



## **PROGRAMME MANDATE**

# **Chapelcross (CX) Site Transformation (2095)**

**Version:** v 1.3

**Date:** 12/09/19

### **Executive Sponsor**

Gavin Stevenson

Chief Executive Officer

Dumfries and Galloway Council

## 1 Document Version History

<b>Document title:</b>	Programme Mandate for the Chapelcross Site Transformation Programme (2095)
<b>Version Reference:</b>	V 1.3
<b>Version date:</b>	12/09/19
<b>Document Owner:</b>	CX Strategic Programme Lead

<b>Document Acceptance:</b> Dumfries and Galloway Council			
<b>Name</b>	<b>Title</b>	<b>Approved, Reviewed or Consulted</b>	<b>Date</b>
Colin Grant	Director Education and Learning	Consulted	
Derek Crichton	Director Communities	Consulted	
Steve Rogers	Head of Economy and Development	Consulted	
Lorna Meahan	Director Economy and Resources	Reviewed	
Gavin Stevenson	Chief Executive Officer	Approved	

<b>Version Development</b>	
Version 0.1	Draft document under development and review
Version 1.0	Document for approval by DGC
Version 2.0	Document for approval by all CX Programme Sponsors

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## References

Hyperlinks:

[Chapelcross Project Website](#)

[A vision for Chapelcross video](#)

[Borderlands Inclusive Growth Deal Website](#)

[Heads of Terms-Borderlands Inclusive Growth Deal](#)

[UKG Press release 01 July 19 -Borderlands Inclusive Growth Deal](#)

[White Paper \(5 Case Model\): Better Business Cases APMG International](#)

[White Paper: Managing Successful Programmes \(MSP\) - A Basic Overview](#)

[White Paper: Managing Successful Programmes Business Benefits](#)

## Reference documents:

Chapelcross Strategic Outline Business Case (May 19)

Borderlands Inclusive Growth Proposal (Sept 18)

The Green Book: appraisal and evaluation in Central Government (HMT)

Business case guidance for projects (HMT)

Business case guidance for programmes (HMT)

## 2 Programme Mandate Purpose

The mandate provides a framework and method to agree and to authorise the commencement of the Chapelcross site transformation programme management process.

The mandate shall be agreed by the Dumfries and Galloway Council (DGC) Leadership team and approved by its Chief Executive Officer.

Commencement of the programme management process, summarised in the CX Route-map, is triggered through a Go/No-go Decision from Dumfries and Galloway Full Council Committee.

## 3 Programme Description

The transformation of the Chapelcross Magnox site to create high value jobs and additional GVA is a complex programme of projects and activities, and this requires the adoption of best practice programme management techniques together with a step change in commitment, focus and effective collaboration to have the best chance of success.

To date, the Chapelcross initiative has been managed as a series of studies. More recently, working groups have been established under a non-contractual Memorandum of Understanding (MOU). Under the MOU Dumfries and Galloway Council have agreed to take leadership of delivery plans emanating from the adopted Chapelcross Development Framework 2016. The approach has delivered a better understanding of the challenges and opportunities involved in site development. However, this approach needs to be revisited and refined, and a formal mandate created to test the viability of investment.

Dumfries and Galloway Council is familiar with the UK Government's recommended guidance Managing Successful Programmes (MSP) and consider that its adoption, for Chapelcross, will greatly assist the team development of the business case, delivery capability and the decision-making process. Dumfries and Galloway have developed a Chapelcross Route-map to aid the adoption of MSP by Chapelcross partners.

The Chapelcross Route-map is a planning tool and starts with the end in mind i.e. the progressive realisation of a shared vision of a brighter future. It provides a high-level baseline for plan definition and the measurement of progress in the delivery of our ambitions.

The development and delivery approach that is set out in this document is based on a recognised best practice and is intended to support integrated planning and collaborative working across Borderlands and beyond. The Chapelcross Route-map provides clear line of sight over the full site regeneration period. This describes programme stages, decision points within the initial Borderlands Partnership programme lifespan together with additional stages to span the full Chapelcross site regeneration period. It has the potential to capture its full blueprint delivery, as previously envisaged in the Chapelcross Development Framework- A vision for Chapelcross. The CX

Route-map refocuses and acknowledges the role of the CX SOBC and supports next stage activities.

Figure 1, Chapelcross Site Transformation Journey, is an extract from the CX Route-map. It captures the Magnox site timeline from 1959 to the end of decommissioning programme in 2095. This programme mandate development and decision task is depicted within the section labelled “we are here”. This task followed by structured stage logic to deliver the site transformation to 2095 and the Borderlands Inclusive Growth Deal contribution over 10-year (Scottish Government) funding to 15-year (United Kingdom Government) funding periods, or beyond. **Appendix M1** contains the current CX Route-map in full.

The adoption of best practice programme management provided by MSP and the HMT’s Green Book: appraisal and evaluation in central government, which includes the 5-case model. Key embedded features include gated process and assurance reviews to test the ongoing viability of the programme.

The gated process includes Go/No-go approvals and decisions at key points. The approval/decisions support the delivery of the next stage through a validated and approved activity plan. Approval/decisions scope is typically the next programme stage or tranche, and does not guarantee subsequent stages will be approved, or that the programme not be stopped if circumstances require.

This approach provides flexibility in that the staged development of the Chapelcross site could be further aligned with relevant SG/UKG policy priorities and evolving market demand over the longer transformation delivery timeline. The Chapelcross site transformation journey is described in the following task/stage summaries.

### **3.1 Chapelcross SOBC – conditionally approved 07/19**

The CX SOBC provided an “ASK” to the UK and Scottish Governments for initial funding to support enabling works for the Chapelcross (CX). Early final approval of this funding could potentially reduce the period to deliver an operational site proposition to market.

Highways design and construction would be carried out through a highways design and construction contract procured by the Council and managed by its Highways Department.

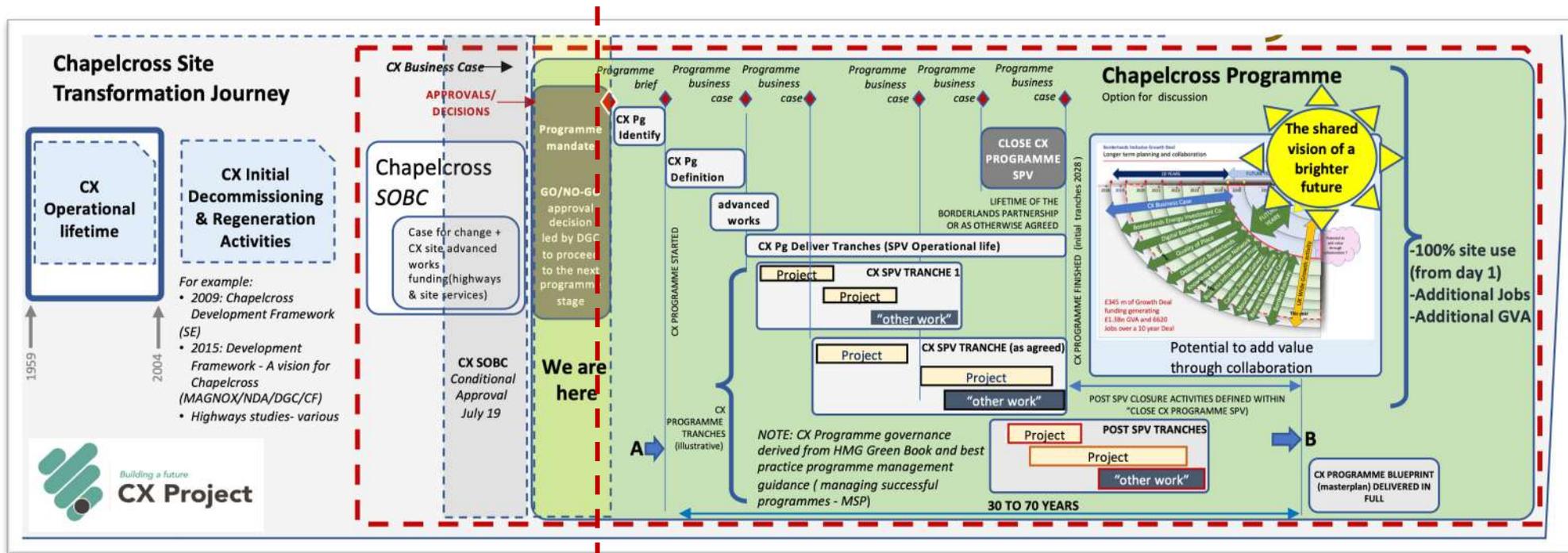
The CX SOBC was conditionally approved in July 2019 by the Scottish and UK Governments respectively. This awarded circa £15m to Chapelcross on the condition that an appropriate business case was developed and approved. In addition, UKG indicated that additional bids for relevant business case funding would be welcomed by the Nuclear Decommissioning Authority (NDA).

The CX SOBC put forward the CX Route-map as the basis for developing a full business case for the Chapelcross site transformation going forward.

**Figure 1, Chaplecross Site Transformation Journey**

This is an extract from the CX Route-map. It captures the Magnox site timeline from 1959 to the end of decommissioning programme in 2095. This programme mandate development and decision task is depicted within the section labelled “we are here”.

This task followed by structured stage logic to deliver the site transformation to 2095 and the Borderlands Inclusive Growth Deal contribution over 10-year (SG funding) to 15-year (UKG) funding periods, or beyond. Appendix M1 contains the current CX Route-map in full.



The full scope of this programme stage is contained in the MSP guide. This guidance will be adapted to support the development of the Programme Business Case in line with recognised UKG best practice.

The UK Government has implemented a Better Business Cases framework for creating successful business cases which it has been using for around 25 years. (see APMG White Paper Better Business Cases). This is based on a 5-case model and is also supported by SG.

The Five Case Model provides the framework and tools to enable effective decision-making when scoping and planning spending proposals in a robust and thorough manner and can be used at strategic, programme and individual project levels. Its use on the CX programme should always be proportionate to the level at which it is being applied as well as the cost and risk associated with the investment.

The five key questions for CX programme sponsors and decision makers are aligned to each of the cases are:

- The strategic case: Is there a compelling case for change?
- The economic case: Does the preferred investment option optimise value for money?
- The commercial case: Is the proposed deal commercially viable?
- The financial case: Is the spending proposal affordable?
- The management case: How can the proposal be delivered successfully?

This stage will establish delivery needs and the potential role of a Special Purpose Vehicle (SPV) to be established for onward delivery of the programme, including the individual tranche requirements.

### **3.2 Programme Stage- Advanced works**

This stage provides the timing for relevant advanced works delivery - as per the ASK and other activities in advance of the delivery stage and separate from other programme stages.

The Programme Board will establish the most appropriate timing for advanced works within the overall programme schedule.

### **3.3 Programme Stage - Delivering the Tranches**

This stage is rereferred to as managing the tranches in the MSP guide. The stage spans the full delivery of the projects and activities within the Tranches and the activities to manage the realisation of target benefits, up until the point where the programme is closed.

The stage provides management and oversight for capability delivery through projects and benefits realisation, in line with tranche design.

It is assumed that an SPV will be created as some point within the programme to manage programme delivery. This is a decision to be managed by the programme board. See **appendix M2**, assumption A10.

### **3.4 Close the Programme**

The current drivers and timing of the close the programme stage are established within the mandate. The working assumption is that the Borderlands led programme will have a duration of 10 to 15 years, based on Inclusive Growth Deal funding of 10 years from SG and 15 years for UKG.

CX programme sponsors shall provide clarity as to whether the CX programme remains a fixed term endeavour (the life of Borderlands Partnership, for example) or whether programme closure will be informed by the delivery of longer-term programme objectives.

It should be noted that premature programme closure can also be triggered by other events, such as when evidence so far does not make good business sense to continue. This opinion will be tested through assurance reviews, which as part of programme governance.

### **3.5 Post SPV Tranches**

This section assumes that an SPV will be created at some point within the programme. This is a decision for the programme board, when created.

Some live projects may be reassigned beyond the lifetime of the SPV.

If a full 200+ ha Chapelcross site masterplan (blueprint) has been agreed, then its delivery will potentially continue throughout the full site decommissioning period to around 2095. This requires long term planning. Without a tested theoretical plan for delivery the viability of a long-term masterplan is not validated. This approach would not align with the intention of starting with the end in mind and should be identified as a dependency and risks out with the initial approved programme's control.

### **3.6 A to B: Programme Blueprint (masterplan) delivered in full**

These reference points are included to support a discussion around commitment, focus and effective collaboration. Partners need to establish their role and contribution to the progressive realisation of a shared CX vision of a brighter future. Partners should be able to articulate and evidence their commitment to the delivery of the CX vision to stakeholders.

## **4 Change Drivers**

The key change drivers for transformation of the Chapelcross site are tabled within **appendix M2**.

The sponsor group will lead further exploration of CX programme change drivers as an assurance plan activity. This will include testing the role of the Chapelcross transformation programme and CX site in contributing to closing perceived gaps in UKG and SG public sector policy delivery over the medium and longer term.

## 5 Programme Objectives

The headline objectives of the programme are to:

- Create a large-scale strategic mixed-use employment site for Borderlands with significant wider economic impact
- Support the development of green energy production, storage and distribution solutions
- Maintain 100% beneficial use of the site over the full decommissioning period to 2095 (in line with Energy Act 2004 requirements) and beyond
- Make a significant DGC contribution to the UKG's 2050 net zero carbon target.

### 5.1 Benefits

The programme will deliver a range of direct benefits that will in turn have economic and social impacts. The direct benefits that will be qualifiable are:

- Addressing market failure in Borderlands
- Building a future for future generations through the transformation of the full 200 ha Magnox site
- Hectares of brownfield land brought back into economic use
- Development of employment floorspace
- Renewable green energy production
- Putting in place capability and plans that help close the gap between UKG/HMG policy and existing delivery plans
- Wider image benefits for borderlands and the A74 corridor, from a large and high-profile site redevelopment

Further benefits capture and mapping is required as part of business case development.

### 5.2 Critical Success Factors (CSF's)

A CSF is a critical factor or activity required for ensuring the success of the programme. Success will be demonstrated by delivery against the CSF's

Critical success factors for next stage relate to the delivery of the step change in commitment, collaboration and focus needed to address historical factors which inhibited progress and set the development of the programme business case on a course for success over the short, medium and longer term.

We need to focus on the short-term factors to create an appropriate foundation on which to build the programme business case. This is best done

through robust delivery of the first stage programme management activities, as required by this mandate, namely:

- Sponsor the CX programme
- Confirm the CX programme mandate
- Appointing the CX SRO and CX programme board
- Produce the CX programme brief
- Develop the CX programme preparation plan
- Carry out an independent review
- Secure approval to proceed to the next programme stage

This initial list of critical success factors will be developed by the CX programme board and approved by CX sponsors.

### **5.3 Scope**

The initial programme scope is contained by activities required for the transformation of the full 200ha Chapelcross site.

This will include studies to test and manage CX RAID log entries. The CX RAID log, within appendix M2, is an initial list of risks, issues, assumptions and dependencies. The RAID log, and its management will be owned by the CX programme board.

The initial scope will capture and develop a blueprint for the full 200ha site to reflect the vision for its transformation to 2095 and beyond. The business case may pursue development of the Chapelcross site as a hub location linked to other economic development.

The scope does not include the development or delivery of projects or initiatives out with the 200ha site, unless referenced in the mandate or agreed through the CX programme board.

### **5.4 Risks (threats and opportunities), Assumptions, Issues and Dependencies (RAID)**

The CX programme risk tolerance and appetite will be developed by the CX programme board and agreed with the CX sponsors

## **6 Governance**

At the time of approving the CX Mandate programme governance is provided through the CX Partnership's MoU and the associated terms of reference agreed for the CX Joint Co-ordination Group and the CX project team.

Appendix 4 provides current and target operating models for the CX programme. The DGC senior management team will provide additional governance support until sponsors have been agreed and the programme board has been established and its terms of reference agreed.

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The DGC senior management team will provide oversight of the programme governance on an ongoing basis. The DGC senior management team will use the agreed start up plan as the baseline for management oversight in the short term.

## 7 Programme Milestones & Reporting

Partners will receive a formal update of CX programme activity at the end of each calendar month.

SG, UKG and Borderlands reporting will be agreed through the CX programme board.

A CX programme milestone schedule will be developed and agreed through the CX programme board.

Milestone name	Deliverables	Target Date
CX Mandate Approval	Approved CX Mandate	tbc Sept 19
Approval to start the programme process	Member Approved (recommendations) Paper	26 Sept 19
Economy and Resources Committee	Member Update Paper-progress in delivery of agreed programme activity scope	Jan 2020

## 8 Finance / Budget

DGC budget for CX will be agreed through the DGC Budget setting process.

Overall budget requirements will be developed through the CX programme board.

## 9 Related Work

The CX programme will capture related work through the development of the RAID Log for the programme as either an assumption or a dependency- see **appendix M2**.

This process must be completed before the completion of sponsoring the programme activity is concluded.

**Appendix M3** includes sunray model to support planning and collaboration across the Borderlands programme.

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## **10 Appendices**

APPENDIX M1- CX Route-map

APPENDIX M2- Table to show Programme Drivers by Stakeholder

APPENDIX M3- CX Sunray Diagram- Longer term planning and collaboration

APPENDIX M4- CX Organisational Governance (draft model)

APPENDIX M5- CX RAID Log (risks, assumptions, issues and dependencies)

10.1 Appendix M1 - CX Route-map

# Borderlands Inclusive Growth Deal Chapelcross Route-map

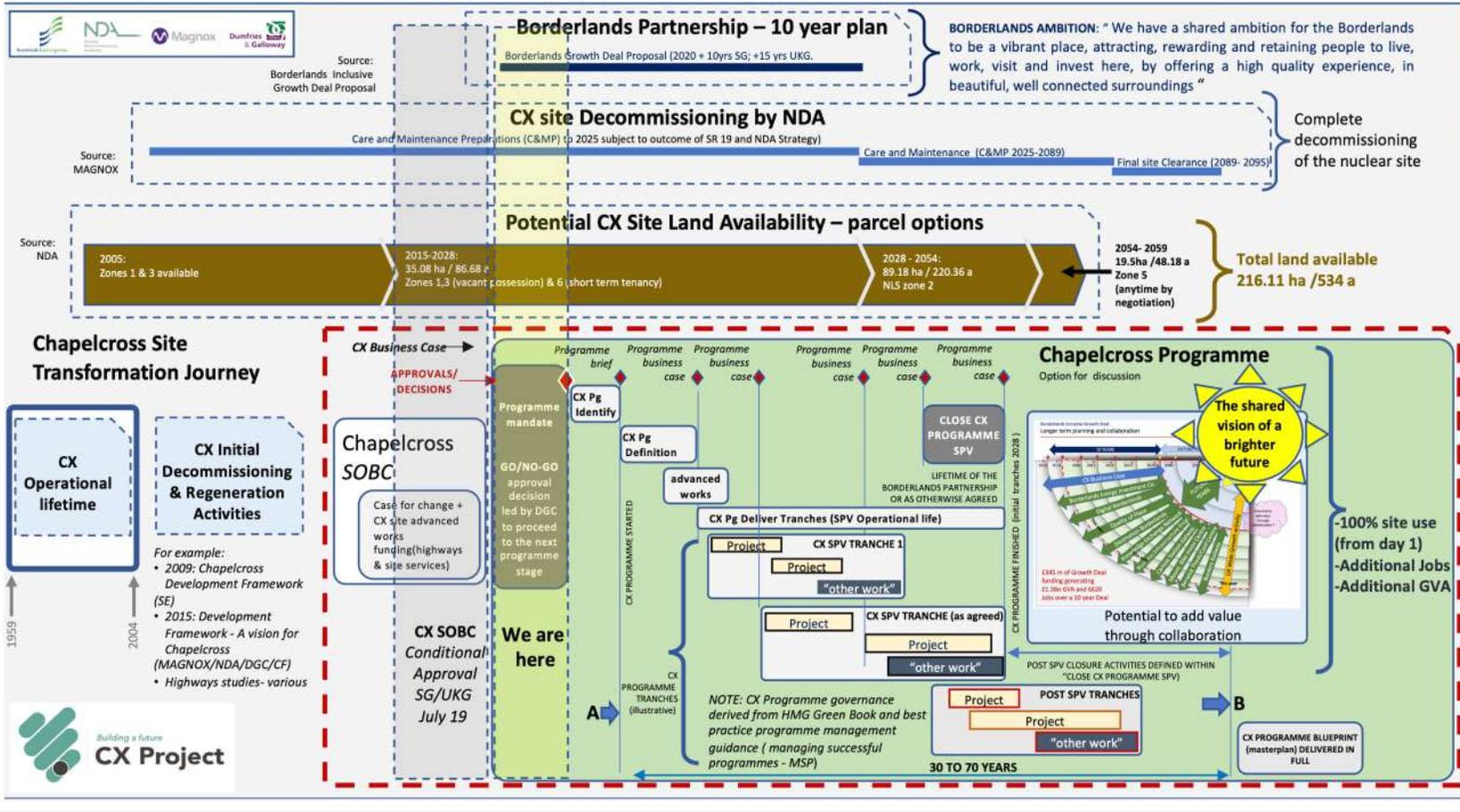
DGC Draft Proposal  
under development  
version 13/08/19



**The CX Partnership** (Scottish Enterprise, the Nuclear Decommissioning Authority (NDA), MAGNOX and Dumfries and Galloway Council) **have a shared interest in the development of the Chapelcross site and have agreed a Memorandum of Understanding to this end. This diagram provides a framework to support Partner collaboration in this common purpose and a route-map to agree and deliver the CX partnership vision**

**... BUT WHY CHAPELCROSS ?** (location, location, location....)  
 • Accessible by air, road, rail and sea; hi capacity, zero latency digital connectivity; workforce culture: safety critical/regulated industries; potential opportunities of operating within a nuclear licensed site; low cost energy from on site generation; established water abstraction licence; options for the phased development of 200+ hectares of low cost land within a new Simplified Planning Zone; HV national grid connection; stunning surroundings

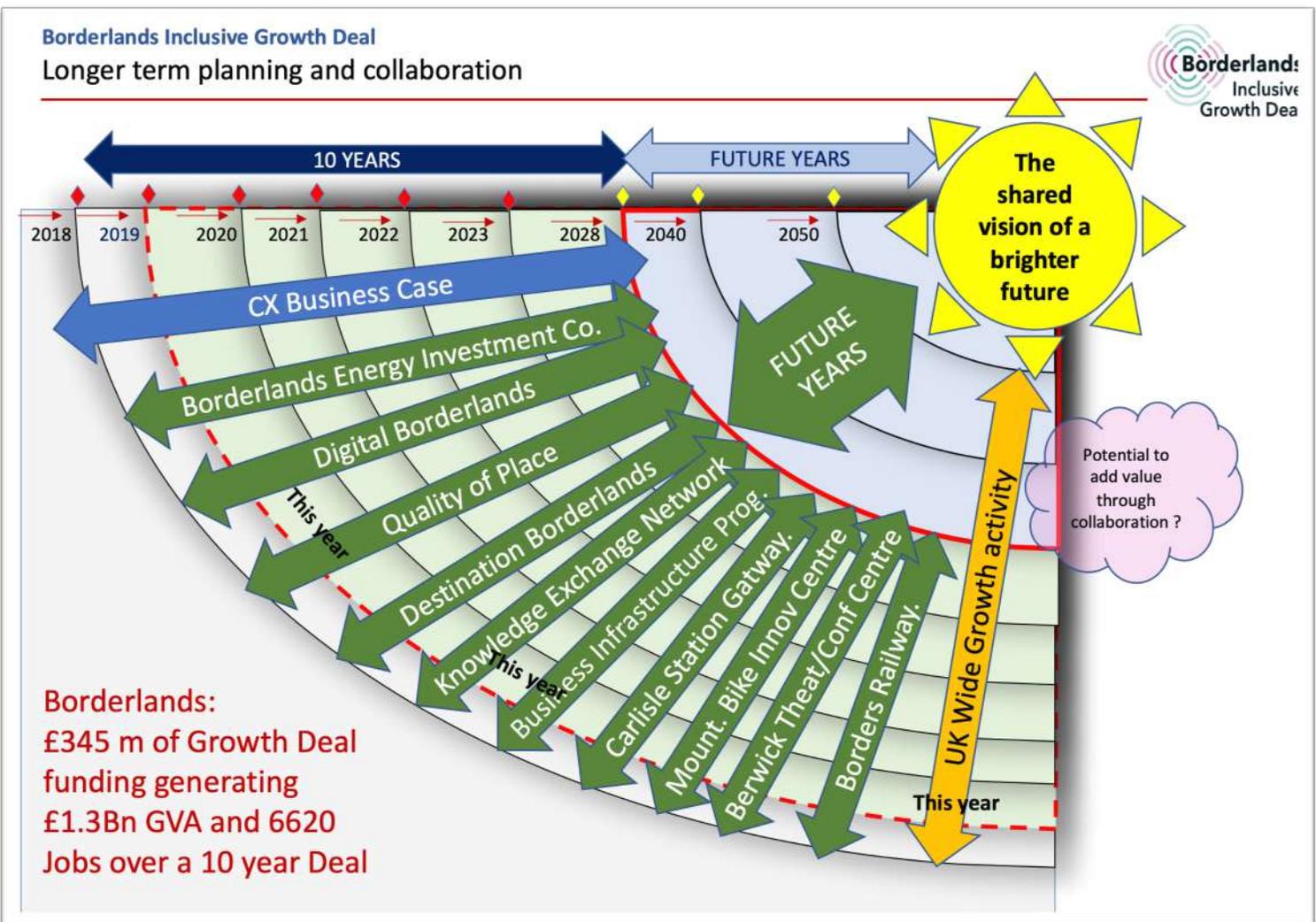
**...WHICH LEADS TO...**  
 • 100% CX site utilisation - day 1  
 • Additional jobs  
 • Additional GVA



## 10.2 Appendix M2- Table to show Programme Drivers by Stakeholder

Stakeholder	Driver
UKG/SG Policy	<ul style="list-style-type: none"> <li>▪ 2015 Scotland Economic Strategy</li> <li>▪ M74 Corridor and its economic growth opportunity – The case for change</li> <li>▪ Net Zero Scotland 2045 (Carbon economy and addressing global warming)</li> </ul>
Legislation	<ul style="list-style-type: none"> <li>▪ The Energy Act 2004</li> </ul>
NDA	<ul style="list-style-type: none"> <li>▪ NDA Social and Economic Strategy 2020</li> </ul>
DGC	<ul style="list-style-type: none"> <li>▪ DGC Local Development Plan (LDP)</li> <li>▪ Dumfries and Galloway Local and Economic Strategy, 2016- 2020</li> <li>▪ Capitalising DGC’s green credentials and addressing the declared Climate Emergency</li> <li>▪ Strengthening trade across the border</li> <li>▪ Developing DGC’s social and economic offer to the world</li> <li>▪ DGC declared Climate Emergency</li> </ul>
Borderlands - Big Challenges	<ul style="list-style-type: none"> <li>▪ Big Challenge 1: Narrowing the productivity gap</li> <li>▪ Big Challenge 2: Increasing the working age population</li> <li>▪ Big Challenge 3: Delivering inclusive Growth</li> </ul>

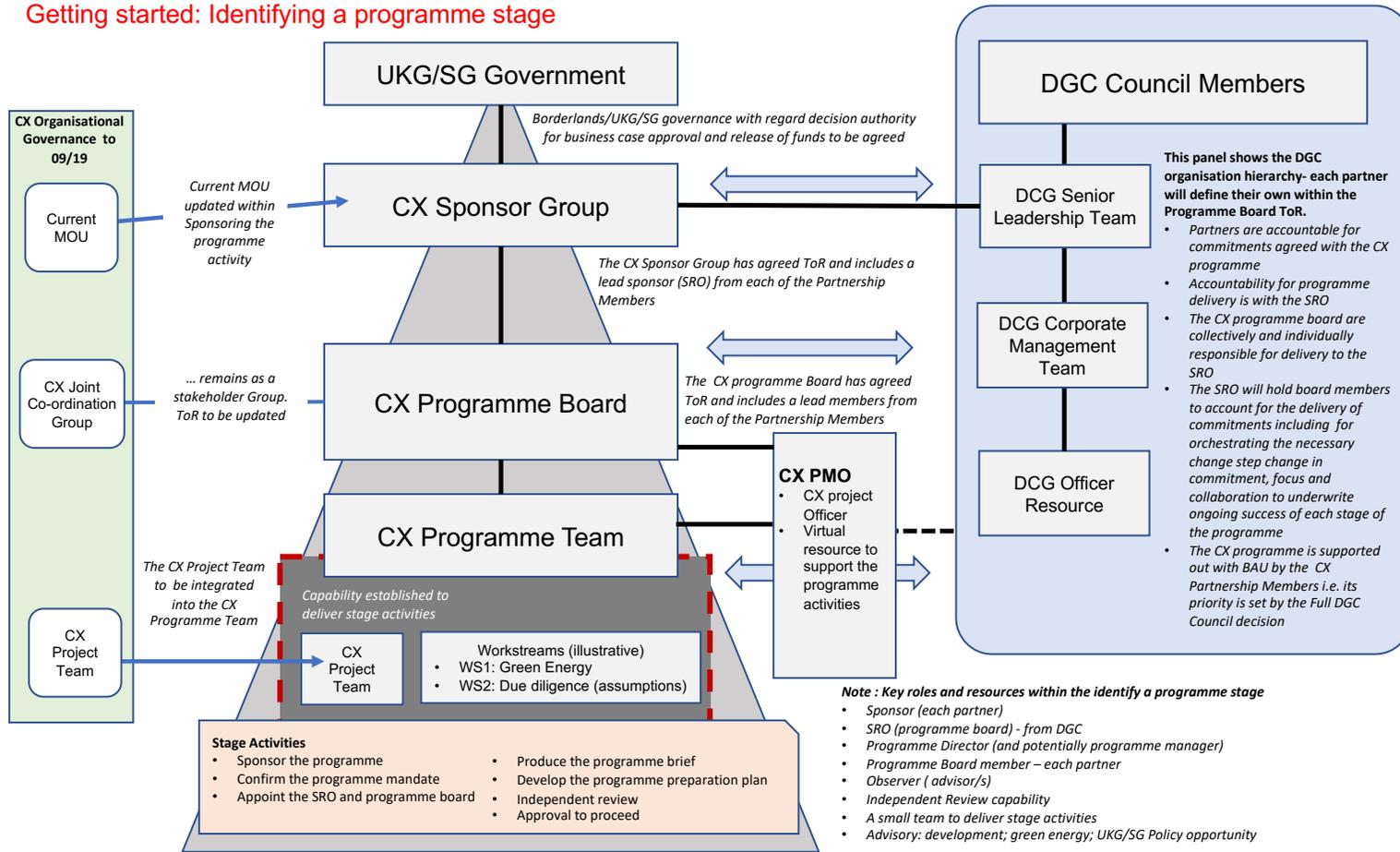
### 10.3 Appendix M3- CX Sunray Diagram- Longer term planning and collaboration



# Chapelcross (CX) Site Transformation Programme Organisational Governance (draft 29 08 19)



## Getting started: Identifying a programme stage



## 10.4 Appendix M4- CX Organisational Governance (draft model)

## 10.5 Appendix M5: Chapelcross RAID log

### Risks, Assumptions, Issues and Dependencies

Definitions:		
<b>Perspective</b>  - Borderlands Partnership  - CX programme  - DGC  - NDA  - Scottish Enterprise  - CX work stream	<b>Risk</b>  An event or set of events that should it occur will had an effect achievement of objectives. A risk is measured by a combination of the probability of the perceived threat or opportunity occurring and the magnitude of its impact on objectives. Threat- negative impact. Opportunity- positive impact	<b>Assumption</b>  A statement that is taken as being true for the purpose of planning, but which could change later.  An assumption is made where some facts are not yet known. There is a risk that assumptions are not correct
	<b>Issues</b>  A risk that has happened or an unplanned event that requires management action. It could be a problem, query, concern, change request for risk that has occurred.	<b>Dependency</b>  Other projects or triggers that the programme depends on or are a beneficiary of our programme outcome made where some facts are not yet known.

The following risks, assumptions, issues and dependencies have been identified through initial workshop and desktop studies. To be addressed within the next programme stage			
REF	Perspective	Risks	Response notes
R1		There is a risk that sponsor organisations are not experienced in the delivery of complex change and select candidate who do not have adequate experience to carry out the roles that they are asked to carry out. In particular, those required to set up, manage and control a programme as well as orchestrating change. This has the potential to prevent the first stage activities from being completed to an acceptable quality and timeframe. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R2		<b>The assumptions listed below, in SECTION I, are not supported by robust due diligence activities and must be recorded as risks until this has been done. To be completed within first programme stage activities.</b>	Important
R3		There is a risk that the CX programme mandate will not be supported by the DGC Members or the DGC leadership team. This may prevent the start of the programme as described in the mandate, the required step change for the CX project to become a programme will remain un-resolved. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R4		There is a risk that the programme board creation activities will not be properly supported and a fit for	

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		purpose programme leadership team will not be established soon enough to drive stage 1 programme activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R5		There is risk that resource needs are not appropriately identified resource (suitably experienced, qualified and qualified) or that the partners do not provide the requested resources. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R6		There is a risk that preparation for the start-up (programme start-up plan) are delayed, incomplete or not supported. This may lead to a delay in mobilisation of the programme and the rate and quality of programme delivery going forward. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R7		There is a risk that the delivery of the sponsoring the programme activity is delayed. This may adversely affect the creation of the CX programme board and leave a leadership, management and control gap within the programme arrangements. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R8		There is a risk that the programme fails to maintain partner support for the site transformation approach described in the CX Mandate and CX Route-map. This could lead significant effort being required to re-establish support and diverts critical resources away from critical path activities. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R9		There is a risk that the as delivered sponsoring a programme activity does not take into account and embed the lessons learned in the production of the approved CX SOBC. This would stifle the delivery of the required step change in approach required to overcome historical barriers. The new team would remain constrained by historical barriers. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R10		There is a risk that the Borderlands initiatives will fail to establish the value which could be obtained through collaborate between initiatives and beyond. Opportunities to share skills, knowledge and resources may be lost and the added value which is achievable through collaboration lost and strategic objectives under-archived	

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REF	Perspective	Issues	Notes
I1		<b>The closure of the Chapelcross Magnox facility will remove significant jobs and GVA from the local economy. Current NDA socio economic activity will find opportunities for some of the displaced staff, but not all.</b>	
I2		Not used	
I3		Not used	
I4		Not used	
I5		The detail and timescale for the delivery of BREXIT is unclear. This will lead to uncertainty in the marketplace and inhibit building collaborative relationships with UKG/SG policy makers and other partners. Significant civil service resources are committed to the BREXIT task; this will have an adverse impact on the programme, in particular, in clarification of policy drivers relating to CX and securing support for UK/SG in the development of the CX proposals. This directly impacts building a compelling business case proposition	
REF	Perspective	Assumptions	Notes
A1		We will deliver adequate road access between the CX site and the A74(M) as per the CX SOBC as an enabling highways infrastructure	
A2		We will deliver a high capacity zero latency digital connection on the CX site as enabling digital infrastructure	
A3		We will establish green energy production on site. This will include regional and local (site private wire) distribution and transmission via the current site HV transmission apparatus	
A4		We will establish a hub for Green Energy R&D on site including hydrogen production and distribution	
A5		We will establish a corridor between the CX site and the Solway Firth to enable power generated offshore and in the Solway Firth could be imported to the site as part of the green energy offer	
A6		The full 200ha of CX land can be earmarked for development and brought into economic use	
A7		The CX transformation and Green Energy R&D and production will play a significant part in the development of hydrogen rail and highways pathfinder projects and commercially viable schemes with local, regional, national and global impact	
A8		The due diligence of the 200 ha CX site will show that it can be developed in line with the ambitions of the vision and blueprint	
A9		<b>The CX programme can build a high delivery confidence with regard: costs; benefits; schedule including additional GVA and new high value jobs by 2095</b>	
A10		We will procure a new external capability to develop and deliver the CX business case. This will include the creation of a special purpose vehicle.	
A11		We will explore Geothermal energy as a viable component of the green energy offer	

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A12		We will collaborate with green energy producers based out with the CX site to support their business resilience and market offer	
A13		We will establish RAID items in connection with other Borderlands initiatives. In particular, Borderlands Energy Investment Company and Digital Borderlands;	
A14		We will collaborate with local businesses to build a local market for green energy. for example: <ul style="list-style-type: none"> <li>• a current inquiry example - the Annandale Distillery conversion to hydrogen fuel generated at CX)</li> <li>• Scottish Energy Networks: integration of CX output within the energy grid, green energy stabilisation etc</li> <li>• Provision of CX site generated power by private wire to CX site located business</li> </ul>	
A15		<b>DGC have declared a climate emergency and are developing a resources strategy/plan to deliver 100% of the D&amp;G net zero carbon target with a high level of certainty. DGC will include the CX programme green energy aspirations as a component element in its plans and will work collaboratively with the CX programme over the short, medium and longer term to impact the achievement of the 2050 zero carbon target in D&amp;G, Scotland, the UK and beyond.</b>	
A16		Essential utilities can be provided to the CX site to enable the development of the full 200ha site. It is clear what is needed and how they can be procured within CX business case	
A17		A high capacity, zero latency link can be provided to the CX site within the enabling programme business case	
A18		We will work with marine based green energy producers to support a business case for the import of marine generated power for integration into the CX green energy offer	
A19		DGC will encourage the sharing of skills, knowledge and resources between local and regional Government authorities including active engagement with green energy and regeneration champions to help facilitate transformational change	
A20		We will establish a programme activity to identify and secure funding for the programme beyond that provided by the CX SOBC July 19	
A21		We will learn from the experience of others in their development of major sites for the benefit of the CX programme. For example: <ul style="list-style-type: none"> <li>• Harwell in Oxfordshire;</li> <li>• Berkley Power Station;</li> <li>• Coed Darcy (brown field regeneration- ex BP refinery) in Wales;</li> <li>• The Yorkshire Energy Park (former aerodrome); Trawsfynydd former power station in Wales;</li> <li>• Ravenscraig (ex- Steelworks);</li> <li>• Industrial Region Programme (Fyfe/Scottish Borders);</li> <li>• Macrihinish (ex-airbase) near Campbeltown</li> </ul>	

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REF	Perspective	Dependencies (gives and gets)	Notes
D1		<b>Collaborative working at local, regional, national and international levels to address common challenges and deliver socio and economic success</b>	
D2		DGC capability will work collaboratively with the CX programme in key capability areas including digital connectivity; highways connectivity; rail connectivity;	
D3		DGC capability will work collaboratively with the CX programme in key capability areas such as skills development	
D4		DGC capability will work collaboratively with the CX programme in key capability areas marketing CX as part of DGC/Borderlands/UK PLC;	
D5		SE will provide support in line with the CX MoU	
D6		NDA will provide Support in line with the CX MoU	
D7		SG/UKG will identify policy / delivery gaps that CX could help to fill e.g. 2045/2050 nett zero carbon target;	
D8		DGC will develop and align its policies to support benefits management and optimise longer term benefit accrual across D&G	