
To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Renfrewshire Economic Strategy 2020 – 2030 : Action Plan

1. Summary

1.1 In September 2019 the Leadership Board approved the Renfrewshire Economic Strategy, which was prepared with the guidance of the Renfrewshire Economic Leadership Panel. The strategy sets out a collaborative approach to the development of the Renfrewshire economy over the next 10 years, along with stretching ambitions for the creation of jobs and the delivery of inclusive growth –

- 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

1.2 Work has now been undertaken with the Economic Leadership Panel to develop an action plan that will see the delivery of these ambitions

1.3 The Action Plan is attached as an appendix to this report. The Economic Leadership Panel has assessed the content of the Action Plan and commends it to the Council for approval.

2. Recommendations

2.1 It is recommended that the Board –

- (i) welcomes the preparation of the Economic Strategy Action Plan under the guidance of the Economic Leadership Panel;
 - (ii) as a key contributor and enabler of the Action Plan approves the actions identified for the Council to be the lead partner; and
 - (iii) notes the near-term priorities of the Action Plan as set out in Section 4 of this report.
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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.
- 3.2 The Panel has been meeting since August 2017 to consider how best to develop, grow and support Renfrewshire's economy. 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 brought fresh perspectives to the formation of Renfrewshire's first economic strategy.
- 3.3 The Renfrewshire Economic Strategy was agreed by the Council's Leadership Board in September 2019 and was launched in the same month by the Cabinet Secretary for Finance, Economy and Fair Work. The Panel has continued to meet to develop an action plan and will monitor and consider changes to the strategy as the context and circumstances for economic growth change over the period ahead.

4. The Action Plan

- 4.1 The Economic 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 (NMIS) 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 sets out eight economic challenges that require a co-ordinated response to be tackled effectively.

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. The Action Plan breaks down all the interventions into specific projects and identifies the lead organisation, the timeframe and resources required to deliver each. The Action Plan is attached to this report.
- 4.4 The range and number of actions will require extensive partnership working, collaboration and sustained effort over the 10-year duration of the Strategy. The Council will work with the Economic Leadership Panel to keep both the Action Plan and the Strategy up to date through monitoring and review.
- 4.5 Many of the actions identified are underway such as the City Deal suite of projects, the cultural infrastructure programme, a strategy to deliver ultrafast broadband capacity and the 'single point of entry' system for business support services provided by Scottish Enterprise and the Council. However, given the extents of the Action Plan, the Panel has advised on particular actions that should be prioritised in the first 24 months of the plan. These are –
- Developing with public sector partners a mechanism to lever private-sector investment into town centres. The Council will utilise the published Paisley Town Centre Vision to commence dialogue with Scottish Government and others on this mechanism;
 - Agreeing and delivering a Renfrewshire approach to inclusive growth including early intervention actions to develop pathways for those with health and wellbeing challenges to becoming more economically active

- Supporting Renfrewshire's SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services
- Completing the early developments in the planned Advanced Manufacturing Innovation District Scotland (AMIDS) and looking ahead at future land and property needs through an Economic Land and Property Commission
- Building on the emerging profile of AMIDS and NMIS to market Renfrewshire as an international location for advanced manufacturing investment
- Establishing a 'Festival of Manufacturing' to champion local companies and locations and to engage schools and communities in understanding the future job opportunities here in Renfrewshire
- Developing a Renfrewshire Skills Plan between national and local skills organisations; schools, further and higher education; and local business and industry. The draft Skills Plan features elsewhere on this Board's agenda
- Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies and seeking to advise on measures to influence travel behaviours and modal shift including, exemplary networks for walking and cycling, park and ride, electric-car charging points and demand management measures for private car use.

4.4 Alongside the existing projects being delivered it is the Panel's recommendation that these are the areas where resources would be most effectively concentrated to unlock the potentials of the Renfrewshire economy and to make early progress towards delivering on the six ambitions of the Economic Strategy – as set out below.



Add over **9,000** jobs to the economy from our interventions and planned actions



Add an additional **£400million** GVA each year to the Renfrewshire economy



Grow the working-age population by **5,000** people



Reduce economic inactivity by **15%**, bringing over **3,000** local people into the workforce



Reduce by **60%** the number of businesses reporting skills gap/shortages impacting on their performance



Grow the Renfrewshire manufacturing sector by **30% (£GVA)**

Implications of the Report

1. **Financial** – None currently identified beyond existing approved budgets. This will be kept under review as the Action Plan moves towards implementation.
 2. **HR & Organisational Development** – None.
 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** - the Renfrewshire Economic Strategy and Action Plan seeks to deliver inclusive economic growth across Renfrewshire communities. Its wide range recognises the opportunities for the local economy of new industries, technologies and job types emerging as a response to the climate emergency. The Strategy and Action Plan also recognises, that to become a more productive place, investment in sustainable transport, town centres and in the renewal of aging industrial and business premises needs to be a priority over the 10-year period of the plan.
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List of Background Papers

(a) Renfrewshire's Economic Strategy 2020 – 2030

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.

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Renfrewshire's Economic Strategy

2020 -2030

ACTION PLAN – JANUARY 2020

Challenge 1

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

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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Continue to identify long-term housing opportunities to retain and encourage new working-age people and families to live in Renfrewshire.	<p>A. Facilitate the development of over 5,000 new homes over the next 10 years. Through its statutory planning processes, the Council will allocate land for housing development of all types and tenures for delivery by private sector and by social housing providers.</p> <p>B. Work with infrastructure (energy, transport, water) providers and their planning and investment processes to realise long-term housing (and economic) development.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Economic Leadership Panel</p>	<p>Existing resources</p> <p>Existing resources</p>	<p>1,300 new homes developed.</p> <p>Leadership Panel will invite infrastructure providers to Strategy briefing and workshop.</p>	<p>3,600 new homes developed.</p> <p>Coordinated programme of infrastructure investment in Renfrewshire.</p>	<p>5,200 new homes developed.</p>
2. Work with Renfrewshire partners to devise a mechanism to lever private-sector investment into town centres.	<p>A. Develop "Town Centre propositions" which clearly identify the investment opportunities in each (use, scale, terms, etc).</p> <p>B. Research the potential for further grant / loan assistance to owners for refurbishment / redevelopment of key town centre properties.</p> <p>C. Work with Scottish Government and other partners to examine the potential of the ideas set out in the Paisley Vision 2019.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>£</p> <p>££</p> <p>£</p>	<p>Completion of propositions for Renfrewshire TCs.</p> <p>Identification of a town centres investment fund.</p> <p>Tested at least 3 of the specific ideas from the Paisley Vision.</p>	<p>Development of evidence base to demonstrate the value added through the availability of such town centre initiatives.</p> <p>Project delivery – see also Challenge 4, Intervention 3; Challenge 4, Intervention 4; Challenge 5, Intervention 2 and Challenge 7, Intervention 2.</p>	<p>Increased investment in Renfrewshire TCs for variety of uses leading to new perceptions and future sustainability of role of TCs in local economy.</p>
3. To market Renfrewshire, demonstrating its cultural, educational, environmental, residential and employment strengths as a place to live, learn and work.	<p>A. Continued evolution of the Paisley Is destination brand and marketing campaigns.</p> <p>B. Alignment of economic messages with development of a Renfrewshire prospectus – see Challenge 4, Intervention 6 below.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing resources</p> <p>See Challenge 4, Intervention 6</p>	<p>See Challenge 4, Intervention 6.</p>		

¹ See note on page 17

Challenge 2

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

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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
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	A. Develop an inclusive growth framework including a monitoring framework and reporting structures, so that everyone across Renfrewshire benefits from economic growth.	Renfrewshire Council	Existing resources	Framework developed and implementation underway.	Development of evidence base to demonstrate that inclusive growth has increased across Renfrewshire.	
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.	A. Continue to revise the membership of the Local Employability Partnership to ensure key representatives of services supporting priority groups.	Renfrewshire Council	Existing resources	Local Employability Partnership membership revised.		
	B. Identify target groups and areas for specialised support on theme of No One Left Behind and provide additional and bespoke employability support.	Renfrewshire Council	Existing resources	Action plan developed for target groups.	Delivery of the action plan.	
	C. Agree and implement a new model to tackle in-work poverty through support for low income employed into better paid employment.	Renfrewshire Council	££	1st year of pilot, supporting 150 people.	Further 150 supported.	Review of work progression model completed.
	D. Embed employability support as a core function of broader public services.	Renfrewshire Council	Existing resources	Incorporate into the inclusive growth framework.		
3. With partner agencies develop a care-sector action plan to develop skills, recruitment and career progression strategies and small business growth	A. Work with care sector agencies to develop and agree the terms of reference for the sector plan.	Skills Development Scotland	Existing resources	Terms of reference and care sector action plan implemented.	Review of care sector action plan when completed.	
	B. Develop the plan.	Renfrewshire Council	Existing resources			
	C. Implement and monitor the plan in partnership with all sectors.	Care providers (ELP)	Existing resources			
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.	A. Examine the current use of community benefit clauses across Renfrewshire, the beneficiaries of this at present and identify where further action is required to maximise community benefits.	Renfrewshire Council	Existing resources	Review completed of community benefit clauses.		
	B. Work with the council's community benefit forum to embed community benefits across all Council activity and to provide support/training to Council staff.	Renfrewshire Council	Existing resources	Community benefits embedded across all Council activity.		

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	C. Roll-out and co-ordinate community benefits across the Community Planning Partnership.	Renfrewshire Council	Existing resources			
5. Engage with businesses across all sectors to promote fair-work practises and the Living Wage.	A. Develop a Renfrewshire fair-work accord.	Renfrewshire Council	Existing resources	Fair-work accord finalised.	Review of fair-work accord.	
	B. Establish a network of fair-work ambassadors in Renfrewshire.	Renfrewshire Council	Existing resources	Fair-work ambassadors identified.		
	C. Promote the economic benefits to businesses of fair-work and the living wage.	Renfrewshire Council	Existing resources		Series of events run 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

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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
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.	<p>A. Development of the national Single-Entry Point – an online portal with all information to businesses.</p> <p>B. Establish a local Business Support Forum with all providers: Renfrewshire Council; Scottish Enterprise; Chamber of Commerce; SDS; WCS; UWS; FSB.</p>	<p>Scottish Enterprise</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>Existing Resources</p>	<p>Delivery of a single digital gateway for businesses to access all business support across Scotland.</p> <p>Joining of resources to more effectively deliver business support functions at national, regional and local levels.</p>		
2. Support business sustainability, productivity, competitiveness and growth through an integrated package of incentives, training and advice.	<p>A. With Business Support Forum engage with businesses to establish their resource needs, skills demand, raise awareness of available programmes and support and increase take up and participation to improve business competitiveness.</p> <p>B. Develop a range of new business support programmes.</p> <p>C. Expand existing Entrepreneur Week to establish an annual enterprise week with drop in clinics, keynote speakers, workshops, information seminars and networking events offering support and guidance on a range of business matters such as financial advice, branding etc</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>££</p>	<p>To complete resource needs assessment and identify areas for additional business support.</p>	<p>Implementation of new programmes for business support.</p> <p>By 2022 (and annually thereafter) run an Enterprise Week event.</p>	
3. Build collaborative approaches to supply chain connections between local companies and AMIDS based companies	<p>A. Work with and support existing businesses within the AMIDS area, innovation centres (NMIS, AFRC and MMIC) to strengthen their linkages with one another to better understand supply chain opportunities for local companies.</p> <p>B. Organise Supply Chain Workshops and training for Renfrewshire SMEs on the opportunities for local companies to</p>	<p>Scottish Enterprise</p> <p>Renfrewshire Chamber of Commerce</p>	<p>£</p> <p>£</p>	<p>Better understanding of existing supply chains of AMIDS companies and relevance to Renfrewshire.</p> <p>Supply Chain Workshop programme commenced.</p>	<p>Opportunities created for business-to-business links between AMIDS companies and Renfrewshire economy.</p> <p>Continuation of Supply Chain programme.</p>	<p>Strong evidence of developed supply chains from AMIDS companies to Renfrewshire economy.</p>

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	learn about supply chain potentials of AMIDS based companies.					
4. Work to realise opportunities for the local economy through new company formation, spin-out and establishment in Renfrewshire.	A. Work with NMIS 'One Scotland Partners' to understand opportunities from development of NMIS/AMIDS incl. new company formation.	NMIS 'One Scotland' Partners ¹	£	Successful progress towards establishment and opening of NMIS at AMIDS.	Evidence of demand from NMIS for advanced manufacturing spin out to occupy business floorspace elsewhere in Renfrewshire.	To have at least 25 new start-ups based in Renfrewshire, created through NMIS / AMIDS collaboration opportunities.
	B. Help develop strong relationships between NMIS Partners, other relevant AMIDS based businesses, universities and local SMEs through Chamber, FSB, etc.	NMIS 'One Scotland' Partners	£		To have at least 12 new start-ups based in Renfrewshire through NMIS / AMIDS collaboration opportunities.	
5. Identify and deliver opportunities for new collaborative work spaces such as co-work space, studios and makers spaces	A. Deliver "Start-Up Street" in Paisley providing subsidised managed workspace and support (with a focus on youth).	Renfrewshire Council	Existing resources	Launch of Start-Up Street	Evaluation of Start-up Street completed and if applicable the delivery of additional space across Renfrewshire. Need and demand analysis completed in respect of new incubation work spaces across Renfrewshire.	
	B. Explore the rollout of other start-up initiatives in other centres across Renfrewshire.	Renfrewshire Council	Existing resources			
	C. Identify the need and support the development of additional incubation space for new or expanding small businesses (see also Challenge 5, Intervention 2).	Renfrewshire Council	Existing resources			
	D. Identify the need and provision for co-work space, studios and makers space for new business types and formats.	Renfrewshire Council	Existing resources		Development of new formats of work spaces across Renfrewshire.	
6. Enhance business support services and how they are delivered and promoted to meet the varied needs of all sectors of the economy.	A. See actions under Challenge 3, Intervention 1 and Challenge 3, Intervention 2 above.	-	-	-	-	-
7. Support SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services.	A. Development of a Community Wealth Building Plan to increase procurement spend being retained in Renfrewshire.	Renfrewshire Community Planning Partnership	£	Implementation of Community Wealth Building Plan.	Review of procurement spend within Renfrewshire.	

¹ NMIS One Scotland Partners – Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Renfrewshire Council and the University of Strathclyde

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

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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Utilise the profile of NMIS and AMS to market Renfrewshire as an international location for manufacturing investment.	<p>A. Create (and update annually) an investment prospectus for domestic and international markets.</p> <p>B. Attend a number of events (such as MIPIM) and trade missions which showcase AMIDS on an international stage.</p>	<p>Scottish Enterprise</p> <p>Scottish Enterprise</p>	<p>£</p> <p>££</p>	<p>Regional investment prospectus launched.</p> <p>Manufacturing proposition developed and showcased at investment events internationally.</p>	<p>At least one Trade mission completed.</p> <p>At least 3 manufacturing companies with an international presence has located within AMIDS.</p>	<p>Review and update investment prospectus.</p> <p>At least 5 manufacturing companies with an international presence has located within AMIDS.</p>
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.	<p>A. Establish local mechanisms to support exporting at a local level to optimise Renfrewshire's contribution to Scotland as a 'Trading Nation'.</p> <p>B. Establish SME training programme for export training</p> <p>C. Set up a Renfrewshire Diaspora network to attract talent and help connect with potential inward investors, akin to the Globalscot Network.</p>	<p>Scottish Enterprise</p> <p>Scottish Enterprise</p> <p>UWS</p>	<p>Existing resources</p> <p>££</p> <p>££</p>	<p>Work with local Business Support Forum (see Challenge 3, Intervention 1.B) to expand opportunities, skills and capacity for export development.</p>	<p>Continuation of local business Support Forum.</p> <p>Implementation of Export training programme.</p> <p>Renfrewshire Diaspora network established.</p>	<p>Continuation of Export training programme.</p> <p>Review of Diaspora network completed.</p>
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.	<p>A. Completion of capital investment programmes for Paisley Museum, Town Hall, Learning and Cultural Hub, Arts Centre and town centre public realm.</p>	Renfrewshire Council	£££	<p>Learning and Cultural Hub complete 2021.</p> <p>Paisley Arts Centre complete 2021.</p>	<p>Paisley Museum complete 2022.</p> <p>Paisley Town Hall complete 2022.</p> <p>Paisley public realm complete 2022.</p>	

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	B. Implementation of Paisley's events programme (2018-2021) to attract increasing numbers of visitors from out-with Renfrewshire.	Renfrewshire Council	££	Grow overall audiences attending events and increase proportion from out-with Renfrewshire.	Paisley to host Royal National MOD 2022.	
	C. Review and development of events strategy for period 2022 – 2030.	Renfrewshire Council	£££		New events strategy in place. Expansion of non-Council funded events at scale.	
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.	A. Options and feasibility appraisal of development potentials	Renfrewshire Council	£		Appraisal concludes in-light of tourism impacts of newly opened venues.	Potential implementation of further visitor attraction.
	B. If applicable secure funding for a new visitor attraction(s)	Renfrewshire Council	£££		If applicable, complete additional feasibility studies and business cases for further visitor attractions.	
5. Build our capacity for tourism growth, developing skills, delivering customer service training and creating new partnerships.	A. Review Renfrewshire Visitor Plan 2018 – 2021 and develop a new three-year plan to continue the success of the first three years.	Renfrewshire Council	£	Completion of new Visitor Plan 2021 – 2024.	Review of Renfrewshire Visitor Plan 2021-2024.	
	B. Work with City Partners to extend opportunities and benefits from the UK business tourism market in respect of the Glasgow COP26 Conference in November 2020.	Renfrewshire Council	££	Develop a Renfrewshire Host Offer and Programme in conjunction with Glasgow COP26 Conference in November 2020.	Develop Renfrewshire Visitor Plan 2024-2027.	
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.	A. Produce an inward investment strategy including product/sector analysis, audience development and creation of inward investment website.	Renfrewshire Council	£	Inward investment strategy complete.	Development of property intelligence system (part of SMART place plan).	
	B. Appoint dedicated marketing resource and establish single point of contact for enquiries. Main tasks to include: <ul style="list-style-type: none"> Development of brand and PR/ marketing strategy 	Renfrewshire Council	££	New resource in place. Brand and website launched.		
	C. Investment collateral/Event plan/Media strategy/Links with intermediaries.	Renfrewshire Council	£	Collateral developed.		

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

Objectives:

- 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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Put in place sector plans for our key economic sectors in order to improve resilience and support their growth.	A. Establish Sector Champions from the Economic Leadership Panel Sector Groups. B. Develop sectoral plans.	Renfrewshire Council Sector Groups	£ £	 Sectoral plans completed.	 Implementation of sectoral plans underway.	 Sectoral plan update completed.
2. Develop a Creative Industries Hub – an industry-led centre of excellence, centrally located and exploring collaborations with knowledge institutions.	A. Scope with interested parties and test the feasibility of potential delivery options for a Hub – potential cross-overs with Challenge 6, Intervention 1.G and Challenge 6, Intervention 1.I.	Renfrewshire Council	£	Scope and feasibility developed. Funding options explored and being pursued.	If viable target delivery 2022 – 2023.	
3. With NMIS and Scottish Enterprise work to extend uptake in R&D and innovation investment in Renfrewshire companies	A. Promote to Renfrewshire based manufacturing companies the benefits of investing in R&D and innovation. B. To provide training and build capacity in digital and meta-skills for Renfrewshire SMEs.	Scottish Enterprise West College Scotland	££ £	Implement the Advancing Manufacturing Challenge Fund (AMCF) application.	At least 5 Renfrewshire based companies have utilised the facilities at NMIS and/or other relevant AMIDS facilitates in Renfrewshire for R&D/Innovation purposes.	At least 10 Renfrewshire based companies have utilised the facilities at NMIS and/or other relevant AMIDS facilitates in Renfrewshire for R&D/Innovation purposes.
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	See Challenge 3, Intervention 2.A.	-	-	-	-	-
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.	A. UWS to work with key stakeholders such as the Chamber of Commerce to host industry events and engagement opportunities to increase awareness of KTPs to local Renfrewshire businesses.	University of the West of Scotland	££	Deliver two KTP projects per annum over the course of the 10 years of the Action Plan.		20 KTPs delivered.
6. Maximise the profile of AMIDS and NMIS to market Renfrewshire as an investment location for advanced R&D	• See Challenge 4, Intervention 1.	-	-	-	-	-

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
and high-skilled manufacturing businesses.						
7. Establish a Festival of Manufacturing to champion local companies and locations on a global stage.	A. Scope and plan a 'Doors Open Day' in 2020 for schools and communities.	Renfrewshire Council	£	Deliver and evaluate initial one – two-year event, building event standing and profile.	Build participation numbers and number of participating businesses.	
	B. Build towards the concept of a Festival of Manufacturing, showcasing Renfrewshire manufacturing on a wider stage.	Renfrewshire Council	£			

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

Objectives:

- 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

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
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	<p>A. Create a STEM plan for Renfrewshire Schools.</p> <p>B. Launch an 'all girls' programme to raise awareness and inspire more girls into STEM.</p> <p>C. Localised delivery of the national STEM Strategy through active participation in the development and implementation of the West Region STEM Strategy.</p> <p>D. Pilot in Renfrewshire a new Social Care Graduate Apprenticeship.</p> <p>E. Host a 'Festival of Manufacturing' for local schools (see Challenge 5, Intervention 7).</p> <p>F. Develop a proposition and determine the feasibility of a senior school / adult learning hub focused on higher order / meta-skills.</p> <p>G. Explore the potential of introducing higher order / meta-skills into traditional modern and graduate apprenticeship programmes and local employability initiatives.</p> <p>H. Review current provision and explore new initiatives in schools that supports future entrepreneurs, including consideration of a young entrepreneur incubator space.</p>	<p>Renfrewshire Council</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p> <p>Skills Development Scotland / University of the West of Scotland</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p> <p>Skills Development Scotland</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>£</p> <p>££</p> <p>£</p> <p>£</p> <p>£££</p> <p>£</p>	<p>April 2020</p> <p>April 2021</p> <p>TBC</p> <p>September 2022</p> <p>October 2020</p> <p>April 2021</p> <p>February 2021</p> <p>November 2020</p>		
b. Helping people to get into work, stay in work and progress in their chosen career	I. Establish a job brokerage model for RES growth sectors, beginning with manufacturing and construction.	Renfrewshire Council	££	April 2021		

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	<p>J. Establish a dedicated AMIDS construction skills programme.</p> <p>K. Review the current employability and community learning & development offers to ensure greater alignment.</p> <p>L. Review the use of community benefit clauses and better align to all Renfrewshire economic investment and employability programmes.</p> <p>M. Increase the uptake and widen participation in Renfrewshire Council's Community Traineeship Programme.</p> <p>N. Establish a single portal which provides information about jobs, training and skills.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Economic Leadership Panel</p> <p>Renfrewshire Council</p> <p>Employment and Skills Group</p>	<p>££</p> <p>Existing Resources</p> <p>Existing Resources</p> <p>££</p> <p>TBC</p>	<p>September 2020</p> <p>May 2020</p> <p>December 2020</p> <p>March 2021</p> <p>March 2020</p>		
c. Meeting future skills and higher learning needs through engagement with local employers and joined-up academic and skills planning at a local level	<p>O. Establish a single "Employability and Skills Group".</p> <p>P. Undertake a future skills (5 years +) audit for Renfrewshire businesses with a focus on the Economic Strategy growth sectors.</p> <p>Q. Develop bespoke training for businesses based on the results from the skills audit.</p> <p>R. Undertaken an awareness raising campaign of the Renfrewshire Economic Strategy for local businesses.</p> <p>S. Undertake horizon scanning research to meet future economy skills demands.</p> <p>T. Ensure greater alignment between knowledge institutions and business to better meet skills demand.</p> <p>U. Ensure greater alignment across Renfrewshire Place-shaping services – capital investment, employability, CLD, regeneration, planning etc.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Chamber of Commerce</p> <p>West College Scotland</p> <p>Renfrewshire Council/Renfrewshire Chamber of Commerce</p> <p>Employment and Skills Group</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>££</p> <p>£</p> <p>£</p> <p>Existing Resources</p> <p>Existing Resources</p>	<p>May 2020</p> <p>April 2021</p> <p>Post April 2021 – December 2023</p> <p>April 2020</p> <p>January 2020 onwards</p> <p>Ongoing</p> <p>Ongoing</p>		
d. Complementing the Regional Skills Investment Plan produced by Skills Development Scotland	V. Active participation in delivery through the GCR City Deal structures.	Renfrewshire Council	Existing Resources	Ongoing		
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	<p>A. Undertake a series of sector employer engagement events to inform future curriculum design.</p> <p>B. Through the West Region STEM Hub promote STEM learning opportunities and pathways for school pupils, improving teaching staff skills and industry awareness.</p>	<p>West College Scotland</p> <p>West College Scotland</p>	<p>£</p> <p>Existing Resources</p>	<p>Throughout 2020</p> <p>January 2020 – December 2023</p>		

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	C. Launch a Digital Strategy and development of new digital learning and teaching resources.	West College Scotland	££	Autumn 2019 / early 2020		
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.	A. Review and enhance careers advice through Renfrewshire schools in line with the DYW 2018 Progress Report recommendations.	Skills Development Scotland/Renfrewshire Council	Existing Resources	September 2020		
	B. Promote career opportunities, advancement and the attractiveness of key growth sectors across schools (including parents and carers), WCS and UWS.	Renfrewshire Council	£	November 2020 and Annually		
	C. Develop a pilot 'Teachers into Industry' programme.	Renfrewshire Council	££	September 2021		
	D. Undertake an annual awareness raising campaign for Foundation Apprenticeships for parents/carers, pupils and teachers.	West College / Renfrewshire Council	£	March 2020 to December 2023		
	E. Expand the Chamber of Commerce's Schools Partnership to all schools and include input into skills-based curriculum development.	Renfrewshire Chamber of Commerce / Renfrewshire Council	£	December 2020		
	F. Undertake an awareness raising campaign of the Economic Strategy for schools, including developing a young person's version of the strategy for all pupils and integration into social sciences / modern studies lessons.	Renfrewshire Council	£	April 2020		
	G. Implement a two-year personalised employability readiness programme for senior pupils in Renfrewshire schools.	Renfrewshire Council	£	January 2020 – December 2022		
4. Work with the NMIS 'Skills Academy' to implement skills development programmes for Renfrewshire manufacturing companies.	A. Pilot in Renfrewshire a new Foundation Apprenticeship in Digital and Manufacture.	Renfrewshire Council / Skills Development Scotland	TBC	Phase 1: October 2020 Phase 2: October 2022		
	B. Develop a knowledge exchange programme among manufacturing SMEs.	Renfrewshire Council / NMIS	TBC	TBC		
	C. Establish a skills development pipeline and training for SMEs and promote collaboration with NMIS.	West College Scotland	TBC	April 2020 – December 2022		
	D. Put in place an NMIS Business Development Senior Officer to engage manufacturing SMEs.	Renfrewshire Council / Skills Development Scotland	TBC	April 2020		
5. Work as a partnership and with organisations such as Glasgow Science Centre to build visibility of science, digital, technology, engineering and	A. Develop a pilot programme offering high quality STEM experiences for children and young people and to build greater knowledge and experiences for teaching staff.	Renfrewshire Council / Glasgow Science Centre.	£	TBC		

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
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.	<p>A. Promote to SMEs the benefits of investment in training and workforce development.</p> <p>B. Raise awareness and encourage uptake of initiatives and support available across Government and from Renfrewshire Council.</p> <p>C. Explore the potential for extending the Renfrewshire Apprenticeship Academy.</p> <p>D. Undertake an annual awareness raising campaign for Graduate Apprenticeships with Renfrewshire businesses.</p> <p>E. Raise awareness and encourage more women into STEM modern apprenticeships.</p> <p>F. Work with business to celebrate the success of workforce development.</p>	<p>Renfrewshire Chamber of Commerce</p> <p>Skills Development Scotland / Renfrewshire Council</p> <p>West College Scotland</p> <p>University of the West of Scotland / Renfrewshire Chamber of Commerce</p> <p>Employment and Skills Group / STEM West</p> <p>Employment and Skills Group</p>	<p>£</p> <p>Existing Resources</p> <p>Existing Resources</p> <p>£</p> <p>£</p> <p>£</p>	<p>Ongoing</p> <p>Ongoing</p> <p>December 2020</p> <p>September 2020 to December 2023</p> <p>Ongoing</p> <p>Annually</p>		
7. Implement collaborative models of skills development, training and apprenticeships for established businesses.	<p>A. Undertake a feasibility study for a Renfrewshire Apprenticeship Job Brokerage model.</p> <p>B. Establish a peer to peer mentoring programme for SMEs.</p> <p>C. Create a programme on development and leadership capacity among SMEs.</p>	<p>West College Scotland</p> <p>Renfrewshire Chamber of Commerce</p> <p>Renfrewshire Council</p>	<p>£</p> <p>£</p> <p>££</p>	<p>April 2021</p> <p>TBC</p> <p>September 2020</p>		

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

Objectives:

- 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.

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Deliver a world-class digital connectivity infrastructure for local people, organisations and businesses.	<p>A. Award connectivity service contract with a Communications Service Provider (CSP) for a 20-year term to deliver (B) and (C) below.</p> <p>B. Provision of full-fibre connectivity (Giga-bit (and future multigigabit)) to all council sites – the anchor tenancy model.</p> <p>C. Use the anchor tenancy to springboard the launch of gigabit connectivity to residential and business users.</p>	<p>Renfrewshire Council</p> <p>CSP and private investment from fibre company</p> <p>CSP and private investment from fibre company.</p>	<p>£££</p> <p>£££</p> <p>£££</p>	Contract award 2020, delivery commences summer 2020.	<p>Delivery concludes 2023.</p> <p>Connectivity to residential and business users runs in parallel to (B).</p>	‘Future Services’ including Internet of Things (IoT) to be delivered over 20-year term.
2. Redevelop Paisley Gilmour Street (PGS) station as Renfrewshire’s public transport hub. (See also Intervention 3 below)	<p>A. RC to pursue with Network Rail/ScotRail and Scottish Government the redevelopment of PGS to reflect its standing as Scotland’s 4th busiest train station.</p> <p>B. Develop feasibility, masterplan and business cases for PGS multimodal transport hub.</p> <p>C. Implementation of PGG transport hub redevelopment</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Network Rail/ScotRail</p>	<p>Existing Resources</p> <p>££</p> <p>£££</p>	<p>Improvements at PGS to be agreed in principle with Network Rail/ScotRail and Transport Scotland.</p> <p>Transport hub feasibility , masterplan and business cases completed.</p>	<p>Improvement works at PGS to have commenced.</p>	Transport Hub operational.
3. Develop a new, direct public transport link between Glasgow Airport, AMIDS and Glasgow city centre, through Paisley town centre.	<p>A. Develop business cases for transport connection to Glasgow Airport from PSG via City Deal funding.</p> <p>B. Implementation of public transport connection project.</p> <p>C. Conclude business case for Glasgow Airport Investment Area (GAIA) South Project (gateway route from PGS to AMIDS).</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>Existing Resources</p> <p>££</p>	<p>OBC for project to be completed and considered by Council and City Deal governance (if applicable).</p> <p>GAIA South Outline Business Case to be completed.</p>	<p>FBC to be drafted and considered by Council and City Deal governance (if OBC approved and applicable).</p> <p>Project completed and operational.</p> <p>GAIA South Full Business Case to be completed (if OBC approved).</p>	

¹ See note on page 17

	D. Implementation of GAIA South project.	Renfrewshire Council	£££			GAIA South Gateway completed and Route operational.
4. Apply SMART city thinking to energy use, waste management, water use and transport through a SMART place plan for Renfrewshire.	A. Scope progress towards the system fundamentals of a SMART place – full fibre, open data management, data collection mechanisms.	Renfrewshire Council	£	Scoping exercise complete in 2020.		
	B. Progress a SMART place plan, with partners/neighbouring authorities identify existing/developing SMART applications for roll-out in Renfrewshire.	Renfrewshire Council	££	SMART place plan to be complete by end 2021.		Review of SMART place plan and Update completed.
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.	A. Develop a refreshed Renfrewshire Transport Strategy following Transport Summit (see intervention 6 below).	Renfrewshire Council	££	Preparation of Transport Strategy to include proposals for influencing travel behaviours.		Review of Transport Strategy and Update completed.
	B. Examine all potential avenues for increasing bus network and patronage including improvement partnerships with bus companies, park and ride facilities and improved passenger facilities.	Renfrewshire Council	££	Develop Renfrewshire dimension to Scottish Government investment in bus priority.	Significant increase in use of sustainable modes for travel to work and other journeys.	
	C. Improve cycling and walking network across Renfrewshire particularly to schools, colleges, transport hubs, town centres and centres of employment.	Renfrewshire Council	£££	Review and refresh Renfrewshire Cycling Strategy 2016-2025.		To gain a reputation as a place where sustainable travel options are available for most journeys.
	D. Deliver Paisley to Renfrew cycle path linking to PGS.	Renfrewshire Council	££		Works commenced/ completed on Paisley to Renfrew cycle path.	
6. Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies	A. Develop methodology, scope and objectives for Summit.	Renfrewshire Council	£	Host Transport Summit – target summer 2020.		
	B. Liaise with transport providers / key agencies on delivery of outcomes from Summit.	Renfrewshire Council	£££	Transport Summit to inform Transport Strategy (see Challenge 5, Intervention 1 above).		

Challenge 8

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

Objectives:

- 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.

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
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.	<p>A. Develop the AMIDS proposition and effectively communicate this to companies, entrepreneurs, investors, inward investment agencies, innovation agencies and other relevant stakeholders.</p> <p>B. Attract further investment and deliver development of AMIDS.</p>	<p>Renfrewshire JV Partner</p> <p>Renfrewshire JV Partner</p>	<p>££</p> <p>£££</p>	<p>NMIS to be under construction (c. 11,500 m²).</p> <p>MMIC to be completed/under construction (c.5,845 m²).</p>	<p>NMIS and MMIC fully operational.</p> <p>At least 50,000sqm of development secured at Netherton Campus Site.</p>	<p>At least 100,000sqm of development secured at Netherton Farm Site.</p>
2. Undertake feasibility work to examine the potential for speculative Grade A office accommodation within the growing AMIDS area.	A. Commission a feasibility and demand assessment to determine the need for Grade A Office Space and/or other applicable uses (e.g. industrial/storage floorspace etc.) within AMIDS area.	Renfrewshire JV Partner	£		Feasibility and demand study completed.	
3. Establish an economic land commission to evaluate and make recommendations for land and building requirements considering those factors of change such as automation, transportation and digital services that will influence future demand and what Renfrewshire needs to compete.	A. Establish and conduct the Land Commission to report and make recommendations to the RELP.	Renfrewshire Economic Leadership Panel	££	<p>Develop through initial consultation Terms of Reference – April to June 2020.</p> <p>Call for evidence and hearings – September/October 2020.</p> <p>Research programme – July – November 2020.</p> <p>Final report – February 2021.</p>	Implementation of measures including Development Plan review in 2024.	

Notes.

The Resource column indicates whether resources are already identified to deliver the action or if further resources require to be identified. The value of any additional resource is approximated as a guide –

£ = less than £100,000 ££ = £100,000 to £500,000 £££ = more than £500,000

¹ See note on page 17