



Economic Development Plan | 2008-2011





Contents

3 Foreword

4 **Section One**

Economic Context

- Global
- Europe
- UK
- Scotland



7 **Section Two**

The City 2004-2007

- Population Trends and Forecasts
- Employment and Investment
- Knowledge Industries and Innovation
- Outlook for Current Plan Period



17 **Section Three**

Policy Context

- European Level
- UK/Scotland
- Local Policy



22 **Section Four**

Priority Activity

- Business Development & Knowledge Based Economy
- Property & Physical Infrastructure
- Place Marketing, Tourism & Events
- Skills & Employability
- Regeneration



38 Core Departmental Activity







Foreward

by Councillor John Letford, Convenor of Economic Development

I am pleased to introduce this, the City Council's 5th Economic Development Plan that covers the period 2008 to 2011.

Dundee has emerged from a period of sustained growth and in common with the rest of Scotland and the United Kingdom the city has moved into a period of economic uncertainty. The developments that have taken place within the context of the last four plans should enable the economy of the city to better withstand whatever the next three years bring. Whilst global economic factors may well lead to some setbacks the City Council will do everything in its power to ensure that the effects of those setbacks are minimised.



The emphasis in this plan is to continue to equip the city to play its part in the 21st century economy. The Council will develop its work with business sectors that are adding employment such as Life Sciences and Digital Media. Those sectors between them now provide employment for over 10,000 people in the area and are continuing to grow. We will also continue our work with those currently not engaged in the workforce. Through the Discover Opportunities initiative we will ensure that as many people as is practical join the workforce in the years ahead. We have already, with our partners in the project, seen significant reductions in those not economically active in the city and see no reason why that progress cannot be maintained.

The City Council recognises that the city does not exist in isolation but functions as the economic focus of a wider City Region encompassing North Fife, Angus and parts of Perth and Kinross. During this plan period we expect that working in the context of the City Region with our various partners will increase. With the recognition that what is good for the City Region is good for the city the Council will seek to work together with its partners to maximise the benefits to the city from a wider set of partnerships.

The city cannot do this alone. The Council will require the assistance of the Scottish Government to enable key developments for the city and the city region to take place.

Though the City Council remains optimistic about the future we will keep the contents of this plan under close review. It is essential that we are able to apply our resources flexibly and in response to events. This is only sensible during a period of uncertainty.

I look forward to working with all our partners in the years ahead for the benefit of everyone in the city. The thanks of the City Council go to all those that have worked so hard to make Dundee a city to be proud of and who will continue to do so over the next few years.

Cllr J Letford





section one
economic context

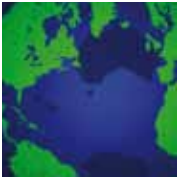




Economic Context

The previous plan was delivered against a context of strong and sustained international growth. The outlook for the current plan period is, however, less positive with rising inflation and a slowdown in growth expected to impact on most major and emerging economies in 2008 and 2009.

Global



World growth averaged 5.1% over the period 2005-2007. Positive expansion was recorded in every region of the world and averaged 9.6% per annum in developing Asia.

- The Chinese economy recorded annual growth of 11% whilst the Indian economy expanded at an annual rate of 9.2%.
- The Japanese economy recorded healthy returns in excess of 2% following a long period of below trend expansion.
- The US economy enjoyed growth of 3% in the period 2005-2006 but the housing downturn applied a drag to the wider economy in 2007.

Projections by the International Monetary Fund (IMF) in July 2008 anticipated that global growth would, slowdown from 5.1% in 2007 to 4.1% in 2008 and 3.9% in 2009. Slowing demand and growing inflationary pressures driven by rising commodity prices (particularly food and fuel) were expected to impact on growth rates in both advanced and emerging economies. At the time of writing (September 2008), however, the global economy faces the threat of a recession. A crisis of confidence in the world financial system, arising from the collapse of the sub prime mortgage market principally in the USA, has resulted in falls in world stock markets, the rapid consolidation of the banking sector and intervention by governments to nationalise failing companies and attempt to restore economic confidence.

The implications of all these factors for this plan are uncertain and therefore the situation and the Councils possible responses will be kept under close review.

Europe



The European Union enjoyed respectable annual growth averaging 2.7% over the period 2005 to 2007. The countries of Central and Eastern Europe meanwhile saw annual growth rates that averaged 5.9%.

The IMF anticipated that expansion would slow to 1.7% in European Union countries in 2008 and 4.6% in the countries of Central and Eastern Europe.

UK



The UK economy performed well over the previous plan period. After slow growth of 1.8% in 2005 the economy picked up expanding by 2.8% in 2006 and 3.1% in 2007. Unemployment fell to historically low levels. Migration from European accession states and increasing activity levels fuelled growth in employment numbers.

In the first half of 2008, however, accelerating food and fuel prices contributed to rising inflation. The Northern Rock debacle and the wider problems affecting financial institutions in the UK triggered the so-called "credit crunch", house prices fell rapidly and consumer confidence declined. Unemployment levels also edged upwards.

In August 2008, the IMF projected that the UK economy would grow by 1.4% in 2008 and 1.1% in 2009. At the point of publication in September 2008, however, the crisis in global financial systems threatened to undermine these growth prospects further.





Scotland



Growth levels in Scotland lagged slightly behind the UK between 2005 and 2007 but compared favourably with many other EU countries. Scotland's labour market outperformed the UK in 2007 with both higher employment rates and lower unemployment levels. Competition from Asia and Central & Eastern Europe continued to impact on a number of sectors including manufacturing, food & drink processing and engineering.

Forecasters anticipated that the service sector would continue to provide the impetus for growth in 2008 and beyond. However, the pressures impacting on the wider UK economy and beyond were also expected to impact on growth prospects for the Scottish economy over the current plan period.





section two
the city 2004 - 2007



The City 2004 - 2007 - Economic Performance and Context

Since the last plan was published, the city has, in many areas, continued to experience a positive move forwards and the following section outlines the local economic context during the period of the last plan and progress made towards achieving the strategic objectives outlined in the 2004-07 plan.

Population Trends and Forecasts

Dundee has experienced population decline since the early 1970s driven by falling birth rates and net out-migration. Between 2004 and 2007, however, the city's population stabilised. The population rose from 142,170 in 2004 to 142,360 in 2005 falling back to 142,150 in 2007. An influx of workers from the new EU accession states and increasing student numbers contributed towards this positive trend.

Projections suggest that in future years the structure of the population will change with fewer children and working age persons and increasing numbers of pensioners. (Figure 1).

Whilst the population of Dundee City itself (i.e. within City Council boundaries) may fall this may be countered by population growth in the wider metropolitan region. The city will remain the economic focus of the wider city region.

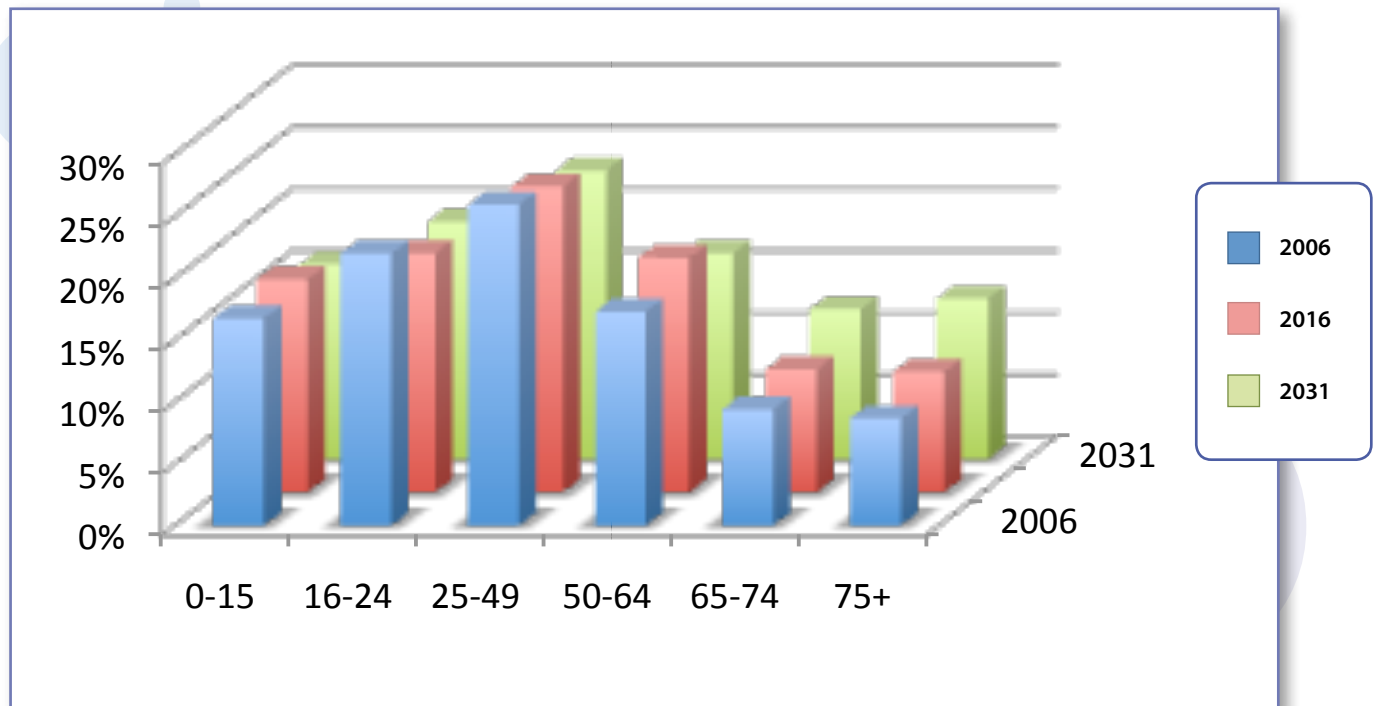


Figure 1 Changing Population Structure in Dundee City 2016 - 2031

A buoyant population is a significant factor influencing economic growth. The stability achieved in recent years is a reflection of the underlying improvement in the city's economic fortunes. It will be important to maintain this by ensuring that measures which help to sustain and grow the city region's population are taken forward. These include diversifying the employment base, improving the quality of life, continuing to enhance the housing mix and continuing to attract and retain international workers.

Policies to engage workless people will also be increasingly important as the proportion of working age people is anticipated to narrow in future years.



Location for Employment and Investment

Employment

Dundee is a net importer of labour, with approximately 70,000 economically active residents within the city boundaries but almost 84,000 jobs. Approximately 140,000 economically active persons reside within a 30 minute drive time of Dundee City Centre. The health of the city's economy is important to the wider geographic area.

Jobs Growth

Between 2005 and 2007 there was a net jobs gain in the city of 1085, equivalent to a growth rate of 1.3%. This, however, disguised variations at sector level. (Figure 2) Job numbers in manufacturing have fallen but growth occurred in other sectors including health and social work, public administration, education and transport, storage and communication. Sectors that experienced the largest rises and falls are outlined below.

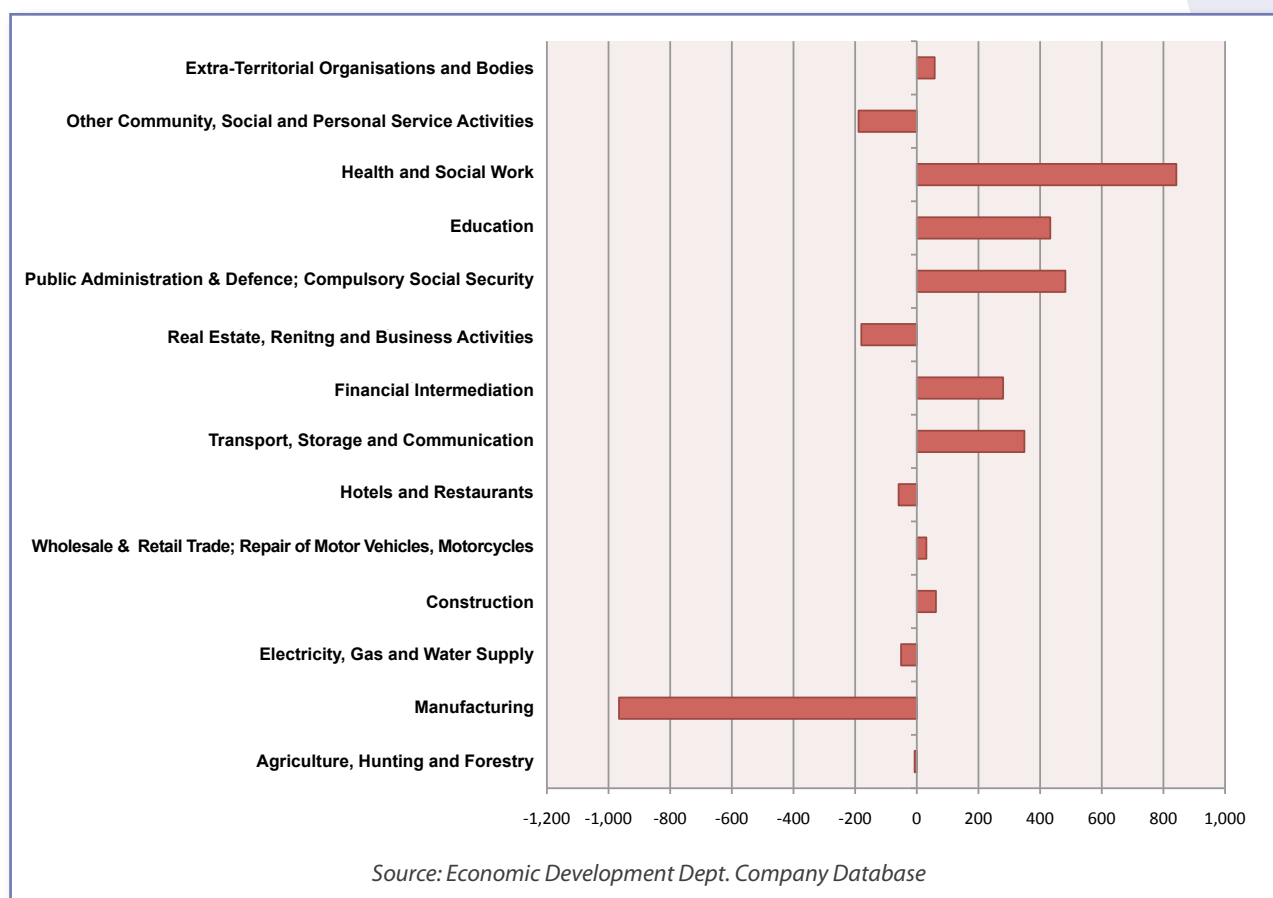


Figure 2 Change in Employment Numbers 2005 - 2007

- The **Health and Social Work** sector experienced net growth of 842 between 2005 and 2007. This appeared to reflect increasing levels of government investment.
- The **Public Administration and Defence** sector increased by 482. The most significant contributor to this was expansion in job numbers at H M Revenues and Customs.
- The **Education** sector saw a net jobs increase of 433 reflecting growth across nursery, primary, secondary and higher education.
- **Transport, Storage and Communication** rose by 349. Expansion in job numbers at companies such as Tesco and BT contributed towards positive growth in this sector.

- The **Financial Intermediation** sector experienced growth of 280 jobs fuelled by expansion in job numbers at a number of companies including Bank of Scotland and Alliance Trust.
- The **Wholesale and Retail** sector reached a plateau between 2005 and 2007 with minimal growth. This followed a period of rapid expansion between 2000 and 2004 resulting from the redevelopment of Overgate shopping centre and Kingsway West Retail Park. However, the opening of Morrisons and Aldi supermarkets in late 2007/early 2008 contributed to 2% growth in the sector between 2007 and 2008. The proposed expansion of the Overgate shopping centre anticipated to commence during the new plan period will see a further 40 retail units added and is expected to generate up to 600 additional jobs once completed.
- The **Manufacturing** sector continued its historical downward cycle with a net fall of 966 between 2005 and 2007. Across the sector job numbers contracted with some major employers reporting losses. A number of closures and announcements in the latter half of 2007 and early 2008 are not reflected in the 2007 figures. These include 560 automatic teller machine manufacturing posts at NCR. The outlook for the sector in 2008 and beyond remains uncertain.

Unemployment and Worklessness

As the number of jobs in the city has grown in recent years, the percentage of persons living in Dundee actively looking for work and available to start fell between 2005 and 2007. (Figure 3) In terms of the official International Labour Organisation (ILO) definition of unemployment, the rate fell from 8.3% in 2005 to 6.3% in 2007. By comparison the rate remained flat at a Scottish level (5.3%). The claimant rate (the % share of those claiming jobseekers allowance - JSA) fell from 4.2% in 2005 to 3.9% in 2007.

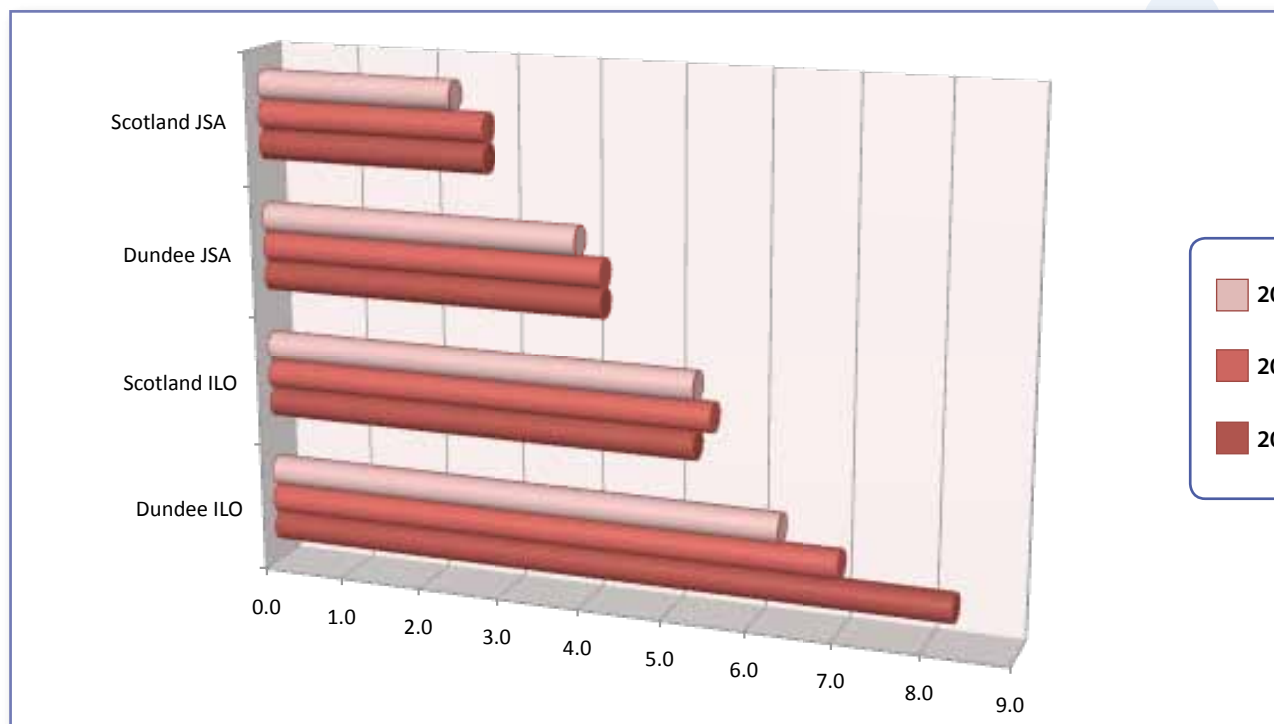
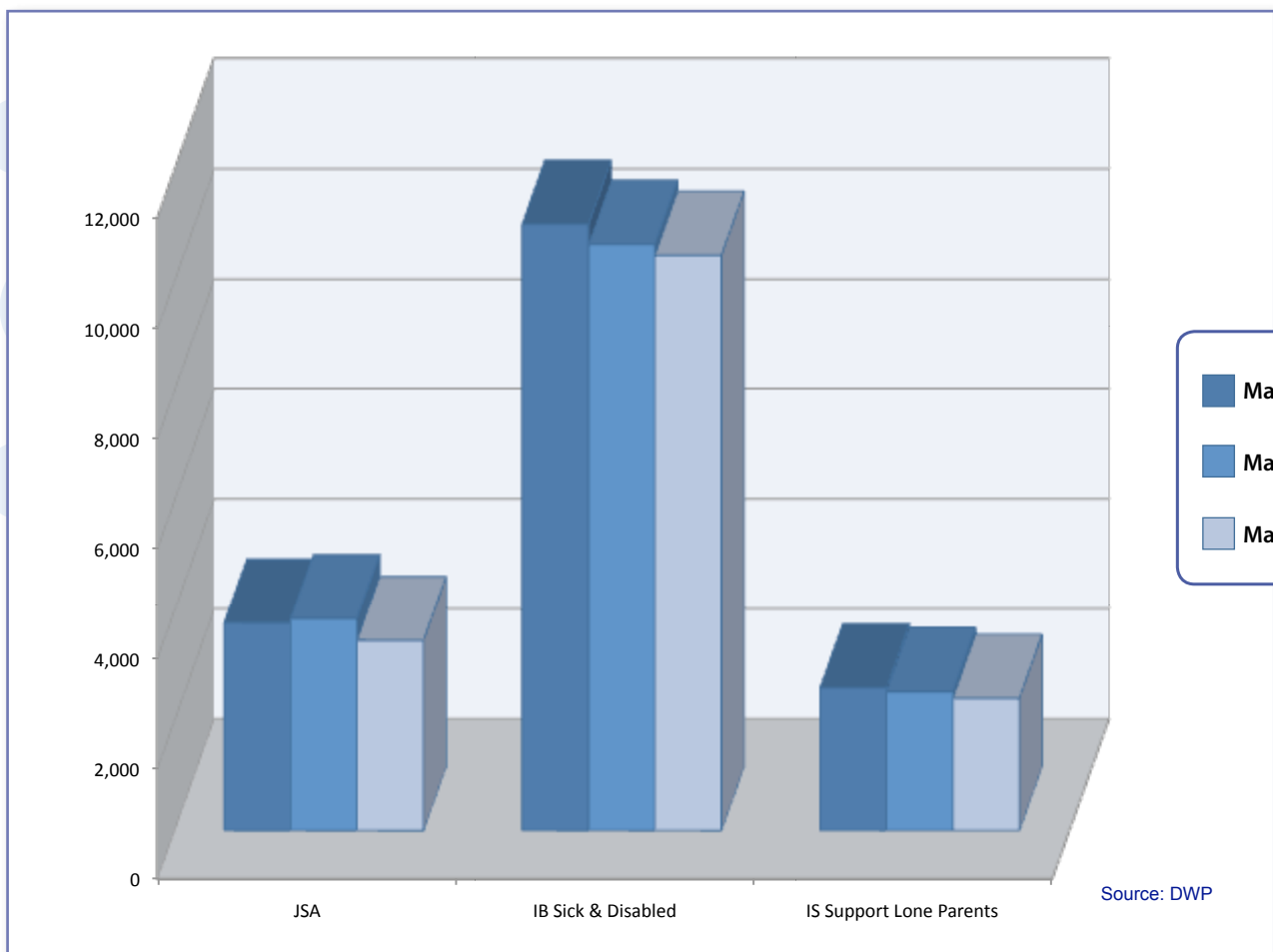


Figure 3 Unemployment Rates 2005 - 2007

As unemployment levels have declined across the UK, the policy priority has shifted towards those most disengaged from the labour market including the sick & disabled and lone parents. The number of working age persons on Incapacity Benefit (IB) stood at 10,460 in May 2007. (Figure 4) Whilst the number of IB claimants has come down by 5% since 2005, they continue to exceed the registered unemployed (JSA claimants) by 3 to 1. The number of Lone Parents claiming Income Support fell by 7% between 2005 and 2007 from 2,590 to 2,400.



Whilst the city's economic position has shown growth in recent years, pockets of deprivation continue to impact on the overall economic health of the city and lead to inequality of opportunity. Employability has been, and will continue to be, a key issue for the city. Much work has been undertaken in recent years to address issues of worklessness in the city, through the development and delivery of the Scottish Government funded Working for Families Initiative, More Choices, More Chances and central Government's City Strategy initiative. The aim is to create a city where everyone who wants to work has the opportunity to do so. The achievements include the opening of the Discover Opportunities Centre in the city centre - delivering a range of client focused services and supported by a number of agencies, including JobCentre Plus, the National Health Service, Dundee Community Health Partnership, Skills Development Scotland and the on-going development of the Dundee Employability Programme and the Dundee European Programme.



Employment Rates

As overall workless numbers fell over the course of the previous plan, the percentage of the working age population in employment rose accordingly from 70.3% in 2005 to 72.8% in 2007.

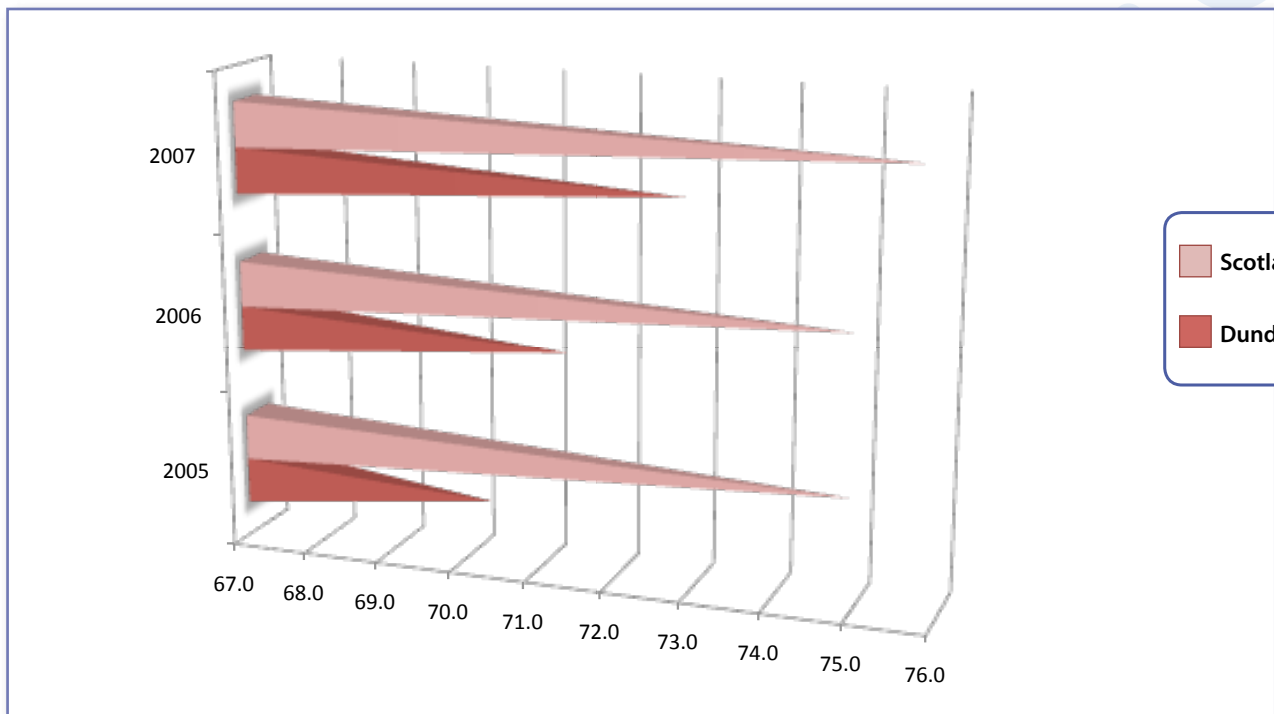


Figure 5 Percentage of Working Age Population in Employment 2005 - 2007

Wage Levels

Median gross weekly earnings of full time workers in Dundee rose by 6.6% between 2005 and 2007.

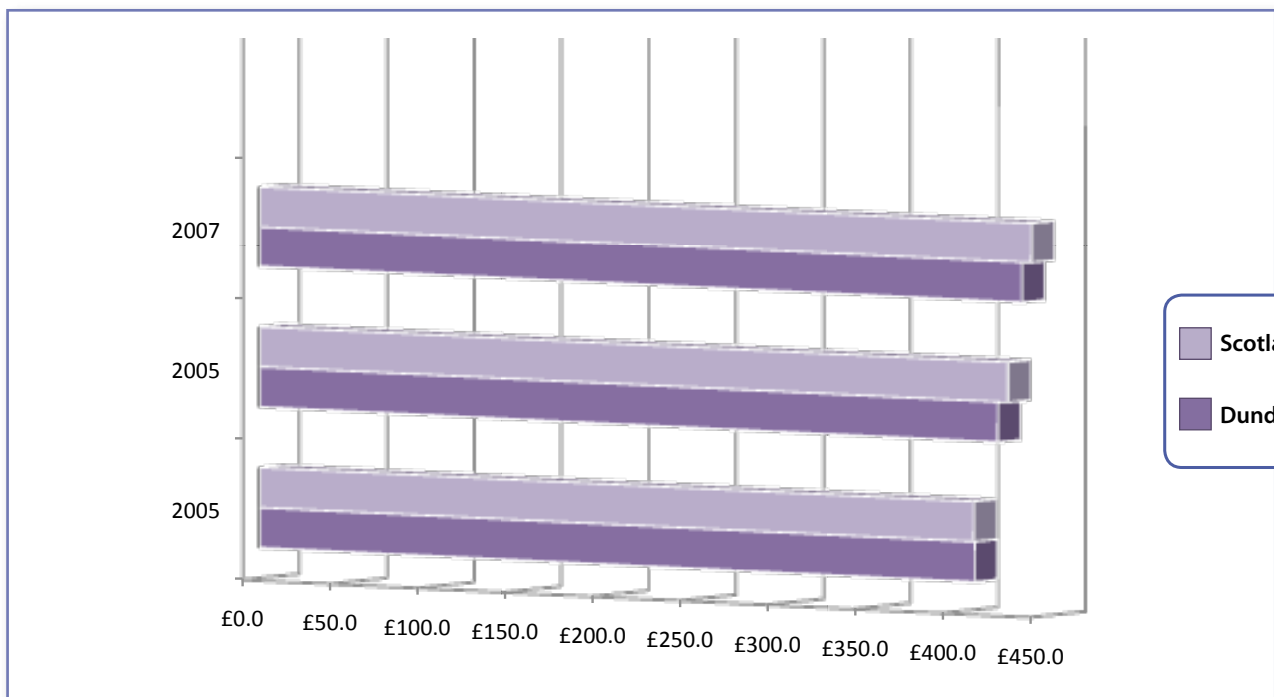


Figure 6 Median Weekly Earnings (Gross) of Full Time Employees 2005 - 2007



Investment

Investment in the city's physical infrastructure continues to support the overall development of the economy. Public sector investment during the last plan period has acted to pump-prime private sector development in the city. This is particularly evidenced with:

- **Waterfront redevelopment** - investment from the Scottish Government (£17.8million from the City Challenge Fund, 2004-08), the European Regional Development Fund (£1million) and the City Council has kick-started the master plan for the long-term redevelopment of the waterfront, reconnecting it to the city centre and ensuring that Dundee can benefit from its waterfront location.

Stage 1 of the redevelopment focused on realigning the Western Approach Road, opening up additional sites for redevelopment. To date a number of private sector-led developments have been completed or are underway. This includes:

- 93 bedroom hotel with recreational/leisure and retail units on the ground floor on Dock Street.
- Seabraes Yard - development of 27300sq.ft. of office space completed.
- Vision@Seabraes - 93000sq.ft. of office space completed.
- Merchants Quay - this, the latest phase of housing development in City Quay, has developed 160 apartments and 32 townhouses for sale.

Alliance Trust Headquarters

The Alliance Trust, one of the largest investment and financial services companies in the UK, which manages a portfolio of over £2billion, are currently constructing a new 6-storey, £12.5 million, headquarters on the former Burns & Harris site on Marketgait; committing to the City for years to come. The expansion of the company will create an anticipated 160 new jobs in the City.

- **Higher Education/Further Education Developments** - the education sector is one of the largest contributors to the local economy, with the 2 universities and the college educating 39000 students and employing over 5000 staff. Their input to the local economy is significant. Recent/planned investment by all 3 providers has been complemented by a range of private sector developments aimed at student housing. Developments have included:

- Dundee University's £6million refurbishment of the Medical Sciences Institute to house the Division of Molecular and Environmental Microbiology.
- Construction by private developers of the 507-bedroomed Hub student accommodation on Hawkhill, redevelopment of University of Dundee student accommodation on campus and at West Park, development of new student accommodation by the University of Dundee on campus.
- Al-Maktoum Institute - the Al-Maktoum Institute for Arabic and Islamic Studies continues to grow in the city, aiming to create a centre of excellence in the study of Islam.
- Dundee College have acquired the former Northern College site at Gardyne's Road for development to enable the College to consolidate its campuses into 2 sites.





Knowledge Industries and Innovation

Dundee with its higher and further education sector and the innovative Ninewells Teaching Hospital has developed a number of key knowledge industry sectors which have in recent years been raising the profile of the city and attracting people with higher level skills to work in them. Moving towards a critical mass within specific sectors allows additional growth to be generated and such clustering of activity is therefore important. As part of this a number of key sector projects have been developed which bring together public, private and academic partners from the wider city region to develop and strengthen the sectors i.e. BioDundee; Talking Tayside; Tayscreen; Interactive Tayside and more recently the Digital Observatory.

Recent Performance

Industry sectors that are not identified in the traditional industry breakdowns displayed in Figure 2 but which fit within the framework of the knowledge economy, and are priority sectors for Dundee include:

Life Sciences

- During the last plan period the Life Sciences sector in the city has continued to grow. The sector now employs approximately 4,100 people; compared to 3,800 three years ago and a number of international companies such as Cellartis and Wyeth (who announced the opening of the world's first translational medical research centre in the city in 2007) now have a presence in the city.
- The £10.5million Clinical Research Centre has opened at Ninewells Hospital, acting as a hub for the research community in Tayside, hosting patient trials in a comfortable purpose-built setting.
- The MRC Protein Phosphorylation Unit doubled their funding over the next 5 years to £14.9million.
- Millipore Ltd established its European Headquarters at the Technology Park in 2005.
- The £20 million Sir James Black Centre next to the existing Wellcome Trust BioCentre opened in 2006 with scope to create up to 300 jobs.

bio-dundee
www.biodundee.co.uk

Digital Media and Creative Industries

- Research carried out in 2007 identified that across Tayside there are 350 companies operating and employing 3,300 people. Since 2000, the sector has grown by 225% and a further 2,000 jobs are forecast through to 2010. Interactive Tayside estimate that 70%-80% of employment in the sector is based in Dundee.
- Growth and expansion has been seen, for example, with the relocation of Realtime Worlds to their new headquarters on the city's Marketgait.
- The continued support of the education sector in the city, through the delivery of courses which develop key skills for the sector, such as the BA (Hons) in Computer Games Design & Production Management or Computer Games Application Development at the University of Abertay, BA in Time Based Art & Digital Film or Animation at the University of Dundee and NQ in Animation or HND in 3D Computer Animation or Interactive Multimedia Creation at Dundee College, has been of vital importance in supporting the growth of the sector and the knowledge sector in the city.

Dare to be Digital

The University of Abertay's global computer gaming competition, "Dare to be Digital" has been running for 8 years, with the international element of the project commencing in 2005. "Dare to be Digital" brings together teams of 5 students over a 10-week period in regional hosting centres to design and develop a prototype video game. The scale and positive recognition of the project has grown in recent years with teams from Scotland, England and Northern Ireland competing against teams from China, Malaysia, India and Canada. 2008's competition features 17 teams in 5 locations. The University recently received the "Education New Talent" Award at the gaming industry's Develop Industry Excellence Awards for "Dare to be Digital".

Knowledge-based industries

STAR-Dundee Ltd - Dundee University's Space Technology Centre launched spin-out company, STAR-Dundee Ltd to take advantage of the group's world-leading space-wire technology and experience in a commercial setting.



Enterprise

Encouraging enterprise within the city has been a key role of the Economic Development Department during the last plan period, with both the attraction of inward investment and the development of indigenous businesses having helped to grow the economy, helping to offset the losses felt as a result of recent closures/redundancies.

Recent Performance

214 businesses were provided with help to start up by the Business Gateway in Dundee in financial year 2007/08. Meanwhile the number of new businesses assisted by the City Council's Enterprise Advice Project rose from 33 in 2005 to 50 in 2007.

Initiatives to promote entrepreneurship and encourage business start up will remain a priority for the City as proxy measures indicate that there remains scope for improvement in current levels. (Figure 7).

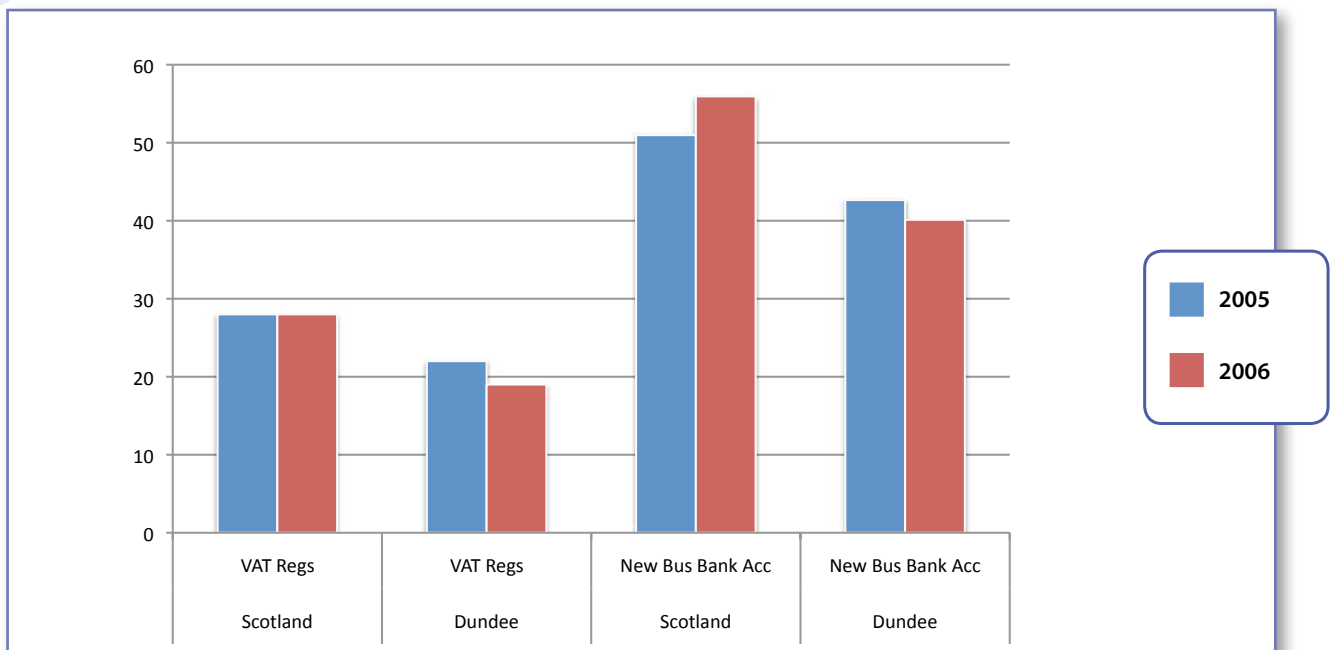


Figure 7 Business Start Up Proxy Rates 2005 - 2006 (per 10,000 persons aged 16+)

Vibrant Cultural and Leisure Centre

The development of a vibrant cultural, leisure and retail sector has been a priority of the City Council and the Economic Development Department for a number of years, focusing on the development of cultural facilities such as the DCA, the Cultural Quarter, the evening economy and hosting a range of events designed to attract people to the city and to offer an enhanced quality of life for those that choose to live here. The vibrancy of the city is further highlighted by its increasing student population, which has grown from 32,000 in 2000 to 39,000 in 2007 and on-going improvements in the retail offer, which started with the £150million redevelopment of the Overgate Centre by LendLease in 2002.

Recent Performance:

The city has continued to act as both the provider and enabler of a host of events which have enhanced the cultural/leisure offer in the city. In recent years this has included one off events such as Radio 1's Big Weekend; the Go North Music Festival and annual events such as the Dundee International Guitar Festival, Kill your Timid Notion, the International Children's Film Festival, the Dundee Food and Flower Festival and the Dundee Blues Bonanza, along with regular events such as the Dundee Farmers Market, the Continental Market and the Summer in the City Festival. These events attracted over 60,000 visitors last year.

The evening economy has also been boosted in recent year by the opening of a number of new restaurants, development of local nightclubs and music venues (i.e. Fat Sams), cinemas and cultural venues.

The City Council continues to support the running and development of a range of cultural venues and organisations in the city. Currently the biggest project is the £10 million redevelopment of the McManus Galleries to create a flagship museum for the 21st century. The project, funded by the Heritage Lottery Fund, Historic Scotland, the European Regional Development Fund and others, aims to refocus and redisplay the museum, enabling greater access to collections of regional and national importance and through extensive external environmental works, link the museum more effectively to the City Centre.

Outlook for Current Plan Period

In early 2008, Experian Business Strategies predicted annual economic growth of 2.0% for Dundee City between 2007 and 2010. Tayside was expected to see annual growth of 2.3% and Scotland 2.4% Employment in Dundee was expected to fall by 0.4% per annum compared to 0% growth in Tayside and 0.1% growth across Scotland. (Figure 8). These forecasts, however, do not take account of the global economic difficulties that deepened in the second half of 2008.

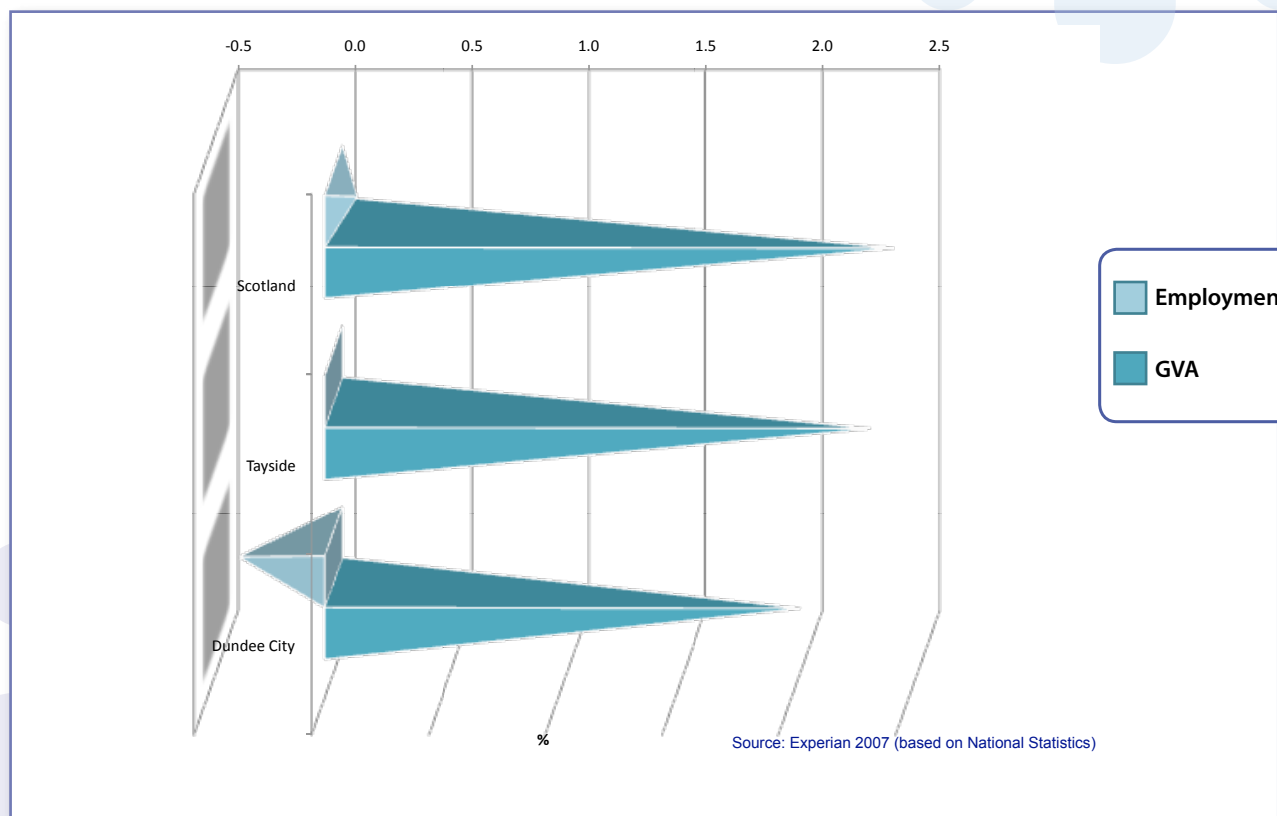


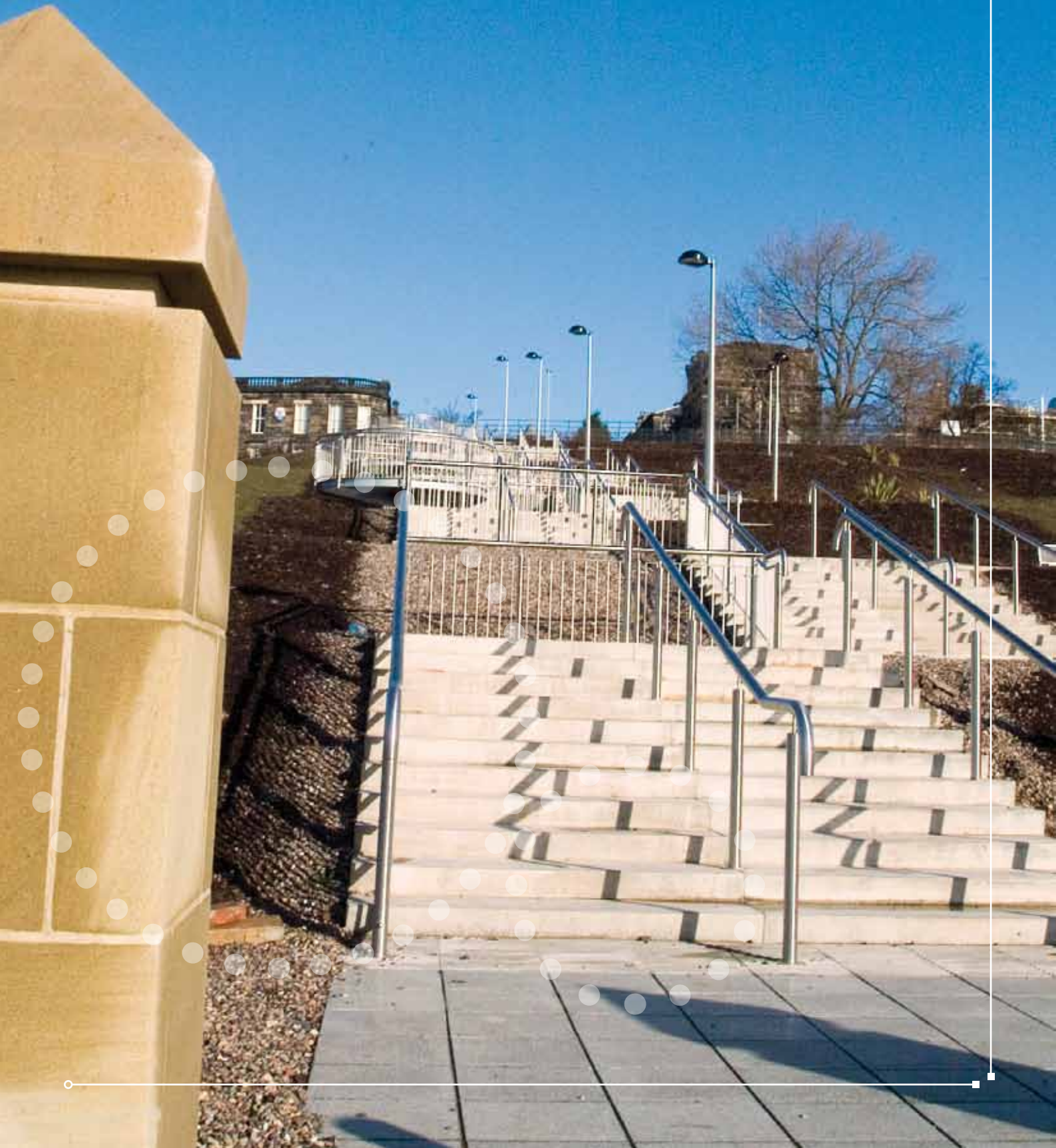
Figure 8 GVA and Employment Forecasts 2007 - 2010 (Annual Growth Rates)

The ability of Dundee to counter these forecasts will be influenced by the success of policies to address a number of key issues:

- stabilising the city's population;
- increasing the percentage of the working age population that are engaged in the labour market;
- encouraging growth in priority sectors (including the knowledge industries, retail, financial and leisure) to counteract the continuing decline of traditional sectors;
- addressing the low levels of entrepreneurial activity in the city.



section three
policy context





Economic Context

European Level

Lisbon/Gothenburg Strategies



In 2000 the European Commission ratified the Lisbon Strategy, establishing ambitious plans for the future of Europe's economy, focusing on strengthening employment, economic reform and social cohesion within the context of enlargement, through support for:

- Transition to a knowledge based economy
- Competitiveness and innovation
- Combating social exclusion
- Sustaining a healthy economic outlook

The addition of environmental targets in the Gothenburg Strategy in 2001 ensured that the European Commission's strategies identified the desire to make Europe "the most dynamic and competitive knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion and respect for the environment".

The 2005 mid-term review of the Strategy highlighted that whilst the key objectives for Europe have not changed, progress towards achieving targets had been mixed and policy changes still require to be made that would enable Europe to fulfil its potential, policies which will ensure that:

- Europe is a more attractive place to work and invest
- Knowledge and innovation are the beating heart of European growth
- Implements policies that allow business to create more and better jobs

The strategy, in conjunction with a range of subsidiary economic policies has particular relevance in the city, considering the role of knowledge-based industries and R&D in the city's renaissance and the continuing issues of poverty and deprivation.

Regional Policy

The Regional Policy agenda promotes the concept of a cohesive Europe, of reduced economic & social disparities, through the provision of support to those areas most in need. It is designed to bring about concrete results, furthering economic and social cohesion to reduce the gap between the development levels of the various regions of the EU, bringing added value to actions on the ground.

The expansion of the EU to 27 countries in 2007 has had a significant impact on the role of regional policy across Europe. Taking new patterns of relative economic prosperity into account many of the new states have regions requiring significant financial assistance.

The new Regional Policy programmes cover the period 2007-13 and represent more than $\frac{1}{3}$ of the EU's budget during that period. However, with the flow of money east, the levels of funding available to support more prosperous regions such as Scotland diminishes and the types of activity possible become more focused.

The focus of the 2007-13 programmes supports the key aims of the Lisbon Agenda, providing funding to support innovation and the knowledge economy, R&D, enhanced competitiveness and skills and employability.



UK/Scotland

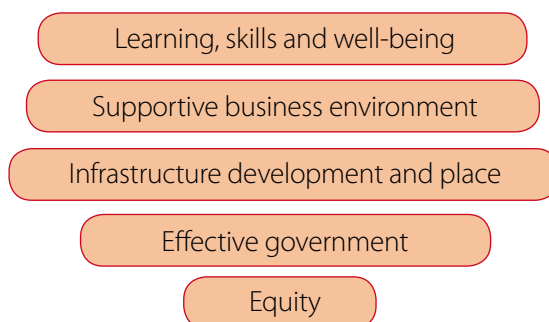
The Government Economic Strategy

The Scottish Government launched its Economic Strategy in 2007. It sets out how the government will support business and individuals and by working together “create a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth.”

The strategy outlines 5 strategic objectives, which aim to make Scotland:

- Wealthier and fairer - enable businesses and people to increase their wealth and more people to share fairly in that wealth
- Smarter - expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements
- Healthier - help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care
- Safer & Stronger - help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life
- Greener - improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

Embedded within the strategic objectives are 5 core priorities that are internationally recognised to be critical to economic growth:



Targets have been set against each of the strategic objectives and there is a significant degree of convergence between the objectives and the needs of the city's economy.

Changes to the Enterprise Networks

It was announced in September 2007 that the responsibility for the Business Gateway and local regeneration would be passed to Local Authorities from 1st April 2008. At the time of writing the transfer of the Gateway has happened with Dundee City Council acting as lead authority. The transfer of funding for local regeneration will not be complete until 2011/12.

Scottish Enterprise has refocused its activities in three broad areas:

1. Enterprise – where the emphasis will be on growing companies
2. Innovation – where the emphasis will be on working with companies and the innovation infrastructure to create a climate of continuous growth.
3. Investment – where the emphasis will be on expanding the availability of risk capital and key pieces on business infrastructure to support the development of priority industries.

At the time of writing these changes have only just been implemented. It is already clear that the role formerly played by SE in regeneration will change substantially and that with the transfer of resources taking place progressively during this plan period there will be a reduction in funding available for these activities.



National Planning Framework for Scotland

The National Planning Framework for Scotland was published in 2004 (and due to be reviewed in 2008) is a framework to guide the spatial development of Scotland until 2025, complementing the Government's Economic Strategy. It recognises the importance of place and identifying priorities for investment in strategic infrastructure to enable each part of the country to play to its strengths to "build a Scotland which is competitive, fair and sustainable".

In Dundee terms the plan focuses on the need to reverse recent population decline, enhance graduate retention and encourage the development of the knowledge economy and clusters.

The Plan states that cities have to promote regeneration, neighbourhood renewal and enhance the quality of urban living, for example, the redevelopment of the waterfront in Dundee.

Local Policy

Single Outcome Agreement

The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and Local Government until 2011. Key to the new relationship is the development of a Single Outcome Agreement which sets out the outcomes each Local Authority is seeking to achieve with its community planning partners, reflecting local needs, circumstances and priorities but related to the national outcomes agreed in the Concordat.

Dundee City Council has agreed a range of local priorities which will assist the Scottish Government achieve the national targets whilst addressing the direct needs of the city's people and economy and impact on the key aims of the city's strategies.

Fairer Scotland Fund

In late 2007 the Scottish Government announced a new ring-fenced fund for local authorities for 2008/09 and 2009/10 which forms part of the Scottish Government Concordat outlined above. The Fairer Scotland Fund brings together a number of individual funding streams: Working for Families, Community Regeneration Fund, More Choices More Chances, Workforce Plus and Financial Inclusion, into one funding stream. A range of activities are to be supported by this fund, including employability provision.

The Council Plan 2007-11 and the Community Plan 2005-10

The Community Planning process, instituted by the Scottish Government, has long been implemented in Dundee, through the Dundee Partnership, with partnership working and community involvement key to the delivery mechanisms in the city. Both the Council and Community Plans reflect a range of themes, central to the development of the city:

- Building stronger communities
- Community safety
- Environment
- Health and care
- Lifelong Learning
- Work and Enterprise

The Community Plan seeks to regenerate both the city and the city's communities.





The Economic Development Department's Service Plan 2007-11

The Economic Development Department Service Plan is the operational plan which the department will implement between 2007 and 2011 and therefore is closely connected to the identification of strategic priorities within the Economic Development Plan for the city.

The Service Plan outlines how the department contributes to the Council Plan and the key priorities within the Council Plan that the department will address.

Structure & Local Plans

The Dundee and Angus Structure Plan 2001-2016 provides the strategic land-use planning framework for the area which are translated into more detailed policies at a local level by the Dundee Local Plan. The Local Plan provides Council policy on the specific sites available for employment use which influences development policy across the city.

New structure Planning boundaries have been designated to concentrate structure planning in the areas around Scotland's principal cities. The Structure Plan for Dundee will therefore cover an amended area to include Dundee, Angus, Perth and Kinross and part of the Fife Council area. A new body will be created to oversee this process and the revised structure plan is expected to replace the existing plan before it expires in 2016.

The Role of the City

In recent years research and policy have emphasised the importance of city regions as economic entities. Indeed, the economic role of the Dundee city region is one which, if exploited correctly, can have a positive impact on the development of Dundee's local economy.

Developing Dundee as a regional centre for Tayside and ensuring its position as one of Scotland's major cities are key priorities of the Council and the Economic Development Plan. The geographical boundaries of Dundee's economic sphere of influence extend well beyond its administrative boundaries and the city hosts a range of facilities and activities which contribute to its function as a regional centre, these activities include employment, education, retail, arts & culture and entertainment & leisure.





section four
priority activity



Priority Activity

The city's Economic Development Plan supports the achievement of the Dundee Partnership's vision for the city, which remains, our city will:

Be a vibrant and attractive city with an excellent quality of life where people chose to live, learn, work and visit;

Offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered;

Have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more of the universities' graduates and make the city a magnet for new talent.

Much work has been undertaken in recent years to achieve this vision (see *Diagram 1*); however, we must continue to work towards achieving our aims and remain aware that more progress is required to ensure equality of opportunity for all and a sustainable future for the city, its people and its economy. The task is to continue the transformation of the economy by building on our many assets and tackling the city's areas of underperformance.

The key aim of the vision is to inspire, align and direct the identification of priorities and activities of organisations in the city. In the context of the Economic Development Plan it enables a focusing of resources towards achieving the outcomes required to ensure the Partnership's vision becomes a reality.

Underpinning the vision are a number of strategic objectives and priority activity areas which further direct the pro-active targeting of resources to ensure the city's economy is buoyant and sustainable. These priority activity areas are not stand-alone, isolated activities, but work in conjunction with other local, regional and national strategies as outlined in the policy context section of this plan.

The aim of the Dundee Partnership's strategic supporting objectives is to ensure Dundee is a:

Location for employment and investment

City of knowledge, innovation and enterprise

Vibrant cultural, leisure & retail centre

The priority activities focus on key areas of economic intervention for the city as a whole that have the ability to change the city for the better and assist in the achievement of the Dundee Partnership Vision. These are:

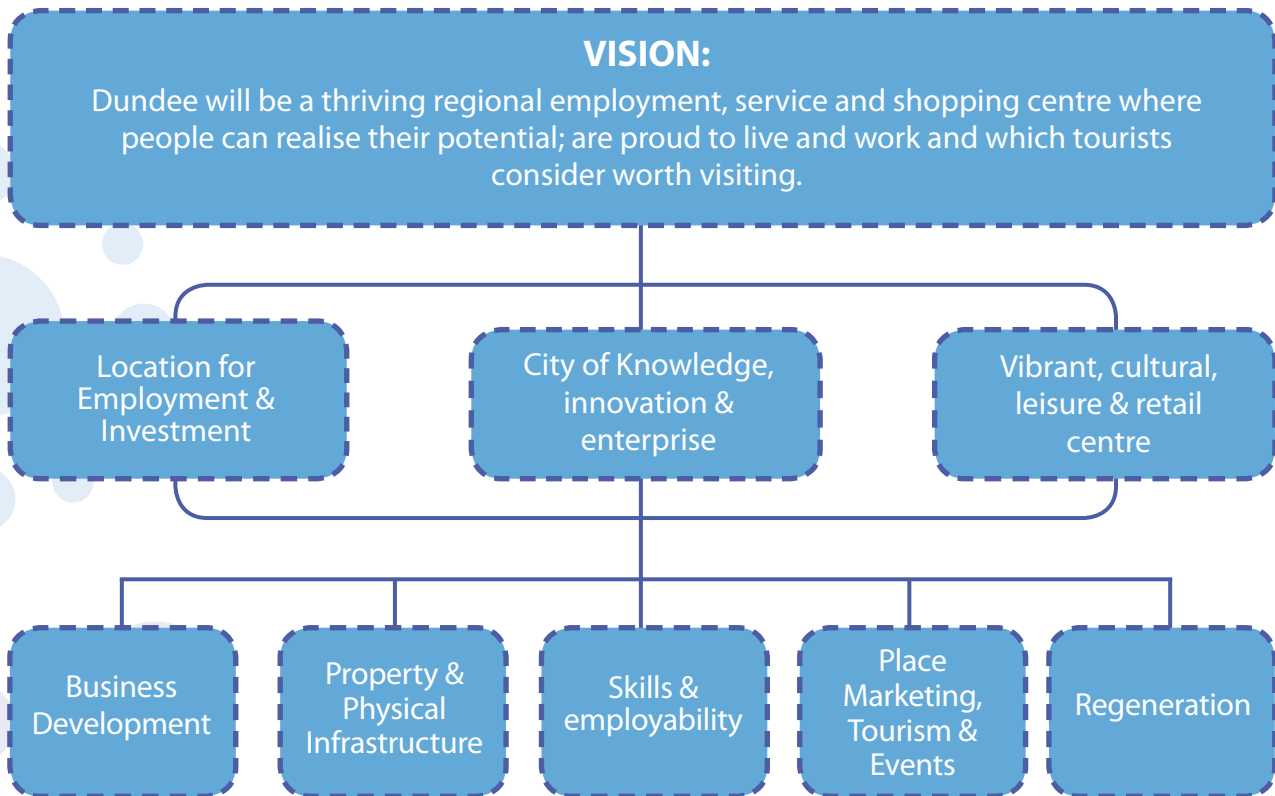
- 1. Business Development & Knowledge Based Economy**
- 2. Property & Physical Infrastructure**
- 3. Place marketing, events and promotion**
- 4. Skills and employability**
- 5. Regeneration**

Within the overall context of the plan there are a number of cross-cutting themes which are not just local but also regional and national priorities:

- Innovation
- Place making/image & perception of the city



Diagram 1 - The Strategic Vision



Dundee City Council will intervene in the local economy where market failure (which could include lack of information, imperfect competition, co-ordination/networking problems, lack of SME financing, poor support for R&D, lack of enterprise in deprived areas) exists and intervention is both feasible, in the public interest and will improve the economic situation. This plan seeks to identify clear areas for such public sector intervention.

The Council and the Economic Development Department will utilise a variety of working methods to support the development of the local economy, including the continuation of successful partnership working; collaboration between Council departments and external agencies, ensuring an effective interface between the Council and key agencies and utilising the city's assets in an effective and efficient way to promote a sustainable future for the city.





Priority 1: Business Development & Knowledge Based Economy

Introduction

Whilst the public sector is a key employer in Dundee, the role of the business sector in the city's economy must not be underestimated. Successful and competitive businesses create the wealth upon which the city can build a growing and sustainable future. Therefore, improving the performance and competitiveness of the city's businesses and encouraging enterprise is important for both job creation and productivity growth. Linked to employability and skills, the development of a competitive business base will offer more jobs at competitive levels of pay, encourage the development of new skills, produce higher quality goods and services and create the conditions required to sustain the economy and offer full and fulfilling employment.

Context & Evidence

Entrepreneurship is key to the growth of new companies and indigenous businesses and is important for both job creation and productivity growth. Fostering an entrepreneurial culture is key to any economy seeking to grow and requires an innovative approach to improving skills such as communication, problem-solving and risk-taking. Dundee's business base is dominated by small and medium sized enterprises (SMES), with many of these being micro-enterprises (less than 10 employees). 98% of the city's employers employ less than 250 people whilst 74% employ less than 10 employees. Levels of business start up, however, remain below the national average. There is



therefore scope to enhance business birth rates and survival rates and to create conditions that promote enterprise and address disparities in entrepreneurship, through on-going business support mechanisms and projects such as E-Zone which seeks to support minority groups to consider self-employment.

In the past one of the key focuses of business development activity was to support the attraction of large-scale inward investment in the city. Economic changes at a global level have led to a reduction in mobile investment and changes in investment patterns and it is therefore becoming harder to attract that kind of inward investment. What is becoming apparent is that we must develop the indigenous company base and local entrepreneurial talent if we are to continue to grow the economy, whilst continuing to ensure that we are always open to the opportunities inward investment (with a focus on specific

sectors such as Finance and Life Sciences) can offer. Working to increase our attractiveness as an investment location will therefore remain a priority. This can have an impact on both inward and indigenous investment, retaining existing business and encouraging growth.

Knowledge Economy

The concept of a modern, competitive city is one defined by the development of a strong knowledge base and recognition that investment in human capital is as important as physical investment, to create a skilled workforce capable of meeting the challenges of the 21st century economy and to support the growth of key

Intelligent Communities Forum

New York based Intelligent Communities Forum, run an annual awards scheme to find the world's most intelligent communities - those cities whose public and private sectors are utilising modern technology to their greatest advantage.

In the last 2 years Dundee has been named in their Top 7 Intelligent Communities of the Year list and in 2008 was awarded an ICF Founders Award recognising Dundee's innovation and dedication that makes the city a leader in the broadband economy and its progress in generating economic advantage through the use of new initiatives such as a digital Discovery Card; "smart" buses; technology incubators and the Digital Observatory.



clusters focused around knowledge and the utilisation of those skills. Innovation is also key, enabling cities to improve their economic performance, differentiating themselves and increasing competitiveness. Dundee has a growing reputation for knowledge and innovation and the Economic Development Department seeks to build upon this.

It must be noted that the benefits of participating in a knowledge economy are not restricted to cutting edge, hi-tech businesses, but is also about using knowledge to do things differently and better in all sorts of areas and activities. Work to support the use of knowledge will not be reserved solely for those industry sectors often classified as knowledge-based i.e. life sciences and creative industries, but will encourage the use of knowledge and skills across the economy.

Activities:

The City Council, in conjunction with local partners need to address issues such a low business start-up rates, support for key growth sectors and the development of innovative and competitive companies in order to support the sustainable development of the city's economy. This can be achieved through a variety of methods, but those of importance include activities which can:

- provide people with the skills and aspirations to promote and develop enterprise, supporting a fundamental change in attitudes towards enterprise and self-employment;
- encourage effective interface between businesses and public sector bodies such as universities;
- support the on-going development of the knowledge economy and encourage use of knowledge across the economy to enhance productivity and competitiveness;
- increase business start-up rates;
- encourage indigenous company growth and increased competitiveness;
- support product and process innovation, R&D and enhanced management competencies;
- grow a more diverse economic base;
- support the development of key growth sectors - actively encouraging and facilitating clustering behaviours amongst our selected industries, which can provide benefits in terms of productivity and innovation;
- encourage increased take up of ICT by SMEs.

In terms of business development, the City Council will continue to deliver and facilitate a range of support to new and existing businesses in the city which will help address the issues/needs identified above.

Business Support

The Economic Development Department delivers the contract for Business Gateway activity in the city and the wider Tayside area. This includes providing a range of support to people starting up or growing businesses in the City, and providing access to publicly funded services. Supported by the Scottish Government, Local Authorities and other partner organisations, Business Gateway operates online and via local outlets.

One of Business Gateway's main objectives is to support new businesses to start and can offer informed, impartial advice on everything from financial planning to researching potential markets. A programme of free seminars for both new start businesses and growing business is offered to help develop essential skills required for running a business along with a comprehensive Business Information service.





Another key aim of the city is to continue to develop Dundee's use of ICT technologies to gain competitive advantage. In order to do this, we must encourage SMEs to utilise ICT more effectively. This can include learning from best-practice from larger companies and organisations; developing an ICT awareness raising programme; supporting the development of ICT skills; addressing the business transformation process and ensuring digital ready business premises. Much work has been done in recent years to address these needs, working in partnership with other agencies such as Dundee College to deliver skills, and the delivery of the Digital Dundee project which focused on supporting the awareness and development of ICT technology in SMEs and the Digital Observatory and will continue to support this process.

Knowledge Based Economy

The City Council will support the development of its key knowledge sectors, through a sectoral approach. Recognising that proximity supports innovation the city will continue to develop clusters of knowledge based industries across a range of sectors and offer support to the clusters that develop. Strengthening the links between the local authority, businesses and the education/research sector can enhance productivity and innovation. Innovation is increasingly a collaborative process and the support for networking will encourage collaboration.

Enterprise Awareness

The Department will continue to deliver a range of activity to support enterprise awareness in the city, including activities with schools/Education Department to support a range of projects which help to engender an entrepreneurial culture in the city's young people; support for activities that encourage entrepreneurial awareness amongst local students, such as the Enterprise Gym™ and the development of business incubators to support small scale start-up enterprises.

Sector Approach

Business support is available to all businesses in the city through targeted support from the Business Gateway, however, there remains a benefit in focusing some interventions and support to specified sectors which have growth potential and the ability to create opportunities within the local economy. A sector based approach allows for specific assistance to address identified needs of key sectors:

- Life Sciences
- Creative Industries/Digital Media
- Customer Contact Sector
- Financial Services
- Renewables
- Retail & Leisure Industries

Support for these sectors will be kept under review to allow the Council to be responsive to changes in the economy. If work in specific sectors is complete it may be more appropriate to consider working with other sectors.

Digital Observatory

The Digital Observatory seeks to ensure, through the provision of information and advice to businesses and the use of new technological developments, that Dundee becomes recognised globally as a modern digital city.

The strategic objectives of Dundee's Digital Observatory are to:

- build a collaborative project to deliver a world-class broadband wireless technical infrastructure for the city to support "on the move" and high bandwidth information products and services;
- help establish collaborative creative communities to take advantage of the capability of the new infrastructure;
- spread information about digital initiatives throughout Dundee and examples from around the world to stimulate new ideas and help people make connections with what is going on.





Life Sciences

The development of the Life Sciences sector in the city has been assisted by the effective collaboration between the universities, public sector agencies and the private sector. There is a need to ensure that the sector continues to develop and retains its competitive advantage. The City Council will, therefore, continue to support the development of the Life Sciences sector in the city, through a range of delivery and facilitative support, including networking opportunities and the on-going development of the BioDundee initiative. This will be best achieved through partnership working.

Creative Industries/Digital Media

In Dundee, there is a vibrant and expanding cluster of businesses, organisations and individuals engaged in the digital media/creative industries sector, including the city's two universities and Dundee College, which offer quality training in a range of relevant fields and also undertake innovative research. The Council will continue to work in partnership to deliver a range of activities to support the visions for the sector in the city: "become ever more renowned for the standard of its creative and technical talent and skills, levels of innovation and quality of product."

Customer Contact Sector

The Customer Contact sector is a large employer in the city and the Economic Development Department is involved in the delivery of the Talking Tayside initiative which seeks to support the development and promotion of the sector in the city. This support will continue to ensure new business opportunities are capitalised upon, standards within the sector recognised and the city has the pool of skills necessary to support the sector. Talking Tayside also assists local companies in bidding for new contracts to support the growth of the sector.



Financial Services

The Financial Services sector offers opportunities in the city. In the last 12 months there has been a number of significant investments in the sector in the city, including the announcement by BNP Paribas that they would create a further 100 jobs at their base in the city and the Alliance Trust Ltd have started to develop their £12.5M headquarters on Marketgait. The City Council will continue to encourage investment by the sector and provide support as required to the sector in the city.

Interactive Tayside

Interactive Tayside is a partnership between public, private and academic sectors to develop and promote Tayside's digital media industry. Digital media represents a key part of Tayside's economy and through Interactive Tayside, a local delivery mechanism has been established that aims to build the digital media industry in the area, encourage higher levels of collaboration between businesses and with academia, develop new commercial opportunities and promote the high-quality skills and talents of the area's digital media practitioners to a wide audience. Dundee City Council is a founding partner and funder of this initiative. The lead partners, Scottish Enterprise, are currently reviewing this project to move into a new phase. We will continue to work collaboratively with the partners to ensure Dundee is at the forefront of the digital media sector.

Renewables & Green Business

When developing this plan, it is important to anticipate opportunities and threats. Among these, the impact of human activity on the environment looks more certain than most to grow in economic importance over the next decade, especially with regard to climate change.

Renewable energy is now an important part of the future, encompassing wind, marine and hydro energy, as well as bio, solar and geothermal energy. There are a growing number of businesses in Dundee who are either currently involved or are seeking to engage in the renewables sector.

Through partnership support, the City Council seeks to raise awareness of the skills base and academic expertise in the city and the range of up-skilling courses delivered by the Universities and the College, to



attract inward investment. Raising the profile of the renewables potential in the city and the opportunities that exists to exploit them, along with the benefit of a strategic industrial location with marine access at the Port of Dundee will be key to the development of the sector.

Retail and Leisure Industries

The retail and leisure sectors are a key component of the city's economy, in terms of employment and leisure time. Dundee has seen an expansion in both the retail offer and leisure facilities in recent years and the quality of the retail/leisure environment is a significant factor in attracting visitors to the city. To this end, it is important that the City Council continues to support the development of the sector through a range of activities which include: attracting new retailers to the city; facilitating the development of the retail product, both national chains and speciality retail; delivering a range of events/activities to complement the retail offer; encouraging the development of the evening economy and the continued development of the Safer Cities Initiative.

Priority 2: Property & Physical Infrastructure

Introduction

Property and physical infrastructure are of key importance to the development of the local economy and the city aims to achieve physical infrastructure levels commensurate with the city's role as a regional hub. Infrastructure development links directly to place making and the quality of place and the provision of infrastructure which encourages development & growth of new & indigenous companies is key to economic sustainability.

Context and Evidence

The provision of a modern and attractive infrastructure/environment has played a catalytic role in Dundee's economic regeneration. The continued plans to improve the city's infrastructure i.e. the 30 year Waterfront Master Plan, will ensure continued scope for future enhancement and development of the city's infrastructure. This will become critical in terms of the city's ability to attract and retain economic activities in years to come. Infrastructure requirements focus not only on property and land for employment but also on connectivity, both physical and electronic; leisure and cultural facilities; city centre environment; the housing offer etc.

Digital connectivity will play an increasingly important role in the development of local economies in the future. Currently too few businesses make the best competitive use of digital communications. Encouraging businesses to utilise ICT/digital connections will provide them with a competitive edge by enhancing product and process innovation in companies and therefore the competitive nature of local businesses at a time when cost competitiveness is no longer sufficient to ensure business growth.

Leisure and cultural facilities are also key to the economic development of the city - ensuring quality leisure facilities for local people and visitors alike, at a time when quality of place is a key asset in the global competition to attract and retain activity.

In recent years the degree of private sector development in the city has increased, through retail provision, such as the £150million redevelopment of the Overgate Shopping Centre and the proposed extension; private sector office developments at the Digital Media Park; housing developments and leisure facilities. This, along with public sector developments, leads to the quality of place capable of attracting and retaining economic opportunities and skilled workers. However, this growth in private sector development may be tempered by the current state of the economy and forecasts of lower levels of economic growth in the current plan period.





Activities:

Physical Infrastructure - Property:

The Economic Development Department's Property Team works towards the common goal of creating and retaining as many jobs as possible in the city through ensuring the sufficient provision of land and property fit for purpose; assisting in the removal of infrastructure constraints to development through direct provision and acting as a catalyst, facilitator and enabler for partnership and private sector development.

The City Council will continue to ensure that the property needs of new businesses and indigenous companies seeking to expand are met and will continue to develop and manage its existing property portfolio, developing new premises as required, and as funding allows. Current requirements include the need for more 10-20,000 sq.ft. industrial units.

The City Council will continue to market local properties in general and to target specific sectors for growth and to play a facilitative role in the city's property market. The Council will also continue to develop and utilise the property database and search facility on the Locate Dundee website to market all available property across the City, both Council and privately owned, and to support companies/investors seeking premises in the city.

Asset Management

The management of the Council's property assets forms a vital way in which the Council will achieve efficiencies and address sustainable development. A key objective is to maximise the efficient and effective utilisation of properties.

The Asset Management process demonstrates that a sound, long-term estate management strategy is in place, thereby ensuring that the council's limited resources are directed towards priority activities. The strategy also enables opportunities to provide better value for money to be identified through, for example, space surveys, identification of surplus property for disposal, and the adaptation of property for different uses.

Physical Infrastructure - Connectivity

The city recognises the benefits to the economy of high quality connections, both physical and electronic and will continue to work towards improvements in existing infrastructure and the development of new infrastructure. This will include continuing to lobby for the redevelopment of the railway station and the attraction of new flights from the airport, along with focused developments such as Fibre City and the Digital Observatory which seek to enhance the city's ability to benefit from new advances in telecommunications.

Port Access

Improving access to the port is key to its continued growth and to potential opportunities to develop the renewables sector in the city. The port offers a range of opportunities for the development/manufacture of renewable energy products but weight limitations and road alignment issues on access points to the port are a threat to the port's ability to attract such projects.

Airport

Dundee City Council sold the airport to Highlands and Islands Airports Limited in November 2007. Whilst we are no longer in charge of the physical development of the airport it is in the city's interest to ensure that we are well connected to national and international markets and that the airport continues to offer a range of flight options. At the time of writing services to hubs such as London City and Birmingham as well as Belfast City were in operation.





Electronic Connectivity

Electronic connectivity, through the provision of high speed broadband, is of strategic importance to the growth of local economies. Businesses, investors and skilled workers will soon expect a city to have affordable, accessible, high speed broadband infrastructure in much the same way they expect cities to have roads and electricity. The potential economic and social benefits of the development of this new layer of infrastructure are widely recognised and a number of recent studies have attempted to outline the benefits, which include:

Fibre City

A private sector company has selected Dundee to become Scotland's first "Fibre City", offering 55000 households high speed connectivity and broadband speeds of more than 100Mbps by 2010. It is hoped that this development will see fibre optic cables will be placed into the sewers to provide the connectivity - bringing the City into the 21st Century and beyond.

- Enables small business growth and creation
- Supporting businesses that require high bandwidths
- Attracting and retaining businesses of all sizes
- Enhancing a city's reputation for visionary and pioneering projects

The city aims to achieve a well-connected, competitive and entrepreneurial city by encouraging the growth of the knowledge economy. Broadband capacity will play a key role in this. At the current time, a degree of competitive advantage can be created through the integration of high speed broadband connections in the city's infrastructure and the Council will play a facilitative role in encouraging investment in the required infrastructure.

Priority 3: Place Marketing, Tourism & Events

Introduction

Quality of place and quality of life are key to the sustainable development of the local economy, but perception of these is just as important as actual quality of life, to business and investment decisions and to where people chose to live and visit. It is therefore important to consider the cultural, housing, environmental, property offer and the profile of the city when considering sustainable economic development.

Context & Evidence

Cities require to be competitive in order to develop and therefore they need to be attractive places in the widest sense to attract and retain investment, employees, students and visitors. Dundee has in recent years seen positive developments both physically and in terms of perception that have led to increased levels of investment and opportunity in the city.

We must take cognisance of the city's key assets and use them to our advantage, through effective promotion and improvement, to ensure the city remains competitive and continues to attract investment, business and visitors. Key urban assets include: skilled employees; quality built environment; business networks; low property costs; physical and electronic connectivity; cultural offer; retail offer; house prices; availability of land and a central location in Scotland.

Michelin Factory - Renewable Energy

In 2006 the Michelin factory in Dundee became the first major manufacturer in Scotland to commit to using renewable energy with the construction of two, 400 feet tall wind turbines capable of providing up to 4 megawatts of power. The company consumes all the energy produced in its bid to lower energy consumption by 20% by 2011. It is the largest corporate wind energy project in the UK.

Perceptions

The city's marketing campaign, the City of Discovery, has in recent years been a catalyst for change in local, regional and national perceptions of the city. The campaign has led the way in transforming the city's image, ensuring that a more accurate perception of Dundee as a vibrant, flourishing and attractive location is held by residents, visitors, the business community and potential investors alike.



Whilst the campaign has been highly successful there remains work to be done to ensure that the city continues to command attention from our key audiences. To this end the current Campaign is undergoing a review, and will be relaunched during this plan period.

Physical Attractiveness

Dundee has a lot to offer and in recent years has been building upon both its physical assets through the development of the Waterfront, the Overgate Shopping Centre, cultural attractions such as the DCA, and its location - easy access to other Scottish cities, coastal location and close to the countryside.

Cultural Attractiveness

Much work has been undertaken to enhance the cultural attractiveness of the city through the development of physical assets but also through the delivery of a range of events and activities including the:

- Go North Music Festival;
- Dundee international Guitar Festival;
- Farmers Markets;
- Continental Markets;
- Dundee International Book Prize

The city has developed and promoted a range of cultural venues and events to enhance cultural attractiveness and will continue to consider the development of the tourism product and the evening economy. In order to ensure the continued growth of the city, in both economic and social terms, the City Council needs to continue to focus on place marketing and the continued development of the tourism market.

Tourism

Tourism remains a key sector within the local economy and on-going support to develop the sector will be a priority of the City Council. In particular, development of the business tourism sector is a key priority. The Dundee and Angus Convention Bureau reported that conferences and events generated £48 million for the local economy in 2007 with delegates accounting for over 34,000 bed nights.

Activities:

City Marketing & Image Enhancement

The City Council will continue to develop and deliver the concept of city marketing to improve perceptions of the city and to encourage inward activity from businesses, employees, students and visitors. Following research and consultation current activity will be refocused to address 21st century needs.

Events Development

The City Council in conjunction with the Dundee Partnership will continue to act as a catalyst for and facilitator for new events in the city which aim to enhance image and encourage visitors. This will include one-off and annual events as well as local events which occur on a regular basis in the city.

City Centre Marketing

The Department will continue to facilitate the delivery of support for the City Centre, through the development of the DUNCAN initiative, Farmers Markets, City Centre Ambassadors, events and activities.



Lonely Planet

The Lonely Planet Guide to Scotland praises Dundee:

"Spreading along the southern shore of the Firth of Tay, Dundee boasts attractions of national importance in Discovery Point and the Verdant Works museum. Add the seaside suburb of Broughty Ferry, a lively nightlife and the most welcoming people you could meet - and Dundee is definitely worth a visit".



Tourism Product

Work will continue to support the development of the local tourism market, through both support for product development and marketing initiatives. This will include niche marketing for potential growth sectors within the sector i.e. ancestral tourism and business tourism activity through the Dundee and Angus Convention Bureau.



Priority 4: Skills & Employability

Introduction

Human capital (i.e. employees or potential employees) is one of the most important assets in assisting in the development and growth of the local economy. Skills are important to enable people to access the labour market but the availability of employees with job specific and specialised sectoral skills is also of strategic importance in ensuring that the local economy can attract and retain investment and can meet the skills needs of strategically important sectors.

Skills and Employability needs to integrate effectively with Priority 5 - Regeneration, to ensure that the city supports strong and inclusive communities, tackling the causes of deprivation and exclusion and providing more people with the skills, capacity and aspirations to participate in, and benefit from, the growing economy.

Context & Evidence

There are 2 key strands of activity required:

1. Employability - ensuring people have the skills and competencies required to access and retain employment opportunities, reducing the levels of unemployed and economically inactive people in the city and therefore ensuring a good supply of labour;

2. Specialist Skills - ensuring that the higher level, job specific skills required by growth sectors, such as digital media and life sciences are available in, or attracted to, the city to enable growth in those sectors to continue. Skills development, through education and training, therefore, remains a priority for the Council.

There are 4 key areas which the city needs to focus on to address the employment needs of the economy:

1. Understanding the demand for skills;
2. Improving the skills levels of the workforce;
3. Improving the quality and relevance of education and training; and
4. Tackling the skills barriers to employment.

Employability

Employability is a key focus for the UK Government, the Scottish Government and the city, ensuring that all people have equality of access to opportunity and the skills to enable them to take up those opportunities. The key aim is to work in partnership to improve participation in the economy. Many of those that are currently economically inactive (i.e. people in receipt of Incapacity Benefit, lone parents) would like to re-engage in the labour market and improve their personal

Angus & Dundee Ancestral Tourism Initiative

Dundee City Council and Angus Council are piloting the Roots Festival in 2008. The week long Festival provides a focus for people whose ancestors came from Angus and Dundee to visit the area and find out more about their heritage and ancestral homeland. The aim of the Festival is to package the cultural product and enrich the visitor experience when here, with a programme including visits to ancestral sites, workshops, living history re-enactments, talks, demonstrations, workshops and film shows.

The Festival will form the core of Angus and Dundee's contribution to the 2009 Homecoming Scotland Festival. It is part of a 2-year strategy to capitalise on the increasing interest in family history and to tap into the approximately 50 million people across the globe with Scottish roots.



income levels and quality of life, promoting economic inclusion by reducing worklessness and indeed Government policy is shifting and in the near future many will be required to consider employment.

Dundee has a high number of people in receipt of workless benefits. However, over the course of the previous plan numbers dropped from 17,640 in February 2005 to 15,790 in November 2007 and the city is on track to achieve its target (agreed with the Government through City Strategy) of reducing the numbers on workless benefits to 15,749 by May 2009.

Dare Schools Challenge

The Dare Schools Team Challenge supports the development of the next generation of computer games designers, bringing together teams of senior pupils from every secondary school in the City to compete against each other to create the best new computer game. The week-long Challenge is a partnership between Dundee City Council's Economic Development and Education Departments and the School of Computing and Creative Technologies at the University of Abertay and is now in its 5th year.

The Dundee Partnership has agreed a strategic approach to employability and the overall aim is to reduce poverty and disadvantage in the city by increasing the number of Dundee residents in employment. The City Strategy target is to increase employment rates to 73.3% by May 2009 (to be reviewed during the lifetime of the Plan). The Economic Development Department and the City Council will continue to play a pro-active role in this process.

Causes of low levels of economic activity are complex, requiring a concerted effort to support all inactive groups into work. This will be achieved through the delivery of a range of activities aimed at providing appropriate support to people moving towards and into employment through the agreed Employability Pipeline, currently funded by both the Fairer Scotland Fund, Disadvantaged Area Fund and the European Social Fund and in conjunction with national programmes and the Government's

proposed welfare reforms, which seek to move the UK towards full employment.

The challenge in Dundee is related to raising people's aspirations and creating a more positive attitude towards work, delivering basic skills required by employers for those without qualifications, drawing people back into our economy and assisting them to overcome barriers to employment.

The Employability agenda integrates with the regeneration agenda.

Employability Activities:

The City Council seeks to maximise the use of local partnerships, resources and activities to engage individuals in employment and wider regeneration activity. The Economic Development Department directly manages the Dundee European Programme and is closely involved in the delivery of the Dundee Partnership Employability Programme which operates collaboratively, to focus on reducing levels of worklessness, unemployment and inactivity across the city - prioritising key client groups such as young people,

lone parents, those with health problems and others with multiple barriers to employment. Currently funding through the Dundee European Programme and the Fairer Scotland Fund is approved until 2010. The Employability Programmes aim to achieve positive growth in the numbers in employment by improving the effectiveness of support given to people moving towards and into work through an integrated and holistic approach to client needs, whilst ensuring that the support is responsive to the needs of the city's employers.

The Enterprise Gym

The city is seeking to increase the level of entrepreneurial awareness and as a result the University has created Enterprise Gym™, which is part of the Centre for Enterprise Management. It was created to enable undergraduate students to develop enterprise and entrepreneurial skills. Working in partnership with local employers, the Enterprise Gym offers training, practical experiences, social and professional network development and support in business development activity.





The Programmes have identified the key stages in a client's pathway towards employment, from engagement and referral through to employment and aftercare and encourage providers to focus on the areas within which they have the greatest expertise. Work will continue to identify and plug gaps in existing provision and to ensure that the most effective levels of support are offered to all clients in their progress towards work.

Diagram 2 - Employability Pipeline

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8
Engagement & Referral	Initial Needs Assessment	Specialist Intervention	Employability Training	Accredited Training	Work Placement	Job Brokerage	Aftercare

—————> CLIENT PROGRESSION TO WORK <—————

The Pipeline currently identifies a range of projects (over 40 in total in receipt of funding from the Programmes and other sources) at each stage and the continued development of projects within the 8-stage employability pipeline aimed at delivering support to those seeking to move towards employment will be a priority for the department.

The key stages include initial engagement of clients whether through outreach or referral from non-employability focused organisations; undertaking an initial needs assessment and developing a client action plan; specialist intervention to address client specific barriers such as money advice, childcare, literacy & numeracy; employability training focusing on developing employability skills such as job search techniques, ICT, interview skills, time-keeping, team-building, confidence and self-esteem; accredited training; work placements and work experience; job brokerage and job matching and in-work aftercare.

The development of a Monitoring Information System to capture client data and progression will allow for the continued monitoring and evaluation of the programmes which will ensure that they remain pro-active and responsive to the needs of clients and employers.

Dundee European Programme

The Dundee European Programme has been awarded almost £6 million of European funding to support the development of a range of employability focused projects. The Programme seeks to support upwards of 8000 people over the next 2 years (to March 2010) to progress towards and into employment. The Programme will be managed by the Economic Development Department and will work in partnership with the Dundee Partnership Employability Programme to ensure clients needs are met.

Skills for Employment

The economy depends on a skilled and versatile workforce, which can support indigenous and inward business growth. The City Council will seek to understand the demand for skills and work in partnership (i.e. with Dundee College, the Universities, employers and training providers) to improve the skills levels of the workforce.

In order to support the local economy the city requires a variety of skills levels. At entry level we require people with good core skills such as communication; numeracy; problem solving; IT and team work. Many sectors, including key growth sectors in the city such as life sciences and digital media also require job specific skills that are required at entry level and others that can be learned "on the job". The city needs to ensure adequate supply of job specific skills to support the growth and development of new and indigenous industries.

Skills for Employment Activities

There is a strong link between the need to build the skills of the workforce and ensuring that local people who are currently economically inactive have the skills necessary to enable them to participate fully in the labour market. The activities described in the previous section address the needs of the inactive and the provision of basic core skills as required by employers, whilst the activities delivered through skills for employment address the job specific skills sought by employers in the city.



The City Council will continue to support the development of the existing workforce through key sectoral initiatives such as BioDundee and Talking Tayside; encourage general workforce development and work in Partnership to ensure quality of skills in the city. This will include working with the Education Department, Dundee College, training providers and employers to enhance opportunities to access activities which develop core and job specific skills.

Priority 5: Regeneration

Introduction

In economic development terms, to ensure sustainability within the city economy, it is necessary to seek to generate the conditions that create strong and inclusive communities, where everyone has the ability to access and benefit from the local economy, tackling the causes of deprivation and creating areas people want to live in.

Even successful cities have pockets of deprivation and a reduction in deprivation is critical to the development of any city and the involvement of local authorities within that process is of key importance.

Context and Evidence

Whilst the economy of Dundee has been buoyant in recent years, there remain disparities across the city, with pockets of deprivation, where average unemployment, for example, is above that of the city as a whole. In 2007 claimant unemployment averaged 3.9% across the city. However areas such as Whitfield (7.4%), Douglas East (6.5%) and Stobswell (6.5%) experienced considerably higher levels. High levels of deprivation are known to impact upon participation in the economy and on the profile of the city as a whole. Therefore, the city has been working hard in recent years to improve the physical, economic and social issues affecting these areas.

The large scale redevelopment of Ardlar learnt from the lessons of the past to ensure that the economic and social needs of the residents were addressed alongside the physical redevelopment, taking care not just to enhance the physical appearance of the area but also to assist local residents to access a range of social and economic services and activities with the aim of reducing deprivation and poverty in the area.

Stobswell is an inner city area which is characterised by high levels of private rented accommodation, where studies identified that at least 30% of the private rented stock was in "critical disrepair", which was leading to the area suffering from high turnover of tenants.

As a result of the dominant housing tenure not being in public sector ownership, in order to regenerate the area the Dundee Partnership had to identify and deliver alternative regeneration solutions.

Apart from the physical issues, a range of other issues require to be addressed to increase both economic and social inclusion and reduce poverty and deprivation. For this reason, it is important to ensure that regeneration activity links directly to the Council's other key priorities and creating sustainable communities does not just focus on the physical regeneration but also on the needs of the people living in the communities in question.

Awareness of economic conditions in the city are key to supporting regeneration and reducing poverty. For example, knowledge of developments in the city i.e. the development of a new supermarket or the opening of a new customer contact centre, can create opportunities for local people to access employment opportunities and therefore it is important that the job generating potential of developments in the city are captured and local communities are appropriately skilled in adequate time to access the opportunities on offer.

Discover Opportunities Centre

The Discover Opportunities Centre is a new initiative aimed at offering a point of service to people in the City seeking to move from benefits into work. A range of services are co-located in the centre, including Working Towards Health, the Employability Programme Support Team, Dundee Employability Action Team, financial support through the Making Money Works project and the Joint Action Team to support young people in danger of becoming NEET (Not in Education, Employment or Training), which offer a variety of support to clients and can signpost to additional services as required. The Centre aims to improve partnership working, through co-location, for the benefit of clients across partnership organisations.



Activities:

The Economic Development Department will assist in the regeneration of the city in a number of ways. This will include increasing participation in the economy, supporting regeneration activity, looking at best practice from elsewhere and identifying innovative approaches to issues, working in partnership with other Council departments and partner organisations and continuing to seek external funding to support the regeneration process.

Reducing Poverty

The Department is involved in the delivery of both the Dundee Partnership Employability Programme and the Dundee European Programme which focus on reducing the number of people in the city who are not in work. Continued monitoring of the skills requirements of local businesses, awareness of development activities with job creating potential and the continued development of the employability programme to address gaps in provision and client need will be key to the Council's role in reducing poverty and supporting the creation of sustainable communities.

Neighbourhood Regeneration

The Department will continue to be represented on groups focusing on the regeneration of local neighbourhoods i.e. Ardler Village Trust and the Stobswell Regeneration Forum and will offer advice and guidance on innovative regeneration initiatives and potential funding sources across the city.

The Department also actively contributes to the regeneration agenda through the acquisition and disposal of land and premises as required to facilitate the process.

Clean Close Company

The Clean Close Company is a social enterprise based in the Stobswell area of the city which provides a range of services to local residents in Dundee. Established in 2005 to address the needs of tenement dwellers in Stobswell and to support the regeneration of the area, the business has grown from one which provided close cleaning in tenements in Stobswell to one which provides a range of cleaning/environmental services across the city and beyond, employing over 15 people (many of whom were previously unemployed). These services include close cleaning, graffiti removal, house clearance, factoring...

Social Enterprise Development

The idea behind social enterprise is simple; they are businesses which trade in order to fulfil social aims and objectives. These objectives could be to provide a range of cost-effective services to fill gaps in the market; to provide employment opportunities for those often excluded from the mainstream workforce or diverting profits into community causes.

Social enterprises have the potential to create new opportunities for development in the city, offering opportunities or services in areas or to client groups not previously supported, allowing voluntary organisations to develop new ideas and generate income to support mainstream activity.

The City Council will, when required, and working in partnership with other agencies, offer support within the city to address the needs of new social enterprises and to support the sustainable development of existing enterprises, particularly where the enterprise will also play an important role in regeneration.





Core Departmental Activity

Along with a focus on the Priority Activity areas the Department will continue to offer a range of core services to both other Council Departments, local agencies and the community. Expertise exists within the department to deliver a range of services, which include:

1. Property Management
2. Property Development
3. Support to develop projects and funding applications
 - a. Europe
 - b. Big Lottery
 - c. Trusts and other funding sources
4. Providing information and training related to project development and fund raising
5. Monitoring the overall health of the economy
6. Providing support in the development and delivery of Management Information Systems for the Department, to enable the monitoring of the Dundee Employability Programme and the Dundee European Programme.
7. Providing a lobbying role in addressing key issues such as the future of European Structural Funds
8. Represent the Council and the Department on a range of local, regional and national groupings.
9. Events management

The department's staff are a key resource in the delivery of these services.

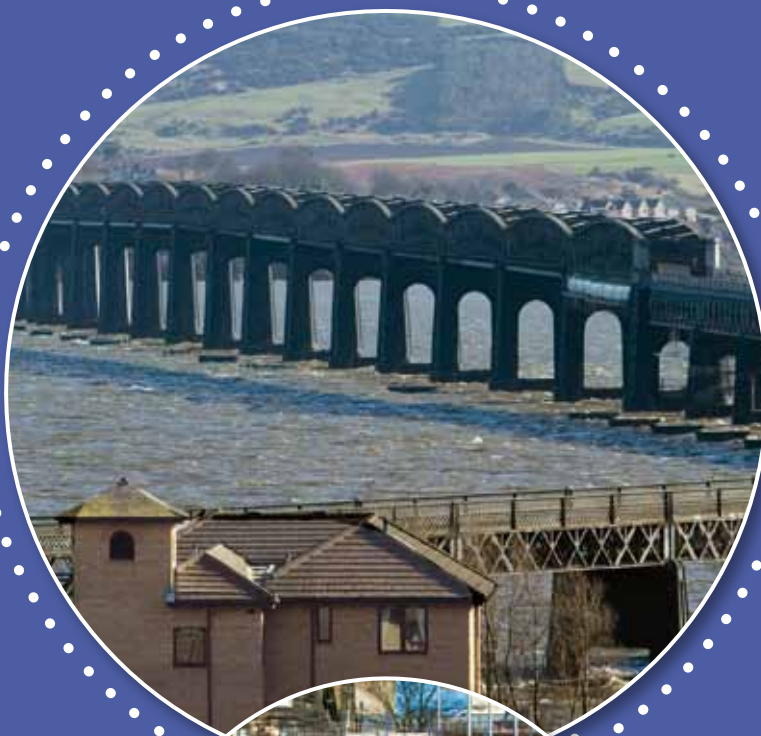
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Economic Development Plan: **Matrix**





This matrix outlines the key policy areas in which the Economic Development Department will intervene to support the development of the local economy. It will also outline the activities being delivered to support each of these policy areas. The matrix will be updated on an annual basis to outline achievement of aims, completion of activity and the introduction of new aims and objectives which are likely to arise in response to both macro-economic issues and local change.

The Council plays a variety of roles in supporting the development of the local economy, dependent on the types of activity being undertaken, the roles of partner agencies and the need for intervention. These are:

- **Catalyst** - bringing together relevant parties and partners in order to initiate activity
- **Provider** - directly providing services and leading projects
- **Lobbyist** - making representation of local economic development messages in order to influence others i.e. Scottish Enterprise, Scottish Government, local partners
- **Enabler** - providing the tools, resources or knowledge to make things happen, usually through working in partnership

Out with the framework of the plan, the Department will continue to consider new ideas, research best practice from other areas, and develop funding bids to support projects in the city.

State of the Economy

The Economic Development Department will, on an annual basis, consider the state of the economy. This will form part of the process to consider the contents of the Matrix on an annual basis.

Priority Activity 1: Business Development



Policy	Actions	Timescale	Council Role	Partner Involvement
To encourage attitudinal change to entrepreneurship, developing a culture of entrepreneurship.	<ul style="list-style-type: none"> • Deliver Dare Schools Challenge • Work with key client groups to support self-employment 	2008/09 & 2009/10 On-going	PROVIDER PROVIDER	
To promote enterprise amongst disadvantaged groups.	<ul style="list-style-type: none"> • E-Zone Project 	2008/09 & 2009/10 On-going	PROVIDER PROVIDER	Funded by ESF/FSF
To increase the number of new business start-ups in the City	<ul style="list-style-type: none"> • E-Zone Project in disadvantaged areas • General business support through the Business Gateway – monitoring contract 	2008/09 & 2009/10 On-going	PROVIDER PROVIDER	Funded by ESF/FSF
To continue to provide specialised support for key growth sectors.	<ul style="list-style-type: none"> • BioDundee • Tayscreen • Contact Centres – Talking Tayside • Creative Industries Sector – Interactive Tayside, Cultural Enterprise Office • “Green”/Renewables Sector • Retail – encourage investment, market property 	On-going 2008/09 & 2009/10 On-going Annual Review Annual Review On-going	PROVIDER, CATALYST, ENABLER, LOBBYIST PROVIDER PROVIDER, CATALYST, ENABLER, LOBBYIST ENABLER ENABLER, PROVIDER, CATALYST, LOBBYIST PROVIDER	University of Dundee, University of Abertay, Scottish Enterprise, SCRI Angus Council, Fife, Council, Perth & Kinross Council. Funded by ESF/FSF. Dundee College, Skills Development Scotland, JobCentre Plus, Private Sector Scottish Enterprise, Perth & Kinross Council, Forth Ports, Sun City, Academic Sector, City Centre Management, Property Agents

Priority Activity 1: Business Development (continued)



Policy	Actions	Timescale	Council Role	Partner Involvement
To develop the competitiveness of local businesses	<ul style="list-style-type: none"> Undertake a range of activities to support growth <ul style="list-style-type: none"> Digital Observatory Administer grant schemes i.e. Overseas Market Grant Scheme 	On-going Annual Review	CATALYST, ENABLER PROVIDER	Private sector, Public Sector, Academic Sector
To develop and refine methods of communication/ delivery of advice to businesses	<ul style="list-style-type: none"> Maintain & develop websites, e-news Develop marketing & communications collateral 	On-going On-going	PROVIDER, ENABLER PROVIDER, ENABLER	
To identify, research & target potential growth/ investment opportunities	<ul style="list-style-type: none"> Commission/undertake research Maintain inward investment database 	Annual Review On-going	ENABLER, CATALYST PROVIDER	Scottish Enterprise
To enhance best practice and exchange knowledge of economic development with other areas	<ul style="list-style-type: none"> Continue to develop city as an "Intelligent Community" Participate & develop activity with members of Global Digital Cities Network 	On-going On-going	PROVIDER, ENABLER, CATALYST PROVIDER, ENABLER, CATALYST	Private sector, Public Sector, Academic Sectors Private sector, Public Sector, Academic Sectors
To develop and support business tourism	<ul style="list-style-type: none"> Dundee & Angus Convention Bureau 	Annual Review	ENABLER	Angus Council, Visit Scotland

Priority Activity 2: Property and Physical Infrastructure



Policy	Actions	Timescale	Council Role	Partner Involvement
To ensure the land needs of potential inward investors, indigenous company growth and new starts are met	<ul style="list-style-type: none"> Utilise City Council's own land banks i.e. Claverhouse, Linlathen, Technopole and facilitate developments where possible General action on land acquisition and sales 	<p>On-going and as required</p> <p>On-going</p>	<p>PROVIDER, ENABLER, CATALYST</p> <p>PROVIDER</p>	Scottish Enterprise, Private Sector
To ensure the property needs of potential inward investors, indigenous company growth and new starts are met	<ul style="list-style-type: none"> Utilise the Council's own property portfolio and facilitate the use of premises owned by others through marketing. When required consider development of new property General action on property acquisition and sales 	<p>On-going</p> <p>As required/ possible</p> <p>On-going</p>	<p>PROVIDER, ENABLER, CATALYST</p> <p>PROVIDER, ENABLER</p> <p>PROVIDER</p>	Scottish Enterprise, Private Sector
To ensure Council owned assets are managed effectively	<ul style="list-style-type: none"> Continue to develop and manage the Council's Asset Management System 	On-going	ENABLER, CATALYST PROVIDER	Other Council Departments
To maintain quality/ standards within Council owned assets	<ul style="list-style-type: none"> Continue to provide a range of property based services for Council owned assets 	On-going	PROVIDER, ENABLER, CATALYST	Other Council Departments
To promote efficient and effective transportation links to and from the City.	<ul style="list-style-type: none"> Continue to work to attract/maintain flights to and from Dundee Continue to lobby for the enhancement of Dundee Railway Station & services to and from the City. 	<p>On-going</p> <p>On-going</p>	<p>LOBBYIST</p> <p>LOBBYIST</p>	HIAL

Priority Activity 3: Place Marketing, Events and Promotion



Policy	Actions	Timescale	Council Role	Partner Involvement
To continue to promote the city as a key location for economic activity – promoting it as a city for living, working and visiting	<ul style="list-style-type: none"> Development of a refreshed city marketing campaign including communications & PR strategy Provision of effective online information 	<p>By end 2009</p> <p>On-going</p>	<p>PROVIDER, ENABLER, CATALYST</p> <p>PROVIDER</p>	Private sector, academic sector, public sector, voluntary sector
To contribute to the Central Waterfront development	<ul style="list-style-type: none"> Support Planning & Transportation Department in the implementation & delivery of a communications & marketing plan. 	On-going	PROVIDER, CATALYST	P&T, private sector stakeholders
To attract & develop events to the city that will boost profile, create vibrancy, attract visitors and offer a range of activities for local people	<ul style="list-style-type: none"> Identify potential events that can come to the city. Attract events to the city. Provide support to on-going events 	<p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>CATALYST, ENABLER</p> <p>CATALYST, ENABLER</p> <p>CATALYST, ENABLER, PROVIDER</p>	Dundee Partnership partners
To continue to develop Dundee's role as a regional shopping centre	<ul style="list-style-type: none"> Continue to provide a range of activities to enhance the retail product i.e. Farmers Markets Continue to market the city as a good retail location for investors and shoppers Continue to support the role of the City Centre Ambassadors Explore initiatives to promote the evening economy 	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>CATALYST, ENABLER, PROVIDER</p> <p>CATALYST, PROVIDER</p> <p>PROVIDER</p> <p>CATALYST, ENABLER</p>	
To develop specific tourism activities to attract visitors to the city	<ul style="list-style-type: none"> Delivery of Ancestral Tourism Initiative – 2009 Roots Festival 	September/October 2008 & 2009	PROVIDER, ENABLER, CATALYST	Event Scotland

Priority Activity 4: Skills & Employability



Policy	Actions	Timescale	Council Role	Partner Involvement
To contribute to the management & delivery of the Dundee Employability Programme – supporting initiatives that tackle worklessness and lower inactivity levels	<ul style="list-style-type: none"> • Provide staff with expertise to support the development and delivery of the Dundee Employability Programme and the delivery of working group actions. • Provide a management role on Dundee Partnership Employability Group • Support the delivery of DEMIS – management information systems • Provide Lead Officer role for a number of Fairer Scotland Funded Employability Initiatives • Support in the development new targets for the Employability Programme and development of a new Employability Plan for the city. 	On-going	ENABLER, PROVIDER	Dundee Partnership, Partner Providers
		On-going	CATALYST	
		2008/09 & 2009/10	PROVIDER, ENABLER	Dundee Partnership, Partner Providers
		2008/09 & 2009/10	PROVIDER	Partner Providers
		2008/09	ENABLER	Dundee Partnership
To contribute to the direct delivery of the Discover Opportunities Centre	<ul style="list-style-type: none"> • Provide physical location for Discover Opportunities Centre • Provide support to the operation of the Discover Opportunities Centre 	On-going	PROVIDER	Dundee Partnership
		On-going	PROVIDER, ENABLER	Dundee Partnership
To deliver the Dundee European Programme and ensure continued funding for activities.	<ul style="list-style-type: none"> • Ensure delivery and compliance of all projects within the Dundee European Programme • Monitor and evaluate activity within the European Programme 	2008/09 & 2009/10	PROVIDER	Dundee Partnership and Programme Delivery Partners
		2008/09 & 2009/10	PROVIDER	Dundee Partnership and Programme Delivery Partners
To promote skills development amongst the workforce	<ul style="list-style-type: none"> • Continue to support sectoral developments focused on skills • Deliver the New Enterprise project for winter school leavers 	On-going 2008/09 & 2009/10	ENABLER, CATALYST PROVIDER, ENABLER	Education Department; Quest Training; funded by BLF

Priority Activity 5: Regeneration



Policy	Actions	Timescale	Council Role	Partner Involvement
To support physical regeneration in local communities across the city.	<ul style="list-style-type: none"> Support the work of other council department's seeking to regenerate areas such as Lochee, Hilltown and Whitfield. Continue to provide support to areas which have recently seen large scale regeneration projects delivered i.e. Stobswell, Ardler. Undertake land/property acquisition and disposal as required to facilitate regeneration 	On-going	ENABLER, PROVIDER, CATALYST	Other Council departments; Housing Associations; Private Sector
		On-going	ENABLER, PROVIDER, CATALYST	
		As required	ENABLER, PROVIDER	
To reduce poverty and disadvantage across the city.	<ul style="list-style-type: none"> To support the delivery of both the Dundee European Programme and the Dundee Employability Programme to reduce levels of worklessness and in turn poverty in the city. 	2008/09 & 2009/10	PROVIDER, ENABLER, CATALYST	Dundee Partnership, Programme delivery Partners
To support the development of social enterprises in the city.	<ul style="list-style-type: none"> Provide a range of support to voluntary organisations seeking to develop social enterprises in the city. Continue to provide support to successful social enterprises such as the Clean Close Company. Raise awareness of the benefits of social enterprise activity amongst local organisations. Support the work of local social enterprise groups such as the Social Economy Partnership. 	2008/09 & 2009/10	PROVIDER, ENABLER, CATALYST	Voluntary Sector
		On-going	PROVIDER, ENABLER	Voluntary Sector
		2008/09 & 2009/10	PROVIDER, ENABLER	



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