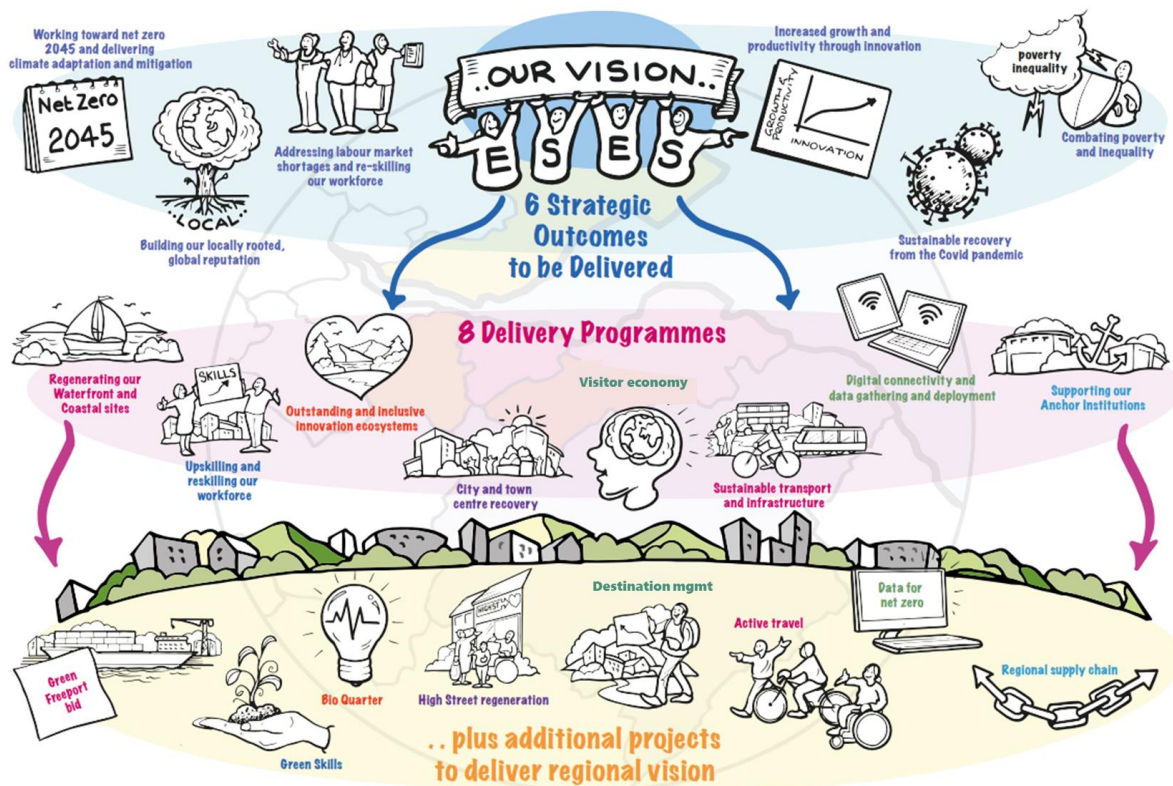# Edinburgh & South East Scotland

Regional Prosperity: Framework for delivery

August 2022

Contents

Exec Summary

- *What did we say that we would deliver?*

As outlined in the Regional Prosperity Framework (RPF), published in September 2021, our region builds on a formidable economic and societal platform. Three core themes (shown in the image below) were agreed by our core stakeholders to deliver our plans against.

This document looks to build on the important work that went into setting the strategic direction for the RPF by adding the next level of detail, forming an indicative framework for delivery. This helps to provide key partners with a level of reassurance as to how the region will deliver on the key themes of Resilience, Innovative and Flourishing, which were approved in the RPF. It is essential that we align this with the work already done and support the long-term planning activity that will help deliver the vision for the RPF.

- *What has happened since the publication of the RPF?*

There has been considerable change at a national, local and regional level between summer 2021 and today, which has had a profound impact on the lives of our citizens. We are in the middle of a cost-of-living crisis, with inflation reaching 9% in May 2022. This crisis has disproportionately impacted the most economically disadvantaged members of our community, with the cost of basic necessities e.g., food and fuel far exceeding any increases to wages. The conflict in Ukraine has added to tensions and shortages at a global level, which have created major challenges for the local and regional supply chains for basic commodities.

We have also seen the removal of remaining restrictions imposed for responding to the Covid Pandemic. With the removal of face covering and physical distancing measures, society and business are able to support a return to pre-pandemic ways of life. However, society may have irrevocably changed over the last two years and so while the restrictions have been removed, the behaviours and patterns have remained. We are in the midst of an extreme labour market shortage and for the first time since records began, there are more job vacancies than unemployed people across the UK. This labour market is wrestling with the realities of having to attract, retain and manage staff in a new way of working. While it may be too early to predict long term impacts on our transport system and on urban business occupancy rates, the recognition that we must be flexible and adaptive in our thinking is apparent; not least in relation to the imperative of a Just Transition to Net Zero.

The Pandemic, conflict and inflation have also had a significant impact on construction and the delivery of new development and housing. Supply chain disruption, including shortages of materials, labour and contractor availability remain key challenges. Against this backdrop, construction prices are

projected to increase by 17% over the next five years. Stretched budgets will deliver fewer new affordable homes in an already pressured market and has led to projects stalling and, in some cases becoming unviable to deliver.

We have also seen the publication of significant strategies that we must align with: namely Scotland's National Strategy for Economic Transformation and UK Government Levelling Up White Paper. Both strategies are of considerable importance to align the delivery of the RPF with.

- *What outcomes are we aiming to deliver?*

To meet our vision and through our work using the Big Moves identified in the first iteration of the RPF, a series of priority outcomes have been identified. These outcomes work across the region and help break down our vision into an initial 6 areas which help to enable the identification of priority actions that can be delivered by partners to enact this vision. These priority outcomes are shown in the list below:

- Sustainable recovery from the Covid pandemic;
- Increased growth and productivity through innovation;
- Working toward net zero 2045 and delivering climate adaptation and mitigation;
- Addressing labour market shortages and re-skilling our workforce;
- Building on our reputation for being locally rooted, but globally informed;
- Combatting poverty and inequality across our region.

What is this document? And what are the Delivery Programmes?

Captured within this document is the mechanism through which the vision agreed by regional partners for the RPF will be delivered. It helps align this vision into a series of six outcomes for the programme and translates these into 8 critical Delivery Programmes which will drive the activity to manage this. The result is a clear programme of activities which will help us to realise our vision. We must then translate this programme into specific asks for each partner to support delivery.

The 8 Delivery Programmes are captured in the list below:
1. Regenerating our Waterfront and Coastal sites
2. Upskilling and reskilling our workforce
3. Outstanding and inclusive innovation ecosystems
4. City, town centre and rural recovery
5. Sustainable transport and infrastructure
6. Digital connectivity and data gathering and deployment
7. Visitor economy
8. Maximising the role of our anchor institutions

The image below shows how this work aligns for the realisation of our vision, highlighting a small number of indicative projects that support this.
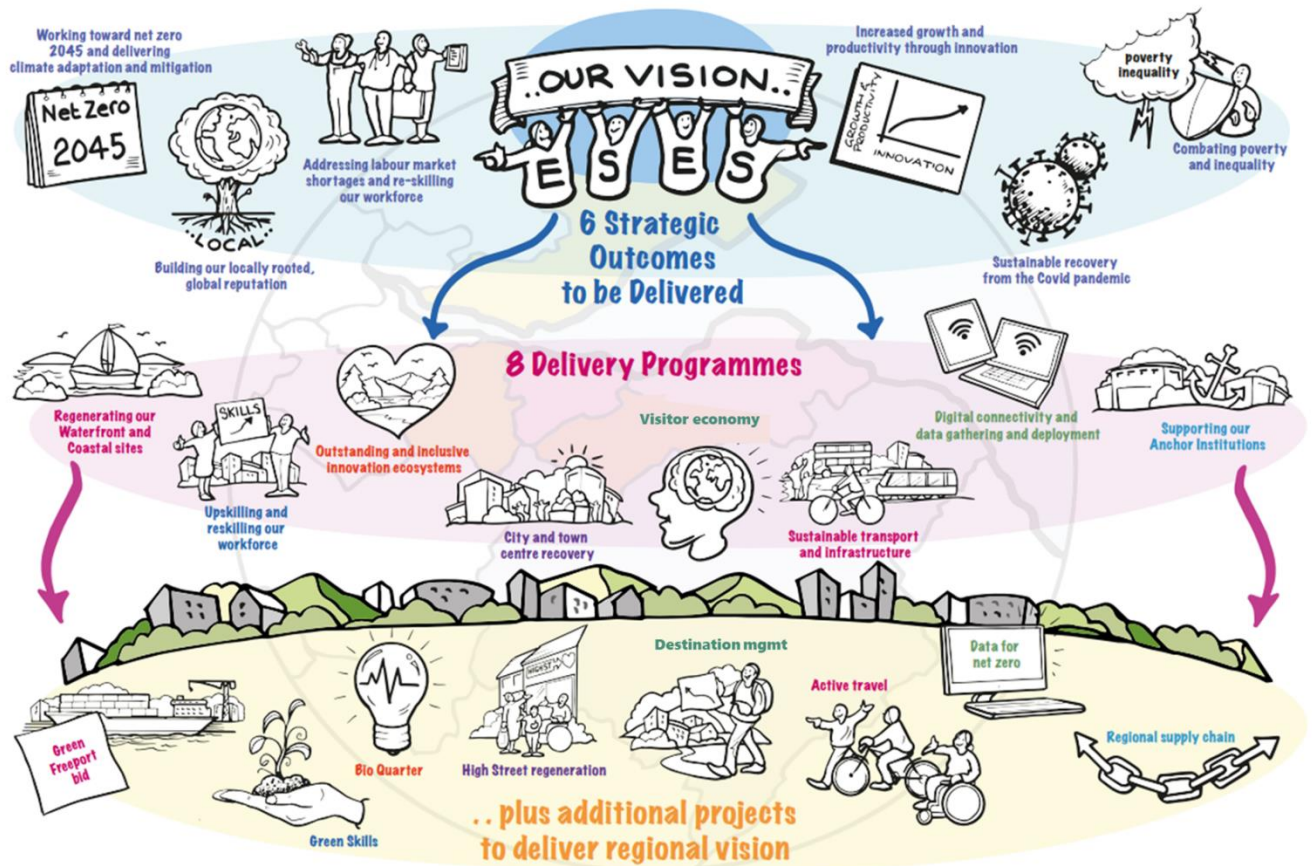
Updated Framework for Delivery

Our detailed analysis for the RPF highlighted specific areas of strength and development for the economic and societal well-being of our region. We stated that our region's significance was not to be understated: in 2019, the total GVA for the region was £42,659 million, accounting for 29% of the Scottish total GVA output. This is an increase of 40%, or £12,270 million, from 2009. A key factor contributing to the region's economic output is the strength of its key sectors.

The response to the pandemic has reinforced the necessity for strong digital and physical connectivity to recover, and be resilient to and withstand future crises. Balancing the needs of employers and employees to minimise disruptions to business as usual while maintaining the connections for the supply of goods and services throughout the region. With the hosting of COP26 in Glasgow, there is considerable focus on the sustainability agenda, including climate change, ecological recovery and the need to address inequalities in society. The economic dimension of this was reinforced by messages from our region. All six local authorities have declared a climate emergency and committed to ambitious action to deliver on Scotland's national target of Net Zero by 2045.Despite the economic impact of COVID-19 across the City Region, economic growth is forecast to continue with average annual growth projections from 2020-2030 suggesting a growth rate of 2.4%. This is higher than the average annual growth projected for Scotland as a whole, but its impact will likely not be universally felt and therefore key work must be done to support all our communities across the region.

How does this align with national strategies?

Significant strategic documents have been published, which the framework for RPF delivery must align with. This includes Scotland's National Strategy for Economic Transformation[1] and the UK Government's Levelling Up White Paper[2] with its funding allocations, and the additional funding allocations available through the Shared Prosperity Fund[3].

All three of these present major opportunities for our region to truly capitalise on additional funding (from UK government) and to align with the long-term proposals outlined from Scottish Government through NSET. They provide a helpful steer on the national policy implications and how regional working must align and set a framework for our regional activity to build on.

A successful RPF is entirely dependent on alignment with NSET and while the RPF is cited within the Strategy, it is clear the Delivery Framework for the RPF must strongly align with the national principles.
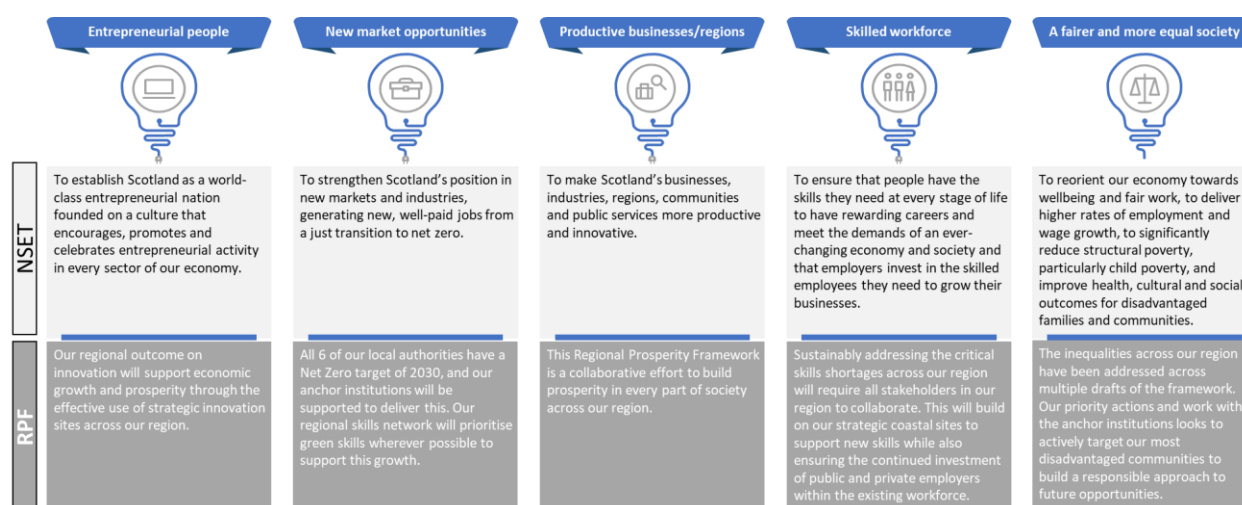
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[1] https://www.gov.scot/publications/scotlands-national-strategy-economic-transformation/
[2] https://www.gov.uk/government/publications/levelling-up-the-united-kingdom
[3] https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus

We have captured below how the RPF builds on the national Framework to strengthen the regional activities

	Entrepreneurial people	New market opportunities	Productive businesses/regions	Skilled workforce	A fairer and more equal society
NSET	To establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of our economy.	To strengthen Scotland's position in new markets and industries, generating new, well-paid jobs from a just transition to net zero.	To make Scotland's businesses, industries, regions, communities and public services more productive and innovative.	To ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society and that employers invest in the skilled employees they need to grow their businesses.	To reorient our economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.
RPF	Our regional outcome on innovation will support economic growth and prosperity through the effective use of strategic innovation sites across our region.	All 6 of our local authorities have a Net Zero target of 2030, and our anchor institutions will be supported to deliver this. Our regional skills network will prioritise green skills wherever possible to support this growth.	This Regional Prosperity Framework is a collaborative effort to build prosperity in every part of society across our region.	Sustainably addressing the critical skills shortages across our region will require all stakeholders in our region to collaborate. This will build on our strategic coastal sites to support new skills while also ensuring the continued investment of public and private employers within the existing workforce.	The inequalities across our region have been addressed across multiple drafts of the framework. Our priority actions and work with the anchor institutions looks to actively target our most disadvantaged communities to build a responsible approach to future opportunities.

RPF Alignment with NSET

We have also cited below the indicative 'missions' from the Levelling Up white paper which show how the RPF aligns with UK Government priorities where appropriate.

RPF Alignment	Levelling up: 12 missions		RPF Alignment
Our regional approach will target driving improvements in the lives of our citizens, with a clear target to reduce inequalities.	Improve well-being, closing the gap between regions	Improve productivity and pay, closing the gap between regions	We will support our businesses and enterprises to grow and support employees at every stage of the journey
Active targeting of areas of poverty will help enhance economic opportunities in priority regions. This will be a key target for crime reduction.	Falling crime in the worst affected areas	5G coverage for majority of the population	Our region will aim to have digital coverage for all citizens to support the delivery of key programmes in our communities
Our work on the digital and data connectivity across our region will align with a sustainable transport proposal to drive transport activities.	Local public transport to be brought closer to 'London standard'	Narrow differences in Healthy life expectancy	Active targeting of poverty and inequalities across our region will have a corresponding impact for health outcomes.
Aligning our skills network to the current and future needs will drive employees across our region to access training they may need.	200,000 more people per year completing high quality skills training	Develop path to ownership for renters	Working with NPF4 and our rethinking place activity will help identify appropriate housing supply for our communities
Increased investment and stronger outcomes for our region, as well as regional alignment in our cultural offer will help our citizens.	Increase pride in place	Investment in R+D outside of SE to increase by 40%	Our region has established mechanisms and governance to both receive and appropriately manage capital and revenue investment.
The RPF is aligned with the principles and objectives of Scotland's NSET.	Devolution opportunities for every part of England	90% of school children to reach expected standards in core skills	Our skills programme will deliver a major set of activities to align with the current and future demands across our region.

RPF alignment with key Levelling Up "missions"

Our detailed delivery framework must correlate our strategic ambition and national policy to maximise our region's opportunities for success at a funding level and in securing stakeholder support.

Challenges and Opportunities

The delivery mechanism to achieve the outcomes that we have identified for the region must have an equally ambitious programme for the enactment of its key projects and tasks. These will take place across the short, medium and long term to support our citizens.

The Big Moves were identified within the original draft of the RPF as a distinct set of proposals which would drive the intended change for our region. We have built on this work in our latest activity to assess and refine them against emerging priorities and policies. In developing each Big Move, an officer group representing key personnel across the region was established. This collective view helped to consider key activities and challenges for each subject area that would align with our vision.

Given the challenging financial climate in which the RPF is being delivered, there are several additional pressures for the local and regional partnership to consider. Namely, the availability of funding through Levelling Up and the UK Government Shared Prosperity Fund present both an opportunity and a threat for the RPF. While the availability of additional funding is a welcome opportunity for local authorities, the timescales for delivery may result in some partners taking an accelerated pathway to receive this funding. The RPF must, wherever possible, help unite partners in this funding process around the collective impact for activity.

This commitment to driving shared outcomes and development of the programme was critical in helping explore emerging themes across the Big Moves. As the process developed, it became apparent that there were a small number of high priority areas that had an impact on numerous activities within and across the Big Moves.

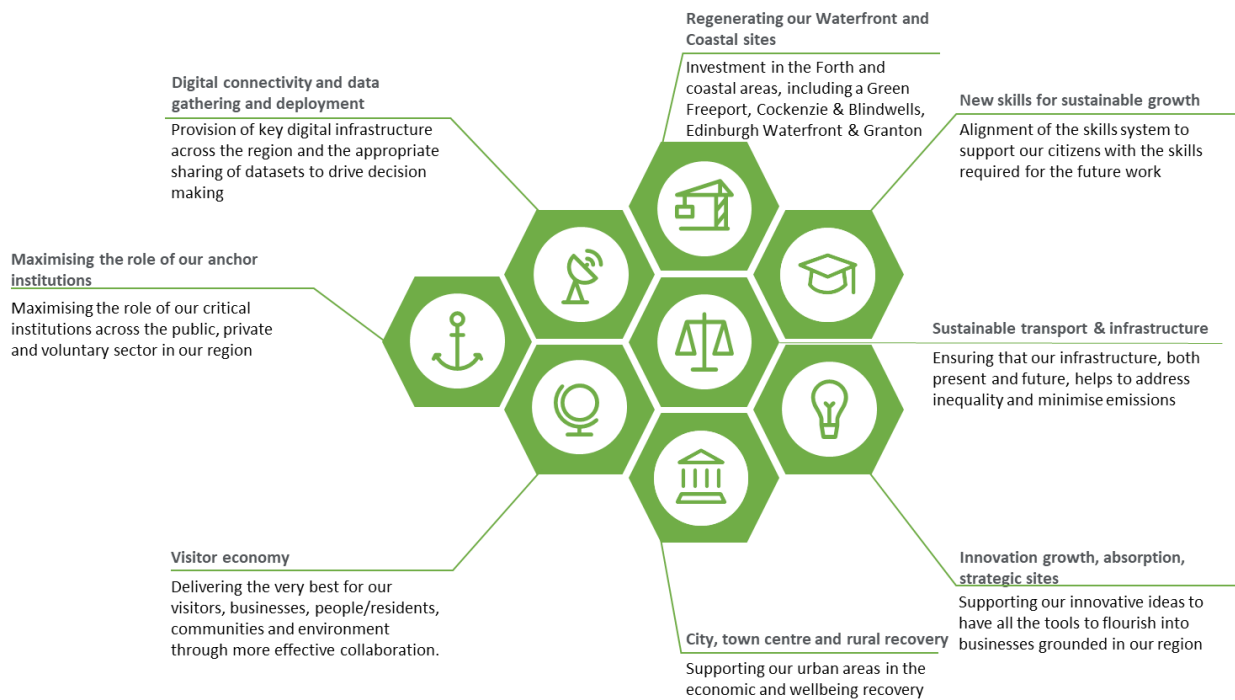That is why we must set them against our **key outcomes** for the RPF:

- Sustainable recovery from the Covid pandemic;
- Increased growth and productivity through innovation;
- Working toward net zero 2045 and delivering climate adaptation and mitigation;
- Addressing labour market shortages and re-skilling our workforce;
- Building on our reputation for being locally rooted, but globally informed;
- Combatting poverty and inequality across our region.

Each of these outcomes will be delivered by the actions that we have identified across the Big Move discussions and working events. While detailed notes can be found in the Appendix on specific activities for each of the Big Moves, the delivery framework is informed by the key regional priorities.

To deliver on these outcomes, we propose a series of **Delivery Programmes** taken forward at the regional level

1. Regenerating our Waterfront and Coastal sites
2. Upskilling and reskilling our workforce
3. Outstanding and inclusive innovation ecosystems
4. City, town centre and rural recovery
5. Sustainable transport and infrastructure
6. Digital connectivity and data gathering and deployment
7. Visitor economy
8. Maximising the role of our anchor institutions

Regenerating our Waterfront and Coastal sites

Investment in the Forth and coastal areas, including a Green Freeport, Cockenzie & Blindwells, Edinburgh Waterfront & Granton

Digital connectivity and data gathering and deployment

Provision of key digital infrastructure across the region and the appropriate sharing of datasets to drive decision making

New skills for sustainable growth

Alignment of the skills system to support our citizens with the skills required for the future work

Maximising the role of our anchor institutions

Maximising the role of our critical institutions across the public, private and voluntary sector in our region

Sustainable transport & infrastructure

Ensuring that our infrastructure, both present and future, helps to address inequality and minimise emissions

Visitor economy

Delivering the very best for our visitors, businesses, people/residents, communities and environment through more effective collaboration.

Innovation growth, absorption, strategic sites

Supporting our innovative ideas to have all the tools to flourish into businesses grounded in our region

City, town centre and rural recovery

Supporting our urban areas in the economic and wellbeing recovery

We are also faced with several **challenges** in the delivery of this activity. Namely:

- New and existing service delivery pressures
- Resource allocation to deliver key projects
- Alignment of priorities across partner organisations
- Behavioural change
- Local issues, including population density, geography, infrastructure and economy

In responding to these challenges, as recognised in the RPF, we must be sensitive to the fact that there are important differences in the experience and characteristics of the local authority areas, which comprise the City Region. These differences are critical in supporting the richness of our region and must therefore be appropriately supported as we shape our future.

Establishing key outcomes

While our region does have a strong starting position from which this programme of activity is launched, there is a recognition that we face immense pressures too. There are some of Scotland's most deprived communities within our region, and the ongoing challenges with fuel and transport poverty will exaggerate any of these issues.

We need to work hard to manage positive change, and to deliver positive outcomes and impacts, and ultimately will measure success against our ambitions and achievements. Collectively, we have agreed on a vision for our region that helps to deliver a statement of intent for Edinburgh & the South East Scotland. That is:

We will drive the economic recovery of Scotland whilst ensuring the proceeds of innovation and prosperity are fairly and sustainably distributed across all sections of the community to tackle inequalities. We will protect our environment and make best use of our assets to ensure that the Edinburgh and South East Scotland City Region delivers for all its citizens as we transition to a zero-carbon economy. Our institutions, ancient and modern, will deliver benefit for all.

Our vision remains unchanged, but as we look to deliver this vision, a series of six Outcomes were identified as being critical to aligning the activity and tracking key activities to enhance the impact of the RPF. These outcomes are as follows

1.	**Sustainable recovery from the Covid pandemic**
2.	**Increased growth and productivity through innovation**
3.	**Working toward net zero 2045 and delivering climate adaptation and mitigation**
4.	**Addressing labour market shortages and re-skilling our workforce**
5.	**Building our locally rooted, global reputation**
6.	**Combatting poverty and inequality across our region**

The outcomes are aligned with the themes of Flourishing, Resilient and Innovative as demonstrated in the Executive Summary. Each of these outcomes will be used by the Delivery team to help manage and track progress against key activities, providing an acid test for our governance channels to evaluate success.

Big Move development of additional activities
As part of the development for the RPF, a series of 9 Regional Big Moves were identified. Each of these Big Moves drew upon the strength of the existing partnerships within City Deal to form working groups that brought together representation from across the region's key partners.

The working groups acknowledged that the Regional Prosperity Framework was written at a time of economic and social uncertainty and the principles of the original Big Moves had to be re-assessed based on the existing context and emerging opportunities for the region. Reconsidering the challenges and opportunities for the region and understanding how the Big Moves could work in harmony to deliver the shared ambition was critical to creating a delivery plan that is reflective, focused, connected, ambitious and able to influence future opportunities for the region.

The Big Move working groups have been essential to identify and prioritise the projects contained within the Delivery Programme. The collaborative effort of partners in the working groups has strengthened relationships, creating environments for innovative thinking and the collective ownership of the outcomes in the delivery plan. The enthusiasm of partners activity, participation, cooperation and a richness of discussion has proved vital to the delivery of this phase of the Regional

Prosperity Framework. There is a key opportunity to build upon the role of the working groups where appropriate to own, influence, monitor and control the delivery of the outcomes.

Delivery Plan

Delivering the activities which will realise our regional vision is a critical challenge for the team. It is recognised that resources are constrained and there are existing service challenges which must continue to be met by each partner.

However, there is also a recognition that this work is a necessity for our region's future. Delivery of activities identified within this document is essential for our region to continue growing, and for it to meet current and future needs of our citizens.

Delivery Programme	*Detail*
1. Regenerating our Waterfront and Coastal sites	Investment in the Forth and coastal areas, including the Greenport site and working with critical partners to deliver on our renewables activity 1) Focus on Major Transformation, Regeneration and Renewal Corridors 2) Forth Collaboration Network 3) Facilitate Strategic Net Zero Projects, including at Grangemouth, Rosyth, Leith, and Off-shore 4) Green Freeport bid 5) Decarbonise & Improve Resilience of Infrastructure & Assets 6) Deliver Nature Based Solutions 7) Attract an Enhanced Tourism Draw 8) Risk Assessment
2. New skills for sustainable growth	Alignment of the skills system to support our citizens with the skills required as they enter, sustain and transition across the labour market Key projects include: 1) Green skills 2) Investment in data 3) Academies 4) Innovation, informed decisions and workforce
3. Innovation growth, absorption, and strategic sites	Supporting our innovative ideas and people to have the tools and knowledge they need to help businesses flourish across our region Key projects include: 1) The BioQuarter Campus 2) Tech Scalers Programme 3) DDI Programme across all sectors
4. City, town centre and rural recovery	Helping support our urban and built-up areas recover from recent challenges including the Pandemic, high street closures and digital disruptions Key projects include: 1) High street regeneration 2) Enterprise support for supply chain 3) Integrated transport networks 4) Delivery of NPF4 outputs 5) Living lab pilots

|	
	6) Increase town centre living
5. Sustainable transport and infrastructure	Helping to ensure that our region's future transport and infrastructure delivers minimal impact on the planet while serving the needs of our population and regional ambition Key projects include: 1) Active travel 2) Mass rapid transit 3) Mobility as a Service (incl. digital & data) 4) Decarbonising transport and infrastructure 5) Behavioural change 6) Efficient and effective freight & logistics 7) Sustainable access and connectivity in, around and across the Forth
6. Digital connectivity and data gathering and deployment	Connecting our citizens digitally while ensuring that our critical data is captured, stored, and used to manage the effective delivery of services Key projects include: 1) £700m investment in supercomputing facility 2) Financial Services (FinTech Scotland) 3) Data for our key challenges – Regional Data observatory
7. Visitor Economy	Delivering the very best for our visitors, businesses, people/residents, communities and environment through more effective collaboration. We will ambitiously align and develop our tourism and cultural identity as a region, building upon our established world class product. Key projects include: 1) Establish a Regional Visitor Economy Partnership to create and deliver a Regional Visitor Economy Development Plan 2) Data-driven approach to destination management 3) Building on our global reputation for cultural tourism and spreading the benefits across the region
8. Maximising the role of our anchor institutions	Maximising the role of 'anchor institutions': The region is host to internationally respected institutions which are anchored in their communities – in the public, private and voluntary sectors. Key projects include: 1. Regional Anchor Institutions Community Wealth Building Charter 2. Regional Supply Chains – Food & Drink 3. A just transition to net zero

Each of the key projects captured in the list above will require detailed planning and sequencing activity to manage the delivery of our critical activity. More detail for these activities is captured within Appendix 3 (p42 onwards) which has been produced by subject experts from across the partners of our Big Move working groups. This will require the key delivery principles, captured below, to be fully committed to for our outcomes to be achieved.

Key principles for delivery

In looking at other regional programmes of work, we can consider the approaches and lessons learned from other City Region Deals across the UK and more widely, including the Belfast-Dublin corridor. From these shared programmes of work, there are a few key points that we must reflect on to make this work. These have been captured below, along with initial views on how our region will overcome any potential obstacles as we proceed:

- **Commitment of key partners:** A true regional partnership is dependent on commitments from each individual (regardless of scale). Effective partnerships are delivered through a collective understanding of both the outcome and also in seeking to achieve the buy-in for what the team can provide to deliver this.
- **Government support at all levels**: Local, Regional and National Government participation is essential to secure the support needed as the RPF nears completion. Local buy-in will address priorities and ensure community participation, while national and regional government support delivers the support required.
- **Strong, representative governance**: Having a governance routine that recognises and reflects the distinct organisations present is crucial. The existing governance from the City Region Deal has proved itself to be effective and represents the arrangements within each partner. This must be built upon for maintaining momentum as we progress through delivery.
- **A compelling vision and purpose**: Given the regional profile of this work, having a collective vision that addresses local priorities and concerns is central to all future work. The variety of projects and locations will have impacts for differing locations and so aligning this with the vision is critical to maintain buy-in to the overarching vision.

How will the Delivery Programme be structured for success?

Given the various boards and committees which have a vested interest in the RPF, there is a clear requirement for regular, open reporting to maintain commitment to the programme. The City Region Deal's established forums and reporting cycles are an effective mechanism for the RPF to work with. We are proposing that the RPF reports into the Directors' group as per the cycle below and then through other committees in existence for the City Region Deal programme of work.
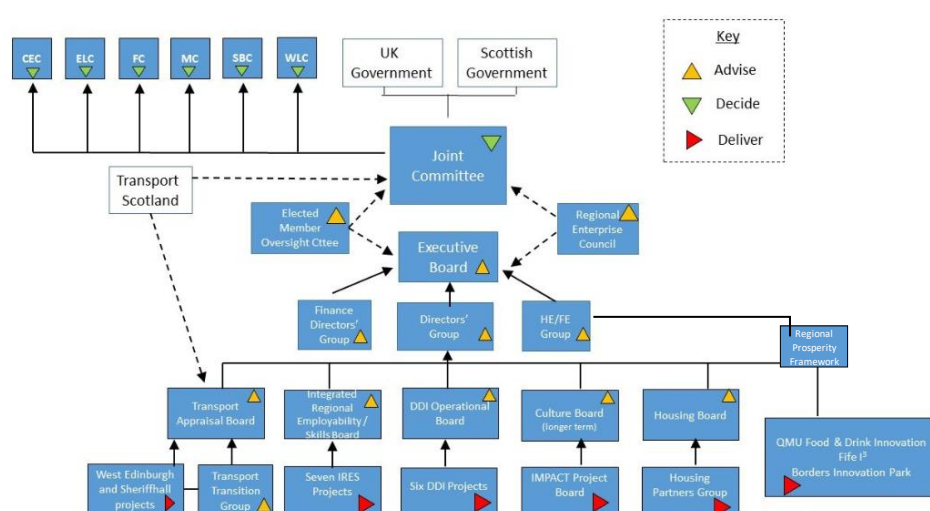
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Appendix 1: The Big Moves

Big Moves

The original draft of the RPF identified 9 Big Moves that would be delivered across our region to coordinate activity. These Big Moves were as follows:

1) Data capital of Europe
2) Rethinking our place
3) Sustainable transport
4) Regenerating the Forth
5) Sustainable tourism
6) Supporting enterprise
7) Aligning skills
8) Reinventing healthcare
9) Anchor institutions

Within each Big Move, a working group of officers from across our regional partners was established. This group was tasked with supporting the discussions on regional ambition and projects to support the realisation of our outcomes.

Captured on the following pages are the summary notes for each of the 9 Big Moves. Each Big Move section includes an overview of the key information, the critical projects to be delivered and how this Big Move activity delivers on the core themes of: Flourishing, Resilient & Innovation which were outlined in the RPF.

Big Move 1 – Data capital of Europe

Summary: The 2017 BEIS skills audit and significant work that has emerged from the ESES city region deal has put considerable focus on the role of data across our region. The £350m 'Data Driven Innovation' programme, has also directed attention to how our regional data strategy delivers and shapes future investment plans.

The current position for our region is one of strength. With existing infrastructure in place, including the UK's only commercially available supercomputer (ARCHER 2), there are major opportunities across our region that provide a platform for continued growth.

Data is now integrated across the decision-making platforms of all parts of our society and public service. From once-in-a-decade data points like Census through to live data feeds informing transport activities, our need for having the ability to respond to this data in real time is critical for our region to be effective in delivering key services.

A bold ambition of becoming the 'data capital of Europe' has been set for our region. While work is in progress to articulate what this ambition means across all the region, it must build on the strong global presence already available. For this to be achieved the data must be integrated across all aspects of our society, and the capture, storage and use of this data must be done in a sustainable manner to enhance the lives of our citizens.

Key projects: The work within data capital of Europe focussed on several critical issues. These are:

1) £700m investment in supercomputing facility, based in Midlothian. This will provide the cutting-edge facilities to host and analyse the data across industries.
2) BioQuarter investment will help deliver the healthcare innovation site
3) Financial Services (FinTech Scotland)
4) Education and Skills
5) Data for Net Zero

Cross-cutting themes: These programmes of work will align with the RPF in several ways That includes. These include:

- *Flourishing*: In delivering a society with embedded data capture and usage it will enable all members of our society to prosper, highlighting and delivering upon changes identified by key data streams. While considerable success has been made to date in urban settings, the challenges of rural areas capitalising on this must be addressed.
- *Innovative*: The potential for an increased innovation sector is enormous. Through the infrastructure available and the embedded capture and usage of this data across society, innovative thinking and business development will be central to our place.
- *Resilient*: The work of this big move will provide a wealth of information on the health and general status of our society. An accurate data feed on our citizens will support appropriate interventions to be made to maintain a healthy and resilient region.

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- *People*: The proposed direction of travel requires collaboration between academia, private sector partners, national and local government.

- *Funds*: The extent to which this move requires funding will hinge on several factors, namely: existing national fund allocations, committed revenue/capital spends and any innovative emerging funding (e.g., gainshare etc.)
- *Infrastructure*: Several the existing major platforms are already in position or development. ARCHER2 and the accompanying infrastructure hosted by University of Edinburgh colleagues

Impact: Big Move 1 will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- The impact of additional business growth through effective data capture, storage, analysis and operational decision making
- The BioQuarter innovation site will have a significant uplift on the business development and health and wellbeing of our society
- A growth in the level of data literacy across our region will help further cement our regional reputation for a highly skilled workforce, thereby increasing business migration to the region

Big Move 2 – Rethinking our place

Summary: With the fastest growing population in Scotland, the highest increases to property prices and a limited availability of new sites for development, our region faces considerable challenge. The City Region has he greatest affordable housing need in Scotland. The NPF4 changes and recent changes to commuting patterns and working regimes have also caused significant thought on the definition of our places.

It is also apparent that a single, inflexible approach does not work across our region. A 20-minute neighbourhood works well in an urban setting but applied at a rural context it may not be as effective. We need sustainable rural communities supported by a network of access to the services and amenities typically enjoyed by urban settlements. Although a regional approach to 'place' has challenges, it also presents a unique opportunity for consideration. In delivering the critical infrastructure and supporting services to all our citizens, the opportunities for enhancing our places across the region are significant.

Key projects: The work within rethinking our place focussed on several critical issues. These are:

1) Clear definition of place
2) Infrastructure first approach to delivery
3) National and regional alignment of priorities
4) Living Labs / sensory data experiments?
5) Need for new, affordable and Net zero carbon homes

Cross-cutting themes: These programmes of work will align with the RPF in several ways. These include:

- *Flourishing*: In supporting the development of our place, there will be a major platform available to provide opportunities for all of the citizens across the region
- *Innovative*: Aligning the major infrastructure of a place with the critical components in our region will support a culture of creation which is aligned around the needs of the citizen
- *Resilient*: Helping to define the needs of the user is paramount to maintaining and managing against the demands and needs of current and future generations in our places, helping to plan for and manage against future societal and policy changes

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- *People*: Delivering a place-based approach requires considerable commitment across all regional partners in all industries
- *Funds*: The extent to which this move requires funding will hinge on several factors, namely: existing national fund allocations, committed revenue/capital spends and any innovative emerging funding (e.g., gainshare with developers etc.)
- *Infrastructure*: If we are to proceed with an infrastructure-first approach to delivery, there is a clear requirement for major infrastructure to be in position.

Impact: Big Move 2 will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- The local communities will have an increased satisfaction in their place, and will identify key infrastructure as being more aligned with their needs

- The right information will be captured at the right time across our region to help drive effective decision making, reducing the time taken to respond to place-based queries or requests for support

Big Move 3 – Sustainable transport

Summary: Transport is a key enabler to unlock the region's potential, but in many areas due to limited accessibility, investment and coordination, it has constrained the realisation of opportunities and benefits for our people, place and economy. The national commitment to decarbonised transport and infrastructure provides a once in a generational opportunity to deliver a 'Just Transition' to tackle transport poverty and the inequalities that currently exists across the region.

At the height of the Covid Pandemic, much of our transport infrastructure drew to a complete halt, including well-publicised images of empty streets, train stations and airports. It forced many members of our society to fundamentally alter their commuting and travelling patterns. This complete overhaul of our behaviours has led us to a complete re-evaluation of what infrastructure we need to deliver the society that we demand. This affected and will continue to develop new transport models across all spheres from public transport, logistic, air travel, marine and private transport choices.

Recent years have also produced an increased focus on the sustainability commitments that our citizens demand from public service provision. Our transport and infrastructure networks are part of several commitments which are influenced by the individual (i.e., choosing to take a bus, cycling, buying an EV etc.) and societal (e.g., a public transport infrastructure which serves all our region) decisions and structures.

While post-pandemic commuting patterns are, at this moment in time, too difficult to predict, many notable commentators argue that the commuting patterns have irreversibly changed. Delivering the previous concept of a mass transit network from rural to urban for the working week, 9-5, is no longer fit for purpose. Instead, having a network which collects, analyses and responds to the emerging data, is inclusive, while minimising its impact on the environment is critical to our citizens' expectations and demands.

Mass Rapid Transit (MRT) across the region must therefore be designed smarter to accommodate high volumes of movement to key destinations, for example, health, business, and educational institutions, but acknowledge the variances in daily demand in a post-pandemic world. MRT options will include tram, light / heavy rail, but now bus and active travel. These transport modes must be fast and frequent and in the case of bus rapid transit and active travel it must be segregated and prioritised. Overall, journey times must be quicker than the car to key destinations. MRT must consider the wider network and integration with key interchanges to be established meeting onward orbital and radial connections. Key to this is development is the equitable delivery of scaled journey hubs with distinctive characteristics depending on location, population and infrastructure.

It is also important to recognise the expectations and demands of the visitors to our region, whether they are local, national or international. The integration of travel options and information associated with the transport network is fragmented and requires coordination to offer a high-quality experience that would be expected at other key visitor destination around the world. The role of the airport is crucial as an access point for international visitors, and the city acts as a key gateway for many visitors before they seek sustainable transport options to visit the wider region and Scotland.

The increase in freight movement across the region and the growth of home deliveries has highlighted the inefficiencies of current practices, but there are opportunities for improved

coordination, appropriate distribution networks and facilities to support the industry to improve efficiency and support its workforce.

Transport accounts for 37% of Scotland's greenhouse gas emissions. There are several national, regional and local initiatives within the region that are demonstrating or investigating the decarbonisation of transport by developing low and zero carbon services, technology and Infrastructure. Continuing to nurture and support innovation will strengthen the role that the region plays in the transition to net zero

Key projects: The work within the sustainable transport focussed on several critical issues. These are:

1) Mobility as a Service
2) Data sharing and digital infrastructure aligned to transport network
3) Public transport infrastructure
4) Main arterial routes into rural communities
5) Active Travel
6) Behavioural Change
7) Decarbonising Transport

A full list of regional strategic transport projects to support the ambition of the Regional Prosperity Framework is provided in Appendix 2.

Cross-cutting themes: These programmes of work will align with the RPF in several ways That includes. These include:

Flourishing:
- Priority 1 - Sustainable, accessible and integrated transport as an enabler to universal access for opportunities and reduce inequalities.
- Priority 2 - Reducing the need to travel unsustainably and incentivise behavioural change to sustainable low carbon transport choices connecting places, create conduits for business and enterprise, workers, skills, training, and goods and services

- *Innovative*:
- Priority 3- Building on the infrastructure available across the region to enhance the provisions of services to our communities in a responsive and appropriate manner
- Priority 4- Innovative and future proofed transport –ensuring the region has coordinated information and flexible transport modes that are easily accessible and deployed to promote growth in the sector and support net-zero and the reduction of inequalities

Resilient:
- Priority 5- Support nationally and regionally significant transport projects will be coordinated by SEStran and delivered to connect the region better to other city regions, places and markets
- Priority 6 – Sustainable Transport–investigating the decarbonisation of transport, developing low and zero carbon, green and blue Infrastructure

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- **People**: These ambitions require a collective approach to deliver on the key activities. There are several key stakeholders across the region, all of whom have a key role to play in this delivery. Coordination and alignment with City Region Deal projects and funding will require local, regional and national government participation, as well as SEStran and private sector partners.
- **Partnership**: Shared governance, resources, intelligence to unlock the potential of regional planning, funding and project delivery in an efficient and effective way.
- **Funds**: The extent to which this move requires funding will hinge on several factors, namely: existing national fund allocations, committed revenue/capital spends, alternative delivery models and any innovative emerging funding.
- **Infrastructure**: There is a clear dependency across the region to have the correct infrastructure to provide an effective transport network. This includes the availability of data and digital platforms for intelligent decision making

Impact: The sustainable transport infrastructure will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- The impact of additional tourism on the Forth will support local and regional economies through enhanced spending.
- Sharing of visitor movement data will support a more responsive transport network and tourism offer
- A growth in the level of industry across the region will generate further funding for the region, but will also act as a 'pull factor' for a workforce to be based in the region, further increasing local spend
- The reputation of our region will be majorly enhanced through a successful decarbonised industrial growth. Delivering the future economy in a net-zero manner will be essential to cement an internationally envied reputation that delivers economic growth while balancing our environmental commitments.
- The reduction in regional inequalities by developing Sustainable Transport that is accessible, flexible, affordable and becomes an effective regional 'Enabler' to support the regional ambition
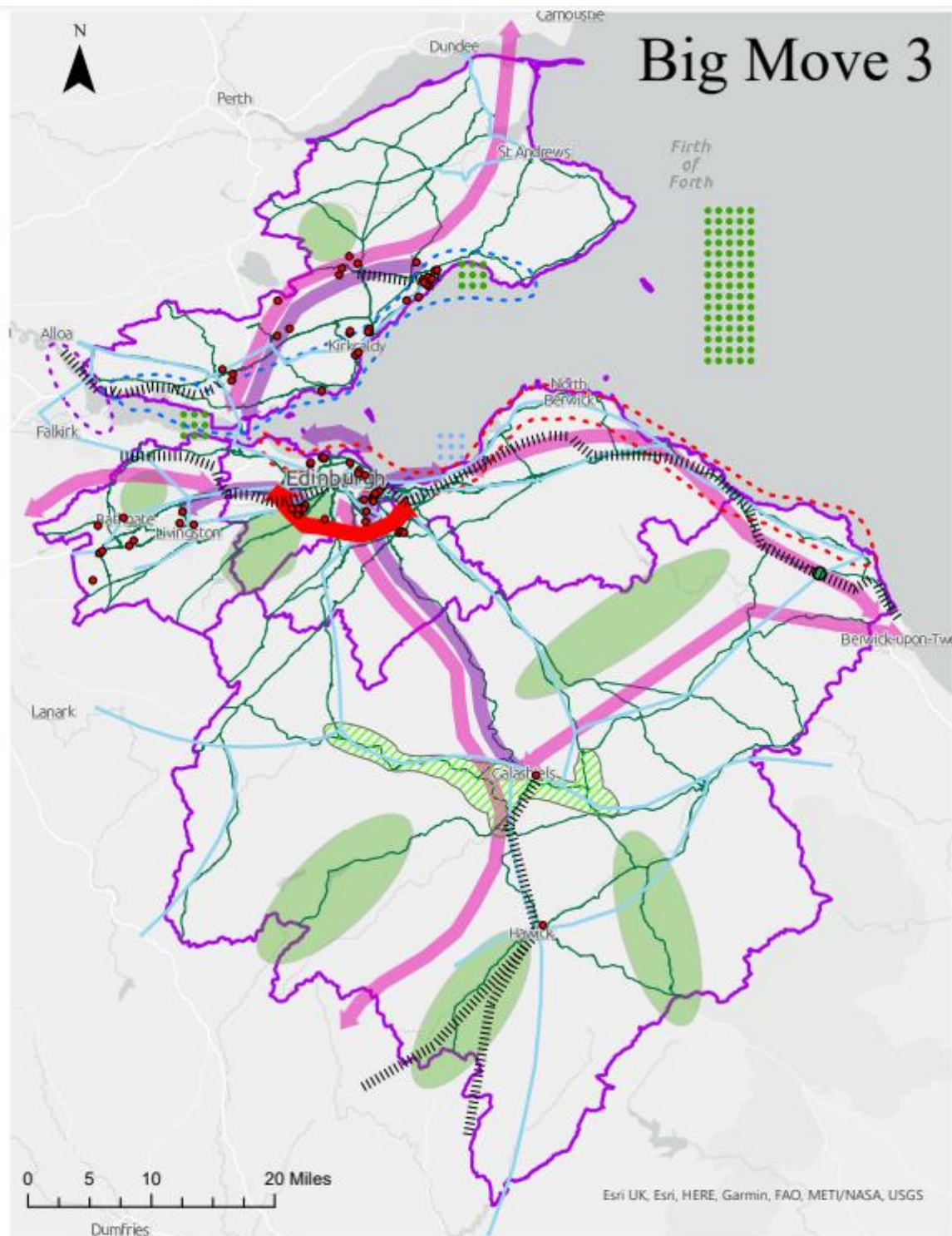
Big Move 3

Big Move 4 – Regenerating the Forth (and our coastline)

Summary: The Forth Economic Corridor is the most geographically focussed of the Big Moves, and the impacts from activity here will extend well beyond our regional boundaries and national borders. There is significant scope to reuse and modernise existing assets, sites and operations to create strategic net zero employment opportunities. This can be linked to skills development and training, and the wider labour market, to stimulate a wider green recovery and a just transition to net zero.

Proposals for a Green Freeport aim to underpin and enhance the area's future economic success. Other major and growth deal projects sit within three strategic transformation, regeneration and renewal corridors along the Forth, and include:

1. **Southern Corridor** - Edinburgh Waterfront and Granton, Port of Leith and Leith Renewable Energy Hub, East Lothain's Levenhall links, Climate Evolution Zone: Cockenzie Power Station site and Blindwells New Town, and Torness Nuclear Power Station site and surrounding area;
2. **Northern Corridor** – former Longannet Powwer Station site, Port of Rosyth with adjacent Babcock Innovation Centre, Arrol Gibb Innovation Campus, Breafoot Bay oil and gas terminal, Mossmorran fuel hub, Renewables Innovation at Methil and ORE Demonstrator at Levenmouth;
3. **Western Corridor** - Falkirk and Grangemouth Investment Zone, and Scotland's National Environment Centre and the National Aquiculture Technology and Innovation Hub at the University of Stirling.

Key partners operate across borders and boundaries here, with the Forth providing a key route for passengers, visitors and freight exports and imports. The Forth is a base for decarbonising the petro-chemicals industry and for industry and innovation, including green fuel and energy production and distribution. There is considerable cross sector collaboration to build the Forth's reputation for green innovation, with onshore transmission infrastructure enabling also offering synergy with offshore renewable energy generation, data infrastructure and green fuel production, energy storage and advanced manufacturing. Across all activities, there is considerable potential for production, supply chain and service and maintenance activities. The importance of sustainable transport to enable these activities in a sustainable way will be key.

Activities in this Big Move, taken together, must be sustainable. This means delivering them in a responsible way, supporting decarbonisation and emissions reduction, climate change mitigation and adaptation and ecological renewal wherever possible. The Forth and its coastline with the North Sea has outstanding natural capital, so activities need careful integration, including in the context of climate change. The area has some of the highest areas of depravation as many communities and landscapes regenerate as the area's economic activities modernise and its economy transitions.

Working with colleagues in the Forth Valley, we can make the Forth a national focus for renewables investment and mixed-use regeneration, and it a leading European waterfront destination.

Key projects: The work within the Forth regeneration is focussed on several critical issues. These are:

1) Establishing the Forth Estuary Strategy Collaboration Network
2) Facilitation of strategic net zero projects (inc. Grangemouth and Off-shore)
3) Enable major regeneration and renewal projects
4) Secure major investment in Green Freeports
5) Sustainable access and connectivity in, around and across the Forth
6) Decarbonise Infrastructure & assets

7) Attract an enhanced tourism draw
8) Deliver nature-based solutions
9) Informed decisions & workforce
10) Risk assessment

Cross-cutting themes: These programmes of work will align with the RPF in several ways, which include:

- _Flourishing_: The enhancement of the economic corridor spanning the Forth will deliver major opportunities for all our citizens. With new jobs available, the benefits for this must be spread across all our communities. _This will include commitments for fair wages, regional investment, sustainable supply chains etc._
- _Innovative_: Our presence across the Forth will be supported to harness the region's collective innovative spirit as we embrace new and emerging technologies and industries. This includes driving the decarbonisation agenda and aligning with other key partners (e.g., universities and colleges) wherever appropriate.
- _Resilient_: This move helps to safeguard our identity and strength as we build a forward-facing economy which adapts to future trends and climate. The global pandemic has highlighted the dangers of over-dependency for an economic and supply chains and so further development of our coastal presence will be key in broadening this base.

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- _People_: While most of this work will be delivered by private partners, the enabling functions will be provided by partnerships spanning the RPF and beyond. The political and governmental groundwork to support major activity in the Forth will be directed by staff from the public sector key partners (LAs, Government and beyond)
- _Funds_: The extent to which this move requires funding will hinge on several factors, namely: Green/Freeport funds received, successful business case development in collaboration with both Governments, and private capital available and regeneration grants made possible for decarbonisation, regeneration and renewal programmes.
- _Infrastructure_: This move will use funding to build on the existing infrastructure and assets across the Forth, but it will also requires close alignment with other Big Move activities including Sustainable Transport (BM3) and Rethinking our Place (BM2) to deliver new infrastructure to maximise project impact; pump priming major development sites and projects will also be key to unlock and accelerate outcomes, impacts and multiple benefits.

Impact: The regeneration of the Forth will have an impact that spreads well beyond the boundaries of the geography. Taking an initial steer on projects:

- The Forth Collaboration network will help co-ordinate the activities of the three Growth Deals around the Forth to maximise collective impact, ambitions, activities and wider investment activities and raise profile through preparation of an investment prospectus;
- The reputation of our region will be enhanced through a successful decarbonised industrial growth. Delivering the future economy in a net-zero manner will be essential to cement an internationally envied reputation that delivers economic growth while addressing societal inequality and environmental commitments;
- Delivery of the major projects and infrastructure in a responsible way will reuse strategic assets and sites to enable regeneration of communities and the landscape, environmental and biodiversity gains, and improve perceptions and attract further investment and benefits;

- A Forth Green Freeport could enable wider multiple benefits, including the decarbonisation of Scotland's major industrial cluster and creation of a sustainable fuel cluster, and generate up to 50,000 new high-quality jobs in renewable energy, green and advanced manufacturing and sustainable fuels, with significant export potential and infrastructure and skills development at scale.
- Other major projects, including Blindwells New Settlement and Edinburgh Waterfront and Granton could enable around 15,000 new homes, including affordable homes, while the reuse energy sites, such as at Cockenzie, Longannet and potentially at Torness and the surrounding area, could create additional green jobs and further a just transition to net zero;
- A growth in the level of industry across the region will generate further productivity and benefits for citizens, and act as a 'pull factor' for a highly skilled workforce to be based in the region, further increasing long term and local benefits;
The impact of carefully managed additional tourism on the Forth and our coastline will support local and regional economies through enhanced employment and spending.
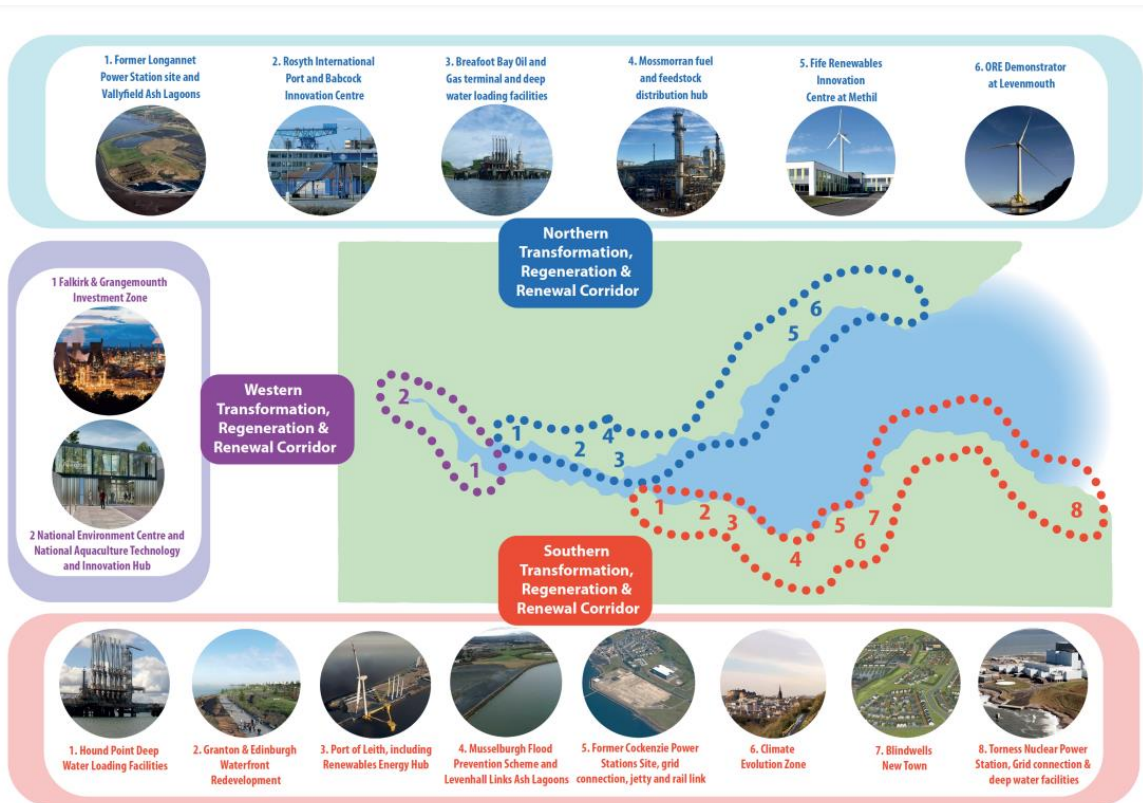
Big Move 5 – Sustainable Tourism

Summary: Tourism within the ESES region plays a critical role in delivering economic, cultural and social benefits, not simply at a regional level, but for Scotland. Prior to the pandemic, the region contributed £3.937 billion visitor spend, with £1.348 billion coming from international visitors, supporting 64,000 jobs and sustaining 4,722 business units. This represented 35% of Scotland's overall visitor spend, 55% of international spend, 29% of jobs and 26% of business units. If the ESES's tourism economy is performing well, Scotland's tourism economy is performing well.

The region boasts a globally competitive range of events and festivals driven by our cultural, heritage and sporting excellence. There are numerous natural and built attractions for visitors to our region to explore all year round and many of Scotland's finest accommodation and food and drink experiences are central to our visitor offer. The region also acts as a key gateway for many to the rest of Scotland, with visitor numbers to Edinburgh & Lothians alone accounting for 21% of all visits undertaken in Scotland between 2017-2019.

As the cultural and tourist offer develops, there is a critical note of caution: this offer must develop in a sustainable manner, informed by data and engagement with businesses and communities, as well as public agencies, recognising visitor pressures in some locations at points in the year. Collaboration will be central to how we develop our thinking and response to those opportunities which will build on our strong foundations and existing visitor offer, of which the region can currently be proud.

Key projects: The work within the scope of Big Move 5: Sustainable Tourism has been developed with a focus on several opportunities and in response to critical issues which will constrain future performance if unaddressed. These are:

1) Adopting a data-driven approach to destination management and development
2) Better utilising of the Forth and our coastline as assets to attract visitors to our region
3) Establishing the region as a leading international cycling holiday destination
4) Building on our global reputation for Cultural tourism and spreading the benefits
5) Securing greater collaboration through the creation of an ESES Region Tourism Partnership

Cross-cutting themes: Proposed programmes of work around these areas of focus will align with the RPF in several ways, including:

- *Flourishing*: Careful consideration and planning of regional opportunities around Sustainable Tourism will support the delivery of economic, cultural and social benefits of tourism more equitably across our region. Some of the less-visited areas of our region have the potential to deliver sustainable growth as well as helping to manage visitor pressure in some existing more popular destinations. *This will require commitments for regional investment, supporting the sustainable jobs and sustainable supply chains etc.*
- *Innovative*: The collective response by many businesses in Tourism to the pandemic has demonstrated the sector's potential to develop and deliver new thinking, innovative approaches and new experiences. This can act as a catalyst for wider innovation in areas such as transport and connectivity which will be key to our future success.
- *Resilient*: Our tourism businesses have demonstrated huge resilience in their response to the challenges of the last two years. By encouraging visitors to explore the region more fully and by focussing on a more responsible and sustainable approach to Tourism, we will build on this resilience to help safeguard against future challenges.

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- *People*: The delivery of the proposed programme will require people resource from within the Framework public partners to develop, appraise and deliver the opportunities outlined. The private sector will have a key role to play in engaging to help shape the opportunities in a way which will best deliver commercial benefit, whilst respecting the wider ambitions of the over Framework.
- *Funds*: Funding will be required to develop the proposed opportunities further and to ensure they are appraised objectively as part of the development of the business case. Delivery funding will be required which, whilst in some cases projects may attract some private sector funding, the projects proposed are likely to require public funding. This will require consideration of wider funding schemes and there will be a need to maximise the connections between the Sustainable Tourism ambitions and those of wider Big Moves.
- *Infrastructure*: This move will build on and aim to enhance the existing tourist infrastructure which is in place across the region. To maximise the benefits, Sustainable Tourism proposals also will require to closely align with other Big Moves, including Sustainable Transport (Big Move 3), Rethinking Our Place (Big Move 2) and Regenerating the Forth (Big Move 4).

Impact: The proposed Sustainable Tourism activity, aligned to other proposed Big Moves, has the potential to impact positively across the entirety of our region through:

- The creation of new quality, sustainable job opportunities
- An increase in spend by visitors to the region generating higher business turnover
- Greater dispersal of visitor numbers and visitor spend, thus spreading the benefits and supporting visitor management around regional tourism "hotspots"
- Supporting the delivery of wider Regional Prosperity Framework ambitions around Data, Sustainable Transport and Regenerating the Forth, as well as enhancing the appeal of the region as a place to stay, work and invest

Big Move 6 – Supporting Enterprise

Summary: As our region looks to continue building on the strong economic platform, it must balance business growth with environmental commitments and achieve growth for priority sectors. An effective digital infrastructure will support the pipeline of enterprise from grass roots and community wealth building to scale. The region is starting from a healthy position: we are in the top 75 cities globally for technology investment and Edinburgh also ranked in the top 5 UK cities in the 2021 Levelling Up Power League.

The digital revolution does not present a unanimously positive position for all industries. There are several our small enterprises who face significant challenges because of their business models and who may be inhibited by existing processes and technologies. This requires a collective approach to maintain the economic and societal benefits captured by these organisations.

Key projects: The work within Supporting Enterprise focussed on several critical issues. These are:

1) **A simplified support journey** tailored for net zero, technology, sectors, and places. For the whole enterprise pipeline, with a health check at its heart, creating a user-centric approach throughout the pipeline. But distinct from a solution-driven approach.
2) **Productive & competitive regional value chains**, working with regional Large Enterprises and anchor institutions as drivers of demand. (Including net zero, digital, increased local content). To drive improved productivity, build a regional playbook for sectors and/or value chains.
3) **Regional Innovation Eco-system** (collaboration/Data driven) - The place is a driver of value, knowledge, design, belonging, and cohesion. Providing a full suite of services to the innovation and resident communities e.g., extend the purpose and capability of traditional incubation progs. The place delivers a whole place return i.e., across the region. The value or return is an identity builder for the whole region i.e., data driven innovation.

Cross-cutting themes: These programmes of work will align with the RPF in several ways. These include:

- *Flourishing*: Establishing a user-centric approach to enterprise support will help align key communities to provide the right support to the right people for the right reasons. This approach will enable the maximum chance of success for our enterprises to grow.
- *Innovative*: Through a more effective coordination and support programme, the opportunities available to industry will be significantly enhanced. This will help provide a greater platform from which innovative thinking and delivery can be effectively secured.
- *Resilient*: By helping the organisations and individuals to exploit the full potential from data and digital delivery, this will maximise the opportunities of our region to safeguard against future shocks.

Resources: To deliver this work, there are several commitments required from partners. This includes the need for:

- *People*: The proposed direction of travel requires collaboration across all the critical partners in our region
- *Funds*: Funding will be required to develop the infrastructure beyond its current capacity to deliver on the statement of intent listed above. The right funding model for this work to be undertaken is essential, and may include government grants and/or private contributions

- *Infrastructure*: While much of the infrastructure is already in situ, there is a need for the continued development of innovation support across the region. The digital networks for a simplified support journey may need

Impact: Big Move 6 will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- Working together across the region will drive the value chain that actively drives collaboration and a resilience within a regional supply chain
- An increase in satisfaction rates for citizens in need of support at all levels as they start or scale their business
- An increase in economic output for our region as the innovation ecosystem generates and grows additional industry

Big Move 7 – Aligning Skills

Summary: It is essential to help align the skills system to maximise progression towards, into and through employment in emerging sectors and technologies. This includes supporting those who have been disproportionately impacted by the Covid pandemic and technological developments.

Key projects: The work within Aligning Skills focussed on several critical issues. These are:

1) Alignment of Regional Outcome Agreements (ROAs) with Local Outcome Improvement Plans and developing regional and national strategies (including NSET; UK Levelling Up)
2) Developing a pooled regional skills assessment drawing on available data from RSAs and supported by a DDI TRADE approach
3) Developing a delivery plan for hard to fill vacancies with an initial focus on labour & skills shortage sectors.
4) Developing defined skills pathway for green economy jobs – Net Zero Accelerator Hub
5) Promoting fair work through the implementation of Fair Work Charters
6) Development of proposition for skills alignment (activity based) supporting Big Moves development – UKSPF

Impact: Big Move 7 will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- An increase in the number of people in active employment across the region
- The number of people employed within the green skills sector to increase significantly across all sectors
- Fair work charters to be adopted by the majority of employers across the region and the resulting impact for employees to be delivered

Big Move 8 – Reinventing Healthcare

Summary: Our experiences across the Pandemic has truly cemented the position of Health and Social Care at the forefront of the minds of all citizens across our region. The unenviable tasks faced by NHS staff since 2020 has also led to significant debate on the future funding models of the NHS, and how this can be delivered in a way that embraces innovative technologies to respond to some of our new challenges faced.

Since its inception, the level and variety of support provided by the NHS has dramatically increased. From routine appointments, A&E services and the rising demand for mental health provisions, the NHS has taken it all in its stride, adapting to these changes with considerable skill.

But our Healthcare services face a challenge which may prove to be too great to overcome alone. Rising backlogs for services, the continued demands on provisions of Pandemic response, an ageing workforce (which is especially prevalent in GP services) and existing pressures across the system that is struggling to cope with people living longer lives with numerous conditions leaves an unsustainable position.

From the backdrop, a new way of delivering traditional services has emerged. The opportunities presented by new and emerging technologies are too great to ignore. Embracing these technologies across healthcare will prove vital to minimise the risks faced by the existing service provision and deliver the level of service that citizens expect from it.

Key projects: The work within reinventing healthcare focussed on several critical issues. These are:

1) Advanced Care Research Centre
2) BioQuarter

Cross-cutting themes: These programmes of work will align with the RPF in several ways That includes. These include:

- *Flourishing*: In delivering a future healthcare system that helps to alleviate some of the outstanding pressures across it, there are additional opportunities available to all of the citizens across our region.
- *Innovative*: With our health network embracing innovative technologies available, the potential for delivering services in fundamentally different settings and methods is vast. Collaborating with key partners across the region will enable the business models and new working practices to be refined and redesigned around the patient's needs.
- *Resilient*: The importance of a well-functioning public health service is key for many of the regional partners who are aiming to define their long-term strategy. A healthy, thriving population will cement the regional reputation as a destination to live, work & invest and will help to maintain a strong pipeline for our region's investment plan.

Impact: Reinventing healthcare will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- A healthier workforce will provide an enhanced work profile for the region, contributing to a higher GVA
- Being presented as a 'healthy destination' will attract internal migration to the region, supporting the workforce and societal needs

- Our region will cement an international reputation as a destination of choice for looking after its citizens. This will support domestic and international investment across our place.

Big Move 9 – Anchor Institutions

Summary: Maximising the role of 'anchor institutions': The region is host to internationally respected institutions which are anchored in their communities – in the public, private and voluntary sectors. They are the foundations of our strategy whether in employability, procurement, or fair work. Universities and Colleges in particular have a key role to play in attracting talent and ensuring our skills base is fit for the future. We will develop a charter of these institutions to cover:

1) Procurement and buying policies, to ensure local economic impact is maximised;
2) Employment policy, to ensure these institutions support those further from the labour market;
3) Reputational impact – to ensure these bodies are beacons for the city region, nationally and internationally.

Key projects: The work within Anchor Institutions focussed on several critical issues. These are:

1. Regional Anchor Institutions Community Wealth Building Charter
2. Regional Supply Chains – Food & Drink
3. A just transition to net zero

Cross-cutting themes: These programmes of work will align with the RPF in several ways. These include:

- *Flourishing*: Using the scale, leverage and purchasing power of our institutions, we can retain and build wealth within the region by supporting local businesses and communities through purchase of local goods and services, including supporting the development of skills around the developing needs of our institutions.
- *Innovative*: the collation of effort across several Big Moves to drive desired outcomes. An example of this would be - the significant opportunities to align actions in relation to a Just Transition to Net Zero by e.g., developing an effective retrofit supply chain in the City Region, appropriate training to ensure that businesses are available to undertake work, and the development of funding and investment programmes to support retrofit activity. This would effectively link 3 of the 5 action areas that we looked as well as making clear connections to the Just Transition to Net Zero ambitions identified in the RPF, which are also central to the NSET, the Programme for Government and associated funding opportunities.
- The Regional Supply Chain Food & Drink work has brought together Procurement and Economic Development staff from across the six local authorities. This is a long-term project and we have begun the process of accessing and interpreting data, with a goal of considering options to maximise the benefit of regional spend. Our goal is to support the regional economy, increase community wealth building, food security, wellbeing and environmental sustainability. Aligned to any variation in demand, there must be close engagement with supply, working with businesses to understand their potential and options for better matching demand and supply. This fits closely with Big Move 6 'Supporting Enterprise' business support and product innovation.
- *Resilient*: a regional group be set up to focus on Net Zero, with partners all facing similar challenges. Food and drink supply chain also offers strong opportunities for building local resilience - in terms of reduced emissions impact and food security.

Impact: Big Move 9 will have an impact across all the Big Moves and further initiatives being delivered in the region. Taking an initial steer on projects:

- There will be an increased proportion of the spend from key local partners (e.g., the local authority) within the immediate surrounding region
- Our local supply chain for food and drink will be more resilient to withstand any future challenges
- The anchor institutions will have a minimal impact on the environment in order to help Scotland achieve its net zero target by 2045

Appendix 2: Transport Priorities and Projects to deliver Outcomes

Big Move 3 – Sustainable Transport and Mobility

Items in yellow are short term projects that could be put forward for UK Levelling Up or Shared Prosperity Funding

Priority 1 - Sustainable, accessible and integrated transport as an enabler to universal access for opportunities and reduce inequalities & **Priority 5**- Support nationally and regionally significant transport projects will be coordinated by SEStran and delivered to connect the region better to other city regions, places and markets

Themes	No.	Strategic Projects (What)	Example Projects	Key Partners (Who)	Timescale (When)	Enabler for Big Move	Enabler for Big Move 3 Challenges	Policy Support
Mass Rapid Transit	1	North/South Tram Extension	Including, but not limited to East Lothian Access Study - New Stations at Blindwells and Haddington Hubs. Rail options exploring increased capacity, service increase in line with ITSS. Cross Forth LRT (Light Rail Transport System. Broxburn Hub - (Completion of rail/tram/bus/active travel hub)	CEC/ELC/FC/MLC/SBC/WLC/TAB/SEStran/TS	Long (7-10 years)	BM1, 2, 5, 6, 7, 8, 9	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Sustainable Rural Transport	SPTR2, RTS
	2	Other North /South Corridors & modes.						
	3	East/West Corridors.						
New Rail lines /	4	Deliver Carlton Tunnel Capacity Improvements		CEC/ELC/Fife/MLC/SBC/WLC/TS/SEStran	Medium (4-6 years)	BM2, 5, 6, 10	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Sustainable Rural Transport	STPR2, RTS, Union Connectivity Review Final Report, Just Transition
	5	Completion and delivery of Waverley Station Masterplan			Long (7-10 years)	BM2, 5, 6, 10		
	6	East Lothian Access Study -	New Stations at Blindwells and Haddington. Rail options exploring increased capacity, service increase in line with ITSS	ELC/TS/SEStran		BM2, 4, 5, 6, 7, 9		
	7	New/Extended Railways	Including but not limited to Extension of Borders Rail Service to Hawick and Carlisle, Halbeath Rail Halt (Active Travel connections also required to Halbeath Park & Choose). Passenger & freight service to Clackmannanshire. Rail connections to new/existing ports infrastructure	CEC/ELC/Fife/MLC/SBC/WLC/TS/SEStran/UK Gov	Long (7-10 years)	BM2, 5, 6, 9		
	8	Rail capacity Improvements (infrastructure & fleet)	Including but not limited to Portobello Junction and other local constraints removed. Portobello Junction, Almond Chord and other improvements. Investment in WCLM and ECML			BM2, 5, 6, 9		
	9	All SEStran region rail station/halts fully Disability Discrimination Act (DDA) 1995 compliance by 2026			Medium (4-6 years)	BM2, 4, 5		
	10	All SEStran region rail station/halts to have Active Travel Connectivity by 2028				BM2, 4, 5, 6, 9		
Marine	11	Infrastructure and services to support Forth Free Port/Green Port - Inclusion in the regional Master Plan		CEC/ELC/Fife/Scott Gov/TS/Scott Enterprise	Medium (4-6 years)	BM4	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Recovery from Pandemic,	RPF, NTS2
Freight	12	Delivery the recommendations of the SEStran Regional Freight Study		All LA's/SEStran/TS	Medium (4-6 years)	BM2, 4, 6, 9	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Recovery from Pandemic,	RTS, SPTR2
	13	Regional Multi modal freight hubs (linked to the SEStran Regional Freight Study Outcomes)						
Regional Master Plan	14	Create Regional Sustainable Transport Master Plan to complement and coordinate the ambition of the Regional Prosperity Framework.	Analyse the key economic corridors and opportunities identified in the overall Delivery Plan. The Plan will cover all transport modes and provide an 'infrastructure first' approach to the ambition on of the RPF, while also providing some strategic guidance as to what the region requires from SPTR2 investment, the UK Connectivity Review and the application of NPF4. Key links to education, employment, social, tourism, economy and wellbeing.	TAB/SEStran	Short (1-3 years)	BM1, 2, 5, 6, 7, 8, 9	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Sustainable rural Transport	STPR2, RTS

Themes	No.	Projects (What)	Example Projects	Key Partners (Who)	Timescale (When)	Enabler for Big Move	Enabler for Big Move 3 Challenges	Policy Support
Priority 2 - Reducing the need to travel unsustainably and incentivise behavioural change to sustainable low carbon transport choices connecting places, create conduits for business and enterprise, workers, skills, training, and goods and services								
Active Travel linkages/Improvements	15	Delivery strategic corridors within the SEStran Active Travel Strategic Network	Including but not limited to Tweedbank Station to Reston Station Active Travel Highway, Sheriffhall AT connections from neighbouring Authorities, Delivery of outputs from the ELC Sustainable Movement Master Plan	All LA's/TAB/SEStran/TS	Medium (4-6 years)	BM2, 4, 5, 6, 8, 9	Achieving Net Zero Targets, Scotrail Integration, Decarbonising Transport, Behavioural Change, Sustainable rural Transport, Cost of fares	NTS2, STPR2, RTS, NPF4, Scotland's Accessible Travel
	16	Bike on Bus capacity across whole region by 2029						NTS2, STPR2, RTS,
	17	Increase bike on Train Capacity by 100% by 2028						NTS2, STPR2, RTS,
	18	Regional bike hire expansion						NPF4, Scotland's
	19	Commercial Plan Pilot to enable infrastructure first approach for Blindwells.	Up-front investment in infrastructure in all development so that the opportunities are not lost. Funding repaid through Section 75 contributions at the appropriate time					NTS2, STPR2, RTS, NPF4, Scotland's Accessible Travel
Multi Modal Hubs	20	Deliver Regional Multi-modal hubs that support local transport demand and create opportunities.	These hubs should link into the regional Mass Rapid Transport Hubs to support integration at a local and regional level. Including, but not limited to WETIP 2.0, Dunfermline BRT/LRT (Bus/Rapid Transport/ Light Rail Transport System)	CEC/ELC/FC/MLC/SBC/WLC/TAB/SEStran/TS	Long (7-10 years)	BM2, 4, 5, 6, 9	Achieving Net Zero Targets, Decarbonising Transport, Behavioural Change, Sustainable rural Transport, Cost of fares	Just Transition, NTS2, RTS
Digital & Data - Complete 4G/5G	21	Full 4G coverage by 2027		Scot Gov/Scott Enterprise/SOSE/Borderlands/Tay Cities Deal	Medium (4-6 years)	BM1, 2, 4, 5, 6, 7, 8, 9	Behavioural Change, Sustainable rural Transport, Data sharing restrictions, Digital connectivity	Just Transition, NTS2, RTS
	22	Full 5G Coverage by 2032			Long (7-10 years)			
Behavioural Change - Education, Marketing and promotion of Sustainable Transport	23	Develop Regional Marketing, education & skills identification	Resource/Consultancy support to identify strategies to deliver meaningful outcomes and change equitable across regional partners. Linked to regional data. Timeline delivery strategy linking policy actions into interventions, messaging and media (Communications Plan).	Scot Gov/TS/ SEStran/ESESCRD/ TAB	Short (1-3 years)	BM2, 4, 5, 6, 7, 8, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets	Just Transition, RTS
	24	Deliver an equitable Regional marketing and educational project	To recover from Pandemic and support a modal shift (complimenting any national strategy and investment - for instance U22 free bus travel). Including, but not limited to regional equity in budgeting and messaging for transport behavioural change, bike ability training, cargo/e-cargo bike training & SEStran regional Journey Planning App, Low Emission Zones, Congestion Charging, Parking Controls.					
	25	Deliver Regional education syllabus to promote modal shift	Resources and fundng to create syllabus packs for Primary School, secondary school, Further & High Education to promote sustainable transport decisions/habits					

Priority 3 - Building on the infrastructure available across the region to enhance the provisions of services to our communities in a responsive and appropriate manner								
Themes	**No.**	**Projects (What)**	**Example Projects**	**Key Partners (Who)**	**Timescale (When)**	**Enabler for Big Move**	**Enabler for Big Move 3 Challenges**	**Policy Support**
Orbital Bus route Improvements	26	Midlothian Orbital Bus Route		CEC/MLC/ELC/TS/SEStran/Midlothian Bus Alliance	Long (7-10 years)	BM5, 6, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets	NTS2, RTS
Park & Ride Improvements	27	Update SEStran Park & Ride Strategic study to be more reflective of Post Pandemic travel behaviours, .	The publication of NTS2 & SPTR2, the ambition of the Regional Prosperity Framework and potentially a new strategy of park & ride facilities with own Local Authority Boundary so that cross boundary travel is undertaken by sustainable transport options (reducing city congestion and supporting local transport providers)	SEStran/TAB/LA Partners/ Operators/TS	Short (1-3 years)	BM2, 4, 5, 6, 7, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets	NTS2, SPTR2, RTS
	28	Deliver outcomes of SEStran Park & Ride Strategic study	Including but not limited to Rosyth Park and Ride, Dalgety Bay Rail Halt car park expansion, Burntisland Rail Station Car Park, Inverkeithing Rail Station car park expansion Admiralty Road, Dunfermline Queen Margaret car park expansion, Big Move 4 and links to the Mass Rapid Transit & Multi Modal Hubs ambition for the region.		Medium (4-6 years)	BM2, 4, 5, 6, 9		
Strategic Hub & Spoke investment across the region	29	Regional hub identification & Delivery	Including but not limited to QMU Journey Hub	CEC/ELC/TS	Long (7-10 years)	BM2, 4, 5, 6, 7, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets, Sustainable Rural Transport	NTS2, RTS
Strategic Infrastructure Improvements across	30	Infrastructure Improvements	Including but limited to A701/A702 Sustainable Transport Corridor	TAB/MLC/TS		BM2, 4, 5, 6, 7, 9	Behavioural Change, Recovery from Pandemic, Sustainable Rural Transport	NTS2, STPR2, RTS
	31	Deliver cycle parking and secure parking at strategic locations (locations identified by RTS2 and Sustainable Transport Master Plan)			Medium (4-6 years)	BM2, 4, 5, 6, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets, Sustainable Rural Transport, Cost of fares	NTS2, STPR2, RTS

Priority 4 - Innovative and future proofed transport –ensuring the region has coordinated information and flexible transport modes that are easily accessible and deployed to promote growth in the sector and support net-zero and the reduction of inequalities

Themes	No.	Projects (What)	Example Projects	Key Partners (Who)	Timescale (When)	Enabler for Big Move	Enabler for Big Move 3 Challenges	Policy Support
MaaS / DRT /RTI / Single Ticket	32	Regional MaaS Platform operational by 2028		TAB/LA's/SEStran/TS	Medium (4-6 years)	BM1, 2, 4, 5, 6, 9	Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets, Sustainable Rural Transport, Data sharing restrictions, Complex Travel/Ticket info, Cost of fares	NTS2, STPR2, RTS
	33	Full regional RTI Coverage by 2028						
	34	Regional Single ticket solution by 2028				BM2, 4, 5, 6, 9		
	35	Regional DRT coverage by 2030			Long (7-10 years)	BM2, 4, 5, 6, 9		
Low Emission Interventions	36	Delivery of travel demand control measures across the region, in a holistic and regionally considered manner.	Including, but not limited to, Low Emission Zones, Congestion Charging, Parking Controls	TAB/SEStran/All LA's/TS	Short (1-3 years) & Medium (4-6 years)	BM2, 4, 5, 6, 8, 9	Behavioural Change, Achieving Net Zero Targets,	NTS2, RTS
Sharing of transport Data	37	Regional Transport Open API by 2030		TAB/SEStran	Long (7-10 years)		Behavioural Change, Recovery from Pandemic, Achieving Net Zero Targets, Sustainable Rural Transport, Data sharing restrictions, Complex Travel/Ticket info, Cost of fares	NTS2, RTS
	38	Sharing of workforce travel patterns to inform transport network - Regional Charter			Medium (4-6 years)	BM2, 4, 5, 6, 9		
	39	Sharing of tourism travel data with sectoral leads to improve connectivity and offer to visitors - Regional Charter						
	40	Feasibility Study to develop smart & intelligent transport management solution for the region	Complementary to the Sustainable Transport Master Plan. Identify lead partner, central storage facility and management of data/analysis (Work with Big Move 1, FE/HE and Regional Intelligence Hub solution)		Short (1-3 years)	BM1, 2, 4, 5, 6, 9		
	41	Deliver smart & intelligent Transport management solution.	Deliver better performing and intelligent public transport system (including active travel).		Medium (4-6 years)	BM1, 2, 4, 5, 6, 9		

Priority 6 – Sustainable Transport–Transport accounts for 37% of Scotland's greenhouse gas emissions. There are a number of national, regional and local initiatives that are demonstrating or investigating the decarbonisation of transport, developing low and zero carbon, green and blue Infrastructure

Themes	No.	Projects (What)	Example Projects	Key Partners (Who)	Timescale (When)	Enabler for Big Move	Enabler for Big Move 3 Challenges	Policy Support
EV charging Network	42	Geospatial analysis across the region	To identify the equitable delivery and inform opportunities for collaboration and action plans to tackle 'Not Spots'	All LA's/TAB/SFT	Short (1-3 years)	BM4, 2, 5, 6, 7, 8	Decarbonising Transport, Achieving Net Zero Targets, Recovery from Pandemic	NTS2, RTS, Electric Vehicle Charging Infrastructure Report July 2021
	43	Cross boundary partnerships	To increase critical mass and maximise private sector investment into the expansion of the regions EV charging network.			BM4, 2, 5, 6, 7, 9		
	44	Innovation Fund	to encourage market investment into the region to trial/develop EV products to overcome current issues	TAB/SEStran			Decarbonising Transport, Achieving Net Zero Targets, Recovery from Pandemic, Sustainable Rural Transport	
	45	Transport to influence Regional Energy Master Plan.	Coordination with Regional Sustainable Transport Master Plan.	ESESCRD/TAB/SEStran/TS/SFT				
	46	Deliver opportunities to expand the electric bus network when appropriate.		All LA's/TAB/SEStran/TS	Medium (4-6 years)			NTS2, RTS
Hydrogen Network	47	Innovation Fund	1- To encourage market investment into the region to trial/develop hydrogen production. 2 - To encourage market investment into the region to trial/develop hydrogen fuelled fleet production and use. 3- To support the upskilling of the workforce	TAB/SEStran	Short (1-3 years)	BM4, 5, 6, 7, 9	Decarbonising Transport, Achieving Net Zero Targets, Recovery from Pandemic, Sustainable Rural Transport	NTS2, RTS, Update to the Climate Change Plan2018 – 2032
	48	Transport to influence Regional Energy Master Plan.	Coordination with Sustainable Transport Master Plan and regional hydrogen hub identification.	ESESCRD/TAB/SEStran/TS/SFT	Short (1-3 years)	BM4, 2, 5, 6, 7, 9	Decarbonising Transport, Achieving Net Zero Targets, Recovery from Pandemic, Sustainable Rural Transport	NTS2,RTS, Update to the Climate Change Plan2018 – 2032

Governance - Incorporate the delivery of the Regional Prosperity Framework into the existing City Deal governance and enable closer collaboration between neighbouring Growth Deals, Transport Partners and Government to promote and deliver ambitious improvement to the Transport Priorities of the RPF Delivery Plan. The governance structure will focus on delivery of the strategic Actions and seek to ensure they deliver multiple benefits to (1) people, (2) places, (3) the environment, (4) climate and (5) economy.

Themes	No.	Projects (What)	Example Projects	Key Partners (Who)	Timescale (When)	Enabler for Big Move	Enabler for Big Move 3 Challenges	Policy Support
Governance	49	Increase the remit of Transport Appraisal Board to Programme Manage the delivery of BM3 - including collaboration partnership with other Growth Deals, regional and national partners to identify cross boundary opportunities		ESESCRD	Short (1-3 years), Medium (4-6 years), Long (7-10 years)	All	Governance to remove barriers to delivery	
Finance	50	Transport Appraisal Board to coordinate regional funding bids to deliver Big Move 3 Delivery Plan - **UK Share Prosperity Fund & UK Levelling Up Fund etc…**		TAB	Short (1-3 years)	All	Governance to remove barriers to delivery	
Resources	51	Transport Appraisal Board to identify, coordinate and manage resources for the deliver of Big Move 3		TAB	Short (1-3 years), Medium (4-6 years), Long (7-10 years)	All	Governance to remove barriers to delivery	
Risk Management	52	Transport Appraisal Board to identify, manage and mitigate deliver risks for Big Move 3 projects and programmes		TAB	Short (1-3 years), Medium (4-6 years), Long (7-10 years)	All	Governance to remove barriers to delivery	

Appendix 3: Delivery Programmes and key information

Delivery Programme 1: Regenerating our Waterfront and Coastal Sites

Summary: Investment in the Forth and coastal areas, including the Greenport site and working with critical partners to deliver on our renewables activity

Projects:

1) **Forth Estuary Collaboration Network**
   a. **Detail**: Aim is to enable closer collaboration between the Edinburgh & South East Scotland City Region Deal, Falkirk Growth Deal, and Stirling and Clackmannanshire City Region Deal on delivery of National Developments in a 'Forth Investment Prospectus'.
   b. **Timescales to deliver:** short term (1-3 years)
   c. **Resource requirements:** small revenue commitment could be sought from UKSPF, including from existing workforce, to enable participation, with rotating chair / administration to be agreed.
   d. **Local/Regional delivery:** National, regional, and local elements supported by activity.
   e. **Key delivery partner:** SG, SE, SDI, CEC, ELC, FiC, WLC, FaC, ClaC, StiC, HE/FE Sector (UOE, UoS, NU, EC, FVC), Forth Ports, Babcock, INEOS, SEPA, Nature.Scot, Scottish Water, Visit Scotland.
   f. **Challenges:** to ensure strategic alignment on coordination, consenting, funding and delivery of priority projects set out within the 'Forth Investment Prospectus'.
   g. **Impact**: A successful collaboration will deliver a closer co-ordination of ambitions and activities and maximise the impact of Deal and wider investments and activities.

2) **Focus on Major Transformation, Regeneration and Renewal Corridors**
   a. **Detail**: Aim is to focus on major projects within three Forth transformational corridors to transition major sites from fossil fuel production, energy generation and storage, to future economic uses that enable a green recovery and deliver thousands of new homes.
   b. **Timescales to deliver** short, medium, and long term.
   c. **Resource requirements:** significant investment from public, private and third sectors.
   d. **Local/Regional delivery:** Major projects within the three strategic transformation, regeneration, and renewal corridors along the Forth include:
      i. **Southern Corridor** - Edinburgh Waterfront and Granton, Port of Leith and Leith Renewable Energy Hub, East Lothian's Levenhall links, Climate Evolution Zone: Cockenzie Power Station site and Blindwells New Town, and Torness Nuclear Power Station site and surrounding area.
      ii. **Northern Corridor** – former Longannet Power Station site, Port of Rosyth with adjacent Babcock Innovation Centre, Arrol Gibb Innovation Campus, Breafoot Bay oil and gas terminal, Mossmorran fuel hub, Renewables Innovation at Methil, and ORE Demonstrator at Levenmouth.
      iii. **Western Corridor** - Falkirk and Grangemouth Investment Zone and Scotland's National Environment Centre and National Aquiculture Technology and Innovation Hub at the University of Stirling.
   e. **Key delivery partner:** UKG, SG, SE, SDI, CEC, ELC, FiC, WLC, FaC, ClaC, StiC, Forth Ports, Babcock, Arrol Gibb, INEOS, SPEN, EDF Energy, ONR, Energy Providers, Landowners
   f. **Challenges:** major investments require significant capital and revenue resources

g. **Impact**: significant economic and innovation benefits, reuse, and regeneration, around 14,000 new homes and a just transition to net zero.

3) **Facilitate Strategic Net Zero Projects, including at Grangemouth, Rosyth, Leith, and Off-shore**
   a. **Detail**: Aim is to help facilitate and maximise the positive outcomes from major on-shore and off-shore net zero projects, including at Grangemouth and the Scot Wind Programme, and those delivering new, low carbon fuels and technologies, such as hydrogen, and carbon capture utilisation and storage.
   b. **Timescales to deliver** short, medium, and long term
   c. **Resource requirements**: Significant public, private and third sector investment
   d. **Local/Regional delivery**: Leith Renewables Energy hub, Grangemouth, all ports on the Forth, and the re-use of energy sites and assets at Cockenzie, Longannet and Torness.
   e. **Key delivery partner:** Forth Ports, UKG, SG, SE, SDI, SPN, CEC, ELC, FiC, WLC, FaC, ClaC, StiC, EDF Energy, ONR / Energy Providers / Landowners
   f. **Challenges**: Major projects and programmes for skills, supply chain and capacity and many sites are previously developed and need to be pump-primed
   g. **Impact**: significant economic benefits, new assets and a just transition to net zero.

4) **Green Freeport Bid**
   a. **Detail**: Submission and successful notification of a Green Freeport bid. Depending on a successful outcome for this bid, the Green Freeport proposals to follow from this will be required to be delivered
   b. **Timescales to deliver**? Short term (1-3 years)
   c. **Resource requirements**? Small revenue from existing workforce to submit bid proposal. Bid will deliver capital funding
   d. **Local/Regional delivery**? Regional – with local elements supported through this work
   e. **Key delivery partner:** UKG, SG, Forth Ports, CEC, FiC and FaC.
   f. **Challenges**: Competing against other regions for the successful bid notification – with only 2 Green Freeports for Scotland there is a requirement for the bid to be as polished as possible
   g. **Impact**: A successful outcome here will drive major investment across the region, enabling significant impact for citizens. It would lead the decarbonisation of Scotland's major industrial cluster and creation of a sustainable fuel cluster, up to 50,000 new high-quality jobs in renewable energy, green manufacturing, and sustainable fuels

5) **Decarbonise & Improve Resilience of Infrastructure & Assets**
   a. **Detail**: Aim is to decarbonise assets, infrastructure, networks, and systems and to enable climate change adaptation and mitigation. There are opportunities for renewable energy / heat, district energy networks, and digital applications. There is scope for geothermal, mine water heat, sea water, sewer heat, wind, wave and tidal
   b. **Timescales to deliver**: short, medium, and long term
   c. **Resource requirements**: major adaptation and mitigation programme requires significant capital and revenue resources. In the short term there could be a UKSPF revenue ask to undertake research and development, and pursue suitable pilot and demonstrator projects for appropriate renewable energy technologies, networks, and systems, and seek to scale-up and deploy viable solutions
   d. **Local/Regional delivery**: Regional – with local elements supported through this work
   e. **Key delivery partner**: UKG, SG, HE & FE Sector, Service, and Infrastructure Providers / Local Authorities / Developers / Landowners / SEPA / Dynamic Coast

f. **Challenges**: need a baseline and a regional programme with all relevant stakeholders for addressing future climate in asset modernisation, renewal, and provision
   g. **Impact**: resilient communities, infrastructure, and assets to support on-going economic activity and productivity

6) Deliver Nature Based Solutions
   a. **Detail**: Aim is to protect, conserve and enhance natural heritage assets, and to facilitate ecological renewal and climate change mitigation and adaptation, while delivering wider multiple benefits and economic activities, including aquaculture.
   b. **Timescales to deliver**: short, medium, and long term
   c. **Resource requirements**: existing examples can be rolled out and scaled up with public and private funding models, including the potential for developer contributions
   d. **Local/Regional delivery**: Regional – with local activity
   e. **Key delivery partner**: Scottish Government / Local Authorities / Nature.Scot / SEPA / Landowners / Developers or asset owners as relevant, climate change bodies / natural heritage bodies / communities.
   f. **Challenges**: identification of projects, land, and Other Area Based Conservation Measures with scope for wider multiple benefits, including for climate and wellbeing
   g. **Impact**: ecological renewal and climate adaptation and mitigation as well as enhanced health and wellbeing and access to the outdoors and nature.

7) Attract an Enhanced Tourism Draw
   a. **Detail**: Aim is to maximise the significant potential of our coastal assets, cultural and natural heritage from Stirling Bridge to the Forth Bridges and beyond, and to link people to the coast and to wider active travel networks within three priority tourism corridors to the south, north, and west of the Forth.
   b. **Timescales to deliver** short and medium term
   c. **Resource requirements**: build on existing tourism offer with some additional capital and revenue resources
   d. **Local/Regional delivery**: Regional – with local elements supported through this work
   e. **Key delivery partner**: City of Edinburgh Council, East Lothian Council, Fife Council, Stirling, Falkirk and Clackmannanshire Council's, and Visit Scotland, landowners, or asset owners as relevant
   f. **Challenges**: tourism focus is within main urban areas and attractions as well as further afield
   g. **Impact**: spread of tourism activity and footfall benefits communities and generates revenues to manage tourism attractions and provides jobs

8) Risk Assessment
   a. **Detail**: Aim is to ensure we understand and plan actions that ensure our natural, cultural, and essential infrastructure assets are resilient to climate change, while delivering projects that maximise and deliver multiple benefits from our investments.
   b. **Timescales to deliver** short, medium, and long term
   c. **Resource requirements**: Resources are being deployed to deliver, manage, and maintain assets and projects, and risk assessment should inform their development. There is work being led by Adaptation Scotland looking at a Climate Risk Assessment for the region. Resource is needed and could inform bid to UKSPF to secure resource to undertake a detailed assessment.
   d. **Local/Regional delivery**: Regional – with local and / or project elements
   e. **Key delivery partner**: Adaptation Scotland, UKG, SG, local Authorities, landowners or asset owners and project promoters as relevant

f. **Challenges**: identification of projects, land, and Other Area Based Conservation Measures with scope for wider multiple benefits, including for climate and wellbeing
g. **Impact**: Projects, assets and infrastructure that are resilient to future climate and that deliver multiple benefits to people, places, the environment, climate, and economy.

Delivery Programme 2: New skills for sustainable growth

Summary: Alignment of the skills system to support our citizens with the skills required as they enter, sustain and transition across the labour market

Projects:

1) **Green skills**

    a. **Detail**: Creation of a Net Zero Accelerator Hub (NZA Hub). All four regional colleges alongside the University of Edinburgh have all contributed to the initial development of the proposal, linking with key partners and stakeholders during this process. The Hub comprises of 4 key components, which can be deployed to address skills shortages in a wide variety of sectors and support new innovations and their translation into future skills delivery and job opportunities. It is proposed that the initial Hub is focussed on construction, but the concept could readily be deployed to support other key growth sectors which are critical to the delivery of a Net Zero economy such as energy and transport.

    b. **Timescales to deliver** Initial investment linked to UKSPF from 2022-2025. But with further investment required and leveraged in through industry partners up to 2045 to address the Net Zero 2045 Scottish Timeframe and the 2050 UK Target.

    c. **Resource requirements**:
- Small central PMO team to co-ordinate activities/Net Zero Hub Manager
- 4 x Net Zero team leads/ in each college
- Discrete Net Zero training team/ associate trainers who would work thematically across 4 colleges based on demand/bookings
- Additional lecturers to deliver additional full-time courses (existing courses and new additional qualifications) to meet the growing industry and school leavers demand.
- Ongoing CPD/upskilling with Net Zero teams and other college staff (based on the successful DDI approach used to upskill college staff digital skills
- A single virtual prospectus/web portal linking to other initiatives – Greens Skill Academy, HCI mapping/signposting.

    d. **Local/Regional delivery**
- College infrastructure would be significantly enhanced and scaled up to initially provide 3 shared onsite training 'Barns'. Located on existing gap sites they will provide additional space and equipment in partnership with industry (sponsor/branding) with their contribution to future proof the space and augment what we already have.
- Three larger Net-Zero Workshop facilities and a refurbished existing building would be developed to provide much needed flexible space to deliver new full-time course provision in current and future net-zero skills.

    e. **Key delivery partner**: University of Edinburgh, working closely with West Lothian, Fife, Scottish Borders and Edinburgh College have developed the proposition.
The NZA Hub would involve a wide range of partners, industry bodies and stakeholders to ensure that not only is the Hub meeting the immediate as well future skills needs of the sector, but also the communities which the college's serve.

    f. **Challenges**: The immediate challenge is the development of the capital infrastructure to support this delivery. The size/availability of existing College facilities are a key constraint preventing the expansion of net-zero skills provision.

    g. **Impact**: Initial plans for 3 years of investment indicate that for investment of £23,668,860 an additional 7,124 could be upskilled over year's 2 and 3, at an average cost of £3,222 per person; with a further 100 innovation projects undertaken at a

average cost of £7,850. The knock on impact, however would be seen through the City Region's workforce skills and the rapid deployment of green skills, facilitating progress in meeting net zero targets.

2) **Investment in data**
   a. **Detail**: Working in partnership with Skills Development Scotland to better align the Labour Market Data and Analysis provided by Regional Skills Assessments. Supporting the alignment of Regional Outcome Agreements (ROI's) and Local Outcome Improvement Plans with National Strategies such as National Strategy for Economic Transformation and UK Levelling Up. Possibly drawing on new data and supported by a DDI TRADE approach to better understand and predict skills shortages/requirements in the local labour market
   b. **Timescales to deliver**: Short term – over the next 3 years could support this alignment and developing new relationships to identify new data sources.
   c. **Resource requirements**: Mostly staffing to pull information from existing sources and support alignment. Possible addition of focus groups and industry forums to understand industry specific requirements.
   d. **Local/Regional delivery**: Specific needs of each local authority are would be addressed, but also contribute to a wider Regional picture for Edinburgh and South East Scotland City Region are.
   e. **Key delivery partner**: Skills Development Scotland, Possibly University of Edinburgh though DDI team to support data capture, analysis and work with industry groups.
   f. **Challenges**: Identifying if data exists to indicate hard to fill vacancies and shortages in key sectors. Where it does not exist conducting the appropriate research and engagement to understand the impact on a sector, to be fed back into the wider picture for partners to address.
   g. **Impact**: Significant skills planning impact, particularly if better understanding of the local and regional labour market can be linked back to Education, FE/HE providers and Scottish Funding Council in order to influence curriculum planning. Would facilitate the establishment of real career pathways locally for specific industry sectors, and regionally, linking to national issues, such as shortages in health and social care.

3) **Academies**
   a. **Detail**: Development of short-term employment or skills-focused activities. Providing modular learning to upskill, re-skill and train unemployed people for specific industry sectors; or those in employment to progress in work. Supporting career development and access to higher skilled, higher paid roles. With specific focus on those industry sectors or roles that will be impacted by the progress and investment made with Regional Prosperity Framework delivery. As such, Academies would focus on opportunities in Green/Freeports; Sustainable Tourism; Health & Social Care or opportunities in Anchor Institutions such as Local Authorities, FE/HE sector, NHS etc, dependant on the identified need.
   b. **Timescales to deliver**: Short, medium and long term.
      i. In the short term, development of upskilling, re-skilling and training modular courses to help people in-work progress.
      ii. Medium term – development of new industry led academies, aimed and moving unemployed people into employment in key sectors for the city region (such as health & social care, tourism & hospitality, manufacturing & engineering, financial services, culture etc.)

c. **Resource requirements**: Development of a network of delivery partners. Local Authorities, Third sector, FE/HE and industry partners working together to develop appropriate programmes that will meet the needs of the employer/sector.

d. **Local/Regional delivery**: Local delivery in each of the Edinburgh and South East Scotland local authority areas, but co-ordinated with a regional perspective, to support local skills gaps, but also meet the needs of the industry sectors that are important to the whole region.

e. **Key delivery partner**: Local Employability Partnerships, Capital City Partnership, FE and HE Partners, Third Sector and a network of industry partners / employers.

f. **Challenges**: Moving at the correct pace to ensure that programmes are developed that can be delivered in a suitable time to support the industry/employer at the time(s) required, particularly addressing immediate or urgent need/gaps. It is also a challenge to invest in future training and developing new frameworks/apprenticeships that will support industry sectors to grow or to track inward investment over time, should we be able to expand/produce a trained workforce.

g. **Impact**: Significant impact on moving people in work, into higher skilled, higher paid work, creating new opportunities at the entry level for those currently unemployed. Further opportunity to make significant impact in developing new learning pathways linked to future demand created by the investment in Regional Prosperity Framework projects.

4) **Innovation, Informed Decisions & Workforce**
   a. **Detail**: Aim is to support research and innovation to help make informed decisions, including in respect of climate risk and resilience, and to ensure that the workforce has the skills needed to match the needs of employers and the jobs of the future.
   b. **Timescales to deliver** short, medium, and long
   c. **Resource requirements**: Working with the Integrated Regional Employability and Skills programme, ensure that our education systems, and further and higher education sectors, and employers, provide the skills needed.
   a. **Local/Regional delivery**: Regional – with local and / or project elements
   d. **Key delivery partner**: UKG, SG, Scottish Enterprise, SDS, Businesses, Local Authorities, landowners or asset owners, and project promoters as relevant
   e. **Challenges**: encouraging career choices or changes that match the jobs of the future when needed
   f. **Impact**: Highly skilled work force able to meet the demands of future industry.

Delivery Programme 3: Innovation growth, absorption and strategic sites

Summary: Supporting our innovative ideas and people to have the tools and knowledge they need to help businesses flourish across our region

Projects:

1) **The BioQuarter Campus**
   a. **Detail**: Drive investment in the campus to provide a leading global destination for healthcare delivery, ground-breaking medical research and life sciences innovation and entrepreneurship
   b. **Timescales to deliver**? Short, medium and long term
   c. **Resource requirements**? None – fully funded
   d. **Local/Regional delivery**? Regional delivery
   e. **Key delivery partner**? University of Edinburgh, NHS Lothian, City of Edinburgh council, Scottish Enterprise
   f. **Challenges**? Ability to have effective trusted relationships with public & private on highly sensitive datasets
   g. **Impact**: High – potential for major economic and societal growth through impact of health cluster activity across region, country and globe

2) **Tech Scalers Programme**
   a. **Detail**: Deliver staff co-location, Market square and Education services in support of early stage tech companies across Scotland. Edinburgh region to account for 50% of activities.
   b. **Timescales to deliver**? 2022-2027 (possible further two year extension)
   c. **Resource requirements**? None – fully funded (£42 million)
   d. **Local/Regional delivery**? Local physical delivery in Edinburgh, virtual delivery across entire region.
   e. **Key delivery partner**? Appointed Techscaler delivery organisation and partners.
   f. **Challenges**? Ability to make material impact quickly to manage immediate demand
   g. **Impact**: High – potential catalyst for all growth company support activities across region.

3) **DDI programme**
   a. **Detail**: The ability to collect, store and analyse data from an array of diverse sources will become increasingly important in driving economic growth, social change and public services. By harnessing this challenge the aim of the Data-Driven Innovation (DDI) Programme is to establish the city region as the Data Capital of Europe.
   b. **Timescales to deliver**? 2018-2033
   c. **Resource requirements**? None – fully funded.(£660 million)
   d. **Local/Regional delivery**? Regional delivery
   e. **Key delivery partner**? Six local authorities, Heriot Watt University, University of Edinburgh.
   f. **Challenges**? Ability to secure third party datasets and ability to maintain public trust.
   g. **Impact**: High – potential catalyst for tech ecosystem development activities across region.

Delivery Programme 4: City and Town Centre Recovery

Summary: Helping support our urban and built-up areas recover from recent challenges including the Pandemic, high street closures and digital disruptions

Projects:

1) **High street regeneration**
   a. **Detail**: X
   b. **Timescales to deliver**? X
   c. **Resource requirements**? X
   d. **Local/Regional delivery**? X
   e. **Key delivery partner**? X
   f. **Challenges**?
   g. **Impact**: X

2) **Enterprise support for supply chain**
   a. **Detail**: X
   b. **Timescales to deliver**? X
   c. **Resource requirements**? X
   d. **Local/Regional delivery**? X
   e. **Key delivery partner**? X
   f. **Challenges**? X
   g. **Impact**: X

3) **Integrated transport networks**
   a. **Detail**: X
   b. **Timescales to deliver**? X
   c. **Resource requirements**? X
   d. **Local/Regional delivery**? X
   e. **Key delivery partner**? X
   f. **Challenges**? X
   g. **Impact**: X

4) **Delivery of NPF4 outputs**
   a. **Detail**: x
   b. **Timescales to deliver**? x
   c. **Resource requirements**? x
   d. **Local/Regional delivery**? x
   e. **Key delivery partner**? X
   f. **Challenges**? X
   g. **Impact**: x

5) **Living lab pilots**
   a. **Detail**: X
   b. **Timescales to deliver**? X
   c. **Resource requirements**? X
   d. **Local/Regional delivery**? X
   e. **Key delivery partner**? X
   f. **Challenges**? X
   g. **Impact**: X

6) **Increase town centre living**
   a. **Detail**: X
   b. **Timescales to deliver**? X
   c. **Resource requirements**? X
   d. **Local/Regional delivery**? X
   e. **Key delivery partner**? X

AWAITING INFROMATION – ANNUAL LEAVE

f. **Challenges**? X
g. **Impact**: X

Delivery Programme 5: Sustainable transport and infrastructure

Summary: Transport is a key enabler to unlock the region's potential, but in many areas, it has acted as a barrier to limit the realisation of opportunities. The national commitment to decarbonised transport and infrastructure provides a once in a generational opportunity to deliver a 'Just Transition' to tackle transport poverty and the inequalities that currently exists across the region. This Programme will help to ensure that our region's future transport and infrastructure delivers minimal impact on the planet while serving the needs of our population and regional ambition

Projects:

1) **Active travel**
   a. **Detail**: Including delivery of the strategic corridors within SEStran Active Travel Strategic Network, Bike on Bus capacity across network by 2029, Increase bike on train capacity by 100% by 2028, Regional bike hire expansion and Commercial Pilot to enable infrastructure first approach for Blindwells
   b. **Timescales to deliver**? Medium (4-6 years)
   c. **Resource requirements**? Medium revenue funding. Commercial partnerships may support the additional capital requirements
   d. **Local/Regional delivery**? Regional
   e. **Key delivery partner**? LAs + SEStran
   f. **Challenges**?
   g. **Impact**: Health outcomes improved by increases to active travel, reduced environmental impact,

2) **Mass rapid transit (MRT)**
   a. **Detail**: Including the North/South Tram extension, additional North/South Corridors and Modes, East/West Corridor (e.g. Broxburn hub)
   b. **Timescales to deliver**? Long term (7-10 years)
   c. **Resource requirements**? Major capital and revenue funding
   d. **Local/Regional delivery**? Regional – some local (e.g. inner-Edinburgh tram extension) but majority regionally delivered
   e. **Key delivery partner**? N/A – though will include SEStran
   f. **Impact**: Considerable reduction in commuting and transport times, reduced environmental impact through journeys, increased % of journeys by sustainable transport

3) **Mobility as a Service (incl. digital & data)**
   a. **Detail**: Including a Regional MaaS Platform operational by 2028, Full regional RTI coverage by 2028, Regional Single ticket solution by 2028 and Regional DRT coverage by 2030
   b. **Timescales to deliver**? Long (7-10 years)
   c. **Resource requirements**? Significant revenue and capital funding required to establish the platform and solution and then operationalise these
   d. **Local/Regional delivery**? Regional
   e. **Key delivery partner**? TAB + TS + SEStran
   f. **Impact**: Long term supported shift to active travel and away from private vehicles covering majority of miles in Scotland

4) **Decarbonising transport and infrastructure**
   a. **Detail**: A major push to reduce carbon consumption and emissions from existing transport and infrastructure by effective use of Net Zero alternatives. This may require retrofitting, recycling or repurposing our existing network
   b. **Timescales to deliver**? Long (7-10 years)

    c. **Resource requirements**? Significant capital and revenue funding required to transition away from carbon intense infrastructure

    d. **Local/Regional delivery**? Regional, with local activity

    e. **Key delivery partner**? All SE Scotland partners

    f. **Impact**: Major reduction in carbon consumption which supports the transition to Net Zero

5) **Behavioural change**

    a. **Detail**: Including a Regional Marketing, education & skills identification, delivery of an equitable Regional marketing and educational project and the delivery of a Regional education syllabus to support and drive the modal shift

    b. **Timescales to deliver**? Short (1-3 years)

    c. **Resource requirements**? Minimal funding required. Syllabus materials and supporting staff used at national level to maximise Scotland's reach

    d. **Local/Regional delivery**? Regional

    e. **Key delivery partner**? SG + TS + SEStran

    f. **Impact**: Long term supported shift to active travel and away from private vehicles covering majority of miles in Scotland

6) **Efficient and effective freight & logistics**

    a. **Detail**: Including the delivery of the recommendations from the SEStran Regional Freight study, and the Regional Multi modal freight hubs

    b. **Timescales to deliver**? Medium (4-6 years)

    c. **Resource requirements**? Significant capital and revenue costs required to establish the regional hubs

    d. **Local/Regional delivery**? Regional

    e. **Key delivery partner**? TS + SEStran

    f. **Impact**: Supports Net Zero ambition, will help integrate the network and decarbonise the transport network

7) **Sustainable access and connectivity in, around and across the Forth**

    a. **Detail**: Aim is to ensure sustainable and sufficient cross border and boundary connectivity, including to wider markets and for major projects, places, communities, as well as for tourism and leisure use as appropriate, via relevant terrestrial, digital, and maritime routes and networks.

    b. **Timescales to deliver**: Short, medium, and long

    c. **Resource requirements**: As set out in STPR2, RTS and LTS

    d. **Local/Regional delivery**: Regional – with local elements supported through this activity

    e. **Key delivery partner**: UKG, SG, Transport Scotland, Network Rail, Local Authorities and Strategic Transport Partnerships, SUStrans, service operators and providers

    f. **Challenges**: alignment of ambitions across border and boundaries to decarbonise transport and existing network and service priorities around to Forth

    g. **Impact**: Significant increase in perception of the Forth as an economic corridor as well as workforce accessibility and productivity improvements.

Delivery Programme 6: Digital connectivity and data gathering and deployment

Summary: Connecting our citizens digitally while ensuring that our critical data is captured, stored, and used to manage the effective delivery of services

Projects:

1) **£700m investment in supercomputing facility**
   a. **Detail**: Locate next-generation UK supercomputer in the region.
   b. **Timescales to deliver**? 2022-2025
   c. **Resource requirements**? £700 million
   d. **Local/Regional delivery**? Supercomputing facility to be located in Midlothian.
   e. **Key delivery partner**? University of Edinburgh
   f. **Challenges**? Confirm required investment is part of UKG future spending plans.
   g. **Impact**: High – will confirm region as UK computing centre of excellence in UK computing

2) **Financial services (FinTech Scotland)**
   a. **Detail**: Fintech Scotland has been established to secure Scotland's place as a top five global fintech centre. To succeed we bring together entrepreneurs, the established financial sector, the public sector, accelerators, investors, consumer groups, technology and service firms, universities and skills agencies.
   b. **Timescales to deliver**? 2020-2030
   c. **Resource requirements**? None – fully funded.
   d. **Local/Regional delivery**? Regional and national delivery.
   e. **Key delivery partner**? Fintechs, innovation spaces,. Scottish Governent, investors, financial services businesses.
   f. **Challenges**? Ability to drive collaboration and co-creation across the Scottish financial ecosystem.
   g. **Impact**: High- key sector of strength in the regional economy.

3) **Data for our key challenges – Regional data observatory**
   a. **Detail**: We will improve the quality of local agency policy development and key investment decisions. We will do this by helping regional policy makers and service delivery executives to access relevant and useful knowledge and insights when they seek to develop regional policy and improve service value. As a result we will empower, improve opportunities and enhance lives of consumers and citizens in the region.
   b. **Timescales to deliver**? 2022-2024 plus 10 years operations
   c. **Resource requirements**? Not funded. Total Cost Estimate £5 million comprising: £500K commencement costs, £1.5 million set-up costs and £300k annual recurring costs.
   d. **Local/Regional delivery**? Local and regional delivery.
   e. **Key delivery partner**? Region anchor institutions
   f. **Challenges**? Demonstrate the value of the data observatory.
   g. **Impact**: Collaborative, evidence-led, policy making and public sector service design.

Delivery Programme 7: Visitor Economy

Summary: Delivering the very best for our visitors, businesses, people/residents, communities and environment through more effective collaboration. We will work together to align our ambitions and develop a stronger tourism and cultural identity as a region, building upon our established world class product.

Projects:

1) **Establish a regional visitor economy partnership to create and deliver a regional visitor economy development plan**
   a. Detail:

- **Objective** - to create a Regional Visitor Economy Development Plan and establish a Regional Visitor Economy Partnership to coordinate the delivery of key sector priorities at a regional level and deliver greater positive impacts for the region. Through more effective collaboration, this strategic priority will underpin, guide and influence regional strategic priorities and will be the essential link to other delivery programmes within the wider Regional Prosperity Framework. It will support Scotland Outlook 2030 mission to *'deliver the very best for our visitors, our businesses, our people, our communities and our environment'*.

- **Description** - Better and more effective regional collaboration is supported by all partners involved with the RPF. The development of a regional forum will facilitate stronger, more ambitious, efficient, and effective cross-region working to the benefit of the visitor economy across the region. The aims of the partnership will be to:
  - Develop upcoming opportunities where regional benefit or partnership opportunities can be utilised, providing additionality;
  - Utilise the recommendations from Big Move 5, which identified a shortlist of priority visitor economy investments at a regional level;
  - Ensure coordinated support and delivery across regional partners and delivery programmes of the Regional Prosperity Framework.

b. Timescales to deliver Short Term (1-3 years)

c. Resource requirements revenue investment required to cover secretariat/project manager and to fund the development of the Regional Visitor Economy Development Plan (with broad consultation). Anticipated to be £250k (£50k in Year 1 and £100k/year for Years 2 and 3). This would include funding for coordinator role (possibly hosted by City Region Deal PMO) and budget for development of the plan (consultancy, research, facilitation etc). The activity would run until March 2025. The main focus would be the development of the development plan, within which the ongoing partnership model would be detailed. UKSPF is a potential funding source for this project which aligns with UKSPF intervention 'S14' and specifically delivers against one of the key objectives of the fund 'promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth'

d. Local/Regional delivery Regional

e. Key delivery partner VisitScotland, Scottish Enterprise, City of Edinburgh Council, PMO and partner LAs.

f. Challenges Activity proposed within the plan will be outwith *business as usual* and will not duplicate or make redundant any local or national activity, ensuring that the subsequent impact benefits all areas. We must also ensure that Responsible Tourism and Net Zero targets are prominent within the strategic priorities in order to balance impacts on our visitors, businesses, communities and places.

g. Impact This partnership and development plan will not only provide the long-term strategic framework for public sector investment in the visitor economy but would also provide more efficient and effective delivery and coordination of other strategic and tactical tourism activities as they arise. RPF is a catalyst for this. Therefore, in the medium/long

term, further investment would be required for the development and delivery of key visitor economy priorities.

2) **Data-driven approach to destination management**
   a. Detail:
   - o **Overall Objective -** Position the region as a global leader in regional data-driven decision-making for strategic tourism investments, aligning and contributing towards the regional ambition of being the *Data Capital of Europe*.
   - o **Description -** Capitalising on the RPF vision and linking to the Scottish Tourism Observatory, this strategic priority will draw on the region's data-driven innovation academic and industry expertise to develop a more data-driven and innovative approach to strategic tourism decision making for the region. We will use the opportunity to better understand the interactions between visitors and the city region by drawing on existing initiatives in the region and looking internationally at best practice.
   - o As both the pace of change and digital adoption continue to accelerate, the importance of having real time access to regional market information, visitor behaviour and business opportunities also quickens. Increasingly destinations are using Big Data solutions to inform their decision making, such as visitor flow tracking to manage congestion in city centres, visitor spend data to inform pricing and economic impact or visitor sentiment to influence decision-making and behaviours. Big Data should also help inform the role of the tourism sector in the region's Just Transition to a Net Zero Carbon Economy. This will enable the regional visitor economy to be ambitious and forward looking in our approach to data and technological advances relating to the visitor experience.
   - o A series of strategic research questions will be agreed to explore how data can be analysed to strengthen and streamline a more effective regional approach. This will be informed by the Regional Tourism Development Plan and may include data relating to:
     - ▪ Strategic investments, such as Gateway Points (airports, railway stations etc) and regional clusters
     - ▪ Regional planning of new attractions and further tourism infrastructure
     - ▪ Publication of a data-driven regional tourism investment plan
     - ▪ Visitor flow and dispersal, at key locations (such as city centre, and other honeypots) and attractions, or centred on sustainable transport options (as outlined in the RPF)
     - ▪ Use of innovation & technology in delivery of quality experiences
     - ▪ Measurement of visitor sentiment
     - ▪ Supporting businesses in their Just Transition to a Net Zero Carbon Economy.
   - o *Development of this strategic priority will be part of the Regional Tourism Development Plan discussions and needs to include other key stakeholders in order to shape the scope of the activity and the early actions required.*
   b. Timescales to deliver Medium term (starting in year 3 (25/26) or 4 (26/27))
   c. Resource requirements Work with Edinburgh Futures Institute Tourism Tech Team and RPF Delivery Programme 6 team (digital connectivity and data gathering and deployment) to confirm the resources required.
   d. Local/Regional delivery Regional
   e. Key delivery partner Edinburgh Futures Institute Tourism Tech Team, VisitScotland, SE, all LAs
   f. Challenges ensuring that we fully understand not only the *type* of data that we need, but also how we will utilise it efficiently and effectively. We must also look beyond recovery to

ensure investment remains relevant and aligns with consumer behaviour changes and expectations in the short, medium and long term.

g. Impact As the Scotland Outlook 2030 tourism strategy states, Scotland will be '*the world leader in 21st Century tourism*' and within this strategy is a commitment to '*harness the power of data'*. Taking the vision of RPF to become '*the data capital of Europe'* and the aspirational goal of RPF to guide the future direction of regional economic policy, we believe that in the context of tourism, data must underpin, guide and influence everything, including all strategic priorities confirmed within this delivery programme. This in turn will influence planning, investment, prioritisation and impact evaluation over the 20 years of the RPF, growing and enhancing the visitor economy.

3) **Building on our global reputation for cultural tourism and spreading the benefits across the region**
   a. Detail:
   - o **Objective -** building on the ambitions of Edinburgh's festivals to remain world leading, environmentally, socially and creatively, use this status to strengthen the region's visitor economy through the development of world-class arts and cultural facilities and programming.
   - o **Description -** Scotland Outlook 2030 highlights culture, festivals and events as a key draw to attracting visitors, both domestic and internationally, due to their competitiveness and unique appeal. RPF emphasises the city region's position as one of Europe's most important cultural destinations, utilising Edinburgh's world-class cultural offering as a gateway to the region. There is considerable opportunity to develop the wider region's cultural programme, creating added value, capacity and aiding visitor dispersal. Both our 'here all year' cultural offer and our festivals must remain internationally competitive and locally rooted and valued.
   - o *Development of this strategic priority will be part of the Regional Tourism Development Plan discussions and needs to include other key stakeholders in order to shape the scope of the activity and the early actions required. NB: this work is still to commence.*

   b. Timescales to deliver: Medium term (4-6 years)
   c. Resource requirements: initial resources are likely to be revenue based through a regional cultural coordinator role. The full scope is still to be discussed.
   d. Local/Regional delivery: Regional
   e. Key delivery partner: lead partner to be identified as scope of programme is development, however key partnership are likely to be LAs, Creative Scotland, Festivals Edinburgh, Edinburgh Festival Forum, other regional cultural partners, VisitScotland
   f. Challenges: The need to ensure strategic projects aim to tackle visitor management issues and disperse visitors across the region more evenly, optimising Edinburgh's role as a gateway for the region (and Scotland) to ensure discovery of all the region has to offer
   g. Impact: working with the region's cultural partners, we will explore how the region can build on its existing world-class cultural tourism offer, supporting more jobs and opportunities within the creative, hospitality and tourism sectors.

Delivery Programme 8: Maximising the role of our anchor institutions

Summary: Maximising the role of 'anchor institutions': The region is host to internationally respected institutions which are anchored in their communities – in the public, private and voluntary sectors.

Projects:

1. **Regional anchor institutions community wealth building charter**
    a. **Detail**: Development of an Edinburgh and South East Scotland City Region Community Wealth Building Anchor Institutions Charter with the aim of embedding community wealth building in the City Region. Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.
        The way in which organisations like local councils, hospitals, third sector organisations, universities and colleges spend their money, employ people and use their land, property and financials assets can make a huge difference to a local area. Used in the right way, these things can be used to generate wealth, jobs and opportunity for local people and give as many people as possible a stake in the local economy.
    b. **Timescales to deliver**? Short term: To draft, amend and secure approval of partners and of City Region governance bodies can be achieved within 6-12 months. The development of a monitoring framework for measuring the impact of the charter on the actions of our anchor institutions can be delivered within 12 months. Monitoring implementation and impact will be an ongoing and annual process following approval of a monitoring framework.
    c. **Resource requirements**? No additional resources are anticipated beyond those currently available to partners.
    d. **Local/Regional delivery**? Implementation and impact will be at the local level with partners expected to monitor and report impact at local authority/institutional level, to be aggregated for reporting purposes at City Region level.
    e. **Key delivery partner**? Edinburgh and South East Scotland City Region Partners
    f. **Challenges:** Identifying the actions to optimise impact, Measuring impact, Ensuring consistent, cohesive regional action Engaging private sector anchor institutions – for which the Regional Enterprise Council may be able to assist in providing a test bed.
    g. **Impact**: The Charter will create a best practice model for the City Region, shaping our approach across our anchor organisation to promoting local economic development which is more inclusive and aims to achieve wider social benefits and promotes social justice for people and communities in the City Region.

 N.B. https://www.fife.gov.uk/__data/assets/pdf_file/0016/351403/Agenda-and-papers-for-Policy-and-Co-ordination-committee-of-14th-April-2022.pdf

2. **Regional supply chains – food & drink**
    a. **Detail**: In September 2021 a Regional Prosperity Framework - Regional Supply Chain proposal was approved by the ESES CRD Directors' Group. The proposal set out the goal of shortening the food and drink supply chain and having better matching of regional supply and demand. This includes existing primary and secondary production but also potentially new supplies and innovative products. The aim is to

support businesses, jobs, community wealth building, food security, health & wellbeing, and environmental sustainability.

From an environmental perspective, the global food system is responsible for up to 30% of the climate emissions. We cannot tackle the climate emergency without changing the way we produce, distribute, process, buy, trade, and waste food. We need to move towards buying and supplying food that is grown in a way that protects the soils and locks up carbon out of the air into the soils. We need to ensure how we distribute and process food reduces carbon emissions and food waste.

Changing the system is however not without its challenges and obstacles include obtaining volume and affordable supplies; knowing supply options and understanding the baseline – where we are now and where we want to get to.

To enable us to understand our baseline we need to undertake research that enables the region to understand what food is being produced from primary producer level upwards in each council area and what markets that food presently goes to. Then we can understand what can be bought from our own region for schools, care homes and potentially hospitals and by other anchor institutions within the region.

In terms of supply, it cannot be assumed that local/regional businesses will bid for contracts or want to be on frameworks at current price levels or volumes. At the same time, it should be recognised that there is a significant amount of good practice already taking place of buying locally and regionally, however there is potential to maximise the opportunity by thinking regionally. A cross-Council project steering group has met, with representation from Scotland Excel, Food & Drink Federation Scotland and National Manufacturing Institute Scotland (NMIS). It has been agreed that a regional level of project is appropriate but greater work needs to take place to scope the project and focus in on priorities for action.

b. **Timescales to deliver**? Further scoping as well as data collection, analysis and baselining in the next 6-8 months. We need to understand what data we need to collect and who best to undertake that work. Business engagement activity would potentially take place in 8-12 months. Working with Scotland Excel it is anticipated that the first potential changes to tendering are expected in next 1-2 years as part of a longer 5-year plan.

c. **Resource requirements**? As set out in the proposal in September 2021, a dedicated resource would greatly benefit the project. This would include:

1. Overall project management of the mapping, analysis and intervention
2. Procurement expertise working closely with CRD partner procurement departments - to better understand and advance procurement policy and the existing use of frameworks to ensure maximum benefit for the city region.

NMIS have kindly agreed to assist with data once the 'ask' is fine-tuned, however this is currently not funded and a financial contribution towards this or related work is desirable.

d. **Local/Regional delivery**? Activity has taken place in various Local Authorities and within food initiatives with a significant project underway led by Fife Council. This project brings together that activity and takes a regional perspective.

e. **Key delivery partner**? The six Local Authority ESES CRD partners have committed via the Directors' Group and have participated in a steering group meeting(s). All have been asked to reconfirm levels of involvement and future plans. Scotland Excel, Food and Drink Federation Scotland and NMIS have also shown a willingness to

participate in the project.

Overtime there may be an opportunity to involve other anchor institutions, as well as expertise from QMU Gastronomy, Soil Association Scotland and NUFS. Alignment with Scottish and UK Government policy will also be crucial.

The business engagement needs to align with Scottish Enterprise and Business Gateway work in this space. It may have cross over with RPF Delivery programme 7. Visitor Economy in terms of critical mass and 3. Innovation growth, absorption, and strategic sites.

f. **Challenges**? Efforts have been made previously to increase local purchasing and some projects are ongoing. Many have shown successes however there are many challenges. It is appreciated that there needs to be a win-win situation accomplished in regard to supply and demand.

g. **Impact**: The project will increase demand for regional sustainable supplies and production and in turn support jobs and wellbeing in the ESES City Region. There will also be an outcome in terms of improved food security, environmental impact and healthy eating. The full benefits of the project are long term in nature however there is opportunity to have clear short-term goals by prioritising activity and initially focusing on particular communities and processed goods.

3. **A just transition to net zero**

a. **Detail**: 'Business as usual' is no longer morally or legally permissible in a Climate Emergency. Net Zero is law. The Scottish Parliament has set a legally-binding "net-zero" target of all greenhouse gases by 2045, with interim targets for reductions of 75% by 2030, 90% by 2040. From 2022, furthermore, all public sector bodies must set targets for achieving zero direct emissions from the 2010/11 baseline year, and targets for reduced indirect emissions. Co-ordinated and concerted effort is essential if City Region partners are to lead, support and facilitate a Net Zero and Climate-ready region.

The RPF committed City Region Partners to 'Working toward net zero 2045 and delivering climate adaptation and mitigation'. A number of projects are being developed which have a strong focus on a Just Transition to Net Zero e.g. Green Skills Accelerator However, it is also recognised that climate emissions reductions impacts and adaptations are integral to all projects and must be identified in all projects as they are developed. This project has two principal objectives:

i. Supporting projects in identifying outcomes which contribute to a Just Transition to Net and Climate-readiness'

ii. Co-ordinating the after-mentioned outcomes to ensure that relevant dependencies and opportunities are identified and leveraged across the City Region

b. **Timescales to deliver**?

i. To support projects in identifying outcomes which contribute to a Just Transition to Net and Climate-readiness' – 12 months

ii. Co-ordinating the after-mentioned outcomes to ensure that relevant dependencies and opportunities are identified and leveraged across the City Region – 12 months

c. **Resource requirements**? The purpose of this project is to create a supportive strategic framework for optimising Net Zero outcomes across the RPF delivery programme of projects. It is expected that partners will marshal existing climate expertise within their organisations to support these efforts, but that projects themselves will require additional resources, which will be identified under the relevant delivery programme.

    d. **Local/Regional delivery:** The proposed strategic framework will operate at the regional level, but will support RPF projects being delivered both regionally and locally.

    e. **Key delivery partner:** Edinburgh and South East Scotland City Region Partners

    f. **Challenges**:

I.   Many projects, particularly infrastructure projects are inherently high carbon emissions generators, with limited carbon neutral materials to construct, repair and users currently typically rely on carbon-based fuels. Right now, we are making decisions which lock in emissions that will require further action and expenditure post 2030 to address. Our accepted approaches to delivering projects need to change, reflecting the Scottish City Region and Growth Deals Carbon Management Guidance for Projects and Programmes. If left unaddressed, carbon emissions impacts will continue to increase and the City Region partners will simply not be able to deliver on Net Zero commitments.

II.   The level of change needed will be an exceptionally challenging approach for members, officers, and the public to accept.

    g. **Impact**: Our forward approach must embody the whole life carbon emissions impacts associated with each project. Without a strategic and co-ordinated approach to this, long-term costs can be expected to be significantly greater; we are much less likely to meet Net Zero targets; and we risk our communities missing out on economic and social opportunities. The corollary is that, if adopt and embed an effective approach to Net Zero in our programmes and projects, we will deliver a Just Transition to Net Zero and concomitant economic and social benefits.

4) **Regional Energy Masterplan**

    a. **Detail:** Produce a regional energy masterplan in partnership with Energy Network Operators, to align Local Authority and Anchor Institution investment plans. Adopt a proven approach, whole system approach to investment and innovation required to achieve net zero. This is a regional intervention by ESES CRD partners (East Lothian, City of Edinburgh, Fife, Midlothian, Scottish Borders and West Lothian Councils, University of Edinburgh, Scottish Power Networks and Scottish Gas Network). Phase 1: Local energy Asset Representation (LEAR) is taking place in 2022/23. Funding of £60k secured. This is being delivered by the Energy Systems Catapult using their proven methodology that has been used by other city regions e.g. Greater Manchester.

    b. **Timescales to deliver?** Short term. This proposal relates to Phase 2: Local Energy Action Plan (LEAP). Commissioned in Q 4 2022/23, a duration of 8-10 months in 2023/24 covering all areas.

    c. **Resource Requirements?** Total indicative costs and structure are £440k for undertaking 'Phase 2' of the LAEP for Edinburgh and South East Scotland region. Fife Council's City Region Deal programme manager is project manager for Phase 1 LEAR. Project Manager for Phase 2 tbc.

    d. **Local/Regional Delivery?** Local and Regional. Fife Council and Edinburgh will have their own individual plans (due to scale) while East, West and Mid Lothian authorities would combine into one plan which would contain individual baseline assessments for each area but ultimately look to drive a co-ordinated way forward across all areas**.**

    e. **Key Delivery Partner?** Energy Systems Catapult

    f. **Challenges?** securing funding and resource for phase 2.

g. **Impact:** Regional energy masterplan in will enable the region to make informed investment and innovation decisions to achieve net zero. This will help the region to accelerate transition to net zero carbon and to mitigate impacts of the climate emergency. It will support partners committed to Climate Change Action Plans. Aligning investment will make the greatest difference as quickly as possible, realise max investment efficiency.

5) **Regional Climate Risk Assessment**

   a. **Detail -** The project will produce a cross sector regional climate risk and opportunity assessment in partnership with third and private sector partners. The assessment will draw on the best available scientific data and evidence and will involve communities across the region in sharing their experiences and stories. The assessment will identify where more action is needed and will provide the evidence needed to inform decision making across the region. Following completion of the risk assessment the project will catalyse a range of local climate resilience and adaptation projects.
   The assessment will identify how local communities and those already most vulnerable in society will be affected by climate risks and opportunities.

   b. **Timescales to deliver?** The project consists of two phases. Phase 1 will produce a climate risk and opportunity assessment for the city region and Phase 2 will catalyse a range of community-based projects to address climate risks and opportunities.
   Phase 1 will be commissioned in Q3 2022/23 and will cover the whole region. The project will be for a duration of 18 months.
   Phase 2 will commence in 2024 and will involve implementing local adaptation projects across the region. The projects will be identified using data and evidence generated by the risk assessment and will include projects led by individual local authorities and potential for cross boundary projects.

   c. **Resource Requirements -** Total cost £255k. The costs are in line with other similar projects. Proposed that the project will be delivered via a climate risk assessment sub-group of the City Region Deal Directors Group. A sub-group was established to develop this project scope and will support the project as it is delivered.
   The project manager will be sustainability charity Sniffer. Sniffer has extensive experience in delivering climate resilience and adaptation projects including providing the secretariat for the Glasgow City Region Climate Ready Clyde initiative.

   d. **Local/Regional Delivery?** This is a regional intervention by ESES CRD partners (East Lothian, City of Edinburgh, Fife, Midlothian, Scottish Borders and West Lothian Councils, University of Edinburgh and Scottish Enterprise).

   e. **Key Delivery Partner?** Sustainability charity Sniffer

   f. **Challenges?** All partners are committed to increasing resilience and adapting to climate risks and opportunities. Region needs to ensure that net zero investments and policies are resilient to future climate change. This work will contribute to a more resilient, prosperous and fairer city region.

   g. **Impact:** This project will enable city region partners to identify risks that span local authority boundaries and provide evidence to inform a portfolio of actions aimed at increasing resilience, reducing risks and optimising opportunities. It will enable the region to:
      o Identify the risks and opportunities posed by climate change for the city region.
      o Identify where more action is needed to increase resilience and optimise opportunities.
      o Align investment to make the greatest difference as quickly as possible