

Dundee Tourism Action Plan 2025–2030



Dundee Tourism Leadership Group, March 2025

Introduction

This document contains three sections:

- 1. A brief summary of the Strategic Priorities** as set out in the Dundee Tourism Strategy 2025–2030, which was approved in November 2024.
- 2. An Action Plan for year 1 (2025).** The actions here have been considered both necessary and achievable in order to make progress towards delivering the Strategy in the first year, and to build momentum for delivery in the years that follow.
- 3. An Action Plan for years 2 to 5 (2026–2030).** The actions for this period will help Dundee to deliver transformations to the visitor experience, business development and to meeting the city's sustainability goals, among other areas. At the end of year 1, any actions that are ongoing, or in need of further attention will be brought into the Y2–5 plan.

Each section of the Action Plan follows the 4-pillar structure of the five-year Tourism Strategy approved in November 2024, and was compiled based on the outputs of the TLG workshops held in 2024 in Dundee, further conversations with VisitScotland in January 2025, as well as UK and international benchmarks.

Please note that the proposed lead organisations and timelines are indicative, pending critical inputs from key stakeholders.

Section 1

**Summary of Dundee's
Four Strategic
Priorities for Tourism**

Summary of Dundee's Four Strategic Priorities for Tourism

The four priorities below are shaped around the four priorities set out in Scotland Outlook 2030, the national tourism strategy. For more information, please see the Dundee Tourism Strategy 2025–2030.

1. Help Dundee's people to prosper from a thriving visitor economy ('Our Passionate People')	2. Create and develop a thriving city together ('Our Thriving Places')
• Residents as part of the experience • Increasing jobs and enhancing skills • Monitoring resident sentiment on tourism • Supporting social sustainability (e.g. by supporting vulnerable communities) • Development of TLG and revitalisation of DTP	• Supporting major investment to boost Dundee's appeal as a destination • Creating an enhanced sense of place for visitors • Increasing the appeal of the city centre plus neighbourhoods such as the West end and Broughty Ferry to make the offer 'stickier' • Supporting the development of events • Maximising the value of cruise tourism to the city • Minimising tourism's environmental impact
3. Engage visitors with high-quality experiences that play to our strengths as a city. ('Our Memorable Experiences')	4. Build business resilience, sustainability and profitability in Dundee's visitor economy. ('Our Diverse Business')
• Enhancing the visitor journey • Developing more bookable experiences • Positioning the city more effectively in our key markets • Shaping perceptions about the city through tourism • Boosting the impact of business event extenders in the city • Boosting the impact of visitors who are visiting friends and relatives	• Carrying out research on visitor profiles & regular sharing of insights • Product and market diversification • Improving links with the surrounding region through Scotland's Tay Country • Boosting 'buy local' through focussing on the provenance of food and drink

Section 2

Dundee Tourism Strategy Year 1 Action Plan

Action Plan for Year 1 (2025)

The following table presents a series of actions to be delivered in Year 1. It is important to note that this table is not exhaustive. In parallel to these actions, a number of additional processes should run in parallel, that will help boost tourism in the longer term and prepare the ground for the successful delivery of actions in Years 2 to 5. These processes include:

Updated/refreshed city branding, with associated narrative and brand assets that tourism stakeholders can easily adopt

Pride of place campaign for local residents

Stimulating demand among residents of the Dundee city region

Checking and optimising data collection among visitor economy businesses

Gearing up for an increase in cruise ship calls in 2026

Optimising the shared events calendar via Marketing sub group, to boost visitation from UK/international visitors and add bednights in the city

Continually strengthen the relationship with VisitScotland, taking advantage of Dundee's strategic positioning as a cool, emerging city destination.

Dundee Tourism Action Plan: Priority Actions for Year 1		
Strategy area of action	Specific Actions	Lead organisation(s) [Indicative]
Addressing skills gaps (1C)	i. Carry out a capacity building audit through surveys or focus groups among Dundee Tourism Partnership members to identify which common skills issues local businesses struggle with the most.	DTP
Engage residents in decision making on tourism (1D)	i. Ensure that the Dundee Tourism Strategy and Action Plan is publicly available and promoted to media with a point of contact for enquiries.	DTP
Creating and sharing content based on Dundee's strengths (2B, 2D)	i. Ensure that visitor focused collateral and itinerary maps such as Eat Drink Dundee are kept up to date and distributed to relevant businesses/attractions such as VisitScotland, STC, DTP etc.	DCC / TLG Marketing sub group
	ii. Improve SEO and work with design/creative makers and influencers whose content will resonate with Dundee's tourism offer in order to improve city's visibility among their audiences.	TLG Marketing sub group
	iii. Include major events occurring in the city centre in tourism promotion channels (website, social media) ie. Food Festival.	DCC/Visit Dundee (VisitDundee)
	iv. Encourage all event organisers to ensure that their event is added to Data Thistle in order to facilitate exposure through national and local channels.	TLG Marking sub group
	v. Highlight the city's proximity to key places of interest in the city-region, including St Andrews, Glamis Castle, the Cairngorms National Park and outdoor adventure sites, along with proximity to Edinburgh and value of accommodation options in Dundee.	(VisitDundee)

Dundee Tourism Action Plan: Priority Actions for Year 1

Strategy area of action	Specific Actions	Lead organisation(s) [Indicative]
Support the delivery of the City Centre Investment Plan while encouraging visitors to explore the city more widely to extend their stay (2C)	i. Strategically promote the city centre and waterfront, highlighting specific events and city centre zones with an attractive offer for visitors	TLG
	ii. To make the tourism offer stickier, strategically promote areas beyond the city centre and waterfront that have a strong proposition for visitors to spend time exploring (i.e. with a unique identity, iconic buildings, scenery, businesses of interest, as well as distinctive places to eat and drink), and include information on tourism promotion websites. [Provisionally, Broughty Ferry and Dundee West End have been highlighted for this].	TLG Marketing sub group / DCC / VisitDundee
Product development (2B, 3B)	i. Work with businesses to increase bookable product, playing to the city's strengths in design, creativity and food & drink.	TLG/VS
	ii. Identify opportunities for developing bookable product (e.g. behind the scenes tours, hands-on workshops, masterclasses, 1:1 tuition, try-out sessions).	
	iii. Develop a product development plan around these opportunities to ensure they are ready for market and well positioned to current and potential visitors.	
	iv. Guide Dundee tourism businesses and attractions in providing up to date accessibility information online (including on AccessAble).	
Improve product visibility and bookability (3B, 3F, 4B, 4E)	i. Deliver training and create associated resources that will guide Dundee businesses on being easily discoverable online.	STC/DCC/Creative Dundee/TLG/VS
	ii. Increase the number of Dundee tourism businesses that are travel trade ready and using the Scotland's Tay Country Travel Trade Toolkit.	DCC/STC/VS
	iii. Improve the distribution of existing bookable experiences that appeal to national and international audiences via travel intermediaries and OTAs.	STC DTP [supported by VS]

Dundee Tourism Action Plan: Priority Actions for Year 1

Strategy area of action	Specific Actions	Lead organisation(s) [Indicative]
Help visitors and industry to reduce the environmental impact of tourism in the city (2G)	i. Ensure the tourism sector is represented at Sustainable Dundee and plays an active role in delivering the Climate Action Plan.	TLG, supported by VS
	ii. Identify businesses in tourism, hospitality and retail that have an exemplary approach to implementing sustainable business practices.	TLG, supported by VS
	iii. Develop an online consumer guide (for inclusion on Dundee.com) on 'How to visit Dundee Sustainably', including: tips on using low-carbon transport to travel to/ from Dundee; practical information for visitors on using local public transport; active travel to reach key attractions/places of interest; local businesses that implement sustainable practices.	TLG Marketing sub group
Improve positioning of city product towards UK and international audiences (3C)	i. Ensure Marketing sub group actively promotes opportunities to benefit from wider press and marketing opportunities and resources including those with VisitScotland	DCC / regional partners
	ii. Review and refresh Dundee tourism narrative.	TLG Marketing sub group / DTP
	iii. Share the new Dundee destination film (in production Q1 2025) on official promotion channels, and encourage businesses across Dundee to do so.	

Dundee Tourism Action Plan: Priority Actions for Year 1

Strategy area of action	Specific Actions	Lead organisation(s) [Indicative]
Improve understanding of visitor profiles and preferences (4A, 4D)	i. Use DTP and other suitable business forums to gather and disseminate insights on visitor profiles and behaviour in the city.	TLG, DTP
	ii. Carry out research to understand in greater depth the profile of <i>potential</i> visitors to Dundee (e.g. perceptions, expectations, motivations and barriers to travel, media consumption).	TLG, guided by VS
	iii. Ensure that Dundee tourism businesses are aware of and have easy access to existing market insights covering Dundee (e.g. VisitScotland visitor survey 2023, STEAM data) and understand what these mean for them.	DTP
Boost collaboration with other East Coast destinations (4F)	i. Proactively facilitate collaboration opportunities with regional and East Coast destinations and businesses to ensure Dundee stakeholders understand and are able to capitalise on the opportunity.	TLG, STC
	ii. Support through fam trips with key partners such as Scotrail, as well as networking events for key travel trade and city businesses.	TLG, STC, DCC
Support the existing tourism workforce with continuous professional development opportunities to enhance job satisfaction and retention (1C)	i. Carry out a capacity building audit through surveys or focus groups among Dundee Tourism Partnership members to identify which common skills issues local businesses struggle with the most.	DTP/DCC

Section 3

**Dundee Tourism Strategy
Year 2–5 Action Plan**

Strategic Priority 1: Help Dundee's people to prosper from a thriving visitor economy ('Our Passionate People')			
Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Create greater opportunities for Dundee's residents to become part of delivering the tourism experience (as employees, entrepreneurs, volunteers, or ambassadors) (1A)	i. Continue with visitor welcome initiatives such as the Cruise welcomers, by attracting Dundonians from different age groups and backgrounds.	DCC	Y2–3
	ii. Develop a campaign to celebrate the city's welcoming nature, and the everyday interactions between visitors and local residents [part of increasing local pride of place, action area 2D].	TLG marketing sub-group	Y2–3
	iii. Connect with local NGOs and social enterprises to explore opportunities for local residents, including those from vulnerable backgrounds, to participate in visitor welcome schemes. In the longer term, explore the potential to establish a bespoke Dundee visitor welcomer scheme (similar to EastSide Greeter programme, Belfast).	DCC	Y2–3
Highlight diverse opportunities for local people to develop their career and boost their skills through the visitor economy (1A)	i. Building on existing work of Dundee City Council, Dundee & Angus College and Skills Development Scotland (SDS), identify and collect success stories from local residents who are already developing their career in Dundee's visitor economy sector.	DTP/DCC	Y2–3
	ii. Work with local media to share stories of 'local heroes' and prominent local tourism businesses, showing behind the scenes, explaining career paths and highlighting career opportunities, and demonstrate the growth and impact of the city's visitor economy.	DTP/DCC	Full 5Y period ongoing

Strategic Priority 1: Help Dundee's people to prosper from a thriving visitor economy ('Our Passionate People')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Support the existing tourism workforce with continuous professional development opportunities to enhance job satisfaction and retention (1C)	i. Carry out a capacity building audit through surveys or focus groups among Dundee Tourism Partnership members to identify which common skills issues local businesses struggle with the most.	DTP/DCC	Y2
	ii. Create communication channel with Dundee's tourism business – potentially through the refreshed Dundee Tourism Partnership – and regularly share training opportunities offered by Skills Development Scotland, VisitScotland, local higher education establishments and other relevant organisations, to ensure DTP businesses understand the potential value of tourism to them.	DTP/DCC	Full 5Y period ongoing
Ensure that local people have the opportunity to participate in decision making about tourism in Dundee (1D)	i. Celebrate the distinctiveness of Dundee's neighbourhoods by creating engaging authentic content to help both visitors and locals to get under the skin of the city. For example, launch 'be a tourist in your own city' campaign with comprehensive guides to hidden gems and lesser-known attractions, encouraging local exploration, including amplifying content from local influencers to inspire others.	TLG Marketing sub group TLG	Y2–3
	ii. Understand barriers and difficulties of public consultation through a survey of focus groups with local residents to hear about what might encourage them to be more involved in tourism decision-making.	DCC/DTP/TLG	Y3–5

Strategic Priority 1: Help Dundee's people to prosper from a thriving visitor economy ('Our Passionate People')			
Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Ensure that Dundee tourism achieves a stronger, more positive impact that benefits the city's communities (1E)	i. Continue the match-making between Dundee's third sector (local charities, social enterprises, community and voluntary groups) and tourism businesses, deepening resource sharing and scaling up existing initiatives. e.g. for meeting space, food donation, gardening volunteering, etc.	DVVA	Y1
	ii. Promote local-owned tourism business through existing channels in the formats of local stories spotlight, review highlights, and booking recommendations, etc.	TLG Marketing sub group	Y1–2
	iii. Identify best practices of social philanthropy among tourism businesses in Dundee (e.g. hospitality businesses that donate to local food banks and soup kitchens), and share the stories for others to get involved in.	TLG Marketing sub group / DTP	Y2
	iv. Work with VisitBelfast and other best practice examples to identify relevant social impact initiatives such as Changing the Menu for Good .	TLG	Y2
	v. Ensure for-profit tourism businesses have visibility of relevant donation campaigns to local charities, and pull together to get behind these as a sector where appropriate.	TLG Marketing sub group	Y2–3
	vi. Initiate direct social impact delivery through city-based corporate social responsibility programmes; set up measurable metrics to demonstrate social impacts; set up support mechanisms to enable the city's communities to take programmes forward organically and sustainably.	DCC/DTP/TLG	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')			
Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Enhance the value of cruise ship calls (2F)	i. Ensure that cruise lines and dockside ambassadors are kept updated about new tourism developments in the city (new products, exhibitions, F&B offer), including fam trips of venues and tours throughout the year.	DCC	Y2 onwards
	ii. Explore expanding the cruise welcomer scheme to be more inclusive, with specialist skills and knowledge, including guiding pax with accessibility needs.	DCC	Y2 onwards
	iii. Gather insights that will inform market and product development by collecting feedback from tour operators and cruise lines and carrying out dockside visitor satisfaction surveys.	DCC/Forth Ports	
	iv. Explore partnership opportunities with Cruise Forth and Cruise Scotland to develop a targeted sales plan and carry out promotion in major UK and international cruise events.	Forth Ports	Y2 onwards
Support the case for investment in key assets such as the Waterfront and Eden Project Dundee, whilst balancing big-draw attractions with existing arts, culture and attractions offer and smaller points of interest to share resources and attention (2A)	i. Ensure that TLG representative(s) participate in planning and funding discussions related to key tourism assets and have the tools to effectively make the case for investment when required.	DCC	Full 5Y period
	ii. Continue to ensure that the value of existing arts, culture and attractions, particularly smaller attractions, is well understood alongside big-draw attractions.	TLG	Full 5Y period
	iii. Facilitate knowledge sharing between big-draw attractions and smaller attractions on audience insights and visitor profiles, e.g. how to collect data on visitors, visitor spend, to enable evidence-informed decision making across the industry.	DTP/TLG/ Waterfront/ VADundee	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Reflect Dundee's UNESCO City of Design designation and its thriving community of creatives; place arts and culture, design and the creative industries at the centre of the visitor experience, giving a sense of place and creating opportunities for play and interaction (2B)	i. Work with the local creative community to: - Identify opportunities for developing bookable product (e.g. behind the scenes tours, hands-on workshops, masterclasses, 1:1 tuition, try-out sessions). - Develop a product development plan around these opportunities to ensure they are ready for market and well positioned to current and potential visitors. - Explore what other exhibition and artistic spaces (e.g. Generator Projects, Wasp Studios) could be prepared to accept visitors, in order to expand product range.	STC/DCC/Creative Dundee/TLG/VS [needs discussion with VS to agree the most effective approach]	Y2
	ii. Review the UNESCO City of Design visitor journey and key visitor touchpoints in the city from arrival to departure; identify opportunities for public realm activation and improvements. e.g. at the station, key locations for street art, public seating areas.	DCC	Y2–3
	iii. Expand UK and international visibility of the Dundee Design Festival.	DCC/Unesco event partners	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
2B (cont'd). Reflect Dundee's UNESCO City of Design designation and its thriving community of creatives; place arts and culture, design and the creative industries at the centre of the visitor experience, giving a sense of place and creating opportunities for play and interaction	iv. Through the city's tourism promotion channels: • Celebrate Dundee's design icons such as buildings, people, flagship projects. • Ensure that innovations/improvements to local quality of life and public services resulting from UNESCO-related projects running in the city are also promoted through tourism challenges, to reinforce design and creative community as a brand asset. • Improve SEO and work with design/creative makers and influencers whose content will resonate with Dundee's tourism offer in order to improve city's visibility among their audiences. Ensure that language and imagery are appealing and accessible to audiences who are new to/curious about the design world.	TLG Marketing sub group	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Work with local businesses and communities to increase the visibility and appeal of specific neighbourhoods for visitors, to spread the impact of tourism more evenly throughout Dundee e.g. Broughty Ferry, West End, while recognising City Centre Plan ambition (2C)	i. Revive 'Shoreline Path' branding of National Cycle Route 1 and ensure that it is presented attractively and with practical information (see earlier concept work from Marking sub-group in recent years).	DCC	Y2
	ii. Update wayfinding points in the city (info boards, signage, paper guides) to reflect the diversified offer available beyond the city centre.	DCC	Y2–3
	iii. Work with community stakeholders to define neighbourhood narratives, drawing out key characteristics to inform future campaigns and clustering initiatives.	DCC	Y3–5
	iv. Work with local businesses in these areas to ensure that they are aware of the tourism opportunity, and that they are engaged in relevant marketing activity, such as providing content, storytelling for visitors, amenable opening hours, etc.	TLG / West End BF Traders' Association	Full 5Y period
	v. Ensure that VisitDundee website and social media channels are regularly updated with content (photos, videos, curated itineraries) that highlights the full geographic scope of the city and how easy it is to explore, and how exploration is the key to discovering authentic local businesses with a story to tell. [Includes links to VisitBroughtyFerry.com for example.]	VisitDundee	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
In line with City Centre Strategic Plan, create new reasons for residents and visitors to visit the city centre more frequently e.g. leisure and hospitality (2D)	i. Include major events occurring in the city centre in tourism promotion channels (website, social media).	DCC Visit Dundee	Y1
	ii. Support the set-up and delivery of an inclusive, long-term civic pride campaign. In tourism terms, this could include celebrating: landmarks that attract visitors to the city; iconic local businesses, local heroes and those working in the tourism sector (e.g. Ambassadors, key staff at attractions). Use place activation in and around the city centre to encourage local residents and visitors to visit the city's most cherished landmarks.	DCC & multi-stakeholders	Y2
	iii. As part of the Festivals & Events Group, help explore opportunities to distribute events strategically at different locations around the city centre in order to spread their economic impact.	Festivals & Events Group	Full 5Y period
Support delivery of the Events Strategy, in doing so change perceptions of the city and continually attract new audiences (2E)	Considering below actions cited in Dundee Events Strategy: • 'Tourism stakeholders will work together to attract and host a mix of events including sport, music, culture, art that are authentic to the city, vary in scale, and are sustainable. • Advocate for a calendar of seasonal events throughout the year, balancing activity to support the city's economy. • Give priority to events which align with the city's characteristics and strengths to promote key messages and enhance perception of the city. • Identify the quieter periods in the city for the tourism and hospitality sector and seek events which could develop and enhance the offer during these periods.		

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Support delivery of the Events Strategy, in doing so change perceptions of the city and continually attract new audiences (2E)	This action plan proposes:		
	i. Work with Festival & Events Group to identify which elements (F&B, entertainment) could be added to existing programmes and increase visitor bed nights.	Festival & Events group	Y2
	ii. While all venues and organisations have to add their events to Data Thistle, ensure these events are well curated online, with appropriate SEO to help potential visitors find them. Support local businesses in sharing these too.	DCC / TLG Marketing sub group	Y2
	iii. Pending outcome of above research, support Festival & Events Group to develop relevant events ie. one main recurring low-season event with UK appeal, one main recurring event with international appeal (this could involve enhancing an existing event or developing a new one).	TLG/DCC	Y2-3
	iv. Coordinate events diary with city's accommodation providers to help them build packages around popular events.	Individual members of TLG	Full 5Y period

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')			
Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Ensure that the city obtains maximum value from cruise ship calls, while mitigating any visitor management issues that these may have (2F)	i. Refresh the promotional materials for cruise lines and passengers in line with the refreshed city brand and tourism promotion brand (once available). (Consider creating a dedicated microsite to guide cruise passengers and prospective cruise lines).	DCC	Y2–3
	ii. Explore expanding the cruise welcomer scheme to be more inclusive, with specialist skills and knowledge, including guiding pax with accessibility needs.	DCC	Y2–3
	iii. Gather insights that will inform market and product development by collecting feedback from tour operators and cruise lines and carrying out dockside visitor satisfaction surveys.	DCC/ Forth Ports	Y2–3
	iv. Use these insights, as well as cruise industry updates to carry out training / info sessions to help local businesses to understand the characteristics of the cruise market so they're better prepared to meet cruise visitors' needs.	DCC/DTP	Y2–3
	v. Continue to explore opportunities with Forth Ports to expand visitor servicing at the Dundee cruise terminal to include expanded retail offer, sponsored advertising from local tourism businesses, in order to encourage visitors to explore the city as widely as possible and spend more.	DCC / Forth Ports	Y2–3

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
2F (cont'd). Ensure that the city obtains maximum value from cruise ship calls, while mitigating any visitor management issues that these may have.	vi. Explore partnership opportunities with Cruise Forth and Cruise Scotland to develop a targeted sales plan and carry out promotion in major UK and international cruise events, in order to increase future cruise calls in Dundee.	DCC / Forth Ports	Y2–3
	vii. Building on existing Cruise Scotland wider strategy and Edinburgh Tourism Action Group's Cycle and Cruise Tourism Action Plan , work with neighbouring ports (e.g. Aberdeen, Edinburgh) to explore introducing more flexibility into the cruise schedule so that cruise calls to Dundee are of longer duration.	Forth Ports/ DCC	Y2–3
	v. Continue to explore opportunities with Forth Ports to expand visitor servicing at the Dundee cruise terminal to include expanded retail offer, sponsored advertising from local tourism businesses, in order to encourage visitors to explore the city as widely as possible and spend more.	Forth Ports/ DCC	Full 5Y period
	vi. Explore partnership opportunities with Cruise Forth and Cruise Scotland to develop a targeted sales plan and carry out promotion in major UK and international cruise events, in order to increase future cruise calls in Dundee.	Forth Ports/ DCC	Y2–3

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
2F (cont'd). Ensure that the city obtains maximum value from cruise ship calls, while mitigating any visitor management issues that these may have	vii. Building on existing Cruise Scotland wider strategy and Edinburgh Tourism Action Group's Cycle and Cruise Tourism Action Plan , work with neighbouring ports (e.g. Aberdeen, Edinburgh) to explore introducing more flexibility into the cruise schedule so that cruise calls to Dundee are of longer duration.	Forth Ports/ DCC	Full 5Y period
	vii. Monitor the general impact of cruise passengers on the city centre, and work with cruise lines and shoreside operators to mitigate any challenges.	Forth Ports/ DCC	Full 5Y period
	viii. Ensure that cruise lines and dockside ambassadors are kept updated about new tourism developments in the city (new products, exhibitions, F&B offer).	DCC	Full 5Y period
Encourage and support visitors to reduce the environmental impact of their visit, for example, by using low carbon transport, enjoying opportunities for active travel and buying from local producers (2G)	i. Use official promotional channels to guide visitors on local makers/artisans, as well as businesses that sell local food and drink produced in the city region	DCC	Y1–2

Strategic Priority 2: Create and develop a thriving city together (Our Thriving Places')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
2G (cont'd). Encourage and support visitors to reduce the environmental impact of their visit, for example, by using low carbon transport, enjoying opportunities for active travel and buying from local producers	ii. building on Dundee's Climate Action Plan to ensure: - tourism businesses have access to Dundee's Cycling Strategy and Council's Active Travel Programme - Visitors have information about Dundee Waterfront's Low Carbon Active Travel Hub, where they can find bike hire, cycling parking, bike maintenance, electric vehicle charging points etc.	DCC / DCC Sustainability Team	Y2–3
	iv. Support Dundee tourism businesses' participation in local and national programmes for energy and waste reduction through signposting and showcasing of successful cases.	TLG/ DCC Sustainability Team	Full 5Y period
	v. Encourage any accommodation providers in Dundee without nationally/ recognised sustainability certification to obtain this, and provide guidance and support in doing so.	TLG (supported by VS)	Full 5Y period
	vi. Review businesses in tourism, hospitality and retail that have an exemplary approach to implementing sustainable business practices. Curate these into sustainable itineraries for visitors and feature them in official promotion channels.	TLG (supported by VS)	Full 5Y period
Ensure that visitors with additional accessibility needs are able to enjoy the full range of experiences, activities and quality accommodation that the city has to offer. (2H)	i. Provide support and training to Dundee tourism businesses in meeting visitors (and locals') additional accessibility needs.	VS/DTP	Ongoing, according to demand
	ii. Work with an accessible tourism specialist to review the visitor experience and recommend improvements where necessary.	TLG + partner tbc	Y2

**Strategic Priority 3: Engage visitors with high quality experiences that play to our strengths as a city
(‘Our Memorable Experiences’)**

Area of action (from strategy)	Specific Actions	Lead organisation	Timescale
Build a cohesive visitor journey by ensuring that promotional materials, visitor information and digital channels align with Dundee’s welcoming ethos and share consistent compelling messaging (3A)	i. Establish a shared, clearer and stronger sense of what makes Dundee, including the place, the people and destination, and develop a stronger understanding of visitor segments in order to position the brand more effectively (also see 4B)	DCC/ TLG/ marketing sub group/ VS	Y2
	ii. Ensure the distribution, understanding and implementation of the Dundee brand toolkit to major city stakeholders that seek to attract audiences from beyond the city (e.g. DCC, football club, universities).	DCC; TLG	Y1
Increase the number of high quality, bookable experiences to increase the city’s appeal, in particular opportunities to (3B): • Bring visitors closer to the creative industries with hands on/learning activities across the city’s many attractions and experiences • Tell the city’s unique stories and wellbeing/adventure experiences that capitalise on our stunning natural assets	i. Refer to action 2B, iv. (product development relating to City of Design designation).	STC/DCC/Creative Dundee Key venues	Y2
	ii. Refresh strategic approach to travel trade development, identifying priority markets, unique products and highlighting new experiences throughout the city.	STC	Y2–3
	iii. Ensure that Dundee tourism businesses are using the Scotland’s Tay Country Travel Trade Toolkit .	STC	Y2
	iv. Evaluate scope for product development and enhancement with tour operators/guides who already operate in the North East Scotland outdoor adventure sector, to strengthen the links between the Dundee city product and outdoor activities.	VS/STC	Y2

**Strategic Priority 3: Engage visitors with high quality experiences that play to our strengths as a city
(‘Our Memorable Experiences’)**

Area of action (from strategy)	Specific Actions	Lead organisation	Timescale
Ensure that these experiences are well positioned in our key markets (direct to consumer and the travel trade) – thereby expanding perceptions of what the city offers beyond the key attractions (3C)	i. Produce meaningful content about these experiences and use the appropriate promotion channels to disseminate it towards specific audiences (based on segmentation research in 4A).	DCC, VS, STC, Marketing Sub Group	Y1
	ii. Highlight the benefits of VisitScotland's existing resources from product development frameworks to marketing toolkits in supporting increasing Dundee's visibility among other Scottish destinations.	TLG, VS	Y1
	iii. Strengthen ongoing relationship with VisitScotland in terms of deepening connections, improving access for Dundee tourism businesses to existing resources, up to date promotional opportunities and networking opportunities.	STC / Marketing Sub Group / DTP	Y1

**Strategic Priority 3: Engage visitors with high quality experiences that play to our strengths as a city
(‘Our Memorable Experiences’)**

Area of action (from strategy)	Specific Actions	Lead organisation	Timescale
Ensure that key elements of our strengths are integrated into visits by MICE visitors, encouraging them to extend their stay and explore the area more widely (3D)	i. Curate Dundee’s unique attractions to MICE visitors and incorporate key messages across digital promotional channels. Work with a wider number of cultural venues to open these up as potential spaces for business meetings and events.	Dundee City Region Convention Bureau	Y1
	ii. Support collaboration between accommodation providers and local tour/activity companies to offer special rates and packages for extended stays during low season.	Dundee City Region Convention Bureau	Y1, ongoing
	iii. Ensure that ‘why you should extend your stay’ information is delivered from all relevant businesses that handle event enquiries to event planners, together with ‘suggested itineraries’ within and beyond Dundee. • Making more of the city’s geographic position; on the doorstep of the Cairngorms, River Tay outdoor activities, St Andrews which all attract visitors which would appreciate Dundee’s growing culinary and cultural scene • Work with recurring conference brands to offer more organised and extended city tours.	Dundee City Region Convention Bureau	Y2–3
	iv. Ensure resources are in place for ongoing operation of Dundee City & Region Convention Bureau.	DCC	Full 5Y period

**Strategic Priority 3: Engage visitors with high quality experiences that play to our strengths as a city
(‘Our Memorable Experiences’)**

Area of action (from strategy)	Specific Actions	Lead organisation	Timescale
Develop a range of events that appeal to visitors and local people throughout the year (3E)	i. Curate and promote events in the city that are of national and international interest, and that are aligned with the city’s strengths (refer also to 1E)	DCC /Marketing Sub Group / Fest+Events Group	Y2–3
Use diverse marketing initiatives to help shape perceptions about Dundee and its strengths as a city destination (3F)	<i>[NB: The following processes should ideally flow from the participative city branding process cited in section 4B]:</i>	TLG	Y2 onwards
	i. Work with the tourism sector to ensure these marketing narratives are well understood and that they have the tools to tell this broader story about Dundee.		
	ii. Further develop content on VisitDundee and Dundee.com that highlights the city’s proximity to key places of interest in the city-region, including St Andrews, Glamis Castle, the Cairngorms National Park and outdoor adventure sites.	DCC / TLG Marketing sub group	Y1
	iii. Work with major stakeholders in other key areas of Dundee’s economy to develop and articulate a broader story about Dundee, its people, its culture and what makes it a great place to live/work and visit. (Example marketing initiatives may include highlighting innovative, creative, and sustainable activities happening in Dundee, e.g. entrepreneurial programmes, philanthropic activities, social impact projects led by local residents, testimonies from new arrivals and businesses based in the city).	Dundee Brand Group	Y2

Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy ('Our Diverse Business')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Carry out research and facilitate partnerships that help us to understand those visitor markets which bring most value to the city (4A)	i. [<i>Complementing the VS Visitor Survey 2023 of visitors to the city</i>], carry out research to understand in greater depth the profile of <i>potential</i> visitors to Dundee (e.g. perceptions, expectations, motivations and barriers to travel, media consumption).	TLG, guided by VS	Full 5Y period, ideally 1x per year
	ii. Use DTP and other suitable business forums to gather and disseminate insights on visitor profiles and behaviour in the city.	TLG, DTP	Full 5Y period
	iii. Ensure that data on visitor profiles is collected consistently at key touch points in the city (ie. major attractions) and during major events, and subsequently shared among local tourism stakeholders.	TLG, DCC, Festival & Events Group	Full 5Y period
	iv. Participate in travel trade shows, UK and international city marketing events to build new networks and learn from best practice in city promotion and branding.	TLG Marketing Sub Group / STC	Full 5Y period

**Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy
(‘Our Diverse Business’)**

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Ensure that Dundee is better positioned through promotion in these visitor markets (4B)	ii. Participate in city brand development process in order to refresh and articulate clearly the city's brand strengths and ensure alignment across all relevant economic areas (live, work, study, invest). Ensure that the tourism brand narrative work carried out to date feeds into this process.	Dundee Brand Group	Y1
	iii. Evaluate marketing needs among local tourism businesses and work with VS and other partners to ensure that these are addressed.	TLG Marketing sub group / DTP/ VS	Full 5Y period
	iv. Deliver training and create associated resources that will guide Dundee businesses on being easily findable online; well presented with attractive content; aligned with articulating Dundee's destination strengths.	VS online business support hub	Full 5Y period
	v. Implement the Scotland's Tay Country Travel Trade Strategy in order to strengthen Dundee's visibility to the Scotland/UK/international travel trade. As part of this, support local businesses in developing relationships with the travel trade.	DCC/STC	Full 5Y period
	vi. Increase the number of businesses that are travel trade ready in Dundee, with a growing number of Dundee tourism businesses attending travel trade events.	DCC/STC	Full 5Y period
	vii. Develop a brand framework for destination marketing that defines key touchpoints to be used, and will guide both local businesses and national partners (i.e. VS) on how the city is to be promoted [<i>‘Develop the proof points that support the claim ‘Scotland's coolest little city’.</i>]	Brand Group, Marketing Sub Group, VS	Y2

**Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy
(‘Our Diverse Business’)**

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Support opportunities which ensure that Dundee is as easily reachable as possible from these visitor markets (4C)	i. Audit wayfinding and arrival facilities at Dundee rail station and bus arrival points (ie. Slessor Gardens, Union Street), to ensure that visitors receive an excellent first impression upon arrival and are able to navigate the city easily.	DCC	Y1
	ii. Ensure that all air, rail and bus operators with routes into Dundee are regularly informed of: • Evolution in city's brand narrative and product proposition (including receiving brand toolkits). • Calendar of major events (of national and international interest) • Work with VisitScotland to provide marketing messaging and collateral with transport operators to ensure that the city is presented in the best possible way in joint promotion activities.	TLG & operators	Full 5Y period
	iii. Monitor potential for an additional UK/international air route into Dundee Airport.	DCC, Airport	Full 5Y period

**Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy
(‘Our Diverse Business’)**

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Share insights on market intelligence, product innovation and other key areas to help local businesses take informed development decisions and promote the city (4D)	i. Ensure that Dundee tourism businesses are aware of and have easy access to existing market insights covering Dundee (e.g. VisitScotland visitor survey 2023, STEAM data).	DTP	Full 5Y period
	ii. Work with accommodation providers in the city to ensure that data on overnight visitors is being collected consistently.	DCC, accom sector	Full 5Y period
	iii. Work with attractions to ensure that visitor data is being collected consistently and analysed for changes in visitor profiles and behaviour.	DCC	Full 5Y period
	iv. Use STEAM data and other relevant data on visitor arrivals, spending and dispersal around the city to develop a periodic tourism impact report for more effective advocacy towards local and national funding bodies.	TLG	Y2–3
	v. Carry out a local study to understand the impact of Dundee's student population on the local hospitality industry and the VFR (visiting friends and relatives) market, to identify opportunities for growth.	University of Dundee PBSA sector partners	Y2–3

**Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy
(‘Our Diverse Business’)**

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Support year-round tourism and diversify visitor demographics to reduce reliance on peak seasons, enhancing business stability and profitability (4E)	i. Build engagement with official tourism promotion channels among residents of the Dundee city region to increase the effect of locally-focussed campaigns seeking to increase visitation in quieter months.	DCC / TLG marketing sub group	Full 5Y period
	ii. Enhance the range of information available to visitors on all-weather activities, and guidance on itineraries for winter days.	TLG marketing sub group	Y1
	iii. Enhance promotion of family-friendly indoor spaces that engage visitors with arts activities and entertainment.	DCC / TLG marketing sub group	Y2–3
	iv. Support the development of new events (of national interest) +/- or the expansion of existing event programmes in low-season months. Ensure that these have broad appeal among residents of the city region too.	Festivals + Events Group	Full 5Y period

Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy
(‘Our Diverse Business’)

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Create opportunities for businesses to expand their network both within the city and beyond (in particular the ‘East Coast’ offer) and wider perceptions about what the city can offer (4F)	i. Proactively support efforts to build collaboration among East Coast destinations (ie. by attendance at meetings by key decision makers, sharing information among and mobilising key Dundee tourism stakeholders as and when appropriate).	TLG, STC	Y1
	ii. Facilitate networking among businesses in key East Coast destinations by arranging hosted visits and networking events for key travel trade decision makers from key East Coast Scottish destinations (incl. Aberdeen, St Andrews and Edinburgh) as well as transport operators, including dedicated fam trips with Scotrail.	TLG, DCC	Y2
	iii. Continue participation in Scottish Tourism Alliance Cities Forum.	TLG, DCC, VS	Y2
	iv. Organise/host a forum for key DMO/tourism decision makers from all Scottish cities.	TLG, DCC	Ongoing

Strategic Priority 4: Build business resilience, sustainability and profitability in Dundee's visitor economy ('Our Diverse Business')

Area of action (from strategy)	Specific Actions	Lead organisation(s)	Timescale
Support businesses in offering a wider range of locally made / sourced F&B and creative products, thus building resilience in the local economy and generating a stronger sense of pride and place (4G)	i. Identify and work with key F&B businesses to develop menus and products which celebrate local produce. Use our access to an abundance of local produce and its story with these businesses and develop this into a clear visitor offer and include in Dundee's visitor narrative.	DCC	Y2
	ii. Develop a stronger pipeline of creatives/artisans who are willing and able to take their products to market by running a local commercialisation training programme for creatives/producers.	VS, Creative Dundee , UNESCO	Y2
	iii. Identify and work with social enterprises and other businesses with a strong/targeted social impact (e.g. Natla Jewellery Studio) to help them connect with the visitor economy (e.g. inclusion in city tours, retailing through businesses and attractions that cater to visitors, featuring in official promotion channels).	TLG	Y2
	iv. [Building on the steps above], use the Dundee Design Festival and other relevant events to extend the Dundee Made programme (ie. one streamlined platform for local makers and commercialisation opportunities).	Unesco CoD + partners	Y2-3
	v. Use Dundee's membership of the Creative Cities Network, as well as the UNESCO City of Design Designation to gather best practices from UK and international cities on integrating local creatives more effectively within the visitor economy. (Building on success of EU Cult-Create programme).	Unesco CoD + partners	Full 5Y period

