

















# Appendix 1 – Economic Development Strategy 2015-2020

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<b>Th</b>	1. Stimulating economic investment and growing the business base
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<b>Ob</b>	1.1 Increasing the number of new start businesses
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Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
H/ED/020 Number of businesses given advice and assistance to start up through Business Gateway	206	200		200	200				Despite the pandemic, the target was exceeded.	200	Gillian Scholes
H/ED/003 Number of businesses receiving start up grants	57	60		42	60				The number of businesses receiving start-up grants during 2020/21 reduced to 42, this is due to the business support team's focus on allocating SG Covid grants to local businesses.	60	Gillian Scholes
H/ED/019 3 year survival rate (%) of new business starts	54.2%	62%		N/A	62%				The figure for businesses started in 2016 and surviving 3 years is 54.2% in WDC against a Scotland average of 56.5%.	62%	Gillian Scholes
SECON05 No of business gateway start-ups per 10,000 population	23.16	22.44		22.64	21.98				Despite the pandemic, the reduced target was exceeded. The target for 21/22 has been reset. Based on the most recent LGBF comparative data for 2019/20 published in February 2021, WDC is ranked 4th of 32 local authorities, same as the previous year with a Scottish average of 16.41.	21.98	Gillian Scholes

<b>Ob</b>	1.2 Supporting the development of growth businesses
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Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
H/ED/021 Number of businesses assisted with Council business support intervention	96	100		81	100				During 2020/21, 81 businesses received a council business grant. This figure has slightly decreased from previous year due to the team's focus on SG COVID grants.	100	Gillian Scholes
H/ED/017 Business stock per 10,000 of adult population (16+)	292	260		N/A	260				Business Stock for 2019/20 period has increased positively for the WDC area. The figure for 2020/21 will be available in late November 2021.	260	Gillian Scholes
H/ED/04 No of Growth Advisory Service (GAS) businesses supported through the Business Gateway service	48	40		10	40				During 2020/21, the team supported 10 businesses through the BG Growth Advisory Service. this figure reduced from 48 the previous year due to the necessary focus on SG Covid grants.	40	Gillian Scholes





<b>Ob</b>	1.3 Supporting Internationalisation
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/17 Work in partnership with Scottish Enterprise/SDI to increase the number of local businesses who trade internationally		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2016	Continue to work with Scottish Enterprise and Scottish Development International in supporting international trade opportunities. In 20/21 the priority is the potential challenges that Brexit places upon our local businesses. Increased engagement on back of Clydebank Energy company, North Clyde Framework opportunities being explored for Exxon project, SMTP at Carless an in particular related to marine industry.	Gillian Scholes


<b>Ob</b>	1.4 Supporting, innovation, sustainable businesses to access finance for growth
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/18 Work in partnership with other Scottish local authorities to establish a Business Loans Scotland fund		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2017	The New Business Loans Scotland fund became operational on 15th March 2017.	Gillian Scholes

<b>Ob</b>	1.5 Supporting innovation and entrepreneurship
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Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
H/ED/09 No. of days of External Expert help provided through Business Gateway	68	48		28	48				The number of days of expert help provided through BG reduced to 28 during 2020/21, this is mainly due the effects of Covid pandemic.	48	Gillian Scholes













<b>Ob</b>	1.6 Supporting the transition to a low carbon economy
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/20 Work with local businesses to assist them to reduce their carbon emissions		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2017	Zero Waste Scotland services have been promoted through company database and social media.	Gillian Scholes

<b>Th</b>	2. Improving the skills of all of our people and supporting them into work
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<b>Ob</b>	2.1 Assisting people back into work
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Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
CED/CP/007 Employment rate	72.6%	72%		70.1%	72.25%				The data relating to the period from 1st April 2020 to 31 March 2021 was released 14th September 2021, where the employment rate for 16-64 year olds in West Dunbartonshire was 70.1%. This was below the comparative rate for Scotland of 72.8%. Despite the onset of Covid restrictions in 2020, W4U assisted 216 individuals into employment..	72.5%	Stephen Brooks
H/EDSTRATEGY/2 Number of local people receiving support through Working 4U	7,570	6,022		6,387	6,022				While the various elements of Working 4U (Work, Learn, Money) experienced reductions in the numbers supported – because of our shift to on-line support – we, experienced a substantial increase in demand because of the Crisis Support service that we established. The crisis support service ensured that those most affected by COVID-19 had support within	6,310	Clare English; Gina Gallacher

Performance Indicator	2019/20			2020/21						2021/22	Assigned To
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
									the community- dealing with food insecurity, employment issues and practical support for shopping and redeeming prescriptions.		
H/EDSTRATEGY/4 Number of local people in NEET group	393	321		368	321				As with all support the proportion of young people supported has reduced. We have nonetheless established an aim to return to pre-covid levels as quickly as possible.	354	Stephen Brooks; Clare English; Gina Gallacher
H/EDSTRATEGY/5 Number of participants with disabilities or health issues	4,436	3,473		3,663	3,473				We are reviewing our approaches to support to ensure we can focus more on people with disabilities and health issues who have been negatively affected by COVID-19. This will be a key part of our service, particularly in the delivery of our Parental Employability Support interventions.	3,473	Stephen Brooks; Clare English; Gina Gallacher
H/EDSTRATEGY/6 Number of local people entering employment through Working 4U	353	378		216	378				We have supported 151 people into employment, this includes 42 since December. In addition to our virtual employability support service (Employability Hub), the team is working towards the implementation of our plans for the delivery of the 'Young Persons Guarantee' and 'Kickstart'. We have negotiated 140 Kickstart places with employers in West Dunbartonshire. This includes the potential for 80 young people taking on the roles of vaccination centre support staff. Recruitment for these is dependent on DWP's	294	Clare English; Gina Gallacher

Performance Indicator	2019/20			2020/21						2021/22	Assigned To
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
									pace in processing our request. The team is also establishing a PACE+ service to complement the national support available for people who have recently become redundant. This will complement our existing support with a dedicated first point of contact in West Dunbartonshire for notified redundancies.		
H/EDSTRATEGY/7 Number of local people entering education or training	1,228	951		454	951				Lockdown conditions have prevented us from delivering training and learning support in planned numbers. This has had a negative impact on the number of Modern Apprenticeship qualifications achieved. As a result we have secured resources to extend participation and therefore give young people more time to secure the appropriate work-based qualifications. To re-set the services we have established virtual training facilities and will establish a full programme of training events in the new year. This will include partnership working with West College Scotland and other learning institutions to establish blended learning and on-line resources, with a focus on 'lockdown learning' to support parents with their home schooling challenges.	785	Clare English; Gina Gallacher
H/EDSTRATEGY/8 Number of local people in employment six months	232	214		152	214				Closure of non essential business, furlough and increased redundancy has had	181	Clare English; Gina Gallacher

Performance Indicator	2019/20			2020/21						2021/22	Assigned To
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
after leaving									an impact on our ability to obtain evidence of sustained employment. Nevertheless, we have gathered information that reveals 134 people have remained in employment as a result of our assistance through our Employability Pipeline support. We have reinforced our employer engagement activity, primarily to identify job vacancies and opportunities for local residents. This will have the added benefit of assisting our efforts in gathering sustainment evidence, where this is a grant condition requirement.		

<b>Ob</b>	2.2 Meeting the skills needs for growth businesses
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Performance Indicator	2019/20			2020/21						2021/22	Assigned To
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
H/ED/022 Number of business employees trained	121	100		33	100				The number of business employees trained reduced to 33 from 121 the previous year due to the team's focus on delivery of Covid business support grants.	100	Gillian Scholes

<b>Ob</b>	2.3 Supporting young people in their transition to work
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Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
CED/EDSTRATEGY/1 Number of modern apprenticeships	73	53		57	53				Target exceeded.	81	Clare English; Gina Gallacher
H/ED/11 Percentage of young people (16-19) in Education Employment or training	90.2%	90%		90.8%	90%				Data taken from the Skills Development Scotland Annual Participation Measure, published 31 August 2021, shows an increase in participation of 0.6 percentage points from 2019/20. <a href="https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure/">https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure/</a> <a href="https://www.skillsdevelopmentscotland.co.uk/media/48149/annual-participation-measure-2021-supplementary-tables.xlsx">https://www.skillsdevelopmentscotland.co.uk/media/48149/annual-participation-measure-2021-supplementary-tables.xlsx</a>	90%	Lorraine MacLeod

**Ob** 2.4 Improving core employability skills

Performance Indicator	2019/20			2020/21					2021/22	Assigned To	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note		Target
H/EDSTRATEGY/9 Number of local people gaining a full qualification	667	562		318	606				Lockdown conditions have prevented us from delivering training and learning support in planned numbers. Our approach was based on supporting service users to achieve employer led qualifications in care, (handling and lifting), transport (driving) qualifications	410	Clare English; Gina Gallacher





















Performance Indicator	2019/20			2020/21						2021/22	Assigned To
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
									and qualifications in the service and construction sectors. We are developing alternative ways of delivering these by working with employers to overcome the challenges set by Covid-19. This includes working with employers such as Cameron House and Golden Jubilee Hospital to secure progression routes to employment for those participating in our Kickstart and Young Persons Guarantee activity.		

<b>Th</b>	3. Creating an inclusive and prosperous place where people choose to live. work and invest
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<b>Ob</b>	3.2 Creating attractive, competitive and safe town centres
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/03 Deliver the Council's new office in Dumbarton Town Centre			31-May-2018	Successful completion of works in 2018 with occupancy in May/June.	Michael McGuinness
H/EDSTRATEGY2/04 Deliver projects from the Clydebank Town Centre Charrette Action Plan			31-Mar-2020	The Council have embarked on an ambitious development framework for Clydebank Town Centre and this will be sent for approval at IRED on 17 Nov. 2021.	Michael McGuinness
H/EDSTRATEGY2/05 Deliver projects from the Dumbarton Rock and Castle Charrette Action Plan			31-Mar-2020	Two sections of pathway completed from Town Centre through Cullross site and Lidl site. Final two sections require private landowners Turnberry Homes and Dumbarton Football Club to progress their developments.	Michael McGuinness
H/EDSTRATEGY2/06 Deliver projects from the Dumbarton Town Centre and Waterfront Revised Urban Strategy			31-Mar-2020	Challenges have continued through 2015-20, however recent successful award of £20m from UK Levelling Up funding will have a positive transformational impact on our Town centre, in particular the Artizan centre re-development, connections from Dumbarton Central and	Michael McGuinness




Action	Status	Progress	Due Date	Comment	Assigned To
				regeneration of Glencarin house into a new library/museum.	
H/EDSTRATEGY2/07 Deliver the Mitchell Way Redevelopment Site project in Alexandria Town Centre			31-Mar-2020	The regeneration of the area around Mitchell Way has not materialised during our strategic period of 2015-20. There is however a strong likelihood that this will finally take place within the next 2 years as Lidl commit to progressing the site with additional homes in the town centre along with the food store.	Michael McGuinness
H/EDSTRATEGY2/24 Deliver the Mitchell Way Redevelopment Site project in Alexandria Town Centre			31-Mar-2020	Progress has stalled following the outcome of site investigations by CCG. A report to IRED Committee in November 2017 agreed to a further allocation from WDC to support the progress of the development. Lidl and CCG are currently in negotiations and the next stage will be the submission of a planning application.	Michael McGuinness
Reg/1819/ED/10 Progress the regeneration of Mitchell Way in Alexandria town centre			31-Mar-2019	This project will continue as an action into period 2019/20 and now into 2020/21.	Michael McGuinness
Reg/1819/ED/14 Progress Dumbarton International Dumbarton Festival			31-Mar-2019	Progress in development of the programme and details regarding the Dumbarton Festival for 2020 were moving forward well, until Covid - 19. The programme is now being developed to hopefully deliver elements during 2022 period.	Michael McGuinness
Reg/1819/ED/15 Dumbarton Waterfront Path			31-Dec-2021	Pathway not completed as planned due to delays of private landowners. This specific action will however be closed and a new action for period beyond 2020 will be introduced with ambition to complete the pathway from 2022 onwards.	Michael McGuinness
Reg/1819/ED/16 Balloch Street Design			31-Mar-2019	Balloch Village Square completed successfully on 24 June 2020. Balloch Road West works also complete. The final village public realm project at Station Square was progressing with design works during last quarter of 20/21, however members with feedback from community have asked for any progress on re-development at Station Square to be postponed indefinitely.	Michael McGuinness
Reg/1819/ED/17 Balloch Castle			31-Mar-2019	A feasibility study was undertaken in 2017 to consider new uses for Balloch Castle. However it was agreed that consideration should be given to plans developed at West Riverside to ensure both attractions will complement each other. Any progress has been delayed at Castle due to Covid-19. There is potential on back of World Cycling Championship in 2023 to progress works on Castle.	Michael McGuinness
Regen/1920/ED-OP/04 Dumbarton Town Centre Common Good Fund grant provision			31-Mar-2020	A very small number of grants have been progressed in early 2020/21, however no progress since Covid-19. Funds continued to be managed by the Regeneration Team.	Michael McGuinness; Gillian McNamara
Regen/1920/ED-OP/09 Town Centre fund (SG) projects			31-Mar-2020	For TCF projects at Dumbarton Waterfront Path Gateway and Sylvania Way Clydebank: Due to COVID-19 and resulting uncertainties,	Michael McGuinness;

Action	Status	Progress	Due Date	Comment	Assigned To
				construction contracts for both projects at were not issued. Scottish Government had previously relaxed their financial year end condition. These project will be progressed after lockdown. For Design of Smollett Fountain: Project almost complete prior to lockdown, pending information on water supply. For Building Improvements at Alexandria: These projects are being progressed by Asset Management.	Gillian McNamara



**Ob** 3.3 Creating an integrated & sustainable transport infrastructure

Action	Status	Progress	Due Date	Comment	Assigned To
Reg/1819/ED/11 Progress A814 Connecting Clydebank project with WDC Roads		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2019	Works commenced by Roads service in delivering the £4.3m Connecting Clydebank Glasgow Road/Dumbarton road works with support from Sustrans. Contract commenced in August 2020 and will be phased over a number of months. Project closed from an Regeneration perspective and picked up in Pentana by the Roads service.	Michael McGuinness; Gillian McNamara



**Ob** 3.4 Developing a modern business infrastructure

Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/08 Investigate a Business Improvement District (BID) for Clydebank Business Park		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2016	Discussions are taking place between the Chamber of Commerce and the Council to progress. There has been no progress since the Chamber were unable to secure necessary business support for a BID, project closed in 2016/17.	Michael McGuinness
H/EDSTRATEGY2/09 Develop WDC sites within the Vale of Leven Industrial Estate		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	The Council's Asset Management and Capital Investment Teams are currently progressing this action and milestones.	
H/EDSTRATEGY2/10 Scope out opportunities for improvement to existing business locations and connections to them		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	A review is currently being undertaken of industrial land and premises within West Dunbartonshire from which there is expected to be a number of recommendations for improvements.	Michael McGuinness


<b>Ob</b>	3.5 Maximising West Dunbartonshire's competitiveness as an investment location
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/11 Support Strathleven Regeneration Community Interest Company (SRCic) and Walker Group to complete the Lomondgate project		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	Council continues to support Strathleven Regeneration CiC following completion of road-side service area the focus has been on the Business park and potential larger investment opportunities at that location. Aggreko have agreed an expansion site on the park and secured planning for expansion of the European manufacturing HQ. Covid-19 has stalled investment decisions and work continues to explore opportunities.	Michael McGuinness
H/EDSTRATEGY2/12 Promote investment opportunities		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	Good progress has been made on promoting and developing plans for most of the Council's regeneration sites and strategic disposal sites. Many of the sites require remediation, have a number of constraints or may be in private ownership.	Michael McGuinness

<b>Ob</b>	3.6 Improving the quality and quantity of housing stock
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Action	Status	Progress	Due Date	Comment	Assigned To
H&E/1718/HS/003 More Homes Better Homes West Dunbartonshire – successfully manage the implementation of Council's New Build Programme		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2018	Action on Track - Progress updated to each Housing and Communities Committee	John Kerr
H&E/1718/HS/006 Deliver new Housing asset Management Strategy		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	28-Feb-2018	Action on track. New strategy is currently at consultative draft stage and will be presented to Housing and Communities Committee in February.	John Kerr


<b>Ob</b>	3.7 Empowering and engaging with our communities
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/13 Enable community groups to access relevant funding opportunities		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	Assistance was provided to community groups to obtain £1m from the Scottish Government's Regeneration Capital Grant Fund for the Clydebank Community Sports Hub and a presentation was made to the	Michael McGuinness; Gillian McNamara


Action	Status	Progress	Due Date	Comment	Assigned To
				Dumbarton Town Centre Forum and promotional leaflets distributed to highlight the Dumbarton Town Centre Common Good Fund.	
Reg/1819/ED/13 Dumbarton Town Centre Common Good Fund grant provision		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2019	Regeneration will continue to manage and explore opportunities from the local community to secure improvements in Dumbarton Town centre.	Michael McGuinness; Gillian McNamara

	4. Building stronger partnerships and innovative approaches to delivery
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	4.1 West Dunbartonshire Community Planning Partnership
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/14 Community Planning Partnership Delivery and Improvement Group delivery.		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	The Economic Growth Delivery and Improvement Group of Community Planning will continue to be managed by the Strategic Lead for Regeneration and include a wide range of stakeholders and partners working together to improve the economic wellbeing of our communities, primarily through employment and place agendas.	Michael McGuinness

	4.2 Clyde Valley City Deal
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY2/15 Glasgow City Region partnership Governance		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	The Council's involvement through the various groups and sub-groups of the Glasgow City Region will be reported to Council as a regular update standing item, aligned with City region Cabinet meeting of Council Leaders.	Michael McGuinness

<b>Ob</b>	4.3 Joint Partnership Working
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Action	Status	Progress	Due Date	Comment	Assigned To
H/EDSTRATEGY/47 Support Scotland's Developing Young Workforce (DYW)		<div style="width: 100%; background-color: #4f81bd; color: white; display: inline-block; padding: 2px;">100%</div>	31-Mar-2020	Continuing to work with SDS and employability team to promote the Foundation Apprenticeships programme.	Michael McGuinness; Gillian Scholes
H/EDSTRATEGY2/16 Explore continued partnership with Working4Business.		<div style="width: 100%; background-color: #4f81bd; color: white; display: inline-block; padding: 2px;">100%</div>	30-Mar-2020	Working4Business continues to focus on two key pieces of work. The Business week, where we have a concentrated series of activities, workshops and seminars with our partners for the local business community, often at end of November/early December each year. The second activity has traditionally been the Business Awards dinner celebrations, however the May 2020 event was postponed due to the Pandemic and the group is considering viability of May a 2021, which is currently looking unlikely. (Oct 2020)	Michael McGuinness; Gillian Scholes
Regen/1920/ED-OP/08 Continue to work with partners through Working4Business initiative		<div style="width: 100%; background-color: #4f81bd; color: white; display: inline-block; padding: 2px;">100%</div>	31-Mar-2020	The business support service and business gateway continue to work with the working4business initiative progressing initiative around Covid-19 recovery for our high street, primarily with the Chamber on the 'love local' campaign and also on Brexit matters through Business Gateway and Scottish Enterprise portals.	Michael McGuinness; Gillian Scholes

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				