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Section 1 – Summary of Regional Implementation Plan

1.1 Introduction

This Regional Implementation Plan has been developed for Dundee and Angus as part of partner commitments for the EU funded InCompass project. While it has been developed through the InCompass project, the Regional Implementation Plan is intended for partners with an interest in the development of the creative industries in the Dundee and Angus region.

The document itself is formed of five sections, listed as follows:

- Summary of Regional Implementation plan
- Background
- Methodology
- Analysis
- (Draft) Regional Implementation Plan

1.2 Executive Summary

1.2.1 Introduction

The Dundee and Angus Regional Implementation Plan (RIP) is initiated by this document to act as a framework for the development of future activity to support the creative industries in Dundee and Angus. It includes a number of projects to give impetus to the agenda, and it is intended to use those projects as a means to facilitate collaborative development activity among key partners.

The RIP has been developed without allocated funding, so the actions included at this stage are earmarked as no- or low-cost activities with outline agreement from partners, as partner project already in train, or are included to provide context and information for future bids.

The RIP is set out in this document as follows:

- Regional Priority Objectives – which demonstrate a link from the RIP to strategic partner objectives
- Headline Themes – which set out a framework of activity strands for partners to follow in supporting and developing creative industries activity going forward
- Identified projects – describing an initial set of projects under the thematic activity strands
- Key delivery partners – which lists the current partners involved in the development and delivery of the RIP
- Key resources and methods of delivery – which provides a view on how current proposals can be delivered
• Timeline for delivery – places an estimation on when delivery against each headline theme can be expected to begin

1.2.2 Headline Themes

The development work on the Dundee and Angus Regional Implementation Plan (RIP) has led to the identification of a number of strategic themes, sets out as follows to form the framework for the RIP:

• Strategic Partnership
• Incubation
• Network Development
• Business Development
• Skills Development
• Property and Workspace

1.2.3 Strategic Partnership

The thematic strand provides a strategic overview of the creative industries in the Dundee and Angus region. This theme covers a number of key areas for the RIP including the conduit role between the sector and strategic partner organisations. Activities under this theme should include identifying resources, management of the RIP, strategic linkages and ensuring joined delivery between actions against other strands.

1.2.4 Incubation

This key theme draws together partner priorities to provide that capacity for Dundee and Angus partners to help to develop new, innovative and sustainable creative business activity in the region.

1.2.5 Network development

This theme encourages the extension of collaborative activities to widen partner networks, and ensure recognition of the value of collaborative working.

1.2.6 Business development

The theme promotes the requirement to extend supporting activities for creative businesses to critical areas for business such as market intelligence, lead generation and development of customer base.

1.2.7 Skills development

The theme aims to increase the accessibility, availability and provision of specialist education and training support to complement the development of the creative industries agenda in the region. The provision of relevant skills will play a key role in the development of creative industries in the region.
This activity strand set out the requirement to ensure that access to the appropriate level of training is available at the appropriate time for:

- Creative business and entrepreneurs
- Local people (including unemployed or under-employed)
- Students

1.2.8 Property and Workspace

This thematic strand links key partners with responsibility for physical development in the region to the creative community in a collaborative approach that aims to link expertise and requirements. It commits partners to collaborative working to find solutions to enable access for creative business activity to retail, workspace, event space, and exhibition space.

1.2.9 Status

The RIP is currently presented in draft form, and requires approval from regional partners.
Section 2 – Background

2.1 Purpose

The Dundee and Angus region has been a partner in the InCompass project through the membership of Dundee City Council and Dundee and Angus College (which has been the lead body for the InCompass project).

Dundee and Angus partners have commissioned this document to do the following:

1. Summarise of the research and analysis obtained from the InCompass Project in the Dundee context
2. Use that research and analysis to develop a Regional Implementation Plan of actions to support the advancement of creative industries activities in Dundee and Angus.

The purpose of the document is threefold: Firstly, it presents the Regional Implementation Plan for Dundee and Angus in the context of the InCompass project, to enable partners to understand how the Regional Implementation Plan has been developed. Secondly, it forms the key output for Dundee and Angus partners in completing their obligations as partners in the InCompass project. Thirdly, the Regional Implementation Plan provides a framework for Dundee and Angus partners for the future development of creative industries.

2.2 Background to the InCompass Project

The InCompass Project was established to look at best practice in supporting the development of the creative industries. Its principal aim within this activity was to identify ways that incubation projects for the creative industries are able to become financially sustainable. The project has enabled partners to develop and share innovative methods of creative industries support, with an ambition to move away from a general dependence on public funding.

Co-financed by the EU’s European Regional Development fund through the INTERREG IVC Programme, the project sets out to inform on and stimulate collaborative development of local, regional, national and EU policy and thereby increase the capacity to create more spaces for experiment, innovation and entrepreneurship in the creative industries, and to enable them to provide a driver for sustainable growth and job creation as stated in the Lisbon Agenda.

2.3 InCompass Project Objectives:

The objectives of the InCompass project are as follows:

- To identify existing, innovative good practice that contributes towards the achievement of financial sustainability of incubation units for business start-ups in the creative industries.
• To assess and test the transferable nature of these good practices between regions for local implementation and adoption into policy, thereby making a significant contribution to evidence-based regional policy making and improvement.
• To develop practical and realistic implementations plans for the transfer and application of good practice and improvement in regional policy across all regions.

2.4 What this document is trying to achieve

This document brings together the work of Dundee and Angus partners on the InCompass project. It ties in the objectives of the project, and places the outputs of the study visit programme in a Dundee and Angus context.

The document also provides a summary of current creative industries development activity in Dundee and Angus, together with issues and ideas identified by regional partners. This information, together with selected best practices has been used to generate a Regional Implementation Plan – which will outline the approach that regional partners intend to take in supporting the development of cultural and creative industries as a result of the InCompass project.

It is important to recognise that, while the InCompass project objectives are focused upon incubation activities, this report takes a very broad view of incubation to include other activities deemed to be important in creating the appropriate conditions for creative businesses to thrive. This is reflective of the approach taken by project partners as a whole in including projects which are not incubators in study visits.

2.5 Creative Industries Context

The creative industries (e.g. Advertising, Textiles, Fashion, Television & Radio, Photo Imaging, Graphic Design and Interactive Media, Publishing, Animation, Computer Games, Film and Commercials Production and Post Production) provide significant employment opportunities, and are now recognised as one of “Europe’s most dynamic sectors” (EU green paper: Unlocking the potential of cultural and creative industries”), with strong potential to contribute to growth and job creation.

Figures released by the Department of Culture, Media and Sport in 2014 also show that creative industries have been outperforming all other sections of the UK economy since 2009. This includes higher rates of job growth, higher rates of Gross Value Added, and higher value of exports.

Given this growing economic significance, Cultural and Creative Industries (CCIs) are therefore seen as a key sector for supporting activity by public sector, education sector, and private sector organisations.

Since the global economic crisis, and subsequent application of austerity measures across almost all member states, the prospects of funding support for CCI development, and economic development in general, are diminishing.

This project therefore responds to that context: It has examined a number of approaches to supporting growth of CCIs, most importantly methods to incubate new creative businesses. The
project has principally looked at ways to apply incubation support for creative businesses in a financially sustainable way.
Section 3 – Methodology

3.1 InCompass Project Activities

Over the past two years, partners in the InCompass project have conducted seven separate study visits, spanning eight countries across the EU, in the following places:

- Rotterdam – The Netherlands
- Milan - Italy
- Malmo (including Lund and Copenhagen) – Sweden/Denmark
- Beja (including Lisbon) - Portugal
- Patras - Greece
- Aviles (including Gijon) - Spain
- Medway and London - England

The project has also included project meetings in Dundee and Szombathely/Gyor (Hungary), and a best practice conference held in Kosice, Slovakia.

The research process has been led by the University of Delft in the Netherlands, which has initiated a process of analysis of incubation projects. The methodology employed by the project is based on investigation of three specified areas of assistance for incubator projects, and the University of Delft has established corresponding working groups – each led by one of the project partners. The working groups are focused as follows:

- **Working Group 1** – Commercial contextualisation: the role that commercial activities can play in seeding, developing and supporting examples of successful cluster operation.
- **Working Group 2** – Social contextualization: the role of social activity in supporting successful and financially resilient specialist clusters.
- **Working Group 3** – Tiers of support, networks and partnerships

This method of analysis has led to the development of a project ‘Best Practices Toolkit’, which provides a summary of all the analysis and conclusions obtained from the information gathered from the study visits programme. This document can be found at:


Detailed reports have also been published for each study visit, providing a detailed overview of the projects observed through the perspective of each of the working groups. These reports can be found at: http://www.incompassproject.eu.
3.2 Dundee and Angus Approach

As a partner in the InCompass Project, the Dundee and Angus region is required to convene a Regional Implementation Group to discuss the outcomes of the study visit programme, and to assist in the development of a Regional Implementation Plan, which should detail how Dundee and Angus partners intend to take forward the support for creative industries development.

While it is intended that the Regional Implementation Plan reflects the best practices gathered through the study visit programme, Dundee and Angus partners are under no obligation to make use of any best practices or any particular approach to developing the Regional Implementation Plan.

The approach that Dundee and Angus partners have taken is to commission an independent consultant to engage with a minimum of 12 local partners to both disseminate InCompass project findings and identify key priorities, potential projects and issues to be address in the development of creative industries in the region,

The consultant held a Regional Implementation Group meeting to take through emerging best practices in the context of partner priorities, and a series of follow-up workshops to hone some of the priorities and ideas that emerged from the consultation process. These helped inform that development of the Dundee and Angus Regional Implementation Plan, which is set out in Section 5 of this document.

3.3 Partner Priorities and Issues

The consultation process mentioned above involved around 30 meetings with 25 regional partners (a full list of consulted partners, with summary comments is included in Appendix 1).

These meetings provided a strong backdrop for the current levels of activity, interconnection and partner ambitions for developing creative industries in the Dundee and Angus region. They also identified a series of key issues for consideration, and a number of priorities and project ideas for potential development and inclusion in the Regional Implementation Plan.

For ease of reference, the following activities, issues and ideas are grouped under a set of headings developed for the Regional Implementation Plan, which are as follows:

- Strategic partnership
- Incubation
- Network development
- Business development
- Skills development
- Property and workspace

There is a significant amount of creative and cultural activity currently underway in the Dundee and Angus region. The table below sets out a cross-section of partner creative industries development and supporting activities which are currently underway:
### Table: 3.3.1

<table>
<thead>
<tr>
<th>Element</th>
<th>Current activities and characteristics of the region</th>
</tr>
</thead>
</table>
| Strategic partnership            | • Strong local partnerships, and clear good-will behind the creative agenda  
                                  | • Dundee has become the UK’s first designated UNESCO City of Design                                                                                                             |
| Incubation                       | • Vanilla Ink independently operates a small jewellery-focused incubator space in WASPS.                                                                                           |
| Network development              | • Local gaming companies as keen to support up-and-coming companies – don’t see themselves as competing (except for talent)  
                                  | • Creative Dundee coordinated events programme, including the Meet and Mix cross-sectoral events held with the Chamber of Commerce.                                                    |
| Business development             | • Dundee is recognised seen as games hub – but Edinburgh is now catching up.  
                                  | • Design in Action’s Chiasma programme is develops cross-sectoral business ideas and opportunities.                                                                               |
| Skills development               | • The region has a strong higher education reputation for creative teaching, including:  
                                  | o University of Abertay is internationally recognised for teaching gaming.  
                                  | o Duncan of Jordanstone College of Art and Design has a national reputation in its field.                                                                                         |
                                  | • Dundee and Angus college also has a large creative and media faculty, and is partnering with Abertay and Tayscreen on a new Visual Effects Academy project.  
                                  | • Both DCC and D&A College also have on-going employability projects.                                                                                                             |
| Property and workspace           | • Independent workspaces are busy – such as Fleet Collective, and the Tay Lane cluster.  
                                  | • Independent artist spaces – Tin Roof and WASPS – are full  
                                  | • Makerspaces (Dundee Makerspace and Maklab) are expanding.  
                                  | • Small amount of space available within universities to students (including DCA, Whitespace in Abertay and Enterprise Gym in Dundee Univ)  
                                  | • First phase of District 10 is open, and work on next phase has been commissioned  
                                  | • D&A College incubator under construction, opening in 2015  
                                  | • Stalled space project in Angus (begins in New Year), to enable local ideas to utilise vacant space                                                                              |

While there is a large amount of development and supporting activities for creative industries in the region, partners have flagged a number of continuing issues that the creative industries are facing in the region. The table below provides an outline of those issues:

### Table: 3.3.2

<table>
<thead>
<tr>
<th>Element</th>
<th>Issues</th>
</tr>
</thead>
</table>
| Strategic partnership            | • Clear need for an effective channel to broker relationships.  
                                  | • Need to increase understanding of the sector more widely, and ensure closer cooperation with the cultural strategy.  
                                  | • Need to push for local procurement (to strengthen the strong but fragile creative sector).                                                                                     |
There is a lack of a formal incubation system for creative industries in the region, and a lack incubation capacity generally
There is a need to refresh existing support schemes, to bring them up to date
The region has 700 creative graduates each year with too many leaving, and many becoming self-employed designers
Dundee University hasn’t created any businesses of scale, and has no structure for doing so
Budgets are a problem – there is no help with seed funding and IP in Dundee University
University of Abertay policy is to concentrate on teaching, which means that any support for incubation within the institution is unlikely
There is a perceived disconnect between support agencies relating to creative industries
Gap in provision – Business Gateway won’t work with pre-start up companies.
Game development used to be 3-4 yr cycle. Now it’s apps with 3-4 month development cycle. All businesses are micro (but sometimes need to scale up, and scale down quickly).

Growing need for creatives to engage with other sectors
Need to catalyse organic activity.
Games industry is bad at looking at wider opportunities (such as gamification in other sectors)
Tourism isn’t well enough linked to creative activity.
Enterprise programmes in universities are patchy and uncoordinated
A lot of potential companies coming out of Universities – but not necessarily ready for official advice
Cultural Sector hasn’t really embraced social entrepreneurship
Lack of training available for the gaming sector
There is thought to be a large latent demand for introductions to the digital sector (Insights Training placed an advert for a 6-month intern and had 500 applicants).

Not enough studio space
Lots of vacant space in the city – need measures to make use of vacant space
There is no open air market in the city

<table>
<thead>
<tr>
<th>Element</th>
<th>Issues</th>
</tr>
</thead>
</table>
| Incubation                   | There is a lack of a formal incubation system for creative industries in the region, and a lack incubation capacity generally
|                              | There is a need to refresh existing support schemes, to bring them up to date
|                              | The region has 700 creative graduates each year with too many leaving, and many becoming self-employed designers
|                              | Dundee University hasn’t created any businesses of scale, and has no structure for doing so
|                              | Budgets are a problem – there is no help with seed funding and IP in Dundee University
|                              | University of Abertay policy is to concentrate on teaching, which means that any support for incubation within the institution is unlikely
|                              | There is a perceived disconnect between support agencies relating to creative industries
|                              | Gap in provision – Business Gateway won’t work with pre-start up companies.
|                              | Game development used to be 3-4 yr cycle. Now it’s apps with 3-4 month development cycle. All businesses are micro (but sometimes need to scale up, and scale down quickly). |
| Network development          | Growing need for creatives to engage with other sectors
|                              | Need to catalyse organic activity.                                                                                                             |
| Business development         | Games industry is bad at looking at wider opportunities (such as gamification in other sectors)
|                              | Tourism isn’t well enough linked to creative activity.                                                                                         |
| Skills development           | Enterprise programmes in universities are patchy and uncoordinated
|                              | A lot of potential companies coming out of Universities – but not necessarily ready for official advice
|                              | Cultural Sector hasn’t really embraced social entrepreneurship
|                              | Lack of training available for the gaming sector
|                              | There is thought to be a large latent demand for introductions to the digital sector (Insights Training placed an advert for a 6-month intern and had 500 applicants). |
| Property and workspace       | Not enough studio space
|                              | Lots of vacant space in the city – need measures to make use of vacant space
|                              | There is no open air market in the city                                                                                                          |

In response to many of these issues, partners put forward a number of ideas in the consultation process. These are set out in the table below:

<table>
<thead>
<tr>
<th>Element</th>
<th>Ideas</th>
</tr>
</thead>
</table>
| Strategic partnership| Establish an organisation to coordinate and lead development activities among partners
<p>|                      | Catalyse innovative public commissioning - tie in delivery role for creative organisations for Council/other public sector services (using the Creative Edinburgh-Edinburgh City Council Service Level Agreement example) |</p>
<table>
<thead>
<tr>
<th>Element</th>
<th>Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incubation</td>
<td>• Externalised collaborative incubation model (ie. Not solely or overtly located within a single institution).</td>
</tr>
<tr>
<td></td>
<td>• Project to expand the availability of soft infrastructure to support creatives</td>
</tr>
<tr>
<td></td>
<td>• Proposed Dundee University Accelerator project with DC Thomson</td>
</tr>
<tr>
<td></td>
<td>• Design-led approach to business creation – Innovation Design Scotland project (make use of creativity to understand the most appropriate models for making good ideas)</td>
</tr>
<tr>
<td></td>
<td>• Public private partnership approach to incubation</td>
</tr>
<tr>
<td></td>
<td>• Abertay approach to developing start-up teams – successful ones always led by an entrepreneur from a separate discipline</td>
</tr>
<tr>
<td></td>
<td>• DJCAD setting up a makerspace in addition to the current facility for staff and students.</td>
</tr>
<tr>
<td>Network development</td>
<td>• Link ‘Meet and Mix’ approach to incubation programme</td>
</tr>
<tr>
<td></td>
<td>• ‘Meet and Mix’ approach would be good for Angus</td>
</tr>
<tr>
<td>Business development</td>
<td>• Make use of interior designers from DJCAD for workspace and incubation projects.</td>
</tr>
<tr>
<td></td>
<td>• Intermediary role – attractive to designer makers for linking to sector opportunities</td>
</tr>
<tr>
<td></td>
<td>• Link to pop-up shop opportunities (currently worth £2bn per year, and growing at 8%)</td>
</tr>
<tr>
<td></td>
<td>• Coordinated business development programme (with international element) linked to incubation approach</td>
</tr>
<tr>
<td>Skills development</td>
<td>• Develop entrepreneurship skills</td>
</tr>
<tr>
<td></td>
<td>o A lot of potential companies coming out of Universities – but not necessarily ready for official advice</td>
</tr>
<tr>
<td></td>
<td>• Cultural Sector hasn’t really embraced social entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>• Lack of training available for the gaming sector</td>
</tr>
<tr>
<td></td>
<td>• Training opportunities to introduce unemployed to work within the creative industries sector.</td>
</tr>
<tr>
<td>Property and workspace</td>
<td>• Aim to facilitate vacant space – high demand for suitable flexible artist space and start-up workspace</td>
</tr>
<tr>
<td></td>
<td>• DCC has vacant properties available around city centre – could be let under licence</td>
</tr>
<tr>
<td></td>
<td>• Maximise opportunities arising from Waterfront development (DCC and private sector developers interested in creativity)</td>
</tr>
<tr>
<td></td>
<td>• Opportunity to use DCC purchasing power to place additional requirements on contractors (for works to vacant buildings)</td>
</tr>
<tr>
<td></td>
<td>• Boxpark-type temporary retail model for Waterfront and District 10 (giving a retail platform for local creative talent)</td>
</tr>
<tr>
<td></td>
<td>• Urban Fallows project model (Finland)</td>
</tr>
<tr>
<td></td>
<td>• WASPS would like to replicate the South Block in Glasgow model (but would require pump prime investment)</td>
</tr>
<tr>
<td></td>
<td>• West Ward project proposals (multi-use space in city centre)</td>
</tr>
</tbody>
</table>
Section 4 – Analysis

4.1 Introduction – Best Practices in Dundee and Angus Context

This section provides an analysis of how the best practices observed in the course of the InCompass study visit programme are relevant, or can be relevantly applied, within the Tayside context. A full list of the projects observed is included in Appendix 2, and further information on each of the projects is available from the relevant study visit reports found at www.incompassproject.eu.

It presents a series of best practices provided by projects seen in the study visits listed below, in the context of the key elements identified for the Regional Implementation Plan:

- Rotterdam – The Netherlands
- Milan - Italy
- Malmo (including Lund and Copenhagen) – Sweden/Denmark
- Beja (including Lisbon) - Portugal
- Patras - Greece
- Aviles (including Gijon) - Spain
- Medway and London - England

This section ends by presenting some broad conclusions on the findings of the InCompass project in relation to the requirements of Dundee and Angus partners.

4.2 Rotterdam

4.2.1 Creative Factory - Best Practices

Although the Creative Factory project has now closed, it previously offered several areas of practice that could be replicated or imitated in the Dundee and Angus context as part of the Regional Implementation Plan.

<table>
<thead>
<tr>
<th>Element</th>
<th>Relevance of Creative Factory in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Project plays a social regeneration role (introducing unemployed young people to enterprise and CCIs) – which delivers against key strategic agendas for the Municipality (such as creating employment opportunities), while providing a revenue generating (as it is part of a service for the municipality).</td>
</tr>
<tr>
<td>Incubation</td>
<td>Desk Charging: The potential to apply a fixed charge per desk in an incubator model. This approach would introduce a simple regime where cost increases as clients grow, thereby making alternative premises cheaper. It would also enable accounting for desks offered at reduced terms (which could be subsidised by other funding. In the Rotterdam example, interns for client companies are provided with free space – a cost supported by the Municipality (as part of its social regeneration objective to open up employment opportunities to unemployed local people).</td>
</tr>
</tbody>
</table>
Element | Relevance of Creative Factory in the D&A Context
--- | ---
Network Development | Co-location of multi-use of space: The site of the Creative Factory includes a number of revenue generating uses, including the provision of space for external events (operated by the Creative Factory), a Cafe and catering (operated as a concession with income accruing to the Creative Factory), and a nightclub (operating on a lease with rental income accruing to the Municipality). This multi-use model could be applicable to the West Ward project proposals.

Business Development | Developing links to business: The Creative Factory developed close links with Rabobank, which included Rabobank taking a seat on the project board, and providing mentoring services and access to funding for viable business propositions.

### 4.3 Milan

#### 4.3.1 Fabbrica Del Vapore – Best Practices

The Fabbrica Del Vapore provides an example of a municipality-owned building that houses a genuine creative-focused incubator. As a former factory site, it’s activities are at a very large-scale, there are clear parallels with the West Ward building, although elements of best practice could be replicated elsewhere in the Dundee and Angus RIP.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Fabbrica Del Vapore in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incubation</td>
<td>The incubator has a detailed application process, which includes the involvement of expert input in the assessment process (provided by the Bosconi Business School). The relevant expertise to replicate this sort of applied process exists among Dundee and Angus partners (Dundee Business School – Abertay, and Univ of Dundee School of Business).</td>
</tr>
<tr>
<td>Property and Workspace</td>
<td>Fabbrica del Vapore provides a strong example of the local authority making use of a large former industrial site in its possession. The scale of the site enables large scale creative activity to be co-located (such as fashion shows, performance space, incubation space and supporting amenities).</td>
</tr>
</tbody>
</table>

### 4.4 Malmo

#### 4.4.1 Media Evolution/Media Evolution City – Best Practices

The Media Evolution/Media Evolution City project provides strong examples of practices for Dundee and Angus projects to potentially adopt. These include options for the creation of accelerator, business and network development activities.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Media Evolution (City) in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>The Media Evolution/Media Evolution City set up provides a model of how a strategic partnership can operate in a number of areas. Media Evolution is</td>
</tr>
</tbody>
</table>
### Potential Activity

<table>
<thead>
<tr>
<th>Relevance of Media Evolution (City) in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>not-for-profit company, which acts on a membership/subscription model, but owns (profit making) Media Evolution City</td>
</tr>
</tbody>
</table>

#### Incubation

MCE provides a support system designed to help accelerate the expansion of clients (established companies). This support system acts in 3 areas - market creation (business development), competency (learning), and meeting areas (developing network connections).

The financial model for MCE is supplemented by the inclusion on the ground floor of a restaurant and large bar area. MCE is the leaseholder to the whole building, and was actively involved on the design of available workspace. MCE find that its clients (who are mostly members of Media Evolution) are prepared to pay for a more suitable workspace offer. The availability of the restaurant and bar adds to the appeal of the building.

#### Network Development

Through its strong contacts with local businesses (many of them are network members), Media Evolution facilitates networking activities such as round-table meetings with business sectors, and regular social events (usually held in MCE).

### 4.4.2 MINC (Malmo Incubator) - Best practices

The MINC model is a strong example of an incubator model focused on start-up businesses. It also provides workspace for established companies, and operates in close partnership with Media Evolution (and Media Evolution City, which is around 500m away).

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of MINC in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Project is owned by the Municipality, but operated at arms-length by the project management. The board is business-focused and has no political or council representation.</td>
</tr>
<tr>
<td>Incubation</td>
<td>Operates an exclusive incubator programme on a rolling basis over 24 months. The intake is limited to 30 places, with key progression stages, and approximately 50% drop out (which triggers a new intake). The project operates a strong CPD programme for mentors – including regular visits to Stanford Univ to keep up to date with latest incubation thinking. The incubator also prioritises individual talents over the business idea – if the business fails, the incubator may offer further support to the individual to pursue a new idea.</td>
</tr>
<tr>
<td>Business Development</td>
<td>The incubation process at MINC prepares clients for international competition, and places an emphasis on speed to market. The international emphasis includes coordination of trade missions.</td>
</tr>
</tbody>
</table>

### 4.4.3 Ideon Innovation/The Creative Plot (Lund) – Best practices
Ideon innovation provides an example of how a multi-faceted model of incubation can work. Within Ideon Innovation, the Creative Plot is an small-scale incubator focused on the cultural end of creative industries.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Ideon Innovation/The Creative Plot in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Ideon Innovation is run by a profit-making subsidiary of the charitable foundation.</td>
</tr>
<tr>
<td>Incubation</td>
<td>Ideon co-locates incubators focusing on different sectors, and mixes university-linked and external start-ups. A key identified outcome is that the project has noticed that cultural companies are far quicker to market than tech companies. The incubator runs a model of 'excubation' - which are externally orientated, enterprise focused processes to support start-ups, requiring less management and control.</td>
</tr>
<tr>
<td>Network Development</td>
<td>The Creative Plot actively engages with creative community, seeking applicants</td>
</tr>
</tbody>
</table>

### 4.4.4 Danish Design Centre (Copenhagen) – Best Practices

The DDC is an independent, government funded organisation focused on collecting, communicating and testing knowledge on factors influencing design, and how design can be a driver for innovation and economic growth. It is included in the analysis as an example of an organisation that can fulfil this key role of developing the sector.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Danish Design Centre in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>The DDC has a prominent, strategic role with Denmark/Copenhagen, and it uses this influence in liaising with public sector to promote the use creativity to solve problems. This provides a model for the Dundee &amp; Angus Strategic Partnership to replicate.</td>
</tr>
<tr>
<td>Network Development</td>
<td>DDC engages with micro businesses in the CCI sector in an innovative way – bridging gap between established businesses, and ‘creative underground’</td>
</tr>
<tr>
<td>Business Development</td>
<td>DDC engages with micro businesses in the CCI sector in an innovative way, to help form consortia to be able to respond to public sector problems.</td>
</tr>
</tbody>
</table>

### 4.5 Beja/Lisbon

#### 4.5.1 LX Factory Best Practices

The LX Factory is a former factory site owned and managed since 2008 by a real estate investment firm, with no public sector involvement, thereby offering a sustainable model of a creative quarter,
which is now home to a range of creative and complementary uses - agencies, architectural practices, photography and fashion studios, combined with workshops, shops, catering, boutiques, hairdressers.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of LX Factory/Co-work Lisboa in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incubation</td>
<td>CoWorkLisboa – the entrepreneurial approach has been successful in securing services (such as broadband) provided under a sponsorship deals. It also provides a kindergarten service for clients.</td>
</tr>
<tr>
<td>Network Development</td>
<td>LX Factory – the location on the former factory site of a permanent large flexible events space provides significant impetus for creative activity. The project puts together an events programme to complement the creative activities on site – includes hosting Sunday street markets which are very popular for visitors and good for profile raising.</td>
</tr>
<tr>
<td>Property and Workspace</td>
<td>LX Factory – Private developers take on derelict post-industrial buildings and use a creative-led approach to drive a mix of complementary uses add to the vibrancy of the location.</td>
</tr>
</tbody>
</table>

### 4.6 Patras/Western Greece

#### 4.6.1 Patras/Western Greece – Best Practices

The Carnival Lab in Patras is a non-profit company established in the 1950’s and, each year acts as a hub for the city’s creative resources – both professional and voluntary, thereby offering some examples of practices potentially applicable in the Dundee and Angus context.

While the scale of the Patras Carnival is particularly large, the principle of using those events to drive creative activity and to develop creative businesses is certainly relevant to Dundee and Angus.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Carnival Lab in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Development</td>
<td>The use of an event as a critical economic driver for creative activity is considered to be an example of best practice.</td>
</tr>
<tr>
<td>Business Development</td>
<td>The Lab has an established a network of corporate sponsors, who provide support in recognition of both profile and economic activity that the event generates for the city. The practice of approaching the local business community for sponsorship support the establishment, continuation and even expansion of event activities is something that could be replicated.</td>
</tr>
</tbody>
</table>

### 4.7 Aviles

#### 4.7.1 Factoria Cultura Best Practices

The Factoría Cultura is housed in a former textile factory - bought and refurbished by the Municipality as a centre for cultural creation and production.
It provides an example of how a higher education faculty can relocate to a multi-use creative space as it now houses the local School of Ceramics, which is most prestigious in Spain. The new building is more appropriate than the previous location and offers the School potential for future expansion.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Factoria Cultura in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and Workspace</td>
<td>The project provides an example of combining creative production and consumption through bringing the artists/creators into closer contact/association with audience.</td>
</tr>
</tbody>
</table>

### 4.8 Medway/London

#### 4.8.1 Camden Collective Best Practices

Camden Collective is a subsidiary of Camden Town Unlimited, which is the local Business Improvement District (BID) company. It therefore receives around £600,000 per annum in core funding from the local business community, which offers a sustainable financial model for creative industries support for the short to medium term.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Camden Collective in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>The inclusion of key creative industries priorities in the objectives of the local BID demonstrate that the importance of the agenda can be shared by local (non-creative) businesses.</td>
</tr>
<tr>
<td>Incubation</td>
<td>The Camden Collective Incubator essentially hot-houses eight businesses over a three-month period</td>
</tr>
<tr>
<td>Business Development</td>
<td>Camden Collective provides active and hands-on business advice to clients, including mandatory quarterly progress review sessions for clients. CC has developed KPIs to measure business progression (and all new businesses are benchmarked)</td>
</tr>
<tr>
<td>Skills Development</td>
<td>The coding academy project offers intensive learning opportunities in relevant creative skills to young people not in education or employment.</td>
</tr>
<tr>
<td>Property and Workspace</td>
<td>Workspace is provided for free, which enables small companies to employ people. (Businesses leave when they get too big as they need more and private space). As a result, CC finds that clients don't often say they need funding. Free workspace needs to be considered in the Dundee and Angus context when considering that certain projects in Glasgow provide free space for start-ups.</td>
</tr>
</tbody>
</table>

#### 4.8.2 Cockpit Arts Best Practices
Cockpit Arts is an incubator focused on Crafts run by charity with a non-profit trading arm. It operates over 2 sites in London (one leasehold and one freehold). 93% of its income is generating through trading revenues, with a further 7% coming from private sponsorship, so it provides a wholly sustainable model of creative business incubation.

Cockpit Arts does not seek any public funding, and its only dealings with the public sector is the rent is pays to LB Camden for the lease on its main building.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Cockpit Arts in the D&amp;Ay Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incubation</td>
<td>Cockpit Arts has onerous application process, in which prospective clients need to demonstrate a strong understanding of business. Cockpit Arts has a strong mentoring scheme, with former clients and hand-picked advisors.</td>
</tr>
<tr>
<td>Business Development</td>
<td>Very strong business development support processes, including developing links to buyers. Cockpit Arts has also developed a micro-finance scheme, in partnership with a charity, which has a zero default rate.</td>
</tr>
</tbody>
</table>

### 4.8.3 Trinity Buoy Wharf Best Practices

Trinity Buoy Wharf offers a sustainable model of a creative place as it is self funding. The site was given by LB Tower Hamlets on long-lease to the Trinity Buoy Wharf Trust (a Charitable Foundation), which sub-leases the space to Urban Space Management (USM) on a commercial basis. As part of the arrangement, USM pay 25% of income to trust for arts development purposes.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Trinity Buoy Wharf in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Finance model helps generate funding for art, which increases the attractiveness/reputation of the place.</td>
</tr>
<tr>
<td>Network Development</td>
<td>A wide variety of events take place at Trinity Buoy Wharf, from weddings to exhibitions to film shoots.</td>
</tr>
<tr>
<td>Property and Workspace</td>
<td>USM offers space at a market rate to a number of different uses, some of which cross-subsidise artistic uses, thereby helping to create the objective of creating an interesting place through co-location of diverse activities.</td>
</tr>
</tbody>
</table>

### 4.8.4 London Accelerator Best Practices

London Metropolitan University control the charity that runs the London Accelerator, which combines commercially-let workspace with hatchery targeted at student spin-outs in tech and creative industries.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of London Accelerator in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>London Metropolitan University control the charity that runs the project.</td>
</tr>
<tr>
<td>Incubation</td>
<td>The London Accelerator’s approach to incubation (the Hatchery) involves an onerous application process.</td>
</tr>
</tbody>
</table>
22

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of London Accelerator in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development</td>
<td>The Accelerator is increasingly working with corporates to assist the hatchery process (either in-kind, or through sponsorship - many are investing large amounts in start-ups)</td>
</tr>
<tr>
<td>Skills Development</td>
<td>The project provides a variety of hands-on experiences for students in a commercial environment – this is important for students increasingly looking for active entrepreneurial and live commercial experience</td>
</tr>
</tbody>
</table>

### 4.8.5 Centre for Creative Collaboration (C4CC) Best Practices

C4CC is a department of the University of London that operates on an independent basis, but it relies on core funding from 4 separate Higher Education institutions so is not currently financially sustainable. Its purpose is to create a neutral, project-based pre-incubation space for clients that can demonstrate a connection to the University of London.

<table>
<thead>
<tr>
<th>Potential Activity</th>
<th>Relevance of Centre for Creative Collaboration in the D&amp;A Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Multi-institutional backing and the insistence of collaboration.</td>
</tr>
<tr>
<td>Incubation</td>
<td>Space attracts students and lecturers alike - many University staff use the space as they are unable to pursue project ideas within the confines of the university environment.</td>
</tr>
<tr>
<td>Network Development</td>
<td>C4CC has developed a programme of events - partnering with a number of linked associations and organisations, which acts as a marketing tool. C4CC has become a hub of a number of relevant networks through offering space to not-for-profit organisations (such as sector groups) for free. As events begin to be held at the venue, event attendees are introduced to the project causing the network to expand. This policy has the effect of marketing the project for free.</td>
</tr>
<tr>
<td>Property and Workspace</td>
<td>Flexible approach means that the rental arrangement per client depends on the business circumstances.</td>
</tr>
</tbody>
</table>

### 4.9 Concluding Points

The best practices observed in the study visit programme provide a number of very interesting examples that are potentially applicable in the Dundee and Angus context.

Many of these practices are complementary to the ideas provided by Dundee and Angus partners listed in Table 3.3.3. With their strong emphasis on incubation, strategic partnership and close coordination, the examples provided by the projects observed on the Malmo, Lund and Copenhagen study visit provide a particularly relevant set of examples that Dundee and Angus partners could seek to emulate.
Similarly, the post-industrial character of projects in Milan, Rotterdam and Lisbon provide examples for larger scale regenerative projects to potentially follow.

Additionally, the innovative and self-sufficient aspects of projects observed in London provide a useful template for creative industries development projects, particularly given the limited availability of public funding and further similarities in macro-economic and regulatory conditions between London and Dundee.

4.10 Dundee and Angus Priorities

4.10.1 Strategic Partnership

Despite that large amount of activities and strong prominence afforded to the sector in the Dundee and Angus region, there is a lack of a strategic approach to supporting Creative Industries development in the region, and there is no active delivery partnership working collaboratively towards common CCI development aims.

› The InCompass project has identified a number of effective and joined-up partnership approaches in the study visit programme.
› There is a clear appetite for active partnership working among Dundee and Angus partners to establish a strategic mechanism

4.10.2 Incubation

There is no current CCI-focused incubation space or programme in Dundee and Angus, either among HEI partners, the public sector or the private sector.

› There are a number of strong models for incubation of (different types of) creative businesses within the InCompass Project
› There are some incubation projects due to be established (D&A College incubator) or proposed (DC Thomson Accelerator)
› There is clear commitment from partners across the public, educational, private and not-for-profit sectors towards establishing a more collaborative, and effective structure for supporting the development of creative industries
› There is recognition among a number of partners that incubation support structures need to be more appropriate, more nuanced, and target cross-innovation (linking creative industries to other sectors)
› There is prioritisation among key partners for the establishment of a design-led approach to new business creation (which has been given impetus by the UNESCO City of Design award).

4.10.3 Network Development

There is currently a relatively strong events programme in the Dundee and Angus region, which can be enhanced through increased collaborative activity among partners – utilising, where possible methods observed from projects such as Media Evolution and the Centre for Creative Collaboration.
Best practice in Sweden (The Creative Plot) has also identified network development as a key requirement for new methods of incubation.

- Measures to enhance network development and networking activities should be a relatively achievable element of the emerging Regional Implementation Plan.

4.10.4 Business Development

As with current incubation, business development activity to support creative industries is not extensive, and many partners have flagged that some businesses at certain stages of progression are not catered for by current provision – which is through the Cultural Enterprise Office, Scottish Enterprise (for growth companies) and Business Gateway (generic support). The InCompass project provides several examples where creative businesses are provided with extensive business development assistance (Cockpit Arts and MINC) which have shown significant benefits in terms of helping to establish sustainable businesses.

- Dundee and Angus partners have displayed a strong interest in establishing similar business development capacity for the region as part of the Regional Implementation Plan.

4.10.5 Skills Development

Education and Learning is an established strategic priority for Dundee and Angus partners, and the InCompass project offers some strong examples of learning provision.

- The consultation process has highlighted several areas of potential improvement for skills development in support of the creative agenda, and these will be flagged as opportunities for future support in the Regional Implementation Plan.

4.10.6 Property and Workspace

The best practices observed in the InCompass project show some strong examples of innovative approaches to property use and workspace creation that are useful for the Dundee and Angus context – these include: Trinity Buoy Wharf, LX Factory and Camden Collective.

- Dundee and Angus partners have developed some proposals in reflecting on these examples which lay the basis for inclusion of creative activity in major developments going forward.
Section 5 – Regional implementation Plan

5.1 Approach

In the context of the InCompass project it is important that the Regional Implementation Plan (RIP) demonstrates the following:

- Introduction of new policy and/or activities, and/or changes in existing policy/activities to support creative industries development
- The influence of InCompass project in strategic decision making for local partners.

For project activities, either new or amended, the EU are particularly interested in those projects that show elements of best practices observed in the study visit process.

The key output of the InCompass project for each partner is the development of a Regional Implementation Plan (RIP). The RIP is, however, not specifically resourced from the outset (although potential resources for the plan are discussed in Section 5. below). In response to this, the approach for Dundee and Angus partners is suggested as follows:

- For the Regional Implementation Plan set out some headline themes to act as a framework for future activity to support the development of creative industries in the region.
- Where outline project proposals relating to those themes have been developed in the process of the Regional Implementation Group meetings and discussions, they are included in the RIP. Some of these outline projects will not require additional resource, and are the product of closely collaborative discussion between partners that have resulted in the potential to change partner policy.
- Where specific partner projects are underway, or in the process of being delivered (for example where resources have already been secured), they have also been included in the RIP to demonstrate current activities and the fit within the collaborative approach among Dundee and Angus partners that the RIP endorses.

It should be noted that the RIP in this context should be a living document, to be utilised and expanded appropriately in response to emerging priorities, ideas and opportunities for partner activity.

In the first instance, however, the framework approach should serve as a guide for joined up activities between partners, providing impetus for project proposals to be delivered where already resourced, and for project proposals currently requiring resource to be developed.

5.2 Structure

The structure of the Regional Implementation Plan is set out as follows:
Regional Priority Objectives
Headline Themes
Identified projects
Key delivery partners
Key resources and methods of delivery
Timeline for delivery

A summary of the Headline Themes and identified projects is included in Appendix 3.

5.3 Regional Objectives

The RIP proposes to utilise existing partner strategic objectives as a basis for proposed activities. These objectives include the following:

› For Dundee to be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people (Dundee Partnership Economic Strategy and Action Plan 2013-17)
› For Dundee and Angus partners to support growing creative businesses as a key sector of the economy
› For Dundee and Angus partners to support effective pathways into sustainable jobs.
› For Dundee Waterfront to underpin the city’s economic growth and enable creation of new local employment opportunities

5.4 Headline Themes

The development work on the Dundee and Angus Regional Implementation Plan (RIP) has led to the identification of a number of strategic themes, sets out as follows to form the framework for the RIP:

- Strategic Partnership
- Incubation
- Network Development
- Business Development
- Skills Development
- Property and Workspace

These themes provide a headline for a number of activities to include some outline projects to populate and deliver the RIP.

5.4.1 Strategic Partnership

The thematic strand provides a strategic overview of the creative industries in the Dundee and Angus region. This theme covers a number of key areas for the RIP including the conduit role between the sector and strategic partner organisations. Activities under this theme should include identifying
resources, management of the RIP, strategic linkages and ensuring joined delivery between actions against other strands.

5.4.2 Incubation

This key theme draws together partner priorities to provide that capacity for Dundee and Angus partners to help to develop new, innovative and sustainable creative business activity in the region.

5.4.3 Network development

This theme encourages the extension of collaborative activities to widen partner networks, and ensure recognition of the value of collaborative working.

5.4.4 Business development

The theme promotes the requirement to extend supporting activities for creative businesses to critical areas for business such as market intelligence, lead generation and development of customer base.

5.4.5 Skills development

The theme aims to increase the accessibility, availability and provision of specialist education and training support to complement the development of the creative industries agenda in the region. The provision of relevant skills will play a key role in the development of creative industries in the region. This activity strand set out the requirement to ensure that access to the appropriate level of training is available at the appropriate time for:

- Creative business and entrepreneurs
- Local people (including unemployed or under-employed)
- Students

5.4.6 Property and Workspace

This thematic strand links key partners with responsibility for physical development in the region to the creative community in a collaborative approach that aims to link expertise and requirements. It commits partners to collaborative working to find solutions to enable access for creative business activity to retail, workspace, event space, and exhibition space.

5.4.7 Cross-cutting points

While each of the suggested themes describe individually listed action areas, the following points should be understood in interpreting the detail below:
• Each of the themed activity areas are clearly and strongly interlinked
• Work undertaken under the Incubation theme will strongly influence the composition and structure of – in particular – the Network Development and Business Development activities.
• There is a strong case for a single coordinating organisation to play a pivotal role in each of the suggested projects (perhaps with the Strategic Partnership operating as a governing body, with key partner representation)
• The partnerships operating under themes should work closely together, with the Workspace Partnership operating as a subsidiary of the Strategic Partnership

5.5 Identified Projects

The following points set out a number of projects under the thematic activities strands outline above. These projects are either already underway, or put forward in an outline form at this stage.

For those projects in outline form, resources are not yet identified for delivery. These projects are therefore included at this stage for one or more of the following reasons:

• The project or projects are not anticipated to require significant resource above what currently exists within partner organisations.
• The project or projects are deemed to be of sufficient importance to be included at this stage, and are included to promote the principle of the project
• The project or projects are described to a level of detail to increase the likelihood of securing funding support in future.

To be consistent with the InCompass project approach, the project proposals are set out in a format that includes reference to:

• Links to InCompass project best practices
• Potential policy changes that would occur within partner organisations

5.5.1 Strategic Partnership

<table>
<thead>
<tr>
<th>Project</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project proposes to establish a formal strategic partnership to lead the development of creative industries in Dundee and Angus.</td>
<td>There is strong evidence in Dundee of a culture of collaboration, but there is an absence of a formalised structure to play a number of crucial roles for the development of the Creative sector.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project is suggested at this stage, but with active support of several key partners.</td>
<td></td>
</tr>
</tbody>
</table>

---
The partnership should be a formalisation of the strong existing collaborative ties that exist between regional partners. The format of the partnership is to be defined, although it be formed as a continuation of the Regional Implementation Group, and/or the Dundee Jam Tomorrow group (or a merger of the two).

The role of the partnership should be as follows:
- An organisation to provide strategic governance to the development of the creative industries in the region
- A conduit between creative industries representatives and key decision makers
- An advocate for the creative industries in the region, and a campaign lead on key issues relating to the sector
- An information sharing platform
- A mechanism for referral and facilitation collaborative activities

There needs to be agreement in principle from partners that there is interest in establishing a formal partnership as an initial step.

While the partnership needs to be considered on a formal basis, it will also be important to establish a position bridging the gap between creative industries and partner organisations. For this reason, the partnership should be established as an external structure to any of the large public sector or educational partners.

<table>
<thead>
<tr>
<th>Link to InCompass</th>
</tr>
</thead>
<tbody>
<tr>
<td>The InCompass project provides some strong examples of strategic governance – most notably in Malmo, where the MINC is owned by the Municipality, but the Municipality takes no active role in project management and has board representation. There is also a close relationship between MINC and Media Evolution.</td>
</tr>
<tr>
<td>As in Malmo, the local authority and key educational institutions in Dundee see the creative industries as critical to the future and reinvention of the local economy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dundee City currently has a Cultural Partnership, which is responsible for the development of the Cultural Strategy. While there is alignment between the work of the Cultural Partnership and the creative industries, the Cultural Partnership prefers to adopt a separate approach to the commercially-orientated creative industries sector. A more formal – and independent – strategic partnership for the development of creative industries could facilitate a role for partners and creative professionals in delivering both the Cultural Partnership and City Development/Regional economic development priorities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Resource Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>This project/activity strand should be delivered through existing resource of partners, with the addition of some administrative capacity for the coordinating partner.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Headline Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be decided – although any associated costs would be anticipated to be small.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERREG IVC</td>
</tr>
</tbody>
</table>
Creative Dundee is the organisation best placed to coordinate a formal partnership. Requires agreement from partners on the principle of an independent format for the partnership.

<table>
<thead>
<tr>
<th>Key Issues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Agreement from partners on agreeing the need for the partnership</td>
<td></td>
</tr>
<tr>
<td>- Agreement on the independent approach for formalising the partnership</td>
<td></td>
</tr>
<tr>
<td>- Ensuring a coordinated approach among strategic partners</td>
<td></td>
</tr>
</tbody>
</table>

5.5.2 Incubator Project

The establishment of an incubator (or incubators) in the Dundee and Angus region is a critical ambition of the Dundee and Angus Regional Implementation Plan. This reflects the views of a key partners in the development stage.

It should be noted that there are a large number of options as to how such an incubator project could be established. At this stage, the project is being developed using a number of principles as a starting point:

- Partners are committed to putting in place a collaborative structure to develop new creative businesses.
- There is a recognition among partners that ‘incubation’ needs to progress to match the emerging needs of new businesses – the proposal will not, therefore, replicate previous incubator models.
- For the incubator to be developed as a person-centric offer

The incubator will be an external project – operating outside of any one specific organisation. This reflects a number of factors including:

- Global trends and the growing recognition that an institutionally labelled incubator is not conducive with accessibility and collaborative activity
- The key importance of cross-innovation
- In the consultation, partners identify a need to work collaboratively outside of the bounds of respective organisations

A location for a new incubator (or incubators) is yet to be identified, although given that there are a number of options available, an assessment of those options as part of any future business case is not anticipated to be problematic. The incubator should work closely with existing (or forthcoming) facilities, including:

- Dundee Innovation Portal (science, technology, engineering)
- D&A College Incubator (sports development focus in partnership with Abertay University)
- Existing makerspaces - Dundee Makerspace, Maklab (from 2015), DJCAD makerspace, DCA
- Independent workspaces – Fleet Collective, WASPS, Vanilla Ink, Tin Roof
New Economy Incubator

The purpose of the project will be to assist and stimulate the development of the new businesses that will be the lifeblood of the emerging Dundee economy. From consultation with a number of Dundee partners, there is a clear recognition of the need to place creativity at the forefront of Dundee’s future, but this should apply the broadest definition of creativity, and be geared to enable cross-innovation (between sectors) as far as possible.

Using this collaborative approach, Dundee partners will develop an incubation process to support pre-start, start-ups and new ideas from existing business from:

- Multiple creative sectors
- Spinning out of universities
- Local people
- Ideas emerging from increased (cross-sector) networking activities in the area

The incubator programme could be based over several sites including:

- Existing privately run space
- Space within educational institutions
- New space

The incubator process will be design-led, and will recognise:

- That business ideas are emerging earlier (from students and younger people)
- The need for wrap-around advice and support
- That the incubation process should input understanding that skills need to be translated into commercial products/services
- That the process needs to be responsive and enabling (and potentially bespoke)

The incubator will be badged as a mechanism to kick start a new economy, drawing expertise from many partner inputs, without boundaries and with a strong international orientation.

<table>
<thead>
<tr>
<th>Project</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Economy Incubator project to establish an incubator (or Incubators) in the Dundee and Angus region</td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td>Strong interest from several partner organisations in developing an incubation environment that draws upon the key strengths in the region.</td>
</tr>
<tr>
<td>Description</td>
<td>The proposal is to establish an incubation environment that utilises the expertise of partner organisations in providing a support structure that is most appropriate to prospective start-ups.</td>
</tr>
</tbody>
</table>
The project is described as an environment as:
- It will not be confined to one location
- It can be applied to incubation projects within the partnership network
- The model draws in key support functions from partner organisations and could be applied on a virtual basis

<table>
<thead>
<tr>
<th><strong>Link to InCompass</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a number of best practice examples of incubator projects, or elements thereof, from the InCompass project that could be replicated in the Dundee and Angus region.</td>
</tr>
</tbody>
</table>

These examples include a number of low cost, and innovative practices, and it is likely that an emerging project could demonstrate a clear link a many of those practices – these include:
- Ideon Innovation (The Creative Plot)
- MINC
- Cockpit Arts
- London Accelerator
- Centre for Creative Collaboration

<table>
<thead>
<tr>
<th><strong>Policy Change</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The key policy change would be in implementing a collaborative incubation project between multiple partners.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Estimated Resource Requirements</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource requirements will dependent upon the scope of the incubation project – which includes:</td>
</tr>
</tbody>
</table>
  - Number of partners involved |
  - Number of locations (and relative cost thereof) |
  - Number of potential clients |
  - Extent of services provided |

From the workshop discussions that have taken place, they could be potential opportunities for the incubator to deliver elements of the Business Gateway contract.

<table>
<thead>
<tr>
<th><strong>Headline Costs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not clear at this stage. Some elements of the project are already costed and in train, such as the Dundee and Angus College incubator.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Lead Partner</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To be decided</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key Issues</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Agreement of partner involvement</td>
</tr>
<tr>
<td>• Agreement on strategy</td>
</tr>
<tr>
<td>• Agreeing preferences on priority areas/project approach</td>
</tr>
<tr>
<td>• Resource commitment from partners</td>
</tr>
</tbody>
</table>

It is likely that an incubation project could attract significant EU funding.
The incubation process will be established with a number of proactive approaches, including:

- Strong business development focus, including developing links to other growing sectors such as health (Ninewells) and STEM disciplines
- Networking as a point of principle, encouraging clients to develop contacts
- Pull economy principles
- Creative Dundee Directory, and enabling procurement opportunities
- Adding the approach of an Accelerator for appropriate growth businesses

The person-centric approach will focus on developing new business models, and encouraging clients to ‘fail-forward’ when ideas either become unworkable, or develop into new opportunities.

Figure 5.5.2.1: Basic Incubator Model

The incubator model will develop a basic model of incubation (as described in the schematic above), to resemble a process that resembles the schematic Figure 5.5.2.2 below.

The ideas for the incubator as in development stage at present, and will be heavily dependent upon scale and scope in its initial iteration. It will also be important for the incubator to become adaptable to changing needs and requirements of clients, which means that the incubator process will be in constant development.

Partners have identified a number of potential resources options for the project, including:

- EU funding – Interreg Europe, H2020, Creative Europe
- Research funding - AHRC
5.5.3 Network Development

### Project/Activity Strand
Coordinate and enhance the networking activities associated with developing creative industries in the Dundee and Angus Region.

### Status
At this stage, this is a suggested project, but one that would make use of, and enhance the significant amount of (varied) network development networking activity already taking place in Dundee and Angus. This includes the Pecha Kucha nights and Meet and Mix events coordinated by Creative Dundee (with the Chamber of Commerce).

### Description
This project proposal would seek to establish several principles among partner organisations with an active role in supporting network development activity, including the following:
- Database coordination and cross-promotion
- Cross-innovation
- Coordination of activities
- Use of crowd projects

The Meet and Mix events referred to above already demonstrate some of these principles. There is interest from partners in Angus about replicating this approach.

### Link to InCompass
The Centre for Creative Collaboration demonstrated an effective mechanism for extending its network by offering free use of the premises for not-for-profit organisations. Media Evolution City facilitates an active programme of network activities through:
- Coordinating a partnership network of creatives in the region
- Locating a large restaurant on-site and facilitating a programme of events
- Working with partner bodies (such as MINC) on international trade missions

Policy Change
Partners would be required to sign up to a coordinated network development approach. The next progression of this principle would be to agree a partner organisation to act as a coordinating body.

Estimated Resource Requirements
As with the strategic partnership, this activity strand would be unlikely to require significant extra resource as the majority of activity would utilise existing capacity within partner organisations.

The activity strand could benefit from a coordinating body, which may require additional administrative capacity, web and database management support.

Headline Costs
To be decided

Lead Partner
Given its key delivery role in the We Dundee project, and its current work with the Chamber of Commerce on Meet and Mix, Creative Dundee would be a likely candidate to lead a Network Development activity strand.

Key Issues
Consensus among partners to coordinate network activities.

### 5.5.4 Business Development Project

<table>
<thead>
<tr>
<th>Project</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Business Development project to provide support for Cultural and Creative Industries in Dundee and Angus.</td>
<td></td>
</tr>
</tbody>
</table>

**Status**
The project is at an Idea stage, with business development assistance is considered to be a critically important element of support for creative businesses, but not readily available in the region.

**Description**
The project would establish capacity to focused on assisting new (and existing) creative businesses with progressing the business. This support would include:

| The additional business development capacity could be located within partner organisations, a stand-alone new |
- Providing market intelligence
- Developing relationships with buyers
- Opening up opportunities to utilise partner resource in delivering projects (on a socially entrepreneurial basis where possible)

The project could operate with staff and/or contracted consultants.

**Link to InCompass**

Strong examples of business development support to creative businesses are provided by:
- MINC – mentoring and innovative business planning assistance
- Cockpit Arts – developing relationships with buyers
- Camden Collective – regular monitoring support

Cockpit Arts published an annual report ([www.cockpitarts.com/out-research](http://www.cockpitarts.com/out-research)) detailing the commercial performance of the project, which also demonstrates the effectiveness of the service, by showing the relative trading performance of clients.

**Policy Change**

A business development project is likely to require the support of key partners (Dundee City Council, Scottish Enterprise and the educational institutions) to utilise an external project for project delivery.

**Estimated Resource Requirements**

Resource requirements would be dependent upon the number of staff required for a business development project.

**Headline Costs**

To be identified. Costs would primarily be associated with salary or consultancy fee of business development staff.

**Lead Partner**

To be identified

**Key Issues**

- Requirement to obtain resource to pay for expertise.
- Identifying appropriate expertise to establish the service

### 5.5.5 Skills Development

<table>
<thead>
<tr>
<th><strong>Project proposals</strong></th>
<th><strong>Comment</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The additional project proposal for this theme suggests that Dundee and Angus partners replicate the ‘Coding Academy’ project operated by Camden Collective. There are existing projects that can be drawn into this strand, which include:</td>
<td></td>
</tr>
<tr>
<td>- Visual Effects Academy – partnership project between University of Abertay, D&amp;A College and Tayscreen.</td>
<td></td>
</tr>
<tr>
<td>- Digital inclusion training project (DCC)</td>
<td></td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>The ‘Coding Academy’ proposal is a suggestion at this stage.</td>
</tr>
</tbody>
</table>
Description

The project would seek to establish a series of strands of activity which were intended to provide accessible, flexible and appropriate training courses directly targeted at key creative business opportunities. These courses can be specifically targeted (as with the examples above), or more generic – such as improving enterprise skills, social entrepreneurship or employability. Project proposals as a point of principle should be collaborative – and developed in partnership.

Link to InCompass

The Camden Collective ‘Coding Academy’ project demonstrates the type of project that can be established. This project targets young people not in education, training or employment and puts them on a 12-week crash course in computer coding, demonstrating a project that can provide relevant skills and address accessibility issues at the same time.

Policy Change

To be identified

Estimated Resource Requirements

To be identified

Headline Costs

To be identified

Lead Partner

To be identified

Key Issues

3.4.5 Property and Workspace

Projects

As a first step, it is proposed to establish a Property and Workspace partnership to identify deliverable actions to support the joint objectives of creative industries development, and enabling successful development of key city sites.

The Angus Council Stalled Spaces project, due to begin in 2015, should also be included as a project strand.

Comment

A workshop has already taken place between representatives of City Development, Scottish Enterprise and Creative Dundee, which agreed to put in place a collaborative approach.

Status

There is agreement among partners to begin working collaboratively on delivering a small number of initial activities.

Description

In Dundee, development of Dundee Waterfront, the District 10 plans, and the natural built environment of city centre provide a number of opportunities to provide spaces for creative activities – either workspace, gallery, retail or events space.
The partnership arrangement will seek to utilise existing resources (such as large scale contract buying power) to provide small scale renovation works to open up creative space, in return for referral of creative uses to ‘shop window’ prominent commercial spaces in temporary and permanent spaces in the forthcoming waterfront development.

It also seeks to utilise available resources for feasibility work and temporary structures – through Scottish Enterprise, to enable meanwhile activities on the District 10 site.

The project will also look to link in the Angus Council Stalled Spaces project which begins in 2015, and a number of charity-led property projects that will take place in Dundee in 2015.

**Link to InCompass**

The InCompass project provides a number of examples of partnership working and deals to enable sites to be utilised by creative industries – London Accelerator being one model where two organisations (London Metropolitan University and Hackney College) work in partnership to bring into use a building.

There is no exact match of the proposals in this project to an example in InCompass however.

**Policy Change**

Dundee City Council and Scottish Enterprise both proposed to actively work with the creative community (via the Creative Dundee conduit) to alter their delivery approaches to increase the amount of local creative activities in the large scale developments.

**Estimated Resource Requirements**

The collaborative approach suggested means that the projects can happen with existing resources.

**Headline Costs**

Negligible

**Lead Partner**

Dundee City Council/forthcoming strategic partnership.

**Key Issues**

Identifying suitable creative activities.

### 5.5 Key delivery partners

The delivery partners for the Dundee and Angus Regional Implementation Plan are as follows:

- Dundee City Council
  - City Development
  - Assets and Property
- Dundee and Angus College
5.6 Key Resources and Method of Delivery

<table>
<thead>
<tr>
<th>Themeatic Activity Strand/Project</th>
<th>Key Resources</th>
<th>Methods of Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>› Time of existing partner representatives&lt;br&gt;› Additional resource to cover administrative elements</td>
<td>› Regular meetings&lt;br&gt;› Blogs&lt;br&gt;› Lead development of other project plans set out below</td>
</tr>
<tr>
<td>Incubation Project</td>
<td>Depending on scope - external grant funding (EU/research)&lt;br&gt;› DJCAD&lt;br&gt;› Abertay University&lt;br&gt;› ENET&lt;br&gt;› DCC (Forthcoming) D&amp;A College incubator&lt;br&gt;Dundee Makerspace&lt;br&gt;Maklab</td>
<td>Options include:&lt;br&gt;- Low cost – work with existing spaces (incubators, maker spaces and independent workspaces)&lt;br&gt;- Funded – allocate expert assistance according to extent of available resource&lt;br&gt;- Expand space available by utilising low-cost central options (ie. Vision building/West Ward/Tay Lane.)</td>
</tr>
<tr>
<td>Network Development</td>
<td>› Time of existing partner representatives&lt;br&gt;› Additional resource to cover administrative elements</td>
<td>Coordination and extension of the current networking and events programmes in Dundee</td>
</tr>
<tr>
<td>Business Development</td>
<td>Dedicated professional resource to work with creative businesses.</td>
<td>tbc</td>
</tr>
<tr>
<td>Skills Project</td>
<td>As allocated in existing projects</td>
<td>D&amp;A College/Abertay University/Tayscreen project</td>
</tr>
<tr>
<td>Potential ‘Coding Academy’ project</td>
<td>D&amp;A College/ DCC / Universities/ Skills Development Scotland/ Jobcentre Plus</td>
<td>Work with DCC Employability programmes to identify disadvantaged groups to receive training.</td>
</tr>
<tr>
<td>Workspace and Property Project</td>
<td>Staff within City Development, Scottish Enterprise and Creative Dundee</td>
<td>Collaborative action&lt;br&gt;Leverage of buying power with contractors</td>
</tr>
</tbody>
</table>
### 5.7 Timeline for delivery

<table>
<thead>
<tr>
<th>Project/Activity Strand</th>
<th>Estimated start dates</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnership</td>
<td>Q4 2014/15</td>
<td>› Can the RIG be developed into the board for the Strategic Partnership?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>› And then agree appointment of Creative Dundee as the coordinating body?</td>
</tr>
<tr>
<td>Incubation Project</td>
<td>2015</td>
<td>Further development work, and identification of solid funding opportunities are needed.</td>
</tr>
<tr>
<td>Network Development</td>
<td>Q1 2015/16</td>
<td>Current activities can continue, but extended provision is dependent upon forthcoming resource.</td>
</tr>
<tr>
<td>Business Development</td>
<td>Tba</td>
<td>Agreement from partners required.</td>
</tr>
<tr>
<td>Skills Project</td>
<td>Q4 2014/15</td>
<td>As set out in project plans</td>
</tr>
<tr>
<td>Workspace and Property Project</td>
<td>Q4 2014/15</td>
<td>Collaborative action</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leverage of buying power with contractors</td>
</tr>
</tbody>
</table>