



Operational Plan - 2018-2022

Our Purpose

To support the inclusive economic growth of Scotland's cities and their regions by :

- Speaking powerfully with a single voice to compete successfully in global markets for investment and jobs.
- Raising the profile of Scottish cities as smart and sustainable destinations for investment.
- Informing policy to ensure that the Scottish cities and their regions remain globally competitive.

Achievements to Date

Since it was established in December 2011, the Alliance partnership has increased Scotland's seven cities' international profile, and given impetus to the innovation and fresh thinking which is captured in Scotland's Agenda for Cities, Trade and Investment Strategy, Digital Strategy and draft Energy Strategy. Our achievements to date include:

- Attracting more than £110 million of investment into cities related to the Alliance programme of activity.
- Building strong partnership with SE and SDI which has enabled cities to access additional channels to important markets in London, China, and the Middle East.
- Supporting the development of City Investment Plans which set out proposals for £10 billion of infrastructure investment in a complementary and ambitious investment pipeline, many of which provided the basis for future City Deal bids.
- Securing £10 million of ERDF funding for 'Scotland's 8th City – The Smart City' programme which will see £24 million invested to make Scotland's cities smarter using technologies to accelerate and transform the delivery of city services.
- Developing a pipeline of Low Carbon activity around renewables, energy efficiency retrofit, low carbon heat and the circular economy which will contribute to the cities' and Scottish Government's carbon reduction targets, revenue savings and stimulate new economic activity across Scotland.
- Securing €2 million from the Fuel Cell and Hydrogen Joint Undertaking to deploy a further 10 fuel cell buses in Aberdeen in 2018 to expand their existing fleet.

Changing Landscape

A number of policy developments have occurred since the Alliance was first established. These include the refresh of a number of Scottish Government strategies and forthcoming legislation related to the Alliance's areas of operation such as the manifesto commitments of the new city administrations, the publication of the Smart Cities Scotland Blueprint, the Low Carbon Resilient Cities Report, the development of City Deals and Growth Deals, the publication by the cities in June 2016 of Empowering City Government, the Enterprise and Skills review, the commencement of negotiations for the UK to leave the EU and the UK Government's Industrial Strategy.

As a direct consequence of the culture of partnership working promoted by the Alliance, there has been a maturing of relationships across the partners and there is an opportunity now to review the future focus of the Alliance to ensure it embraces the needs of all the partners in the current economic climate and the aspirations of the newly elected city local government administrations.

Our Operational Plan 2018-2022

The Operational Plan builds on the strengths of the existing programme through the attraction of new investment to Scotland's cities to deliver key development opportunities; accessing funding and resources to transform the cities into Smart hi-tech efficient and resilient destinations for investors and businesses to locate; and providing a trusted route for partners to bring ideas to the table and create innovative collaborative projects of scale. In recognition of the renewed focus for cities to work more closely with their regional partners to drive economic growth, future Alliance activity will reflect the importance of partnership working between and across the city regions and opportunities to extend learning from Alliance activity to city region partners.

Partnership Working

Facilitating closer partnership working is fundamental to achieving the Alliance's ambitions to see increased inclusive economic growth across Scotland. Building on our success to date, the Alliance will continue to support cities to work closely with Scottish Government Divisions and national agencies including Scottish Enterprise, Highlands and Islands Enterprise, Scottish Development International, CoSLA, the Department for International Trade, Scottish Futures Trust, and Innovate UK to maximise the future economic potential of Scotland's seven cities and their regions. The Alliance partnership will further develop and strengthen its relationships with relevant international networks commensurate with the economic ambitions of the partners, and work with the private and academic sectors to develop opportunities to test innovative solutions and access the financing and skilled resources vital for the cities to remain globally attractive.

The Alliance's Operational Programme 2018-2022 will focus on 3 key areas:

Investment Attraction

Objective - To create investor confidence by providing a focal point for investors and promote a consistent message about the benefits of investing in our smart and sustainable cities.

Outcomes:

- Attract a further £100 million of new investment by 2022.
- Strengthen city investment propositions to a consistent market ready standard by 2018.
- Expand the Alliance's investment offer to include Smart and sustainable investment opportunities by 2019.

Activities will include:

- Improve the quality of global market propositions from across the cities, ensuring alignment with the Department of International Trade (DIT)/Capital Investment Organisation requirements to access UK and international level marketing channels.
- Play a critical role in the new SDI steering group to maximise opportunities for the cities to work with universities, colleges, Chambers of Commerce and government to attract investment.
- Target lead generation activity in important domestic and international markets including utilising the Scottish Government Investment and Innovation Hubs in London and Berlin.
- Assist cities to identify and understand their own specialist advantages within market sectors, and in partnership with SE and SDI, promote their unique strengths to external markets.
- In partnership with SDI and DIT, expand the portfolio of investor events to include real estate (MIPIM), sustainable (All Energy) and Smart cities (Smart Cities Expo).
- Actively seek private sector sponsorship in event participation.

Smart Cities Scotland

Objective - To build smart, resilient and efficient cities, enhancing their attractiveness as investment destinations.

Outcomes :

- The creation of local heat and energy efficiency strategies by 2018.
- Maximise the economic development opportunities through further deployment of hydrogen technologies by 2021.
- Deliver Scotland's 8th City - the smart City ERDF programme by 2022.

Activities will include :

- Further the development of innovative, lighthouse projects, across hydrogen, ULEV and alternative clean fuels that are replicable across other cities, identifying supply chain development, R&D and inward investment opportunities.
- Enable cities to be better placed to access £500m of committed funding for Scotland's Energy Efficiency Programme (SEEP).
- Support the cities to improve the quantity and quality of shared and open data sets, used to improve service delivery and drive innovation using digital technology across key pathfinder programmes in the Blueprint including health, circular economy and mobility.
- Support the cities to expand the current 8th City Programme to maximise opportunities for future investment offered by EU Structural Funds.

Policy and Stakeholder Engagement

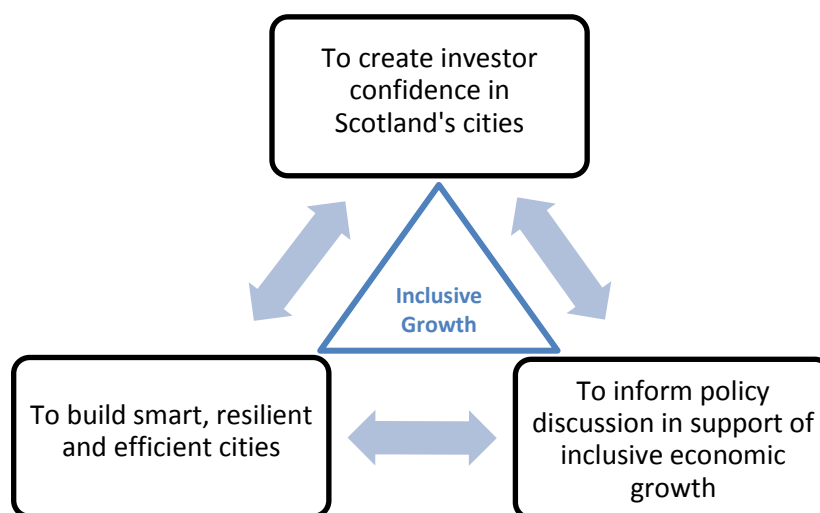
Objective - Work together on a common agenda to ensure the Scottish Cities and their regions have the levers and collaborative working arrangements to allow them to compete, innovate and support inclusive economic growth.

Outcomes :

- Ensure available ERDF funding is utilised to best advantage by 2018
- Inform policy thinking on post EU funding and regional development by 2019.
- Evaluate the aggregated impact of City Deals and Local Growth Deals on the Scottish economy by 2021
- Better informed policy decisions around supporting and measuring inclusive economic growth by 2022.

Activities will include :

- Assist cities to identify and promote opportunities to share learning that will maximise inclusive economic growth from City Deal investments and evaluate the aggregated investment, impact and benefit to the Scottish economy.
- Analyse the vision for economic growth contained in the strategies of the City Regions and identify the interventions required to leverage further value from these investments, for example by assessing the relative impact of STPR and local transport package programmes.
- Work with partners to inform post Brexit regional funding including new mechanisms to support the delivery of infrastructure and wider City and Growth Deal investments for example, consideration of a Scottish Cities Infrastructure Fund.
- Facilitate the cities to engage and contribute to the national development of smart cities and digital transformation by representing the cities on key forums.
- Develop key UK, EU and international relationships and networks for the cities to learn from best practice, progress collaborative project activity and attract investment including maximising economic opportunities offered by twinning.
- Assist cities to contribute to and utilise the new Strategic Board's Analytical Unit to generate better solutions and outcomes to economic and social challenges at a regional and local level.



The Operational Programme 2018-2022 sets out our priorities and programme activity. As an agile, flexible and adaptable partnership, we will continue to capitalise on opportunities that may arise during the period of the plan, following agreement with the partners.

Summary of Operational Outcomes

Operational Plan Summary	2018/19	2019/20	2020/21	2021/22
Investment Attraction	Strengthen city investment propositions to a consistent market ready standard by 2018	Expand the Alliance's investment offer to include Smart and sustainable investment opportunities by 2019	Attract a further £100 million of new investment by 2021	£300k private sector sponsorship attracted to deliver investment attraction activity
Smart Cities Scotland	The creation of local heat and energy efficiency strategies		Maximise the economic development opportunities through further deployment of hydrogen technologies by 2021.	Deliver Scotland's 8th City - the smart City ERDF programme by 2022
Policy and Stakeholder Engagement	Ensure available ERDF funding is utilised to best advantage by end of programme	Inform policy thinking on post EU funding and regional development by 2019	Evaluate the aggregated impact of City Deals and Local Growth Deals on the Scottish economy	Better informed policy decisions around supporting inclusive economic growth