

Borderlands Partnership Board Meeting

Wednesday 24th June 2026
Online (Microsoft Teams)

Chair: Cllr Stephen Thompson
Briefing Session 10:00-10:20
Partnership Board Meeting 10:20 – 11:00

AGENDA

Item No.	Agenda Item	Presenter	Paper
1.	Welcome & Apologies	Chair	
2.	Minutes from the last meeting	Chair	✓
3.	Declaration of Interest	Chair	
4.	Hadrian's Wall Visitor Exploration Northumberland – Written approval request	Judith Nunn	✓
5.	Deal Performance Report	Rick O'Farrell	✓
6.	Change Controls		
	a) Carlisle Station Gateway (approval)	Angela McDougall	✓
	b) Business Infrastructure Scotland (approval)	Chris Edwards	✓
	c) Natural Capital in Scotland (Grassland Project (notification)	Sarah Bruce	✓
	d) Destination Tweed (notification)	Sarah Bruce	✓
7.	Place Programme Update		
	• BTIP approvals: Gretna	Chris Edwards	✓
8.	Project Approval: Stranraer Marina FBC (Confirmation)	Angela McDougall	✓
9.	AOB		

Next meeting: 23rd September at 10:00 (In-person) – Additional meeting in August for Citadels subject to need

Borderlands Partnership Board

24 June 2026

Item 4 – Hadrian’s Wall Visitor Exploration Northumberland

1. Purpose of Report

- 1.1. The purpose of this report is to request the Board approval to consider the Hadrian’s Wall Visitor Exploration – Northumberland project by written procedure in advance of the next meeting of the Borderlands Partnership Board.

2. Recommendation

- 2.1. The Partnership Board is asked to:
 - Agree to a written procedure approval approach for the Hadrian’s Wall Visitor Exploration project in advance of the Borderlands Partnership Board meeting on the 23rd September 2026.

3. Background

- 3.1. The Hadrian’s Wall Programme is investing £13.2m across Hadrian’s Wall and the wider Roman Frontier to unlock the unrealised potential of this World Heritage Site and unique tourism asset. The Deal investment is working with the Hadrian’s Wall Partnership to deliver relevant elements of their 10-year Investment Programme Framework. This will contribute significantly to the Deal objectives around enhancing the visitor offer to support increased visitor numbers, longer-, and better- linked stays, higher spend and longer seasons to create new jobs and business opportunities.
- 3.2. The Vision for the Investment Programme is that *“By 2030 Hadrian’s Wall will be the most widely recognised, appealing, and authentic visitor destination in the Borderlands region, and the UK’s leading example of heritage-inspired inclusive growth”*, by attracting an additional 780,000 visitors per annum resulting in an increase in visitor spend of £86.1m (gross) in year 10, generating GVA of approximately £50.4m (gross) pa in year 10.
- 3.3. The Partnership Board has previously selected six projects to be supported with Deal funding:
 - Re-imagining Roman Maryport: Senhouse Roman Museum
 - Children’s experience at Tullie Museum and Art Gallery
 - Hadrian’s Wall – Into the 21st century
 - Walltown Wider Horizons
 - Visitor Exploration – Northumberland
 - Visitor Exploration (Discover Hadrian’s Wall West) – Cumberland.

- 3.4. Project development has been on-going with projects due to start to be coming forward for approval during 2026 and early 2027.

4. Visitor Exploration - Northumberland

- 4.1. Northumberland County Council is leading on the delivery of £5.314m investment through this project to address challenges from poor signage, information, and connectivity from key gateways in Northumberland to the main visitor attractions along Hadrian's Wall. This creates a barrier to access for visitors who would like to explore more of the roman heritage and cultural sites in the region, as well as the landscape along the length of the Wall.
- 4.2. The project will upgrade the Hadrian's Wall Link Route, a 12.8km eco-friendly cycleway connecting key strategic locations, creating new, higher quality connections and strengthen existing links between Hadrian's Wall, the national trail and cycleway, visitor attractions, and visitor hubs (Haltwhistle, Hexham and Corbridge). This will attract more visitors to explore further and stay longer in the region. It will also improve access through clear signage, orientation, information points, and interpretation.
- 4.3. This Link Route follows the existing National Cycle Network Route 72 (NCN 72) from Greenhead before branching northward toward the Roman Army Museum and Walltown Country Park. From there, the path continues along a series of minor roads and then joins the Military Road for approximately 1.94 km, where cyclists must ride on the busy main road due to the absence of a dedicated cycle path. The final section follows additional minor roads, to provide a loop, crossing the Hadrian's Wall alignment twice before concluding at The Sill.
- 4.4. The Business Case is progressing through the review process; however, it is not yet ready for submission to the Partnership Board whilst the final outstanding issues are addressed. To support the timely award of contract and ability to move onto delivery phase it is therefore proposed to utilise the written procedure approach to approve the funding in advance of the September Partnership Board meeting subject to the review of the Investment Panel and Accountable Body (Northumberland County Council).

Report completed by:

Name	Designation	Contact Details
James Davies	Borderlands PMO Manager	James.davies@borderlandsgrowth.com

Endorsed by:

Designation	Date
Rick O'Farrell, Borderlands Director	17/06/2026

Deal Performance Update

May 2026



www.borderlandsgrowth.com

Introduction and Purpose

This Performance Update provides the latest position on the progress made with the Deal and is a consistent approach to the varied audiences for the Deal including the Economic Forum, Borderlands Partnership Board and officials from the UK and Scottish Government.

It covers:

- a summary of the latest financial position for projects in delivery
- a summary of the Forward Plan and tracker of project business cases development
- progress updates against projects and themes within the Deal
- highlighted risks
- communications activity

These summarise the full information as set out in the programme management tools used by the Partnership including the Programme and Project Tracker, Forward Plan and Risk Register which should be considered the source for progress and performance information and will be attached as appendices.

Key Messages

- The overall risk for the Deal remains raised as a number of key challenges remain evident:
 - There remains challenges in relation to capacity to deliver projects; the Partnership Board received a proposed approach to reduce this risk; however, this will remain a significant for some time. As more projects are reaching approval this risk is reducing in potential impact at a Deal level.
 - Inflationary impacts have become an increased risk due to the conflict in the Middle East and impact on costs.
 - Volume of activity for Place Programme and community capacity to bring this forward remains a challenge.
 - Risk to not achieving financial profiling 2026/27 due to delays with significant spending projects.
- Carlisle Citadels change control remains critical.
- Key approvals due for Berwick Maltings and finalisation of Stranraer Marina.
- Overall performance has strengthened with over 55% of funding now committed and due to rise to over 67% by the end of 2026.
- Spend is increasing with 17.4% now defrayed
- Ahead of profile for match funding with 65.9% already committed and 20% spent.

Risk register

Risk Ref	Description	RAG (Red and Amber only)
1	There is a risk that insufficient resources, caused by competing priorities of project leads result in potential delayed in delivery of business cases	↔
2	There is a risk around the capacity of partners to deliver deal projects, caused by significant public sector challenges, resulting in pressures on Partners' cash flow and unknown Deal slippage	↔
6	There is a risk that wider economic impacts result in cost increases due to higher construction inflation than assumed in business cases.	↑
7	There is a risk that the changing political landscape will result in changing political priorities.	↓
10	There is a risk that the annual allocation isn't met caused by a lack of progress resulting in a potential reputational risk and reprofiling of drawdown.	↑
12	There is a risk of partnership funding not materializing as agreed caused by increasing restraints in public sector funding, resulting pressures on Partners' cash flow and/or project slippage.	↔
16	There is a risk that the increasing costs of materials, contractors and supply chain issues result in unmanageable cost increases or delays to delivering on profile	↑
21	There is a risk of fraudulent claims – Northumberland County Council policies followed.	↔

Deal Performance Update

Financial Progress & Projects in Delivery

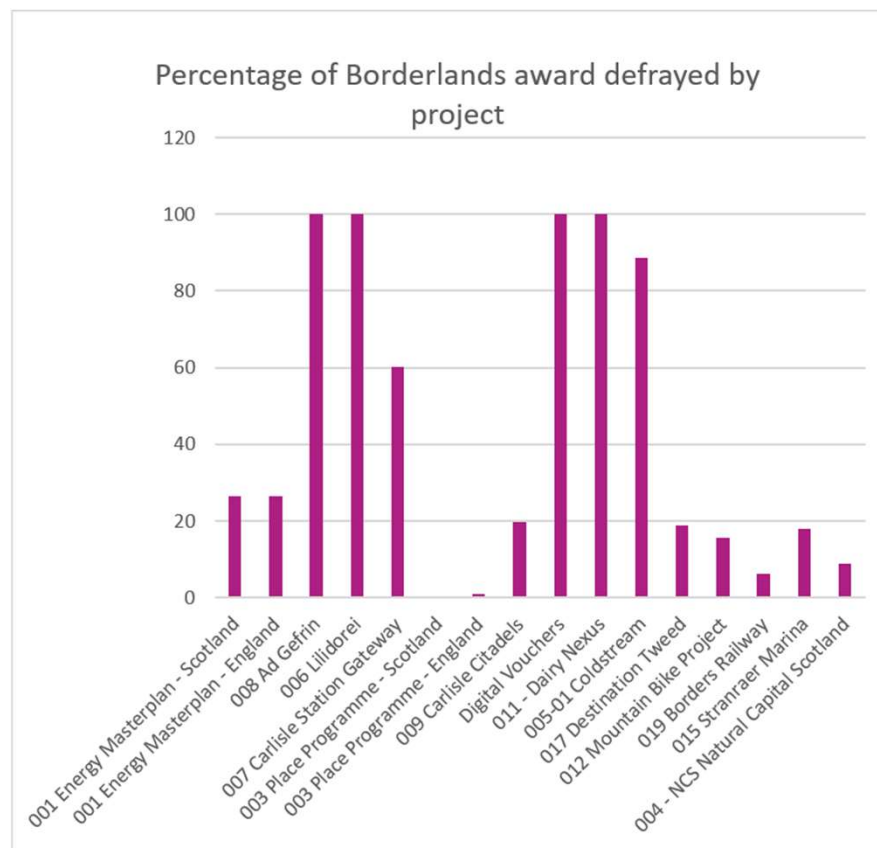


www.borderlandsgrowth.com

Delivery Dashboard



A significant proportion of the Deal funding is currently committed at this stage of delivery at 55.2% Good progress has been made recently with 15% now defrayed.



Whilst project spend remains behind the levels expected in 2020 recent progress shows a significant increase in project delivery and spend.

Financial Performance Approved Projects – Spend Overview to Q4 2025/26

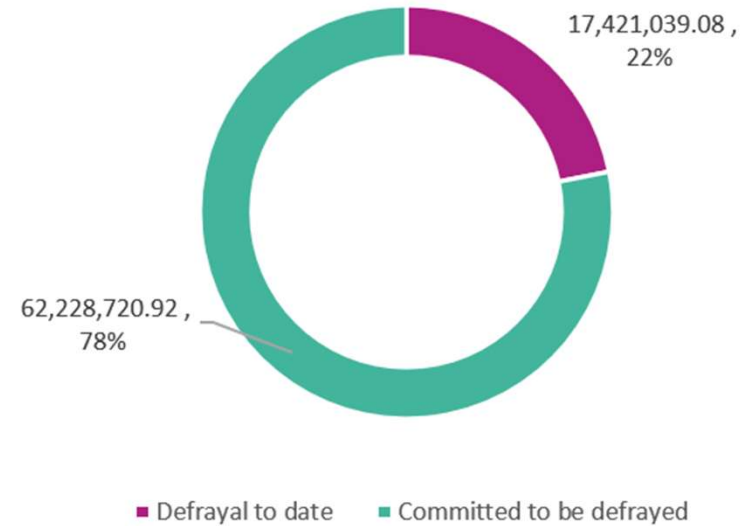
Project/Programme	Funding source	Project Value (£)		Defrayal to date (£)
		Original	Latest	Actual
001 Energy Masterplan	Borderlands Grant	1,100,000.00	1,100,000.00	283,867.00
	Match/Co-investment	-	-	-
008 Ad Gefrin	Borderlands Grant	3,000,000.00	4,000,000.00	4,000,000.00
	Match/Co-investment	7,504,000.00	9,511,000.00	9,759,544.14
006 Lilidorei	Borderlands Grant	5,000,000.00	5,500,000.00	5,500,000.00
	Match/Co-investment	10,545,000.00	13,148,871.74	13,148,871.74
007 Carlisle Station Gateway	Borderlands Grant	20,000,000.00	20,000,000.00	12,038,721.00
	Match/Co-investment	3,851,000.00	3,851,000.00	5,665,237.22
003 Place Programme - Scotland	Borderlands Grant	20,000,000.00	20,000,000.00	
	Match/Co-investment			
003 Place Programme - England	Borderlands Grant	30,000,000.00	30,000,000.00	277,197.31
	Match/Co-investment			96,978.28
009 Carlisle Citadels	Borderlands Grant	50,000,000.00	50,000,000.00	9,859,075.54
	Match/Co-investment	27,498,136.00	27,498,136.00	1,504,139.39
005-01 Coldstream	Borderlands Grant	1,201,268.00	1,201,268.00	1,063,145.22
	Match/Co-investment	-	-	-
011 Dairy Nexus	Borderlands Grant	8,000,000.00	8,000,000.00	8,000,000.00
	Match/Co-investment	1,878,071.00	1,878,071.00	1,635,613.73
004S Natural Capital Scotland	Borderlands Grant - Capital	1,931,800.00	1,931,800.00	135,722.46
	Borderlands Grant - Revenue	1,515,043.00	1,515,043.00	164,909.70
	Match/Co-investment	1,087,508.00	1,087,508.00	-
Digital Voucher Scheme	Borderlands Grant	4,000,000.00	3,313,599.00	3,313,599.00
	Match/Co-investment	4,830,000.00	7,133,749.00	7,133,749.00
017 Destination Tweed	Borderlands Grant	10,000,000.00	10,000,000.00	1,885,477.38
	Match/Co-investment	14,500,000.00	14,500,000.00	-
019 Borders Railway	Borderlands Grant	1,060,000.00	1,060,000.00	65,700.80
	Match/Co-investment	-	-	-
012 Mountain Bike Project	Borderlands Grant	15,500,000.00	15,500,000.00	2,402,153.00
	Match/Co-investment	1,850,000.00	1,850,000.00	-
015 Stranraer Marina	Borderlands Grant	20,000,000.00	20,000,000.00	3,587,238.52
	Match/Co-investment	24,570,000.00	24,570,000.00	-
Total (all funding)		228,501,826.00	298,150,045.74	91,520,940.43
Total (Borderlands Grant)		132,301,268.00	193,121,710.00	52,576,806.93
Total (Match/co-investment)		70,606,207.00	105,028,335.74	38,944,133.50

Scotland Summary

Deal Funding Committed - Scotland (£)



Defrayed committed funding - Scotland (£)

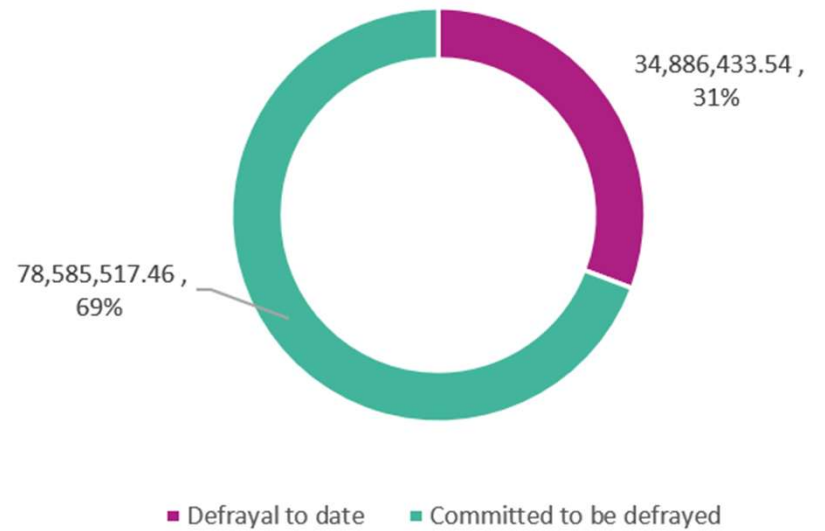


England Summary

Deal Funding Committed - England (£)



Defrayed committed funding - England (£)



Deal Performance Update

Projects in Development



www.borderlandsgrowth.com

Projects in development – Forward Plan of decisions

Business cases due for be submitted for review 2025/26 projects valued at £82.6m.

- **Mountain Bike Projects** – approved in March 2026.
- **Berwick Theatre** – OBC was approved in February 2025, FBC due in summer 2026, slight slippage from intended March 2026 approval to enable additional preparatory and investigatory works to be completed.
- **Stranraer Marina** – FBC initial approval by Partnership Board in March 2026 to enable full approval following Marine License.
- **FBCs under progress for** BRICHT and Star of Caledonia
- **Revised approach underway** for Woodland Pilot and Business Infrastructure Change Control in development.
- **Hadrian's Wall Projects** - business cases working to approval individual delays
- **South of Scotland Skills** – SOBC prioritisation undertaken by Partnership Board with government approval due shortly

Active change controls –

- Carlisle Citadels - Change Control 3 Project Adjustment Request in development endorsed by the Board in May 2024 aligned with wider activity awaiting re-set and full approval to progress with a full new FBC required.



Enabling Infrastructure

The Enabling Infrastructure theme of the Borderlands Inclusive Growth Deal comprises five activities worth up to £112.2m of Borderlands investment targeted at improving access to the region and connectivity within and outside of the area. This will contribute to the region's attractiveness as a place to live, work and visit.

Project	Value	Council area	Sponsor	Status	Latest position	Next steps/issues
Carlisle Station Gateway	£20m	Cumberland	Cumberland Council	In delivery	Updated profile and reporting information submitted.	Progress being maintained. Additional funding approved from Network Rail.
Voucher Scheme	£4m	Cumberland, Northumberland & Westmoreland and Furness	DCMS/BDUK	Complete	Project has completed.	Complete
Carlisle Citadels	£58m	Cumberland	University of Cumbria	FBC approved	Change Request received and under review.	Revised costed proposal due June 2026.
Digital Borderlands	£28.2m	Borderlands wide	Cumberland Council	Programme reset required	Strategic approach agreed	Development of programme business case in 2026
Borders Rail	£10m	Scottish Borders with Dumfries and Galloway & Cumberland	Scottish Borders Council	In delivery	Govt. approval enables the project to move forward.	Appointment complete. Recent celebrations of Phase 1 – 10 year anniversary



Improving Places

The Improving Places theme will investment up to £127.5m in supporting the places of the Borderlands to attract new people to visit and live in the area and revitalise our communities for existing resident.

Project	Value	Council area	Sponsor	Status	Latest position	Next steps/issues
Place Programme	£50m	Borderlands wide	Northumberland County Council/Scottish Borders Council	BTIP and Project development	All Place Plans approved. Gretna BTIP next to be approved.	Progress to BTIP phase for all places and further projects coming forward.
Lilidorei – The Alnwick Garden	£5m	Northumberland	The Alnwick Garden Trust	Complete	Project complete and launched 24/05/23. Strong media interest.	Into monitoring phase.
Berwick Theatre	£25.5m	Northumberland	Northumberland County Council	FBC in development	Interim FBC received and under review	Due for approval by September 2026.
Destination Borderlands	£57.5m (total)	Various	Various	See next slide	See next slide	See next slide



Improving Places – Destination Borderlands

As part of the Improving Places theme 6 projects collectively make up the Destination Borderlands investment with specific projects to improve the overall offer of the Borderlands as a place to visit increasing visitor numbers, spend, length of the visit and the length of the season.

Project	Value	Council area	Sponsor	Status	Latest position	Next steps/issues
Hadrian's Wall and wider Roman Frontier	£13.14m	Cumberland and Northumberland	Project specific	Project cases in development	EOI process completed and approved at December 2022 Partnership Board. Some delays –approvals due 2026.	Individual project proposals in development delayed. Visitor exploration due.
See More Lake District	£7m	Cumberland & Westmoreland and Furness	Westmorland and Furness Council	FBC development	FBC in development	FBC to be developed.
Destination Tweed	£11m	Scottish Borders	Tweed Forum	In delivery	FBC approved	Project underway. Annual workplan received. 2026/27 version due.
Stranraer Marina	£20m	Dumfries and Galloway	Dumfries and Galloway Council	FBC in approval	FBC approved in principle by Partnership Board March 2026	Marine Licence and subsequent final approvals.
7Stanes	£5m	Dumfries and Galloway & Scottish Borders	Forestry and Land Scotland	FBC in development	OBC approved	FBC under development.
Star of Caledonia	£1.5m	Dumfries and Galloway	Star of Caledonia Trust	FBC in approval	OBC approved. FBC received	FBC under review working to September approval..



Supporting business, innovation and skills

The business, innovation and skills theme of the Deal is intended to put the Borderlands in a strong place to be ready to take advantage of new ideas to enhance our prosperity and broaden opportunities. Up to £54m of investment will be made through this theme across five areas: Business Infrastructure, the Mountain Bike Project, Dairy Nexus, Forestry Innovation and the South of Scotland Learning Network.

Project	Value	Council area	Sponsor	Status	Latest position	Next steps/issues
Ad Gefrin	£3m	Northumberland	Ad Gefrin LLP	Complete	Project complete and open to the public.	Into monitoring phase.
Business Infrastructure (Scotland)	£8m	Dumfries and Galloway & Scottish Borders	Scottish Borders Council/Dumfries and Galloway Council	Business Case in development	Site proposals in development.	Coldstream project complete. Change Control to be progressed for remaining sites.
Mountain Bike Project	£19.5m	Scottish Borders	South of Scotland Enterprise w. Napier Uni.	In delivery	FBC approved and contract awarded. Site demolition and preparation largely complete for construction.	Construction started.
Dairy Nexus	£8m	Dumfries and Galloway	SRUC	In delivery	Site work complete. Final kit and equipment coming forward.	Complete final claim in Q4
South of Scotland Learning	£7m	Dumfries and Galloway & Scottish Borders	Scottish Borders/Dumfries and Galloway	SOBC	SOBCs endorsed at Partnership Board and SG approval received.	Progress to OBC.



Encouraging Green Growth

The Borderlands have particular opportunities in supporting low carbon growth and the transition to net zero carbon emissions. To support this up to £56.3m will be invested across four projects.

Project	Value	Council area	Sponsor	Status	Latest position	Next steps/issues
Energy Masterplan	£1.1m	Borderlands wide	Northumberland County Council/Dumfries and Galloway Council	Complete	Masterplan document complete.	Masterplan complete.
Energy Investment	£25.9m	Borderlands wide	Northumberland County Council/Dumfries and Galloway Council	Project development.	EOIs under review with additional queries raised. Board approved shortlisting in December 2025	Project OBCs underway.
Chapelcross	£17.3m*	Dumfries and Galloway	Dumfries and Galloway Council	OBC in development	Business case development on-going. Site developer appointed. Development plan underway.	OBC due to PMO.
Natural Capital (Scotland)	£5m	Dumfries and Galloway & Scottish Borders	Scottish Borders Council	In delivery	Programme OBC approved. 3 pilots in delivery, 1 pilot in assessment and 1 pilot in development. SCAMPP Part 2 approved by Partnership.	Woodland pilot delayed. Approval of BRICHT pilot.
Natural Capital (England)	£5m	Cumberland, Northumberland & Westmorland and Furness	Northumberland County Council	Proposition	Approach being developed with DEFRA and local partners. LINC aligned being taken forward.	Scope to be confirmed



www.borderlandsgrowth.com

Borderlands Partnership Board

24 June 2026

Item 6 – Change Controls

1. Purpose of Report

- 1.1. The purpose of this report is to set out four current change controls for projects within the Borderlands Inclusive Growth Deal. The Partnership Board is requested to approve two of these and note two taken under delegation.

2. Recommendation

2.1. The Partnership Board is asked to:

- Approve the change control request for Carlisle Station Gateway (appendix 5a)
- Approve the change control request for Business Infrastructure Scotland (appendix 5b)
- Note the approval of change control request for the Natural Capital Scotland (Grassland) pilot (appendix 5c)
- Note the approval of change control request for the Destination Tweed project (appendix 5d)

3. Background

- 3.1. To reflect changing circumstances during the delivery of projects the Borderlands Inclusive Growth Deal established a change control process which would allow requests from projects to be considered under three categories:
- 3.2. The Partnership has received four change controls that are required to be considered now to enable the projects to continue delivery over the summer period. These are set out in more detail in the following section and respective appendices.
- 3.3. Two of the approvals are being brought to the Board for approval as these cannot be approved under delegation due to the impacts of the requests:
 - Carlisle Station Gateway – due to the change to the timeframe for the project and change to the funding package.
 - Business Infrastructure Scotland – due to the change in the way in which the programme will be delivered.
- 3.4. In both cases these requests have been reviewed and are recommended for approval.

- 3.5. Two approvals have been undertaken under delegation and are being reported to the Partnership Board:
- Natural Capital Scotland (Grassland)
 - Destination Tweed

4. Summary of requests

- 4.1. Carlisle Station Gateway is a significant investment of £20m through the Borderlands Inclusive Growth Deal. This is upgrading Carlisle Station as a critical transport hub for the Borderlands and entry point into Carlisle to meet current and future demands. The request updates a series of budget headings to re-align with delivery to date and proposes an extension to the project timeline. A significant element of this is to allow the additional £13.504m of Rail Network Enhancement Pipeline funding from the Department for Transport to be spent on the interior and align with delivery of the exterior works funded through the Deal. This will result in an enhanced final project that would have been possible without the funding and progress to date has been positive.
- 4.2. Business Infrastructure Scotland is a package of investments across the South of Scotland. These will deliver improved business premises and sites which are fit for purpose and meeting the current and future needs of businesses in the area. £8m has been allocated to this activity of which the first (Coldstream - £1.193) has now completed. Due a series of individual factors other sites envisioned in 2019 have not been able to be brought forward as expected. In response to this the change control requests the flexibility to identify new sites which will meet the objectives with a higher level of deliverability.
- 4.3. The Natural Capital Scotland Programme (Grassland) is piloting new approaches to grassland management. The change control requested alterations to the budget headings to match delivery on the ground. This does not change the outputs/outcomes or funding required and was therefore approved.
- 4.4. Destination Tweed continues to progress in delivering the walking and cycling trail along the length of the River Tweed. A key risk has been identified with landowner legal fees; an allowance has therefore been requested to enable a contribution to be made. This is intended to be used in limited circumstances where it is required to progress. The budget of £45,000 out of the £10m investment can be accommodated from existing cost headings and contingency and was therefore approved.

5. Review process

- 5.1. Each change control request has been reviewed by the Borderlands PMO and is either recommended for approval (Carlisle Station Gateway and Business Infrastructure Scotland) or has been approved (Natural Capital Scotland – Grassland and Destination Tweed) based on the review.

5.2. Full details of each review, recommendations and conditions of approval are set out in the appended reports.

Report completed by:

Name	Designation	Contact Details
James Davies	Borderlands PMO Manager	James.davies@borderlandsgrowth.com

Endorsed by:

Designation	Date
Economic Development Chief Officer Group	17/06/2026

Appendices (4):

- 5a Carlisle Station Gateway Change Control Form
- 5b Business Infrastructure Scotland Change Control Form
- 5c Natural Capital Scotland (Grassland) Change Control Form
- 5d Destination Tweed Change Control Form

Partnership Board

24 June 2026

Item 7 – Place Programme Update

1. Purpose

1.1. This paper provides an overview of the BTIP Part A for Gretna, the PMOs assessment and recommendation of the Place Programme Board.

2. Recommendation

2.1. The Partnership Board is asked to:

- a) approve the Gretna BTIP Part A (Appendix A)

3. Gretna BTIP Part A

3.1. The Vision is *“in 10 years’ time Gretna, Rigg, Gretna Green and Springfield will be a connected, resilient, enterprising and active community that benefits from a positive contribution from young and old and has a vibrant local economy that invests in long term change.”*

3.2. Underpinning the vision there are six Investment Themes been identified:

- **Theme 1: An Enterprising Place:** Our community will be a place that builds on the legacy of our unique wedding history but diversifies into an innovative modern local economy built on visitors and our unique natural environment. People will be encouraged to stay here and move here.
- **Theme 2: A Skilled Place:** To contribute to the development of an innovative modern economy, our people will be highly trained, skilled and qualified, ready to meet the needs of an ever changing world.
- **Theme 3: A Beautiful and Safe Place:** Our natural environment and townscape will be well looked after, accessible to all and biodiverse. People of all ages will feel safe and able to walk around.
- **Theme 4: An Active Place:** We will be a place with great facilities where people can gather and where sustainable services can be of benefit to people of all ages, abilities and backgrounds. All of our communities and people will be well connected.
- **Theme 5: A Place to Live:** We will have appropriate housing for all stages of life, with energy efficiency and good design. This will increase the population and rebalance the working age element of our community. Good housing will allow people to move here to train and work.

- **Theme 6: A Place to be Young:** Our young people will be valued and supported to have a stronger voice and will benefit from having their own bespoke spaces.
- 3.3. Following the Partnership Board's endorsement of the Gretna Place Plan in December 2024, the Town Team have developed their Borderlands Town Investment Place (BTIP) Part A which is now ready for consideration.
- 3.4. The BTIP identifies the following projects to be put forward for Borderlands funding:
- **Star of Caledonia Visitor Centre & Wayfinding:** The investment will deliver a new world-class cultural landmark and visitor destination located at the gateway to Scotland. It will create a distinctive, accessible, year-round attraction that encourages visitors to stay, explore, and connect with the wider Borderlands and South of Scotland region. While the wider capital costs for the sculpture are funded through private investment and the Borderlands Growth Deal, the £800,000 requested via this BTIP is specifically ring-fenced to fund the Visitor Hub, landscaping and interpretative wayfinding to ensure the site connects physically and economically with the communities of Gretna and Gretna Green.
 - **Business Units:** This project will deliver up to ten business and light industrial units on under-utilised community-owned land in Gretna, adjacent to existing recreational and community facilities. The proposed development will focus on small-scale, flexible units suitable for micro-businesses and sole traders, particularly those operating in light industrial and trade-based sectors.
 - **Housing Project:** The Project will deliver a small, community-led housing development comprising five units in Gretna Green, focused on meeting the needs of older people. The primary rationale for the project is to support older residents to remain within the community in appropriate, accessible accommodation. By providing housing that better matches the needs of older households, the project will also help to release existing family housing into the local market, supporting availability for economically active residents and contributing to population retention.
- 3.5. PMO Assessment
- 3.6. The BTIP has clearly outlined how the priority projects have been selected, including the involvement of the local community, stakeholders and the Town Team in the selection process. They have outlined a plan for how those projects that have not been selected will be developed further to meet the objectives of the Place Plan.
- 3.7. The applicant has outlined how the selected projects align with the Gretna Place Plan, the Place Programme and the wider Deal, as well as their critical success factors for project delivery. The BTIP explains how it will be managed at a town level, by identifying appropriate personnel to manage the successful delivery of all three projects. It has outlined the processes and procedures that they will use to manage the delivery and how any risks and issues will be managed.
- 3.8. All identified costs are eligible but will need to be confirmed at the BTIP Part B stage along with the status of any identified match funding. The main concern is the

potential economic impact of the proposed housing project. The Part B (project application) will need to be fully detail how it will deliver economic benefits to Gretna and that the impact can be measured.

3.9. BTIP Project Feedback

3.10. Star of Caledonia Visitor Centre & Wayfinding:

- Feedback has been addressed through the development and appraisal of the project which is due to be presented to the Partnership Board later in the year alongside the larger funding application to support the installation of the Star.

3.11. Business Units:

- Confirmation of legal status for the applicant is required.
- The proposed project doesn't appear to fit naturally with the nature of the applicants' existing operation. The BTIP Part B will need to demonstrate the appropriateness of the proposed applicant, and evidence they have the necessary skills and experience to manage the delivery of the project and ongoing management of the proposed business units.
- Viability gap will be required to demonstrate need for level of public funding requested.
- Confirmation of how any profit that is generated will be used.
- Clear demonstrable need and demand for the business units.

3.12. Housing Units:

- The PMO are concerned about the limited economic impact of the project. This will need to be fully justified and evidenced at Part B stage.

3.13. Key Risks

- Capacity constraints across delivery partners
- Programme delivery slippage
- Insufficient match funding
- Cost escalation inflation and market volatility
- Economic impact of the housing project

3.14. Recommendation

3.15. At their meeting on the 15 May 2026, the Place Programme Board recommended the approval of the Gretna BTIP Part A by the Partnership Board.

Lead Officer(s)

Name	Designation	Contact Details
Chris Edwards	Principal Programmes Officer	chris.edwards@borderlandsgrowth.com

Endorsed by:

Designation	Date
Economic Development Chief Officer Group	17/06/2026

Appendices (1):

A – Gretna BTIP Part A

Borderlands Town Investment Plan Part A

Gretna, Rigg, Gretna Green and Springfield



1. Introduction

Purpose of the BTIP

This Borderlands Town Investment Plan aims to:

- Identify those projects which are eligible for, and have been shortlisted by the town for, investment through the Borderlands Place Programme and provide a clear justification for their inclusion.
- Demonstrate a clear strategic link back to the Place Plan in the way in which the totality of activity funded by the Deal will be undertaken and combined benefits realised.
- Summarise the proposed activities for each shortlisted project, including the anticipated funding request and the timetable for these being brought forward.
- Proportionally meet the HM Treasury Green Book Guidance.

Following approval of the BTIP, individual project applications will be submitted for funding approval (BTIP Part B). These applications will follow the principles of the Green Book and will describe what will be delivered and how. For more information about the level of detail that will be required in the BTIP Part B, please check the BTIP Requirements Guidance document.

BTIP Summary

Town	Gretna, Rigg, Gretna Green and Springfield
Local Authority Area	Dumfries and Galloway
BTIP Owner	Dumfries and Galloway Council
Main Contact	Shelley Bell (Place Team Leader)
Contact Details	shelley.bell@dumgal.gov.uk
Date Place Plan Endorsed	4 th December 2024
Total BTIP Costs	£3,652,558
Borderlands Funding	£2,550,000
Key Measures of Success	<ul style="list-style-type: none">• Increased Visitor Numbers• Increased local spend• New Businesses Created/Retained• Creation of new jobs• Increased economic productivity (GVA)• Delivery of affordable/supported housing units• Land value uplift• Retain and increase the working age population
BTIP Approved for Submission by	Oliver Shimell, Interim Strategic Investment Manager and the Solway Area Team.

BTIP Projects Summary

Project Name	Lead Organisation	Total Project Costs £	Borderlands Funding Request £	BTIP Part 2 Submission to PMO	Start Date	End Date
Star of Caledonia	Star of Caledonia Trust	£900,000	£800,000	March 26	May 26	June 27
Housing Project	Gretna Green Community Asset Trust	£1,395,087	£697,544	March 29	Aug 29	Feb 30
Business Units	Raydale Community Partnership	£1,357,471	£1,052,456	Dec 26	April 27	Dec 27
Total		£3,652,558	£2,550,000			

More detail on each of the projects is to be included at Annex A.

2. Project Selection Process

2.1 What scoring criteria was used to identify the projects included in the BTIP?

Context

The Gretna, Rigg, Gretna Green and Springfield Borderlands Town Investment Plan (BTIP) is grounded in the community-led [Local Place Plan](#). The Place Plan was developed during 2024 by the Solway Area Team in collaboration with Community Enterprise Ltd and Dumfries and Galloway Council. The Plan has been developed through extensive engagement with residents, businesses, community organisations and stakeholders including a community survey that generated over 350 responses; dedicated engagement session with specific groups within the community (e.g. school children and businesses); and thematic engagement sessions; walking tours and a visual competition to capture the broadest possible feedback from the community. The Place Plan is grounded in the evidence provided by this engagement. It recognises that selection as a Borderlands priority area is a once in a generation opportunity to address some of the challenges and opportunities facing the three settlements.

The Plan established a 10 year vision for Gretna, Rigg, Gretna Green and Springfield as a place that will be *“connected, resilient, enterprising and active community that benefits from a positive contribution from young and old and has a vibrant local economy that invests in long term change”*. The ambitious vision is supported by six core investment themes which have been informed by extensive feedback on the issues, opportunities and aspirations of the local community. The six investment themes are:

- An Enterprising Place.
- A Skilled Place.
- A Beautiful and Safe Place.
- An Active Place.
- A Great Place to Live.
- A Place to be Young.

Each of the six objectives has a strategic objective. These objectives demonstrate the community’s aspirations for Gretna, Rigg, Gretna Green and Springfield which include:

- Building on the uniqueness of place, such as its wedding history, to diversity and strengthen the local economy.
- Protecting the natural environment and biodiversity so residents feel safe and able to walk around.
- Sustaining services that can be of benefit all people and ensuring communities and people are well connected.
- Providing high quality housing for all stages of life to increase the population and rebalance the working age element or the community.

The Place Plan identifies 19 capital and revenue projects grouped under the six themes to address the vision and objectives of the Place Plan. The Place Plan projects are diverse and

comprehensive in their scope and include the enhancement of sports and recreational facilities; enhancing connectivity through good walking routes and signage; the delivery of new housing that is appropriate for residents to retain and attract people to the area; the provision of new enterprise and employment space; and support for local residents to develop the skills required for the future of Gretna, Rigg, Gretna Green and Springfield's economy. These projects varied in scale and stage of development. Significant progress has been made the priority projects since the publication of the Place Plan with funding secured to develop the evidence base and test the feasibility of interventions identified in the Place Plan. This highlights how the Place Plan is a 10 year strategy designed to identify priority projects that can be delivered as and when eligible funding becomes available.

The Borderlands Place Programme is explicitly community led – *“Developed at local level, each Place Plan will set out the community’s vision for the future of their area and enable them to apply for investment through a range of matched funding beyond the Deal’s investment.”*¹ . Progression from the Local Place Plan into the BTIP was therefore dependent on the community coming forward with project proposals aligned with Place Plan priorities. . The Place Plan identified a long list of 19 capital and revenue interventions. Wherever possible, development work has been undertaken on Place Plan priorities through the delivery of feasibility studies. However, only projects with an identified lead organisation and the capacity to progress within Borderlands Place Programme requirements were able to proceed to the Expression of Interest stage.

Following development of the Place Plan, Dumfries and Galloway Council issued a call for “Expression of Interest” (EOI) for projects to be considered for the Borderlands Place Programme. The EOI invited individuals and community groups to submit community led project proposals for Gretna, Gretna Green and Springfield. The EOI form set out the eligibility criteria for Borderland funding – a requirement to align with one of the six investment themes from the Place Plan and the following wider Borderlands Inclusive Growth Deal Criteria Strategic Objectives:

- SO1: Empower local communities to imagine and then build a long-term future for the towns they live in.
- SO2: Safeguard existing businesses and attract new businesses to our towns and town centres.
- SO3: Maintain and increase the number of visitors spending money in our towns and town centres, increasing spend per visit and extending the visitor season.
- SO4: Safeguard existing employment and deliver new jobs and opportunities for economic and social participation, including education and training opportunities.

¹ Northumberland County Council (2025) Borderlands Place Programme Update; <https://northumberland.moderngov.co.uk/documents/s25109/06%20Borderlands.pdf>

- SO5: Maintain and increase the number of people living in our towns and town centres.
- SO6: Retain and increase the working age population in our towns and town centres.
- SO7: Maintain and raise the quality of the physical environment in our towns and town centres.

The EOI requested responses to a series of questions from project sponsors. The following information was requested by the EOI which was designed to collect information required for this BTIP and future business cases:

- Detail of the lead organisation including governance and legal structure.
- A summary of the project idea and details on its stage of development.
- Evidence of alignment with the six themes within the Place Plan.
- The project's objectives and the rationale for these objectives.
- Details on who will deliver the project.
- The project start and end dates.
- Project costs and funding, including the amount of Borderlands funding requested.
- The benefits expected to be delivered by the project including information on anticipated output and outcomes.
- The project's and mitigating actions.

Dumfries and Galloway Council offered prospective applicants advice and support in completing the EOI. A deadline for submission of EOIs to Dumfries and Galloway Council was the 11th December 2025. The EOI process was voluntary and open to community groups. Through this process, four delivery organisations submitted EOIs for capital projects. Following an initial eligibility sift, three projects met the Borderlands Place Programme criteria and were taken forward for inclusion in the BTIP.

EOIs were received for four community led projects in Gretna, Gretna Green and Springfield. These were for:

- Light industrial units in Gretna submitted by the Raydale Community Partnership.
- The Star of Caledonia - visitor centre, wayfinding and landscaping - submitted by the Star of Caledonia Trust
- Delivery of new housing units submitted by Springfield & Gretna Green Community Asset Trust.

- Let's Get Sporty & Let's Get Employed Gretna Programme – physical activity and employability support - let's get Sporty CIC.

Dumfries and Galloway Council commissioned Stantec's Development Economics Team to independently assess the EOIs submitted for Borderlands Funding. A two-stage assessment process was undertaken that was proportionate to the number of projects submitted and their stage of development. The first stage involved a sift of the EOIs to check if the applications met the eligibility criteria for Borderlands funding in term of being a capital project and a request for funding within the timescales of the Borderlands Place Programme. Three out of four of the EOIs submitted passed this sifting phase. The Let's Get Sporty & Let's Get Employed Gretna Programme was not taken forward due to being a request for revenue funding. The three remaining projects were taken forward to the prioritisation stage.

Prioritisation of eligible EOIs for Borderlands Funding

The three projects eligible for Borderlands Place Programme funding were independently scored by Stantec as part of a project prioritisation process. Each project was scored against the following two dimensions and criteria:

1. **Strategic and Economic Alignment:** Projects were assessed on their ability to deliver the Place Plan vision and their alignment with Borderlands priorities. Projects were scored against the following criteria:
 - Project alignment with strategic objectives of the Place Programme.
 - Alignment with Place Plan Vision.
 - Alignment with Place Plan Objectives.
 - Is there a clear Rationale for the project?
 - Is there evidence of community and stakeholder engagement?
 - Will the project deliver value for money (economic case)?
 - Will the project deliver an economic impact (economic case)?
2. **Deliverability (Financial and Management):** Projects were tested on their readiness and viability to ensure they could be delivered within the programme window. Projects were scored against the following criteria:
 - Is the project affordable to the Borderlands Place Programme?
 - Are the project's costs understood and include appropriate levels of risk?
 - Is there confidence that the Borderlands Funding will be spent by 2030/1?
 - Are the delivery arrangements clear?
 - Are the project's risks well understood and appropriately mitigated?
 - Is further work required to develop the project, but this can be delivered alongside the development of the business case (e.g. land acquisition, project design, costs)?

Each project was scored in January 2026 to test how well it fitted with the strategic objectives of the Borderlands Place Programme; provided assurance in terms of deliverability; and had

the ability to deliver economic outcomes required by the Borderlands Programme. A scoring mechanism was applied to the long list of projects identified in the Local Place Plan, utilising a scale of 0 (Unknown/No information) to 5 (Very strong evidence, alignment, and delivery confidence). A weighting criterion was not applied to the scoring due to the number of projects submitted and their stage of development at the time EOIs were submitted.

The independent prioritisation process returned the following provisional results:

- All three projects provided a strong fit in terms of strategic and economic alignment with average scores across the strategic and economic criteria ranging from 3.4-4.9 out of 5.
- Scores for deliverability varied across the three projects, reflecting their level of development ranging between 1-4.7 out of 5. The range in scoring reflected the stage of development of the projects – one project was at full business case stage while another project was at the concept stage and subject to ongoing development work by the community.

The provisional prioritisation results were shared with the Solway Area Team, members of the community and project partners at a prioritisation workshop, held in Gretna Green on the 13th January 2026. The workshop session was used to test and gain feedback on the community on the projects submitted for consideration. An important part of the scoring and prioritisation process was to identify the strengths, weaknesses and next steps associated with each application. This allowed projects with, for instance, lower “deliverability” scores to address gaps in evidence and boost their scores. The provisional scores, and the recommendation to progress all three projects into the BTIP, were accepted by the Solway Area Team at the workshop.

Further development work has been undertaken on the three projects since the January workshop session meaning the scores for deliverability now stand between 2.0-4.7 whilst the scores for strategic and economic alignment remain unchanged. A summary of the project prioritisation scoring can be found below.

Project	Strategic case						Economic case		Strategic and economic score (average)
	To what extent will the project align with the strategic objectives of the Place Programme	Alignment with the Place Plan Vision	Alignment with the Place Plan Objectives	Is there a clear rationale or need for the project?	Is there evidence of community and stakeholder involvement?	To what extent will the project deliver value for money?	To what extent will the project deliver an economic impact?		
Project	Out of 5	out of 5	out of 5	out of 5	out of 5	Out of 5	Out of 5		
Star of Caledonia - Visitor centre and wayfinding	4	5	5	5	5	5	5	4.9	
Housing Project	4	5	4	5	4	0	2	3.4	
Business Units	4	5	4	5	4	3	3	4.0	

								Deliverability score (average)
	Financial			Management				
	Is the project affordable to the Borderlands Place Programme	Are the project's cost understood and include appropriate levels of risk	Are there opportunities to draw on match funding	Is there confidence that the Borderland Funding will be spent by 2030/1	Are the delivery arrangements clear?	Are the project's risks well understood and appropriately mitigated?	Is further work required to develop the project, but this can be delivered alongside the development of the business case (e.g. land	
Project	Out of 5	Out of 5	Out of 5	Out of 5	Out of 5	Out of 5	Out of 5	
Star of Caledonia - Visitor centre and wayfinding	4	4	5	5	5	5	5	4.7
Housing Project	3	1	2	3	1	2	2	2.0
Business Units	4	2	2	5	4	3	1	3.0

In summary, all three projects have been recommended for inclusion in the BTIP due to:

- Strong strategic and economic alignment demonstrating an excellent fit with the Place Plan and projects being supported by independent studies (e.g. employment and housing needs assessments) supporting their need.
- Strong progress in terms of project development between January and March 2026 giving increased assurance that project development and delivery will align with the timescales of the Borderlands Place Programme.
- Confidence that the projects will not exceeding the funding available from the Borderlands Programme.

2.2 Who was involved in the assessment? Particularly noting community involvement in the project selection process.

As set out above, the identification of a long list of interventions in the Place Plan was undertaken by the Solway Area Team in collaboration with Community Enterprise Ltd and Dumfries & Galloway Council. The process of identifying projects for the Place Plan involved extensive consultation and engagement with the wider community including school children, residents and businesses. Community engagement has been a key strength of the Place Plan and has included:

- 369 individual responses to a community survey were received (representing input from approximately 900 residents), ensuring a broad demographic spread with 95% being local residents.
- Two walking visits to meet people in public places and ask about their views of the community.
- School visits engaged over 300 children at Springfield Primary and Gretna Primary.
- Public 'Burns Brunches' launch meetings were held in Gretna and Gretna Green to initiate debate and feedback.
- Visits to community organisations over a three-week period with follow-up semi-structured telephone interviews. Group sessions and drop-ins took place with a variety of groups including St Andrew's Church and All Saints' Church, Gretna Football Club,

Gretna Bowling Club, Stormont Hall committee, the Men's Shed and the Richard Greenhow Centre.

- One-to-one meetings with businesses operating in the local area.
- Five thematic meetings were held over two days, allowing the community to flesh out specific project ideas and assets, which directly informed the "Long List" of projects (such as the Enterprise Hub, Skills Academy, and Housing) evaluated in this BTIP.
- A visual image competition to allow the community to draw pictures reflecting how they feel about their local area.

With regards to the BTIP:

- The community and project sponsors were asked to submit EOIs to detail project ideas that could be eligible for Borderlands funding.
- Initial engagement sessions were held with each project sponsor to collect further details on projects within EOIs before follow-up calls were held to collect additional project information and project updates as and when required.
- Support has been provided to community groups and project sponsors to provide linkages to potential sources of match funding or additional support.
- The Stantec team has attended two meetings of the Solway Area Team to share and test the results of the prioritisation scoring process and provide feedback on the recommended steps for each project.

A full list of stakeholders engaged in the development of the Place Plan and the project prioritisation process are listed in Annex C of this document.

2.3 Please include a diagram, like the one below, to visually show how the BTIP projects will deliver a spread of activity across the Place Plan Strategic Objectives. (A template is available from the Borderlands PMO.)

The Gretna, Rigg, Gretna Green and Springfield BTIP proposed a small number of projects that offer a diverse programme of investment with strong alignment to the vision and strategic objectives of the Place Plan. The three projects provide coverage against all seven of the Borderlands Inclusive Growth Deal Criteria Strategic Objectives and the six investment themes of the Place Plan, as presented in Figure 1 below.

- **Star of Caledonia** – The Star of Caledonia consists of a 33m high steel sculpture with LED lights, designed by Cecil Balmond OBE, which will be a metaphor for the dynamism of the Scottish nation symbolising the energy and power of Scottish invention. It will provide a landmark sculpture in Gretna Green that will boost and diversify the tourism that generated over 550,000 visits in 2024 and an economic impact of over £53m². The Star of Caledonia will therefore promote sustainability and stimulate economic growth in the Borderlands areas by will generating additional tourism visits, supporting employment and boosting spending in the local economy whilst strengthening Gretna Green’s reputation. Place Programme funding is requested to develop the Star of Caledonia visitor centre; deliver a biodiverse landscape; and instal walking routes and wayfinding that link the public art installation to Gretna Green, Gretna and Springfield. The project will deliver against a wide range of Place Programme objectives by stimulating spending in the local economy which in turn will support business growth and generate employment. The project will also enhance the landscape though biodiversity improvements and empower communities through the increased wealth and opportunities generated.
- **Business units** – The provision of up to 10 small business units in Gretna on under-utilised brownfield land owned by the Raydale Community. The units will be targeted at either start-up businesses or small business looking to expand into a space they can grow, giving the opportunity for new and sustained employment. The need for new business premises was identified in the Business Units Feasibility report (2025) that identified demand for light industrial premises for garage and workshop uses while a search for available property locally found limited supply, all of which is leased. The business units project will meet several Place Programme objectives by generating business growth and employment. It will deliver against Place Plan themes by promoting entrepreneurship and skills within the local economy.
- **Gretna Green Housing project** – The project will provide new high-quality housing in Gretna Green for older people at an identified site accessed from the B7076 that is allocated for housing use in the Local Development Plan. The need for the project is supported by a Housing Need and Demand Assessment report for Gretna, Gretna

² Source: Gretna STEAM report, 2013-2024. Global Tourism Solutions (UK) Ltd

Green, Rigg and Springfield. The assessment found that approximately one in four residents report being in current housing need or expect to be in the future. This need spans various age groups and household types, including younger adults, working families, and older residents looking to downsize or live more independently. The study found that the existing housing stock, largely made up of owner-occupied homes, may not meet the diverse housing needs in the area while there is recognition of the need to address housing issues within the community including amongst residents not currently in housing need. New housing will meet several Place Programme Strategic Objectives such as supporting the local population and working age population; empowering communities and supporting employment. The project will also support Place Plan themes by making Gretna Green, Gretna and Springfield a more attractive and sustainable place to live whilst supporting the retention of young and working age residents that, in turn, will support local service provision.

Figure 1: Alignment between shortlisted projects the Place Programme and the themes of the Place Plan.

	Star of Caledonia	Business Units	Housing
Place Programme Strategic Objective			
SO1: Empower Communities			
SO2: Business Growth & Retention			
SO3: Visitors & Spend			
SO4: Employment			
SO5: Population			
SO6: Working Age Population			
SO7: Physical Environment			
Place Plan Theme			
An Enterprising Place			
A Skilled Place			
A Beautiful and Safe Place			
An Active Place			
A Place to Live			
A Place to be Young			
	Strong alignment		
	Secondary/ some alignment		

In summary, the assessment against the Place Programme Strategic Objectives demonstrates strong alignment across all three BTIP projects. There is particularly strong alignment against the “empowering communities”, “employment” and “business growth and retention” objective. The three projects also provide strong alignment with the Investment themes in the Place Plan and particularly links to developing an “enterprising” and “skilled” place. It should be noted that each project contributes to multiple objectives, and each project aligns most strongly with different objectives. Therefore, together, they form a coherent and balanced

programme that performs particularly well against objectives relating to population retention, employment and visitor economy. Taken as a package, the projects demonstrate strong programme-level impact rather than isolated outcomes.

2.4 Briefly describe why any unsuccessful projects identified in the Place Plan did not make the final selection and outline any plans as to how these will be taken forward (if applicable).

All three projects submitted through the Place Plan EOI process that met the eligibility criteria of the Borderlands Place Programme were taken forward to technical assessment and are included in this BTIP.

One EOI was not progressed beyond initial sifting as it was identified as a revenue project, and therefore not eligible for BTIP support. This decision was based solely on programme eligibility rather than the strategic merit of the proposal. Dumfries and Galloway Council's Place Team will continue to work with the project sponsor to explore alternative funding routes to support delivery of this project where possible which will bring much needed physical activity, well-being and employment outcomes to Gretna, Gretna Green and Springfield.

The Place Plan contained a much broader range of 19 projects. Significant progress has been made by the Solway Area Team, with the support of Dumfries and Galloway Council, to deliver Place Plan projects. Feasibility studies have been delivered for Place Plan projects such as the Gretna Community Hub, the Hospitality Hub and business units projects. A Housing Demand and Need assessment has also been delivered. Many of the projects within the Place Plan await suitable funding opportunities to deliver the comprehensive plan and aspirations of the local community. Several of the project ideas listed in the Place Plan could not be taken forward as although they were suggested by the local community and had Town Team support, there was no lead organisation promoting the schemes.

Dumfries and Galloway Council's Place Team continues to work with the community to investigate opportunities to progress these projects and will support their development as and when appropriate funding opportunities arise.

3. Management & Delivery

3.1 Please describe the roles and responsibilities of those involved in day-to-day delivery and management of the BTIP.

Day-to-day delivery of the Gretna BTIP will be coordinated by Dumfries and Galloway Council's **Place Team**. This team acts as a central coordination point for the BTIP, ensuring effective liaison between project sponsors, internal Council services, and the Borderlands Programme Management Office (PMO). Led by Shelley Bell (Place Team Leader) and supported by Ashlene Wylie (Economic Development Project Officer), the Place Team is responsible for programme coordination across the constituent projects, including ongoing

liaison with project sponsors, progress tracking, identification of emerging risks or issues, and preparation of material for internal approvals and Borderlands PMO submissions.

The Place Team will work closely with the Council's internal services - such as procurement, legal, finance, property, and capital programmes - on a needs-basis, drawing in specialist support at relevant development or delivery stages.

Each BTIP project will be delivered by its designated lead organisation, who are responsible for the development and implementation of their respective schemes, including contractor procurement, financial management, community engagement and delivery of outputs. The three projects taken forward in this BTIP are each led by a different organisation, reflecting the capacity and ambition in the community to deliver the ambitions of the Place Plan. The following organisations will lead the projects shortlisted in this BTIP:

- Star of Caledonia – **Star of Caledonia Trust.**
- Housing Project – **Gretna Green Community Asset Trust.**
- Business Units Project – **Raydale Community Partnership.**

These organisations are responsible for day-to-day project development, stakeholder engagement, procurement of contractors, and monitoring of costs, timescales and outputs. They will provide regular updates to the Place Team, who in turn ensure alignment across the programme and escalate delivery issues where required.

Community co-design has been a consistent feature of the Place Plan development and community input will continue to play a central role throughout BTIP development and delivery. Going forward, the project specific working groups and Solway Area Team meetings will be the key forum for ensuring the community continue to support the development of the BTIP. Community Council Chairs are members of the Area Team as representatives of the communities they represent. In addition, residents are welcome to attend and participate in Solway Area Team meetings as demonstrated by Area Team meeting where project prioritisation was discussed. The community will also continue to support the BTIP through project specific working groups and community engagement events on project proposals as they develop.

3.2 Who has overall responsibility for ensuring the BTIP is delivered within the Place Programme timescales and in line with the relevant Place Plan Objectives?

Overall accountability for the successful delivery of the BTIP sits with **Oliver Shimell, Interim Strategic Investment Manager**, who will act as the **Senior Responsible Officer (SRO)** for the Gretna BTIP. As SRO, Oliver provides senior oversight and assurance, ensuring that BTIP activity aligns with the objectives set out in the Gretna Place Plan and that projects progress in line with Borderlands Place Programme timescales. Oliver also provides strategic oversight and assurance, ensuring that projects progress through the Council's internal governance processes, and that the BTIP responds appropriately to performance, risks and interdependencies.

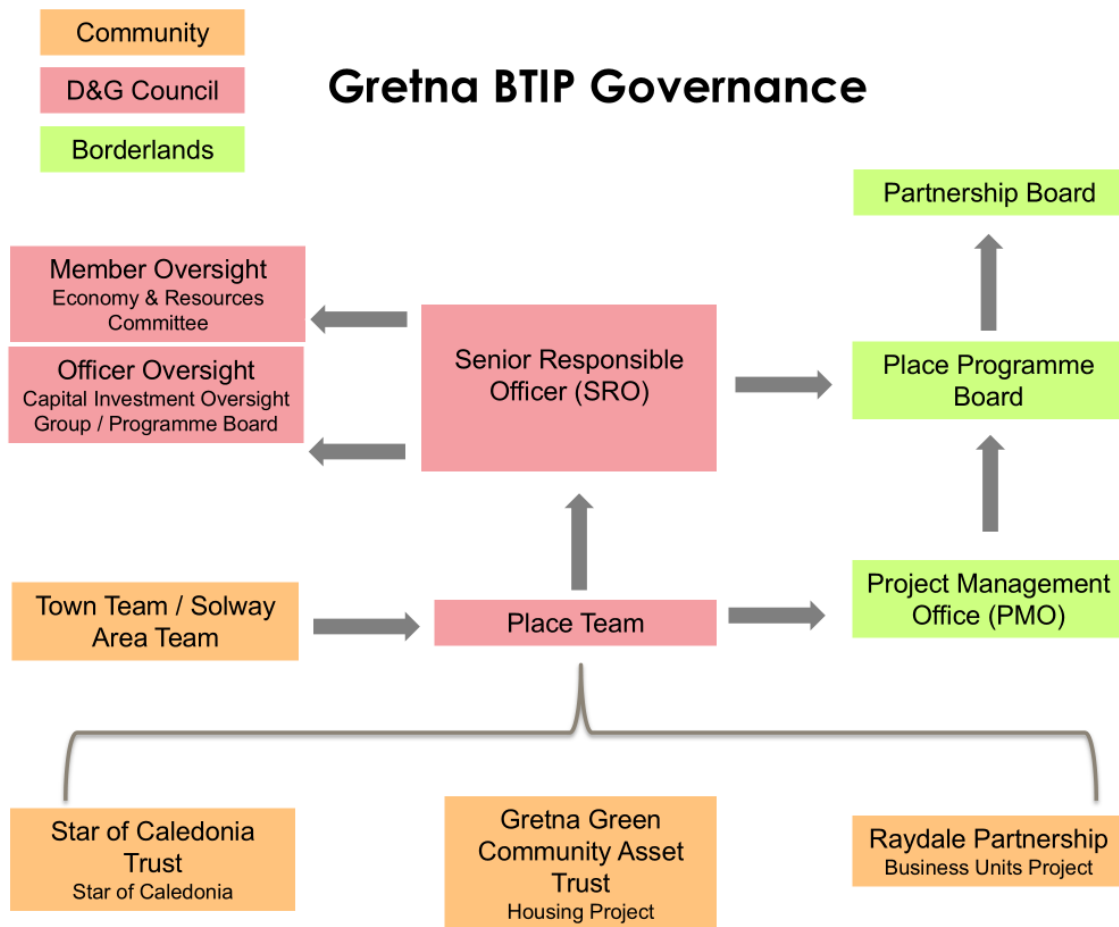
The SRO is supported by Dumfries and Galloway Council's established capital governance and oversight structures. This includes the **Capital Investment Oversight Group (CIOG)**, which undertakes technical scrutiny of business cases and investment proposals, and the **Capital Investment Programme Board (CIPB)**, which provides senior-officer decision-making, prioritisation and performance oversight across the Council's capital portfolio. Together, these bodies ensure that high-value and high-risk BTIP projects adhere to the Council's Gateway Process and demonstrate strategic fit, affordability and deliverability.

Member oversight is provided through Dumfries and Galloway Council's Committee structure. For Place Programme activity elsewhere in the region - including the preparation of Place Plans and Town Investment Plans - the **Economy & Infrastructure Committee** has historically acted as the primary body responsible for reviewing progress, considering recommendations and approving submissions to Borderlands governance.

Strategic accountability to the Borderlands Inclusive Growth Deal is maintained through submission of BTIP materials, performance updates and (where required) change-control documentation to the Borderlands Place Programme Board, followed by the Borderlands Partnership Board, which acts as the final approval body for all BTIPs.

Overall responsibility for monitoring delivery of the BTIP rests with Oliver Shimell, Interim Strategic Investment Manager, as Senior Responsible Officer (SRO). Day to day monitoring of progress against programmes and milestones will be undertaken by Dumfries and Galloway Council's Place Team. This will include regular monitoring of milestones through the BTIP monitoring and claims process, providing ongoing assurance that timescales are being met and enabling early intervention where slippage risks are identified.

3.3 Include a structure chart showing the arrangements for the BTIP and how delivery of the BTIP feeds into the Borderlands governance arrangements.



Project Delivery Level

Star of Caledonia Trust, Gretna Green Community Asset Trust, and Raydale Community Partnership act as the lead delivery organisations responsible for implementing their respective projects, managing contractors and reporting progress.

Programme Coordination

The Council’s Place Team, coordinating day-to-day programme management, consolidating project reporting, liaising with internal Council services, and acting as the interface with the Borderlands PMO.

Officer Oversight

CIOG (technical scrutiny) and CIPB (senior officer decision-making and performance oversight) assurance through the Council’s Capital Investment Gateway Process, ensuring rigour, corporate fit and programme alignment.

Strategic Leadership

The SRO ensures delivery consistency, alignment to the Place Plan and appropriate escalation of programme-level issues.

Member Governance

Economy & Resources Committee (or other relevant Committees) provides democratic oversight, reviews progress and approves key submissions in line with the Council's established approach to Place Programme governance.

Borderlands Governance

The Borderlands Place Programme Board reviews BTIPs, Part B Business Cases, and any Change Control Requests. Borderlands Partnership Board provides final approval for BTIP submissions under the Deal.

3.4 Please describe how you will manage any changes to the BTIP projects. What internal systems do you have in place that will then feed into the existing Borderlands Change Management approach.

Significant changes to BTIP projects will be managed through a combination of Dumfries and Galloway Council's internal change-control mechanisms and the Borderlands Change Management Framework. This ensures that any adjustments to project scope, cost, benefits or delivery timescales are identified early, considered appropriately and approved at the correct level. Significant changes to the programme would include:

- Where project delivery diverts from the agreed Business Case.
- Any project overspends that cannot be managed within existing contingencies or by re-scoping the project as long as it still meets the overall outcomes of the BTIP.
- Significant delays to project delivery that impact the draw-down of Place Programme funding or, in the unlikely event, where delivery goes beyond the end date of the Programme.
- Where a project is aborted due to unforeseen circumstances at the BTIP stage.

In line with practice adopted elsewhere in the Borderlands Programme, **minor changes** - those within agreed tolerances and without material impact on the project's approved delivery baseline - will be managed by the **Place Team** in liaison with internal Council services. The SRO will be kept informed of such changes as part of routine programme reporting.

Significant changes, such as variations to scope or outcomes, budget increases beyond contingency, or delays that affect overall programme delivery, will require formal review and approval. Where applicable, BTIP projects may be required to pass through the Capital Investment Gateway Process, in which the **CIOG** provides technical assessment and the **CIPB** provides senior-officer approval of the proposed change. These changes will then be escalated to the relevant Council Committee for Member approval.

In parallel, the Place Team will assess whether a proposed change requires notification to the Borderlands PMO. Where the change is material at programme level, the Council will engage

the PMO at an early stage and, where appropriate, prepare and submit a formal Change Control Request (CCR). This will set out the rationale for the change, its implications and mitigations, in line with the Borderlands Change Management Framework.

Risk Management

Risk	Risk Rating	Mitigation
<p>Capacity constraints across delivery partners</p>	<p>Medium</p>	<p>The Borderlands Place Programme invests in projects that are identified and led by the community. An inherent risk in this approach is capacity challenges within communities to deliver the identified projects. A key strength of the three projects shortlisted is that they are each led by different organisations within the community. This maximises the community-led delivery capacity and reduces the risk of project failure due to capacity constraints.</p> <p>The Housing Project prioritised in the BTIP is most at risk of capacity constraints impacting delivery. This risk is being mitigated by drawing on regeneration and funding expertise within Dumfries and Galloway Council and its partners to support project development. This has resulted in significant project development being achieved during quarter one of 2026. This approach will continue as well as engaging and procuring specialist partners and contractors whenever required (e.g. engagement of architectural support for the business units project).</p> <p>Across all three projects, dedicated project managers will be in place for the development phase, with project management costs capitalised within individual project budgets. The Star of Caledonia project already has an experienced project manager employed and costed within the scheme. For the Business Units and Housing projects, project management costs during the development phase will be capitalised as part of the</p>

		<p>project, and at the operational stage by appropriate managing agents (funded from rental income or agreed revenue arrangements), reducing long-term capacity risk.</p>
Programme delivery slippage	Medium	<p>The project timescales proposed for the draw-down of BTIP funding are informed by a full business case and detailed project programme or have been forecast to include significant contingency to account for project development and slippage.</p> <p>Programme slippage will be mitigated during deliver through the recruitment of professional project managers with experience of grant funded capital delivery and specialist contractors. Each project will also establish a project management steering group that will include representation from Dumfries and Galloway Council in an advisory capacity. Key project risks and issues will be discussed and resolved at this meeting with any significant risks escalated to the PMO.</p>
Insufficient funding impacts the ability to delivery BTIP projects	Medium	<p>Match funding is required to deliver all three projects within the BTIP with one project providing greater funding certainty due to being at OBC stage and significant proportion of project costs being underwritten by a private sector partner.</p> <p>Several opportunities for match funding have been identified for the other two projects at this stage. The two projects are typical regeneration schemes with examples in other BTIP locations that have secured match funding. The project with the largest funding gap has also submitted an application for development funding from a source that could also provide match funding when the project progresses.</p>
Failure to deliver all three projects leading to a programme of delivery with reduced impact	Low	<p>The projects selected offer opportunities to increase in scale should additional BTIP funding become available. If needed, a</p>

		<p>second call for projects will be issued to identify Place Plan interventions that can be accelerated, with support from Dumfries and Galloway Council within the timescales of the BTIP. However, this is not expected to be needed at this stage due to the positive progress made with project development.</p>
<p>Objections from the local community to the BTIP projects</p>	<p>Low</p>	<p>The BTIP has been grounded in community engagement meaning the projects within the BTIP have the backing of the local community. Regular updates on project progress will be shared with the community via the Solway Area Team meeting which provide opportunities for members of the public to engage in project development.</p>
<p>Cost escalation inflation and market volatility</p>	<p>Medium</p>	<p>Project cost escalation is an expected risk at this stage of development with costs being further refined during the business case stages.</p> <p>At this stage, project costs are based on BCIS benchmarks for concept stage projects. The costs for the Star of Caledonia are based on detailed scheme designed (RIBA Stage 4) and professional cost consultancy advice.</p> <p>The costs identified for all projects include allowances for inflation, estimated based on estimated delivery dates. Contingency has also been included in the project costs which will be refined further through detailed designed as project business cases are developed.</p>
<p>Governance and approval delays</p>	<p>Low</p>	<p>Early engagement with Dumfries and Galloway Council (e.g. Planning and Building Control) to identify the approvals required and the timescales involved.</p> <p>The Star of Caledonia project has planning approval in place so the risk of approval delays is considered to be low. The Housing project is proposing to develop residential accommodation on an allocated site while</p>

		<p>the units provided will be of standard build so the risk of securing approvals is also low. The Business Units project will require a changes to a deed in the title for land at Gretna Social and Athletic Club that currently restricts the use for community benefit only. There is a medium risk of approval delays impacting this project.</p>
--	--	--

4. Financial Case

4.1 What are the total BTIP costs? Please complete the table below: (Add extra rows if required).

Project Name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Star of Caledonia	-	-	-	£900,000	-	-	-	£900,000
Housing Project	-	-	-	-	-	£1,395,087	-	£1,395,087
Business Units Project	-	-	-	£1,357,471	-	-	-	£1,357,471
Total	-	-	-	£2,257,471	-	£1,395,087	-	£3,652,558

Comments:

The costs for the Start of Caledonia are reflective of the development work, at RIBA stage 4, contained within the project full business case submitted to the PMO at Scottish Government.

The costs for the business units project are based on the unit sizes identified in scheme architectural drawings commissioned by Raydale Community Partnership. Benchmark costs have been derived based on BCIS mean cost benchmarks for warehouse and storage schemes, up to 500sqm. within Dumfries and Galloway. Allowances have been made for external works, contingency and professional fees. An allowance for inflation has been applied based on forecast delivery dates and using the BCIS General Building Cost Index, October 2025.

The costs for the housing project are based on the delivery of five single-storey two-bedroom units. BCIS Benchmark costs have been applied to the floorspace benchmarks from the UK Government's Technical Housing Standards. Allowances have been made for external works, contingency and professional fees. An allowance for inflation has been applied based on forecast delivery dates and using the BCIS General Building Cost Index, October 2025.

4.2 What is the total funding package for the BTIP? Please complete the table below: (Add extra rows if required).

Funder	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Star of Caledonia								
- Borderlands Place Programme	-	-	-	£800,000	-	-	-	£800,000
MATCH - Gretna Green Group (Underwritten	-	-	-	£100,000	-	-	-	£100,000

4.2 What is the total funding package for the BTIP? Please complete the table below: (Add extra rows if required).								
Funder	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Magnox funding application)								
-TOTAL - Star of Caledonia	-	-	-	£900,000	-	-	-	£900,000
Gretna Housing project								
- Borderlands Place Programme	-	-	-	-	-	£697,544	-	£697,544
Match - D&GC	-	-	-	-	-	£114,253	-	£114,253
Match - TBC (e.g. Scottish Land Fund, Rural Housing Fund, Wind farm community funds).	-	-	-	-	-	£583,291	-	£583,291
-TOTAL - Housing project	-	-	-	-	-	£1,395,087	-	£1,395,087
Business Units								
- Borderlands Place Programme	-	-	-	£1,052,456	-	-	-	£1,052,456
Match - D&GC	-	-	-	£135,747	-	-	-	£135,747
Match - TBC (e.g. South of Scotland Enterprise)	-	-	-	£169,268	-	-	-	£169,268
-TOTAL - Business Units	-	-	-	£1,357,471	-	-	-	£1,357,471
Total				£2,257,471	-	£1,395,087	-	£3,652,558
Comments:								

4.2 What is the total funding package for the BTIP? Please complete the table below: (Add extra rows if required).

Funder	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
---------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	--------------

The funding breakdown for The Star of Caledonia is reflective of the project business case submitted to Scottish Government. A funding application has been submitted to Magnox for £100,000. The application is yet to be determined however, The Gretna Green Ltd have agreed to underwrite the funding meaning match funding is secured.

The match funding identified from the Housing and business units projects are estimated amounts with likely sources identified based on the currently availability of grant funding and a review of eligibility criteria. Match funding sources have also been identified that have supported similar projects. A funding strategy is being developed for both projects while discussions with match funders for both projects are ongoing.

5. Demonstrating Collective Impact

What does good look like?

5.1 Please provide a list of key measures of success for the combined impact of the BTIP. What will good look like e.g. increase in visitor numbers, opportunities to create new businesses, increased footfall, increased local activities and spend, improved health outcomes, improved environmental assets.

The Gretna, Rigg, Gretna Green and Springfield Place Plan provides a comprehensive programme of interventions. This BTIP builds on the Place Plan by selecting projects brought forward by the community that fit with the Place Plan and Programme objectives. The projects are also considered deliverable within the Place Plan timeframe and will deliver economic impacts that address identified needs in the community.

The three projects within the BTIP provide a complementary package of interventions that together address key economic, social and place-based challenges identified through the Local Place Plan. While each project delivers distinct outputs and outcomes (which will be confirmed through individual Business Cases), their collective impact is greater than the sum of individual investments and is focused on place-wide change.

The following measures are grouped thematically and reflect outcomes that can reasonably be influenced by the combined delivery of the Star of Caledonia, Business Units and Housing projects.

Theme	Measure of Success	Derived From	Possible Monitoring Data
Economic Growth	Increase in visitor numbers and visitor dwell time in Gretna and Gretna Green	Star of Caledonia; wayfinding and visitor hub activity	STEAM data; Visitor counts; attraction data; local footfall indicators
	Increased footfall in the local area	Star of Caledonia; wayfinding and visitor hub activity and the Business Units project	Footfall counters.
	Increased visitor spend within the local economy	Star of Caledonia; wayfinding and visitor hub activity	Modelled spend estimates based on visitor numbers; visitor and business surveys
	New businesses created or existing businesses safeguarded	All projects	Beneficiary reporting and feedback from local businesses.

	Jobs created or supported (direct and indirect)	Star of Caledonia and Business Units	Project monitoring; business reporting
Community & Social	Improved perceptions of Gretna as a place to live, work and visit	All BTIP projects	Surveys and qualitative feedback from residents and visitors
	Increased community confidence and pride of place	All BTIP projects	Stakeholder feedback; Place Plan review
Population & Housing	Delivery of new, appropriate housing for older residents	Housing Project	Homes delivered – project outputs
	Release of existing housing stock into the local market	Housing Project	Housing turnover indicators
	Population retention and growth	Combined economic and housing impacts	Demographic indicators (longer term)
Environment and place quality	Enhanced quality of public realm and landscape	Star of Caledonia landscape; site improvements	Project completion data

5.2 Please describe who will benefit from the BTIP projects and how.

The BTIP will deliver benefits to a wide range of groups across Gretna, Rigg, Gretna Green and Springfield. While each project has a defined beneficiary base, the **overlapping nature of benefits** is central to the programme's collective impact. The three projects together, will deliver significant and wide-ranging benefits for residents, businesses and visitors by boosting the local economy, addressing housing need and providing small industrial units to retain and grow the local business base.

Local residents

Significant benefits will be generated for the local community that align with the five pillars of community wealth building:

- Improved access to employment opportunities through new and safeguarded businesses resulting from increased visitor and project supply chain spending.
- Enhanced local amenities, public spaces and cultural assets.
- Increased pride in the local area due to reputational benefits from the Star of Caledonia, opportunities to access suitable and more diverse housing choices, and through the delivery of community led priority projects.
- Increased housing choice for older residents, supporting independent living.
- Improved health and wellbeing from enhanced opportunities for physical activity and securing employment in the local area.
- Greater confidence in the future of the area as a place to live.

- Maximised potential of locally owned land assets to create social and economic benefits.

Local businesses and employers

- Increased visitor footfall and spend supporting hospitality, retail and services.
- Access to new, fit-for-purpose business accommodation that allows businesses to re-locate in the local area or move to it as well as sustaining and growing new businesses.
- Improved conditions for business growth and retention.

Visitors and tourists

- A new national landmark encouraging stopping and dwelling with links to the National Cycle Network.
- Improved visitor experience and orientation through the Visitor Hub and wayfinding.
- Stronger connection between attractions and the wider Borderlands offer.

Community organisations

- Long-term income generation and asset sustainability through community-led projects.
- Increased opportunities for volunteering, participation and local stewardship.
- Strengthened organisational capacity through partnership working and experience of project delivery.

Wider regional economy

- Increased number of day and overnight visits to Gretna, Gretna Green and Springfield.
- Increased spend retained locally rather than leaking to surrounding areas.
- Contribution to Borderlands-wide tourism and inclusive growth objectives.

Monitoring

5.3 Please describe what systems are in place to monitor the collective impact of the BTIP projects.

Monitoring of the collective impact of the Gretna, Rigg, Gretna Green and Springfield BTIP will be coordinated at a programme level by Dumfries and Galloway Council's Place Team, drawing on information provided by individual project delivery partners. Project sponsors will be required to submit regular monitoring returns aligned to their Business Case outputs, which will be consolidated by the Dumfries and Galloway Place Team. This will allow trends to be tracked over time, and corrective actions agreed where necessary.

Monitoring will operate at two linked levels:

- **Project-level monitoring:** Each BTIP project will collect and report agreed outputs and outcomes as part of its Part B Business Case and funding agreement. The business case will also outline where responsibility for data collection and sharing falls to other delivery partners, expectations will be formally agreed prior to funding being released. Project monitoring will include the collection of data for indicators including visitor numbers, number of housing and business units delivered; and jobs supported or sustained.

- **Programme-level monitoring (collective impact):** The Place Team will consolidate project-level information to track progress against BTIP objectives and demonstrate place-wide change.

Indicative programme-level indicators include:

Indicator	Measure / Frequency	Lead Responsibility
Number of visitors	Approach to be confirmed but could include footfall counters at the Star of Caledonia and STEAM data provided by Global Tourism Solutions.	Place Team (project data)
Employment space provided (m2)	On delivery of the business units as measured by the m2 of space delivered.	Raydale Community Partnership
Employment supported	The number of jobs created or safeguarded	Project sponsors
Housing delivery	The number of housing units delivered.	Gretna Green Community Asset Trust.
Improved landscaping and public realm	Area of public realm and landscaping delivered (m2)	Star of Caledonia CIC

5.4 Have appropriate baselines been established to support the evaluation process?

Where appropriate, baselines will be established prior to the delivery of capital investment, particularly for visitor numbers and spend. In other cases, success will be measured as an improvement on the current position (e.g. delivery of new housing, provision of new employment space), where baseline data is not required to demonstrate impact. Key baseline indicators include:

- Tourism economy - 475,000 visitor trips and £53 million of tourism economic impact in 2024).
- Total population – 3,353³
- Number of houses – 1,720⁴
- Number of people in employment – 1,400⁵

Evaluation

5.5 Please outline how and when you plan to evaluate the performance of the BTIP.

³ Small area population estimates, NRS, 2024

⁴ Small area statistics on households and dwellings, NRS, 2024

⁵ Source: BRES, ONS, 2024. Data represents the sum of Scottish Data Zones – Gretna 02-06.

Evaluation of the BTIP will be led by Dumfries and Galloway Council by engaging independent external expertise if required. The project evaluation will assess the impact, outcomes and effectiveness of processes associated with the BTIP whilst also feeding into the wider Borderlands Growth Deal evaluation as required. The evaluation should focus on assessing the following factors:

- Did the BTIP deliver and contribute to the intended outcomes in the short, medium and long term?
- Who have the BTIP projects benefitted and to what extent have they benefitted – e.g. residents, local businesses, visitors?
- To what extent did the Place programme investment act as a catalyst for other regeneration activity or investment?
- What outcomes did the Place Programme deliver?
- What unintended outcomes (positive and negative) did the Place Programme deliver?
- What economic impact has the BTIP achieved?
- What level of impact would have been achieved without investment of the Place Programme?

Process evaluation questions should also be assessed to inform future programme and project delivery?

- How well did the project's partners work together?
- How could partnership working have been improved?
- What problems were encountered in delivering the projects – how were they overcome?
- To what extent have external factors influenced the delivery of BTIP projects?
- How was the BTIP scheme's impact achieved – how could it have been improved?
- Whether the programme has delivered against its stated objectives.
- Lessons learned to inform future Place Programme delivery.

Evaluation activity will include:

- Collection of baseline indicators prior to investment taking place.
- Review of monitoring data and outputs to assess performance against objectives, outputs/outcome targets, and delivery effectiveness.
- Consultation and engagement with delivery partners and stakeholders.

BTIP delivery is expected to take place between 2026 and 2030, aligned with individual project programmes. The Star of Caledonia project will complete in 2027, the Business Units project in 2027, and the Housing project by early 2030. Interim monitoring and learning will take place throughout delivery, with a formal programme level evaluation expected to take place following completion of the final BTIP project.

5.6 Please describe how Sustainable & Inclusive Growth will be evaluated at a BTIP level.

Sustainable and inclusive growth have become increasingly important in regeneration in recent years. It recognises that economic growth alone will not support, or provide equal

outcomes for, all individuals and particularly the most disadvantaged in society. The Borderlands Inclusive Growth Deal places particular emphasis on sustainable and inclusive growth which is a particular challenge in rural areas due to issues such as rural isolation due to a lack of, or poor, access to services and opportunities, including for example, a lack of access to digital services, job opportunities and/or education. Sustainable growth means addressing such issues and meeting present needs (such as education, health, job opportunities, and environmental protection) without depleting natural resources or exacerbating climate change. Meanwhile, inclusive growth aims to ensure that all individuals, regardless of background or income, have equal access to opportunities, resources, and economic participation.

Sustainable and inclusive growth is embedded within the design and delivery of the Gretna BTIP. Collectively, the projects support this agenda by:

- Promoting inclusive economic participation through job creation and business growth.
- Supporting community-led ownership and stewardship of assets.
- Enhancing environmental quality and sustainability.
- Addressing housing needs that underpin workforce stability and population retention.

At a BTIP level, evaluation of sustainable and inclusive growth will consider indicators such as:

- Community participation and volunteering.
- Employment opportunities secured by local residents.
- Jobs generated that pay the living wage.
- The value of supply chain contracts secured within the local economy.
- The number of residents moving into employment from out of work benefits.
- Housing outcomes aligned to demographic needs.
- Long-term resilience of community organisations.

These considerations ensure that economic growth generated through the BTIP is resilient and place-based, consistent with Borderlands Inclusive Growth Deal objectives.

Annex A – BTIP Project Summaries

Please complete the following table for each BTIP project.

Star of Caledonia

Lead Delivery Organisation	Star of Caledonia Trust
Total Project Costs	£12,128,038
Borderlands Funding Requested	£800,000 Note: A separate £1.5m is being requested directly from the Borderlands Inclusive Growth Deal
Potential Match Funding	<ul style="list-style-type: none"> • Community Windpower Ltd (Committed). • Gretna Green Ltd (Committed). • Borderlands Inclusive Growth Deal (Subject to FBC approval). • Fundraising/Sponsorship: (Underwritten by Gretna Green Ltd to ensure deliverability).
Anticipated Impacts	<ul style="list-style-type: none"> • Direct job creation and associated productivity benefits. • Indirect job creation and support for local businesses arising from increased footfall and spend in Gretna, Gretna Green and Springfield. • Increased visitor numbers and associated expenditure. • Biodiversity and amenity benefits from landscaping and public realm. • Reputational and perception benefits for Gretna Green resulting from hosting an iconic and high-profile public art. • Enhanced sense of place from improved way finding across Gretna, Gretna Green and Springfield. • Increases in active travel and associated health and well-being benefits from improved public footpaths and wayfinding. • Volunteering opportunities generated for local residents to support events at the Star of Caledonia • Increased participation in education and learning through a dedicated STEM and lifelong learning programme.
Start Date	May 2026
End Date	July 2027
Deliverability	The project is at an advanced stage with a Full Business Case (FBC) for the Star of Caledonia scheme completed in

December 2025 and submitted to Scottish Government. The business case for the BTIP project – visitor centre, landscaping and wayfinding will be complete by end of March 2026. The Star of Caledonia Trust (SOCT) has established a robust delivery structure to ensure the project proceeds immediately upon funding approval.

Planning - Full planning permission was granted by Dumfries and Galloway Council in August 2025 (Ref: 25/0337/FUL). Work is currently underway to discharge pre-commencement conditions, targeted for completion by March 2026.

Land - A 50-year lease (with a subsequent 10-year rolling lease) has been secured with the landowner, Gretna Green Ltd.

Procurement – Significant cost certainty has been achieved through market testing and selection of contractors for the Star Structure, wider Civil works and the Visitor Hub.

Funding - While £2.3m is sought from public funds (Borderlands Growth Deal and Place Programme), Gretna Green Ltd has confirmed they will underwrite the fundraising targets and the Place Plan contribution to ensure the project is fully funded and can proceed without delay.

Subsidy Control - Dumfries and Galloway Council is completing an assessment of the project against key subsidy control principles, expected to be finalised prior to Board approval.

Project Description

The investment will deliver a new world-class cultural landmark and visitor destination located at the gateway to Scotland. It will create a distinctive, accessible, year-round attraction that encourages visitors to stay, explore, and connect with the wider Borderlands and South of Scotland region, comprising:

- The Star of Caledonia, a 33-metre high illuminated sculpture inspired by the work of physicist James Clerk Maxwell.
- A sculpted, biodiverse landscape and landform with entry paths designed in "tightening curves formed by overlapping ellipses" leading to a top plateau. The site has been designed to encourage visitors to dwell and explore the surrounding area and will provide new cultural and leisure opportunities for the local
- A Visitor Hub providing on-site amenities, education space as well as digital signposting to the wider Borderlands region. The Hub will celebrate creativity, culture, innovation and

This investment will act as a cultural catalyst for regeneration in Gretna, Gretna Green, and Springfield by:

- Creating a highly visible landmark for the 5 million vehicles passing on the A74(M) annually, physically marking the border which is currently largely invisible.
- Complementing the existing wedding and retail tourism offer by providing a distinct cultural attraction that encourages travellers to stop and dwell.
- Using the Visitor Hub to showcase the "Scotland Starts Here" message, dispersing visitors into the wider region to extend the tourism season and increase spend.
- Raising community confidence and enhancing pride of place by celebrating local scientific and cultural heritage.

The site is located opposite the Smiths at Gretna Green Hotel and the Famous Blacksmiths Shop, ensuring strong connectivity with existing assets. The proposal includes the installation of eight EV charging points and cycle stands to support active travel and sustainability ambitions.

Milestone	Delivery Date
Discharge of Planning Conditions	March 2026
Main Works Contractor Appointment	May 2026
Construction Starts	May 2026
Visitor Hub Construction	April 2027 – July 2027
Star Sculpture Fabrication	July 2026 – January 2027
Star Structure Erection on Site	January 2027 – April 2027
Opening	July 2027

Place Plan Alignment

The project will directly contribute to several strategic objectives of the Local Place Plan:

- **Enterprising Place:** The Star of Caledonia will help diversify the local economy beyond the wedding industry by creating a new, high-quality visitor attraction that generates income and creates jobs. It will enhance the reputation of the local area through the delivery of a high profile and world-class public art installation
- **Beautiful and Safe Place:** It involves significant landscaping and biodiversity improvements, enhancing the natural environment and creating accessible green space.
- **An active place:** The Place Plan funding will support enhanced wayfinding around the local area linked to walking and cycling infrastructure that will promote active

	<p>travel and physical activity. The Star of Caledonia is also located close to the National Cycle Network meaning it will encourage increased use and visits to Gretna Green by active modes</p>
<p>Place Programme Alignment</p>	<p>The project aligns with the Borderlands Place Programme Strategic Objectives as follows:</p> <p>SO1 – Empower Communities: The project is community-led through the Star of Caledonia Trust. The Visitor Hub supported through the BTIP will provide space for community engagement, education and volunteering, ensuring local involvement in the operation and benefits of the asset.</p> <p>SO2 – Safeguard and Attract Business and Visitors: The project will help transform Gretna from a transit location into a destination by attracting visitors to stop, dwell and spend locally. The Visitor Hub and wayfinding funded through this BTIP are essential to connecting the landmark with Gretna, Gretna Green and the wider Borderlands visitor economy.</p> <p>SO4 – Employment and Inclusive Growth: By increasing visitor numbers and spend, the project will support local employment, safeguard existing jobs and generate wider supply-chain benefits across tourism, hospitality and retail sectors. The employment will be particularly valuable as it will diversify the local visitor economy, reducing its reliance on the wedding industry and providing local economic resilience.</p>
<p>Economic Impact</p>	<p>A full economic assessment of the Star of Caledonia project indicates that the wider development has the potential to offer very high value for money. However, at this stage, the economic impacts associated with the BTIP-funded elements – namely the Visitor Centre and associated wayfinding – are expected to include:</p> <ul style="list-style-type: none"> • Increased visitor dwell time and spend, by providing facilities and information that encourage visitors to stop and spend longer in the area. • Improved connectivity between the landmark and surrounding communities, through enhanced wayfinding and visitor information, including signposting from nearby active travel routes such as National Cycle Route 7, supporting movement of visitors into Gretna, Gretna Green and the wider region, helping to convert passing traffic into local economic activity.

- **Support for local businesses and employment**, through increased visitor footfall and spend at the Star site, alongside additional off-site expenditure within Gretna and Gretna Green as visitors are encouraged to explore the surrounding area. This is expected to support new on-site and local jobs and associated GVA, whilst retaining visitor expenditure within the local economy rather than passing through the area.
- **Reputational and place-making benefits**, by strengthening Gretna's profile as a distinctive cultural destination and helping to diversify the visitor offer beyond its traditional association with weddings, contributing to a more resilient and balanced local economy over time.
- **Health and wellbeing benefits**, arising from increased use of walking routes and active travel connections supported by improved wayfinding, encouraging physical activity and access to green space for both visitors and local residents.
- **Wider place-based and enabling benefits**, including strengthened visitor economy performance, improved perceptions of the area as a destination etc.

A BTIP-specific economic appraisal, including an assessment of value for money for the Visitor Centre and wayfinding elements, will be developed at the business case stage.

Key Constraints / Dependencies

- Dependent on the approval of £1.5m from the Borderlands Inclusive Growth Deal and £800,000 from the Place Programme.
- The project has a fundraising target of £2.09m, which has been underwritten by Gretna Green Ltd to mitigate delivery risk.
- Timely discharge of pre-commencement planning conditions is required to meet the construction start date.

Business Units Project

Lead Delivery Organisation	Raydale Community Partnership (RCP)
Total Project Costs	£1,357,471
Borderlands Funding Requested	£1,052,456
Potential Match Funding	<ul style="list-style-type: none"> • Dumfries and Galloway Council • Others TBC (such as South of Scotland Enterprise - SOSE).
Anticipated Impacts	<ul style="list-style-type: none"> • Land Value Uplift: Resulting from the use of under-used vacant land to provide business units for employment purposes. • Business Growth: Creation of new light industrial and workshop space to address a lack of available units in the area. • Job Creation/Retention: Safeguarding existing employment and creating new jobs through business start-ups and growth. • Sustainability: Generation of rental income to support the financial sustainability of the Raydale Community Partnership and its wider community facilities (football/community assets). • Economic Diversification: Supporting the transition to a "modern local economy" by providing infrastructure for manufacturing and trades, diversifying beyond the wedding industry.
Start Date	April 2027
End Date	December 2027
Deliverability	<p>The project is proposed on land that is already in community ownership, removing acquisition risk and significantly improving deliverability within the Borderlands programme timescales.</p> <p>The project is scalable and can be delivered in phases if required, allowing the number, size and configuration of units to be adjusted in response to funding availability and market demand. Subject to funding approval and planning permission, the project could be delivered within a relatively short construction period.</p> <p>The delivery organisation, RCP, is a registered company limited by guarantee, and has a proven track record of managing and delivering capital projects funded through multiple public</p>

funding sources, including the successful development of a 3G pitch on another part of the same wider site.

It is led by a Board that significant experience in the local construction sector. This experience provides confidence in the organisation's ability to manage procurement, construction and ongoing operation.

RCP intends to employ a project manager to oversee delivery and mitigate capacity risks. The project manager will be guided by RCP, acting as the project steering group, to oversee procurement, programme and cost control.

Once operational, RCP intend to establish a dedicated trading arm to oversee the management of the business units. A specialist property agency support may be sought to maximise the occupancy of the units and provide professional tenant management.

Subsidy Control - Dumfries and Galloway Council will be completing an assessment of the project against key subsidy control principles, expected to be finalised prior to Board approval.

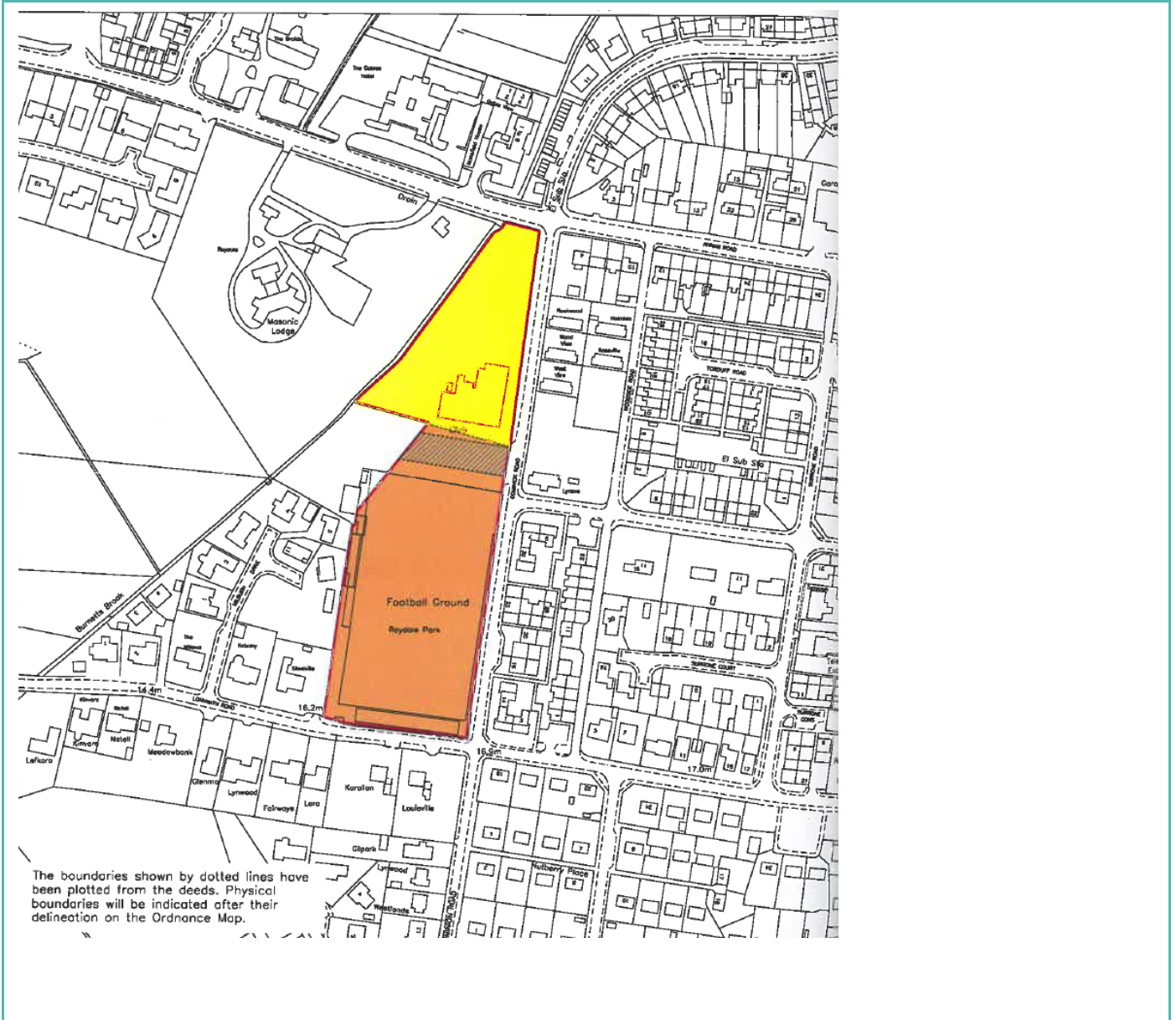
Project Description

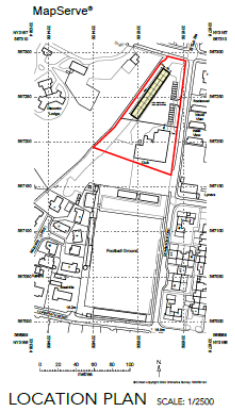
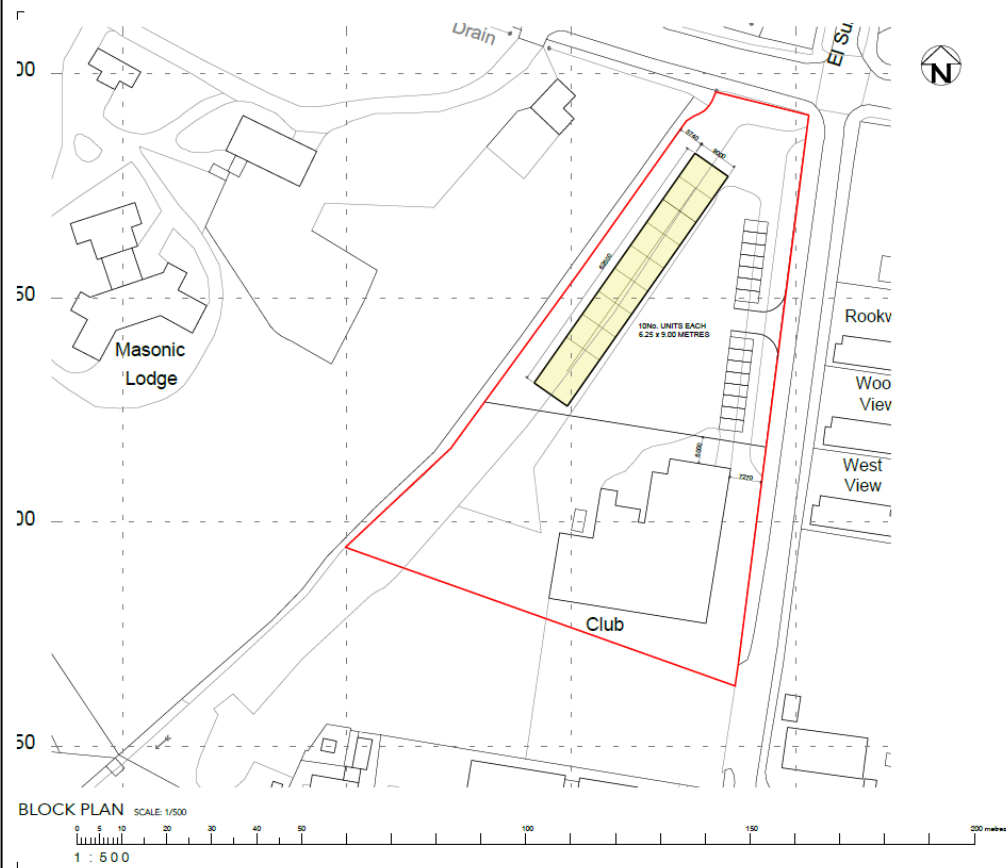
This project will deliver up to ten business and light industrial units on under-utilised community-owned land in Gretna, adjacent to existing recreational and community facilities. The site currently comprises a large area of land that is largely unused and generates limited economic or community benefit. While parts of the wider site are actively used for sport and leisure, this section has remained undeveloped for many years despite its accessible location and proximity to the town.

The proposed development will focus on small-scale, flexible units suitable for micro-businesses and sole traders, particularly those operating in light industrial and trade-based sectors. Demand for the proposed business units is evidenced through commissioned feasibility work and local market conditions. The Arup Business Units Feasibility Report identified demand for small scale light industrial knowledge and workshop space in Gretna, particularly for trade and garage uses⁶. The project has been developed to address the finding of the Arup study and address the identified shortage of appropriate workspace in Gretna. Existing business units in the town are well occupied, and many local businesses currently operate from unsuitable premises or are forced to locate outside the area.

Raydale Community Partnership land title plan

⁶ as referenced in the Arup Business Units Feasibility Report





ALLAN ALEXANDER
 CHARTERED ARCHITECTURAL TECHNOLOGIST, LLP
 T // 01461 70078 M // 07768 323 226
 E // a.alexander@allanalexander.co.uk
 No. 14 The Green, Eastings, Arman, DG12 6NH

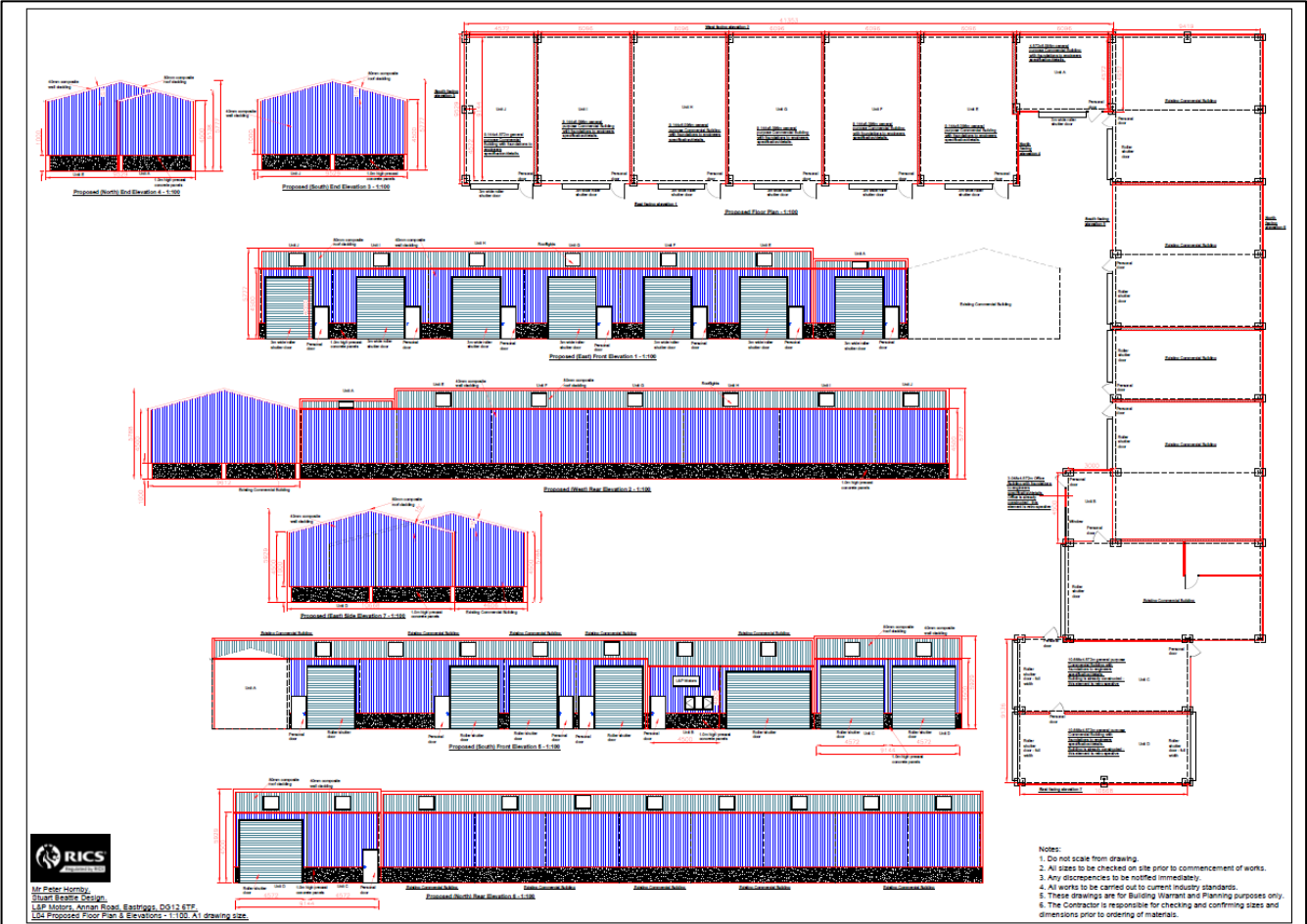
Raydole Community Partnership
 Dominion Road
 Gretna
 DG16 5AP

Proposed development works at
 Raydole Park
 Dominion Road
 Gretna
 DG16 5AP

BLOCK AND LOCATION PLANS - AS EXISTING

STATUS // DRAFT	DATE // 04.02.20
DRAWING NO. // 506-01	REV // 0
SIZE // A2	SCALE // 1:500 & 1:2500

Registered member of the
 Chartered Institute of Architectural Technologists
 Member no. M011602



The development will be designed to accommodate the operational needs of these businesses, including appropriate access for vans and small HGVs, servicing, and external storage where required. The precise layout and mix of units will be confirmed through further design development.

Rental income generated from the units will be managed through a dedicated trading arrangement and reinvested into the wider community asset, supporting the long-term sustainability of recreational, leisure and community facilities on the site.

Milestone	Delivery Date
Appointment of project manager / technical support	September 2026
Cost plan and funding strategy finalised	October 2026
Planning application submitted	October 2026
Business Case submitted to Borderlands PMO	December 2026
Planning permission secured	January 2027
Funding package confirmed	February 2027
Detailed design and procurement	January-March 2027
Start on site	April 2027
Completion	December 2027

Place Plan Alignment

The project aligns strongly with the following themes:

Theme 1, An Enterprising Place, as It provides the infrastructure to "increase manufacturing" and support "local items," moving beyond the reliance on the hospitality sector.

Theme 2, Skilled Place: as the units will provide space for skilled trades and employment opportunities.

While the project is not located within a traditional town centre setting, it supports the wider economic function of Gretna by retaining businesses locally, supporting employment, and reducing leakage of economic activity to surrounding areas.

Place Programme Alignment

The project aligns with

SO1 (Empower Communities): The project is community-led by RCP using an under-used community asset to generate long-term resilience.

	<p>SO2 (Safeguard & Attract Business): Directly provides space to attract new businesses and safeguard existing ones looking for premises.</p> <p>SO4 (Employment): delivers new jobs and opportunities for economic participation.</p>
<p>Economic Impact</p>	<p>A full economic appraisal will be undertaken at business case stage. At this stage, the principal economic impacts associated with the Business Units project are expected to include:</p> <ul style="list-style-type: none"> • Construction phase employment, including jobs supported during the build period and associated supply-chain activity, generating short-term economic output and local expenditure. • Operational employment creation, arising from the occupation of new business units by small and growing enterprises, supporting both direct jobs within the units and indirect employment through local supply chains. • Socio-economic community benefits, arising through the re-investment of profits into community level projects via RCP. • Land value uplift, resulting from the development of serviced employment land and purpose-built business accommodation on currently under-utilised land, reflecting the transition to higher-value productive economic use.
<p>Key Constraints / Dependencies</p>	<p>Land ownership and title matters: The proposed site is owned by RCP, removing land acquisition risk and providing certainty of site control. The title includes an existing restriction which may require formal clarification, variation or discharge through established legal processes. Independent legal advice will be taken to confirm the preferred route, and this work can proceed in parallel with design and Business Case development.</p> <p>Funding certainty: Project costs are currently indicative and will require refinement through further feasibility and cost planning. Securing the full funding package is a key dependency.</p> <p>Organisational capacity: RCP notes that "Capacity of group" is a risk, which they intend to mitigate by employing a project manager and will be supported by the Council.</p>

Planning and design development: Planning permission and agreement on site layout, access and servicing will be required. The scheme is expected to require the re-routing of overhead power lines that currently traverse the site.

Subsidy control: Raydale Community Partnership is a company limited by guarantee with a community led governance structure. The implications of subsidy control and market intervention will be fully assessed at BTIP Part B stage.

Housing Project

Lead Delivery Organisation	Gretna Green Community Asset Trust
Total Project Costs	£1,395,087
Borderlands Funding Requested	£697,544
Potential Match Funding	<ul style="list-style-type: none"> • Land contribution from Gretna House Farms (in-kind, subject to legal transfer). • Dumfries and Galloway Council. • The Community Asset Trust will seek additional match funding from sources such as the Scottish Land Fund, Rural Housing Fund, Wind farm community funds.
Anticipated Impacts	<ul style="list-style-type: none"> • Land value uplift from the delivery of additional housing land on a site allocation in the Local Development Plan. • Delivery of new, high-quality housing suitable for older people within Gretna Green. • Release of existing housing stock into the local market, supporting availability for economically active households. • Contribution to population retention and balanced demographic growth. • Strengthening the role and sustainability of a community-led delivery organisation. • Social benefits associated with enabling older residents to remain within their community.
Start Date	August 2029
End Date	February 2030
Deliverability	<p>The project is at an early development stage but has several key enabling factors in place.</p> <p>Gretna Green Community Asset Trust is the proposed delivery body. The Trust is an established community organisation with experience in managing community assets, including the village hall. While housing delivery represents a new and more complex activity for the organisation, this capacity risk has been identified at an early stage and is being actively managed with support from partners. This approach has led to the project making significant progress since late 2025. A review of suitable sites has been undertaken by the community that included engagement with landowners. Subsequent negotiations with landowners have led to a preferred site being identified that is allocated for housing use and can be gifted to the community. The Community Asset</p>

Trust have also actively sought funding to support the projects development. An Expression of Interest (EOI) to the Rural Housing Fund has now been submitted to the Scottish Government with support from South of Scotland Community Housing. The EOI requests £20,000 of feasibility funding to support the commissioning of a design team to undertake the following feasibility assessment on the site:

- Design appraisals to consider any design or regulatory prerequisites.
- Investigate and identify any planning issues with a proposal of this nature.
- Commission a Quantity Surveyor to prepare an indicative cost plan for the proposal.
- Produce indicative drawing options informed by HNDA survey findings and community consultation.

Significant progress has been made on the Housing Project. However, the project is categorised as higher risk in the short term, primarily due to organisational capacity of the lead organisation. However, this risk is mitigated by a strong partnership approach being established to guide the project which has been led to positive progress being made in recent months. The Council's Place Team, Strategic Housing Team, SOSCH and other partner organisations (including engagement with an appropriate housing delivery partner where required) are committed to providing hands-on support to the community trust. Options for the delivery and management of the housing unit are currently being explored and could include patterning with the Council or a local Housing Association.

A business case is anticipated to be completed by March 2029, subject to continued capacity-building and progression of development work.

Subsidy Control - Dumfries and Galloway Council will be completing an assessment of the project against key subsidy control principles, expected to be finalised prior to Board approval.

Project Description

The Housing Project will deliver a small, community-led housing development comprising five units in Gretna Green, focused on meeting the needs of older people. The primary rationale for the project is to support older residents to remain within the community in appropriate, accessible accommodation. By providing housing that better matches the needs of older households, the project will also help to release existing family housing into the local market, supporting availability for economically active residents and contributing to population retention.

The need for additional housing has been identified by the Housing Demand and Needs Assessment delivered by South of Scotland Community Housing. This study identified housing for two types of residents – local working people and retired residents. This project focuses on retired or older people's accommodation that will free up larger properties that will then become available for working people as retired people move home. The Needs assessment also supports the rationale for the project as it identified a need for rental properties; houses and bungalows and a significant proportion of residents already on the housing waiting list.

Following initial exploration of several potential sites, one parcel of land has been identified for progression. The site is owned by Gretna House Farms, is part of a broader piece of land allocated for housing within the Local Development Plan (GTN.H205), and benefits from an existing planning permission for residential development. A portion of the site will be allocated to the project that is suitable to accommodate an estimated five two-bedroom single-storey homes, subject to detailed design and confirmation of unit mix. It is currently anticipated that the land will be gifted to the community.



The proposed location is considered appropriate for the intended housing use. The site effectively represents a small extension to an existing cul-de-sac that is already fully developed and occupied by an older people’s housing development, establishing a clear precedent for this form of provision in the immediate area. The site is also well connected to the wider settlement, with a bus stop located at the entrance to the road providing regular public transport access to Gretna, including a direct route to Gretna Surgery via the 382 bus service, supporting accessibility to everyday services for older residents.

The landowner has agreed to gift the site to Gretna Green Community Asset Trust (GGCAT), subject to the Trust meeting the associated legal costs. This significantly improves the viability of a community-led housing scheme on the site and overcomes one of the key deliverability challenges that initially faced the project – a lack of a suitable site.

Milestone	Delivery Date
Initial design work and cost estimates	November 2028
Business Case completed	March 2029
Detailed design and procurement	April-July 2029
Start on site	August 2029
Completed	February 2030

Place Plan Alignment

The project aligns with the following themes of the Place Plan:

Theme 1: An Enterprising Place The project supports local economic resilience by addressing housing constraints that affect population retention. By enabling older households to move into more suitable accommodation, the scheme will help release existing family housing into the local market, supporting economically active residents and workforce stability.

Theme 2: A Skilled and Supported Place The project supports the objective of enabling people to remain within their community at different life stages. It also contributes to building local capacity by enabling a community organisation to lead on development and long-term stewardship, supported by partners.

Theme 3: A Beautiful and Safe Place The project brings forward development on a site allocated for housing within the Local Development Plan, supporting planned growth, good place-making and the long-term sustainability of Gretna Green as a place to live.

Place Programme Alignment

The project aligns with the Borderlands Place Programme Strategic Objectives by:

SO1 – Empower Communities:

The project is community-led, with Gretna Green Community Asset Trust acting as the delivery body, supported through structured capacity-building and partnership working.

SO2 – Safeguard and Attract Population and Business:

By improving the availability and suitability of housing, the project supports population retention and helps address a key barrier to attracting and retaining economically active households.

SO4 – Employment and Inclusive Growth:

While not directly employment-generating, the project enables inclusive growth by improving housing market functionality, supporting workforce stability and ensuring that economic benefits of other BTIP investments can be realised locally.

Economic Impact

While focused on homes for older residents, the project represents an economic intervention that supports the effective functioning of the local economy. In smaller towns, the availability of appropriate housing at different life stages is critical to how efficiently land and housing assets are used, whether people are able to remain economically and socially active within the area, and how stable the local workforce and service base can be sustained over time. By enabling downsizing, the project allows working-age residents to remain within the community while releasing existing housing stock back into the market, improving housing market efficiency and supporting long term, inclusive, place based economic resilience rather than population churn.

The project will also generate wider economic value through skills, health and wellbeing pathways. Delivery will support construction and professional service activity, helping to sustain skills, employment and supply chain benefits within the local economy. In addition, by enabling older residents to live independently in appropriate homes within their existing community, the scheme is expected to contribute to improved health, wellbeing and social outcomes, with associated economic benefits realised through reduced pressure on public services and the continued contribution of residents to local volunteering and community activity. While these effects are indirect and will be treated proportionately, they are recognised

within Green Book guidance as contributing to overall social welfare and economic value in place based interventions.

While a full economic appraisal will be completed at business case stage, anticipated impacts include:

- **Land value uplift** arising from the development of serviced residential plots and delivery of new homes on currently under-utilised land, reflecting the transition from undeveloped/low-value land to productive residential use. Land value uplift from the transition of under utilised land to productive residential use
- **Construction phase economic activity**, including direct employment, supply-chain expenditure and associated GVA during the build period. These impacts will be treated as secondary benefits and assessed proportionately to avoid over-weighting temporary effects. Construction phase employment, supply chain activity and GVA, treated as secondary and temporary effects.
- **Improved functioning of the local housing market**, through the provision of appropriately sized and accessible homes for older residents. By enabling downsizing, the scheme is expected to release existing housing stock back into the market, improving the matching of housing supply to household needs. Improved housing market functioning through downsizing, releasing under occupied homes back into the market.
- **Population retention and local economic stability benefits**, by enabling residents to remain within the area at different life stages, supporting sustained demand for local services and employment and reducing pressures associated with population churn. Population retention and local economic stability, supporting sustained demand for services, employment and skills within the area.

Key Constraints / Dependencies

- Capacity and experience of GGCA, to be mitigated through structured partner support.
- Confirmation of development costs.
- A gap in match funding amount. This is being explored by partners through the development of a funding strategy, engagement with potential funders and learning lessons from other community housing schemes in Dumfries and Galloway.
- Finalisation of legal transfer of land.
- Confirmation of preferred tenure and delivery model.

- Alignment with housing funding programme criteria and timescales.

Annex B – Project Long List Process

This Annex is to be completed where the Place Plan did not include the long list of projects and/or the selection process. Please contact the Borderlands PMO if you are uncertain if you need to complete this section.

Please describe the process undertaken to identify the long list of projects.

Not applicable. The project long list and prioritisation process are set out within the Gretna, Rigg, Gretna Green and Springfield Local Place Plan and are summarised in Section 2 of this BTIP.

Please list the long list of projects.

Not applicable. The project long list and prioritisation process are set out within the Gretna, Rigg, Gretna Green and Springfield Local Place Plan and are summarised in Section 2 of this BTIP.

Annex C – Stakeholder engagement

The following stakeholders have been engaged in the development of the Gretna, Rigg, Gretna Green and Springfield Place Plan and BTIP.

Solway Area Team

- Craig Peacock, Chair and Raydale Community Partnership
- Isabell Tranter, Vice Chair and Gretna Green and Springfield Community Council
- Joanne Boyde, Gretna and Rigg Community Council
- Lucy Houston, Gretna Green Group
- June Kirkbride, Resident
- Nicola Moffat, Gretna and Rigg Community Council
- James Pattison, Community Development Advisor, South of Scotland Enterprise (SOSE)
- Nikki White, Resident
- Rita Wilson, Resident
- Brian Wilson, Resident
- Stuart Hamilton, Ward Manager, Dumfries and Galloway Council (DGC)
- James Pattison, South of Scotland Enterprise (SOSE)

Stakeholders

- Jamie Little, Strategic Housing and Regeneration Investment, DGC
- Paula McDonald, Strategic Housing Co-ordinator, DGC
- Jan Hogarth, Education and Community Engagement Worker, Environment Team, DGC
- Karen Morley, Countryside Development Officer, Environment Team, DGC
- Carol-Anne Campbell, Senior Resilience Advisor, DGC
- Rob Piercy, Team Leader, Community Safety, DGC
- Carolann Steel, Economic Development Officer, Employability, Skills and Partnerships, DGC
- Lesley Sloan, Economic Development Officer, Employability, Skills and Partnerships, DGC
- John King, Economic Development Officer, Food & Drink and Tourism, DGC
- Sarah Farrell, Climate Emergency Project Officer, DGC
- James Parker, Developer Contributions Officer, DGC
- Fraser James, Planner Development Planning, DGC
- Grant Coltart, Team Leader, Sustainable Travel Service, DGC
- Peter McCormick, Policy and Projects Officer, Sustainable Travel Service, DGC
- Josue Arrieta-Solis, Team Leader, Infrastructure and Transportation, DGC
- Lee Barnfather, Police Scotland
- Christopher Topping, NHS
- David Bradbury, Let's Get Sporty
- Mike Staples, SOSCH (South of Scotland Community Housing)
- Pam Ralston, Skills Development Scotland
- Alison Jardine, Dumfries and Galloway College
- Graeme Galloway, Developing Young Workforce Dumfries and Galloway
- Kenny Bowie, Scottish Power Energy Networks and D&G Chamber of Commerce

Frances Woodfield, SOSE

Borderlands Partnership Board

24 June 2026

Item 8 – Project Approval: Stranraer Marina Project FBC (Confirmation)

1. Purpose of Report

- 1.1. The purpose of this report is to conclude the approval process for the Stranraer Marina Project following the confirmation of conditional approval from Scottish Government and completed list of associated conditions.

2. Recommendation

2.1. The Partnership Board is asked to:

- Confirm approval of up to £20m of Borderlands funding for the Stranraer Marina Project FBC, subject to the special conditions listed at section 11.

3. Project Details

Project Ref:	BOR015
Project Name:	Stranraer Marina Project
Applicant:	Dumfries & Galloway Council
Accountable Body:	Dumfries & Galloway Council
Start Date:	March 2026
End Date:	June 2028
Project Costs:	£44,570,000
Borderlands Funding:	£20,000,000

4. Project Description

- 4.1. The Stranraer Marina Expansion Project is a major regeneration initiative led by Dumfries and Galloway Council, designed to transform Stranraer's waterfront into a vibrant marine leisure destination and act as a catalyst for the wider regeneration of Stranraer. It builds on the OBC prepared for the project and endorsed by Scottish Government as part of the Borderlands Inclusive Growth Deal signing in 2021 and updated in April 2024.
- 4.2. The project comprises major expansion of the existing marina alongside infrastructure upgrades, creating an attractive 230 berth marina, reconnecting the waterfront to the heart of Stranraer and enabling the area to become a multi-functional, high quality, vibrant and representative public space. Capacity will be increased to 230 berths, consisting of 45 retained berths at West Pier and 185 new berths. 14 of these will be

retained for commercial use. To accommodate this expansion, the proposed works include extensive dredging works and upgraded breakwaters to allow for vessel access.

5. Background

- 5.1. The Borderlands Partnership Board agreed in principle on 11/03/26 to the approval of £20m of Borderlands Inclusive Growth Deal funding to be made available to Dumfries and Galloway Council to deliver the Stranraer Marina Project based on the Full Business Case.
- 5.2. Whilst the Partnership Board remained strongly supportive of the scheme as a contributor to the Deal objectives, approval from Scottish Government (as funder) was outstanding at the time of the meeting. This was underway and issues raised were included as conditions in the Partnership Board report; however, Scottish Government approval is required for the Partnership Board to be able to take a final decision.
- 5.3. Although the Board agreed to conclude the approval via written procedure, as the approval from Scottish Government and conditions were agreed on 22/05/2026 it is considered appropriate to bring the final approval to the public Board meeting. The Board is asked to confirm the funding award, subject to the special conditions in section 13.
- 5.4. Due to delays in receiving a Marine Licence from Marine Scotland, a future update to the current funding profile and project expenditure profile will be required. This will update the figures set out in section 6 and 7. This will be addressed through a change control process following receipt of the Marina Licence.
- 5.5. The funding profile set out below reflects the grant profile as agreed with Scottish Government as part of the annual budget setting process. However, with the Marine Licence delay, the projected expenditure for the current financial year is now significantly lower than the anticipated. This presents a risk of underperformance due to external factors. Dumfries and Galloway Council continue to work with Marine Scotland, their consultee NatureScot and the Scottish Government to conclude the licencing process.
- 5.6. The project has reprofiled expenditure relating to the Marina Construction budget into 27/28 to reflect this position. This approach has been adopted to ensure financial prudence, although there may be potential to bring this forward into this financial year depending on the timing of the Marine Licence. This position will be reviewed in August as part of the biannual reprofiling exercise undertaken across the Deal or when further details are available.
- 5.7. The expected deliverables remain unchanged in Section 8. Key milestones have been updated to better reflect the most up to date position at Section 9.

6. Funding Profile

Funder	Pre 2026 £	2026/27 £	2027/28 £	2028/29 £	TOTAL £
Borderlands	3,587,238	4,411,746	6,751,016	5,250,000	20,000,000
Dumfries and Galloway Council	894,000	1,000,000	16,543,891	6,132,109	24,570,000
TOTAL	4,481,238	5,411,746	23,294,907	11,382,109	44,570,000

- 6.1. £4.48m of expenditure has already been incurred by the Marina Project and the first grant payment has been made.

7. Project expenditure

Expenditure Heading	Pre 2026 £	2026/27 £	2027/28 £	2028/29 £	TOTAL £
Development Costs	4,481,238	488,762	-	-	4,970,000
Management Costs	-	200,000	200,000	200,000	600,000
Marina Construction	-	-	29,500,000	9,500,000	39,000,000
TOTAL	4,481,238	688,762	29,700,000	9,700,000	44,570,000

- 7.1. An elemental breakdown of the Marina Construction costs is included in the business case. The FBC will be updated to include the final contract values in advance of contract signing to evidence a positive BCR.
- 7.2. Risk allocation has been included in the FBC, this is commercially confidential and therefore not included in the body of this report.

8. Expected Deliverables

Outputs/Outcomes/Impacts	Target
Additional visitors to Stranraer per annum	20,000 (by year 5 of marina operation).
Net additional jobs	30 by year 5 of operation, with
Jobs supported for the duration of construction works	180 construction jobs
Increase in GVA	£1.7 million GVA per annum by year 5.
Investment in wider regeneration initiatives	£8 million by year 5 of marina operations.
Number of berths	230
Number of resident boats	200 resident boats by year 5 of marina operations
Number of visitor boats	900 visitor boats by year 5 of marina operations

9. Key Milestones

Milestone	Target date
Advance works 23/3/26 – 13/1/27: placing orders for the statutory undertakings and utility diversions	13/01/2027
Design development 5/1/26 – 16/7/26: value engineering and design reviews	16/07/2026
Marine Licence approval	17/07/2026
Pre construction report 25/9	25/09/2026
Final FBC to include BCR with price	30/09/2026
Government approval of FBC	14/10/2026
Award of Contract	09/11/2026
Main Works Contract dates	3/8/26 (Advance works) - 6/3/29
Practical completion	31/03/2029
Financial Completion	31/03/2030

10. Borderlands PMO Review

10.1. The Stranraer Marina Expansion Project represents a strong strategic fit with the Deal, delivers a positive net present value, and offers value for money for public investment. The project is well aligned with the objectives of the Deal and is expected to act as a catalyst for further economic growth and social benefit in Stranraer as well as raising the profile of the Borderlands as a marine tourism destination. The Accountable Body have confirmed due diligence and subsidy control positions. We will continue to monitor the situation with regards to the funding profile and expenditure profile to ensure alignment following receipt of the Marine Licence.

11. Special Conditions

No.	Condition	Source	Type
1	Dumfries and Galloway Council to provide evidence of Marine Licence Approval.	SG	Prior to second claim
2	Dumfries and Galloway Council to provide confirmation of Licence Agreement with Crown Estates Scotland	SG	Prior to second claim
3	Dumfries and Galloway Council to confirm the award of build contract and that it is affordable by 9/11/2026. A revised FBC which validates BCR assumptions when final costs are known is required to clear the condition.	SG	By 09/11/2026
4	Dumfries and Galloway Council undertakes to financially sustain the operation of the Marina for 10 years to give assurance of a continued commitment to the Marina's success.	SG	Ongoing
5	Dumfries and Galloway Council to provide a fully developed operating model by 8 January 2027 and a high level proposal for the operating model by 31 May 2026. Both of	SG	By 31/12/2026

No.	Condition	Source	Type
	these are to be shared with Scottish Government.		
6	Dumfries and Galloway Council to provide fully developed marketing and commercial plans (including staffing) 8 January 2027 and a high level proposal for the marketing and commercial plans (including staffing) 31 May 2026. Both of these are to be shared with Scottish Government.	SG	By 31/12/2026
7	Scottish Government economists to confirm they are satisfied with revisions to the economic case and that a positive Benefit Cost Ratio is confirmed.	SG	By 09/11/2026
8	Dumfries and Galloway Council complete a fully developed Benefits Realisation Plan including baselining position prior to commencement on site and by August 31st 2026.	SG	By 31/08/2026
9	Dumfries and Galloway Council invite the Borderlands PMO to join the relevant project delivery group/board.	PMO	Ongoing

Report completed by:

Name	Designation	Contact Details
Angela McDougall	Senior Projects and Programmes Officer	Angela.McDougall@borderlandsgrowth.com

Endorsed by:

Designation	Date
Economic Development Chief Officer Group	17/06/2026

Appendices (1):

A -Confidential – Stranraer Marina Project FBC (v7)