

City Chambers
DUNDEE
DD1 3BY

14th June, 2019

TO: ALL MEMBERS OF THE TAY
CITIES REGION JOINT COMMITTEE

Dear Sir/Madam

TAY CITIES REGION JOINT COMMITTEE

Will you please attend a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** on 21st June, 2019 at 10.00 am in Council Chambers, 2 High Street, Perth.

Please submit any apologies to Veronica Thomson, Committee Services Officer or telephone (01382) 434205 or by e-mail veronica.thomson@dundee.gov.uk.

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

1 MEMBERSHIP, WELCOME AND APOLOGIES

2 DECLARATION OF INTEREST

Elected members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

3 MINUTE OF MEETING OF 22ND MARCH, 2019 - Page 1

(Copy enclosed).

4 TAY CITIES DEAL GOVERNANCE ARRANGEMENTS - Page 5

(Report No TCRJC5-2019 by the Clerk to the Joint Committee enclosed).

5 REGIONAL TOURISM STRATEGY - Page 9

(Report No TCRJC7-2019 by the Team Leader, Place Development enclosed).

6 TAY CITIES DEAL UNAUDITED ACCOUNTS - Page 43

(Report No TCRJC9-2019 by Section 95 Officer enclosed).

**7 PROGRAMME MANAGEMENT OFFICE UPDATE REPORT AND UPDATE REPORT ON
OUTLINE BUSINESS CASES (OBC'S) - Page 47**

(Report No TCRJC10-2019 by the Project Manager enclosed).

8 GOVERNANCE STRUCTURE MODEL - Page 53

(Report No TCRJC8-2019 by Programme Manager and Project Manager enclosed).

9 PARTNERS COMMUNICATION PROTOCOL - Page 69

(Report No TCRJC11-2019 by the Service Manager, Communications, Dundee City Council enclosed).

10 A O C B

11 DATE OF NEXT MEETING

Friday, 20th September, 2019 at 10.00 am in Fife House, Glenrothes.

ITEM No ...3.....

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held at Dundee on Friday, 22nd March, 2019.

Present:-

Angus Council

Councillor David FAIRWEATHER
Councillor Bob MYLES (Articles I to V)
Councillor Angus MacMillan DOUGLAS
Councillor Bill DUFF

Dundee City Council

Councillor Willie SAWERS (substitute for Councillor John ALEXANDER)
Councillor Lynne SHORT
Councillor George McIRVINE (substitute for Councillor Richard McCREADY)

Fife Council

Councillor Tim BRETT
Councillor David ALEXANDER (substitute for Councillor David ROSS)

Perth & Kinross Council

Councillor Angus FORBES (substitute for Councillor Murray LYLE)
Councillor Dave DOOGAN
Councillor Colin STEWART

Non-Elected Members

Alison CARRINGTON, Skills Development Scotland (substitute for Gordon McGUINNESS)
Professor Andrew ATHERTON, Principal, University of Dundee Regional HE/FE Forum
Ellis WATSON, Tay Cities Enterprise Forum

Also Present

Mo SAUNDERS, Tay Cities Deal
Craig BIRRELL, Scottish Government
Lesley JACKSON, Scottish Government
David MARTIN, Dundee City Council
Robin PRESSWOOD, Dundee City Council
Margo WILLIAMSON, Angus Council
Vivian SMITH, Angus Council
Jim VALENTINE, Perth & Kinross Council
Julie FARR, Third Sector
Mark MITCHELL, Dundee City Council

Councillor Bob MYLES, in the Chair for Articles I, II, III, IV and V.

Councillor David ALEXANDER, in the Chair for Articles V to XIII.

Prior to the commencement of business, the Chair, on behalf of the Joint Committee, referred to the sad passing of Councillor Brian Gordon and paid tribute to his role on the Joint Committee.

I APOLOGIES

Apologies had been intimated from Councillors John Alexander, Richard McCready, Karen Marjoram, David Ross and Murray Lyle, Mr Jim Reid and Mr Gordon McGuinness.

II DECLARATION OF INTEREST

No declarations of interest were made.

III MEMBERSHIP

The Joint Committee noted that due to the retiral of Professor Sir Pete Downes, and, in form of Clause Six of the 2017 Minute of Agreement, the University of Dundee had appointed Professor Andrew Atherton, Principal and Vice Chancellor, as their representative on the Joint Committee.

Furthermore, Tim Allan of Unicorn Properties Limited, intimated his resignation from the Joint Committee on 16th January, 2019, which had resulted in a vacancy on the Joint Committee. In terms of Clause Six of the 2017 Minute of Agreement, the Tay Cities Regional Business Forum had been requested to appoint a replacement for Mr Allan.

The Joint Committee also noted due to the sad passing of Councillor Brian Gordon, there was a vacancy for a co-opted member from TACTRAN. TACTRAN had been requested to appoint a replacement, and had intimated that this would be made following their June Committee meeting.

IV CHANGE OF CONVENERSHIP

It was reported that the term of Convenership held by Angus Council was at an end and the position of Convener required to be filled by Perth and Kinross Council, in terms of Article II of the minute of meeting of 18th May, 2018. The position of Convener would be filled by Councillor Murray Lyle.

V VICE CONVENERSHIP

In terms of Clause Twelve of the 2017 Minute of Agreement, the position of Vice-Convener required to be filled by a member of Fife Council. The Joint Committee agreed that this position be filled by Councillor David Ross.

The Joint Committee further agreed that in the absence of both the Convener and the Vice Convener, Councillor David Alexander take the Chair for the remainder of the meeting.

Councillor Alexander thereupon took the Chair.

VI MINUTE OF MEETING OF 9TH NOVEMBER, 2018

The minute of meeting of 9th November, 2018 was submitted and approved.

VII MATTERS ARISING

(a) MICHELIN GROUP

It was noted that discussions were continuing with regards to the phasing out operations and that employees affected were continuing to receive guidance from relevant organisations. Strong support had also been received from the Scottish Government, which was welcomed by the Joint Committee.

VIII HEADS OF TERMS

There was submitted Report No TRCJC3-2019 by the Executive Director of City Development providing the Joint Committee with an update on the Heads of Terms for Tay Cities Deal.

The Joint Committee noted and welcomed the package of new resources for the Tay Cities Deal.

IX NEXT STEPS PRESENTATION – SCOTTISH GOVERNMENT/UK GOVERNMENT & PMO (INCLUDING OUTLINING OF ROLE OF TAY CITIES REGION JOINT COMMITTEE FOR DELIVERING TAY CITIES DEAL)

A presentation was given to the Joint Committee by Lesley Jackson, Scottish Government, Craig Birrell, UK Government and Mo Saunders, Tay Cities Deal, on next steps for delivering the Tay Cities Deal, a copy of which is appended to the minute.

An overview was given of the current position of Tay Cities Deal, noting that Heads of Terms had been signed in November 2018. Support and guidance was continuing to be offered to all regional partners, with open dialogue continuing.

It was anticipated that Full Deal status would be achieved with the funding programme and robust deal documentation. This would also move forward in tandem with identified projects and programme development.

In conclusion it was noted that meetings had taken place with all project owners, and efforts were being made to achieve identified targets.

The Joint Committee then had the opportunity to ask questions, with the following points being made:-

- It would be possible, once approval had been given, for project leaders to commence works then claim back monies spent and that adequate governance arrangements would be in place for this.
- For a project to be approved there would need to be clear evidence of deliverability, however priority would not be given to one project at the expense of another.
- The programme for Tourism and Culture would be finalised with input from the Scottish Government, thereafter the nominated partner would lead in the organisation of this.
- It would make more financial sense and have a greater social impact for the programme to have a ten year timescale, and this needed to be demonstrated clearly to the Scottish Government.
- The additional £50 million which was available did not form part of the deal, but was aligned to the project, however a business case would be required for this funding to be awarded.
- It was important for the private sector to play a proactive role and share skills to enable delivery of projects within agreed timescales.

X PROVISIONAL REVENUE BUDGET 2019/2020

There was submitted Report No TCRJC1-2019 by the Treasurer seeking approval for the Tay Cities Region Joint Committee's 2019/20 to 2021/22 Provisional Revenue Budget.

The Joint Committee agreed to:-

- (i) approve the 2019/20 Provisional Revenue Budget for the Tay Cities Region Project Management Office as detailed in Appendix A;
- (ii) note that the agreement regarding the proportion of costs shared with Higher and Further Education, and other Institutions would be agreed separately;
- (iii) note that the external audit estimate was likely to change, once an external auditor had been appointed; and
- (iv) note the indicative Revenue Budgets for 2021/22.

XI UPDATE ON TAY CITIES DEAL: NEXT STEPS: PROJECT OWNER MEETINGS & TIMESCALES FOR OUTLINING BUSINESS CASES

Mo Saunders advised the Joint Committee that all project owner meetings had taken place and that once bids were received, a process of analysis and appraisal for deliverability would be undertaken. Dialogue would be open with all project leaders to ensure robust bids were submitted timeously.

XII REGIONAL TOURISM STRATEGY UPDATE

There was submitted Report No TRCJC2-2019 by Business Development Team Leader providing the Joint Committee with an update on progress on the development of a Regional Tourism Strategy.

The Joint Committee agreed to:-

- (i) note the content of the report; and
- (ii) request a further update on the Regional Tourism Strategy at a future meeting of the Committee.

XIII DATE OF NEXT MEETING

Friday, 21st June, 2019 at 10.00 am in Council Chamber, 2 High Street, Perth.

David ALEXANDER, Chair.

ITEM No ...4.....

REPORT TO: TAY CITIES REGION JOINT COMMITTEE - 21 JUNE 2019

REPORT ON: TAY CITIES DEAL GOVERNANCE ARRANGEMENTS

REPORT BY: CLERK TO THE JOINT COMMITTEE

REPORT NO: 5-2019

1.0 PURPOSE OF REPORT

1.1 To conclude the Tay Cities Deal governance arrangements.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Joint Committee agree the proposed Scheme of Delegation of Powers to the Tay Cities Deal Management Group attached in Appendix 1.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 A Tay Cities Deal Management Group has been established and it would now be appropriate for the Joint Committee to finally agree to delegate responsibility for certain functions to the Group. Following discussions between the Heads of Legal and Governance of the four constituent authorities, a proposed Scheme of Delegation has been provisionally agreed and is attached at Appendix 1 for the Joint Committee's approval.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

6.0 CONSULTATIONS

6.1 The four Chief Executives, four Executive Directors and four Heads of Legal and Governance have been consulted in the preparation of this Report.

7.0 BACKGROUND PAPERS

7.1 None.

ROGER MENNIE
CLERK

DATE: 30 MAY 2019

APPENDIX 1

SCHEME OF DELEGATION OF POWERS TO THE TAY CITIES DEAL MANAGEMENT GROUP

The Management Group shall comprise the four Chief Executives of the Constituent Authorities (or their nominees) and the nominees of the Constituent Member Organisations and will have delegated responsibility for the following functions:-

1. Appointment and direction of the Programme Manager to lead and manage the Programme Management Office and co-ordinate the operational delivery of the Tay Cities Deal Programme.
2. Scrutiny of proposed business cases and the making of recommendations to the Tay Cities Deal Joint Committee on such business cases, following consultation with the PMO.
3. Consideration of quarterly and annual reports from the PMO assessing and monitoring progress, process, performance, slippage and risks in respect of all active projects within the Tay Cities Deal Programme.
4. Consideration of reports by Grant Requestors who are failing to deliver a project under the Tay Cities Deal programme in accordance with the terms of the grant agreement and the agreement of mitigating actions to ensure the successful completion of the project.



REPORT TO: TAY CITIES REGION JOINT COMMITTEE – 21 June 2019

REPORT ON: REGIONAL TOURISM STRATEGY

REPORT BY: ALAN GRAHAM, TEAM LEADER – PLACE DEVELOPMENT, PERTH & KINROSS COUNCIL

REPORT NO: TCRJC 7-2019

1.0 PURPOSE OF REPORT

This report provides Committee Members with an update on the development of the Regional Tourism Strategy and seeks approval of the Strategy and its proposed governance structure.

2.0 RECOMMENDATIONS

It is recommended that the Joint Committee:

- (i) Notes the contents of the report
- (ii) Considers and approves the Tay Cities Region Tourism Strategy 2019 – 2024
- (iii) Considers and approves the recommendation of the establishment of a Regional Tourism Leadership Group for governance purposes

3.0 FINANCIAL IMPLICATIONS

None.

4.0 TOURISM STRATEGY UPDATE

4.1 Introduction

At its meeting of the 22 March 2019 the Joint Committee received a report on the progress being made in the development of the first Tourism Strategy for the Tay Cities Region. That report outlined the background and rationale for the Strategy and the steps and timeline in respect of its production.

This report introduces the Strategy and seeks the Joint Committee's approval for the adoption of the Strategy and the proposed governance structure.

4.2.1 Background

- 4.2.2 The report to the March meeting of the Committee outlined the progress to that point including the industry consultations and engagement exercises which had taken place to inform and shape the Strategy. Through this process a number of common themes and priorities emerged which were captured by the appointed consultants, Toposophy, who have drafted

the Strategy and who have been reporting to an officers' group comprising representatives of each local authority partner, Scottish Enterprise and VisitScotland.

- 4.2.3 In developing the Strategy it has been the intention and overarching aim to provide a strategic framework for joint activity and actions that can be addressed collaboratively at a regional level. The regional Strategy will therefore not replace or subsume local area strategies and plans. Moreover, the Strategy is being produced as a response to the need to demonstrate greater regional collaboration in respect of economic development and in the spirit of the ambitions outlined in the Tay Cities Deal.
- 4.2.4 The Strategy was the lead presentation item at the first Regional Tourism Conference held on 22 March at Dundee Rep Theatre and which was attended by industry delegates from across the region as well as other stakeholders and partners. The key themes and contents of the Strategy were outlined and delegates were invited to give further feedback and comment. The Strategy was therefore further refined and due consideration then given to governance and delivery mechanisms.

Regional Tourism Strategy

- 4.2.5 It is intended that the Strategy sets the broad direction for tourism development at the regional level. Following feedback, the Strategy comprises a clearer articulation of the ambition for tourism development, the thematic approach and priorities for action and a recommendation for governance and oversight of the Strategy. A more detailed action plan identifying short, medium and long term actions will then be developed once the Strategy has been approved and the appropriate mechanism to oversee the action plan's development and implementation has been created. The overarching ambition has been developed with a strategic objective of growing the value of overnight visits to the region from £433m in 2016 to £550m in 2024 (3% grow year on year); a performance monitoring framework of headline and supporting indicators has also been incorporated which will be further developed once baseline and target data have been fully established.
- 4.2.6 A key point for consideration through the development of the Strategy has been the required governance arrangements and the establishment of a suitable model that recognises the various layers of management and groups at the regional level while also being cognisant of the industry associations which exist at the local level. Furthermore, there has also been a need to consider the relationship with the Tourism and Culture Advisory Board which is being established to inform and oversee the Tourism and Culture Investment Programme within the Tay Cities Deal.

Tourism Strategy Governance Structure

- 4.2.7 Accordingly, the draft strategy includes the recommended structure for the Regional Tourism Strategy governance with the proposal to establish a Regional Tourism Leadership Group (RTLGL), supported by the officers' group and the existing local tourism associations. This is described and illustrated at Appendix 3 in the draft Regional Tourism Strategy where the relationship and links between this Strategy and wider strategies, including local plans, are also illustrated. It is acknowledged that the relationships and communications between the Group and the Joint Committee, the Enterprise Forum and the Tourism and Culture Advisory Board will be important. This structure will be kept under review in order to ensure alignment with emerging Tay Cities Deal structures and to ensure as streamlined an approach as possible is adopted with the potential for overlap and duplication avoided. It is proposed that the RTLGL meets four times per year and is chaired by an industry representative.

4.3 Conclusion

- 4.3.1 The development of the first Regional Tourism Strategy has taken time and has included significant industry engagement through a series of processes concluding with a presentation at the Regional Tourism Conference on 19 March. The Strategy has therefore been informed by industry and been developed in such a way as to identify the key themes and priorities for collective action that can be taken forward at the regional level. It has been done so in line with the wider ambition for greater regional collaboration as articulated through the Tay Cities Deal and to support wider regional economic development objectives within the emerging Economic Strategy.
- 4.3.2 Due recognition has been made of the need for an effective governance mechanism to provide guidance and oversight of the Strategy and its implementation while also being cognisant of the emerging and existing structures including the established local tourism industry representative bodies and the Tay Cities Enterprise Forum. The Regional Tourism Leadership Group is therefore proposed as a model with the proviso that this will be kept under review to ensure alignment particularly in view of the emergence of the Tourism and Culture Advisory Board.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

The Treasurer, Clerk to the Joint Committee and Management Group have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None

ALAN GRAHAM
PERTH & KINROSS COUNCIL

DATE: 21st June 2019

TAY CITIES REGION

ANGUS | DUNDEE | NORTH EAST FIFE | PERTH AND KINROSS

TOURISM STRATEGY 2019-2024

Layout, images and infographics to added during design phase.

PREPARED BY:

TOPOSOPHY
PLACE MAKING & MARKETING AGENCY

INTRODUCTION

Over the coming years, the four distinct areas that line the River Tay - Angus, Dundee, North East Fife, Perth and Kinross - have a significant opportunity to collectively grow the volume and value of tourism to the Tay Cities Region. Few areas of Scotland share the density and diversity of our visitor experiences, and we can be proud of the high quality of life that visitors and local residents enjoy. With this first Tay Cities Region Tourism Strategy we want to ensure that the sector is playing its part in delivering the Tay Cities Regional Economic Strategy by supporting businesses, generating employment and capitalising on new developments, all of which will help enhance our common strengths for the benefit of communities across the whole region.

Visitor arrivals (particularly from overseas) are increasing in Scotland. Visitors from all over the world are seeking transformative cultural experiences, deep and meaningful connections with Scottish culture, high-quality food and drink and fresh air in the great outdoors. Fortunately, the creative industries, food and drink and outdoor adventures are all major strengths for our region. Building on these assets and enhancing the quality of what we offer visitors under these 'connector' themes will enable us to attract more visitors to the region as a whole, turn day visits into extended stays and increase visitor spend.

In recent years, other destinations in Scotland have benefitted from a team approach to tourism development and marketing, driven by strong industry leadership, helping to stimulate economic development and provide the basis for sustained growth. For this reason, we're taking a new approach to developing tourism in the Tay Cities Region from the start. A broad range of voices from across the tourism industry in the Tay Cities Region have helped to shape the ambitions and priorities in this strategy. Collaboration and shared decision-making will define how we will implement this strategy too. We are taking a fresh, ambitious approach to developing the Tay Cities Region as an outstanding destination that encourages visitors to stay longer, explore and return on a regular basis, and we look forward to working together to deliver it.

INSERT TAY CITIES REGION MAP

THE TAY CITIES REGION: FACTS & FIGURES

- Regional population: 500,000, 9% of Scotland's total
- 1,580 businesses operate in the tourism sector, 12% of the region's total
- Across the region, the tourism sector employs 28,000 people
- V&A Dundee is projected to attract up to 360,000 visits per year
- During the 10 years to 2027, an additional £37 million will be invested in the tourism and cultural sectors as part of the Tay Cities Deal, subject to the approval of a business case programme

TAY CITIES TOURISM

- In 2016 the Tay Cities Region welcomed 1,549,000 domestic overnight visitors (82% of overnight stays) and 333,000 international overnight visitors who spent a combined total of £433 million
- In the same year, the region received 19.36m day visitors, who spent a total of £603 million

A VISION FOR TOURISM IN THE TAY CITIES REGION

OUR VISION

By 2024, tourism will play a greater role in the Tay Cities Region by supporting an inclusive, innovative, international, connected and empowered Tay Cities regional economy.

OUR MISSION

To work collaboratively to strengthen tourism in the Tay Cities Region, ensuring regional and seasonal spread and a continued commitment to delivering quality visitor experiences for all.

OUR STRATEGIC OBJECTIVES

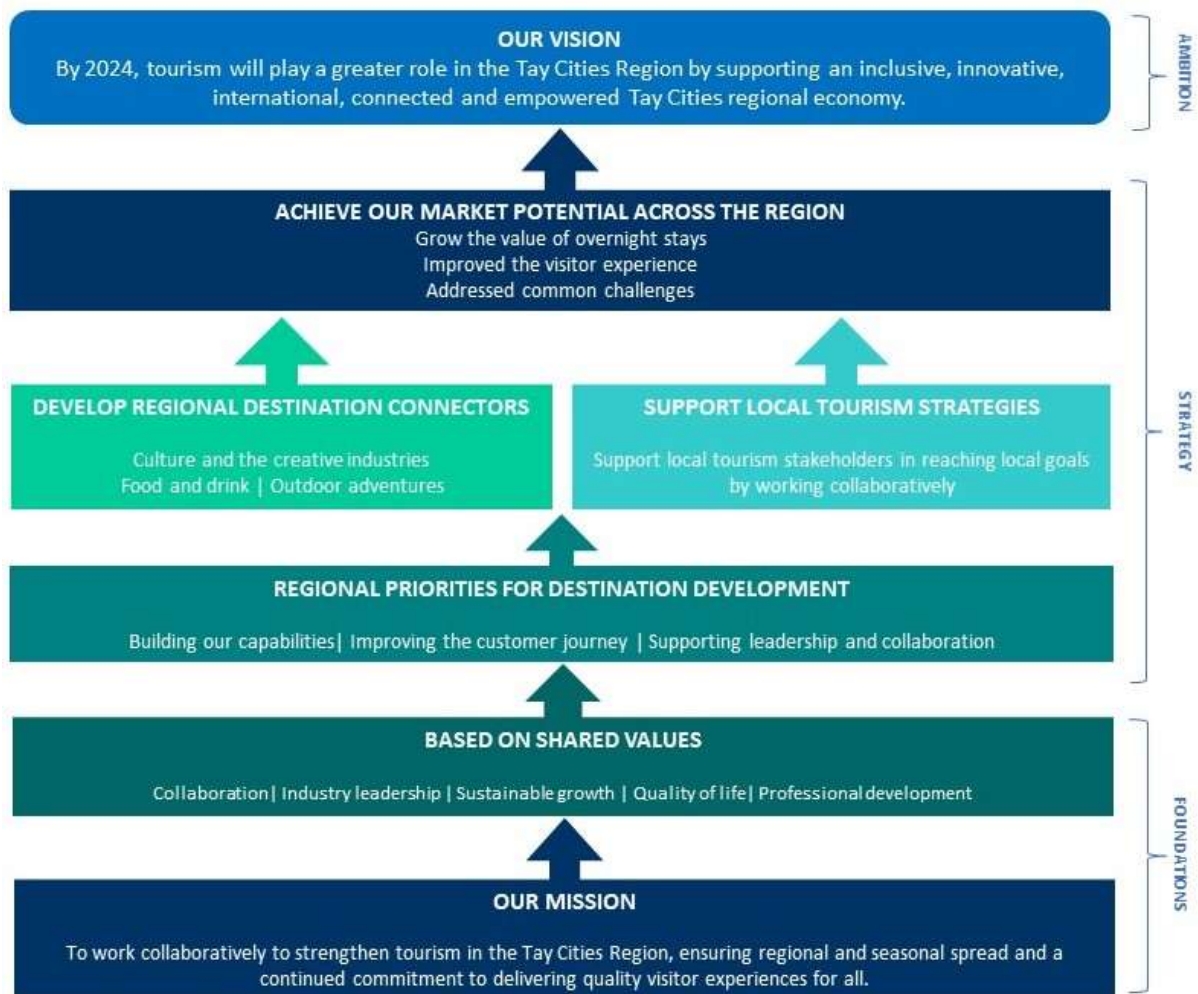
In order to grow the value of the visitor economy in the Tay Cities Region, our strategic objectives will be:

1. Grow the value of overnight stays across the region from £433m in 2016 to £550m in 2024 (3% grow year on year);
2. Improve the experience all-round for visitors across the region;
3. Address common challenges, such as connectivity, accessibility, seasonality and productivity.

These objectives will be delivered using shared values of collaboration, leadership, sustainable growth, quality of life and professional development; and we will achieve the ambition by seizing the new opportunities which working together will present. The result is a stronger, more competitive and more resilient tourism sector across the region that delivers jobs and prosperity to the many communities it touches.

In order to deliver the objectives, an action plan will be developed using the priorities for action below as a starting point and drawing on the broader list of actions provided in Appendix 2. To track progress of the strategy, a monitoring framework will be established. A number of key performance indicators (KPIs) are available and are shown in Appendix 1.

TAY CITIES REGIONAL TOURISM STRATEGY: OVERVIEW



A NEW BASIS FOR REGIONAL COLLABORATION

Initiated by four local authorities (Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council), Scottish Enterprise and VisitScotland, this strategy is the result of wide consultation with tourism industry organisations and individual businesses and attractions. It is presented with the full acknowledgement that its development and delivery will depend on sharing decision-making and responsibility across the tourism sector.

At the time of publication, a new structure is in the making to take this strategy and its development forward, led by the tourism industry and offering opportunities for tourism businesses of all sizes to have their say and contribute to delivering on this strategy.

THE RATIONALE FOR THIS STRATEGY

The Tay Cities Region Tourism Strategy identifies common themes that link destinations across the region and sets out a roadmap on how to develop these themes in order to meet our objective of increasing the value of tourism to the region. Here, we outline the ways in which destinations across the region and their constituent businesses can seize opportunities and solve common challenges together, where there is clear rationale to do so. As a result, it is intended to support, and not supersede the work being done within Angus, Dundee, Fife and Perth and Kinross¹ to develop individual destinations, deliver marketing campaigns or build networks of

¹ Area Tourism Plans: [Dundee Tourism Strategy 2016-2020](#), Angus Tourism Framework 2019-2024 (published April 2019), Fife Tourism & Events Strategy 2019-2029 (to be published June 2019), Perth & Kinross Council Tourism Action Plan 18/19

tourism stakeholders. In short, this strategy outlines ways in which the Tay Cities Region as a whole can become stronger through regional-level collaboration and planning.

Wherever our visitors go in the Tay Cities Region, it is important that they find a consistently high quality tourism experience that will encourage them to stay longer and spend more. The aim is to ensure that by taking a region-wide approach, we can ensure an all-round improved experience for our visitors and provide lasting economic and social benefits for communities across the region.

THE TAY CITIES REGION VISITOR ECONOMY SHOULD:

- Contribute to an inclusive, innovative, international, connected and empowered Tay Cities Region
- Support economic growth and deliver fair, sustainable employment
- Help to develop the Tay Cities Region in a way that makes it an even more attractive place to live, work and visit, improving the prosperity and wellbeing of its residents

THE REGIONAL APPROACH TO TOURISM DEVELOPMENT SHOULD:

- Strengthen our product offer in a way that capitalises on our strengths as a region and contributes to sustainable growth across the region
- Complement and enhance local identity and the process of local destination development
- Be industry-led and offer widespread opportunities for businesses of all sizes to be involved in decision-making and implementation

THE TAY CITIES CONNECTORS: OUR COMPETITIVE STRENGTHS

VARIETY AND DENSITY OF ATTRACTIONS: Across the Tay Cities Region visitors can find a diverse range of natural scenery, food & drink, cultural events, landscapes and local traditions – all in close proximity to our major towns and cities. Our beautiful rural and coastal areas are within easy reach, helping both residents and visitors to escape from the city to access fulfilling time out

THE RIVER TAY: The River Tay itself and its wider catchment area create a natural connector for the region. As well as flowing through dramatic countryside and two of the UK's best small cities, the river itself is becoming the focus of water sports and other leisure activities

A NATURAL WELCOME TO SCOTLAND: Most of the Tay Cities Region lies within a one-hour drive from the City of Edinburgh and its airport, 'Scotland's gateway'. Easy road and rail access to Edinburgh and Glasgow make the Tay Cities Region a natural place to offer visitors a taste of Scotland beyond the big cities

ICONS THAT REALLY STAND OUT: The recently-opened V&A Dundee has attracted attention from around the world for outstanding design; both inside and out. Other attractions, such as Dundee Contemporary Arts, Glamis Castle, St Andrews ('The Home of Golf') and Glenturret Distillery (the oldest in Scotland) are all outstanding in their field. Together with other classic and emerging cultural icons, these attractions are bringing new profiles of visitor to the region as well as boosting its reputation as a great place to live and work.

SUNNY DAYS AND HAPPY VISITORS: Comprising highland, lowland, countryside and coast, the Tay Cities Region's relatively mild climate has helped to make it one of the most important agricultural producers in the UK, providing a wealth of opportunities to see food production in action and try high-quality food and drink close to its place of origin. Our mild climate also makes it easier for visitors to explore the great outdoors all-year round.

FOCUS ON OUR VISITORS

Global tourism is growing, and travellers have an increasing choice of where to go and what to do when they get there. By working together to give visitors more reasons to stay, explore and return, we can help to increase the value of the visitor economy, create jobs and support the region's long-term economic success.

Tourism businesses across the Tay Cities Region tell us that our visitors are:

Online everywhere: Online research, planning and booking continues to increase. More and more visitors are using mobile devices as their 'control pad' to plan their trips whilst on the road, search for inspiration on what to see and do, and make bookings.

International: Improved connectivity has brought visitors from many more parts of the globe to explore Scotland. In line with the national pattern, the USA, Germany, Netherlands, France and the Nordic countries are the most important international markets to the Tay Cities Region.

Taking short breaks more often: Visitors are looking for opportunities to disconnect from their busy lives with short breaks that offer the opportunity to learn something new, spend time with family and concentrate on their physical and mental wellbeing.

Looking for authentic experiences: In a globalised world, visitors like to feel a genuine connection with the local people and culture of the places they visit. Whether it's through attending an event or purchasing a unique gift, visitors are paying closer attention to uniqueness and quality.

Caring more about the impact of their visit: Concerns about the environment, social issues and the concentration of tourism in some locations are leading visitors to seek to reduce their use of resources, spend money with local businesses and seek out locations that are away from crowded hotspots.

Exploring on the open road: With mobile devices to hand, visitors are exploring with a flexible itinerary. Often inspired by social media (and sharing what they find), they're prepared to explore as they go, shunning fixed schedules and the traditional tourist circuit.

SHARED VALUES

The priority themes and opportunities identified within this Tay Cities Region Tourism Strategy and the resulting actions that will flow from it will be based on the following shared values:

COLLABORATION

All tourism stakeholders should work together in pursuit of the mission of this strategy, coordinating with national and other regional bodies where relevant.

LEADERSHIP

Businesses should take the lead in finding ways to collaborate, improve the visitor experience and engage in decision making on destination development and marketing.

SUSTAINABLE GROWTH

Initiatives to stimulate growth must be taken with a long-term view of delivering sustained economic and social impacts, while protecting the built and natural environment.

QUALITY OF LIFE

Actions taken to develop destinations and improve the visitor experience should always seek to ensure a positive contribution to the prosperity and wellbeing of local residents.

PROFESSIONAL DEVELOPMENT

The tourism sector should ensure that careers in the sector are rewarding, and offer continued opportunities for personal and professional development.

CONNECTING THE DESTINATION: OUR REGIONAL STRENGTHS

We are best placed to deliver a great visitor experience when we play to our competitive strengths as a destination. Together we can develop products and services which not only reflect the distinct nature of the region, but also exceed visitors' expectations and keep them coming back time and again to discover more. The Tay Cities Region is enormously varied in terms of the experiences on offer (a competitive strength in itself), however there are three particular strengths, or 'connectors' that are common to the whole region:

- Connector 1: Culture and the creative industries
- Connector 2: Food and drink
- Connector 3: Outdoor activities

Other 'connectors' for destinations in the Tay Cities Region include major events, especially sporting events, golf, business events and cruise tourism.

CONNECTOR 1 – CULTURE AND THE CREATIVE INDUSTRIES

A vibrant contemporary culture and a rich cultural heritage that is celebrated and brought to life throughout the year are not just great reasons to visit the Tay Cities Region; they are essential ingredients to a high quality of life here. Whether ancient or modern, visitors are looking to discover our culture in new, stimulating ways that can offer unique, transformative experiences. Consumers today are also taking a renewed interest in the design, provenance and authenticity of the products they buy, as well as the opportunity to meet the people who are involved in their production. With iconic cultural attractions such as V&A Dundee, a history of creativity and innovation and an education sector specialised in the arts, the Tay Cities Region has the opportunity to excel at offering visitors a chance to immerse themselves in cultural and the creative experiences that are hard to find elsewhere.

OUR STRENGTHS

- Over 6,000 years of heritage, showcased through a wide range of museums, cultural attractions and archaeological sites
- Dundee is a UNESCO City of Design, part of the Global Creative Cities Network and home to V&A Dundee, the only design museum in the UK outside of London
- Wide range of small and microbusinesses in creative industries such as arts, crafts, textiles and ceramics offering visitors the opportunity to see and do across the region
- Diverse programme of cultural events and festivals and a strong network of performing arts organisations
- Higher education network specialised in the arts, as well as high-tech digital creative industries such as gaming and graphic design

PRIORITIES FOR ACTION

1. Improve joint working between cultural and tourism establishments to ensure joined-up experiences for visitors, maximise reach for promotional activities and sharing of best practice in audience development and saleable products.
2. Establish the region's reputation for creative tourism, building on established events, the profile of iconic cultural venues and the growing network of makers and creators across the region.

3. Encourage small and micro-enterprises in the creative and cultural sectors to engage with the tourism sector and visitors to further strengthen their businesses and demonstrate the rich cultural tradition in the region.
4. Utilise the high profile and international reach of the V&A Dundee to create a strong association of the museum with existing and new cultural attractions in the region.

Further suggested priorities are provided in Appendix 2.

ADDITIONAL INVESTMENT IN TOURISM & CULTURE: THE TAY CITIES REGION DEAL

In November 2018 the Scottish Government and UK Government together with Angus, Dundee City, Fife and Perth & Kinross Councils signed the Heads of Terms for the *Tay Cities Region Deal*, a funding package of more than £300 million, aimed at making the region one of the most productive, knowledge-led economies in Europe.

A total of £37 million has been designated to support a Regional Culture and Tourism Investment Programme that will invest in key economic assets that will expand the region's national and international visitor offer. The Programme is designed to maximise the use of public funds and leverage additional private sector investment.

V&A DUNDEE

V&A Dundee is an international centre for design and the first design museum in the UK to be built outside of London and the largest cultural project of its kind to be developed in Scotland for many years. Standing on Dundee's waterfront (currently undergoing a 30-year, £1 billion development), the museum showcases the brilliance of Scottish creativity and the best of design from around the world. The year one visitor number estimate of 500,000 was exceeded within six months of opening. It is anticipated that the annual visitors numbers will settle at around 360,000 each year making it one of the most highly visited attractions in Scotland.

The museum currently has the largest temporary exhibition space of any museum in Scotland, giving local people and visitors a good reason to return again and again. In addition, it aims to be a "living room for the city" and an education venue, offering dynamic learning spaces, a design residency studio, events spaces as well as a large café and restaurant.¹

Since opening in September 2018, V&A Dundee has made a promising start as a catalyst for economic development in City of Dundee and the surrounding area. Combined with attractions such as Dundee Contemporary Arts, the McManus Gallery and Museum, Dundee Rep and Studio Dundee (currently under development), V&A Dundee has underpinned Dundee's status as a UNESCO Design City, the first in the UK to receive this title.

V&A Dundee currently sets out five pillars for its audience development:

- Building the core audience from scratch, connecting with target audiences and convincing them to visit
- Encouraging repeat visits and increasing involvement
- Creating exhibitions and events that appeal to target audiences
- Positioning V&A Dundee as a must-see and must-do destination for tourists
- Building out from the core audience to attract audiences who are specialist, niche or less traditionally predisposed to visiting museums

CONNECTOR 2: FOOD AND DRINK

Food and drink – its origin, preparation, presentation and enjoyment - are occupying an increasingly important place in travellers' itineraries. Today it also plays a major role in the 'experience economy' where special, unique food experiences are attracting a premium. Food and drink offer visitors a unique way to connect across the whole region by linking its people, culture, customs and landscapes.

By building on the region's status as a major agricultural producer, ensuring that local agricultural production is well connected with the hospitality industry, and increasing the opportunities for visitors to learn more about the food production process through visitor attractions, we have a major opportunity to grow the visitor economy in a way that creates a lasting economic impact across the region.

OUR STRENGTHS

- The Tay Cities Region is one of the largest agricultural-producing regions of the UK, offering visitors an unparalleled opportunity to understand the region's food story from field to fork.
- The number of food-related events and attractions in the region is steadily growing, providing more touch points for visitors and creating more reasons to stay longer.
- The region is home to leading research centres in food production and technology.
- We are host to a wide range of higher-education establishments specialised in food technology and hospitality, providing an important skills base for the hospitality industry.

PRIORITIES FOR ACTION

1. Working with the tourism and food & drink sectors, develop a regional Food Tourism Action Plan in line with the national Food Tourism Action Plan, including local provenance, seasonality and sustainability.
2. Raise the region's profile with visitors as one of the most important agricultural areas in the UK, focussing on the range of food & drink related tourism experiences available throughout the region.
3. Provide greater opportunities for food and drink enterprises to engage with the tourism sector and visitors to further strengthen their businesses and demonstrate the rich food and drink tradition in the region.

Further suggested priorities are provided in Appendix 2.

SCOTLAND'S PRIMARY FOOD & DRINK REGION

The region's contribution to the food and drink sector is second to none in Scotland. The region grows 82% of Scotland's fruit crop, 60% of the vegetable production, 37% of the wheat and 25% of the barley and oilseeds crops. Our local fisheries have a strong international market and the region is the base for major players such as Kettle Produce, Quaker, Marine Harvest and Highland Spring.

It is no wonder that the region's reputation as a food tourism destination is growing, with more and more opportunities for visitors to taste, experience and learn about the region's rich larder. These experiences may take place at world-class restaurants such as The Peat Inn, Andrew Fairlie @ Gleneagles or The Newport, or by sampling award-winning handmade chocolates, scones or fish and chips at a local café.

There are opportunities to build on the food tourism groups and initiatives already in place in the region, such as Food from Fife, Taste of Angus, Dundee Flower & Food Festival and the newly emerging food tourism group in Perth and Kinross.

From the oldest, smallest and most well-known whisky distilleries, such as Glenturret, Edradour and Dewars, to new spirit distilleries, such as Ogilvie Vodka, Gin Bothy and Lindores Distillery, offering bespoke, high quality tours and craft beers, such as Inveralmond Brewery and St Andrews Brewing Company reaching into pubs and bars across the region. From hands-on cook school experiences such as Ballintaggart Farm in Perthshire to foraging weekends learning about our natural larder, the region has something for everyone.

CONNECTOR 3 – OUTDOOR ADVENTURES

In an era of digital-overload and busy lives, adventures in the great outdoors offer residents and visitors an opportunity to 'get away from it all', spend time with friends and family, and enhance their physical and mental wellbeing. With growing participation in walking, cycling and running, there is a growing desire to do similar activities whilst on holiday, combining adventures in the outdoors with stays in cosy, comfortable locations as well as visits to cultural attractions.

With its blend of highland and lowland landscapes, lochs, rivers and coastline, together with a growing number of long-established, award-winning activity providers and facilities, the Tay Cities Region is well placed to offer visitors a wide variety of outdoor adventures without having to travel great distances. There is also significant potential for developing water-borne tours and activities along the River Tay itself.

OUR STRENGTHS

- Wide variety of landscapes including highland, lowland and coastal scenery
- A variety of established walking/cycling routes within easy reach of urban centres and visitor attractions
- The River Tay creates a clear natural link between the Tay Cities and wider region
- Growing number of professional activity providers, guides and facilities, providing expert, entertaining and safe activities for all
- Our relatively mild climate provides optimal conditions for a wider range of visitors to engage in outdoor activities

PRIORITIES FOR ACTION

1. Improve understanding of the adventure market in the region, in order to identify the opportunity to further support the development of outdoor activities in the region. This would include consideration of the current provision, different market segments (such as families, individuals, ageing markets, groups) and emerging trends (such as wellness).
2. Encourage greater networking between outdoor activity providers and activities across the region to ensure joined-up experiences for visitors, maximise reach for promotional activities and sharing of best practice, such as online booking platforms, digital marketing and innovative business models which enable more sustainable growth across the sector.
3. Ensure that the broad range of outdoor experiences on offer across the region (both free and paid) is capitalised on in order to position the region as Scotland's most accessible outdoor destination.

Further suggested priorities are provided in Appendix 2.

SCOTLAND'S PLAYGROUND

Connected by the River Tay, Scotland's longest river, the Tay Cities Region offers outdoor experiences from mountain climbing, bungee jumping, cycling and canoeing to wildlife-watching and meditation retreats.

To the north is Highland Perthshire and the Angus Glens offering hill-walking and mountain biking in spectacular scenery on the edge of Cairngorms National Park. To the west, iconic mountains such as Ben Lawers and Schiehallion provide the backdrop for famous lochs, rivers and natural attractions such as Loch Tay and the Pass of Killiecrankie, all steeped in history and stories and popular with walkers, watersports enthusiasts and munro-baggers. The wild Rannoch Moor provides access to some of Scotland's wild lands. To the east is the coast, with the beautiful golden beaches and rocky foreshores of Angus and Fife, amongst which nestle charming villages connected by coastal paths. And the River Tay flows links all four regions, creating the perfect conditions for internationally acclaimed golf courses such as The Old Course in St Andrews and Carnoustie, sailing and watersports and an ideal habitat for seabirds, dolphins and seals.

The region's long distance footpaths - The Fife Pilgrim Way, Fife Coastal Path, Rob Roy Way and Cateran Trail - enable visitors to reach deeper into the region, and there are a growing number of companies providing guided activities and walks throughout the region. The growing interest in health and well-being is also resulting in more operators providing health and yoga holidays, spa days and for the more active running or cycling holidays.

All of these activities are supported by a programme of both one-off and well-established sporting events, with a particular strength being golf. The region regularly plays host to The Open at both Carnoustie and St Andrews, with The Solheim Cup being held at Gleneagles in 2019 and the 150th Open being held in St Andrews in 2021.

STRENGTHENING THE TOURISM SECTOR ACROSS THE TAY CITIES REGION

In order to grow the value and sustainability of the visitor economy across the Tay Cities Region, it is important to ensure that destinations can reach their full potential through 'destination development and joint destination planning'. This means building our capability to give visitors the experiences they are looking for, encouraging industry leadership and collaboration, and delivering great experiences for our visitors based on the destination 'connectors' in this strategy.

By taking a region-wide approach to destination development we aim to make the best use of resources and ensure that our actions have the greatest impact.

BUILDING OUR CAPABILITIES

EMPLOYMENT AND SKILLS

Almost 30,000 people are employed in the tourism industry across the region. It is a key economic sector, both in terms of GVA and jobs. Ensuring that our businesses thrive and that visitors enjoy a high-quality experience means having staff who are skilled, empowered and motivated to deliver that experience. This means starting early to highlight the attractiveness of careers in tourism to young people in education, ensuring those working in the sector can travel safely and easily to work and live locally (a particular issue in rural areas) and that the sector is delivering fair, inclusive and rewarding jobs for the long-term. Continued work is needed to support business leaders to operate their businesses efficiently, and to ensure that staff at all levels have the skills (especially digital) to ensure that they meet the needs of connected consumers, wherever they visit in the Tay Cities Region.

BUSINESS LEADERSHIP

Ultimately, much of the visitor experience relies upon the vision and drive of the people they meet during their journey. This is why it is important to support and develop leaders in businesses of all sizes to build skills among their workforce, operate their business efficiently and collaborate with the wider tourism industry.

Micro-businesses, small and medium-sized enterprises make up the majority of the business base in Scotland, and the Tay Cities Region in particular. Focussing on serving customers and the day-to-day essentials often leaves few resources for business development, training and participation in business networks. Therefore, responses to the wider aims of the strategy should be built with this in mind.

BUSINESS INNOVATION AND INTELLIGENCE

In order to create innovative products and experiences it is essential to keep up with emerging consumer and industry data and trends, understand how our visitors perceive and consume our products and make the most of opportunities to share knowledge on how we improve experiences in the region. Innovation is more likely to be prioritised in well led businesses and having access to insights helps businesses make intelligent decisions in order to grow.

EFFECTIVE COMMUNICATION

It takes time, skills and effort to stand out in a competitive environment, therefore it is important to support local destinations and tourism suppliers in reaching their consumer and trade marketing goals. We can do this by helping industry stakeholders to develop a clear and coherent message about the Tay Cities Region and encouraging a team approach to communicating it with consumers and the travel trade.

PRIORITIES FOR ACTION

1. Work with tourism stakeholders region-wide to identify the skills gaps and employment opportunities (supporting ongoing work on a regional skills plan and Tourism Skills Investment Plan).
2. Facilitate greater engagement between tourism sector and education sector (schools, further and higher) to highlight career opportunities (and help change perceptions of the industry) and provide a strong pipeline of young people entering the sector (through national skills programmes where appropriate).
3. Support business leaders to play an active role in decision-making around tourism in the region, in particular the delivery of local and regional tourism strategies.
4. Create opportunities for innovative thinking within the sector, harnessing academic strengths where appropriate. Areas of consideration may include insights into customer behaviour, use of new technologies, effective use of data and insights.
5. Support businesses and local destinations to work more effectively together, providing opportunities to joint market, engage with travel trade and media and access funding.

Further suggested priorities are provided in Appendix 2.

IMPROVING THE CUSTOMER JOURNEY

CONNECTIVITY & VISITOR INFRASTRUCTURE

If visitors are to spend longer in the Tay Cities Region and enjoy the full range of what it has to offer, they will need to be able to travel around the region with confidence, easily reach the attractions they wish to visit, and plan and book their visits online quickly and efficiently. To lessen the environmental impact of tourism, we must make it easier for visitors to choose environmentally friendly options, such as public transport and shared transport methods such as e-bikes and e-vehicles.

VISITOR SERVICES & FACILITIES

In addition to our outstanding scenery, it is our visitor infrastructure such as accommodation, attractions, restaurants and transport facilities that motivates visitors to visit and encourages them to return therefore we must ensure that visitors find attractive, high-quality facilities, and that these are developed with the long-term needs of visitors and the local community in mind.

PRIORITIES FOR ACTION

1. Work with partners to take advantage of the region's SMART Transport Hub investment to pilot innovative transport solutions including CAVs (Connected Autonomous Vehicles).
2. Investigate collaborative solutions to ensure seamless visitor experience across the region and the 'final mile' from public transport to the front door.

3. Maximise government investment into World Class digital infrastructure across the region, ensuring businesses have skills and capabilities to use it.
4. Clearly articulate gaps in regional tourism infrastructure and collaborate with national agencies to encourage appropriate investment (e.g. inward investment – hotels etc).
5. Support businesses across the region to benefit from Tay Cities Deal infrastructure investment to help futureproof services and products.

Further suggested priorities are provided in Appendix 2.

SUPPORTING LEADERSHIP AND COLLABORATION

LEADERSHIP

It is time to take a fresh approach to tourism development in the Tay Cities Region; one that is led by industry needs and enables tourism enterprises of all kinds to create and sustain jobs. Opportunities will be developed for those working in the industry to strengthen their leadership skills, both within their own enterprises and at an area level by strengthening tourism groups. The result will be a drive to deliver greater consistency in the quality and value of visitor experiences.

COLLABORATION

In order to address barriers to growth, influence investment, spark innovation in service and product delivery, we must strengthen businesses so that we can collaborate more effectively.

PRIORITIES FOR ACTION

1. Using the enterprise and skills networks, showcase industry leadership opportunities for tourism businesses, including mentoring, peer-to-peer learning, courses and training.
2. Working with industry groups, establish a programme of (existing and/or new) industry networking opportunities which bring tourism enterprises together in an environment where new ideas and partnerships can be created.
3. Ensure a mechanism is in place for industry to oversee and steer the delivery and direction of the Tay Cities Region Tourism Strategy, with annual reporting.

Further suggested priorities are provided in Appendix 2.

LEADERSHIP, GOVERNANCE AND DELIVERY

The next stage of the strategy's implementation is to assess and prioritise the proposed actions in conjunction with the industry and public sector partners. These will be assessed against the strategy's key objectives as well as the financial and human resources required to effectively deliver them.

In order to successfully deliver and drive forwards a strategy of this scale and ambition, consideration on the appropriate structure and mechanism is required. This structure will provide direction, oversight, and monitoring of the implementation of the strategy and related action

plan. Furthermore, this structure should include industry representation as well as agency and stakeholder participation.

It is acknowledged that governance arrangements are being put in place with regards to the Tay Cities Deal and that this includes a structure to oversee the regional Tourism and Culture Investment Programme.

Accordingly, there is both a need and opportunity to develop clear structures and connections which address, in an integrated approach, the regional Tourism Strategy, the Investment Programme and the wider collaborative regional economic development activity.

The initial governance structure is outlined in the Appendix 3 and will be finalised in line with the action plan.

APPENDIX 1: EXAMPLES OF KEY PERFORMANCE INDICATORS

In order to track progress of the strategy's delivery, a monitoring framework will be established. The framework will be developed in line with the action plan.

Below are the main key performance indicators (KPIs) available. Additional sources may need to be used or developed depending on the actions.

Headline Indicators

Indicator	Source	Frequency
UK Visits (000s)	Great Britain Tourism Survey (GBTS)	Annual
UK Visitor Expenditure	Great Britain Tourism Survey (GBTS)	Annual
Int'l Visits (000s)	International Passenger Survey (IPS)	Annual
Int'l Visitor Expenditure	International Passenger Survey (IPS)	Annual
Tourism GVA	Growth Sector Statistics Database; Scottish Annual Business Statistics	Annual
Productivity (Tourism GVA Per Employee)	Growth Sector Statistics Database; Scottish Annual Business Statistics	Annual
Tourism Related Employment (FTEs)	Growth Sector Statistics Database; Scottish Annual Business Statistics	Annual

Supporting Indicators

Indicator	Source	Frequency
Accommodation Occupancy	Scottish Accommodation Occupancy Survey (SAOS)	
~ Hotels		Monthly
~ GH/B&B		Monthly
~Self-Catering		Monthly
~Camping/Caravan		Monthly
UK Visits: Avg Length of Stay	Great Britain Tourism Survey (GBTS)	Annual
UK Visits: Avg Spend per Day	Great Britain Tourism Survey (GBTS)	Annual
Int'l Visits: Avg Length of Stay	International Passenger Survey (IPS)	Annual
Int'l Visits: Avg Spend Per Day	International Passenger Survey (IPS)	Annual
Seasonality: visits by quarter	GBTS/IPS	Annual
Visitor Sentiment (overall visitor satisfaction rating)	Scotland Visitor Survey	3-4 years

Factors to be taken into consideration when developing the framework include:

- Frequency of collection
- Recency of data
- Consistency of data
- Regional accuracy of data (e.g. on part of Fife is included in the region)

APPENDIX 2: LOOKING AHEAD: OPPORTUNITIES & FURTHER ACTIONS

From the work undertaken in developing the strategic framework, a number of actions and opportunities were captured. Keen not to lose the breadth of the discussion and ambition demonstrated during the strategy process, the actions which were gathered are shown below.

The next stage of the strategy's implementation is to develop the action plan. This process will take the Priorities for Action referenced in the main strategy above. These will be assessed against the strategy's key objectives as well as the financial and human resources required to effectively deliver them.

The opportunities and further actions shown below will be considered within this discussion

DELIVERING A GREAT VISITOR EXPERIENCE

CONNECTOR 1 – CULTURE AND THE CREATIVE INDUSTRIES

Suggested Actions

- Create synergies between our local culture and the creative industries, and other elements of the visitor journey, such as food and drink, accommodation, or business events
- Create products (such as passes and joint ticketing) and itineraries that encourage visitors to explore our cultural heritage assets more widely and easily
- Examine the potential for further assets in the region that would enhance the visitor offer in the field of culture and the creative industries while strengthening the asset base for this sector
- Attract visitors based on our strengths in high-tech creative industries
- Use iconic events related to our culture and creative industries to address challenges such as seasonality
- Support rural economic development by developing creative tourism in small and microenterprises

CONNECTOR 1 - V&A DUNDEE

Suggested Actions

- Proactively structure a regional tourism offer (such as associated attractions and events) around V&A Dundee's audience objectives outlined above, in order to encourage V&A visitors to explore the wider Tay Cities Region. This offer should be linked with the museum visitors' needs and expectations
- Connect the tourism sector of the wider Tay Cities Region with developments taking place at V&A Dundee, and share knowledge on how businesses can capitalise on linkages with the museum
- Track insights on visitor profile and behaviour and use these to adapt product development and marketing actions in Dundee and the wider Tay Cities Region
- Create a strong association in the minds of current and potential visitors between V&A Dundee and other attractions in the region through themes such as design, architecture, food and drink, wellbeing, and learning something new
- Develop an events agenda that compliments the profile and cultural programme on offer at V&A Dundee

CONNECTOR 2 - FOOD AND DRINK

Suggested Actions

- Enhance connections between growers, producers, retailers, food service providers and visitors in order to support local jobs and keep visitor spending within the region
- Strengthen links between the region's food and drink produce and other major sectors such as the creative industries, business events and the cruise industry
- Evaluate, in line with the Food Tourism Scotland Strategy, the potential for increased tourism assets in the region that capitalise on the strong reputation for food and drink production and improve the offer for visitors
- Improve insights and business intelligence on food and drink tourism to support business development
- Develop events and attractions that help to drive tourism during low-season and encourage visitor dispersal throughout the region
- Create stronger, wider connections across the region between hospitality providers and the education sector (schools, colleges and universities) to promote careers, skills and opportunities in the local food and drink sectors
- Use linkages between food producers and the tourism sector to ensure a more sustainable future for the rural and coastal economy, and the environment

CONNECTOR 3 – OUTDOOR ADVENTURES

Suggested Actions

- Capitalise on consumers' interest in health and wellbeing to encourage visitors to include outdoor adventures as part of their stay
- Develop synergies with neighbouring cities and regions (Edinburgh, the Cairngorms National Park, Loch Lomond National Park and the Trossachs National Park) to increase the flow of visitors coming to the Tay Cities Region for outdoor adventure activities
- Develop relationships between suppliers offering outdoor adventure experiences and the wider travel industry in the region
- Improve facilities for outdoor activities to improve health and wellbeing of local residents
- Develop events that capitalise on the region's natural assets and encourage touring and longer stays

BUILDING OUR CAPABILITIES

EMPLOYMENT AND SKILLS

Suggested Actions

- Develop a skilled workforce that can contribute to a growing visitor economy, by anticipating future trends and patterns of demand in the tourism sector and building the skills of our workforce around these
- Work with tourism stakeholders region-wide in order to identify and map skills gaps and employment opportunities (supporting ongoing work on a regional skills plan)
- Conduct regional-level planning with the education sector to fill skills gaps in line with national skills programmes
- Work with the education sector in order to highlight the opportunities offered by careers in the tourism sector and connect young people with workplace training programmes

BUSINESS LEADERSHIP

Suggested Actions

- Work to inspire business leaders in skills development in line with the objectives of this strategy
- Carry out region-wide industry engagement and training programmes (working in alignment with national programmes by VisitScotland and Scottish Enterprise) that inspire business leaders and build their capacity to innovate
- Empower business leaders to play an active role in decision-making on the implementation of this strategy

BUSINESS INNOVATION AND INTELLIGENCE

Suggested Actions

- Develop region-wide initiatives to collect and disseminate knowledge on customer behaviour and market trends
- Develop region-wide culture of innovation in tourism businesses, helping businesses to understand how to enhance their products and services in order to compete more effectively
- Harness the region's academic and digital strengths to develop innovative approaches to using data, to deliver insights that can underpin business decisions
- Encourage B2B knowledge sharing and collaboration using tools such as online networking, news updates, peer support and mentoring programmes, and sector-based meet-ups for tourism stakeholders from across the Tay Cities Region

EFFECTIVE COMMUNICATION

Suggested Actions

- Support businesses and local destinations in engaging with the travel-trade, using resources (e.g. knowledge, content) from across the region in order to support local destination marketing efforts
- Establish networks to provide region-wide marketing support for tourism businesses in consumer marketing, in particular digital marketing skills
- Develop and nurture common set of content resources to support businesses in communicating effectively about the Tay Cities Region

IMPROVING THE CUSTOMER JOURNEY

CONNECTIVITY & VISITOR INFRASTRUCTURE

Suggested Actions

- Identify connectivity gaps in partnership with local stakeholders and map current and potential future tourism demand around attractions and events
- Address challenges to the 'final mile' of visitor journeys by maximising new approaches to transportation across the region, such as SMART City & SMART Transport initiatives (e.g. e-bikes, e-vehicles)
- Facilitate public transport planning between local authorities, attractions, event organisers and transport operators
- Work with public transport operators to promote connectivity between the Tay Cities Region and the major gateways of Edinburgh, Glasgow and their respective airports, and to position the region better in the minds of potential visitors

- Work with public bodies to ensure that the region's road network is optimised, with good signage and other facilities for visitors
- Develop tools to encourage easy route and itinerary planning among visitors

VISITOR SERVICES & FACILITIES

Suggested Actions

- Coordinate our work at regional level to plan and improve visitor facilities based on current and future visitor demand
- Develop visitor attractions that strongly enhance our offer around the connector themes identified in this strategy
- Work to increase the quality and variety of visitor accommodation, in particular around the connector themes identified in this strategy
- Coordinate regional leisure and business events where possible in order to capitalise on accommodation capacity
- Facilitate business networks that help accommodation suppliers, attractions and food and drink providers to learn and enhance their product range

SUPPORTING LEADERSHIP AND COLLABORATION

LEADERSHIP

Suggested Actions

- Ensure that the action plan from this strategy is developed through a process of co-creation and that is delivered through long-term, widespread cooperation between the tourism industry and public agencies
- Establish and nurture a formal structure for regional tourism development and cooperation to take on this strategy and oversee its implementation. The starting point for this structure shall be the existing network of Area Tourism Partnerships
- Encourage tourism industry leadership across the Tay Cities Region by implementing national leadership programmes across the region

COLLABORATION

Suggested Actions

- Establish and nurture a go-to channel for regional B2B news, networking and partnership building
- Support the development of experiential tourism products on a region-wide basis
- Establish a clear and coherent structure for industry engagement at regional level
- Implement actions resulting from this strategy through action-oriented short-life working groups involving relevant stakeholders

LEADERSHIP, GOVERNANCE & DELIVERY

Suggested Actions

- Establish an appropriate structure for destination planning and management of tourism for the Tay Cities Region, in line with the recommendations and actions set out in this strategy

- Ensure that destination planning and management decisions are taken and implemented on a region-wide basis, where there is clear rationale to do so

APPENDIX 3: TAY CITIES REGION TOURISM STRATEGY GOVERNANCE STRUCTURE

In order to ensure effective leadership and oversight of the strategy it is necessary to consider an appropriate structure that includes private sector and public sector stakeholder interests. This needs to be cognisant of broader relationships in respect of the collaborative approach to economic development at the regional level, in particular the Tay Cities Regional Economic Strategy and the Tay Cities Deal (see figure 2 below), whilst being sensitive to the existing local area structures for the tourism sector. Moreover, it is important to ensure as streamlined an approach as possible given the resources required to service the structure as well as the necessary commitment from the private sector and partner agencies' officers alike.

The following governance structure is proposed (illustrated in Figure 3 below). It will be kept under review to ensure alignment with the evolving Tay Cities Deal governance structure (in particular the Culture and Tourism Advisory Board which is still to be established) and to minimise duplication with other regional groups and activities.

Regional Tourism Leadership Group (RTLG)

The responsibilities of this group will be to:

- Oversee the implementation of the Tay Cities Region Tourism Strategy
- Influence and support the prioritisation of activities associated with the strategy delivery, including the allocation of resources
- Monitor strategy progress
- Provide progress updates to relevant bodies, such as Tay Cities Region Joint Committee
- Encourage and support regional collaboration

Group composition:

The group will be made up of senior industry stakeholders from across the region who are able to provide strategic expertise and direction on the themes included in the strategy. This will include representatives from the following organisations:

- Angus Tourism Cooperative (or equivalent)
- Fife Tourism Partnership (or equivalent)
- Dundee Tourism Action Group (or equivalent)
- Perthshire Tourism Partnership (or equivalent)
- Tay Cities Enterprise Forum
- Angus Council
- Dundee City Council
- Fife Council
- Perth & Kinross Council
- Scottish Enterprise
- VisitScotland

The RTLG will meet 4 times per year and be chaired by an industry representative.

If required, short-term working groups may be formed.

This structure seeks to encourage broad regional business engagement coupled with strategic input and direction from leaders across the sector. It builds on existing collaborative networks, whilst bringing industry and public sector together around clear actions.

The RTLG has overall responsibility for the strategy, ensuring delivery with a focus on efforts to increase industry collaboration and develop the broader tourism economy, contributing positively to the region and Scotland's tourism ambitions.

With a clear governance structure in place, the cross-agency team supporting the industry to deliver should be agile and able to respond quickly to a broad range of regional and national opportunities. A coordinated approach to delivery allows economies of scale to be achieved – particularly around pan-area connector themes – e.g. outdoors

Working collaboratively across the region with a strong leadership group will allow the strategic investments being made through the Tay Cities Deal (TCD) to be maximised over the lifetime of the Deal. Alignment with the TCD governance structure, in particular the TCD Enterprise Forum and Management Team will be important (see Figure 3 below). Value could be added, for example, around complimentary product or experience development on the back of some of the planned major infrastructure investment.

Consideration of the commitment of industry and public sector representatives at the appropriate level is required as the RTLG will need to assume its leadership responsibility quickly. In addition, national agencies may be required to commit resources to this regional structure as well as local authority partners and the lack of one lead or coordinating body may make project delivery and management challenging.

The strategy's alignment with other related strategies and the proposed governance structure in relation to the Tay Cities Deal management structure are illustrated in figures 2 and 3 below.

Figure 2: Tay Cities Region Tourism Strategy's links to other strategies.

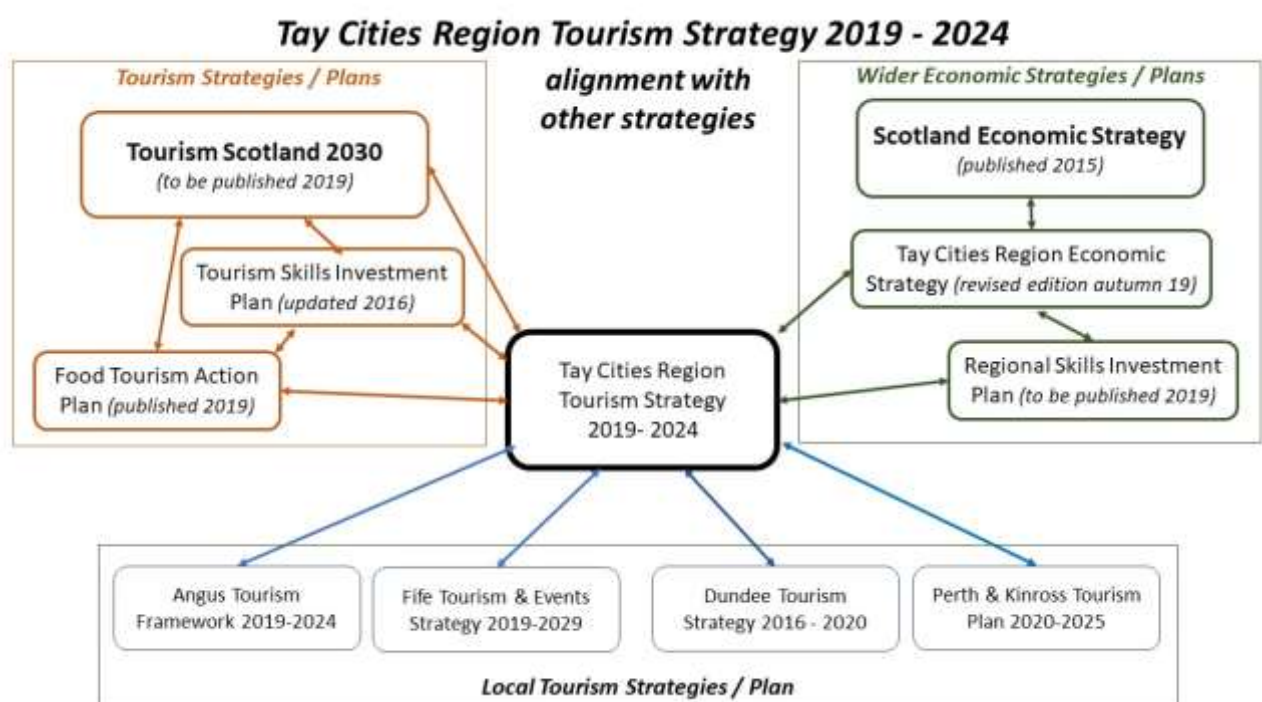
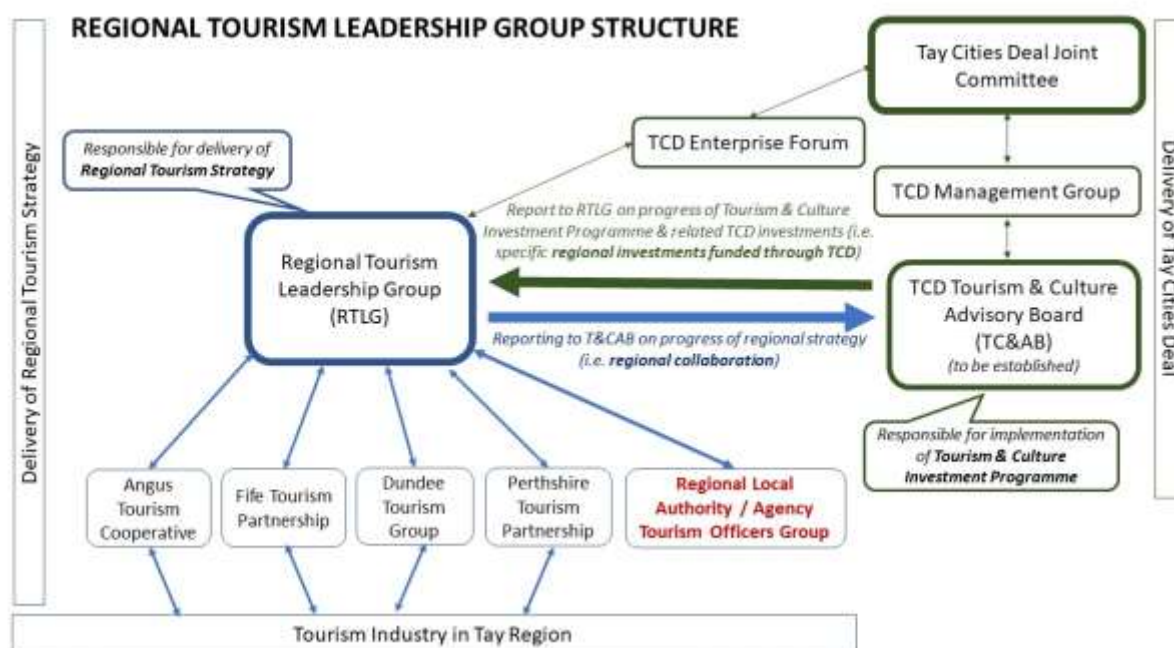


Figure 3 Regional Tourism Leadership Group Structure



BACK COVER

Supported by:

- Angus Council
- Dundee City Council
- Fife Council
- Perth & Kinross Council
- Scottish Enterprise
- VisitScotland

Developed in collaboration with (insert TOPOSOPHY logo)

ITEM No ...6.....

REPORT TO: TAY CITIES REGION JOINT COMMITTEE – 21ST JUNE 2019)

REPORT ON: UNAUDITED ANNUAL ACCOUNTS FOR THE YEAR TO 31ST MARCH 2019

REPORT BY: TREASURER

REPORT NO: TCRJC 9 - 2019

1.0 PURPOSE OF REPORT

The purpose of this report is to provide some additional commentary on the unaudited Annual Accounts for the year ended 31 March 2019 which is attached as Appendix 1 to this report..

2.0 RECOMMENDATIONS

The Joint Committee is asked to :-

- i. note the content of this covering report.
- ii. note the unaudited Annual Accounts attached to this report.
- iii. note that the Treasurer will submit the Annual Accounts to the Appointed Auditor.

3.0 FINANCIAL IMPLICATIONS

During 2018/2019, an underspend of £46,577. This was mainly due to an underspend on staff costs, which occurred because of vacant posts during the year.

4.0 MAIN TEXT

The relevant statutory provisions regarding the preparation of the Board's Accounts are contained in the Local Authority Accounts (Scotland) Amendment Regulations 2014. Section 4 of these regulations requires that "... all the accounts of the local authority are made up and balanced as soon as practicable after the end of each financial year and that sufficient copies of an abstract of the said accounts for each financial year are prepared ... and submitted to the authority and to the Controller of Audit not later than 30 June in the next financial year....".

The annual accounts containing Project Management Office expenditure is included within the Annual Accounts of Dundee City Council. Appendix 1 is a summary extract of the income and expenditure for the year ending on 31st March 2019. The first planned drawdown is planned to occur during 2019/2020. A separate Annual Report and Accounts will be prepared for the year to 31st March 2020.

During 2018/2019, regular monitoring information was reported to the Management Group. During 2018/2019, an under-spend of £46,577. This was mainly due to an underspend on staff costs, which occurred because of vacant posts during the year.

Copies of Annual Accounts for Dundee City Council, including the Tay Cities Project Management Office, will be submitted to the Board's appointed external auditor (Mr Bruce Crosbie, Senior Manager, Audit Scotland) to commence his audit of the Accounts. The 2018/2019 audit process is due to be

completed by no later than 30 September 2018 and the outcome of the audit will be reported back to the Joint Committee.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

The Clerk to the Joint Committee and Management Group have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None

**GREGORY COLGAN
TREASURER
TAY CITIES REGION JOINT COMMITTEE**

DATE: 21ST June 2019

Tay Cities Deal Budget 2018/19 : PMO

Unaudited Financial statement for the period 31st March 2019

Description	Full Year		Overspend/(Underspend)
	Budget	Final Outturn	
	£		
Expenditure			
Head of Tay Cities - DL (Upto 31/8/18)	50,000	26,533	(23,467)
Programme Manager	46,530	37,862	(8,668)
Co-ordinator	25,020	19,804	(5,216)
P/T Finance Officer	14,860	3,900	(10,960)
Agency Worker	-	5,389	5,389
Other Staff costs	-	240	240
Property Rental	7,100	1,892	(5,208)
Consultancy	50,000	49,095	(905)
Legal Fees	-	2,683	2,683
Travel costs	500	272	(228)
Miscellaneous Supplies	1,600	1,363	(237)
Total Expenditure	195,610	149,033	(46,577)
Contribution			
DCC Contribution	(55,610)	(42,586)	
Perth & Kinross Council	(56,000)	(42,586)	
Angus Council	(56,000)	(42,586)	
Fife Council	(28,000)	(21,275)	
Total Contribution	(195,610)	(149,033)	



REPORT TO: Tay Cities Region Joint Committee – 21st June 2019

REPORT ON: PROGRAMME MANAGEMENT OFFICE UPDATE REPORT AND UPDATE ON OUTLINE BUSINESS CASES (OBCs)

REPORT BY: Lorraine Phin, Tay Cities Deal Project Manager

REPORT NO: TCRJC 10-2019

1.0 PURPOSE OF REPORT

This report is for information and will provide an update on the following:

- Outline Business Case (OBC) Progress
- Business Case Journey & Next Steps (Appendix 1)
- 19/20 Revenue
- Communications
- Programme Management Office Resources
- Best Practice Sharing

2.0 RECOMMENDATIONS

It is recommended the TCRJC notes the information in this report.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 Outline Business Cases (OBCs) Progress and Next Steps

- 4.1.2 Project Plan - all project owners have submitted their OBC's and these have been shared with Scottish and UK Governments.
- 4.1.3 It is proposed that the OBC's will be assessed using the Thematic Boards in the new governance structure approved at the Management Group meeting of 25th April and presented to this Committee (21st June 2019) (Report No. TCRJC 8-2019) for approval.
- 4.1.4 The Business Case Journey was agreed at the Management Group meeting of 25th April. This information has been enhanced for the HE/ FE Forum for information and is attached in Appendix 1.
- 4.1.5 **Green Book Training** - the UK Government has informed the Programme Management Office that the trainers have indicated that they may have availability at the end of July. Date to be confirmed.

4.2 Communications

- 4.2.1 A Tay Cities Region PR and Communications Group has been set up, membership includes representatives from LA communications, Scottish & UK Governments and Universities. The first meeting of the group took place on 30th April. The Communications Protocol is presented for approval to this Committee (21st June 2019) (Report No: TCRJC 11-2019)
- 4.2.2 Angus Council hosted a workshop in Montrose on the 24th May 'The Mercury Programme' for local businesses, local authorities and academia to support the development of potential projects under each of three Programme themes: Theme 1 - Clean Growth, Bio Economy & Innovation Zone; Theme 2 - Low Carbon Network; Theme 3 – Agri-Tech Productions. This workshop will inform the Angus Fund.
- 4.2.3 A Networking event for Project and Programme Owners is being organised for 25th June hosted by the University of Dundee and PMO. This will enable Project Owners to develop stronger ties across projects and the region.

4.3 Programme Management Office Resources

- 4.3.1 A job evaluation assessment has been undertaken for the 3 year Project Officer post. The job specification has been developed following examples shared by Fife Council and Edinburgh and South East Cities Deal PMO. The recruitment process is still ongoing. A temporary Project Officer is currently in place but this post is due to terminate at the end of June 2019. Due to the delay with recruitment, it is likely the temporary post will be extended.

4.4 Cities Deal Best Practice Sharing

- 4.4.1 The PMO held a Scottish and Borders PMO networking event on the 20th May. The event included, Tom McHugh, NHS Scotland, discussing developing frameworks for demonstrating benefits in health based outcomes and inclusive group. It also included an overview of the financial processes. These meetings are proving extremely beneficial to all Programme Management Offices across Scotland and seen as an excellent way of sharing best practice.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

The Treasurer, Clerk to the Joint Committee and Tay Cities Deal Management Group have been consulted during the preparation of this Report,

7.0 BACKGROUND PAPERS

None.

Lorraine Phin
Tay Cities Deal Programme Management Office

DATE: 3 June 2019

Tay Cities Deal – Business Case Journey to Full Deal and Thereafter

Pre- Full Deal Agreement	Responsible Body	Timescale
Government Roadshow with Project Owners	/ Scottish & UK Governments	March '19
Individual meetings with Project Owners to discuss OBC requirements and timescale for submission etc.	PMO / Scottish & UK Governments	March '19
Best Practice OBC Sharing Workshop to allow Project Owners to share best practice and support each other	PMO & Project Owners	March '19
Submit First Draft OBC (8 weeks from Project Owner meeting with PMO)	Project Owner	April- May '19
OBC sense check - for completion of all parts	PMO	May '19
Timescale for reviewing and returning OBC to Project Owner (via PMO) with comments - 3 weeks from date of receipt of OBC	Scottish & UK Government	May /early June '19
Review and approval of OBCs with recommendations to Management Group	Thematic Board	May-July '19
Review and approval of OBC's and recommendation to Joint Committee	Management Group	May – July '19
Project Owner response to government(s) feedback in 2 nd Draft OBC	Project Owner	End June '19
Timescale for reviewing / returning 2 nd Draft OBC to Project Owner (via PMO) - 3 weeks	Scottish / UK Govt	July '19
Project Owner response to government(s) feedback in 3 rd Draft OBC (only if 3 rd and subsequent drafts of OBC required)	Project Owner	June – July '19 (possibly Aug '19 if required)
Review and approval of OBCs with recommendations to Management Group	Thematic Board	July - November '19
Review and approval of OBC's and recommendation to Joint Committee	Management Group	July - November '19
Development of the Full Deal Programme including preparation of: <ul style="list-style-type: none"> • Governance Plan • Implementation Plan • Financial Plan • Financial Agreement 	MG Sponsor / Partnership Lead	May – August '19
Approval of OBC's and Full Deal Programme	Management Group	July – August '19
Joint Committee approval for Full Deal Agreement	Joint Committee	September '19
Scottish Government, UK Government & Partnership sign Full Deal Agreement including: <ul style="list-style-type: none"> • Governance Plan • Implementation Plan • Financial Plan • Financial Agreement 	Partners	November '19

Post Full Deal Agreement	Responsible Body	Timescale
Full Business Cases will be required asap for those projects who have approved spend in the 2019/20 financial year :		
Full Business Case 1 st Draft (where appropriate and agreed) for submission to Scottish and /or UK Government/s	Project Owner	December '19
Timescale for reviewing / returning Full Business Cases - 3 weeks	Scottish / UK Govt	January '20
Project Owner response to government(s) feedback in 2 nd Draft Full Business Case	Project Owner	Mid-February '20
Approval of FBC and recommendation to Management Group	Thematic Board	
Approval of FBC and recommendation to Joint Committee	Management Group	January / February '20
Approval of FBC	Scottish / UK Government	End February '20
Joint Committee approval of FBC	Joint Committee	End February '20
Project Contract agreed and signed between Scottish and/or UK Governments and Project Owner	Partners	End Feb / mid-March '20

Full Business Cases will be required early 2020 for those projects who have approved spend in the 2020/21 financial year :	Responsible Body	Timescale
Full Business Case 1 st Draft (where appropriate and agreed) for submission to Scottish and /or UK Government/s	Project Owner	April '20
Timescale for reviewing / returning Full Business Cases - 3 weeks	Scottish / UK Govt	May '20
Approval of FBC and recommendation to Management Group	Thematic Board	May / June '20
Approval of FBC and recommendation to Joint Committee	Management Group	May / June '20
Project Owner response to government(s) feedback in 2 nd Draft Full Business Case	Project Owner	June '20
Scottish / UK Government - approval of FBC	Scottish / UK Government	July '20
Joint Committee approval of FBC	Joint Committee	July '20
Project Contract agreed and signed between Scottish and/or UK Governments and Project Owner	Partners	August '20

Thereafter 1 st Draft Full Business Cases will be required one year prior to the financial year in which the project will commence:	Responsible Body	Timescale
Full Business Case 1 st Draft (where appropriate and agreed) for submission to Scottish and /or UK Government/s	Project Owner	April
Timescale for reviewing / returning Full Business Cases - 3 weeks	Scottish / UK Government -	End May
Project Owner response to government(s) feedback in 2 nd Draft Full Business Case	Project Owner	End July
Approval of FBC and recommendation to Management Group	Thematic Board	May / June
Approval of FBC and recommendation to Joint Committee	Management Group	May / June
Scottish / UK Government approval of FBC	Scottish / UK Government	August / September
Joint Committee approval of FBC	Joint Committee	August / September
Project Contract agreed and signed between Scottish and/or UK Governments and Project Owner	Partners	October

Financial Claims, Progress Reporting and Monitoring	Responsible Body	Timescale
Submit financial claims and forecast information on a monthly basis in arrears (format to be agreed at a later date) to the PMO – no up-front payments will be authorised	Project Owner	Monthly/ as Required
Submit Quarterly progress report (including achievement of agreed outputs) with the financial claim	Project Owner	March, June, September, December
Submit Financial Claims on a quarterly basis to the Scottish Government	PMO	March, June, September, December
Submit Financial Forecast Table (by 10 th of Month) to Scottish Government	PMO	Monthly/As required
Quarterly progress reports to Management Group	PMO	March, June, September, December
Quarterly Progress reports to Joint Committee	PMO	March, June, September, December
Submit Quarterly Performance Report to Scottish Government (By 10 th of month following Quarter)	PMO	March, June, September, December
Submit Statement of Compliance with Conditions of Grant to Scottish Government	PMO	30 th April
Submit Inclusive Growth Framework Monitoring Report (Annual Benefits Realisation Plan) to Scottish Government	PMO	30 th June
PMO will meet with Project Owner on a six-monthly basis to discuss financial matters and progress of project	PMO	October/Nov & February/March
Submit updated Implementation Plan to Scottish Government	PMO	30 th June
Submit Annual Performance Report to Scottish Government	PMO	31 st July
Submit Forecast Financial Table for the next Financial Year to the Scottish Government	PMO	31 st August
Annual conversation with PMO and Scottish and UK governments to discuss financial matters and progress of project	PMO / Partners	September

Tay Cities Deal

REPORT TO: Tay Cities Region Joint Committee – 21st June 2019

REPORT ON: GOVERNANCE STRUCTURE MODEL

REPORT BY: Mo Saunders Tay Cities Deal Programme Manager and Lorraine Phin, Tay Cities Deal Project Manager

REPORT NO: TCRJC 8 - 2019

1. PURPOSE OF REPORT

- 1.1 This report seeks approval for the governance that will enable the partnership to effectively deliver the next stage of key activities to achieve a full Deal. This follows and reflects the Governance Options paper approved by the Management Group in April 2019.

2. RECOMMENDATION

It is recommended the Tay Cities Region Joint Committee approves the Governance Structure as approved by the Management Group in April 2019.

3. FINANCIAL IMPLICATIONS

None.

4. MAIN TEXT

- 4.1 On the 25th April 2019 a new Governance structure model was presented to the Management Group.
- 4.2 The Management Group agreed to the establishment of 'thematic' Boards whose role will be to act as 'specialist experts' in their fields. This would include:
- giving strategic direction
 - providing a steer on priorities, where required, in relation to their areas of expertise
 - reviewing and scrutinising business cases
- 4.3 It was recommended that the Boards were formed of regional representatives within the thematic field. Members would be of a level that could make decisions.

- 4.4 The Governance structure model attached at Appendix 1. The role of the Joint Committee is set out in the Joint Committee Governance Agreement.
- 4.5 It is proposed that each Thematic Board will be Chaired by a Management Group member to ensure that there is a clear link to the Joint Committee and that individual Boards do not operate in silos. Each Board also brings in expertise from the wider business community through having a nominated representative.
- 4.6 Appendix 2 sets out a set of draft Terms of Reference examples, for each of the Governance Groups/Boards. These will be further developed as the work of the groups progresses.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

Tay Cities Deal Management Group, Treasurer and the Clerk to the Joint Committee have been consulted during the preparation of this Report,

7.0 BACKGROUND PAPERS

None.

Mo Saunders
Tay Cities Deal Programme Management Office

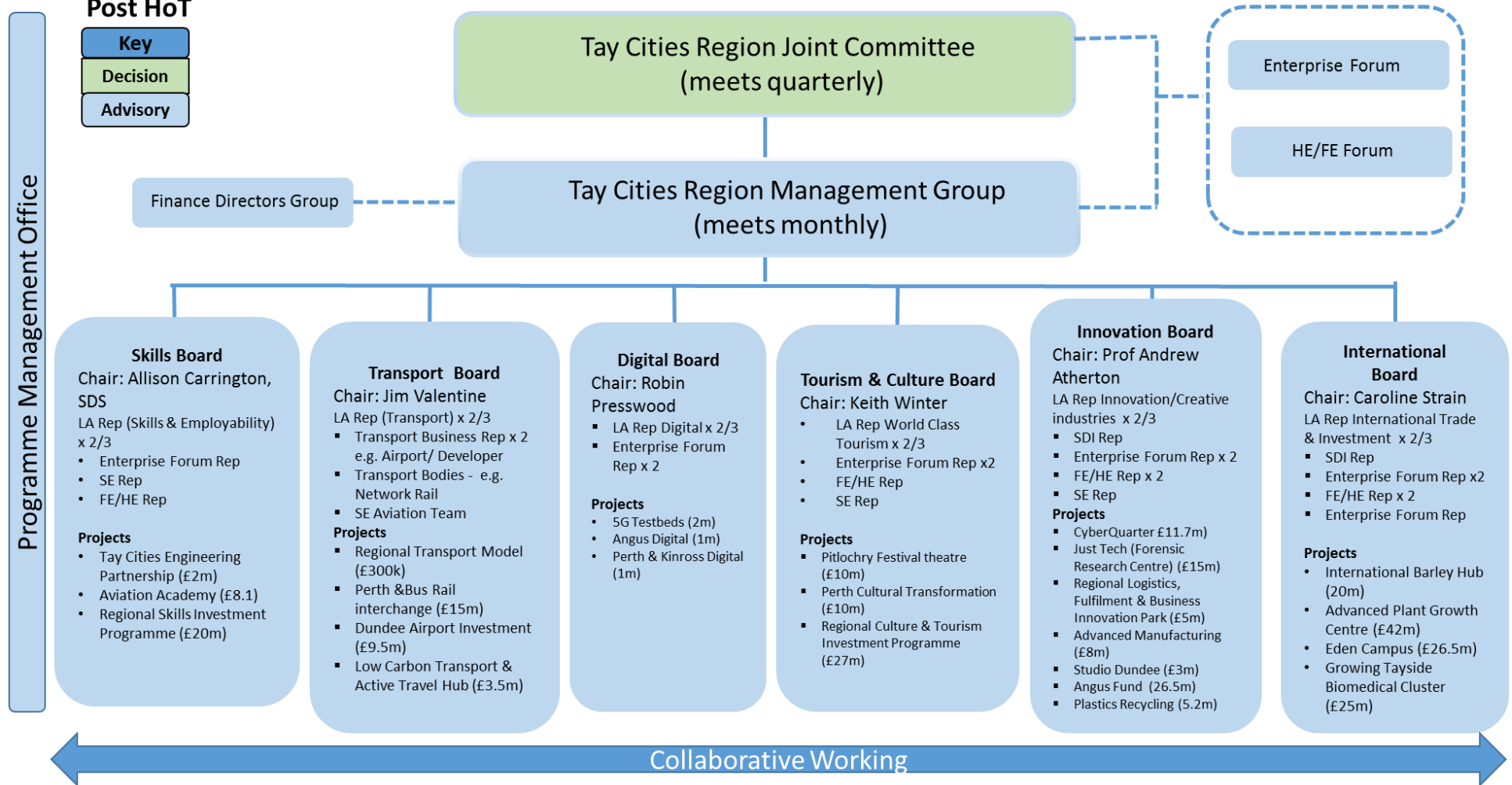
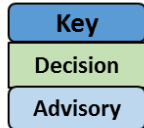
DATE: 3 June 2019

Lorraine Phin
Tay Cities Deal Programme Management Office

Appendix 1 Draft Governance Structure

Draft Governance Structure

Post HoT



Appendix 2: Draft Governance Structure - Terms of Reference

Management Group

Membership

Membership comprises:

- Four regional local authority Chief Executives(delegated to Director);
- One representative from the Cities Region HE/FE Forum
- One representative from the Enterprise Forum;
- One representative from Scottish Enterprise
- One representative from Skills Development Scotland
- One representative from Tactran
- One representative from Transport Scotland
- One representative from Visit Scotland
- The Section 95 Officer of the Lead Authority (Dundee City Council) will have a standing invitation as an ex-officio member; and
- Programme Management Office function

Purpose

The Management Group supports the Joint Committee in the delivery of the Tay Cities Region Deal Programme. It oversees cross-regional strategic activities outlined in the Heads of Terms. It also acts as a sounding board and provides feedback for activity that the PMO is undertaking.

The purpose of the Management Group is to:

- support the Joint Committee in the delivery of the Tay Cities Region Deal ensuring that it is aligned towards achieving its inclusive growth ambitions;
- capture and communicate business requirements for changes to, and development of economic policy and commission associated appropriate interventions;
- work collaboratively with all partners, to address barriers to inclusive economic growth and drive efficiency;
- ensure that the proper processes and procedures are in place in the delivery of the Tay Cities Region Deal;
- monitor financial spend against profile and delivery of milestones against agreed timescales;
- bring together intelligence and expertise to identify priorities and develop solutions to maximise private sector investment in the Tay Cities Region and secure sustainable and inclusive growth; and
- work to create an environment to support business growth ensuring appropriate mechanisms exist through which, as a co-ordinated voice, the private sector can inform and influence the shape and future direction of local, regional and national government policy.

The Chair and Vice Chair will rotate annually, and will be aligned with the Chair and the Vice Chair of the Joint Committee and Executive Board by geography.

Meeting schedule

The group will meet monthly.

Current status and implementation

The group has been constituted and will evolve according to demands of the Tay Cities Region Deal programme.

Finance Directors' Group

Membership

The group will comprise:

- Financial Directors of each Constituent Authority; and
- FE/HE Directors (Universities of Abertay, St Andrew and Dundee and the James Hutton Institute)
- Programme Management Office

It will be chaired by the Section 95 Officer of the Lead Authority (Dundee City Council).

Purpose

The group will:

- support the Management Group and Joint Committee in overseeing the City Region Deal's finances;
- ensure that the City Region Deal monies are spent as set out in the Financial Plan (to be agreed within the Full Deal);
- ensure that financial risk, audit and assurance are carried out effectively throughout the process;
- ensure compliance with current financial regulations and accountancy best practice; and
- consider quarterly financial reports, and escalate any risks to the Management Group.

Meeting schedule

The group will meet quarterly to align with funding flows from Government and quarterly reporting.

Current status and Implementation

The initial meeting of the Group is being scheduled for the near future.

Enterprise Forum

Purpose

The overarching purpose of the Enterprise Forum is to provide the voice of the business sector to guide the implementation of the Cities Region Deal. While the projects and financial arrangements have already been agreed in the Heads of Terms and ultimately, in the Tay Cities Region Deal Document, this group will support the other cities region deal partners (local authorities, universities/colleges and government/public sector agencies), towards a shared ambition for achieving sustainable and inclusive economic growth for the Tay Cities Region. It will do this in the following ways:

- use its commercial knowledge and expertise to influence the Joint Committee and Management Group making spend and investment decisions that maximise benefits for the city region's economy and its people;
- engage with wider business and third sector networks across the city region to ensure that a wide range of views are captured; and
- champion the Tay Cities Region Deal nationally and internationally to encourage further investment opportunities.

Principles

- The group will augment, and build on, existing business forums or similar structures without superseding them.
- Members will be appointed to the group based on their expertise and knowledge of the city region and its commercial sector, rather than the organisations which they represent. Individuals will be required to act in the best interests of the Tay Cities Region Deal community, foregoing any interest their own organisation (if any) may have in the Tay Cities Region Deal and related projects.
- Members will be responsible for ensuring that views of existing business networks are captured, and that there is no duplication between the group's activity and these networks.

Governance and decision-making

The group will not have direct decision-making power, but will make recommendations to the Joint Committee, which will be the ultimate decision-making body for Cities Region Deal activity. The group may also provide guidance to the Thematic Boards. To cater for this, the Chair of this group will sit on the Joint Committee.

Membership

Will seek to ensure an appropriate balance of membership, in terms of:

- Geography: each of the four local authorities in the Tay Cities Region will be represented by at least one business organisation with significant operations in their area.
- Sector: Organisations that operate in key industry areas that are relevant to the city region's economy will be represented.
- Size: Small, medium and large organisations will all be represented.
- Gender, ethnicity and age of business and third sector leaders.
- Organisation type: Individuals will be represented in accordance with the mix of enterprise types across the city region.

There will also be Management Group/Cities Region Deal PMO, Government/Agency and Higher/Further education representation, to ensure links with the wider governance structure. Support will be provided by Scottish Enterprise.

HE/FE Forum

Purpose

The overarching purpose of the HE/FE Forum is to provide the voice of the HE/FE sector to guide the implementation of the Cities Region Deal. While the projects and financial arrangements have already been agreed in the Heads of Terms and ultimately, in the Tay Cities Region Deal Document, this group will support the other city region deal partners (local authorities, local business and government/public sector agencies), towards a shared ambition for achieving sustainable and inclusive economic growth for the Tay Cities Region. It will do this in the following ways:

- use its knowledge and expertise to influence the Joint Committee and Management Group making spend and investment decisions that maximise benefits for the Cities Region's economy and its people;
- engage with wider academia to ensure that a wide range of views and innovative developments are captured and raised with the Joint Committee to further developments within the region; and
- champion the Tay Cities Region Deal nationally and internationally to encourage further investment and development opportunities.

Principles

- The group will augment, and build on, existing forums or similar structures without superseding them.
- Members will be appointed from each of the FE/HE institutions in the region. Individuals will be required to act in the best interests of the Tay Cities Region Deal community, foregoing any interest their own organisation (if any) may have in the Tay Cities Region Deal and related projects.
- Members will ensure that there is no duplication between the group's activity and these various networks.

Governance and decision-making

The group will not have direct decision-making power, but will make recommendations to the Joint Committee, which will be the ultimate decision-making body for Cities Region Deal activity. The group may also provide advice to the various Advisory Boards. To cater for this, the Chair of this group will sit on the Joint Committee.

Membership

Each of the FE/HE institutions in the Tay Cities Region will be represented on the group.

Meeting schedule

The Forum met on the 22nd April 2019. Quarterly meetings are proposed.

Programme Management Office (PMO)

The PMO shall be the team of officers employed by or seconded to the Lead Authority to coordinate the operational tasks necessary to implement the delivery of the TCD Programme.

In particular the PMO will:-

- provide best practice styles and documentation to the Constituent Authorities;
- scrutinise proposed business cases and make recommendations to the Joint Committee via the Management Group. Where necessary expertise does not exist within this team to fulfil this responsibility, external support may be commissioned and managed by the PMO;
- assess and monitor progress, process, slippage and risks in respect of projects within the TCD Programme and report these to the Management Group;
- analyse the impact of the delivery of the projects within the TCD Programme as well as the wider economic benefits as agreed in business cases and conditions of grant awards and to report the same to the Joint Committee to enable them to fulfil their reporting obligations to all in accordance with commitments made to the UK and Scottish Governments as part of the Tay Cities Deal;
- liaise with and co-ordinate programme delivery across other partners and National Bodies, including non-departmental public bodies, as long as such co-ordination advances the aims of the Tay Cities Deal and the functions of the Joint Committee; and
- develop and implement communications and stakeholder engagement strategies.

The Programme Manager shall be appointed by the Management Group to lead and manage the PMO and have responsibility for co-ordination of the operational delivery of the TCD Programme.

The Programme Manager shall be employed by or seconded to the Lead Authority.

The Programme Manager shall work under the direction of the Management Group and shall be accountable to the Joint Committee, through the Management Group, for the operational delivery of the TCD Programme.

Through the Management Group, the Programme Manager shall provide quarterly updates and an annual report to the Joint Committee advising on the progress, performance, slippage and risks in respect of all active projects within the TCD Programme

Thematic Boards

Skills Board

Membership

Representatives on this group will include:

- Senior Responsible Officer for Skills Programme (Management Group Representative) - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead)
- Representative from HE/FE Forum
- Representative from Enterprise Forum
- Representative from Scottish Enterprise

Purpose

The group's purpose will be to develop and maintain oversight of the integrated Regional Skills Investment Programme, and its remit will include:

- Develop the Regional Skills Investment Programme and thereafter review the programme taking into account regional and national developments
- Project prioritisation and resourcing
- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with City Region Deal partners
- Development of external partnerships with industry, public bodies and academia to further develop and influence the Regional Skills Investment Programme
- Assurance that inclusive growth is wholly integrated within all projects and the Tay Cities Region Deal programme
- Regular progress reporting on the Regional Skills Investment Programme to funders and key stakeholders

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The group is to be constituted and will evolve according to demands of the City Region Deal programme.

Transport Board

Membership

Representatives on this group will include:

- Management Group Representative - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead)
- Representative from Enterprise Forum (Transport)
- Representative from Scottish Enterprise
- Representative from Network Rail
- Representative from Transport Scotland

Purpose

The group's purpose will be to develop and maintain oversight of all transport projects, and its remit will include:

- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with City Region Deal partners
- Regular progress reporting on the all projects to funders and key stakeholders
- Development of external partnerships with industry, public bodies and academia

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The work of this group will be covered within the Tay Cities Regional Transport Working Group and will evolve according to demands of the Tay Cities Deal programme..

Digital Advisory Board

Membership

Representatives on this group will include:

- Management Group Representative - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Theme Lead)
- Representative from Enterprise Forum (Digital)
- Representative from HE/FE Forum

Purpose

The group's purpose will be to develop and maintain oversight of all digital projects and technological developments, and its remit will include:

- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with City Region Deal partners and projects
- Regular progress reporting on the all projects to funders and key stakeholders
- Development of external partnerships with industry, public bodies and academia and providing the Management Group with information and advice on policy implications of initiatives and activities affecting digital innovation in the region

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The group is to be constituted and will evolve according to demands of the Cities Region Deal programme.

Tourism and Culture Advisory Board

Membership

Representatives on this group will include:

- Management Group Representative - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead)
- Representative from Enterprise Forum (Tourism)
- HE/FE Forum Rep
- SE Rep
- Representative from Visit Scotland

Purpose

The group's purpose will be to develop and maintain oversight of the Regional Culture and Tourism Investment Programme, and its remit will include:

- Develop the Culture and Tourism Programme and thereafter review the programme taking into account regional and national developments
- Project prioritisation and resourcing
- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with City Region Deal partners
- Development of external partnerships with industry, public bodies and academia to further develop and influence the Culture and Tourism Programme
- Regular progress reporting on the Culture and Tourism Programme to funders and key stakeholders

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The group is to be constituted and will evolve according to demands of the City Region Deal programme.

Innovation Advisory Board

Membership

Representatives on this group will include:

- Management Group Representative - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead)
- Representative from Enterprise Forum x 2
- HE/FE Forum Rep x 2
- Representative from SE
- Representative from SDI

Purpose

The group's purpose will be to develop and maintain oversight of the all projects within the innovation theme, and its remit will include:

- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with City Region Deal partners and projects
- Regular progress reporting on the all projects to funders and key stakeholders
- Development of external partnerships with industry, public bodies and academia and providing the Management Group with information and advice on policy implications of initiatives and activities affecting innovation throughout the region

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The group is to be constituted and will evolve according to demands of the Cities Region Deal programme.

International Advisory Board

Membership

Representatives on this group will include:

- Management Group Representative - Chair
- Nominated Local Authority representatives (2/3; one of which will be the appointed Thematic Lead)
- Representative from Enterprise Forum x 2
- HE/FE Forum Rep x 2
- Representative from SE
- Representative from SDI

Purpose

The group's purpose will be to develop and maintain oversight of the all projects within the international innovation theme, and its remit will include:

- Review and assess business cases and provide advice and guidance to project owners on their submissions
- Provide advice, guidance and recommendations to the Management Group on the development and approval of business cases
- Review any requests for change to approved projects and make recommendations to the Management Group
- Leading and maximising the collaboration with Cities Region Deal partners and projects
- Regular progress reporting on the all projects to funders and key stakeholders
- Development of external partnerships with industry, public bodies and academia and providing the Management Group with information and advice on policy implications of initiatives and activities affecting international innovation throughout the region

Meeting schedule

The group will initially meet monthly. This will be reviewed as required.

Current status and implementation

The group is to be constituted and will evolve according to demands of the Cities Region Deal programme.



REPORT TO: TAY CITIES REGION JOINT COMMITTEE - 21 JUNE 2019

REPORT ON: PARTNERS COMMUNICATION PROTOCOL

REPORT BY: STEVEN BELL, SERVICE MANAGER, COMMUNICATIONS, DCC

REPORT NO: TCRJC 11-2019

1.0 PURPOSE OF REPORT

To outline the details of and agree the Tay Cities Region Partners Communication Protocol as detailed in Appendix I.

2.0 RECOMMENDATIONS

It is recommended that the Joint Committee approve the Partners Communication Protocol as detailed in Appendix I.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 Introduction

4.1.1 The Communication Protocol sets out an agreed framework for communication around the Tay Cities Region Deal. It is designed to ensure that areas of responsibility and working practices are clearly defined; that communications actions are effective, clear and timely; and that good partner working relationships are maintained.

4.1.2 The document has been developed by communications leads across the partner agencies. It draws on experience and learning from other City Deals.

4.2 Scope and Process

4.2.1 The Protocol covers both proactive and reactive communications, across print and broadcast media, publicity materials, digital and social media, and responses to direct inquiries. It outlines agreed spokespeople and the processes for approving communications and notifying partners of activity across the agencies and PMO.

4.2.2 A Tay Cities Region Deal communications group has been formed, and will meet bi-monthly to discuss activity and opportunities. Its membership includes communications representatives from key partner agencies, and will evolve over the duration of the deal.

4.3 Supporting Documents

- 4.3.1 A suite of supporting documents is being developed. These include a “boiler plate” description of the Deal (and adapted versions for each local authority area), a calendar of communications activity, an agreed Q&A and a guide to the use of TCD branding.

5.0 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 **CONSULTATIONS**

The Treasurer, Clerk to the Joint Committee and Management Group have been consulted during the preparation of this report.

7.0 **BACKGROUND PAPERS**

None.

STEVEN BELL, COMMUNICATIONS MANAGER, DCC

DATE: 5 JUNE 2019



Tay Cities Region Deal Partners Communication Protocol

For Member Authorities, Deal partners, the PMO and the UK and Scottish Governments

Partner Commitment

This document sets out an agreed framework for communication protocols around the Tay Cities Region Deal. It is designed to ensure:

- Areas of responsibility and working practices across the partners are clearly defined;
- Effectiveness, clarity and timeliness of action when matters concerning one or more partners are deemed likely to be of public/media interest; and
- Good partner working relationships.

Scope

This protocol covers proactive and reactive communications activities in relation to the Tay Cities Region Deal by the PMO, Member Authorities (Angus, Dundee City, Fife, and Perth and Kinross councils), Scottish and UK Governments, and other partners, with communications defined as:

- Press releases and written statements issued to the print, online and broadcast media.
- Interviews and opinion pieces provided to the print, online and broadcast media.
- Briefings, interviews, verbal statements and press conferences.
- Publicity material, including posters, brochures, leaflets, newsletters and reports.
- Media information, blogs and commentary released across each organisation's social media.
- Broadcast interviews, documentaries and public interest programmes.
- Information published on each organisation's website.
- Responses to FOIs, political and customer enquiries.

Lead Organisation

The Tay Cities PMO, with Tay Cities Deal PR and Comms Team, will together lead on / sign off Tay Cities Region Deal programme communications in relation to output from all committees and governance groups.

Scottish and UK Governments in relation to the Tay Cities Region Deal

The UK and Scottish Governments will be engaged as early as possible in every Tay Cities Region Deal project milestone, to allow opportunities for attendance at events/launches and inclusion of media quotes.

The PMO will act as a liaison between individual projects and the Deal partners, and will be the primary point of contact for the UK and Scottish governments. As such the PMO should be sighted on all potential project and programme level communications activities in order to ensure the UK and Scottish Governments receive sufficient notice of, and opportunity to contribute to, any media opportunities, visits, or events.

Government partners will aim to advise the PMO in advance about proposed or planned media or visits by politicians or senior officers connected to the Tay Cities Region Deal.

If a member authority or partner intends to invite either the UK or Scottish Government to an event or media opportunity connected to the Tay Cities Region Deal, or to offer space for a quote in a news release, the same offer must be made to both governments.

Spokespeople

The agreed spokespeople are:

- For the Tay Cities Region Deal programme: the Joint Committee Chair, where appropriate with UK and Scottish governments.
- For individual Tay Cities Region Deal projects: Lead Member Authority or Partner will appoint, as appropriate. Where a project is carried out by two or more partners, it is acceptable to include quotes from the relevant spokesperson for each organisation.

Where the subject crosses themes or more generally relates to the partnership, the Joint Committee Chair will be quoted.

Process

A **Tay Cities Region Deal Communications Group** shall meet bi-monthly to:

- Populate and agree a communications planner and upcoming activity;
- Update the communications documents set out below; and
- To discuss the handling of any forthcoming communications opportunities that have arisen since the previous meeting.

Media activity /releases

- All media releases or briefing notes relating to the Tay Cities Region Deal should be shared in advance with the PMO and all communications leads.
- Media Releases relating to the Deal should be posted promptly on <https://www.taycities.co.uk/> by the Tay Cities Deal PR and Comms Team.

- In instances of sensitive, or conflicting, positions communication leads representing each organisation undertake to keep each other informed on a 'no surprises' basis. Any confidentiality or embargo relating to this information will naturally be upheld.
- All media releases **must** mention where projects have been funded by the UK and/or Scottish Government, as well as any other funding partners, through the City Region Deal. This must be included in the body of the release, not in the background, and must be placed early in the release so as to ensure it is picked up in coverage.
- Where appropriate, final releases should be shared with partners for wider ongoing circulation.
- Contact details for the partner communications leads are provided below.

Media enquiries and FOI requests

The PMO and Tay Cities Deal PR and Comms Team will together lead on responding to media enquiries relating to the Programme. Member authorities / partners should direct relevant enquiries to the PMO and Tay Cities Deal PR and Comms Team. The PMO will lead on FOI enquiries relating to the programme.

Media enquiries relating to individual projects should be dealt with by the relevant lead organisation. However, all partners should be advised of and should share responses issued to the media, including relevant FOI enquiries. FOI and media enquiries will also be discussed standing agenda item at Tay Cities Region Deal Communication Group meetings.

Communication Planner

The Communication Planner provides a forward plan of proposed communications activities by all partners and will be updated by the PMO ahead of each Tay Cities Region Deal Communication Group meeting.

The Planner should also provide details as to the release of public information about the Tay Cities Region Deal, such as where meeting papers will be made publically available ahead of meetings.

Comms leads should inform other partners and the PMO in advance and at the earliest opportunity of potential or actual media communication activities that are not recorded on the Planner.

Photo opportunities

These will be organised by the relevant lead organisation on the project. All partner communications leads must be informed in advance and will bear responsibility for inviting any relevant representative from their organisation to take part.

Communications documents

Partners agree to use the following communication documents in order to achieve consistency in messaging. These are:

- The **Core Script ('Boilerplate')**, which provides a short description of the Tay Cities Region Deal, how it came about, what it will do, what it hopes to achieve, and relevant details of timeframes and investment.
- **The Story Matrix**, which sets out the regional challenges, the solutions, and the proof points/case studies of what has been achieved through the Tay

Cities Region Deal. It is the responsibility of all partners to populate the matrix and keep it up to date, so that it can be reviewed and discussed at Tay Cities Region Deal communications group meetings.

- **The Q & A**, which will capture frequently asked questions and agreed responses.

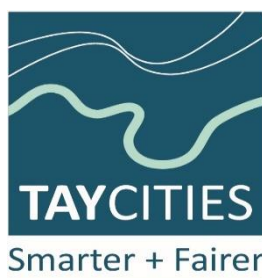
Amendments to the above suite of documents should be made in consultation with the other partners.

Escalation

If an issue arises with the partnership, the partners will work together to agree a communications strategy, messaging and spokespeople before any communication about the issue is made. If the issue is raised with one partner by a third party the partner will only offer a holding response before immediately conferring with the other partners about the appropriate course of action.

Branding

Tay Cities branding should be used in all communications activities, alongside that of the two governments. Member authority and partner logos should also be used where appropriate.



Scottish Government
 Riaghaltas na h-Alba
 gov.scot

Review

This protocol will be reviewed annually by the Tay Cities Region Deal communications group, for discussion/approval by the Tay Cities Management Group.

Tay Cities Deal Communication Leads

Organisation	Contact	Contact details
Deal PMO	Morag Saunders	morag.saunders@taycities.co.uk
UK Government	Graham Bissell	Graham.Bissell@scotlandoffice.gsi.gov.uk
Scottish Government	Kristen McNicoll (primary) Lesley Jackson (secondary)	Kristen.mcnicoll@gov.scot Lesley.jackson2@gov.scot
Angus Council	Jane Stork	StorkJ@angus.gov.uk
Dundee City Council	Steven Bell/Mike Boyle	steven.bell@dundeecity.gov.uk mike.boyle@dundeecity.gov.uk
Fife Council	Jenny Murray	jenny.murray-crm@fife.gov.uk
Perth and Kinross Council	Ruth Fry	RFry@pkc.gov.uk
University of Dundee	Roddy Isles	R.Isles@dundee.ac.uk
University of Abertay	Graeme Bletcher	g.bletcher@abertay.ac.uk
Scottish Enterprise	Elaine Walker	elaine.walker@scotent.co.uk