red	Regular engagement with Project Leads to highlight any risks well in advance, so that the PMO can raise with government, Regional Economic Partnership and Regional Economic Joint Committee as appropriate. PMO working with Partners in undertaking a programme midterm Checkpoint Review in response to the impact of costs pressures upon the delivery of the Programme. Regular review via monthly reports of outputs and timelines for business cases at every stage of development in the light of external events. Continued monitoring of external environment and government relations. Regional Economic Strategy approved in early 2023 and be supported by an emerging action plan. Regional Economic Partnership will provide voice for Ayrshire to press the case for government intervention investment. Incentives and other forms of assistance to complement the AGD and stimulate greater economic activity. Current change management process to be reviewed with both governments and partners. Regional Skills Investment Plan developed, with a focus on its implementation via Ayrshire Skills Group. Robust data analysis shared amongst key partners and stakeholders to reach common understanding of local economic conditions, leading to early identification of real threats and opportunities - achieving consensus with partners and stakeholders on strategic objectives for inclusive and sustainable economic growth, with effective action planning and monitoring. PMO co-ordinated evidence across Deals and submitted collective case via the Implementation Plan update to both governments setting out impact of increased costs or reduced the scope/outputs and time delivery if costs not met. PMO developing a baseline approach to FBC which will be shared with both governments and partners.





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AGD PROJECTS - COMPLETE	Total Project Budget £'000	Government Grant Funding £'000	Government Grant Claimed to date £'000	Total Expenditure 17/18 to 20/21 £'000
HALO	9,000	7,000	7,000	10,524
	<b>9,000</b>	<b>7,000</b>	<b>7,000</b>	<b>10,524</b>

FINANCIAL POSITION STATEMENT	
FINANCE YEAR	2023/24
QUARTER	3
MONTH	Dec-23

AGD PROJECTS - EXPECTED FBC/APPROVED FBC IN 2023/24 ~ GRANT OFFER LETTER	Total Project Budget £'000	Government Grant Funding £'000	Government Grant Claimed to 31 Mar 23 £'000	Total Expenditure 17/18 to 22/23 £'000	Total Expenditure 23/24 YTD £'000
Spaceport Infrastructure	23,000	23,000	0	2,856	351
Commercial Space - Prestwick - Industrial & Hangar	29,000	22,000	825	1,160	1,245
i3 Flexible Business Space	15,000	11,000	307	545	0
Community Renewable Energy Project (CoRE)	24,500	17,000	0	976	282
Working for a Healthy Economy	5,000	5,000	1,118	1,118	469
Ayrshire Skills Investment Fund	3,500	3,500	0	0	15
Community Wealth Building Fund	3,000	3,000	1,335	1,335	577
	<b>103,000</b>	<b>84,500</b>	<b>3,584</b>	<b>7,985</b>	<b>2,936</b>

Government Grant 2023/24 £'000						
Grant Allocation TBC	Grant Claimed Q1	Grant Claimed Q2	Grant Claimed Q3	Grant Claimed Q4	Total Grant Claimed YTD	Remaining Grant Available to Claim in year
2,856	0	0	0	0	0	2,856
17,690	0	734	500	0	1,234	16,460
2,339	65	0	0	0	74	2,265
300	0	0	208	0	208	92
700	117	17	176	0	466	234
850	0	0	15	0	15	835
1,073	113	23	233	0	577	496
<b>25,810</b>	<b>295</b>	<b>1,144</b>	<b>1,132</b>	<b>0</b>	<b>2,572</b>	<b>23,238</b>

AGD PROJECTS - FUTURE	Total Project Budget £'000	Government Grant Funding £'000	Government Grant Claimed to 31 Mar 23 £'000	Total Expenditure 17/18 to 22/23 £'000	Total Expenditure 23/24 YTD £'000
Aerospace & Space Technology Application Centre (ASTAC)	11,000	5,000	0	728	0
Prestwick Infrastructure - Roads	17,000	12,000	0	472	24
Ayrshire Engineering Park (Moorfield)	16,000	12,000	0	826	46
Ayrshire Manufacturing Investment Corridor (AMIC)	23,500	23,500	0	390	31
i3 Digital Processing Manufacturing Centre	6,000	5,000	0	245	30
Hunterston Strategic Development Area	18,000	18,000	0	192	11
International Marine Science & Environmental Centre (IMSE)	10,500	6,500	0	134	12
The Great Harbour, Irvine Harbourside & Ardeer	14,000	9,000	0	460	170
Marine Tourism	9,500	9,500	0	412	48
Digital Infrastructure & Subsea Cable	14,000	14,000	0	76	30
	<b>139,500</b>	<b>114,500</b>	<b>0</b>	<b>3,934</b>	<b>401</b>
<b>AGD TOTAL</b>	<b>251,500</b>	<b>206,000</b>	<b>10,584</b>	<b>22,447</b>	<b>3,337</b>

## Project Updates - Guidance



Project Stages	Stage Definition		Project Stages	Stage Definition	
Define - SBC	Establishing the strategic context for the spending proposal		Implement	Business case has been approved by Joint Committee, and is being implemented	
Define - OBC	Establishing the preferred option		Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives	
Define - FBC	OBC approved by government, securing delivery plans and finalising detailed costing		Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period	
RAG Status	Programme Milestone Timeline Status	Project Scope Status	Project Budget Status	Overall	Action Required
Red	Delay to delivery timeline of key milestone having a negative impact on project completion date	Significant change in scope expected, with no change request in process	There are projected or actual adverse variances with recovery plan to be established	One or more milestone, scope or budget indicators are RED	Immediate action required by senior management and relevant Boards as appropriate to address issues
Amber	Key milestone missed or projected to miss against planned date but not expected to negatively impact the original project completion date	Likely to be minor changes in scope within agreed business case OR scope is still developing OR significant change request not yet approved	There are projected or actual adverse variances, however a recovery plan is in place	No milestone, scope or budget indicators are RED but at least one is AMBER	Management action is in place by PMO and/or senior management to address issues
Green	On track to deliver milestone on time or early	Scope has been set and on plan with agreed business case AND/OR formal change request approved	There are no actual or projected variances	All milestone, scope and budget indicators are GREEN	No management action required
Complete	Milestone delivered	Project complete and all items in scope delivered	Financial transactions relating to project have been settled	If all the milestone, cost, scope and benefits realisation indicators are complete	No management action required
Future	N/A	N/A	Business Case more than one year away from submission	n/a	No management action required

Milestones – current financial year and next financial year

PMO = Programme Management Office

SBC = Strategic Business Case

OBC = Outline Business Case

FBC = Full Business Case

## Project Updates - Guidance (Risks)

This table illustrates the conversion of AGD RAG Status to Scottish Government RAG Status

Source	GREEN	AMBER		RED	N/A
Ayrshire Growth Deal RAG Guidance Note	with an AGD risk register score of between 0-3	with an AGD risk register score of between 4-9	with an AGD risk register score of between 10-14	with an AGD risk register score of between 15-25	N/A
	GREEN	AMBER/GREEN	AMBER/RED	RED	N/A
Scottish Government Guidance	Successful delivery appears highly likely with regard to time, cost and quality and there are no major outstanding issues that at this stage appear to significantly threaten progress	Successful delivery appears probable however attention will be needed in certain areas to ensure risks do not develop into major issues that will threaten delivery	Successful delivery appears possible, but issues already exist that require serious attention. These appear resolvable at this stage, but further action is required	Successful delivery is in serious doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed	Not listed in previous Quarter

## Programme Summary – 31 January 2024



Project Name	OBC Date	OBC RAG	FBC Date	FBC RAG	Project Scope Status	Project Budget Status	Project Overall Status
Aerospace and Space Technology Application Centre	01/12/2023	Red	02/08/2024	Amber	Amber	Red	Amber
Spaceport Infrastructure	30/10/2021	Complete	30/09/2023	Red	Green	Red	Red
Prestwick Commercial Build	30/08/2021	Complete	08/09/2022	Complete	Amber	Red	Red
Prestwick Roads	28/02/2024	RED	31/05/2024	RED	Amber	Amber	Amber
Ayrshire Engineering Park (Moorfield)	30/09/2023	Red	10/06/2024	Green	Amber	Amber	Amber
Ayrshire Manufacturing Investment Corridor	30/10/2023	Red	10/06/2024	Green	Green	Amber	Amber
i3 Flexible Business Space	30/05/2021	Complete	30/09/2022	Complete	Green	Amber	Amber
i3 Digital Processing Manufacturing Centre	31/05/2022	Complete	30/06/2022	Complete	Green	Amber	Amber
HALO	31/05/2022	Complete	30/06/2022	Complete	Complete	Complete	Complete
Community Renewable Energy	31/05/2022	Complete	30/04/2024	Amber	Amber	Amber	Amber
Hunterston	30/06/2024	Green	28/02/2026	Green	Amber	Green	Amber
International Marine Science & Environmental Centre	30/06/2024	Green	28/02/2026	Green	Amber	Amber	Amber
Great Harbour	25/06/2021	Complete	31/03/2024	Green	Amber	Amber	Green
Marine Tourism	31/12/2023	Amber	30/03/2026	Amber	Amber	Amber	Amber
Digital Infrastructure & Subsea Cable	tbc	under rescope	tbc	under rescope	Red	Red	Red
Ayrshire Skills Investment Fund	30/04/2023	Complete	07/08/2023	Complete	Green	Green	Green
Working for Healthy Economy	19/02/2021	Complete	22/02/2021	Complete	Green	Green	Green
Community Wealth Building	12/02/2021	Complete	22/02/2021	Complete	Green	Green	Green

**Project Updates – Space and Aerospace Programme 31 January 2024**



Project Name	Project Lead	Senior Responsible Officer
Aerospace & Space Technology Application Centre	George Hunter	Louise Reid
Spaceport Infrastructure	Derek Yuille	
Commercial Build	Derek Yuille	
Prestwick Infrastructure Roads (Phase 1)	Kevin Braidwood	





## Aerospace and Space Technology Application Centre



Jan

**Project Overall Status**

2024

Amber

### Project Update

<b>Project Scope Status</b>	Amber	<b>Project Budget Status</b>	Red
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**Monthly update - provide narrative** **Project Lead: George Hunter**

Review of the ASTAC underway with a new concept being developed in partnership with Ayrshire College and GPA to help move the project forward (e.g. integration of partner ambitions of Ayrshire Colleges Aviation Institute with GPA's Technology Hub). Ayrshire College developing a business case with SAC in order to inform options which were considered by Senior Management in December 23. Preferred option is integration of ASTAC, Tech Hub and SAI. Letter of support being prepared by GPA to allow for continued collaboration with Ayrshire College and SAC.

### Project Targets



Business Cases	Target date	Status	Benefits Realisation (top 5 deliverables)	Target	Actual
OBC	01/12/2023	Red	AGD/O/1 - New Jobs Created (Direct and Indirect)	tbc	tbc
FBC	02/08/2024	Amber	AGD/O/2 - Construction jobs created	tbc	tbc
Phases	Target date		AGD/O/9 - Business Space Created	tbc	tbc
Phases	Target date		AGD/O/13 - Visitors	tbc	tbc
Phases	Target date		AGD/O/14 - SME's Supported	tbc	tbc

### Progress Update (top priority milestones as per current Implementation Plan)

Milestone	Due date	Milestone status	Milestone	Due date	Milestone status
OBC Submitted to Government	01/12/2023	Red	Completion of Phase 2	30/10/2029	Amber
Develop local partnership delivery model	01/12/2023	Red	Final financial drawdown	31/03/2030	Amber
Complete final project design and procurement documentation	02/08/2024	Amber			
FBC approved by Joint Committee	02/08/2024	Amber			
Hand-over (Phase 1) to operational organisation	23/10/2026	Amber			

### Project Risks (top 5 risks and their status will be included in the monthly report)

Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)
A Viable and Sustainable Operational Funding (OPEX) model not achieved	5	4	20	Red	Red	<ul style="list-style-type: none"> <li>Review existing models (UK- HIE/Perth College)</li> <li>Consultation Scottish Funding Council on academic funding support (OPEX)</li> <li>Consultation and developing model with Ayrshire College</li> </ul>	31/03/2024
Site for the ASTAC Facility not secured within GPA Estate offering airside access/scale/offside access on acceptable terms	5	4	20	Red	Red	<ul style="list-style-type: none"> <li>Secure early dialogue with Glasgow Prestwick Airport. Identify ASTAC spatial Needs. Review options. New option presented to GPA/AC on 20.12.23. Slide Presentation of conceptual Plan for ASTAC Campus. GPA expressed strong support from Director/Leadership Team. Positive response GPA albeit concerns until see HoT's</li> </ul>	31/03/2024
ASTAC capital costs (CAPEX) exceed ASTAC approved budgets and other funding not available	4	4	16	Red	Red	<ul style="list-style-type: none"> <li>Complete early assessment of CAPEX costs and Prestwick build costs. Ensure adequate OB provision. Make allowances for fees/legals inflation</li> </ul>	31/03/2024
Securing agreements and approvals requires additional time and programme delayed	4	4	16	Red	Red	<ul style="list-style-type: none"> <li>Develop Programme with Steering Group. Align SAC and AC resources. Secure early SAC agreements and internal reporting. Stronger proposition if project links SAC/-AGD with AC/ GPA. Tripartite agreements required. Board Approvals. Increased dependencies and partner bespoke risks</li> </ul>	31/03/2024
GPA lease costs not affordable within AC business case.	5	3	15	Red	Red	<ul style="list-style-type: none"> <li>Review with AC/Development of OBC and confirmation of costs/affordability</li> </ul>	31/03/2024

	Spaceport Infrastructure					Jan	Project Overall Status	
						2024	Red	
<b>Project Update</b>								
Project Scope Status		Green		Project Budget Status		Red		
Monthly update - provide narrative				Project Lead: Derek Yuille				
Reported to Partnership Board on 4th December 2023 to highlight the risks and issues and ask partners to consider the feasibility of the spaceport project and whether it offers value for money under the terms of the Ayrshire Growth Deal. The Board endorsed the issues raised. A report will now be submitted to Joint Committee on 19th February 2024.								
<b>Project Targets</b>								
Business Cases		Target date	Status	Benefits Realisation (top 5 deliverables)			Target	Actual
OBC		30/10/2021	Complete	AGD/O/1 - New Jobs Created (Direct and Indirect)			10	tbc
FBC		30/09/2023	Red	AGD/O/2 - Constructon Jobs Created			135	tbc
Phases		Target date		AGD/O/9 - Business Space Created			3200 sqm	tbc
Phases		Target date					Target	tbc
Phases		Target date					Target	tbc
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>								
Milestone		Due date	Milestone status	Milestone			Due date	Milestone status
RIBA Stage 3		30/04/2023	Red	Airspace change agreed			31/03/2024	Red
Heads of Terms agreed to purchase land		20/06/2023	Red	LSO/LSP/Range Licence requirements for first launch			30/11/2024	Red
FBC approved by Joint Committee		30/09/2023	Red	Spaceport infrastructure complete			30/11/2024	Red
Construction Start		01/11/2023	Red	First Commercial Launch			31/01/2025	Red
Safety Case		31/03/2024	Red	Full project completed/final drawdown			31/03/2026	Red
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>								
Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)	
Risk that project does not comply with new subsidy control rules	5	5	25	Red	Red	The Council and SE will require to obtain legal advice from a subsidy control perspective on any proposed arrangements	29/03/2024	
Requirement from Scottish Government to redraft original OBC due to increases in costs and delivery model	5	5	25	Red	Red	Discussion with delivery partners to identify ownership of work and who will cover the additional costs	31/12/2024	
Failure to agree operating arrangement for Spaceport	5	5	25	Red	Red	Avison Young have proposed Spaceport leasing and operating proposals for SAC and the Spaceport Launch Service Operator Glasgow Prestwick Airport, however an agreement has yet to be reached that complies with AGD capital funding requirements, local authority operating legislation and that mitigates any financial and legal risks the Council may be exposed to where the Council has ongoing responsibility for the Spaceport asset.	31/12/2024	
Failure to obtain FBC approval	5	5	25	Red	Red	A Full Business Case for the Spaceport requires the following to be in place: i) an agreement or Heads of Terms over the land with confirmed budget source; ii) a costed deliverable infrastructure scheme with budget in place and iii) an agreement or Heads of Terms on the operating arrangement for the asset between the proposed owner of the asset, and the Launch Service Operator (LSO) Glasgow Prestwick Operator	31/12/2024	
The model SE use to acquire land for spaceport may require a lease arrangement with SAC.	5	5	25	Red	Red	The land acquisition/lease payments are not funded by AGD and the Council are not in a position to enter any borrowing arrangements to fund this	31/12/2024	
Failure to agree ownership of the new Spaceport infrastructure (eg. LVIF, apron, access road, control point)	5	5	25	Red	Red	Professional advice being sought by SAC on the leglities of SAC having any ownership rights to the Spaceport. Advice previously confirmed operating arrangement scenarios.	31/12/2024	
Project costs cannot be met by the existing AGD project budget	5	5	25	Red	Red	Digital re-scoping exercise and proposal that build shortfall is supported by digital funds. SE will acquire the land.	31/10/2024	



# Prestwick Commercial Build



Jan  
2024

Project Overall Status

Red

## Project Update

Project Scope Status	Amber	Project Budget Status	Red
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Monthly update - provide narrative Project Lead: Derek Yuille

Mangata continue to work towards Series B completion and have now noted a Lead Investor. This longstop date for this work to conclude has been moved to end March 2024. This has an impact on the programme with main construction delayed and now programmed to start Q1 24/25 and complete Q2 2026. The costs have increased to £110m and SE/Mangata are looking at value engineering to bring down to £90m. The significant deviation in costs and programme from that approved at FBC has triggered the AGD change control process. Private setor financial contribution is required to allow the progression of this project.

## Project Targets

Business Cases	Target date	Status	Benefits Realisation (top 5 deliverables)	Target	Actual
OBC	30/08/2021	Complete	AGD/O/1 - New Jobs Created (Direct and Indirect)	570	tbc
FBC	08/09/2022	Complete	AGD/O/2 - Construcion Jobs Created	150	tbc
			AGD/O/9 - Business Space Created	13900 sqm	tbc
			AGD/O/16 - Leverage (incl. LA, HE/FE, Private Sector and any other leverage)	£55,000,000	tbc
			Target		tbc

## Progress Update (top priority milestones as per current Implementation Plan)

Milestone	Due date	Milestone status	Milestone	Due date	Milestone status
Planning permission	31/05/2023	Complete			
Handover	31/12/2025	RED			
Final financial drawdown	31/03/2030	Amber			

## Project Risks (top 5 risks and their status will be included in the monthly report)

Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)
Increase in costs	4	5	20	Red	Red	SE have confirmed that this eventuality was contracted for in their Deal documents, and any difference remains the liability of Mangata. SE continue to work with Mangata, Morgan Sindall, G&T and their sub-contractors on both the potential to reduce costs, and to mitigate risk by ensuring appropriate financial guarantees are in place.	30/12/2024
Failure of Mangata to resource additional funding	4	4	16	Red	Red	<ul style="list-style-type: none"> <li>Closing Series B continues to prove challenging for Mangata, with timing now forecast for early December (previously end September). However, Mangata have now signed a letter of intent with a lead investor.</li> <li>Mangata are funding the business through Convertible Loan Notes until Series B close. This requires them to continue to raise cash as current funding forecast lasts until October and includes the R&amp;D Grant payment. Mangata's forecasts show that they then anticipate some funding in October 2023, before conclusion of Series B, expected December.</li> </ul>	30/12/2024
SAC are unable to recoup any costs expended if project does not proceed	4	4	16	Red	Red	SAC seeking clarification from SE/PMO and SG on SAC's ability to recoup costs should project not proceed.	30/03/2024
Failure of Cabinet/AEPB/AEJC to approve changes to costs, programme	5	2	10	Yellow	Orange	SAC to work with SE to draft report for submission to Cabinet in Jan 24 and AEPB/AEJC in Feb 24 to endorse/approve changes.	30/03/2024
Failure to procure and install the specialised manufacturing equipment on time.	3	3	9	Yellow	Green	Equipment orders are dependent on the successful conclusion of MGTA funding. Once this has been established, the overall programme to procure and install can be secured and aligned to the build programme.	31/12/2024



Prestwick Roads



Jan 2024

Project Overall Status

Amber

Project Update

Project Scope Status

Amber

Project Budget Status

Amber

Monthly update - provide narrative

Project Lead: Kevin Braidwood

Continue to work closely with the LDP2 project delivery team to obtain TS approval of the traffic modelling baseline data, during these discussions it has become clear the AGD trip generation included in the LDP2 is no longer accurate and needs to be reviewed. PMO currently working to provide as accurate as possible AGD proposals to allow accurate trip generations to be established, initial information received was not detailed or location specific enough, further information requested and will be chased up at next monthly meeting. Additional work is ongoing regarding Surface Water Management on the northern side of Glasgow Prestwick Airport, meeting has been arranged for wc 29/01/2024 to discuss both of these high risk issues and agree a way forward.

Project Targets

Table with columns: Business Cases, Target date, Status, Benefits Realisation (top 5 deliverables), Target, Actual. Rows include OBC, FBC, and various Phases with their respective target dates and status (RED).

Progress Update (top priority milestones as per current Implementation Plan)

Table with columns: Milestone, Due date, Milestone status. Lists various milestones such as 'Roads Enabling STAG Appraisal - Release of funds from Transport Scotland' and 'Procurement of contractor and commencement of works - Monkton' with their due dates and status (Red).



Project Risks (top 5 risks and their status will be included in the monthly report)



Table with columns: Risk, Impact, Likelihood, Score, AGD Status, SG Status, Mitigation Action, Target Closure Date (dd/mm/yyyy). Lists five risks including 'Delays in release of enabling infrastructure funding from Scottish Government via Transport Scotland' and 'Roads enabling intervention - fails to meet demands from current occupiers in relation to future productivity'.



## Project Updates – Economic Infrastructure Programme 31 January 2024





Project Name	Project Lead	Senior Responsible Officer
Ayrshire Engineering Park (Moorfield)	Fiona Paterson	David McDowall
Ayrshire Manufacturing Investment Corridor (AMIC)	Gillian Morton	
i3 Flexible Business Space	Marnie Ritchie	Neale McIlvanney
i3 Digital Processing Manufacturing Centre (DPMC)	Marnie Ritchie	
HALO	Gary Deans	David McDowall

		<b>Ayrshire Engineering Park (Moorfield)</b>					<b>Jan</b> 2024	<b>Project Overall Status</b> Amber
<b>Project Update</b>								
<b>Project Scope Status</b>			Amber			<b>Project Budget Status</b>		Amber
<b>Monthly update - provide narrative</b>						<b>Project Lead: Fiona Paterson</b>		
1. Change management report was submitted for review to PMO in January 2024 Project team re now finalising amends following feedback from PMO. 2. The project team meeting took place on the 12th January will all external consultats in attendance. 3. The Project Governance structure has now been approved by senior management. Sub group meetings will commence over the coming weeks. 4. Meetings being held with education partners regarding support for schools to deliver more courses in relation to Food, Drink and Agriculture.								
<b>Project Targets</b>								
<b>Business Cases</b>			<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>	
OBC	30/09/2023	Red	AGD/O/1 - New Jobs Created (Direct and Indirect)			203	tbc	
FBC	10/06/2024	Green	AGD/O/2 - Constructon Jobs Created			88	tbc	
Phases	Target date		AGD/O/9 - Business Space Created			7250 sqm	tbc	
Phases	Target date		AGD/O/10 - Reduced vacant & derelict land			18.3 ha	tbc	
Phases	Target date		AGD/O/7 - Additional Investment (incl Foreign Direct Investment)			tbc	tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>								
<b>Milestone</b>		<b>Due date</b>	<b>Milestone status</b>	<b>Milestone</b>		<b>Due date</b>	<b>Milestone status</b>	
OBC Approved by Government		30/09/2023	Amber	FBC approved by Joint Committee		10/06/2024	Green	
Tender for Building Services & Civil and Structural Engineers Services		02/05/2023	Green	Commencement of infrastructure works		24/06/2024	Green	
Design period incl community consultation & Environmen Impact Analysis commences		10/07/2023	Green	Construction of terraced units and 500sqm unit		21/04/2025	Green	
Planning permission secured		30/03/2024	Green	Initial business premises operational		19/01/2026	Green	
FBC endorsed by Government		20/05/2024	Green	First tenants move in		01/02/2026	Green	
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>								<b>Target Closure Date (dd/mm/yyyy)</b>
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>		
Failure to Contribute to AGD programme objectives				Amber	Green	<ul style="list-style-type: none"> <li>Project will be managed by EAC in line with PRINCE 2 principles – any issues will be monitored, and remedial action agreed to ensure delivery remains in line with the OBC projections.</li> <li>AGD Steering Group and other governance arrangements are in place to monitor progress and to address any weaknesses or issues that could impact on overall delivery and project lead will be required to provide regular project updates</li> </ul>	31/3/2027	
Failure to provide accurate projections for project spend				Amber	Green	<ul style="list-style-type: none"> <li>Ensure sufficient optimism bias built into costing of the project</li> <li>Inflationary factor included in cost estimations</li> <li>Project will be managed by project team in line with PRINCE 2 principles – any issues will be monitored, and remedial action agreed to ensure delivery remains in line with the BC projections</li> <li>Issues to be escalated PMO in first instance to agree remedial actions as appropriate</li> <li>Challenge panel led by PMO exists to review &amp; scrutinise spend profiles</li> </ul>	31/3/2027	
Delays in approval of business case				Amber	Green	<ul style="list-style-type: none"> <li>Project lead will work closely with PMO and policy leads within UKG and SG to support business case development and approval to an agreed timeline</li> </ul>	30/12/2025	
Failure to deliver community benefits from the project				Amber	Green	<ul style="list-style-type: none"> <li>Procurement colleagues will support the tender process to ensure that community benefits are a key aspect of the ITT and are in line with agreed AGD procurement principles</li> </ul>	31/03/2027	
Failure to attract commercial interest in this project				Amber	Green	<ul style="list-style-type: none"> <li>Market campaigns for AEP will target potential investors and tenants.</li> <li>Wider Ayrshire Economic Growth Strategy will be put in place to ensure wider growth ambitions for Ayrshire are agreed and be articulated to stakeholders and investors</li> <li>Continue engagement with businesses to ensure unit sizes/specifications are fit for purpose and meet demand requirements</li> </ul>	31/3/2028	
Negative Publicity				Amber	Green	<ul style="list-style-type: none"> <li>A communications protocol has been agreed with both governments and will support shared communications designed to build stakeholder confidence</li> <li>All project specific publicity will be dealt with in a coordinated fashion, sensitivity and empathy to business climates at the time of publications will be carefully monitored</li> </ul>	31/3/2027	

		<b>Ayrshire Manufacturing Investment Corridor</b>						Jan 2024		<b>Project Overall Status</b> Amber					
<b>Project Update</b>															
<b>Project Scope Status</b>				<span style="background-color: green; color: white; padding: 2px;">Green</span>				<b>Project Budget Status</b>				<span style="background-color: orange; color: white; padding: 2px;">Amber</span>			
<b>Monthly update - provide narrative</b>						<b>Project Lead: Gillian Morton</b>									
1. Change management report was submitted for review to PMO in January 2024 Project team re now finalising amends following feedback from PMO. 2. The project team meeting took place on the 12th January will all external consultants in attendance. 3. The Project Governance structure has now been approved by senior management. Sub group meetings will commence over the coming weeks. 4. Meetings being held with education partners regarding support for schools to deliver more courses in relation to Food, Drink and Agriculture.															
<b>Project Targets</b>															
<b>Business Cases</b>			<b>Target date</b>			<b>Status</b>			<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>		<b>Actual</b>	
OBC			30/10/2023			<span style="background-color: red; color: white; padding: 2px;">Red</span>			AGD/O/1 - New Jobs Created (Direct and Indirect)			189		tbc	
FBC			10/06/2024			<span style="background-color: green; color: white; padding: 2px;">Green</span>			AGD/O/2 - Construction Jobs Created			130		tbc	
Phases			Target date						AGD/O/9 - Business Space Created			5814 sqm		tbc	
Phases			Target date									tbc		tbc	
Phases			Target date									tbc		tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>															
<b>Milestone</b>				<b>Due date</b>		<b>Milestone status</b>		<b>Milestone</b>				<b>Due date</b>		<b>Milestone status</b>	
OBC Approved by Government				30/10/2023		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		Phase 1 - works commence (Food & Drink Centre)				07/04/2025		<span style="background-color: green; color: white; padding: 2px;">Green</span>	
Planning application secured				28/02/2024		<span style="background-color: green; color: white; padding: 2px;">Green</span>		Phase 2 - works commence (speculative units)				02/02/2026		<span style="background-color: green; color: white; padding: 2px;">Green</span>	
FBC endorsed by Government				20/05/2024		<span style="background-color: green; color: white; padding: 2px;">Green</span>		Phase 1 - Initial premises operational				01/02/2026		<span style="background-color: green; color: white; padding: 2px;">Green</span>	
FBC approved by Joint Committee				10/06/2024		<span style="background-color: green; color: white; padding: 2px;">Green</span>		Phase 2 - Initial premises operational				09/11/2026		<span style="background-color: green; color: white; padding: 2px;">Green</span>	
Award & Commence Infrastructure - Procurement Contract				24/06/2024		<span style="background-color: green; color: white; padding: 2px;">Green</span>		First tenant secured				01/02/2026		<span style="background-color: green; color: white; padding: 2px;">Green</span>	
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>												<b>Target Closure Date (dd/mm/yyyy)</b>			
<b>Risk</b>			<b>Impact</b>		<b>Likelihood</b>		<b>Score</b>		<b>AGD Status</b>		<b>SG Status</b>		<b>Mitigation Action</b>		
Construction costs in particular costs of materials significantly increase			4		4		16		<span style="background-color: red; color: white; padding: 2px;">Red</span>		<span style="background-color: red; color: white; padding: 2px;">Red</span>		<ul style="list-style-type: none"> <li>The project team will work closely with colleagues in F+PM and the design consultants to develop a cost effective but efficient building design. An affordability cap has been set as part of the appointment of the design team to ensure we work within the parameters of the budget.</li> </ul>		
Failure to Contribute to AGD programme objectives			3		3		9		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		<span style="background-color: green; color: white; padding: 2px;">Green</span>		<ul style="list-style-type: none"> <li>Project will be managed by EAC in line with PRINCE 2 principles – any issues will be monitored, and remedial action agreed to ensure delivery remains in line with the OBC projections.</li> <li>AGD Steering Group and other governance arrangements are in place to monitor progress and to address any weaknesses or issues that could impact on overall delivery and project lead will be required to provide regular project updates</li> </ul>		
Failure to provide accurate projections for project spend			3		3		9		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		<span style="background-color: green; color: white; padding: 2px;">Green</span>		<ul style="list-style-type: none"> <li>Ensure sufficient optimism bias built into costing of the project</li> <li>Inflationary factor included in cost estimations</li> <li>Project will be managed by project team in line with PRINCE 2 principles – any issues will be monitored, and remedial action agreed to ensure delivery remains in line with the BC projections</li> <li>Issues to be escalated PMO in first instance to agree remedial actions as appropriate</li> <li>Challenge panel led by PMO exists to review &amp; scrutinise spend profiles</li> </ul>		
Delays in approval of business case			3		3		9		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		<span style="background-color: green; color: white; padding: 2px;">Green</span>		<ul style="list-style-type: none"> <li>Project lead will work closely with PMO and policy leads within UKG and SG to support business case development and approval to an agreed timeline</li> </ul>		
Economic instability as a result of Covid-19			3		3		9		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		<span style="background-color: green; color: white; padding: 2px;">Green</span>		<ul style="list-style-type: none"> <li>The Ayrshire Economic Recovery Plan will focus on a greener and a fairer economy and this project is key to these two issues</li> <li>The project team and wider partnership are focused on ensuring that the value of this project to those issues is maximised</li> <li>The project team will also monitor any potential delays to the project in terms of construction timelines and will seek to address these as quickly as possible and with contractors</li> </ul>		
Health Pandemic/UK threat to business activity			3		3		9		<span style="background-color: orange; color: white; padding: 2px;">Amber</span>		<span style="background-color: green; color: white; padding: 2px;">Green</span>		<ul style="list-style-type: none"> <li>AMIC building will be a strategic centre for businesses in times of crisis. The centre will provide support and direction for food and drinks businesses as well as providing additional manufacturing space to allow supply to meet demand especially within the Dairy Sector.</li> </ul>		

	<b>i3 Flexible Business Space</b>						Jan	<b>Project Overall Status</b>	
							2024		Amber
<b>Project Update</b>									
<b>Project Scope Status</b>			Green	<b>Project Budget Status</b>			Amber		
<b>Monthly update - provide narrative</b>				<b>Project Lead: Marnie Ritchie</b>					
<p>Phase 1 - Contractor Muir Group now on site since 30 October. Photo call to mark start of works took place on 9 November. Contractor has made contact with NAC Community Benefits Officer to action this element. Contractor advising estimated completion date as 12 August 2024.</p> <p>Phase 2 &amp; 3 - Developing specifications for Phase 2 with internal team of architects and surveyors. Potential additional funding for commercial space at i3 may be available through Levelling Up Funding. Details being confirmed.</p>									
<b>Project Targets</b>									
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>	<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>	
OBC		30/05/2021	Complete	AGD/O/1 - New Jobs Created (Direct and Indirect)			133	tbc	
FBC		30/09/2022	Complete	AGD/O/2 - Construction jobs created			83	tbc	
Phase 2 FBC		25/02/2025	Green	AGD/O/9 - Business Space Created			6000 sqm	tbc	
Phase 3 FBC		28/02/2027	Green	AGD/O/10 - Reduced vacant and derelict land			20 ha	tbc	
				AGD/O/14 - Start-ups			5	tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>									
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>
Construction/Project completed and Handover (RIBA Stage 5-6; Construction & Handover)			31/10/2024	Green	Completion of Phase 2			30/10/2029	Green
Reporting; outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)			31/10/2025	Green	Final financial drawdown			31/03/2030	Green
Phase 2 FBC approved by Joint Committee			25/02/2025	Green					
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)			31/03/2025	Green					
Construction/Project completed and Handover (RIBA Stage 5-6; Construction & Handover)			tbc	Green					
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>								<b>Target Closure Date (dd/mm/yyyy)</b>	
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>			
Cost overruns	4	5	20	Red	Red	<ul style="list-style-type: none"> <li>Develop and validate Project Brief and Specification</li> <li>Benchmark costs</li> <li>Ensure early infrastructure cost tested/ informed SI</li> <li>Provide Green Book compliant optimism bias allowances</li> <li>Provide for contingency</li> <li>Undertake value engineering</li> <li>Pursue additional funding sources</li> </ul>			
Project delays and economic impact of Covid-19 and recovery	4	4	16	Red	Red	<ul style="list-style-type: none"> <li>Early analysis has identified that the need for this project is unlikely to be diminished and in fact may be even greater</li> <li>Project team will continue to focus on economic analysis and the development of recovery plans will incorporate this as a key project for implementation as part of that wider plan</li> <li>Work with contractors to devise solutions designed to minimise impact of social distancing – such as different work patterns</li> </ul>			
Failure to deliver anticipated outputs and outcomes	3	5	15	Red	Red	<ul style="list-style-type: none"> <li>Ensure BC addresses sensitivity of outcomes</li> <li>Clear Evaluation &amp; Monitoring Framework</li> </ul>			
Demand – no interest from occupiers	3	5	15	Red	Red	<ul style="list-style-type: none"> <li>Flexible design to maximise potential interest from occupiers</li> <li>Marketing and promotion of floorspace</li> <li>Continue to establish strategic relationship with national sector (including links with NMIS)</li> </ul>			
Utilities cause delays e.g. surface water drainage connections, sub-station requirements.	3	4	12	Yellow	Red	<ul style="list-style-type: none"> <li>Utility companies to be approached and applications to be submitted at an early stage. Despite this mitigation, issues have arisen on utilities for Phase 1, hence change to status to reflect this. Contractor working with Scottish Water and current issue resolved. However changed to amber/red status for ongoing project and future phases.</li> </ul>			



	<b>i3 Digital Processing Manufacturing Centre</b>						<b>Jan</b>	<b>Project Overall Status</b>	
					<b>2024</b>		<b>Amber</b>		
<b>Project Update</b>									
<b>Project Scope Status</b>				<b>Green</b>		<b>Project Budget Status</b>			<b>Amber</b>
<b>Monthly update - provide narrative</b>						<b>Project Lead: Marnie Ritchie</b>			
<p>Phase 1 - University of Strathclyde are procuring the equipment, fit out, recruiting for resources and securing membership of companies which is taking longer than anticipated. Official launch planned for February 2024.</p> <p>Phase 2 - Centre: Analysis with partners to be completed on Phase 1 to provide scoping parameters for phase 2.</p>									
<b>Project Targets</b>									
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>	<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>	
OBC		31/05/2022	Complete	AGD/O/1 - New Jobs Created (Direct and Indirect)			95	tbc	
FBC		30/06/2022	Complete	AGD/O/2 - Construction Jobs Created			84	tbc	
Phase 2 OBC		31/12/2024	Green	AGD/O/9 - Business Space Created			1749 sqm	tbc	
Phase 2 FBC		31/12/2025	Green	AGD/O/10 - Reduced vacant & derelict land			20 Ha	tbc	
				AGD/O/16 - Leverage: (Incl. LA, HE/FE, Private Sector and any other leverage)			£19,810,000	tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>									
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>
Reporting; outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)			31/07/2027	Green	Reporting; outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)			30/04/2028	Green
OBC Phase 2 approved by Government			31/12/2024	Green					
FBC Phase 2 approved by Joint Committee			31/12/2025	Green					
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)			31/01/2026	Green					
Construction/Project completed and Handover (RIBA Stage 5-6; Construction & Handover)			31/07/2027	Green					
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>									<b>Target Closure Date (dd/mm/yyyy)</b>
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>			
Capital costs are in excess of the budget.	4	4	16	Red	Red	<ul style="list-style-type: none"> <li>Value engineering of works specifications</li> <li>Proactive review of funding opportunities to make the shortfall</li> </ul>			
Failure to deliver anticipated outputs and outcomes	4	3	12	Yellow	12	<ul style="list-style-type: none"> <li>Ensure BC addresses sensitivity of outcomes</li> <li>Clear Evaluation &amp; Monitoring Framework</li> <li>Phase 0 and Phase 1 will establish the concept, build operational capacity and industry interest.</li> <li>Conditions of grant will include expected outputs to measure the project's success.</li> <li>Regular monitoring of centre's performance through Supervisory Board</li> </ul>			
Delays to procurement processes	3	4	12	Yellow	12	<ul style="list-style-type: none"> <li>Seek early agreement on appropriate procurement routes</li> <li>Include anticipated tender packages within the Council's Procurement Wave Plan</li> <li>Notify potential bidders of procurement opportunities at an early stage</li> </ul>			
Ongoing Partnership commitment	4	3	12	Yellow	12	<ul style="list-style-type: none"> <li>Memorandum of Understanding signed August 2021</li> <li>Collaboration Agreement signed March 2022</li> <li>Development and co-ordination of appropriate governance procedures</li> <li>Commitment to lease for Phase 1 location</li> </ul>			
Failure to deliver community benefits	4	3	12	Yellow	12	<ul style="list-style-type: none"> <li>Incorporate appropriate community benefits into contract terms and resource appropriately.</li> </ul>			



HALO



June

Project Overall Status

2023

Complete

Project Update

Project Scope Status	Complete	Project Budget Status	Complete
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Monthly update - provide narrative Project Lead: Gary Deans

Since last reporting HALO have continued to hold a variety of events and support a growing number of diverse business at its #RockMe trading floor. A key event was the successful Space and Trade Conference with speakers from Kate Rubins Astronaut NASA; / Jack Hillmeyer US Consul General; and Dr David Alexander OBE Rice Space Institute Houston. Topics included the role of young people, the relationship between HALO and USA, and future thoughts in education.

Project Targets

Business Cases	Target date	Status	Benefits Realisation (top 5 deliverables)	Target	Actual
OBC	31/05/2022	Complete	AGD/O/1 - New Jobs Created (Direct and Indirect)	232	182
FBC	30/06/2022	Complete	AGD/O/2 - Construcion Jobs Created	256	265
Phases	Target date		AGD/O/3 - safeguarded jobs	300	375
Phases	Target date		AGD/O/15 - Private sector investment	£15,199,000	tbc
Phases	Target date		AGD/OT/7 - Public and private sector investment - Phase 2	£46,000,000	tbc

Progress Update (top priority milestones as per current implementation Plan)

Milestone	Due date	Milestone status	Milestone	Due date	Milestone status



Project Risks (top 5 risks and their status will be included in the monthly report)



Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)
Failure in financial management and reporting	2	2	4	Yellow	Green	<ul style="list-style-type: none"> <li>The Board of HALO Kilmarnock Ltd receives monthly reports on all financial aspects of the project and address any significant variances from the approved full business case Robust financial systems and controls are in place and the Board of HALO Kilmarnock Ltd retains oversight of these.</li> <li>Copy of monthly report forwarded to PMO for BRP purposes.</li> </ul>	
Reputational	2	2	4	Yellow	Green	<ul style="list-style-type: none"> <li>Specialist advisers have been appointed to deal with media enquiries and to communicate on any issue which is deemed to potentially impact on the reputation of the project and the Board of HALO Kilmarnock Ltd</li> </ul>	



## Project Updates – Energy, Circular Economy & Environment Programme 31 January 2024



Project Name	Project Lead	Senior Responsible Officer
Community Renewable Energy (CoRE)	Diarmid Turnbull	David McDowall
Hunterston Strategic Development Area	Neale McIlvanney	Neale McIlvanney
International Marine Science & Environment Centre (IMSE)	Neale McIlvanney	

		<b>Community Renewable Energy</b>					<b>Jan 2024</b>		<b>Project Overall Status</b>	
		Amber							Amber	
<b>Project Update</b>										
<b>Project Scope Status</b>		Amber			<b>Project Budget Status</b>		Amber			
<b>Monthly update - provide narrative</b>					<b>Project Lead: Diarmid Turnbull</b>					
<p>1. Working Group meetings have been hosted for the following project work streams: sustainable transport; active travel; skills, training &amp; education and renewable energy. The groups have helped to inform development of demonstrator projects and identified priority areas for CoRE to address moving forward, through identifying key barriers and opportunities within each sector to transitioning to net-zero. 2. A CPD learning session was delivered to the low-carbon housing working group, two presentations were delivered on: lessons learned from delivery of a deep retrofit project in Glasgow and the benefits of domestic internal air quality monitors. Both presentations have supported development of CoRE's first housing demonstrator project and provided wider learning benefits to group members.</p> <p>3. The change management document is being prepared and will subsequently be submitted for approval.</p> <p>4. The second CoRE Partnership Board meeting is scheduled to be held on 23/01/24.</p>										
<b>Project Targets</b>										
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>				<b>Benefits Realisation (top 5 deliverables)</b>	<b>Target</b>	<b>Actual</b>	
OBC		31/05/2022	Complete				AGD/O/1 - New Jobs Created (Direct and Indirect)	108	tbc	
FBC Demonstrator Projects		30/04/2024	Amber				AGD/O/2 - Construction Jobs Created	88	tbc	
FBC Centre of Excellence		30/05/2024	Green				AGD/O/9 - Development Space Unlocked	3008 sqm	tbc	
Phases		Target date						tbc	tbc	
Phases		Target date						tbc	tbc	
<b>Progress Update (top priority milestones as per current implementation Plan)</b>										
<b>Milestone</b>		<b>Due date</b>	<b>Milestone status</b>				<b>Milestone</b>	<b>Due date</b>	<b>Milestone status</b>	
Formation of Management Board		30/05/2023	Green				Commencement of Programme of Demonstrator Projects	31/05/2024	AMBER	
Engagement with Education and Skills Partners		30/08/2023	Green							
Review of CoRE Innovation Building		20/12/2023	Green							
FBC for Demonstrator projects		20/12/2023	Amber							
FBC for CoRE Innovation Centre		30/05/2024	Green							
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>										
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>	<b>Target Closure Date (dd/mm/yyyy)</b>			
Construction costs, in particular cost of materials, significantly increases due to the pandemic.	4	5	20	Red	Red	<ul style="list-style-type: none"> <li>The project team will work closely with colleagues in F+PM and the design consultants to develop a cost effective but efficient building design.</li> <li>An affordability cap has been set as part of the appointment of the Design Team to ensure we work within the parameters of the budget.</li> </ul>	31/03/2030			
Health Pandemic/UK threat to business security- the risk that a global health pandemic could shut down the country causing significant danger to life and the economic stability of the country.	3	5	15	Red	Red	<ul style="list-style-type: none"> <li>The Centre of Excellence will be a national centre for businesses within the energy and technology industry in times of crisis.</li> <li>The Centre will provide support and direction for these businesses as well as providing lab space to allow for any technology testing (such as creating a new type of ventilator) to meet any demand.</li> </ul>	31/03/2030			
Failure to attract investors and new businesses to locate within the Centre of Excellence	3	5	15	Red	Red	<ul style="list-style-type: none"> <li>EAC will work collaboratively with specialist partners, including Scottish Enterprise and Energy Technology Partnership, from an early stage to identify and work with potential investors</li> <li>The research carried out within the facility will be tailored towards particular technologies for which there is market interest in.</li> <li>Wider Ayrshire Economic Growth Strategy will be put in place to ensure wider growth ambitions for Ayrshire are agreed and be articulated to stakeholders and investors.</li> <li>At a local level, the Council will work with existing businesses and start-ups to explore how they can benefit from the project, a potential arm of which could be to locate into the research facility/incubator space</li> </ul>	31/03/2028			
Delays in approval of business case (due to COVID-19, feedback from both Governments may be delayed as their efforts will be focussed on critical services). Potential delays to project delivery may impact on milestone achievements resulting in potential reduction in realisation of benefits of AGD.	3	5	15	Red	Red	<ul style="list-style-type: none"> <li>Project Lead will work closely with PMO and policy leads within UKG and SG to support business case development and approval to an agreed timeline.</li> <li>Ensure business case statistics, feedback and information is up-to-date while waiting for further feedback.</li> </ul>	31/03/2027			
Design Stages of the Centre of Excellence and the site take longer than expected with the landowner (also due to COVID-19, there could be further delay as staff working arrangements change).	3	4	12	Yellow	12	<ul style="list-style-type: none"> <li>Clear deadlines and targets have been clearly set out with the landowner and design team</li> <li>Ensure there is continuous collaborative working between the Council, design team and landowner.</li> <li>Ensure there is consistent communication between Project Team and landowner.</li> </ul>	31/03/2025			



	<b>Hunterston</b>					Jan	<b>Project Overall Status</b>			
						2024		Amber		
<b>Project Update</b>										
<b>Project Scope Status</b>			Amber		<b>Project Budget Status</b>			Green		
<b>Monthly update - provide narrative</b>					<b>Project Lead: Neale McIlvanney</b>					
<p>Recent demand analysis commissioned by Peel Ports Group and Scottish Enterprise has highlighted the importance of providing advanced manufacturing space for SME/incubator and supply chain users at Hunterston, in comparison to an innovation centre or large scale speculative commercial space.</p> <p>Partners PPG &amp; SE progressing with site analysis to develop phased options for the site.</p>										
<b>Project Targets</b>										
<b>Business Cases</b>			<b>Target date</b>		<b>Status</b>		<b>Benefits Realisation (top 5 deliverables)</b>		<b>Target</b>	<b>Actual</b>
OBC			30/06/2024		Green		AGD/O/1 - New Jobs Created (Direct and Indirect)		tbc	tbc
FBC			28/02/2026		Green		AGD/O/2 - construction jobs		1204	tbc
Phases			Target date				AGD/O/3 - safeguarded jobs		tbc	tbc
Phases			Target date				AGD/O/7 - New or upgraded roads/junctions/cycle pathways		tbc	tbc
Phases			Target date				AGD/O/16 - Leverage Funding (incl LA, HE/FE, Private Sector and any other leverage)		£200,000,000	tbc
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>										
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	
OBC approved by Government			30/06/2024	Amber	Construction/Project completed and Handover (RIBA Stage 5-6: Construction & Handover)			30/06/2029	Green	
Completion of detailed design - RIBA Stage 3			31/03/2025	Green	Reporting: outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)			31/03/2030	Green	
Completion of technical design - RIBA Stage 4			31/12/2025	Green						
FBC approved by EJC			28/02/2026	Green						
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)			31/03/2026	Green						
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>								<b>Target Closure Date</b> (dd/mm/yyyy)		
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>				
Unforeseen project complexities that require additional funding	4	4	16			<ul style="list-style-type: none"> <li>Provide Green Book compliant optimism bias allowances</li> <li>Provide for contingency</li> <li>Project monitoring will track potential impacts and create ability to respond</li> </ul>				
Ground conditions and historical legacy of site infrastructure create major burdens for development	4	4	16			<ul style="list-style-type: none"> <li>Project team is working with Peel Port Group to understand the development issues/infrastructure/utilities impacting onsite re-development</li> </ul>				
Concept not supported by Partners and evidence of investment/market support not forthcoming	4	4	16			<ul style="list-style-type: none"> <li>Project team/Peel Port Group/SE developing and promoting an investment model to secure major inward investment plus academic partners and industry</li> <li>Dialogue being progressed around role, responsibilities and funding commitments</li> <li>MOU signed between NAC/SE/Peel and wider strategic proposition around blue economy and Hunterston supported by partners</li> </ul>				
Concept and Operational Management revised /amended	3	4	12			<ul style="list-style-type: none"> <li>Project team/Peel Port Group developing a partnership/investment model to secure inward investment/academic partners and industry</li> </ul>				
Other Development/Investment/ Proposals impact on capacity/deliverability	4	3	12			<ul style="list-style-type: none"> <li>Project team/Peel Port Group seeking to collaborate with major partners to develop a clear investment strategy/masterplan and investment led project proposition for AGD</li> <li>Peel Ports have gained planning approval of a site Framework to allow planning applications to be considered</li> </ul>				

	<b>International Marine Science &amp; Environmental Centre</b>						Jan	<b>Project Overall Status</b>
							2024	
<b>Project Update</b>								
<b>Project Scope Status</b>			Amber			<b>Project Budget Status</b>		Amber
Monthly update - provide narrative						Project Lead: Neale Mclvanney		
<p>The initial MoU between NAC and University of Stirling (UoS) to develop a proposition for IMSE, is now advancing to Collaboration Agreement stage. Recent interest from the Field Studies Council (FSC) to invest in FSC Millport as part of IMSE, offers the potential of a tripartite Collaboration Agreement between NAC, UoS and FSC with the benefit of an existing operational partner and available land assets. Collaboration Agreements to enable progress of an OBC during 2024. In addition, partners will continue to explore supporting Ardrossan regeneration as part of the IMSE programme.</p>								
<b>Project Targets</b>								
<b>Business Cases</b>	<b>Target date</b>	<b>Status</b>				<b>Benefits Realisation (top 5 deliverables)</b>	<b>Target</b>	<b>Actual</b>
OBC	30/06/2024	Green				AGD/O/1 - New Jobs Created (Direct and Indirect)	75	tbc
FBC	28/02/2026	Green				AGD/O/2 - Construction Jobs Created	58	tbc
Phases	Target date					AGD/O/9 - Development Space Unlocked	1400 sqm	tbc
Phases	Target date					AGD/O/10 - Reduced and vacant derelict land	0.6 Ha	tbc
Phases	Target date					AGD/O/14 - Start-Ups	4	tbc
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>								
<b>Milestone</b>	<b>Due date</b>	<b>Milestone status</b>				<b>Milestone</b>	<b>Due date</b>	<b>Milestone status</b>
OBC approved by Government	30/06/2024	Amber				Construction/Project completed and Handover (RIBA Stage 5-6: Construction & Handover)	30/06/2029	Green
Completion of detailed design - RIBA Stage 3	31/03/2025	Green				Reporting: outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)	31/03/1930	Green
Completion of technical design - RIBA Stage 4	31/12/2025	Green						
FBC approved by EJC	28/02/2026	Green						
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)	31/03/2026	Green						
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>								<b>Target Closure Date (dd/mm/yyyy)</b>
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>		
Unforeseen project complexities that require additional funding	4	4	16			<ul style="list-style-type: none"> <li>Provide for contingency</li> <li>Provide Green Book compliant optimism bias allowances</li> <li>Project monitoring will track potential impacts and create ability to respond</li> </ul>		
Programme delay created within wider strategic delivery plan for Ardrossan	4	4	16			<ul style="list-style-type: none"> <li>Project team undertaking masterplanning process to identify all project requirements and spatial needs</li> </ul>		
Concept not supported by Partners	4	4	16			<ul style="list-style-type: none"> <li>Project team developing a partnership model with leading academic partners and industry</li> <li>Dialogue being progressed around role, responsibilities and funding commitments</li> <li>An MOU has been signed to develop the project definition with University of Stirling</li> </ul>		
Strategic need and consolidation in sector advises Co-Location with wider projects	4	3	12		12	<ul style="list-style-type: none"> <li>Project team developing a partnership model with leading academic partners and industry</li> </ul>		
Concept and Operational Management revised /amended	3	4	12		12	<ul style="list-style-type: none"> <li>Project team developing a partnership model with leading academic partners and industry</li> </ul>		
Project cannot secure necessary consents	4	3	12		12	<ul style="list-style-type: none"> <li>Project team in early dialogue with key regulatory partners and stakeholders to address any concerns</li> </ul>		



## Project Updates – Tourism Programme 31 January 2024



Project Name	Project Lead	Senior Responsible Officer
Marine Tourism	Kathleen Dow	Neale McIlvanney
Great Harbour	Kasia Smith	

		<b>Great Harbour</b>						<b>Jan</b> 2024	<b>Project Overall Status</b> Green	
<b>Project Update</b>										
<b>Project Scope Status</b>			<b>Amber</b>		<b>Project Budget Status</b>			<b>Amber</b>		
<b>Monthly update - provide narrative</b>			<b>Project Lead: Kasia Smith</b>							
<p>The Great Harbour Masterplan was endorsed by NAC Cabinet in Dec 23 and will be submitted to the Planning Committee in early 2024. Detailed design (RIBA 3 gateway) for the Phase 1 - Coastal Hub has been completed and approved by the internal Project Board. The Beach Pavilion building is the subject of a Market Feasibility Study to establish the viability of a re-development model with a community hub / restaurant. The procurement of consultants for the Phase 2 -Maritime Mile and for contractors for the Phase 1 - Coastal Hub and for repairs to the Harbour Masters Office is now being progressed through the Council's Procurement Team. A Full Business Case relating to the phase 1 - Coastal Hub is in development. A Memorandum of Understanding between the Scottish Maritime Museum, Crown Estate Scotland and the Council is being prepared to formalise the partnership in order to progress Phase 3 of the Great Harbour - the Maritime Heritage Hub.</p>										
<b>Project Targets</b>										
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>		<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>	
OBC		25/06/2021	Complete		AGD/O/1 - New Jobs Created (Direct and Indirect)			145	tbc	
FBC		31/03/2024	Green		AGD/O/2 - Construction Jobs Created			99	tbc	
Phase 1 FBC		31/03/2024	Green		AGD/O/9 - Development Space Unlocked			9800 sqm	tbc	
Phase 2 FBC		31/10/2024	Green		AGD/O/10 - Reduced and vacant derelict land			6Ha	tbc	
Phase 3 FBC		31/03/2025	Green		AGD/O/16 - Leverage Funding (incl LA, HE/FE, Private Sector and any other leverage)			£4,000,000.00	tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>										
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>		<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>
FBC approved by Joint Committee			31/03/2024	Green		Statutory Consents			30/06/2024	Green
Completion of detailed design - RIBA Stage 3			31/12/2024	Green		Completion of technical design - RIBA Stage 4			30/05/2024	Green
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)			15/05/2024	Green		Completion of Construction Tender			31/08/2024	Green
Construction/Project completed and Handover (RIBA Stage 5-6: Construction & Handover)			31/10/2025	Green		Internal sign-off of FBC (NAC Cabinet)			30/09/2024	Green
Reporting: outputs/outcomes/CWB incl AGD Evaluation/Monitoring (RIBA Stage 7: Use)			31/10/2026	Green		FBC update to Joint Committee Phase 2			31/10/2024	Green
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>										<b>Target Closure Date (dd/mm/yyyy)</b>
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>				
Increase in capital costs associated with changing scope or inappropriately quantified cost provisions	5	3	15	Red	Red	<ul style="list-style-type: none"> <li>Cost estimates based on current market</li> <li>Detailed technical studies to inform design and a fully detailed/itemised cost plan</li> <li>Project management established to monitor costs</li> <li>Optimism bias built into costings</li> <li>Future design team to include cost consultancy</li> <li>Additional internal and external funding bias</li> </ul>				
Economic downturn as a result of Covid-19	3	3	9	Yellow	Green	<ul style="list-style-type: none"> <li>Robust project management in place to analyse impact on this project and wider sector and focus will be placed on this project as an important element of the recovery agenda in Ayrshire</li> <li>Project team will work with contractors to understand the impact of social distancing on the labour force but expected to be minimal given this is land based</li> <li>Continue economic analysis and development of recovery plans will be implemented</li> <li>Robust project scoping should continue to ensure the facility meets needs</li> </ul>				
Project outcomes, including inclusive growth and reducing inequalities, fail to be delivered	4	2	8	Yellow	Green	<ul style="list-style-type: none"> <li>AGD PMO is currently working with project leads to develop a consistent approach to ensure inclusive growth, equalities and community wealth building outcomes are embedded in each AGD business case. This approach will ensure explicit commitment to how the project will achieve inclusive growth and reduce inequality</li> </ul>				
Technical approach to quays/pontoons and land connections cannot be agreed with key stakeholders	4	2	8	Yellow	Green	<ul style="list-style-type: none"> <li>Development of Partnership/Operator Plan and detailed GANTT Programme ensuring programme allows time for engagement and approvals</li> <li>PPIP route minimises risks and ensures full engagement with statutory bodies and community</li> <li>NAC in discussion with Harbour Authority</li> <li>Development Briefs drafted for Great Harbour</li> </ul>				



	Marine Tourism							Jan	Project Overall Status	
								2024	Amber	
<b>Project Update</b>										
<b>Project Scope Status</b>			Amber		<b>Project Budget Status</b>			Amber		
<b>Monthly update - provide narrative</b>					<b>Project Lead: Kathleen Dow</b>					
<p>The Marine Tourism Programme Business Case (PBC) was submitted to the PMO in December 2023 and feedback/comments were received in early January 2024. The PBC is now updated to reflect feedback and submitted to PMO for forwarding onto Govt. Responses from ScotGov will be refiled, if required, in the Cumbrae Project OBC which is currently awaiting submission. Preparatory works for Cumbrae are well advanced and awaiting mobilisation. However, further works can only progress upon the Project's OBC approval. Timeframes are now critical to minimise the impact of delays, costs and risks to the marina project. There are complexities in developing marine infrastructure projects on the islands and a significant time period of 12-14 months is required to undertake the Environmental Impact Assessment and Marine Scotland etc permissions and consents in order to prepare the FBC for approval to construct in an autumn/winter window for a spring opening/project start. Delays could impact the project for an additional year to c18 months, increasing costs and potentially reducing outcomes and benefits. An outline programme of works for removal of the timber section of Millport Pier is agreed with the Harbours/Floods Teams. This is aligned to the Cumbrae Marina development / programme and also awaits AGD OBC approval to be mobilised. The Arran Project Long list options appraisal has identified a reduced scale option that requires further development.</p>										
<b>Project Targets</b>										
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>		<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>	
OBC		31/12/2023	Amber		AGD/O/1 - New Jobs Created (Direct and Indirect)			30	tbc	
FBC		30/03/2026	Amber		AGD/O/2 - Construction Jobs Created			81	tbc	
Cumbrae		30/03/2026	Amber		AGD/O/9 - Development Space Unlocked			6 Ha	tbc	
Arran		28/02/2026	Amber		AGD/O/10 - Reduced and vacant derelict land			0.1 Ha	tbc	
Ardrossan		28/02/2027	Red		AGD/O/13 - increase in visitors(day and night)			100000	tbc	
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>										
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>		<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>
OBC approved by Government			31/12/2023	Amber		Construction/Project completed and Handover (RIBA Stage 5-6: Construction & Handover)			31/01/2027	Amber
Completion of detailed design - RIBA Stage 3			31/12/2024	Amber		Operating project (RIBA Stage 7) and reporting			30/07/2027	Amber
Completion of technical design - RIBA Stage 4 and issue of tender			30/08/2025	Amber						
FBC approved by Joint Committee			30/03/2026	Amber						
Construction/Project Start (RIBA Stage 5: Manufacturing & Construction)			31/07/2026	Amber						
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>									<b>Target Closure Date (dd/mm/yyyy)</b>	
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>				
Changes to capital costs or inappropriately quantified cost provisions or increasing costs that reduce scope of marina projects	5	5	25	Red	Red	<ul style="list-style-type: none"> <li>Detailed technical studies in place to inform design</li> <li>Design team includes a cost consultancy and detailed assessment of contingency and optimism bias is in place</li> <li>Regularly review viability of each project. Consider what is possible within budget.</li> </ul>			31/3/26 - Dependent Upon PBC approval concluded at OBC - finalised in detailed at FBC	
Development agreement and market economy investor principle for Ardrossan fails to secure support	5	4	20	Red	Red	<ul style="list-style-type: none"> <li>Project team taking legal advice in terms of subsidy control and agreements will be based on commercial lease terms required for projects.</li> </ul>			31/3/26 - Dependent Upon OBC approval concluded at FBC	
Site/ground conditions are inadequate to provide cost certainty	5	3	15	Red	Red	<ul style="list-style-type: none"> <li>Full SI/GI and bathy surveys will be undertaken at an early stage in project development</li> </ul>			Dependent Upon OBC approval concluded at FBC	
Agreement on technical approach to quays/pontoons and land connections cannot be agreed with stakeholders	5	2	10	Amber	Amber	<ul style="list-style-type: none"> <li>Development of design / layouts / connections advanced with stakeholders / partners.</li> </ul>			Dependent Upon OBC approval concluded at FBC	
Agreements including Development and Operating Agreements between commercial partners and community interest company cannot be secured	5	2	10	Amber	Amber	<ul style="list-style-type: none"> <li>North Ayrshire Council seeking to advance formal Development and Operating Agreement between partners/operators and agree a joint approach. Stakeholder engagement maintained throughout programme.</li> </ul>			31/3/26 - Dependent Upon OBC approval concluded at FBC	

## Project Updates – 31 January 2024



Project Name	Project Lead	Senior Responsible Officer
Digital Infrastructure & Sub Sea Cable	Simon Yeardley	Louise Reid



# Digital Infrastructure & Subsea Cable



Jan 2024

Project Overall Status  
**Red**

## Project Update

Project Scope Status **Red** Project Budget Status **Red**

Monthly update - provide narrative Project Lead: Simon Yeardeley

A change application has been submitted by the lead authority to the PMO following the approval from the AEJC for the rescope of the original subsea cable and infill project to comments. As part of this approval the three AGD Lead Authority Senior Responsible Owners (SRO's) and Section 95 Officers will work with the regional PMO, in accordance with the AGD change management process, Deal Heads of Terms and Grant offer, to develop a new financial profile for 'Building Digital Capital', for consideration and approval by the Joint Committee by the end of Financial Year 2023/24. SAC would propose recipient projects manage the funding as part of an increased financial envelope and complete financial re-profiling. SAC are not proposing allocating any resource to managing the re-apportioned funds as there is no additional allocation to SAC capital funds.

## Project Targets

Business Cases	Target date	Status	Benefits Realisation (top 5 deliverables)	Target	Actual
OBC	tbc	<b>under rescope</b>	AGD/O/1 - New Jobs Created (Direct and Indirect)	tbc	tbc
FBC	tbc	<b>under rescope</b>	AGD/O/2 - Constructon Jobs Created	tbc	tbc
Phases	Target date		AGD/OT/1 - Job levels (new and maintained)	tbc	tbc
Phases	Target date		AGD/OT/3 - Digital Usage patterns	tbc	tbc
Phases	Target date		AGD/OT/7 - Additional investment (incl Foreign Direct Investment)	tbc	tbc

## Progress Update (top priority milestones as per current Implementation Plan)

Milestone	Due date	Milestone status	Milestone	Due date	Milestone status
Report on Re-scope exercise to Partnership Board	27/04/2023	<b>Complete</b>			
Joint Committee approve re-scope of project	22/05/2023	<b>Complete</b>			
AEJC approve re-scope of project	30/10/2023	<b>Complete</b>			
change management process applied	30/11/2023	<b>RED</b>			
Project Completion ( Descoped)	30/09/2026	<b>Amber</b>			



## Project Risks (top 5 risks and their status will be included in the monthly report)



Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)
Cost overruns	2	2	4	<b>Yellow</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>Rescoping exercise has concluded and identified a valid option that can be delivered by reprioritisation of current budget to in train AGD projects</li> <li>Robust contract management in place</li> <li>Appropriate procurement procedures followed and optimism bias built into business case</li> </ul>	30/10/2023
Failure to reach consensus on project re-scope option	2	2	4	<b>Yellow</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Re-scope proposal scope 5b approvals and approved by Partnership Board via established AGD governance</li> </ul>	30/10/2023
Resource availability	3	2	6	<b>Yellow</b>	<b>Green</b>	<ul style="list-style-type: none"> <li>Effective deployment of resource to support delivery of the project</li> </ul>	30/09/2026

## Project Updates – Regional Skills & Inclusion Programme 31 January 2024



Project Name	Project Lead	Senior Responsible Officer
Ayrshire Skills Investment Fund	Laura Neill	Neale McIlvanney
Working for Healthy Economy		



	<b>Ayrshire Skills Investment Fund</b>						Jan	<b>Project Overall Status</b>			
							2024		Green		
<b>Project Update</b>											
<b>Project Scope Status</b>			Green			<b>Project Budget Status</b>			Green		
<b>Monthly update - provide narrative</b>						<b>Project Lead: Laura Neill</b>					
<p>The ASIF sub-committee considered and approved in principle a proposal from Ayrshire College to deliver training interventions within Engineering, Digital, Visitor Economy and Clean Growth sectors across the next 3 years. The Employer Grants Programme was launched in October inviting employers to identify training requests to support priority groups within priority sectors and the Sub Committee approved the applications recommended. Proposals from the University of the West of Scotland and NMIS Manufacturing Skills Academy will be considered in the future. Commissioned research on current and future skills requirements for Ayrshire has commenced to ensure ASIF can prioritise skills development interventions to deliver the impact needed to increase productivity and deliver inclusive economic growth for the region.</p>											
<b>Project Targets</b>											
<b>Business Cases</b>		<b>Target date</b>	<b>Status</b>		<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>		
OBC		30/04/2023	Complete		No of people benefiting from in work skills development			500	tbc		
FBC		30/06/2023	Complete		No of people benefiting from pre-employment upskills			500	tbc		
					People benefiting from accredited training			300	tbc		
					No of businesses benefiting from employees with improved skills levels			300	tbc		
					No of participants progressing to living wage opportunities			200	tbc		
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>											
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>		<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	
OBC approved by Government			25/07/2023	Complete		1st annual review			30/06/2024	Green	
FBC endorsed by Government			25/08/2023	Complete		complete mid-programme evaluation			31/03/2025	Green	
FBC approved by Joint Committee			07/08/2023	Complete		End of programme/final drawdown			31/03/2027	Green	
Development of guidance for fund applicants			30/06/2023	Complete		quarterly application deadlines				Green	
1st call for proposals			01/07/2023	Complete							
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>									<b>Target Closure Date (dd/mm/yyyy)</b>		
<b>Risk</b>		<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>				
Project delays due to Covid-19		5	1	5	Yellow	Green	<ul style="list-style-type: none"> <li>Early analysis identifies that the need for this project may be greater as a result of Covid-19</li> <li>Continued economic analysis and development of recovery plans should be implemented and robust project scoping should continue to ensure the proposal meets needs</li> </ul>				

	<b>Working for Healthy Economy</b>						Jan	Project Overall Status			
							2024	Green			
<b>Project Update</b>											
Project Scope Status			Green			Project Budget Status			Green		
Monthly update - provide narrative						Project Lead: Laura Neill					
<p>We continue to monitor progress to ensure effective delivery across Ayrshire. Working for a Healthy Economy continues to be delivered across Ayrshire to help individuals manage and improve their health to progress to or sustain employment. In November 2023 the following individuals were supported:</p> <ul style="list-style-type: none"> <li>• 63 individuals were supported in November 2023</li> <li>• Of the individuals completing the services to date there has been a 26.8% improvement in overall health and wellbeing</li> <li>• On measuring anxiety, a 35.7% improvement in anxiety levels has been achieved</li> <li>• Depression levels experienced have improved by 44.2%</li> </ul> <p>We continue to monitor progress to ensure effective delivery across Ayrshire. A range of events and ongoing promotional activities has been undertaken to achieve the figures reported above.</p>											
<b>Project Targets</b>											
Business Cases		Target date	Status				Benefits Realisation (top 5 deliverables)		Target	Actual	
OBC	19/02/2021	Complete	No of people accessing assessment & report				960	tbc			
FBC	22/02/2021	Complete	No of people accessing full management support via telephone				1600	936			
		No of people accessing full case management support delivered face to face					3838	282			
		No of people returning to work					1157	77			
		Unemployed residents supported		4629	tbc						
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>											
Milestone		Due date	Milestone status				Milestone		Due date	Milestone status	
Evaluation commences		30/06/2022	Green				End of programme/final drawdown		31/03/2027	Green	
Year 3 targets achieved		31/03/2024	Green								
Year 4 targets achieved		31/03/2025	Green								
Year 5 targets achieved		31/03/2026	Green								
Year 6 targets achieved		31/03/2027	Green								
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>											
Risk	Impact	Likelihood	Score	AGD Status	SG Status	Mitigation Action	Target Closure Date (dd/mm/yyyy)				
Implementation: Over demand or lack of demand	5	5	25			<ul style="list-style-type: none"> <li>• Proposed targets are based on delivery experience across Scotland and the experience of delivering a case management service in North Ayrshire recently</li> <li>• The proposal as it stands is designed to remove barriers to accessing this service. In the event of over demand, referral criteria can be set to reduce demand</li> <li>• Project Board has discussed geographical disparity between geographies and agreed mitigation action. Agreed to review again in October.</li> </ul>					
Project delay and macro-economic impact of Covid-19 and recovery	5	5	25			<ul style="list-style-type: none"> <li>• Early analysis identifies that the need for the project is unlikely to be diminished – in fact may be greater</li> <li>• Continued economic analysis and development of recovery plans should be implemented and robust project scoping should continue to ensure proposal meets needs</li> </ul>					

**Project Updates – Community Wealth Building Programme 31 January 2024**



Project Name	Project Lead	Senior Responsible Officer
Community Wealth Building	Emma McMullen	Neale McIlvanney

		<b>Community Wealth Building</b>						<b>Jan</b>	<b>Project Overall Status</b>
								<b>2024</b>	<b>Green</b>
<b>Project Update</b>									
<b>Project Scope Status</b>				<b>Green</b>		<b>Project Budget Status</b>			<b>Green</b>
<b>Monthly update - provide narrative</b>				<b>Project Lead: Emma McMullen</b>					
<p>Over 1,000 local enterprises across Ayrshire have received support from the programme. This achievement has exceeded the original FBC target by 150 enterprises and is a credit to the hard work of programme delivery officers working with enterprises to enhance their businesses through a Community Wealth Building approach. Further programme activity has increased, achieving the following key outputs:</p> <ul style="list-style-type: none"> <li>•[1050 Unique Enterprises receiving support from the CWB programme •[264 Enterprises receiving financial assistance: Grant/ Consultancy support •[154 New enterprises supported (&lt;12 months old)</li> <li>•[261 Businesses registered on PCS •[300 Businesses attending 12many procurement workshops •[276 Businesses accessing 121 Procurement support/ Consultancy •[167 Businesses attending 12many 'fair work' related workshops</li> <li>•[223 Referrals for FW Ayrshire Programme •[26 Support in the creation or transition of 6 businesses to employee ownership or Co-Operative</li> <li>•[136 Businesses attending 12many plural ownership workshops •[41 Businesses accessing 121 plural ownership specialist support / Consultancy. On January 15th, the programme received final approval through AEPB &amp; JC for a one year extension to enable continued momentum and support for enterprises across Ayrshire, and to further explore ways of mainstreaming the programme. The additional year will be resourced by fully utilising the programme's underspend, with additional funding brought in by individual Local Authorities such as the Shared Prosperity Fund.</li> </ul>									
<b>Project Targets</b>									
<b>Business Cases</b>			<b>Target date</b>	<b>Status</b>	<b>Benefits Realisation (top 5 deliverables)</b>			<b>Target</b>	<b>Actual</b>
OBC			12/02/2021	Complete	CWB Officers & Action Plans in place - creation of CWB Locality Baselines			15	all officers in post
FBC			22/02/2021	Complete	Total enterprises engaged			920	1050
					Employers undertaking Fair Work Action Plans			90	222
					Enterprises receiving financial assistance			265	264
					New enterprises supported			96	154
<b>Progress Update (top priority milestones as per current Implementation Plan)</b>									
<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>	<b>Milestone</b>			<b>Due date</b>	<b>Milestone status</b>
Fair work inspiration week (inl RLW & Disability Awareness)			30/11/2023	Green	Ayrshire CWB Enterprise Awards & Programme Achievements celebration			30/04/2024	Green
Fair work job fair			28/02/2023	Green	Monthly Programme Steering Group Meetings			31/03/2024	Green
500 Ayrshire enterprises supported by the CWB programme			31/03/2023	Green	Reporting to PMO, Ayrshire REP & EJC members			31/03/2024	Green
Programme case study showcase - SG visits			31/05/2023	Green	Annual report			31/03/2024	Green
1000 Ayrshire enterprises supported by the CWB & FWA programme			31/03/2024	Green	Project end date/final review/final report/final drawdown			31/03/2024	Green
<b>Project Risks (top 5 risks and their status will be included in the monthly report)</b>									<b>Target Closure Date (dd/mm/yyyy)</b>
<b>Risk</b>		<b>Impact</b>	<b>Likelihood</b>	<b>Score</b>	<b>AGD Status</b>	<b>SG Status</b>	<b>Mitigation Action</b>		
Project delays due to Covid-19		4	4	16			<ul style="list-style-type: none"> <li>• Early analysis identifies that the need for this project may be greater as a result of Covid-19</li> <li>• Continued economic analysis and development of recovery plans should be implemented and robust project scoping should continue to ensure the proposal meets needs</li> </ul>		



## Appendix 2 - Annual Performance Report (Outline) Ayrshire Growth Deal – Q3 Oct-Dec 23)



Corporate Communications  
Annual Performance Report (Online)  
Ayrshire Growth Deal  
Q3 1 October – 31 December 2023  
(with comparison to Q2 1 July – 30 September)

### Key Performance Indicators:

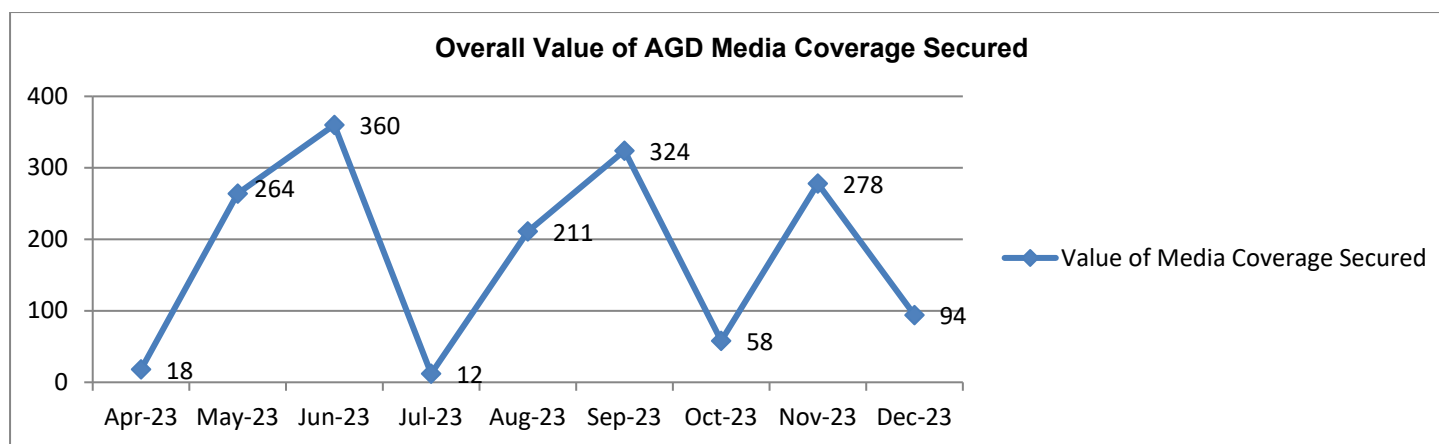
1. Increase the value of online coverage secured for Ayrshire Growth Deal partners and projects.
2. Increase the percentage of positive and very positive coverage secured for Ayrshire Growth Deal partners and projects.

**Increase the value of online media coverage secured:** The value of each individual piece of coverage is calculated based on its reach (i.e., whether it was used by a local/sectoral/regional/national media outlet), its prominence within that particular media outlet and the overall tone of the piece.

- **Q3, 2023**, From 1 October – 31 December, we secured **37 individual pieces of coverage with an overall media value of 430**
- **Q2, 2023**, From 1 July – 30 September, we secured **30 individual pieces of coverage with an overall media value of 547**
- **Q1, 2023**, From 1 April – 30 June, we secured **35 individual pieces of coverage with overall media value of 602**

***Previous quarter comparison:*** We have secured 37 individual pieces of coverage with overall media value of 430 in Q3, compared to 30 individual pieces of coverage with an overall media value of 547 last quarter. **The overall media value is a 24% decrease in comparison to last quarter.**

The graph below illustrates the breakdown of Media Value across the last 9 months:



The decrease in media value this quarter is due to fewer proactive press releases and breaking news stories compared to Q2 and Q3.

However, although the media value has decreased, the number of positive or very positive news items has increased due to various third party mentions of Ayrshire Growth Deal related projects (Prestwick Spaceport, and HALO) and proactive media coverage across a number of projects in November/early December.

We had three negative entries in Q3. These were related to local press coverage related to the affordability of East Ayrshire's CoRE project, following their recently published AGD performance report.

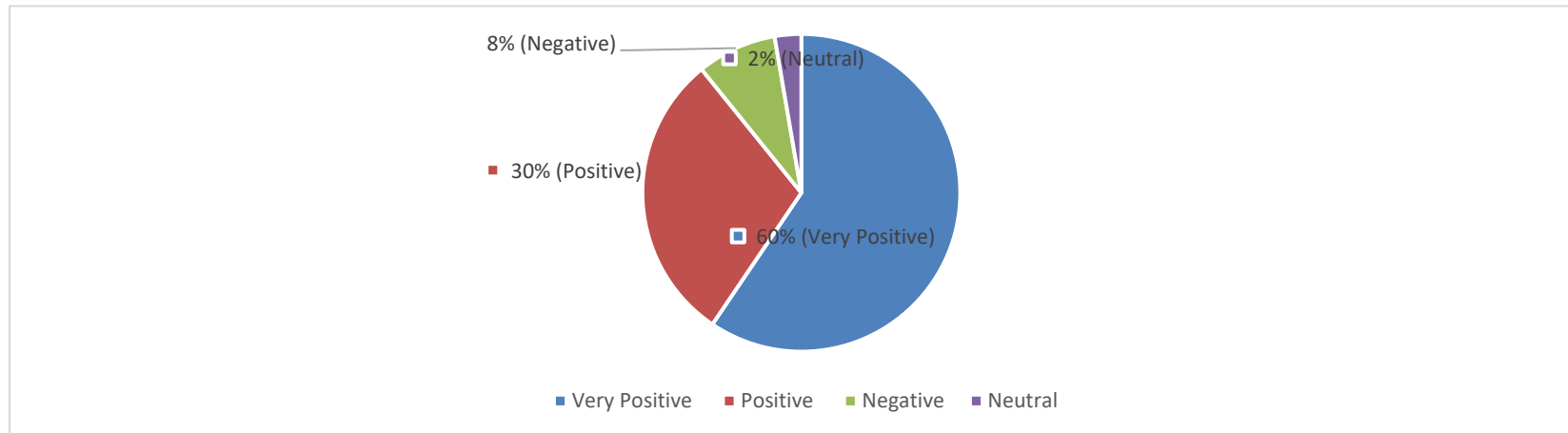
Other than these, the media value was positively impacted as the weeks progressed thanks to the following highlights:

- Several positive and very positive mentions of the launch of the £3m Ayrshire Skills Investment Fund – now open for applications (October/November)
- Local and national coverage on plans to revive derelict land (with Third Party Mentions of AGD projects) (November)
- **Ayrshire named as a '5G Innovation Region' after securing £3.8 million of UK Government funding (November)**
- **Groundbreaking ceremony at i3 for the Advanced Manufacturing Flexible Space (November)**
- **Local, national and sectoral coverage secured as North Ayrshire's Cabinet gives green light to masterplan for Irvine's ambitious Great Harbour redevelopment (December)**
- **Across local, regional, sectoral and national press, we reported 12 positive/very positive Third Party Mentions – the majority of these were about Prestwick Spaceport and coincided with the news of Saxaford Spaceport in Shetland securing a significant funding boost (these articles made reference to the Space industry across Scotland and rest of UK)**

**Tone of online media coverage secured Q3:**

**37 individual online pieces of coverage were received between 1 October and 31 December and 90% of the coverage has been either Positive or Very Positive.**

Tone	Very Positive	Positive	Neutral	Negative	Very Negative
Q3: 1 October – 31 December	22	11	1	3	0 entries recorded
Overall percentage	60%	30%	2%	8%	
Q2 1 July – 30 September	20	8	0	2	0 entries recorded
Overall percentage	67%	27%	0	6%	
Q1: 1 April – 30 June	21	6	8	0	0 entries recorded
Overall percentage	60%	17%	23%	0	



The next section of the report includes a breakdown from Q3 and then the individual hyperlinks to review any of the individual articles of interest featured this quarter.

**Below are the individual pieces of Q3 coverage secured and overview of how we rate and measure tone of media items:**

**Very Positive (+3)** – *positive headline, positive mention of Ayrshire Growth Deal services, staff campaigns. No negative comment/component. Third party endorsement. Any article which does not contain any negative element at all will qualify as very positive – even if it is just factual.*

Date	Media Outlet	Source	Hyperlinks
24-Oct	Irvine Times	Press release	<a href="#">Ayrshire Skills Investment Fund is open for applications   Irvine Times</a>
24-Oct	Ayr Advertiser	Press release	<a href="#">Ayrshire Skills Investment Fund is open for applications - Ayr Advertiser</a>
25-Oct	Largs and Millport Weekly News	Press release	<a href="#">Ayrshire Skills Investment Fund is open for applications   Largs and Millport Weekly News</a>
26-Oct	Irvine Times	TPM CWB and DPMC	<a href="#">North Ayrshire: Bid to revive and regenerate unused land   Irvine Times</a>
28-Oct	Daily Record	TPM CWB and DPMC	<a href="#">Plans to help revive derelict land across 'struggling' North Ayrshire towns - Daily Record</a>
15-Nov	Irvine Times	Press release	<a href="#">Irvine harbourside to get 5G upgrade after funding boost</a>
17-Nov	Ayr Advertiser	Press release	<a href="#">5G Innovation Region: Ayrshire £3.8 million government funds   Ayr Advertiser</a>
17-Nov	Daily Record	Press release	<a href="#">Huge 5G tech boost for Ayrshire after four areas set to benefit from £3.8m - Daily Record</a>
17-Nov	Cumnock Chronicle	Press release	<a href="#">5G Innovation Region: Ayrshire £3.8 million government funds   Cumnock Chronicle</a>
18-Nov	Irvine Times	Press release	<a href="#">5G Innovation Region: Ayrshire £3.8 million government funds   Irvine Times</a>
18-Nov	Irvine Times	Press release	<a href="#">Ground-breaking ceremony for £15 million Irvine project</a>
22-Nov	Irvine Times	Press release	<a href="#">North Ayrshire councillor hails £37m Levelling Up funding - Irvine Times</a>
23-Nov	Irvine Times	TPM AGD	<a href="#">Projects for £17m North Ayrshire Levelling Up funds revealed - Irvine Times</a>
23-Nov	Largs and Millport Weekly News	TPM AGD	<a href="#">Projects for £17m North Ayrshire Levelling Up funds revealed   Largs and Millport Weekly News</a>
23-Nov	Ardrossan & Saltcoats Herald	Press release	<a href="#">Projects for £17m North Ayrshire Levelling Up funds revealed   Ardrossan and Saltcoats Herald</a>
26-Nov	Cumnock Chronicle	TPM HALO	<a href="#">Multi-million-pound housing investment agreed by East Ayrshire Council</a>
05-Dec	Irvine Times	Press release	<a href="#">Council chiefs approve plan to transform Irvine harbourside</a>
07-Dec	STV News	Press release	<a href="#">Harbour 'regeneration' project given green light as part of growth investment - STV News</a>
07-Dec	Irvine Times	Press release	<a href="#">Council chiefs approve plan to transform Irvine harbourside</a>
08-Dec	Daily Record	Press release	<a href="#">Exciting new £14 million Irvine Harbour development set for the go ahead - Daily Record</a>
06-Dec	Scottish Construction Now	Press release	<a href="#">Irvine Great Harbour masterplan given green light   Scottish Construction Now</a>
15-Dec	Irvine Times	Press release	<a href="#">Irvine i3 flexible office space set for completion in August - Irvine Times</a>

**Positive (+2)** – positive headline, positive mention of services, staff campaigns. It may include minor negative comment/component about North Ayrshire Council as long as it's overshadowed by positive aspect/comment. This can include press releases issued by another party as long as it does more than mention Ayrshire Growth Deal or three-Ayrshire's in passing, i.e. includes comment from Council.

Date	Media Outlet	Source	Hyperlinks
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04-Oct	Irvine Times	Press release	<a href="#">Ayrshire Innovation Park: Consultation events over plans   Irvine Times</a>
04-Oct	Cumnock Chronicle	Performance report CoRE	<a href="#">Ayrshire Innovation Park: Consultation events over plans   Cumnock Chronicle</a>
10-Nov	Dunfermline Press	TPM HALO	<a href="#">File: Dunfermline MP calls for city's own HALO project</a>
14-Nov	OPP Today	Press release	<a href="#">The Future of Connectivity: North Ayrshire Secures Funding for Advanced Wireless Infrastructure</a>
15-Nov	BBC	TPM Prestwick Spaceport	<a href="#">Rocket launch from Shetland spaceport announced for next year - BBC News</a>
15-Nov	The Scotsman	TPM Prestwick Spaceport	<a href="#">Could overseas talent help take the Scottish space industry to new heights? - Kelly Hardman</a>
18-Nov	OPP Today	Press release	<a href="#">Ayrshire's Successful Bid for 5G Innovations Promises Transformation - OPP.Today</a>
22-Nov	The Herald	TPM Prestwick Spaceport	<a href="#">Scottish Government-owned Prestwick Airport posts profit - The Herald</a>
26-Nov	Scottish Housing News	TPM HALO	<a href="#">Multi-million-pound housing investment agreed by East Ayrshire Council</a>
18-Dec	BBC	TPM Prestwick Spaceport	<a href="#">Shetland is first UK spaceport for vertical rocket launches - BBC News</a>
25-Dec	Cumnock Chronicle	TPM AGD	<a href="#">East Ayrshire Council leader shares festive message - Cumnock Chronicle</a>

**Neutral (+1)** – any incidental mention of Ayrshire Growth Deal or three-Ayrshire’s with no positive or negative comment/component. These will be articles that only mention North Ayrshire Council in passing e.g. a press release issued by another party which mentions working in partnership with the Council, national stories which feature performance of Council against other – those which do not focus on or include a comment from North Ayrshire Council.

Date	Media Outlet	Source	Hyperlinks
07-Dec	Flight Global	CoRE performance report	<a href="#">Expression of interest in Glasgow Prestwick airport under examination: chief   Flight Global</a>

**Negative (-2)** – negative headline, criticism of Ayrshire Growth Deal, services, campaigns. Includes comment/component from three-Ayrshires... Even where an article is very damaging, if we have been given a right of reply and there is a quote from us it only qualifies as negative.

Date	Media Outlet	Source	Hyperlinks
01-Oct	Cumnock Chronicle	CoRE performance report	<a href="#">East Ayrshire Council: Cumnock CORE project unaffordable</a>
01-Oct	Daily Record	CoRE performance report	<a href="#">East Ayrshire Council's £24.5m renewable energy project in 'unaffordable' - Daily Record</a>
09-Oct	Cumnock Chronicle	CoRE performance report	<a href="#">Cumnock: Core project delayed due to being unaffordable</a>

**Very negative (-3)** – negative headline, criticism of Ayrshire Growth Deal staff, services, campaigns. Does not include comment/component from North Ayrshire Council. This should be very rare as it is the lack of response from North Ayrshire Council which qualifies it as very negative.

Date	Media Outlet	Source	Hyperlinks
N/A	N/A	N/A	N/A

### Final thoughts

In the coming months, we anticipate securing more positive and very positive news coverage as the following developments will be in the pipeline:

- The official opening of the Digital Process Manufacturing Centre in February
- Progress on the i3 Advanced Manufacturing Flexible Space
- Announcement of successful Ayrshire Skills Investment Fund applications
- Submission of a planning application for phase one of the coastal hub play park, skate park and pilot house development.

**Future reporting:** For next edition(s) of reporting, we will continue to utilise Google Alerts to ensure we are capturing local, national, sectoral for ALL AGD projects