
To: Leadership Board

On: 8 June 2016

Report by: Director of Development and Housing

Heading: Renfrewshire Economic Framework 2016-2018

1. Summary

- 1.1 This report presents a proposed Economic Framework for Renfrewshire. The Framework identifies the key priorities for economic development in Renfrewshire today, drawing together existing strategies and initiatives and outlining additional actions to drive the local economy forward over the next 2 years.
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2. Recommendations

- 2.1 Board members are asked to :
- Approve the draft Economic Framework priorities and milestones (as set out in Appendix 1 to the report) as the basis for engaging a wide range of stakeholders in dialogue towards a consensus on a new Economic Framework for Renfrewshire;
 - Agree the draft Economic Framework as a basis on which to ask key stakeholders to play a direct role in moving forward on the proposed Action Plan.
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3. Background

- 3.1. During 2015 an assessment of current economic development issues was commissioned to assist in the preparation of a future Economic Framework for

targeting key issues to help the area achieve the “step change” that is required to overcome existing challenges.

- 3.2. To date Renfrewshire has not developed an Economic Strategy that pulls together different elements of the local economy to understand what needs to be prioritised to grow the local economy and take advantage of the emerging wider economic context that currently exists.
 - 3.3. Renfrewshire does, however, have a number of related strategies eg. Community Plan, Council Plan, Local Development Plan; Tackling Poverty Strategy; Local Housing Strategy; Paisley Heritage Asset Strategy etc and these are recognised in the Framework. The Economic Framework is not intended to replace any of these current strategies but instead seeks to consolidate a set of key economic priorities for the Council, their CPP partners and the wider community.
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4. **Economic Context**

- 4.1. In 2013 the Council produced an analysis of “Renfrewshire Today” which sets out a number of key indicators of the performance of the local economy as well as other demographic and social factors to allow a comparison “snapshot” of Renfrewshire against Scotland and other parts of the city-region. This analysis has been updated for the 2016 Economic Framework and a summary is provided at Annexe 1. A further detailed analysis is available to members as required..
- 4.2. The draft Economic Framework is set out in **Appendix 1** to this report for members’ approval.
- 4.3. It proposes 10 key actions for Renfrewshire. These are the “headlines” behind which will lie a series of more detailed actions for stakeholders to implement to drive the local economy forward. The 10 actions are not intended to be comprehensive or to cover everything that may need to happen, instead they set out key overarching actions that are considered to make the biggest difference for the people of Renfrewshire and how others perceive the area. Each of the actions is accompanied by a proposed timeframe for implementation.

5. **Overview**

- 5.1. Renfrewshire is a place with huge potential and a significant role to play in the development and growth of the wider Glasgow city region.
- 5.2. Relative to the rest of the Glasgow City Region and Scotland, Renfrewshire’s residents are well qualified and the employment rate is one of the highest in Scotland. Despite this Renfrewshire continues to have areas of significant deprivation and targeted interventions will be required going forward to address this challenge.

- 5.3. Renfrewshire is in the fortunate position of having a number of key economic assets in its boundaries, in comparison to other locations across the city region including a number of international businesses and an international airport. The opportunity of the strengthening and growth of Glasgow International Airport and the Airport Investment Area is highlighted and the framework identifies the need for closer working with Glasgow Airport as a key stakeholder in delivering the benefits anticipated through the investment in the City Deal Projects.
- 5.4. The resident population of Renfrewshire at 174,908 is static and ageing, and latest projections indicate that this will not change significantly in the next 20 years, in comparison; the population of Glasgow is set to increase by around 3,500 people per annum during the same period. A growing population and labour market pool is a key factor underpinning economic success. The important role of housing development in meeting the needs and aspirations of residents current and future is identified as one of the strategic priorities in the framework.
- 5.5. The framework also identifies the role of Paisley Town Centre and the opportunity presented by attributes such as the University of the West of Scotland, and the significant heritage and cultural assets, as well as the 4th busiest railway station in the country at Paisley, Gilmour Street. The ongoing work to deliver the Paisley Heritage Asset Strategy and the bid for UK City of Culture will continue to play a significant role in the overall regeneration of Renfrewshire and Paisley as part of the Economic Framework.
- 5.6. Promoting Renfrewshire as a place to live, work, visit and invest is highlighted as a priority and this will be supported by work that has already commenced to develop a destination brand and strategy to support regeneration activity and change the image of Renfrewshire.
- 5.7. The role of the local educational institutions and the need to ensure the work of institutions and training providers is aligned with the needs of business and the economic ambitions for Renfrewshire is also identified as an area for focus.
- 5.8. A fully accessible and integrated transport network is also highlighted as a vital part of the Economic Framework to underpin the success of other identified priorities including the growth of Paisley, the development of the Airport Investment Area and links with Glasgow and the wider city region.
- 5.9. The Framework also identifies the importance of continued collaborative working with partners across the City Region at a strategic level to ensure successful growth and delivery of economic ambitions.

6. Next Steps

- 6.1. Subject to approval by Board the Economic Framework will be the subject of a series of consultations with Renfrewshire's stakeholders from around the private, public and third sectors over the summer period.
 - 6.2. Groups to be consulted will include Engage Renfrewshire, Glasgow Airport, the Chamber of Commerce, the University and College, CPP agencies, Scottish Enterprise, and transport providers. The aim will be to make as much use as possible of existing groupings and events rather than having to set up specific consultation events to publicise the new Framework.
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Implications of the Report

1. **Financial** – there are no direct financial implications from the proposed Economic Framework, however, a number of the initiatives being taken forward will be subject to future reports to the relevant Policy Boards.
2. **HR & Organisational Development** –None
3. **Community Planning** – CPP partner agencies will have a key role to play in the delivery of a number of the Framework elements. This will be discussed with these agencies as part of the proposed consultation.
4. **Legal** – No implications identified
5. **Property/Assets** – The Economic Framework proposes a review of Renfrewshire Council's land and property assets and also the development of an options appraisal for new build housing delivery across the authority area. Reports on these elements will be brought back to Board in due course with implications for Council property assets.
6. **Information Technology** – *No implications identified*
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
8. **Health & Safety** – *No implications identified*
9. **Procurement** – *Any procurement requirements arising from the different elements of the Economic Framework will be brought back to Council Boards (as appropriate) in due course*
10. **Risk** – *No implications identified*

11. **Privacy Impact** -. *No implications identified*

List of Background Papers

None

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RENFREWSHIRE STRATEGIC ECONOMIC FRAMEWORK 2016 - 2018

June 2016

Draft for Consultation

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1. Summary

We want Renfrewshire to prosper and grow. We want to create more and better jobs through supporting growing businesses, attracting new investment and ensuring the foundations are in place to sustain the growing economy in the longer term.

We will work with our partners to ensure that opportunities and benefits from growing the economy positively impact on the quality of lives of all of the people of Renfrewshire, tackling inequalities and disadvantage by providing them with the tools to find work, stay in work and improve well-being. Our approach is directly aligned to the Scottish Government's economic strategy and the two key pillars of increasing competitiveness and tackling inequality. We want to make a positive difference to the lives of all the people of Renfrewshire.

Within this Strategic Economic Framework, we have set out our 10 near term priorities following engagement and consultation with our partners and because of their potential economic and social benefit to Renfrewshire.

Our 10 near term strategic priorities are:

- 1. Creation of a Renfrewshire Economic Leadership Panel.**
- 2. Accelerating development of the Glasgow Airport Investment Area.**
- 3. Meeting housing needs and aspirations.**
- 4. Regenerating and investing in Paisley Town Centre.**
- 5. Developing and investing in our cultural and heritage assets.**
- 6. Promotion of Renfrewshire.**
- 7. Tackling disadvantage, targeting deprivation and supporting people.**
- 8. Skills escalation and development.**
- 9. Strengthening transport infrastructure.**
- 10. Outward looking – Connecting with the Glasgow City Region.**

Section 3 of this report outlines the economic and social characteristics of Renfrewshire Today. Renfrewshire's economic position is relatively strong on the one hand when compared across the Glasgow City Region and Scotland on a number of key indicators. On the other hand, the area continues to exhibit significant deprivation and disadvantage, with some local areas being the worst performing in the whole of Scotland.

Our aim for Renfrewshire is a place that creates more jobs and encourages more people to live, work and invest in the area. We have set out a number of milestone targets covering the implementation of this framework over the next two years.

2. Introduction

Our Vision for Renfrewshire is for a ***‘fairer, more inclusive place where all our people, communities and businesses thrive’***.

Our Mission is to **‘strengthen and grow our economy’**. We want to create more and better jobs through supporting growing businesses, attracting new investment and ensuring the foundations are in place to sustain the growing economy in the longer term.

Attracting more people to Renfrewshire, the place they will call home, is an important goal as is attracting more visitors and investors.

Renfrewshire is home to many world leading businesses such as Rolls Royce Plc; Hewlett Packard; Diageo; Henry Technologies; Bray Controls and it has a strong and growing indigenous base with companies such as Scottish Leather Group; Pollock and Cochrane, the Gordon Leslie Group and Worldwide Engineering Solutions. Glasgow International Airport is the gateway for the West of Scotland. Paisley is home to the University of the West of Scotland and West College Scotland, both institutions having a significant role in the economic development of Renfrewshire.

This Strategic Economic Framework 2016 - 2018 provides a clear sense of direction. As well as setting out new interventions aimed at creating a stronger and more vibrant economy, the framework aggregates a number of separate interventions already under development or that are at the early stages of implementation in order to maximise their impact on Renfrewshire and to ensure better coordination in planning and implementation. We will also align our work and structure for the framework to the structure and framework under development for the Clyde Valley area. Our purpose is to have a real sense of focus on those priority actions that we believe will have a catalytic impact, raise aspirations and increase momentum and which can make a significant contribution to the inclusive and continued growth of Renfrewshire.

We have identified our near term strategic priorities included within this framework following engagement and consultation with our partners and because of their potential economic and social benefit to Renfrewshire.

We have set a number of milestone targets and how we will measure our progress and impact resulting from the implementation of this framework over the next two years. We will achieve the targets primarily by focusing our efforts on our assets and opportunities; enabling the economic infrastructure required; strengthening our labour market by aligning education and skills to industry and by creating a unity of purpose among our partners, united behind our shared economic ambition where “the network of public, business and nongovernment sector parties work collaboratively to create better conditions for economic growth, social cohesion and employment generation” (OECD, 2010).

There is a need to unite our partners and integrate our economic development activities behind a very clear set of ambitions. For example, currently there is a range of activity taking place across Renfrewshire by the Council and others. There is an appetite for people to get more involved and to do more, however the structure does not currently exist to allow this to happen with ease. The economic potential from projects such as the Airport Investment Area and the Paisley Town Centre Heritage Asset Strategy (including the bid for UK City of Culture) is significant, potentially creating upwards of 800 jobs for Renfrewshire.

It is also evident from our work and engagement with stakeholders that the good work underway across Renfrewshire is not as fully known or understood as it might be. Refining the image of Renfrewshire will be a key priority so that any negative perceptions among residents and by those from outside are addressed as well as improving the marketing of Renfrewshire as an inward investment location.

We will continue to progress existing interventions, for example investing in the promotion of culture and heritage, investment in physical regeneration, and investing £6 million to deliver the Tackling Poverty Action Plan during 2015 – 2017. We will continue to progress those initiatives specifically targeted at getting our young people into work and we will work to maximise the value and potential for Renfrewshire from the Glasgow City Region City Deal.

3. Renfrewshire Today

Renfrewshire Today is a place with a huge amount to offer and a significant role to play in the development and growth of the wider Glasgow city region. This section highlights the economic and social characteristics of Renfrewshire at 2016. This information and analysis will also help define our baseline position in order to measure progress and impact of actions over the longer term as well as Renfrewshire's socio-economic strengths and areas of weakness to be addressed in order to sustain economic growth in the longer term.

Population

Renfrewshire has a population of 174,908¹. The 2014 mid-year population for Renfrewshire was 174,200, a slight dip from the 2011 Census. The age profile of Renfrewshire is broadly in line with the rest of Scotland with 17.6% of the population in Renfrewshire under 16 years old and 65.6% aged 16 – 64 years old.

91.3% of people in Renfrewshire identify their ethnic origin as White Scottish.

Employment

With an employment rate of 75%, Renfrewshire has the second highest in the city region (South Lanarkshire is marginally higher at 75.1%) and higher than in the rest of Scotland (72.9%). It is also the highest it has been over the past ten years. At 21%, the rate of economic inactivity is the second lowest in the city region. The most common reason for economic inactivity is long-term sickness (32.1%). Retired people accounted for 18.5% of the economically inactive population, higher than in the Glasgow city region (13%) and Scotland (15.9%).

Unemployment in Renfrewshire is 5%, reflective of the high employment rate, and lower than the average unemployment rate in both the city region (7.5%) and Scotland (6%).

Economy

Relative to the rest of the Glasgow city region and Scotland, Renfrewshire residents are well qualified. 41.4% of the working age population are qualified to NVQ4 and above, compared to 39.8% in the city region and 41% in Scotland. 9.7% have no qualifications, in line with the rest of Scotland (9.4%) and much lower than the equivalent city region figure (12.7%). In 2013/14, 68.4% of school leavers went on to higher or further education.

The largest sectors in Renfrewshire (by number of private enterprises) are financial and other businesses services (30% of private enterprises), wholesale and retail (16.9%) and construction (13.7%). In terms of employment, 28.1% of employees in Renfrewshire work in public administration, education and health; 17.6% work in financial and other businesses services, 14.2% in wholesale and retail and 11.2% in

¹ 2011 Census

manufacturing. Arts / culture and entertainment have also strengthened in recent years with employment above the regional average.

Renfrewshire has a strong manufacturing sector and transport and storage sector with above-average employment relative to the city region and Scotland suggesting a degree of specialisation in these sectors. However, GVA in manufacturing fell 5% between 2009 and 2013 and in transport and storage it fell 31% between 2009 and 2013, (although increased between 2012 and 2013), whilst total GVA in Renfrewshire increased 7.2% in this period. Nevertheless, these sectors still make a large contribution to Renfrewshire's total GVA. The manufacturing sector was the largest contributor to GVA, accounting for 26% of GVA in 2013, whilst transport and storage accounted for 13% (the third largest contributor).

Renfrewshire's economic position is relatively strong on the one hand when compared across the city region and to Scotland on a number of key indicators. On the other hand, the area continues to exhibit significant deprivation and disadvantage, with some local areas being the worst performing in the whole of Scotland.

Multiple Deprivation

Despite one of the highest employment rates in Scotland – well above the national average – Renfrewshire also has some of the highest levels of deprivation in Scotland and below average life expectancy. Addressing these issues will require specific and targeted interventions as part of a wider economic strategy going forward.

Deprivation is mostly concentrated in eastern, urban areas of Renfrewshire. 48 datazones (containing approximately 38,400 people) in Renfrewshire are in the 15% most deprived datazones in Scotland, 4.9% of all those in Scotland.

The number of people in Renfrewshire living in the 15% most deprived datazones in Scotland increased between 2009 and 2012 by 10.2%. Renfrewshire also contains three of the ten most deprived datazones in the whole of Scotland, all of which are in the Ferguslie Park area of Paisley.

14.7% of the population of Renfrewshire (25,000 people) are classed as income deprived with over 16,000 people (15%) classed as employment deprived. Only one datazone, located in Houston North, is amongst the 5% least deprived datazones in Scotland.

Annex 1 and 2 provide more detailed information and analysis on the demographic, health, education, economic and social characteristics of Renfrewshire Today.

4. The Framework: Our Near Term Strategic Priorities

We have identified a number of near term strategic priorities that we believe will contribute significantly to economic growth and delivery of a positive step change across Renfrewshire.

This framework joins together and builds on the already good work underway by the Council and partners across Renfrewshire. Integration of these actions and interventions as part of a whole system approach for the growth of Renfrewshire is fundamental, as is ensuring that actions are considered collectively so as to avoid any potential duplication of tasks or zero sum competition between projects so as to maximise their collective value and impact.

Within this framework we have identified 10 near term strategic priorities for Renfrewshire:

Our 10 near term strategic priorities are:

- 1. Creation of a Renfrewshire Economic Leadership Panel.**
- 2. Accelerating development of the Glasgow Airport Investment Area.**
- 3. Meeting housing needs and aspirations.**
- 4. Regenerating and investing in Paisley Town Centre.**
- 5. Developing and investing in our cultural and heritage assets.**
- 6. Promotion of Renfrewshire.**
- 7. Tackling disadvantage, targeting deprivation and supporting people.**
- 8. Skills escalation and development.**
- 9. Strengthening transport infrastructure.**
- 10. Outward looking – Connecting with the Glasgow City Region.**

1. A Renfrewshire Economic Leadership Panel

Recent work by the OECD² reinforces the importance of local economic leadership to make change happen and to improve the performance of a place. The OECD work reinforces the importance and necessity of working together, building effective regional alliances, engaging with central government, and their agencies; civic and business leadership as well as unifying leadership across the different sectors.

We recognize that strengthening engagement with private business and other stakeholders is important to ensuring that we have a whole system approach to improving Renfrewshire's performance as a place.

² Organisation for Economic Cooperation and Development (OECD): Local Economic Leadership, 2015

The establishment of a Renfrewshire Economic Leadership Panel a forum for collaboration, integration of ideas, actions and resources is a key recommendation of this new Framework. However, we want to subject this recommendation to further consultation with the business sector and stakeholders and having due regard to existing structures including those in place for Community Planning, and those in place at the Glasgow City Region level.

If we adopt the recommendation a Renfrewshire Economic Leadership Panel could play an important role in:

- Overseeing the implementation of this Economic Framework and its priorities;
- Facilitating collaborative working and coordination of activities among those across Government and from the private and community and voluntary sectors, and;
- Ensuring transparent and open communications and identification of opportunities, or the unblocking any obstacles to growth for Renfrewshire.
- Developing in partnership the longer term economic strategy for Renfrewshire.

2. Accelerating Development of the Glasgow Airport Investment Area

The strengthening and growth of the Airport and the development of the Glasgow Airport Investment Area is a key priority, in terms of the scale and pace of the planned works and potential economic and regenerative impacts.

The Airport is the international gateway for the West of Scotland and its economic impact and employment impact is significant, within the Airport itself and surrounding industries, with most recent estimates (2010) of c.5,000 people employed by the airport and generating around £200 million of GVA annually for the economy.

The Glasgow and Clyde Valley City Deal Programme Business Case outlines the potential significant economic impact from all 3 of the Renfrewshire specific projects including the Airport Investment Area and Airport Access Project.

It is proposed that the delivery of the Airport Investment Area project is formalised through the establishment of a Steering Group with representation proposed from Glasgow Airport, officers from Renfrewshire and Glasgow City Councils; Scottish Enterprise; the Glasgow and Renfrewshire Chambers of Commerce; and private sector partners and key companies in the area such as Westway and Inchinnan Business Park.

The Steering Group will play a key role in ensuring that anticipated economic benefits are fully realized.

3. Meeting Housing Needs and Aspirations

Renfrewshire's population has been stable for some time at approximately 175,000 residents and looking ahead for the next 20 years the forecast is for a relatively stable population.

There are a number of factors to consider in relation to this. Firstly a number of other parts of Scotland have increasing populations which tends to lead to larger working age populations and labour catchments. This is attractive to investors making decisions on where to locate businesses and build new housing. Secondly the Renfrewshire population is ageing. A stable and ageing population over an elongated period could lead to a decreasing labour pool and potentially less housing demand.

The Housing Needs and Demand Assessment (HNDA) concludes that Renfrewshire does not have a need for more social housing when numbers of stock are considered, however, there is a need for a different mix of housing and a wider range of choice to meet the aspirations of residents across the spectrum from affordable housing to housing for sale at market rates. There exists in Renfrewshire an imbalance of tenure. A focus on private homeownership particularly in Paisley will go some way to redressing this.

Property prices are lower across many parts of Renfrewshire relative to greater Glasgow and Scotland averages. In the short to medium terms this could act as an attractor to young professionals and families in new suburban and town centre housing.

Encouraging the development of more housing will be important to changing the tenure mix and attracting increasing diversity amongst residents.

As a result of the proximity and excellent transport links to Glasgow City Centre, Paisley town centre has the potential to attract young professionals, and retirees particularly if there is a strong focus on well-designed urban living style developments. Such residents will contribute to reinvigorating the town centre, through increased footfall and the development of a night time economy. Good progress has already been made with the housing led regeneration evident around the Abbey Quarter including the former Arnotts Department Store site and the Westpoint Homes development in Cotton Street.

In other parts of Renfrewshire, the focus will be on ensuring the greater provision of mixed tenure housing, meeting the needs of a wide-range of residents. Good progress is already being made toward the Council's stated ambition of 1,000 new affordable homes in Renfrewshire by 2020 working with our RSL partners, and a revised Local Development Plan is currently being developed which will bring forward proposals for new build development sites across Renfrewshire.

Over recent years parts of Renfrewshire (especially the western villages and Renfrew Riverside) have proved attractive to housing developers. Paisley and Johnstone have seen lower levels of new build private housing. The current proposals at the former BASF site at Hawkhead Road and the Paisley South housing site (Thornley Park) will

go some way to meeting future demand in and around the urban area of Paisley. Erskine and Johnstone South West both offer significant potential for future residential development and the former BAe site at Dargavel, Bishopton is making good progress in creating a new 2,000 home community.

A number of actions are proposed in order to maximise the investment potential, including:

- A review of Council property and land assets across Renfrewshire to assess suitability for new build housing;
- A review of the property and land assets of our Community Planning Partners for the same purpose; and
- Development of an options appraisal to determine the best approach for delivering new build housing in Renfrewshire.

4. Regenerating and Investing in Paisley Town Centre

Paisley is a University town. It is the focus of a bid to be UK City of Culture in 2021. It has significant heritage and cultural assets. By rail Paisley is less than 10 minutes to central Glasgow (with 10 trains per hour), less than 10 minutes to the Airport by car and as part of the City Deal will have a direct train service to the Airport as well as Paisley Gilmour Street being the first port of call for all trains from the Airport into central Glasgow.

Currently, Paisley Gilmour Street station is the 4th busiest railway station in Scotland and the busiest outside the city centres of Glasgow and Edinburgh. The enhancement of Gilmour Street Station and the surrounding area represents a significant opportunity in terms of increased and improved connectivity, employment and investment potential. All of these threads need to be joined together. Paisley town centre should and can be one of the greatest assets of Renfrewshire.

The Paisley Town Centre Asset Strategy and Action Plan sets out our cultural and heritage ambitions for Paisley over the next 10 – 15 years. This is considered under strategic priority 5: Developing Our Cultural and Heritage Asset.

Currently, no single plan for the future development and growth of Paisley exists. We will prepare a new Paisley Town Centre Action Plan during 2016 to provide a framework for the future development of Paisley backed by a series of goals over the next 20 years and will seek to:

- Increase the resident population of Paisley.
- Strengthen and grow the retail and service offer.
- Increase the employment population.
- Invest in the public realm, particularly focusing on the walking, cycling and civic space.
- Maximise the tourism potential

- Connect Paisley to the wider Glasgow City Region through the implementation of a Renfrewshire Integrated Traffic Plan.

5. Developing Our Cultural and Heritage Assets

In June 2015 we launched the Paisley Town Centre Asset Strategy and Action Plan: Paisley the Untold Story. The plan outlines our significant heritage assets, internationally recognized textiles, art and natural history collections alongside numerous performing arts and local groups across Renfrewshire. The potential economic benefits from implementing the plan are significant for Paisley and Renfrewshire creating up to 800 jobs and generating an additional £45 million per annum to the economy.

We will work with our partners to secure the appropriate resources to advance at pace key projects from the Heritage Asset Strategy including redevelopment of Paisley Museum; Paisley Abbey Visitor Centre; relocation of Paisley Library; and establishing a marketing strategy and brand identity. Integrating the implementation of the strategy with other actions and interventions will be an important feature so as to maximise the value and impact from projects.

We are also using the Strategy as the springboard for our bid for Paisley to be UK City of Culture 2021. The process for submitting a bid is well underway ahead of the April 2017 deadline.

To bid for UK City of Culture is a significant statement of intent. However, the bidding process is a competitive one and will require significant resources. The Heritage Asset Strategy identifies a number of very worthwhile projects, irrespective of the outcome of the bid the implementation of which will likely make a significant impact to the overall regeneration of Renfrewshire and particularly Paisley, as part of this wider framework.

6. Promotion of Renfrewshire

The assets, strengths and opportunities of Renfrewshire in terms of its economic base, location for world leading businesses and its role in the wider region is not widely known. Likewise, the image that people have, particularly of Paisley, is most likely a perception based on past events and not a true reflection of today or more importantly the vision, ambitions and goals for the future. We will seek to build on the excellence of our past, whilst attracting people to live and work in Renfrewshire, and highlighting the strong, positive reasons for businesses to invest in Renfrewshire.

Refining the image of Renfrewshire is a central part of the approach to building local economic development and inclusive growth and communicating this with our residents, those from outside the Council area and further afield as well as strengthening our marketing of the place to attract inward investment.

We have begun to make progress on refining the image of Renfrewshire and are developing a destination brand and brand strategy, underpinned by marketing plans that will support regeneration activity generally and the implementation of our City Deal projects. This work will deliver:

- A Place Audit and future vision for the region;
- Key messages, target audience development, visitor, investment and employability targets;
- The development of a place brand strategy, brand marque and supporting marketing and media plans;
- A new national narrative for Renfrewshire and Paisley;
- A 24-month marketing and media strategy to promote Renfrewshire and Paisley as a place to live, work, visit, learn and invest;
- A bespoke marketing strategy development to position Renfrewshire as an investment location, with focus on City Deal projects, in particular the Glasgow Airport Investment Area;
- A bespoke marketing strategy to support the Renfrewshire Tourism Framework and position Renfrewshire as a visitor destination;
- The development of a bidding approach for large-scale visitor events and business tourism; and
- An outline of how we will measure our effectiveness in achieving our objectives, including development of Key Performance Indicators.

7. Tackling Disadvantage, Targeting Deprivation & Supporting People

Although Renfrewshire has an employment rate of 75%, lower JSA claimants than the Glasgow city region averages (particularly at age 18-24) and relatively positive education attainment levels, it is important to recognise the levels of deprivation that continue to exist.

Data on multiple deprivation has shown that the most deprived datazones in Renfrewshire in 2009 continue to be the most deprived today. This is the same for more than three-quarters of the most deprived places in Scotland. An updated Index of Deprivation is due to be published by the Scottish Government later in 2016. Over 16,000 people are employment deprived i.e. residents who are unemployed or not in the labour market due to ill health or disability. Over 25,000 people are income deprived according to government statistics.

	Number of datazones in 15% most deprived by year					
Local authority	2004	2006	2009	2012		Residents (2014)
Glasgow	374	330	302	289		599,650
Dundee	51	53	54	55		148,260
Edinburgh	61	63	60	54		492,680
Renfrewshire	41	36	43	48		174,230
North Ayrshire	33	33	43	46		136,450
Aberdeen	18	27	28	22		228,990
Falkirk	14	19	17	18		157,640
Perth & Kinross	3	9	6	6		148,880

Renfrewshire Council through its innovative approach through the Tackling Poverty strategy is investing in prevention, tackling the root causes of deprivation and disadvantage, and seeking to break the links that connect low educational attainment - unemployment – poor health and well-being – anti-social behavior – crime. In the longer term this will ensure people have the capabilities and capacities to benefit from wider opportunities, creating a more resilient, more inclusive Renfrewshire where nobody is left behind.

We will continue to implement the Tackling Poverty Strategy 2015 – 2017, investing £6 million in actions to fight deprivation. The Tackling Poverty Strategy is only a first step on a long journey to eradicate poverty, particularly child poverty. We recognise the long-term nature of this work and have committed to measuring and evaluating the impacts of the action plan as a basis for future action.

Furthermore, through our governance structures such as Community Planning and the proposed Economic Leadership Panel, the Council will continue to proactively promote measures to tackle poverty through the integration of strategic actions and interventions.

8. Skills escalation and development

Paisley is the location for campuses of two major educational institutions – the University of the West of Scotland and West College Scotland.

The University has recently completed a portfolio review and is in the process of establishing two Centres of Excellence at its Paisley campus – a Centre of Excellence in Business and a Centre of Excellence in Engineering. This is a significant opportunity, particularly given the level of strength and specialisation that Renfrewshire has in advanced manufacturing and engineering.

West College Scotland has over 30,000 students, engages with over 500 businesses across the region and is in the process of putting in place a partnership agreement with the University for future collaborative working.

There is a need to knit together the role and work of the educational institutions and training providers with industry and the economic mission and goals of the Council. A strategic partnership agreement has recently been agreed with the University of West of Scotland and a similar arrangement is in the process of development with the West College Scotland during 2016.

We will work together with our partners to:

1. Identify by industry skills requirements in the short and longer terms and alignment of these to the work of the education and training providers.
2. Help people to get into work, stay in work and progress up the skills ladder.
3. Develop a Skills Action Plan for Renfrewshire focused on:

- Tackling Worklessness;
 - Developing Workforce Capacity;
 - Planning for Future Skills Needs.
4. Enhance regional collaboration around educational and R&D innovation among education providers and between educational institutions and industry;
 5. Encourage wider participation and address the skills needs of Renfrewshire through targeting social and economic inequalities.

The implementation of the Skills Action Plan should be integrated with the current Skills 4 Success Group and Invest in Renfrewshire's employability programmes. It is crucial for Renfrewshire that we, as part of a wider city region economic geography:

- Develop people with the right skills to respond to the needs of the labour market across the region now and in the future;
- Stimulate the creation of more highly skilled and high value added jobs to compete more effectively in today's global economy;
- Use our skills base to attract investment into Renfrewshire.

9. Strengthening Transport Infrastructure

A fully accessible and integrated transport network is a vitally important part of the Economic Framework and in line with wider policy, should have a focus on a behavioural shift to more sustainable forms of transport.

The economic and environmental benefits of a fully functioning and integrated transport network are well rehearsed. For example, better transport links provide a more attractive investment and tourist location; easier commuting; improving the road network can reduce journey times and provide the potential for improved public transport provision; provides access and links to key employment locations and development sites; construction jobs in the short term; increased property values; improvements to long-term competitiveness; reduced congestion. Wider benefits can include improved physical and mental health from increased walking and cycling activity and a reduction in social isolation. Put simply, the ease by which people can get to Renfrewshire and move around is fundamental to achieving our economic and social ambitions.

A quality transport network is vital for a growing and successful economy and underpins the future success of our other near term priorities including the growth of Paisley; development of the Airport Investment Area; our links with Glasgow and wider city region; tackling disadvantage and the promotion of Renfrewshire to future residents, investors and tourists.

With our local stakeholders we will prepare a new Transport Strategy for Renfrewshire. The Transport Plan will align to the wider Clydeplan and Local Development Plan and will focus on a number of areas including:

- Achieving a behavioural shift from the private car to other more sustainable modes of transport
- Improved road network, reducing journey times,
- Walking and cycling provision
- ‘Smart’ public transport and Quality Bus Corridors; Park and Ride and improved feeder services (including accessible and rural transport services)
- Developed and enhanced transport infrastructure, for example rail and station upgrades.

10. Outward Looking – Connecting with the Glasgow City Region

The location of Renfrewshire in relation to Glasgow City, particularly Paisley is a significant opportunity. Renfrewshire is home many of the key assets of the Glasgow city region and the West of Scotland more generally, including Glasgow Airport and some of the country’s leading businesses.

We will continue to work collaboratively and in co-operation with our partners from across the Glasgow city region and will join forces, sharing expertise and resource to advance important and strategically significant projects we believe are crucial to sustain the economic growth of the city region for example, delivering successfully the Airport Access and Airport Investment projects including bringing forward interventions to maximize the value of the City Deal and future collaborative projects; Paisley’s bid for UK City of Culture 2021; planning and developing our economic infrastructure; promoting the potential of the region internationally and advancing the development of long term economic policy and strategy for the city region.

Key Milestones

We have set out below the key milestones for implementing this framework over the next two years.

In addition to the key milestones we will develop a wider programme management system for integrating and reporting the progress of our strategic priorities.

We have stated throughout this framework that integration of the strategic priorities is key to maximising the value and impact from projects. Programme management is a vital component for supporting the integration of individual projects and in the delivery of change; whether the change is to infrastructure or the transformation of a place. An effective programme management system will ensure better planning and will allow us to manage the overall delivery programme within this framework, reflecting the progress, risks and interdependencies between the various strategic

priorities. It will also allow us to communicate more effectively with all our partners and support the more efficient management of financial, human and other resources required to deliver the individual projects within the overall programme of activities.

We will continue to monitor the overall impact on the economy and growth of Renfrewshire through the agreed jobs and the economy 10-year targets and measures from the Community Plan Single Outcome Agreement including population growth; housing; business growth; transport; job creation and education.

The jobs and economy impact measures and targets for Renfrewshire to 2023 are included in Annex 2.

Strategic Economic Framework: Key Milestones

- We will establish a Renfrewshire Economic Leadership Panel by December 2016.
- We will formalise existing stakeholder engagement arrangements by creating a Steering Group to drive forward the Glasgow Airport Investment Area by December 2016.
- We will develop a Paisley Town Centre Action Plan and consult on this by December 2016.
- We will undertake a review of Council and Community Planning Partners property and land assets across Renfrewshire by early 2017.
- We will develop and commence implementation of the Destination Brand and Brand Strategy by August 2016.
- We will deliver the actions from our Tackling Poverty Strategy and report on outcomes by June 2017.
- We will prepare and submit our bid for UK City of Culture 2021 by April 2017.
- Establish an industry led Education and Skills Group before the end of 2016
- Prepare a Skills Action Plan by early 2017
- With our partners we will prepare a new Transport Strategy for Renfrewshire and secure commitment to its implementation by April 2017.
- We will formally review progress of the Strategic Economic Framework in June 2017 and again in June 2018.

Annex 1: Renfrewshire Today

Summary

The following points identify some of the key issues that have influenced the content of the proposed 2016 Economic Framework presented in this report:

- The scale of the Renfrewshire economy (measured by Gross Value Added – GVA) is £2.7 billion (2013). This represents about one tenth of the Glasgow city region economy. The scale has increased by 7% since 2008.
- The resident population of Renfrewshire is static and ageing;
- In the latest projections the population will not change significantly in next 20 years;
- In comparison Glasgow City's population is forecast to increase by approx. 3,500 per annum in the same period (made up of natural ageing and in-migration);
- Renfrewshire continues to have lower proportions of ethnic minorities than Scottish average;
- Renfrewshire has the fourth highest life expectancy of the 8 Glasgow city-region local authorities (males – 76 yrs; females – 81 yrs);
- 43.5% of school leavers went onto higher education (well above the Scottish average of 38.7% and the third highest in the city-region);
- 24.9% go into further education (in line with the Scottish average) with 22.8% go directly into employment;
- Renfrewshire has recovered strongly from the recession with its employment rate now standing at 75%. This is almost a 10% increase from the low of 2011 when the rate was 66.9%. The 2015 Scottish employment rate was 72.9%;
- Renfrewshire's unemployment rate has fallen from a peak of more than 10% in 2011 to 2.6% in April 2016. Youth unemployment rate has fallen significantly in the last 4 years to 1.7%;
- Renfrewshire has the third lowest proportion of NEETs (16-19 yrs not in education, employment or training) in the city-region;
- Renfrewshire's out commuting for employment is broadly equivalent to the numbers commuting in to the district (figures from 2011 Census).
- The level of interdependence with the rest of the city-region is illustrated by the fact that 86% of those in-commuting to work in Renfrewshire originate from within the Clyde Valley area. Of every 10 workers commuting outside Renfrewshire 9 have their place of employment in other parts of the city-region;
- Renfrewshire has above average employment in manufacturing (8,300 jobs), transportation / storage (6,100), construction (4,900), and public administration (20,800).
- Renfrewshire has much higher proportions of employment than the city-region in manufacturing and transportation / storage. The latter is likely as a result of Glasgow Airport and Hillington.

- There are 4,300 private enterprises in Renfrewshire. 86% have less than 10 employees and only 30 have more than 250 employees (less than 1% of all private businesses). However, these figures mask the fact that Renfrewshire does contain some very large businesses eg. Glasgow Airport, Intu Braehead, Hewlett Packard, Pernod Ricard, Rolls Royce, etc;
- The median weekly earnings for full-time employees living in Renfrewshire is £540 (4% higher than the Scottish average);
- In terms of Scotland's deprivation index (2012) Renfrewshire features strongly. Only 7 local authorities have a greater share of the most deprived 20% of datazones with fourteen of the most concentrated pockets of deprivation (lowest 5%) in Scotland are in Renfrewshire. An update to the Government's deprivation index is due later in 2016.

Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Population	174,200 (2014) Decrease of 0.4% since 2011	Increase of 1% (2011-2014)	Increase of 0.4% (2011-2014)
Population projections	176,176 (2029) 175,282 (2037) Increase of 0.2% (2011-2037)	projected to increase by 9% (2012-2037) to 5.78 million	
Births / Death rate	Births 1,813 (2014) Deaths 1,909 (2014)	Similar rates to Renfrewshire	
Migration / Ethnicity	2.4% of residents born outside the EU With a similar birth and death rate the in-migration rate for Renfrewshire must be relatively neutral	4% born outside the EU Renfrewshire has lower proportions of most ethnic groups than Scotland as a whole	
Age profile	Matches Scotland's profile	Similar age profile	
Life Expectancy	Males – 76 yrs Females – 81 yrs	Males – 77 yrs Females – 81yrs	Renfrewshire has the fourth highest life expectancy for males of the 8 L/As and the fifth highest life expectancy for

			females. Glasgow's rate is 73 (males) and 79 (females)
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Drug and alcohol misuse	Problem drug use in Renfrewshire is significantly worse than the national average, for both men and women but especially for men	alcohol related hospital stays (2013/14) in Renfrewshire was significantly higher than the national average, although alcohol related mortality is not significantly different	
School Leavers Qualifications	64.8% of students left education with at least one pass in SCQF levels 6 or 7 (higher or advanced higher).	Scottish average for SCQF level 6 or 7 pass is 58.7%	Renfrewshire is the third highest rate of the 8 L/As after East Renfrewshire (82.1%) and East Dunbartonshire (77.2%).
School Leavers Destination	43.5% of school leavers went onto higher education, A further 24.9% go into further education (in line with the Scottish average) 22.8% go directly into employment	Renfrewshire's figure for higher education is significantly above the Scottish average of 38.7% . Figures for further education and employment from school are broadly similar	Renfrewshire has the third highest proportion of leavers entering higher education in the region. ERC (66%) and EDC (56.9%) are significantly higher. SLC is the fourth highest at 40.1%. In Glasgow the figure was 32.8%
NEETs (16-19 yrs not in education, employment or training)	In 2014 there were 560 NEETs in Renfrewshire, (about 7% of all 16-19 year olds) This compares with	The NEET rate has been consistently higher in Renfrewshire	Renfrewshire has the third lowest proportion of NEETs in Clyde Valley (ERC and EDC have much

	more than 1,000 in 2003 (almost 12% of the same age group)	than in the rest of Scotland although rates have generally mirrored each other in last 10 yrs	lower rates). GCC, WDC, NLC and SLC all have rates of 8% or above.
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Employment Rate	Renfrewshire has recovered strongly from the recession with its employment rate now standing at 75% . This is almost a 10% increase from the low of 2011 when the rate was 66.9%	Scotland's employment rate in 2015 is 72.9%	The Clyde Valley generally has an employment rate of 69.9% Renfrewshire is the second best performing authority after SLC (75.1%) and ahead of ERC (74.5%) and EDC (73.7%).
Unemployment Rate	Renfrewshire's unemployment rate has fallen from a peak of more than 10% in 2011 to 5% in 2015	Scotland's rate is currently 7.5%	Renfrewshire is one of the three lowest in the region alongside ERC (4.8%) and EDC (5.4%). Glasgow's rate is almost double that of Renfrewshire at 9.8%
Commuting	Renfrewshire has a commuter inflow of 31,998 people (at 2011) and a commuter outflow of 32,676 which leads to a broadly neutral position	Not applicable	86% of those commuting to work in Renf. originate from within Clyde Valley. The corresponding outflow figure is 91% These figures increase to 32% and 66% respectively for Glasgow which shows the degree of inter-dependence.

Occupations	<p>Renfrewshire has above average employment in</p> <ul style="list-style-type: none"> • manufacturing (8,300 jobs), • transportation and storage (6,100) • construction (4,900), • public administration (20,800). 	<p>Scotland is closer to Renfrewshire in terms of the proportion for public admin. employment but is significantly lower in the other sectors.</p>	<p>Renfrewshire has much higher proportions of employment than Clyde Valley as a whole in</p> <ul style="list-style-type: none"> • manufacturing • transportation and storage <p>The latter is likely as a result of Glasgow Airport and Hillington</p>
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Gross Value Added (GVA; the scale of the economy)	<p>£2.76 billion (2013)</p> <p>Increased by 7.2% since 2008</p> <p>Manufacturing is the largest contributor to Renfrewshire's GVA at 26% (2013).</p> <p>The sectors showing the largest growth in GVA between 2009 and 2013 were</p> <ul style="list-style-type: none"> • Other Service Activities (136%), • Accommodation and Food Services (95%), • Administrative Activities (92%) and • Real Estate Activities (85%). 	<p>£94.8 billion</p> <p>Increased by 16.8% since 2008</p>	<p>£24.8 billion</p> <p>Increased by 12.2% since 2008</p> <p>Represents 26% of Scottish GVA</p>
Private Enterprises	4,300 private enterprises in Renfrewshire	Broadly equivalent proportion of	Same proportion of small enterprises (86%)

	86% have less than 10 employees Only 30 have more than 250 employees (0.7% of total enterprises)	small enterprises (less than 10 employees) at 88% Smaller proportion of large businesses (0.3%)	Smaller proportion of large businesses (0.4%)
Enterprises in Govt. identified Growth Sectors	Renfrewshire is well represented amongst some of the growth sectors in Scotland eg. <ul style="list-style-type: none"> Financial and Business Services (3,500 jobs), Sustainable Tourism (5,100), Creative Industries (including Digital) (2,200)		
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Earnings	The median weekly earnings for full-time employees living in Renfrewshire is £540	median weekly earnings for full-time employees is £518 (4% below Renfrewshire levels)	median weekly earnings for full-time employees is £513 (5% below Renfrewshire levels). Only ERC (£652) and EDC (£610) have higher median weekly earnings than Renfrewshire.
Deprivation The Scottish Index of Multiple Deprivation (SIMD) is completed every 3 yrs and assesses small	Number of people living in most 20% deprived areas in Scotland = 48,000 (28% of total population) Only 7 council areas have a greater share of datazones in the 20%	<i>See analysis below</i>	<i>See analysis below</i>

<p>areas (datazones; average 800 people) against a range of factors</p> <p>In Renfrewshire there are 214 datazones. In Scotland there are 6,500 datazones</p>	<p>most deprived datazones overall.</p> <p>14 of the 5% most deprived datazones in Scotland are in Renfrewshire</p> <p>3 of the 10 most deprived datazones in Scotland are in Ferguslie Park, including the most deprived zone.</p> <p>Only one datazone in Renfrewshire (Houston North) is amongst the 5% <u>least deprived</u> in Scotland</p>		
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Annex 2: Jobs and the Economy Measures and Targets 2023

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Outcome 1: Renfrewshire will be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities				
Reduction in the level of vacant and derelict land	956 hectares (2013)	Replace existing similar measure	4.5%	15%
Increase the survival of businesses in Renfrewshire	Baseline 2011 475 Births 425 deaths Net: 50 businesses	New measure	Net: 100 businesses	Net: 150 businesses
Reduce levels of digital exclusion in Renfrewshire	Baseline to be established during 2016	New measure	To be established	To be established
Number of passengers using Paisley Gilmour Street per weekday	13,000 (source: Office of Rail Regulator; 2014)	New Measure	14,000	17,000
Number of scheduled train services stopping at Paisley Gilmour Street station per weekday	250 (source: weekday timetable Oct 2015)	New Measure	260	350
Number of scheduled flights from Glasgow Airport per day	200	New measure	220	260

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Outcome 2: Renfrewshire will have a growing local economy creating employment for a well trained, qualified and motivated workforce — where unemployment is reduced and employment opportunities are growing				
Increase the rate of VAT/PAYE registered businesses in Renfrewshire	4,445 — 2011	2% 4,533	6%	20%
Reduction in the number of long term unemployed	Currently 1520 people (1.4%) JSA Figures March 2013	5%	60% (608 JSA claimants)	75% (380 JSA claimant)
Reduction in the number of unemployed young people (18–24 year olds)	Currently 1475 (9.6%) JSA Figures March 2013	9% (03/14)	60%	80%
Reduction the number of 16–19 year olds who are unemployed seeking work	201 - February 2013	10%	20%	50%
Reduction in the number of unemployed people 50+	745 people (2.1%) JSA figures March 2015	New measure	15% JSA figures March 2016	50% JSA figures March 2023
Reduction of the number of claimants in receipt of Out of Work Benefits (16-64 years)	Currently 18,600 (16.5%) DWP Benefit claimants at Feb 15 - working age client group	New measure	17,500 people (6% reduction) Feb 2016	14,000 people (24.7% reduction) Feb 2023
Increase the number of people in employment/self employed	85,300 or 73.8% at March 2015	New measure	1% (853)	8% (6824)
Increase the number of Living Wage Accredited employers	5 formally registered March 2015	New measure	100 (October 2016)	500 (October 2023)

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Increase the median gross weekly earnings in Renfrewshire	£415.50 (All) Renfrewshire £415.60 (All) Scotland (ASHE 2014)	New measure	Maintain	Grow to 105% of the Scottish average
<i>Outcome 3 : Renfrewshire will have attractive environments and successful town centres created through successful area regeneration that contributes positively to local economic growth</i>				
Reduction in vacant retail space in Paisley Town Centre	2012 — 24,571 sqm	10%	20%	50%
Increase the number of affordable house completions	2014/15 — 56 homes	Replace existing similar measure	200 annually from 2016	1000 (by 31 March 2021)
Increase the number of private house completions	2014/15 — 477 homes	Replace existing similar measure	500 annually from 2016	2500 (by 31 March 2021)
Increase Renfrewshire's resident population	174,900 Census 2011	No change	2%	5%
Increase in visitor expenditure in Renfrewshire	£155 million — calendar year 2011	5% £162.75m	25%	35%
To arrest decline and then increase visitor expenditure in Paisley.	Baseline and targets to be established during 2016	New measure	To be established	To be established
Increase the footfall in Paisley Town Centre	Investigate the feasibility of this impact measure during 2016	Potential new measure	To be established	To be established

Source: Renfrewshire Council