EXECUTIVE SUMMARY

Dundee is a small, dynamic city with a strong cultural identity and a history of innovation and creativity. The city has time and time again reinvented itself, focusing on design and creativity to build and sustain economic growth. From rapid growth in the 19th century as a result of the jute industry, through post-war electrical and mechanical engineering, the city is now home to a cutting edge life sciences sector, a dynamic digital media industry, world-renowned higher education institutions and a vibrant design and creative industries sector.

Dundee became a UNESCO City of Design at the end of 2014. This report summarises the main areas of activity which have been delivered over the past four years.

The city’s designation is linked to its Cultural Strategy. The strategy is based on a belief in the transformational power of culture to release and reveal the innate creativity of individuals and communities – a power which we believe can be harnessed to help people live better, fairer, happier lives.

Dundee has used its City of Design designation to pursue its cultural and social ambitions in a way which uses the cultural richness of the city to support engagement, ambition, achievement and the well-being of its citizens.

In the last four years, Dundee has:

- Created a robust city-wide partnership that governs and directs the designation;
- Secured joint funding arrangements between local government, the city’s two universities, the city’s cultural trust and the private sector.
- Curated and promoted two major Dundee Design Festivals;
- Established a city wide Dundee Design Month (May);
- Built and opened Scotland’s first and only Museum of Design – V&A Dundee;
- Embedded social design as part of the local government’s strategy for transforming the delivery of public services;
- Played an active role in the UNESCO Creative Cities Network and a leading role in the Design Sub Network.

Scotland is a nation with a proud design heritage. Design has always been in the heart, mind and soul of Dundee. Today, the world recognises Dundee’s place on the international design stage. Design is an integral part of what makes Dundee a livable city. A place its citizens love.

The People’s Tower: Dundee’s Royal Arch
Claire Dow and artist Olivier Grosstête recreated a piece of Dundee’s Victorian architecture from cardboard boxes. Hundreds of volunteers built the cardboard arch which stood for 24 hours before being topped and trampled!
in the spirit of the UN Sustainable Development Goals. As an active partner in the Creative Cities Network, we see design as an essential tool to deliver a shared vision for the city. Design and the creative industries play an integral role in directing city-wide design initiatives.

Dundee’s activities as a member of the UNESCO City of Design Network was carried out under the auspices of the Dundee Partnership. A city-wide, community planning group, the Dundee Partnership includes senior decision-makers from all sectors working together on strategies which deliver a sustainable city.

UNESCO City of Design Dundee is supported by a strategic group which meets every six weeks bringing together a range of key stakeholders.

The designation is chaired by Stewart Murdoch, Managing Director of Leisure & Culture Dundee, and managed by Anna Day, University of Dundee. The designation is supported by a Project Coordinator, Annie Mars, and Desk Officers, Poppy Jarrett and Kirsten Wallace.

The designation’s day-to-day delivery is directly supported by a Core Group. Each of the following members has an important role to play in driving forward and delivering the designation.

Aberystwyth University - preparing students for life and work in the modern world with strong links to industry, designers and academics. Aberystwyth was the first University in the world to offer a computer games degree playing a fundamental role in the growth of the sector here and globally.

Creative Dundee are about connecting the city’s creativity to support creative talent to grow and sustain their practice. Creative Dundee lead collaborative projects which generate local, national and international opportunities and play an integral role in directing city-wide design initiatives.

Stewart Murdoch
Project Lead
Chair

Anna Day
Managing Director of Leisure & Culture Dundee

@DesignDundee
@DundeeDundee
facebook.com/cityofdesigndundee

NAME OF THE CITY: Dundee
COUNTRY: Scotland, United Kingdom of Great Britain & Northern Ireland

DELIVERY OF DUNDEE’S CITY OF DESIGN DESIGNATION 2014 - 2018

Dundee is committed to pursuing the United Nations’ 17 Sustainable Development Goals set out in Transforming Our World 2015, Agenda for Sustainable Development - described as the closest the world has come to a strategy to end extreme poverty, fight inequality and tackle climate change.

Scotland was among the first nations to sign up to the goals and Dundee has recently demonstrated its commitment by publishing implications of its climate change strategy. Strategic partnerships and a belief in devolution are key to driving forward and delivering the designation.

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CONTRIBUTION TO THE NETWORK

© UNESCO Creative Cities Network Meetings
© UNESCO Design Cities Subnetwork Meetings
Dundee Participation at UCCN member festivals, events and conferences
Collaborations, shared learnings and projects
Visitors welcomed to Dundee from UCCN member cities
UCCN Member Participation at Dundee festivals, events and conferences
Participation, contribution and collaboration within the UNESCO City of Design Network is highly valued by Dundee. The city recognises the positive impact and unique opportunities that learning from and sharing with each other provides. As an active member of the Creative Cities Network, Dundee has shared experience, knowledge and resources with other members to promote the values of design and to develop intercultural dialogue.

This active role has included participating in the activities organised by the network members and contributing to a variety of events, exhibitions, meetings, learnings and projects.

**Participation in the Creative Cities Network’s annual meetings**

Over the past four years, Dundee has attended and participated in every Creative City Annual General Meeting. Attendance has been by members of Dundee’s City of Design delivery team and political representatives when appropriate.

- 2015 Kanazawa (Japan), Crafts & Folk Art
- 2016 Ostersund (Sweden), Gastronomy
- 2017 Enghien-les-Bains (France), Media Art
- 2018 Kraków (Poland), Literature

**Hosting of a Working or Coordination meeting**

In addition to working sessions at each AGM, Dundee has participated in seven City of Design Sub-Network meetings and hosted in 2018. Attendance at Sub-Network meetings has been by members of Dundee’s City of Design delivery team and political representatives when appropriate.

- 2015 Saint-Étienne (France), Helsinki (Finland)
- 2016 Paris (France), Ostersund (Sweden)
- 2017 Enghien-les-Bains (France), Puebla (Mexico)
- 2018 Dundee (United Kingdom of Great Britain & Northern Ireland)

**Participation in the evaluation of applications**

Dundee has been consulted on applications to join the network and has supported cities to prepare their applications to become UNESCO Creative Cities. This has included successful cities of design, Detroit, Greater Geelong, Singapore and Wuhan. It also currently includes the cities of Cubu (Philippines) and Aberdeen (United Kingdom of Great Britain & Northern Ireland) considering future applications to join the network.

Dundee has participated twice in the evaluation process for prospective cities of design, reviewing 8 applications in 2015 and 12 applications in 2017.

**Hosting the evaluation meeting**

In order to showcase the rich design highlights, profile our designers and develop relationships, Dundee hosted a Global UNESCO Design Cities Event, Powered by PechaKucha. Seven of the attending city representatives shared what makes their city special using the PechaKucha 20X20 format, raising awareness of the value of the network to the people in our city. Presentations are available online.
DUNDEE DESIGN FESTIVAL

Delivering a major design festival was always an ambition of Dundee’s. Securing the design designation provided momentum to that ambition and the team have delivered two major festivals, and one design month, in the period.

The inaugural Dundee Design Festival was held in May 2016 over four days in a former print factory West Ward Works. The festival explored the potential of design to connect communities and improve everyday lives through its theme ‘Place. Work. Folk. Design.’ Showcasing work by over 70 designers, the festival was visited by over 7000 people.

Such was the success of 2016’s event that a commitment was made to deliver another festival in 2017. Open for twice as long, the 2017 event returned to the same site. West Ward Works and increased in scale, making use of the vast open spaces.

The 2017 theme of Factory Floor explored making in all its guises and the packed programme included Perth City, a monumental immersive city built from hundreds of hand printed blocks of cardboard; XMSPF; a practical work base; makerspace and demonstration event; Skinny Message; a live participatory event; four new commissions, three residences and the participation of over 50 designers and makers.

In 2018 it was agreed that Dundee Design Festival would move to a biannual model, returning in 2019. However the curatorial team delivered a Festival for Dundee in 2017. Open for twice as long, the 2017 event returned to the now iconic West Ward Works factory. The 2017 festival remained of significant importance.

DUNDEE CITIES

Dundee was the first city in Scotland to develop a city wide strategy for the Creative Industries. Dundee’s Creative Industries Strategy 2017 – 2021 was developed by Dundee Design Festival on behalf of the Dundee Partnership. It was co-designed with the working and studying in the city’s creative industries sector and the local and national agencies who support the creative sector.

Dundee has a strong creative ecology where culture and creativity are priorities for growth and development. However there are still areas which need to be improved for the creative sector to thrive.

An Action Plan is being developed and reported on by national agents, cultural partners, industry professionals and local business. The full strategy is contained in Appendix 3.

BOOST BY DESIGN

BOOST by Design was a programme for 16 of Dundee’s creative industries sector who were invited to develop their understanding of service design, creative innovation and digital skills. Developed and led by Creative Dundee with support from Open Change, V&A Dundee and the UNESCO City of Design Team, the project included workshops, design and digital mentoring and a final celebration event.

EMBEDDING DESIGN IN SERVICE IMPROVEMENT

Since becoming a UNESCO City of Design, Dundee has championed using design principles and methods to transform service delivery. Dundee City Council has embraced design to ensure that services are efficient and responsive to the needs of citizens.

The Council has trialled design methods through a number of projects and built partnerships and networks across Scotland, working with Dundee Design Festival, V&A Dundee, Scottish Design, the Scottish Fire & Rescue Service. The City Values are contained in Appendix 2.

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PECHA KUCHA NIGHT – YOYP TAKEOVER

Peche Kucha Nights are a big part of Dundee’s cultural scene and a great way of hearing from people across the city and beyond. As part of Scotland’s Year of Young People, Creative Dundee with Dundee Design Festival co-designed a very special PKN in May 2018.

Curated and delivered by local young people from Hot Chocolate Trust and V&A Young People’s Collective, they had responsibility for; selecting the speakers, presenting, marketing, filming, hosting and social media. The largest PKN ever held in Dundee, the event aimed to improve access to cultural activity for young people in Dundee, and supported young people collaborating with the city’s wider cultural sector.

DUNDEE COMIC CREATIVE SPACE

Dundee Comics Creative Space is a social enterprise and studio project developed by the University of Dundee. The aim is to provide educational workshops and to encourage creative learning through comics. They also house an incubator space for recent comic graduates, run workshops for young people, deliver talks and events and provide advice and guidance. The project promotes literacy through comics and works to reach young people from areas of multiple deprivation.

DUNDEE DESIGN MONTH

Dundee Design Month brings together design-related activity delivered during the month of May. Cultural agencies, museums, schools, academic institutions, businesses, community groups, studio collectives and individual designers whose events meet four design criteria are included in the programme.

BASH STREET AT THE MCMENANCE

In the summer of 2018 The McMenus Art Gallery & Museum worked in partnership with DC Thomson’s Beano Studios and their much loved Bash Street Kids, who took over the museum and re-named it The McMenace! The exhibition celebrated Britain’s longest running comic strip – the Beano – home to some of the most iconic characters in comic history.

It displayed original drawings, sketches and a selection of design items inspired by the characters. The exhibition was the most popular comic exhibition staged in the UK with over 80,000 visitors.

WEAVE BY ABERTAY

Weave is a creative outreach programme designed to share the talent and creativity of Abertay University students and staff connecting the wider community in Dundee and beyond. It creates off-campus opportunities for people to be inspired and collaborate with international high profile creative industry practitioners.

In 2018 Weave attracted over 10,000 people to a range of public events which included a talk by Pixar’s Michael Frederickson, student-led creative workshops at the launch of V&A Dundee and showcasing game design projects to UNESCO Cities of Design through interactive play experiences.
V&A MUSEUM OF DESIGN DUNDEE

On 15 September 2018, V&A Dundee opened its doors to the world. The first ever dedicated design museum in Scotland and the only V&A museum anywhere in the world outside London, V&A Dundee provides a place of inspiration, discovery and learning through its mission to enrich lives through design. In the first eight weeks of opening over 250,000 people visited the building to experience the brilliance of Scottish creativity and the best of design from around the world.

The extraordinary building is a testament to the commitment of entwining great design in the city’s regeneration plan. V&A Dundee was designed by renowned award-winning Japanese architects Kengo Kuma & Associates, following an international competition, and is Kuma’s first building in the UK. Kuma’s vision for V&A Dundee is that it will be a welcoming space for everyone to visit, enjoy and socialise in – a ‘living room for the city’ – and a way of reconnecting the city to its historic River Tay waterfront. Alongside the museum’s permanent galleries and vast temporary exhibition space, the museum is alive with a vibrant public programme of hands-on activities, learning programmes, discussion. Visitors can engage in a variety of hands-on activities, learning programmes, workshops and events.

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3D Festival

To mark the opening of V&A Dundee, a two-day celebration of design, music and performance, the 3D Festival was held in Summer Gardens. Dundee’s Biome Collective co-designed a packed programme of music and performance alongside family activities, reconnecting the city with the beautiful and impressive architecture.

V&A Dundee's Young People's Collective - the 3D Festival, was held in Slessor Gardens. Celebrating design, music and performance alongside family activities, co-designed a packed programme of music and performance. V&A Dundee's opening moment. Produced by Dundee's Biome Collective, Hello World played with the building's form and connected by Dundee's Biome Collective, Hello World created the festival's visual identity and graphic hand-made design workshops and creative collaborations. Over 10,000 people enjoyed the festival – creating community with fellow Dundee and Dundee's own Be Charlotte before a unique, large scale sound and light composition marked V&A Dundee's opening moment. Produced by Dundee’s Biome Collective, Hello World played with the building's form and connected the audience to the structure, re-emerging V&A Dundee’s arrival in an energetic burst of light and sound. Design studio AGENCY OF WORK created the festival’s visual identity and graphic experience taking inspiration from the building’s innovative architecture.

Scottish Design Galleries

For the first time, and in one place, V&A Dundee explores Scotland’s design heritage – its past, present and future. Housing around 300 exhibits, the Scottish Design Galleries explore Scotland’s design landscape, historically and today. Visitors can learn more about the everyday relevance of design and how it improves our lives, experience the processes that underpin design and discover little-known stories of Scottish design with international impact.

Ranging from architecture to healthcare, furniture and engineering to video game design, the exhibits have been drawn from the V&A’s world-famous collections of art, design and performance, as well as museums, private collections and designers across Scotland and the world.

Schools Design Challenge

The Schools Design Challenge was V&A Dundee’s first schools project for S1 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. The challenge encouraged over 1000 pupils to change their everyday environment. 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This project highlighted design’s positive impact on wellbeing. Designed by people living with and recovering from a range of health and wellbeing issues, they were supported by professional designer Linsey McIntosh and design studio kenchinbeak to realise their vision of a place where people can gather and socialise.

2019 Exhibition Programme

V&A Dundee’s major exhibition programme is a key part of how the city promotes the importance of design. In 2019 the museum will host Videogames: Design/Play/Disrupt, an exhibition celebrating one of the most important design fields of our time. Focusing on games developed since the mid-2000s visitors will gain a unique insight into the design process behind a selection of pioneering contemporary videogames.

Later in the year, Hello, Robot. Design between Human and Machine will examine the current boom in robotics in the ground-breaking exhibition by Vitra Design Museum, MAK Vienna and Design Museum Gent. Investigating the science and history of robots and how they are changing the world we live in, this exhibition will explore how popular culture has shaped our perception of robots and artificial humans, the impact this technology has had on industry and the increasing blurring of the boundaries between human and machine.

MAJOR INITIATIVES IMPLEMENTED AT LOCAL LEVEL
MAJOR INITIATIVES IMPLEMENTED THROUGH INTER-CITY CO-OPERATION

Since Dundee was designated a UNESCO Creative City, the designation’s delivery team and city partners have actively pursued international collaborations and co-operation to take full advantage of Creative Cities opportunities.

UNESCO Cultural Contacts Database
Dundee is committed to exploring, strengthening and building relationships with UNESCO Creative Cities through the development of a UNESCO Cultural Contacts Database. This database allows cultural agencies within Dundee to map their creative resources and identify those agency partners already engaged in and seeking to strengthen existing international cooperation and broaden opportunities.

UNESCO UCCN - Reference Library
The team in Dundee quickly became aware of the wealth of cultural resources created and made available to students and the public.

In partnership with the city’s Library Service, all publications received by Dundee from fellow UNESCO Creative Cities are catalogued and made available to students and the public.

Dundee Design Parade
2018 was Scotland’s Year of Young People, celebrating young people and their unique viewpoint. Dundee, UNESCO City of Design, delivered two co-designed events, one of which was the Dundee Design Parade.

The parade matched youth groups in Dundee with one of our 31 UNESCO Cities of Design. Young People and designers connected with partners in their allocated city to draw inspiration for their parade creation. Cities sent items for their parade creation. Cities sent items including fabric, ceramics, music, film, clothing and more to inspire the young people and tell the design stories of their city.

Over 500 young people took part in the parade with thousands watching. Such was the success that this will now become an annual event which will improve access to participation in the cultural life of the city. The parade also helps to profile Dundee. Young People and designers connected with one of our 31 UNESCO Cities of Design.

Dundee Design Festival 2017
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The opportunity to profile Dundee’s designers on the world stage is a significant benefit of the Creative Cities Network.

Dundee was invited to participate and present at the Detroit Design Summit alongside Kobe and Puebla. 200 delegates heard about and engaged in a panel discussion exploring Dundee’s experience in using design and creativity as an essential component in urban redevelopment.

THROUGH INTER-CITY CO-OPERATION

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Dundee Design Festival 2017
Representatives from Dundee’s UNESCO Core group and Abertay University attended the Shenzhen Design Festival 2017 which Dundee was invited to participate and present at the Detroit Design Summit alongside Kobe and Puebla. 200 delegates heard about and engaged in a panel discussion exploring Dundee’s experience in using design and creativity as an essential component in urban redevelopment.

Shenzhen Young Designers Award 2018
Final year student design team Tamzin Hough, Jamie Spratt and Campbell Scanlan from the University of Dundee’s Duncan of Jordan College of Art & Design were prize winners at the S-DAY 2018 Awards. Their Sociometer project, presented an analogue view of the data being consumed by over 400 people and participated in the S-DAY 2018 Awards. Their Sociometer project, presented an analogue view of the data being consumed by mobile devices in a public space - on this occasion a traditional pub, to raise awareness of the amount of time people spend on their mobile devices.

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Major initiatives implemented through inter-city co-operation

**PUEBLA**

Cebraton

In 2017, Dundee was delighted to participate in Puebla’s Cebraton. Through design interventions in urban development, Puebla addressed the issue of pedestrian safety, highlighting safe crossings, encouraging pedestrians to use the correct crossing and road users to respect it.

A crosswalk for every UNESCO City of Design was painted on streets surrounding a park. In Dundee, designer Louise Kirby created an illustration from her Dundee Delights collection which was inspired by the patterns of items that Dundee is well-known for such as the almonds on Dundee cake! A year later, young people in Dundee created their own crosswalk designs which were painted on a city centre street. Whilst only temporary, it is intended to repeat this project to create permanent colourful crossings.

**DUNDEE**

Dundee Soup

Soups are run all over the world. Their founder, Amy Kaherl of Detroit, describes them as, ‘It’s a little bit of funding, it’s a lot more empowering and it’s even more about connectivity’. Inspired by Detroit, Dundee Soup is a social event generating funding and giving micro-grants to creative projects.

Over a simple supper, donations are made to projects which could benefit the Dundee community. Dundee Soup is a safe way to fund creative challenges and imperfect ideas, celebrating local community-based projects which improve people’s lives. In a little over a year nearly £1500 has been gifted to a variety of projects.

Global Gov Jam

In 2017, Dundee hosted the world’s biggest gathering for GovJam, a two-day service design event which is held across the world. Designers and the public sector come together with energy and focus to design solutions to challenges faced by public services. In 2018, Dundee was the Global HQ for GovJam connecting with design cities Buenos Aires, Curitiba and other UCCN members Barcelona, Ghent, Leeds, Lyon and Ljubljana.

**GRAZ**

COD 100 – Xchange Program

Dundee was delighted to be the first city to participate in the 100 Days programme led by the city of Graz. In this programme Graz based designers have the opportunity to work in a company located in another UNESCO City of Design for the duration of 100 days. Designer Sonya Schwaighofer began her residency in Dundee in September 2018 with Dundee based digital design company MTC. This programme broadens international opportunities for creative professionals in the design sector and builds relationships that strengthen international cooperation. As a result of this participation, Dundee is now preparing to secure a business partner to host a Dundee designer to work in Graz for 100 days.

Dundee design parade

18
UNESCO Cities of Design.

Cities Network by collaborating and sharing in decision making.

Active participation in the UNESCO Creative Network is an essential component of Dundee’s Creative Industries Strategy and Dundee’s City Designer project.

As the UK’s first and only UNESCO City of Design, we uphold the values of UNESCO and publicly commit to using design to help solve the challenges we face.

We are committed to sharing best practices, developing partnerships that promote creativity and the cultural economy, supporting our citizens’ participation in cultural life and integrating culture into our urban development.

Dundee is a city rich in design heritage, with thriving design industries and huge potential for future growth.

Dundee Made

City designers have highlighted the need for a trusted mark or brand which highlights Dundee design.

UNESCO City of Design Dundee will work with the creative sector to co-ordinate the development of a collective brand message for use by designers and retailers in the city.

This will ensure that the benefits of increased tourism directly affect the local creative economy, supporting designers to run successful businesses producing quality design products.

Dundee’s Creative Industry Strategy

UNESCO City of Design Dundee is an active partner in the delivery of this strategy’s Action Plan with a particular focus on delivery actions against the themes of Making Creativity Sustainable and Creating Big Collaborations in A Small City.

Dundee’s Creative Industry Strategy cuts across the creative fields of Music, Film, Design, Craft & Folk Art and Media Arts. The strategy brings together city partners whose role it is to improve the city’s economic output and focuses on developing the city as a hub for creativity and innovation, growing opportunities for professionals in the cultural sector.

Dundee Design Month

The objective of Dundee Design Month is to strengthen the enjoyment of design with the citizens of Dundee through a variety of partner led events, activities, and exhibitions. Partners include the city’s universities, visitor attractions, businesses and local government.

Initiatives for the UCCN to participate in and to engage our designers in opportunities across the network.

Dundee Design Festival

We will deliver the Biennial Dundee Design Festival in 2019 with the theme Liveable/Loveable Cities and in 2021 with a theme to be decided.

A significant project between the public, academic, and private sectors, the festival attracts an audience of around 5,000. Dundee Design Festival is Scotland’s design festival and aims to profile the work of local, national and international designers.

To ensure as wide a range of designers participate, the programme includes international designers. To ensure as wide a range of designers participate, the programme includes international designers.

We want our designers to showcase their creative and commercial success and involving them in decision making.

Local Programme

Work to be presented as part of the month.

Young People from some of Dundee’s most deprived and vulnerable communities come together to research and engage with cities in the network to inspire displays for the parade. Creativity is used in this context as a tool for learning and cooperation embedding designers within the community.

With over 500 citizens participating, the parade displays for the parade. Creativity is used in this context as a tool for learning and cooperation embedding designers within the community.

World Community Development Conference,

July 2019

Dundee has been selected as the host city for this event in 2019 by the International Association for Community Development. Dundee believes that the wealth of information generated by the network should be as publicly accessible as possible.

We will use this conference as an opportunity to profile the ways in which design is being used in Dundee as an essential component of urban development and how culture is being embedded as a tool for regeneration in community development across the UCCN.

Initiatives in the International Programme

Dundee will continue to attend the UCCON Annual Meetings and Design Network meetings, participating in collaborative opportunities. As a city we will also continue to develop international initiatives for the UCCN to participate in and to engage our designers in opportunities across the network.

UNESCO Scotland Trail

In 2018 Scotland’s UNESCO designations (World Heritage Sites, Global Geoparks, Biosphere Reserves, Creative Cities) came together and agreed to take forward the development of a collaborative UNESCO Trail to profile these designations to an international visitor market.

We will use this conference as an opportunity to profile the ways in which design is being used in Dundee as an essential component of urban development and how culture is being embedded as a tool for regeneration in community development across the UCCN.
ESTIMATED ANNUAL BUDGET

Dundee’s UNESCO City of Design Designation is directed by Dundee Partnership through Leisure & Culture Dundee and is supported by three members of staff.

Funding for the period has been secured from founding partners Abertay University, Dundee City Council, Leisure & Culture Dundee and University of Dundee.

Day to day services for payroll, human resources, finance, office accommodation and other support are provided in-kind from Leisure & Culture Dundee.

National Agencies EventScotland and Creative Scotland continue to support the UNESCO City of Design events and activity on a project by project basis.

COMMUNICATION PLAN

Dundee’s UNESCO City of Design team acknowledge the importance of continually raising awareness of our UNESCO Creative City Designation. This is for a local audience, a national audience and an international audience.

As a city we will build on our growing reputation to promote our design offering to visitors.

‘one of the coolest, smartest, most cultured and confident cities Britain has’
Conde Nast Traveller

‘Design and creativity are in the DNA of this city.’
The Guardian

‘A thriving hub of culture and design excellence’
Lonely Planet

Social Media platforms continue to be an important and essential way to communicate with audiences. We will continue to nurture our platforms @designdundee on Twitter and Instagram alongside our City of Design Dundee Facebook page.

In 2019, the UNESCO City of Design Dundee website will undergo a complete re-development. The website will act as the portal to design-related activity in Dundee, profiling organisations, businesses which champion design, supporting visitors to great design experiences, and promoting the city’s designers and their products.

Our media campaigns will focus on the themes contained within our 2019 - 2022 Priorities.
2016

Graz, Austria (Design). Design Meet Graz. April 2016. Participation by Stewart Murdoch, UNESCO City of Design Dundee Chair.


UNESCO - City of Design Dundee Values

Aims and values of UNESCO City of Design Dundee

Dundee is a city rich in design heritage, with thriving design industries and huge potential for the future. Our city is bold, ambitious and committed to using design to help solve the challenges we face.

The City Values were approved by the Dundee Partnership Management Group at its meeting on Thursday, 3 September 2015.

Aims

• using design to improve the lives of our citizens and sustainably grow our economy;
• using design to solve the social challenges faced by Dundee;
• growing our economy through design-led business innovation;
• supporting the creative and commercial success of local designers;
• learning from local, national and international designers;
• championing high quality design, covering place, products and processes;
• involving our communities in collaboratively designing services and solutions;
• reporting all links with organisations in the UNESCO Cities of Design to the UNESCO City of Design Dundee implementation group, for reporting purposes.

Values

• pursuing scientific cooperation: such as early warning systems for tsunamis or trans-boundary water management agreements, to strengthen ties between nations and societies;
• promoting freedom of expression: an essential condition for democracy, education, scientific research and the sharing of knowledge;
• protecting cultural diversity. UNESCO created the idea of World Heritage sites of outstanding universal value to protect sites of outstanding universal value; and
• ensuring understanding and respect for the diversity of all cultures: through the promotion of cultural diversity.

Creative Cities Network

Design is one of seven focus areas for the UNESCO Creative Cities Network, also including Crafts and Folk Art, Film, Gastronomy, Literature, Media Arts and Music.

The Creative Cities Network seeks to develop international cooperation among cities that have identified creativity as a strategic factor for sustainable development, in the framework of partnerships including the public and private sectors, professional organisations, communities, civil society and cultural institutions in all regions of the world. The Creative Cities Network facilitates the sharing of experience, knowledge and resources among the member cities as a means to promote the development of local creative industries and to foster worldwide cooperation for sustainable urban development.
Given the unique opportunities presented at this point in time for the city of Dundee and its economy, this strategy is crucial to further defining the Dundee approach to supporting its creative sector. This approach is significant, as a city which creates participative ways for its communities to shape and influence how Dundee and its creative sector is defined. Now is the right time to launch this strategy, building on the enthusiasm of the Creative Dundee team and the evidence of the Dundee Creative Industries Study 2015/16. This has been built on the work of Creative Dundee on the University of Dundee creative incubator and the Creative Dundee team’s success in bringing together the creative sector and the wider city region through the successful Creative Dundee Creative Cities project.

The strategy has been driven and co-ordinated by Creative Dundee and produced in partnership with Creative Scotland, Dundee City Council, and the wider creative sector through the Dundee Creative Industries Study 2015/16.

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APPENDIX 3
Introduction

Dundee's creative scene is active, connected and ambitious. Citizens and organisations right across the creative industries and cultural sector are supportive of each other and keen to see others succeed. This can be seen in the many physical transformations underway in the city, including the waterfront redevelopment, and the V&A Dundee. Dundee's Cultural Strategy holds the collective vision and actions for harnessing culture to support the engagement, retention, and growth of Dundee's cultural sector.

Over the next five years, this strategy aims to reflect the needs, challenges and opportunities ahead for the city’s creative sector. Dundee has a tremendous spirit for moving forwards. We can, in general, all pull in one direction and that drive is pulling so much focus into Dundee as a creative hub. A key way we can use this momentum is by developing a better, more connected city. The city needs to ensure this perception is matched by the reality.

Over the next five years, this strategy aims to:

1. Reflect the needs, challenges and opportunities ahead for the city’s creative sector.
2. Inspire and encourage practical action across the city.
3. Explore the best methods of support for the creative sector in Dundee.
4. Ultimately, improve a healthy and diverse base for creative practitioners and businesses.
The opportunity

People – passionate, committed and ambitious – are our city’s most valuable assets. The energy found in the creative community is unique. It nurtures others and continues to generate opportunities for the sector and city to thrive.

‘I like Dundee’s size. It means you can be connected very quickly with a wide range of people, projects and communities. This enables all kinds of things to happen relatively quickly. There is a spirit in Dundee of mutual support which is very refreshing.’ – Designer

The feeling of connection and belonging is important, as is a strong social justice ethos – people are keen to include, collaborate and make an impact in their city. These values resonate with the Scottish Government’s economic strategy supporting the 4I’s in the economy of Investment, Innovation, Inclusive growth and Internationalism; and also with Creative Scotland’s Triple Bottom Line approach – understanding that creative businesses not only have a strong understanding of community interest as well as commercial ability, and have an impact on economic, social and cultural value.

Common values shared by those working in the creative sector include:

- Working collaboratively
  Through peer sharing and learning.
- Finding economies of scale
  Creating alternative, innovative ways of sharing resources – knowledge, spaces, and other assets.
- Building social capital
  Harnessing the energy of individuals/communities to unlock resources and create opportunities.
- Embarking on play and experimentation
  Trying, failing, learning and trying again.
- Ensuring equality and inclusive growth
  Enabling everyone to be part of the creative sector and connecting with the city’s diverse communities – to spread and share aspirations.
- Being ambitious and reusable
  The scale of the creative sector and the size of the city offer huge opportunities to be responsive and progressive.

The consultations revealed three key areas impacting those working within the creative sector, across disciplines and career stages. The following sections outline the current challenges, a summary of the identified needs, recommended actions and benefits.
How can the city develop a nurturing environment that ensures creative practitioners and businesses from all backgrounds can succeed?

Dundee produces world class talent and then watches it disappear every summer. We need to step up our game. There’s an opportunity to create a much more nurturing environment for younger and emerging creatives. There are a lot of experienced creative professionals working in the city with a lot of knowledge that could be used to help those that are new to the sector. - Fabric Dundee participant

DEVELOPMENT NEEDS AND CHALLENGES

With a large creative student population in the city, a significant challenge for Dundee is encouraging its students from the local schools, universities and college to have the confidence to base their professional practice in Dundee upon completing their studies. Institutions and students are often disconnected from the local creative sector.

The research and consultation found that students themselves felt the city lacked sustainable local opportunities of meaningful scale which were attractive enough to encourage them to stay and be rooted in Dundee beyond graduation. Students often want to stay, but feel forced into leaving to find opportunities elsewhere. They are reluctant leavers.

The city’s institutions must encourage diverse routes into the local creative sector, supporting people either to create their own pathways towards establishing a creative business, or to find employment. Ensuring that students and those who support them are aware of the opportunities locally will equip graduates to make informed decisions on where to base their practice. Sharing sectoral perspectives from established creative businesses across key disciplines, such as games, fashion, music and design, are valuable for providing city-wide role models and mentors.

Some creative sector employers, particularly within the games industry, struggle to attract staff who have well-established lives elsewhere. Therefore, encouraging the development of sustainable creative businesses of scale - alongside building the perception of the city and its creative sector nationally and internationally – will be crucial for Dundee to be recognised as a potential base for creative businesses and employees.

If the city’s creative sector is to develop and match the expectations of a growing and rapidly changing city, support must be in place for creative practitioners, grass-roots organisations and businesses who are potentially undervaluing their products or services, or have not yet considered the opportunities associated with the city’s transformation.

Meeting these challenges require a city-wide rethink of the infrastructure, support and progression routes from education, through to gaining employment, or starting and growing a creative business.
SUMMARY OF IDENTIFIED NEEDS

- Strengthen the connection between students, academic institutions and the local creative sector.
- Support the development of sustainable creative businesses/practices.
- Maintain and develop networks to enable established creative businesses from different disciplines, including games, fashion, music, visual and performing arts and design, to share perspectives and to provide role models and mentors for young professionals.
- Explore current creative employment opportunities within the sector, so that career progression routes and pathways can be more clearly defined.
- Build awareness beyond the city of Dundee as a viable creative base.

SUMMARY OF ACTIONS

- Develop city-wide mentoring, internships and shared apprenticeship programmes.
- Grow the opportunities and pathways for creative practitioners and businesses to base themselves in Dundee.
- Build awareness of Dundee as a thriving creative hub.
- Encourage equality and greater diversity in the creative sector.
- Raise awareness of creative sector opportunities within further and higher education.
- Grow understanding of skills required to start, run and grow a creative business.

RECOMMENDATION

Grow the opportunities and pathways for creative practitioners and businesses to base themselves in Dundee.

BENEFITS

A thriving city which attracts, retains and exports innovative creative leaders; and an increased number of sustainable creative businesses.

“I would say one challenge for Dundee’s creative sector is being able to retain its young talent and expertise, with jobs and opportunities that provide clear paths to career development and not just jobs with limited parameters and pay scale. The creative sector of the city must grow to match the expectations and growing numbers of people wanting to live and work in this city. I have observed over a period of time how young graduates, although wanting to remain in the city, have after a spell of living and working in Dundee felt they must move on to further develop their careers.” – Printmaker

“While Dundee has a reputation as a tech hub, it isn’t considered a “good” place to live or work. I felt this stigma first-hand before moving here. This can damage the chances of attracting talent. We also have the problem in our company of retaining talented people, often people seem to want to work in Edinburgh or Glasgow and move on from Dundee.” – Creative Technologist
The creative sector has a lot to offer society and the economy, how does the city develop the conditions for these collaborations to emerge?

CREATING BIG COLLABORATIONS IN A SMALL CITY.

Although we can’t predict the jobs of the future, we can create the conditions to ensure they have the potential to emerge.

‘Although we can’t predict the jobs of the future, we can create the conditions to ensure they have the potential to emerge.’ - Fabric Dundee participant

The city has significant strengths and expertise which should be harnessed to develop Dundee and its surrounding region, and an international exemplar for other cities of a similar size.

Of those recorded as working in Scotland’s creative sector, 87% are micro-businesses with fewer than 5 employees; many more are independent freelancers, sometimes working in isolation. Although Dundee has a strong and well-connected creative ecology, some people are keen to further develop opportunities to collaborate with others, combine skills and learn from each other.

Identifying sectors which could benefit from collaborations and partnerships with the creative sector will be valuable for attracting new and emerging practices, within Dundee, within creative clusters and networks, and with other cities and regions.

Within Dundee there are vibrant life sciences and healthcare sectors, a rapidly growing service sector, and a large number of public, charitable and third sector organisations doing important work.

Over the next few years, the anticipated increased numbers of visitors to the area offers significant opportunities for cultural tourism, which is increasingly recognised as a vital tool for place-based regeneration.

By combining the creative and tourism sectors, we can offer a unique experience through engaged visitors. Dundee will provide opportunities for people to experience high-quality, world-class cultural experiences. The city’s products and experiences will provide a unique offering for those visiting from both within and outside of Scotland.

The city has good national and international links, although these are not always visible. Therefore more awareness-raising is needed, along with encouragement of the value and benefits of working with external partnerships.

Digital platforms offer innovative ways of the city connecting with practice internationally. They should be used to share the city’s stories and ways of working with the world.

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As a recognised hub for digital technologies, Dundee should be creating the space for experimentation and new ideas to form in a wider context than educational institutions, and beyond the development of traditional digital products – thus building awareness of the city as an international creative technology hub.

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SUMMARY OF IDENTIFIED NEEDS

- Identify key sectors such as healthcare and life sciences which would benefit from collaborative opportunities with the creative sector – map and understand where this is already happening well in the city.

- Increase the connections between the city’s artists and designers and the third sector.

- Develop the city’s cultural tourism offer as a city to visit, stay in and invest in.

- Build opportunities to ensure Dundee continues to be recognised as an important creative technology hub, nationally and internationally.

SUMMARY OF ACTIONS

- Run an annual programme of events focused on building and maintaining effective connections between the city’s creative community and other sectors.

- Encourage the development of high-quality cultural tourism products.

- Develop inclusive approaches to engage citizens in the city’s creative sector activities.

BENEFITS

Changed perception of how Dundee’s creative sector can impact the city locally, and is recognised on a global platform for its confidence, ambition and progressive approaches.

3 DEVELOPING INNOVATIVE WAYS TO SHARE SPACE AND RESOURCES.

Resources are tight for everyone, so how do we join forces and find economies of scale to unlock our potential to achieve?
Our main challenge is actually bringing individuals closer together in order to truly pool resources in an increasingly challenging financial climate. That challenging environment is not simply a matter of funding, but of effective use of what we have. Finding suitable ‘in kind’ partnerships to facilitate mutual growth and success for our varied projects.

- Artistic Director

Dundee’s creative economy is innovative and vital to the city, yet is still fragile. Like other cities it has limited access to available spaces to make, perform, show and sell work. However, despite this challenge, a recognised core strength of Dundee’s creative sector is its ability to revitalize and breathe new life into derelict and underused spaces through creative means. The city’s creative sector has made great progress in bringing to life redundant spaces in the city (Fleet, Tin Roof, Generator Projects), but needs real effective partnerships with the public and private sector to continue this work. Fleet Collective is a great example of the city’s creative spaces in action, initiated by a collective of local creatives working with SNC to find innovative ways to increase the use of these spaces. The city council is leading the way, working to create a culture and climate at the heart of Dundee that makes this happen.

This is a need in the city for both temporary suitable spaces (for making, performing, exhibiting and selling) and mixed-purpose, alternative spaces (for experimentation and the development of new ideas). The city’s creative sector has made great progress in bringing to life redundant spaces in the city, but needs real effective partnerships with the public and private sector to continue this work. Fleet Collective is an important example of the city’s creative spaces in action, initiated by a collective of local creatives working with SNC to find innovative ways to increase the use of these spaces.

There is a need in the city for both temporary suitable spaces (for making, performing, exhibiting and selling) and mixed-purpose, alternative spaces (for experimentation and the development of new ideas). The city’s creative sector has made great progress in bringing to life redundant spaces in the city, but needs real effective partnerships with the public and private sector to continue this work. Fleet Collective is an important example of the city’s creative spaces in action, initiated by a collective of local creatives working with SNC to find innovative ways to increase the use of these spaces.

The creative sector has a culture of flexibility and partnership, and it is part of the role of local creative and cultural organisations to bring these partnerships together to ensure Dundee continues to be recognised as a renowned digital hub.

DEVELOPMENT NEEDS AND CHALLENGES

1. Understand the challenges which are preventing creative practitioners from bringing redundant and underused spaces into productive life, and build these into long-term property development plans.
2. Develop a three-year plan and audit of under-used property with potential to support the creative industries, and determine the best solutions of temporary use of space in the city.
3. Create case studies of partnership projects which have used space and resources well in the city to demonstrate the value of these partnerships for both creative communities and property developers.
4. Build up initiatives and strategies which offer support for collaborative working, and promote the concept of shared spaces in the creative economy.

SUMMARY OF IDENTIFIED NEEDS

Enable better use of property space for creative use.
Create a city-wide support scheme for skills/resource exchange.
Ensure access to high-speed and affordable internet for creative businesses.

SUMMARY OF ACTIONS

Access space and resources to develop innovative ways to open and share.

RECOMMENDATION

Increased experimentation and sharing of initiatives for collaborative city-wide impact through developing new forms of collaborative working across the city.

BENEFITS

Increased collaborative working and sharing of initiatives for collective city-wide impact through developing new forms of collaborative working across the city.
Acknowledgements

Dundee is a city of strong partnerships, and the recommendations and outcomes detailed within this strategy will only be achieved through the collective action of organisations and individuals in the city and beyond.

Creative Dundee would like to thank everyone who contributed enthusiastically in the Fabric Dundee sessions; also to those who shared their views in the online survey, or took part in any consultation events or interviews.

Thank you also to the Creative Industries Stakeholder group for their support in developing the strategy including: Creative Scotland, Dundee City Council, Leisure & Culture Dundee, UNESCO City of Design, Scottish Enterprise, University of Dundee, Abertay University, Dundee & Angus College, V&A Museum of Design Dundee, DCA, Dundee Rep, Scottish Dance Theatre Limited, Cultural Enterprise Office, Tay Negro, Wasp Studios, Elevator and Skills Development Scotland.

This strategy was endorsed by the Dundee Partnership Work and Enterprise Board on 23rd May 2017.


Action plan
### Objectives

**Develop city-wide mentoring, internships and shared apprenticeship programmes which generate employment opportunities for young people and support creative sector growth.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcomes</th>
<th>Partners</th>
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<tbody>
<tr>
<td>Attract new talent to the city; retaining graduates and early-stage creative businesses.</td>
<td>Increased number of ambassadors promoting the city; existing businesses and students those that have moved on from the city.</td>
<td>Lead: Dundee City Council; Creative Dundee. Supporting: Creative agencies; university of Dundee; Abertay university; creative businesses.</td>
</tr>
<tr>
<td>Establish Dundee as a creative city — attracting visitors, students and investment.</td>
<td>Increased number of ambassadors promoting the city; existing businesses and students those that have moved on from the city.</td>
<td>Lead: Dundee City Council; Creative Dundee. Supporting: Creative agencies; university of Dundee; Abertay university; creative businesses.</td>
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**Build awareness nationally and internationally of Dundee as a thriving creative hub, with a strong, innovative identity; use existing memberships such as UNESCO Creative City Network and digital platforms to enable greater international connections to share experience and success.**

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<td>Identify key markets and messages.</td>
<td>Increased awareness of the diverse roles available in creative organisations.</td>
<td>Lead: Cultural Agencies, Developing Young Workforce Team. Supporting: Creative Scotland, University of Dundee, Abertay University, Dundee &amp; Angus College, creative businesses.</td>
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<td>Engage with national and international networking opportunities e.g. Pecha Kucha, Design Jams, EU initiatives, academic conferences.</td>
<td>Increased number of ambassadors promoting the city; existing businesses and students those who have moved on from the city.</td>
<td>Lead: Dundee City Council; Creative Dundee. Supporting: Creative agencies; university of Dundee; Abertay university; creative businesses.</td>
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<td>Support designers to engage with the opportunities offered by UNESCO Creative Cities membership.</td>
<td>Existing promotional activity used more effectively, tailored messages for the creative sector.</td>
<td>Lead: Dundee City Council; Creative Dundee. Supporting: Creative agencies; university of Dundee; Abertay university; creative businesses.</td>
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### Objectives

**Greater understanding of the skills required to start, run and grow a creative business, including the development of new business models such as creative hubs, co-ops and collectives.**

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<td>Develop a programme of skills development at key stages of the creative business life cycle — start up; ramp up and growth.</td>
<td>Increased number of creative start-ups in the city.</td>
<td>Lead: Business Gateway, Dundee City Council; Cultural Enterprise Office, Creative Dundee. Supporting: Creative businesses, academic institutes.</td>
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<td>Pilot new business models in the city.</td>
<td>Increased in number of work spaces for the creative sector in the city.</td>
<td>Lead: Business Gateway, Dundee City Council; Cultural Enterprise Office, Creative Dundee. Supporting: Creative businesses, academic institutes.</td>
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<tr>
<td>Identify existing creative hubs, hot-desking, collectives and gather information on their experiences.</td>
<td>Baseline data established to provide a starting point for monitoring outputs and achievements.</td>
<td>Lead: Dundee City Council. Supporting: Creative Dundee, Cultural Enterprise Office.</td>
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**Collate data on the creative sector to support understanding of the sector, its needs and the opportunities it presents.**

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<td>Analyse existing marketing/promotional activity, look at ways in which the creative sector can feature more often or add more.</td>
<td>Increased number of young creative businesses starting in or returning to the city.</td>
<td>Lead: Cultural Agencies, Developing Young Workforce Team. Supporting: Creative Scotland, University of Dundee, Abertay University, Dundee &amp; Angus College, creative businesses.</td>
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<td>Engage with national and international networking opportunities e.g. Pecha Kucha, Design Jams, EU initiatives, academic conferences.</td>
<td>Increased number of co-working/collaborative outputs in the city.</td>
<td>Lead: Cultural Agencies, Developing Young Workforce Team. Supporting: Creative Scotland, University of Dundee, Abertay University, Dundee &amp; Angus College, creative businesses.</td>
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<td>Support designers to engage with the opportunities offered by UNESCO Creative Cities membership.</td>
<td>Data available with which to sell the sector.</td>
<td>Lead: Dundee City Council; Creative Dundee. Supporting: Creative agencies; University of Dundee, Abertay University, creative businesses.</td>
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**Develop city-wide mentoring, internships and shared apprenticeship programmes which generate employment opportunities for young people and support creative sector growth.**

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<td>Develop new business models in the city.</td>
<td>Identify data held, data needed, how to collect it.</td>
<td>Lead: Cultural Agencies, Developing Young Workforce Team. Supporting: Creative Scotland, University of Dundee, Abertay University, Dundee &amp; Angus College, creative businesses.</td>
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<td>Identify existing creative hubs, hot-desking, collectives and gather information on their experiences.</td>
<td>Establish a methodology for collecting data.</td>
<td>Lead: Cultural Agencies, Developing Young Workforce Team. Supporting: Creative Scotland, University of Dundee, Abertay University, Dundee &amp; Angus College, creative businesses.</td>
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**Build awareness nationally and internationally of Dundee as a thriving creative hub, with a strong, innovative identity; use existing memberships such as UNESCO Creative City Network and digital platforms to enable greater international connections to share experience and success.**

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<td>Pilot new business models in the city.</td>
<td>Data available with which to sell the sector.</td>
<td>Lead: Business Gateway, Dundee City Council; Cultural Enterprise Office, Creative Dundee. Supporting: Creative businesses, academic institutes.</td>
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<td>Identify existing creative hubs, hot-desking, collectives and gather information on their experiences.</td>
<td>Better understanding of the sector.</td>
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The creative sector to be better connected, with improved networking opportunities within the sector and with those in other sectors, creating new business opportunities for creative businesses, non-creative businesses, the third sector and the public sector.

Dundee's creative sector provides high-quality cultural products, services, events and experiences as a key offer for visitors to the city.

**Objectives**

- Increased number of creative start-ups in the city.
- Increase in number of work spaces for the creative sector in the city.

**Actions**

- Develop events which aim to engage the organisations within the creative sector and across sectors.
- Engage the third, public and private sectors in creative approaches (e.g. design-led) to development of new services/products.

**Outcomes**

- Increased cross-sectoral working in the city, creating more opportunities for the creative sector.
- Development of new products, processes and services through collaboration/convergence.
- Enhanced networking within the sector and across sectors – events etc.

**Partners**

- Lead: Dundee City Council, Creative Dundee, V&A Dundee.
- Supporting: Local and national agencies.

**Collate data on the creative sector to support understanding of the sector, its needs and the opportunities it presents.**

**Objectives**

- Increased number of creative start-ups in the city.
- Increase in number of work spaces for the creative sector in the city.

**Actions**

- Developing a programme of skills development at key stages of the creative business life cycle – start up, ramp up and growth.
- Pilot new business models in the city.

**Outcomes**

- Identify existing creative hubs, hot-desking, collectives and gather information on their experiences.
- Identify data held, data needed, how to collect it.
- Establish a methodology for gathering data.
- Link with other growth sectors.

**Partners**

- Lead: Business Gateway, Dundee City Council, Cultural Enterprise Office, Creative Dundee.
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CREATING BIG COLLABORATIONS IN A SMALL CITY.

**Objectives**

- Development of new products, processes and services through collaboration/convergence.
- Enhanced networking within the sector and across sectors – events etc.

**Actions**

- Identify key selling opportunities for creative businesses.
- Raise awareness of cultural tourism and the cultural tourist and the future opportunities in the city for creative businesses.
- Support the development of products for cultural tourism.

**Outcomes**

- Visitors spending more money and time in the city as a result of an enhanced cultural tourism offer.
- More creative businesses engaging with cultural tourists.
- Increase in the number of cultural tourism products offering unique/ authentic experiences for visitors.

**Partners**

- Lead: Dundee City Council, Creative Dundee, V&A Dundee.
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**Partners**

- Lead: Dundee City Council, Creative Dundee, V&A Dundee.
- Supporting: Creative businesses, academic institutions.

**Objectives**

- Improved understanding of the skills required to start, run and grow a creative business, including the development of new business models such as creative hubs, co-ops and collectives.

**Actions**

- Develop a programme of skills development at key stages of the creative business life cycle – start up, ramp up and growth.
- Pilot new business models in the city.

**Outcomes**

- Identifying what skills are required to start, run and grow a creative business.
- Identifying what business models are available in the city.

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More people across the city are engaged in/with the creative sector through events, experiences, services and products.

**Objectives**

- More people across the city are engaged in/with the creative sector through events, experiences, services and products.

**Actions**

- Engage citizens with the European Capital of Culture bid.
- Ensure the Creative Industries strategy and the city’s Cultural strategy are working together to deliver.

**Outcomes**

- Increased number of creative start-ups in the city.
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<td>The city’s identified UNESCO design values are recognised and adopted by organisations and companies to support the growth of the creative sector.</td>
<td>- Work with the UNESCO team to develop awareness and engagement with the values. - Support local companies to engage with the design/creative sector through networking, awareness and opportunity. - Support the development of Visit Dundee’s design for business model.</td>
<td>Local creative companies engaging more effectively with other companies – being commissioned and procured for creative services.</td>
<td>Lead: UNESCO City of Design Team, V&amp;A Dundee. Supporting: Businesses and organizations.</td>
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### DEVELOPING INNOVATIVE WAYS TO SHARE SPACE AND RESOURCES.

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<td>Ensure that both the public and private sector are aware of the property needs of the creative sector and that the creative sector can access and manage appropriate, innovative property solutions to support their needs: working, selling and showing.</td>
<td>- Identify the property needs for the creative sector at various stages of business – start-up and growth – share with property owners. - Engage the creative sector, planners and property owners in discussion about needs and opportunities. - Provide the creative sector with an overview of the property sector – legal requirements, rates &amp; rates relief, health &amp; safety. - Undertake research into the re-use/temporary use of vacant spaces. - Support the development of hot-desking, co-working spaces. - Research opportunities for selling and showcasing products, services and events.</td>
<td>- More creative businesses are able to find appropriate and affordable property solutions. - Creative sector establishes new working spaces in the city. - New selling and showcasing spaces identified – pop-up and more permanent.</td>
<td>Lead: Dundee City Council, Creative Dundee. Supporting: Creative Scotland, Dundee City Council.</td>
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Create a city-wide ‘support scheme’ addressing skills exchange and/or resource sharing between cultural/creative organisations and individual practitioners.

- Undertake an audit of resources in cultural organisations that can be shared – physical and skills – sharing directory.
- Pilot the sharing approach.
- Develop a protocol for sharing resources and skills – the sharing economy.

- Smaller cultural organisations and creative businesses accessing skills and resources from larger organisations to help them grow.

Lead: Cultural organisations, Creative Dundee.
Supporting: Creative Scotland, Dundee City Council.
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<td>Ensure access to high-speed and affordable internet for creative businesses.</td>
<td>Work together to identify needs of the creative sector and current/planned status of internet provision across the city. Look at alternative models of provision.</td>
<td>Creative businesses are able to access affordable high-speed broadband. More of the city is covered by high-speed broadband.</td>
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Maximise the External Wall Insulation programme to reduce fuel bills and carbon emissions.

Increase the number of District Heating Schemes and develop a Low Carbon District Energy Hub at the Regional Performance Centre for Sport.

Instal photovoltaic panels on new buildings and major refurbishments (eg schools, sports centres, community buildings) where feasible.

Reduce teenage pregnancy and implement a strategy on Pregnancy and Parenthood in Young People.

Improve identification and responses to children at risk of harm from parental substance misuse.

Work with NHS Tayside and Scottish Natural Heritage to develop a Green Health Partnership, linking health care and greenspace initiatives.

Deliver the Scottish Attainment Challenge and use Pupil Equity Funding to provide extra support to pupils with identified needs.

Develop new and refurbished school buildings that support learning.

Develop an ‘Aspire and Achieve’ project that supports young people from the most deprived areas to access and sustain college places.

Increase the % of employees in the top salary bands who are female.

Work with partners on initiatives to prevent domestic abuse, target perpetrators and support victims.

Improve a range of services that will in practice, impact particularly on women eg expand provision of early years and childcare and improve support for carers.

Undertake Flood protection schemes between Camperdown Dock and Dundee Airport and in Broughty Ferry.

Work with Scottish Water to improve the city’s water/sewage infrastructure.

Undertake coastal and watercourse inspections and organise repairs and maintenance as part of our Flood Risk Management plan.

Implement Dundee’s Fairness Strategy and Action Plan.

Test a new model of advice on welfare benefits and budgeting to decrease the number of people affected by debt.

Increase the number of Dundee organisations and businesses signed up to the Scottish Living Wage and seek to have Dundee accredited as a ‘Living Wage City’.

Support the delivery of a ‘Fun and Food’ programme giving families access to free meals and activities during school holidays.

Streamline procedures for applying for Free School Meals to maximise take-up.

Work with Greenspace Scotland to develop a Local Food Growing Strategy and expand the number of community growing projects and support them with skills training, materials and capacity building.

Implement Dundee’s Commitment to the UN Sustainable Development Goals

As the UK’s first UNESCO City of Design, we believe Dundee has a duty to uphold the values of UNESCO and publicly champion our commitment to using design to improve the lives of our citizens and sustainably grow our economy.

The City of Dundee has demonstrated its commitment to the United Nations’ 17 Sustainable Development Goals translating this globally shared vision into local city development plans and strategies including the City Plan, Council Plan, Sustainable Dundee Report and Low Carbon Story.

The following Appendix details some of the actions that Dundee Partnership is taking to target across the city to achieve the goals.

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Recognise Dundee Third Sector Interface - which supports social enterprises and the voluntary sector - as an equal partner in the delivery of the City Plan.

Deliver on the follow up to Dundee Fairness Commission, with people who have personal experience of poverty working with senior civic and business leaders to make proposals around key areas of anti-poverty work, and establish a Drugs Commission on a similar model.

Work with partners in the Tay Cities Region Joint Committee to manage the principal levers of economic growth across local government boundaries within Tayside.

Develop a programme to reach, engage and provide intensive early support to those most at risk of long term unemployment, including multi-agency community hubs delivering employability support in two areas of the city.

Develop a skills development pathway which will enable people to progress into better paid employment and tackle in-work poverty.

Develop facilities to promote skills development eg a regional hospitality and tourism centre.

Establish Dundee as a location for oil and gas decommissioning and renewables.

Develop incubation facilities and affordable workspace for the creative sector.

Develop and implement a revised Social Enterprise Action Plan for the city.

Develop a single Equality Plan to address discrimination due to disability, race, religion, gender, LGBT or age, and the duty of socio-economic inclusion.

Develop a single gateway to provide early support to those with a health condition or disability who are in work, off sick or recently unemployed.

Deliver a Breakthrough Mentoring Programme for Looked After Children and ensure all looked after children have access to advocacy support.

Build 1000 new affordable homes over 5 years.

Continue to develop the city's electric vehicle charging infrastructure and the Council's own fleet of electric vehicles.

Improve neighbourhood bus services, develop a financially sustainable model of accessible transport and implement a range of ‘active travel’ projects which encourage people to walk, cycle or use public transport.

Complete the roll-out of a new household recycling service which meets the Charter for Recycling and Code of Practice.

Rationalise use of the Council's buildings, land and vehicles to achieve efficiencies and minimise our impact on the environment.

Complete the regeneration of Dundee Law and continue to invest in improvements to our green spaces in partnership with community groups.

Introduce a new Community Infrastructure Fund, using the “Dundee Decides” participatory budgeting process to give local people a say in spending on local infrastructure.

Deliver a more integrated health and social care service through Dundee Health and Social Care Partnership.

Support Dundee’s Protecting People Framework, which co-ordinates multi-agency work on child protection, vulnerable adults, violence against women, alcohol and drug misuse and racist incidents.

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