

Dundee Cultural Strategy

2015 - 2025





Jane Gowans | Jeweller

Everything surprises me about Dundee

“ The resilience of the people, the beauty of the surroundings, the quality of the current vision for the City - mostly though, it’s the talent of the people; the music makers, artists, film makers, web designers, game designers, dancers, actors... the list goes on and on. We produce, we create, we watch, we enable, we educate, we enjoy, we interact, we Dundee.”

Quotes in blue throughout this document are unedited submissions from local people in 2013 to the WeDundee website, which had over 4,000 contributions describing what surprised them about their City.

This is the City’s fourth Cultural Strategy. It has been developed by the Dundee Partnership in collaboration with a network of cultural agencies in the City, informed by a series of meetings with representatives of the City’s cultural, community, academic, public and private sectors, and facilitated by Creative Services (Scotland) Ltd.

Our Strategy sets out a shared set of values and direction of travel for the decade ahead, that will inform the many individual and collective decisions by everyone who believes in the importance of culture and the ability of our citizens’ creativity to shape their community for the better.

It includes a five-year Action Plan 2015-2020 that details how our aspirations, objectives and targets will be realised.



Summary

Our **shared purpose** is a belief in the transformative power of culture to release and reveal the innate creativity of individuals and communities – a power they can harness to help live better, fairer, happier lives. We will work with one another to make this happen.

Our **vision** is a city whose creativity and cultural richness supports the engagement, ambition, achievement, and wellbeing of its citizens. We want to ensure Dundee is known as an international city of design and creativity, which leads cultural-driven regeneration with creative sectors that are strong, collaborative, and able to deliver the vision.

Our aim is to ensure that culture and creativity are contributors to, and key aspects of, Dundee's affluence and aspirations, and that as many people as possible can take advantage of an equality of opportunity to access cultural experiences.

We are collectively committed to:

Deliver a range of opportunities to encourage and develop the creative abilities of Dundee's citizens by:

- giving all children a creative education and a sense of cultural ambition
- supporting the City's professional and non-professional creative sectors
- ensuring the highest standards for the City's built and designed environment
- ensuring the City's cultural heritage has a place in its future
- promoting the culture of City

Develop and support effective pathways to enable the citizens of Dundee to make the most of their abilities within the cultural and creative industries, by:

- creating the conditions for nurturing and capitalising on ability
- developing the right infrastructure for ensuring the visibility of the City's creativity
- being smart about how we use resources through effective co-ordination and collaboration

Continually develop excellence in the culture of the city and establish and promote Dundee as a Creative City, by:

- enhancing its international presence
- contributing to the richness of Scotland's cultural diversity
- cultivating sustainable local ambition
- supporting the transformation of the external image of the city
- developing opportunities for creative excellence

Establish Dundee's reputation for culture and creativity as catalysts for building a resilient and robust community, by:

- developing the creative economy to become one of the City's key economic drivers
- integrating culture across the full range of public services to maximise the way it contributes towards developing our communities



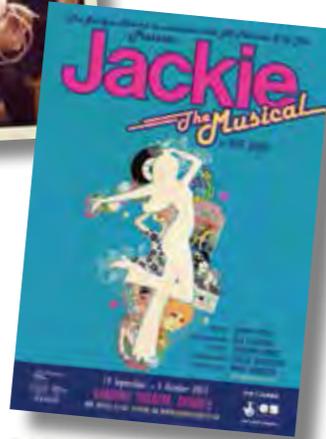
Geyser Blue, 1994 Lotte Glob
The McManus: Dundee's Art Gallery & Museum



School children visiting the Victoria Gallery | The McManus: Dundee's Art Gallery & Museum



Image left: Brian Cox with the Youth Action Group at The McManus, as part of Scotland Creates: A Sense of Place project in collaboration with National Museums Scotland.



Preface

Culture is the heartbeat of Dundee – for some it is as subtle as a mouse-click that saves a lyric, or delivers a line of code for a game, or captures an image; for others it’s the blast of brass in a soul band, the riot of colour in a new exhibition, or the final chorus in a community musical.

It is Billy Mackenzie’s voice, Alberto Morrocco’s landscapes, or 4J’s Minecraft on Xbox. It is Tin Roof, Jackie The Musical, the Wighton Collection, the NEoN Festival, an Odeon blockbuster or Quartic Llama’s Other. It is DC Thomson, the Bharatiya Ashram, Brian Cox, the Gaelic Choir, and the fireworks in Baxter Park.

There are 147,000 people living in the City and each could give a different cultural fingerprint of their preferences and experiences and aptitudes. But the common factor that binds them is their home – Dundee.

To encompass all these hopes and priorities in a single document is not possible – but this strategy registers the important role that culture plays in the city and the lives of its citizens. It is informed by their affection for the City, built on their knowledge of what happens in the City, and understands the transformative impact that is possible through culture-led regeneration, as the City has vividly displayed in recent years.



© DC Thomson & Co. Ltd 2015

Image opposite: Keillers marmalade factory & marmalade jar.

This Strategy aims to carry this level of enthusiasm and imagination forward over the next decade, and encourages a level of ambition that future generations will build on with pride. The quote below summarises the passion with which this belief is held locally² :

“Our tough experiences (are) in the mills, in the factories, our stories... because culture, music, art and drama is nothing without a story and struggle. It is the art of making the everyday beautiful. And that is why our cultural renaissance has been so successful, so inclusive, so pervasive throughout the City.

Our City is not a divided city. There are haves and have-nots in abundance, but we are united in our love of our home City and the culture it boasts ...we know the transformative effects that cultural change can bring.

We have witnessed our transformation over the last 40 years ...we witnessed the deluge of Dundonians into Dundee Contemporary Arts Centre when Donald Dewar opened its doors in 1999. We remember the fun of Dundee 800, the community spirit of Witch’s Blood, we know that... culture will make a difference to the lives of so many of our citizens.

It will raise again our aspirations, it will give us memories, shared and individual of the beautiful everyday.”

² Taken from a transcript of the Scottish Parliament’s debate in November 2013, after the submission of Dundee’s bid to become UK City of Culture in 2017

To highlight our ambition, Dundee wants to be in a position by 2017 to launch the strongest possible bid for European City of Culture designation in 2023.





1. Background *How we got here*

1.1 The journey of Dundee's cultural provision was outlined in three previous Cultural Strategies, from 1994 to 2014. They describe a successful arc of continuing development, each building on the successes of the period preceding and shaped by the context of what was likely to come.

1.2 The significant factors that have had an impact on the cultural sector since the last Strategy include:

- Formation of Leisure & Culture Dundee
- Scottish Arts Council's evolution into Creative Scotland
- Crystallisation of plans to create the V&A Museum of Design, Dundee
- UK City of Culture 2017 bid
- International economic recession
- AHRC Design in Action research programme

“A City brimming over with design, creativity and optimism; warm and welcoming people with resilience and determination to succeed; fantastic jewellers, artists and designers; creative entrepreneurs like Vanilla Ink and the Fleet Collective where collaboration and talent ignite; the Parlour Cafe and Jessie's Kitchen; so many shows, exhibitions, festivals and events from the universities, the Rep, DCA, the theatres, the galleries & museums; and a stunning location to live, work and enjoy. My Dundee is fabulous!”

1.3 We can reflect on very high levels of achievement of the commitments from the 2009-14 Strategy, which include:

- Cultivating sustainable cultural ambition in Dundee's communities.
The ongoing work of the City's CAN (Community Arts Network) continued to develop and encourage local projects and integrate them with developments elsewhere in the City and nationally.
- Ensuring Dundee makes a significant contribution to the national stage.
The work of DCA, the Rep and Scottish Dance Theatre continued to gain national recognition for its range and quality; the 2017 UK City of Culture bid brought significant UK profile to the City's creative community.
- Enhancing Dundee's international profile.
It was confirmed there would be a V&A in Dundee, a delivery team was appointed and a design developed for an outstanding building on the City's waterfront. By early 2014, major capital awards had been granted, enabling the project to move ahead with its vision of being an international museum of design for Scotland.
- Turning local talent into jobs.
The designer, Hayley Scanlan, is a high-profile example of an individual creator successful on the national stage; the Vanilla Ink initiative for jewellers was established; incubator units were established at Seabraes; a number of digital games SMEs were extremely successful; the University of Dundee-led AHRC project, Design in Action, was established to bolster the commercial effectiveness of companies through the use of design.



- Developing a city-wide infrastructure for creativity. *The growth of creative networks continued impressively: Creative Dundee's work, including the Pecha Kucha nights, showcased the strength and depth of the creative community; Generator, Wasps Studios, Fleet Collective, Tin Roof Collective and others demonstrated the power of creative collectives.*
- Maximising the use of Dundee's cultural resources. *Leisure & Culture Dundee was established and plays a pivotal role in managing and providing cultural services in the City, while maintaining and servicing various networks in the City. The McManus collections secured grants to conserve elements that were recognised as being of National Significance – new partnerships were developed with the National Galleries of Scotland and the Royal Collection.*
- Ensuring all children have a culturally rich and creative education. *Programmes such as ASPIRE Dundee are nationally respected as excellent models of practice, promoting greater access to high quality arts immersion activities for children and families in schools and communities across the City promoting achievement and ambition. The Education Department's commitment to the place of arts and culture is reflected in its plan for curricular and extracurricular opportunities.*
- Ensuring the public realm of the City is a space for culture and creativity. *The redeveloped facilities at Dundee College's Gardyne Campus became a great new asset; plans were laid for new open civic spaces as part of the Waterfront development, aligned with the site of the new V&A.*

- Ensuring that the City's heritage has a role in its future. *The refurbished McManus led an impressive (and popular) range of projects and exhibitions; the proposed Transport Museum moved closer to reality; the High Mill received Heritage Lottery Fund funding to enable refurbishment.*
- 1.4** These commitments continue to provide a relevant framework for developing and delivering the City's cultural provision, and this Strategy aims to maintain that approach as the most effective framework for the next ten years. This is outlined in detail in the accompanying Action Plan, and summarised in Section 4.



'Modern Masters' exhibition in partnership with The Victoria And Albert Museum, London
The McManus: Dundee's Art Gallery & Museum



'Screen in the Square' City Square



2. Our Objectives *Regeneration through culture*

- 2.1 Dundee has built resources, partnerships and understanding that make it one of the most effective examples of cultural-led regeneration anywhere in the UK. We want to continue on this journey and capitalise on the knowledge we have gained from the experiences, positive and otherwise, along the way.
- 2.2 In 2013 the Minister for Culture outlined a clear, purposeful direction for the role of culture and creativity in Scottish society³ - it's a journey we recognise. We too believe a bold level of intervention is appropriate from the public sector to stimulate this route of travel, and that this Cultural Strategy will help frame the trajectory of Dundee's continued journey to successfully achieve this.

To highlight our ambition, Dundee will aim to be recognised as Scotland's leader of culture-led regeneration by 2018.

- 2.3 We have three core objectives to help guide our continued regeneration through culture over the next ten years. These represent a collective shared purpose – for audience member, workshop participant, maker, arts organisation and funding body. We believe that focusing on our culture will help us to:

2.4 **Contribute actively to creating a healthy, more equitable, economically successful City**

- Develop a digital infrastructure that allows greater access to, awareness of, and promotion of cultural activity in the City, through the development of innovative digital public spaces, including its heritage venues, archives and libraries.
- Enhance the built infrastructure for the City, combining imaginative new architectural statements (V&A Museum of Design, Dundee; District 10, the creative industries incubator units at Seabraes) with sensitive re-imagining of existing buildings (Museum of Transport; The High Mill).
- Re-establish trade links with UK and European cities, and an ongoing programme of city expos, spearheaded by the creative and cultural sector.

2.5 **Make our cultural sector sustainable**

- Create a more experienced, more confident cadre of young creative producers and promoters that become the City's natural successors as its cultural leaders.
- Retain and attract creative talent to the City by creating an environment throughout the public, private and academic realm that declares Dundee as a city that welcomes and supports ideas and innovation.
- Develop opportunities for applied research whose mission is to ensure that the strengths, knowledge and experience of the cultural industries is shared and deployed across all fields of the City's social provision and further afield.

³ <http://www.scotland.gov.uk/News/Speeches/Culture-Heritage05062013>



2.6 Build the confidence and self-esteem of our individuals and communities in their abilities

- Deliver a series of cultural entitlements for our citizens that ensure opportunities are made available equally to participate, experience and work in creative activity. These will begin in early years but be viewed as establishing a lifetime commitment.
- Renew areas of the city centre’s retail and public space through a focus on environmental design, cultural activity and retailing, to raise the self-esteem of the City for its citizens and improve its offer for visitors.
- Connect areas within the City more effectively to the centre and to each other by maintaining an ongoing programme of communal civic events, such as large-scale community plays, exhibitions and film projects.

2.7 We recognise the importance of outstanding creativity as an end in itself, and will work towards identifying opportunities for and encouraging support for creative talent to flourish and be enjoyed by the public.

“Come to Dundee and you will be surprised to see a city transforming itself through ideas, creativity and a grassroots ‘can do’ attitude. It’s a place of hidden depths and layers shaped by a rich social and industrial history, but more than willing to cast off the shackles of the past and look to the future.”

2.8 Our objectives have been refined into a series of actions which build on the last Cultural Strategy and which are presented under the following commitments (ref. Section 4 and Appendix 1).

AMBITIOUS:
We will cultivate sustainable cultural ambition.

CONNECTED:
We will develop the infrastructure and the environment for creativity.

EFFECTIVE:
We will promote collaboration and make the most effective use of Dundee’s cultural resources.

SIGNIFICANT:
We will ensure Dundee makes a significant contribution to the national and international stage.

DEVELOPMENTAL:
We will turn local talent into jobs.

INCLUSIVE:
We will ensure Dundee delivers a culturally rich and creative experience for everyone.

RESILIENT:
Ensure the City’s heritage has a place in its future.



3. Context *Strong, but fragile*

- 3.1** The context for turning the Strategy into reality reminds us that many of the various strengths of the cultural and creative sectors in the City remain vulnerable to circumstances outwith their control e.g. changes in the market; re-prioritisation within public funding; the development of new technologies; and global crises.
- 3.2** Some of the key factors that are likely to have an impact on implementing the Cultural Strategy over the next 10 years include:
- Ongoing public expenditure pressures
 - Reducing public sector funding
 - Opening of the V&A Museum of Design, Dundee
 - Increasing number of creative industries students
 - Other cities of a similar size 'raising their game'
 - Retaining our talent
 - The Waterfront development
 - Maintaining stability and sustainability of the current sector
- 3.3** One of the ongoing challenges is relatively new to the City's cultural sector – managing growth and ambition – and will therefore require careful and ongoing consideration. We must continue to develop and enhance the cultural activities and infrastructure within the City, while ensuring current commitments are sustained and stable.
- 3.4** The opening of the V&A Museum of Design, Dundee planned for 2017 is another significant milestone for the City, and a marker for its ongoing cultural ambition. Its integration into, and contribution to,

the City is central to the successful continued growth of the cultural community during the next decade and it should be seen as the springboard to a period of initiatives that will transform the cultural sector in the City, rather than as an end in itself. This ambition brings with it the challenge of marshalling resources and investment carefully to ensure that the City's cultural ecosystem is enriched and not threatened, and this will require vigilance and collaboration to achieve successfully.

- 3.5** There are several areas of activity to which the cultural sector is both a contributor and a beneficiary, although it is not their sole domain. In these areas the sector must have a presence and a voice, but will require being an active collaborator and contributor rather than lead participant. Nonetheless, the following are particularly germane to the successful operation of the City's cultural sector:
- Marketing the City – working with those involved in economic development, marketing and branding to develop a coherent approach to the external image of the City and the messages, and media that are used to reach audiences and visitors
 - Creative Industries Strategy – ensuring that the aims and objectives of both the cultural and digital/creative industries sectors are synergetic and exploit the strengths of both
 - Urban Design - the next ten years will see a period of growth in the City's built estate that will be unparalleled in living memory – it is important that this is undertaken with a clear vision of, and commitment



to, high quality design. The cultural sector will have a crucial role to play in working with and advising civic Dundee during this period of growth

- Bandwidth – an increase in bandwidth available to industry and domestic homes in the City could create enormous opportunities for the cultural sector, as outlined in the ambitious bid to pilot 5G in the City
- Academic Research Programmes – the success of the AHRC-funded Design in Action programme and, on a smaller scale, the Storyform project, demonstrate the importance of mid-term cultural-focused academic research programmes located in the City. The three principal academic institutions should be supported and encouraged with this activity
- Public Engagement – the success of the WeDundee public engagement process demonstrated how effective a digital-led programme can be. This type of approach that integrates technology with local knowledge should be a key element of delivering the Cultural Strategy

3.6 This diversity of activity, skillsets and purpose makes for a rich but sometimes complex cultural ecosystem in the City, which is on a scale that can be influenced, positively or negatively, by a major change in just one element. Our challenge is to sustain, develop and exploit this diversity to achieve our ambition for the City, and which therefore requires us to consider:

- Motivation of the cultural sector
- Developing creative businesses and growing the cultural economy
- Developing the commercial skills of the cultural sector

- Public sector investment
- Private sector investment
- Develop cultural tourism and the offer for visitors
- Growing enthusiasm and expectation
- Build a collaborative ethos
- Audience capacity
- Retention and growth of the digital and cultural sectors
- Developing the visitor economy through promotion of the City's culture and heritage
- Developing projects with cultural and digital sectors that maximise the strengths of each
- Integrating projects with other areas of civic life
- Long-term culture-focused academic research projects
- National pioneer/thought leader e.g. social innovation; mass engagement
- Designations (e.g. UNESCO; European City of Culture; others)
- Buildings with cultural focus

3.7 The City's successful bid to be designated as a UNESCO City of Design is a tremendous achievement. Fully realising that opportunity will allow a range of local and international initiatives to take place and, crucially, will underline the importance of focus on high quality when framing the approach the City takes to developing its future architectural and landscape design.

To highlight our ambition, Dundee wants to be in a position by 2019 to be acknowledged internationally as a successful City of Design.



Scottish Dance Theatre in 'Dreamers' by Anton Lachky
photo Brian Hartley

V&A Museum of Design, Dundee.
Design in Motion, a collaboration with the
Travelling Gallery, as part of national
pre-opening programme.



4. *Our Commitments* *What we will do*

4.1 We will carry forward the commitment areas from the 2009 -14 Strategy to ensure continuity but update them to reflect our consultation, the changed circumstance of the City, and in anticipation of the environment expected over the next ten years.

AMBITIOUS:

We will cultivate sustainable cultural ambition.

4.2 The cultural sector will engage with, and contribute to, the broader civic priorities in areas such as health, inequality, education, planning and safety. However, we will also maintain a commitment to cultural excellence. The presence of the V&A Museum of Design, Dundee is symbolic of this, although it will be equally likely to be found in the design of a computer game by Denki, a programme of outreach activity from Dundee Rep, or a festival curated by Abertay University. We will work collaboratively to make good ideas happen, irrespective of where the idea comes from or who leads its development.

4.3 We will be opportunistic but not cavalier, e.g. when opportunities for new buildings emerge (such as the Transport Museum, D'Arcy Thompson Zoology Museum, and West Ward) we will embrace the spirit that has engendered them, but develop each sensitively to ensure they are assimilated within our cultural ecosystem without disruption.

“I lived in Dundee for years - in good times and in bad times. I have seen people struggle through periods of immense poverty and deprivation and yet been amazed at the way they have helped to change and rejuvenate the City - through their belief in the place and their determination. I remember the singer/songwriter Michael Marra as an inspirational voice of the people and “Witch’s Blood” as an incredible example of a life-changing community arts project that is still remembered 26 years after it was produced”



CONNECTED:

We will develop the infrastructure and the environment for creativity.

4.4 We will understand and support the cultural assets of the City – people, buildings, environment, investment – and make sure they work together as effectively as possible. We will implement the commitments of our UNESCO City of Culture status to ensure design is a signature strength of our City, and enhance the built estate by developing our public art commissions.

4.5 We will create strategies for developing specific areas of our cultural activity, such as music, dance, visual arts, and cultural diversity – and work towards improving the potential synergy of our digital and cultural sectors operating more actively and regularly together.

EFFECTIVE:

We will promote collaboration and make the most effective use of Dundee's cultural resources.

4.6 We will get to know our audiences and communities better through gathering relevant data and acting upon it. We will maintain our existing creative networks, e.g. in dance, and establish new ones where they might benefit practitioners and participants, such as theatre and literature.

4.7 We will invite our cultural and creative communities to convene bi-annually to discuss jointly the priorities for the sectors in the City, to advocate for them, and to strengthen the ties between them.

4.8 We will develop opportunities for volunteering and a support network that allows volunteers to gain as well as give.

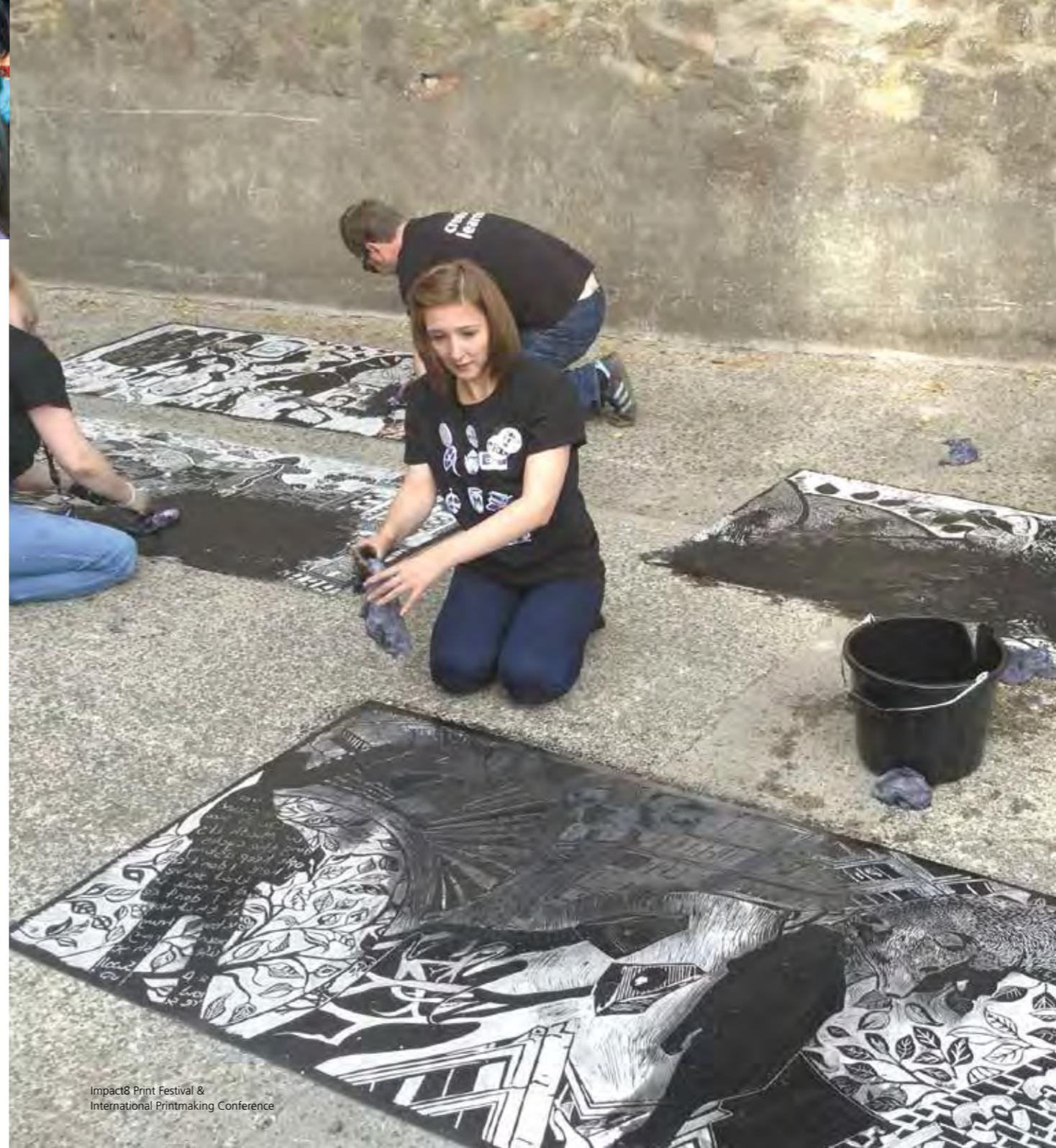
SIGNIFICANT:

We will ensure Dundee makes a significant contribution to the national and international stage.

4.9 The cultural profile of the City is continuing to increase nationally and internationally. We want international linkage and exchange to become commonplace in the creative sector, as it is for the academic sector and for many digital SMEs. There are many events and festivals in the City and we will identify the capacity of those that have the potential for national and international significance.

4.10 We will capitalise on our UNESCO designation to spearhead a series of international exchanges and events including expos, cultural mentoring, conventions, exhibitions and events, that give our cultural practitioners a presence internationally and bring the experience of other countries into Dundee.

4.11 We will establish international cultural partners, at all levels within the City, to ensure that our cultural provision is benchmarked against others operating with the same cultural ambitions.



Impact8 Print Festival & International Printmaking Conference



'Velvet Venom' Collection | Hayley Scanlan



DEVELOPMENTAL:
We will turn local talent into jobs.

- 4.12** Commercialising creative output is achieved successfully in some parts of the City's creative community and we will seek to transfer these capabilities to enable more self-employed creative practitioners and businesses to benefit from this expertise. We will develop initiatives such as the Cultural Skills Academy that focus attention and resources on developing individual strengths and overall sectoral capabilities – we will look to the partnership of our academic community to achieve this, in particular Dundee and Angus College.
- 4.13** We will work with indigenous local talent and skillsets to create imaginative culture-led employment initiatives, such as the proposed jute/Hayley Scanlan 'Cloth' project. In addition, we will advocate that local creative talent should be commissioned locally, wherever possible.
- 4.14** We will explore the potential to link science and culture in ways that make the most of our strengths in those disciplines.



“The sheer number of individuals and groups who are involved in choirs, bands, music groups, pub gigs and sessions, art clubs, model railway, boat and aircraft making, musical theatre, local history and museums, lively community centres, Friends Of everything from the Unicorn and Barnhill Rock Garden to Balgay Hill and the Caird Hall Organ. Culture? It's in Dundee's heart and soul!”

INCLUSIVE:
We will ensure Dundee delivers a culturally rich and creative experience for everyone.

- 4.15** WeDundee demonstrated that large-scale motivation and participation is possible – we will sustain and evolve this, and put in place any mechanisms needed to enable this. We will address how the aim of engaging mass participation and take-up sits alongside ongoing activities and interventions that benefit families and neighbourhoods facing the greatest pressures.
- 4.16** We will focus on the cultural rights of children to enjoy and experience a range of cultural opportunities, and look to deliver these through a series of interventions such as the ASPIRE programme, Comic School, Optimistic Sound, the creation of Youth Arts Hubs, and local programmes aimed especially at teenagers.



4.17 We will find imaginative ways – such as Open Dundee events, and free exhibition spaces - to minimise barriers to accessing cultural activity, whether financial, transport, social support, or other.

4.18 We will exploit the City’s parks and green spaces, as one of its most remarkable, and accessible, cultural assets.

RESILIENT:
Ensure the City’s heritage has a place in its future.

4.19 We will sustain the existing heritage offer in the City and seek to augment it both through the creation of new venue-based initiatives such as the D’Arcy Thompson Zoology Museum, High Mill, the Transport Museum, and a university museum; and through activity-based projects such as the Autobiography of a City. We will invite our cultural practitioners to continue to use the richness of the City’s heritage as a wellspring for their contemporary reimagining and reinterpretation e.g. projects such as The McManus 150th celebrations, and the proposed ‘Cake’ and Festival of Football projects.

4.20 The City’s Waterfront development has demonstrated how potent a combination of vision, energy, commitment and resources can be. It has set a template for what can, and should be, achieved in other areas of the City’s life – Dundee’s culture is a key part of that. We should be proud of the sweet ambiguity that allows us to market the City as a destination for visitors and business, but develop it as a home for individuals and families.

To highlight our ambition, by 2020 Dundee will have made significant additions to its cultural buildings and event infrastructure.



Artist’s impression of High Mill
2014/15 £2.5m Heritage Lottery Fund restoration project



5. *Delivering Our Strategy* Making it happen

5.1 A Strategy is only effective if it is delivered.

We will do two things to make this happen:

- Prepare an annually updated Action Plan
- Measure our progress

5.2 We have prepared an **Action Plan** (appended to this document) that details how the Strategy's values, objectives and opportunities will be realised.

This sets out our agenda for the next five years based on the assets, challenges, opportunities and common purpose outlined above. The Action Plan outlines a proposed programme of key activities against the main elements of the Strategy, and the relevant agency to lead on delivering them, and will be updated each year.

5.3 Allied to the delivery of quality cultural experiences we will measure our progress to monitor how effectively our commitments are being delivered, and the impact they are having on:

- Economic growth
- Educational attainment
- Social inclusion
- Health inequalities

5.4 We will work with local companies that can help us to achieve this: DCA are seeking to evolve the work of their Small Society Lab; Creative Dundee successfully designed and implemented the WeDundee public engagement process – both initiatives (and organisations) will be key to helping deliver and monitor the impact of the Strategy. We will seek to persuade government that a longitudinal research programme measuring the success of culture in addressing regeneration should be located in Dundee.

“What surprises me about Dundee is the variety of spaces and buildings that are used to host events. Not just its main venues, galleries, bars, clubs and coffee houses but everywhere from the walls of Benjamin Barker’s barber shop to the deck of the Unicorn. It is a City full of innovation and creativity”





Energising the City's Cultural Assets

5.5 We will acknowledge the principal participants in Dundee's cultural sector and invite them to convene bi-annually to collectively discuss and agree priorities and a shared agenda for the City's creative assets. This will include:

Public sector

- Dundee City Council
- Community Planning Partnership
- Scottish Enterprise
- National funders, e.g. Creative Scotland, Heritage Lottery Fund
- Skills Development Scotland
- National agencies, e.g. EventScotland, VisitScotland
- Museums and Galleries Scotland; Historic Scotland
- Big Lottery
- Cultural Enterprise Office

Academic Sector

- University of Dundee
- Abertay University
- Dundee and Angus College
- Dundee City Council (Education)

Private Sector

- Individual Companies, e.g. DC Thomson, Unicorn Properties, Wellcome Trust
- Chamber of Commerce
- Venues, e.g. Liquid Rooms, Fat Sams, Clark's
- Promoters
- Independent Teachers

Cultural/Heritage Sector

- Leisure & Culture Dundee
- Institutions/Buildings, e.g. DCA, Dundee Rep, V&A Museum of Design, Dundee, Caird Hall, The McManus: Dundee's Art Gallery & Museum
- Dundee Heritage Trust
- Networks, e.g. Dundee Dance Partnership
- Companies, e.g. Smallpetitklein
- National Companies and Collections, e.g. RSNO; NTOs; NMS; NGS; Scottish Ensemble
- UK institutions, e.g. British Museum, the Tate
- Events and Festivals Group
- Individual practitioners, e.g. writers, artists, promoters

Creative Industries

- Digital SMEs, e.g. film; games
- Cultural SMEs, e.g. jewellers; makers
- Non-digital SMEs, e.g. architects; designers
- Creative Dundee
- Duncan of Jordanstone College of Art and Design, University of Dundee
- Individual practitioners, e.g. animators, photographers

Voluntary Sector

- Community and neighbourhood groups/networks
- Arts and cultural groups and networks, e.g. CAN
- Individual practitioners, e.g. teachers, artists
- Local organisations e.g. Dundee Museum of Transport; Dundee Association of Management Groups





'Jackie the Musical' by Mike James | Gardyne Theatre
©Robert Adam



5.6 The bi-annual convention will review the City's impressive range of cultural **assets**, and consider how they might be strengthened and made available more widely, including:

- Tremendous range of cultural festivals and events
- International quality digital/games sector
- High-achieving visual arts and design community
- Extremely active voluntary sector
- Active and engaged private sector
- Diverse, high-quality heritage offer
- Strong music sector
- Intangible assets – environment, language
- Good range of built cultural infrastructure, including international quality buildings
- Nationally respected arts companies and arts venues
- Strong communities and neighbourhoods
- Integrated strategic team across public, private and academic sectors
- Awards schemes: Dundee Visual Arts and Craftmakers; International Book Prize

5.7 The Strategy and Action Plan focus on the City's cultural assets:

- **Music** remains one of the City's most powerful means of representing itself nationally and internationally as a culturally dynamic city, as well as a very accessible means of promoting the cultural identity and values of the City. It is a conduit for many individuals to experience and participate in culture.

- Dundee's **heritage** is contained in its museums, archives, literature, architecture, its people and increasingly through many of its events. Its stories reveal themselves more and more through the work of several key public, academic, voluntary and cultural bodies. It is a remarkable heritage, and should have a central place in the City's contemporary life.
- The **diversity** of international influences that have shaped Dundee have been, and remain, inter-continental and although the City's population remains culturally and ethnically diverse, this aspect of the City is less visible to much of its population. Celebrating the distinctive cultural tapestry of the diverse population backgrounds is a particular opportunity for the next ten years.
- **Design** will increase in importance as the City establishes itself as a UNESCO World City of Design and welcomes the V&A Museum of Design, Dundee.

“Being a foreigner who has settled down in Dundee, I found Dundee very accommodating to internationalism. It's not surprising. Having the advantage of our harbours and wharfs, Dundee is used to welcoming visitors.

The Dundee International Women's Centre has been servicing the international community for over 40 years. I love living in Dundee and the cultural diversities and dynamics here excite me”

6. The Next Ten Years *Our journey continues*

- 6.1** Throughout the coming years we want people in the City to be engaged through a variety of opportunities, virtual and physical, that help them to take ownership and direction of their City, their culture. The legacy of the previous Cultural Strategy and the 2013 City of Culture bid has already started for Dundee. It has raised confidence and pride in the City and pragmatically addressed questions of its perception.
- 6.2** Most importantly, we wish to effect attitudinal change, both within the City and outside it. We want people to view the City through new eyes, both Dundonians and visitors. We want people to be surprised, amazed and proud of what is revealed by their creativity, of the levels of ingenuity and imagination that are at work everyday in the City and, most of all, of the possibilities within themselves.
- 6.3** Dundee Up is intended as a collective, continued journey. It takes a lot of people to make a cultural ecosystem as strong as the one that exists in Dundee, and it will take contributions from friends and partners outside the City to help maintain and strengthen it. We hope that by bringing together in this document some of the collected thoughts of those that wish to travel together over the next ten years, we can help navigate our future most effectively.

6.4 By 2025 we want our City to be fairer, healthier, and richer in every sense – and we want our culture and our cultural practitioners to be an integral part of that bigger civic journey. There's an important part we can, and want to, play – and we are excited at the prospects for our culture and our City.

“What constantly surprises and delights is our people - the sense of ‘we’re all in this together’, a determination and shared desire to make things happen. Our Goldilocks size means that collaboration rather than competition works on a scale unseen in other cities. Creativity and genuine friendliness are part of our personality - I’m so proud of our City and its people...”



Tactile Sculpture Paolo McClure
The McManus: Dundee's Art Gallery & Museum



Dundee Dance Day Event Marryat Hall

Acknowledgements

Thanks to the many people who have taken the time and energy to contribute their ideas and advice during the process of putting this Strategy and Action Plan together. It is a distillation of the collective intellect and views of scores of contributors, and aims to represent their consensual view fairly and accurately.

The role of coordinating and combining these views into this document has been undertaken by a smaller group led by **Stewart Murdoch**, Director of Leisure and Communities Dundee, and comprising (in alphabetical order):

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Philip Howard	Dundee Rep
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Michael Marra	Design in Action
Mark Munsie	Dundee Heritage Trust
Peter Noad	Scottish Enterprise
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Opposite: 'Konnichiwa' | Johanna Basford
Johanna graduated in 2005 from
Duncan of Jordanstone College of Art and Design

Appendix 1

Action Plan 2015-2020

1 AMBITIOUS: We will cultivate sustainable cultural ambition.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
1.1	Ensure the V&A Museum of Design, Dundee is integrated with the City's cultural community and acts as a springboard for new initiatives.	2015 on-going	V&A, Museum of Design, Dundee	Cultural Agencies Network, VisitScotland
1.2	Develop new spaces which enhance the City's cultural offering – (e.g. Lower Caird Hall, West Ward and Maryfield Tram Depot.)	Review opportunities as they arise in the context of this Strategy	Cultural Strategy Team	Creative Scotland, Heritage Lottery Fund, WASPS, University of Dundee, DC Thomson, VisitScotland
1.3	Create an implementation plan for being awarded UNESCO City of Design status which provides focus and integrates partners including: <ul style="list-style-type: none"> • International Biennial Award for design excellence from 2016 • Annual international exchange programme in design 	Plan by October 2015	Cultural Strategy Team	Leisure & Culture Dundee, Cultural Agencies Network, University of Dundee, DCC (Chief Executive's Dept.)
1.4	Develop cultural events of scale which engage citizens across the city (e.g. McManus 150th celebrations; University of Dundee 50th celebrations; Autobiography of a City; Play Dundee; Going In (Law Tunnel project); The Story of the Mona; Cake; World Wide Women; On Growth; and Form 100th anniversary).	Annual review of events and 3-year planning horizon	Cultural Strategy Team	Cultural Agencies Network, DCC (City Development), EventScotland
1.5	Achieve recognition as Scotland's principle location for culture-led regeneration through initiatives and pilots which address social and economic inequality.	First research seminar with Scottish Urban Regeneration Forum 2015. Programme of academic studies to follow from 2016	Dundee Partnership	Scottish Government, Creative Scotland, all city cultural agencies, University of Dundee, Abertay University, Dundee and Angus College, SURF, Rowntree Foundation

1 AMBITIOUS: We will cultivate sustainable cultural ambition.				
1.6	Establish a local action research framework to investigate the impact and outcome of culture-led regeneration, including the wellbeing of Dundee's citizens.	End of 2015	Dundee Contemporary Arts, Duncan of Jordanstone College of Art and Design (Small Society Lab), University of Dundee	Academic Partners, AHRC, SURF
1.7	Host a biennial keynote lecture to support Dundee's status as the UK's leading city for culture-led regeneration.	From 2016	Cultural Strategy Team	Cultural Agencies Network
1.8	Create the conditions for a realistic and credible European Capital of Culture 2023 bid (in 2017). Build on expressions of interest from UK and international arts organisations to bring work to Dundee, i.e. LSO, N England Orchestra, Tate, V&A, British Museum, RSC.	Bid submission plan by April 2017	DCC (Chief Executive's Dept)	Leisure & Culture Dundee, Cultural Agencies Network, University of Dundee, EventScotland



2 CONNECTED: We will develop the infrastructure and the environment for creativity.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
2.1	Review the City's approach to public art, addressing future approaches and opportunities and improving knowledge and access to existing commissions.	Review complete by October 2015	DCC (City Development), Leisure & Culture Dundee	Duncan of Jordanstone College of Art and Design, University of Dundee
2.2	Establish a city-wide campus for creative learning, making Dundee the city with the best opportunities for personal creative development.	Sign up by October 2015 Joint planning by October 2016	Cultural Strategy Team	Dundee Partnership Cultural Agencies Network
2.3	Develop and strengthen cultural sectors through a series of local reviews and strategies. Initially: <ul style="list-style-type: none"> • Music Development • Cultural Diversity • Digital Media • Dance 	2015 2016 2017 2018	Cultural Strategy Team	Leisure & Culture Dundee, Cultural Agencies Network, Dundee and Angus College
2.4	Ensure there is an effective strategy for the development, renewal and refurbishment of existing built infrastructure (e.g. Dundee Contemporary Arts, The High Mill, Caird Hall, Broughty Castle, The McManus, Dudhope Centre, Dundee Rep Creative Campus, Mills Observatory).	Annual review with 3-year horizon	DCC (City Development), Dundee Heritage Trust, Leisure & Culture Dundee	Cultural Agencies Network
2.5	Develop an annual programme for the use made of parks, open spaces, the river and the Waterfront for 'green' cultural experiences.	Ongoing	DCC (Environment), DCC (City Development), Waterfront Project Board	Cultural Agencies Network, EventScotland
2.6	Continue to develop Dundee's unique potential to capitalise on the local digital and games community through consolidation of events such as Dare to be Digital, Dare Protoplay, NEoN.	Review and consolidation by August 2016	DCC (City Development), Abertay University	Cultural Agencies Network, EventScotland
2.7	Ensure the cultural sector contribution is reflected in the Single Outcome Agreement for the City.	(Current SOA 2013-17) 2017	DCC (Chief Executive's Dept)	Cultural Agencies Network

3 EFFECTIVE: We will promote collaboration and make the most effective use of Dundee's cultural resources.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
3.1	Undertake a benchmarking exercise to analyse awareness and engagement of the Dundee cultural offer by: <ul style="list-style-type: none"> • Gathering and analysing data on audience location, social background and attendance/participation patterns • Reviewing local marketing resources • Defining targets for engagement 	Baseline 2014/15 Annual review of cultural marketing	DCC (Chief Executive)	Cultural Strategy Team, Leisure & Culture Dundee, Culture Republic, Abertay University, University of Dundee, V&A Museum of Design, Dundee
3.2	Grow sharing of services and resources between the major cultural agencies in the City (marketing, joint working, joint production, promotion of opportunities for development) and reporting of value of shared service outcomes.	Annual review from April 2015	Cultural Agencies (Chief Officers)	DCC (Chief Executive's Department)
3.3	Promote the role of the City Box Office with the aim of providing customers with access to tickets for all venues and events in the City.	Target achievement date – April 2016	Leisure & Culture Dundee	Dundee City Council, Cultural Agencies, Venues, Event Organisers
3.4	Develop a city-wide scheme for volunteers in the cultural/heritage sectors linked to lifelong learning and city campus concepts.	Scheme launched April 2016	Dundee Volunteer Centre	Cultural Agencies Network, Employability Pipeline Voluntary Arts Scotland
3.5	Maintain creative networks: <ul style="list-style-type: none"> • Cultural Agencies Network • Dundee Dance Partnership • Creative Dundee • Host a biennial convention of arts/creative sector partners in the City to collectively: <ul style="list-style-type: none"> - Showcase culture and creativity - Develop solidarity and cultural integration/interaction • Undertake a strategic review of direction and agree a shared agenda and priorities. 	Ongoing	Cultural Strategy Team	All
3.6	Develop and strengthen ties between the cultural, digital and scientific communities, highlighting three of the key strengths of the City.	Ongoing	Dundee Science Centre, University of Dundee, Abertay University	DCC (City Development), Scottish Enterprise

4 SIGNIFICANT: We will ensure Dundee makes a significant contribution to the national and international stage.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
4.1	Develop and maintain a portfolio of cultural events in Dundee with the capacity to grow to national significance - and build investment for these.	Portfolio established by March 2015 Targets for growth to 2018	Cultural Strategy Team	EventScotland, Festivals and Events Group, Cultural Agencies Network
4.2	Sustain the programme of mini-festivals that exist in the City and strengthen the co-ordination and promotion of festivals and events.	Ongoing	Festivals and Events Group Dundee City Council	Cultural Agencies Network
4.3	Promote the Scottish Government's 'Festival of Architecture and Innovation' in 2016, promoting dialogue on the quality of the future built environment of the City; promoting high cultural ambitions in keeping with the City's UNESCO City of Design commitments.	2016	Creative Dundee	Cultural Agencies Network, Event Scotland, VisitScotland, Waterfront Project
4.4	Ensure the city's tourism and external promotion strategies feature the full range of Arts, Heritage and Culture that would be attractive to visitors.	Annual review of cultural content of tourism strategy	DCC (City Development)	VisitScotland, Cultural Agencies Network, Tourism Partnership, V&A Museum of Design, Dundee, VisitScotland
4.5	Ensure the sustainability and success of Dundee cultural organisations that achieve national and international status.	Ongoing	Creative Scotland, DCC (Chief Executive)	Dundee Rep, DCA, Dundee Science Centre, Dundee Heritage Trust, The McManus, Caird Hall
4.6	Establish peer-to-peer cultural partnerships between Dundee-based organisations and international partners, including Dundee's twin cities.	Each Dundee organisation to have identified and agreed partnership relationship with one twinning partner by March 2016	Cultural Agencies Network	DCC (Education) (Communities), Lord Provost's Office, Dundee and Angus College

4 SIGNIFICANT: We will ensure Dundee makes a significant contribution to the national and international stage.				
4.7	Develop a culture-led trade-based expo programme of events to represent the City at international events, initially at Aarhus 2017 (European City of Culture).	Aarhus 2017 and thereafter	Cultural Strategy Team	Chamber of Commerce, DCC (City Development), Scottish Enterprise



5 DEVELOPMENTAL: We will turn local talent into jobs.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
5.1	Secure the future of Creative Dundee.	By April 2015	Creative Dundee	DCC (Chief Executive's Department, City Development), Creative Scotland
5.2	Review supply of affordable work spaces for artists and digital creative, and develop plans to address unmet demand.	Review by June 2015	DCC (City Development)	Scottish Enterprise, WASPS
5.3	Strengthen business support services for creative enterprises.	Review complete by October 2015	DCC (City Development)	Business Gateway, Cultural Enterprise Office, Creative Dundee
5.4	Engage employers and universities in developing plans to retain creative graduates by offering quality training, mentoring and employment opportunities.	November 2015	Dundee Partnership (Work and Enterprise Theme)	Creative Dundee
5.5	Develop widespread opportunities for professional artists and makers to create and sell work in the City, including: <ul style="list-style-type: none"> • supporting new creative businesses • professional timebank for mentoring • positive procurement processes 	April 2015 October 2015 April 2016	DCC (Procurement Team)	DCC (Departments), Creative Dundee
5.6	Establish the Cultural Skills Academy / Talent Development Hub, providing a pathway for: work experience; internships; apprenticeships.	Established April 2016	Skills Development Scotland	DCC (Chief Executive), Cultural Agencies Network, Creative Scotland
5.7	Achieve "World Host" status by training front-line staff in arts, heritage and cultural venues.	25% of Front of House Staff by October 2016	Dundee Partnership	All
5.8	Support social enterprise development and increase the capacity of the sector.	2016	Dundee Social Enterprise Network	Cultural Agencies Network Members Dundee City Council
5.9	Ensure a relevant skills-based vocational and academic offer exists in the city that complements and supports the strategic priorities of the cultural sector.	Ongoing	Dundee and Angus College	University of Dundee, Abertay University, Skills Development Scotland

6 INCLUSIVE: We will ensure Dundee delivers a culturally rich and creative experience for everyone.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
6.1	Develop the contribution of schools to cultural development at local and city-wide level.	Annual review of cultural/education partnership working	DCC (Education)	Cultural Agencies Network, DCC (Communities)
6.2	Support the continued development and delivery of the ASPIRE, Dundee programme, its growth and connection to other art forms and partnerships.	2015 ongoing	DCC (Education)	Cultural Agencies Network
6.3	Sustain the local area challenge fund, with match-fund income released by Local Management Groups/ community organisations or generated through support from Creative Scotland and/or Big Lottery.	In place by April 2015, 3-year implementation and review cycle.	Cultural Strategy Team	Creative Scotland, Big Lottery, Dundee City Council, Leisure & Culture Dundee
6.4	Develop local Youth Arts Hubs as part of a city-wide Youth Arts Strategy.	Action Plan by October 2015	Dundee Rep	Cultural Agencies Network, DCC
6.5	Develop the Comic School as a social innovation project for young people.	Pilot to commence August 2016	University of Dundee, Cultural Strategy Team	DCC (Education), DC Thomson, Arts and Business Scotland
6.6	Become the national leader for Career Long Professional Learning (CLPL) in education.	Recognition by Education Scotland by July 2016	DCC (Education)	Cultural Agencies Network Skills Development Scotland, Creative Scotland
6.7	Support community organisations to develop cultural programmes and events which enhance the quality of cultural experience for Dundee's communities.	Annual DALMG Action Plan and community programmes (West Fest etc)	Culture and Community Group, DCC (Communities), Leisure & Culture Dundee	Cultural Agencies Network
6.8	Ensure the public library service maintains its high-level of accessibility to all communities within the City.	Library Service Plan 2014-2018 Review 2018	Leisure & Culture Dundee	Scottish Library and Information Council, DCC (Corporate Services / Education)

7 RESILIENT: We will ensure the city's heritage has a place in its future.				
	COMMITMENT	SCHEDULE	LEAD PARTNER	SUPPORTING PARTNERS
7.1	Encourage the establishment of a heritage building inventory to prioritise investment and seek external funding to secure and develop Dundee's historic built environment.	2015 ongoing	Dundee Historic Environment Trust	University of Dundee, DCC (City Development), Civic Trust, Heritage Lottery Fund
7.2	Ensure the successful delivery of the Great War Dundee resource hub/website, which will contain an online archive of material recording, preserving and making accessible stories, objects, photos and documents about Dundee and Tayside people during WWI.	2015 – First full year of partnership activity 2016 – Second year for which partnership funding has been secured	Great War Dundee Project	Heritage Lottery Fund
7.3	Secure an agreed strategy for the protection and future of HMS Unicorn.	2015	Unicorn Trust	DDC (City Development), Heritage Lottery Fund
7.4	Ensure the successful development of heritage projects in the City: <ul style="list-style-type: none"> • High Mill • Museum of Transport (Maryfield Tram Depot) 	2016 Ongoing	Dundee Heritage Trust, Dundee Museum of Transport	DCC (City Development), Heritage Lottery Fund
7.5	Establish a new operating arrangement to ensure that Camperdown House is brought back into public usage.	Ongoing	Leisure & Culture Dundee, Dundee and Angus College	DCC (City Development), Heritage Lottery Fund, Friends of Camperdown House
7.6	Explore opportunities for developing the accessibility to, and links between, the City's principal public and private archives.	Audit of Dundee-based archives and collections by April 2016	Cultural Strategy Team	DCC (City Development), University of Dundee, DC Thomson, Abertay University



Front cover image
Commissioned photoshot by Alan Richardson,
as part of Dundee's UK City of Culture 2017 bid.



United Nations
Educational, Scientific and
Cultural Organization

DUNDEE
City of Design

Designated
UNESCO Creative City
in 2014

Approved by Dundee Partnership, December 2014