



City Chambers  
DUNDEE  
DD1 3BY

15th March, 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 22nd March, 2019 at 10.00 am in Town and County Hall, The Cross, Forfar, Angus.

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

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

**1 APOLOGIES/SUBSTITUTIONS**

**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 MEMBERSHIP**

The Joint Committee are asked to note 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 have 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 has 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 have been requested to appoint a replacement for Mr Allan.

The Joint Committee is also asked to note the sad passing of Councillor Brian Gordon. TACTRAN have been requested to appoint a replacement for the late Councillor Gordon.

A verbal update regarding a replacement will be given at the meeting.

#### **4 CHANGE OF CONVENERSHIP**

It is reported that the term of Convenership held by Angus Council is at an end and the position of Convener requires 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 will be filled by Councillor Murray Lyle.

#### **5 VICE CONVENERSHIP**

In terms of Clause Twelve of the 2017 Minute of Agreement, the position of Vice-Convener requires to be filled by a member of Fife Council. The Joint Committee's instructions regarding this position are requested.

#### **6 MINUTE OF MEETING OF 9TH NOVEMBER, 2018 - Page 1**

(Copy enclosed).

#### **7 HEADS OF TERMS - Page 3**

(Report No TRCJC3-2019 by Executive Director of City Development enclosed).

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

Lesley Jackson, Scottish Government, Craig Birrell, UK Government and Mo Saunders, Tay Cities Deal.

#### **9 PROVISIONAL REVENUE BUDGET 2019/2020 - Page 19**

(Report No TCRJC1-2019 by Treasurer enclosed).

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

(Verbal update by Mo Saunders).

#### **11 REGIONAL TOURISM STRATEGY UPDATE - Page 25**

(Report No TRCJC2-2019 by Business Development Team Leader enclosed).

#### **12 DATE OF NEXT MEETING**

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

**ITEM No ...6.....**

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held at Dundee on 9th November, 2018.

Present:-

Angus Council

Councillor Bill DUFF

Councillor Bob MYLES

Councillor Angus MACMILLAN DOUGLAS

Dundee City Council

Councillor John ALEXANDER

Councillor Lynne SHORT

Councillor Richard McCREADY

Fife Council

Councillor Karen MARJORAM

Councillor David ROSS

Perth & Kinross Council

Councillor Murray LYLE

Councillor Dave DOOGAN

Councillor Colin STEWART

Non-Elected Members

Gordon McGUINNESS, Skills Development Scotland

Ellis WATSON, Tay Cities Enterprise Forum

Professor Sir Pete DOWNES, Principal, University of Dundee Regional HE/FE Forum

Julie FARR, Social Enterprise Network, Third Sector

Jim REID, Scottish Enterprise

Co-opted Member

Councillor Brian GORDON, Tactran (Item VI onwards)

**I APOLOGIES**

Apologies were intimated from Councillor Tim Brett.

**II DECLARATION OF INTEREST**

Councillors Myles and Stewart declared a non-financial interest by virtue of their membership of NHS Tayside Board.

**III MIINUTE OF MEETING OF 18TH MAY, 2018**

The minute of meeting of 18th May, 2018 was submitted and approved.

**IV MATTERS ARISING**

Reference was made to the recent announcement that Michelin Group were intending to close their Dundee factory.

The Executive Director of City Development, Dundee City Council outlined steps being taken in conjunction with Scottish Ministers and neighbouring authorities to try and reverse the decision taken to close Michelin, including an Action Group established in this regard. A re-purposing strategy was also being drafted which would seek to identify alternative uses for the site. Lastly, in the event of closure, a brief was being prepared to ensure alternative employment paths/training would be available for employees affected.

The Joint Committee expressed concern at the news of the potential closure but welcomed the proactive approach being taken by elected members and officers.

## **V CO-OPTED MEMBER**

In terms of Clause Three of the Minute of Agreement among Angus Council, Dundee City Council, Perth and Kinross Council and Fife Council, the Leadership Group recommended that Councillor Brian Gordon, Chair of Tactran, be co-opted for a period not exceeding two years as an additional non-voting member of the Joint Committee.

The Joint Committee approved the recommendation as detailed.

A query was also raised regarding the possibility of appointing further co-opted members, particularly from the Federation of Small Businesses. Following discussion it was agreed that there was a more appropriate forum within which they could be more effectively represented.

## **VI TAY CITIES DEAL GOVERNANCE ARRANGEMENTS**

There was submitted Report No 2-2018 by the Clerk to Tay Cities Region Joint Committee outlining the details of the proposed Tay Cities Region governance arrangements as detailed in Appendix 1 to the Report.

The Joint Committee adopted the Governance Agreement and Standing Orders as detailed in Appendix I subject to the amendment that the provision relating to a Council being able to withdraw on two years written notice be deleted, and that the Heads of Legal and Democratic Services from the four constituent authorities are content with the revised wording.

Councillor Stewart requested that his dissent be recorded from the foregoing decision.

It was further agreed that whilst administrative arrangements would continue to be undertaken by Dundee City Council, future venues for meetings would rotate.

## **VII VERBAL UPDATE ON TAY CITIES DEAL INCLUDING HEADS OF TERMS**

A verbal update was given by the Executive Director of City Development, Dundee City Council. It was reported that due to the unforeseen announcement regarding the closure of Michelin, the Heads of Terms had still to be finalised.

However, there was a clear understanding from the Scottish Government that they would prefer to support fewer, more strategic projects, with a strong balance between rural and urban initiatives. A new date for signing was still to be identified, however, this was likely to be before the end of November.

The Joint Committee noted that a strong relationship had been built with the Scottish Government and that robust representation to ensure the best deal was achieved for the region was paramount.

## **VIII DATE OF NEXT MEETING**

To be confirmed.

Bob MYLES, Chair.

**ITEM No ...7.....**

**REPORT TO: TAY CITIES REGION JOINT COMMITTEE – 22 MARCH 2019**

**REPORT ON: HEADS OF TERMS**

**REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

**REPORT NO: TRCJC 03-2019**

## **1 PURPOSE OF REPORT**

- 1.1 This report provides the Joint Committee with an update on the Heads of Terms for Tay Cities Deal.

## **2 RECOMMENDATION**

- 2.1 It is recommended that the Joint Committee notes and welcomes the package of new resources for the Tay Cities

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The Tay Cities Region comprises the local authority areas of Angus, Dundee City, Perth & Kinross and the North East area of Fife. The region has a strong economic base and regional identity with world class universities and many cutting-edge businesses. It is home to almost 500,000 people and over 15,000 businesses.
- 3.2 Inspired by the catalyst City Region Deal process, regional partners have established a strong regional economic partnership to drive growth and the Tay Cities Regional Economic Strategy will be updated to ensure that it both addresses the challenges and the opportunities for the regional economy over the coming years, and is consistent with the priorities established in the Heads of Terms. The partners are clear that for the economy to thrive they must:
- a grow the base of knowledge-led businesses;
  - b support more businesses to trade internationally;
  - c attract investment;
  - d attract and retain talented people;
  - e improve connectivity to, from and around the region;
  - f increase economic participation; and
  - g reduce inequalities.

## **4 TAY CITIES DEAL HEADS OF TERMS**

- 4.1 The Heads of Terms for the Tay Cities Deal were signed on the 22 November by all the key parties – Scottish Government, the UK Government, the 4 local authorities, the Tay Cities Enterprise Forum and the Tay Cities HE/FE Forum.
- 4.2 The Heads of Terms sets out the scope of a City Region Deal that seeks to transform the regional economy by delivering inclusive growth: raising the productivity of the region and increasing the participation of its workforce. Its themes reflect the regional strategy and focus on inclusion, industry, innovation, internationalisation and empowerment.

- 4.3 The Heads of Terms commits the UK Government and the Scottish Government to work collaboratively with the regional partners to deliver a Deal that will transform the regional economy. The Scottish Government and the UK Government will each invest up to £150 million in the Deal over 10-15 years, subject to final approval of robust business cases. The deal anticipates that partner Councils and their partners will lever in an additional £400 million.
- 4.4 On the 7 January, the Scottish Government announced an additional £50M of support for the Tay Cities Region. The investment includes £40M in the Cross Tay Link Road and £10M for the development of an industrial investment programme, supporting the manufacturing sector.
- 4.5 City Region Deal partners believe that this investment has the potential to secure over 6,000 jobs and lever in over £400 million in investment over the next 10-15 years, decisively reducing the economic inequality gap as part of the drive to boost productivity. Details on how that additional £400 million will be levered in will become clearer once the timescales and conditions of release of the funding becomes clearer.
- 4.6 Appendix 1 to this report provides the full text of the Heads of Terms and Appendix 2 contains the table of proposed investments from the UK and Scottish Governments.

## 5 NEXT STEPS

- 5.1 The Tay Cities Deal proposals set out a new approach to economic development, strategic planning and transport planning underpinned by a new approach to city regional governance. This new regional governance will exemplify the expectations set out in Scotland's Enterprise and Skills Review. Significant progress has been made towards this new regional joint working with the establishment of the Tay Cities Region Joint Committee in December 2017.
- 5.2 The regional partners are now developing the means of delivering a new collaborative model that will assist the delivery of improved outcomes for everyone living and working in the region, using the momentum created by the City Region Deal to accelerate inclusive economic growth. This will be best achieved through close alignment with Scottish Government and UK Government departments and agencies, and with the support and guidance of the private sector.
- 5.3 Regional partners will lead work to move from Heads of Terms to full Deal, working with the Scottish and UK Governments to develop a Delivery Plan that details the implementation, monitoring and evaluation of all projects and programmes receiving funding through this deal.
- 5.4 The Delivery Plan will also set out the full partnership, governance and assurance arrangements as well as implementation and financial plans with relevant milestones. Regional partners will demonstrate the value for money case for each programme and/or project before funding is made available. As such, all the commitments in this document are subject to the approval of final business cases from the relevant Government, or from both Governments in the case of jointly funded projects.
- 5.5 The Scottish Government is developing an Inclusive Growth monitoring framework which will incorporate indicators to measure progress towards the five high level inclusive growth outcomes (Productivity, participation, Population, People and Place) and will expect the City Region Deal evaluation and monitoring reports to align with this.
- 5.6 Regional partners will work with both the Scottish and the UK Governments to agree a communications strategy and an operating protocol. Both documents will set out how communications about the City Region Deal and its associated activities are taken forward in a way that meets the needs of Regional Partners as well as the Scottish and UK Governments.

Robin Presswood  
Executive Director of City Development  
Dundee City Council

## APPENDIX 1

## Tay Cities Region Deal

## Heads of Terms Agreement

22 November 2018







Our signing of this document confirms our joint commitment to achieve full implementation of the Tay Cities Region Deal.

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Mr Michael Matheson MSP  
Cabinet Secretary for Transport, Infrastructure  
and Connectivity  
Scottish Government

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Rt Hon David Mundell MP  
Secretary of State for Scotland  
UK Government

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Cllr David Fairweather  
Leader of Angus Council

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Cllr John Alexander  
Leader of Dundee City Council

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Cllr Karen Marjoram  
Fife Council

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Cllr Murray Lyle  
Leader of Perth and Kinross Council

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Ellis Watson  
Chair, Tay Cities Enterprise Forum

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Professor Sir Pete Downes  
Chair, Tay Cities HE/FE Forum



## EXECUTIVE SUMMARY

1. The Tay Cities Region comprises the local authority areas of Angus, Dundee City, Perth & Kinross and the North East area of Fife. The region has a strong economic base and regional identity with world class universities and many cutting-edge businesses. It is home to almost 500,000 people and over 15,000 businesses. Its two cities, Dundee and Perth, are just over 20 miles apart.
2. Inspired by the catalyst City Region Deal process, regional partners have established a strong regional economic partnership to drive their economy and their Tay Cities Regional Economic Strategy<sup>1</sup> sets out both the challenges and the opportunities for the regional economy over the coming years. The partners are very clear that for the economy to thrive they must:
  - Grow their base of knowledge-led businesses;
  - Support more businesses to trade internationally;
  - Attract investment;
  - Attract and retain talented people;
  - Improve connectivity to, from and around the region;
  - Increase economic participation; and
  - Reduce inequalities.
3. This Heads of Terms sets out the scope of a City Region Deal that seeks to transform the regional economy by delivering inclusive growth: raising the productivity of the region and increasing the participation of its workforce. Its themes reflect the regional strategy and focus on inclusion, industry, innovation, internationalisation and empowerment.
4. The Heads of Terms commits the UK Government and the Scottish Government to work collaboratively with the regional partners to deliver a Deal that will transform the regional economy. The Scottish Government and the UK Government will each invest up to £150 million in the Deal over 10-15 years, subject to final approval of robust business cases
5. City Region Deal partners believe that this investment has the potential to secure over 6,000 jobs and lever in over £400 million in investment over the next 10-15 years, decisively reducing the economic inequality gap as part of the drive to boost productivity.

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<sup>1</sup> [https://www.taycities.co.uk/sites/default/files/tay\\_cities\\_deal.pdf](https://www.taycities.co.uk/sites/default/files/tay_cities_deal.pdf)

## THE COMMITMENTS

### An Inclusive Tay

#### **Employability and Skills**

6. Through the Tay Cities Region Deal the Scottish Government will support additional investment being made by regional partners to deliver better skills outcomes across the region
7. Subject to approval of a programme business case, the Scottish Government will invest up to £20 million to support delivery of the Tay Cities Skills and Employability Development Programme to deliver Fair Work. The Programme will reduce skills shortages and gaps, and deliver incremental system-wide improvements to ensure Inclusive Growth by boosting the flow of individuals from disadvantaged groups, support reskilling into the career opportunities that will be generated through and as a result of the investment in the Tay Cities Region Deal.
8. The UK Government will invest up to £8.1m in the Aviation Academy for Scotland which is an innovative Tayside-wide partnership project with the key objective of providing specialist training and skills in the aviation industry.

### An Innovative, International Tay

9. An important focus of the Tay Cities Region Deal will be ensuring that research and innovation activity catalyses new job opportunities for the people of Dundee, Fife, Perth and Angus. These jobs will include research and academic posts, jobs flowing from new start-up companies, expansion of existing companies and migration of companies to the region. The projects referenced below will work with the Employability and Skills Programme to maximise its regional benefit. Through this city region deal, both the Scottish and UK Governments will commit to drawing on the resources and expertise of agencies such as Scottish Enterprise, Scottish Development International, Skills Development Scotland, Scotland's Innovation Centres, Innovate UK and the Department for International Trade to work collaboratively with the Tay Cities Region partners, including their business network, to ensure investments through the deal create quality sustainable jobs for the Tay Cities region.

#### **Growing the Tay Biomedical Cluster**

10. The region's Biomedical sector sustains more than 4,000 high-value jobs in research, development and manufacturing. The work has global standing and includes a strong base of companies such as Axis Shield Diagnostics Ltd; ExScientia; Concept Life Sciences; and Vascular Flow Technologies Ltd
11. This City Region Deal seeks to build on the international reputation of this drug discovery research capability (in collaboration with other complementary Scottish assets) and also the internationally renowned minimally invasive surgical techniques and technologies. To support this ambition, Scottish Government will provide up to £25 million as part of a package of measures, and work with the partners to develop a clear and impactful programme of delivery which levers additional funding, enhances this international reputation and creates new technologies.
12. A complementary Skills Development and Training package within the Tay Cities Skills Development Programme, will support both Biotech and MedTech priorities by developing technical training facilities and Life Sciences workforce development at Dundee & Angus College to increase the supply of skilled laboratory staff.
13. With the active support of Scottish Enterprise, this has the potential to become one of the most attractive and sought after biomedical locations in the UK, delivering significant economic value.

### **Securing our Food Production and Development Capability**

14. The region is home to the James Hutton Institute, the UK's main research centre on the environmental, crop and food science aspects of barley, the number one cereal crop in Scotland, the second most important in the UK and the fourth most important cereal crop globally. Together with the University of Dundee, the James Hutton Institute is building on this expertise to develop an International Barley Hub, focussed on the needs of industry. Based in Invergowrie, the Hub will bring users more closely into the research process with the intention of generating more industry-led and funded projects to drive benefits for the sector and supply chain.
15. In tandem, the James Hutton Institute also houses the Advanced Plant Growth Centre, which is developing a nascent technological approach to plant growth. This new approach seeks to deliver economic and environmental benefits to the agricultural, food and drink sectors. The Advanced Plant Growth Centre will develop innovative technologies for vertical growth systems and the potential cultivation of crops which currently cannot be grown in Scotland. It will also accelerate the development of new crop varieties, halving the current 7-15 year timeframe for new crops.
16. Through the Tay Cities City Region Deal the UK Government commits to invest up to £20 million to the International Barley Hub where it will become the focal point for translational development and innovation for all barley development in Scotland, the UK and internationally.
17. The UK Government commits to invest up to £25 million to the development of the Advanced Plant Growth Centre who will deliver increased commercial, economic and environmental benefits to the agricultural, food and drink sectors in the UK and internationally by innovative use of precision controlled environment technologies.
18. The Scottish Government recognises the very significant economic potential of these two projects and commits to invest up to £17 million in them to ensure their deliverability and success.

### **Strengthening Cyber Resilience and Developing Digital Forensics**

19. The University of Abertay is a recognised UK leader for research and teaching in ethical hacking. Alongside this, the Leverhulme Research Centre for Forensic Science at Dundee University, is developing leading applications of forensic research. As part of the regional strategy to build high quality jobs for the future, regional partners recognise the opportunities presented by these two areas of work. Together, these projects provide a nucleus for a cluster of expertise in cyber security and digital forensics which has the potential to accelerate company growth in this global high-value sector.
20. Through the Tay Cities City Region Deal the Scottish Government commits to invest up to £6 million and the UK Government commit to invest up to £5.7 million for the development of the Cyber Security Centre of Excellence. The cyberQuarter will be a cluster of academic-commercial activity, providing a co-location space for academia and industry, expertise in applied research and access to a range of public sector support located within the Tay Cities region. The project will exploit the existing expertise of Abertay University in ethical hacking, the digital industries ecosystem of Dundee city and wider business-focused engagement activity undertaken by key partners. Businesses in the new centre will be able to benefit from bespoke support and advice from Business Gateway and Scottish Enterprise.
21. The UK Government also commits up to £15 million to establish the UK's first Forensic Science Research Centre to drive unprecedented levels of industrial partnership, invest in an Innovation Cluster Development alongside the University of Abertay's Cyber Quarter working with SMEs and start-ups to exploit new intellectual property and to enter new markets facilitated by the Forensic Science Catapult Centre and build a world-leading vibrant culture of Innovation, Communication and Economy at the University of Dundee by scaling up these modelled approaches to industrial engagement in an inspirational new-build at the heart of the University campus

22. To maximise the impact of these developments at both regional and national levels, Abertay and Dundee Universities and their partners will commit to ensuring alignment of the goals and work programmes of these new centres with the Scottish and UK Governments' wider ambitions, strategies and action plans on cyber resilience and cybercrime. In particular, when developing the new centre, the universities and their partners will consider how they can play an active role in supporting delivery of the Scottish Government's Cyber Resilience Economic Opportunity Action Plan, the Learning and Skills Cyber Resilience Action Plan, and the development of the Scotland-wide cyber security "cluster" that forms a core part of this.

### **Developing a World Class Tourism Offer**

23. Building on world-class locations such as St Andrews, Gleneagles and the new V&A in Dundee, the Scottish Government will invest £37 million, subject to approval of a programme business case, to support a Regional Culture and Tourism Investment Programme that will invest in key economic assets in culture and tourism. The Programme will be developed in conjunction with the private sector and with national agencies and will be designed to maximise the use of public funds and leverage additional private sector investment. It will invest in a wide range of assets to ensure that the entire region can continue to develop its national and international visitor offer. This investment will attract longer stays in the region and ensure the region can deliver: uplift in the number of staying visitors; an increase in the average length of stay; and in the amount spent per visitor.
24. Subject to approval of robust business cases that set out clear economic outcomes and successfully securing match funding, the Scottish Government expects the Programme to provide up to £10 million in the Pitlochry Festival Theatre with the balance of investment supporting further priority projects that can demonstrate a strong economic impact across the region. The capital investment programme will be complemented by investment in hospitality and training as part of the Tay Cities Skills Development Programme leading to jobs growth and career progression in this growing sector of the economy.
25. In addition, UK Government will invest up to £10 million for the Perth City Transformation project to transform the cultural offer of Perth to achieve economic development objectives for the Tay Cities Region alongside substantial cultural investment in Dundee. The programme will create a cultural offer in Perth which responds to both local audiences and tourism visitors, complementing other cultural attractions to produce a compelling, cohesive 'brand' for Perth as a major cultural city.

### **Advanced and Sustainable Manufacturing**

26. The importance of manufacturing to the regional economy is significant with manufacturing currently supporting some 5% of regional jobs. The commitments set out below will support strategic investment in the region's industrial base with particular focus on securing long term sustainable jobs in advanced manufacturing and the growing industries of renewable energy and decommissioning.
27. The Scottish Government's establishment of a National Manufacturing Institute for Scotland (NMIS) is at the core of measures to support making Scotland a global leader in advanced manufacturing. NMIS will be an industry-led international centre of manufacturing expertise where research, industry and the public sector work together to transform skills, productivity and innovation as well as attracting investment. This opportunity is further reinforced by the planned establishment of an Advanced Manufacturing Challenge Fund, supported by significant European funding which partners will be required to match.
28. Through this City Region Deal, the Scottish Government commits to investing up to £10 million in high value manufacturing. Included in this is £2 million to establish the Tay Cities Engineering Partnership, the first regional Engineering and Advanced Manufacturing network in Scotland. This network, led by industry and with the full participation of the regional colleges, will ensure that businesses right across the Tay Cities Region are fully able to engage with NMIS to reap the productivity benefits it will unlock.

### Capitalising on Design

29. Complementing the investment in manufacturing, the Scottish Government will invest up to £3 million into Studio Dundee, an entrepreneurial hub in the heart of Dundee's new waterfront. This new development will provide flexible and adaptable co-working space alongside a fully-equipped and digitally connected tech lab which will attract entrepreneurial talent to Dundee: the UK's first UNESCO City of Design.

### Preparing for a Low carbon Future

30. The Eden Campus of St Andrews University at Guardbridge in Fife is a 32.5 acre industrial site, with untapped capacity to co-locate industry alongside academic expertise from across Scotland and open up the University's activities to the business community, wider public and entrepreneurs. The University wishes to see some 75% of the site host a mix of science and technology-based industry and commerce activity underpinned by skills training services and mentoring programmes, access to high speed network for research (Janet) and reliable upgraded power and renewable heating supplies.
31. To support this ambition, and subject to a robust business case, the UK Government commits to invest:
- up to £7 million to develop a dedicated infrastructure Primary Substation power upgrade providing all required power for Eden Campus at Guardbridge with full supply security, reliability and no risk of constraint;
  - up to £13.5 million for the Scottish Centre for Clean Energy Storage and Conversion which will address one of the world's most important technology challenges, whilst presenting a unique opportunity for this region and Scotland to build on strengths in low-carbon innovation; and
  - up to £4 million for the Eden Enterprise Hub which will be developed as an innovation hub, diversifying the regional economy by developing sectoral specialisms and capitalising on the region's universities by providing space for their spin-outs and start-ups. It will provide a range of business facilities as well as coaching, expertise and industry-specific guidance, and a dedicated Knowledge Transfer Centre.
32. Subject to a robust business case, the Scottish Government will invest up to £2 million alongside Fife Council in Eden Enterprise to establish a commercially viable business incubator that caters for spin out and start-up companies from the region's Universities.
33. The UK Government will, following agreement on a robust business case, invest up to £5.2 million to support development of a two-phase project to build the world's first advanced plastic reprocessing facility in the Tay Cities Region. Phase 1 will be the development of the world's first demonstration Advanced Plastic Reprocessing Facility, a major integrated waste facility in Tayside and Phase 2 will be the development of a next generation advanced plastic sorting facility as a global blue-print for best in class recycling to recycle 90%+ of all household plastics.

### Building a World Class Renewable Energy and Decommissioning Industry

34. To maximise the significant potential economic benefits of offshore decommissioning to the Tay Cities region, the Scottish Government is committed to working with Dundeecon and the regional economic development partners to maximise opportunities to build supply chain capabilities and new technologies in the context of the wider Scottish and UK industry. The Scottish Government has demonstrated support to decommissioning projects in the Dundee and the Tay region through its Decommissioning Challenge Fund, and remains open to supporting new and innovative ideas to emerge through proposals to establish an industry-led Scotland-wide R&D Network.
35. In the medium to longer term the Scottish and UK Governments will consider how best to support additional port infrastructure investment in Dundee, Methil and Montrose where this contributes to,

and creates additional value for, the wider Scottish and UK propositions in the renewable energy sector.

### **Infrastructure**

36. The UK Government will use the opportunity represented by the Defence Estate Optimisation Programme to release land at Condor for development, working with Angus Council to align the site with their development plans. The UK Government will contribute the net value of the land transferred to the Deal, having taken account of any necessary decontamination and reflected today in the Heads of Terms as £3 million new funding from the UK Government. This is indicative and the ultimate contribution will depend on the land's final market value and nature of the final business plan.
37. The regional transport model, discussed later in this Heads of Terms, will help inform masterplanning across the region, including the North Angus Growth Corridor which will also be the location of one of the pilot Simplified Planning Zones, proposed as part of the current planning reform.
38. The Regional, Logistics, Fulfilment and Business Innovation Park to the west of Perth is a significant development opportunity that features in the Scottish Government's capital investment prospectus. Through this city region deal, and subject to a robust business case, the UK Government commits to invest up to £5 million in on-site infrastructure. .
39. In order to help achieve an investment balance across the region, the UK Government will invest a further £26.5 million (capital) in projects in Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal.

### **A Connected Tay**

40. The regional partners recognise the critical importance of improving digital and transport connectivity across the region to allow people better access to jobs and training and to unlock the full economic potential of the region.

### **Digital**

41. Through its R100 programme, the Scottish Government has already committed £600 million to ensure that 100% of premises in Scotland can access superfast broadband. In addition, the Scottish Government commits to invest £2 million to support 5G testbeds and trials in the Tay region, helping to put it at the forefront of 5G deployment. The UK Government also commits to invest up to £1 million for connectivity in rural Angus for an effective solution to reaching remote and rural properties via high quality wireless solutions. The UK Government will invest a further £1 million in rural Perth & Kinross to deliver a fibre asset re-use model through which public and private fibre infrastructure will be aggregated to create a common platform.

### **Transport**

42. Improving and investing in the region's transport infrastructure is an integral part of the deal and improved transport connectivity is recognised as important to delivering inclusive economic growth. Transport Scotland recognises this and together with the regional transport partnership, TACTRAN, has commissioned a Tay Cities Regional Transport Model to help inform understanding of problems and opportunities and appraisal of potential strategic transport interventions.
43. The Tay Cities Partners are committed to bringing together the staff and expertise of the 3 local authorities of Perth & Kinross, Dundee and Angus, working closely with colleagues in Fife Council and TACTRAN. The potential to transfer appropriate transport responsibilities to the Tay Cities team will continue to be considered in the context of the wider Regional Partnership Governance discussions which are part of the ongoing review of the National Transport Strategy. This closer working at the regional level will inform the development and delivery of the projects within the Deal



and additionally supports and contributes to the ambitions of both the National Transport Strategy review and the second Strategic Transport Projects Review.

44. The Tay Cities Partners are keen to create low carbon transport and active travel hubs linking to Park and Choose proposals which will support eco-innovation across other growth sectors. To support this the Scottish Government will invest up to £3.5 million in a Low Carbon and Active Travel transport hub subject to refining the project details and concluding discussions and agreements around match funding and eligible project costs.
45. Transport Scotland and Network Rail are currently considering the future options for rail infrastructure around Perth Station. The Tay Cities Partners are keen to improve the transport interchange function, provide appropriate parking and offer an improved commuter and visitor experience in Perth, to complement recent investment at Dundee. The Scottish Government will invest up to £15 million in a Perth Bus and Rail Interchange project subject to detailed consideration of future plans for the rail infrastructure in and around Perth Station and completion and agreement of appropriate appraisal, business case and statutory processes.
46. Transport Scotland and Highlands and Islands Airport Limited (HIAL) continue to work with local partners to support operations at Dundee Airport. The Tay Cities Partners are determined to enhance air connectivity directly to the region to support economic growth through business and tourism traffic and increase choice of routes to European airports to support international trade and investment opportunities. The Tay Cities Region Deal will support investigation of how to best to maximise existing aviation facilities within the region including consideration of the opportunities arising from the Heathrow expansion. Subject to the approval of relevant business cases, the Scottish Government will invest up to £9.5 million in and around Dundee Airport. This will include consideration of Air Traffic Control modernisation, securing and marketing new routes and enhancing airport facilities to support passenger growth.

## **An Empowered Tay**

### **A New Regional Partnership**

47. The Tay Cities Deal proposals set out a new approach to economic development, strategic planning and transport planning underpinned by a new approach to city regional governance. This new regional governance will exemplify the expectations set out in Scotland's Enterprise and Skills Review. Significant progress has been made towards this new Regional Economic Partnership with the establishment of the Tay Cities Region Joint Committee in December 2017. In addition to elected councillors, its members include representatives of the private, education and third sectors as well as Scottish Enterprise and Skills Development Scotland.
48. The regional partners are now actively exploring the best means of delivering a new collaborative operational model that will assist the delivery of improved outcomes for everyone living and working in the region, using the momentum created by the City Region Deal to accelerate inclusive economic growth. This will be best achieved through close alignment with Scottish Government and UK Government departments and agencies, and with the support and guidance of the private sector.
49. Regional partners will lead work to move from Heads of Terms to full Deal, working with the Scottish and UK Governments to develop a Delivery Plan that details the implementation, monitoring and evaluation of all projects and programmes receiving funding through this deal. The Delivery Plan will also set out the full partnership, governance and assurance arrangements as well as implementation and financial plans with relevant milestones.
50. Regional partners will demonstrate the value for money case for each programme and/or project before funding is made available. As such, all the commitments in this document are subject to the approval of final business cases from the relevant Government, or from both Governments in the case of jointly funded projects.

51. The Scottish Government is developing an Inclusive Growth monitoring framework which will incorporate indicators to measure progress towards the five high level inclusive growth outcomes (Productivity, participation, Population, People and Place) and will expect the City Region Deal evaluation and monitoring reports to align with this.
52. Regional partners will work with both the Scottish and the UK Governments to agree a communications strategy and an operating protocol. Both documents will set out how communications about the City Region Deal and its associated activities are taken forward in a way that meets the needs of Regional Partners as well as the Scottish and UK Governments.

ENDS



## APPENDIX 2

## TAY CITIES REGION DEAL

Project	Potential Funding Breakdown (£m)	
	Scottish Govt	UK Govt
World class digital infrastructure (SG 5 G testbeds; UKG Angus and P&K)	2.00	2.00
Regional Transport Model	0.30	0.00
Perth Bus & Rail Interchange	15.00	0.00
Dundee Airport Investment	9.50	0.00
Arbroath Aspiring to Grow (MOD Condor)	0.00	3.00
Regional Skills: collaborative approach to employability programme	20.00	0.00
Studio Dundee	3.00	0.00
Aviation Academy for Scotland	0.00	8.10
Regional Culture and Tourism Investment Programme	27.00	0.00
Pitlochry Festival Theatre	10.00	0.00
Perth Cultural Transformation (incl Perth City Hall)	0.00	10.00
CyberQuarter	6.00	5.70
Forensic Research Centre (Just Tech)	0.00	15.00
International Barley Hub	17.00	20.00
Advanced Plant Growth Centre		25.00
Low Carbon Transport & Active Travel Hubs	3.50	0.00
Eden Campus	2.00	24.50
Regional Logistics, Fulfilment & Business Innovation Park	0.00	5.00
Growing Tayside Biomedical Cluster	25.00	0.00
Advanced manufacturing	8.00	0.00
Tay Cities Engineering Partnership	2.00	0.00
Angus Fund	0.00	26.50
Plastics Recycling (Beacon project)	0.00	5.20
<b>TOTAL</b>	<b>150.30</b>	<b>150.00</b>



**REPORT TO:** TAY CITIES REGION JOINT COMMITTEE – 22 MARCH 2019

**REPORT ON:** PROVISIONAL REVENUE BUDGET 2019/20 TO 2021/22

**REPORT BY:** TREASURER

**REPORT NO:** TCRJC 1 - 2019

## 1 PURPOSE OF REPORT

The purpose of this report is to submit the Tay Cities Region Joint Committee's 2019/20 to 2021/22 Provisional Revenue Budget for approval.

## 2 RECOMMENDATIONS

It is recommended that the Joint Committee:-

- a approves the 2019/20 Provisional Revenue Budget for the Tay Cities Region Project Management Office as detailed in Appendix A.
- b notes that the agreement regarding the proportion of costs shared with Higher and Further Education, and other Institutions will be agreed separately.
- c notes that the external audit estimate is likely to change, once an external auditor has been appointed,
- d notes the indicative Revenue Budgets for 2020/21 to 2021/22.

## 3 FINANCIAL IMPLICATIONS

The four constituent Councils and other institutions will be required to budget for the 2019/20 contributions to the Tay Cities Region Project Management Office. Future years Revenue Budgets are included to provide an indication of budget levels required in future years.

## 4 MAIN TEXT

### 4.1 Tay Cities Region Deal Heads of Terms

- 4.1.1 The Heads of Terms was signed in November 2018. This represents a formalised commitment to the delivery of the Tay Cities Deal by all partners, over the 15 years of the programme. Appendix B summarises the proposed investments included within the Heads of Terms.
- 4.1.2 There is a substantive amount of work to be completed over the next 12 months to get the Heads of Terms to a Full Deal. This includes the development of:
  - (i) An Implementation Plan - which will set out what each project/programme will deliver, including key spend and delivery milestones. Each project/programme will require an Outline Business Case developed to a sufficient extent to provide that information and to give both governments the confidence in the sponsor's ability to deliver.
  - (ii) A Financial Framework and Plan - which will set out an anticipated 15 year Deal level spend profile. The starting assumption for both governments is that the profile will be flat (i.e. £20m per year over 15 years).

- (iii) A Governance Plan - which will detail Tay Cities governance arrangements, including terms of reference for relevant groups, scheme of delegation, etc. It will also include communication protocols.
- (iv) A Financial Agreement - a technical agreement between the Scottish Government and Tay Cities Accountable body.

4.1.3 In discussions with both governments the first grant letter and associated funds, are expected to be awarded in the financial year 2019/2020.

## 4.2 **PROGRAMME MANAGEMENT OFFICE REVENUE BUDGET 2019/2020**

4.2.1 The Treasurer and Programme Manager have prepared the Provisional Revenue Budget for the financial year 2019/20, based on anticipated costs of planned work and the current financial year revenue monitoring position, and after taking cognisance of the following factors:-

- The Staffing complement for the Programme Management Office includes Programme Manager, Programme Co-ordinator, Project Manager and Finance Officer support (based on 0.8FTE).
- The Local Government Employees Pay Award has been based on an estimated level of 3% per annum, as appropriate, and the budget includes provision for the effects of incremental progression.
- The employer's superannuation contribution rate for 2019/20 will be maintained at 17% of employee's gross salary.
- No provision has been allowed for general inflation.
- Takes cognisance of the property costs related to transfer of the Programme Management Office to Dundee House.
- Consultancy budget is based on support required for the PMO, for example in the assessment of Business Cases. This does not include any regional collaborative consultancy support
- Short term cover is provided by an Agency Worker for 3 months during 2019/2020.
- Property costs are covered by Dundee City Council and are included separately within the recovery of costs.
- The external Auditors fee is currently estimated and is likely to change once an external auditor is appointed.
- Accountable body support, in the form of Recharges from Central Departments to cover the provision of legal, committee, finance, human resources, procurement, Internal Audit, banking, payroll and Information Technology, was not included in previous years budgets. The charge for legal services is included at an initial standard value which will be refunded/recovered based on the actual costs incurred. All other service charges are included at a fixed cost.

4.2.2 It has been agreed that Dundee City Council will act as the Accountable Body for the Tay Cities Deal. This involves being the lead authority on service provision for legal, financial, procurement and internal audit aspects of the Deal.

4.2.3 The Programme Management Office Revenue Budgets for 2018/19 and 2017/2018 were £196,000 and £333,000 respectively. There was an underspend in 2017/2018 and there is an underspend anticipated for 2018/2019 as well.

4.2.4 The UK and Scottish Governments have indicated the funding for the Programme Management Office falls within the partner's commitments to the deal and cannot be funded from within the Cities Deal Regional Funding available.

4.2.5 A large number of the proposed investments within the Tay Cities Deal have been awarded to the University of St Andrews, the University of Dundee, the University of Abertay, the University of the Highlands and Islands and the James Hutton Institute. A separate agreement is being pursued with these institutions to contribute to the Joint Committee operational costs, under clause 9.3 of the Governance Agreement.

4.2.6 An example of where there has been a similar approach, is the Edinburgh and South East Scotland Cities Deal, where the funding of the Programme Management Office is split equally between the Local Authorities and Universities.

4.2.7 As included in the Governance Agreement, the share of constituent Council contributions would be apportioned among Angus Council, Dundee City Council, Perth & Kinross Council and Fife Council in the ratio of 2:2:2:1 respectively. The share of the Programme Management Office Budget funded by the constituent Councils will be reduced, in line with the funding agreed with the HE/FE/James Hutton Institute.

**4.3 Recovery of Contributions by constituent Councils and other Partners**

It is proposed that constituent councils and other partners will be invoiced for their share of the Programme Management Office costs on a quarterly basis, in advance, during the year. Any variation in the costs will be adjusted at the end of the financial year, in accordance with the Governance Agreement.

**5 CONCLUSION**

The Provisional 2019/20 Revenue Budget is enclosed in order that the Tay Cities Region Joint Committee may approve the budget, and agree the 2019/20 recoveries required from the four constituent Councils and other partners.

**6 POLICY IMPLICATIONS**

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

There are no major issues.

**7 CONSULTATIONS**

The Clerk to the Joint Committee has been consulted on the content of this report.

**8 BACKGROUND PAPERS**

None

**GREGORY COLGAN  
TREASURER**

**15 MARCH 2019**

**15 MARCH 2019**





**TAY CITIES REGION JOINT COMMITTEE  
REVENUE BUDGET 2019/2020 TO 2021/2022**

**APPENDIX A**

REVENUE BUDGET 2019/2020 TO 2021/2022				
	2019-2020 Proposed Revenue Budget £	2020-2021 Indicative Revenue Budget £	2021-2022 Indicative Revenue Budget £	
<b>Staff Costs</b>				
Gross Pay	135,340	151,300	156,430	
Superannuation	23,010	25,720	26,590	
National Insurance	14,410	16,180	16,760	
Agency Worker	9,000	-	-	
Training and Other Staff Costs	2,000	2,000	2,000	
<b>Total Staff Costs</b>	<b>183,760</b>	<b>195,200</b>	<b>201,780</b>	
<b>Property Costs</b>				
Rent	<b>7,490</b>	<b>7,490</b>	<b>7,490</b>	
<b>Supplies and Services</b>				
Printing	500	500	500	
Stationery	250	250	250	
Photocopying	500	500	500	
Computer Consumables	250	250	250	
Computer Hardware	600	600	600	
Postages	250	250	250	
Telephones	500	500	500	
Hospitality/Venue Hire	250	250	250	
External Audit Fees	5,000	5,000	5,000	
<b>Supplies and Services Total</b>	<b>8,100</b>	<b>8,100</b>	<b>8,100</b>	
<b>Transport Costs</b>				
Car Allowances	1,250	1,250	1,250	
Other Transport Costs	750	750	750	
<b>Transport Costs Total</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	
<b>Third Party Payments</b>				
External Consultants	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	
<b>Support Services - Recharges (DCC)</b>	<b>38,860</b>	<b>38,860</b>	<b>38,860</b>	
<b>Gross Expenditure</b>	<b>320,210</b>	<b>331,650</b>	<b>338,230</b>	
<b>Income - Contributions</b>				
Dundee City Council - maximum contribution	Note1	(89,360)	(92,629)	(94,509)
Perth & Kinross Council - maximum contribution	Note1	(89,360)	(92,629)	(94,509)
Angus Council - maximum contribution	Note1	(89,360)	(92,629)	(94,509)
Fife Council - maximum contribution	Note1	(44,640)	(46,273)	(47,213)
HE/FE/James Hutton Institute	Note 2	TBC	TBC	TBC
Contribution from DCC - Property Costs		(7,490)	(7,490)	(7,490)
<b>Total Income</b>		<b>(320,210)</b>	<b>(331,650)</b>	<b>(338,230)</b>
<b>Net Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>

Note 1 The contribution shown represents the maximum contribution required from each of the constituent councils. This will be reduced accordingly once the separate agreement with the HE/FE/James Hutton Institute has been agreed.

Note 2 The contributions of the HE/FE/James Hutton Institute will be the subject of a separate agreement.

## APPENDIX B

TAY CITIES REGION DEAL		
Project	Potential Funding Breakdown (£m)	
	SG	UKG
World class digital infrastructure (SG 5 G testbeds; UKG Angus and P&K)	2.0	2.0
Regional Transport Model	0.3	0.0
Perth Bus & Rail Interchange	15.0	0
Dundee Airport Investment	9.5	0
Arbroath Aspiring to Grow (MOD Condor)	0	3.0
Regional Skills: collaborative approach to employability programme.	20.0	0
Studio Dundee	3.0	0
Aviation Academy for Scotland	0.0	8.1
Regional Culture and Tourism Investment Programme	27.0	0.0
Pitlochry Festival Theatre	10.0	0.0
Perth Cultural Transformation (incl Perth City Hall)	0.0	10.0
CyberQuarter	6.0	5.7
Forensic Research Centre (Just Tech)	0.0	15.0
International Barley Hub	17.0	20.0
Advanced Plant Growth Centre		25.0
Low Carbon Transport & Active Travel Hubs	3.5	0
Eden Campus	2.0	24.5
Regional Logistics, Fulfilment & Business Innovation Park	0.0	5.0
Growing Tayside Biomedical Cluster	25.0	0.0
Advanced manufacturing	8.0	0
Tay Cities Engineering Partnership	2.0	0.0
Angus Fund	0.0	26.5
Plastics Recycling (Beacon project)	0.0	5.2
<b>TOTAL</b>	<b>150.3</b>	<b>150.0</b>

**REPORT TO:** TAY CITIES REGION JOINT COMMITTEE – 22 MARCH 2019

**REPORT ON:** REGIONAL TOURISM STRATEGY UPDATE

**REPORT BY:** ALAN GRAHAM, BUSINESS DEVELOPMENT TEAM LEADER, PERTH & KINROSS COUNCIL

**REPORT NO:** TRCJC 02-2019

## **1.0 PURPOSE OF REPORT**

This report provides Committee Members with an update on progress on the development of a Regional Tourism Strategy.

## **2.0 RECOMMENDATIONS**

It is recommended that the Joint Committee:

- (i) Notes the contents of the report
- (ii) Requests a further update on the Regional Tourism Strategy at a future meeting of the Committee

## **3.0 FINANCIAL IMPLICATIONS**

None.

## **4.0 TOURISM STRATEGY UPDATE**

### **4.1 Introduction**

At its meeting of the 18 May 2018 the Joint Committee received a presentation on the approach being taken by partner agencies towards the development of tourism in the region including an outline of the background and rationale for this collaborative approach. This report provides an update on activity since that time with specific reference to the development of the first tourism strategy for the Tay Cities Region.

### **4.2 Background**

- 4.2.1 At the May meeting the Committee was apprised of specific examples of the type of work being undertaken to date (and ongoing) in relation to tourism sector support and marketing. However, it was acknowledged that the joint activities had been developed without a formal strategic framework and that going forward the intention would be to engage more with the tourism industry to develop a mechanism for a regional tourism partnership and also produce a tourism strategy. This strategy would therefore articulate the priorities for action at the *regional* rather than local area level and so it would be seeking to add value and augment area activities and not replace or supersede local strategies and action plans. An earlier study (Regional Tourism Partnership: Strategic Outline Case for the Tay Cities Region,

Ekosgen, Sept 2017) commissioned by the four local authorities to consider possible structures and mechanisms for a regional tourism partnership had also recommended the development of a regional tourism strategy, in recognition of the emerging Tay Cities Deal and a more collaborative approach to economic development. Furthermore, the approach to regional tourism development is in line with the “offer” to Governments identified within the Tay Cities Deal bid – to work more strategically and provide a co-ordination framework for enhanced destination development and marketing in line with the ambition to develop a “world class tourism offer”.

- 4.2.2 In light of the foregoing, it was envisaged that a Regional Tourism Strategy would identify themes and areas of opportunity that could offer significant scope to develop the region’s destination credentials and support growth in the value of the visitor economy, outlining a vision and ambition together with priorities for action for the next few years. It would be relatively high level but it was acknowledged that as industry input and ownership would be essential that there should be sufficient detail and statements of intent in order that the Strategy should act as a road map for the tourism sector.

#### 4.3 **Progress to Date**

- 4.3.1 Supported by Scottish Enterprise and VisitScotland, the partner local authorities commissioned consultancy support to develop and produce the Regional Tourism Strategy. The company Toposophy was appointed for this purpose and with the remit to progress industry consultation to inform the Strategy, its aims and objectives and the strategic priorities and action plan for the five year period from 2019 to 2024, and to prepare the Strategy document together with analysis of other destinations which could provide insights in terms of regional approaches. The Strategy would have to be suitably ambitious but tempered by recognition of the issue of resources for implementation and the language needed to ensure that a diverse tourism sector could buy into it. The timeline for the work to date is as follows:

- Consultancy awarded to Toposophy – October 2018
- Industry survey – Nov 2018
- 4 industry engagement workshops (1 per local authority area) – December 2018
- One to one interviews and consultations with stakeholders and key industry representatives – December 2018
- Comparator study & desk research – Nov to Jan 2019
- Draft Strategy preparation – Feb 2019

- 4.3.2 Following the industry consultations feedback was collated and used to inform the preparation of the Strategy. In addition, Prof Keith Dinnie (tourism specialist at the University of Dundee) and Andy Lothian (as a representative of the Tay Cities Business Forum) were invited to comment on the findings of the industry engagement exercises and the emerging themes.

4.3.3 In order to progress the Strategy's development and in the spirit of regional partnership working, a meeting of representatives of the local area tourism associations was held on 8 March. This comprised a wide ranging discussion on tourism across the region and was an opportunity to moot partnership arrangements in order to give industry oversight and ownership of the Strategy. The representatives' feedback will help to refine further the Strategy and the key headlines and outline will be presented at the first Regional Tourism Conference on 19 March at the Dundee Rep Theatre. Industry will therefore have a further opportunity to input comments and suggestions for action. It is important to note that this is the first tourism strategy for the Tay Cities Region and industry is generally not used to working or focusing across this particular geography. Accordingly, the development process has required care and a degree of sensitivity given the established local destinations and identities which exist. It is accepted that going forward through the approval and implementation stages due attention will continue to have to be given to industry involvement and a suitable partnership mechanism will have to be established which also connects to TCR governance arrangements. The intended next steps are therefore:

- Presentation of the key headlines of the Regional Tourism Strategy at the Tourism Conference on 19 March
- Continue refining the Strategy in line with industry feedback
- Work towards the final draft of the Regional Tourism Strategy for the Joint Committee meeting of 21 June
- Work towards agreement around regional partnership and governance and arrangements around delivery of the Strategy
- Strategy implementation from June onwards

4.3.4 It is acknowledged that in parallel with the development of the Strategy that there is a requirement to develop the detail of the Tourism and Culture Investment Programme as outlined in the Tay Cities Deal Heads of Terms and in line with the Deal's Programme Delivery Plan. This Strategy can therefore help inform the Programme and officers will be cognisant of the close relationship required as both these work areas progress over the coming weeks. This will be factored into the forward work programme which will see further refinement of the Strategy and consideration of the model for a regional tourism partnership to provide industry and partner oversight of the Strategy.

