

# SUSTAINABLE ECONOMIC GROWTH FOR ALL

WEST DUNBARTONSHIRE'S  
ECONOMIC DEVELOPMENT STRATEGY  
2015 - 2020





Pipers at Levensgrove Park ahead of the National Pipe Band Championships

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# FOREWORD



Our Economic Development Strategy 2015 - 2020 provides a clear strategic approach to Economic Development for the local area and determines how we allocate resources to improve our economic performance.

The Scottish Government's new Economic Strategy for Scotland sets out an overarching framework to assist us to achieve a more productive, cohesive and fairer Scotland. The Strategy prioritises boosting investment and innovation, supporting inclusive growth and maintaining a focus on internationalisation.

The Council has strengthened its commitment to the Jobs Growth and Investment Framework with the aim of delivering more jobs and training opportunities within the local economy. The Council has set aside a significant additional budget to assist with the creation of a further 3,000 jobs and training opportunities by May 2017.

We have made significant progress in providing our young people with employment opportunities through the Jobs Growth Programme and through our regeneration work we will make a real difference in our community.

An ambitious plan has been developed for the 98 acre Queens Quay site in Clydebank; our innovative agreement with the private landowners to invest £15.62m over three years will deliver over 1,000 new homes and attract £250m of private sector investment in the longer term. We are developing the Exxon site at Bowling through the Clyde Valley City Deal which has allocated £27.89m of investment over the next six years.

Developments at Clydebank Town Centre, Bowling Basin and Dumbarton Rock and Castle will be led by recently prepared Charrette action plans. These plans have benefitted from significant input by local communities and stakeholders and will drive actions and external funding bids for these areas over the next five years.

We have developed excellent partnerships with national and local agencies. These partnerships have recently been strengthened through the launch of a joint partnership approach 'working4business' which provides a single place for businesses to access the support they need from our public sector partner agencies to successfully grow and create new employment.

I look forward to the Council working with the national and local partners, the public, private and voluntary sectors in delivering this strategy to enable West Dunbartonshire to continue to grow and prosper in the future.

Patrick McGlinchey, Convener, Infrastructure,  
Regeneration and Economic Development



Artist's impression of Queens Quay basin, Clydebank

# OUR VISION AND HOW WE WILL ACHIEVE IT



“

## A PROSPEROUS, INCLUSIVE AND GROWING WEST DUNBARTONSHIRE ECONOMY

The key strategic priorities of the Economic Development Strategy are:

- Stimulating economic investment and growing the business base
- Improving the skills of all of our people and supporting them into work
- Creating an inclusive and prosperous place where people choose to live work and invest
- Building stronger partnerships and innovative approaches to delivery



Business Gateway Advisory Service

## STIMULATING ECONOMIC INVESTMENT AND GROWING THE BUSINESS BASE

### Increasing the number of new start businesses

The Council has implemented a range of interventions to provide support to increase the number of new start businesses in the local area. Business Gateway advisory services, a business start-up grant to provide financial assistance towards start-up costs and a series of workshops and events to raise awareness of support available when starting up a business will continue to be provided. The Council will focus on:

- Delivering entrepreneurial support aimed at all sections of the community
- Promoting support available to increase the number of new local businesses formed - including high growth start-ups and social enterprises
- Providing potential entrepreneurs with the skills necessary to start and sustain a business
- Assisting with property requirements and tie in with all partner support including finance, legal, training, etc.
- Seeking additional external funding for Economic Development e.g. Business Gateway Plus.

### Business Units



## Supporting the development of growth businesses

The Council will continue to work to attract and assist growing companies regardless of their sector and we will seek to increase our share of and presence in the growth sectors. Growth in the economy comes primarily from our existing businesses, and a shift in focus, with more support being provided to growing companies will form part of this strategy.

## Supporting internationalisation

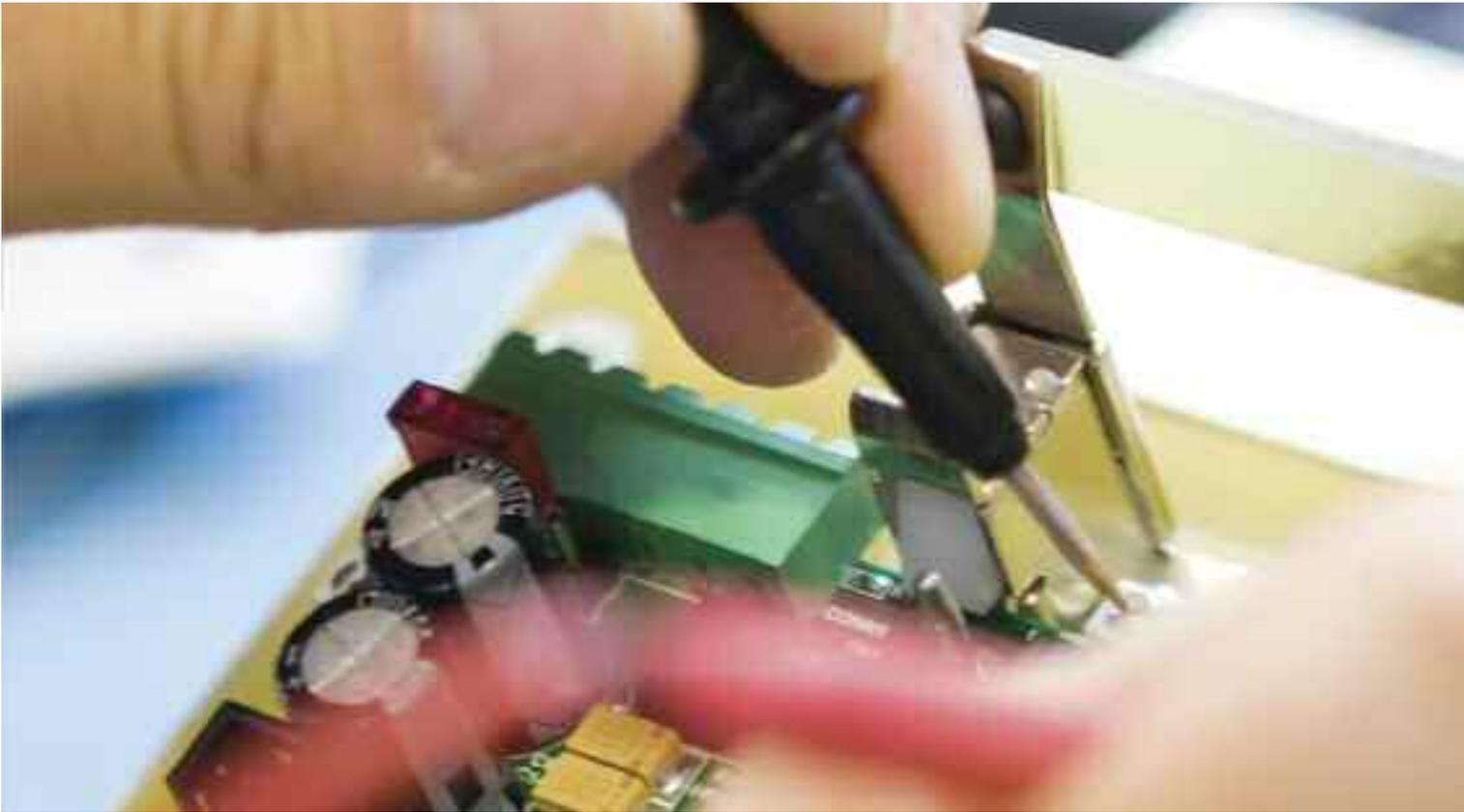
Improved linkages with the global economy for exporting opportunities and inward investment are important. Working with Scottish Enterprise, and in particular, Scottish Development International (SDI) in identifying the growth company opportunities and providing a tailored approach, aligned with the 'working4business', collaboration will be important in improving our businesses internationalisation prospects. We have a small number of international companies, and through our supplier development work we will improve the collaborative opportunities for SMEs of working internationally.

## Supporting innovative, sustainable businesses to access finance for growth

Although the current economic climate is improving, access to financial investment for growth businesses remains a challenge. Financial investment is required to enable local businesses to maximise their growth potential. The Council have provided additional financial investment through the Jobs Growth Investment Framework which will continue to enhance the grant support currently available to growth businesses that have the ability to create local jobs. West Dunbartonshire Council will continue to assist local businesses to access financial investment through:

- West of Scotland Loan Fund Ltd gap funding
- Provision of grant assistance towards growth investment funding
- Provision of specialist financial assistance through Business Gateway service
- Referral of businesses to partner organisations that provide relevant financial advice or support





European circuits, Clydebank Industrial Estate - photo courtesy of Caritas Images

## Supporting Innovation and Entrepreneurship

We will work more closely with West College Scotland and our neighbouring Local Authority based Universities to source spin-out opportunities. We will provide workshops and training to improve the culture of innovation across all age groups in partnership with Scottish Enterprise and Skills Development Scotland.

Working closely with our innovative businesses we will continue to improve our business growth opportunities. Following our Charrette design workshop at Clydebank and Dumbarton, opportunities for business incubation and, through Business Gateway, improved support for entrepreneurs, we will strategically consider the type of business incubation spaces required. We will drive the development of attractive places in our Towns to create an attractive business environment and create physical spaces for early stage innovative businesses to flourish.

## Supporting the transition to a low carbon economy

This Council aims to maximise the opportunities available to secure investment and jobs from the growing low carbon economy and to ensure that the benefits of this are shared across our local economy and our local community. The strategic priorities in this area are to:

- Create the necessary conditions and support for a local, circular, low carbon economy
- Support businesses to exploit low carbon business opportunities and to adapt to a changing climate
- Encourage wider investment in and opportunities for low carbon and renewable heat technologies (e.g. District Heating system at Queens Quay)
- Invest in further improving the quality of housing stock, including initiatives to improve energy efficiency and to tackle fuel poverty

Titan Centre and West College, Clydebank





West Dunbartonshire Council modern apprentices

# IMPROVING THE SKILLS OF ALL OUR PEOPLE AND SUPPORTING THEM INTO WORK

## Assisting people back into work

A key priority in West Dunbartonshire is to support people back into work. This will be improved by adopting innovative approaches to support people into the best quality job possible. Activities will include:

- Further development of West Dunbartonshire's Strategic Skills Pipeline which will continue to deepen partnership working amongst community planning agencies
- A co-ordinated and effective approach to employer engagement more closely matching employer needs
- At least 80 Modern Apprenticeship opportunities within Council departments each year, including new vocational areas such as child care, procurement and digital marketing.
- Support to small local employers by incentivising them to recruit apprentices through the Scottish Employer Recruitment Incentive and by providing grants from the Jobs Growth and Investment Fund.
- New approaches to exploit employment opportunities within the Third Sector by signposting and assisting local people to apply for Community Jobs Scotland vacancies.
- Maximise funding opportunities available through European and Government funding streams to increase employability support for local people e.g. European Structural and Investment Funded programmes, as well as City Deal and Scottish Employer Recruitment incentive.
- Developing and extending the delivery of the 'Working4U' service
- Inclusion of Community Benefit clauses in contracts that the Council puts out to tender

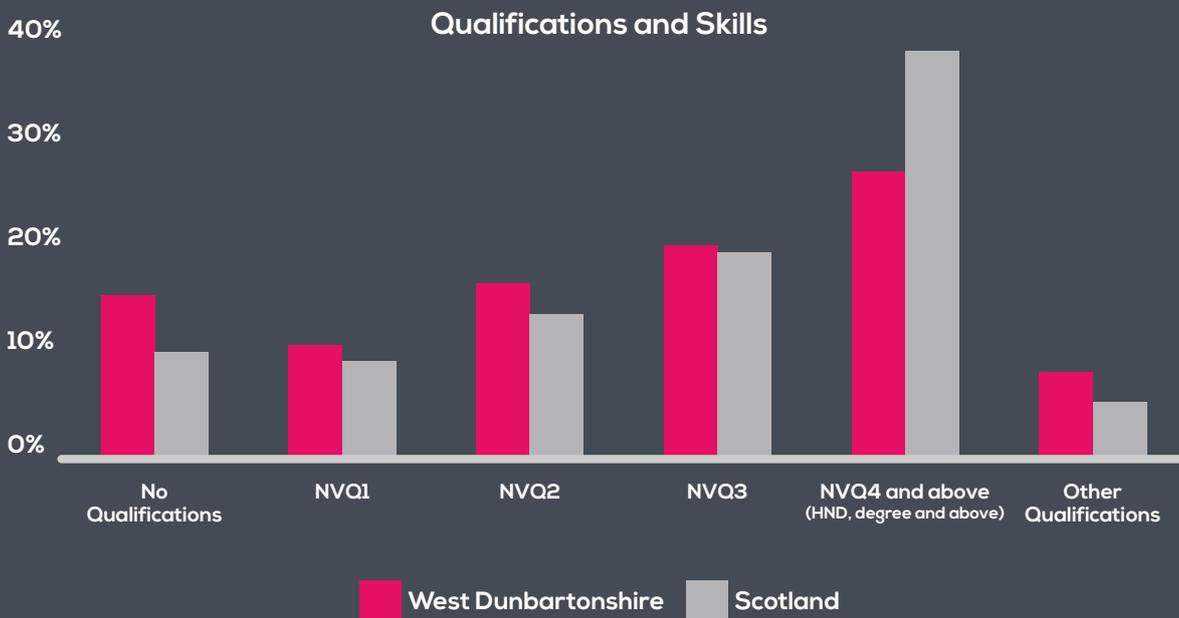
### Job Seekers Allowance (July 2015)



## Meeting the skills needs for growth businesses

West Dunbartonshire Council supports the skills development needs of growing businesses and has developed a range of business support mechanisms which can provide local businesses with a free business skills review to identify any training needs. Any eligible training requirements identified can also be supported through the Council's training grant. The Council will continue to meet the skills needs for growth businesses through the:

- Collation of better intelligence on the skills needs of growth industries
- Development of tailored skills interventions to support growing businesses
- Provision of a range of mechanisms that encourage employers to recruit new staff and up skill existing employees
- Maximisation of training and employment opportunities created through major capital projects



## Supporting young people in their transition to work

It is vital to the future success of the West Dunbartonshire economy that the Council maximises the opportunities available to our young people and ensures that they are equipped to take advantage of these opportunities. Support for young people in their transition will include:

- Supporting entrepreneurship within educational establishments
- Providing work experience placements which challenge stereotypes for school pupils
- Working with partners to support young people to enter training or employment through both national and local programmes
- Supporting young people to enter employment
- Supporting graduates to enter employment within growth sectors



Architectural Glazing Systems Ltd., Broadmeadow Industrial Estate, Dumbarton - photo courtesy of Caritas Images

## Improving core employability skills

At present, low workforce qualifications act as a constraint to economic growth. In addition, the demographic challenges facing the area mean that getting more people engaged in economic activity is a key priority. This requires us to help individuals to improve core employability skills and attitudes that will allow them to access job opportunities. We will provide support through:

- **Building on strong partnership working activities between 'Working4U', Department of Work and Pensions, Skills Development Scotland, West College Scotland and the Council's schools to improve core employability skills**
- **Widening opportunities for engaging those without work in purposeful activities which will move them towards training and employment**
- **Providing employability support to local people as outlined above.**



View of Dumbarton Castle from Levensgrove Park

# CREATING AN INCLUSIVE AND PROSPEROUS PLACE WHERE PEOPLE CHOOSE TO LIVE, WORK AND INVEST

## Enabling the delivery of our major regeneration sites

West Dunbartonshire's key regeneration sites are:

- Clydebank town centre and waterfront
- Dumbarton town centre and waterfront
- Exxon, Bowling
- Lomondgate and the Vale of Leven Industrial Estate
- Alexandria town centre
- Bowling Basin and Harbour
- Carless

The priorities for these sites have been set out within the Council's Infrastructure Investment Plan. Over the course of the next five years we will begin to see further developments taking place to transform our key sites and in particular:

- The implementation of £15.62m of investment from the Council in infrastructure and site assembly works for the 98 acre Queens Quay site in Clydebank in partnership with the site owner which will deliver 1,000 new homes and £250m of private sector investment
- Further investment in flood prevention works
- The implementation of the Exxon City Deal project, subject to site investigations and successful site purchase which will invest £27.89m in the redevelopment of the 81 acre site and will provide a much needed section of alternative route for the A82 at Milton
- Assisting Scottish Canals to complete the regeneration of Bowling Basin and Harbour
- Identification and submission of external funding bids to assist with delivery.

## Creating attractive, competitive and safe town centres

Clydebank town centre and waterfront, Dumbarton town centre and waterfront, and Alexandria town centre are three of West Dunbartonshire's seven key regeneration sites. Ensuring that they are made more attractive for residents, investors and visitors will continue to be a major priority for the Council. In particular, the following actions will be a priority:

- Delivery of the Council's new £15.6m office development in Dumbarton town centre
- Delivery of projects from the Clydebank Town Centre Charrette Action Plan, which includes revitalising the retail and leisure offer, the redevelopment of the former Playdrome site, and connecting the investment at Queens Quay to the rest of the town
- The development and delivery of projects from the Dumbarton Rock and Castle Charrette Action Plan and Revised Urban Strategy for Dumbarton Town Centre and Waterfront- which will drive regeneration and place attractiveness
- Delivery of the Mitchell Way redevelopment site in Alexandria town centre.

West Dunbartonshire Council Offices, Church Street, Dumbarton. Opening 2017.





Levenside Business Court. Opening late 2015.

## Creating an integrated & sustainable transport infrastructure

Connectivity is crucial and West Dunbartonshire is a good location with great access to our neighbouring City and International airport and the natural beauty of our national park. We will work with both the public and private sectors to continue to improve access to good quality jobs and improve our attractive places. Enhancement of sustainable transport options such as public transport and active transport will be an important priority under this objective to reduce inequality in terms of access to jobs, skills and services.

## Developing a Modern Business infrastructure

Significant progress has been made under this objective over the past few years with the opening of the new Aggreko manufacturing facility and the development of the adjoining Lomondgate site, construction of new small business units and workshops at Vale of Leven Industrial Estate, Clydebank East and Bowling Basin. We will continue to invest to create the right mix of business infrastructure. The focus of our new Strategy 2015 - 20 will be to:

- **Support to the Vale of Leven Industrial Estate to deliver improvements**
- **Investigation of a Business Improvement District for Clydebank Business Park**
- **Development of Council owned sites within the Vale of Leven Industrial Estate**
- **Improving the estate management and attractiveness of existing business locations**
- **Where sites are not in Council ownership, models for cooperation with site owners will be developed.**



Lomondgate Development

## Maximising West Dunbartonshire's competitiveness as an investment location

Our own Capital Investment Plan demonstrates our commitment to invest in schools, offices, care for the elderly, housing, infrastructure, town centres and innovative partnership models to make the area more attractive to investors. This will be a major focus over the next five years in developing attractive places to live work and invest. We will focus on the following actions over the next five years:

- Maximise opportunities from our location within the wider Glasgow conurbation, Clyde Waterfront area and Loch Lomond and Trossachs National Park and our proximity to Glasgow airport, Faslane Naval Base and the Highlands and Islands
- Ensure that resources are allocated to develop the Exxon City Deal project and the deep water potential of the site
- Maximise opportunities from the existence of unique destinations such as Loch Lomond, Dumbarton Castle, BBC Studios and Bowling Basins
- Support Strathleven Regeneration Community Interest Company to deliver the last remaining phase of development at Lomondgate at the Business Park
- Actively promote to potential investors that the area is open for business and in particular a focus on the importance of Tourism as a key sector for the area with connectivity to rivers and the Loch for leisure.

## Improving the quality and quantity of housing stock

The Council and our partner housing associations will continue to invest heavily in existing stock ensuring that it is fit for purpose and meets the needs of our communities while continuing to meet both the Scottish Housing Quality Standard and the soon to be introduced Energy Efficiency Standard for Social Housing. The Council will invest £122m in our own housing stock. Improving the quality and quantity of housing stock will be achieved by:

- Delivering new West Dunbartonshire Local Housing Strategy in 2016
- Delivering the Housing Capital Investment Programme 2015 - 2020 providing £122m of housing investment in West Dunbartonshire, which will ensure our housing stock meets the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing
- Develop Housing – led regeneration plans across West Dunbartonshire
- Maximising the delivery of new affordable housing and realising the Council's ambitious affordable housing supply targets of 80 new units per year
- Deliver the Council's new build programme, which will see the investment of £16m in a council house new build programme meeting housing need in our communities
- Working closely with all partners to ensure that funding opportunities are maximised
- Anually reviewing the private sector housing and land supply to ensure a choice of housing sites in terms of location, type and affordability.

## Empowering and Engaging with Our Communities

Our Strategy has involved engagement with communities to assist with the development of projects and to invite feedback. Recently the Council has promoted the Scottish Government's Mainstreaming Charrettes Programme in partnership with Scottish Canals at Bowling Basin and at Dumbarton Rock and Castle and Clydebank Town Centre. Charrettes involve intensive consultation with stakeholders about a place over a number of days using drawing, sketching and the creation of models as part of the process to identify solutions to problems. The Town centre first approach will be maintained and work will continue in partnership with our communities to make our Towns more attractive.





Aggreko, Lomondgate

# BUILDING STRONGER PARTNERSHIPS AND NEW APPROACHES TO DELIVERY

## West Dunbartonshire Community Planning Partnership

The Strategy can only be delivered through effective partnership working between key stakeholders and local communities. In the current financial climate it is vital that the Council works harder than ever to strengthen partnerships and collaborative working to achieve more with less and deliver better outcomes for all.

The Community Planning Partnership have established four Delivery Improvement Groups which have a greater focus on projects and issue driven discussions to ensure engagement is more relevant. The four Delivery Improvement Groups (DIGs) are:

- **Employability & Economic Growth - Building a better economy and creating jobs**
- **Children & Families - Improving local outcomes for children, young people and families**
- **Safe, Strong & Involved Communities - Building safer and stronger communities**
- **Older People - Promoting independence for older people**



City Deal Development, Bowling Basin

## Clyde Valley City Deal

The infrastructure element of City Deal is made up of twenty projects estimated to cost £1.13bn over a ten year period from 2016/17. The strategic project identified in West Dunbartonshire is the former Exxon site at Bowling where an investment of £27.89m over the next six years is planned to bring the site into a condition suitable for industrial and commercial uses. This significant investment has now been approved through the Strategic Business case stage and over the next two years will progress to full business case and contribute significantly to our strategic regeneration of brownfield derelict land, bringing this into economic use with an ambition of providing up to 600 jobs and achieving a £20m increase in gross value add (GVA).

## Joint Partnership Working

In West Dunbartonshire, the Council has developed excellent partnerships with national and local agencies. These partnerships have recently been strengthened through the launch of a joint partnership approach 'working4business' which provides a single portal for businesses to access the support they need from our public sector partner agencies to successfully grow and create new employment.

- Service level agreements with key partner organisations such as Dunbartonshire Chamber of Commerce will continue
- Working in partnership with other local authorities, in particular the Clyde Valley through City Deal
- Joint programme delivery with key partner organisations
- Continued development of key projects through the Community Planning Partnership, Delivery and Improvement Group.

**Other formats**

This document can be provided in large print, Braille or on audio cassette and can be translated into different community languages. Please contact:

**Corporate Communications  
Council Offices  
Garshake Road  
Dumbarton G82 3PU  
Tel: 01389 737000**

• 本文件还可提供大字体、盲文或其他语言或特大字体版本，并可提供录音带。 •

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