
To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: Renfrewshire Economic Strategy 2020 - 2030

1. Summary

- 1.1 In November 2016 the Leadership Board approved the establishment of an Economic Leadership Panel in order to develop a collaborative approach to the development of the Renfrewshire economy and to specifically lead and advise on the development of a longer-term economic strategy for Renfrewshire - the first of its kind.
- 1.2 Under the leadership and guidance of the Panel the first Economic Strategy for Renfrewshire has now been prepared. The Strategy sets out how Renfrewshire, as a place, is already significantly improving its competitiveness by investing £1.4 billion in innovation, economic infrastructure and skills development; but also concludes that more needs to be done to address the economic challenges facing the area and allow business and local people to benefit from the investment.
- 1.3 The Strategy sets out a number of strategic ambitions for the Renfrewshire economy: -
- more, and better jobs for local people
 - growing the value of the Renfrewshire economy and positioning Renfrewshire as the centre of manufacturing innovation, and research and development
 - growing our working-age population and supporting people on long-term sickness back to employment with more secure earnings
 - reducing the skills gaps and shortages experienced by local businesses
 - improving our economic infrastructure, including better public transport and digital connectivity

- 1.4 The Strategy sets out our collective mission to strengthen the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.
- 1.5 The Strategy is attached to this report. The Economic Leadership Panel has approved the content of the Strategy and commends it to the Council for adoption.
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2. Recommendations

- 2.1 It is recommended that the Board:
- (i) welcome the preparation of the first Economic Strategy for Renfrewshire under the leadership and guidance of the Economic Leadership Panel;
 - (ii) accepts the invitation of the Economic Leadership Panel to adopt the strategy as Renfrewshire's formal economic plan, of which the Council is a key contributor and enabler; and
 - (iii) note that the Strategy will be officially launched by the Economic Leadership Panel and the Cabinet Secretary for Finance, Economy and Fair Work on 20 September.
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3. Background

- 3.1 In November 2016 the Leadership Board approved the establishment of an Economic Leadership Panel (the Panel). The Leadership Board recognised the importance of strong engagement with the local business sector to drive forward local economic development and the formation of the Panel was seen as the mechanism to develop that relationship. In addition to private sector representation on the Panel, other senior stakeholders have joined from the University of the West of Scotland, West College Scotland, Scottish Enterprise and Skills Development Scotland. The Council is represented on the Panel by the Council Leader and Chief Executive. The Leadership Board also approved a short-term Economic Framework in 2016 to provide a strategic context for the City Deal projects and our cultural regeneration ambitions pending the development of a longer-term strategy. A key purpose and activity for the Panel has therefore been to lead and advise on the preparation of an Economic Strategy for Renfrewshire.
- 3.2 The Panel has been meeting since August 2017 to consider how best to develop, grow and support Renfrewshire's economy. A series of sectoral groups have supported the main Panel to look at specific issues relating to manufacturing, creative industries, tourism, care and transport/infrastructure. The Panel, which is chaired by James Lang of the Scottish Leather Group, are all passionate advocates of the strengths of and opportunities for Renfrewshire and have brought fresh perspectives to the formation of the strategy.

- 3.3 The preparation of the Renfrewshire Economic Strategy has developed over the last 10 months. At its most recent meeting the Panel agreed the final content of the strategy and in doing so to recommend it to the Council for adoption as the collective strategic statement for the development of Renfrewshire's economy over the next decade. The strategy is attached to this report. The Panel will continue to meet and will consider a delivery (action) plan and will monitor and consider changes to the strategy as the context and circumstances for economic growth change over the period ahead. Regular updates will be brought back to the Leadership Board on progress.

4. The Renfrewshire Economic Strategy

- 4.1 The Strategy has been prepared within the context of significant investments and opportunities both coming to and arising in Renfrewshire and amidst a wider context of technological, environmental and economic change. The investments in City Deal projects and the national investments they have attracted, such as the National Manufacturing Institute Scotland and the Medicines Manufacturing Innovation Centre, ground the Renfrewshire economy firmly as the City Region's centre of excellence for advanced manufacturing. Renfrewshire's economic infrastructure (road, rail and air assets) are positive attributes, as are the principal campuses of both the University of the West of Scotland and West College Scotland.
- 4.2 The Strategy is grounded in a robust evidence base and economic analysis that included consideration of our economic sectors; population; employment and income levels; education and skills; and productivity, innovation and investment. Our economy is strong, particularly in manufacturing, construction and transport & storage, with new sectors emerging in creative industries; tourism and care. Our employment rate at 75.5% is higher than the national rate and among the highest across the Glasgow City Region local authorities. We have over 5,600 businesses located in Renfrewshire and in 2017 we exported over £2 billion of goods and services across the world. The analysis also highlighted the economic challenges we must address to strengthen and improve the competitiveness of the Renfrewshire economy in the future. These challenges will require a co-ordinated response to allow us to tackle them effectively. The Strategy sets out 8 Economic Challenges –

Challenge 1. *To achieve a continued growth in the working age population by retaining and attracting more people to live, learn and work here.*

Challenge 2. *To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.*

Challenge 3. *To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful.*

Challenge 4. *To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit.*

Challenge 5. *To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation.*

Challenge 6. *To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.*

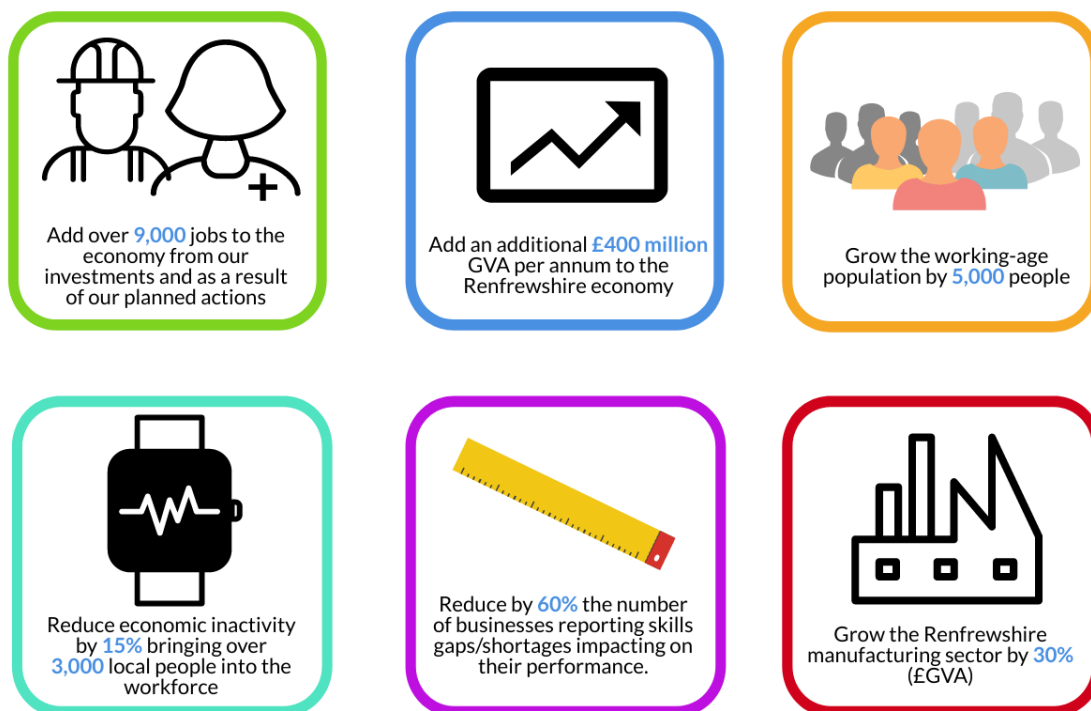
Challenge 7. *To improve the economic infrastructure of Renfrewshire including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks.*

Challenge 8. *To make available land for business expansion, new business formation and inward investment.*

4.3 Under each Challenge a series of interventions are proposed. These include –

- Completing the planned Advanced Manufacturing Innovation District Scotland (AMIDS) and development of 1.5 million sq.ft. floorspace on its Netherton Campus and looking ahead at future land and property needs
- Developing a Renfrewshire Skills Plan between national and local skills organisations; schools, further and higher education; and local business and industry
- Agreeing and delivering a Renfrewshire approach to inclusive growth and strengthening our employability partnership and framework
- Continuing to identify opportunities and market Renfrewshire as a place to live, learn and work and as a location for new manufacturing and research & development operations
- Close collaboration of all the public sector organisations to develop seamless investment, training and advice services for businesses
- Delivering a new public transport link to Glasgow Airport/AMIDS from Paisley town centre and reimagining Paisley Gilmour Street Station as a modern public transport interchange
- Delivering world class digital connectivity and the application of SMART technology to manage efficient transport, waste and energy systems
- Completing the Council's cultural infrastructure programme and identifying the next opportunities for significant visitor growth

- 4.4 The collective outcome of these interventions is expressed in 6 Ambitions, that by 2030 we will –



5. Next steps

- 5.1 The Scottish Government Cabinet Secretary for Finance, Economy and Fair Work will launch the Strategy with the Chair of the Economic Leadership Panel and the Council Leader on Friday 20th September 2019.
- 5.2 A detailed action plan that will specify particular roles, timescales and progress indicators will be developed with the Panel over the coming months. This will include work on plans to cover manufacturing, creative industries, tourism, care and transport sectors of the economy. In addition, a Renfrewshire prospectus will be prepared, capturing the most significant attributes of Renfrewshire, profiles of the highest profile businesses and business people and highlighting future opportunities to live, work and invest here.

Implications of the Report

1. **Financial** – None beyond existing approved budgets
2. **HR & Organisational Development** – None, additional resource has already been budgeted for and recruitment underway for an officer to support the development and implementation of actions and the monitoring and evaluation of the impacts of the interventions within the strategy.

3. **Community/Council Planning –**
 - *Our Renfrewshire is thriving – the Strategy will be central to maximising economic growth that is inclusive and is sustainable*
 - *Our Renfrewshire is well – promoting economic activity among all citizens and communities will support the reliance of individuals, families and neighbourhoods*
 - *Our Renfrewshire is fair - the Strategy seeks to deliver inclusive growth, reducing barriers for individuals to access the workplace*
4. **Legal - None**
5. **Property/Assets – None**
6. **Information Technology – None**
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety - None**
9. **Procurement - None**
10. **Risk - None**
11. **Privacy Impact - None**
12. **COSLA Policy Position –** the Strategy supports the COSLA Priority to support and develop Local Economies and Inclusive Growth
13. **Climate Risk - none**

List of Background Papers

- (a) Background Paper 1 - Renfrewshire Council Economic Framework, November 2016

The foregoing background papers will be retained within Regeneration Service for inspection by the public for the prescribed period of four years from the date of the meeting.

AM/SMcM
15 August 2019

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Renfrewshire's Economic Strategy

2020 - 2030

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Foreword

As chair of the Renfrewshire Economic Leadership Panel, I am delighted to present Renfrewshire's Economic Strategy.

Renfrewshire has a rich history of producing, manufacturing and exporting products sought after across the globe and in doing so supporting the livelihoods of thousands of families across the area's towns and villages.

Our economy is strong. Renfrewshire is an important base for manufacturing and engineering and is seeing its economy diversify further, driven by emerging technology and creative businesses. Some of the most exciting investments in a generation are now being made that will deliver new capacity for research and innovation, new businesses and industrial space, new infrastructure, revitalised town centres and new homes. Local business supports this strategy. As a Leadership Panel we all share a collective pride in Renfrewshire and we are determined to deliver long-term economic success.

We face global and UK related economic challenges and so the approaches the Panel has advised on, to develop new ideas, to build on the qualities and assets of our places and to capitalise on emerging opportunities provide a solid foundation for moving Renfrewshire forward.

We look forward to continuing to work together to achieve the ambitions of this strategy and deliver sustained and inclusive economic growth for Renfrewshire.

James Lang

Director, Scottish Leather Group, and Chair of the Renfrewshire Economic Leadership Panel

Renfrewshire's Economic Strategy is the culmination of close partnership working between Renfrewshire Council, business leaders, our further and higher education institutions and national economic and skills development agencies. The Economic Leadership Panel, established in 2017, was a first of its kind for Renfrewshire.

Our economy has fantastic foundations on which to grow. We have high levels of employment and have committed substantial investment to grow the economy. We are going further by developing new neighbourhoods to live in and investing in our cultural infrastructure and new places to visit. Combined with our proud industrial heritage, as a place rich in making, creativity and innovation, we are building our reputation as the centre of Scotland's modern-day manufacturing sector.

We face significant challenges and barriers, not least with areas of persistent poverty and so it is vital that, as we invest in our economic future, we ensure Renfrewshire is a place of inclusive growth where no one is left behind.

Renfrewshire Council plays a pivotal role in developing the local economy. The projects being delivered by the council through the City Deal will be transformational for Renfrewshire and will create opportunities for everyone. Investment in skills, in innovation and in the economic infrastructure of Renfrewshire needs to continue to further advance the progress already being made.

Realising our ambitions will create more and better jobs, grow the size of the economy, increase our working age population and tackle economic inactivity.

I look forward to working together with colleagues on the Economic Leadership Panel to deliver the future that Renfrewshire rightly deserves.

Councillor Iain Nicolson
Leader of Renfrewshire Council

Executive summary

Renfrewshire's roots are in making. A place with a strong industrial heritage, renowned for its world-class manufacturing industries. We are the base for some of the UK's biggest engineering, technology and logistics companies and home to the National Manufacturing Institute Scotland, with ambitions to become Scotland's centre for advanced manufacturing.

Renfrewshire is a place of learning, home to one of Scotland's largest further education colleges, West College Scotland, and the University of the West of Scotland, recognised for its world-leading research in engineering.

Renfrewshire is a place of culture, creativity and design, globally connected and a place that is investing in its economy – with £1.4 billion committed to economic infrastructure, innovation and developing skills for the future. This includes:

- £274 million of City Deal investment improving our transport connections and creating the conditions to attract jobs and opportunities.
- Development of the Advanced Manufacturing Innovation District Scotland (AMIDS) in partnership with Scottish Enterprise and Scottish Government, placing Renfrewshire at the heart of Scotland's manufacturing future.
- £100 million to transform our cultural venues including Paisley Museum, attracting visitors and tourists to share in our story.
- Building more than 5,000 new homes by 2030, creating new spaces for families to grow and people to prosper.

This economic strategy is the culmination of collaboration between Renfrewshire Council,

private-sector business, knowledge institutions and public-sector agencies, directed by the Renfrewshire Economic Leadership Panel.

The strategy is set against the UK and Scottish economic contexts and has considered future technology and infrastructure advancements and the effects of responses to climate change challenges. It recognises the uncertainty surrounding Brexit and the potential implications for the supply of labour, funding, trade and research, and the need for Renfrewshire's response to be agile to future economic conditions.

The Renfrewshire economy is strong, particularly in manufacturing, construction and transport and storage, with new sectors emerging in creative industries, tourism and care. Renfrewshire-based businesses exported over £2 billion of goods and services across the world in 2017. Nevertheless, the strategy identifies eight economic challenges that must be overcome for the area to continue to thrive in future, including reversing a projected decline in our working-age population.

Renfrewshire's employment rate is higher than the national rate, yet 20% of the working population are economically inactive, with a significant proportion of people not in work due to long-term sickness.

We continue to make strides in educational attainment, but there are skills shortages and skills gaps felt keenly by local employers and too many new businesses are not surviving their third year.

Inward investment needs to play a greater role in Renfrewshire's economic future given the area's connectivity and the opportunities opened-up by new investments, and there is a pressing requirement to identify more land for business growth.

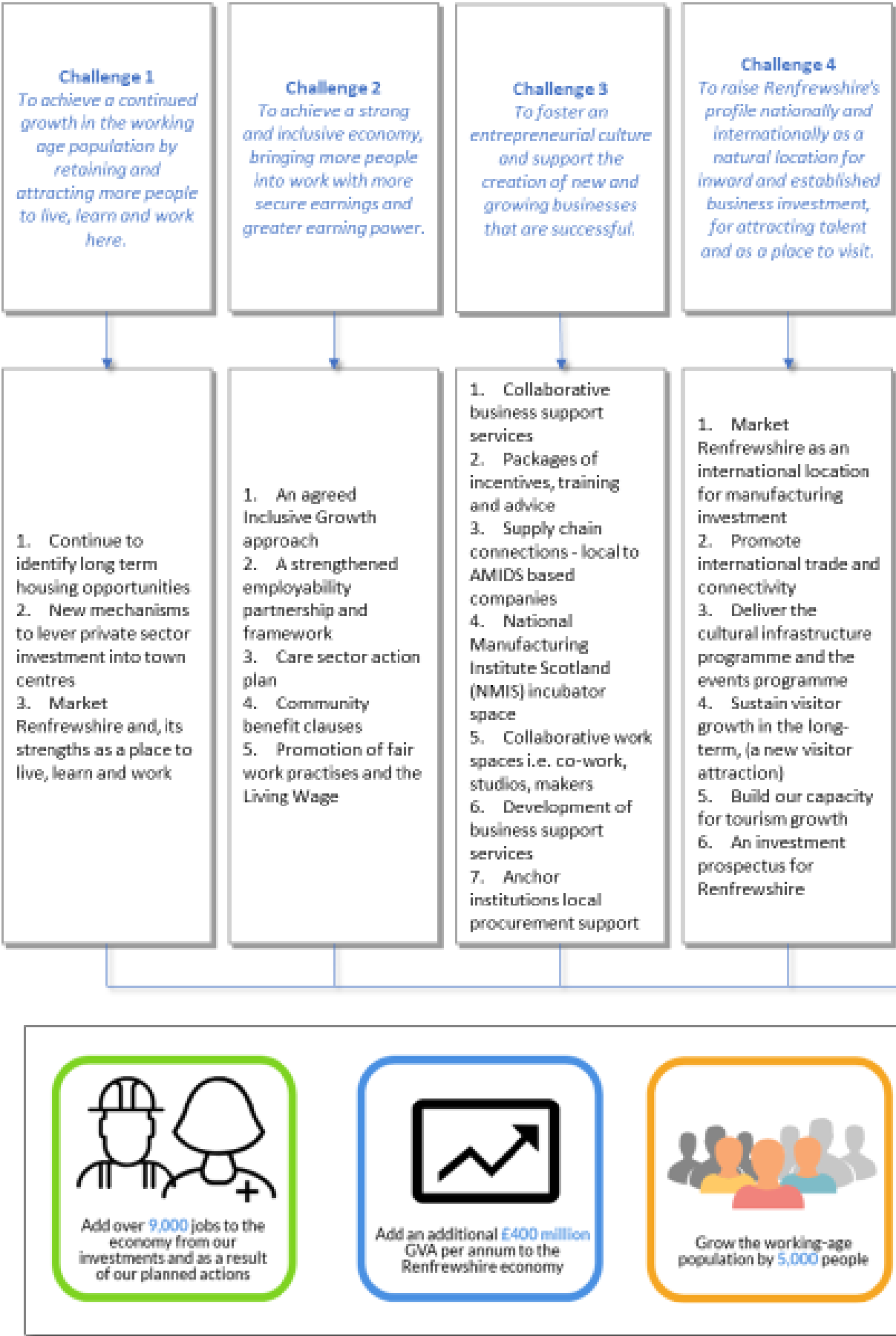
The Renfrewshire Economic Strategy sets out key interventions to meet Renfrewshire's economic challenges head on, creating a strong and inclusive economy, with more secure jobs providing fair and better work.

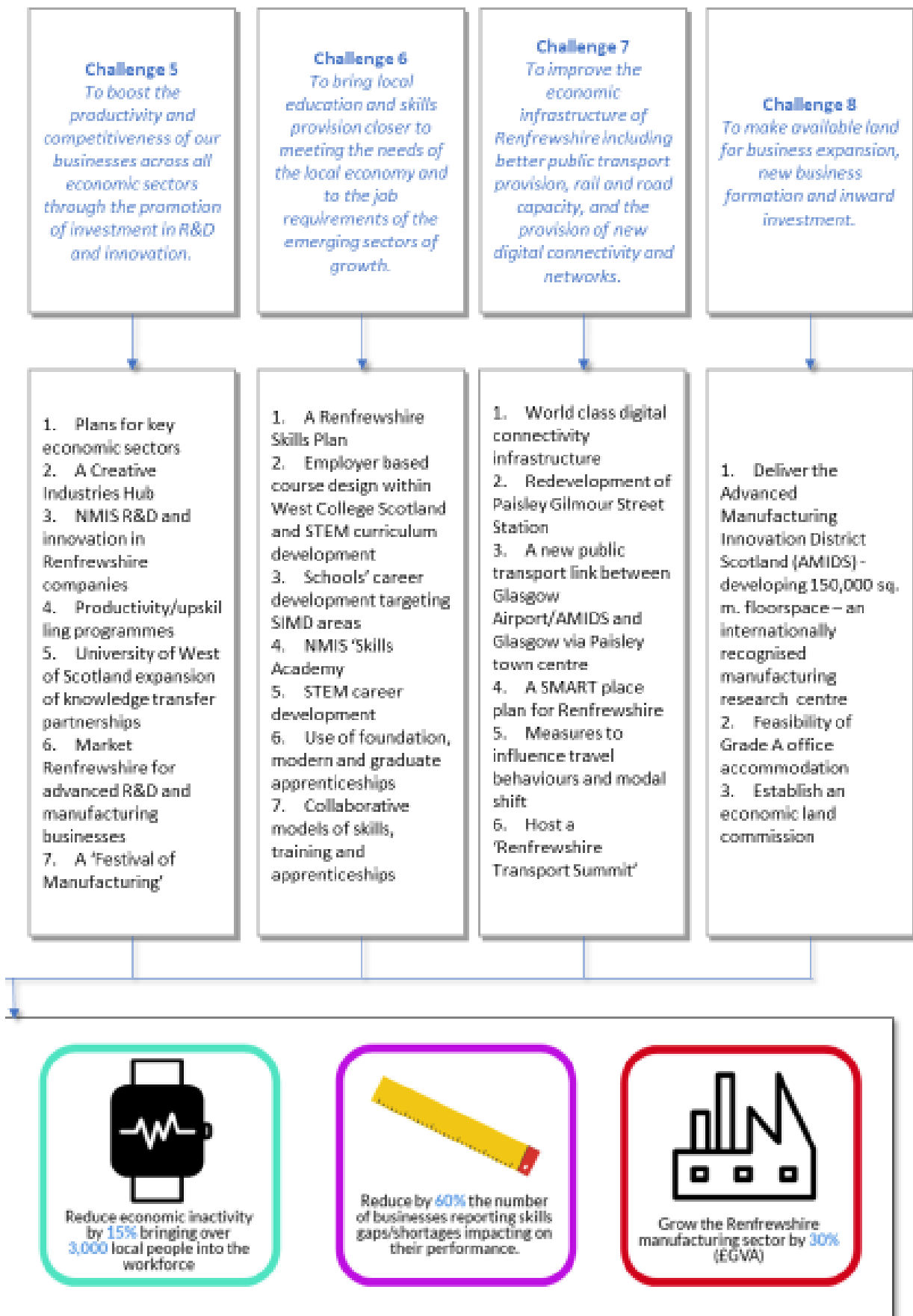
This will include maximising the potential of AMIDS and promoting Renfrewshire as a destination to live, visit, work and invest in. Its success will be measured against six long-term strategic ambitions to be achieved by 2030.

- Add 9,000 jobs to the economy
- Add an additional £400million GVA (Gross Value Added) each year to the economy
- Growing the working-age population by 5,000 people
- Reduce economic inactivity by 15%, bringing 3,000 local people into the workforce
- Reduce the number of businesses reporting skills gap and shortages by 60%
- Grow the manufacturing sector by 30%

Summary Diagram 1 illustrates our programme.

Summary Diagram 1: Renfrewshire Economic Strategy





Introducing Renfrewshire

Renfrewshire is a place with a strong industrial heritage, a place long renowned for its world-class manufacturing industries. It is the base for some of the UK's biggest engineering, technology and logistics companies, a significant factor in the Scottish Government's decision to locate the National Manufacturing Institute Scotland here. Renfrewshire is a place of culture and creativity, a place that is globally connected and a place that is investing in its economy.

Renfrewshire today is –

- Significantly improving its competitiveness by investing more than £1.4 billion in innovation, economic infrastructure and skills including:
 - The Advanced Manufacturing Innovation District Scotland, known as AMIDS, which will be an internationally-recognised centre for innovation, research and advanced manufacturing. Backed by Scottish Enterprise and the Scottish Government it has already attracted £168 million of investment commitments including:
 - The National Manufacturing Institute Scotland (NMIS), an industry-led centre of manufacturing expertise focusing on research, skills development, productivity and innovation – making Scotland a global leader in advanced manufacturing. This is a £65 million investment funded by the Scottish Government and University of Strathclyde.
 - The Medicines Manufacturing Innovation Centre (MMIC), a world-first centre offering pharmaceutical companies of all sizes services to develop and adopt novel manufacturing techniques and transform processes and technologies to accelerate the speed of bringing new drugs to the market. This is a £56 million joint venture between GSK, Astra Zeneka and CPI and Innovate UK.
 - Investment of more than £100 million by Renfrewshire Council in creative and cultural infrastructure and programmes.

This includes transformational investments in Paisley Museum and Art Galleries, Paisley Town Hall and in new events and capacity to attract visitors to the area.

- Investing £274 million from the Glasgow City Region City Deal to develop new locations for employment and infrastructure connections.
- Home to one of Scotland's largest further education colleges, West College Scotland (WCS), a modern, ambitious and innovative college that provides excellent vocational training, development training for businesses and links to local and international companies.
- The base of the University of the West of Scotland (UWS) which is recognised for its world-leading research in a number of areas, including the Institute of Thin Films, Sensors and Imaging for medical and engineering applications and its work on gravitational waves and 5G networks. UWS is Scotland's largest school of nursing and has the No.3-ranked civil engineering programme in the UK.
- The location of Glasgow International Airport linking Renfrewshire to 120 domestic and international destinations. The businesses around the airport employ more than 5,000 people and support a further 5,000 jobs in their supply chains across Scotland.
- Served by the M8, central Scotland's main east – west artery and by 10 rail stations with Paisley Gilmour Street, the fourth-busiest station in Scotland.
- Constructing over 5,000 new homes in the next 10 years.
- Delivering the Invest in Renfrewshire programme, one of the largest private-sector partnerships in Scotland involving more than 1,100 companies supporting 1,500 people a year in skills and employability programmes.
- Providing economic leadership where public and private sectors alongside knowledge institutions and a strong chamber of commerce 'work collaboratively to create better conditions for economic growth, social cohesion and employment generation'¹ through the formation

¹ Organisation for Economic Cooperation and Development (<https://www.oecd.org/cfe/leed/OECD-LEED-Local-Economic-Leadership.pdf>)

of the Renfrewshire Economic Leadership Panel.

Strategic context

The UK Government's Industrial Strategy (2017) aims to build upon the UK's economic strengths and potential by boosting productivity and the earning power of people. It sets out five foundations for a transformed economy:

1. **Ideas**, to be the world's most innovative economy
2. **People**, to generate good jobs and greater earning power
3. **Infrastructure**, to deliver a major upgrade to the UK's infrastructure
4. **Business environment**, to be the best place to start and grow a business
5. **Places**, to have prosperous communities across the UK.

Scotland's Economic Strategy (2015) seeks to support economic growth and tackle inequality through economic investment, innovation, inclusion and internationalisation. The Scottish Government's programme for government (2018-19) reasserts the ambition for economic growth that is sustainable and inclusive as a way to increase wellbeing and commits to promoting skills and innovation, new technology, advanced manufacturing, infrastructure to enable low-carbon growth and broadband networks. It also plans to grow Scotland's export performance and has recently published 'A Trading Nation' a 10-year plan to almost double the value of Scottish exports, targeting 26 countries most likely to deliver the largest, most sustained export growth. The overall aim is to help make Scotland the most competitive place in the UK to do business.

This aim is also reflected in the Government's National Performance Framework, which expresses national outcomes for Scotland as a more successful country. The outcomes link the realisation of the potentials of people and communities with a globally competitive and entrepreneurial economy through education, fair work, protection from discrimination, the sharing of opportunities and the protection of the environment.

These challenges are taken up in Scottish Enterprise's new strategy and operating plan

'Building Scotland's Future Today' that seeks to deliver the conditions for growth, build business resilience, nurture and inspire ambition and create more high-quality jobs to support families through a more place-based approach, working with local authorities to deliver inclusive economic growth.

The focus of the Glasgow City Region Economic Strategy (2016) is to deliver sustained and inclusive economic growth through improving productivity, boosting incomes, strengthening and growing the business base to create more and better jobs; and increasing the working age population by supporting more people into work and attracting and retaining talent to the Glasgow City Region (the City Region).

There are wider influences on Renfrewshire's future economy. Technology is radically and rapidly changing the way people live and work. It is predicted that increasing number of roles and functions may become automated and others replaced by artificial intelligence. New types of jobs are emerging, these needing new approaches to education and training, with creative thinking and skills becoming increasingly important. Furthermore, climate change is one of the major challenges for this, and the next generation. Scotland is making bold moves in setting climate change targets that will resonate throughout the economy and the infrastructure that supports it.

Brexit

The UK is facing significant political, economic and social change following the referendum vote to leave the European Union (EU). At the time of writing there is uncertainty about what will happen at national and regional level, with likely impacts to labour supply, the loss of EU funding streams, on jobs and investment linked to European trade and on universities' ability to attract EU academics, students and research investment.

In February 2019 the Scottish Government published illustrations of the potential impacts of

a no-deal Brexit². There remains significant uncertainty about future trade arrangements. The sectors anticipated to see the greatest impact include construction, transportation and aspects of manufacturing. Due to its concentration of workforce in these sectors Renfrewshire could potentially be one of the most affected areas in Scotland. It is recognised this strategy will need to be agile and be updated and adapted as more detail and certainty emerges regarding Brexit.

What the statistics tell us

To inform this strategy, published data on economic trends and comparisons has been analysed to provide a starting point and baseline to identify and establish the actions required to strengthen and grow the Renfrewshire economy.

Population

The population of Renfrewshire is 176,830, representing a 1.1% increase since the last population census in 2011. This growth is around half of the rate at which the city region and Scotland is currently growing. Long-term population projections, based on past trends, present Renfrewshire's population growth as modest, expected to reach 181,600 at 2041 and dependent on migration to the area.

Estimates of non-UK born residents in Renfrewshire suggest a growing population over the last 10 years with around 11,000 people in 2017. Many of those will be coming to Renfrewshire to work. Registrations for National Insurance numbers in the last five years show an average of 725 registrations per annum from overseas nationals, 80% of whom are from the EU – a supply of labour now thrown into doubt by Brexit.

The age profile of the area is broadly similar to Scotland with 17% under 16 years old, 64.4% aged 16-64 (the working-age population) and 18.6% aged 65 or over. However, the working-

age population band although currently static is on a downward trend over the longer term.

The demographic challenge for Renfrewshire's economy is to achieve a continued growth in the working-age population. This means retaining and attracting talent to support Renfrewshire's economic ambitions. This growth will largely be driven by migration from outside the area, a process affected by factors such as opportunities for work, for housing, for education and on the perception of the area as a place to live, learn and work.

Employment and income

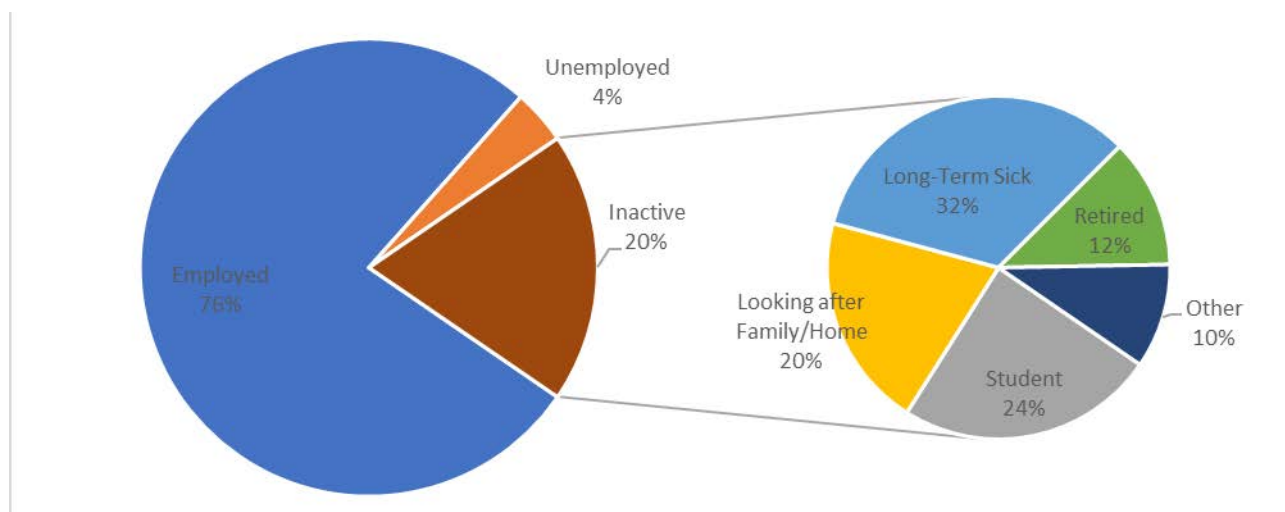
In March 2019 Renfrewshire's employment rate was 75.5% (85,700 people), among the highest across the eight local authorities of the city region and higher than the national rate of 74.5%.

Figure 1 illustrates Renfrewshire's economic activity. This includes unemployment which at 4.8% is higher than the Scottish rate of 4.1%. There are also those who are economically inactive, which represents approximately 20% of the working age population. Compared to the Scottish average, Renfrewshire has a significantly higher proportion of long-term sickness (32% against 27%). Evidence indicates a strong economic case for action to remove health-related barriers to work and to the health benefits of being in good work³. Supporting those who are economically inactive to move into employment and training will increase the potential labour supply for future economic growth.

² No-deal Brexit: economic implications for Scotland (<https://www.gov.scot/publications>)

³ [Health matters: health and work](#) - Public Health England, 31 January 2019

Figure 1 Renfrewshire economic activity 2019



to health or other issues. Bringing more people into work or into better jobs will deliver more secure earnings and greater earning power.

Median weekly earnings for full-time employees working in Renfrewshire are £523. This is £40 lower than the Scottish median. There are 23,450 people, including dependants, across Renfrewshire classed as income deprived, who are dependent on benefits to support their household income.

The Scottish Index of Multiple Deprivation (SIMD) definition for multiple deprivation includes people's employment, health, education, access, housing and crime. Renfrewshire has 4.3% of the 20% most deprived areas in Scotland, the eighth highest concentration among Scotland's 32 local authorities. These are all urban areas, often near town centres and major employment locations. While deprivation exists across all of Scotland's more sizeable cities, it is this proximity of those areas to some of Renfrewshire's strongest and developing economic assets which is a striking juxtaposition.

Although employment rates are high in Renfrewshire, a more inclusive economy is needed, one that enables people to contribute to and benefit from economic opportunities, particularly people that are unemployed, or are economically inactive due

Economy

Renfrewshire's distinctive economic strengths are in:

- Manufacturing
- Transportation and storage
- Construction
- Public sector (administration and health services)

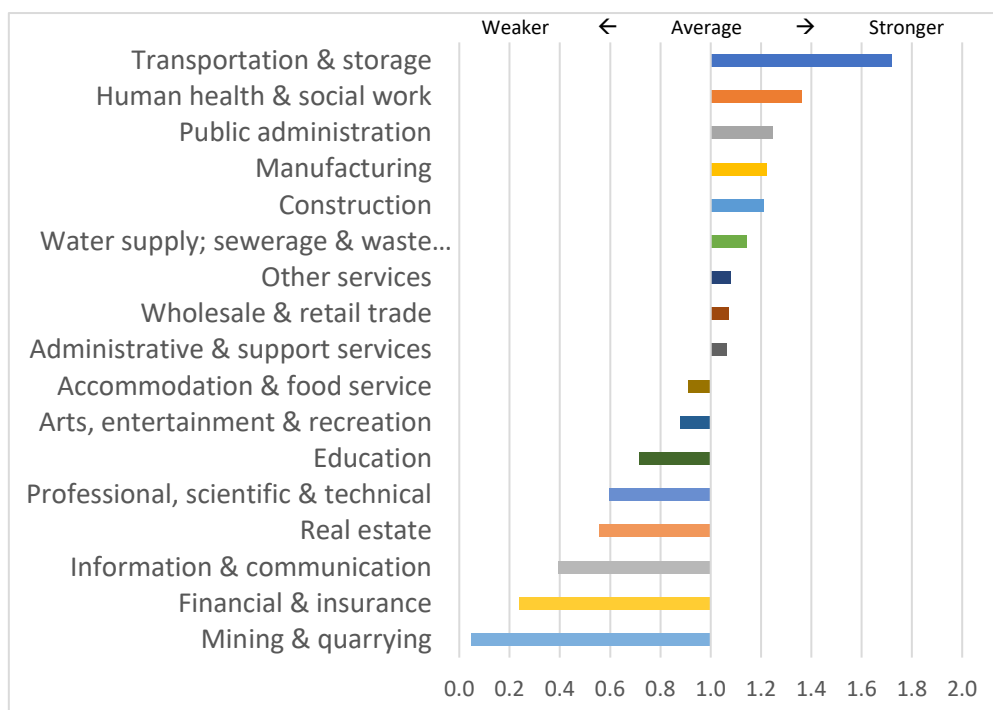
Figure 2 showing Location Quotient⁴ data demonstrates the relative local significance of these sectors to the Renfrewshire economy compared to Scottish levels.

In 2018 there were 5,645 businesses in Renfrewshire, 80% with less than 10 employees and 225 with more than 50 employees (less than 4% of the total). The number of businesses with less than 10 employees (micro businesses) has grown by 12% since 2010 and those with 10-50 employees up by 11%. Several sectors saw strong

⁴ Location quotients are a local measure of the concentration of jobs in sectors of the economy as compared to national averages. A value higher than 1 shows a higher

concentration locally and less than 1 a lower local concentration.

Figure 2 Location quotient of Renfrewshire economic sectors



growth in numbers of businesses in the same period:

- Professional, scientific & technical activities – up 41%
- Information & communication – up 30%
- Administrative & support services – up 26%
- Manufacturing – up 19%

In 2017, 650 new businesses started in Renfrewshire, a rate of 57 per 10,000 of the working age population. This is below the city region rate of 59 per 10,000 and the Scottish rate of 61. This, despite start-up businesses having increased by 20% in the last five years.

The three-year survival rate of new-start businesses in Renfrewshire is 58.7% (2017), below the national rate of 60.4% and the third lowest in the City Region.

Productivity overall is £42,300 GVA per head, which lags behind Scotland's £45,300 GVA per head. That gap has been narrowing, due to national levels of productivity falling. If the local economy could achieve productivity equal to Scotland's current level, Renfrewshire would

contribute an additional £200 million GVA per annum to the overall Scottish economy.

Investment in research and development (R&D) by Renfrewshire businesses amounts to more than £28 million per annum. This is £160 per head of population, 30% less than the equivalent Scottish level. 60% of the Renfrewshire R&D investment comes from manufacturers and well ahead of the Scottish level of 47%.

Figures from Scottish Development International show more can be done to attract foreign based investors to Renfrewshire, with three investments since 2014 creating 90 jobs. Attracting more foreign direct investment to Renfrewshire, particularly advanced research and development aligned to AMIDS, is a priority for this economic strategy.

Manufacturing employs 9,000 people and accounts for 23% of Renfrewshire's £2.82 billion (GVA) economy⁵ which, although declining slightly since 2013, is the largest contributor of GVA to the local economy. It is the most productive sector of the Renfrewshire economy at £74,500 GVA per head which is also ahead of

⁵ GVA and employment figures use the Scottish Government's Scottish Annual Business Statistics, certain parts of the public sector, financial sector and

the value of property transactions are excluded from this source.

the Scottish manufacturing level of £69,850 per head.

International exports from Renfrewshire were valued at £2.1 billion in 2017, 6.4% of all Scotland's exports and the second highest in the city region area. The Renfrewshire Chamber of Commerce processed over 12,000 export documents in 2018, the third highest in Scotland. Renfrewshire manufacturing generates more than £1 billion of those exports⁶ with food and drink (£370 million), chemical and pharmaceutical (£313 million) and metal/machinery fabrication (£298 million) our largest exporting sectors. Exports to EU and non-EU nations are evenly split. The food and drink sector is the largest exporter to non-EU countries; chemical and pharmaceutical exports the largest to EU destinations.

Manufacturing and in particular advanced manufacturing is recognised as being a driver of productivity in the Scottish and UK economies. It is crucial to the continued success of the Renfrewshire economy.

The transportation and storage sector is also of particular local significance with local companies turning over £1 billion per annum, employing 7,000 people and with productivity regularly greater than £70,000 GVA per head and well ahead of the Scottish level of £53,000 GVA per head.

While manufacturing and transportation and storage are traditional strengths of the Renfrewshire economy, new sectors are emerging. The creative industries, tourism and care sectors are ones that are playing increasingly important roles in creating a more diverse and inclusive economy.

- The creative industries is a diverse sector that includes digital businesses, architecture, design, events, marketing and many more business types in both the private and social economy sector. The contribution of the cultural and creative sectors to the wider economy, employment, regeneration and

attractiveness of places and community wellbeing is widely recognised. It is cited in Scotland's Economic Strategy as a key growth sector and is also part of the thinking in the UK Industrial Strategy. The creative industries offer a diverse, and often flexible, range of job and volunteering opportunities.

In Renfrewshire the creative industries contribute more than £120 million GVA to the local economy and employ more than 2,000 people. The sector is characterised by an abundance of freelancers, self-employed and small-scale business enterprises.

West College Scotland and University of the West of Scotland both offer extensive curriculums across the creative industries and have mature links to industry. New types of jobs are emerging, requiring new approaches to education and training. It is thought creative jobs are some of the least likely to become automated as the ability to imagine and innovate is the least likely to be replicated.

In Renfrewshire the sector is particularly focused on digital industries, which drive 60% of the sector's output. Its productivity, at £61,000 GVA per head, is 8.6% higher than the sector average for Scotland. The local sector grew by 13% in 2017 and employs 2,170 people.

- Renfrewshire's growing reputation for culture, events and its commitments to significant investments (£100 million for heritage buildings, town centre public realm, events and cultural programmes) in cultural infrastructure and visitor attractions, such as Paisley Museum and Art Galleries and Paisley Town Hall, are marking a diversification and emerging profile for the area's offer. Day visitors, currently around 2.25 million per annum and overnight tourists, at 37,000 per annum, spend a combined £62.5 million in Renfrewshire⁷. Some 5,000 people are already employed in the Renfrewshire

⁶ Renfrewshire Council estimate based on 2017 Scottish Manufacturing International Exports data

⁷ All figures from the GB Day Visitor and GB Tourist surveys 2017.

tourism sector particularly in hotels and visitor accommodation.

- Health and social care is expected to make one of the largest contributions to regional GVA growth by 2028 and a major employment sector accounting for more than 12,000 jobs in Renfrewshire. Over the next 10 years the childcare sector is expected to grow by 44%, largely due to the Scottish Government's commitment to expand the provision of free early learning and childcare provision for all three and four-year-olds by 2020.

Renfrewshire's economic strengths are in its strong manufacturing, transportation and construction sectors. Productivity levels and the need for more investment in R&D and innovation across the whole economy present a challenge for further strengthening and growing our established businesses. Our business start-ups and business survivals are below Scottish levels, presenting an entrepreneurial challenge to create new businesses that are successful over the longer term. Inward investment should play a greater role in Renfrewshire's economic future given the area's connectivity and the opportunities being opened-up by new investments. New sectors in creative industries, tourism and care are identified as having the potential of diversifying the economy further and offering more opportunities for long-term, sustained and inclusive economic growth.

Skills and education

The number of Renfrewshire residents qualified at SCQF Level 8 (the equivalent of a Higher National Diploma (HND) and above is 40.5% approximately 4% below the all Scotland average. Qualifications at lower levels are equal to those seen across Scotland, but the number of Renfrewshire residents with no qualifications at

all is 10.2%, a little higher than the Scottish figure.

This lag in residents gaining SCQF8 qualifications is affected by the pace at which younger generations, who have been encouraged to stay in education for longer than their older peers, move into and through the workforce. The levels of residents with a minimum of a SCQF8 qualification has grown by 10 percentage points over 10 years, mirroring national trends.

Nevertheless, Skills Development Scotland⁸ data point to skills gaps and shortages identified by employers for occupations requiring that level of qualification.

This research also highlights employers in the area are more likely to have recruited someone in the last 12 months and are more likely to have a vacancy than employers across Scotland. One-in-10 employers have a vacancy which is hard to fill and is because of a skills shortage – slightly higher than the equivalent rate for Scotland. Around 19% of Renfrewshire employers report skills gaps in their existing workforce and recent survey undertaken by West College Scotland identified nine out of 10 employers would provide more training if they could, with time rather than funding being the main barrier to delivering more.

Looking ahead, forecasts provided by Skills Development Scotland, based on national economic trends, suggest over the next 10 years, up to 1,000 additional jobs will be created in the Renfrewshire economy as a result of existing business growth. This does not take account of known strategic interventions included in this strategy. In addition, there will be around 35,000 job openings as a result of people leaving the workforce or leaving jobs. The result is that there are likely to be jobs available right across the local economy including in retailing, transport, administration, early learning and childcare, social care, construction, tourism and manufacturing.

⁸ Figures from the UKCES Employer Skills Survey for the 'west region' that also includes East Renfrewshire, Inverclyde and West Dunbartonshire.

Broad economic trends are placing more demands on the need for a well-qualified workforce – for those moving into work and for those in-work that need to develop their skills. The role of technology in driving those changes is reflected in national strategies. With workforce demand continuing to be high but pressures coming from the potential shrinking in the working-age population and uncertainties in the role of overseas migration, the contribution of those that are currently economically inactive will become more important than ever to the continued economic success of the economy. Renfrewshire's skills gaps and shortages are already impacting on local employers, requiring a concerted local effort to bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.

Place

Renfrewshire's connectivity will be enhanced further with a new £90 million bridge, the first opening road bridge over the River Clyde, connecting Renfrew to West Dunbartonshire and Glasgow, opening in 2022 and including new linking roads, cycling and pedestrian infrastructure.

Better connectivity is crucial to Renfrewshire's economy as approximately 30,000 people travel into Renfrewshire to work. Almost 32,000 travel out from Renfrewshire to work in other areas.

Car travel is the dominant mode of travel to work, accounting for 73% of journeys made. This reliance on car journeys is contributing to particular issues of congestion on the M8 motorway and the A737 trunk road to and from North Ayrshire as well as on the local road network. Public transport use at 19% ranks it fifth across the city region with active travel - walking and cycling, at just over 5% which is significantly below levels seen across Scotland.

There are several transport and connectivity issues facing Renfrewshire. In particular:

- Available capacity on transport networks – the popularity of Renfrewshire as a place to live and work has created capacity issues on its road and rail networks often operating at maximum capacity.
- Improved access to largest job locations by public transport - Renfrewshire's principal business locations (Inchinnan, Glasgow Airport, Westway and Hillington) have grown over recent decades. However, none of these locations are particularly well linked by public transport or to residential communities in an integrated way. A public transport connectivity solution is also required for AMIDS.
- Public transport as facilitator of economic growth – public transport can increase the ability of all households to access employment locations and make the local economy more productive by reducing travel times to access jobs and services. Going forward, future action plans should assess improvements to Renfrewshire's transport network that will meet our economic objectives.

In 2018, 137 hectares of land was allocated for business and industrial use across Renfrewshire. Nearly 65% of this land is in just two locations, either within AMIDS (65 hectares) or at Hillington Park (23 hectares).

The most significant part of the AMIDS site is the Netherton Campus, where work to enable the development of 52 hectares of land started in summer 2019. NMIS and MMIC are the anchor institutions around which this innovation campus will develop.

Renfrewshire's housing market is showing strengths in terms of overall sales and in levels of new house building. Targets now embedded into the local housing strategy and the local development plan seek the construction of over 5,000 houses by 2030.

Access to superfast and ultrafast fibre broadband, fast Wi-Fi and mobile communications are essential foundations for economic growth and innovation. Infrastructure evolves at a fast pace, but digital connectivity is an expected asset of successful places and is therefore a focus of UK and Scottish Governments' strategies for economic success. While digital infrastructure has

been provided by the market to date, a new ground-breaking approach to digital connectivity in Renfrewshire is now being advanced, through leveraging additional private-sector investment to provide a new digital platform for businesses, public sector, residents and visitors to provide fixed, mobile and Wi-Fi connections as one network, positioning Renfrewshire at the head of the UK's and the global shift towards full-fibre digital infrastructure.

Renfrewshire in 2019 is in a position where significant investments in new economic locations and housing mark it out as a place of growth. To enhance the competitiveness of the Renfrewshire economy there are infrastructure challenges to address regarding public transport, rail and roads, and in the provision of new digital connectivity to meet economic needs. The continued availability of land for business growth and investment also presents a challenge.

Renfrewshire's economic challenges

Challenge 1

To achieve a continued growth in the working-age population by retaining and attracting more people to live, learn and work here.

Challenge 3

To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful.

Challenge 5

To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation.

Challenge 7

To improve the economic infrastructure of Renfrewshire, including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks.

Challenge 2

To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.

Challenge 4

To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit.

Challenge 6

To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.

Challenge 8

To make available land for business expansion, new business formation and inward investment.

Addressing our economic challenges

Our mission is to strengthen and grow the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.

In 2019 Renfrewshire stands at the start of a period of unprecedented investment planned across public and private sector developments, giving Renfrewshire remarkable opportunities to grow the economy and to create jobs.

Our challenges are clear as are our opportunities, arising from the £1.4 billion of investment in innovation, economic infrastructure and skills – opportunities that align with the main pillars of the UK Industrial Strategy.

Challenge 1

To achieve a continued growth in the working age population by retaining and attracting more people to live, learn and work here.

Renfrewshire's inherent qualities and opportunities offer a fantastic quality of life for the area's residents and employees. Part of our approach to economic growth encompasses continuing to offer and develop good-quality housing, town centres, and opportunities to live healthier lifestyles.

Objectives:

To offer attractive, well-connected communities in sustainable locations – places of the highest quality in which to live.

To deliver new housing opportunities to support and grow Renfrewshire's working-age population.

Interventions:

1. Continue to identify long-term housing opportunities to retain and encourage new working-age people and families to live in Renfrewshire.
2. Work with Renfrewshire partners to devise a mechanism to lever private-sector investment into town centres.
3. To market Renfrewshire, demonstrating its cultural, educational, environmental,

residential and employment strengths as a place to live, learn and work.

Challenge 2

To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.

Employment levels in Renfrewshire are already higher than average but so too is unemployment. As the nature of work changes, the skills and attributes people need to succeed must evolve. We must ensure the benefits of future economic growth are felt by all across Renfrewshire's towns and villages and nobody in our area is left behind. Those who are currently economically inactive are a future labour supply for the growing economy.

Objectives:

To maintain our high employment levels and lower unemployment levels.

To improve economic participation and reduce inequalities across Renfrewshire to allow more people to contribute to and benefit from the local economy.

Interventions:

1. Agree a Renfrewshire inclusive growth approach including early intervention actions to develop pathways for those with health and wellbeing challenges to becoming more economically active
2. Strengthen our employability partnership and framework, to support people to be job-ready and to access employment or self-employment; and to support those in low paid/low skilled work to progress to better paid employment.
3. With partner agencies develop a care-sector action plan to develop skills, recruitment and career progression strategies and small business growth.
4. Use community benefit clauses in contracts to target those furthest removed from the labour market and to maximise opportunities for trainees and apprentices directly targeting opportunities and benefits at local communities.

5. Engage with businesses across all sectors to promote fair work practises and the Living Wage.

Challenge 3

To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful.

Renfrewshire has a strong business base, a strong partnership between those businesses through the Renfrewshire Chamber of Commerce and opportunities for further growth in several high-value sectors including advanced manufacturing, creative industries and through making more Renfrewshire companies international in terms of trade and investment.

Objectives:

To increase the number of business start-ups and their rates of survival and attract more businesses to locate in Renfrewshire.

To build supply-chain capability to support Renfrewshire's manufacturing cluster.

To grow the creative industries as a new dimension of the local economy.

Interventions:

1. Development of a collaborative and streamlined system across the public-sector organisations providing business support services, to provide a single point of entry for all businesses and prospective businesses seeking assistance to develop and grow.
2. Support business sustainability, productivity, competitiveness and growth through an integrated package of incentives, training and advice.
3. Build collaborative approaches to supply chain connections between local companies and AMIDS based companies
4. Work with the NMIS incubator space to realise opportunities for the local economy through new company formation, spin-out and establishment in Renfrewshire.
5. Identify and deliver opportunities for new collaborative work spaces such as co-work space, studios and makers spaces

6. Enhance business support services and how they are delivered and promoted to meet the varied needs of all sectors of the economy.
7. Support SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services.

Challenge 4

To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit.

The flagship investments bringing NMIS and MMIC to the developing, internationally focused AMIDS, are a strong confirmation of Renfrewshire's credentials for further inward investors.

Culture is central to regeneration in Paisley. The investment to transform Paisley's cultural venues, particularly the museum, is recognised by the Scottish Government in its programme for government as central to Scotland's society, culture and economy.

The tourism sector is recognised as one of Scotland's key growth sectors. For Renfrewshire a thriving tourism industry built around the area's own offer can generate significant economic benefits and improve how the area is perceived to a wide audience of not just visitors but of potential investors.

Objectives:

To promote Renfrewshire internationally as the city region's centre for manufacturing research and innovation, companies, jobs and education.

To attract and increase foreign direct investment and talent to Renfrewshire as a place to live, learn and work.

To develop and promote Renfrewshire as a thriving tourist, leisure and cultural destination.

Interventions:

1. Utilise the profile of NMIS and AMIDS to market Renfrewshire as an international location for manufacturing investment.

2. Through Scottish Enterprise, Scottish Development International and Renfrewshire Chamber of Commerce, promote international trade and connectivity by supporting those looking to export to new markets and expansion of existing markets.
3. Deliver the £100 million cultural infrastructure programme to drive visitors to Paisley's renewed attractions, and the events programme to position Paisley on a national and international stage as a unique, must-see, events destination.
4. To sustain visitor growth in the long-term, beyond the reopening of Paisley Museum, to develop a new visitor attraction to complement the investment in cultural infrastructure.
5. Build our capacity for tourism growth, developing skills, delivering customer service training and creating new partnerships.
6. Develop a Renfrewshire prospectus - a clearly defined and publicised investment proposition to attract more investment, visitors and talent that supports long-term economic growth.

Challenge 5

To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation.

A growing Renfrewshire economy means boosting business productivity, higher-level skills and increasing research and development activity. AMIDS has the potential to foster more productive businesses in Renfrewshire and across Scotland while inspiring other smaller companies to innovate and better use new emerging technologies and processes.

Objective:

To improve the competitiveness of local companies that are innovative and internationally focused.

To strengthen the manufacturing sector, making it more responsive to technological change,

digitisation in production processes, and more efficient and better use of data and smart systems, known as Industry 4.0.

To maximise the benefits of the investments in advanced manufacturing centres for local businesses.

Interventions:

1. Put in place sector plans for our key economic sectors in order to improve resilience and support their growth.
2. Develop a Creative Industries Hub – an industry-led centre of excellence, centrally located and exploring collaborations with knowledge institutions.
3. With NMIS, work to extend uptake in R&D and innovation investment in Renfrewshire companies
4. Develop programmes to support productivity, focused on upskilling the existing workforce and equipping people with the skills and higher learning that will support them to navigate a fast-changing labour market
5. Expand the footprint and influence of UWS knowledge transfer partnerships with local industry, particularly in the areas of shared strength – engineering, computing and communication networks, creative industries, tourism and healthcare.
6. Maximise the profile of AMIDS and NMIS to market Renfrewshire as an investment location for advanced R&D and high-skilled manufacturing businesses.
7. Establish a Festival of Manufacturing to champion local companies and locations on a global stage.

Challenge 6

To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.

All levels of education are available in Renfrewshire. With schools, college and university engagement through the Renfrewshire Economic Leadership Panel, we have the

opportunity to align our skills and education systems to encourage and support local people to reach their personal and professional potential and delivers a relevant supply of skills for economic growth.

Objective:

To improve qualification and skill levels, enabling Renfrewshire people to access the opportunities of a growing local and regional economy.

Through greater collaboration, develop the skills that employers need now and in the future, and build better knowledge of the world of work.

Interventions:

1. Develop a Renfrewshire Skills Plan that will focus on:
 - a. Reducing skills gaps and shortages in Renfrewshire, upskilling the existing workforce and equipping people with the skills that will support them to navigate a fast-changing labour market
 - b. Helping people to get into work, stay in work and progress in their chosen career
 - c. Meeting future skills and higher learning needs through engagement with local employers and joined-up academic and skills planning at a local level
 - d. Complementing the Regional Skills Investment Plan produced by Skills Development Scotland
2. West College Scotland will work with employers in designing learning to deliver industry relevant skills and integrate STEM skills across all of its programmes
3. Improve and expand school engagement in career development, training and skills with a focus on schools with a high concentration of pupils from SIMD areas.
4. Work with the NMIS 'Skills Academy' to implement skills development programmes for Renfrewshire manufacturing companies.
5. Work as a partnership and with organisations such as Glasgow Science Centre to build visibility of science, digital, technology, engineering and manufacturing careers from young ages and regularly through schools.
6. Accelerate collaboration between companies and education/training providers to develop and expand the use of foundation, modern and graduate apprenticeships.
7. Implement collaborative models of skills development, training and apprenticeships for established businesses.

Challenge 7

To improve the economic infrastructure of Renfrewshire including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks.

Renfrewshire's economic infrastructure must offer a level of accessibility and connectivity that allows business to become as productive and innovative as it possibly can be. The transport, storage and logistics sector is also a very significant employer within Renfrewshire. This sector and the infrastructure it relies on are vital to securing the success of the area's economic opportunities.

Objective:

To be better connected through physical and digital infrastructure to regional and national economies.

To work together to deliver a transport network capable of supporting the growth of the local and city region economy.

Interventions:

1. Deliver a world-class digital connectivity infrastructure for local people, organisations and businesses.
2. Redevelop Paisley Gilmour Street station as Renfrewshire's public transport hub.
3. Develop a new, direct public transport link between Glasgow Airport, AMIDS and Glasgow city centre, through Paisley town centre.
4. Apply SMART city thinking to energy use, waste management, water use and transport through a SMART place plan for Renfrewshire.
5. Develop and implement measures to influence travel behaviours and modal shift including, exemplary networks for walking and cycling, park and ride and demand management measures for private car use.
6. Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies

Challenge 8

To make available land for business expansion, new business formation and inward investment.

Critical to the delivery and underpinning of economic growth is the availability of appropriately-sized and located land and premises for future businesses. This is a very competitive market between places across the city region and Scotland, however it is a market that Renfrewshire, through the actions expressed in this strategy, can play a significant part.

Objective:

To offer land and premises with the variety of scale and characteristics to meet the aspirations of this strategy to attract new businesses and to meet the needs of local businesses and growth sectors.

Interventions:

1. Deliver the Advanced Manufacturing Innovation District Scotland (AMIDS), developing 150,000 sq. m. floorspace on the Netherton Campus and making AMIDS an internationally-recognised centre for innovation, research and advanced manufacturing.
2. Undertake feasibility work to examine the potential for speculative Grade A office accommodation within the growing AMIDS area.
3. Establish an economic land commission to evaluate and make recommendations for land requirements considering those factors of change such as automation, transportation and digital services that will influence future demand and what Renfrewshire needs to compete.

Strategic ambitions

To deliver successfully this economic strategy will require partners across public sector, private business and third sector to align, coordinate effort and champion Renfrewshire as a place to work, live and invest.

Our responses to the economic challenges include short, medium and long-term strategic interventions. Collectively, these interventions will deliver significant benefits to the area.

These benefits are set out in Figure 3 as six strategic ambitions – to be achieved by 2030. They target jobs, the size of the economy, the working-age population, economic inactivity, skills and growth of Renfrewshire's manufacturing sector. Our view from Renfrewshire in 2030 is presented overleaf.

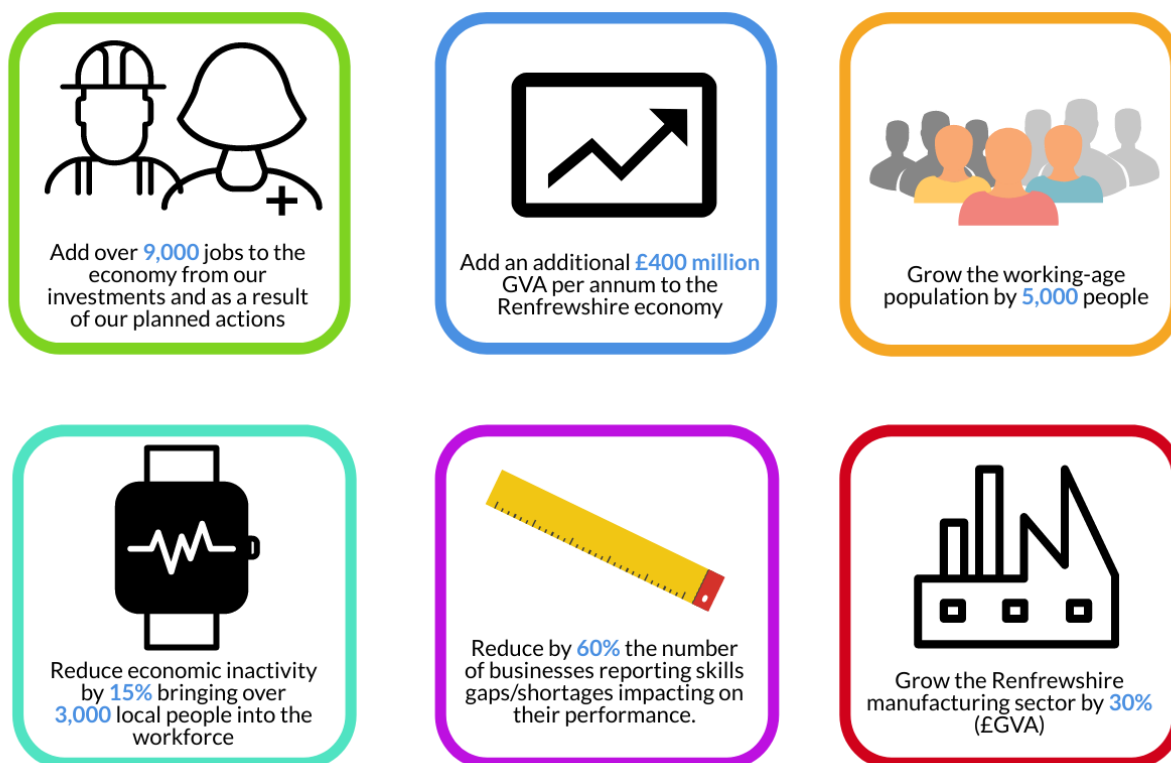
Delivery

Economic leadership, partnership working and coordination in planning, and the delivery of actions will be key to maximising the positive impact of this strategy.

The actions required to achieve Renfrewshire's 2030 ambitions will be set out in a delivery plan that identifies lead partners, timescales, near-term priorities and short-term performance targets, as milestones towards our longer-term goals.

The Renfrewshire Economic Leadership Panel will monitor progress and direct the strategy and action plan in line with any changing circumstances and new and emerging opportunities, ensuring Renfrewshire's Economic Strategy remains relevant and our economy is successful and inclusive as we move through the next decade.

Figure 3 Strategic ambitions to 2030



The Renfrewshire economy in 2030

We are entering a period of transformation in Renfrewshire that will positively impact on everyone who lives, works, visits and invests here. By taking advantage of emerging opportunities and by focusing our collective expertise to overcoming our economic challenges, we will deliver successfully the six ambitions of Renfrewshire's Economic Strategy. Our success will reach all parts of the area and the places and people within it.

An international reputation for advanced manufacturing, making new products for a new world and a location of choice for mobile investment and business.

The Advanced Manufacturing Innovation District Scotland with world-leading researchers at the National Manufacturing Institute Scotland and Medicines Manufacturing Innovation Centre, driving forward innovation and skills.

A transformed internationally-significant museum, town hall, arts centre and learning hub in Paisley town centre, attracting new visitors and tourists.

The first opening road bridge over the River Clyde connecting communities to jobs, education, healthcare and leisure pursuits and creating the conditions for transformational development along the waterfront.

A transport link between AMIDs, Glasgow Airport and Paisley Gilmour Street Station and an additional 1,500 jobs on the site of the airport, handling more passengers to more destinations.

Skilled and connected with a diversified economy and a university and college explicitly connected to local industry.

Over 9,000 new jobs created in the previous decade through capital investments, growth in manufacturing sector by 30% and a creative sector, doubled in size.

New neighbourhoods for families to grow and people to prosper, attracting relocators who value Renfrewshire's culture, lifestyle and transformed town centres.

No-one left behind and thousands of local people moved from being inactive or unemployed out of poverty and into employment.