



**Clackmannanshire
Council**



**UNIVERSITY of
STIRLING**



CITY REGION DEAL

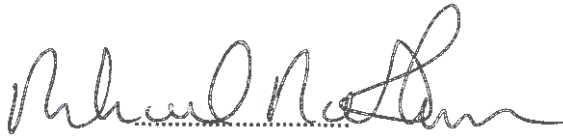
STIRLING & CLACKMANNANSHIRE

Deal Document



Scottish Government
Riaghaltas na h-Alba
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Signing of this document reaffirms our joint commitment to achieve full implementation of the Stirling & Clackmannanshire City Region Deal together over the next 10 years.



Mr Michael Matheson MSP

Cabinet Secretary for Transport, Infrastructure
and Connectivity

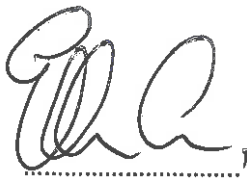
Scottish Government



Rt Hon Alister Jack MP

Secretary of State for Scotland

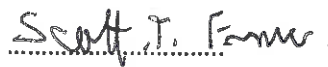
UK Government



Cllr Ellen Forson

Leader

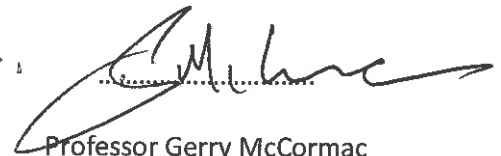
Clackmannanshire Council



Cllr Scott Farmer

Leader

Stirling Council



Professor Gerry McCormac

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Summary

The Stirling & Clackmannanshire City Region Deal is an exciting package of significant investment in innovation and infrastructure that will drive inclusive economic growth throughout the city region.

The UK Government and Scottish Government are investing up to £90.2 million into the city region over the next 10 years. Alongside this joint Government investment, regional partners, including Stirling Council, Clackmannanshire Council and The University of Stirling will invest up to £123.8 million, resulting in a Deal worth in excess of £214 million. City region partners have an ambition that the interventions created by the City Region Deal will unlock private investment in excess of £640 million, and deliver over 5,000 new jobs across a wide range of sectors.

Building on the Heads of Terms, signed on 31 May 2018, this document sets out a compelling vision that builds on the city region's strengths to deliver a number of transformational programmes and projects in order to deliver four strategic outcomes;

- Inclusive economic growth;
- Creating higher value jobs;
- Sharing prosperity; and an
- Inclusive skills ecosystem.

The interventions and approaches outlined within this document will deliver a step-change in inclusive growth to benefit the city region, Scotland and the United Kingdom.

This Deal Narrative is part of a suite of documentation relating to the Stirling and Clackmannanshire City Region Deal which currently includes;

- City Region Deal Governance Framework
- City Region Deal Implementation Plan
- City Region Deal Financial Plan and Tripartite Agreement
- City Region Deal Communications Protocol

1 Introduction

Context

- 1.1 The Stirling & Clackmannanshire city region (“the city region”) consists of two local authority areas and has a combined population of approximately 140,000 people¹. The city region contributes approximately £3.3 billion² per year to the Scottish and UK economies.
- 1.2 The City Region Deal partners (“the partners”) comprise of: Stirling Council, Clackmannanshire Council, University of Stirling and representatives of the city region’s private sector. For clarity, use of the word “we” within this document refers to The City Region Deal partners.
- 1.3 The partners, in May 2018, signed a Heads of Terms agreement with the UK and Scottish Governments to deliver the City Region Deal. The Heads of Terms are available to download from the Scottish Government website - [Stirling & Clackmannanshire City Region Deal Heads of Terms](#).
- 1.4 The Stirling and Clackmannanshire regional economy is rich with significant assets including excellent further and higher educational establishments, rich natural, cultural and built heritage and a strong business base. We are well connected – to each other, the rest of Scotland, the UK and the global community. The region enjoys outstanding natural assets and a proud heritage - our sense of place is strong. The city region is home to some of the most prosperous and healthiest communities in Scotland.
- 1.5 And yet we face profound challenges. Not all of our communities share high levels of wealth, health, education and employment. 24% of all children in Clackmannanshire and 20% in Stirling, are living in poverty including children in working households³. Women are less prosperous and there is an insufficient number of jobs available locally, especially in our rural communities and in areas of deprivation.
- 1.6 In addition we have young people and adults who disengaged from education at an early stage, those with criminal justice experience, substance misuse issues and people with a disability facing significant barriers to education and employment opportunities.
- 1.7 As a city region, we are determined to deliver transformational change to address these challenges by targeting shared efforts to reduce the stark inequalities that exist between communities and shifting the collective focus to make sure that individuals, families and communities with the greatest disadvantage benefit from increased prosperity within a fairer economy.
- 1.8 The investment offered by Scottish and UK Governments through the Stirling and Clackmannanshire City Region Deal, will act as a catalyst and accelerator for our ambitious programme. It will unlock investment from within our region and beyond. It is imperative that we move swiftly with shared determination and purpose.

¹ ONS Mid-year population estimates (2017)

² ONS GVA by Local Authority (2016)

³ Local Child Poverty Action Report (2018 – 2019)

- 1.9 Subject to approval of appropriate business cases, Governments have each committed to the investment of up to £45.1 million (total £90.2 million) over the next 10 years, with the Regional Partners also committing to secure up to a further £123.8 million of investment, which represents an overall investment deal worth in excess of £214 million.
- 1.10 Through the City Region Deal, the Scottish and UK Governments and partners, are embarking on a new and strategic relationship that creates a lasting infrastructure that will transform the region in the long term, with coordination initially centred across key projects outlined in Table 1.

Table 1: Stirling & Clackmannanshire City Region Deal Financial Summary

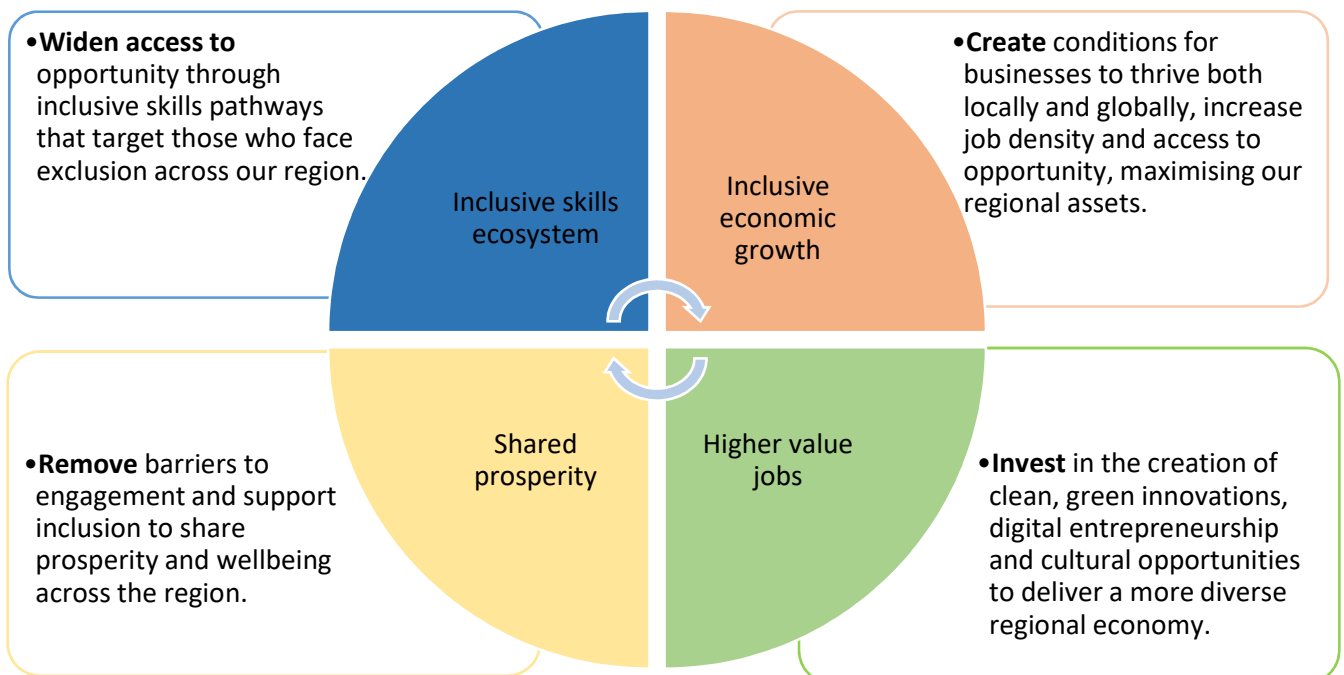
Investment area	Programme / Project	Govt Contribution (£ million)	Partner Contribution (£ million)
Innovation	<ul style="list-style-type: none"> Scotland's National Environment Centre The National Aquaculture Technology and Innovation Hub 	39	53.5
Digital	<ul style="list-style-type: none"> Digital District Regional Digital Hubs 	4	5.5
Culture, Heritage & Tourism	<ul style="list-style-type: none"> Developing Culture, Heritage & Tourism Assets National Tartan Centre 	25	34.3
Capital Fund for Clackmannanshire	<ul style="list-style-type: none"> Projects to be announced 	8	11.0
Transport, Connectivity & Low Carbon	<ul style="list-style-type: none"> Active Travel Routes Walk Cycle Live Stirling Energy Masterplan 	7.2	9.9
Infrastructure	<ul style="list-style-type: none"> Ministry of Defence Land at Forthside 	5	6.9
Skills & Inclusion	<ul style="list-style-type: none"> Flexible Skills Inclusion Investment Fund Clackmannanshire Lone Parent Programme 	2	2.7
Total		£90.2	£123.8
		£214 million	

- 1.11 Input from those living in the communities, including active community groups delivering change at ground level, is essential to informing and influencing the change process. The Community Empowerment Act (2015) will act as a key driver to enable and strengthen both community dialogue and solution co-production. A community engagement plan will be designed for each project taking into account existing community engagement channels. This will ensure that local people have an opportunity to feed into projects at key stages.
- 1.12 Improving outcomes for communities will require the strategic alignment of a range of multi-disciplinary interventions targeting locally evidenced needs. The City Region Deal will support

the successful delivery of existing strategic Local Authority plans including the individual Stirling and Clackmannanshire Local Outcomes Improvement Plans (2017 – 2027).

The impact of the City Region Deal

- 1.13 Through innovation and enterprise we will maximise our key regional strengths and assets to ensure a ready supply of high quality, high value jobs creating a diverse regional economy. Critically, the City Region Deal will help us to create a digitally and physically connected infrastructure across the region that enables these higher value, skilled jobs to be retained within the region.
- 1.14 Through enhancing our cultural, heritage and tourism offering we aim to attract many more people from all over the world to visit and enjoy our spectacular region.
- 1.15 We will create a high quality skills ecosystem with targeted skills pathways embedding inclusion which will be strengthened. Through improved connectivity our communities will have increased opportunities to access jobs that will enable them to prosper.
- 1.16 The partners have agreed four strategic outcomes for the City Region Deal - inclusive economic growth, higher value jobs, shared prosperity and an inclusive skills ecosystem.



1.17 Strategic outcome - Inclusive economic growth

We will create conditions for businesses to thrive both locally and globally, increase job density and access to opportunity, maximising our regional assets.

- We will deliver Scotland's International Environmental Centre in Clackmannanshire leading and developing new, world class research and innovation opportunities increasing connectivity with the local, national and global marketplace.
- A National Aquaculture Technology and Innovation Hub in Stirling will create a UK leading and globally connected innovation community.
- Our digital economic base will expand across the region, capitalising on the opportunities of a rapidly growing marketplace.
- The River Forth, as the major artery connecting our region, will provide a breadth of opportunities to maximise inclusive opportunities for environmental and economic gain.
- Our culture, heritage and tourism activities will go beyond traditional boundaries, building on our reputation to deliver new visitor experiences that raise the region's profile in national and international markets. A thriving culture, heritage and tourism sector with impressive international appeal will bring more jobs to our region.
- We will develop a Regional Procurement Strategy that will complement the work being carried out on community wealth building. We will strengthen our regional supply chain, maximise social value through targeted community benefits and engage with social enterprises. Businesses will have increased support enabling them to access new opportunities created by the City Region Deal.

1.18 Strategic outcome - Higher value jobs

We will invest in the creation of clean, green innovations and digital entrepreneurship to deliver a more diverse regional economy.

- Dynamic business incubation and accelerator space in environmental management and aquaculture will be a catalyst for the creation of a range of high value, skilled jobs and training opportunities in Clackmannanshire and Stirling.
- Through the delivery of Scotland's International Environmental Centre we aim to deliver a Net Zero Region as a national and global exemplar of decisive, collective action in response to the global climate emergency.
- A vibrant Digital Hub will be created in the heart of Stirling city in addition to Regional Digital Hubs being delivered across the region. All of the hubs will enable local digital companies to stay local, thrive, and create exciting job opportunities throughout the region.

1.19 Strategic outcome - Sharing prosperity

We will remove barriers to engagement and support inclusion to share prosperity and wellbeing across the region.

- Investment projects including Scotland’s International Environment Centre will be located in the heart of communities that experience exclusion, tackling poverty by bringing fair work and skills development opportunities.
A Regional Energy Masterplan (REM) that will support activity to tackle the climate emergency while meeting the energy needs of our local communities and businesses in both Council areas.
- Investment in active travel will deliver better connectivity for our local authority areas and our more rural communities, improving access to work and leisure opportunities for the people who live there.
- Increased social value for the region will be delivered through a Regional Procurement Strategy including; targeted community benefits that meet the needs of the region’s disadvantaged communities, encouraging Real Living Leaving Wage within the supply chain in addition to creating opportunities for social enterprise.
- We will support those who face exclusion to improve their wellbeing and ability to access to skill development and fair work.
- We will ensure that our approach to skills and employability provision is integrated and aligned to both local priorities and national approaches such as ‘No One Left Behind’⁴.

1.20 Strategic outcome – Inclusive skills ecosystem

We will widen access to opportunity through targeted, inclusive skills pathways.

- We will support the increased demand for skilled workers in sectors stimulated by the Deal, create access for all and ensure that opportunities contribute to reducing inequalities.
- We will use Skills Pathway Planning to create learning and skills routes for our more diverse economy connecting our communities to sustainable labour market opportunities.
- Targeted skill and employability interventions will prioritise those identified by the Regional Inclusive Growth Diagnostic as excluded.
- The strong relationships between the two local authorities, the University of Stirling, Forth Valley College, Historic Environment Scotland and the local private and third sectors will ensure that we build the momentum on inclusive skill pathways for the region.

⁴ ‘No One Left Behind: next steps in employability support’, Scottish Government (2018)

Delivering inclusive growth

Background

- 1.21 In 2015 the Scottish Government set out its [Economic Strategy](#) for achieving increased sustainable economic growth. Its two mutually supportive objectives of boosting competitiveness and tackling inequalities are underpinned by four key strategic priorities to drive economic growth – Investment, Innovation, Internationalisation and Inclusive Growth.
- 1.22 The introduction of Inclusive Growth as a central component of the strategy sets out the case for delivering an economic agenda that drives sustainable growth and productivity across all of Scotland’s regions, places and communities.
- 1.23 Partners recognise the importance of ensuring that Inclusive Growth ambitions are embedded in their plans for the city region, responding to the particular challenges faced across the city region’s geography.
- 1.24 We have developed our vision for the region by deploying an Inclusive Growth Diagnostic which identified twenty one Inclusive Growth Drivers that are required to make our region robust and resilient.

Inclusive growth challenges

- 1.25 We recognise that there are significant challenges to achieving Inclusive Growth for our region. The Stirling and Clackmannanshire Inclusive Growth Diagnostic exercise identified the region’s core Inclusive Growth challenges that hold back the spread of wealth and opportunity for our community members and we are clear that the City Region Deal investment has a pivotal role in addressing them:

Low quality, low value jobs

Low value jobs are inhibiting inclusive growth within the region. In Clackmannanshire the gross weekly pay, based on place of residence, is 7% lower than the Scottish average demonstrating a need for residents to access high skilled jobs.

Areas of low job density

Access to employment within the region is a challenge and the shortage of local job opportunities results in some residents facing exclusion from the labour market completely⁵.

Local community exclusion

We have communities within our region who face exclusion for example; SIMD (2016) data highlights a 30.3% working age deprivation measure for Alloa South and East and 24.8% for Raploch, Stirling. Communities experiencing deprivation will require targeted support to enable them to access the benefits that the City Region Deal investment will bring in terms of education and fair work.

⁵ NOMIS Official Labour Market Statistics (2017)

The position of women socially and economically

Women in our region are less prosperous than the national average⁴. The gender pay gap is part of this narrative, however, women and girls bear a disproportionate burden of caring and social support. Within deprived communities, this position is further accentuated.

Inclusive growth assessments

- 1.26 Throughout the deal, each proposed investment project will undertake a robust Inclusive Growth Assessment that will allow us to identify how it will contribute to achieving Inclusive Growth and help to tackle the challenges outlined above.
- 1.27 Inclusive Growth Assessments will group the identified Inclusive Growth Drivers, from the Inclusive Growth Diagnostic, into four categories shown in Figure 2; Infrastructure, Value and quality of jobs, Skills and Social capital.

Figure 2: Inclusive Growth Driver Categories

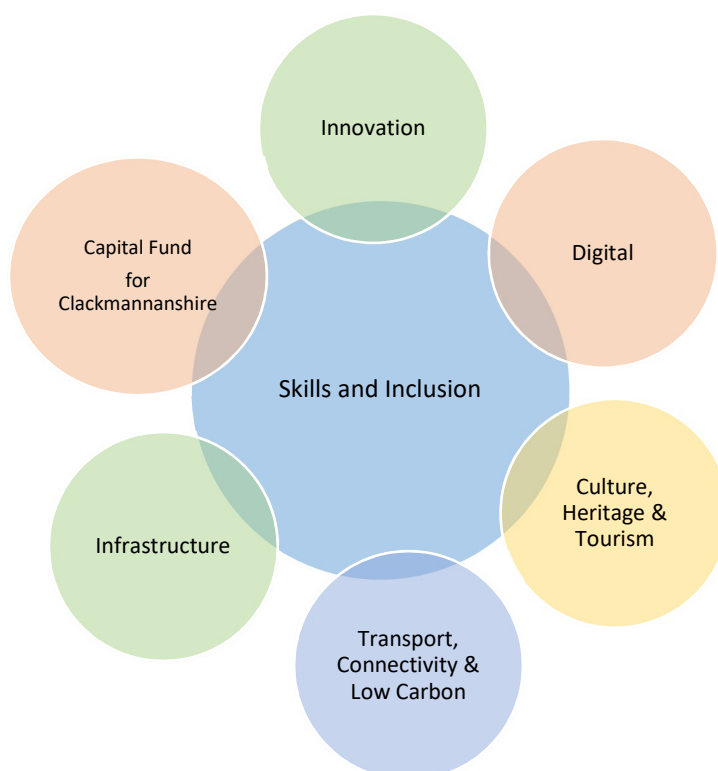


- 1.28 Actions and indicators were identified through the development of the Inclusive Growth Diagnostic that will be refined to an agreed core set. This will enable us to measure the delivery of inclusive growth through the City Region Deal, including the impact on the equality of opportunity through consideration of protected characteristics to ensure the benefits are shared by everyone in Scotland’s communities. Our framework is aligned with Scotland’s Centre for Regional Inclusive Growth’s [Inclusive Growth framework](#), the [National Performance Framework](#) and the [UN Sustainability Goals](#).

2 Investment Areas

2.1 Projects will be delivered within the agreed investment areas as a result of the City Region Deal, each with skills and inclusion at their core. The seven investment areas are shown in Figure 3.

Figure 3: Investment areas



Regional Skills and Inclusion Programme

2.2 Subject to agreement of a programme business case, the Scottish Government will be investing up to £1.9 million to enable partners to deliver a Regional Skills and Inclusion Programme. The programme will help harness the opportunities offered by the City Region Deal in order to promote equality, address inequality and maximise the economic benefits it offers to the residents of the city region. In doing so, employers providing fair work opportunities will have access to a well prepared and well skilled pool of labour. The Programme consists of two complementary projects:

- Flexible Skills Delivery
- Inclusion and Investment Fund

2.3 The Regional Skills and Inclusion Programme will target those excluded from the job market and influence the regional skills and employability ecosystem in a structured response to the

opportunities and changes within the local labour market as a direct result of the Deal and its labour market legacy.

- 2.4 Our ambition goes far beyond that which can be delivered through the funding allocated to the Deal. The Deal projects seek to transform the regional economy and along with our partners, we will respond strategically to this and shape our regional skills and inclusion offer over the life of the Deal and beyond.
- 2.5 The Regional Skills and Inclusion Programme will complement existing skills, employability and barrier removal provision including Fair Start Scotland and European Social Fund Employability Pipeline and will involve strong working relationships with partners already operating within the region to avoid duplication and maximise the impact for individuals and families.

Flexible Skills

- 2.6 £1.15 million of investment from the Deal, will support the strategic projects to identify how they can maximise the skills outcomes within the lifetime of the project. Entry routes and skills pathways that connect to specific labour markets stimulated by the capital programme for example; innovation, digital, tourism, construction, energy and transport will be analysed to inform the approach.
- 2.7 Using an evidence based approach to skills and inclusion, funding will be targeted to deliver strong local pathways specifically for those facing exclusion and to provide wider opportunities for learning from early years upwards. 600 people from the region will be supported through this investment.

Beyond the funded activity, the Skills Pathways Plans will be used to stimulate and influence the Regional Economic Partnership in its consideration of how the Deal will transform the local economy. In doing so, this will inform future developments in curricula in our schools, college and university and how we can best utilise National Training Programmes.

This investment area will support strategic projects that will (in addition to the activities outlined below) complete Inclusive Growth Assessments and identify high level actions, outputs and outcomes that will support inclusive growth. In addition, assessments will be carried out to identify where projects contribute to local and national performance frameworks and the global ambitions of the UN Sustainable Development Goals.

Inclusion and Investment Fund

- 2.8 To complement the work of the Flexible Skills Programme, £400k will be invested in Inclusion and Investment. A team of Inclusion Workers will provide tailored employability support to 245 individuals and groups of excluded members of the community throughout the region to improve engagement with regional opportunities.

An investment fund will act as an enabler to participants of the inclusion programme, allowing them to be supported to access to opportunities through the removal of barriers such as transport, childcare and accredited training.

Clackmannanshire Lone Parent Programme

Additional funding of up to £100k from UK Government will enable us to build on the work of the Clackmannanshire Local Outcomes Improvement Plan strengthening our inclusion offer. It will enable us to work with 100 lone parents, an identified target group, through delivery of targeted pre-employability support to people in Alloa South & East. This fund will flow from the Department of Work and Pensions to Clackmannanshire Council.

Investment Area - Innovation

- 2.9 Over 10 years, the UK and Scottish Governments will commit £39 million to support the development of two key innovation initiatives which will each focus on the following deliverables:
- **Technology:** creating a world-leading research capability providing a pipeline of new technologies and services;
 - **Knowledge exchange:** facilitating the adoption of new technologies and services by industry through a structured programme of business engagement;
 - **Enterprise:** generating a community of new high-growth start up and scale-up companies, and support equity investment;
 - **Collaboration:** create strategic added value by building collaboration between industry, policy makers, regulators and researchers;
 - **Inclusion:** deliver targeted, inclusive skills, employability and enterprise programmes to facilitate access to higher value work for all;
 - **Sustainability:** increasing productivity and output and drive clean, inclusive growth.
- 2.10 The University of Stirling intends to develop the National Aquaculture Technology and Innovation Hub and Scotland's International Environment Centre in a synergistic fashion, to realise maximum added value from the total investment. World leading technology solutions will be developed by placing sustainable, inclusive business development and support at the heart of both of these ambitious projects. By creating specialised and collaborative business communities within the heart of the region we will grow our economy and strengthen our regional supply chains.
- 2.11 These ambitious strategic projects will transform the local economy through local job creation and strong regional supply chains, tackle low job density and increase the skilled labour demands within the area. Both will provide robust skills pathways for our communities to access with inclusion support in place in order to:
- fulfil the increased demand for a diverse range of skilled workers within the region; and
 - share the unlocked opportunities and prosperity with individuals or groups who are excluded from the current labour market.

Scotland's International Environment Centre

- 2.12 There is an urgent and critical requirement to transform the relationship between environmental management and business in order that the protection and enhancement of natural resources becomes a driver of clean, inclusive growth. This can only be achieved through:
- Adopting new collaborative approaches
 - Co-producing novel strategies and business models
 - Identifying and delivering solutions through innovation and enterprise
- 2.13 Through the £17 million Scottish Government and £5 million UK Government investment, this need will be met by the creation and development of Scotland's International Environment Centre, led by the University of Stirling, working in strategic partnership with Clackmannanshire Council and Forth Valley College.
- 2.14 The region is ideally placed to be the home of Scotland's International Environment Centre. The University of Stirling is world leading in interdisciplinary research and education in the areas of conservation, environmental protection, environmental change, food security and heritage with key expertise in the exploitation of next generation technologies, including satellite platforms for earth observation, in-situ sensor development, micro-scale analytical technologies for the geosciences, biotechnology, digital technologies and big data.
- 2.15 With its central location and excellent national and international communications, Scotland's International Environment Centre will provide a hub and environmental governance crucible that delivers national capability. It will bring together scientists, practitioners, policy makers and business in a Research and Policy Centre, along with state-of-the-art research, business incubation, education and training facilities in a large-scale innovation campus and wider business park in Alloa, Clackmannanshire.
- 2.16 Working with strategic partners, enhancement of the natural environment through the development of a restored Wetlands habitat in Clackmannanshire will be delivered. This will create a living laboratory, training facility and community amenity on the River Forth.
- 2.17 An early action from the work to create the International Environment Centre will be the creation of a roadmap for the collective action required to achieve a Net Zero Forth Valley Region within the 10 year period of the deal and lead and facilitate the delivery of this ambition.

The National Aquaculture Technology and Innovation Hub

- 2.18 The National Aquaculture Technology and Innovation Hub will create the UK's leading innovation community for sustainable aquatic food production. It will lead the development and deployment of the new technologies and systems required to support growth in the production of aquatic food for human consumption, while reducing the impact on natural resources. This is a vital, timely initiative if the UK's leading position in global aquaculture is to be secured and enhanced.

- 2.19 Through the national hub, aquaculture and related companies will work to create, develop and test their new technologies and services for the global marketplace. As the UK's leading centre for aquaculture research, the University of Stirling is uniquely placed to lead the delivery of the National Aquaculture Technology and Innovation Hub.
- 2.20 UK Government investment of £17 million through the City Region Deal will provide the capital infrastructure on which this innovation community will be built. Situated on the University of Stirling campus, the state-of-the-art experimental aquatic facilities, suite of next generation analytical laboratories and dedicated enterprise, incubation and accelerator space will bring our ambition to life.
- 2.21 In order to maximise the return on investment, and deliver the largest possible increase in capacity, these developments will be integrated with the University's wider aquaculture research, development and innovation infrastructure which includes a large-scale marine facility at Machrihanish in Kintyre and a freshwater facility at Buckieburn near Denny.
- 2.22 The University of Stirling also intends to develop the National Aquaculture Technology and Innovation Hub in a synergistic fashion with the other University-led City Region Deal project, Scotland's International Environment Centre, to realise maximum added value from the total investment.

Investment Area - Digital

- 2.23 Our region has the opportunity to transform our Digital business offer through the City Region Deal. By creating a strong Digital District in the heart of Stirling and Regional Digital Hubs in Callander, Cowie and across Clackmannanshire we will deliver an inclusive offer with digital innovation and inclusion at the centre.

Stirling Digital Hub

- 2.24 The Scottish Government will invest up to £2 million to deliver a new Digital Hub in Stirling and Regional Digital Hubs across the region which will build upon the recent local successes in this sector and enable further growth of local digital companies.
- 2.25 Further investment in our digital and property infrastructure is required to enable our existing assets to come together and create conditions for growth throughout the region. The growth of the sector is vital to safeguard our economy against the challenges posed by our current economic make-up.
- 2.26 New high quality business space will allow companies in the digital sector to start up and grow locally creating new and exciting job opportunities across the region.
- 2.27 The Stirling Digital Hub will provide additional space for businesses and individuals to work at the heart of the City. It will also widen its use to host conferences, learning events, digital art exhibitions and performances.
- 2.28 Future growth of our economy will increasingly depend on the success of our digital sector and the skills needed for these businesses to innovate locally. The Stirling Digital Hub will create an educational eco-system with digital skills and inclusion at its heart.

- 2.29 Links to our schools, college and university will introduce young people to the opportunities in this expanding sector. Strong regional skills pathways will be developed to ensure that our most excluded communities can access a streamlined educational journey and inclusion support to realise their potential within this sector.

Regional Digital Hubs

- 2.30 The Scottish Government will invest up to a further £2 million to ensure the roll out of training and business development in the digital sector through a programme of Regional Digital Hubs.
- 2.31 Sites for the new digital hubs include the redevelopment of St Kessogs in Callander, construction of a new hub in Cowie and establishment of hubs in Clackmannanshire. These hubs will ensure that the inclusive benefits of strong digital infrastructure and skills are spread to all parts of the region.
- 2.32 Regional Digital Hubs will create a dynamic centre of activity nurturing and mentoring small business development as well as being a key enabler for established hubs in Stirling to extend and develop.
- 2.33 These new facilities will create space to form new networks for collaboration between academia and industry, and to help Stirling and Clackmannanshire bring about a sectoral shift towards growing high end – high wage employers.
- 2.34 In addition, Regional Digital Hubs in Stirling and Clackmannanshire will have a strong focus on delivering digital inclusion which will support skill development for life and work within targeted communities
- 2.35 All projects within the Digital investment theme will lead to the creation of high value jobs and digitally literate communities as the region becomes a leader in digital technology and creativity. The delivery of the Stirling Digital Hub and Regional Digital Hubs will encourage innovation by providing open data and co locating students, businesses, academics and mobile workers from local and regional companies. The development of an innovative spirit will result in an increase of start-up businesses and entrepreneurship. The support provided to businesses, the networks created, and business-to-business collaboration will help to encourage businesses to stay and grow in key communities within our region.

Investment Area - Culture Heritage & Tourism

Developing Cultural, Heritage & Tourism Assets

2.36 The Stirling and Clackmannanshire city region provides a truly world-class culture, heritage and tourism offering with visitors spending over £350 million annually in the local economy⁶. Collaborating with Historic Environment Scotland and Scottish Enterprise, Stirling Council and Clackmannanshire Council have developed a compelling narrative that underpins the true culture and heritage appeal of the wider city region. All of these agencies along with Visit Scotland, Creative Scotland and local tourism business groups will play a key role in prioritising and delivering projects and investments that bring this narrative to life.

2.37 A number of complementary themes will be used to develop a programme of spend maximising the Scottish Government's commitment to invest up to £15 million of capital in the development of culture, heritage and tourism assets across the region.

These themes are;

- Accessibility
- Business and skills
- Heritage built assets
- Natural assets

2.38 We will target our natural and cultural assets in order to deliver the sustainable delivery of skill development and inclusion outcomes, transformational business opportunities and increased visitor growth.

Regional assets for consideration include:

- The River Forth
- Natural Heritage
- Built & Industrial Heritage
- Seats of Power
- Civic and Cultural Venues

2.39 Subject to approval of a programme business case, capital grant investment will enable us to develop and augment our key economic assets across the region.

⁶ Global Tourism Solution, STEAM Final Trend Report (2009-2017)

National Tartan Centre

- 2.40 The UK Government will provide up to £10 million to support capital funding of a Stirling based National Tartan Centre. This international-class facility will reinforce the City of Stirling's position as a go-to cultural destination and as a centre of excellence for traditional crafts and skills right in the heart of Scotland that is financially self-sustaining.
- 2.41 The National Tartan Centre will be sited in an attractive new building adjacent to Stirling's main public transport hub in the Forthside area of the city and connecting directly with the River Forth which itself played an important role in our region's history.
- 2.42 As well as providing a high quality visitor attraction, which adds significantly to Scotland's culture and tourism offer, the centre will showcase the power and iconic nature of the tartan brand, drive a wide ranging programme of education and interpretation including skills demonstrations and opportunities for participation and interaction, that will focus on traditional crafts, manufacturing, fashion and design.
- 2.43 The Centre's range of activities will enable the delivery of skills, inclusion and employability programmes within the fields of culture, heritage, tourism and traditional crafts for local people.
- 2.44 Subject to an approved business case, the facility could attract up to 83,000 paid for visits each year and will be enhanced by the provision of retail and café facilities.

Investment Area - Transport, Connectivity and Low Carbon

- 2.45 Improving and investing in the region's transport infrastructure to improve physical connectivity across the region is a key and integral part of the City Region Deal and will support us to deliver our vision of inclusive economic growth for people of all ages.
- 2.46 The River Forth is an important, yet underutilised, asset to the city region. The City Region Deal will help unlock the exciting opportunities offered by the river in travel, leisure, physical activity, sport and tourism.
- 2.47 These opportunities will benefit the city region through social innovation, health and well-being opportunities, pathways to employment and the diversification of tourism.

Active Travel Routes

- 2.48 Through the City Region Deal, the Scottish Government will invest up to £7 million in new and improved Active Travel projects. This funding will improve regional connectivity between both local authority areas, focussing on linking central and rural communities as well as tourism related opportunities. This funding will be matched through partner investment or other external capital funding opportunities.
- 2.49 At the core of this is development and delivery of active travel projects which improve travel times, promote leisure and tourist industries and provide our communities with improved connectivity to employment and education as well as improving health and wellbeing in the region. These proposals will deliver a transformative impact on the economy, delivering positive benefits to the places and people of the region, centred upon inclusive growth.

- 2.50 To consider and progress strategic transport interventions and investments, Stirling Council and Clackmannanshire Council have established with Transport Scotland (and other partners) a Regional Transport Working Group. This is primarily in support of the on-going national Strategic Transport Projects Review but will also be a mechanism to work with key partners such as Sustrans to progress Active Travel projects within the City Region Deal.
- 2.51 Stirling Council and Clackmannanshire Council have both developed Active Travel Action Plans and a coordinated approach will be taken to prioritising, projects in an equitable, transparent and considered manner to maximise inclusive growth outcomes in line with the wider deal ambitions.
- 2.52 The Regional Transport Working Group will explore plans to deliver the Manor Powis link, which will enable many of the residents of Clackmannanshire to walk or cycle to Stirling city centre via dedicated cycle routes. This will increase access to bus and railway stations in Stirling and the tourism, leisure and retail economies within the local area.
- 2.53 There are also opportunities to strengthen connectivity within Clackmannanshire for the Hillfoots villages (Tillicoultry – Alva) linking on to Stirling via the Manor Powis link.

Walk Cycle Live Stirling

- 2.54 The City Region Deal partners have agreed to allocate the first tranche of Active Travel capital funding to the Walk Cycle Live Stirling project (subject to business case approval). This project requires a total of £7.29 million of capital investment of which £2.54 million will come from the City Region Deal.
- 2.55 Walk Cycle Live Stirling will create two high quality walking and cycling routes from Stirling city centre to Forth Valley College (Stirling Campus) and to The University of Stirling with targeted place-making installations along the route and attention to accessibility. This will be accompanied by a programme of Smarter Choice measures to encourage and support the use of these routes. Delivery of this project will be supported by the creation of apprenticeships.

Energy Master Planning

- 2.56 Supporting the region’s vision for a strategic whole systems approach to energy, the Scottish Government will support (with investment of up to £200,000) the development of a regional energy masterplan. This will be developed in close consultation with the Scottish Government to identify opportunities with clear economic potential building on previous work. The Scottish Government will be invited to approve the final scope of works for the masterplan ahead of any invitation to tender.

Investment Area – Capital Fund for Clackmannanshire

- 2.57 In order to help achieve an investment balance across the region, the UK Government will invest £8 million (capital) in projects in Clackmannanshire to be developed collaboratively with Clackmannanshire Council and other local partners as part of the City Region Deal.
- 2.58 The Clackmannanshire Commission invited proposals and their recommendations were shared with UK Government. Feedback on the UK Government’s preferred investment

options is expected to follow the Full Deal agreement.

Investment Area – Infrastructure

Ministry of Defence Land at Forthside

- 2.62 The Stirling and Clackmannanshire City Region Deal will see major investment in the eastern area of Forthside, providing the opportunity to unlock a substantial area of highly accessible land for a mix of housing and commercial development.
- 2.63 The UK Government will use the opportunity represented by the Defence Estate Optimisation Programme to release land at Forthside for development, working with Stirling Council to align the site with their housing and business plans exploring joint ventures and other development vehicles. The UK Government/MoD will transfer title to the Stirling MoD Forthside site to Stirling Council in 2022. The estimated value of the land is £5 million as stated in the Heads of Terms. This is an indicative value which will be subject to a final valuation assessment and development business case. Stirling Council will not be liable to contribute to the value of the land should the value exceed the indicative £5 million value as stated in the Heads of Terms agreement.
- 2.64 At point of transfer, the site will have been surveyed and cleansed of any dangerous contaminants⁷ by the MOD, with the buildings and infrastructural elements being handed over on a 'current condition' basis. Opportunities will continue to be explored to support early release of any or all of the site.
- 2.65 Stirling Council will seek to explore partnership opportunities to clear and develop the site to its maximum potential in line with an updated masterplan that will see the Ministry Of Defence site, and its infrastructure development, integrate with the wider Forthside environment.

3 Monitoring and Evaluation

- 3.1 To assess progress against the milestones set out in approved business cases, the Regional Programme Management Office (RPMO) will produce a quarterly Risk and Performance Monitoring Report outlining their performance against the milestones highlighted in the Implementation Plan, in addition in to the financial performance to date. Where risks are identified, change recommendations will be made.
- 3.2 An overall Programme Risk Register and Performance Monitoring Report will also be considered by the Chief Officers Group and Joint Committee every quarter.
- 3.3 City Region Deal Project and Programme Leads will work in collaboration with the RPMO in consultation with both Governments to develop a City Region Deal Monitoring and Evaluation Framework. This is an important document for the City Region Deal as it establishes the

⁷ To be formally defined.

framework for Government to monitor activities and progress towards securing outputs and outcomes. It will incorporate indicators from the Scottish Government's inclusive growth outcomes framework published on the SCRIG website⁸ and it will be subject to Government approval.

⁸ Scottish Centre for Inclusive Growth <http://www.inclusivegrowth.scot/>