

REPORT TO: ECONOMIC DEVELOPMENT COMMITTEE - 8th January, 2001
REPORT ON: ECONOMIC DEVELOPMENT PLAN 2001/2004
REPORT BY: DIRECTOR OF ECONOMIC DEVELOPMENT
REPORT NO.: 698-2000

1. **PURPOSE OF REPORT**

- 1.1. To seek Committee approval for the Economic Development Plan 2001/2004.

2. **RECOMMENDATIONS**

- 2.1. It is recommended that the Committee approve the Plan.

3. **FINANCIAL IMPLICATIONS**

- 3.1. There are no direct financial implications associated with this report.

4. **LOCAL AGENDA 21 IMPLICATIONS**

- 4.1. The Economic Development Plan has a significant bearing on several of the Key Themes of Local Agenda 21, particularly the following:-

- Resources are used efficiently and waste minimised.
- Local needs are met locally.
- Access to the skills, knowledge and information needed to enable everyone to play a full part in society.

5. **EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1. The Plan ensures that initiatives and actions are aimed at improving access to economic opportunities for all sectors of the community.

6. **REPORT**

- 6.1. Reference is made to the Economic Development Committee of 14th February 2000, at which the consultation process relating to the review of the existing Economic Development Plan was outlined.

- 6.2. A wide-ranging consultation process has now been undertaken and the various comments received have been taken into account in the new Plan which is attached to the report.

7. **THE PLAN**

- 7.1. As was pointed out in the consultation paper presented to the Committee in February and issued to all the consultees, the current Economic Development Plan has overseen a period of significant progress towards the City's economic regeneration. Highlights include:-

- more than 4000 jobs have been created or safeguarded by the actions of the Council and its Partners.

- the position of overall employment decline of the 1975 to 1995 period has now been transformed into one of overall employment growth. This is reflected in the total employment numbers in Dundee which grew from 74,926 in 1997 to 78,070 in 2000 - i.e. an overall net increase of 3,144 jobs.
- the City's unemployment situation is the best for 25 years, with the unemployment rate falling from 11% to 6.8% during the period. It is also the first time for more than 25 years that the number of unemployed in the City has fallen below 5,000 persons.
- a key measure of the dynamism of the local economy - the u/v ratio (i.e. the number of registered unemployed per registered vacancy) - has improved by more than 50% during the Plan period, falling from 15.6 to 7.6.
- recent and current investment in the City is at record levels.
- the City's image has improved markedly, reflected in the marketing awards made to the City of Discovery Campaign.

7.2. Given this impressive record of progress during the previous Plan period, the key requirement in producing the new Plan is to ensure that a similar momentum can be maintained. In these circumstances, therefore, the approach that has been adopted is one of "fine tuning" rather than radical re-appraisal.

7.3. Accordingly, the Plan has adopted the same overall strategic approach which has 4 key strategic goals, viz:-

- Dundee as a Regional Centre;
- Dundee as an Employment Centre;
- Dundee as a Centre of Innovation & Enterprise;
- Dundee as a Tourism & Visitor Centre,

and 4 key supporting mechanisms:-

- Partnership;
- Modern Infrastructure;
- Image and Perception;
- External Funding.

7.4. The Plan also outlines a comprehensive monitoring, evaluation and review process and gives details of the major operational strategies that will be adopted.

7.5. A range of performance monitors will be attached to strategies and individual projects but the key performance indication in the Plan will be overall employment levels. Dundee is now established on a job growth trend and the overall target to which the Plan will work will be to continue this pattern of net growth in employment. The overall aim will be to increase total employment levels by 2.5% over the Plan period.

8. **CONSULTATIONS**

- 8.1. A widespread consultation exercise was undertaken during the Plan preparation period using the aforementioned consultation paper and a series of meetings with the Council's economic development partners and representatives of the key sectors and organisations within the local economy.

9. **BACKGROUND PAPERS**

- 9.1. Economic Development Plan Review Consultation Paper (see Report No 79-2000).
9.2. Tayside Economic Review 2000 (Tayside Economic Research Centre).

DIRECTOR OF ECONOMIC DEVELOPMENT **Date**

Dundee City Council Economic Development Plan 2001-04

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1. INTRODUCTION

This Plan has been prepared with the recognition that Dundee City Council has a key role to play in developing the local economy. This role is a wide-ranging one, covering areas such as:-

- ensuring the City can adapt to external forces;
- enabling Dundee to fulfil its potential contribution to the Scottish economy;
- exploiting the opportunities arising from economic change; and
- encouraging the widest possible partnership approach to economic development.

This is the Council's second Economic Development Plan and a wide range of agencies, organisations and businesses were consulted in its preparation. The Council's position in relation to its role in economic development has been reinforced with the adoption of its Corporate Plan, 1999-2002, which includes the following key strategies:-

- stimulating economic growth and job creation;
- enhancing Dundee's image;
- maximising external investment.

For the first time a local economic strategy and plan for the City is being drawn up in the context of:-

- a national framework for economic development;
- the intended creation of local economic forums throughout Scotland, to oversee the delivery of services to businesses;
- a developing community plan for the City of Dundee.

This plan is intended as the basis for the economy and enterprise component of the Community planning process for Dundee and it will be implemented within the context of both the National Framework and the forthcoming work of the economic forum.

2. **CONTEXT**

Global and national economic forces have had, and will continue to have, a profound effect on the local economy, and it is necessary to have regard to trends and forecasts at these levels.

THE GLOBAL OUTLOOK

In spite of a succession of financial market crises (East Asia in 1997, Russia in August 1998, Brazil in January, 1999) the global economy has performed better than generally expected. Global output growth was 3.3% in 1999, compared to the World Economic Outlook (W.E.O.) forecast of only 2.2%. The most recent W.E.O. forecasts (April 2000) predict further increases in world output of 4.2% for 2000 and 3.9% for 2001. This optimism is founded on a number of factors, particularly the rebound in performance of the newly industrialised Asian economies and the continuing strength of the U.S. economy. The W.E.O. forecasts U.K. economic growth of 3% in 2000 and 2% in 2001.

As in the U.K., the U.S. expansion that began in 1992 is now the longest on record. A significant factor in this expansion has been the growth of the “new economy”, whereby increasing use of information technology has raised productivity and enabled output to grow without causing inflation. But the suspicion remains that, even after allowing for strong economic performance, the U.S. stock market remains over valued. Part of this perceived problem is the volatility of “dot.com” stocks, whose roller-coaster performance in mid-April, coupled with the ruling against Microsoft, caused large falls in the Dow-Jones and Nasdaq share indices. The financial meltdown predicted by some commentators did not materialise, however, and share prices generally staged a recovery. Nonetheless, the existence of these speculative bubbles reminds us that the continuing upward trend in U.S. asset prices should not be taken for granted.

THE NATIONAL OUTLOOK

Forecasts of continuing U.K. economic growth raise the prospect that inflation might become a problem. In his March Budget statement the Chancellor stated that “the public finances remain well on track to meet the Government’s strict fiscal rules”. In the April W.E.O, however, the I.M.F. comments that the U.K. Budget “appears to be regrettably pro-cyclical”. If fiscal policy is too loose, the Bank of England may be forced to tighten monetary policy by raising interest rates. This will raise the value of sterling to yet higher levels and exacerbate the difficulties already faced by many exporters throughout the U.K. If Sterling remains strong, the issue of whether the U.K. should opt for greater currency stability and join the Euro (at a lower value) will continue to dominate macro-economic policy-making.

The Scottish economy outperformed the U.K. economy in the five quarters up to and including the third quarter of 1999. Forecasts of Scottish output growth by the Fraser of Allander Institute show a somewhat lower growth rate than the U.K. of 2.3% for 2000. Thereafter, the Scottish economy is forecast to again outperform the U.K. economy, with Scottish output growth rates of 3.3% and 2.4% forecast for 2001 and 2002. Part of this growth is expected to come from an increase in tourism demand and an improvement in export performance following further inward investment. The oil sector remains difficult to predict because of the volatility of oil prices which are currently running far above the levels forecast by W.E.O.

THE DUNDEE ECONOMY

Administrative boundaries rarely coincide with areas of economic influence but in Dundee's case the relationship is much more askew than the average one. Dundee's economic influence extends far into its surrounding areas, as exemplified by Dundee's travel-to-work area which covers large parts of Angus, Fife and Perth.

The local government reorganisation process of 1996 reduced the City Council's administrative boundary to an artificial core within this travel-to-work area. It should be borne in mind, therefore, that decisions taken via this Plan's process will have an effect on an area and its inhabitants much greater than Dundee's official boundary.

In addition, Dundee's role as one of Scotland's four cities means it has a role of national significance. Economic history has repeatedly shown that cities play a pivotal role in the development of national economies and, consequently, the relative health of Dundee's economy has far-reaching implications for the wider Scottish economy.

THE NATIONAL FRAMEWORK FOR ECONOMIC DEVELOPMENT IN SCOTLAND

In parallel with global and national economic forces, the local economy will be influenced by national policy towards economic development. The Scottish Executive has now adopted a comprehensive framework which sets out the basis for future policies, programmes and specific initiatives.

This Plan has therefore taken account of the national framework and, in particular, of the key underlying principles, viz:-

- it is inclusive;
- it is longer-term;
- it is dynamic and therefore responsive to global integration pressures; rapid advances in technology and electronic communications; customer behaviour, etc;
- it is comprehensive;
- it is based on partnership working;
- it is evidence-based.

The Plan also directly supports the National Framework's Enabling Objectives, i.e.:-

- a stable and supportive macro economic environment;
- building the economic infrastructure (e.g. transport, human capital and an advanced electronic infrastructure);
- a dynamic competitiveness in local enterprises;
- economic policies and programmes to secure the social, regional and environmental objectives.

3. DUNDEE'S ECONOMIC PERFORMANCE

The City Council's previous Economic Development Plan was adopted by the Council in 1996 and oversaw the Council's policies and actions in relation to economic development up to 2000.

The Plan had 4 strategic goals, viz:-

- Dundee as a Regional Centre;
- Dundee as an Employment Centre;
- Dundee as a Centre of Innovation & Enterprise;
- Dundee as a Tourism & Visitor Centre.

and 4 key supporting goals:-

- Partnership;
- Modern infrastructure;
- Image and perception;
- External funding.

A number of strategies were identified in the Plan relating to each of the above goals and mechanisms and a wide range of projects and initiatives have been implemented during the Plan period in pursuance of these strategies. The major achievements in relation to the goals have been:-

DUNDEE AS A REGIONAL CENTRE

Dundee has made significant strides forward in its regional centre ambitions across a range of services. The award winning improvements to the City Centre have had a catalytic effect in securing large-scale redevelopment of the Overgate Centre which will markedly improve the City's prime retailing product. The City's retail parks are also being substantially upgraded to enhance their regional centre attractiveness and factory outlet shops are locating in Victoria Dock which is currently undergoing substantial redevelopment.

Leisure facility improvements have gone at a similar pace and there has been significant improvement in the number and quality of cafés, restaurants and pubs in the city centre. Consequently, the city as a whole is developing a particularly attractive leisure and cultural product.

Education is the other key sector which has served to boost Dundee's regional centre aspirations. It is now strongly embedded as one of the City's key economic sectors with the result that Dundee now has one of the highest student/general population ratios of any city in the U.K. - better than 1 to 7.

DUNDEE AS AN EMPLOYMENT CENTRE

Although the Plan period coincided with a period in which the City had its Assisted Area Status down-graded from a full development area to an intermediate one, there were still a number of large-scale inward investment projects. Because of the downgrading, however, these projects have almost exclusively been in the service sector, principally call-centre operations.

In the main indigenous companies have prospered during the period across all sectors, including manufacturing, where there has been a number of expansions.

The City Council has played a key role in enabling both inward investment and indigenous expansion via its property development and management initiatives since the 1970s, to the point where it is the City's major industrial landlord. The beginning of the Plan period witnessed new central government restrictions on local government's capital borrowing powers which temporarily hindered the City Council's ability to continue this property role at the same pace. However, the Council has now established an economic development company to access private funding which will enable the previous momentum to be regained.

The Plan period also witnessed a more co-ordinated approach to training for employment via the creation of a Dundee Partnership Training and Employment Group. The Group has representatives from all of the key training interests in the City and looks at long term strategy and balancing supply and demand.

The health and education sectors continue to grow over the previous plan period.

The universities and college have developed a range of activities particularly in design, visual imaging, digital media with articulated courses through Dundee College who have also established the Scottish School of Contemporary Dance. These, together with a 14% growth in student numbers, have helped to reinforce the education sector and resulted in a net growth in jobs over the period.

DUNDEE AS A CENTRE OF INNOVATION AND ENTERPRISE

This is probably the area in which the biggest strides forward have been made during the Plan period.

The Council and its partners have taken forward a number of sectoral initiatives - such as BioDundee, Dundee By Design, the Oil Venture Group, Digital Media, FilmDundee etc. - with a number of high profile successes.

The Dundee Business Shop was set up as a joint venture between the Council, Scottish Enterprise Tayside and the Chamber of Commerce to provide one-stop services to start-up and small-to-medium sized companies. It is the most comprehensive venture of its type in Scotland.

The cities two Universities and St. Andrews University are developing a Creative Enterprise Course with a view to increasing the numbers of graduates retained in the local area. Continuing with the theme of enterprise development, the Enterprise Advice Project has been established to promote the notion of self-employment to people from disadvantaged communities.

The City's outstanding research and development sector was further strengthened during the period by the arrival of new research facilities and initiatives. Considerable progress was made in attempting to capitalise on these research strengths by forming "spin-out" development companies. The Council played a key property role in this area via its development of Dundee Technopole, incubator provision and assistance to individual "spin-out" companies, such as Cyclacel.

DUNDEE AS A TOURISM AND VISITOR CENTRE

Considerable progress was made during the Plan period towards the long-term objective of establishing Dundee as a significant tourist/visitor destination centre.

As outlined earlier, the City's shopping and leisure facilities are in the process of large-scale upgrading and, being one of the key elements of a successful tourism product, will increase visitor appeal.

The City's other visitor attractions now add up to a significant overall product with the addition of Dundee Contemporary Arts and the new Science Centre (Sensation), which will also increase visitor appeal.

European funding, via the Dundee 2000 Initiative, brought a more co-ordinated approach to visitor and tourist-related marketing and a number of other individual projects/initiatives have been promoted, such as high profile events, conference promotion/development, cruise ship development and new Tourist Information Centre facilities. The promotion of the City's common interest with its neighbours in the East of Scotland has also been pursued.

The city has also experienced a growth in the absolute number of hotel bedspaces as a result of new hotel development, the majority of which is operating in the "budget" market.

In relation to the key supporting goals, the major achievements were:-

PARTNERSHIP

Dundee has a long track record of partnership working. Joint initiatives with the former Scottish Development Agency began in the late 1970s and city-wide partnerships began with the formation of the Dundee Project in 1982.

The current Dundee Partnership was re-launched in 1997 with a new five year strategy - "A Vision for Dundee". It is widely recognised as the most comprehensive partnership in Scotland, if not the U.K., in terms of both range of activities and range of participants.

The City Council also has involvement in partnerships and consortia outwith the City, these include:- Eastern Scotland European Partnership; East of Scotland European Consortium; C.o.S.L.A.; Scottish Local Authority Economic Group; and, Scottish Council for Development and Industry.

IMAGE AND PERCEPTION

External perceptions of Dundee as it changes from its old industrial persona to its regional centre and high technology image move slowly. However, significant progress was made over the Plan period, principally via high profile developments in life sciences, shopping, the environment and culture and via the City of Discovery Campaign.

Market research consultants employed by the Campaign have demonstrated a marked improvement in the City's external image and the Campaign itself was handed a double accolade at the 1999 Scottish Marketing Awards. Not only did it win the public sector category it also won the best overall award.

MODERN INFRASTRUCTURE

The key recent development in the City's now impressive level of infrastructure provision was the upgrading of the City Airport and the securing of a London air service. The London service is already performing above expectations and it is clear from the feedback from the external and internal business community that it will be a strong influence on future economic development progress.

EXTERNAL FUNDING

High levels of both public and private sector external funding were attracted to the City during the Plan period. The funding was associated with a wide range of developments and a wide range of funders, with the public sector sources including Europe and the Lottery Commission.

During the previous plan period, the assisted area map in the U.K. was subject to review with the objective of substantially reducing overall coverage within the U.K. Dundee was successful in maintaining almost all coverage, with an increase in the grant rate. Whilst this has strengthened its position as a location for inward investment, the playing field has not been completely levelled and consequently the City will remain at a disadvantage in terms of attracting manufacturing inward investment. In addition, the Objective 2 map was reviewed with the city retaining more than reasonable coverage.

OVERALL ECONOMIC PROGRESS

The various achievements outlined earlier have had a large and positive effect on the City's economy, reflected in:-

EMPLOYMENT GROWTH

More than 4,000 jobs were created or safeguarded by the actions of the Council and its partners during the Plan period. This has transformed the City from its previous position of overall employment decline (more than 20,000 jobs were lost during the 1975/1995 period) to one of overall employment growth. This is reflected in the total employment numbers in Dundee which grew from 74,926 in 1997 to 78,070 in 2000, i.e. an overall net increase of 3,144 jobs.

The following table shows a breakdown of employment numbers by the main 1992 Standard Industrial Classification headings and how they have changed between 1997 and 2000:-

Dundee City Employment				
	<i>1997</i>		<i>2000</i>	
	<i>Companies</i>	<i>Employees</i>	<i>Companies</i>	<i>Employees</i>
Agriculture, Hunting and Forestry	13	54	20	81
Manufacturing	308	14,146	294	12,969
Electricity, Gas and Water Supply	7	1,126	6	440
Construction	234	4,575	253	4,399
Wholesale and Retail Trade; Repair of Motor Vehicles, Motorcycles	1,187	10,639	1,267	12,250
Hotels and Restaurants	374	4,584	425	4,919
Transport, Storage and Communication	128	4,068	142	5,424
Financial Intermediation	126	618	116	1,947
Real Estate, Renting and Business Activities	410	7,475	465	7,368
Public Administration and Defence, Compulsory Social Security	27	8,287	28	8,206
Education	153	7,479	169	7,809
Health and Social Work	182	8,592	204	9,498
Other Community, Social and Personal Service Activities	266	2,286	307	2,760
	3,415	74,926	3,696	78,070
Source:				
DCC Economic Development Department Company Database				

As can be seen, although overall numbers increased during the period by 3,144 jobs, a number of sectors showed a decrease, with the most significant decreases being in manufacturing and electricity, gas and water supply.

The decline in manufacturing jobs is part of a general trend in the western economy and is expected to continue over the next decade. Dundee's performance in manufacturing employment - i.e. an 8.3% decline between 1997 and 2000 - is relatively better than that of Scotland where the decline over the same period was 13.9%. This is especially noteworthy given Dundee's lack of full Assisted Areas Status during the period.

- **LOWER UNEMPLOYMENT**

The City's unemployment situation is the best for 25 years, with the unemployment rate falling from 11% to 6.8% during the previous Plan period, i.e. a 35% reduction.

This reduction in unemployment is reflected across all categories of unemployment, as shown:-

as at October 1996	as at October 2000
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total unemployed	7,759	4,786
those unemployed for more than 6 months	4,312	2,115
unemployed aged under 25	2,215	1,192

- **A MORE DYNAMIC ECONOMY**

The key performance measure selected by the previous Plan to reflect this issue was the u/v ratio - i.e. the number of register unemployed per registered vacancy. The targets to which the Council was working were:-

- Medium term (i.e. 5 years) - u/v ratio to be reduced to Scottish average;
- Longer term (i.e. 10 years) - u/v ratio to be reduced to one of the lowest in Scotland.

Progress over the Plan period was as follows:-

	SCOTLAND	DUNDEE
1996	7.6	15.6
1997	5.9	13.0
1998	5.7	9.7
1999	5.1	7.6

It is clear from this that Dundee's u/v position has improved, falling more than 50% over the Plan period, and is moving towards the medium term target.

- **RECORD INVESTMENT LEVELS**

Currently, it has been estimated that more than £½ billion of investment is underway or in the pipeline.

- **IMAGE IMPROVEMENT**

There is a widely-held perception that the City has "turned the corner", reflected in the recent awards to the City of Discovery Campaign.

Given this impressive record of progress during the previous Plan period, the key requirement in producing this Plan is to ensure that a similar momentum can be maintained. In these circumstances, therefore, the approach that has been adopted is one of “fine-tuning” rather than radical re-appraisal.

Accordingly, the Plan will continue with the same overall strategic approach.

4. **KEY ISSUES FOR THE PLAN**

The over-riding criteria in looking to the future is for the local economy to be buoyant and sustainable.

In relation to buoyancy, this will mean maintaining the current overall position of net employment growth across the broad spectrum of activities and types of jobs. In relation to sustainability this will mean increasing the emphasis towards locally-owned enterprise and higher quality jobs.

The key issues which are likely to be of importance over the period of the Plan include:-

INDIGENOUS GROWTH/INWARD INVESTMENT

Buoyant and sustainable economies are fed largely by indigenous growth. It is therefore important that we gradually see the indigenous part of the economy growing in relative importance. This will require greater levels of investment by local companies. This Plan needs to consider how to enhance existing initiatives or identify new ones to achieve this.

In the short term, however, the attraction of inward investment remains a key objective. Increased levels of Regional Selective Assistance will improve the financial incentive package available to encourage private sector capital investment, however, areas which enjoy the highest rate of R.S.A. will be at an advantage when attracting footloose companies. It is important therefore that the conditions for inward investors and growing indigenous businesses are as favourable as possible and as part of the activity a wide range of sites and appropriate premises should be made available.

ENTREPRENEURIAL CULTURE

Dundee's industrial past has left more of an employment culture than an entrepreneurial one, with Dundonians largely looking to be employed rather than working for themselves or becoming an employer. Some steps have already been taken towards correcting this situation, principally via the Business Shop, but greater momentum is required in the process, if the rate of new firm creation is to reach levels that are the norm elsewhere.

BUSINESS SERVICES

Financial, business and professional services are key growth areas of the U.K. economy. Dundee is under-represented in these areas and measures are needed to ensure that we reach our potential. It is most unlikely that Dundee could compete against Edinburgh, Glasgow and Aberdeen across the broad range of these services but there are potential "niche" areas, and co-ordinated working opportunities between local firms, which would ensure Dundee had a distinctive and growing product.

CITY CENTRE

The City Centre acts as a focus for Dundee's image across most of the City's economic sectors. A great deal of effort and resources has gone into improving the Centre and this has reaped substantial economic benefits with the key example being the redevelopment of the Overgate Centre. It will

be important that the momentum in the revitalisation of the City Centre is kept going across a range of services and sectors to ensure that it firmly establishes itself as the dynamic heart of the City.

“SPIN-OUT” COMPANIES

The growth in a wide range of technology-based research in the city during the previous plan period has underpinned the development of the knowledge-based economy in Dundee. One feature and test of this has been the emergence of private sector companies which “spin-out” from the academic institutions.

One of Dundee’s internationally – renowned “academic/entrepreneurs”, Professor Sir David Lane, has stated that an achievable 10 year target for the City is to achieve compatibility with Cambridge or Leyden in the area of life-sciences “spin-outs”. This would mean reaching a level of 30 to 40 successful companies as opposed to our current 6 or 7 fledgling ones.

The achievement of such a target would be a key link in the City's vision of economic sustainability and will be one of the key tasks of the next few years.

QUALITY JOBS/OPPORTUNITIES

Employment growth is a key indicator of improvement at this current point in the city’s economic cycle, but it is important that the quality of new jobs is also improved, in terms of both qualifications and income potential.

This gives added importance to certain sectors of the economy such as financial, professional and business services, education and research etc., but also to pursuing initiatives aimed at exploiting a local under-used resource - the graduate output of the local educational institutions.

ECONOMIC INCLUSION

It will remain important that all sectors of the local community be able to benefit from the opportunities arising from development initiatives and overall economic growth. Employment and training strategy will therefore continue to be pursued vigorously in a co-ordinated but wide-ranging manner.

The underlying aim is to enable more of the community to participate in the mainstream economy. As the number of jobs in Dundee grows it will be important to use the existing infrastructure effectively to assist excluded communities access those jobs and to identify any gaps in the infrastructure.

A number of initiatives such as the Social Inclusion Partnership, the Early Years Child Care Partnership and actions, such as Education Business Links, designed to raise educational attainment will provide the supporting infrastructure for mainstream initiatives and innovative actions that assist the excluded back into work.

CULTURE AND TOURISM

There will be a number of opportunities to exploit tourism/visitor generation potential with the key one being the exploitation of the “Overgate factor” - i.e. the additional visitor boost/shopping product it will bring. The presence of Dundee Contemporary Arts, Sensation and Dundee Rep will also bring additional exploitation opportunities.

Two key tourism initiatives will be conference promotion and Dundee in its wider setting. In relation to conference promotion, a recent joint consultancy study has highlighted that the major inhibiting factor to exploiting considerable market potential is the lack of sufficient quality hotel bed spaces. Action will be needed to remedy this situation.

In relation to tourism destination marketing and product development, Dundee is an integral part of an East of Scotland product. Co-ordinated marketing and joint product development is in its infancy and will need to be further developed.

CREATIVE INDUSTRIES

Significant progress was made in a number of areas in the previous Plan via a range of initiatives such as Dundee By Design, Digital Media etc. Considerable additional potential remains for pursuing these and other new initiatives associated with the wide-ranging research being carried out in the City in many areas of new technology linked to Dundee’s dynamism in the academic, artistic and other creative fields.

VOLUNTARY SECTOR

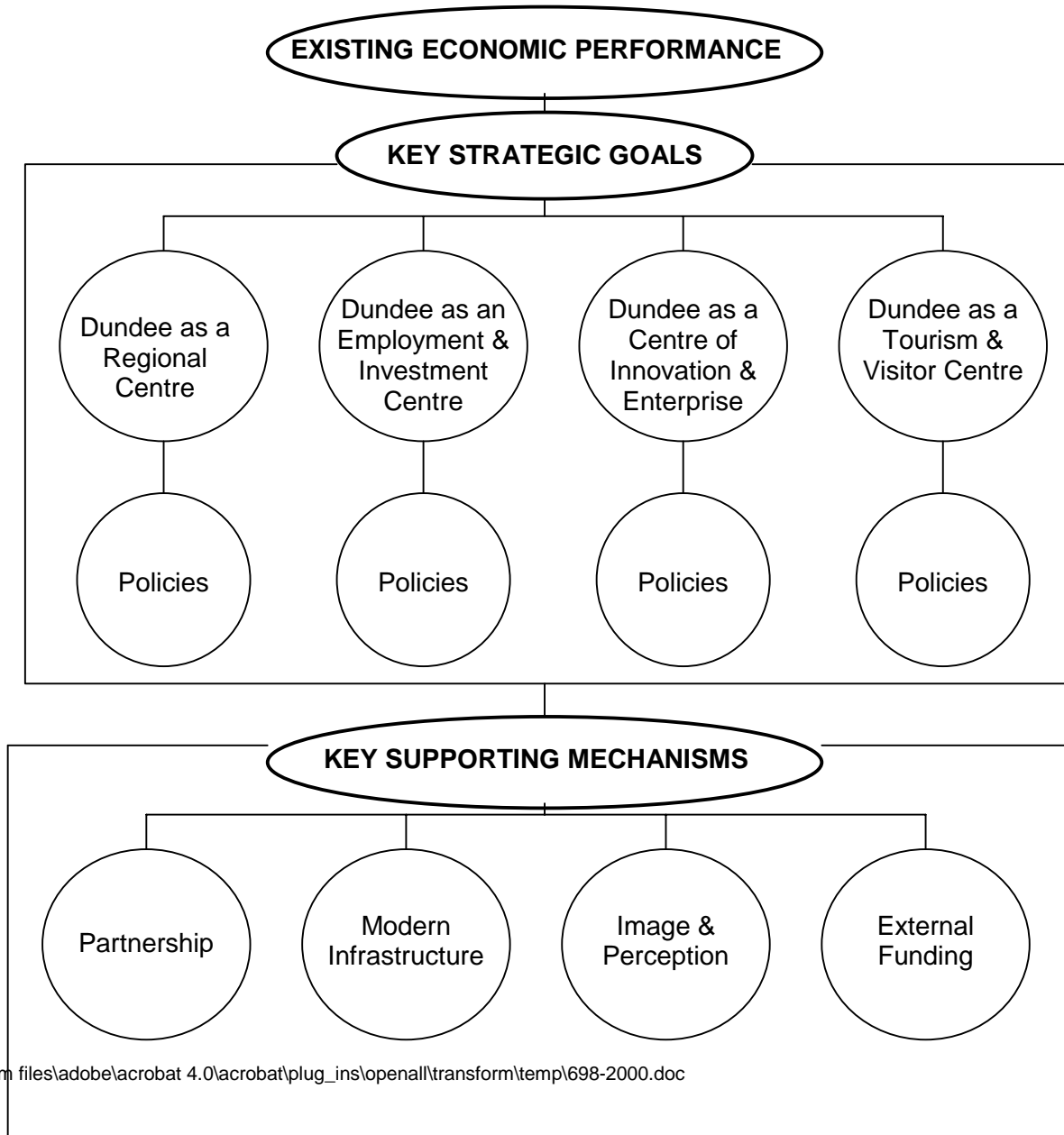
The voluntary sector is often an unseen and unrecognised part of the economy. It is of significant scale - in Scotland it is estimated to have 100,000 paid staff 300,000 volunteers and an annual income of £1.8 billion. It also has strong links with other sectors of the economy - for example, the growth of Dundee’s life sciences sector had much of its initial impetus from the voluntary sector. It is therefore seen as important that these linkages between the voluntary sector and the other sectors of the economy be strengthened.

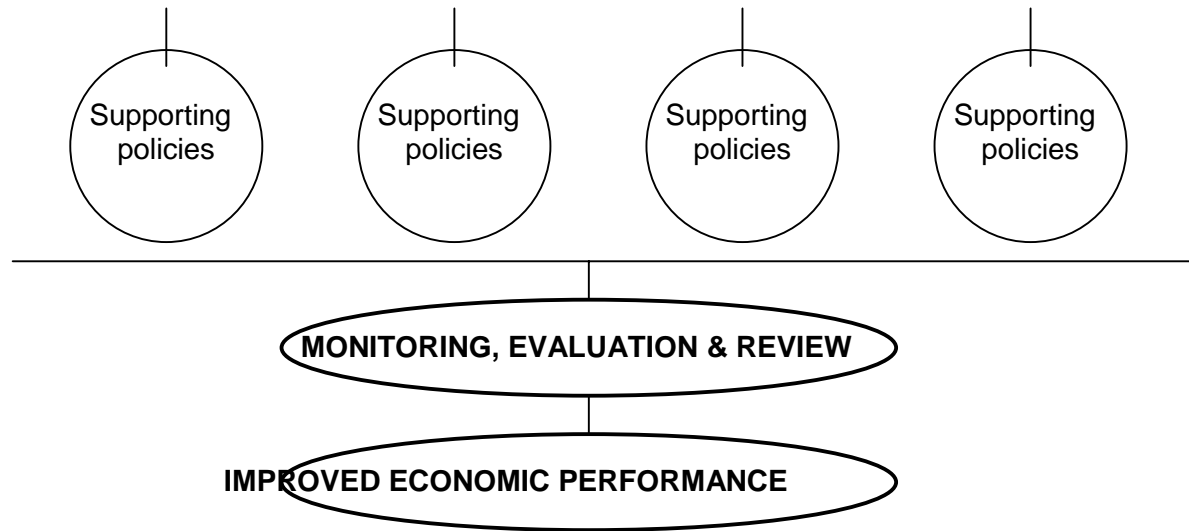
COMMUNITY PLAN PROGRESSION

Dundee’s Community Plan is still at its initial development stages. This Economic Development Plan will form the basis for the economy and enterprise component of the Community Plan but its implementation will be associated with, and complemented by, the other components of the Community Plan, i.e. sustainability, health, lifelong learning, social inclusion and community safety.

5. STRATEGIC FRAMEWORK

The following diagram summaries the Plan's strategic framework:-





KEY STRATEGIC GOALS

DUNDEE AS A REGIONAL CENTRE

The geographical boundaries of Dundee's economic sphere of influence extend well beyond its administrative boundaries. As would be expected of one of Scotland's four cities, it hosts a range of facilities and activities which contribute to the City's function as a regional centre and which provide the basis for the reinforcement of this role. The major activities which provide the regional focus are shopping, education, business services, arts & culture, and entertainment & leisure.

Given the recent performance in these areas (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

R1 - to review the City Centre Initiative taking account of progress made and to identify opportunities to encourage co-ordinated and focused delivery of development measures;

R2 - to refocus the City Centre Management activity placing greater emphasis on the marketing of the city centre and reinforcement of its regional role;

R3 - to stimulate the Business Services Sector;

R4 - to encourage and support the development of a "Cultural Quarter" around the axis of waterfront/Nethergate/South Tay Street;

R5 - to continue to work with the higher and further education institutions to promote and expand Dundee's educational sector.

DUNDEE AS AN EMPLOYMENT AND INVESTMENT CENTRE

As has been stated earlier, changes and trends in the local, national and global economies bring opportunities for pro-active action by the local agencies to ensure that Dundee can take advantage of possibilities for employment growth. There are a number of areas of local strength and/or opportunity which provide focal points for concentrated and concerted action to stimulate growth.

Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

EIC1 - to keep Dundee's inward investment strategy under regular review;

EIC2 - to maintain an effective system of support measure of indigenous businesses;

EIC3 - to continue to identify and implement sectoral initiatives in key growth/opportunity sectors;

EIC4 - to develop and implement a co-ordinated employment and training strategy;

EIC5 - to quantify and assess the potential for the voluntary sector's impact on the local economy;

EIC6 - to assess the economic development issues related to the Social Economy.

DUNDEE AS A CENTRE OF INNOVATION AND ENTERPRISE

A number of high-profile, key successes have taken place in this area centred on the Universities, the research institutions and Ninewells Hospital. This has given Dundee a growing world-wide reputation in a range of "cutting-edge" subject areas and has played a very significant role in improving Dundee's overall image and its economic potential.

Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

IN1 - to continue to support and develop initiatives which nurture and promote the creative industries sector within the local economy;

IN2 - to encourage the development of a range of initiatives which support the "Digital Dundee" concept;

IN3 - to pursue the attainment of a "critical mass" in commercial "spin-out" companies;

IN4 - to continue to support the promotion of self-employment and entrepreneurship as an alternative method of working;

IN5 - to seek to ensure that the land and property needs of this sector are met.

DUNDEE AS A TOURISM AND VISITOR CENTRE

Dundee has made considerable progress in this area considering its previous role as an overwhelmingly industrial city. However, there is still considerable potential for growth in this area. Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4. The following policies will be employed during the Plan period. (It should be noted that there is significant overlap with the policies in Dundee as a Regional Centre which would also have a beneficial effect on tourism growth.):

TV1 - to continue to enhance the business tourism "product" and its promotion and marketing;

TV2 - to encourage the provision of additional visitor accommodation;

TV3 - to increase linkages to the remainder of the East of Scotland via joint product development and joint marketing;

TV4 - to continue to seek additional facilities and attractions and increased operational and marketing co-ordination within the overall "Dundee tourism product".

KEY SUPPORTING MECHANISMS

PARTNERSHIP

Dundee has one of the longest and most successful track records in a partnership approach to economic development/regeneration. Steps will be taken during the Plan period to ensure that the partnership approach retains its premier position within the City.

Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

- P1 - to continue to focus/co-ordinate economic development strategy and actions via the Dundee Partnership;
- P2 - to review overall Dundee Partnership strategy by 2002;
- P3 - to seek a partnership approach to economic development strategy/actions which relate to Dundee in its regional setting;
- P4 - to continue to promote a joint approach to individual actions and projects;
- P5 - to continue to play a central role in the Eastern Scotland European Partnership;
- P6 - to co-ordinate and facilitate the East of Scotland European Consortium.

MODERN INFRASTRUCTURE

Considerable effort has gone into improving the City's infrastructure over the past few years but it is important that this effort is maintained to ensure that Dundee's peripherality does not hinder private sector investment and that fast-moving modern requirements are satisfied.

The following supporting policies will be pursued:-

- INF1 - to ensure that the land and property needs of potential inward investors, indigenous company expansion and new starts are met;
- INF2 - to further improve facilities and services at Dundee Airport;
- INF3 - to continue to seek improvements and new initiatives in relation to electronic communications facilities and systems;
- INF4 - to continue to lobby the rail authorities for upgrading of rail infrastructure and facilities relating to Dundee;
- INF5 - to continue to work with Dundee Port towards improved port facilities and services.

IMAGE AND PERCEPTION

It is important for Dundee's economic future that the progress that has been made in improving the City's image is maintained. Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

IMP1 - to continue to promote the City of Discovery Campaign and ensure it remains the key focus for image enhancement action;

IMP2 - to co-ordinate the full range of marketing and promotional needs via the Dundee Partnership to seek greater efficiency and joint use of scarce resources.

EXTERNAL FUNDING

Resource constraints remain a major hurdle towards carrying out the level of development seen as desirable. It will remain important, therefore, that as much external funding be accessed as possible. The retention of Objective 2 Status and the enhanced Assisted Areas Status will be of significant assistance in this objective.

Given the City's recent performance (see chapter 3) and the issues discussed in chapter 4, the policies which will be employed during the Plan period will be:-

EX1 - to continue to promote the Council's joint public/private sector development company (Dundee City Developments Ltd.) as a major development vehicle.

EX2 - to co-ordinate and deliver European funding advice and assistance to Council Departments and where required, to partner and external organisations for the benefit of the Dundee area;

EX3 - to co-ordinate and deliver Lottery funding advice and assistance to Council Departments and where required, to partner and external organisations for the benefit of the Dundee area;

EX4 - to explore opportunities for the development of joint projects/initiatives which include private sector and other sources of funding.

6. **MONITORING, EVALUATION AND REVIEW**

During the implementation of the Plan, extensive monitoring and evaluation activities will be carried out to ensure that the various strategies and actions can be reviewed regularly and any necessary action taken.

These monitoring and evaluation activities will be carried out with two objectives in mind:-

- to assess the overall health of the local economy;
- to gauge the effect of the specific actions being carried out under the Plan.

OVERALL HEALTH OF THE LOCAL ECONOMY

The following general indicators will be used to monitor the position:-

- overall employment levels;
- unemployment levels (on both an absolute and relative basis (i.e. to the Scottish & U.K. levels));
- the u/v ratio (i.e. the number of registered unemployed per registered vacancy);
- levels of long-term unemployed;
- rates of business start-up and growth;
- growth in gross domestic product;
- levels of investment;

In the previous Plan the key performance indicator chosen was that of the u/v ratio on the basis that it was available on a monthly basis; allowed comparison with other areas; and was dynamic because it compared two separate but inter-related variables. However, there are shortly going to be changes in the way vacancies are counted which will bring greater long term accuracy but greater short term variability. This makes the u/v ratio an unreliable choice for this Plan's time period.

The key performance indicator in this Plan will be overall employment levels. The Council has put a great deal of effort into ensuring that it has an accurate and regularly up-dated company database from which accurate employee counts are available on an annual basis. Dundee is now established on a job growth trend and the overall target to which the Plan will work will be to continue this pattern of net growth in employment. The overall aim will be to increase overall employment levels by 2.5% over the Plan period.

THE EFFECT OF SPECIFIC ACTIONS

It will be necessary to separately measure the effects of specific actions and a range of indicators will be used to accomplish this. In the main these indicators will be attached to specific projects rather than strategies and will include:-

- jobs directly created and/or retained;
- floorspace created or upgraded;
- number of businesses using support services, including start-ups, growth assistance measures, professional support etc.
- number of inward investment projects processed;
- increase in visitor numbers/spend;
- level of external funding accessed/leverage ratio;
- “customer” survey ratings;
- “conversion ratios” for trainees (i.e. into qualifications and employment).

POLICY MATRIX

KEY STRATEGIC GOAL - DUNDEE AS A REGIONAL CENTRE

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
R1 - to review the City Centre Initiative taking account of progress made and to identify opportunities to encourage co-ordinated and focused delivery of development measures	The greatest part of the development phase of the City Centre Initiative is now complete. A review is required to ensure co-ordinated and focused delivery of remaining development options.	2000/2001	SET; City Centre Action Group; Scottish Homes; Chamber of Commerce; Private Sector Businesses; Other Public Sector Bodies, etc.	Momentum maintained in City Centre improvements.
R2 - to refocus the City Centre Management activity	The physical improvement of the City Centre has now	2000/2001	City Centre Action Group; SET;	A re-focused approach in parallel with a reviewed City

placing greater emphasis on the marketing of the city centre and reinforcement of its regional role	changed the emphasis on future economic progress to marketing rather than product development and the role of City Centre management needs to accommodate this.		Chamber of Commerce.	Centre Action Group Business Plan.
R3 - to stimulate the Business Services Sector	The financial, business, professional services sector is relatively under-represented in Dundee and measures are needed to stimulate the growth of the sector.	Continuous	SET, Chamber of Commerce, City Centre Action Group; Private Sector Businesses & Professional Associates.	A series of projects and initiatives aimed at enhancing aspects of the sector and leading to overall growth.
Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
R4 - to encourage and support the development of a "Cultural Quarter" around the axis of waterfront/Nethergate/South Tay Street	To build on various complementary strengths at the western edge of the City Centre (DCA; Dundee Rep; Sensation; The University; various leisure facilities, etc) and to link them with opportunities for further development to create a "cultural quarter" with a clear presence.	2001 onwards	SET; Universities; DCA; Dundee Rep; Sensation; Chamber of Commerce.	Strong, interdependent facilities and services in the Arts & Cultural sectors within a bustling part of the City.
R5 - to continue to work with the higher and further education institutions to	To assist the higher and further education institutions within the City to identify	Continuous	Dundee University University of Abertay Dundee College	Continued momentum in the strengthening of the education sector, with the

promote and expand Dundee's educational sector	areas for further expansion of their services and to assist them in implementing appropriate initiatives.		Northern College SET	regular appearance of new and expanded projects and initiatives.
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POLICY MATRIX

KEY STRATEGIC GOAL - DUNDEE AS AN EMPLOYMENT AND INVESTMENT CENTRE

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
EIC1 - to keep Dundee's inward investment strategy under regular review	The maximisation of inward investment remains a key objective of the Plan. As opportunities vary with time across the various sectors it is necessary to have a flexible approach and be able to be both pro-active and reactive.	Continuous	SET Locate in Scotland & Others for specific initiatives/projects	Continued momentum in inward investment levels. Specific initiatives in areas such as:- manufacturing; Civil Service jobs; retailing/leisure, etc.
EIC2 - to maintain an effective system of support measure of indigenous businesses	The long-term sustainability of an economy depends largely on its indigenous companies. It is important, therefore, that everything is done to assist the growth of local companies.	Continuous	SET Chamber of Commerce	A raft of efficient support measures delivered mainly via the Business Shop (and other mechanisms as appropriate) resulting in growing turnover and employment in the indigenous economy.
EIC3 - to continue to identify and implement sectoral initiatives in key growth/opportunity sectors	A number of successful sectoral initiatives have already been undertaken (see text). It is important that the momentum be maintained in these areas and that new initiatives be identified and pursued, A key initiative will be the attraction of Civil Service/Agency jobs linked with the growth of the office-based sector.	Continuous	SET Chamber of Commerce Higher & Further Education Institutions & Others as appropriate	The growing importance (and resulting employment levels) in key sectors of the economy.

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
EIC4 - to develop and implement a co-ordinated employment and training strategy	It is important that the relationship between local labour supply and the needs (both existing and future) of local employers be as close as possible. A co-ordinated strategy is required to ensure that all of the relevant players can contribute as efficiently as possible.	2001	SET Chamber of Commerce Dundee College Careets Service Employment Service & Private Sector Representatives	Lower levels of unemployment; a more flexible and focused range of training opportunities.
EIC5 - to quantify and assess the potential for the voluntary sector's impact on the local economy	There is a significant element of voluntary sector activity in the economy but no clear mechanism to identify its value. It is evident that strengthening current linkages between the voluntary sector and other sectors of the economy will be of value. Assessing and promoting further potential for voluntary sector involvement in the economy will be an ongoing issue.	2001	Dundee Voluntary Action Chamber of Commerce Health Board/Trusts Higher Education Other organisations	Increased data on the values and impacts of the Voluntary Sector in the economy. Key actions will be to commission an analysis/study of current involvement.
EIC6 - to assess the economic development issues related to the Social Economy	It is recognised that social enterprise exists in response to a need not supported by the market, whereas conventional enterprise depends on market forces. Current economic development mechanisms are not fully geared to the needs or philosophy of social enterprise. There is a growing requirement to	2001	SET Other support organisations	A Baseline Study and Option Appraisal is the first stage in assessing the way forward.

	confirm and articulate a planned approach to developing support for social enterprises			
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POLICY MATRIX

KEY STRATEGIC GOAL - DUNDEE AS A CENTRE OF INNOVATION AND ENTERPRISE

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
IN1 - to continue to support and develop initiatives which nurture and promote the creative industries sector within the local economy	Dundee has significant strengths and opportunities in the extended creative industries sector, with the potential synergy between the Universities, the burgeoning arts/culture and electronics/communications sector, etc. There is, therefore, a need to harness this potential to seek significant economic growth.	2001	SET Universities Dundee College & Others	A range of co-ordinated and focused projects/initiatives resulting in a creative industries "cluster" of national importance.
IN2 - to encourage the development of a range of initiatives which support the "Digital Dundee" concept	Given the prospective importance of internet-based activities to the growth of the economy, steps are needed to ensure that Dundee keeps in the forefront of the internet-based approach.	Continuous	SET Universities Dundee College Chamber of Commerce Private Sector	The development of the Dundee.com website as the key local portal for information, services, e-commerce, etc, and other similar initiatives justifying the "Digital Dundee" tag.
Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
IN3 - to pursue the	Dundee has had great	Continuous	SET	A co-ordinated, partnership

attainment of a “critical mass” in commercial “spin-out” companies	success in commercialising some of the research and development discoveries made locally. The potential exists to build on these successes to reach a position similar to Cambridge or Leyden where commercialisation has grown to represent a significant part of the local economy. Measures are needed to pursue this potential.		Universities Private Sector	approach to infrastructure provision; financial assistance, etc.
IN4 - to continue to support the promotion of self-employment and entrepreneurship as an alternative method of working	Entrepreneurial activity needs to be at a high level to stimulate the indigenous parts of the local economy and Dundee's levels of new firm creation lag behind the national rate. Additional projects/initiatives are required to bring the levels up to at least the national levels (and above these in the longer term).	Continuous	SET Chamber of Commerce Higher & Further Education Institutions.	More initiatives delivered primarily via the Business Shop resulting in greater numbers of “new starts” and higher levels of survival.
IN5 - to seek to ensure that the land and property needs of this sector are met	The sector has specialised land and property needs in relation to location, type of premises and provision of services. It also requires to meet these needs for a range of company “life stages” from incubation to mature manufacturing, The Council/private sector joint development company (Dundee City Developments) will be a key player in this	Continuous	SET Universities Private Sector	A comprehensive range of advance and bespoke facilities available at any time.

	area, (see EX1).			
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POLICY MATRIX

KEY STRATEGIC GOAL - DUNDEE AS A TOURISM & VISITOR CENTRE

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
TV1 - to continue to enhance the business tourism "product" and its promotion and marketing	Business tourism - i.e. conferences/seminars, etc - continue to be a growth sector in UK (and world) tourism. It has always been a significant part of Dundee's tourism business and it is important that the City's overall "product" and its marketing and promotion continue to improve.	Continuous	Area Tourist Board SET Private Sector	Increased co-ordination and focus; New initiatives identified & promoted; Improved facilities; Increased visitors and turnover.
TV2 - to encourage the provision of additional visitor accommodation	Several studies have shown a key factor preventing further growth in tourism (and particularly business tourism) is the shortage of visitor accommodation, particularly of 4 to 5 star quality. It is important that all practical steps be taken to encourage new investment in accommodation by the private sector.	Continuous	SET Private Sector	More bed spaces across the whole range of accommodation from hostel to 4/5 star.
Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
TV3 - to increase linkages	In tourist destination terms,	Continuous	SET	An increasingly varied range

to the remainder of the East of Scotland via joint product development and joint marketing	Dundee is only a place within an overall East of Scotland identity. It is necessary therefore to build on current linked product/marketing initiatives with a range of players in the East of Scotland (currently focused on golf).		Scottish Enterprise Fife Angus, Perth & Fife Councils Angus & Dundee, Perth and Fife Area Tourist Boards	of linked product development and marketing/promotional initiatives with an East of Scotland "branding".
TV4 - to continue to seek additional facilities and attractions and increased operational and marketing co-ordination within the overall "Dundee tourism product"	The City's overall tourism product has improved markedly over the past few years but it is important that the momentum be maintained in "refreshing" the existing facilities, pursuing new facilities and increasing marketing/operational co-ordination.	Continuous	SET Area Tourist Board	Continuous improvement to the overall product and its marketing with consequent improvement in visitor numbers and turnover.

POLICY MATRIX

KEY SUPPORTING MECHANISM - PARTNERSHIP

Supporting Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
P1 - to continue to focus/co-ordinate economic development strategy and actions via the Dundee Partnership	The Dundee Partnership is now firmly established as one of the most comprehensive and efficient economic development partnerships in the country, The Government is pursuing increased levels of partnership and joint working in this area and the Partnership is clearly established as the ideal vehicle for the local economy.	Continuous	SET Scottish Homes Chamber of Commerce Universities Dundee College Dundee Port City Centre Action Group Voluntary Sector Private Sector, etc	Continued development of the Partnership.
P2 - to review overall Dundee Partnership strategy by 2002	Overall strategy is contained in the document entitled, "A Vision For Dundee" 1997/2002. Monitoring and review procedures have been agreed so that a full review can be carried out to enable a revised strategy to be agreed for the subsequent 5 years.	2000/2001	SET Scottish Homes Chamber of Commerce Universities Dundee College Dundee Port City Centre Action Group Voluntary Sector Private Sector, etc	Agreed revised strategy in place by 2002.
Supporting Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
P3 - to seek a partnership	Partnership working is	Continuous	Local Councils	An increasing amount of

approach to economic development strategy/actions which relate to Dundee in its regional setting.	required in those areas outwith the Dundee Partnership's locational remit - with the various Councils and agencies who have economic development remits some partnership working already takes place (e.g. tourism) but more can and needs to be done.		Local Enterprise Companies & Other Agencies in the East of Scotland	external partnership initiatives.
P4 - to continue to promote a joint approach to individual actions and projects	Experience is increasingly showing that a joint approach brings added benefits to many projects (e.g. Dundee Contemporary Arts; Dundee City Developments). It is, therefore, important that partners be sought in an increasing number of projects.	Continuous	Variable, depending on the nature of the project.	An increasing number of joint projects, thereby increasing the overall level (and individual size) of projects.
P5 - to continue to play a central role in the Eastern Scotland European Partnership	Involvement enables the Council to assist and enhance the administration of E.R.D.F. in Dundee through membership of the board of directors, management committee and advisory groups	Review in 2003	All partner agencies in the east of Scotland, including Local Enterprise Companies, the education and voluntary sectors	First hand information regarding the process and operation of Objective 2 E.R.D.F. A degree of influence over that process.
P6 - to co-ordinate and facilitate the East of Scotland European Consortium	The Consortium consists of 12 local authorities in the east of Scotland. Dundee City Council will chair the group and provide management of the Secretariat.	2003	12 east of Scotland local authorities	Local authority lobbying on European funding and policy issues. Partnership working on joint projects.

POLICY MATRIX

KEY SUPPORTING MECHANISM - MODERN INFRASTRUCTURE

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
INF1 - to ensure that the land and property needs of potential inward investors, indigenous company expansion and new starts are met	A key element in Dundee's success over the past few years in both attracting inward investment and encouraging indigenous expansion has been the availability of a wide range of attractive sites and premises, with the Council playing a leading role. In order to keep the economic growth momentum going, it is important that this availability be maintained. The Council's joint public/private sector development company - Dundee City Developments - will play a vital role in achieving this objective.	Continuous	Private Sector SET	A wide range of sites and premises available at any time.
Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
INF2 - to further improve	A significant level of	2001 onwards	Private Sector	Expanded facilities;

facilities and services at Dundee Airport	investment went into upgrading Dundee Airport during the period of the last Plan. This helped secure a direct London air service which is now well established. This success now needs to be built upon (via further facility improvement and new air services) to expand Dundee's regional airport role and its consequent effect on the local economy.		SET	increased services to London and the establishment of regular air services to other destinations.
INF3 - to continue to seek improvements and new initiatives in relation to electronic communications facilities and systems	This area is now one of the key elements in a modern economy's infrastructure. It is important, therefore, that Dundee continues to benefit from "state of the art" facilities to maintain economic growth potential.	Continuous	SET Universities Private Sector	Dundee maintaining a "state of the art" position in electronics/communications facilities and systems.
INF4 - to continue to lobby the rail authorities for upgrading of rail infrastructure and facilities relating to Dundee	Rail facilities continue to be the area of infrastructure needing major investment to bring them up to modern standards - from both passenger and freight facility viewpoints. It is important that lobbying efforts continue to try to persuade Railtrack to make major new investments in Dundee and the East Coast Line.	Continuous	Other members of the Dundee Partnership and external partners (including campaign groups such as CREATE)	Major investment in upgraded and new rail facilities in Dundee and elsewhere on the East Coast Line.
Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
INF5 - to continue to work	Investment has been taking	Continuous	Dundee Port	An increasingly busy

with Dundee Port towards improved port facilities and services	place at the Port in relation to both operational developments and redevelopment of non-operational areas (e.g. Victoria Dock). It is important that the momentum be maintained to ensure both improved port facilities/services and the realisation of the leisure/residential potential of the non-operational areas.		SET Private Sector	operational port and high quality residential, leisure and tourism developments in place with a beneficial “knock-on” effect on the local economy.
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POLICY MATRIX

KEY SUPPORTING MECHANISM - IMAGE & PERCEPTION

Policy	Requirement	Timescale	Partner Involvement	Expected Outcome
IMP1 - to continue to promote the City of Discovery Campaign and ensure it remains the key focus for image enhancement action	The Campaign has been highly successful over the previous Plan period as reflected in the 1999 Marketing Awards. It is important, however, that efforts continue to maintain its progress at the same level and to keep the Campaign as the key focus for image enhancement.	Continuous	SET All Other Dundee Partnership Members Private Sector	Continued image improvement.
IMP2 - to co-ordinate the full range of marketing and promotional needs via the Dundee Partnership to seek greater efficiency and joint use of scarce resources	To enable the successful delivery of marketing and promotion campaigns such as the City of Discovery Campaign, there is a need to ensure that the back-up facilities (such as image banks, website co-ordination, etc) are as comprehensive as possible to ensure greater efficiency in both joint use of resources and the quality of the final product. The Dundee Partnership has a key role to play in ensuring that this co-ordination takes place.	Continuous	Dundee partnership (particularly SET; Universities; Area Tourist Board; City Centre Action Group)	A comprehensive range of "back-up" facilities and services for marketing and promotion and a co-ordinated approach to the City's overall needs.

POLICY MATRIX

KEY SUPPORTING MECHANISM - EXTERNAL FUNDING

Supporting Policy	Requirement	Timescale	Partner Invo
EX1 - to continue to promote the Council's joint public/private sector development company (Dundee City Developments Ltd.) as a major development vehicle	Dundee City Developments has been established to ensure that Dundee can continue to provide needed new developments (such as advance factories). It has already started one project (a large advance factory) and it is important that it continue to serve as a major development vehicle to ensure that the needs of inward investment/indigenous expansion can be met.	Continuous	Private Sector
EX2 - to co-ordinate and deliver European funding advice and assistance to Council Departments and where required, to partner and external organisations for the benefit of the Dundee area	In view of Dundee's continued eligibility for ERDF Objective 2 assistance up to 2006, it is important that a comprehensive range of advice and assistance measures be maintained to ensure that the potential benefits are maximised.	2001/2006	Other Dundee Partners
Supporting Policy	Requirement	Timescale	Partner Invo
EX3 - to co-ordinate and deliver Lottery funding advice and assistance to Council Departments and where required, to partner and external organisations for the benefit of the Dundee area	The various forms of lottery funding have become a significant element in the viability of many projects which could have a beneficial effect on the local economy (a key example being DCA). It is important, therefore, that, as in European Funding, a comprehensive range of advice and assistance measures be maintained to ensure that the potential benefits are maximised.	Continuous	Other Dundee Partners
EX4 - to explore opportunities for the development of joint projects/initiatives which include private sector and	The partnership approaches which have been developed have demonstrated the beneficial effects on the overall ability to deliver better	Continuous	All Sectors

other sources of funding	quality and a greater number of projects. It is important, therefore, that all steps be taken to identify potential partners in the private, public and voluntary sectors in the project identification process.		
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