

**REPORT TO: DUNDEE CITY COUNCIL POLICY AND RESOURCES COMMITTEE
12 JANUARY 2015**

REPORT BY: DIRECTOR, LEISURE AND COMMUNITIES

**REPORT ON: DUNDEE CULTURAL STRATEGY, CITY OF DESIGN AND PLACE
PARTNERSHIP PROPOSAL**

REPORT NO: 7-2015

1. PURPOSE OF REPORT

- 1.1 To record Dundee's designation as the UK UNESCO City of Design.
- 1.2 To provide Committee with an update on the progress achieved during the period of the last Cultural Strategy 2009-2014 and to look forward at how culture led regeneration will assist Dundee to progress achievement of its economic and social objectives over the next ten years.
- 1.3 To seek to confirm City Council support for a collaborative bid to Creative Scotland for Place Partnership status for Dundee

2. RECOMMENDATIONS

Committee is asked to:

- 2.1 Note the significant achievements arising from the consistent support provided by partners to implementation of the Cultural Strategy 2009-2014. Over 85% of all actions contained in the Strategy have been achieved, with some on-going.
- 2.2 Note the development of a forward Cultural Strategy for the period 2015-2025 and Action Plan for the next five years, 2015-2020 (see Appendix 1), which was approved by Dundee Partnership Management Group at its meeting on 5 December 2014.
- 2.3 Commit to resourcing those actions which will require City Council support.
- 2.4 Support the Dundee Partnership proposal for Place Partnership status to progress implementation over the next three years.

3. FINANCIAL IMPLICATIONS

The majority of actions contained in this plan will be taken forward by the Dundee Partnership agencies working together within available resources to address the objectives.

At a time when public sector resources will inevitably remain under continued pressure, creative and innovative ways of collaborating will become increasingly important.

A level of additional revenue support is, however, required to secure Place Partnership status and develop a coherent plan for taking forward Dundee's new status as the UK UNESCO City of Design.

To secure Place Partnership status, community planning partners in Dundee are required to match fund a contribution of not less than £250,000 over the next three financial years.

The proposed share of costs proposed in the submission to Creative Scotland is detailed below.

Subject to approval, the City Council's revenue contribution will be built into the forward Revenue Budget for the City Council.

Agency	2015/16	2016/17	2017/18	Total
Leisure & Culture Dundee	£31,250	£62,500	£31,250	£125,000
University of Dundee	£12,500	£25,000	£12,500	£50,000
University of Abertay, Dundee	£6,250	£12,500	£6,250	£25,000
Dundee City Council	£12,500	£25,000	£12,500	£50,000
Creative Scotland	£62,500	£125,000	£62,500	£250,000
				£500,000

4. MAIN TEXT

4.1 Cultural Strategy 2009-2014

4.1.1 The current Cultural Strategy "Creative Dundee" covered the period 2009 to 2014.

The strategy vision was that "Dundee is proud of, and known for, its creativity, ambition, achievement, fairness and cultural richness".

The strategy set out 3 strategic objectives:

- Firstly, that the range of opportunities available to encourage and develop creative abilities in Dundee citizens would be sustained and developed.
- Secondly, that there would be an effective pathway to enable citizens to make the most of their abilities within the cultural and creative industries.
- Thirdly, that the City Council and its partners would continue to develop an excellent cultural environment in the city and establish and promote Dundee as a creative city by:
 - Enhancing its international presence;
 - Contributing to the national cultural identity;
 - Cultivating sustainable local ambition.

The supporting action plan was generated around 9 commitments, and listed 51 specific actions.

4.1.2 Over the summer of 2014, the Cultural Strategy Group did a final review of progress against these actions and this can be found in full on the Dundee Partnership website at <http://www.dundeepartnership.co.uk/content/other-documents-learning-and-culture>

In summary, significant progress has been made against each of the objectives and the vast majority of actions have been achieved or exceeded.

In particular, objective 3, which focused on the way in which the overall vision could be delivered, and the city's image enhanced through cultural led regeneration, has been taken to a point that exceeded expectations.

This came about through Dundee's bidding to become UK City of Culture.

The new UNESCO designation of City of Design takes this to a new level.

Dundee's bid itself was underpinned by its commitment to cultural led regeneration and to sustaining a diverse and high quality cultural offer.

At the core of this, the V&A at Dundee project, the Waterfront regeneration and the platform of regular funding status cultural organisations created the opportunity to put forward a strong bid. The engagement of Dundee's citizens through the We Dundee campaign was a defining feature for the campaign.

Dundee's cultural profile has changed fundamentally in the last five years and the opportunity for Dundee to capitalise on its position as a city emerging as one with a unique, distinctive and valued cultural offer provides huge opportunity for the Dundee Partnership over the next 5 to 10 years.

This image was affirmed by the poll carried out by the Trinity Mirror Data Unit in October 2014 which rated the cultural offer of cities across the United Kingdom with a population of over 50,000. This poll placed Dundee fifth in the UK – a result which has surprised even those most closely associated with the sector.

<http://www.chesterchronicle.co.uk/news/chester-cheshire-news/chester-14th-most-cultural-city-7863802>

4.2 Cultural Strategy 2015-2025

The Cultural Strategy Group have continued to meet regularly and remain strong. Some of key projects which emerged through the City of Culture dialogue have been carried forward into the new Strategy and individual partners have agreed to lead on their development. What emerged as an integrating theme is the commitment to design.

Dundee has a strong lineage in design. Patrick Geddes, the founder of the modern town planning movement, taught for many years in Dundee and his contribution is acknowledge through the establishment of the Geddes Institute at Dundee University. The city's art school, Duncan of Jordanstone, has an international reputation and has contributed vastly to academic and practice development in a range of design led disciplines. Since the 1980s, Dundee has announced its intention to redevelop through a citywide partnership and a commitment to both community and cultural led regeneration.

The City Council's decision to invest in a new cultural quarter, the creation of Dundee Contemporary Arts, the development of Dundee Rep, at a time when social and economic challenges in parts of the city were amongst the greatest in the UK, was a clear statement of its cultural ambitions.

The redevelopment of The McManus: Dundee's Art Gallery and Museum, the development of the RSS Discovery Visitor Centre, Verdant Works, and now the High Mill, are all testament to the commitment of the City Council, its cultural agencies and public sector partners.

Dundee is the home of the Scottish Dance Theatre, the Scottish School of Contemporary Dance, and The Space (Dance Centre).

The cultural sector includes professional theatre, contemporary art, contemporary dance, and a strong tradition of live music, ranging from classical, jazz, to house music and young bands.

The city has created an environment where people use design to become confident with their own creativity.

4.2.1 This report proposes the adoption of a new Cultural Strategy for 2015-2025 and an Action Plan for the first 5 years.

- 4.2.2 The aim of the Cultural Strategy for the next decade is to continue to use design to evolve a more confident community and, through this, to help to address some of the social challenges the city faces.

A number of the actions contained in the Cultural Strategy, particularly the building of the V&A Museum of Design, Dundee, reinforce this commitment and put Dundee in a position where it can claim not only to be a city with a great cultural quality of life, but to have used design creatively to drive forward its social and economic objectives.

The V&A Museum of Design, Dundee will be the first ever purpose built design museum in the United Kingdom outside London. It will be an international centre of design for Scotland, an iconic building which has been designed itself by world class architects, Kengo Kuma associates. Its aim is to develop a greater focus on, and public awareness of, the value of design, promoting greater understanding of design.

Knowledge exchange hub, Design in Action, funded by the Arts and Humanities Research Council, is based at Duncan of Jordanstone College of Art and Design, University of Dundee. It is a partnership of 6 academic institutions and creative companies and seeks to build economic capacity and capability through design led innovations, delivering a series of sector specific events where people with very different skills come together to solve complex problems.

District 10 is a mixed use development for creative industries which is being led by Scottish Enterprise. Over 9 acres, the development will include live-work space, incubating facilities and business space. The first of these units, which has been constructed from recycled shipping containers, opened in November 2013.

Dundee's Waterfront is a pre-eminent example of an inner city regeneration plan which has design as its cornerstone. The proposed developments will include the creation of a digital waterfront, offering next generation networks, advanced broadband and wi-fi connectivity to support the growth of digital industries in the city.

Community engagement and partnership working are a key design feature of the city's public policy and have been part of its success over the past 2 decades. The design of these interventions has been taken as seriously as the design of urban spaces and new products.

- 4.2.3 The Cultural Strategy has, at its core, a commitment to on-going engagement of communities of interest, communities of place, and creative communities

Dundee has an excellent distribution of cultural facilities which include heritage properties, community libraries, the Central Library, galleries and museums, and community centres. It is this infrastructure which contributes to the city's quality of life.

Dundee has an exciting mix of local, regional and national festivals, which include:

- Dundee Literary Festival
- Dundee Jazz Festival
- Springfest Classical Music Festival
- Dundee Science Festival
- Mountain Film Festival
- Discovery Film Festival
- Dundee Blues Bonanza
- Dundee Flower and Food Festival
- NCoN Digital Arts Festival
- Dare to be Digital

There is recognition that these events have the capacity to grow, and that more integrated marketing and support is essential.

Set against this background, the challenge for the next strategy is to use the transformative power of culture and design to release the creativity of individuals and communities in Dundee, a power they can harness to help live better, fairer, happier lives.

4.2.4 The vision generated through the strategy is that:

“Dundee will be a city whose creativity and cultural richness supports the engagement, ambition, achievement and wellbeing of its citizens. We want to ensure Dundee is known as an international city of design and creativity, which leads cultural driven regeneration with creative sectors that are strong, collaborative, and able to deliver the vision.”

The new strategy has refined, but not fundamentally altered, the objectives agreed in 2009 (see Appendix 1).

The new strategy and its supporting action plan is, however, framed around 7 refreshed commitments:

- We will cultivate sustainable cultural ambition – by being ambitious.
- We will develop the infrastructure and environment for creativity – by being connected.
- We will promote collaboration and make the most effective use of Dundee’s cultural resources – by being effective.
- We will ensure Dundee makes a contribution to the national and international stage – by being significant.
- We will turn local talent into jobs – by being developmental.
- We will ensure Dundee delivers a culturally rich and creative experience for everyone – by being inclusive.
- We will ensure the city’s heritage has a place in its future – by promoting resilience.

5. PLACE PARTNERSHIP PROGRAMME

Creative Scotland, with support from the Scottish Government, have a programme which provides match funding to enable local authorities and their community planning partners to develop what have been branded as “Place Partnerships”.

These funding programmes are time limited and established in order that partnerships can establish specific developments and initiatives which make places more creative.

Place Partnership status is awarded on the basis of the applicant authority presenting:

- a clear strategic plan;
- evidence of the sign-up of the strategic partners (the Community Planning Partnership);
- specific, measurable and time-limited objectives;
- evidence of match funding;
- a programme of work which reflects the strategic priorities adopted by Creative Scotland.

Dundee's implementation strategy for City of Design and the Cultural Strategy have been put together in the expectation that Place Partnership status will enhance the core team of seconded staff to allow specific tasks to be taken forward over the next three years.

6. UNESCO CITY OF DESIGN AWARD

Dundee's bid for UNESCO City of Design was conceived in the immediate aftermath of its City of Culture bid.

With the encouragement of the Scottish Government, the bid team continued to work towards securing City of Design status for Dundee.

Dundee's bid was kept confidential until the announcement on 1 December.

Dundee's bid required a minimum of six of the current 12 UNESCO Cities of Design to endorse its membership of the network. The 12 existing cities of design are:

- Beijing, China
- Berlin, Germany
- Buenos Aires, Argentina
- Graz, Austria
- Kobe, Japan
- Montréal, Canada
- Nagoya, Japan
- Saint-Étienne, France
- Santa Fe, United States
- Seoul, Republic of Korea
- Shanghai, China
- Shenzhen, China

On 1 December UNESCO announced that 5 new Cities of Design, from 50 candidate cities, were to join the network:

- Bilbao, Spain
- Curitiba, Brazil
- Dundee, UK
- Helsinki, Finland
- Turin, Italy

UNESCO City of Design is a brand which the city, its community planning partners, and others can develop and use going forward. It will result directly in economic and social benefits for the city. Specifically, Dundee is now on the world map as a city of design and as a design destination for tourists, students, employers, researchers, etc.

The designation brings with it certain responsibilities and, through implementation of the Cultural Strategy and Place Partnership, Dundee will fulfil these obligations and bring forward a programme of design-led events.

The full scope of what the City of Design programme for Dundee will look like over the next two to three years has still to be finalised and this will fall to the implementation team, and will be the subject of future reports.

5. POLICY IMPLICATIONS

- 5.1 The strategy and this report have been screened for policy implications in respect of sustainability, strategic environmental assessment, anti-poverty, equality impact assessment and risk management. No major issues have been identified.
- 5.2 The strategy, the recommendations contained within it and the action plan have positive impacts on many of the policy priorities and no anticipated negative consequences.

6. CONSULTATION

- 6.1 The strategy and the City of Design submission have been developed by a Partnership working group representative of all the main partners in the Dundee Partnership.
- 6.2 It has also been the subject of extensive consultation at a community and sector level over the last 6 months.
- 6.3 Partnership representatives on the Strategy Group have all signed off their commitment to the strategy at an agency level.
- 6.4 The Management Teams of Dundee and Abertay Universities and Leisure & Culture Dundee have been consulted and are in agreement with these proposals.
- 6.5 Representatives from VisitScotland, Creative Scotland and the Scottish Government have been consultees throughout the strategy development process.
- 6.6 The Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services have been consulted on this report.

7. BACKGROUND PAPERS

- Dundee Cultural Strategy 2009-2014
- Dundee City of Culture Bid 2013 – “The Tipping Point”
- Submission to UNESCO for City of Design status (March 2014)

Stewart Murdoch
Director, Leisure and Communities
16 December 2014



Dundee Up:

The city's Cultural Strategy: 2015-2025

(Approved by Dundee Partnership on 5 December 2014)

“Everything surprises me about Dundee. The resilience of the people, the beauty of the surroundings, the quality of the current vision for the city - mostly though it’s the talent of the people; the music makers, artists, film makers, web designers, game designers, dancers, actors... the list goes on and on. We produce, we create, we watch, we enable, we educate, we enjoy, we interact, we Dundee.”¹

This is the city’s fourth Cultural Strategy. It has been developed by the Dundee Partnership in collaboration with a network of cultural agencies in the city, informed by a series of meetings with representatives of the city’s cultural, community, academic, public and private sectors, and facilitated by Creative Services (Scotland) Ltd.

Our Strategy sets out a shared set of values and direction of travel for the decade ahead that will inform the many individual and collective decisions by everyone who believes in the importance of culture and the ability of our citizens’ creativity to shape their community for the better.

It includes a five-year Action Plan 2015-2020 that details how our aspirations, objectives and targets will be realised.

¹ *Quotes in blue throughout this document are unedited submissions from local people in 2013 to the WeDundee website which had over 4,000 contributions describing what surprised them about their city*

Summary

Our **shared purpose** is a belief in the transformative power of culture to release and reveal the innate creativity of individuals and communities – a power they can harness to help live better, fairer, happier lives. We will work with one another to make this happen.

Our **vision** is a city whose creativity and cultural richness supports the engagement, ambition, achievement, and wellbeing of its citizens. We want to ensure Dundee is known as an international city of design and creativity, which leads cultural-driven regeneration with creative sectors that are strong, collaborative, and able to deliver the vision.

Our **aim** is to ensure that culture and creativity are contributors to, and key aspects of, Dundee's affluence and aspirations, and that as many people as possible can take advantage of an equality of opportunity to access cultural experiences.

We are collectively committed to:

- ***Deliver a range of opportunities to encourage and develop the creative abilities of Dundee's citizens by:***
 - Giving all children a creative education and a sense of cultural ambition
 - Supporting the city's professional and non-professional creative sectors
 - Ensuring the highest standards for the city's built and designed environment
 - Ensuring the city's cultural heritage has a place in its future
 - Promoting the culture of city
- ***Develop and support effective pathways to enable the citizens of Dundee to make the most of their abilities within the cultural and creative industries, by:***
 - Creating the conditions for nurturing and capitalising on ability
 - Developing the right infrastructure for ensuring the visibility of the city's creativity
 - Being smart about how we use resources through effective co-ordination and collaboration
- ***Continually develop excellence in the culture of the city and establish and promote Dundee as a Creative City, by:***
 - Enhancing its international presence
 - Contributing to the richness of Scotland's cultural diversity
 - Cultivating sustainable local ambition
 - Supporting the transformation of the external image of the city
 - Developing opportunities for creative excellence
- ***Establish Dundee's reputation for culture and creativity as catalysts for building a resilient and robust community, by:***
 - Developing the creative economy to become one of the city's key economic drivers
 - Integrating culture across the full range of public services to maximise the way it contributes towards developing our communities

Preface

Culture is the heartbeat of Dundee – for some it is as subtle as a mouse-click that saves a lyric, or delivers a line of code for a game, or captures an image; for others it's the blast of brass in a soul band, the riot of colour in a new exhibition, or the final chorus in a community musical.

It is Billy Mackenzie's voice, Alberto Morrocco's landscapes, or 4J's Minecraft on Xbox. It is Tin Roof, Jackie The Musical, the Wighton Collection, the NEON Festival, an Odeon blockbuster or Quartic Llama's Other. It is DC Thomson, the Bharatiya Ashram, Brian Cox, the Gaelic Choir, and the fireworks in Baxter Park.

There are 147,000 people living in the city and each could give a different cultural fingerprint of their preferences and experiences and aptitudes. But the common factor that binds them is their home – Dundee.

To encompass all these hopes and priorities in a single document is not possible – but this strategy registers the important role that culture plays in the city and the lives of its citizens. It is informed by their affection for the city, built on their knowledge of what happens in the city, and understands the transformative impact that is possible through culture-led regeneration, as the city has vividly displayed in recent years.

This strategy aims to carry this level of enthusiasm and imagination forward over the next decade, and encourages a level of ambition that future generations will build on with pride. The quote below summarises the passion with which this belief is held locally²:

“Our tough experiences (are) in the mills, in the factories, our stories... because culture, music, art and drama is nothing without a story and struggle. It is the art of making the everyday beautiful. And that is why our cultural renaissance has been so successful, so inclusive, so pervasive throughout the city.

Our city is not a divided city. There are haves and have-nots in abundance, but we are united in our love of home city and the culture it boasts ...we know the transformative effects that cultural change can bring.

We have witnessed our transformation over the last 40 years... we witnessed the deluge of Dundonians into Dundee Contemporary Arts Centre when Donald Dewar opened its doors in 1999. We remember the fun of Dundee 800, the community spirit of Witch's Blood, we know that... culture will make a difference to the lives of so many of our citizens.

It will raise again our aspirations, it will give us memories, shared and individual of the beautiful everyday”

To highlight our ambition, Dundee wants to be in a position by 2017 to launch the strongest possible bid for European City of Culture designation in 2023.

² Taken from a transcript of the Scottish Parliament's debate in November 2013, after the submission of Dundee's bid to become UK City of Culture in 2017

1. Background

How we got here

1.1 The journey of Dundee's cultural provision was outlined in three previous cultural strategies, from 1994 to 2014. They describe a successful arc of continuing development, each building on the successes of the period preceding and shaped by the context of what was likely to come.

1.2 The significant factors that have had an impact on the cultural sector since the last strategy include:

- Formation of Leisure and Culture Dundee
- Scottish Arts Council's evolution into Creative Scotland
- Crystallisation of plans to create the V&A Museum of Design, Dundee
- UK City of Culture 2017 bid
- International economic recession
- AHRC Design in Action research programme

“A city brimming over with design, creativity and optimism; warm and welcoming people with resilience and determination to succeed; fantastic jewellers, artists and designers; creative entrepreneurs like Vanilla Ink and the Fleet Collective where collaboration and talent ignite; the Parlour Cafe and Jessie's Kitchen; so many shows, exhibitions, festivals and events from the universities, the Rep, the DCA, the theatres, the galleries & museums; and a stunning location to live, work and enjoy. My Dundee is fabulous!”

1.3 We can reflect on very high levels of achievement of the commitments from the 2009-14 Strategy, which include:

- Cultivating sustainable cultural ambition in Dundee's communities
The ongoing work of the city's CAN (Community Arts Network) continued to develop and encourage local projects and integrate them with developments elsewhere in the city and nationally
- Ensuring Dundee makes a significant contribution to the national stage
The work of DCA, the Rep, and Scottish Dance Theatre continued to gain national recognition for its range and quality; the 2017 UK City of Culture bid brought significant UK profile to the city's creative community
- Enhancing Dundee's international profile
It was confirmed there would be a V&A in Dundee, a delivery team was appointed and a design developed for an outstanding building on the city's waterfront. By early 2014, major capital awards had been granted, enabling the project to move ahead with its vision of being an international museum of design for Scotland

- Turning local talent into jobs
The designer, Hayley Scanlan, is a high-profile example of an individual creator successful on the national stage; the Vanilla Ink initiative for jewellers was established; incubator units were established at Seabraes; a number of digital games SMEs were extremely successful; the University of Dundee-led AHRC project, Design in Action, was established to bolster the commercial effectiveness of companies through the use of design
 - Developing a city-wide infrastructure for creativity
The growth of creative networks continued impressively: Creative Dundee's work, including the Pecha Kucha nights, showcased the strength and depth of the creative community; Generator, Wasps Studios, Fleet Collective, Tin Roof Collective and others demonstrated the power of creative collectives
 - Maximising the use of Dundee's cultural resources
Leisure and Culture Dundee was established and plays a pivotal role in managing and providing cultural services in the city while maintaining and servicing various networks in the city. The McManus collections secured grants to conserve elements that were recognised as being of National Significance – new partnerships were developed with the National Galleries of Scotland and the Royal Collection
 - Ensuring all children have a culturally rich and creative education
Programmes such as ASPIRE Dundee are nationally respected as excellent models of practice, promoting greater access to high quality arts immersion activities for children and families in schools and communities across the city promoting achievement and ambition. The Education Department's commitment to the place of arts and culture is reflected in its plan for curricular and extracurricular opportunities.
 - Ensuring the public realm of the city is a space for culture and creativity
The redeveloped facilities at Dundee College's Gardyne campus became a great new asset; plans were laid for new open civic spaces as part of the Waterfront development, aligned with the site of the new V&A
 - Ensuring that the city's heritage has a role in its future
The refurbished McManus led an impressive (and popular) range of projects and exhibitions; the proposed Transport Museum moved closer to reality; the High Mill received Heritage Lottery Fund funding to enable refurbishment
- 1.4 These commitments continue to provide a relevant framework for developing and delivering the city's cultural provision and this Strategy aims to maintain that approach as the most effective framework for the next ten years. This is outlined in detail in the accompanying Action Plan, and summarised in Section 4, below.

2. Our Objectives

Regeneration through culture

- 2.1 Dundee has built resources, partnerships and understanding that make it one of the most effective examples of cultural-led regeneration anywhere in the UK. We want to continue on this journey and capitalise on the knowledge we have gained from the experiences, positive and otherwise, along the way.
- 2.2 In 2013 the Minister for Culture outlined a clear, purposeful direction for the role of culture and creativity in Scottish society³ - it's a journey we recognise. We too believe a bold level of intervention is appropriate from the public sector to stimulate this route of travel, and that this Cultural Strategy will help frame the trajectory of Dundee's continued journey to successfully achieve this.

To highlight our ambition, Dundee will aim to be recognised as Scotland's leader of culture-led regeneration by 2018.

- 2.3 We have three core objectives to help guide our continued regeneration through culture over the next ten years. These represent a collective shared purpose – for audience member, workshop participant, maker, arts organisation, and funding body. We believe that focussing on our culture will help us to:
- 2.4 ***Contribute actively to creating a healthy, more equitable, economically successful city***
- Develop a digital infrastructure that allows greater access to, awareness of, and promotion of cultural activity in the city, through the development of innovative digital public spaces, including its heritage venues, archives and libraries
 - Enhance the built infrastructure for the city, combining imaginative new architectural statements (V&A Museum of Design, Dundee; District 10, the creative industries incubator units at Seabraes) with sensitive re-imagining of existing buildings (Museum of Transport; The High Mill)
 - Re-establish trade links with UK and European cities, and an ongoing programme of city expos spearheaded by the creative and cultural sector
- 2.5 ***Make our cultural sector sustainable***
- Create a more experienced, more confident cadre of young creative producers and promoters that become the city's natural successors as its cultural leaders
 - Retain and attract creative talent to the city by creating an environment throughout the public, private and academic realm that declares Dundee as a city that welcomes and supports ideas and innovation
 - Develop opportunities for applied research whose mission is to ensure that the strengths, knowledge and experience of the cultural industries is shared and deployed across all fields of the city's social provision and further afield

³ <http://www.scotland.gov.uk/News/Speeches/Culture-Heritage05062013>

2.6 ***Build the confidence and self-esteem of our individuals and communities in their abilities***

- Deliver a series of cultural entitlements for our citizens that ensure opportunities are made available equally to participate, experience, and work in creative activity. These will begin in early years but be viewed as establishing a lifetime commitment
- Renew areas of the city centre’s retail and public space through a focus on environmental design, cultural activity and retailing, to raise the self-esteem of the city for its citizens, and improve its offer for visitors
- Connect areas within the city more effectively to the centre and to each other by maintaining an ongoing programme of communal civic events, such as large-scale community plays, exhibitions, and film projects

2.7 We recognise the importance of outstanding creativity as an end in itself, and will work towards identifying opportunities for and encouraging support for creative talent to flourish and be enjoyed by the public.

“Come to Dundee and you will be surprised to see a city transforming itself through ideas, creativity and a grassroots ‘can do’ attitude. It’s a place of hidden depths and layers shaped by a rich social and industrial history but more than willing to cast off the shackles of the past and look to the future.”

2.8 Our objectives have been refined into a series of actions which build on the last Cultural Strategy and which are presented under the following commitments (ref. Section 4 and Appendix 1).

AMBITIOUS:

We will cultivate sustainable cultural ambition.

CONNECTED:

We will develop the infrastructure and the environment for creativity.

EFFECTIVE:

We will promote collaboration and make the most effective use of Dundee's cultural resources.

SIGNIFICANT:

We will ensure Dundee makes a significant contribution to the national and international stage.

DEVELOPMENTAL:

We will turn local talent into jobs.

INCLUSIVE:

We will ensure Dundee delivers a culturally rich and creative experience for everyone.

RESILIENT:

Ensure the city's heritage has a place in its future.

3. Context

Strong, but fragile

- 3.1 The context for turning the Strategy into reality reminds us that many of the various strengths of the cultural and creative sectors in the city remain vulnerable to circumstances outwith their control e.g. changes in the market; re-prioritisation within public funding; the development of new technologies; and global crises.
- 3.2 Some of the key factors that are likely to have an impact on implementing the Cultural Strategy over the next 10 years include:
- On-going public expenditure pressures
 - Reducing public sector funding
 - Opening of the V&A Museum of Design, Dundee
 - Increasing number of creative industries students
 - Other cities of a similar size 'raising their game'
 - Retaining our talent
 - The Waterfront development
 - Maintaining stability and sustainability of the current sector
- 3.3 One of the ongoing challenges is relatively new to the city's cultural sector – **managing growth and ambition** – and will therefore require careful and ongoing consideration. We must continue to develop and enhance the cultural activities and infrastructure within the city while ensuring current commitments are sustained and stable.
- 3.4 The opening of the V&A Museum of Design, Dundee planned for 2017 is another significant milestone for the city, and a marker for its ongoing cultural ambition. Its integration into, and contribution to, the city is central to the successful continued growth of the cultural community during the next decade and it should be seen as the springboard to a period of initiatives that will transform the cultural sector in the city, rather than as an end in itself. This ambition brings with it the challenge of marshalling resources and investment carefully to ensure that the city's cultural ecosystem is enriched and not threatened, and this will require vigilance and collaboration to achieve successfully.
- 3.5 There are several areas of activity to which the cultural sector is both a contributor and a beneficiary, although it is not their sole domain. In these areas the sector must have a presence and a voice, but will require being an **active collaborator and contributor** rather than lead participant. Nonetheless, the following are particularly germane to the successful operation of the city's cultural sector:
- Marketing the City – working with those involved in economic development, marketing, and branding to develop a coherent approach to the external image of the city and the messages, and media, that are used to reach audiences and visitors
 - Creative Industries Strategy – ensuring that the aims and objectives of both the cultural and digital/creative industries sectors are synergetic and exploit the strengths of both

- Urban Design - the next ten years will see a period of growth in the city's built estate that will be unparalleled in living memory – it is important that this is undertaken with a clear vision of, and commitment to, high quality design. The cultural sector will have a crucial role to play in working with and advising civic Dundee during this period of growth
- Bandwidth – an increase in bandwidth available to industry and domestic homes in the city could create enormous opportunities for the cultural sector, as outlined in the ambitious bid to pilot 5G in the city
- Academic Research Programmes – the success of the AHRC-funded Design in Action programme and, on a smaller scale, the Storyform project, demonstrate the importance of mid-term cultural-focused academic research programmes located in the city. The three principal academic institutions should be supported and encouraged with this activity
- Public Engagement – the success of the WeDundee public engagement process demonstrated how effective a digital-led programme can be. This type of approach that integrates technology with local knowledge should be a key element of delivering the Cultural Strategy

3.6 This diversity of activity, skillsets and purpose makes for a rich but sometimes **complex cultural ecosystem** in the city, which is at a scale that can be influenced, positively or negatively, by a major change in just one element. Our challenge is to sustain, develop and exploit this diversity to achieve our ambition for the city, and which therefore **requires us to consider:**

- Motivation of the cultural sector
- Developing creative businesses and growing the cultural economy
- Developing the commercial skills of the cultural sector
- Public sector investment
- Private sector investment
- Develop cultural tourism and the offer for visitors
- Growing enthusiasm and expectation
- Build a collaborative ethos
- Audience capacity
- Retention and growth of the digital and cultural sectors
- Developing the visitor economy through promotion of the city's culture and heritage
- Developing projects with cultural and digital sectors that maximise the strengths of each
- Integrating projects with other areas of civic life
- Long-term culture-focused academic research projects
- National pioneer/thought leader e.g. social innovation; mass engagement
- Designations (e.g. UNESCO; European City of Culture; others)
- Buildings with cultural focus

- 3.7 The city's successful bid to be designated as a **UNESCO City of Design** is a tremendous achievement. Fully realising that opportunity will allow a range of local and international initiatives to take place and, crucially, will underline the importance of focus on high quality when framing the approach the city takes to developing its future architectural and landscape design.

To highlight our ambition, Dundee wants to be in a position by 2019 to be acknowledged internationally as a successful City of Design.

4. Our Commitments

What we will do

- 4.1 We will carry forward the commitment areas from the 2009-14 Strategy to ensure continuity but update them to reflect our consultation, the changed circumstance of the city, and in anticipation of the environment expected over the next ten years.

AMBITIOUS:

We will cultivate sustainable cultural ambition.

- 4.2 The cultural sector will engage with, and contribute, to the broader civic priorities in areas such as health, inequality, education, planning, and safety. However, we will also maintain a commitment to cultural excellence. The presence of the V&A Museum of Design, Dundee is symbolic of this, although it will be equally likely to be found in the design of a computer game by Denki, a programme of outreach activity from Dundee Rep, or a festival curated by Abertay University. We will work collaboratively to make good ideas happen, irrespective of where the idea comes from or who leads its development.
- 4.3 We will be opportunistic but not cavalier e.g. when opportunities for new buildings emerge (such as the Transport Museum, D'Arcy Thompson Zoology Museum, and West Ward) we will embrace the spirit that has engendered them but develop each sensitively to ensure they are assimilated within our cultural ecosystem without disruption.

"I lived in Dundee for years - in good times and in bad times. I have seen people struggle through periods of immense poverty and deprivation and yet been amazed at the way they have helped to change and rejuvenate the city - through their belief in the place and their determination. I remember the singer/songwriter Michael Marra as an inspirational voice of the people and "Witch's Blood" as an incredible example of a life changing community arts project that is still remember 26 years after it was produced"

CONNECTED:

We will develop the infrastructure and the environment for creativity.

- 4.4 We will understand and support the cultural assets of the city – people, buildings, environment, investment – and make sure they work together as effectively as possible. We will implement the commitments of our UNESCO City of Culture status to ensure design is a signature strength of our city, and enhance the built estate by developing our public art commissions.
- 4.5 We will create strategies for developing specific areas of our cultural activity, such as music, dance, visual arts, and cultural diversity – and work towards improving the potential synergy of our digital and cultural sectors operating more actively and regularly together.

EFFECTIVE:

We will promote collaboration and make the most effective use of Dundee's cultural resources.

- 4.6 We will get to know our audiences and communities better through gathering relevant data and acting upon it. We will maintain our existing creative networks, e.g. in dance, and establish new ones where they might benefit practitioners and participants, such as theatre and literature.
- 4.7 We will invite our cultural and creative communities to convene bi-annually to discuss jointly the priorities for the sectors in the city, to advocate for them, and to strengthen the ties between them.
- 4.8 We will develop opportunities for volunteering, and a support network that allows volunteers to gain as well as give.

SIGNIFICANT:

We will ensure Dundee makes a significant contribution to the national and international stage.

- 4.9 The cultural profile of the city is continuing to increase nationally and internationally. We want international linkage and exchange to become a commonplace of the creative sector, as it is for the academic sector and for many digital SMEs. There are many events and festivals in the city and we will identify the capacity of those that have the potential for national and international significance.
- 4.10 We will capitalise on our UNESCO designation to spearhead a series of international exchanges and events including expos, cultural mentoring, conventions, exhibitions and events, that give our cultural practitioners a presence internationally and bring the experience of other countries into Dundee.
- 4.11 We will establish international cultural partners, at all levels within the city, to ensure that our cultural provision is benchmarked against others operating with the same cultural ambitions.

DEVELOPMENTAL:

We will turn local talent into jobs.

- 4.12 Commercialising creative output is achieved successfully in some parts of the city's creative community and we will seek to transfer these capabilities to enable more self-employed creative practitioners and businesses to benefit from this expertise. We will develop initiatives such as the Cultural Skills Academy that focus attention and resources on developing individual strengths and overall sectoral capabilities – we will look to the partnership of our academic community to achieve this, in particular Dundee and Angus College.
- 4.13 We will work with indigenous local talent and skillsets to create imaginative culture-led employment initiatives, such as the proposed Jute/Hayley Scanlan 'Cloth' project. In addition, we will advocate that local creative talent should be commissioned locally, wherever possible.
- 4.14 We will explore the potential to link science and culture in ways that make the most of our strengths in those disciplines.

“The sheer number of individuals and groups who are involved in choirs, bands, music groups, pub gigs and sessions, art clubs, model railway, boat and aircraft making, musical theatre, local history and museums, lively community centres, Friends Of everything from the Unicorn and Barnhill Rock Garden to Balgay Hill and the Caird Hall Organ. Culture? It's in Dundee's heart and soul!”

INCLUSIVE:

We will ensure Dundee delivers a culturally rich and creative experience for everyone.

- 4.15 WeDundee demonstrated that large-scale motivation and participation is possible – we will sustain and evolve this, and put in place any mechanisms needed to enable this. We will address how the aim of engaging mass participation and take-up sits alongside ongoing activities and interventions that benefit families and neighbourhoods facing the greatest pressures.
- 4.16 We will focus on the cultural rights of children to enjoy and experience a range of cultural opportunities, and look to deliver these through a series of interventions such as the ASPIRE programme, Comic School, Optimistic Sound, the creation of Youth Arts Hubs, and local programmes aimed especially at teenagers.
- 4.17 We will find imaginative ways – such as Open Dundee events, and free exhibition spaces - to minimise barriers to accessing cultural activity, whether financial, transport, social support, or other.
- 4.18 We will exploit the city's parks and green spaces as one of its most remarkable, and accessible, cultural assets.

RESILIENT:

Ensure the city's heritage has a place in its future.

- 4.17 We will sustain the existing heritage offer in the city and seek to augment it both through the creation of new venue-based initiatives such as the D'Arcy Thompson Zoology Museum, High Mill, the Transport Museum, and a university museum; and through activity-based projects such as the Autobiography of a City. We will invite our cultural practitioners to continue to use the richness of the city's heritage as a wellspring for their contemporary reimagining and reinterpretation e.g. projects such as the McManus 150th celebrations, and the proposed 'Cake' and Festival of Football projects.
- 4.18 The city's Waterfront development has demonstrated how potent a combination of vision, energy, commitment and resources can be. It has set a template for what can, and should be, achieved in other areas of the city's life – Dundee's culture is a key part of that. We should be proud of the sweet ambiguity that allows us to market the city as a destination for visitors and business, but develop it as a home for individuals and families.

To highlight our ambition, by 2020 Dundee will have made significant additions to its cultural buildings and event infrastructure.

5. Delivering Our Strategy

Making it happen

- 5.1 A Strategy is only effective if it is delivered. We will do two things to make this happen:
- Prepare an annually updated Action Plan
 - Measure our progress
- 5.2 We have prepared an **Action Plan** (appended to this document) that details how the Strategy's values, objectives, and opportunities will be realised. This sets out our agenda for the next five years based on the assets, challenges, opportunities and common purpose outlined above. The Action Plan outlines a proposed programme of key activities against the main elements of the Strategy, and the relevant agency to lead on delivering them, and will be updated each year.
- 5.3 Allied to the delivery of quality cultural experiences we will **measure our progress** to monitor how effectively our commitments are being delivered, and the impact they are having on:
- Economic growth
 - Educational attainment
 - Social inclusion
 - Health inequalities

- 5.4 We will work with local companies that can help us to achieve this: the DCA are seeking to evolve the work of their Small Society Lab; Creative Dundee successfully designed and implemented the WeDundee public engagement process – both initiatives (and organisations) will be key to helping deliver and monitor the impact of the Strategy. We will seek to persuade government that a longitudinal research programme measuring the success of culture in addressing regeneration should be located in Dundee.

“What surprises me about Dundee is the variety of spaces and buildings that are used to host events. Not just its main venues, galleries, bars, clubs and coffee houses but everywhere from the walls of Benjamin Barker’s barber shop to the deck of the Unicorn. It is a city full of innovation and creativity”

Energising the City’s Cultural Assets

- 5.6 We will acknowledge the principal **participants** in Dundee’s cultural sector and invite them to convene bi-annually to collectively discuss and agree priorities and a shared agenda for the city’s creative assets. This will include:

- Public sector
 - Dundee City Council
 - Community Planning Partnership
 - Scottish Enterprise
 - National funders, e.g. Creative Scotland, Heritage Lottery Fund
 - Skills Development Scotland
 - National agencies, e.g. EventScotland, Visit Scotland
 - Museums and Galleries Scotland; Historic Scotland
 - Big Lottery
 - Cultural Enterprise Office
- Academic Sector
 - University of Dundee
 - Abertay University
 - Dundee and Angus College
 - Dundee City Council (Education)
- Private Sector
 - Individual Companies, e.g. DC Thomson, Unicorn Properties, Wellcome Trust
 - Chamber of Commerce
 - Venues, e.g. Liquid Rooms, Fat Sams, Clark’s
 - Promoters
 - Independent Teachers
- Cultural/Heritage Sector
 - Leisure and Culture Dundee
 - Institutions/Buildings, e.g. DCA, the Rep; V&A Museum of Design, Dundee; Caird Hall; McManus
 - Dundee Heritage Trust
 - Networks, e.g. Dundee Dance Partnership

- Companies, e.g. Smallpetitklein
- National Companies and Collections, e.g. RSNO; NToS; NMS; NGS; Scottish Ensemble
- UK institutions, e.g. British Museum, the Tate
- Events and Festivals Group
- Individual practitioners, e.g. writers, artists, promoters
- Creative Industries
 - Digital SMEs, e.g. film; games
 - Cultural SMEs, e.g. jewellers; makers
 - Non-digital SMEs, e.g. architects; designers
 - Creative Dundee
 - Duncan of Jordanstone College of Art and Design, University of Dundee
 - Individual practitioners, e.g. animators, photographers
- Voluntary Sector
 - Community and neighbourhood groups/networks
 - Arts and cultural groups and networks, e.g. CAN
 - Individual practitioners, e.g. teachers, artists
 - Local organisations e.g. Dundee Museum of transport; Dundee Association of Management Groups

5.7 The bi-annual convention will review the city's impressive range of cultural **assets**, and consider how they might be strengthened and made available more widely, including:

- Tremendous range of cultural festivals and events
- International quality digital/games sector
- High-achieving visual arts and design community
- Extremely active voluntary sector
- Active and engaged private sector
- Diverse, high-quality heritage offer
- Strong music sector
- Intangible assets – environment, language
- Good range of built cultural infrastructure, including international quality buildings
- Nationally respected arts companies and arts venues
- Strong communities and neighbourhoods
- Integrated strategic team across public, private and academic sectors
- Awards schemes: Dundee Visual Arts and Craftmakers; International Book Prize

5.8 The Strategy and Action Plan focus on the city's cultural assets:

- **Music** remains one of the city's most powerful means of representing itself nationally and internationally as a culturally dynamic city, as well as a very accessible means of promoting the cultural identity and values of the city. It is a conduit for many individuals to experience and participate in culture
- Dundee's **heritage** is contained in its museums, archives, literature, architecture, its people and increasingly through many of its events. Its stories reveal themselves more and more through the work of several key public, academic, voluntary and cultural bodies. It is a remarkable heritage, and should have a central place in the city's contemporary life.

- The **diversity** of international influences that have shaped Dundee have been, and remain, inter-continental and although the city's population remains culturally and ethnically diverse this aspect of the city is less visible to much of its population. Celebrating the distinctive cultural tapestry of the diverse population backgrounds is a particular opportunity for the next ten years.
- **Design** will increase in importance as the city establishes itself as a UNESCO World City of Design and welcomes the V&A Museum of Design, Dundee.

“Being a foreigner who has settled down in Dundee, I found Dundee very accommodating to internationalism. It's not surprising. Having the advantage of our harbours and wharfs, Dundee is used to welcoming visitors.

The Dundee International Women's Centre has been servicing the international community for over 40 years. I love living in Dundee and the cultural diversities and dynamics here excite me”

6. The Next Ten Years

Our journey continues

- 6.1 Throughout the coming years we want people in the city to be engaged through a variety of opportunities, virtual and physical, that help them to take ownership and direction of their city, their culture. The legacy of the previous Cultural Strategy and the 2013 City of Culture bid has already started for Dundee. It has raised confidence and pride in the city and pragmatically addressed questions of its perception.
- 6.2 Most importantly, we wish to effect attitudinal change, both within the city and outside it. We want people to view the city through new eyes, both Dundonians and visitors. We want people to be surprised, amazed and proud of what is revealed by their creativity, of the levels of ingenuity and imagination that are at work everyday in the city and, most of all, of the possibilities within themselves.
- 6.3 **Dundee Up** is intended as a collective, continued journey. It takes a lot of people to make a cultural ecosystem as strong as the one that exists in Dundee, and it will take contributions from friends and partners outside the city to help maintain and strengthen it. We hope that by bringing together in this document some of the collected thoughts of those that wish to travel together over the next ten years we can help navigate our future most effectively.
- 6.4 By 2025 we want our city to be fairer, healthier, and richer in every sense – and we want our culture and our cultural practitioners to be an integral part of that bigger civic journey. There's an important part we can, and want to, play – and we are excited at the prospects for our culture and our city.

“What constantly surprises and delights is our people - the sense of ‘we’re all in this together’, a determination and shared desire to make things happen. Our Goldilocks size means that collaboration rather than competition works on a scale unseen in other cities. Creativity and genuine friendliness are part of our personality - I’m so proud of our city and its people...”

ACKNOWLEDGEMENTS

Thanks to the many people that have taken the time and energy to contribute their ideas and advice during the process of putting this Strategy and Action Plan together. It is a distillation of the collective intellect and views of scores of contributors and aims to represent their consensual view fairly and accurately.

The role of coordinating and combining these views into this document has been undertaken by a smaller group led by **Stewart Murdoch**, Director of Leisure and Communities Dundee, and comprising (in alphabetical order):

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With regular reference to, and input from:

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Steve Carter	Go Dundee Network
Gillian Easson	Creative Dundee
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Clive Gillman	DCA
Philip Howard	Dundee Rep
Philip Long	V&A Museum of Design, Dundee
Michael Marra	Design in Action
Mark Munsie	Dundee Heritage Trust
Peter Noad	Scottish Enterprise
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APPENDIX 1

ACTION PLAN 2015-2020

I.	AMBITIOUS: We will cultivate sustainable cultural ambition.			
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
I.1	Ensure the V&A Museum of Design, Dundee is integrated with the city's cultural community and acts as a springboard for new initiatives.	2015 on-going	V&A, Museum of Design, Dundee	Cultural Agencies Network / VisitScotland
I.2	Develop new spaces which enhance the city's cultural offer – (e.g. Lower Caird Hall, West Ward and Maryfield Tram Depot.)	Review opportunities as they arise in the context of this strategy	Cultural Strategy Team	Creative Scotland / Heritage Lottery Fund / WASPS / University of Dundee / DC Thomson / VisitScotland
I.3	Create an implementation plan for being awarded UNESCO City of Design status which provides focus and integrates partners including: <ul style="list-style-type: none"> • International Biennial Award for design excellence from 2016 • Annual international exchange programme in design 	Plan by October 2015	Cultural Strategy Team	Leisure & Culture Dundee / Cultural Agencies Network / University of Dundee / DCC (Chief Executive's Dept.) /
I.4	Develop cultural events of scale which engage citizens across the city (e.g. McManus 150 th celebrations; University of Dundee 50 th celebrations; Autobiography of a City; Play Dundee; Going In (Law Tunnel project); The Story of the Mona; Cake; World Wide Women; On Growth; and Form 100 th anniversary)	Annual review of events and 3 year planning horizon	Cultural Strategy Team	Cultural Agencies Network / DCC (City Development) / EventScotland
I.5	Achieve recognition as Scotland's principle location for culture-led regeneration through initiatives and pilots which address social and economic inequality.	First research seminar with Scottish Urban Regeneration Forum 2015. Programme of academic studies to follow from 2016.	Dundee Partnership	Scottish Government / Creative Scotland / all city cultural agencies / University of Dundee / Abertay University / Dundee and Angus College / SURF / Rowntree Foundation
I.6	Establish a local action research framework to investigate the impact and outcome of culture led regeneration, including the wellbeing of Dundee's citizens.	End of 2015	Dundee Contemporary Arts / Duncan of Jordanstone College of Art and Design (Small Society Lab), University of Dundee	Academic Partners / AHRC / SURF
I.7	Host a biennial keynote lecture to support Dundee's status as the UK's leading city for culture-led regeneration.	From 2016	Cultural Strategy Team	Cultural Agencies Network
I.8	Create the conditions for a realistic and credible European Capital of Culture 2023 bid (in 2017). Build on expressions of interest from UK and international arts organisations to bring work to Dundee, i.e. LSO, N England Orchestra, Tate, V&A, British Museum, RSC.	Bid submission plan by April 2017	DCC (Chief Executive's Dept)	Leisure & Culture Dundee / Cultural Agencies Network / University of Dundee / EventScotland

2. CONNECTED: We will develop the infrastructure and the environment for creativity.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
2.1	Review the city's approach to public art, addressing future approaches and opportunities and improving knowledge and access to existing commissions.	Review complete by October 2015	DCC (City Development) / Leisure & Culture Dundee	Duncan of Jordanstone College of Art and Design, University of Dundee
2.2	Establish a city-wide campus for creative learning, making Dundee the city with the best opportunities for personal creative development.	Sign up by October 2015 Joint planning by October 2016	Cultural Strategy Team	Dundee Partnership Cultural Agencies Network
2.3	Develop and strengthen cultural sectors through a series of local reviews and strategies. Initially: <ul style="list-style-type: none"> • Music Development • Cultural Diversity • Digital Media • Dance 	2015 2016 2017 2018	Cultural Strategy Team	Leisure & Culture Dundee / Cultural Agencies Network / Dundee and Angus College
2.4	Ensure there is an effective strategy for the development, renewal and refurbishment of existing built infrastructure (e.g. Dundee Contemporary Arts, The High Mill, Caird Hall, Broughty Castle, McManus, Dudhope Centre, Dundee Rep Creative Campus, Mills Observatory).	Annual review with 3 year horizon	DCC (City Development) / Dundee Heritage Trust / Leisure & Culture Dundee	Cultural Agencies Network
2.5	Develop an annual programme for the use made of parks, open spaces, the river and the Waterfront for 'green' cultural experiences.	On-going	DCC (Environment) / DCC (City Development) / Waterfront Project Board	Cultural Agencies Network / EventScotland
2.6	Continue to develop Dundee's unique potential to capitalise on the local digital and games community through consolidation of events such as Dare to be Digital, Dare Protoplay, NEoN.	Review and consolidation by August 2016	DCC (City Development) / Abertay University	Cultural Agencies Network / EventScotland
2.7	Ensure the cultural sector contribution is reflected in the Single Outcome Agreement for the city.	(Current SOA 2013-17) 2017	DCC (Chief Executive's Dept)	Cultural Agencies Network

3. EFFECTIVE: We will promote collaboration and make the most effective use of Dundee's cultural resources.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
3.1	Undertake a benchmarking exercise to analyse awareness and engagement of the Dundee cultural offer by: <ul style="list-style-type: none"> Gathering and analysing data on audience location, social background and attendance/participation patterns Reviewing local marketing resources Defining targets for engagement 	Baseline 2014/15 Annual review of cultural marketing	DCC (Chief Executive)	Cultural Strategy Team/Leisure & Culture Dundee / Culture Republic / Abertay University / University of Dundee/V&A Museum of Design, Dundee
3.2	Grow sharing of services and resources between the major cultural agencies in the city (marketing/joint working/joint production/promotion of opportunities for development) and reporting of value of shared service outcomes.	Annual review from April 2015	Cultural Agencies (Chief Officers)	DCC (Chief Executive's Department)
3.3	Promote the role of the City Box Office with the aim of providing customers with access to tickets for all venues and events in the city.	Target achievement date – April 2016	Leisure & Culture Dundee	Dundee City Council / Cultural Agencies/Venues/Event Organisers
3.4	Develop a city-wide scheme for volunteers in the cultural/heritage sectors linked to lifelong learning and city campus concepts.	Scheme launched April 2016	Dundee Volunteer Centre	Cultural Agencies Network / Employability Pipeline Voluntary Arts Scotland
3.5	Maintain creative networks: <ul style="list-style-type: none"> Cultural Agencies Network Dundee Dance Partnership Creative Dundee Host a biennial convention of arts/creative sector partners in the city to collectively: <ul style="list-style-type: none"> Showcase culture and creativity Develop solidarity and cultural integration/interaction Undertake a strategic review of direction and agree a shared agenda and priorities. 	On-going	Cultural Strategy Team	All
3.6	Develop and strengthen ties between the cultural, digital and scientific communities, highlighting three of the key strengths of the city.	On-going	Dundee Science Centre / University of Dundee / Abertay University.	DCC (City Development) Scottish Enterprise

4.	SIGNIFICANT: We will ensure Dundee makes a significant contribution to the national and international stage.			
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
4.1	Develop and maintain a portfolio of cultural events in Dundee with the capacity to grow to national significance - and build investment for these.	Portfolio established by March 2015 Targets for growth to 2018	Cultural Strategy Team	EventScotland /Festivals and Events Group / Cultural Agencies Network
4.2	Sustain the programme of mini-festivals that exist in the city and strengthen the co-ordination and promotion of festivals and events..	On-going	Festivals and Events Group Dundee City Council	Cultural Agencies Network
4.3	Promote the Scottish Government's 'Festival of Architecture and Innovation' in 2016, promoting dialogue on the quality of the future built environment of the City; promoting high cultural ambitions in keeping with the city's UNESCO City of Design commitments.	2016	Creative Dundee	Cultural Agencies Network / Event Scotland / VisitScotland / Waterfront Project
4.4	Ensure the city's tourism and external promotion strategies feature the full range of Arts, Heritage and Culture that would be attractive to visitors.	Annual review of cultural content of tourism strategy	DCC (City Development)	VisitScotland / Cultural Agencies Network / Tourism Partnership/V&A Museum of Design, Dundee / VisitScotland
4.5	Ensure the sustainability and success of Dundee cultural organisations that achieve national and international status.	On-going	Creative Scotland / DCC (Chief Executive)	Dundee Rep / DCA / Dundee Science Centre / Dundee Heritage Trust / McManus / Caird Hall
4.6	Establish peer-to-peer cultural partnerships between Dundee-based organisations and international partners, including Dundee's twin cities.	Each Dundee organisation to have identified and agreed partnership relationship with one twining partner by March 2016	Cultural Agencies Network	DCC (Education) / (Communities) / Lord Provost's Office / Dundee and Angus College
4.7	Develop a culture-led trade-based expo programme of events to represent the city at international events, initially at Aarhus 2017 (European City of Culture).	Aarhus 2017 and thereafter	Cultural Strategy Team	Chamber of Commerce / DCC (City Development) / Scottish Enterprise

5. DEVELOPMENTAL: We will turn local talent into jobs.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
5.1	Secure the future of Creative Dundee	By April 2015	Creative Dundee	DCC (Chief Executive's Department / City Development) / Creative Scotland
5.2	Review supply of affordable work spaces for artists and digital creative and develop plans to address unmet demand.	Review by June 2015	DCC (City Development)	Scottish Enterprise / WASPS
5.3	Strengthen business support services for creative enterprises.	Review complete by October 2015	DCC (City Development)	Business Gateway / Cultural Enterprise Office / Creative Dundee
5.4	Engage employers and universities in developing plans to retain creative graduates by offering quality training, mentoring and employment opportunities.	November 2015	Dundee Partnership (Work and Enterprise Theme)	Creative Dundee
5.5	Develop widespread opportunities for professional artists and makers to create and sell work in the city, including: <ul style="list-style-type: none"> • supporting new creative businesses • professional timebank for mentoring • positive procurement processes 	April 2015 October 2015 April 2016	DCC (Procurement Team)	DCC (Departments) Creative Dundee
5.6	Establish the Cultural Skills Academy / Talent Development Hub, providing a pathway for: work experience; internships; apprenticeships.	Established April 2016	Skills Development Scotland	DCC (Chief Executive) / Cultural Agencies Network / Creative Scotland
5.7	Achieve "World Host" status by training front-line staff in arts, heritage and cultural venues.	25% of Front of House staff by October 2016	Dundee Partnership	All
5.8	Support social enterprise development and increase the capacity of the sector	2016	Dundee Social Enterprise Network	Cultural Agencies Network Members / Dundee City Council
5.9	Ensure a relevant skills-based vocational and academic offer exists in the city that complements and supports the strategic priorities of the cultural sector.	On-going	Dundee and Angus College	University of Dundee / Abertay University / Skills Development Scotland

6.	INCLUSIVE: We will ensure Dundee delivers a culturally rich and creative experience for everyone.			
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
6.1	Develop the contribution of schools to cultural development at local and city-wide level.	Annual review of cultural/education partnership working	DCC (Education)	Cultural Agencies Network / DCC (Communities)
6.2	Support the continued development and delivery of the ASPIRE, Dundee programme, its growth and connection to other art forms and partnerships.	2015 on-going	DCC (Education)	Cultural Agencies Network
6.3	Sustain the local area challenge fund, with match-fund income released by Local Management Groups/community organisations or generated through support from Creative Scotland and/or Big Lottery.	In place by April 2015, 3 year implementation and review cycle.	Cultural Strategy Team	Creative Scotland / Big Lottery/ Dundee City Council / Leisure & Culture Dundee
6.4	Develop local Youth Arts Hubs as part of a city-wide Youth Arts Strategy.	Action plan by October 2015	Dundee Rep	Cultural Agencies Network / DCC
6.5	Develop the Comic School as a social innovation project for young people.	Pilot to commence August 2016	University of Dundee / Cultural Strategy Team	DCC (Education) / DC Thomson / Arts and Business Scotland
6.6	Become the national leader for Career Long Professional Learning (CLPL) in education.	Recognition by Education Scotland by July 2016	DCC (Education)	Cultural Agencies Network / Skills Development Scotland / Creative Scotland
6.7	Support community organisations to develop cultural programmes and events which enhance the quality of cultural experience for Dundee's communities.	Annual DALMG Action Plan and community programmes (West Fest etc)	Culture and Community Group DCC (Communities) Leisure & Culture Dundee	Cultural Agencies Network
6.8	Ensure the public library service maintains its high-level of accessibility to all communities within the city.	Library Service Plan 2014-2018 Review 2018	Leisure & Culture Dundee	Scottish Library and Information Council / DCC (Corporate Services / Education)

7.	RESILIENT: We will ensure the city's heritage has a place in its future.			
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
7.1	Encourage the establishment of a heritage building inventory to prioritise investment and seek external funding to secure and develop Dundee's historic built environment.	2015 on-going	Dundee Historic Environment Trust	University of Dundee / DCC (City Development) / Civic Trust / Heritage Lottery Fund
7.2	Ensure the successful delivery of the Great War Dundee resource hub/website, which will contain an online archive of material recording, preserving and making accessible stories, objects, photos and documents about Dundee and Tayside people during WWI.	2015 – First full year of partnership activity 2016 – Second year for which partnership funding has been secured	Great War Dundee Project	Heritage Lottery Fund
7.3	Secure an agreed strategy for the protection and future of HMS Unicorn.	2015	Unicorn Trust	DDC (City Development) / Heritage Lottery Fund
7.4	Ensure the successful development of heritage projects in the city: <ul style="list-style-type: none"> • High Mill • Museum of Transport (Maryfield Tram Depot) 	2016 On-going	Dundee Heritage Trust Dundee Museum of Transport	DCC (City Development) / Heritage Lottery Fund
7.5	Establish a new operating arrangement to ensure that Camperdown House is brought back into public usage.	On-going	Leisure & Culture Dundee / Dundee and Angus College	DCC (City Development) / Heritage Lottery Fund / Friends of Camperdown House
7.6	Explore opportunities for developing the accessibility to, and links between, the city's principal public and private archives	Audit of Dundee-based archives and collections by April 2016	Cultural Strategy Team	DCC (City Development) / University of Dundee / DC Thomson / Abertay University