



## ECONOMIC STRATEGY AND ACTION PLAN

2013 - 2017

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September 2013

## **1) FOREWORD**

I am pleased to introduce the Dundee Partnership's Economic Strategy and Action Plan for the period 2013 to 2017.

The years preceding this plan have been extremely challenging for the world economy with the deepest and longest economic downturn in the last 60 years. Like other cities in Scotland and the wider world, Dundee has not been immune to this process and we continue to face challenges to our local economy.

As a partnership, however, we have a clear vision for the city and ambitious plans which we believe will enable the economy to grow, delivering job opportunities for the residents of our city region and attracting businesses to invest and new people to live and work here.

Dundee has rightfully established a growing reputation as a city of knowledge, innovation and culture and our plans for the city will enable us to build upon this foundation. We are investing £1 billion in the Dundee Waterfront project which is forecast to generate up to 9,000 jobs once complete. V&A at Dundee will be delivered during the life of this plan and provides us with a platform to establish Dundee as an international visitor destination. These investments evidence the scale of our ambition and our endeavour to achieve transformational change. During the plan period we will engage with businesses and citizens to ensure that they are able to benefit from the opportunities which these investments generate.

As one of the country's major cities we will work in partnership through the Scottish Cities Alliance to ensure that Dundee and its region supports sustainable economic growth in Scotland's economy.

Foremost, we recognise that at a time of constraints in public spending we can achieve more for Dundee through effective and serious partnership working.

This strategy and action plan explains the economic challenges that we continue to face, the outcomes which we aspire to achieve and details the actions that we, as partners, will take to ensure that Dundee emerges from economic downturn as a vibrant city where people choose to live, work and visit.

**Mike Galloway OBE**  
**Chair, Dundee Partnership Work and Enterprise Group**

## 2) PURPOSE

The Strategy and Action Plan sets out the Dundee Partnership's programme for development of the city's economy over the period 2013-2017 outlining:

- Our ***Vision*** for Dundee
- The ***Governance and Partnership*** arrangements
- The ***Policy Context*** against which the strategy will be delivered
- The ***Economic Context*** that informs our approach
- The ***Challenges and Opportunities*** faced
- The ***Strategic Priorities and Outcomes*** which we will seek to achieve
- The ***Actions*** that will be prioritised by partners
- How we will ***Monitor, Measure and Report*** on progress

The Strategy and Action Plan underpins the Dundee Single Outcome Agreement 2013 – 2017 and articulates how partners across the city will work collaboratively to deliver better economic outcomes for the city and its people.

### 3) OUR VISION

The Strategy and Action Plan supports the delivery of the Dundee Partnership's vision that Dundee:

- will have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more graduates and make the city a magnet for new talent
- will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered
- will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit

Against a backdrop of the most sustained economic downturn in 60 years our focus will be on delivering **economic recovery & growth** and the creation of **employment opportunities** that people have the **qualifications and skills** to access.

Our aspirations for the city's economy are reflected in outcome 1 of the Single Outcome Agreement for Dundee 2013-2017:

Outcome 1: Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.

#### **4) DELIVERING IN PARTNERSHIP**

The Strategy and Action Plan recognises that development of the local economy and achievement of better economic outcomes can best be achieved through mobilisation of the collective assets, activities and resources of a range of partner organisations working together in the city.

##### **DUNDEE PARTNERSHIP WORK AND ENTERPRISE THEME**

The Community Planning Partnership for Dundee is structured around a number of thematic groups. The Work and Enterprise Theme Group brings together partners in the city who have a key stake and role to play in development of the local economy. This Strategy and Action Plan articulates the collective ambitions and agreed commitments of the following partners:

<b>Dundee City Council</b>	<a href="http://www.dundee.gov.uk">www.dundee.gov.uk</a>
<b>Scottish Enterprise</b>	<a href="http://www.scottish-enterprise.com">www.scottish-enterprise.com</a>
<b>Skills Development Scotland</b>	<a href="http://www.skillsdevelopmentscotland.co.uk">www.skillsdevelopmentscotland.co.uk</a>
<b>Dundee and Angus Chamber of Commerce</b>	<a href="http://www.dundeeandanguschamber.co.uk">www.dundeeandanguschamber.co.uk</a>
<b>TACTRAN</b>	<a href="http://www.tactran.gov.uk">www.tactran.gov.uk</a>
<b>Department for Work and Pensions</b>	<a href="http://www.dwp.gov.uk">www.dwp.gov.uk</a>
<b>Dundee Social Enterprise Network</b>	<a href="http://www.dundeesen.org">www.dundeesen.org</a>
<b>Dundee and Angus College</b>	<a href="http://www.dundeeandangus.ac.uk">www.dundeeandangus.ac.uk</a>
<b>University of Dundee</b>	<a href="http://www.dundee.ac.uk">www.dundee.ac.uk</a>
<b>University of Abertay</b>	<a href="http://www.abertay.ac.uk">www.abertay.ac.uk</a>

All of the above partners have been consulted during the drafting of this document and have contributed to its development. The development and prioritisation of actions was informed by a partner workshop session facilitated by the Improvement Service under their Economic Outcomes Programme in June 2013.

## 5) POLICY CONTEXT

### Overview

The Dundee Strategy and Action Plan have been developed against a broad policy landscape. Where appropriate the strategy has been developed to align with and contribute towards some of the key policy objectives at EU, UK, Scottish, regional and local level. Ultimately, however the key document to which this strategy aligns is the Dundee Single Outcome Agreement 2013-2017 which fully reflects the ambitions and priorities of the Dundee Partnership. The main strategic context underpinning development of the Dundee Strategy is summarised below.

### Europe

#### Europe 2020

In June 2010 the European Commission adopted Europe 2020 as its 10 year strategy for sustainable economic growth. The strategy addresses both the short term challenges around the economic downturn and also the longer term structural changes needed to make Europe globally competitive. Europe 2020 sets down five ambitious objectives on employment, innovation, education, social inclusion and climate/energy.

- 75% employment rate for 20-64 year olds
- 3% of EU GDP invested in research and development
- reducing school dropout rates to below 10% / raising proportion of 30-34 year olds with a degree or diploma to 40%
- ensuring 20 million fewer people are at risk of social exclusion / poverty
- reducing greenhouse gas emissions by 20% compared to 1990 levels

### Scotland

#### Government Economic Strategy

The Dundee strategy supports the Scottish Government's purpose of "creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth" and delivery of the national outcomes set down in the Government Economic Strategy. There are six strategic priorities identified:

- Supportive Business Environment
- Transition to a Low Carbon Economy
- Learning, Skills and Well-being
- Infrastructure Development and Place
- Effective Government
- Equity

#### Achieving a Sustainable Future: Regeneration Strategy

The Scottish Governments Regeneration Strategy aims to respond to "the challenges faced by our most disadvantaged communities to help create a Scotland where all places are sustainable, and where people want to live, work and invest". The strategy recognises that regeneration and economic development are co-dependent and that "equitable economic growth cannot be delivered without improving our under-performing areas, and successful

regeneration cannot be delivered without investing in development, growing local economies and delivering sustainable employment.”

### Scottish Enterprise Business Plan 2013 – 2016

Scottish Enterprise is Scotland's main economic development agency and aims to deliver a significant lasting effect on the Scottish economy. Its role is to help identify and exploit the best opportunities for economic growth. The Plan outlines how Scottish Enterprise aims to focus on helping Scottish growth companies and niche sectors to compete globally. Key sectors are:

- Creative industries
- Energy
- Financial and Business Services
- Food and Drink
- Life Sciences
- Tourism
- Universities

### Scotland's Cities: Delivering for Scotland

The Agenda for Cities sets out the vital contribution that Scotland's cities can make in delivering the aspirations of the Government Economic Strategy. It recognises “the potential to build further on the strengths and opportunities that exist within the cities and their regions to attract investment, create jobs and support Scotland's cities to compete internationally.” The Scottish Cities Alliance is driving forward collaborative working between Scotland seven cities and Dundee Partnership representatives are actively engaged in this process.

### Skills Agenda

The Scottish Government recognises that a suitably educated and skilled labour force is a vital component underpinning the achievement of sustainable economic growth and the Dundee Strategy has been developed to take cognisance of the policy objectives outlined in the following key Government policy documents:

- Skills for Scotland: Accelerating the Recovery and Increasing Sustainable Economic Growth
- Scotland's Youth Employment Strategy
- Opportunities for All

## **UK**

### Welfare and Employment Policy

Welfare and employment policy is a reserved policy area overseen by the Department for Work and Pensions (DWP). The UK Coalition Government has made significant reforms to welfare policy, with the DWP employment offer now consisting of three main components: Get Britain Working, Work Programme and Youth Contract. From October 2013, Universal Credit is being introduced to simplify the benefits system and help make work pay. These changes will have a significant impact on low-income residents including both those in work and those who are workless.

## **Regional/Local**

### Single Outcome Agreement

The Single Outcome Agreement for Dundee 2013-2017 represents the shared aspirations of the Dundee Partnership and confirms the following high level strategic priorities for the city:

- Jobs and employability
- Children and Young People
- Social Inequalities
- Physical and Mental Wellbeing

The Dundee Economic Strategy and Action Plan focuses on the Dundee Partnership's approach to the jobs and employability agenda whilst recognising that achievements in this area contribute to better outcomes for young people, better health and stronger communities. Improving the local economy is a key area of preventative spend.

### Fairness Strategy

For Fairness in Dundee was published by the Dundee Partnership in June 2012. It outlines the strategic approach to tackling poverty and deprivation in the city and aspires to "pursue fairness by ensuring that every person and family in the city has a fair household income, someone to turn to and hope for the future." Stimulation of economic growth, creation of jobs and ensuring that people from across all communities in the city have the skills, and means, to access opportunities are fundamental to the achievement of greater levels of fairness in the city.

### Strategic Development Plan/Local Plan

The Strategic Development Plan 2012 - 2032 sets out the Strategic Planning Authority's (Tayplan) policies for development of the region over the next 20 years. Underpinning the plan is the vision that "By 2032 the TAYplan region will be sustainable, more attractive, competitive and vibrant without creating an unacceptable burden on our planet. The quality of life will make it a place of first choice where more people choose to live, work, study and visit, and where businesses choose to invest and create jobs." A new local development plan outlining strategic land use in the City through to 2024 will be published in 2013. This will align with the Scottish Government's National Planning Framework 2 (NPF2) which recognises the importance of ensuring that:

- \* Dundee is well connected to its wider region, the central belt and the rest of the world
- \* Investment in new or improved infrastructure reflects economic development priorities and the need to support sustainable growth

### Tayside and Central Scotland Regional Transport Partnership) Regional Transport Strategy

Tactran's (Tayside and Central Scotland Regional Transport Partnership) Regional Transport Strategy for the area sets out a vision for improving the region's transport infrastructure, services and other facilities over the period to 2023. The vision is to deliver "a transport system, shaped by engagement with its citizens, which helps deliver prosperity and connects communities across the region and beyond, which is socially inclusive and environmentally sustainable and which promotes the health and well-being of all."

## 6) ECONOMIC CONTEXT

In order to plan a coherent strategy and action plan it is important to review the evidence base and understand the underpinning economic conditions, challenges and opportunities. This understanding provides the rationale for the portfolio of interventions described and ensures that the actions taken are evidence based. A clear understanding of both the needs that actions are designed to address and also the opportunities that exist to intervene most effectively is essential. A range of statistical intelligence has been reviewed and the evidence is presented below.

### Population Base

Dundee City is Scotland's fourth largest city with a population of 147,300 (Census 2011). The city is a regional centre for Perth & Kinross, Angus and North East Fife with an approximate catchment population of 300,000 within a 30 minute drive time. The population of Dundee City declined from the early 1990s until 2004. Since then it has stabilised and exhibited a pattern of moderate growth driven by an increase in those aged 15 to 39. This reflects an increase in those coming to study in the city and also the arrival of migrants from outside the UK. Overall, the city has a higher proportion of those aged 16-29 and 75+ compared to the Scottish average but conversely fewer children and persons in the 30-64 age bracket. The population base is expected to remain stable with moderate growth of 6.5% by 2035.

### Economic Structure

The current structure of the Dundee City economy and how this changed over the period 2009-2011 shown in table 1 below.

**Table 1: Employee Jobs in Dundee City by Sector**

<i>The figures are for full time and part time employment</i>	<b>Employment</b>		<b>Location Quotient (compared to Scotland)</b>	
	<b>2009</b>	<b>2011</b>	<b>2009</b>	<b>2011</b>
Agriculture, forestry & fishing	0	0	0.0	0
Mining, quarrying & utilities	600	600	0.3	0.3
Manufacturing	5,500	4,400	0.9	0.8
Construction	4,100	3,800	1.0	1.0
Motor trades	1,200	1,200	1.0	1.1
Wholesale	2,100	2,000	0.9	1.0
Retail	9,000	9,100	1.2	1.2
Transport & storage	1,900	1,800	0.6	0.6
Accommodation & food services	5,000	4,600	0.9	0.9
Information & communication	3,300	2,600	1.7	1.5
Financial & insurance	1,600	1,100	0.6	0.4
Property	800	1,100	0.9	1.2
Professional, scientific & technical	2,700	2,900	0.6	0.6
Business administration & support services	4,200	3,000	0.8	0.5
Public administration & defence	5,300	5,400	1.1	1.2
Education	8,400	8,600	1.4	1.5
Health	16,500	16,800	1.4	1.4
Arts, entertainment, recreation & other services	3,300	3,200	1.0	1.0
<b>Total</b>	<b>75,600</b>	<b>72,100</b>	<b>1.0</b>	<b>1.0</b>

Source: Business Register and Employment Survey

\* Numbers rounded to nearest 100 therefore arithmetical total may differ from actual

There are a number of key points which can be derived from analysis of the above and similar data to inform our understanding of the need for intervention and how this should be targeted.

### *Volume of jobs*

Between 2009 and 2011 the volume of employee jobs in Dundee City fell by 4.6%. Scottish job numbers fell by 3.0% over this period. Across Great Britain as a whole, the decline was just 0.3%. Intervention is therefore needed to return the city to a period of growth and reverse the contraction in the employment base.

### *Public/Private Sector Split*

The city's economy is underpinned by a higher proportion of public sector jobs than either Scotland or Great Britain as a whole. This is summarised in table 2 below. The number of public sector jobs in Dundee rose between 2009 and 2011 from 33.3% to 33.6% of total employee jobs in the economy. Continued intervention is needed to grow the size of the city's private sector and counter levels of dependence on publicly funded jobs.

**Table 2: Employee jobs in Public / Private Sector**

	Public Sector		Private Sector	
	2009	2011	2009	2011
<b>Dundee City</b>	33.3%	33.6%	66.7%	66.4%
<b>Scotland</b>	26.6%	26.4%	73.4%	73.6%
<b>Great Britain</b>	21.3%	21.4%	78.7%	78.6%
Source: Business Register and Employment Survey				

### **Major Sectors**

Sectors of particular significance to the Dundee economy in employment terms are outlined below.

**Health** is the largest sector in Dundee accounting for 23.3% of all jobs in 2011. The location quotient share column in table 1 helps to show the relative concentration of jobs in Dundee compared to Scotland as a whole. There are 1.4 time as many people employed in the Health Sector in Dundee as in Scotland as a whole. The sector will remain a major source of jobs in the city but may be vulnerable to cuts in public sector spending. Future growth potential may therefore be constrained.

**Retail** is the second largest sector in Dundee accounting for 12.6% of all jobs in 2011. The number of jobs in the sector has remained relatively stable since 2009. The concentration of jobs in this sector relative to Scotland has remained constant at 1.2. Future growth may be constrained by continuing weakness in consumer confidence and the pressures on town centre retailing brought about by the growth in internet shopping.

**Education** is the third largest sector in Dundee accounting for 11.9% of all jobs in 2011. The number of jobs in the sector has grown marginally since 2009. The concentration of jobs in this sector relative to Scotland rose from 1.4 in 2009 to 1.5 in 2011. The reliance of Higher and Further Education providers on public sector funding may impact on future growth prospects for the sector.

**Public Administration** sector accounted for 7.5% of total jobs in 2011 a rise on 2009. The concentration of jobs relative to Scotland rose from 1.1 to 1.2. Again, this sector may be affected by pressures on public sector spending and be subject to contraction.

**Manufacturing** has underpinned the Dundee economy since the 19<sup>th</sup> century but its decline is a major factor in the on-going need for action to stimulate new growth and diversification in the local economy. In 1991 the sector accounted for 23% of jobs in the City. In 2011, the sector accounted for only 6.1% of the local economy compared to 7.3% in 2009. In relative terms there are now fewer people employed in this sector than in Scotland as a whole with the location quotient falling to 0.8 in 2011.

### Growth Sectors

Dundee's share of private sector employment in the six growth sectors detailed in the Government Economic Strategy are detailed in table 3. Latest figures (2011) indicate there are 1,030 growth sector companies employing 11,900 in these sectors in the city. Tourism related industries are the highest employing followed by Financial and Business Services and then Creative Industries. The relatively low figure for Life Sciences employment reflects the omission of employment linked to Universities eg Wellcome Trust

**Table 3: Dundee's Share of Government Economic Strategy Growth Sectors**

	Companies			Employment	
	2010	2011	2012	2010	2011
<b>Food and Drink</b>	25	25	25	200	200
<b>Financial and Business Services</b>	350	365	370	3,400	3,000
<b>Life Sciences</b>	25	20	25	400	900
<b>Energy (including Renewables)</b>	30	30	30	300	400
<b>Sustainable Tourism (Tourism related Industries)</b>	350	335	360	5,100	4,600
<b>Creative Industries (including Digital)</b>	215	210	215	3,300	2,700
<b>Total</b>	<b>990</b>	<b>985</b>	<b>1,030</b>	<b>12,700</b>	<b>11,900</b>

\* Numbers rounded to nearest 5 therefore arithmetical total may differ from actual

Source: Scottish Government Local Government Growth Sectors Database

### Knowledge Intensive Industries

Technological change combined with the inability of western nations to compete in sectors which rely on low skilled labour has resulted in a drive to build knowledge based economies recognising that "economic success is increasingly based upon the effective utilisation of intangible assets such as knowledge, skills and innovative potential as the key resource for competitive advantage" (ESRC 2005). Dundee has been well placed to respond to this agenda and in recent years has utilised the expertise of its Higher Education institutions as a foundation for the development of knowledge intensive sectors including **life sciences and creative industries (including digital media)**. Table 4 uses the Eurostat definition of employment in knowledge intensive industries (those where more than 33% of people employed are graduates) to quantify the extent to which Dundee is making this transformation.

**Table 4: Employee Jobs in Knowledge Intensive Industries**

	<b>2009</b>	<b>2011</b>
<b>Dundee City</b>	48.3%	49.4%
<b>Scotland</b>	41.4%	40.9%
Source: Business Register and Employment Survey		

The evidence suggests that the number of employee jobs in knowledge intensive industries is significantly higher in Dundee (49.4%) than Scotland (40.9%) and whilst the share of knowledge intensive jobs fell in Scotland between 2009 and 2011 Dundee experienced a rise. Embedding this transformation further is a fundamental driver which underpins the Strategy and Action Plan.

### **Business Base**

A number of key indicators relating to the business base in Dundee City are presented in table 5. The key evidence from analysis of this information is presented below:

**Table 5: Business Base Key Indicators**

	<b>Dundee</b>	<b>Scotland</b>
Number of Active Enterprises	3,215	155,615
Businesses per 1,000 adults	26.6	35.8
Business start-ups per 1,000 adults	2.8	3.9
Business deaths per 1,000 adults	2.5	3.3
Churn rate*	1.1%	1.8%
3 Year business survival rate (2008 starts)	58.5%	61.2%
% Change in Active Enterprises 2008-2011	2.7%	4.4%
% point change in start up rate per 1,000 adults 2008-2011	0.0	0.1
Change in businesses per 1,000 adults 2008-2011	0.3	0.8

\* The difference between start up and death rate as a proportion of business stock

Source: ONS Business Demography 2011

### *Business Growth Rate*

The number of active enterprises in Dundee City rose moderately by 2.7% between 2008 and 2011 compared to a rise of 4.4% for Scotland.

### *Business Density*

The Dundee economy is characterised by below average levels of business density with 26.6 businesses per 1,000 adults in 2011 compared to a Scottish average of 35.8. There was a moderate increase of 0.3 percentage points between 2008 and 2011 but this fell short of the Scottish increase of 0.8 percentage points.

### *Business Birth Rate*

The business birth rate in Dundee City is significantly below the Scottish average at 2.8 starts per 1,000 adults in 2011 compared to a Scottish level of 3.9. The start up rate remained flat between 2008 and 2011.

### *Business Churn Rate*

The churn rate, which measures the difference between business starts and deaths as a proportion of overall stock, was modestly positive at 1.1% in 2011 although this fell short of the Scottish average of 1.8%

### *Business Survival Rate*

For those business that set up in Dundee in 2008, 58.5% survived for 3 years. This compares to 61.2% for the whole of Scotland.

The analysis above presents evidence of need for intervention to encourage growth in the city's business base, to encourage greater levels of business creation and to support more businesses to survive and prosper.

## **Labour Market Participation**

Maximising the participation of local people in the labour market should be a key objective for any economic strategy and action plan. Table 6 sets down the key indicators which measure levels of labour market participation in Dundee.

**Table 6: Labour Market Participation Key Indicators**

	<b>Dundee</b>		<b>Scotland</b>	
<b>Adult Population</b>	<b>2008</b>	<b>2012</b>	<b>2008</b>	<b>2012</b>
Model Based Unemployment Rate	6.4	10.6	4.9	7.9
Employment Rate	69.5	65.2	73.5	70.6
Claimant Count Rate	3.8	5.9	2.4	4.1
Out of Work Benefit Claimant Rate	18.1	18.3	13.1	13.6
	<b>Dundee</b>		<b>Scotland</b>	
<b>Young People</b>	<b>2008</b>	<b>2012</b>	<b>2008</b>	<b>2012</b>
Claimant Count Rate (Under 25s)	5.7	7.8	4.8	8.0

Source: Nomis; Scottish Government

### *Employment Rate*

The rate of working age people in employment fell between 2008 and 2012 and at 65.2% is well below the Scottish average of 70.6%.

### *Unemployment Rate*

The number of people out of work and actively looking for a job in Dundee rose from 6.4% in 2008 to 10.6% in 2012. This exceeded the Scottish average of 7.9%. The narrower claimant count measure of those claiming jobseekers allowance also rose and continued to exceed the Scottish average.

### *Worklessness*

The share of those claiming any workless benefit rose slightly to 18.3% in 2012 exceeding the Scottish average of 13.6%.

### *Youth Disengagement*

The percentage of 18-24 years claiming jobseekers allowance (JSA) rose from 5.7% in 2008 to 7.8% in 2012. However, the rise across Scotland was more pronounced increasing from 4.8% to 8.0%. The trend in the first quarter of 2013 was more positive with the share of 18-24 year olds claiming JSA in Dundee falling to 6.5% compared to a Scottish average of 7.0%. Whilst the direction of travel appears positive, ensuring that young people are engaged in positive activity that prepares them for the world of work will remain a key priority.

### *Underemployment*

In addition to the number of people out of work in Dundee, figures produced by the Scottish Government in 2013 indicated that the rate of underemployment in Dundee stood at 13.6% compared to a Scottish average of 9.9%. Dundee along with the Shetland Islands had the highest rate of “time based” underemployment in Scotland ie the share of people who are in work but would like to work more hours.

## **Qualifications and Skills**

The qualifications profile of the Dundee working age population is set out in Table 7. In terms of those qualified to degree level or above there has been a positive upward shift with 37.6% holding a degree in 2012 compared to 32.8% in 2008. The level falls slightly lower than the Scottish average of 38.5% but is nevertheless encouraging.

**Table 7: Workforce Qualifications Key Indicators**

	<b>Dundee</b>		<b>Scotland</b>	
	<b>2008</b>	<b>2012</b>	<b>2008</b>	<b>2012</b>
% with NVQ4+ - aged 16-64	32.8	37.6	33.1	38.5
% with no qualifications - aged 16-64	15.4	13.2	13.9	10.7

Source: Nomis

The percentage of those with no qualification fell from 15.4% in 2008 to 13.2% in 2012 although this was well above the Scottish average of 10.7%.

**Table 8: Higher and Further Education Qualifiers**

<b>Higher Education Graduates</b>	<b>2007/2008</b>	<b>2011/2012</b>
University of Abertay	1,725	1,620
University of Dundee	4,295	4,335
<b>Total</b>	<b>6,020</b>	<b>5,955</b>
<b>Further Education Awards (FTE)</b>	<b>2007/2008</b>	<b>2011/2012</b>
Dundee and Angus College	5,809	5,908

Source: HESA; SFC Infact Database

The city's further and higher education providers supply the local labour market and beyond with a large pool of graduates each year. (Table 8) The numbers of those graduating from the city's 2 universities has remained relatively stable, falling only marginally from 6,020 in 2007/2008 to 5,955 in 2011/2012. The number of full time equivalent qualifiers from Dundee and Angus College has also remained stable at 5,908 in 2011/2012 compared to 5,809 in 2007/2008.

The above evidence suggests that at one extreme the city has a well qualified labour pool, supplemented each year with a pool of further and higher education graduates, that offer the potential to continue the drive towards a knowledge based economy. At the other extreme, too many people in the working age population continue to have no formal qualifications and this presents a significant barrier to engagement and progression within the labour market.

## **Outlook**

Having considered the performance of the Dundee economy across a range of key variables outlined above it is also important that cognisance is taken of the likely economic climate over the plan period. Fraser of Allander Institute projects moderate GDP and employment growth across Scotland during 2013 and 2014. They also expected unemployment levels to continue to rise over this period. They predict that significant economic recovery will not occur until 2015 with job creation levels rising and unemployment levels beginning to fall back. A backdrop of modest growth in Scotland's economy in the early years of the plan may impact on performance of the Dundee economy during this period.

## 7) STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES

In order to determine the priorities for the city during this plan period, a review of “strengths and opportunities” and “weaknesses and challenges” facing the Dundee economy has been undertaken. This is informed by the key messages from the economic analysis, a review of key assets and consideration of stakeholder views.

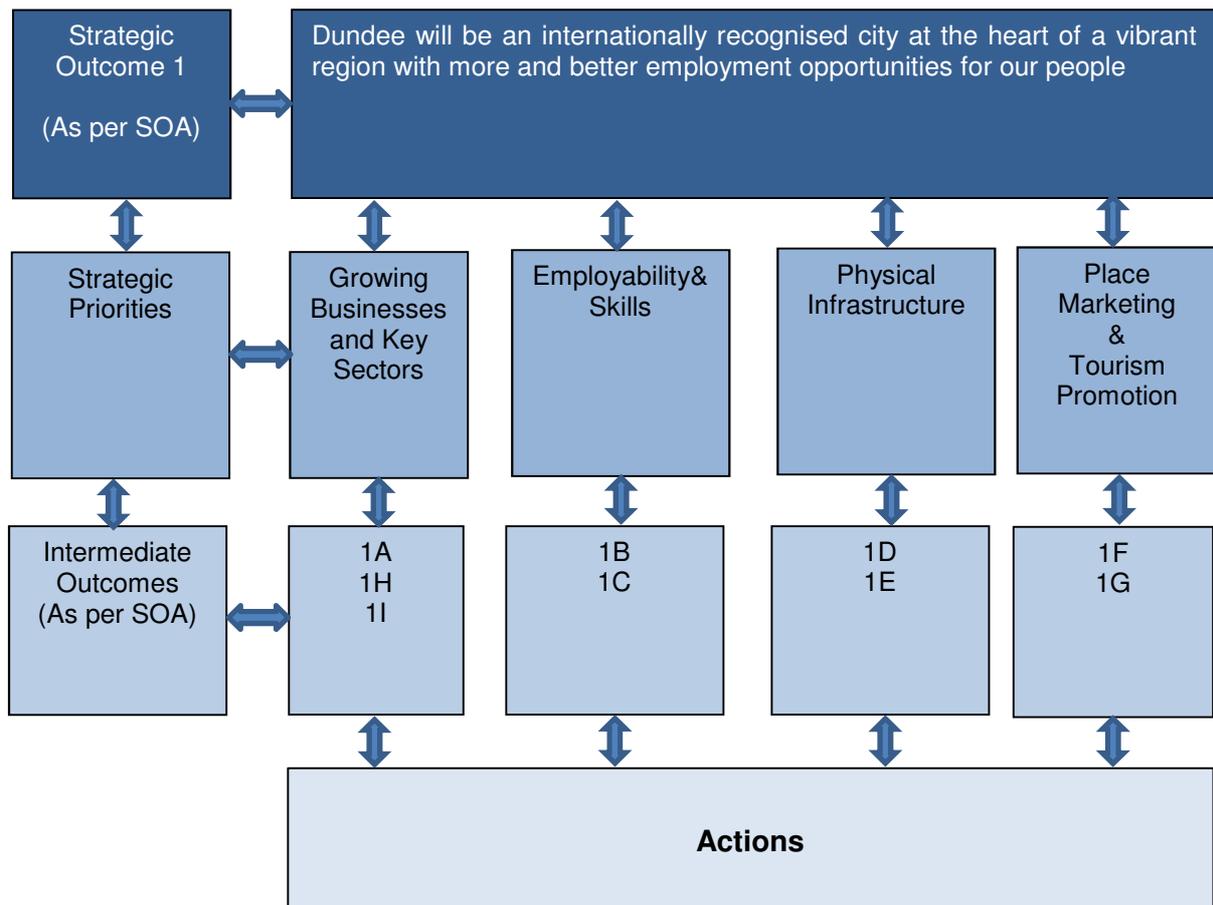
- £1 Billion investment in Dundee Waterfront providing a magnet for new investment
- Emerging recovery in the UK economy still to spread beyond SE England
- Quality and potential of the City's cultural and creative sectors
- £45 million V&A at Dundee Museum opening during plan period provides opportunity to grow the visitor economy and build upon existing attractions and destinations including Discovery Point, Verdant Works, Camperdown Wildlife Centre and Broughty Ferry
- Quality of existing cultural and recreational offer including McManus Galleries, Dundee Contemporary Arts, Dundee Repertory Theatre and the new Olympia (underpinning bid for UK City of Culture 2017 and short-listing for National Sports Performance Centre)
- Quality of the natural environment
- New Malmaison Hotel and plans for city's first 5 star hotel (Customs House) and hotel within new railway station complex
- Numbers of unemployed have been steadily reducing over 2012/13. Unemployment still high and above the Scottish average. Youth unemployment still high though improving to be now below the Scottish Average
- The City has a diversified economy with developing strengths in Scottish Government growth sectors such as life sciences, creative industries (including digital) and tourism. Manufacturing now 6.1% of employment
- The high level of public sector employment in the City is vulnerable to reductions in public spending and may act as an inhibitor to company formation
- Strongly performing Business Gateway service helping to counter lower than average business formation and retention rates
- School attainment levels rising helping to counter numbers of people with no qualifications and encouraging further and higher education entrance.
- Two universities and a further education college driving growth in knowledge industries and producing well qualified people
- Work underway to develop the Caird Hall complex to address the need for better facilities for large conferences
- Good proportion of working age population educated to degree standard
- A range of economic development areas to accommodate new and expanding businesses including specialist areas to support knowledge based industries at Dundee Technology Park, Ninewells Medi-Park, the Technopole and Seabraes Creative Media District
- Deep water commercial port facilities recognised in National Renewables Infrastructure Plan as one of Scotland's prime locations for marine renewables investment. Whilst quayside land is finite, over 175 hectares is available for development across the City
- Improved road access to Dundee Port
- Enterprise Area status providing enhanced capital allowances for renewables businesses investing at Dundee Port or Claverhouse East

- Assisted Areas Status with regional selective assistance grants available as an incentive to investors (currently subject to review)
- Plans in place for new Dundee railway station concourse
- Modern regenerated city centre shopping facilities with good mix of national retailers and independent niche outlets offering competition to emerging trend for online shopping
- Low levels of road congestion making the city accessible to residents and visitors
- Good road and rail connectivity to Scotland's main cities including half hourly train service to Edinburgh. Opportunities exist for enhancing rail and air services
- Good levels of high speed broadband coverage
- Mature partnership arrangements with strong track record of delivery

## 8) STRATEGIC PRIORITIES

Strategic priorities have been identified by partners after consideration of the weaknesses and challenges that face the local economy and taking account of the strengths and opportunities which Dundee can build upon in order to achieve future growth. (Diagram 1) These will support delivery of the Dundee Partnership vision for the city and Outcome 1 of the Single Outcome Agreement. They are underpinned by a series of intermediate outcomes which provide a detailed articulation of our aspirations for the city's economy.

**Diagram 1**



For each of the strategic priorities above the following sections provides details of the intermediate outcomes supported, an outline of the rationale for intervention, the objective of that intervention and a summary of the key action areas.

These action areas were discussed with partners at a facilitated session in June 2013 and informed development of the accompanying Action Plan and performance framework.

## 9) GROWING BUSINESSES AND KEY SECTORS

Outcome 1A: Dundee's economy grows through a focus on key sectors, growth companies, business start ups and inward investment

### Rationale for Intervention

- Government Economic Strategy advocates the provision of a “supportive business environment”
- Contraction in the size of the Dundee economy and a reduction in employment opportunities
- The size of the business base in the city is significantly smaller than in comparator areas

Low business birth rates but opportunity to build upon existing strengths in existing key sectors and realise potential in other sectors

### Objectives

- To increase enterprise and grow business in the Dundee City
- To encourage more companies to invest in Dundee
- To support the growth of key sectors

### Key Action Areas

- 1 To increase enterprise and grow business in the Dundee City area
  - a Deliver business gateway service, e-zone and other enterprise support initiatives
  - b Actively support Dundee's account managed and other companies to seek out and explore opportunities that focus on growth through innovation, organisational development, market development, strategy development, investment and business improvement
  - c Encourage entrepreneurship and enterprise amongst University of Dundee staff and students through Enterprise Gym, Incubator Facilities and IP based company formation
  - d Chamber of Commerce to support the growth and development of businesses by facilitation of networking opportunities, events and key sector activities. Build business confidence internally and externally by promoting the city as a world class destination and providing a strong voice for the local business sector
  - e Embed enterprise skills within Dundee and Angus College's learning and teaching to increase the number of start-up businesses
  - f Support Dundee businesses to access international trade opportunities, and grow through improved export performance and by accessing new foreign markets
  - g Support Dundee businesses to grow and/or become more competitive by accessing national business services (eg Scottish Manufacturing Advisory Service, Co-Operative Development Scotland, Scottish Investment Bank)
  - h Enhance and develop existing business growth pipeline and help deliver national growth target for account managed companies of 10% by 2016

- 2 To encourage more companies to invest in Dundee
  - a Promote the city to potential inward investors and provide an inward investor response programme
  - b Dundee partners will work with Scottish Enterprise and its international arm Scottish Development International to help achieve Scotland's foreign investment targets
  - c Work with and encourage growth companies to access targeted financial support (eg Regional Selective Assistance, R&D Grants)
- 3 To support the growth of key sectors
  - a Deliver a range of sector focussed initiatives designed to support the City's key sectors sciences (eg BioDundee, Digital Dundee, Tayscreen, Talking Tayside)
  - b Support and encourage Dundee businesses to grow through accessing regional and national sectoral initiatives (eg Tayside Food & Drink Forum, Interactive Scotland)
  - c Maximise growth of the creative industries sector building upon existing strengths and the opportunities emerging through V&A at Dundee
  - d Support the development and growth of Dundee's social enterprise sector through implementation of social enterprise strategy and asset transfer strategy
  - e Promote the development of city centre businesses within a safe and attractive shopping environment and ensure that the opportunities emerging through the Waterfront / V&A at Dundee development to promote the city as a retail and leisure destination are maximised
  - f Through University of Abertay support local games development companies and other businesses that have products dependent on developing content and technology for the connected digital economy
  - g Support business growth within key sectors through delivering focussed training, consultancy services and enhanced partnership activity
  - h Develop mechanisms to ensure that the private sector is actively consulted and engaged in activities to promote sector development and drive economic growth
  - i Tourism (see Outcome 1G below)
  - j Marine Renewables (see Outcome 1H below)

Outcome 1H: Dundee is a leading centre for the offshore renewables industry in the UK

### Rationale for Intervention

- Government Economic Strategy prioritises transition to a low carbon economy
- Dundee is one of 11 key strategic locations in Scotland identified in the National Renewables Infrastructure Plan (N-RIP)
- Dundee has deep water port facilities, available development land and unrestricted access to development sites.

- N-RIP identifies Dundee as a suitable location for distributed manufacturing and operations & maintenance work.
- Scottish Government has granted Dundee Port enterprise area status and land within the Claverhouse Energy Park has also been included in the Low Carbon Renewables East Enterprise Area.

## Objectives

- To develop Dundee as a leading centre for Marine Renewables and maximise opportunities for local companies and local people

## Key Action Areas

- 1 To develop Dundee as a centre for Marine Renewables and maximise opportunities for local companies and local people
  - a Promote Dundee through the activities of the Dundee Renewables partnership (website, publicity material, attendance at major events)
  - b Work in partnership with 10 local authorities through East Coast Renewables to promote the east coast as a viable location
  - c Encourage companies to register in Dundee Renewables Green Directory and Scottish Enterprise's Offshore Renewables Supply Chain Directory
  - d Encourage participation in Scottish Enterprise's Offshore Wind Expert Support Programme
  - e Develop a comprehensive range of training and support opportunities through Energy Training East, an alliance of Tayside's 5 Universities and Colleges
  - f Create a leading academic centre – the Offshore Renewables Institute (ORI) – based at the University of Dundee

Outcome 11: Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries

## Rationale for intervention

- Universities are identified as one of Scotland's growth sectors in the Government Economic Strategy
- Further and higher education institutions in Dundee employ 4,700 people, equivalent to 6.5% of total jobs (Dundee City Council Employment Survey 2012)
- Dundee's further and higher education institutions produce almost 11,000 graduates and qualifiers (HESA Data 2011/2012)
- The University of Dundee has established an international reputation for the quality of teaching and research in medicine, life sciences and art & design
- Abertay is recognised as a leading provider of education in digital media, food & drink and sports science
- Dundee and Angus College is playing a lead role in the development of offshore renewables education and training provision

- The development of key sectors in the city such as creative industries (including digital media) and life sciences have evolved from the Universities respective strengths in these disciplines
- Our higher and further education institutions can support company innovation & growth and the commercialisation of research

### Objectives

- To support economic growth through learning, teaching, research and commercialisation activities

### Key Action Areas

- 1 To support economic growth through learning, teaching, research and commercialisation activities
  - a Develop new markets and work with representatives of key sectors to develop training and educational content which meets future skill requirements at home and outwith Scotland
  - b Build upon existing university research expertise and exploit spin-out and commercialisation opportunities
  - c Provide gateways for local and other businesses to access expert staff and skills through a variety of channels: knowledge transfer partnership, sectoral groups, Honorary Fellowships, etc
  - d Ensure Dundee and Angus College's key sector expertise including new product and transnational project developments actively shape the key sectors within the city
  - e University of Abertay to achieve bronze award status under the Athena Swan Charter aimed at the promotion of women in science, technology, engineering, mathematics and medicine (STEMM)
  - g University of Dundee to develop new academic business and related local opportunities in relation to three themes:
    - 1 Promoting the sustainable use of global resources
    - 2 Shaping the future through innovative design
    - 3 Improving social, cultural and physical well-being

## 10) EMPLOYABILITY AND SKILLS

Outcome 1B: Dundee has effective pathways to employment which enable our people to progress into sustainable jobs

### Rationale for intervention

- Economic downturn has led to rising levels of unemployment across Europe and the wider world
- Government Economic Strategy highlights the need to improve levels of labour market participation and provide people with the opportunity to utilise their skills and abilities and contribute to economic growth
- Unemployment and worklessness are higher in Dundee than in other parts of Scotland and not all residents have the skills and qualifications necessary to compete for work or access better paid employment.
- Poverty and inequality across the city's communities is a significant barrier to delivering the objectives of the Dundee Partnership Fairness Strategy
- "Working for Growth: A Refresh of the Employability Framework for Scotland" recognises the importance of strong local employability partnerships and the increasing need for all parts of Government to work together to remove duplication and ensure that service provision is aligned

### Objectives

- To ensure coordinated delivery of employability in Dundee
- To engage effectively with employers
- To ensure the city's economy has an appropriate quantity and quality of skills to grow
- To maximise public sector capacity to support employability

### Key Action Areas

- 1 To ensure coordinated delivery of employability in Dundee
  - a Refresh and implement the employability pipeline from mid 2014 to a case management structure with the aim of minimising drop out and increasing the proportion of positive outcomes achieved
  - b Improve performance of the pipeline through implementation of outcome based funding
  - c Implement new contracts for the pipeline to ensure that funds are targeted to the key client groups
  - d Review operation of Discover Opportunities Centre and assess potential to deliver new initiatives
  - e Bid for future European Funding and ensure that it is aligned with other funding sources, targeted effectively and the impact is maximised

- 2 To engage effectively with employers
  - a Co-ordinate Employer Engagement activity with partners (including a planned approach to Dundee Employers Pledge, CPP and College Regional Outcome Agreement)
- 3 To ensure the city's economy has an appropriate quantity and quality of skills to grow
  - a Address sector specific skills needs through delivery of sectoral initiatives including sector based Work Academies (eg health, hospitality & tourism, renewables, engineering)
  - b Deliver digital inclusion training through established job shops and community facilities
- 4 To maximise public sector capacity to support employability
  - a Implement Dundee City Council's Community Benefits from Procurement programme and expand to other CPP partners
  - b Ensure that there are effective referral systems to employability services for people affected by the welfare reform agenda
  - c Ensure that synergies between health and employability services are maximised

Outcome 1C: Dundee tackles youth unemployment by moving more of our young people into positive destinations

### Rationale for intervention

- The challenging economic conditions experienced in the years leading up to publication of this plan have had a disproportionate impact on young people
- Levels of youth unemployment in Dundee are unacceptably high and have risen along with the rest of Scotland. Some progress has been made with Dundee now better than the Scottish average. Continued intervention is required to ensure that further progress is made.
- Episodes of unemployment or non-participation in positive activities can have a lasting impact on young people blighting future career and life chances
- Implementation of Scottish Government's *Youth Employment Strategy* and *Opportunities for All* is predicated on effective and joined up action at local level

### Objectives

- To maximise participation of young people in learning and training
- To prevent disengagement through early intervention
- To improve job prospects for young people

### Key Action Areas

- 1 To maximise participation of young people in learning and training
  - a Deliver Opportunities for All to ensure that every 16 to 19 year old in the city who is not engaged in employment, education or training is offered a place in learning or training

- b Maximise the Employability Fund opportunities and align the resources with the skills pipeline in Dundee
  - c Align and integrate client tracking systems
  - d Create and deliver a youth employment activity plan
  - e Create and implement a mechanism for ensuring a positive destination for Dundee and Angus College learners
- 2 To prevent disengagement through early intervention
- a Evaluate the current provision of employability skills delivered through the Broad General Education (S1 - S3) in all secondary schools by June 2014, identify examples of innovative practice and develop an action plan by October 2014 for delivery over the period 2014-2017
  - b Provision of career coaches in schools and provision of My World of Work to school pupils from S3 to enable them to develop career management skills
  - c Deliver work coach service to supports vulnerable young people through the transition from school to employment, training or education and beyond
- 3 To improve job prospects for young people
- a Deliver public sector Modern Apprenticeships Programme and Employer Pledge
  - b Deliver youth focussed initiatives including Youth Employment Scotland's Employer Recruitment Scheme

## 11) PHYSICAL INFRASTRUCTURE

Outcome 1D: Our physical infrastructure supports and enables sustainable economic growth

### Rationale for intervention

- Government Economic Strategy identifies “Infrastructure Development and Place” as one of its key strategic priorities. It recognises the importance of investment in the physical and electronic assets that make a location an attractive place to live, work, visit or invest
- Infrastructure investment and regeneration activity can deliver both short term and long term economic improvements and help to reinforce Dundee’s role as hub of the regional economy
- Dundee is committed to working through the Scottish Cities Alliance to take forward activities aimed at enhancing connectivity and sustainability and making Scotland’s cities drivers of growth in Scotland’s economy

### Objectives

- To ensure that Dundee has an adequate provision of land & property to meet the requirements of business
- To enhance transport facilities, services and connectivity
- To maximise digital connectivity
- Maximise benefits of planned capital investment

### Key Action Areas

- 1 To ensure that Dundee has an adequate provision of land & property to meet the requirements of business
  - a Develop new local development plan and ensure that an effective and efficient consenting process is in place
  - b Utilise Dundee City Council’s extensive property portfolio to meet the accommodation needs of start up companies, inward investors and indigenous businesses and encourage use of Scottish Property Network amongst public sector bodies to advertise available property
  - c Investigate the market for incubator space with a view to delivery
  - d Implementation of Asset Transfer Strategy by Dundee City Council as a catalyst for social, environmental and economic regeneration of local communities
- 2 To enhance transport facilities, services and connectivity
  - a Enhance arrival facilities for visitors through redevelopment of Dundee Railway Station
  - b Promote services, routes and facilities at Dundee Airport and protect the Dundee to London air route
  - c Investigate options for enhancements to A90 arterial route through Dundee
  - d Work through Scottish Cities Alliance to develop Dundee’s contribution to the use of renewable energy sources for sustainable transport
- 3 To maximise digital connectivity

- Ensure that new developments at Dundee Waterfront have the optimum digital infrastructure and connectivity
- 4 Maximise benefits of planned capital investment
- Improve the capacity of local companies to tender for capital works contracts through facilitation of supplier development programme events

Outcome 1E: Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities

### Rationale for intervention

- Decline of jute industry in the late 19<sup>th</sup> century led to in-filling of the historic central dock complex in the 1960s and building of the Olympia and Tayside House. This resulted in a severance of one of the city's major assets from the city centre.
- A 30 year Masterplan for the regeneration of the waterfront was produced in 2001 and Cities Growth Fund money kick-started the regeneration work in 2003
- Dundee Waterfront is the city's key regeneration project and is one of the 20 largest regeneration projects in the UK encompassing 240 hectares of land along an 8km stretch of the River Tay. An estimated £1 billion will be committed over the lifespan of the project across 5 distinct areas.
- The £45 million V&A at Dundee will be a new international centre for design in Scotland housed in a world class building and can provide a catalyst for increased visitor footfall and inward investment.
- Economic forecasts have indicated that the waterfront regeneration may be a catalyst for the creation of up to 9,000 new jobs

### Objectives

- To deliver Dundee Waterfront
- To deliver V&A at Dundee

### Key Action Areas

- 1 To deliver Dundee Waterfront
  - a Continually manage resources to achieve completion of Dundee Waterfront infrastructure work by 2017
  - b Market Dundee Waterfront to potential investors and developers
  - c Explore funding and operator for marina development at Camperdown and Victoria Docks
- 2 To deliver V&A at Dundee
  - a Secure remaining funding required to deliver project through bids to ERDF, Lottery, Trust and private benefactors
  - b Deliver V&A at Dundee building within budget during plan period

## 12) PLACE MARKETING AND TOURISM PROMOTION

Outcome 1F: We have improved the image and perception of the city and its region

### Rationale for intervention

- Perceptions of the city have the potential to impact on its economic vitality in a number of ways influencing people's behaviour and decision-making.
- A range of choices that include where to live, where to visit, where to work and where to invest may all be influenced by perceptions of the city
- Continuation of a well managed branding and promotion campaign and the delivery of cultural and other events are important economic development interventions that can play a positive role in enhancing the city's image and changing perceptions
- Over a number of years significant work has been undertaken to tackle outdated negative perceptions of Dundee and external research undertaken in 2012 reported encouraging results. From a Scotland wide sample of members of the public Dundee's strengths were identified as the friendliness of its people, its history, location, transport links and creativity & culture
- Amongst business respondents ratings were generally good although many businesses had no perception of Dundee suggesting a need for awareness raising activities. Only 3 out of 10 businesses were aware of the waterfront development plans and most businesses were not sure what Dundee's strengths were as a business location
- The opportunity afforded to the city by the Waterfront development and the anticipated visitor draw of V&A at Dundee makes it even more important that effective marketing and promotion of the city is undertaken

### Objectives

- To improve the perception of Dundee as a place to live, visit and work
- Enhance the city's cultural vitality

### Key Action Areas

- 1 To improve the perception of Dundee as a place to live, visit and work
  - a Continue to develop and deliver Dundee: One City, Many Discoveries as a focus for place marketing
- 2 Enhance the city's cultural vitality
  - a Sustain and deliver a co-ordinated programme of festivals and events
  - b Maximise PR benefits emanating from UK City of Culture 2017 bid

Outcome 1G: Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee

### Rationale for intervention

- Sustainable Tourism is one of the seven growth sectors identified in the Scottish Government Economic Strategy

- In 2012 Scottish Tourism Alliance established ambitious targets to generate an additional £1 billion of visitor spend in Scotland by 2020
- The city has a number of key tourism attractions and destinations including RRS Discovery, Verdant Works, Dundee Science Centre and Broughty Ferry. Cultural assets such as McManus Galleries, Dundee Rep and Dundee Contemporary Arts further enhance the offer for visitors to the city
- Tourism related industries employed 4,600 people in Dundee in 2011. 790,000 visitors were attracted to the city in 2012 generating £143 million for the local economy
- Overall economic impact of business tourism to the local economy was £55 million in 2012, creating or safeguarding 1,000 full time equivalent jobs. The area attracted almost 250,000 delegates and generated £11 million of direct delegate expenditure in 2012
- Dundee Waterfront regeneration and the flagship V&A at Dundee project will significantly increase the offer for potential visitors/tourists

### **Objectives**

- To enhance and promote the city's tourism offer
- To achieve growth in the business tourism market

### **Key Action Areas**

- 1 To enhance and promote the city's tourism offer
  - a Facilitate city wide tourism partnership to progress development of visitor economy
  - b Deliver Dundee City Council's Tourism Action Plan
  - c Drive development and implementation of a city wide/city region tourism action
  - d Develop appropriate way-finding and signage to support visitors to the city
  - e Develop a range of digital tools/apps to support visitors to the city
- 2 To achieve growth in the business tourism market
  - a Increase business tourism market through the activities of Dundee & Angus Convention Bureau
  - b Maximise the opportunities arising from Caird Hall refurbishment to host larger business tourism events and continue to monitor the need and potential for additional facilities

### 13) PERFORMANCE MANAGEMENT

The following approach will be used to monitor progress in delivery of the strategy and action plan.

#### High level Outcome Indicators

The indicators and targets in table 9 have been established by taking account of the Improvement Service's Menu of Local Outcome Indicators with a number of additions. These align with Dundee's Single Outcome Agreement. The indicators will be tracked on an annual basis using Dundee City Council's Online Performance Monitoring Database to assess change in the health of the local economy.

**Table 9: Outcome Indicators and Targets**

<b>Indicator</b>	<b>2013 (Actual)</b>	<b>2017 (Target)</b>
Employee Job Numbers.	72,100	75,000
Headline Gross Value Added (GVA) at Current Basic Prices per 10,000 head of population.	£17,6334	£19,000
New Business Starts per 10,000 head of population.	28	36
Percentage (and number) of Working Age Population in Employment.	68.4% 64,600	72% 68,000
International Labour Organisation Unemployment Rate (and number)	8.9% 6,400	8.4% 6,000
Percentage (and number) of 16-24 year olds claiming jobseekers allowance.	7.6% 1,700	6.8% 1,500
Economic Value of Tourism. (£ millions)	137	165
Percentage (and number) of Employee Jobs in Knowledge Intensive Sectors.	49.4% 35,600	50.4% 37,800
Average Weekly Earnings of Full-Time Workers in Dundee as a percentage of the Scottish Average	97%	100%

#### Action Plan Progress

The actions detailed in the plan matrix will be added to Dundee City Council's Online Plan Monitoring Database and lead officers will be prompted to record progress updates every 6 months. Actions falling behind schedule will be recorded and highlighted. The intermediate outcome indicators in the action plan matrix will be added to Dundee City Council's Online Performance Monitoring Database and updated annually by the appropriate lead officer. The system will flag any indicators where the direction of travel is unsatisfactory.

#### Reporting

Action Plan progress will, in the first instance, be reported to and scrutinised by the Dundee Partnership's Work and Enterprise Theme Group and remedial action taken where required. An annual progress report will go before the Dundee Partnership Management Group.

#### 14) ACTION PLAN MATRIX

<b>OUTCOME:</b>	<b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>	
<b>INTERMEDIATE OUTCOME:</b>	1a) Dundee's economy grows through a focus on key sectors, growth companies, business start ups and inward investment.	
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Deliver business gateway service, e-zone and other enterprise support initiatives	2017	Stan Ure, Dundee City Council
Actively support Dundee's account managed and other companies to seek out and explore opportunities that focus on growth through innovation, organisational development, market development, strategy development, investment and business improvement	2017	Mick McHugh, Scottish Enterprise
Dundee partners will work with Scottish Enterprise and its international arm Scottish Development International to help achieve Scotland's foreign investment targets	2017	Mick McHugh, Scottish Enterprise
Support and encourage Dundee businesses to grow through accessing regional and national sectoral initiatives (eg Tayside Food & Drink Forum, Interactive Scotland)	2017	Mick McHugh, Scottish Enterprise
Work with, and encourage, growth companies to access targeted financial support (eg Regional Selective Assistance, R&D Grants)	2017	Mick McHugh, Scottish Enterprise
Support Dundee businesses to access international trade opportunities, and grow through improved export performance and by accessing new foreign markets	2017	Mick McHugh, Scottish Enterprise
Support Dundee businesses to grow and/or become more competitive by accessing national business services (eg Scottish Manufacturing Advisory Service, Co-Operative Development Scotland, Scottish Investment Bank)	2017	Mick McHugh, Scottish Enterprise
Enhance and develop existing business growth pipeline and help deliver national growth target for account managed companies of 10% by 2016	2016	Mick McHugh, Scottish Enterprise

Maximise entrepreneurship amongst University of Dundee staff and students through Enterprise Gym, Incubator Facilities and IP based company formation	2017	Graham McKee, University of Dundee
Deliver a range of sector focussed initiatives designed to support the City's key sectors (eg BioDundee, Digital Dundee, Tayscreen, Talking Tayside)	2017	Jennifer Caswell, Dundee City Council
Promote the city to potential inward investors and provide an inward investor response programme	2017	Jennifer Caswell, Dundee City Council
Maximise growth of the creative industries sector building upon existing strengths and the opportunities emerging through V&A at Dundee	2017	Jennifer Caswell, Dundee City Council
Promote the development of city centre businesses within a safe and attractive shopping environment and ensure that the opportunities emerging through the Waterfront/V&A at Dundee development to promote the city as a retail and leisure destination are maximised	2017	Lorna Mckenzie, Dundee City Council
Support the development and growth of Dundee's social enterprise sector through implementation of social enterprise strategy and asset transfer strategy	2017	Eric Peebles, Dundee City Council
Support the growth and development of businesses by facilitation of networking opportunities, events and key sector activities. Build business confidence internally and externally by promoting the city as a world class destination and providing a strong voice for the local business sector.	2017	Sandra Burke, Dundee and Angus Chamber of Commerce
Develop mechanisms to ensure that the private sector is actively consulted and engaged in activities to promote sector development and drive economic growth	2015	Stan Ure, Dundee City Council
Embed enterprise skills within Dundee and Angus College's learning and teaching to increase the number of start-up businesses	2017	Karen Donaldson, Dundee and Angus College
Support business growth within key sectors through delivering focussed training, consultancy services and enhanced partnership activity	2017	Karen Donaldson, Dundee and Angus College
Support local games development companies and other businesses that have products dependent on developing content and technology for the connected digital economy, with a particular focus on start ups / young companies, supporting skills provision and working capital acquisition.	2017	Nicholas Hamilton, University of Abertay

Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Dundee and Angus College supported start-ups	2	10	Karen Donaldson, Dundee and Angus College
Percentage of students engaged in voluntary activity related to employability, enterprise and entrepreneurship	17	50	Graham McKee, University of Dundee
Number of start-ups assisted by Business Gateway	253	275	Mandy Mckenzie/John Scott, Dundee City Council
Gross jobs created through e-zone	48	66	Rory Young, Dundee City Council
Number of companies engaging positively with Abertay University on skills and working capital issues	5	20	Paul Durrant, Abertay University
Amount of traded income recorded by Dundee Social Enterprise Network members	£12.1m	£16.1	Eric Peebles, Dundee City Council

<b>OUTCOME:</b>	<b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>	
<b>INTERMEDIATE OUTCOME:</b>	1b) Dundee has effective pathways to employment which enable our people to progress into sustainable jobs.	
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Refresh and implement the pipeline from mid 2014 to a case management structure with the aim of minimising drop out and increasing the proportion of positive outcomes achieved	2014	Michelle Gautier, Dundee City Council
Improve performance of the pipeline through implementation of outcome based funding	2014	Michelle Gautier, Dundee City Council
Implement new contracts for the pipeline to ensure that funds are targeted to the key client groups	2014	Michelle Gautier, Dundee City Council
Review operation of Discover Opportunities Centre and assess potential to deliver new initiatives	2014	Allan Millar, Dundee City Council
Co-ordinate Employer Engagement activity with partners (including a planned approach to Dundee Employers Pledge, CPP and College Regional Outcome Agreement)	2017	Karen Donaldson, Dundee and Angus College
Address sector specific skills needs through delivery of sectoral initiatives including sector based Work Academies (eg health, hospitality & tourism, renewables, engineering)	2017	Janet Richardson, Department for Work & Pensions Karen Donaldson, Dundee and Angus College
Deliver digital inclusion training through established job shops and community facilities	2014	Allan Millar, Dundee City Council
Deliver Dundee City Council Community Benefits through procurement programme and expand into CPP partners	2017	Allan Millar, Dundee City Council
Bid for future European Funding and ensure that it is aligned with other funding sources, targeted effectively and the impact is maximised	2014	Michelle Gautier, Dundee City Council
Ensure that there are effective referral systems to employability services for people affected by the welfare reform agenda	2014	Allan Millar, Dundee City Council

Maximise outcomes for long term unemployed and ensure that mainstream provision like the Work Programme is complemented by effective employability pipeline services	2017	Allan Millar, Dundee City Council Janet Richardson, Department for Work & Pensions
Ensure that synergies between health and employability services are maximised	2017	Lucy Rennie, NHS Tayside

Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Number of clients registered on Dundee Employability Pipeline	2,800	2,800	Allan Millar, Dundee City Council
Number of clients from CRA areas registered on Dundee Employability Pipeline	1,849	1,850	Allan Millar, Dundee City Council
Number of Employability Pipeline clients achieving a job outcome	1,189	1,400	Allan Millar, Dundee City Council
Number of Employability Pipeline clients from CRA areas achieving a job outcome	775	900	Allan Millar, Dundee City Council
Number of individuals received digital inclusion training	0	288 per annum	Allan Millar, Dundee City Council
Number of employers signed up to the Employer Pledge	20	100 (cumulative)	Karen Donaldson, Dundee and Angus College
Number of employers engaged in activity related to the employer pledge	10	50 (cumulative)	Karen Donaldson, Dundee and Angus College
Number of sector specific interventions delivered to address skills and employability challenge	5	25 (cumulative)	Karen Donaldson, Dundee and Angus College

<b>OUTCOME:</b> <b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>		
<b>INTERMEDIATE OUTCOME:</b> 1c) Dundee tackles youth unemployment by moving more of our young people into positive destinations.		
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Evaluate the current provision of employability skills delivered through the Broad General Education (S1 - S3) in all secondary schools by June 2014, identify examples of innovative practice and develop an action plan by October 2014 for delivery over the period 2014-2017	2014	Kenny McKeown, Dundee City Council
Provision of career coaches in schools and provision of My World of Work to school pupils from S3 to enable them to develop career management skills	2017	Jill Hunter, Skills Development Scotland
Deliver work coach service to supports vulnerable young people through the transition from school to employment, training or education and beyond	2017	Jill Hunter, Skills Development Scotland
Maximise the Employability Fund opportunities and align the resources with the skills pipeline in Dundee	2017	Jill Hunter, Skills Development Scotland
Deliver Opportunities for All to ensure that every 16 to 19 year old in the city who is not engaged in employment, education or training is offered a place in learning or training	2017	Karen Gunn, Dundee City Council
Create and deliver a Youth Employment Activity Plan	2014	Jill Hunter, Skills Development Scotland
Deliver Public Sector Modern Apprenticeships Programme and Employer Pledge (across CPP)	2017	Karen Gunn, Dundee City Council
Deliver youth focussed initiatives including Youth Employment Scotland's Employer Recruitment Scheme	2014	Karen Gunn, Dundee City Council
Align and integrate tracking systems including the Data Hub, across partners/providers and within DCC to ensure effective tracking of beneficiaries	2017	Karen Gunn, Dundee City Council Jill Hunter, Skills Development Scotland

Create and implement a mechanism for ensuring a positive destination for Dundee and Angus College learners	2017	Karen Donaldson, Dundee and Angus College
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Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Number of clients aged 16-24 registered on Dundee Employability Pipeline	952	1000	Allan Millar, Dundee City Council
Number of Employability Pipeline clients aged 16-24 achieving a job outcome	468	500	Allan Millar, Dundee City Council
Number of PACE learning opportunities for school refusers	36	72 (subject to Scottish Government policy)	Karen Donaldson, Dundee and Angus College
Increase the proportion of 16-19 year olds supported by Dundee and Angus College in line with Opportunities for All	56.9%	59%	Karen Donaldson, Dundee and Angus College
Increase proportion of Dundee and Angus College students from secondary schools leaver lists targeting schools with highest negative destinations	36.8%	39%	Karen Donaldson, Dundee and Angus College
Increase proportion of Dundee and Angus College students from SIMD areas specifically in 10% most deprived areas	19.4%	22%	Karen Donaldson, Dundee and Angus College
Percentage of school leavers in positive and sustained destinations(SLDR)	90%	92%	Karen Gunn, Dundee City Council
Number of Modern Apprentices engaged annually by Dundee City Council	12	50	Frances Greig, Dundee City Council

<b>OUTCOME:</b>	<b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>	
<b>INTERMEDIATE OUTCOME:</b>	1d) Our physical infrastructure supports and enables sustainable economic growth.	
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Develop new local development plan and ensure that an effective and efficient application process is in place	2013	Gregor Hamilton, Dundee City Council
Utilise Dundee City Council's extensive property portfolio to meet the accommodation needs of start up companies, inward investors and indigenous businesses and encourage use of Scottish Property Network amongst public sector bodies to advertise available property	2017	Colin Craig, Dundee City Council
Investigate the market for incubator space with a view to delivery	2016	Kevin Bazley, Scottish Enterprise
Enhance arrival facilities for visitors through redevelopment of Dundee Railway Station	2016	Allan Watt, Dundee City Council
Promote services, routes and facilities at Dundee Airport and protect the Dundee to London air route	2017	Stan Ure, Dundee City Council
Investigate options for enhancements to A90 arterial route through Dundee	2016	Niall Gardiner, Tactran
Promote enhanced rail services through ScotRail refranchise in 2015	2015	Niall Gardiner, Tactran
Implement plans for park and ride sites	2015	Niall Gardiner, Tactran
Implementation of the Community Asset Transfer Strategy by Dundee City Council as a catalyst for social, environmental and economic regeneration of local communities	2017	Colin Craig, Dundee City Council
Ensure that new developments at Dundee Waterfront have the optimum digital infrastructure and connectivity	2017	Allan Watt, Dundee City Council
Improve the capacity of local companies to tender for capital works contracts through facilitation of supplier development programme events	2017	Mandy Mckenzie, Dundee City Council

Work through Scottish Cities Alliance to develop Dundee's contribution to the use of renewable energy sources for sustainable transport	2017	Neil Gellatly, Dundee City Council
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Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Proportion of major applications dealt with within the statutory timescale or within the timescale established in a processing agreement	85.75	100%	Charlie Walker, Dundee City Council
Number of park and ride sites serving Dundee	0	2	Niall Gardiner, Tactran
Number of Council property/land assets transferred to social enterprises/third sector organisations (Asset Transfer Strategy)	0	6 cumulative	Eric Peebles, Dundee City Council

<b>OUTCOME:</b>	<b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>		
<b>INTERMEDIATE OUTCOME:</b>	1e) Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities.		
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>	
Continually manage resources to achieve completion of Dundee Waterfront infrastructure work by 2017	2017	Mike Galloway, Dundee City Council	
Market Dundee Waterfront to potential investors	2017	Allan Watt, Dundee City Council	
Secure remaining funding required to deliver V&A at Dundee project through bids to ERDF, Lottery, Trust and private benefactors	2016	Sandy Richardson, Design Dundee Ltd	
Deliver V&A at Dundee building within budget during plan period	2016	Philip Long, Design Dundee Ltd	
Explore funding and operator for marina development at Camperdown and Victoria Docks	2017	Allan Watt, Dundee City Council	
<b>Performance Indicators for this intermediate outcome</b>	<b>Baseline (2013)</b>	<b>Target (2017)</b>	<b>Lead Officer</b>
Percentage of Central Waterfront development plots square metres completed	9%	100%	Allan Watt, Dundee City Council

<b>OUTCOME:</b> <b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>			
<b>INTERMEDIATE OUTCOME:</b> 1f) We have improved the image and perception of the city and its region.			
<b>Actions to achieve the intermediate outcome</b>		<b>Target completion date</b>	<b>Lead Officer</b>
Continue to develop and deliver Dundee: One City, Many Discoveries as a focus for place marketing		2017	Jennifer Caswell, Dundee City Council
Sustain and deliver a co-ordinated programme of festivals and events		2017	Stewart Murdoch/Jennifer Caswell, Dundee City Council
Maximise PR benefits emanating from UK City of Culture 2017 bid		2014 or 2017 if bid successful	Stewart Murdoch, Dundee City Council
<b>Performance Indicators for this intermediate outcome</b>			
<b>Performance Indicators for this intermediate outcome</b>	<b>Baseline (2013)</b>	<b>Target (2017)</b>	<b>Lead Officer</b>
Public perception of Dundee (on scale of 1-10)	6.31	7.00	Jennifer Caswell, Dundee City Council

<b>OUTCOME:</b> <b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>		
<b>INTERMEDIATE OUTCOME:</b> 1g) Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee.		
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Deliver Dundee City Council's Tourism Action Plan	2017	Gaynor Sullivan, Dundee City Council
Facilitate city wide tourism partnership to progress development of visitor economy	2017	Gaynor Sullivan, Dundee City Council
Drive the development and implementation of a city wide/city region tourism action plan	2017	Gaynor Sullivan, Dundee City Council
Increase business tourism market through the activities of Dundee & Angus Convention Bureau	2017	Karen Tocher, Dundee City Council
Continue to develop appropriate way-finding and signage to support visitors to the city	2015	Gregor Hamilton, Dundee City Council
Develop a range of digital tools/apps to support visitors to the city	2015	Gaynor Sullivan, Dundee City Council
Maximise the opportunities arising from Caird Hall refurbishment to host larger business tourism events and continue to monitor the need and potential for additional facilities	2017	Karen Tocher, Dundee City Council

Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Number of business tourism events secured by Dundee and Angus Convention Bureau.	32	39	Karen Tocher, Dundee City Council
Annual visitors to V&A at Dundee	0	270,000	Philip Long, Design Dundee Ltd

<b>OUTCOME:</b> <b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>		
<b>INTERMEDIATE OUTCOME:</b> 1h) Dundee is a leading centre for the offshore renewables industry in the UK.		
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Promote Dundee through the activities of the Dundee Renewables partnership	2017	Caroline Morgan, Dundee City Council
Work in partnership with 10 local authorities through East Coast Renewables to promote the east coast as a viable location	2017	Caroline Morgan, Dundee City Council
Encourage companies to register in Dundee Renewables Green Directory and Scottish Enterprise's Offshore Renewables Supply Chain Directory	2017	Caroline Morgan, Dundee City Council
Dundee Partners to encourage participation in Scottish Enterprise's Offshore Business Support Programmes	2017	Mick McHugh / Kevin Bazley, Scottish Enterprise
Develop a comprehensive range of training and support opportunities through Energy Training East, an alliance of Tayside's 5 Universities and Colleges	2017	Karen Donaldson, Dundee and Angus College
Create a leading academic centre – the Offshore Renewables Institute (ORI) – based at the University of Dundee	2017	Graham McKee, University of Dundee

Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Number of renewables sector manufacturing operations	0	2	Stan Ure, Dundee City Council
Number of energy related training initiatives/programmes provided through Dundee and Angus College and candidates supported	5 initiatives 100 candidates	25 initiatives (cumulative) 500 candidates (cumulative)	Karen Donaldson, Dundee and Angus College
Number of students registered on Abertay University's renewable energy technology course/s	10	25	Simeon Keates/Nia White, Abertay University
Offshore Renewables Institute: income attraction	0	£2,500,000	Graham McKee, University of Dundee

<b>OUTCOME:</b>	<b>1 Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.</b>	
<b>INTERMEDIATE OUTCOME:</b>	1i) Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries.	
<b>Actions to achieve the intermediate outcome</b>	<b>Target completion date</b>	<b>Lead Officer</b>
Develop new markets and work with representatives of key sectors to develop training and educational content which meets future skill requirements at home and outwith Scotland	2017	Graham McKee, University of Dundee Nicholas Hamilton, University of Abertay Karen Donaldson, Dundee and Angus College
Build upon existing university research expertise and exploit spin-out and commercialisation opportunities	2017	Graham McKee, University of Dundee Nicholas Hamilton, University of Abertay
Provide gateways for local and other businesses to access expert staff and skills through a variety of channels: knowledge transfer partnership, sectoral groups, Honorary Fellowships, etc.	2017	Graham McKee, University of Dundee Nicholas Hamilton, University of Abertay Karen Donaldson, Dundee and Angus College
Develop new academic business and related local opportunities in relation to three themes: 1) Promoting the sustainable use of global resources 2) Shaping the future through innovative design 3) Improving social, cultural and physical well-being	2017	Graham McKee, University of Dundee

Ensure Dundee and Angus College's key sector expertise including new product and transnational project developments actively shape the key sectors within the city	2017	Karen Donaldson, Dundee and Angus College
Achieve bronze award status under the Athena Swan Charter aimed at the promotion of women in science, technology, engineering, mathematics and medicine (STEMM)	2017	Nicholas Hamilton, University of Abertay

Performance Indicators for this intermediate outcome	Baseline (2013)	Target (2017)	Lead Officer
Numbers of key sectors influenced through Dundee and Angus College activity	2	4	Karen Donaldson, Dundee and Angus College
Unregulated teaching and learning income attracted (University of Dundee)	£24.1 m	£32.8 m	Graham McKee, University of Dundee
Average number of spin out companies started each year (University of Dundee)	2	2	Graham McKee, University of Dundee
Income from industry and "non-academic" sources (University of Dundee)	£26.1 m	£31.8 m	Graham McKee, University of Dundee