

DUNDEE CITY COUNCIL

REPORT TO: POLICY AND RESOURCES COMMITTEE - 25 JUNE 2012

REPORT ON: DUNDEE FESTIVAL AND EVENTS STRATEGY 2012-2017

REPORT BY: DIRECTOR, LEISURE AND COMMUNITIES

REPORT NO: 251-2012

1.0 PURPOSE OF REPORT

- 1.1 This purpose of this report is to advise the Council on the development of the Festival and Events Strategy for the period 2012-2017 and to invite further comment and consultation on the draft strategy.

2.0 RECOMMENDATIONS

The Committee is invited to:

- 2.1 note the draft strategy and provide comment and feedback
- 2.2 refer the strategy to the Dundee Partnership Management Group for their approval.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no additional financial implications arising from this strategy. It has been framed in such a way as to place the expectation on Council Departments and partner agencies that they will support the implementation of the strategy from within existing resources, through the attraction of sponsorship and external funding.

4.0 BACKGROUND

- 4.1 At its meeting in November 2011 the Dundee Partnership Management Group suggested that a Festival and Events Strategy for the City should be produced which recognises the importance of such events and that provided a strategic framework within which all the partners could work to support festivals.
- 4.2 This strategy seeks to cover both the Council's internal arrangements for the support of festivals and events and the external promotion of the city as a location for those who wish to take part in or promote festivals and events.
- 4.3 The strategy notes that over the last five years there have been significant developments in the arrangements for the support of festivals and events within the City. It recognises that arrangements between the City Council and many of the other partner agencies within the Dundee Partnership could be improved and proposes a framework for taking forward this area of work.
- 4.4 The strategy also recognises that collaboration between Dundee and its neighbouring authorities can be highly beneficial and that while this happens informally there is scope to build on this and to develop it as part of a more integrated offer relating to the V&A at Dundee and to the development of the Tourism Strategy for the city region as a whole.

5.0 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. No major issues have been identified.
- 5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/> .

6.0 CONSULTATION

- 6.1 The Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services have been consulted on this report.
- 6.2 The strategy has been developed through a collaborative process and a working group of representatives from the vast majority of partner agencies. The draft strategy has also been circulated to all organisations in membership of the Dundee Partnership and will be developed further in response to comments and approval from the City Council and feedback from partners.

7.0 BACKGROUND PAPERS

- 7.1 Equality Impact Assessment.

Stewart Murdoch
13 June 2012

DRAFT

**DUNDEE FESTIVAL AND EVENTS
STRATEGY 2012 – 2017**

Photo to be inserted

Look at <http://www.dundee.com/dundeecom/work/dundee-brand-photography.html>

'Dundee has been working hard and imaginatively over the last few years to transform itself and the ugly duckling has come a long way down the road to swan status, with some really wonderful visitor attractions and cultural centres that succeed in bringing art and community together'

Lonely Planet 2009

"A vibrant, industrious city that still isn't part of the main tourist track, Dundee plays a significant role in the biotech and computer-games industries. Dundee has a large student population, a lively arts, music, and nightlife scene, many smart restaurants, and several historical and nautical sights."

Fodor's Guide to Scotland 2010

CONTENTS

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	5
3. DUNDEE'S STRENGTHS	7
4. SUPPORTING RESOURCES	11
5. BUILDING ON OUR STRENGTHS	15
6. STRATEGIC OBJECTIVES 2012-2017	23
7. RECOMMENDATIONS AND ACTION PLAN	24

APPENDICES

1. THE ISSUES RAISED IN CONSULTATION	28
2. YEAR OF CREATIVE DUNDEE	31
3. STRATEGY GROUP MEMBERSHIP	34

1. EXECUTIVE SUMMARY

Dundee is surprising. It is one city offering many discoveries, and more and more people across Scotland and from further afield are making these discoveries.

Dundee's unique selling point is its superb setting on the Tay and the clustering of sport and cultural attractions around a small city centre.

The Dundee Festival and Events Strategy has been produced at the request of the Dundee Partnership Management Group for the period 2012-2017.

The strategy brings together all of the key agencies in the City to provide strategic direction and to build on the already existing good work which is being done to support the delivery of an integrated programme of festivals and events.

The strategy recognises national themes and events and will seek to ensure that Dundee both contributes to these and benefits from them.

The aim of Dundee's strategy is **'to ensure that more people enjoy better quality events'**.

The strategy will assist Dundee to:

1. Build on the existing strong collaboration which has developed between cultural agencies in the City by **strengthening co-ordination**.
2. Promote the image of the City externally and raise civic pride by developing **Dundee's offer** as a centre of creativity.
3. Continue to deliver high quality, safe and legal events by **providing support**.
4. Maximise the economic benefit of festivals and events by **smarter marketing**.
5. Promote participation and maximise the social impact for the whole community of festivals and events within the City, by **increasing engagement**.
6. Determine future investment priorities by **being strategic**.
7. Excel and **raise ambition** for quality by working to National and International standards.

2. INTRODUCTION

2.1 This strategy has been written to:

- ensure that more people enjoy better quality events in Dundee;
- set out the partnership's aspiration for festivals and events in the City;
- provide a plan of action for future development and partnership working.

2.2 There are a number of different audiences for this strategy. It is the City's strategy and makes specific commitments for those who live, work or study in Dundee.

It also complements the Tourism Strategy and should add value to those seeking to promote Dundee as a destination.

For those who are planning to organise festivals and events in Dundee, the strategy provides useful links and identifies key contacts.

2.3 Looking Back

The 2008-2012 Festival and Events Strategy highlighted that festivals and events were concentrated in the July to September period, and this correlated closely to the pattern of visits to the City and its region. Visit Scotland reported that 30% of UK visits to Dundee took place between July and September, with 50% of overseas tourist trips taking place in the same period.

At a national level, the economy has worsened and promoters have taken a much more cautious approach to the organisation of high profile events. Specifically, the development of open air music events has stalled and there has tended to be a focus on a smaller number of very large events and less investment in intermediate scale events.

In the same period, large scale conferences have also found it more difficult to market their offer, and there has been an expansion of intermediate scale conference events in favour of the very large conferences which had become dependent on ever-expanding trade exhibitions.

This strategy recognises the importance of a strong and vibrant cultural sector and there already is in place an excellent strategy for the development of that sector. There is an increasingly close relationship between those who visit the City for conferences and those who visit the City for festivals and events. This document, however, is not a substitute for the Conference Strategy which exists as a complementary initiative.

It also sits beside a Tourism Strategy for Dundee which is currently under development.

Our review of the 2008 Strategy and the current context confirms that Dundee is in a stronger position than it has been for many years to become a focal point for festivals and events and that the development of tourism, the cultural sector, the food and drink offer, music, sporting events and conferences all require to be seen as part of an integrated initiative to market, promote and develop the City.

2.4 Looking Forward

Our overriding aim is that 'more people enjoy better quality events'.

This strategy recognises that festivals and events are important as a means of:

- attracting visitors and delivering economic benefits;
- demonstrating a vibrancy and retaining talent;
- enhancing the quality of life for the citizens of the City;
- maximising use of the assets of the City;
- promoting a sense of civic pride;
- developing a positive image of the City;
- helping with sustainability of employment.

As a partnership we recognise that there are many festivals and events which take place in Dundee and which we want to flourish. The City Council and many of its partners have an enabling role in supporting groups to organise their own events particularly at a community level. The partnership, however, has a strategic role and it is that strategic support for festivals and events that this strategy is primarily concerned with driving forward.

3. DUNDEE'S STRENGTHS

Dundee's strengths in culture, creative industries, science and technology are now viewed in an international context. The City has accomplished a great deal in the last few years and it is now the right time to articulate a new strategy for supporting festivals and events.

What has changed the landscape for Dundee more than anything else is the announcement of the V&A at Dundee. The project should complete during the life of this strategy.

The following topics cover the main elements of festival and events delivery in the City.

3.1 Cultural Attractions

Sustained investment in its cultural attractions, particularly arts and heritage, has resulted in a significant increase over recent years in the number of visitors coming to the City. Those attending events are increasingly attracted to bring families and friends and extend their stay.

In particular, the highly successful and award-winning refurbishment of The McManus: Dundee's Art Gallery and Museum, the continued success of Dundee Heritage Trust – RSS Discovery and Verdant Works, the phenomenon which has become Dundee Contemporary Arts, the national recognition gained by Dundee Science Centre, the unique Mills Observatory, the popular University of Dundee Botanic Gardens, the continuing high profile and artistic standing of Dundee Rep, and the established reputation of the Caird Hall as one of Scotland's most iconic venues have all helped to improve the City's cultural offer.

These existing facilities are complemented by the new visitor centre at Camperdown Wildlife Centre, the refurbished Orchar Gallery in Broughty Castle and the fascinating urban heritage of a compact small Scottish city, which can offer its visitors a varied experience, high quality parks, and its magnificent river frontage. Dundee's offer is that it is a interesting place to visit for events and these venues themselves can add value to events.

3.2 Community Events

Well over 8,000 people attended community gala events during 2011 in Dundee.

These events are organised and managed by local community associations and each involves hundreds of hours of volunteer commitment throughout the year.

Dundee City Council has continued to support these events, particularly through the work of its Community Centre Managers and Communities Officers, and to try and ensure that appropriate advice and guidance is provided in relation to licences, insurance and other aspects of their organisation.

Events such as Ardler Fun Day, Douglas Gala Day, Menzieshill Family Fun Day, Hilltown Fun Day, St Mary's Fun Day, Fintry Gala, Stobswell's Celebration in the Park, Whitfest and Kirkton Gala Day, are all now well established and popular community events. The more recent development of West Fest over the last two years has been on a more ambitious scale and holds out the prospect of a West End Arts and Cultural Festival.

3.3 Sporting Facilities

In the period, between 2008 and 2012, Dundee has continued to improve its sporting infrastructure. The Dundee International Sports Complex (DISC) has just re-opened following a major refurbishment of its playing fields. The water-based, international standard hockey pitch is complemented by the new water-based pitch developed by Dundee High School at Mayfield, and the expansion of synthetic pitches created by the University of Dundee at the Riverside.

The new 50 m swim and leisure complex will open at the beginning of 2013, and will create a regional standard competition pool, capable of hosting swimming, water polo and diving events.

Dundee itself boasts three excellent 18 hole golf courses and is surrounded by many high quality courses offering unparalleled access for golfing events.

The sporting facilities created in Dundee's new secondary schools estate and its existing sporting infrastructure mean that the City is extremely well placed to host regional, national and age grade internationals, as well as specialist sporting championships. It will not compete against Glasgow due to the new facilities in development for the Commonwealth Games in 2014, but offers a different mix of facilities which can be combined with low cost accommodation options, good transport links and close alignment with cultural facilities.

Later in 2012 the refurbished Dick McTaggart Regional Gymnastics Training Centre will open, as will the refurbished and floodlit Velodrome, all of which can support events of various sizes.

Dundee City Council and its partners have submitted an ambitious bid to host Scotland's National Performance Centre. This would be a series of new facilities which form the Centre of Excellence for a variety of sport, concentrating on football.

3.4 Auditoria

There has been an expansion in the range and quality of auditoria and venues. The Caird Hall received an investment in replacement of its sound system, completion of the replacement of seating, and an upgrade in its Wi-Fi facilities.

Dundee College have carried out a major refurbishment of the Gardyne Campus and a complete rebuild of the Gardyne Theatre and has continued to invest in The Space on the Kingsway Campus. Dundee Rep have continued to develop their facilities and are currently in discussions with the University of Dundee about creating a cultural campus through their management of the Bonar Hall.

Under new management, the Trustees of the Whitehall Theatre are embarked on a programme of improvements. The Steps Theatre in the Central Library has also been redecorated and fitted with digital projection and sound equipment. The Dundee Ice Arena has the potential to be used for large indoor events of up to 5,000 with 3,400 fixed seats in the arena.

Taken together the close proximity of the lecture theatre capacity available through the Universities of Dundee and Abertay, enable the City to host multi-site festivals and events in medium-sized venues which themselves offer a more intimate experience than is possible in other settings. By designing festivals and events to fit the local infrastructure, Dundee is well placed to offer a unique experience.

3.5 Digital Media

The institute of Arts, Media and Computer Games at the University of Abertay was established in 2009 as the National Centre for Excellence in Computer Games Education. It has become a focus for Digital Entertainment in the City and a host for events developing collaboration between students and Creative Industries in the Gaming and Digital Arts sector.

Duncan of Jordanstone College of Art and Design (DJCAD) is at the forefront of Digital Design Research through high profile research projects (like Visual Effects Research Lab) and undergraduate and postgraduate programmes which work directly with the Digital Industry.

The digital media industry is a great asset for Dundee and as emphasised in the Cultural Strategy 2009-2014.

There are exciting activities around the digital media industry such as Dare to be Digital (which attracted about 50 international students to stay in the City for nine weeks every year and received investment from international companies), NEoN Festival, which also attracted international digital artists to showcase their works in the City and Dare ProtoPlay, Scotland's biggest computer games festival, which attracted 10,000 people to the three day event in 2011 with 40% of them coming from outside Dundee.

Dundee has more computer games companies than any other city in Scotland. The digital media sector plays an important part to the City and the associated events help the local economy. The outcome of creating digital events can also result in attracting people to come to live and work in Dundee.

3.6 Infrastructure

There has already been evidence of the impact of the announcement of the V&A. Many of the elements which are required to deliver greater events have been put in place within the City over recent years. In particular, plans for additional hotels and bed spaces, the proposed refurbishment of Dundee Station, and the continued improvement of transportation links, car parking and infrastructure development, related to both the Waterfront redevelopment and the V&A at Dundee.

In the announcement of the decision to partner with Dundee, the V&A cited three main reasons:

- the dynamic higher education sector, which had become renowned for its research in biomedical research and digital media, and which has a proud history through Duncan of Jordanstone College of Art and Design;
- the opportunity to create a world class building, with the support of the local authority, on an iconic site;
- the vibrancy of the existing cultural sector and community life in the City.

4 SUPPORTING RESOURCES

4.1 Cultural Strategy 2009-2014

http://www.dundee.gov.uk/dundee/uploaded_publications/publication_1354.pdf

The Cultural Strategy has the involvement of all the agencies in the City and the Dundee Partnership Management Group. It has also been well received nationally and acts as the umbrella under which festivals and events and other related initiatives are being taken forward.

4.2 The What's On Database and Website

<http://www.dundee.gov.uk/events/>

This website is maintained by the Leisure & Culture Dundee's Information Services. It is regarded as a highly valuable asset, providing comprehensive coverage of events within the City.

The website is capable of being interrogated online by date, type of activity and location. Searches can be refined and are being used by others as a way of providing information for their own purposes, i.e. the What's On content of the Dundee, One City Many Discoveries website is generally downloaded from the What's On database. Dundee.com select the main events and then highlight key events with visuals on the front page of website. Event information from this website is also fed into Facebook and Twitter followers of the campaign thereby further promoting key events. Event press releases are also promoted via the website and supplement this information

Information about major events/festivals is now a specific searchable category.

Links have been established between ScotCal (Visit Scotland's Calendar of Events) and Information Services, based in the city's Central Library.

4.3 The Outdoor Events Clash Diary

An external website link is still to be created..

The Environment Department's Outdoor Events Team maintains a database of events in the outdoor environment of the City. This database was established to avoid clashes and can be accessed via the Outdoor Events Team Leader.

The database has not been in the public domain, but is used to inform the What's On website, and can be interrogated by any group considering an event in the outdoor environment who wished to find out if there are any other events planned on the same dates. It is proposed as part of the strategy development to create public access.

4.4 Managing Safe Events

http://www.dundee.gov.uk/dundee/uploaded_publications/publication_1148.pdf

The Events Manual was produced by the City Council and is maintained by the City Council's Emergency Planning Officer, with input from all departments.

The manual is updated annually, and is freely available on the City Council's website.

It refers to specific requirements of the local authority in relation to licensing, gives information about key contacts, and provides a useful resource for groups who have not previously run events to consider the implications and to ensure that their events are safe.

4.5 Inter-Agency Co-ordinating Group

For a number of years, the City Council has operated a Festival and Events Co-ordinating Group.

This has included representation from all Council departments that are involved with festivals and events, and from Dundee Voluntary Action.

It is proposed that membership of the Festival and Events co-ordinating group be refreshed to include partner agencies and that in the future this group act as the co-ordinating group for implementing this strategy.

In addition, it is suggested that arrangements for collaboration between neighbouring authorities should be strengthened to improve co-ordination and where appropriate undertake joint marketing of festivals and events.

4.6 Dundee.com – the “One City Many Discoveries” Campaign

<http://www.dundee.com/>

The Dundee.com website is a strategic resource for the promotion of the City and this includes relevant events.

The campaign identity, logo, message and image has been adopted by the Dundee Partnership and its membership. It provides a city brand which all have bought into.

The marketing budget and strategy of the “One City Many Discoveries” campaign is agreed by a strategic advisory board and is focused on the promotion of the City as a place to live, work and invest. Events are an element of this and currently addressed via the Dundee.com front page and with Facebook and Twitter promotions.

4.7 Creative Dundee.com

<http://www.creativedundee.com/>

Creative Dundee is an independent website which plays an important role in promoting Dundee as a thriving cultural destination.

The role of independent websites and the importance of feeding information to such sites is acknowledged by all parties.

4.8 The Dundee Channel

<http://www.dundeechannel.com/>

The Dundee Channel is an independent website which provides online news and entertainment videos from Dundee. It has over 19,000 followers on Twitter.

4.9 Dundee and Angus Convention Bureau

<http://www.conventiondundeeandangus.co.uk/>

Dundee & Angus Convention Bureau provides a range of services to help with the organisation of conferences. From the initial bid, to sourcing venues, registering delegate bookings and organising fun and quirky social activities, the Bureau’s experienced team are able to provide a customised and personal service to conference or events organisers.

The Dundee & Angus Convention Bureau Ambassador Programme, works with local experts to secure high profile conferences. This has helped to firmly establish the region as a leading business tourism destination and as a centre of excellence within a number of academic and scientific fields.

4.10 Dundee Diary of Visual Arts Events

<http://www.dundee.ac.uk?djcad/exhibitions/professionalsupport/dundee-diary/>

Duncan of Jordanstone College of Art and Design maintain a diary of visual arts events which is published online as a regular bulletin and which provides a valuable resource, not only for those in the creative sector, but for those organising festivals and events in the City.

5. BUILDING ON OUR STRENGTHS

5.1 Arts, Culture and Heritage

The success of the various Dundee Cultural Attractions and the promotion of Dundee as a cultural destination has improved significantly in recent years, and is set to continue to do so in the lead up to and beyond the opening of the V&A at Dundee.

Dundee's current arts, cultural and heritage assets include a range of facilities which are open to the public and provide access to exhibitions, events and cultural experiences.

Arts, Culture and Heritage Facilities:

- The McManus: Dundee's Art Gallery and Museum;
- Dundee Contemporary Arts;
- Broughty Castle;
- Unicorn;
- Dundee Heritage Trust (RSS Discovery/Verdant Works);
- Dundee Science Centre;
- Dundee's Parks and other public spaces including City Square;
- University of Dundee Botanic Gardens;
- The Hannah Maclure Centre, University of Abertay;
- The Cooper Gallery and Visual Research Centre, DJCAD, University of Dundee;
- D'Arcy Thomson Zoology Museum, University of Dundee;
- Central Library: Local History Department; Wighton Heritage Centre;
- Dundee Rep Theatre;
- Whitehall Theatre;
- Gardyne Theatre;
- Caird Hall;
- The Space, Dundee College;
- The Dalhousie Building, University of Dundee;
- Artist led venues Generator and Tin Roof;
- WASPS Artists Studios.

Programmes and Events:

- NEoN Digital Arts Festival;
- Dare to be Digital and Dare ProtoPlay;
- Dundee Literary Festival;
- Ignite (a 10 day programme of events which coincide with the DJCAD Degree Show);

- Discovery Film Festival, International Film for Young Audiences;
- Dundee Mountain Film Festival;
- DJCAD Exhibitions and VRC programme, including Degree and Masters Show;
- Dundee Science Festival;
- Dundee Science Centre's programme of events;
- Abertay Digital Graduates Showcase;
- Blue Skies Festival;
- McManus – major exhibitions and events;
- Caird Hall programme;
- Dundee Rep programme;
- University of Dundee Public Engagement Events Programme;
- University of Dundee Museum Service exhibitions, lectures and events;
- Dundee College Degree Show exhibition, Graduate Showcase, Fashion Show, lectures and events;
- Dundee College, Gardyne Theatre programme of events;
- Dundee Dance Partnership programme of events;
- Dundee Schools Music Theatre programme of event;
- Programme of community festivals across the City during the summer.

The range of facilities and programmes are good for the scale of the City. In the current financial climate the most important thing is to maintain the base of provision.

5.2 Music

The Public Sector

The BBC Radio 1 Big Weekend held in Camperdown Park in 2006 attracted 30,000 people over two days to watch 34 bands. It is still remembered as “probably the best” Radio 1 Big Weekend ever held. Without the technical and financial backing of the BBC, it would have been impossible to stage such an ambitious event in this venue, and subsequent efforts to hold an outdoor live music event in Dundee have highlighted the level of investment required and the complexity of repeating this event. However, the event itself demonstrated the potential of the City to host and manage very large scale events of this nature in partnership with promoters.

In 2008 Dundee hosted the Dundee/Go North event which rotates around cities and will return to Dundee in the future. Dundee has also hosted successful festivals of Traditional Scottish Music and a long running international Guitar Festival in the past which many would like to see repeated.

The calibre of acts attracted to perform at these mini festivals has been outstanding. The

programme of events in recent years has included:

- Leng Medal;
- Dundee Jazz Festival;
- Dundee Blues Bonanza;
- Fest 'n' Furious (Scottish Traditional Music Festival).

On a more modest scale, the diversity of music events and mini festivals which has developed in the City has become a particular feature of recent years, and will continue to be actively supported by the City Council and its partners.

Some ground has been lost in the range of music festivals and events. It is important to maintain these events, assist them to develop and produce a specific support strategy.

The use of existing football stadiums is considered the most appropriate and more easily managed option for major live music concerts, and will continue to be explored as appropriate.

The Private Sector

Over the last four years there has been an important and significant expansion in music events organised by the private sector through venues such as Fat Sams, The Doghouse, Duke's Corner, Dexters, etc.

Fat Sams opened in 1983 as a 500 capacity nightclub/live music venue. Due initially to Stuart Clumpas (founder of T in the Park) the venue had attracted some of the biggest names in the music industry. They have hosted sell out shows by the likes of Deacon Blue, Texas, The Proclaimers, Fairground Attraction and a host of others.

In 2007 Fat Sams Live opened, a new £3.5 million venue with a capacity of 1,100. Since then it has hosted sell out shows by KT Tunstall, Amy McDonald, Franz Ferdinand, The Fratellis, Paulo Nutini, The Editors, Plan B, Calvin Harris and Emelie Sande.

These shows have received national coverage in the press and have brought people from Edinburgh and Aberdeen to Dundee for a great night out.

The opening of Duke's Corner at Brown Street in 2010 introduced a successful music and late night venue which had already hosted hundreds of live gigs and DJ events. This combination of quality bar/food offer with a developing cultural programme and a 2.30 am license has been enthusiastically received.

The success of bands such as Snow Patrol, The View, Hazy Janes ... have all contributed to Dundee's reputation as a music venue. The potential exists to both nurture and further develop Dundee's reputation.

The private sector's capacity to be entrepreneurial and its investment in facilities continues to make a significant contribution.

The Partnership should continue to support and encourage the private sector.

5.3 Sport

Dundee's reputation as a destination for sporting events is less well established, however, the potential for the City to attract and host such events is great.

The City has two professional football clubs with their own stadiums, Tannadice and Dens. Dundee's Ice Arena has hosted national league ice hockey and figure skating.

Dundee clubs and athletes compete weekly in Hockey National League Division One, Curling National Leagues, National Disability Bowling and Discovery Games.

In 2011 Dundee hosted the Global Tai Kwan Do Federation World Championships. This brought to Dundee 300 athletes from 17 nations to compete at the DISC over a five day championship.

Dundee has also hosted international events for hockey, street athletics, beach volleyball, fun-runs and sailing. It has its own American Football Team, the Dundee Hurricanes and its profile in rugby has been enhanced in 2012 by the success of Dundee High's Rugby Club and their Premier 1 team the Dundee Eagles.

As the sporting infrastructure for niche sports such as ice sports, basketball, cycling, gymnastics and diving improves, there is certainly the potential for Dundee to host more regional and specialist championships. Local structures are in place to attract and support more high level events in the city.

Dundee is an excellent regional base for cycling, golf, sailing and outdoor pursuits. Dundee boasts one of only two Velodromes for cycling in Scotland and four golf clubs in the City limits linking to some of the best golf courses in the world (two Open Championship course within 30 minutes). There is also access to some of the best countryside in the world for outdoor pursuits with a dedicated Outdoor Education Centre and dry ski training slope at Ancrum.

Physical activity or sports-orientated niche tourism is a growth market and Dundee's access to the Tay Estuary, the Angus Glens, Tentsmuir Forest, the East of Scotland Cycle Network, all offer the potential for the City to promote itself as an anchor destination where the family can be entertained while specialist interests are pursued.

5.4 Food and Drink

Food and drink has become an important consideration in the minds of audiences when choosing an event or festival.

"Local food, through its provenance, is associated with quality and experience.

Culinary events are about what is "unique and memorable, not what is necessary pretentious and exclusive".¹

Dundee already plays host to the highly successful Dundee Flower and Food Festival. It is unrivalled in terms of its scale, and has continued to grow year on year. Visitor numbers average around 26,000 over the three day event, with many exhibitors and visitors staying two or three nights in the City.

Major food and drink events include:

- Dundee Flower and Food Festival;
- Dundee Real Ale Festival;
- City Centre Farmers' Markets.

The capacity of the catering industry locally is presently insufficient to support festivals and events. There is a need to develop further the independent food and drink sector and establish its unique local flavour.

5.5 Outdoor Events

Dundee is justly proud of its high quality parks and open spaces distributed throughout the city. These spaces offer ideal venues for a range of events and activities often in picturesque settings e.g. Camperdown Country Park, Broughty Ferry Beach, etc. Holding of events in parks encourages their use, attracting Dundee's residents and visitors to realise the benefits of open spaces.

The key outdoor events of the year include:

¹ Wikipedia

- Easter Fun Day - Camperdown Park;
- Dundee Flower and Food Festival - Camperdown Park;
- 5 November Fireworks Displays - Lochee Park and Baxter Park;
- Christmas Light Night - City Centre
- Lord Provost Youth Parade - City Centre;
- Celebration in the Park - Baxter Park;
- Armed Forces Day - City Square.
- Dundee Spring Festival - Citywide
- New Years Day Dook - Broughty Ferry

Environment related events:

- Seashore Festival - Castle Green, Broughty Ferry;
- Bio Blitz - Riverside Nature Park;
- Countryside Rangers Events Programme.

Other events in parks and open spaces:

- Community Festivals and Gala Days;
- Parks Band Concerts;
- Charity events and Fun Runs;
- Guided walks e.g. the Howff;
- Beach Volleyball - Broughty Ferry Beach.

The potential exists to invest in the infrastructure of parks and open spaces to create opportunities to host a range of events in scale and content e.g. possible use of the amphitheatre areas at Baxter Park and Mains Castle, Caird Park and the South Lawn Camperdown Park, the Lawns of Barnhill Rock Garden and University of Dundee Botanic Gardens.

5.6 Infrastructure

In our review of infrastructure and auditoria, a number of areas of improvement were identified. These are all relatively small scale and focus on improving existing buildings and their functionality and will be taken forward by the facility managers.

There have been discussions about whether Dundee could sustain a big arena and, on more than one occasion, private sector developers have looked at the market for the creation of a large arena space within the City. As it presently stands, the indications are that the existing halls and auditoria cater for the demand, that while they are used to capacity on a small number of occasions per year, there is still spare capacity across the year.

Investing in the formation of a new big arena of 10,000 to 15,000 seat capacity would damage the viability of existing facilities, and it would, be a high risk venture.

Dundee's two football stadia in Dundee have been identified as venues capable of accommodating large scale live music events.

This has been done to good effect in some other Scottish cities, and dialogue about the suitability of using the grounds for such events will continue.

The number of hotel bed spaces in the City has grown in the last five years and will be further improved through the attraction of Malmaison Hotels to the City. The waterfront development will see an additional 90 bedrooms at the station, and possibly other new hotel provision. Overall bed spaces are expected to continue rising. There are currently (as at May 2012) around 1,150 bed spaces in the City in hotels of all classes.

Development of the City Square and formation of a new civic space between the south of the Caird Hall and the river will radically change the nature of the public spaces within the city centre. Both have been identified as venues capable of hosting large scale civic/outdoor events.

Aspirationally, the benefit of a covered space has been identified as one way of extending the functionality of such spaces and to extend the period of the year they would be capable of being used. There are a number of high profile examples of similar development in other UK/European cities.

At the other end of investment priorities, there is an urgent need to improve signage to existing and new facilities throughout the city centre, and this is recognised and is currently being worked on as part of an initiative to provide better integration of signage.

Plans for further development of Camperdown Park (traffic management/parking capacity and layout) are currently under discussion and further investment will improve its capacity to host local and regional events.

5.7 Science

Science provides a source of lifelong learning and a topic with which the community can engage as a social and cultural pursuit. Dundee is a city of scientific research, discovery and innovation, and a home to a number of the world's leading scientists. There are an increasing number of scientific conferences held in Dundee attended by international delegates, and there are many public events (including lectures, debates, exhibitions, tours, workshops and shows) in Dundee that engage the community with the cutting-edge research and development that is taking place in the City and beyond.

Dundee Science Centre enhances the provision of science engagement across the region, and also co-ordinates Dundee Science Festival: an annual, two-week celebration of all that is science for the City of Dundee and beyond. The festival's objectives are to provide fun, entertainment, challenge, inspiration and curiosity for all ages. Dundee Science Festival is delivered by a partnership of organisations from Higher Education, Further Education, local government, industry, education, heritage, media, hospitality, community, arts and research sectors. Dundee Science Centre also works with the Office of the Chief Scientific Advisor to ensure the Festival is supporting the Scottish Government's national priorities.

In 2011, Dundee Science Festival reached over 10,000 visitors through its diverse programme of over 60 events hosted in 25 venues across the City, and it was case-studied by Tourism Intelligence Scotland for its collaborative working and evaluation methods.

Science Facilities:

- Dundee Science Centre;
- D'Arcy Thomson;
- Mills Observatory;
- McManus Natural History Collection;
- University of Dundee;
- University of Abertay Dundee;
- The James Hutton Institute;
- Dundee College;
- Dundee Botanic Garden;
- NHS Tayside (Ninewells);
- Wide range of science and technology private sector organisations;
- Dundee Science Centre: Science Learning Institute.

6. STRATEGIC OBJECTIVES 2012-2017

The Dundee Festival and Events Strategy has been produced at the request of the Dundee Partnership for the period 2012-2017.

The strategy brings together all of the key agencies in the City to provide a clear strategic direction and to build on the already existing good work which is being done to support the delivery of an integrated programme of festivals and events.

The strategy recognises national themes and events and will seek to ensure that Dundee both contributes to these and benefits from them.

The Event Strategy for Scotland was published by the Scottish Government in April 2008. This commits the Scottish Government to supporting major events. The emphasis of the strategy for Scotland is to promote Scotland as “the perfect stage for sporting and cultural events”.

The emphasis is on:

- our cultural identity and heritage;
- our people – the warmth of our welcome;
- our natural environment;
- our built facilities, both architectural heritage and new facilities;
- signature events, i.e. golf; the Edinburgh Festival; the Commonwealth Games; winter festivals; Homecoming, etc.

The calendar of forthcoming national themes and events:

2012 – Year of Creative Scotland

2013 – Year of Natural Scotland

2013 – Impact International Print Conference

2014 – Homecoming Scotland

2014 – Ryder Cup; Commonwealth Games

2014 – 25 Years of Contemporary Art in Scotland

2015/16 – Opening of the V&A at Dundee

2014 – 2018 Great War Centenary

2017 – University of Dundee 50th Anniversary

2017 – UK City of Culture?

2018 – Youth Olympics, Glasgow?

7. RECOMMENDATIONS

In response to Dundee's strengths and resources and the strategic priorities identified the following actions are proposed:

7.1 Co-ordination

Establish a Dundee Partnership Events Co-ordination Group.

This proposal has the buy in of the major agencies within the City. It would involve a named officer from each agency supporting a virtual Events Co-ordination Group, committing the equivalent one half day per month to the planning, co-ordination and implementation of events on a collaborative basis.

7.2 Dundee's Offer

The Dundee offer in relation to events is part of the overall offer of Dundee in relation to quality of life / culture proposition and messaging . It's the eclectic nature of the totality of events which makes Dundee interesting and highlights the creativity which exists.

Dundee's unique selling point is its superb setting on the Tay and the clustering of sport and cultural attractions around a small city centre.

7.3 Providing Support

Increase the skills and capacity for events organisation in the City, by:

- Raising awareness of event management and providing training and support to event organisers (Environment Department/Emergency Planning Officer/Communities and Policy).
- Bring external speakers and event organisers to the city (the Events Co-ordination Group/Events Scotland).
- Promoting awareness of funding bodies (City Development Department).
- Promoting awareness of the City's guidelines for "Managing Safe Events" (Environment Department and Communities).
- Improving collaboration between event organisers and accommodation providers to ensure a more integrated and attractive offer is produced for visitors (Convention Bureau/City Development/Leisure & Culture Dundee).
- Better co-ordination of signage for events, including maps, parking, etc (City Development).
- Creating a Festival and Events extra-net site (partner agencies) .

7.4 **Smarter Marketing**

a) Market the City's opportunities effectively, by:

- Promote cross-marketing of events (Events Co-ordination Group).
- Produce a monthly What's On poster for the City (Community Information Team)
- Making better use of media partners (in particular DC Thomson) and existing Dundee Partnership resources to publish, distribute and promote a Dundee events listing and develop links with media across Scotland and further afield. (Events Co-ordination Group).
- Pilot development of a city What's On app (DJCAD Digital Interaction design student project).
- Developing the marketing campaign (Once City, Many Discoveries) to promote Dundee as a destination to events organisers/promoters, providing main contacts and back up support' (City Development/Events Co-ordination Group).
- Better co-ordination of accommodation support will be addressed within the Tourism Strategy currently being developed and the feasibility of developing a destination marketing organisation for Dundee will also be explored further (City Development).

b) Better evaluation of events, with encouragement that groups provide a report on:

- audience numbers;
- visitor type (gender/age);
- home postcodes;
- overnight stays;
- estimated visitor expenditure;
- assessment of what needs to improve for future events;
- feedback from the visitor;
- visitor e-mail address to be added to a database, and follow-up;
- economic impact (where possible).

c) While public bodies have a key strategic development role, increasingly, other parties, particularly the private sector, have a leading role in the creation and promotion of festivals and events. Therefore there is a need to encourage the provision of mutual support between private and public sector event organisers.

7.5 Increasing Engagement

The strategy has both social objectives for Dundee citizens as well as economic objectives for the City as a whole.

The engagement and participation of Dundee's citizens in festivals and events will be increased by:

- developing the Cultural Partners Event Planning Group;
- further developing the role of cultural ambassadors;
- developing a monthly What's On poster;
- creating a community cultural events fund;
- building the capacity of community representatives and local management groups to undertake their own festivals and events.
- encourage involvement by young people, increasing opportunities to improve confidence and self esteem;
- deliver a wide range of events which encourage community involvement, promote inclusion and help realise the educational benefits of cultural events;
- increasing engagement through the development of partnership working.

7.6 Being Strategic

a) Maintain and develop the existing portfolio of events, by developing:

- the potential for cultural tourism (Dundee Cultural Agencies Network/City Development);
- the programme of music events (Leisure & Culture Dundee/music event organisers);
- the programme of sporting events (Sport Dundee/Leisure & Culture Dundee/Environment Department);
- the quality of the culinary experience by developing a Dundee ' quality standard' (Dundee Flower and Food Festival/Dundee College/Chamber of Commerce).

b) Work with partner agencies to establish a festival and events budget which would support implementation of the strategy, through:

- Partners' contribution.
- Grant aid incentives.
- Match funding with Event/Visit Scotland.

c) Collaboration with neighbouring local authorities by.

- Establishing a mechanism for regular exchange of information and collaboration between neighbouring local authorities (Perth and Kinross Council, Fife Council, Angus Council).

7.7 Raising Ambition

In order that Dundee can become a recognised festival and events destination, partners need to create a budget against which bids can be made to host and attract future events of national and international scale.

- Dundee should continue to seek to attract internationally recognised sports, science and cultural events and prepare marketing materials and prospectuses for such opportunities.
- Dundee should promote and build on its reputation as a competent destination for delivering high quality events.
- Dundee should establish itself internationally as a great place to come for events as a delegate, partner, performer or organiser.
- The number of people and the number of high quality events attracted to the city should increase year on year.
- Dundee's citizens are its core audience and should be encouraged to attend and participate in festivals and events which take place in the City.
- Festivals and events in Dundee should be developed to encourage ownership and civic pride by Dundee's citizens.

7.8 Summary

These recommendations will be formatted into an Action Plan by the Festivals and Event Co-ordination Group following consultation on the draft strategy.

This Group will also develop a monitoring and evaluation process and performance reporting framework.

APPENDIX 1

THE ISSUES

Consultation with partners highlighted a number of strategic challenges which this strategy needed to address. Our response to these issues has informed the Recommendations set out in Section 7.

AP1 Co-ordination

- How will implementation of the festival and events strategy be supported/co-ordinated?
- Do we need a festivals organisation?
- Is there scope to create a post of Festival and Events Co-ordinator who could work across different agencies, provide advice, meet with groups, and maintain momentum?
- If accountability is to the Dundee Partnership, how is this to be managed?
- How can we identify, and where possible avoid, detrimental programme clashes?
- How do we ensure that any new strategy is sympathetic to agency-specific objectives/visions?
- How can we better support the maintenance of existing resources, such as the library based "What's On" Directory?
- How can we create more advanced notice of opportunities for collaboration?
- How do we share information confidentially between partners without compromising commercial sensitivity?

AP2 Dundee's Offer

- What is the message that the festival and events strategy sends?
- Are we clear enough about Dundee's USP?
- How does this fit with other city strategies, such as tourism?
- Can we do more to promote the "One City" brand and its themes of "Enjoy, Enrich and Excel"?

AP3 Supporting Events

- Who provides advice and encouragement for commercial events wishing to locate within the City?
- Who provides advice and support to community/local event organisers?
- Who are Dundee's "event angels" who could provide peer to peer support?
- Could we create a virtual community and share best practice locally?
- How can we minimise any negative environmental impact of events?

AP4 Marketing

- How do we retain talent and “grow our own”?
- How do we add value by working together through joint marketing, sharing best practice, building ambition, etc.?
- Is there sufficient potential to share audience data and to develop a new, integrated marketing tool?
- Could we do better in relation to joint publication of “What’s On”/programmes produced on a seasonal basis? Who would pay for this? There is plenty of what’s on info and most people now access on line.
- Events are promoted via the Dundee.com Facebook and Twitter pages and the key is increasing followers. Can we do more to maximise the benefits of social media?
- Better marketing and promotion could maximise commercial gains. How do we maximise benefits to restaurants, bed and breakfasts, hotels, etc.?
- How do we monitor and exploit the commercial value added of events?

AP5 Engaging Communities

- How do we ensure that the efforts made in Dundee to engage communities are taken forward through this process?
- Can we make better use of community centres and community ambassadors to support delivery of the strategy and to promote events within their own networks?
- What practical things can we do to help volunteer led community festivals and events to flourish and to develop in terms of event quality?

AP6 Strategic Priorities

- Are we prepared to prioritise the attraction of leverage funding?
- Can we use the strategy to give endorsement to those strategic events which the partnership believes should receive funding?
- Are we able to ensure strategic alignment (between the Scottish Government, Dundee Partnership and agency specific objectives)?
- Who will review practice to determine where things can be done better on an on-going basis?

AP7 Footnotes

Fife makes a very strong statement about the building of capacity amongst community organisations, and the increase annual over the next few years to their community events grants fund (in 2011 Fife invested £700,000 in 31 major events and a further £120,000 in 2015)

community events).

The budget for One City , Many Discoveries is focused on promoting and communicating key messages in relation to attracting people to visit, work, and invest in the City. Events are only one part of a much bigger issue the campaign is addressing. From past experience, when the budget is used for events, it becomes a fund which events become dependant upon and no longer allows the campaign the flexibility to address its priorities.

APPENDIX 2

2012 Year of Creative Dundee

Wk Beg 2 Apr	Wk Beg 9 Apr	Wk Beg 16 Apr	Wk Beg 23 Apr	
		<u>Jump Cut Dance Film Festival</u> 20 - 27 Apr Hannah Maclure Cente	<u>Dundee Spring Festival</u> 26 Apr - 13 May City Sq / High St	
Wk Beg 30 April	Wk Beg 7 May	Wk Beg 14 May	Wk Beg 21 May	Wk Beg 28 May
<u>Dundee Spring Festival</u> 26 Apr - 13 May City Sq / High St	<u>Dundee Spring Festival</u> 26 Apr - 13 May City Sq / High St	<u>Ignite Dundee</u> 17 - 27 May		
Wk Beg 4 Jun	Wk Beg 11 Jun	Wk Beg 18 Jun	Wk Beg 25 Jun	
	<u>London 2012: Torch Relay</u> 12 June Venues Vary	<u>Dalai Lama</u> 22 Jun Caird Hall		

Wk Beg 2 Jul	Wk Beg 9 Jul	Wk Beg 16 Jul	Wk Beg 23 Jul	
Wk Beg 30 Jul	Wk Beg 6 Aug	Wk Beg 13 Aug	Wk Beg 20 Aug	Wk Beg 27 Aug
	<u>Dare Protoplay</u> 10 - 12 Aug Caird Hall Blue Skies 9 - 12 Aug			<u>Flower and Food Festival</u> 31 Aug to 2 Sep Camperdown Park
Wk Beg 3 Sep	Wk Beg 10 Sep	Wk Beg 17 Sep	Wk Beg 24 Sep	
Wk Beg 1 Oct	Wk Beg 8 Oct	Wk Beg 15 Oct	Wk Beg 22 Oct	Wk Beg 29 Oct
		Discovery Film Festival 20 Oct - 4 Nov DCA		

Wk Beg 5 Nov	Wk Beg 12 Nov	Wk Beg 19 Nov	Wk Beg 26 Nov	
<u>Dundee Science Festival</u> 3 - 18 Nov <u>Neon Digital Arts Festival</u> 4 to 10 Nov Venues Vary	<u>Dundee Science Festival</u> 3 - 18 Nov Venues Vary	<u>Christmas Light Night</u> 23 Nov City Centre		
Wk Beg 3 Dec	Wk Beg 10 Dec	Wk Beg 17 Dec	Wk Beg 24 Dec	Wk Beg 31 Dec

<http://www.dundeepartnership.co.uk/content/year-creative-dundee>

APPENDIX 3

STRATEGY GROUP

Ian Alexander, Dundee Rep *

Sheila Allan, Dundee College

Judith Barnard, University of Dundee

Viktoria Begg, Dundee Rep *

Clare Brennan, University of Abertay, Dundee *

James Brining, Dundee Rep

Jennifer Caswell, City Development, Dundee City Council

Anna Day, University of Dundee *

Joanne Deponio, Event Scotland

Stuart Galloway, Corporate Services, Dundee City Council

Clive Gillman, Dundee Contemporary Arts *

John Handling, Support Services, Dundee City Council *

Sophia Hao, Duncan of Jordanstone

Vanessa Kelly, Communities and Policy, Dundee City Council *

Graham King, Dundee Rep

Linda Leuchars, Dundee Science Centre *

Philip Long, V&A at Dundee

Ciaran McDonald, Phd Student, University of St Andrews

Mhari Macdonald, Duncan of Jordanstone *

Graeme Mackenzie, Finance, Dundee City Council

Nikki Mulholland, Events Team Leader, Environment Department, Dundee City Council *

Stewart Murdoch, Director, Leisure and Communities, Dundee City Council (Chair)

Lorenzo Pergola, Phd Student, University of St Andrews

Gill Poulter, Dundee Heritage Trust

Gary Robertson, Environment Department, Dundee City Council*

Rhona Rodger, Leisure & Culture Dundee

Elaine Russell, University of Abertay, Dundee *

Amina Shah, Leisure & Culture Dundee *

Laura Simpson, Duncan of Jordanstone *

Merrill Smith, Communities & Policy, Dundee City Council *

Tara Wainwright, V&A at Dundee

Lina Waghorn, Education, Dundee City Council

Brian Woodcock, Legal Services, Dundee City Council

*** Members of the Festival and Events Co-ordination Group**