



Smarter + Fairer



Tay Cities Region Deal

# ANNUAL PERFORMANCE REPORT

1 October 2023 - 30 September 2024



Funded by  
UK Government



Scottish Government  
Riaghaltas na h-Alba

# Contents

<b>Introduction</b>	4
<b>Executive Summary</b>	5
<b>The Tay Cities Region Deal</b>	7
<b>The Deal</b>	11
An Empowered & Inclusive Tay	
- Skills	14
An Innovative, International Tay	
- Innovative & International	26
- Culture & Tourism	47
A Connected Tay	
- Transport	58
- Digital	64
<b>Benefits</b>	70
<b>Leverage Statement</b>	71
<b>Jobs Statement</b>	73
<b>Financial Statement</b>	81
<b>Regional Collaboration</b>	86
<b>Reflections and the Year Ahead</b>	91



The Tay Cities Region Deal enters Year 5 and successfully draws down half of the £300m funding from the Scottish and UK Governments.



# Introduction

An Introduction from the 2024 and 2025 Chairs of the Joint Committee



**Cllr Ross**  
Fife Council (Joint  
Committee Chair 2024)



**Cllr Flynn**  
Dundee City Council (Joint Committee  
Vice Chair 2024 and Chair 2025)

The Tay Cities Region Deal continues to demonstrate successful partnerships between the UK and Scottish Governments, the local authorities of Angus, Dundee, Fife and Perth & Kinross, the Higher and Further Education sector, business sector, third sector, Tactran, VisitScotland, Scottish Enterprise and Skills Development Scotland.

In April 2024, the Tay Cities Region Deal entered the fifth year of its 10-year lifespan. To date, there has been over £231m approved by Governments and the Partnership for investment from the full £300m Deal. With 2,451 jobs and over £180m of leverage secured to date, the Deal is undoubtedly delivering growth and driving investment into the area.

Over the last 12 months, there has been a tremendous amount of progress towards the delivery of projects, including some key milestones being reached. This includes the official opening of Perth Museum in March 2024. This must-see attraction is a major cultural venue, also becoming home to the Stone of Destiny which is presented in a walkthrough experience. The popularity of this has seen the museum welcome its first 176,000 visitors as of September 2024.

May 2024 saw the Growing the Tay Cities Biomedical Cluster Project complete the

refurbishment of Wilson House, which will allow high-growth companies to deliver the therapeutics, diagnostics and healthcare innovations of tomorrow, whilst also increasing industry partnership. The other elements of this Project will officially open in Spring 2025.

The Advanced Plant Growth Centre, which has become the heart of the James Hutton Institute, opened in August 2024. The centre is home to world-leading plant science, delivering innovative solutions for food and environmental sustainability. The Wolfson Foundation has provided an award of £1m towards equipment that has also been supported by Scottish Enterprise and will be housed within a new Molecular Phenotyping Centre, which is set to open in March 2025.

The Tay Cities Region Partnership, including Governments and Joint Committee, continues to monitor the economic challenges faced by all, while recognising the positive outcomes of the Deal to date.

At this point, much has already been achieved in delivering the Deal's ambitions for a fairer, smarter Tay Cities region. Whilst the Partnership recognises the economic challenges the city region continues to face, we are very pleased with the positive outcomes achieved by the Tay Cities Region Deal so far.

## Executive Summary



Up to the end of September 2024, **£231.69m** of funding has been approved for investment by the Tay Cities Region Joint Committee. This equates to more than two thirds of the Deal. Of this, **£170.98m** relates to individual Projects.



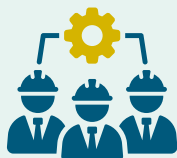
**£152.108m** of Government investment released.



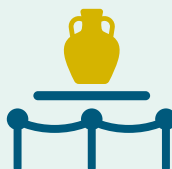
The Tay Cities Region Deal **enters Year 5** and has **claimed over half of £300m** funding allocated.



**£180.258m** leverage has been secured by Projects within the Deal. This equates to more than **45% of the overall leverage commitment** of the Deal.



**Growing Tay Cities Biomedical Cluster Project** completed refurbishment of Wilson House.



**Perth Museum** celebrated its official opening, marking a pivotal moment in the region's culture and tourism industry.



**5G Digital Testbeds and cyberQuarter Project** worked together and demonstrated how 5G drone technology could transform search and rescue missions in remote areas, such as the Angus Glens.



The James Hutton Institute celebrated its official opening of the **Advanced Plant Growth Centre and the International Barley Hub**, bringing a world leading research facility in agriculture to the region.



**Pitlochry Festival Theatre** completed the construction elements of the Project.



**2,451 jobs** created by Projects since Deal Signing. This equates to more than one third of the overall job commitment of the Deal.





2,451 jobs have been created  
by Projects since Deal Signing.  
This equates to more than  
one third of the overall job  
commitment of the Deal.

# The Tay Cities Region Deal

## Cities Region Deal Overview

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Region Partnership and both the UK and Scottish Governments. The Deal is a combined investment of £150m each from the Scottish and UK Governments over a 10-year period, to March 2030, with an opportunity to deliver all benefits over a 15-year period, by March 2035.

The Tay Cities Region Deal<sup>1</sup> continues to deliver in supporting business growth, developing innovative technologies, enhancing productivity, developing skills, and creating jobs.

With the Deal now in Year 5, over half of the £300m Government Investment has been claimed, and the following benefits have been realised:

- £152.108m Government investment released;
- 2,451 new and construction jobs created, or jobs protected; and,
- £180.258m leverage secured for the region, of which £160.210m has been received.

This has been achieved through continued strong partnership ambition, collaboration and drive.

## Governance

The Tay Cities Region Deal partners work collaboratively with both the UK and Scottish Governments as well as regional partners, including representation from private and third sector organisations:

- Local Authorities – Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council
- Higher Education and Further Education sector
- Business representatives
- Regional third sector interface bodies
- Scottish Enterprise
- Skills Development Scotland
- Tactran
- VisitScotland

The Deal's governance arrangements continue to enable decisions to be made in an open and transparent way for the Tay Cities region and consideration of wider issues including the oversight of the Regional Economic Strategy. The Partnership have been commended by both Governments at recent annual conversations for their well-established and collaborative governance.

---

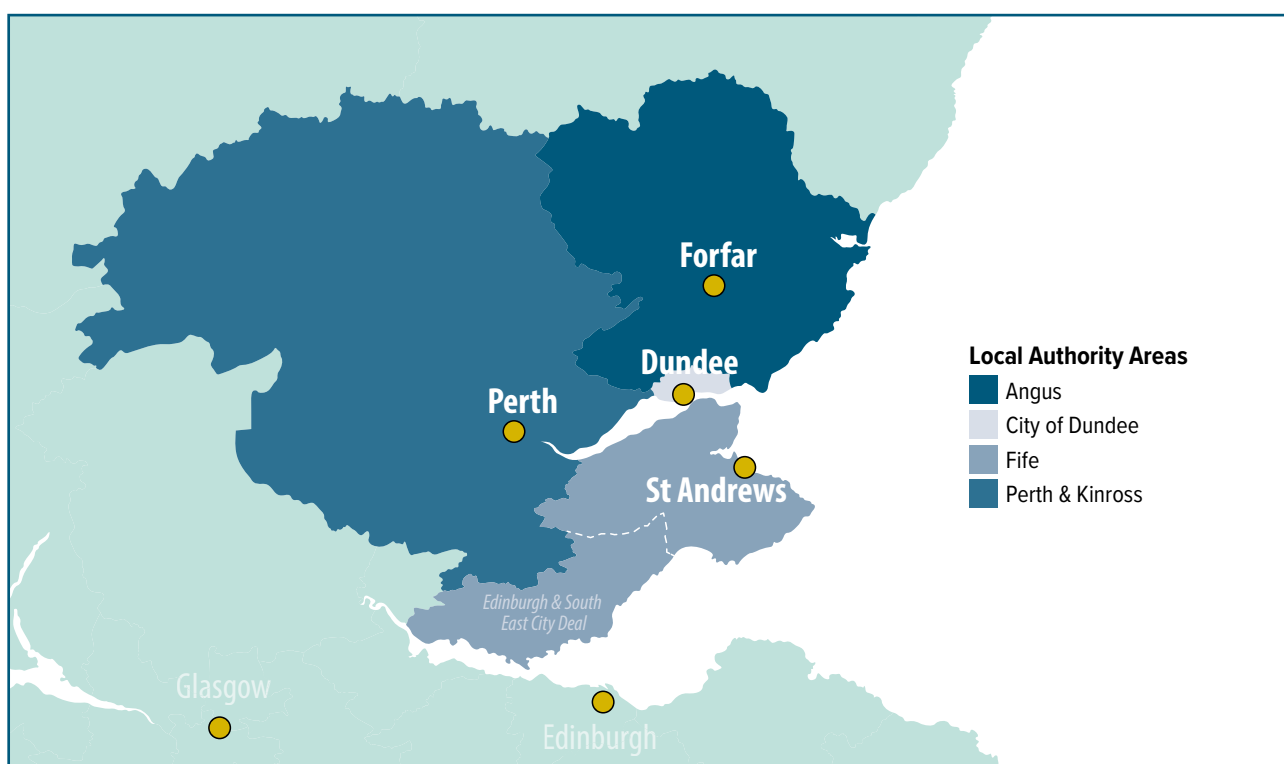
<sup>1</sup> [www.taycities.co.uk/sites/default/files/tay\\_cities\\_deal\\_doc\\_feb\\_8.pdf](http://www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf)

The Joint Committee is supported by a number of bodies which are summarised in the governance chart diagram on the Tay Cities Region Deal website<sup>2</sup>. More information on the governance structure and the Deal can be found in the Deal Document.

## Geographical Overview

The map below shows the geographical area of the four Local Authorities within the Deal: Angus, Dundee City, Fife and Perth & Kinross. Only North-East Fife is included within the Deal, with the remainder of Fife within the Edinburgh and South-East City Region Deal.

Diagram 1



## National PMO Networking Group

The Tay Cities Region Project Management Office (PMO) continues to lead and provide the secretariat for a National PMO Networking Group, which includes representation from Regional and Growth Deals from across the UK. The group aims to share best practice and exchange guidance, use the platform for presentations from various organisations, and utilise the knowledge of its members to start sub-groups specific to enhancing City Region and Growth Deals.

<sup>2</sup> [www.taycities.co.uk/sites/default/files/2024-10/TCRD%20Governance%20Structure\\_2.pdf](https://www.taycities.co.uk/sites/default/files/2024-10/TCRD%20Governance%20Structure_2.pdf)



Demonstrating the benefits of this national working group, the Programme Manager for the Inverness and Highland City Region Deal noted that:

*“Whilst most of the Deals across the UK are varied in how they are structured and in terms of their maturity, a drive and desire to successfully deliver is common to all the people in the various Deal PMOs. The PMO Networking Group brings together those people and provides a great forum for sharing knowledge and making really useful contacts – certainly from the Inverness & Highland City Region Deal, myself and colleagues value the network and continue to build good relationships across the Deals which has provided valuable insights and ideas to further our aims”.*


There have been a number of short and longer-life sub-groups established to date including the:

- Decarbonisation sub-group
- Benefits Realisation sub-group
- Subsidy Control sub-group
- Finance sub-group.

The wider network and various sub-groups are a valuable source of information and present an opportunity to share knowledge and expertise. The Tay Cities PMO is presented as an exemplar by Governments for the sharing of best practice to other City Region and Growth Deals.

The PMO Network has regular engagement with both Governments, other organisations and regional opportunities including:

- Scottish Government and UK Government attendance - including a discussion about Economic Dimension Development for City Region and City Growth Deals in November 2023 and engagement with all Deals regarding Programme reviews in September 2024.
- Green Book Training with the HM Treasury in August 2024. To date the PMO have worked with UKG to deliver HM Treasury Green Book training to 743 people involved in the Tay Cities Deal.
- PMO attendance at the Scottish Parliament in January 2024, discussing the benefits of the City Region and Growth Deals Carbon Guidance and methodology for the Deals, and wider economic drivers.
- Digital Office Scotland and CENSIS Attendance in February 2024 on the adoption of the Internet of Things.



The Deal is comprised of 1 Fund, 3 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses.

# The Deal

This section of the Annual Performance Report summarises the Projects that have entered into the implementation or delivery stage following full Government and Joint Committee approval, up to and including September 2024. The Projects are categorised by Tay Cities Region Deal themes and are aligned to the Implementation Plan, with any updates to milestones and risks highlighted.

## Status of Fund, Programmes and Projects

The Deal is currently comprised of 1 Fund, 3 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses. Table 1 below shows an overview of the status of the Programmes, Fund and Projects up to the end of September 2024.

Table 1: Status of Funds, Programmes and Projects up to end of September 2024

Programme/Project		Location	Stage
<b>An Empowered &amp; Inclusive Tay</b>			
Regional Skills & Employability Development Programme	Regional Skills & Employability Development Programme <sup>3</sup>	Regional	Implement (Phase 1)/ Define (Phase 2)
	Skills Programme Manager	Regional	Implement
	Digital Skills (Phase 1)	Regional	Implement
	Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	Regional	Implement
	Supporting SME Skills	Regional	Implement
	Digital Skills (Phase 2)	Regional	Define
	Hospitality Skills	Regional	Define
	Tay Cities Engineering Partnership	Regional	Implement
	Aviation Academy for Scotland	Regional	Define
<b>An Innovative, International Tay</b>			
	Growing the Tay Cities Biomedical Cluster	Dundee	Implement
	International Barley Hub	Perth & Kinross	Deliver
	Advanced Plant Growth Centre	Perth & Kinross	Deliver

<sup>3</sup> There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.

	Programme/Project	Location	Stage
Angus Fund	Angus Fund	Angus	Implement
	CASI Programme	Angus	Define
	Mercury Drone Port	Angus	Implement
	Angus Rural Mobility Hub	Angus	Define
	Zero Four	Angus	Define
	Low Carbon Housing	Angus	Define
	Connecting Montrose	Angus	Define
Regional Culture & Tourism Investment	cyberQuarter	Dundee	Implement
	Just Tech	Dundee	Define
	Perth Innovation Highway	Perth & Kinross	Define
	Studio Dundee	Dundee	Define
	Advanced Manufacturing Programme	Regional	Define
	Eden Campus	Fife	Implement
	Stretch Dome Simulator	Fife	Deliver
	Project Beacon	Perth & Kinross	Define
	Regional Culture & Tourism Investment Programme <sup>4</sup>	Regional	Implement (Phase 1)/ Define (Phase 2)
	Hospitalfield	Angus	Implement
	Discovery Point Transformed	Dundee	Implement
	Pitlochry Festival Theatre	Perth & Kinross	Implement
	Perth Museum	Perth & Kinross	Deliver
	Innerpeffray Library	Perth & Kinross	Define
	Crieff International Highland Centre	Perth & Kinross	Define
	Aero Space Kinross <sup>5</sup>	Perth & Kinross	Implement

### A Connected Tay

Rural Angus and Rural Perth & Kinross Highspeed Broadband	Angus and Perth & Kinross	Deliver
5G Digital Testbeds	Regional	Implement
Broxden Low Carbon Travel Hubs	Perth & Kinross	Implement
Perth Active Travel Hub	Perth & Kinross	Define
Hydrogen Refuelling Station	Perth & Kinross	Define

<sup>4</sup> There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.

<sup>5</sup> Aerospace Kinross currently has Joint Committee approval subject to conditions and is still in the feasibility stage. When the Project is in a position to proceed to delivery it will be added to a future Annual Performance Report.



Programme/Project	Location	Stage
Dundee Airport Investment revenue	Dundee	Implement
Dundee Airport Investment capital		Define
Perth Bus & Rail Interchange	Perth & Kinross	Define

Stage No.	Definition
<b>1. Define</b>	Business case being developed, and not yet approved by Joint Committee.
<b>2. Implement</b>	Business case has been approved by Joint Committee, and is being implemented. In a capital Project, this may be construction; for skills Projects this may be establishing/delivering a course.
<b>3. Deliver</b>	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
<b>4. Legacy</b>	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period.

## Project Owner Events

The Tay Cities PMO continues to support the Partnership, as well as the Fund, Programme and Projects by holding regular Project Owner events. These events allow:

- Projects to share their experience with other Project Owners,
- Networking between Project Owners,
- The PMO to provide updates on the Deal and any upcoming events,
- Q&A sessions with PMO and Project Owners.

## Project Progress

The following information provides a snapshot of progress throughout the year and are shown by Tay Cities Region Deal theme, for the Programmes, Fund and Projects in delivery.

This includes a description of the Programme, Fund and Projects, headline achievements, and where appropriate, upcoming milestones and a case study. The summaries also set out the funding awarded to each.

The Projects which have received Full Business Case approval from Joint Committee since October 2023 are listed below and have been added to this years Annual Performance Report update:

- Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech
- Supporting SME Skills



# £30.1m

## An Empowered & Inclusive Tay

### Skills

Within the Skills theme there are 2 Projects: Tay Cities Engineering Partnership and Aviation Academy for Scotland. There is also 1 Programme - the Regional Skills and Employability Development Programme.

Within the Programme, there are 4 approved Projects including the Skills Programme Manager, Digital Skills Phase 1, Supporting SME Skills and Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech.

To date, Projects within the Skills Theme have realised the following:

- £2.654m Government investment released
- 15 jobs created or protected
- £367k leverage secured for the region



## Regional Skills & Employability Programme

**Programme Owner:** Perth & Kinross Council

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



### Programme Description & Headline Achievements

The Regional Skills & Employability Development Programme sets out the Partnership's proposition to bring about the changes in skills and employability services that will support the vision of the skills and employability landscape in the region, and make a positive, tangible difference to our citizens, businesses and other stakeholders. The Programme is making incremental changes to improve the complex regional employability and skills landscape to deliver better outcomes for all.

Up to £20m of Scottish Government investment has been allocated to help develop a new collaborative, pan-regional approach and put necessary interventions in place to drive improved economic performance and inclusion across the region. To date, the investment is helping to drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities.

Since September 2024, the Programme has had its own SharePoint site for project owners to upload claims and project data, ensuring better version control and audit trails. This data will feed into Power BI, enabling the display of individual project and overall Programme performance.

The Programme has 4 approved Phase 1 Projects and a further 4 Phase 2 Projects are to be developed. Two of these Phase 1 Projects were approved in December 2023 and are now in delivery, in addition to the Digital Skills Phase 1 Project. These Projects are:

- Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech: This Project aims to develop and enhance biotech, biomedical, and agritech courses to meet the regional demand for skilled graduates.
- Supporting SME Skills: This project provides access to a £5,000 grant for Tay Cities region SMEs to upskill or re-skill their workforces through regional academic training.

### Key Milestones & Progress

In order to achieve the aims for the Programme, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024:

Milestone	Due Date
Development and approval of the Regional Skills and Employability Development Programme OBC refresh	2024/2025
Approval and start of second tranche of Projects. Content and outcomes to be defined in project business cases	2024/2025
Assessment, review and evaluation of projects to ensure they flexibly respond to emerging labour market needs within the City Deal region and deliver specific project aims and objectives detailed within project business cases	2024/2025

### Key Risks

Risk	Mitigation
Lack of buy in from partners in developing a collaborative, regional delivery system. Could result in silo working and delivery resulting in an inconsistent approach to developing a skills and employability ecosystem	Ensure signed agreement from all partners, clearly setting out their roles and responsibilities. The appointment of a suitably skilled Programme Manager will help mitigate against this, ensuring regular engagement with all partners, and development of an effective, collaborative regional approach. Utilise different mediums of communication to effectively engage partners in different ways
Lack of buy-in to/poorly attended Skills Advisory Board which would result in lack of understanding of the deal benefits and delivery of projects across the region	Secure sign-up to the Skills Advisory Board terms of references from all partners for regular engagement, and clearly set out their roles and responsibilities. Frequent engagement between Programme Manager, project leads and SAB members to ensure they are engaged and appraised of all developments
Potential for actual spend to slip against profiled spend. This would result in lost revenue budget that cannot be claimed back until later/after in the deal term	Ongoing engagement between all project leads and key stakeholders. All projects required to complete individual five case OBCs, including robust financial detail outlining spend profile and cost profile. Financial updates will become part of the monitoring and evaluation process. The programme manager along with the relevant project lead, will escalate significant risks of slippage to the Advisory Board



£516k



### Skills Programme Manager

**Programme Owner:** Perth & Kinross Council

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



#### ★ ACHIEVEMENTS

To date, the Skills Programme Manager has:

- released £119k of Government funding; and,
- created 1 new job.

#### Programme Description & Headline Achievements

The Skills Programme Manager Post supports the Regional Skills and Employability Development Programme. The Skills Programme Manager drives the strategic agenda and ensures delivery activity remains consistent with the overall Programme business case, the strategic context of the Deal and with the ambitions of partners, stakeholders, and citizens.

An important aspect of the role has been building consensus and collaboration across the region's four local authorities and other relevant stakeholders such as the Higher Education and Further Education sector and local employers on the future direction and focus of regional skills activity, ensuring this effectively compliments and enhances existing local and national Programmes. This is supported through building relationships with key partners with regular communication. The Skills Programme Manager is working closely with the Skills Advisory Board and other partners to develop the Regional Skills and Employability Development Programme OBC refresh.

#### Key Risks

Risk	Mitigation
Scope Creep	Implement change control processes

£1.539m



## Digital Skills (Phase 1)

**Project Owner:** Fife Council

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

- 322 people have been supported through digital skills training;
- The further and higher education digital skills curriculum group has been established; and,
- 36 businesses and organisations engaged with the project to upskill their workforce.

The Project published its [DigiTay Annual Report](#) in May 2024 to showcase other regional achievements.

### Project Description & Headline Achievements

The Digital Skills Project, known as DigiTay, was awarded up to £1.539m of Scottish Government investment for Tranche 1. Tranche 1 of the Project received approval from the Joint Committee on the 9th December 2022. The Project has two distinct tranches: Tranche 1 from 2022 to 2025, and Tranche 2 from 2025 to 2029.

The current approved business case relates to Tranche 1 and the investment of £1.539m. This Project is delivering a new collaborative, regional approach to digital skills, providing clear, integrated, and inclusive progression routes into digital and data careers. It aims to support the regional labour market through skilling, re-skilling and upskilling in digital skills, building activities with opportunity in-mind.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Joint recruitment with SDS regionally/locally – for tech and digital economy sectors	March 2025
Tailored regional digital skills delivery Programme	March 2025
Delivery of Data Driven Innovation (DDI) CPD resources for education and refine education strategies	March 2025

### Key Risks

Risk	Mitigation
Due to the closure of CodeClan, the roll out of the software development bootcamp for young people aged 16-24 will be impacted	Programme Manager engaging with another provider in Dundee to discuss opportunities to continue the CodeClan bootcamps in the Tay Cities Region
Due to there being lack of follow up with some organisations after benefiting from Project, may be missing some key information of success	Speak to providers to establish what communication they have with beneficiaries after the training and what can be utilised
Insufficient take up of beneficiaries from North-East Fife accessing Digital Skills courses being provided by Fife College	Advertise courses on DigiTay website, DigiTay Linked-in page, Facebook page and FVA website Promote courses through Team Manager in North-East Fife CLD Team and Service Manager and Fife Council Employability Team

### CASE STUDY

The Digital Skills Project have been working with the third-sector over the last year, with collaborations such as:

#### The Workshop Aberfeldy

Digital by Design: Aims to equip 10 young individuals with digital and employability skills through training in accounting, graphic design, 3D design, website management, and digital marketing at The Workshop Aberfeldy.

#### Archaeology Scotland

Recording Balgay Park: Archaeology Scotland will train 12 women from diverse backgrounds in digital skills, English and archaeology over a 12-week project documenting Balgay Parks archaeology.

#### Elevator

Digital Skills for a Future Ready Tay Cities Workforce: Focuses on upskilling SME's workforce in digital capabilities through 1-2-1, one-day sessions for 20 SME businesses, hosting a large event in Dundee for up to 50 attendees, and running a 12-week digital skills program for 12 participants.

£1.975m



## Life Sciences Biotechnology & Medical Technology: Growing the Tayside Biotech, Biomedical & Agritech

**Project Owner:** Fife Council

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

To date, the Life Sciences Biotechnology and Medical Technology Project has:

- released £232k of Government funding; and,
- created 2.5 new jobs.

### Project Description & Headline Achievements

Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech (also known as Science Futures), has been awarded up to £1.975m of Scottish Government investment. The Project received Business Justification Case approval from the Joint Committee on the 8th December 2023.

The Project has established a partnership between the three regional colleges – Dundee & Angus College, Perth College UHI, and Fife College – the James Hutton Institute and University of Dundee. The Partnership are developing new and enhancing existing course provision across a range of SCQF levels creating new learning and career pathways for prospective learners to meet the skills needs of the growing biotech, biomedical and agritech sectors. The Project is working on developing new skills courses and beginning to develop workshops for schools across Tayside.

The Project carried out an initial scoping exercise with local industries, which is now complete. This exercise involved over fifty companies contacts from Agricultural Biotechnology, Clinical Research, Drug Discovery and Medical Devices and Diagnostic fields. The responses were collated and those interested in Modern Apprenticeships and training courses have been contacted for further discussion.



In the last year, the Project has also formed a Curriculum Steering Group, with representatives including NHS Tayside, GSK, and Abertay University. The group has now met twice to plan and discuss developments and input into the curriculum design. Additionally, curriculum development work has started on a new plant science package in collaboration with industry.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Procurement for 2024/25 between partner colleges	March 2025
Skills course developed	March 2025

### Key Risks

Risk	Mitigation
Lower than expected student uptake in newly developed courses. This results in missed revenue opportunities for the colleges; and for industry, an undersupply of skilled entrants into the labour force. Sector growth may be inhibited, or companies will look out with the Tay Cities Region	The partner colleges will promote the new courses and training opportunities. There will be regular engagement with local schools (primary and secondary), host annual events, and engage in programmes at the Dundee Science Centre to promote their courses and careers within the sectors. The project will also engage with local companies to promote in-work courses and training
Forecast industry growth and demand for labour is lower than expected. The Tay Cities Region will absorb the cost of training and upskilling but full economic benefits will not be realised or will leak out of the Tay Cities Region economy	There will be regular engagement with industry partners (through the Curriculum Development Steering group and project manager) to assess the current and future demand for skilled workers. As this is a 7-year project it is expected that demand will evolve over time and the project will respond to these changes. College and university partners will work with industry partners including start up and spin outs to provide work placements and training using the latest technologies and equipment

£2.47m



## Supporting SME Skills

**Project Owner:** Fife Council

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

The Project has successfully:

- approved funding for 57 businesses;
- scheduled 187 courses; and,
- trained 894 delegates.

The Supporting SME Skills Project has:

- released £275k of Government funding; and,
- created 2 new jobs and protected 2 jobs.

### Project Description & Headline Achievements

The Supporting SME Skills Project has been awarded up to £2.47m of Scottish Government investment. The Project received Full Business Case approval from the Joint Committee on 8th December 2023.

The Project is delivering training and upskilling support to the SME business base across the region and contributing towards the strategic objectives of the Deal.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Fully commit and claim annual grant to SMEs for 2024/25	March 2025

Key Risks

Risk	Mitigation
Project does not meet the needs of the business base	Engagement from key partners and options workshop to agree the scope. Ongoing engagement with the business base via established relationship and channels to inform project design



CASE STUDY

The Supporting SME Skills Project have the ability to tailor make a course for individual SMEs in receipt of funding. One example of this has been their support of a local care home.

Working with a local care home it was recognised that their biggest challenge was that their residents were not getting enough nutrition through their meals, as there was a risk of choking.

The business prides themselves in delivering the highest quality care to residents and so they asked the College us to help them with a solution.

The Project team brought in experts from Dundee and Angus College hospitality department and nutritionists from the sports department, and worked together to tailor make a course to then upskill the care home kitchen staff.

This was a hands-on practical course, delivered in the care home kitchen where the staff learned how to create high nutritious food with a low choking hazard, as well as learning about food allergies.

Demonstrating the benefits of this investment, this course is now being rolled out to care homes across Scotland.

£2m



## Tay Cities Engineering Partnership

**Project Owner:** Dundee & Angus College

**Enabling the region to...:** Empower & Promote Inclusion

**Thematic Board:** Skills



### ★ ACHIEVEMENTS

To date, the TCEP has:

- released £1.34m of Government funding;
- secured £367k leverage; and,
- created 5 new jobs.

### Project Description & Headline Achievements

The Scottish Government has committed up to £2m to the Tay Cities Engineering Partnership (TCEP), which is driving the skills and technology base of the sector to make it more competitive in an international marketplace and accelerate the pace of research and development. The Project received Full Business Case approval from the Joint Committee on 11th March 2022.

TCEP is actively increasing the profile of engineering as a career opportunity, developing training places and providing business support. The Project has:

- Engaged with in excess of 4500 individuals to date;
- Completed 1 reverse engineering project for a local business;
- Created and used EPIC to host information and training sessions; and,
- Worked with Perth College UHI in relation to Product Innovation Lab, with further resources/equipment planned for 2024-2026.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The



milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Mobile Engineering Technology Unit Purchased	2024/25
Mobile Engineering Technology Unit Purchased	2024/25
Creation of Product Innovation Lab at the Aviation Academy and Creative Exchange Perth	2024/25

### Key Risks

Risk	Mitigation
Equipment becomes outdated due to rapid technological change and the partners are unable to offer competitive courses	The investment over 5 years will ensure that the equipment and machinery are the most up to date for the duration of the Project
Resource within partner organisations affected by sector budget cuts	TCEP manager reviewing options to use associate trainers for delivery where teams have been through restructuring exercises and resources reduced since FBC approval



### CASE STUDY

Studies have shown that decisions on career direction are often made between the ages of 11-14. Therefore, to influence choices, TCEP are engaging with students at the earliest opportunity, ensuring they understand all the potential opportunities available to them. Over the last year the Project have been engaging with Businesses, Primary and Secondary schools, including:

- Seaview Primary School Pilot Event – April 2024

230 Primary Students visited EPIC, at the Dundee and Angus College Campus, to learn what engineering is and how modern technology can benefit the industry. Find visit video [here](#).

- STEMP Expo – November 2023

Hosted by Dundee and Angus College at the Skills Academy, numerous exhibitors provided hands on STEM activities for S2 students

- 20+ exhibitors
- 29 secondary schools from across Dundee, Angus and Perthshire Regions
- 942 S2 pupils
- 69 teachers



# £188.2m

## An Innovative, International Tay

### Innovative & International

Within the Innovative and International theme there is 1 Programme – the Advanced Manufacturing Programme, 1 Fund – the Angus Fund, and 10 named Projects.

Growing the Tay Cities Biomedical Cluster, International Barley Hub, Advanced Plant Growth Centre, cyberQuarter, Eden Campus, Stretch Dome Simulator, and Mercury Drone Ports have all received Full Business Case approval.

To date, Projects within the Innovative, International Theme have realised the following:

- £120.012m Government investment released
- 1,653 jobs created or protected
- £122.865m leverage secured for the region

£25m



## Growing the Tay Cities Biomedical Cluster

**Project Owner:** University of Dundee

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the Growing the Tay Cities Biomedical Cluster has:

- released £25m of Government funding (100% of the allocation);
- secured £40.512m leverage; and,
- created 28 new jobs and 39 construction jobs.

### Project Description & Headline Achievements

The Scottish Government has committed up to £25m to the Growing the Tay Cities Biomedical Cluster Project. The Project builds on the region's existing life sciences reputation, including drug discovery and medical technologies. It aims to attract inward investment in new life sciences companies and increase industrial engagement.

Scheduled to open in Spring 2025, the Project has created a new three-story Innovation Hub to support the scale up and expansion of substantively invested new life sciences companies. An £8m contribution towards the construction costs of the Life Sciences Innovation Hub by Scottish Enterprise was announced on the 17th July 2024. The University also secured £350,000 from the UK Shared Prosperity Fund towards scientific capital equipment for the Hub. The Hub will anchor new high growth life sciences spin out companies in Dundee, enhancing the city's reputation as a global leader in health and life sciences research and commercialisation.

The Innovation Hub will provide essential laboratory and office space to anchor and support biopharma, biotech, informatics and MedTech companies in the heart of the city, immediately adjacent to the University of Dundee campus. The Innovation Hub's modular

design of chemistry, biology, flexible laboratory, and office spaces, enables client companies to adjust their footprint during growth. The Project will significantly drive the expansion of the regional life sciences commercial cluster, attracting inward investment and quality job opportunities to the region.

The Project is also delivering a new multidisciplinary Tayside Innovation MedTech Ecosystem (TIME) to enable new medical technologies to quickly move from prototyping to commercialisation to adoption by the NHS. The refurbishment of MedTech facilities at Wilson House was completed this year, with end users moving back into the building to commence operational activities. The single storey extension of the Thiel Cadaver facility was also completed this year. The extension and plant room has increased the cadaveric capacity. This will enable the clinically informed development and testing of emerging medical technologies and provide an attractive environment for industry and clinical engagement. The overarching vision is to fully maximise the region's exceptional life sciences and health capabilities to catalyse a step change in innovation-led growth, enabling economic growth and public benefit.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Opening of the Tay Cities Innovation Hub	Spring 2025

### Key Risks

Risk	Mitigation
Unable to identify enough emerging companies with growth potential to take into Innovation Hub	Active pre-incubation of companies through existing Life Sciences systems and expanded MedTech pipeline, as well as active marketing of the Innovation Hub
MedTech pipeline fails to attract enough research and development grant funding to support the development of new technologies that lead to start-ups and spin-ins destined for the Innovation Hub	The research & business support services of University of Dundee are committed to supporting academics/clinicians/industry in securing external research and development grant funding





## CASE STUDY

In May 2024, the Tay Cities funded refurbishment of Wilson House at the University of Dundee's School of Medicine was completed, marking a significant milestone in the delivery of the Biomedical Cluster project. This refurbishment has been instrumental in establishing the hub for the Tayside Innovation MedTech Ecosystem (TIME), a strategic collaboration between the University of Dundee and NHS Tayside. The TIME Hub (Wilson House) hosts several key partners, including the Image Guided Therapy Research Facility (IGTRF) the Health Informatics Centre (HIC) and NHS Tayside Innovation team.

Tay Cities Region Deal funding, and additional leveraged support from the Dow Memorial Trust (£265,000), established a fully commissioned, state-of-the-art angiosuite in Wilson House. This facility provides the MedTech industry with an unparalleled resource for device testing and advanced training. The IGTRF team offers innovative perfused Thiel-embalmed human cadavers, when combined with advanced imaging equipment, provides a superior alternative to traditional testing methods.

This unique combination of resources meets the industry's growing demand for testing models that better align with regulatory requirements, helping to de-risk and accelerate the regulatory process. Ultimately industry can bring their devices to market more efficiently. The Dundee team's expertise in this field has attracted strategic partnerships, including the development of new next generation imaging equipment. Tay Cities investment has expanded capacity to engage with industry and support the development of collaborations across the TIME ecosystem.

Looking ahead, TIME's growth and position as a leading MedTech industry resource is bolstered by leveraged funding from Scottish Enterprise (Medical Device Manufacturing Centre, MDMC Phase 2, £1.4 million over three years) and a Place Based Income Acceleration Award from EPSRC (Engineering and Physical Sciences Research Council, £2.5 million over 4 years) designed to support, and develop TIME as part of a Scottish wide consortium.

For example, the provision of clinical advice, combined with real world data for device validation are services which are currently inaccessible to most medical device developers. TIME will act to support industry by helping them access resources across the Scottish Consortium, effectively providing end to end support to industry in their product development and transition from concept to bedside.

£35m



## International Barley Hub

**Project Owner:** The James Hutton Institute

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the International Barley Hub has:

- released £35m of Government funding (100% of the allocation);
- secured £6.184m leverage; and,
- created 39 new jobs and protected 33 jobs.

### Project Description & Headline Achievements

The UK Government has committed up to £20m and the Scottish Government has committed up to £15m to the creation of an International Barley Hub at the James Hutton Institute which officially opened in Summer 2024.

Barley is indispensable to the Scottish and UK economies, being vital to the distilling, brewing and food industries. It also has the potential for emerging uses in the health, chemical and energy sectors. However, future barley supply is increasingly uncertain due to the impact of climate change, developing worldwide demand, evolving pest and disease risks and pressure on managing soil health to enable crops to grow.

Now operational, the International Barley Hub (IBH) will be a world-leading research facility for barley science, bringing together industry, dedicated facilities and world class scientists. It will:

- Expand the scale and excellence of barley research and innovation, operating across a broad spectrum of disciplines;
- Provide state of the art research equipment on site and at industry partners premises;

- Have the capability to support work from the molecular, to the field level;
- Increase the translation and application of this research around the globe;
- Support a “Barley Cluster” of related processing, innovation and product interests; and,
- Develop a supporting skills and knowledge programme.

The International Barley Hub has been developed in parallel with the Advanced Plant Growth Centre. For more news and updates, please visit the International Barley Hub website [International Barley Hub](#).

**Key Milestones & Progress**

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Support by the main contractor to integrate specialist-controlled environment and phenotyping systems into new IBH/APGC building supplied by specialist company	March 2025

**Key Risks**

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively



## CASE STUDY

The International Barley Hub (IBH) hosted around 80 participants to its annual barley stakeholder meeting in February 2024, held in the IBH Field Centre to promote Hutton barley research. The IBH was also represented at the American Malting Barley Associations Barley Improvement Conference in San Diego, and the Australian Barley Technical Symposium, in each case raising international awareness of the centre.

Hutton's novel barleys were exhibited at the Cereals Event 2024 attended by around 18,000 participants attracted significant attention and opportunity to engage the supply chain. These and an intensive programme of end-user focused site tours generated an expanding list of stakeholders from along the supply chain and a series of contract and collaborative research opportunities.

An additional commercial commitment of £240k towards our Barley Industrial Training Network was secured, complemented by an additional £1.2m from BBSRC. This new commitment includes contributions from new industry members of the consortium and will fund an additional intake of 12 PhD students for a duration of four years starting in September 2025.

In addition to various events showcasing IBH's role in international barley research, the third complement of 11 students started mid-September 2024 bringing the current total to 30. As an output from our fundamental research program, a patent application on novel methods for increasing recombination was submitted. These activities have been accompanied by several high impact scientific papers, already published or 'in press'. The barley team's work was also featured on BBC's Landward programme in the summer. Additionally, research project funding won over for a single Future Leadership Fellowship award (ca. £1.6m) will bring a new Principle Investigator (PI) to the group.



£27m



## Advanced Plant Growth Centre

**Project Owner:** The James Hutton Institute

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the Advanced Plant Growth Centre has:

- released £27m of Government funding (100% of the allocation);
- generated £9.415m leverage; and,
- created 83 new jobs and protected 132 jobs.

### Project Description & Headline Achievements

The UK Government has committed up to £25m and the Scottish Government has committed up to £2m to the creation of the Advanced Plant Growth Centre at the James Hutton Institute. Opened on the 29th of July 2024, it builds on existing expertise to deliver a cutting-edge plant research facility bringing together industry, advanced technology and world class scientists. The Centre embodies the idea of Agriculture 4.0, a green revolution with science and technology at its heart, with the aim of feeding future populations.

The Advanced Plant Growth Centre is the heart of plant and crop research and innovation in the Tay Cities region. It is developing the underpinning science and translating that science into industry, which will in turn increase the commercial, economic and environmental benefits of agriculture and the food and drink sector. The APGC integrates:

- A plant characterisation facility, which uses imaging to quickly understand (before harvest) how crops respond and perform in different environments;
- Post-harvest storage facilities;
- Vertical growth facilities; and,

- Next-generation controlled environments which can simulate any current or future environment anywhere in the world (for example, increased greenhouse gases) to test the effect on crops.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024

Milestone	Due Date
Official opening of the Advanced Plant Growth Centre	October 2024
Support by the main contractor to integrate specialist-controlled environment and phenotyping systems into new IBH/APGC building supplied by specialist company	March 2025

### Key Risks

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively

### CASE STUDY

The Advanced Plant Growth Centre (APGC) continues to fulfil its promise to innovate and translate science to impact with industry. The APGC scientists have been successful in winning competitive funding in several areas cognate to the aims of the Project. Controlled environment agriculture (CAE) has been a significant focus with three projects awarded by the Biotechnology and Biological Sciences Research Council (BBSRC) as part of their Protected and Controlled Environment Horticulture competition.

With a combined value of £2.35m, these project address crucial issues in CAE such as maximising productivity through matching the crops to the environment, exploring the potential of light pulsing on crop quality and cost, pushing the limits of CEA for medicinal cannabis production and developing new cannabis lines for vertical farming. In these projects, the industry partners Tozer Seeds, Glassphams Ltd and Intelligent Growth Solutions, have committed ~£1.2m support reflecting their trusts and backing for the APGC science.

Furthermore, additional competitively funded industry collaborative projects are ongoing exploiting the APGC's new pilot phenotyping and chemo-analytical platform in November 2023, funded by the Wolfson foundation as part of £1m infrastructure for the APGC Hutton Molecular Phenotyping Centre. These projects, targeting strawberry (£200k), potato (£444k) and willow, are exploring the relation of crop architecture to quality and productive (strawberry), early disease detection (potato) and characterisation of willow as an energy feedstock for CEA on farm.

£26.5m



## Angus Fund

**Fund Owner:** Angus Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### Fund Description & Headline Achievements

The UK Government will commit up to £26.5m to the Angus Fund. The Angus Fund will help achieve an investment balance across the region by investing in Projects across Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal. The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit. The Angus Fund will contribute to the development and implementation of innovative, clean technologies, which will also significantly reduce the region's carbon footprint, contributing to national reductions in carbon use.

To deliver this purpose, the Fund will support three connected components, namely:

- Clean growth;
- Low carbon; and,
- Agricultural technology.

The investment has been provisionally divided between six Projects to support these themes, including:

- Mercury Drone Ports
- Centre for Agricultural Sustainable Innovation

- Angus Rural Mobility Hub
- Zero Four
- Connecting Montrose
- Low Carbon Housing

The Angus Fund will be used to stimulate The Mercury Programme, which is Angus Council's visionary £1 billion partnership programme between government, public, private and community sectors. Individual Project business cases will be developed for each of the Projects that comprise the Angus Fund.

### Key Milestones & Progress

As the Angus Fund has Full Business Case approval, any milestones for Projects within the Angus Fund will be included in the individual Project entries.

### Key Risks

Risk	Mitigation
The selected projects for funding fail to develop a robust business case	Projects will be supported by Angus Council and SE to develop robust business cases
Businesses fail to engage	Regular engagement to ensure projects developed in a transparent and inclusive way
Brexit impact	Impacts of Brexit will continue to be identified as the Business Cases are developed
Projects are unable to achieve match funding	Working to explore external funding options and managing expectations to ensure additional courses of funding are identified and pursued where appropriate





## Mercury Drone Ports

**Project Owner:** Angus Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, Mercury Drone Ports has:

- released £300k of Government funding.

### Project Description & Headline Achievements

Mercury Drone Ports, part of the Angus Fund, has been awarded up to £1m of UK Government investment. The Project will create Scotland's first Drone Port and drone delivery network, establishing Angus as an international centre for the development of drone technologies and logistics both onshore and offshore.

The Mercury Drone Ports Project supports the adoption of safer, sustainable, green and more cost-effective alternatives to both commercial and public sector activities through drone operations. The Projects primary focus is the development of drone-based technologies and their application within the environments and industries found on and offshore Angus. Operations can include deliveries, long-range inspection/survey missions and autonomous asset surveillance for the following industries:

- Offshore wind
- Offshore oil and gas
- Ports and Maritime
- Agriculture
- Rural public services

The Civil Aviation Authority (CAA) opened their Temporary Reserved Area (TRA) Regulatory Sandbox for application and six applications have been accepted. Angus Council is in discussions with an airspace navigation provider to explore opportunities where Mercury Drone Port could complement existing industry projects within the TRA Sandbox and lever additional funding to support the successful delivery of the project.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Partnership agreement signed to deliver the airspace requirements.	January 2025
Collaboration agreement signed between NATS and Angus Council.	March 2025

### Key Risks

Risk	Mitigation
Lack of commercial viability – demand for drones' low in Angus	Concessionaires will be required to carry out market engagement to establish use cases and commercial uses for the drone port
Tight timescales set by NATS ACP application	Working with Procurement Manager on procurement options available and to ensure best value for the council
Unable to secure commercial advice due to capacity within the industry for this specialist advice and budget available	Prepare robust project plan with tasks, costs, responsibilities, deadlines and sign Partnership Agreement promptly. Seek Committee approval at earliest opportunity

£11.7m



### cyberQuarter

**Project Owner:** Abertay University

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, the cyberQuarter has:

- released £5.912m of Government funding;
- secured £10.049m leverage; and,
- created 27 new jobs, 92 construction jobs and protected 4 jobs.

### Project Description & Headline Achievements

cyberQuarter is funded by both the UK and Scottish Government. The Scottish Government have committed up to £6m and the UK Government up to £5.7m.

cyberQuarter is an academic-industrial partnership designed to establish the Tay Cities region as a centre of best practice in applied research and development and knowledge exchange in cybersecurity.

cyberQuarter has been able to achieve through the investment the following highlights:

- Hosted 89 events covering research activities, workshops, networking evenings and community outreach and education sessions, attracting around 3,000 visitors.
- Four new industry partners joined the cyberQuarter, including Lugo IT, NCR Atleos, Systal and Smart Net Zero.
- New initiatives were brought forward to encourage more women to choose cybersecurity as a career path.
- The annual Cyber 9/12 Strategy Challenge was delivered to more than 300 students.
- An upskilling project trained 236 veterans in cybersecurity and AI.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Delivery of Pump Priming Fund	2024/25+



In the Press

- [Abertay cyberQuarter R&D Centre hosts Atlantic Councils Cyber 9/12 Strategy Challenge.](#)

## CASE STUDY

Research activities, workshops, networking evenings and community outreach and education sessions were among 89 events which saw almost 3,000 people visit Abertay cyberQuarter in 2023/24. Continuing its growth trajectory, the cyberQuarter has prioritised its position as a focal point not just for the Tay Cities cyber industry but for the region's digital cluster more widely.

- Regular events such as the Dundee Data Meetup and Techscaler's Unfiltered breakfast networking sessions have been complemented by a varied range of other activities.
- The regular Cyber Drop-in sessions delivered in partnership between Abertay cyberQuarter and Cyber Fraud Centre – Scotland have provided personalised cybersecurity advice to Abertay University staff and students
- A Hackathon conference event and the Immerse UK Awards have also been staged in the cyberQuarter, as well as a regular cyber industry guest lecture series with speakers from companies such as Quorum Cyber, Accenture, Lloyds Banking Group, PA Consulting, Palo Alto and NCR.
- A focus on diversity and inclusion saw the Cyber First Girls programme hosted in the centre, alongside targeted Empowering Women to Lead in Cyber and Women into Cyber sessions, designed to address the sector's challenges with getting more women into the workforce.
- The annual Cyber 9/12 Strategy Challenge, run in partnership with the Scottish Government, brought around 300 students from across the country to take part in a cyberattack scenario event, spread across two days.
- A CV workshop from the Data Lab and a research project exploring the links between games and cybersecurity were also hosted, as was the Scottish Government's launch of The Bongles – an innovative new book and digital resource pack aimed at teaching children good password practices from an early age.
- A free password safety talk by Jacques Ophoff was open to the public during Cyber Scotland Week and a special cyber-focused careers fair was organised by the Abertay University careers team.
- Leaders from the UK Fintech industry attended for a high-level conference centred on building security and trust in the sector, while a workshop day for IT professionals working in independent schools was organised to share best practice.

Professor Lynne Coventry, Director of Abertay cyberQuarter said: *"Abertay cyberQuarter aims to increase technical problem solving for industry, boost industry-academia interaction and collaboration and widen access to cyber employment opportunities in the region. As we continue to grow, we are delighted to be attracting a wide range of events to our centre in Dundee, supporting the economic and social goals of our founding partners, while also connecting the digital industries in the area more regularly and on a larger scale. We were pleased to host the launch of the Tay Cities Digital Ecosystem group earlier this year and that continued collaboration and networking will be absolutely central to the region's success as we move forward."*



£26.5m



## Eden Campus

**Project Owner:** University of St Andrews

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, Eden Campus has:

- released £26.5m of Government funding (this is 100% of the allocation);
- secured £56.4m leverage; and,
- created 110 new jobs, 635 construction jobs and protected 370 jobs.

### Project Description & Headline Achievements

The UK Government committed up to £24.5m and the Scottish Government committed up to £2m to the development of Eden Campus by the University of St Andrews. This Project repurposed a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation.

The Deal funding, which has fully been claimed by the Project, has enabled Eden Campus to create a dynamic and sustainable ecosystem dedicated to fostering transformative innovation, application of research, and knowledge transfer, with a particular focus on clean growth, energy transition for generation and storage, life sciences, sustainable aquaculture and the digital ecosystem. This ecosystem includes academia, industry, community and public services working together in partnership for societal gain which will stimulate economic growth that will permeate across Scottish society, with significant export opportunities.

The funding has enabled the development of the following:

- The **GENESIS Centre**, a new research and development facility focused on the storage and conversion of energy. The Centre provides a space for companies to access academic and industrial expertise, develop and test innovative new approaches

to low carbon energy systems, engage with other companies, and build business-to-business collaborations. It continues to attract businesses with multi-year contracts to utilise the space and its facilities.

- An **upgrade of the power supply** to the Eden Campus (and Northeast Fife), including a smart energy primary sub-station. Demonstrating it's capabilities, Eden Campus has been able to report that over 690 tonnes of carbon dioxide emissions has been avoided to date since October 2021. Going forward, it will help demonstrate innovative services and products, enabled by new technology and data to offer efficient, collaborative and inclusive energy solutions, capable of scaling up for national use to meet the drive for low carbon power.

The Eden Campus has a number of tenants, including Eden Mill, who is currently in the process of fitting out a building to contain a whisky distillery and visitor experience and café. This is due to be open in Spring 2025.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Enterprise Ecosystem Project – Enterprise Hub – Deliver Construction Works	01/12/2025
Partnership with SPEN for the development of the new Primary power station for Guardbridge and the surrounding area	08/01/2025
Enterprise Ecosystem – Eden Mill Tenant Fit Out Works	01/02/2025
Enterprise Ecosystem Project – Eden Mill Visitor Experience Opens	Spring 2025
Enterprise Ecosystem Project – Enterprise Hub – Open Enterprise Hub	01/10/2025

### Key Risks

Risk	Mitigation
Funding gap has been reported for the delivery of some of the buildings on the site to achieve the original scope of the Project	Project has reported updates on the funding gap to the Partnership through an early warning notification and will continue to provide updates to the Partnership



#### In the Press

- [Scottish Brain Sciences opens new St Andrews research hub | University of St Andrews news \(st-andrews.ac.uk\)](#)



## CASE STUDY

Established in 2012 on the banks of the Eden Estuary in St Andrews, Eden Mill became the first to distil spirits in the area in over 150 years. With a premium portfolio of gins and single malt whiskies which are exported to over 20 different markets around the world, Eden Mill is currently in the process of building their brand-new distillery and visitor centre. This is an example of the additional investment to the region as a result of the Tay Cities Region Deal funding.

Located on the University of St Andrews Eden Campus, a unique spot dedicated to sustainable business practice and research, the state-of-the-art distillery has various environmentally friendly initiatives woven into its fabric. The majority of the power for their gin still will come from the University's solar farm, with the rest provided by sustainable tariffs from the grid. As the build progresses, the infrastructure to capture carbon dioxide emissions – a by-product of the fermentation process – is being installed on the washbacks so that this gas can be captured for future use and research, as opposed to being released into the atmosphere.

Once the distillery becomes operational in February 2025, Eden Mill will use barley that has been grown locally in Fife for their single malt production and already source many of the botanicals for their gins from local suppliers.

Following the commencement of distilling early next year, the doors to the brand-new visitor centre will open a few months later at the end of Spring. Eden Mill will offer guests a choice of either a gin or whisky tour around the new facility, followed by a tasting in one of their three tasting rooms. There will be a retail space on the ground floor selling Eden Mill spirits and a range of other local produce, and there are also plans to open a café in the future. On the top floor, visitors will be able to enjoy a drink or dram in the beautiful new cocktail bar with uninterrupted views from the floor-to-ceiling windows out over the Eden Estuary towards St Andrews. Initially, this exciting project is expected to create up to 20 new jobs in the community.

In parallel to completing this project, Eden Mill is also aiming for international growth, with a particular focus on the US, Middle East, China and the Philippines.

£300k

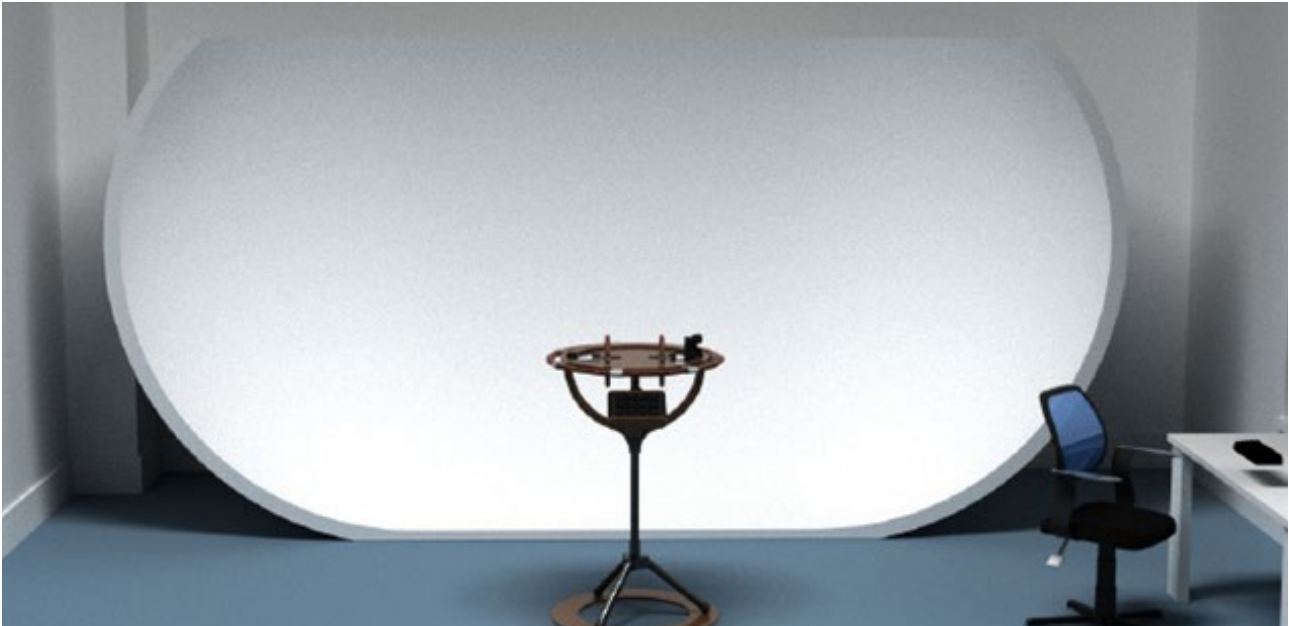


## Stretch Dome Simulator

**Project Owner:** University of St Andrews

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Innovative, International



### ★ ACHIEVEMENTS

To date, Stretch Dome Simulator has:

- released £300k of Government funding (100% of the allocation);
- secured £305k leverage; and,
- created 7 new jobs,

### Project Description & Headline Achievements

The UK Government committed up to £300k to a Stretch Dome Simulator located within the Eden Campus. The Simulator is an integrated simulated and visualisation suite, used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials. Now operational, it gives scientists the ability to test theories and generate solutions in rapid time, while also giving them the capability to demonstrate the impact of their work to a wider audience.

### Key Milestones & Progress

The Project was completed in 2022 and there are therefore no milestones to report for delivery.



## CASE STUDY

The D'Arcy Thompson Simulator Centre Limited has completed the first phase of a world-leading project at the University of St Andrews' Eden Campus.

sustainaVERSE™ ENERGY has brought together PLANET: PEOPLE: PROPERTY: PROFIT in a single, geo-located and interactive digital platform that brings the University's Sustainable, Responsible, Impact+ Investment (SRII++) directly to the minds eye of lay person and expert, alike.

To create this highly informative and immersive experience, the gaming engine, UNREAL has been combined with geo-spatial mapping software, Cesium. TIME-bound energy data, down to minute level, is shown using dynamic Sankey visualizations, developed by the Company. This makes it possible to view the energy system across the entire site using various key metrics, such as Joules per second (Watts), CO2 and cost.

The objective is to optimize the use of Low Carbon Technologies (LCT) and drive energy efficiency through technical means, in combination with behavioural change, including flexibility.





# £49.7m

## An Innovative, International Tay

### Culture & Tourism

Within the Culture & Tourism theme there is 1 Programme – the Regional Culture and Tourism Investment Programme, and 5 named Projects; Pitlochry Festival Theatre, Perth Museum, Innerpeffray Library, Crieff International Highland Centre and Aero Space Kinross.

Within the Regional Culture and Tourism Investment Programme, there are currently 2 Projects which have received Full Business Case approval; Hospitalfield and Discovery Point Transformed. The Perth Museum and Pitlochry Festival Theatre have also received Full Business Case approval and fully claimed all of their allocated funding.

Aerospace Kinross has received Full Business Case approval with conditions.

To date, Projects within the Culture and Tourism element of the Innovative, International Theme have realised the following:

- £24.315m Government investment released
- 308 jobs created or protected
- £38.453m leverage secured for the region



## Regional Culture & Tourism Investment Programme

**Programme Owner:** Angus & Dundee City Councils

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### Programme Description & Headline Achievements

The Scottish Government will commit up to £37m to the creation of a Regional Culture and Tourism Investment Programme through the investment in key economic assets in the sector. This is compiled of a £27m investment in a Regional Culture & Tourism Investment Programme and £10m investment in the Pitlochry Festival Theatre project.

The overarching objective of the Programme is to contribute to wider regional ambition to be a highly desirable place to live, work, visit and invest in. It aims to do this by building on and strengthening the region's existing culture and tourism offering, to deliver a world class region with world class culture and visitor experiences.

The Programme will be managed and delivered collaboratively by a partnership between the four Tay Cities local authorities, Scottish Enterprise, Creative Scotland, Historic Environment Scotland, and VisitScotland, with the support of the Scottish and UK Governments.

Within the Regional Culture & Tourism Investment Programme, 2 Projects were identified for delivery early in the Deal period. These are Hospitalfield and Discovery Point Transformed, which have received Full Business Case approval and are in delivery.

The next tranche of Projects to come forward within the Programme are expected to be:

- HMS Unicorn
- Tay Adventures Programme

### Key Milestones & Progress

In order to achieve the aims for the Programme, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Programme Outline Business Case Updated and Approved by the Tay Cities Partnership.	December 2024
Tay Adventures Programme Outline Business Case approval by the Tay Cities Partnership.	December 2024
HMS Unicorn (Project Safe Haven) OBC development and approval.	March 2025

### Key Risks

Risk	Mitigation
Individual Projects are unable to secure match funding due to changes in the funding environment	The assessment criteria will be received after the first tranche of Projects are recommended for approval through the Full Business Case. Including match funding requirements and the current investment position
The investment programme fails to prioritise Projects that help deliver a stronger and more sustainable collaborative approach between the tourism and creative sectors	The prioritisation criteria include scale, significance and transformation capacity for the assessment of individual Projects
The investments fail to deliver inclusive and sustainable growth	The contribution that a Project makes to delivery of accessibility and fair work will be assessment criteria. Each Project's impact on the built and natural environment will also be assessed



## Hospitalfield

**Project Owner:** Hospitalfield

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Hospitalfield has:

- released £3.415m of Government funding,
- secured £5.272m leverage; and
- created 8 new jobs and 158 construction jobs.

### Project Description & Headline Achievements

Hospitalfield was awarded an investment of up to £5.5m from the Scottish Government to support a visionary redevelopment plan for Hospitalfield House as part of the Regional Culture & Tourism Investment Programme. It aims to see Hospitalfield fully restored and accessible to the public.

The five-year capital investment programme will be delivered in phases. To date, the investment has supported the completion of upgrades to Hospitalfield's garden and garden buildings as well as the repair of the historic studios and the development of the new 21st century digital studio. This has also supported the development of learning and community engagement arts studios as well as the restoration of the old laundry and tack room to accommodate the horticulture programme.

The Project is in the process of preparing for the development of the on-site accommodation, chapel restoration and final phases of the house and collections building.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The

milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Completion of Phase 3 – Chapel	2024/2025
Completion of the Guest House	2027/2028
Completion of Phase 4 – House and Collections Centre	2028/2029

### Key Risks

Risk	Mitigation
Fundraising in Phase 2B	Ongoing progress with fundraising
Fundraising in Phase 3	Application submitted to Seagreen Fund
Meeting budget for design development for Phase 4	Design development process to carry out critical works first, with other works being postponed to later date
Fundraising in Phase 4	Project Development Manager starting in post to focus on fundraising. With dependency to meet the arch deadline for NLHF application

## CASE STUDY

2023 was dominated by a contrast of the ever-changing seasons in the walled garden, the flow of people visiting for all sorts of events and activities and the continued construction onsite. Opening in March 2024, the £3.4m capital investment, led by architects Caruso St John, restored the historic purpose built 19th and early 20th century studios and repaired the outhouses and sheds for use. All of these buildings have been part of the estate for over 200 years. The new 21st century digital studio, is a timber framed, passive building that will add to the wide range of workspace available.

Through the Residency and Public Programme the Hospitalfield team worked with 32 artists, 16 from the public programme and 16 from the engagement and learning programme. The Trust commissioned 3 new works of art by Kim Walker, Emma Hart & Hardeep Pandhal and continue the ongoing partnership with the Hunterian Museum and Art Gallery in Glasgow, continuing the loan of Eduardo Paolozzi's Rio. This is made possible with the support of the Paolozzi Foundation.

Hospitalfield is evolving, becoming an ever more welcoming place for visitors and excellent working environment for artists. Evaluating the Residency Programme separately from the Public Programme gives it a more accurate picture of these two very distinct activities; the busy Public Programme attracting audiences from across Scotland and beyond, whilst the Residency Programme requires a more hushed studios environment that tends to have a UK wide and international reach.



£2.5m



## Discovery Point Transformed

**Project Owner:** Dundee Heritage Trust

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Discovery Point Transformed has:

- released £900k of Government funding,
- secured £5.060m leverage; and
- created 92 construction jobs.

### Project Description & Headline Achievements

The Scottish Government committed up to £2.5m for Discovery Point Transformed, as part of the Regional Culture & Tourism Investment Programme. The Project will create four major attractions, delivering a major upgrade of the museum, as well as protecting and restoring the unique heritage of the RRS Discovery, enhancing overall visitor facilities and opening up new opportunities for community engagement and learning.

The five key components of the Project are:

- **Climate Change Gallery:** A new visitor attraction, highlighting the international significance of the RRS Discovery and its expeditions, and the connections to the major global issues of climate change and the ocean environment.
- **The Dundee Dome Experience:** Public access will be available for the first time to the top of the Discovery Point Dome offering 360° panoramic views of the city, waterfront and River Tay.
- **Protection of our core heritage asset, the historic RRS Discovery:** Essential conservation work will be carried out throughout the ship, with new public spaces being opened up and additional interpretation installed to complement the developments within the Discovery Point museum.

- A new gallery for temporary and special exhibitions: This will allow Discovery Point to host a greater range of temporary exhibitions, either developed in-house or touring exhibitions and the potential to host larger scale ‘blockbusters’ exhibitions.
- A new permanent gallery and the refurbishment of existing galleries.

The Project will be delivered in two distinct phases:

- Phase 1, which is now complete, has enabled the creation of the Dundee Dome Experience and the enabling floor infills for the climate change gallery.
- Phase 2, which is still to be developed, will see the installation of the climate change gallery, the building of the waterfront events space/ café/ restaurant, further gallery/conference space developments, conservation works to RRS Discovery and the environmental works to the Discovery Point building, planned for 2025/26.

### Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Phase 2 works start	2024/25

### Key Risks

Risk	Mitigation
Fundraising target shortfall	Project pursuing additional funding from various sources
Construction cost inflation	<p>The board has opted to value engineer cost and re-set overall Project fundraising target to £12m. A value-engineered budget has been prepared by an experienced quantity surveyor (Turner Townsend) and includes industry standard contingencies for risks and inflation.</p> <p>For Phase 2, the Project will transfer or share procurement risks by awarding either a fixed price contract or a partnership risk sharing agreement with our main contractor</p> <p>A degree of Brexit-related cost increases are already included in assumptions. If exceptional inflationary pressures are experienced, additional fundraising may be required</p>



## Pitlochry Festival Theatre

**Project Owner:** Perth & Kinross Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Pitlochry Festival Theatre has:

- released £10m of Government funding (100% of the allocation); and
- secured £11.3m leverage.

### Project Description & Headline Achievements

The Scottish Government committed up to £10m to Pitlochry Festival Theatre, with the physical project now complete. The Project has successfully:

- Completed delivery of new 172-seat Studio theatre, inserted within the existing building's envelope.
- Completed delivery of upgraded, legible and accessible courtyard, entrance foyer and Box Office, contributing a warm visitor welcome and strong placemaking, showcasing the Theatre's enviable position on the stunning River Tummel, overlooking Ben-y-Vrackie.
- Completed delivery of upgraded accessible toilet facilities and a new accessible changing room adjacent to both the Studio and Auditorium performance spaces, allowing the organisation increased inclusivity to artists and creatives making work for the Theatre.
- Completed delivery of partial plant upgrade to service the first phase works, switching energy units to air source heat pumps, and disconnecting the Theatre from the gas network, to significantly reduce carbon consumption.

- Completed a significant roof replacement and insulation upgrades, and the replacement of the glazed curtain walling, significantly increasing the building’s thermal efficiency from previously installed low-carbon energy generation.

**Key Milestones & Progress**

The Project was completed in 2024 and have no milestones to report for delivery. The Theatre continues to deliver the wider ‘Vision 2021’.

**Key Risks**

Risk	Mitigation
Existing audience dwindles, reducing box office income	Targeted communications to lapsed visitors and targeting new audience segments. This has been seen through doing more outdoor and family-based performances
Catering and retail targets are missed, reducing funds to support the Theatre	Review operations to focus on targets; conduct customer research; contract out to gain skills and share risk. Market research that has been completed will also help to inform what the offer should be
Lower than projected audience numbers leads to reduced income	Use conservative estimates to project visitor numbers and income to ensure realistic figures. Have communication strategy in place during construction period to manage audience, users and participants expectations



£10m



## Perth Museum

**Project Owner:** Perth & Kinross Council

**Enabling the region to...:** Innovate & Internationalise

**Thematic Board:** Culture & Tourism



### ★ ACHIEVEMENTS

To date, Perth Museum has:

- released £10m of Government funding (100% of the allocation);
- secured £16.821m leverage; and
- created 30 new jobs and 20 construction jobs. .

### Project Description & Headline Achievements

Officially opened on the 30th of March 2024, £10m investment from the UK Government has brought Perth Museum, a Category B listed building in the original medieval heart of the city, back to life. The Project has repurposed a deteriorating heritage asset into a new museum attraction of international significance.

The Museum showcases Perth's ancient roots through museum collections which have National Recognition Status. Perth Museum has become a major cultural venue; a significant addition to the world class offer of the Tay Cities region and a source of civic and community pride, as it was when first built over a hundred years ago. It also tells the story of the Stone of Destiny, quarried in Perthshire and used to crown every Scottish monarch at Moot Hill in Scone, just outside Perth. Perth Museum welcomed its 100,000th visitor on the 3rd of July, 3 months after officially opening.

### Key Milestones & Progress

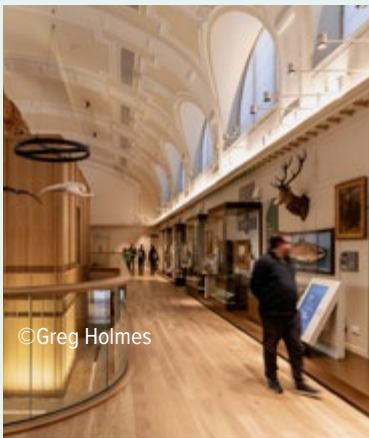
The Project was completed in 2024 and there are therefore no milestones to report for delivery.





#### In the Press

- [Opening of Perth Museum - The Scotsman](#)
- [Opening of Perth Museum](#)
- [Official Opening of Perth Museum - The Courier](#)



©Greg Holmes

#### CASE STUDY

Perth Museum has officially welcomed 176,000 visitors since opening on the 30th March 2024. The museum welcomed 4,000 visitors during the opening weekend and is close to surpassing initial visitor projections.

The five-star attraction has fast surpassed the original committed target of 167,000 visitors. The museum has received huge interest and positive reviews since opening and has welcomed 176,000 visitors to date, highlighting the museums appeal as a must-visit attraction.

Perth Museum is also the proud new home of the Stone of Destiny, and 50,000 visitors have booked tickets to see the Stone since the museum opened and a further 7,000 tickets have been sold to the museums first temporary exhibition – Unicorn.



# £28m

## A Connected Tay

### Transport

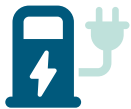
Within the Transport theme, there are 5 Projects; Broxden Low Carbon Transport Hub, Perth Active Travel Hub, Hydrogen Refuelling Station, Dundee Airport Investment and Perth Bus & Rail Interchange.

Both the Broxden Low Carbon Transport Hub and Dundee Airport Investment Revenue projects have secured Joint Committee approval and are in delivery.

To date, Projects within the Transport theme have realised the following:

- £1.789m Government investment released
- 184 jobs created or protected
- £13.387m leverage secured for the region

£789k



## Broxden Low Carbon Transport Hub

**Project Owner:** Perth & Kinross Council

**Enabling the region to...:** Connect

**Thematic Board:** Transport



### ★ ACHIEVEMENTS

To date, the Broxden Low Carbon Transport Hub has:

- released £693k of Government funding;
- secured £387k leverage; and
- created 1 new job, 2 construction jobs and protected 1 job.

### Project Description & Headline Achievements

The Broxden Low Carbon Transport Hub has been awarded up to £789k from the Scottish Government. Now operational, the Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site, which serves both Perth City and the Scottish motorway network and motorway interchange at the M90/A9.

The Project includes a range of refuelling charging speed options for Electric Vehicles (EVs), to accommodate the different usage patterns of EV users, and also delivered the first Disabled access EV charger in the area, now operational. At Broxden there is now a total of 41 EV charging spaces after the development of these additional EV chargers, making the area a significant charging hub on the central node of the Scottish motorway network.

The increasing demand for EV charging puts an increasing demand on the electricity supply network (grid) of the region/ country, therefore the Project have developed innovative solutions which are now operational. A combination of on-site renewable

energy generation from solar carport canopies and a battery storage unit have been deployed to sustainably support the EV charging systems at the site.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Broxden Low Carbon Transport Hub: New Grid Connection	December 2025



CASE STUDY

The Broxden Low Carbon Transport Hub Project was fully operational as of June 2024, with a smart energy control implemented, prior to the area gaining a new grid connection in December 2025, to increase energy capacity. The Project has successfully opened all EV chargers for public use at the site, including the first disabled access Rapid EV charger in the Perth and Kinross area.

Despite some challenges faced, the Project saw the dynamic control system finally operational in June 2024. The dynamic control system monitors usage at the site and dynamically controls EV charging rates to allow all new EV chargers to be operational at the same time – reducing charging rates when the site is busy but enabling full output most of the time.

As well as implementing the dynamic control, the smart energy management system deployed allows the system to use on-site generated renewable (solar) energy and stored energy (on-site generated renewable energy) in the battery system to support EV charging sessions and has been able to provide entire EV charging sessions without drawing energy from the grid. Reducing energy costs and emissions in the provision of EV charging at the Broxden Park & Ride site.



£1.6m  
✈️

## Dundee Airport Investment

**Programme Owner:** Dundee City Council

**Enabling the region to...:** Connect

**Thematic Board:** Transport



### ★ ACHIEVEMENTS

To date, the Dundee Airport Investment revenue project has:

- released £1.096m of Government funding;
- secured £12.6m leverage; and
- protected 180 jobs.

### Programme Description & Headline Achievements

The Scottish Government will commit up to £9.5m to the development of Dundee Airport, which is licensed for scheduled, private and charter operators. This investment has and will continue to support the development of new route opportunities, enhancing links with other UK airports and potentially European hubs. These links will ensure the Airport can contribute effectively to the region's wider connectivity requirements, a key enabler of sustainable economic growth. To date £1.586m revenue has been awarded and secured Joint Committee approval. £7.914m has also been allocated as capital funding but still requires approval.

The Deal will also support further capital investment in the Airport, potentially including air traffic management infrastructure as well as modifications to the terminal building and airfield. To date, the revenue element of the Project was approved on the 31st of October 2023, securing the Public Service Obligation which will deliver a new route from Dundee Airport to London City.

The Dundee to London Public Service Obligation (PSO) - which protects routes that connect the UK, encourage economic growth and boost tourism – was awarded to Loganair in November 2023 following a compliant public procurement exercise. The new PSO



now operates between Dundee and London Heathrow, offering seamless connections to numerous international destinations, significantly enhancing Dundee’s connectivity until October 2025.

Growth in passenger numbers on the Dundee to London point-to-point service is enhanced by other scheduled air routes operating from Dundee as a result of Loganair’s ATR-42 aircraft being based at the airport. Significant online and TV advertising campaigns showcasing the Dundee to London air route by Loganair have taken place over summer 2024, changing perceptions of the region as place to do business and supporting growth in inbound visitor numbers. Business and leisure customers can now book travel to European and long-haul destinations from Dundee through Loganair codeshare partner websites such as British Airways, Emirates and Qatar Airways and through local, national and online travel agencies

**Key Milestones & Progress**

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024 and relate to the Project as a whole, capturing both revenue and capital activity.

Milestone	Due Date
Programme (Revenue Phase 1 & 2 and Capital Project) Outline Business Case approved by Tay Cities Partnership	March 2025
PSO contract extension	September 2025

**Key Risks**

Risk	Mitigation
Public Service Obligation is not renewed following end of current contract	Explore options with TCRD to alternate existing capital funding to revenue to allow this to be used as revenue support for the PSO subsidy

## CASE STUDY

### Loganair celebrates major milestone at Dundee Airport

A lucky passenger was surprised at Dundee Airport on 9 May 2024 as she marked the 150,000 customer on a Loganair service from the airport. Nicki Lothian was welcomed on the airline's service to [London Heathrow](#) as she took the first leg of her journey before connecting onwards to Singapore with Loganair [codeshare partner](#), British Airways. The career and lifestyle coach was travelling from her home in [Dundee](#) to receive training with her own coach in Singapore when she was presented with a pair of free tickets to use on Loganair's [network of routes](#) across the UK, [Ireland](#), [Isle of Man](#) and [Norway](#). Nicki's 16-year-old daughter, Bella, is due to start summer school in London in August, with Nicki now planning to use the free flights for their summer trip to the [UK's capital city](#).

#### Nicki said:

*"I can't believe how lucky I am to be a milestone passenger with Loganair, and on my first time flying with them too! What a lovely surprise as I start my trip to Singapore. My daughter is going to Italia Conti summer school in London this year, and these tickets mean I can accompany her to drop her off and return home with her as well. Hopefully, we'll get to spend some quality time exploring the city together, too."*

Loganair is the UK's largest regional airline, transporting over 1.5 million passengers across a diverse range of routes that link the [Scottish Highlands and Islands](#) to the mainland, the [Isle of Man](#), the [Republic of Ireland](#), and [Scandinavia](#). The airline's [codeshare agreements](#) with British Airways open up new routes to passengers travelling from regional airports around the UK, allowing customers to explore new parts of the world through Loganair's unrivalled network of connections.

#### Luke Lovegrove, Chief Commercial Officer at Loganair, said:

*"Dundee Airport remains a key focus for our operations, and we are grateful to each of the 150,000 passengers who have passed through the airport while flying with Loganair, whether they're flying to the Scottish Isles or onwards to somewhere further afield on one of our codeshare agreements."*

*It is wonderful that we have been able to make Nicki's flight with Loganair such a memorable one and to share this milestone with her as she travels on to Singapore makes this a very special flight indeed."*

#### Derrick Lang, general manager at Dundee Airport, said:

*"It's heartening to see such milestones being achieved, particularly when they involve our passengers. This highlights the connectivity and opportunities available through our airport, and our friendly team are always more than happy to help facilitate such journeys. Congratulations to Nicki, and we look forward to welcoming her and her daughter Bella again."*



# £4m

## A Connected Tay

### Digital

Within the Digital theme there are 2 Projects; Rural Angus and Rural Perth & Kinross Highspeed Broadband and 5G Digital Testbeds.

Both Projects have now received Business Case approval.

The Rural Angus and Rural Perth & Kinross Highspeed Broadband have now fully claimed all allocated funding.

To date, Projects within the Digital theme have realised the following:

- £3.338m Government investment released
- 293 jobs created or protected
- £5.186m leverage secured for the region



## Rural Angus and Rural Perth & Kinross High Speed Broadband

**Project Owner:** Angus Council and Perth & Kinross Council

**Enabling the region to...:** Connect

**Thematic Board:** Digital



### ★ ACHIEVEMENTS

To date, the Rural Angus and Rural Perth & Kinross High Speed Broadband project has:

- released £2m of Government funding (100% of the allocation);
- secured £3.98m leverage; and
- created 250 new jobs.

### Project Description & Headline Achievements

The UK Government committed up to £2m to developing Rural Angus and Rural Perth & Kinross High Speed Broadband Project. These Projects have enhanced digital connectivity in rural areas across the region, including providing remote and rural properties with full fibre and extending existing fibre broadband between Perth City Centre and a new residential development to the west of Perth.

The Project completed delivery of the Project at the end of 2022/23 and continues to deliver benefits for the region.

### Key Milestones & Progress

The Project was completed in 2022 and there are therefore no milestones to report for delivery.



£2m  
5G

## 5G Digital Testbeds

**Project Owner:** Dundee City Council

**Enabling the region to...:** Connect

**Thematic Board:** Digital



### ★ ACHIEVEMENTS

To date, the 5G Digital Testbeds project has:

- released £1.338m of Government funding;
- secured £1.206m leverage; and
- created 43 new (temporary) jobs.

### Project Description & Headline Achievements

The Scottish Government committed up to £2m to support 5G testbeds and trials in the Tay Cities region, helping to put it at the forefront of full fibre and 5G deployment to drive economic development. The testbeds are the infrastructure (data centre, fibre and transmitters) needed for 5G. Case studies will explore the use of the testbeds for applications as varied as transport information, mobile gaming or measuring civic space usage.

The funding continues to be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work has developed the practical use of 5G and demonstrate the innovation possible, its potential markets and the appeal of these innovations to regional communities and stakeholders. The test cases have been focused initially at the Dundee waterfront but also explore how to use the digital connectivity improvements in rural Angus and Perth & Kinross to roll out 5G case studies across the region.

The Project has delivered 4 Challenge Fund and 2 Pathfinder 5G Projects across broadcasting, agritech, sustainable fashion, smart cities/connected communities, drones for offshore services and



drones for search & rescue. The Project is also halfway through the delivery of an additional 4 projects, which are due to be completed in March 2025.

In the last year, the Project was also the finalist in Screen International Global Production Awards at the Cannes Film Festival for Virtual Production Innovation.

**Key Milestones & Progress**

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below. The milestones are reflected in the Tay Cities Region Deal Implementation Plan annual review completed in June 2024.

Milestone	Due Date
Challenge Fund 2 Trials Completed	March 2025

**Key Risks**

Risk	Mitigation
Adequate financial status and resources to deliver Use Case Trials /conduct research & development/SME led Use Case Trials	Due diligence conducted by DCC Finance and payment of grant in arrears



**In the Press**

- [Announcement of the Tay5G Challenge Fund Winners](#)
- [5G Drones Project Aims to Transform Mountain Search and Rescue](#)



## CASE STUDY

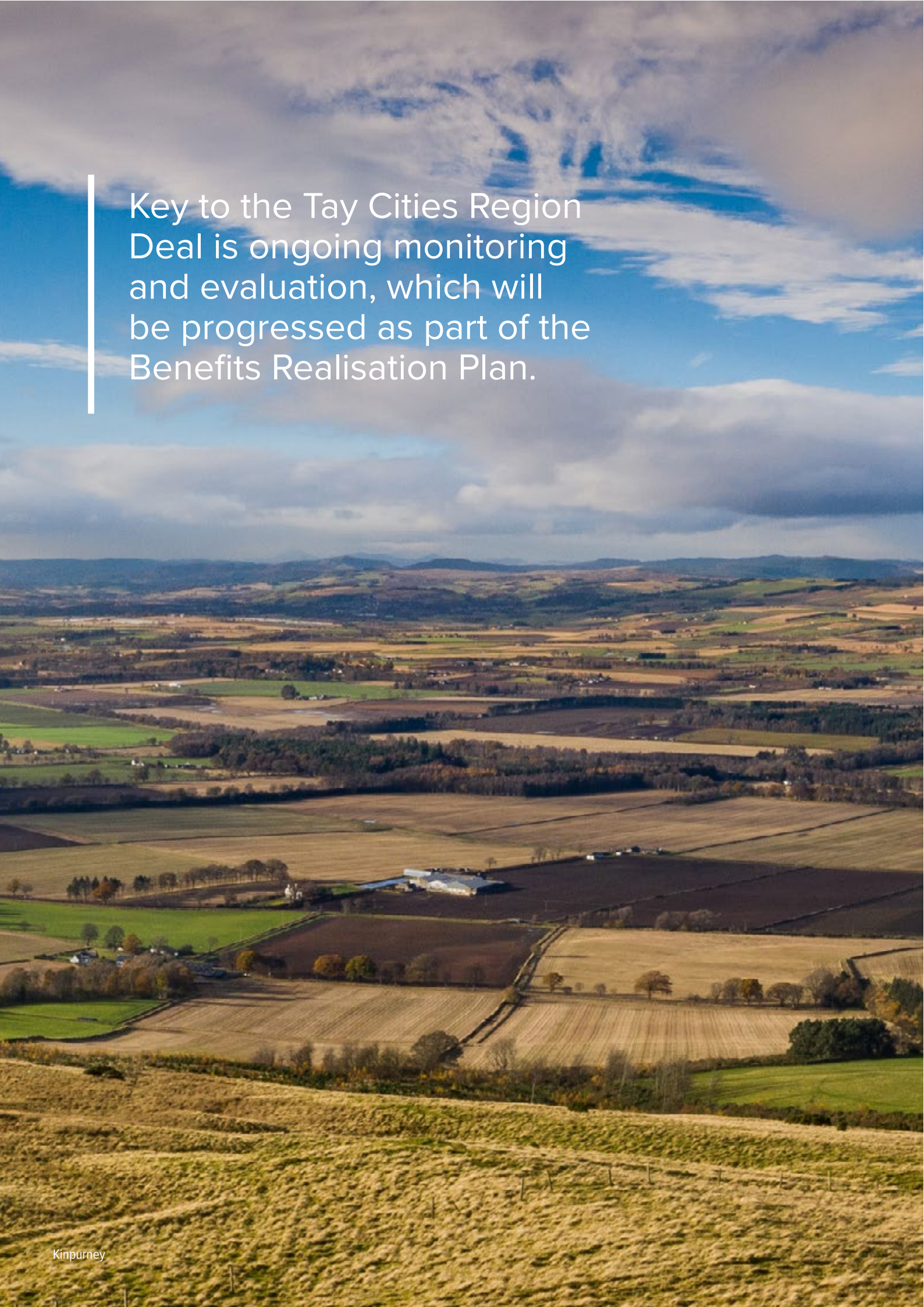
Tay5G has supported hugely innovative projects utilising drones for offshore services and search and rescue in civil and defence scenarios.

Massive 5G buoys were launched from Dundee harbour to strengthen North Sea wind farms against potential attacks. These 22-meter-tall, 33-tonne platforms, constructed at the Port of Dundee, used 5G technology to replace vulnerable radio signals and fibre optic cables. Developed by digital connectivity and aerospace sector company, Jet Connectivity, the project involved cybersecurity experts from Abertay University to enhance system security. The buoys created a meshed network with a 10-15 km range, providing real-time data and secure communication for maritime applications like drone inspections. This system improves resilience against sabotage and will gather data on environmental factors, bolstering the UK's energy security, particularly in the face of increasing threats to wind power infrastructure.

A demonstration in the remote Angus glens highlighted 5G drone technology that could transform search and rescue missions in remote areas. JET Connectivity's pop-up 5G technology created a "connectivity bubble" using drones, providing fast, reliable communication in areas with poor phone signals. This system allows rescue teams to quickly stream video and infrared footage, improving response times in emergencies. The drones can be deployed in minutes, covering large areas without the need for time-consuming searches on foot or expensive helicopter missions. Experts call it a "game-changer" for search and rescue and other sectors like disaster recovery.

These solutions also leverage 5G's high bandwidth and low latency capabilities to support drone flight beyond visual line of sight in contrast to current regulatory requirements.



An aerial photograph of a vast rural landscape. The foreground shows a grassy hillside with a fence line. Below it, a patchwork of agricultural fields in various shades of green, yellow, and brown is visible. A small farmstead with several buildings is nestled in the middle ground. The background features rolling hills and a distant horizon under a sky filled with large, white, fluffy clouds.

Key to the Tay Cities Region Deal is ongoing monitoring and evaluation, which will be progressed as part of the Benefits Realisation Plan.

# Benefits

## Benefits for the Tay Cities Region

As highlighted in this report, the Deal is more than just the investment. Core to the objectives and ambitions of the region is the realisation of benefits to drive economic growth. This includes the creation of over 6,000 jobs and £400m leverage investment. Whilst the Deal funding is to 2030, the Partnership have the opportunity to realise the benefits by 2035.

The success of those Projects in delivery, as shown through the various case studies and Project updates in the Annual report, has led to the realisation of many social and economic benefits for the region. To date, over one third of the Deal's job and leverage commitments have been realised within the first third of the Deal reporting period.

## Benefits Realisation Plan

Monitoring and evaluation continues to be an integral part of the Tay Cities Region Deal, supported by the Benefits Realisation Plan (BRP), to demonstrate the regional and local benefits achieved through this investment.

In March 2022, the first Benefits Realisation Plan for the Tay Cities Region Deal was approved by Governments and the Joint Committee, and it has continued to be updated on an annual basis, where appropriate.

The purpose of the BRP is to demonstrate, to our local, regional and national stakeholders, how we will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation.



# Leverage Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure £400m leverage through the Tay Cities Region Deal, over 15 years. The Deal definition of leverage is the provision of financial and other incentives to mobilise partner and stakeholder resources. This includes equipment and people as well as funding.

Since Deal Signing in December 2020, a significant amount of leverage has been secured to the end of this reporting period. Table 2 summarises the leverage position up to the end of Q2 2024.

The full leverage figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only includes individual projects.

**Table 2: Tay Cities Region Deal Leverage Summary**

TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment <sup>6</sup> £000	Leverage secured to end of Q2 2024 (£000)	Leverage received to end of Q2 2024 (£000)
<b>An Empowered &amp; Inclusive Tay</b>				
<b>Skills</b>	Regional Skills & Employability Development Programme	0	See Projects	
	• Skill Programme Manager	0	0	0
	• Digital Skills (Phase 1)	0	0	0
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	0	0	0
	• Supporting SME Skills	0	0	0
	Tay Cities Engineering Partnership	500	367	367
	Aviation Academy for Scotland	0	0	0
<b>An Innovative, International Tay</b>				
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	119,099	40,512	30,930
	International Barley Hub	0	6,184 <sup>7</sup>	6,184
	Advanced Plant Growth Centre	0	9,415	9,415
	Angus Fund	38,900	See Projects	
	Mercury Drone Ports	0	0	0
	cyberQuarter	5,024	10,049	10,049
	Just Tech	0	0	0

<sup>6</sup> Approved leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund

<sup>7</sup> There is a correction to the reported secured leverage for the International Barley Hub from the previous Annual Report. This was an error in reporting. The leverage received has however increased.



TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment <sup>6</sup> £000	Leverage secured to end of Q2 2024 (£000)	Leverage received to end of Q2 2024 (£000)
<b>Innovative, International</b>	Perth Innovation Highway	17,242	0	0
	Studio Dundee	21,000	0	0
	Advanced Manufacturing Programme	8,000	0	0
	Eden Campus	110,394	56,400	38,973
	Stretch Dome Simulator	0	305	305
	Project Beacon	12,425	0	0
<b>Culture &amp; Tourism</b>	Regional Culture & Tourism Investment Programme	27,000	See Projects	
	• Hospitalfield	5,500	5,272	3,872
	• Discovery Point Transformed	2,500	5,060	1,283
	Pitlochry Festival Theatre	11,300	11,300	10,070
	Perth Museum	15,217	16,821	16,821
	Innerpeffray Library	0	0	0
	Crieff International Highland Centre	660	0	0
	Aero Space Kinross	1,285	0	0
<b>A Connected Tay</b>				
<b>Digital</b>	Rural Angus and Rural Perth & Kinross Highspeed Broadband	3,980	3,980	3,980
	5G Digital Testbeds	0	1,206	1,206
<b>Transport</b>	Low Carbon Transport & Active Travel Hubs Programme	6,450	0	0
	Broxden Low Carbon Travel Hub	424	387 <sup>8</sup>	387
	Dundee Airport Investment	400	12,600	12,600
	Perth Bus & Rail Interchange	0	0	0
<b>TOTAL</b>		<b>399,300<sup>9</sup></b>	<b>180,258</b>	<b>160,210</b>

### Key Headlines

- Since the Deal was signed, **£180.258m** of leverage has been secured by Projects to the end of September 2024. This equates to **45%** of the overall leverage commitment. This is an **increase of £34.4m** since last year.
- To the end of September 2024, Projects within the Deal have received **£160.210m** of the secured leverage, equating to **40%** of the leverage commitment at Deal Signing. This is an **increase of £64m** since last year.

<sup>8</sup> There is a correction to the reported secured and received leverage for the Low Carbon Broxden Hub from the previous Annual Report. This was an error in reporting.

<sup>9</sup> The current total of agreed leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request, is less than the Deal Commitment. This is due to a Change Request for the Rural Angus and Rural Perth & Kinross High Speed Broadband. However, it is anticipated the overall leverage received will meet or exceed the target of £400m. Other Projects that are still to secure business case approval are reporting an increased commitment to leverage compared to their commitment at Deal Signing.

# Jobs Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure over 6,000 jobs through the Tay Cities Region Deal, over 15 years. The Deal definition of jobs is any new permanent paid jobs created as a result of the Project. This can include construction or protected jobs, as well as apprenticeships.

Table 3 below, summarises the number of reported jobs created up to the end of Q2 2024 since Deal Signing.

The full jobs figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only include individual projects.

**Table 3: Tay Cities Region Deal Jobs Summary**

Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment <sup>10</sup>	Jobs created to the end of Q2 2024
<b>An Empowered &amp; Inclusive Tay</b>			
<b>Skills</b>	Regional Skills & Employability Development Programme	See Projects	See Projects
	• Skills Programme Manager	1	1
	• Digital Skills (Phase 1)	0	2
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	3	3
	• Supporting SME Skills	155	4
	Tay Cities Engineering Partnership	5	5
	Aviation Academy for Scotland	93	0
<b>An Innovative, International Tay</b>			
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	450	67
	International Barley Hub	1,838	72
	Advanced Plant Growth Centre	795	269
	Angus Fund	100	See Projects
	• Mercury Drone Port	60	0

<sup>10</sup> Approved job commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund

Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment <sup>10</sup>	Jobs created to the end of Q2 2024
Innovative, International	cyberQuarter	500	123
	Just Tech	220	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	1,115
	Stretch Dome Simulator	3	7
	Project Beacon	60	0
Culture & Tourism	Regional Culture & Tourism Investment Programme	320	See Projects
	• Hospitalfield <sup>11</sup>	13	166
	• Discovery Point Transformed	78	92
	Pitlochry Festival Theatre	272	0
	Perth Museum	40	50
	Innerpeffray Library	0	0
	Crieff International Highland Centre	4	0
	Aero Space Kinross	25	0
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	250
	5G Digital Testbeds	0	43
Transport	Low and Active Travel Hubs Programme	48	See Projects
	Broxden Low Carbon Transport Hub	4	4
	Dundee Airport Investment	320	180
	Perth Bus & Rail Interchange	75	0
TOTAL		6,960	2,451

### Key Headlines

- Since the Deal was signed, **2,451 jobs have been created** to the end of September 2024. This is an **increase of 1,040** jobs created within the region in the last year.
- This equates to **40% of the 6,000 jobs committed to**.

<sup>11</sup> There is a correction to the reported total number of jobs created for the Hospitalfield Project from the previous annual report. This was an error in reporting.

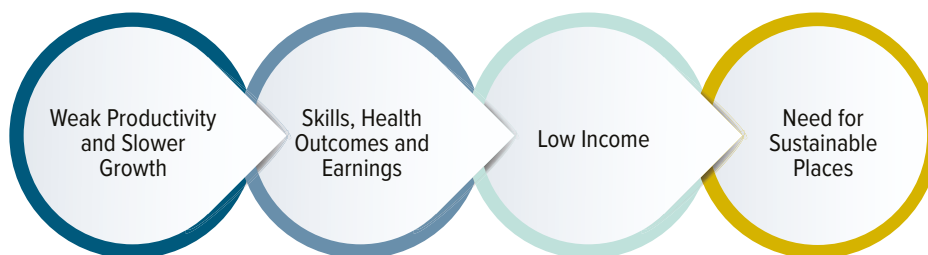
## Other Core Benefits for the Region

There are a number of other 'core' outputs for the Region, as agreed at Deal Signing. These include training places, visitors, development space unlocked, spin-outs created and SMEs supported. The achievements to date are:

Output	Commitment at Deal of Signing	Realised up to Q2 2024/25
 New Jobs	6,174	639
 Construction Jobs	605	1,092
 Protected Jobs	72	722
 Training Places	591	643
 Development Space Unlocked m <sup>2</sup>	7,755	22,618
 Visitors	24,231	397,926
 Start Ups	28	30
 SMEs Supported	170	990

## Delivering Inclusive Growth

Recognising that the ultimate aim of the Deal is to enhance the lives of the region's residents, the Governments, Partnership and Projects are committed to working together to realise a shared ambition for inclusive growth. The inclusive growth challenges that are specific to the Region are include the following:



Each Project has set out their approach to addressing the regional inclusive growth challenges as part of their business cases and through position-statements to support the Benefits Realisation Plan. The following case studies demonstrate examples of inclusive growth delivery, in particular, the Skills, Health Outcomes and Earnings challenge.

## CASE STUDIES



### Growing The Tay Cities Biomedical Cluster

The Growing the Tay Cities Biomedical Cluster Project, led by the University of Dundee, committed to unlocking community benefits during the capital infrastructure programme and throughout the long-term operational delivery of the Project. The Project committed to the following inclusive growth measures during the construction phase, with the achievements to date highlighted.

- 75% of spend retained within 40 miles of Tay Cities Region; 40% within 20 miles; 20% within 10 miles – achieved 81% of spend retained within 40 miles; 70% within 20 miles and 23% within 10 miles.
- 6 new apprenticeships completed within the contract period – 2 new apprenticeships to date.
- 5 new employees targeted from disadvantaged groups within the contract period – 3 new employees targeted from disadvantaged groups to date.
- 20 weeks of meaningful work placement and 350 weeks of on-site skills training – 11 weeks of work placements to date.
- 4 engagement events and support activities – 8 events, equivalent to 346 hours, to date.





### **cyberQuarter**

Abertay University is a leader in Scotland in enabling access to university for students from disadvantaged backgrounds. This is front and centre of the University's strategic plan and heavily influenced the development and implementation of the cyberQuarter Project. The cyberQuarter has contributed to inclusive growth by supporting the development of digital skills and through business start-up and scale-up in both cybersecurity and companies in both sectors.

To date, the Project has delivered the following towards the region's inclusive growth ambitions:

- 33% upskilling and reskilling for females.
- 30% upskilling and reskilling for BME.
- 9% upskilling and reskilling for people reporting a disability.
- 55 learners upskilling and reskilling who are military leavers.
- 40 children and teachers attending cyberQuarter workshops to enhance digital skills. For example, three schools attended a joint training bootcamp in January 2023.
- 600 children attending workshops and gaining SQA credits. This has been targeted at P7 pupils across the region.



### **Pitlochry Festival Theatre**

The Pitlochry Festival Theatre is committed to creating growth that combines increased prosperity with greater equity, and in doing so will create opportunities for all and distribute the dividends of increased prosperity for the Project fairly.

In support of these ambitions, the Project has already been meeting and contributing to a number of targets. To date, the Project has achieved the following:

- Recognised as a fully accredited Full Living Wage employer.
- Closed the gender pay gap, and are committed to continual monitoring of this.
- Offered 321 Continued Professional Development (CPD) hours in 2024/25 alone, to contribute to investment in workforce development.
- Delivered community benefits, through construction contracts, to support children and young people initiatives.

## Carbon Reductions

On 18th August 2021, the Scottish Government issued guidance relating to carbon assessment and management on behalf of both Governments. This was developed to meet Scotland's net zero whole life carbon emissions trajectory by 2045, and all Projects developing their business case after this date were asked to demonstrate their understanding of the carbon emissions impact of their Project by implementing the guidance. It should be recognised that Projects that received business case approval prior to this date do not have this commitment.

Contributing to the carbon reductions at a regional level will also support the Partnership and Government's commitment to sustainable places, as one of the inclusive growth opportunities.

Both the Eden Campus and Broxden Low Carbon Transport Hub Projects, through the Deal investment, have and are continuing to deliver carbon reductions at a regional level. Details of achievements to date are shared below.

### CASE STUDIES



#### Eden Campus

The Eden Campus Project at the Guardbridge Campus for the University of St Andrews committed to a specific reduction in carbon dioxide emissions, aiming for a 20% reduction in carbon emissions within 5 years. This aligned with the University's Strategy for Net Zero. The Project has reported that 690 tonnes of carbon dioxide emissions has been avoided to date since October 2021, with thanks to the Campus' 1MW Solar PV site. The installation of the Solar PV site for Eden Campus has not only reduced on-site carbon dioxide emissions but has contributed towards a reduction of 5% for the overall footprint for the University.



#### Broxden Low Carbon Transport Hub

The Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site.

Now operational, the Broxden Low Carbon Transport Hub has been able to monitor the usage at the Broxden site. Since November 2023, when the new system went live, there has been 289,418.93 kWh downloaded from December 2023 to September

2024. This is a 238% increase from December 2022 to September 2023, where there was 85,536.91 kWh downloaded. This shows a shift in greater usage of electric vehicles.

Additionally, the Project has been able to calculate carbon savings – from December 2023 to September 2024, the installation of EV Chargers at Broxden shows a total of 529,636.64 kg of carbon savings to date.

These figures highlight the successful expansion of the electric vehicle re-charging facilities at the Broxden Park & Ride site, and the successful steps made in tackling the transition of fossil fuelled transport to zero emission transport.



### **Gross Value Added (GVA) for the Tay Cities Region**

Whilst many of the City Region and Growth Deals use GVA as a measure for their region to demonstrate the benefits of the Deal investment for a region, the Partnership and Governments agreed that GVA would not be one of the core outputs for the Deal to demonstrate economic growth in the region.

Despite it not being a core output for the Region, best practice and learnings from the Edinburgh & South East City Region Deal have been considered, and their methodology to calculate GVA for the regional associated with jobs created by Projects can be used to demonstrate economic benefits wider than those that the Partnership have committed to.

Based on this, it is anticipated that the current GVA for the region as a result of Deal investment to date is £169,737,800.

This is based on direct new and protected jobs returning £75,684,000 in GVA for the region, and also indirect and direct construction jobs returning £94,053,800 in GVA for the region.

Not only does this demonstrate significant regional economic benefits for the Deal, but it can also be used to support the region's ambitions for economic growth, in line with the Regional Economic Strategy and Prospectus in the future.



Over £180m of leverage  
has been secured by  
Projects within the Deal.  
This equates to more than  
45% of the overall leverage  
commitment of the Deal.

# Financial Statement

The Scottish Government and the UK Government will each invest up to £150m in the Tay Cities Region Deal. A summary of the Deal investment is shown below in Table 4.

**Table 4: Tay Cities Region Deal Financial Investment Summary**

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>An Empowered &amp; Inclusive Tay</b>					
<b>Skills</b>	Regional Skills & Employability Development Programme (Phase 2) <sup>12</sup>	10,715	0	0	10,715
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	0	0	516
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	0	0	1,539
	Regional Skills & Employability Development Programme – Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	0	0	1,975
	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	0	0	2,470
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0	0	2,785
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0	0	2,000
	Tay Cities Engineering Partnership	2,000	0	500	2,500
	Aviation Academy for Scotland	0	8,100	0	8,100

<sup>12</sup> The Phase 2 Regional Skills and Employability Development Programme projects are still to be allocated, subject to approval of the Regional Skills and Employability Development Programme OBC refresh.



Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>An Innovative, International Tay</b>					
<b>Innovative, International</b>	Growing the Tay Cities Biomedical Cluster	25,000	0	119,099	144,099
	International Barley Hub	15,000	20,000	0	35,000
	Advanced Plant Growth Centre	2,000	25,000	0	27,000
	Angus Fund	See Individual Projects		38,900	65,400
	Angus Fund: CASI Programme	0	15,000	0	15,000
	Angus Fund: Mercury Drone Port	0	1,000	0	1,000
	Angus Fund: Angus Rural Mobility Hub	0	2,900	0	2,900
	Angus Fund: Zero Four	0	2,000	0	2,000
	Angus Fund: Low Carbon Housing	0	3,000	0	3,000
	Angus Fund: Connecting Montrose	0	2,600	0	2,600
	cyberQuarter	6,000	5,700	5,024	16,724
	Just Tech	0	15,000	0	15,000
	Perth Innovation Highway	0	5,000	17,242	22,242
	Studio Dundee	3,000	0	21,000	24,000
	Advanced Manufacturing Programme	8,000	0	8,000	16,000
	Eden Campus	2,000	24,500	110,394	136,894
	Stretch Dome Simulator	0	300	0	300
	Project Beacon	0	5,200	12,425	17,625
<b>Culture &amp; Tourism</b>	Regional Culture & Tourism Investment Programme <sup>13</sup>	19,000	0	0	19,000
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	0	5,500	11,000
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	0	2,500	<b>5,000</b>
	Pitlochry Festival Theatre	10,000	0	10,000	<b>20,000</b>
	Perth Museum	0	10,000	15,217	<b>25,217</b>
	Innerpeffray Library	0	100	0	<b>100</b>
	Crieff International Highland Centre	0	1,000	660	<b>1,660</b>
	Aero Space Kinross	0	1,600	1,285	<b>2,885</b>

<sup>13</sup> The Phase 2 Regional Culture & Tourism Investment Programme projects are still to be allocation, subject to approval of the Regional Culture and Tourism Investment Programme OBC refresh.

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
<b>A Connected Tay</b>					
<b>Digital</b>	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	2,000	5,980	<b>7,980</b>
	5G Digital Testbeds	2,000	0	0	<b>2,000</b>
<b>Transport</b>	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	0	2,000	6,874	<b>10,374</b>
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	2,000	0		
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	789	0		
	Dundee Airport Investment	1,265	0	400	<b>9,900</b>
	Perth Bus & Rail Interchange	1,446	0	0	<b>15,000</b>
<b>TOTAL</b>		<b>150,000</b>	<b>150,000</b>	<b>400,000</b>	<b>700,000</b>

Since Deal signing in December 2020, a significant amount of funding has been released to the end of this reporting period. Table 5 shows a summary of the claims made to date, to the end of September 2024.

**Table 5: Summary of claims made to the end of September 2024**

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
<b>An Empowered &amp; Inclusive Tay</b>			
<b>Skills</b>	Regional Skills & Employability Development Programme (Phase 2)	10,715	0
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	119
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	688
	Regional Skills & Employability Development Programme - Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	232

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
Skills	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	275
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0
	Tay Cities Engineering Partnership	2,000	1,340
	Aviation Academy for Scotland	8,100	0

### An Innovative, International Tay

Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	25,000
	International Barley Hub	35,000	35,000
	Advanced Plant Growth Centre	27,000	27,000
	Angus Fund: Mercury Drone Port	1,000	300
	Angus Fund: Angus Rural Mobility Hub	2,900	0
	Angus Fund: CASI Programme	15,000	0
	Angus Fund: Zero Four	2,000	0
	Angus Fund: Low Carbon Housing	3,000	0
	Angus Fund: Connecting Montrose	2,600	0
	cyberQuarter	11,700	5,912
	Just Tech	15,000	0
	Perth Innovation Highway	5,000	0
	Studio Dundee	3,000	0
	Advanced Manufacturing Programme	8,000	0
	Eden Campus	26,500	26,500
	Stretch Dome Simulator	300	300
	Project Beacon	5,200	0
	Regional Culture & Tourism Investment Programme (Phase 2)	19,000	0
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	3,415
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	10,000
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2024 funding released (£000)
<b>Innovative, International</b>	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
<b>Culture &amp; Tourism</b>	Regional Culture & Tourism Investment Programme (Phase 2)	19,000	0
	Regional Culture & Tourism Investment Programme – Hospitalfield	5,500	3,415
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	900
	Pitlochry Festival Theatre	10,000	10,000
	Perth Museum	10,000	10,000
	Innerpeffray Library	100	0
	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
<b>A Connected Tay</b>			
<b>Digital</b>	Rural Angus and Rural Perth & Kinross Highspeed Broadband	2,000	2,000
	5G Digital Testbeds	2,000	1,338
<b>Transport</b>	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	789	693
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	1,265	0
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	1,446	0
	Dundee Airport Investment	9,500	1,096
	Perth Bus & Rail	15,000	0
<b>TOTAL</b>		<b>300,000</b>	<b>112,626</b>

### Key Headlines

- Up to the end of September 2024, the **Joint Committee approved £231.69m of its awarded funding**. This equates to **over two thirds of the overall Deal funding**. Of this, **£170.98m of funding has been approved by the Joint Committee for individual Projects**.
- To the end of September 2024, the Partnership has secured **acceleration of up to £33.9m** of Government funding against its awarded profiles at Deal signing (£3.9m in 20/21, £9m in 21/22 , £8m in 22/23 and £13m in 23/24).
- More than half of the Deal's funding, **£152.108m**, has been claimed to date. This is a significant milestone for the Deal as it enters it's fifth year.

# Regional Collaboration

## Regional Economic Strategy Prospectus

During this reporting period, and over the course of 2024, the focus for regional collaboration has been the refresh of the Regional Economic Strategy 2019-2039. After various rounds of consultation, it was decided by Partners that the refresh would become a Prospectus for Regional Growth, with the 2019-2039 Strategy still in place.

The purpose of the Prospectus will be to ensure that the region can achieve the greatest economic impact from the current Tay Cities Region Deal and benefit from any future opportunities across the whole of the Region.

The Tay Cities Region Economic Strategy 2019-2039 sets out the vision for the Tay Cities Region and our Regional Economic Partnership. Since its last update in 2019, new global events, strategies, policies, and thinking have emerged. These include recovery from the COVID-19 pandemic, Brexit, the National Strategy for Economic Transformation, Fair Work legislation, Community Wealth Building ambitions, proposals for a new UK Industrial Strategy, and the need for a Just Transition to Net Zero.

Our vision remains, but Partners agreed to focus on fewer and more transformative opportunities to deliver regional economic growth from 2025. To achieve this, priority opportunity themes and enablers have been identified for the Region to frame existing and future investment opportunities. The next steps for the Prospectus and timescales are outlined in the milestones section of the Annual Report.

## Clean Growth

The clean growth agenda continues to be one of the cross-cutting themes for the region. Overall, the Clean Growth programme is progressing as expected and has embedded the initial actions into business-as-usual activities. Simultaneously, the lead group are discussing new avenues to support the Clean Growth Initiative's community, businesses, academia, in building connections, uncovering synergies and driving further engagement.

The collaboration website [www.taycitiescleangrowth.scot](http://www.taycitiescleangrowth.scot), which launched successfully in April 2023, has since been used to communicate news, funding sources, showcase the growing number of projects and to enable communication between members. Ongoing promotion helps in driving membership and business engagement.

As agreed in March 2024, the website is now utilised as a prospectus and promotional tool to showcase the region and its advantages in clean growth. The site continues to evolve and includes the addition of a new 'About Us' page. This page gives an overview of the region, its clean growth sectors and points towards successful examples. There is genuine interest in the region for collaboration and learning.

Since October 2023, the events programme continued:

- At Arbikie Distillery Experience in September 2023 with a topic focussing on clean energy showcasing hydrogen generation and use as well as agri-tech & agri innovation in reducing CO2



emissions. This was followed up by an online Hydrogen Webinar delivered by Scottish Enterprise in January 2024.

- A roundtable was held at the V&A Dundee in December 2023 addressing the outcomes of the Tay Cities Clean Growth Skills Study.
- In the current 2024 cycle, the Group delivered an event in Perth in April 2024, addressing Financial readiness. The event provided useful resources for attendees in how to become investment ready and gave opportunity to discuss best practices from the perspective of the organisations who provide funding and professionals who prepare clients for their funding journey. Speakers from the [Bank of Scotland](#), [Henderson Loggie](#), [Maven Capital Partners](#) and [Scottish Enterprise](#) covered topics of grant funding, loans, corporate finance, equity investment, understanding Innovate UK applications.
- The second main event of 2024 is addressing agri-tech/agri-innovation and was hosted at The James Hutton Institute on 26th September 2024 to showcase the two completed Tay Cities Region Deal projects of the International Barley Hub and the Advanced Plant Growth Centre as well as wider agri innovation and natural capital. There was an opportunity to tour the sites and also access IGS's vertical farm. The event generated keen interest and was regarded highly.

Conversations with the members of the Community of Practice continue with a core group emerging, producing new ideas and potential future opportunities and focus areas. The support and energy of this group is welcomed in driving clean growth outcomes on a regional level which helps generate new introductions and connections.

## Regional Digital Economy

The Digital Thematic Board commissioned a report at the start of 2024 - the Digital Economy Ecosystem Mapping – which was led by regional partners to identify the key challenges and opportunities for the digital/tech sector. The report found over 280 digital/tech-focused companies in the region across four primary sub-sectors, noting significant growth potential.

In line with this, a working group has been set up – the Tay Cities Digital Ecosystem group – with participation from key digital companies and stakeholders in the public and academic sector.

A roadmap is currently being drafted by this group that will follow on from the work, with the stated aim of: building Scotland's most collaborative digital-led region, by unlocking company growth and investment through building a connected and inclusive ecosystem that develops local digital innovation and talent.

A launch event for the Digital Ecosystem was held at the Abertay CyberQuarter on 3rd October, attended by over 70 stakeholders from the private and public sector.

Alongside the Ecosystem collaboration, the Tay Cities Digital Skills Mapping study was delivered as part of the Deal's Regional Skills & Employability Development Programme. The study defined digital skills, undertook benchmarking of these against other regions and occupations and proposed potential interventions to facilitate the meeting of demands and encourage growth. Phase 2 of this Project is currently being scoped and will contribute to wider regional digital economy benefits in the future.

## Regional Transport Strategy

The Tayside and Central Scotland Regional Transport Strategy (RTS) is a statutory plan identifying strategic transport priorities for the Angus, Dundee City, Perth & Kinross and Stirling Council. The third iteration of the strategy covering the period 2024-2034 was adopted in June 2024 following extensive engagement with public, stakeholders and local and regional partners.

The strategy sets out strategic objectives, reflecting regional and national environmental, social and economic priorities; outcomes which identify where regional activity needs to be focused to best support these strategic outcomes; actions which can help deliver these outcomes; and a monitoring framework.

The actions include interventions aimed at:

- Improving access to jobs and training, particularly to reduce inequalities
- Addressing pinch points which affect the reliability of the regional transport network and the Region's connectivity to the rest of Scotland

The strategy recognises that:

- Step changes in activity will be required by all agencies if national aspirations, especially those in relation to climate change and reducing inequalities, are to be achieved
- Given the scale of the challenges and the resources available, activity should be focused on those locations and populations where action will have the biggest impact
- Where we seek to encourage a modal shift from the car or improve access to employment or training, then activity between partners would benefit from co-ordination to provide an integrated solution for the user

The Tactran Board have endorsed the establishment of a RTS Delivery Board consisting of a wide range of relevant partners to help co-ordinate the delivery of the Strategy.

## Regional Skills Investment Plan

The Skills Advisory Board have held several workshops to look at regional collaborative working, using the Regional Economic Strategy and Regional Skills Investment Plan as a basis for discussion. Several priority areas have emerged for the group and will continue to be actively considered by the Partnership to address regional skills and employability needs and opportunities:

- Streamline the regional skills system;
- Reduce duplication, fragmentation;
- Increase agility to respond to shocks;
- Increase accessibility for beneficiaries;
- More effective, better engagement with employers, building on Developing Young Workforce (DYW);
- Young people & beneficiaries better prepared, "job ready";
- To date, a No One Left Behind Regional Group has been established that is streamlining the data for the region;

- Furthermore, DYW have over 60 events planned and have written a Young Persons Guarantee. It is this in school piece that the Skills Advisory Board, with input from Partnership representatives, are looking to make bigger particularly around employer engagement. Moving forward, the group will be looking at sector initiatives in Health and Social Care and Green skills whilst looking to anchor institutions around Community Wealth Building. For example, the Health Academy has been a success and we are looking at expanding the offer in Perth and Angus.

## Regional Tourism Strategy

The Tay Cities Region Tourism Strategy was officially launched in September 2019. Intended to create a strategic link between national and local tourism strategies, the document identified the region's key strengths (the regional connectors) and the strategic themes which can most effectively be addressed at a regional level. The strategy highlights three regional connector themes - outdoor adventures, culture & creative and food & drink. A mid-term summary of activities delivered to date was produced in May 2022.

Regional working continues to focus on two areas:

1. **Collaboration:** the Regional Tourism Leadership Group, which comprises the Chairs of the four industry-led tourism forums, the local authority tourism leads and VisitScotland, continues to meet three times a year. The aim of this group is to strengthen collaboration and knowledge-sharing across the region and identify areas of commonality. Issues discussed have included cultural destinations, data and insights, and visitor management. The meetings have returned to being held in person which also enable the group to experience key attractions, including Tay Cities Region Deal supported investments, such as Discovery Point, Dundee and Perth Museum, Perth & Kinross, as well as Arbikie Distillery, Angus and The Old Course, St Andrews. The tourism officers group continues to meet on a regular basis to oversee activity and share ideas and opportunities.
2. **Internationalisation:** work continues on the successful 'Scotland's Tay Country' programme, which focuses on raising awareness of the region with travel trade intermediaries (travel agents, tour operators and destination management companies) and supports businesses to develop experiences that match market appeal. Initially delivered by regional partners, a contractor was appointed to deliver the programme, funded by the UK Shared Prosperity Fund. The travel trade buying cycle is lengthy with the tour operators and travel agents often working 18 - 24 months ahead of the tour dates. The programme has worked extensively with businesses across the region to build capacity and encourage visitation into the region.

Activity delivered to date includes:

- Scotland's Tay Country website as online resource for local businesses and overseas buyers
- Regional sales representation at travel trade events and delivery of familiarisation visits for tour operators.
- Individual product presentations to tour operators, destination management companies and others.
- Online product directory with 221 businesses represented.
- Business toolkit to support businesses looking to engage with travel trade.

- Promotional content to promote the region and inspire tour operators to bring visitors to the region: destination videos, video itineraries and inspirational itineraries.
- Trade-Ready Training which includes webinars and individual training sessions for businesses
- To date, the number of organisations receiving non-financial support through the Scotland's Tay Country travel trade programme is 563.

## Regional Economic Partnership Network

The Scottish Government organises regular meetings of the Regional Economic Partnership Network (REPN), and the Tay Cities Partnership is represented at these meetings by the Chair of the Heads of Economic Development Group. At the most recent meeting the Terms of Reference were reviewed for the REPN. The Partnership welcomes this opportunity to network at a regional level.

# Reflections and the Year Ahead

## Reflections

The Tay Cities Partnership continues to work collaboratively to ensure that Projects are delivering to benefit local and regional economy. In addition to the delivery of Projects and PR & Comms activity, the Partnership has also seen the following milestones met over the last year:

- Publication of the updated Tay Cities Benefits Realisation Plan in March 2024;
- Publication of the Tay Cities Annual Performance Report October 2022 – September 2023 in March 2024;
- PR and Comms Protocol annual refresh in Spring 2024; and,
- Partnership engagement for the refresh of the Regional Economic Strategy Prospectus.

## Upcoming Milestones

Over the coming year, the Tay Cities Region Deal is committed to a number of activities relating to the Deal and regional collaboration work. The milestones and key dates are set out in Table 6.

**Table 6: Milestones**

Milestones	Target Date
Grand opening of the Crop Innovation Centre at the James Hutton Institute with Ministerial attendance	October 2024
Life Sciences Project Launch Event at Dundee & Angus College	November 2024
Regional Skills Investment Plan workshops with Partnership	December 2024
New Heads of Economic Development Group, Management Group and Joint Committee Chair/Vice Chair appointed	December 2024
Prospectus for Economic Growth approval	December 2024
Submission of draft Annual Performance Report and updated Benefits Realisation Plan to Governments	December 2024
Completion of the Growing the Tay Cities Biomedical Cluster project	February 2025
PR & Comms Protocol Refresh	March 2025
Formal opening of the James Hutton Institute Phenotyping System	March 2025
Publication of the Tay Cities Benefits Realisation Plan	March 2025
Publication of the Tay Cities Annual Performance Report	March 2025
Clean Growth regional engagement and event	April 2025
Regional Skills Investment Plan refresh published	April 2025
Regional Prospectus delivery plans, roadmaps and action plans developed	June 2025
Clean Growth regional engagement and event	September 2025



## Upcoming Business Cases

As well as the Partnership's milestones, there are various Project specific milestones and a focus from regional partners to develop and secure Joint Committee approval. This will enable the delivery of Projects and the realisation of more benefits over the next 12 months. The expected business cases, based of timetables from Q2 2024/25, are highlighted below in Table 7.

**Table 7: Expected Business Cases**



## Regional Collaboration

In the next year, the following regional collaboration opportunities are emerging through the RES Prospectus:

- Some of the Priority Opportunity Themes have existing roadmaps whereas, others need to be developed. The Partnership will work together to develop these at a regional level.
- A re-energised approach to engagement with businesses in the region. Businesses will be asked if they can engage in these processes to help steer them as they are developed and delivered.

## Challenges

The Partnership have had a successful Year 4, building on the positive outcomes achieved in previous years. There are, however, some challenges currently facing the Partnership at both a regional and local level, which are being actively managed and considered by the Deal Partners. These include:

### **Business Cases not Securing Joint Committee Approval the Year Ahead of Agreed Profile**

There is a challenge for the Partnership in securing timely Business Case approvals. As we enter year 6 of the Deal, the Partnership will continue to support Programmes and Projects to secure Business Case approval in advance of the first year of claiming Deal funding. This includes the previously mentioned workshops which have been attended by the Partnership, to allow the effective delivery of the Deal and to understand the business case timetable milestones for all Programmes and Projects still to be developed.

### **The Impact of Acceleration on the Capital Programme**

Whilst it has been a positive result for the Partnership that £33.9m of acceleration has been awarded so far for the delivery of the Capital Programme, this does pose a challenge to the capital profile in particular in future years. To manage this, the Partnership are viewing this as an opportunity to accelerate other future Projects, where appropriate, which in turn will manage any of the funding that is currently no longer allocated to a specific Project but available in future years. This continues to be actively discussed within the Partnership to manage any risks.

### **Resource, Capacity and Experience Pressures**

Across the Partnership, including Project Owners and the PMO, resources, capacity and experience pressures have been highlighted. This includes challenges relating to resources to lead and develop business cases, as well as experience with Green Book business case writing for example. The Partnership will continue to ask Project Owners and Partners alike to formally identify similar challenges to understand and manage the implications for the effective delivery of the Deal Programme.

### **The Impact of Inflation and Cost Increases**

Inflation over the last few years has affected the cost and timescales of delivery for many Projects and Partners. This is being managed by the Partnership through:

- Project Owners reviewing and managing their projects, including identifying mitigation approaches such as Value Engineering and securing additional funding;
- The development and implementation of an Early Warning Notification approach, which ensures that Projects can share inflationary concerns and potential impacts to their Projects as soon as known with the Partnership, for them to consider; and,

- Quarterly Assurances provided to the Partnership regarding the delivery of the funding and the commitments by the Project Owner and their Finance Director.

## Strengths

Despite facing numerous challenges, the Tay Cities Partnership continues to demonstrate remarkable strength and resilience. Through the commitment and collaborative efforts of all Partners, the Partnership remains a robust and dynamic force in achieving its goals. This is supported by both Governments and efforts by all to continuously create efficiencies whilst leaning on best practice to guide the delivery of the Deal.



Smarter + Fairer

## **Further Information**

Tay Cities Region Deal website [www.taycities.co.uk](http://www.taycities.co.uk)

Tay Cities Publications, including the Deal Document and regional strategies/plans [www.taycities.co.uk/publications](http://www.taycities.co.uk/publications)

Tay Cities Joint Committee Papers [www.taycities.co.uk/joint-committee](http://www.taycities.co.uk/joint-committee)

For enquiries please contact [pmotcrdenquiries@taycities.co.uk](mailto:pmotcrdenquiries@taycities.co.uk)