

**REPORT TO: CITY DEVELOPMENT COMMITTEE – 22 APRIL 2013**

**REPORT ON: DUNDEE CITY COUNCIL'S TOURISM ACTION PLAN**

**REPORT BY: DIRECTOR OF CITY DEVELOPMENT**

**REPORT NO: 153-2013**

## **1 PURPOSE OF REPORT**

- 1.1 This purpose of this report is to provide information on Dundee City Council's Tourism Action Plan (Appendix 1) which has been created to ensure the Council's activity, in relation to visitors/tourists, can add value and assist in maximising the opportunities which this sector now offers the city.

## **2 RECOMMENDATION**

- 2.1 It is recommended that the Committee agrees the report and accompanying action plan.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The financial implications for this Action Plan are already contained in existing budgets within the City Development Department's budget and Leisure and Culture.

## **4 BACKGROUND**

- 4.1 The Dundee Waterfront Regeneration and the flagship V & A at Dundee project will significantly increase the offer we have for potential visitors/tourists. When this is set alongside the city's already award winning cultural facilities and visitor amenities, there is a real opportunity to grow this sector further.
- 4.2 In order to secure this growth there is a requirement to improve both the range and quality of the visitor experience.
- 4.3 The City Council has a significant role to play in developing the tourism product of the city and therefore an Action Plan covering the key areas in which the Council has input has been developed.
- 4.4 For the purposes of the Action Plan the City Council's interface with this sector has been divided into 3 key areas where it can have most impact:
- a Place Promotion - through the City Council's city marketing activities and most specifically the One City, Many Discoveries Campaign;
  - b Place Making - through the development of infrastructure and services; and
  - c Product - through the management and development of specific tourism attractions and cultural assets such as The McManus, Camperdown Park etc.
- 4.5 The City Council through the Economic Development Division of City Development intends to work with this sector and its businesses to create a citywide Tourism Partnership which can help to drive the ambitions of the wider sector forward. The Action Plan has within it a range of activities which will help to create this over the coming months. It is expected that this group will, over time, be able to create an overall Action Plan for tourism development involving all relevant city interests.
- 4.6 The actions in the Council's plan will be monitored and reported via the existing reporting structures. An annual review of the plan will also be undertaken.

**5 POLICY IMPLICATIONS**

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

**6 CONSULTATIONS**

- 6.1 The Chief Executive, the Director of Corporate Services and Head of Democratic and Legal Services have been consulted and are in agreement with the contents of this report.

**7 BACKGROUND PAPERS**

- 7.1 Annexe 1 – copy of the report Dundee City Council's Tourism Action Plan.

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Director of City Development

Stan Ure  
Head of Economic Development

SU/JC/KM

11 April 2013

Dundee City Council  
Dundee House  
Dundee

**APPENDIX 1**

**DUNDEE CITY COUNCIL'S TOURISM ACTION PLAN 2013**

## DUNDEE CITY COUNCIL TOURISM ACTION PLAN

### Introduction

Tourism is a key sector for Dundee and the sector has the opportunity to grow and develop further with the regeneration of the city's Waterfront and the opening of the V&A at Dundee. In order to ensure we can maximise these opportunities in the city and wider region there is a need to develop and put in place some actions to facilitate the growth and development. At the current time there is no local body which represents this sector and therefore developing a city wide strategy and action plan would be difficult without some input from the sector directly through such a body or partnership. However in order to move the sector forward the Council through its City Development Department has created a Council action plan for the sector based on the Council's current involvement in Tourism and the need to develop this further. One of the first action points within this is to pull together a representative group to act as a steering group/partnership for this sector so work can begin on a city wide strategy.

### Strategic Context

Sustainable Tourism is one of seven growth sectors identified in the refreshed Scottish Government Economic Strategy published in September 2011. These sectors are identified as having the greatest potential to drive long term sustainable economic growth for the Scottish economy.

A new national strategy for the sector, "Tourism Scotland 2020 – The future of our industry, in our hands – A strategy for leadership and growth" was launched in June 2012 by leading industry body The Scottish Tourism Alliance. This sets down a vision for the sector through to 2020 and ambitious targets to generate an additional £1 billion of visitor spend within this timescale. There are a number of priority action areas identified. Of particular relevance to the development of the Dundee Action Plan is the ambition to "develop a strong network of destinations and local partnerships – working with sector organisations, local authorities and others; sharing best practice; improving the overall visitor experience; delivering on local and national priorities".

The Dundee Partnership's ambitions for the city through to 2017 are set down in the revised Single Outcome Agreement for the city. The SOA aims to achieve a number of outcomes which the tourism action plan will support the delivery of.

Outcome	
1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people	1a - Dundee's economy grows through a focus on <b>key sectors</b> , growth companies, business start ups and inward investment
	1e - Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities
	1f - We have improved the image and perception of the city and its region
	1g - Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee.
2 Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture	2a - Dundee delivers excellent cultural choice and opportunity for its citizens and visitors
	2e - Dundee will have a positive reputation and self image as a result of achievements within a vibrant cultural sector.

The Dundee City Council Plan 2012 – 2017 and the City Development Department Service Plan 2012-2017 articulate how Dundee City Council will contribute towards delivery of the Single Outcome Agreement.

The Council's role within tourism is not insignificant currently, therefore it is appropriate to examine the activities we are already involved and identify any areas which require either further development or new activity.

### **Promotion**

The Council's role within tourism is multi level. We are responsible in a strategic sense for the place marketing of the city. This is currently delivered within the Dundee, One City, Many Discoveries marketing campaign. This includes the consumer facing platform – Dundee.com which acts as a the city's information portal for visitors and provides a what's on section, the Council also has a range of other marketing alliances aligned to the city as a place for niche audiences and in which the Council plays a role. ie Locate Dundee – targeted information for Inward Investors, BioDundee – targeted information for life science communities.

### **Place**

In addition through our development and management of the city's infrastructure we are a key player in place making and the effect this has on visitor perceptions and experience. This could include their experience in transport on arrival to trying to find information and signs to help them navigate around the city. It also includes the type and range of accommodation available in the city to “first impressions” on arrival. Dundee also has some key locations which are likely to be of interest and could be packaged as visitor attractions in their own right – examples of this would include Broughty Ferry and also West End or Cultural Quarter.

### **Product**

Through Leisure and Culture Dundee the Council is responsible for the management and delivery of a number of the city's key visitor attractions. The Council also plays a key role in the attraction of new facilities into the city which affect the tourism offer from the redevelopment of the waterfront through to the attraction of new leisure and retail activity. In addition to this the Council's of Dundee and Angus have identified a significant opportunity for Business Tourism as a product. This is due to the significant academic and medical community within the city and their ability through an ambassador programme to attract related conferences. The business tourism product is managed and supported through the Dundee and Angus Convention Bureau.

This first Council Tourism Action Plan focuses on these key areas and activities. In addition there is a section on future developments which reflects the wider city opportunity in tourism and the Council's role in driving some of these initiatives forward.

### **Where Are We Now?**

Information exists on the current impact of tourism at a Scottish, Regional and local level. This gives an indication of where we are and a baseline from which to progress and develop this sector.

### **The Statistics and the Economic Impact of Tourism**

#### **Scotland**

Tourism as a sector is a major contributor to the Scottish economy. In 2011 15.71m trips were staying for 63.2m nights and spending £ £45.08 billion Day visitors contributed a further £6.2 billion. It employs over 140,000 in direct employment and an additional 130,000 indirectly. (source: VS 2011)

At a national level some work has been undertaken on growth markets and the following have been identified and their future potential value to the Scottish economy. Currently there is no information at

a local level but it would be interesting to see where these markets align with the target markets we define for Dundee.

### **Growth Markets**

Home Turf £3.127m potential for 2020 to grow to £3.5 - £4.2m  
Near Neighbours £731m potential 2020 to grow to £875m - £1035m  
Distant Cousins £414m potential 2020 to grow to £505m - £598m  
Emerging Markets £33m potential 2020 to grow to £70 - £83m

(source: STA 2012)

### **Angus & Dundee**

Visit Scotland, the national tourism agency, currently defines Dundee alongside Angus in terms of its promotional programmes. Therefore their statistics also reflect this geographical area.

In relation to Dundee & Angus as a tourist area it is estimated that there were around 0.67m trips to the area, staying for 2.13m nights and spending £116 million. It also represents 7300 in direct employment.

(source: VS 2011)

### **Dundee**

Some statistics are available at a more local level and these are provided by GTS (UK) through STEAM reports. Steam quantifies the local economic impact of tourism, from both stay and day visitors by analysis of bed stock. There are some perceived weaknesses in the model but it does provide some information for measurement at a local level year on year and comparisons with other areas (source: STEAM 2011):

£137.16m economic impact on Dundee (up 4%)  
1838.53 (000s) tourist days (up 4%)  
806.12 (000s) tourist numbers (down -1%)  
2828 (FTEs) direct and indirect (up 4%)

### **Organisations Involved in Tourism in the Area and Their Roles**

There are a number of organisations and partnerships operating within the area who have a role in developing or delivering tourism activities and services. It will be important as we develop the city wide strategy to ensure they are engaged with the strategy as it develops and we avoid duplication of effort and seek to add value to the "Dundee" offer wherever we can. There is a need to pull everyone in the same direction and the Tourism Partnership Steering group is the proposed vehicle for this. There will be a need to ensure that the output from this group is communicated amongst all of the organisations, partnerships and businesses indicated and they have a means of input too.

#### Visit Scotland

With the demise of the Area Tourist Boards in 2008 Visit Scotland have been the agency responsible within Scotland for the promotion of tourism. They have regional functions split into North, South, East and West. Visit Scotland are keen to work with local authorities to identify joint campaigns and they also provide some marketing collateral in relation to Angus and Dundee as an area by means of an accommodation guide and a new website.

A strategic workshop was held earlier in the year with the City Development Department and Visit Scotland to identify some of the key attributes and opportunities currently available to the city as a tourism destination.

## **Key Observations**

- Good business tourism midweek but spare capacity for leisure visits at the weekends
- Comparable product to, but significantly behind Aberdeen in visitor numbers and days
- Currently lacks a suitable venue for larger events
- Student population provides good opportunities in relation to visits - family visits, alumni visits and annual degree show
- Key strengths identified in relation to visitors include shopping, culture/entertainment and proximity to rural hinterland
- Short break destination
- Venue for national and international events

## **Market Segmentation**

- Attracts a loyal but ageing visitor base
- Focus on W2, W4 and W1 higher spending and warm to Scotland to increase length of stay and volume of trips
- Increase number of overnight short break visitors from core drive time (2-3 hours) tapping into N England
- W1 segment in association with Cityjet
- Appeal to a younger market to maximise city (& country) breaks
- Golf
- Travel Trade links
- Day visit market (shorter drive time – 40 mins)
- Seasonality/events – capacity Jan/Feb

Key:

W1 – Affluent Southern Explorers: 6.4% of UK population – 1.6M households

W2 – Younger Domestic Explorers: 4.6% of UK population – 1.2 Million Households

W3 – Mature Devotees: 5.1% of UK population -1.3m households

W4 – Affluent Active Devotees: 6.7% of UK population -1.7 m households

***This information will be a useful starting point for consultation and discussion with wider tourism strategic group.***

## **Scottish Tourism Alliance**

The Scottish Tourism Alliance is an independent lead membership organisation and its primary role is to facilitate, co-ordinate and provide support to industry to help enable the successful delivery of the national strategy objectives and vision. The current strategy was launched earlier this year and titled The Future of our Industry: A strategy for leadership and growth. It is important that our city wide strategy links to the national strategy and action plans.

## **Scottish Enterprise (SE)**

SE work in partnership around Scotland's distinctive tourism strengths. As well as delivering key pieces of supporting infrastructure they work with industry around the opportunities in Edinburgh, Glasgow, Royal Deeside, St Andrews, Loch Lomond and the National Parks. Dundee is currently not a designated area but discussions are taking place about Dundee's future role in tourism and how this can be reflected better by SE.

They also provide funding to Tourism Intelligence Scotland, business collaboration opportunities and support through their Tourism Innovation fund, which aims to increase tourism spend, improve visitor experience and develop new markets.

## **Tourism Intelligence Scotland**

Tourism Intelligence Scotland has been developed by the industry in association with Scottish Enterprise, Highlands & Islands Enterprise and VisitScotland, to lead the way in helping tourism businesses to understand and use the range of market and product intelligence which is available, and to collectively share insights and information gathered from our visitors' feedback.

## **Partnership Projects**

### TayScreen

The region is served by a screen office, TayScreen that promotes the region of Dundee, Angus, Fife and Perth & Kinross for production to the global advertising, film and TV sectors and helps project find locations services and crew. All over the world, countries and regions have embedded screen tourism into their place promotion strategies taking an 'upstream and downstream' approach.

### Business Gateway

The Business Gateway Service in Tayside is delivered by ENET and managed by Dundee City Council. They are responsible for the delivery of a range of services to people thinking about starting up new businesses and existing businesses that are not currently account managed by Scottish Enterprise. They regularly deal with tourism type businesses and when appropriate have defined specific training and services if demand is evident.

### Carnoustie Country

Carnoustie Country is run by Angus Council in partnership with Dundee City Council and in collaboration with local golf industry. Its aim is to ensure the clubs are visitor ready. It promotes over 30 courses within a 40 minute drive of Dundee.

### East of Scotland Golf Alliance

Dundee along with Angus, East Lothian, Fife and Perth & Kinross Councils work collaboratively to promote the area as a golfing destination. Current activity being developed in the run up to the Ryder Cup.

### Dundee and Angus Convention Bureau

Dundee & Angus Convention Bureau provides a range of services to conference organisers. They can get involved from the initial bid to sourcing venues, registering delegate bookings and organising fun and quirky social activities. This team now sits within the City of Development Department and the Business Development Team of the Council.

### Cultural Agencies Network

The city's cultural assets come together monthly to meet and this group is chaired by Leisure and Culture Dundee. They share information and identify joint activity and also help progress the city's cultural strategy - Creative Dundee.

### DDOne

DD One is a private sector-led partnership group whose agreed objective is to encourage representatives of both the private and public sectors to act together to develop the economic potential of Dundee City Centre.

The City Centre is one of Dundee's prime assets, and remains at the heart of Dundee's economic, service and cultural life. It is the highly public face of the City, and the performance of Dundee as a whole is directly related to the health and vitality of the Centre.

## Dundee and Angus Chamber of Commerce

Dundee & Angus Chamber of Commerce is the membership organisation for the region's business. They are member-led and inclusive, with a membership base that spans enterprises of all types and sizes, from the private, voluntary/social and public sectors. They provide opportunities for members to develop new contacts, learn and grow. They have a number of members with an interest or role within the tourism sector.

This list of agencies/organisations is not exhaustive but highlights the range and no of organisations that have an interest in tourism. In addition there are the businesses which deliver the tourism offer which can be broadly split into the following areas:

- Accommodation
- Food and beverage
- Leisure and Culture facilities
- Visitor attractions
- Transport

The key to success of any strategy going forward will be creating a sense of a tourism sector and thereby a community of interests which all pull in the same direction.

### **Dundee City Council's Action Plan**

The action plan identifies existing roles or opportunities which directly relate to the Council's current budget or activities and therefore can achieve the resource requirements to undertake the activities outlined without further funding at this stage.

The opportunity is current in relation to this sector - we need to be undertaking improvements and developments now and there is definitely a positive swell amongst businesses/organisations in this sector that more needs to be done to improve the sector locally. This ranges from the need to improve quality, attracting and developing more tourism and leisure products, more effective marketing and packaging of offers, and the need to create a tourism community which can be engaged and more effectively communicated with.

In order to address some of these issues the actions which follows ensure that we can become more effective in relation to our role related to tourism. The Waterfront Regeneration and projects such as the V&A at Dundee will create a significant opportunity for the city to exploit further business opportunities in this sector and attract larger visitor numbers into the city. The V&A at Dundee already estimate that visitors in the first year will be circa 500,000 and thereafter even out to about 300,000 per annum. It also significantly improves the proposition for Dundee to promote itself as a location for leisure tourism and specific products such as city breaks and a "cultural" destination.

In addition there is recognition that a new citywide tourism partnership framework does need to be developed and this is one of the key actions within the Council's plan - to identify and support the development of this group. One of the actions of this group will then be to define the wider city tourism action plan and identify opportunities to work together at a sectoral level whether this is related to marketing, quality or product development.

### **Where Do We Want To Be?**

The Council's action plan has been split into key areas of activity in which the Council plays a significant role, namely Promotion, Place, Products.

#### **Promotion**

The Council through its city branding campaign has a major role to play in the place marketing of the city region. However this has to be at a strategic level. The role here is to develop the city brand and define the key messages and enable the city wide partners to benefit from the consistent use of these. It includes the issues of image and perception, our positioning and the experience people

have through customer service etc to the definition of target markets. The Council is tracking the changes in image and perception through bi annual consumer/business surveys.

The key headings here are:

- Image and Perception
- People
- Target Markets

### **Place**

The Council also has a key role to play in place making. These actions are more focussed on the infrastructure which supports the sector locally and how we can improve this within existing budgets and roles or identify new funding sources. Key headings are:

- Accommodation
- Transport and Infrastructure

### **Products**

The Council is a deliverer within the tourism sector through a variety of its assets mainly managed by Leisure and Culture Dundee. The Council is responsible through this vehicle for many of the city's cultural attractions, parks and nature areas. This includes the maintenance, management and promotion and marketing. Other areas such as retail and events are also important elements of the product. Business Tourism in the city is addressed via the Dundee and Angus Convention bureau and DDOne has a focus on city centre retail and events. There are a number of headings here reflecting the role and opportunity the Council has to play in helping to develop the visitor product.

- Leisure & Culture
- Retail
- Key Events
- Business Tourism
- Dundee Waterfront
- V&A at Dundee

### **Partnership Development**

This action plan has been created in order to take action where we can now within the Council to improve the overall visitor experience. It is recognised that there is a requirement for wider development work to be undertaken in order to create an effective tourism community and enable this to reflect the needs of a strategy which goes beyond the confines of what the Council can influence or action. City Development will allocate resource in time and staff in order to undertake this development work. The actions for this will be relevant to the city wide strategy and the creation of the local Tourism Partnership.

- Tourism partnership Group
- Target Markets
- ICT
- Joint Marketing opportunities
- New media/Digital activities
- Local Market intelligence

	<b>PROMOTION</b>
1	<b>Image and Perception</b>
	<p><b><u>Strengthen and maximise impact of the city's marketing in enhancing the city's image and perception</u></b></p> <p><i>Lead Department – City Development/Business Development</i></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Identification/delivery of specific marketing and promotional campaigns with relevant external and internal partners and further involvement of businesses/partners in the campaign</li> </ul> </li> <li>• <b>Measures</b> <ul style="list-style-type: none"> <li>- Increase in interactions via Dundee.com, social media, campaign collateral and events</li> <li>- Increase in the activity/number of City Ambassadors and associated PR</li> <li>- Increase in number of visitors to the area</li> <li>- Increase in positive perception of the city</li> </ul> </li> <li>• <b>Timescale</b> – Ongoing</li> </ul> <p><b><u>Identify opportunities to add value to Visit Scotland local activity and raise awareness of their opportunities for tourism community locally</u></b></p> <p><i>Lead Department – City Development, Business Development, Leisure &amp; Culture</i></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Regular meetings with Visit Scotland and SE colleagues to exchange info/opportunities</li> <li>- Identification of joint marketing opportunities with Visit Scotland eg EXPO</li> </ul> </li> <li>• <b>Measure</b> <ul style="list-style-type: none"> <li>- More interaction with Visit Scotland and higher visibility of Dundee/region in Scottish messages</li> <li>- Number of joint activities</li> </ul> </li> <li>• <b>Timescale</b> – Ongoing</li> </ul>

**Maximise the positive PR and “culture city” sell that bidding for the UK City of Culture affords and as a key tourism message more generally**

***Lead Department – Leisure and culture and City Development/Business Development***

- **Activities**

- Support development of key messages and strategy for delivery ie video, social media campaign.

- **Measures**

- Culture city messages created and cascaded
- Completion of City of Culture Video
- Social media campaign

- **Timescale** – June 2013 and ongoing

**2 People**

**Raise the standard of knowledge amongst the tourism community of each others product and key city messages**

***Lead Department – City Development/Business Development and Leisure & Culture***

- **Activities**

- Input into the “Dundee Knowledge” collateral for tourism businesses

- **Measures**

- Development and uptake of “Dundee Knowledge” resource

- **Timescale** – Ongoing (2014/15)

**Raise the standard of service through programme of training for tourism employees locally**

***Lead Department – City Development/Business Development***

- **Activities**
  - Work with partners/training providers to implement further training and initiatives to support quality/standards and services
- **Measures**
  - New training initiatives uptake and positive customer feedback
- **Timescale** – end of 2015

**3 Target Markets**

**Identify key target markets for Dundee**

***Lead Department – City Development/Business Development***

- **Activities**
  - Work and consult with existing research/stakeholder groups to define target audiences
- **Measures**
  - Definition of main and niche visitor markets and agreement on priority markets
- **Timescale** – end of 2013/14

**Define propositions and key messages for each target group**

***Lead Department – City Development/Business Development and Leisure & Culture***

- **Activities**
  - Stakeholder workshops and toolkit created to assist the sector as a whole use these in their marketing
- **Timescale** – 2013/14

	PLACE
1	Accommodation
	<p><b><u>Co-ordinate approach to attracting new hotel operators</u></b></p> <p><i>Lead Department – City Development/Waterfront/Business Development</i></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Work with colleagues in planning, SDI and SE to pull together investor propositions/collateral and information</li> </ul> </li> <li>• <b>Measures</b> <ul style="list-style-type: none"> <li>- Increase in number of enquiries, and number of hotels locating in city region</li> </ul> </li> <li>• <b>Timescale</b> – Ongoing</li> </ul> <p><b><u>Maintain and develop quality levels within accommodation sectors</u></b></p> <p><i>Lead Department – City Development</i></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Work with partners to develop training and quality assurance programmes and circulate relevant info to accommodation sector.</li> </ul> </li> <li>• <b>Measures</b> <ul style="list-style-type: none"> <li>- Increase in the number of quality assured accommodation providers in the city and quality levels more generally. Customer feedback.</li> </ul> </li> <li>• <b>Timescale</b> – Ongoing</li> </ul> <p><b><u>Explore the feasibility of a caravan park within the city boundaries</u></b></p> <p><i>Lead Department – City Development and Leisure &amp; Culture</i></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Look at land options and meet with caravan park operators</li> </ul> </li> </ul>

- **Measures**

- Options paper to be developed

- **Timescale** – 2014

**Identify key geographies in terms of specific areas within the city which can be packaged as a visitor destination within the city.**

***Lead Department –***

- **Activities**

- Consider the added value to packaging areas together in relation to tourism offer i.e. Broughty Ferry, West End/Cultural quarter and develop marketing information

- **Measures**

- Additional visitors to areas identified

- **Timescale** – Ongoing

**Further develop proposal for marina at City Quay and a refurbished HMF Unicorn as the centrepiece of this development**

- **Activities**

- Application to Scottish Government for Vacant and Derelict Land Fund (VDLF) towards cost of new lock gates
- Engineering feasibility report to be undertaken on integrity of lock gates and harbour walls

- **Measures**

- Recommendations made and progress towards implementation

- **Timescale** - May 2013 for initial recommendations

**Support Dundee Airport to develop services*****Lead Department – City Development/Business Development*****• Activities**

- Regular meetings with Highland and Islands Airport operators on activity and opportunities
- Joint promotion of airport alongside Operations and Maintenance proposition for renewables sector in Dundee
- Analysis of current research re the airport opportunities

**• Measures**

- Development of new services, implement affordable actions from research

**• Timescale – Ongoing****Maintain and improve information for visitors*****Lead Department – City Development/Business Development/Planning/Transportation and Leisure & Culture*****• Activities**

- Work with Planning/Leisure & Culture on upgrading of signage and agree guidelines/toolkit for consistency for visitor signage and visitor information more generally including use of base map
- Create relevant visitor information on line/published as required

**• Measures**

- Customer feedback
- Agreement across depts. on visitor signage and programme of improvements

**• Timescale – 2014**

**Maintain and improve transport services/parking and road network from a visitor perspective**

***Lead Department – City Development/Planning and Business Development***

- **Activities**

- Progress Park/Ride Scheme from West end of city
- Continue to improve technology associated with parking to ease customer's journey

- **Measures**

- Customer satisfaction surveys
- Programme devised for ongoing signage improvement

- **Timescale** – 2015

**Improve “first impressions” on entry gateways to the city**

***Lead Department – City Development/Planning***

- **Activities**

Continue “Ambassador route” project including maintenance and landscaping, development of public art, relevant signage

- **Measures**

Improved perceptions on entry to the city. Number of improvements implemented

- **Timescale** – Ongoing

**Work with Forth Ports to explore and develop further opportunities for Cruise Ships**

***Lead Department – City Development/Business Development***

- **Activities**

- Arrange regular meeting with person in Forth Ports with cruise ship responsibilities
- Ensure contact included on all regular information re the events and attractions in the city
- Identify in partnership with Forth Ports – the Dundee Ports Offer

- **Measures**

- Increase the number of cruise ships docking in the city

- **Timescale** – Ongoing

### **Smart ticketing to ease visitor journey planning**

- **Activities**

- Continue development of smart ticketing through National Entitlement Card, leading to multi modal integrated ticketing
- Dundee city to take the lead on this via the Scottish Cities Alliance

- **Measure**

- Progress and implementation of new card developments and uptake of these on cards

- **Timescale** - Ongoing -2016

### **Better and more attractive rail fares**

- **Activities**

- Continue to raise the issue of the disparity of fares and lobby for more attractive rail fares

- **Measure**

- Availability of more attractive fare structure and affordable tickets

**Timescale** - Ongoing

	<b>PRODUCT</b>
1	<b>Cultural, Leisure and Visitor Attractions</b>
	<p><b><u>Continue to develop and improve what's on info for the city</u></b></p> <p><b><i>Lead Department – City Development and Leisure &amp; Culture</i></b></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Develop a What's on app and market effectively to locals and visitors</li> <li>- Improve the website info and its mobile applications</li> </ul> </li> <li>• <b>Measures</b> <ul style="list-style-type: none"> <li>- Usage of the app and website stats</li> </ul> </li> <li>• <b>Timescale – 2013/14 and Ongoing</b></li> </ul> <p><b><u>Further attract and promote touring exhibitions to city museums alongside development of exhibitor programme of Dundee's own collections of national significance</u></b></p> <p><b><i>Lead Department – Leisure &amp; Culture</i></b></p> <ul style="list-style-type: none"> <li>• <b>Activities</b> <ul style="list-style-type: none"> <li>- Identify all art galleries and museums within Dundee that can accommodate touring exhibitions</li> </ul> </li> <li>• <b>Measures</b> <ul style="list-style-type: none"> <li>- Visitor feedback and visitor numbers.</li> </ul> </li> <li>• <b>Timescale –</b> <ul style="list-style-type: none"> <li>- Audit by the end of 2013 and then ongoing</li> </ul> </li> </ul>

**Work with the V&A at Dundee project to maximise delivery of the project and its promotional role for the city**

***Lead Department – City Development/Dundee Waterfront***

- **Activities**
  - Develop joint activities wherever appropriate ie Ambassador events, Ignite Festival, advertising and marketing activity
- **Measures**
  - Progress towards opening date and further awareness of the project at all levels and development of new marketing activities
- **Timescale** – Ongoing

**Continue to identify visitor offers for use of leisure, sports, library and cultural services**

***Lead Department – Leisure & Culture***

- **Activities**
  - Promotional offers and events
- **Measures**
  - Increase in the uptake of offers, users of the services
- **Timescale** – Ongoing

**2 Retail**

**Maintain and help attract new retailers and leisure operators to the city centre**

***Lead Department – City Development/Business Development – CCM***

- **Activities**
  - Proactive approaches to key retailers and assistance to those who add to the city centre offer
  - Development of policy in Development Plan consistent with this aim and provision of high quality planning & building standard service to investors

- **Measures**

- Increase in number of enquiries and business of this nature locating in city centre

- **Timescale** – Ongoing

3

**Events**

**Assist in the delivery of the events and festival strategy**

***Lead Department – City Development/Leisure Dundee***

- **Activities**

- Attend relevant meetings, provide support where appropriate in terms of marketing and promotion

- **Measures**

- Better awareness of events and better co-ordination of events across the calendar and city area.

- **Timescale** – Ongoing over current strategy timescale

**Delivery key events which would otherwise not happen and which are unique opportunities for the widest promotion of the city**

***Lead Department – City Development/Business Development/CCM/Leisure & Culture***

- **Activities**

- Continued development of Christmas Light Night and Food and Flower Festival as the city's largest events

- **Measures**

- Maintain and increase the no of key audiences and increase awareness of these events at national level

- **Timescale** – Ongoing

**Work with partners to identify further relevant events and funding sources**

***Lead Department – City Development/Business Development/Policy/CCM and Leisure Dundee***

- **Activities**

- Meeting with funding organisations regularly. Circulate information of funding available through e-newsletters etc

- **Measures**

- Increase in overall external funding in the city

- **Timescale** – Ongoing

**4 Business Meeting, Conventions and Exhibitions**

**Maintain and where possible increase conference activities in the city**

***Lead Department – City Development/DACB***

- **Activities**

- Delivery of the Dundee and Angus Convention Bureau Strategy (separate document)

- **Measures**

- As per strategy document

- **Timescale** – as per strategy

**Strengthen and develop the Dundee Waterfront brand to Leisure and tourism consumers*****Lead Department – City Development/Planning/Waterfront*****• Activities**

- Support the delivery of the marketing and communications group of Dundee Waterfront and ensure consistency and joined up working with tourism sector locally.

**• Measures**

- Increase enquiries from this sector for development opportunities

**• Timescale – Ongoing****Explore for both commercial and non commercial events and activities in the new civic space*****Lead Department – City Development/Business Development/Planning and Leisure & Culture*****• Activities**

- Consultation with events strategy group/planner/engineers and consultants report on the market opportunities

**• Measures**

- Report on the space usage and opportunity for events

**• Timescale – June 2014**

## **PARTNERSHIP DEVELOPMENT**

### **Create and facilitate new Tourism Partnership Steering Group and identify possible chair/champion**

#### ***Lead Department – City Development/Business Development***

- **Activities**

- Identify organisations and individuals willing to act representatively and agree format and mode of operation. Act as secretariat/chair as required

- **Measures**

- Number of meetings and attendance and quantity/quality of strategic output

- **Timescale** – End of March and ongoing

### **Increase exposure in travel trade/group market through conjoint working**

#### ***Lead Department – City Development/Business Development***

- **Activities**

- Joint promotional activities, attendance at relevant events as “Group”

- **Measures**

- Number of events attended, increased awareness of Dundee

- **Timescale** – Ongoing

### **Share market intelligence and create a sense of community through better communication with the sector**

#### ***Lead Department – All Departments***

- **Activities**

- E Bulletin and events – Participate in relevant research ie Tourism labour market survey, V&A and circulate info.

- **Measures**

- Greater awareness of the sectors activities as a whole amongst the key agencies/businesses

- **Timescale** – Ongoing

**Further develop the Council's action plan into a city wide tourism strategy and wider action plan**

***Lead Department – City Development/Business Development/Policy***

- **Activities**

- Stakeholder workshops

- **Measures**

- Creation of strategic action plan

- **Timescale** – September 2013

**Explore the option of a hospitality/tourism focussed Business Improvement District option to secure further funding**

***Lead Department – City Development/Business Development/CMM***

- **Activities**

- Seek advice from BID unit and survey local businesses

- **Measures**

- Report recommendation

- **Timescale** – 2014