

Economic Development Strategy 2017 - 20

# Growing the **local** economy in East Dunbartonshire



sustainable thriving achieving

**East Dunbartonshire Council**

[www.eastdunbarton.gov.uk](http://www.eastdunbarton.gov.uk)

East Dunbartonshire  
Community Planning Partnership





# Foreword

I am pleased to present our draft Economic Development Strategy for 2017-2020. The plan is being delivered through community planning partners - working together to achieve a stronger, more resilient East Dunbartonshire.

We seek to build effective and long-lasting partnerships - based on a strong tradition of working together to achieve many outcomes. However, there are still many challenges to address, with ongoing economic pressures impacting upon our local communities and the services the partners deliver.

In an era of continuing financial constraints across the public sector it is important that we target our resources as effectively as possible to address inequality.

East Dunbartonshire is a great place to live, work and visit. We aim to protect and enhance the local economy - attracting high-value businesses and creating jobs for local people.

This strategy sets out what the Community Planning Partnership wants to achieve for the local economy over the next three years, and in the longer term, and we would very much welcome your comments.

## **Councillor Gordan Low**

East Dunbartonshire Community Planning Partnership  
Leader East Dunbartonshire Council

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# Introduction

This document is for anyone that lives, works in or visits East Dunbartonshire. It demonstrates how the Community Planning Partnership is working towards a stronger, more resilient local economy and building upon our existing assets.

The work carried out in East Dunbartonshire to drive economic growth is planned, implemented, and monitored by the East Dunbartonshire Economic Partnership (EDEP) which is a Local Outcome Delivery Group of the Community Planning Partnership. This group meets quarterly to ensure the objectives of this strategy are being met, and discuss what actions each partner is doing individually and as a group to meet them.

## EDEP consists of:

- Department for Work and Pensions
- Dunbartonshire Chamber of Commerce
- East Dunbartonshire Council
- East Dunbartonshire Voluntary Action
- Federation of Small Businesses
- Scottish Enterprise
- Skills Development Scotland
- Visit Scotland.

The partnership collectively prepared this Draft Economic Development Strategy (2017-2020) which forms the basis of how they are prioritising resources to meet the needs of the area, the objectives they want to achieve and the actions they are taking in order to meet these objectives.

## This strategy was informed by:

An **Economic Profile** based on extensive research relating to demographics and the labour market, business trends and tourism data, and other relevant economic intelligence. A full report is available on the Council website.

The **Policy Context** that identified themes based on relevant national, regional and local policies. The full report is available on the Council website.

## The Consultation, consisting of

- Surveying **town centre businesses** in one-to-one interviews in spring 2016
- A tourism **workshop** in February 2016 to discuss the tourism potential of the area and promote collaborative working
- An **online survey** which asked residents about retail habits, use of local assets and day visit destinations; businesses about their client base and use of business support services; and partner organisations about collaboration. It also asked everyone broader questions about priorities and objectives for the strategy.

The priorities of the **Regional Economic Strategy**, which lays out actions for the growth of the Glasgow City Region as a whole, which has been adapted to the local context in order to contribute to the region, but achieve local growth.

The East Dunbartonshire Economic Development Strategy 2017 - 2020 will be monitored by EDEP and a report demonstrating progress made will be published biennially.



### Department for Work and

**Pensions:** administers the State Pension and a range of working age disability and ill-health benefits to over 22 million claimants and customers. The service is provided in a number of ways, including through Jobcentre Plus, a representative of which sits on this Partnership.



### Dunbartonshire Chamber

**of Commerce:** a membership organisation which promotes, represents and supports businesses in both East Dunbartonshire and West Dunbartonshire. It offers a range of benefits to members including business support, networking and advice.



**East Dunbartonshire Council:**

members of the Partnership come from officers of the Business and Tourism, Employability, Land Planning Policy and Strategic Development and Regeneration services.



**East Dunbartonshire Voluntary Action:**

the Third Sector Interface (TSI) for East Dunbartonshire. Its role is to help maintain a vibrant third sector by providing support to third sector organisations to develop and operate and to volunteers to find organisations that need their help. EDVA also supports community engagement and social enterprise development.



**Federation of Small Businesses:**

experts in business, the Federation offers members a wide range of vital business services including advice, financial expertise, support and a powerful voice in government. Its aim is to help smaller businesses achieve their ambitions.



**Scottish Enterprise:**

This is Scotland's main economic development agency. The organisation works with partners in the public and private sectors to identify and exploit the best opportunities to deliver a significant, lasting effect on the Scottish economy.



**Skills Development Scotland:**

Scotland's national skills agency which provides support to people to build up the skills to get them into work, as well as support for businesses to connect them to people with the skills that they need. SDS provide a contribution to the training costs of the apprenticeship family to allow employers to hire someone and provide them with the on-the-job training that they need and help young people get into the world of work.



**Visit Scotland:**

Scotland's National Tourism Organisation which works closely with individual businesses, public agencies, local authorities and other tourism stakeholders to maximise the economic benefits of tourism to Scotland. This includes: marketing (campaigns, strategy, local delivery and funding); information and inspiration (print, websites and the outreach programme); quality assurance; and partnership initiatives where it works with area tourism partnerships and other bodies.



# East Dunbartonshire

# East Dunbartonshire

East Dunbartonshire is conveniently located to the north of Glasgow providing easy access to Glasgow and Edinburgh; Glasgow Airport is 20-40 minutes away by motor vehicle and Edinburgh Airport is 40-60. There are several links to the M80, and public transport links are excellent with regular bus services and local train stations connecting to the major cities. Stirlingshire is to the north sharing some of our beautiful landscape assets such as the Campsie and Mugdock Country Park while Loch Lomond and the Trossachs National Park can be reached within half an hour. This puts East Dunbartonshire in the ideal position of being close to Scotland's major cities as well as a gateway to the Highlands and the great outdoors.

Residents are healthier and wealthier than the Scottish average. Life expectancy is the highest in Scotland and only 4.3% of residents report bad or very bad health compared with 5.6% in Scotland. Residents earn £90.50 a week more than the Scottish average, but those that work here earn £140.70 a week less than those that live here, and £50.20 less than the average Scot. The unemployment rate is 4%, compared to Scotland's rate of 5.7%. This suggests that residents don't work in the area, and that there are lower paid jobs within the authority.

Residents also tend to have higher qualifications than other parts of Scotland and indeed Scotland as a whole, with a far higher proportion gaining a minimum of a NVQ4 level education than Scotland (53.6% and 42.5% respectively), and a very low proportion having no qualification at all (5.4% compared to 9% in Scotland). East Dunbartonshire is one of the highest performing authorities in Scotland for school attainment and is recognised for its high-quality schools - two of which, Bearsden Academy and Douglas Academy, are consistently in the Herald's school league table top 10 based on the percentage of pupils that leave school with 5 or more Highers. There were 10% more 16 and 17 year olds in East Dunbartonshire in some form of education than Scotland as a whole in 2013/14, and 61% of school leavers went on to Higher education, which is far higher than the Scottish average (38%).

East Dunbartonshire is one of only two local authorities where more than 80% of households own their property (81.2%) which is 20% higher than the Scottish average of 61.5% while 12% are in council or other socially rented housing compared to 24.3% for Scotland as a whole. There are 2.4 people per household in East Dunbartonshire compared with 2.2 in Scotland.

All of this combined implies that East Dunbartonshire is a great place for people to locate their families, and take advantage of the rural surroundings, attractive small towns, and easy access to the major cities and north of Scotland. However, East Dunbartonshire has a reputation as being a commuter location and only 25% of residents actually work within the authority area.

Local employment relies heavily on the public sector. The business base is 90.9% micro businesses and only 1.3% of local businesses have more than 50 employees. Although there is a strong network of existing businesses, the business base does not fully match the existing skills base.

East Dunbartonshire has an educated and highly skilled population - coupling this with its ideal location and strong business support services, it makes it a great place for business investment.

# Key issues and opportunities



## Skills

The job density is the ratio of total jobs relative to the working age population. In East Dunbartonshire the job density is currently 0.46, which means for every 100 people aged between 16 and 64, there are 46 available jobs in the area. Major cities tend to have a higher job density due to the larger business and industry base, and people from surrounding areas will commute to these jobs due to the availability and ease of access. For example, Aberdeen has the highest rate in Scotland at 1.26, and Edinburgh and Glasgow have 1.01 and 1.05 respectively. East Dunbartonshire has the second lowest job density in Scotland, behind only East Renfrewshire. East Dunbartonshire also has, however, one of the most highly educated populations in Scotland. Combining the skilled workforce with good connectivity, outstanding facilities and excellent schools, it is an ideal investment location.

## Tourism

VisitScotland evidence shows the most popular reason for visiting Scotland is for the scenery and landscape (49%), the history and culture (32%) and having been before and wanted to return (26%). This bodes well for East Dunbartonshire which is rich in scenery and landscape with the Campsie, Mugdock Country Park and the Forth and Clyde Canal, history and culture with the Antonine Wall and many other Roman sites; and opportunities to experience these together with plenty of walking and cycling opportunities, as well as long distance trails such as the West Highland Way and The John Muir Way. The area also benefits from being a hub for the national sport, with 14 local golf courses. Despite these historical and cultural assets, there is a relatively low tourism profile, leaving a huge opportunity to build upon these assets.

## Environment

The exceptionally high environmental and landscape quality of the area has the potential to support tourism development and encourage inward investment. Preservation and enhancement of local biodiversity and green network assets is essential to support local rural and tourist economy interests and to sustain the wider ecosystem to which our local environment is connected, and on which all economic activity depends. There is excellent greenspace countryside access networks, parkland and walking routes. Most residents in a recent survey reported walking and cycling on a weekly basis, and there is a big opportunity for increasing and improving walking and cycling infrastructure in order to attract more people to use these routes. This in turn opens up the opportunity for more activity in the town centres by using the routes to direct users into the centres, increasing footfall and spending.

## Sustainable economy

A sustainable economy contributes to reducing economic and social inequality, and delivers environmental benefits that increase quality of life and wellbeing in the present and the future. Innovation is vital to ensuring that our economy evolves and adapts in a way that makes it more resilient to changing conditions, particularly climate change; and also improves competitiveness and reduces its strain on the environment.

Improving energy efficiency and promoting the use of renewable technology not only reduces greenhouse gas emissions, helping decarbonise the economy, but is also an important step in increasing business competitiveness by reducing waste and creating opportunities for new skills and local employment opportunities.

## Glasgow City Region

East Dunbartonshire is located within the Glasgow City Region, along with East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire. In a global context, Glasgow is a small city but the eight Local Authority areas in the city region together have the potential to become a global economic city region with a growing export base and high productivity that can attract greater inward investment.

With a population of almost 1.8 million, the Glasgow City Region is the largest in Scotland and one of the largest in the UK. The region contributes around a third of Scotland's Gross Value Added (GVA) with the figure for 2014 standing at over £40 billion, and is home to around a third of Scotland's population and businesses. It has a strong reputation as a location for business, leisure and culture.



### Glasgow City Region City Deal and Economic Strategy

The Glasgow City Region has secured one of the largest City Deals in the UK and has established a system of economic governance which will coordinate delivery of the Deal. The £1.13 billion Glasgow City Region City Deal represents a considerable regeneration opportunity for the region. The 26 City Deal projects will boost long-term economic growth in the region and are split over three themes: infrastructure, skills and employment, and innovation and business growth.

Key infrastructure projects across the City Region will offer strategic and employment benefits for businesses and residents in East Dunbartonshire. For example the Glasgow Airport Access project; a flagship project of the City Deal. This £144m initiative will create a direct rail link between Glasgow Airport and Glasgow Central Station.

Another major part of the City Deal outwith the infrastructural investment programme is the region wide projects related to skills and employment, which offer direct benefits to East Dunbartonshire. These are:

- Working Matters: A new £9 million employment scheme for individuals in receipt of Employment Support Allowance will work with 4,000 people, assisting at least 600 into sustained work.
- Youth Gateway: A £15 million integrated employment programme for young people (aged 16-24) will work with 15,000 people over the next three years, helping 5,000 into sustained work.

The Glasgow City Region City Deal has the potential to deliver a sustainable uplift in GVA of 4% across the City Region (around £2.2 billion in additional GVA per annum) and create around 29,000 jobs across the city region. In addition to the £1.13 billion public sector investment, it is expected to lever in an additional £3.3 billion of private sector investment. The deal will transform the economy, productivity, and trade and visitor potential of the entire City Region. East Dunbartonshire Council is working on a potential infrastructure project at Westerhill/Bishopbriggs for which the Council will seek support in a future round of City Deal funding.

The Glasgow City Region Economic Strategy and Action Plan, launched in February 2017, builds on City Deal and introduces a new vision for the region to be met by 2035, which is to achieve:

*“A strong, inclusive, competitive and outward looking economy, sustaining growth and prosperity with every person and business reaching their full potential.”*

The Strategy and Action Plan will build on existing collaboration across a number of services such as health, transport and strategic planning, and strong employment, education and cultural links across the region to achieve its 11 objectives (see page 21). Achieving the vision of economic growth and prosperity across the City Region offers each local authority area more opportunity for growth than they would achieve individually because the region has more to offer to investors as a package.

The East Dunbartonshire Community Planning Partnership (CPP) will collaborate within the region to contribute to the delivery of this strategy in order to create regional economic growth which will benefit East Dunbartonshire people, businesses, and local and regional employment. However, as with any area, East Dunbartonshire has its own distinct challenges and opportunities which do not always reconcile with the regional issues as a whole, so it is important that while delivering the regional strategy, we are also delivering this Economic Development Strategy which reflects the local economic needs and priorities.

# Our approach

## Reducing inequality

A long term outcome of the Community Planning Partnership is to reduce disadvantage and overall inequality in East Dunbartonshire. Although it is a relatively affluent area, there are pockets of deprivation throughout that are being targeted under the 'Place' initiative. Through the Economic Development Strategy and the work of EDEP, the CPP aims to contribute to reducing inequality by increasing job opportunities and attracting higher quality jobs to keep residents here for work increasing their spending in the area. We also aim to increase town centre footfall through regeneration projects and business development, and create a stronger local economy which will narrow the gap in earnings between those that work here and those that live here.

EDEP is committed to reducing inequality and promoting good relations between different groups across the authority. As a Local Outcome Delivery Group, this commitment is detailed in members' induction packs to ensure awareness and consistency across the CPP.

## A Partnership Approach

Each member of EDEP is an economic development practitioner with some representing specific areas such as tourism, employment or business services. This Economic Development Strategy pulls together the existing and future work of the individual organisations that sit on the partnership, but also plans joint actions that will be delivered by the group as a whole to add value and pool resources; as well as maintain a level of accountability from the whole CPP to work together to achieve the best for the people of East Dunbartonshire.

## A Holistic Approach

Economic Development is a complex topic because it affects so much of people's lives, such as their work, their environment, their health and wellbeing, and their social lives, so it is impossible to look at aspects of development individually. The four priority areas identified in this strategy as the areas on which to focus development in East Dunbartonshire - town centres, business growth and support, tourism, and sustainable development - are not mutually exclusive and objectives that focus on one area will ultimately have an effect on another.

Town and village centres are not only hubs of activity for the local community, they are the location of a lot of local businesses and business services, and they host activities and events that attract visitors. Similarly, businesses can be featured and involved in planning the events that attract people into towns and villages, and can also grow in the tourism and green industries. Regardless of the type of economic development planning or infrastructure that is implemented, growth and development should not compromise the quality of our air and water, contribute to climate change, increase flood risk, result in net biodiversity loss or deprive future generations of the environmental benefits we enjoy. Overall we should be seeking to enhance our environment through our economic activities and development decisions.

It is important to view the strategy as a whole, because each individual priority, objective and action will have a combined effect on the overall economy and environment in East Dunbartonshire.

*“East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place in which to visit and invest”*





## Town Centres



# Town Centres

Town and village centres are key locations for attracting visitors and residents, as well as encouraging local employment, activity, and spend, so it is important that town centres are 'accessible, active, and attractive' to encourage footfall. The appeal of our town and village centres is fundamental to the competitiveness of East Dunbartonshire so it is vital for the local economy that they are as effective as possible.

The overall goal for town centres is to increase footfall by making them places in which people want to spend more time, and businesses want to locate and grow. Town centres will always be prioritised in decision making for local development and regeneration.

## Objectives:

1. Cultivating strong relationships with an active community of town centre traders, and work with them to improve variety of offer and build the evening economy.
2. Creating places that are active, accessible and attractive by ensuring towns are physically appealing, pedestrian friendly, well-connected to local assets and have good quality spaces and infrastructure.
3. Promoting an active and involved local community by supporting and encouraging local community groups.



# Business Support and Growth

East Dunbartonshire has a wealthy, educated and hard-working population, and great schools with high attainment figures; though a very high proportion of the population is commuting out of the authority for work. This is in part due to the lack of employment opportunities in the area, particularly in higher value sectors.

We aim to increase the number of high quality jobs not only by attracting new businesses, but also by encouraging more people to start new businesses and ensuring that our existing businesses have the skills, capacity, and support required to grow.

## Objectives:

4. Implementing new ways of collecting and storing information on local businesses, and assessing whether the business land and space is suitable for existing and potential new businesses.
5. Supporting existing businesses to grow, and encouraging and supporting individuals towards entrepreneurship and business creation.
6. Attracting inward investment by promoting the available business land and local skills base to potential investors, providing packages of support, and working with landowners to bring development forward.
7. Ensuring residents have access to the employment and skills development services they need, and focussing resources on reducing employment inequality. Promoting skills and training that will contribute to regional growth sectors.



# Increasing Tourism

Tourism is one of the world's largest markets and its success is dependent on available infrastructure and distinctiveness of offer. Scenery and landscape is cited as the main reason visitors come to Scotland and East Dunbartonshire has a number of key natural and cultural assets that contribute to the wider offering such as the Antonine Wall, the Campsie and the Forth and Clyde Canal. There are also plenty of walking and cycling opportunities such as the West Highland Way, John Muir Way, Thomas Muir Trail and the Strathkelvin Railway path.

Resources will be focussed on increasing tourism through improving existing infrastructure, raising awareness and capitalising on business growth opportunities. East Dunbartonshire has great opportunities for tourism but has so far lacked the visibility and profile to attract people. There is also a lack of available data regarding the visitor economy, so this is something we will now seek to improve.

## Objectives:

8. Increasing tourism by raising awareness of local assets and promoting local strengths and environmental quality, as part of the vast tourism offering of the Glasgow City Region.
9. Investigating the economic benefit generated from local tourism assets, benchmarking from other areas, and using this knowledge to develop and improve tourism infrastructure and assets.
10. Utilising attractions by exploring different options for use of existing assets such as building on the success of events like the Kirkintilloch Canal Festival, and tying in local events with the regional tourism offering.

# Sustainable Development

Sustainable development is not only socially and environmentally responsible, it can also improve the economy in numerous ways. People benefit from health and wellbeing improvements due to better air quality from reduced carbon emissions and new approaches to business create employment and training opportunities. The Government's Circular Economy agenda is an innovative way to create a more sustainable economy whilst providing economic benefit to local businesses by improving their resource efficiency and reducing waste thereby reducing costs, opening up new markets, providing access to additional funding streams, and creating reputational advantage with consumers.

East Dunbartonshire's outstanding natural environment provides an attractive landscape and a valuable recreational resource for local residents and the wider workforce.

## Objectives:

- I 1. Attracting pedestrians and cyclists into town centres by ensuring there are high quality parks and routes to surrounding areas nearby; and promoting behaviour change initiatives for active travel, reducing reliance on cars and carbon emissions.
- I 2. Delivery of local, regional and national initiatives that contribute to sustainable economic growth; and working with businesses to help them become more energy and resource efficient reducing costs and contributing to a greener local economy.
- I 3. Encouraging and supporting the growth of new and existing social enterprises, and raising awareness of local social enterprises and volunteering opportunities.





## Key Actions

# Key Actions

## Business Portal

We are currently developing a website that will act as a single point of access for businesses currently in the area, or looking to invest in the area to connect them to the information and services that they need. This will include:

- Available organisations with local business growth support services
- Upcoming events of interest
- Business directory for the area
- Jobs board
- Business Survey.

This website will not only allow us to connect with businesses faster, it will allow us to collect information on local business trends, allow businesses to advertise available jobs and provide jobseekers with one place to look for jobs. It will also allow the Partnership to work more efficiently by linking businesses with the appropriate organisation and service throughout their changing support needs.

## Sustainable Procurement

The addition of community benefits clauses to public procurement contracts is a simple way to add value to the local economy. These clauses ask developers and other successful tender winners to consider additional services, such as the targeted recruitment of local residents, training opportunities, event sponsorship, and supply chain benefits for local small and medium enterprises, and social enterprises. We aim to expand on our current approach to community benefits clauses in Council procurement contracts, for example by:

- Exploring options for a system for requesting community benefits from developers at the beginning of the tendering process such as recruiting a set number of modern apprentices depending on the value or length of the contract
- Providing a guide for developers so they understand what is expected from them, with examples of the types of projects or benefits they can bring to the local community

- Linking with employability services at the tender stage so that they can plan ahead for jobs that are likely to come up and prepare clients in advance to maximise the local impact from job opportunities.

## Business Land Audit and Business Land Review

Over the duration of this strategy we will be undertaking numerous projects that will increase our existing knowledge of the businesses base as well as the land and office space we are providing for potential investors, and for existing businesses to grow.

The first step will be a Business Land Audit to map activity on business sites, levels of vacancy and options for improvement, which will form the evidence base for a Business Land Review. This will assess whether the amount and quality of existing land is sufficient for our growing businesses and attractive to investors, and decide on a course of action if it is found to be insufficient.





## Key Regeneration

# Key Regeneration

## Kirkintilloch Town Centre

The Kirkintilloch Town Centre Masterplan sets out plans for the regeneration of the entire town centre of Kirkintilloch. The masterplan aims to make the town more successful through a range of key objectives and projects including:

- Changing the design of Cowgate with a streetscaping project completed in 2017
- Improved connections between the town centre and surrounding green space and key assets such as the canal and the Antonine Wall
- Encouraging diverse uses in the town centre, and
- Improving parking facilities and public realm.

## Lennoxtown

A charrette took place in Lennoxtown town centre in March 2016 by a team of external consultants who then provided a report. A charrette is an interactive design process in which the public and stakeholders work directly with a specialised design team to generate a specific community vision, masterplan or action plan. This allows the local community to communicate their views in terms of the development and future of their own town centre, and ideas and designs can be progressed over the course of the event.

The Lennoxtown Charrette was match-funded by the Scottish Government Charrette Mainstreaming Programme, and total work done involved pre-charrette consultation with Council officers, the community council and school children; background research and policy work; and on-street observations. The charrette itself was a four day event that utilised the Place Standard Tool, a Government tool in which people rate various aspects of their town.

A Place Plan for Lennoxtown is forthcoming as a result of this work, in which we aim to regenerate the town centre to make it more attractive and accessible, and reduce the inequality that exists within the town.



### Bishopbriggs Regeneration Programme

East Dunbartonshire Council has a project on the City Deal reserve list that would involve the regeneration of Bishopbriggs town centre, Westerhill and the surrounding area. This programme of infrastructure investment that is required to realise the full development potential of the area would involve:

- Completion of the Bishopbriggs Relief Road linking to A80 and the creation of a new link with the A803
- Delivery of the East Dunbartonshire Transport Improvement Strategy - including the completion of the Bishopbriggs Relief Road and the delivery of park and ride facilities at Westerhill
- Provision of enabling infrastructure (including digital infrastructure at Westerhill)
- Undertaking improvements to Bishopbriggs town centre including the development of a new community hub
- Provision of enabling infrastructure for the expansion of Strathkelvin Retail Park.

This investment would help to release substantial commercial development opportunities. It is estimated that if this investment programme is fully developed, in 30 years' time the Bishopbriggs area could:

- Generate between £132 and £178 million net additional GVA/year for the Scottish economy, of which between £121 and £163 million could be retained within the Glasgow City Region and between £100 and £135 million could be retained within East Dunbartonshire
- Support between 5,480 and 7,280 jobs in Scotland of which between 4,810 and 6,405 could be within the Glasgow City Region and between 3,885 and 5,205 could be within East Dunbartonshire.

This implies that over 30 years, the new developments could contribute between £2.7 and £3.7 billion to the Scottish economy, between £2.5 and £3.4 billion GVA to the Glasgow City Region economy and between £2.1 and £2.8 billion GVA to the East Dunbartonshire economy.

If this funding is not secured within the City Deal Infrastructure Fund, it will remain an aspiration of East Dunbartonshire Council, who will continue to seek funding from elsewhere.

### Town Centre Strategies

In order to establish a long-term vision for town centres, and provide a framework for future development and regeneration, town centre strategies will be prepared for Milngavie, Bearsden and Bishopbriggs. These strategies will investigate and reflect upon the unique challenges and opportunities of each town centre and will identify actions to deliver positive change. These strategies will be developed in 2017 and due to the on-going work in Kirkintilloch, it is intended that an updated masterplan will be brought forward after 2017.



# Action Plan

# Action Plan

The Glasgow City Region Regional Economic Strategy (RES) contains eleven objectives for regional growth, to be achieved by 2035:

1. Attract and retain talent and enterprises relocating to GCR.
2. Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently unemployed and those on low incomes.
3. Create a skills and employment system that meets the current and future needs of GCR businesses and supports all our residents to access jobs and progression opportunities.
4. Grow the presence of Scotland's Growth Sectors in the city region so that we increase the total number of GCR's businesses and employees who work in these sectors.
5. Significantly improve the productivity of GCR's diverse business base through increased investment, innovation and exporting.
6. Increase the number of sustainable and high growth start-ups surviving to at least five years.
7. Grow GCR supply chain activity whose growth underpins the success of GCR sectors.
8. Building on the City Deal bring forward in parallel strategic programmes, projects, and associated investment that maximise the value of the Deal.
9. Maximise the potential of key GCR economic assets.
10. Actively promote GCR globally, with a focus on international investment opportunities.
11. Increase in the number of housing and commercial (added) completions and decrease the amount of derelict and vacant land.

The East Dunbartonshire Economic Partnership is committed to contributing to the growth of the region in order to achieve these objectives, providing wider benefits to the people and businesses of East Dunbartonshire. The RES contains a number of achievable short term actions for the next three years to which EDEP will contribute, for example:

- A city region approach to skills investment
- Alignment of enterprise services to a city region level
- Glasgow City Region Strategic Transport Plan
- Glasgow City Region Fair Work Strategy and GCR Living Wage
- Development of a clear regional brand identity to attract new talent, visitors and investment.

The following action plan details the individual actions that will contribute to achieving the objectives in this strategy, highlighting which objective each relates to. There is also a column showing which objective in the Regional Strategy the action contributes to. This strategy is reflective of local economic issues and opportunities, taking regional priorities into account, which means each action will contribute to achieving an objective for this strategy, but will not always relate to an objective in the Regional Economic Strategy.

Priority I: Town Centres				
Ref	Action	Objective		Timescales
		EDS	RES	
1	Regular meetings with the traders in each town centre encouraging partnership working and regular discussion between local business owners and the Community Planning Partners. Where possible the Council and its partners should encourage the introduction of Business Improvement Districts, and continue to support the existing BID in Milngavie.	1	-	Ongoing
2	Encourage 'Shop local' campaigns through town centre traders' groups in support of local businesses, encourage pop-up business and events for example 'Test Towns' and introduce protocol for assisting people to make use of vacant units for temporary business.	1	-	Ongoing
3	Hold workshops and networking events with town centre businesses on topics such as maximising Christmas shopping trade.	1	-	Ongoing
4	Work with landlords and agents to develop a range of alternative uses for vacant properties including modernising premises for small scale businesses; where possible seek to establish business incubation space within existing retail units.	1	-	Ongoing
5	Measure the effectiveness of East Dunbartonshire's Decriminalised Parking Enforcement programme in regards to turnover of parking and spaces for shoppers and town centre users.	1	-	Ongoing
6	Continue the improvements of Kirkintilloch town centre through refreshing the Kirkintilloch town centre masterplan and improving the town centre through physical, social, and economic interventions.	2	-	2020
7	Produce individual town centre strategies for Bishopbriggs, Bearsden and Milngavie that will: <ul style="list-style-type: none"><li>• Outline the key priorities for the regeneration of each town centre and opportunities for change</li><li>• Survey each town centre to find out surplus/needs regarding sector and actively seek to fill this need</li><li>• Encourage a mixed town centre of retail, hospitality, services and housing; and consider existing need or surplus and a potential policy approach</li><li>• Look at alternative approaches to encouraging use class flexibility and diversity in our town centres.</li></ul>	2	-	2018
8	Produce a Place Plan for Lennoxton which draws on the community charrette held in March 2016 and sets out a range of projects.	2	-	2017
9	Continue work to assess how towns and village centres are currently connected to tourism attractions and walking and cycling routes. Carry out work to ensure: <ul style="list-style-type: none"><li>• Signposting to town centres</li><li>• Links to active parts of town centres</li><li>• Consistent and clear signage.</li></ul>	2	-	Ongoing
10	Ensure a diverse mix of high quality public spaces is available within and adjacent to town centres in order to provide for and encourage a range of social and civic activities and in order to promote additional footfall. Key civic spaces such as Regent Gardens will be upgraded in keeping with the objectives of the Masterplan and Town Centre Strategies.	3	-	Ongoing
11	Create a process for implementing the Community Empowerment Act that will support community groups that wish to lease or own publicly owned spaces to develop a community led space.	3		Ongoing
12	Support the establishment of Community Development Trusts.	3		Ongoing

Priority 2: Business support and growth				
Ref	Action	Objective		Timescales
		EDS	RES	
13	Undertake a Business Land Audit to map activity on business sites, levels of vacancy and options for improvement. Sites to be audited include all Local Development Plan sites that are safeguarded for business use, the existing businesses there, and any vacant or developable land to understand our available land supply. Once completed to be updated annually.	4	1	2018
14	Undertake a Business Land Review using the data from the Business Land Audit to assess the amount and quality of existing land in order to assess whether this is sufficient for our growing businesses, and attractive to investors. Once completed to be reviewed every five years.	4	1	2019
15	Review partner services and improve the way we record and share previous and existing contact with local businesses, in order to identify duplication or gaps in services accessed by local businesses, and proactively offer services to businesses not accessing support.	4	3	2018
16	Develop a business survey that can be used by the partnership to collect information on a continual basis with annual reports. This survey will be circulated at events, public meetings, during business engagement sessions, and be available on the forthcoming website (ref 18).	4	3	2018 Ongoing
17	Deliver Business Gateway services to new and existing businesses. These services will include: <ul style="list-style-type: none"> <li>• Advice for existing and start-up businesses</li> <li>• Business training workshops</li> <li>• Grant programmes to support the growth of businesses</li> <li>• Growth Advisory Service</li> <li>• Coordinating with the Employability Action Group to match business needs with the need of local unemployed people.</li> </ul>	5	6	Ongoing
18	Develop and launch a website that acts as a portal for businesses that provides a single point of contact and access to information on: <ul style="list-style-type: none"> <li>• Business growth support services</li> <li>• Available organisations that can support businesses such as the Chamber of Commerce, Federation of Small Businesses etc.</li> <li>• Upcoming events of interest</li> <li>• Business directory for the area</li> <li>• Jobs board</li> <li>• Business Survey.</li> </ul>	5	6	2017
19	Run events for the local business community to allow them to network and grow such as meet the buyer events, job fair and how to access finance.	5	6	Ongoing
20	Promote support for entrepreneurialism to our target employment groups, including: <ul style="list-style-type: none"> <li>• Marketing and events at colleges</li> <li>• Marketing at nurseries and after school clubs</li> <li>• Talks for 5th and 6th year pupils.</li> </ul>	5	3	Ongoing
21	Produce Guidance for Home-based businesses about how to run a business from home, with relevant available services and organisations to provide assistance, as well as technical information such as registering for VAT, planning permission, legal guidance, web training, support available etc.	5	-	2018

Priority 2: Business support and growth				
Ref	Action	Objective		Timescales
		EDS	RES	
22	Introduce marketing for investment, such as an investment website with its own branding, social media marketing, and brochures for meeting with developers outlining the development opportunities in the area, business and office space, and benefits of locating in East Dunbartonshire including its good schools, skilled workforce and tourism assets.	6	10	2020
23	Assessing East Dunbartonshire's contribution to Scotland's Growth Sectors and working on increasing regional growth for these sectors.	6	4	2019
24	Undertake work to bring forward key business sites for business development. Projects to include: <ul style="list-style-type: none"> <li>• Use Business Land Audit process to engage with land owners regarding the characteristics of their sites and provide site information for marketing</li> <li>• Work with landowners and marketing agents to attract businesses to vacant sites</li> <li>• Identify funding opportunities to improve infrastructure</li> <li>• Bring forward consents for development to take to market and encourage early development and business growth</li> <li>• Development of masterplans and their delivery.</li> </ul>	6	11	Ongoing
25	Delivery of the Kirkintilloch Gateway Masterplan which would provide the opportunity for business to grow in a well-connected area of central Scotland. Working with landowners, actively marketing this site and working on packages of support for investors that have been identified.	6	10	2020
26	Delivery of a Masterplan for Westerhill either as part of the Glasgow City Deal or as planning guidance. Undertake any necessary feasibility work associated with this and create an investment package to attract investors	6	8	2020
27	Promote and market employability and learning and development services in 'Place' areas including Lennoxton hub, Hillhead Community Centre, Auchinairn and Twechar Healthy Living Centre.	7	2	Ongoing
28	Ensuring there are employment services specifically aimed at target groups facing employment inequality. The Employability Action Group have identified these groups as: <ol style="list-style-type: none"> <li>1. School Leavers at risk of not entering a Positive Destination</li> <li>2. Young People aged 18 – 25 years</li> <li>3. People with Significant Barriers</li> <li>4. Returners to the Labour Market and 50+ Workforce</li> <li>5. Underemployed and Sustained Workforce.</li> </ol>	7	2	Ongoing
29	Encouraging growth of local businesses, local employment, and the local economy in general by building on our current approach to Community Benefits clauses in Council procurement contracts, for example by: <ul style="list-style-type: none"> <li>• Exploring options for a system for asking things from developers at the beginning of the process for example a set number of modern apprentices depending on the value or length of the contract</li> <li>• A guide for developers at the beginning of the stage so they understand what is expected from them, or have examples of the types of projects or benefits they can bring</li> <li>• Linking with employability services at the tender stage so that they can plan ahead for jobs that are likely to come up and prepare clients in advance to maximise the local impact.</li> </ul>	7	7	Ongoing

Priority 3: Increasing Tourism				
Ref	Action	Objective		Timescales
		EDS	RES	
30	Promote local businesses, heritage and events through activities such as launching a tourism website and contribute to the wider tourism offer of the Glasgow City Region. Contribute to regional tourism strategy and work to ensure East Dunbartonshire's tourism attractions and walking and cycling routes are represented as part of the regional marketing.	8	4	2019
31	Create a calendar showing all of the events happening across East Dunbartonshire so that they can be coordinated so overlap can be avoided. This should also take into consideration events happening in other authorities in the city region, and events should be marketed as regional as opposed to local in order to get more interest from surrounding areas.	8	4	2019 initially, ongoing thereafter
32	Take advantage of the assets by utilising the VisitScotland national theme of 2017 'Year of History, Heritage and Archaeology' and holding events or general promotion for local historical assets which may include: <ul style="list-style-type: none"> <li>• The Forth and Clyde Canal</li> <li>• The Antonine Wall</li> <li>• Barhill Lodge</li> <li>• The Roman Bathhouse at Bearsden</li> <li>• Peel park.</li> </ul>	8	4	2017
33	Promotion and further development of local arts and heritage offer including: <ul style="list-style-type: none"> <li>• Auld Kirk Museum</li> <li>• Lillie Art Gallery</li> <li>• Kilmardinny House Art Centre</li> <li>• Kirkintilloch Town Hall.</li> </ul>	8	4	2020
34	Champion the East Dunbartonshire Loop route; a circular walking and cycling route around the authority area that could draw in travel tourism.	8	4	Ongoing
35	Explore and demonstrate the benefits of the Tourism Partnership so that businesses are able to see the benefits that they can expect to see from membership. Approach tourism businesses in the area and explore options for a legal structure, an action plan, and funding such as the VisitScotland Growth Fund.	9	4	2019
36	Develop a masterplan for the canal corridor, as part of the Local Development Plan, which should: <ul style="list-style-type: none"> <li>• Establish priorities for general improvements and new facilities that may include projects such as path improvements, new jetties, public art and public spaces.</li> <li>• Explore the Forth and Clyde Canal's potential for a larger tourism pull and how the canal can be used for leisure and tourism opportunities throughout the year.</li> </ul>	9	4	2018
37	Invest in tourism data which is invaluable for planning for tourism infrastructure and events because it will create an understanding of current visitor economy. STEAM data is used by 25 other Local Authorities as a means of collecting this data.	9	4	2018
38	Research the income generated from our tourism assets and the economic benefit to local businesses so that we can plan investment into successful assets; and benchmark from successful attractions in other areas such as the Falkirk Wheel.	9	4	2020

Priority 3: Increasing Tourism				
Ref	Action	Objective		Timescales
		EDS	RES	
39	Carry out an exercise that maps out all of the work being done by partners and community groups in the area that has an impact on the visitor economy, and hold an event to exhibit the results to increase awareness and promote collaboration.	10	4	2018
40	To complement the regional tourism strategy, explore opportunities to enhance the visitor economy through development. Present an options report displaying economic benefit to the Community Planning Partnership, the tourism partnership and the local community as options to take forward. Examples could include: <ul style="list-style-type: none"> <li>• Tour packages</li> <li>• A development along the Forth and Clyde Canal</li> <li>• Seasonal public transport to tourist attractions</li> </ul>	10	4	2018
41	Enhanced infrastructure around successful tourism attractions such as upgraded paths, public toilets, bike rails etc. around attractions such as: <ul style="list-style-type: none"> <li>• The Forth and Clyde Canal</li> <li>• The Antonine Wall</li> <li>• Mugdock Country Park</li> <li>• The Campsies.</li> </ul>	10	4	Ongoing
42	Build on the success of the Kirkintilloch Canal festival by exploring ideas for other events (including supporting Visit Scotland's themed years) and supporting local businesses to carry these out. E.g. fringe events around the canal festival, testing out additional small events around the area.	10	4	Ongoing
43	Explore the introduction of a golfing cooperative to take advantage of East Dunbartonshire's 14 golf courses and allow freer movement of golfers around different courses which would help tourism by encouraging travel across the authority.	10	4	2018
44	Explore customer service training such as Worldhost, which focusses on delivering great customer service that can attract customers to return. If suitable, pilot this or a similar programme at one major tourism business and explore rolling out among others.	10	4	2019

Priority 4: Sustainable Development				
Ref	Action	Objective		Timescales
		EDS	RES	
45	Conduct a feasibility study to explore potential investment in Bishopbriggs at Woodhill and Etive Parks near Bishopbriggs town centre, where there is a considerable amount of amenity parkland and open space that could be transformed into a more valuable space with associated facilities for wider recreational use attracting more people into the town.	11	-	2018
46	Conduct feasibility study for Lennox Park to establish ways in which the park could play a greater role in delivering economic benefit for Milngavie. Development could include: <ul style="list-style-type: none"> <li>• A café in the block previously used for toilets</li> <li>• Redesign to the blaes pitch to create a higher quality recreational space</li> <li>• Upgrades to the existing skate park.</li> </ul>	11	-	2018
47	Develop a strategy to enhance the Circular economy in East Dunbartonshire , including: <ul style="list-style-type: none"> <li>• promote the 4 areas of circular economy activity identified by EDVA (increasing services to SMEs; stimulating new business opportunities; supporting collaboration between businesses and academia; helping community and 3rd sector organisations to participate)</li> <li>• Implementation of business support programmes from Zero Waste Scotland, Energy Saving Trust and other relevant bodies</li> <li>• Promotion of Resource Efficiency Pledge, Scottish Business Pledge and Zero Waste Scotland's 'Good To Go' programme</li> <li>• Partnership between EDC &amp; Re-Tek for old ICT equipment.</li> </ul>	12	-	2020
48	Support enhanced provision of sustainability-related information to local business community including sharing grant-funding opportunities, running Business Gateway seminars and offering one-to-one surgeries on topics such as resource efficiency, carbon reduction, climate change adaptation and fair trade.	12	-	2020
49	Promote the green tourism certification and support businesses to achieve this; and introduce a green business award in the East Dunbartonshire business awards.	12	-	2019
50	Ensure the Social Enterprise model is encouraged and promoted as a viable and attractive option for business start-ups, and assist local social enterprises to grow.	13	6	Ongoing
51	Work with local social enterprises to help people get back into the workforce, for example after school clubs can free up parents' time; 'Freedom Bakery' in Low Moss Prison which teaches inmates valuable baking skills, and volunteering opportunities can give people work experience.	13	2	Ongoing
52	Expand organisations memberships to include social enterprises to increase awareness and allow social enterprise networking with private companies which could open up supply chain or other opportunities.	13	7	2019
53	Establish a network that supports social enterprises to connect with and learn from private companies, that will offer advice to develop or run their business e.g. accountancy and legal advice.	13	6	2020
54	Carry out research to map out the existing links between social enterprises in the local area and private businesses for example, catering, supply chain, businesses using third sector meeting space etc. Assess whether this can be built upon.	13	7	2018



# Growing the **local** economy in East Dunbartonshire



sustainable thriving achieving

**East Dunbartonshire Council**

[www.eastdunbarton.gov.uk](http://www.eastdunbarton.gov.uk)

Other formats

This document can be provided in large print, Braille or on CD and can be translated into other community languages. Please contact the Council's Communications Team at:

East Dunbartonshire Council, 12 Strathkelvin Place, Southbank  
Kirkintilloch, G66 1TJ Tel: 0300 123 4510

本文可按要求翻譯成中文，如有此需要，請電 0300 123 4510

اس دستاویز کا اردو تراجم دستیاب کرنے کے لیے (اردو) زبان میں درخواست کی جا سکتی ہے۔ براہ مہربانی فون نمبر 0300 123 4510 پر رابطہ کریں۔

ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸਿੱਧਾ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫੋਨ ਕਰੋ।

Gabhaidh an sgrìobhainn seo cur gu Gàidhlig ma tha sin a dhìth oirbh. Cuiribh fòn gu 0300 123 4510

अनुवाद करने पर यह दस्तावेज़ हिन्दी में आपांतरित किया जा सकता है। कृपया 0300 123 4510 पर फोन कीजिए।

East Dunbartonshire  
Community Planning Partnership

