



Operational Plan - 2022-2026

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 innovation and fresh thinking. Our achievements to date include:

- Introduced cities to investors with collective funds of more than £10 billion.
- Established a wide network of private sector investor contacts from a strong presence at key investment events including MIPIM Cannes, MIPIM UK and Expo Real including Savills, Mott MacDonald, CBRE, Grant Thornton, ARUP, JLL, Robertson and Keppie.
- Supported 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.
- Enhanced the attractiveness of Scotland's cities as smart and sustainable destinations for investment by the delivery of the £48 million "Scotland's 8th City – the Smart City" ERDF Programme, creating 52 new innovative services and making 232 new data sets open and discoverable for innovation to date.
- Positioned Scotland as one of Europe's leading early adopters of hydrogen technology, attracting £30 million of funding and investment to support the roll out of hydrogen refuelling infrastructure, buses, heavy duty vehicle and fuel cell electric train developments.

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 development of City and Growth Deals, the UK's exit from the European Union, an accelerated focus at all levels of government on the importance of transitioning to a net zero carbon economy and an increased awareness of the disruption and opportunities to city economies from technological change.

While the economic effect of the pandemic has been marked, cities were experiencing a process of change prior to its onset. Now more than ever, working collaboratively provides an opportunity for the Alliance partners to deliver the best outcomes and support each other through sharing of knowledge and joining up the wider ecosystem of investment and job creation.

Our Operational Plan 2022-2026

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 transition the city economies to smart, net zero carbon 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. The plan delivers on the aims and ambition of the National Strategy for Economic Transformation and is underpinned by analysis from the Fraser of

Allander Institute's Scottish Cities Outlook report and the recommendations of the City Centre Recovery Taskforce. Importantly, the Plan continues to recognise the importance of partnership working both between cities and across city region partners to drive economic growth.

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 both the Scottish and UK Government and the national agencies 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. Our partnership offering will be enhanced through the continued development of peer-to-peer network and capacity building offering for Alliance partners.

The Alliance's Operational Programme 2022-2026 will focus on 3 key areas:

Investment Promotion

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:

- Strengthen city investment propositions and collateral to a consistent market ready standard by 2023
- Increase the number of green investment opportunities in cities marketed as part of Scotland's Green Investment Portfolio by 2024
- Introduce cities to investors with collective funds worth more than £5 billion by 2026

Activities will include:

- Work with both the Scottish and UK Government and national agencies to develop the green investment pipeline and improve the quality of global market propositions across the cities, ensuring alignment with UN Sustainability Development Goals and ESG values.
- Maximise opportunities for the cities to build their network of private sector investor contacts connected to their investment priorities working closely with a wide range of stakeholders across academia, business and government.
- Target lead generation activity in important domestic and international markets, utilising Scotland House London as a hub for bespoke city investment activity.
- 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.
- Raise the profile of cities as destinations for investment via our website, investment prospectus, social media, blogs and in key investor publications.

Smart Cities Scotland

Objective – Advance the just transition of Scotland's cities to net zero carbon and digitally enabled economies, enhancing their attractiveness as investment destinations.

Outcomes :

- Complete the delivery of Scotland's 8th City – the Smart City ERDF Programme by 2023
- Enhanced public/private collaboration in the delivery of cities' net zero carbon and digitally enabled economies by 2025
- Demonstrate delivery across the 4 thematic areas of the Transition to Net Zero Carbon Action Plan by 2026

Activities will include:

- Accelerating the switchover to zero emission vehicles in city fleets and public transport through the development of innovative projects which are replicable across cities, identifying supply chain development, R&D and inward investment opportunities.
- Supporting the scale up of circular economy initiatives in cities through sharing learning across cities on innovation and stakeholder engagement, leveraging procurement to deliver circular outcomes and attracting investment in waste reprocessing services and facilities.
- Extending district heating (and cooling) systems in cities based on the standardised approach to low carbon heat planning policy with a focus on ensuring the future pipeline of projects is of a scale to be attractive to investors.
- Ensure all buildings under city ownership achieve energy efficiency targets, utilising city assets as testing sites for innovative technologies and developing ready-made “turnkey” solutions for financing and delivering energy efficiency retrofit.
- Complete delivery of Scotland’s 8th City – the Smart City ERDF Programme and maximise opportunities for future investment including the UK Shared Prosperity Fund.
- Stimulate and accelerate the maturity of the technology ecosystem across Scottish cities with a focus on post 16 education and training support, provision of physical co-location environments across cities for start-ups and promoting Scotland as a nation for high growth entrepreneurship.

Policy and Stakeholder Engagement

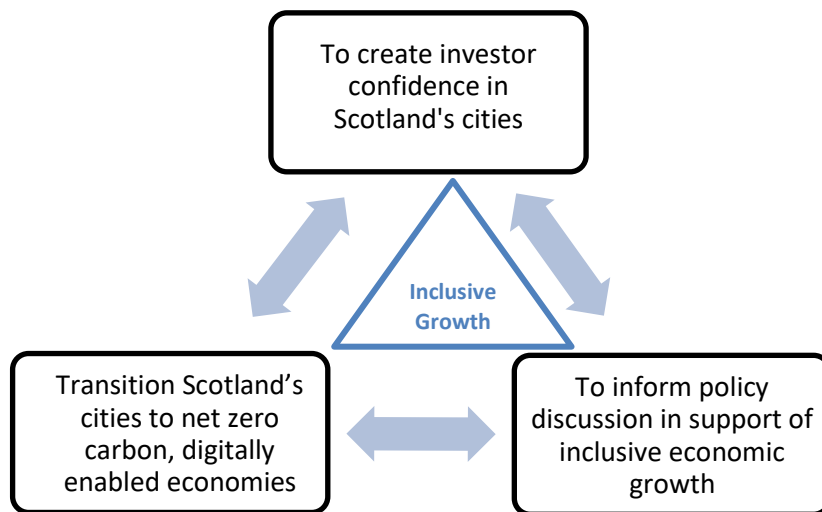
Objective - Work together on a common agenda to ensure the Scottish Cities and their regions have the levers and collaborative working arrangements to allow them to compete, innovate and support inclusive economic growth.

Outcomes:

- Position the cities to maximise opportunities from Levelling Up and UK Shared Prosperity Funding by 2024
- Better informed policy decisions around supporting and measuring economic, environmental and social impacts of city investment decisions by 2025
- Deliver a step change in the prosperity of Scotland’s city centres by 2026

Activities will include:

- Oversee delivery of the recommendations of the City Centre Recovery Taskforce, leveraging the support of the public, private and third sectors.
- Work closely with industry and academia to link the cities to the cutting-edge research, innovation and fresh thinking required to ensure Scotland’s cities reach their economic potential.
- Expand the Alliance’s peer-to-peer network offering to ensure the cities have access to data, intelligence and best practice from the UK and internationally.
- Develop a consistent approach across cities, government and agencies to jointly monitoring progress with delivery of key national targets including 2045 carbon reduction targets.
- 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.



The Operational Programme 2022-2026 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	2022/23	2023/24	2024/25	2025/26
Investment Attraction	Strengthen city investment propositions to a consistent market ready standard by 2023	Increase the number of green investment opportunities in cities marketed as part of Scotland's Green Investment Portfolio by 2024		Introduce cities to investors with collective funds worth more than £10 billion
Smart Cities Scotland		Complete the delivery of Scotland's 8th City – the Smart City ERDF Programme	Enhanced public/private collaboration in the delivery of cities' net zero carbon and digitally enabled economies by 2025	Demonstrate delivery across the 4 thematic areas of the Transition to Net Zero Carbon Action Plan by 2026
Policy and Stakeholder Engagement		Position the cities to maximise opportunities from Levelling Up and UK Shared Prosperity Funding	Better informed policy decisions around supporting and measuring economic, environmental and social impacts of city investment decisions	Deliver a step change in the prosperity of Scotland's city centres