

PAISLEY
THE UNTOLD
STORY



This strategy was prepared for Renfrewshire Council by SLR Consulting Ltd in association with Britton McGrath Associates, Mike Nevin Associates, Fitzgerald & Hanna Architects and David Humphries and Associates.

Shawl from Paisley Museum collection.

PAISLEY TOWN CENTRE ASSET STRATEGY AIMS TO 'TELL THE STORY' OF PAISLEY'S PROUD PAST TO VISITORS FROM ACROSS THE WORLD.

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FOREWORD

I am pleased to present the Paisley Town Centre Asset Strategy and Action Plan, which sets out an ambitious plan for the regeneration of Paisley town centre over the next 10 to 15 years. The strategy was given the green light by councillors in January 2014.

The Council Plan 'A Better Future, A Better Council' 2014–2017 aims to deliver high quality, integrated and effective regeneration and development of our main town centres. This includes the aim to develop and deliver tourism, visitor and events led economic regeneration and renewal, building on the unique historic and cultural assets held by the Council. Together with the Community Plan 2008–2017 and the Council's Single Outcome agreement this suite of documents supports the ambition of this strategy.

This far-reaching strategy has been shaped by a community and stakeholder engagement process. It is based on Paisley's rich history and culture which we believe can be used to drive tourist-led regeneration. Paisley's heritage – including more than 100 listed buildings, rare books and paintings, and the finest Paisley Shawl collection in the world – is considered to be of international interest and significance.

The Council will use the Paisley Town Centre Asset Strategy as a springboard for Paisley to bid for UK City of Culture status in 2021. The key ambitions of the strategy are:

- a multi-million-pound revamp of Paisley Museum to create a nationally-recognised Museum of Textiles, Fashion, Costume and Design;
- investigation of the potential for new arts and theatre spaces in the town, as well as further development of key tourist sites including Paisley Town Hall and the Coats Observatory;
- the creation of a Paisley Fashion and Design Centre, amid other improvements to the town centre to enhance the visitor experience; and
- work to explore whether Paisley's industrial legacy could be recognised as a UNESCO World Heritage Site.

Paisley Town Centre Asset Strategy aims to 'tell the story' of Paisley's proud past to visitors from across the world. It will deliver a diverse programme of cultural activity around the existing arts scene, which includes PACE, the UK's largest youth theatre. All of this would support the continued use of the town centre as a host venue for nationally-important events.

The bid for UK City of Culture status – open to large towns and urban areas – will see Paisley aim to follow Derry~Londonderry, Hull and Dundee, which have all successfully pursued heritage-led regeneration in recent years.

The responses, comments and valuable input received from the community and stakeholders during the development stages of this work have been influential in shaping the outcome. We are grateful for your input so far and ask that we work together to help make Paisley the visitor destination it is so deserving of.

MARK MACMILLAN
Renfrewshire Council Leader

SUMMARY

Summary of Asset Significance

PAISLEY TOWN AND BUILDINGS...

- 46 underutilised historic building assets in the ownership of Renfrewshire Council, local trusts, voluntary and religious organisations and a range of private sector investors.
- A total of 107 listed buildings in the study area comprising of 13 Category A, 74 Category B, and 20 Category C structures.
- Paisley Abbey, Paisley Town Hall, the Thomas Coats Memorial Church, the Paisley Museum and Art Gallery, and the Coats Observatory are all major heritage assets.
- 350,000 objects comprising 57 collections are held by Paisley Museum.
- 35 items of special interest, within the museum collections.

KEY HERITAGE THEMES

- Textiles and weaving, medieval Paisley, social, political and religious history, civic buildings and Victorian philanthropy.

INTERNATIONALLY-RECOGNISED TEXTILE COLLECTIONS

- The shawls collection is the largest and best of its kind in the world.
- Weaving technology such as the working Jacquard loom is of outstanding interest.

INTERNATIONALLY-RECOGNISED ART COLLECTION

- The joint Council and Paisley Art Institute collection of internationally recognised artworks include many pieces that have a direct connection with Paisley. This includes Glasgow Boys and contemporary works.
- The studio ceramics are one of the best collections of 20th century studio ceramics in Scotland and also an important British collection.

INTERNATIONALLY-RECOGNISED NATURAL HISTORY COLLECTION

- John James Audubon's 'The Birds of America', consisting of 435 hand-coloured aquatint plates, one of the most desirable and spectacular books ever produced.
- The nine-volume American Ornithology by Alexander Wilson. Born in Paisley, Wilson is known as the "Father of American Ornithology". The material held by Paisley is second only to Harvard in the world.

MEDIEVAL HISTORY AND ANCIENT CIVILISATIONS

- The Paisley Abbey Drain, a medieval subterranean structure dating from the late 14th Century.
- Artefacts from the Abbey Drain include some the earliest written music.
- Assyrian relief-panel of an eagle-headed figure identified as 'Nisroch' dates from between 865 and 860BC – one of only three in the UK.

THE SCIENCE COLLECTION

- The Coats Observatory houses a collection of late Victorian scientific apparatus relating to astronomy, meteorology and seismology. The observatory is one of only 3 public observatories in Scotland.

PERFORMANCE ARTS

- From its base in Paisley, PACE Youth Theatre is the largest youth theatre of its kind in the UK with a current membership of over 2,000.
- In terms of town centre activity, this equates to a total of 204,328 visits to PACE per annum or an average of 559 people per day.
- West College Scotland Centre for Performing Arts provides a variety of courses in the performing arts from their base in New Street, in the heart of the town centre.

LOCAL ORGANISATIONS

- There is a reliance on volunteers to keep Paisley's history alive and key assets in active use.
- These include, but are not limited to, the Trustees of the Coats Memorial Church, the Local History Forum, the Old Paisley Society, Renfrewshire Witch Hunt and the Paisley Burns Club.

BACKGROUND

Culture and heritage is one of the most important elements of Scotland's tourism offering and the single most important motivator for city trips. Britain's unique culture and heritage attracts £4.5bn worth of spending by inbound visitors annually, equivalent to more than one quarter of all spending by international visitors.

'Heritage Counts', a report providing evidence of the wider social and economic role of heritage, also finds that:

- £1 of investment in the historic environment generates £1.60 of additional economic activity over a ten year period.
- One in five visitors to areas that have had investment in the historic environment spend more in the local area than before and one in four businesses has seen the number of customers increase.
- Over 50% of holiday visitors who come to the UK visit built heritage (IPS, 2006).

At its core, however, the historic environment is part of our everyday lives, providing a sense of place and cultural identity, contributing to our individual and collective wellbeing, and enhancing regional and local distinctiveness. It must be understood and valued, cared for, enjoyed and enhanced, for our benefit and that of generations to come.

The purpose of the Paisley Town Centre Asset Strategy (PTCAS) is to understand and value the town's unique heritage offer that remains largely undiscovered. Heritage, character and story draw people together, strengthen community capacity and play an important role in the economic regeneration. This strategy is based on an understanding of the significance of the historic assets as well as more contemporary cultural activities, such as sculpture and performance arts, which together hold the potential to improve the visitor economy. The focus is to harness this potential and prepare a realistic, deliverable and integrated asset strategy that regenerates the town centre.

Chapters 1, 2 and 3 describe the unique collection of cultural and heritage assets within Paisley, with chapter 4 setting out their potential in terms of market and audience size and chapter 5 detailing the strategy including proposed spatial interventions and signature projects.

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The 2013 Turner Prize Exhibition at Derry-Londonderry



Thomas Coats Memorial Church

PLACES THAT HAVE SHOWN THE WAY

Heritage driven regeneration strategies have transformed the economic fortunes of towns and cities throughout the UK. If you are fortunate enough to have the right cultural asset base, they show one way to combat the decline of the modern 'high street anywhere' economy that has struggled to perform over recent decades. National trends in retailing suggest that high street vacancies will increase by up to 30% over the next decade as out of town and online shopping continue to dominate consumer behaviour.

The effects of this are all too apparent in Paisley where high levels of vacancy undermine investment confidence and cast a chill over the sense of wellbeing and vibrancy of the place. Paisley needs to diversify its high street economy and it can do this by looking to the great wealth of cultural assets that lie dormant in the town to rebuild its function as a visitor and tourist destination. From this it can create a more sustainable economic base from which to grow and develop using its sense of place, distinctiveness and its own community capacity as the key drivers of new investment.

Derry~Londonderry



the UK's major Sunday broadsheets. There has also been coverage in Australia, America, Germany, Spain, France, Holland, Denmark, Sweden, Canada and Italy. According to Derry's Culture Company: "The purpose of the City Of Culture designation is to accelerate the change in the City's fortunes by driving a step change in the economy, principally through the tourism and creative media sectors".

Derry has many similarities to Paisley. It hosts some of the most deprived communities in Northern Ireland, has an existing unemployment rate of 8.9% and has a struggling retail and town centre economy with high vacancy levels. The UK City of Culture year is forecast to deliver an

additional 1,300 jobs by 2013 and 2,800 by 2020, with 900 and 2,000 respectively in the direct creative industries and tourist sectors. Apart from this, the bid process has transformed the international image of the town from one associated with conflict and division to one of an internationally branded destination. Derry is predicting a £5 return for every £1 spent on the bid.

Dundee

Dundee and Aberdeen competed for the 2017 UK City of Culture bid with Dundee making the recent shortlist. The Dundee Partnership coordinated the bid with input from as many organisations and individuals as wanted to get involved. Dundee has a reputation for effective partnership working and developed its culture strategy as a central element of its regeneration strategy over the last few years.

This has underpinned the successful development of its cultural sector and the waterfront project and has created the conditions for the V&A at Dundee. Rather than being exclusively City Council driven, for many years the Cultural Strategy has also been underpinned by the Dundee Cultural Agencies Network (CAN) which has acted as a powerful mechanism for harnessing and coordinating the work of the leisure and cultural sector.

Hull

Hull has been designated the UK's 2017 City of Culture. Hull is a city that faces challenges in terms of employment, educational attainment, health and external perceptions, very similar in many ways to Paisley. Hull's City of Culture programme tackles these challenges and aims to establish major step changes in cultural regeneration, growing the size and strength of the cultural economy, transforming attitudes and aspirations for Hull as a place and increasing public participation and learning. The city's cultural strategy will create jobs, increase tourism and develop skills with the ambition to make Hull a world-class visitor destination known for its culture, heritage and festivals.

The 2017 City Of Culture bid programme is part of a longer 20-year journey to build improved cultural facilities. The city's current 10-year plan aims to deliver a new international gallery, a dance centre and a new music venue in addition to the improved facilities planned for the University of Hull's new library and gallery.

Liverpool World Heritage Site

Liverpool provides a unique example of comprehensive approach to culture-led regeneration. The city was designated as a World Heritage Site (WHS) in 2004 and awarded European Capital of Culture in 2008.

The cultural heritage of Liverpool's WHS is considered to be of outstanding universal value to the international community. The city has one of the longest and most recognisable waterfronts in the United Kingdom and it has "the largest and most complete system of historic docks anywhere in the world".

Liverpool has achieved an impressive level of regeneration, through sustained public and private investment, committed partnership working and coordinated planning. Much of the townscape, fractured by war damage, industrial obsolescence and inappropriate developments, has now been repaired and reinvigorated by an exciting blend of the conservation of the key heritage assets and contemporary developments. Some of its most impressive heritage-led regeneration projects include the restoration of Albert Dock, the Canning Georgian Quarter, St George's Hall, the Bluecoat Chambers, Sefton Park Palmhouse and the old Liverpool Airport.

The WHS is protected through the planning system and the listed status of over 380 buildings. The six areas of the WHS are also protected as Conservation Areas. At the time of inscription, the World Heritage Committee requested that the height of any new construction in the property should not exceed that of structures in

the immediate surroundings; the character of any new construction should respect the qualities of the historic area, and new construction at Pier Head should not dominate, but complement the historic Pier Head buildings. There was also an identified requirement for conservation and development to be based on an analysis of townscape characteristics and to be informed by guidance on building heights.

Blaenavon World Heritage Site

The Blaenavon Industrial Landscape extends to 3,290 hectares and lies on the north-eastern edge of the historic South Wales Coalfield, 40km north east of Cardiff. The site includes several diverse monuments, relic landscape features and the historic town of Blaenavon. In December 2000, the Blaenavon Industrial Landscape was inscribed as a World Heritage Site on the basis of its 'Outstanding Universal Value'. It was recognised by UNESCO that: "The area around Blaenavon bears eloquent and exceptional testimony to the pre-eminence of South Wales as the world's major producer of iron and coal in the 19th century. It is a remarkably complete example of a 19th century landscape."

In 2008, the award-winning Blaenavon World Heritage Centre was opened, making it the first dedicated World Heritage Centre in the UK. The Centre was accommodated within the previously derelict St. Peter's School (dated 1816), with the assistance of substantial Heritage Lottery funding. The role of the Centre is to provide intellectual and physical access to the Blaenavon Industrial Landscape and education is seen as a primary function of the Centre.

The number of visitors to the site overall has more than doubled since 2000 due to successful promotion and the upgrading of visitor facilities. Visitor numbers are now estimated to be well over 200,000 per annum. Big Pit National Coal Museum is the main attraction recording 151,232 visitors in 2011 compared with 78,000 in 2000.

Derry-Londonderry Lumiere 2013





'Alexander Wilson' by John Byrne

Fortunately for Paisley and unlike many other towns within Scotland of this size, the quality of the built heritage, and in particular that of buildings which date roughly between 1750 and 1930, is exceptional...

PAISLEY

THE UNSOLD STORY

1.1 INTRODUCTION

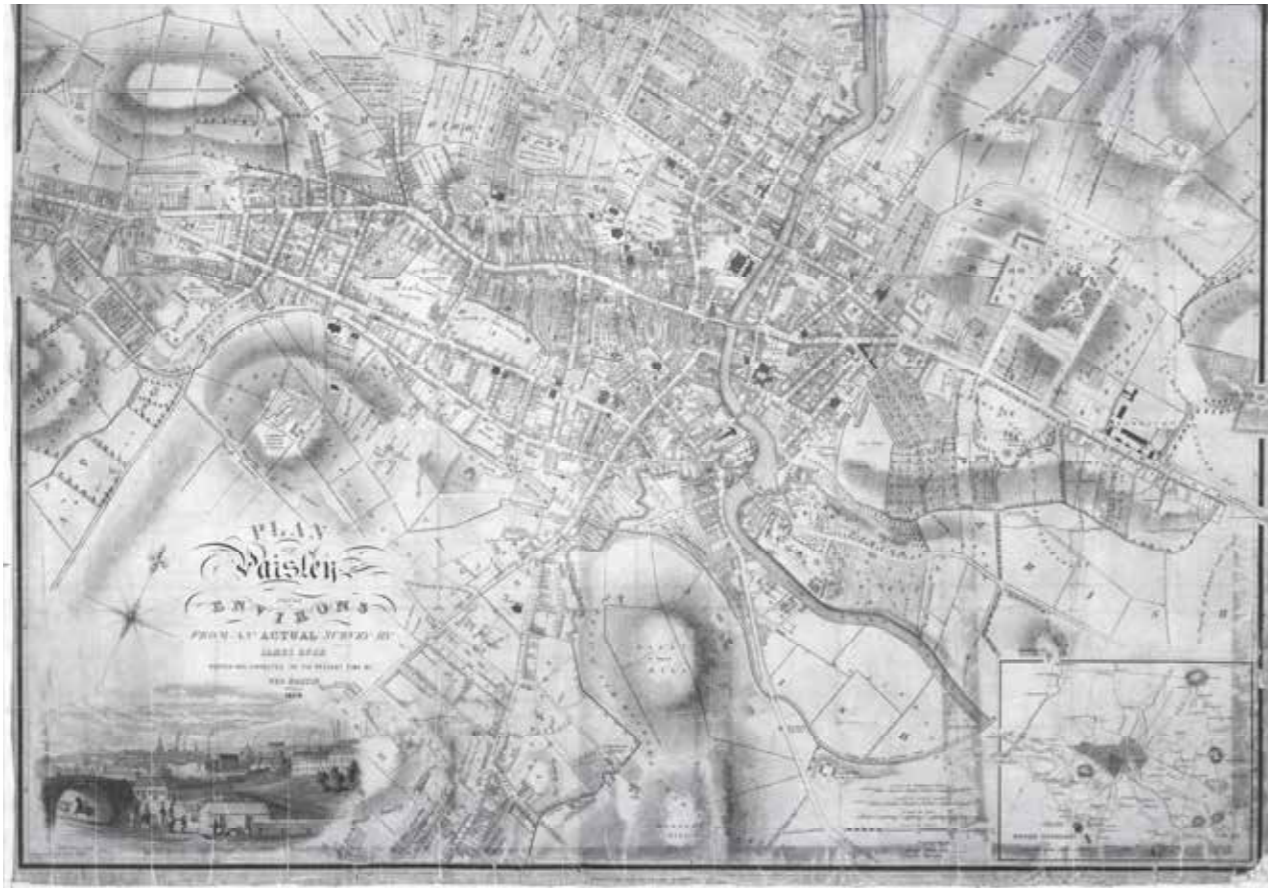
The town of Paisley has a built heritage that dates back at least 1,000 years. Much of the building stock and the story it embodies is based within its town centre, a walkable, highly accessible location to both national and international visitors.

Fortunately for Paisley and unlike many other towns within Scotland of this size, the quality of the built heritage, and in particular that of buildings which date roughly between 1750 and 1930, is exceptional in terms of its state of repair. These include the building stock at either side of

the White Cart River, the late 19th and early 20th century buildings that occupy the High Street and Gilmour Street, the civic buildings that are located around the West End and Causeyside Street, and the 18th century civic and residential building stock that occupies Oakshaw Street, which also includes the Coats Observatory, Museum and neighbouring buildings.

Since construction, the majority of these buildings have escaped periodic refurbishment and renovation and much of the original external and internal fabric survives, including the fine and ornate external carved stonework particularly around door and window casements.

Prospect c. 1815-20



The town also embodies a series of distinct architectural styles including late 19th century French [Free] Renaissance and French Gothic Grandeur, and early 20th century Art Nouveau and Art Deco.

Also unique to Paisley is the strength of local architect practices such as Craig Barr & Cook, W.D. McLennan and T.G. Abercrombie who were employed to design such buildings largely during the 19th century. Their contribution to the Paisley streetscape is distinct and altogether unique.

Coupled with this unique character is the significant and underplayed potential that these assets offer for redefining the role of the town and ultimately regenerating Paisley. This strategy is the result of a process which sought to fully understand this potential and devise a strategy that would employ it more effectively to the benefit of those who live, work and visit there.

‘The quality of the built heritage, and in particular that of buildings which date roughly between 1750 and 1930, is exceptional in terms of its state of repair.’

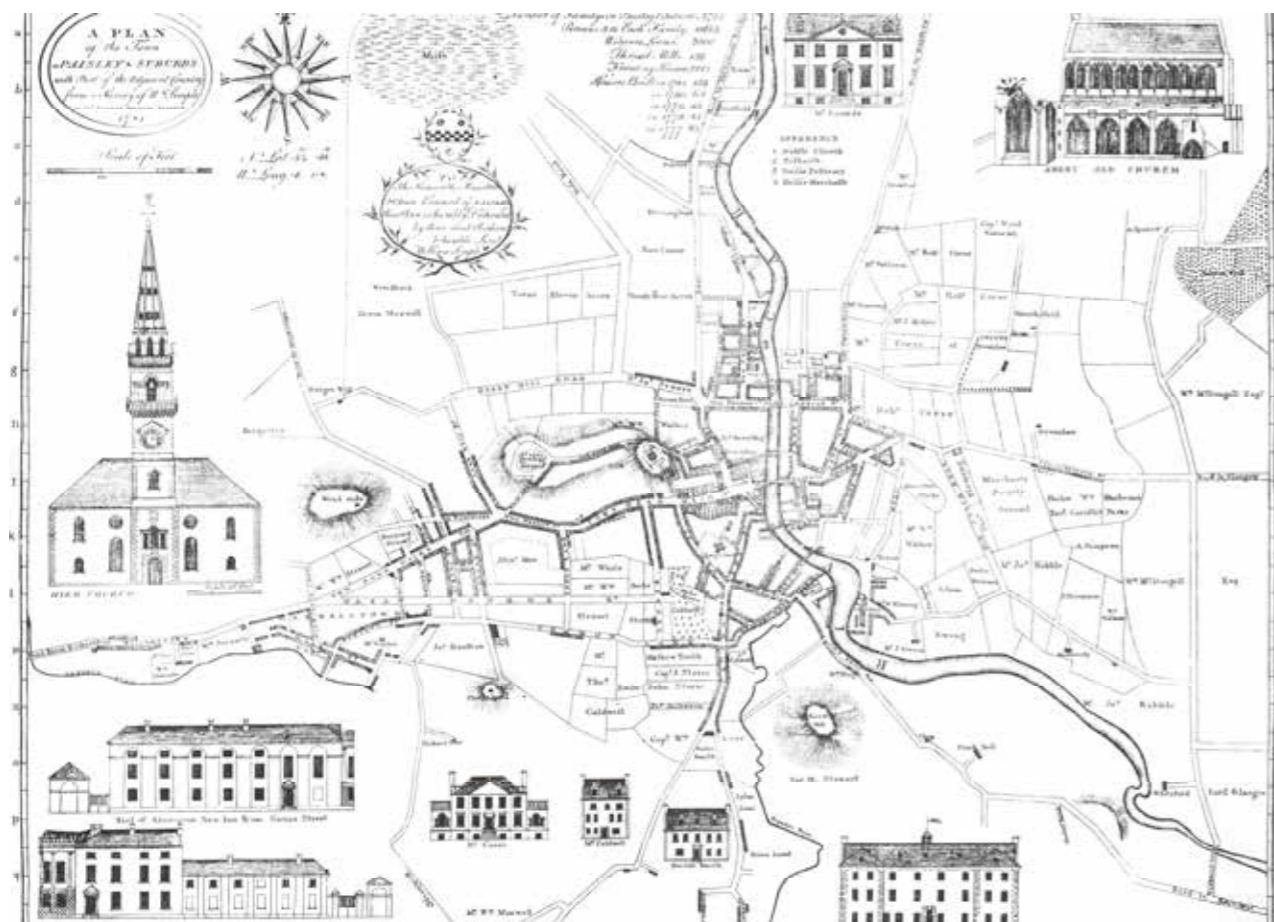
1.2 A BRIEF HISTORY OF PAISLEY - KEY THEMES

Paisley, located west of Glasgow and once located within the Kingdom of Strathclyde, is one of the largest towns in Scotland and has its origins as a monastic centre during the early medieval period. It is believed that the beatified monk Saint Mirin was responsible for establishing a chapel which was located near a waterfall on the White Cart Water during the 6th or 7th century.

‘the Paisley streetscape is distinct and altogether unique’

Based on place name information, Paisley most certainly has its origins during this time when the settlement is referred to as Pæssa, derived from an Old English personal name of Pæssa. The latter element of this name means wood clearing (or leāh); the Gaelic spelling is Pàislig which roughly means the same. Later recorded medieval derivations include Pasilege (1182) and Paslie (1214). However, later spellings such as Paislay, Passelet, Passeleth, and Passelay may relate to the Brythonic word pasgill, meaning pasture, or more probably, passeleg, meaning basilica (large church).

This large church may represent Paisley Priory, which was established in 1163 by monks of the Cluniac priory of Shropshire. The priory was later elevated to an Abbey in 1245 which at this time had an adjoining palace (or Place [Place of Paisley]).



1781 Plan

Both Abbey and Place became the focal point of an important monastic centre during the 14th and 15th centuries and were much favoured by the powerful and influential Bruce and Stewart families and the final resting place for Marjorie Bruce in 1316 and Robert III in 1406. Paisley Abbey is also reputedly the place where Robert the Bruce¹ was given absolution having been excommunicated for the killing of John Comyn at Dumfries. The Abbey is also one of only a small number of monastic buildings to survive Henry VIII's Reformation of 1538.

At around this time, the Paisley Drain was constructed. This finely-crafted stone-lined conduit supposedly transported wastewater from the Abbey to the river. Originally discovered in the late 19th century, it has yielded a number of important archaeological finds that show the wealth and influence of the occupants of the Abbey. This collection, on display at the Abbey, includes the earliest example of polyphonic music found in Scotland etched on slate, gaming dice, foreign textiles, lead cloth seals and a chamber pot.

Paisley's remaining medieval townscape is dominated by the Abbey which draws views from the surrounding landscape, hills, the High Street and lanes to the south and east including Forbes Place. This area to the east of the High Street is arguably the earliest visible part of Paisley and bears testament to its early origins.

The White Cart River located nearby has also undoubtedly influenced the fortunes of Paisley by providing access by means of a navigable channel. It is considered to be the foundation for Paisley's development having influenced the location of the town's key buildings.

Weaving and Textiles

Paisley began to develop as a commercial centre during the 15th century, becoming a Burgh of Barony during the reign of James IV (of Scotland) in 1488 and, although the first official records of weaving date to the end of the 17th century, it can be deduced from evidence of a waulk mill on the Espidair river and the frequent mention of 'wobsters' (meaning: weavers) in the records, that weaving was practiced in the town for centuries before this.

In terms of town expansion, Maxwellton emerged as a weaving hub in 1747, with development also taking place close to the Abbey with streets such as Silk St., Cotton St., Lawn St., and Gauze St. mostly occupied by weavers and textile manufacturers.

The 1781 survey map notes activities such as cotton spinning, silk and linen manufacturing and the presence of 6,800 looms (4,800 silk and 2,000 linen) and 13,600 people employed in the textile trade. This map also illustrates the evolving relationship between the town and the White Cart River as well as landmark topographical features including Saucel Hill and Woodside.

By the mid to late 18th century to the mid-19th century, Paisley became synonymous with textiles and weaving which was then the town's principal industry. The town was particularly famous for the production of thread and the Paisley patterned shawl, a fashionable necessity for every self-respecting middle and upper class woman. The teardrop design of the Paisley patterned shawl was endorsed by a young Queen Victoria and was in great demand across the British Empire and America during most of the 19th century.

The textile industry, and in particular the Paisley pattern and later the manufacture of thread, created important symbols of British industry. The wealth created from this manufacturing base is reflected in the mid to late 19th century ostentatious architecture that occurs on most of the High Street, Gilmour Street and Causeyside Street. Many

of the merchant classes constructed town houses to the north of High Street along Oakshaw Street together with a number of fine churches including High Church (Trinity Church) and Middle Church.



George Place, Sma' Shot Cottage

The textile industry and, in particular the Paisley Pattern and later the manufacture of thread created important symbols of British industry.

With the textile industry at full tilt, the weaving fraternity constituted a powerful and radical group and between 1816 and 1820, Paisley became one of the northern British towns to lay the foundations of the Unions movement following the so-called Radical War (also known as the Scottish Insurrection).

¹ 2014 marks the 700 year anniversary of the Battle of Bannockburn, where Bruce secured Scottish independence from England.

The street protests in Paisley were in support of the Peterloo Massacre in 1819. In fear of revolution, government troops were sent to quell any potential riot elsewhere including Paisley where 5,000 Radicals had gathered; many of these were Paisley weavers (as well as artisans, masons and merchants).

The Jacquard (mechanical) loom, first recorded in Paisley in 1834, simplified the manufacturing textiles with complex patterns. The process was controlled by a “chain of cards” system, whereby a number of punched cards were laced together into a continuous sequence. Although it did no computation based on them, it used a binary system and is considered an important step in the history of computer programming.

View towards the Thomas Coats Memorial Church



This increased mechanisation of the industry coincided with Paisley's Victorian era, which was marked by the development of significant civic buildings that embodied the trend towards philanthropy at the time.

In 1856, further industrial unrest over a dispute on payment for the ‘Sma’ Shot’, the binding but unseen thread that held together the patterned shawls, culminated in the Sma’ Shot victory. In celebration the traditional July holiday was renamed Sma’ Shot Day with a procession held annually to commemorate this event. The procession is headed by the Charlston Drummer, sending out the call for the people of Paisley to follow the marchers.

The 1863-1864 historic map marks the pattern of development c. 30 years after the introduction of the Jacquard loom and seven years after the Sma’ Shot victory. This shows the physical expanse of the town and the significant changes over the previous 80 years.

The map pre-dates the development of some of the more significant buildings within the town including the Free Library and Museum, which opened in 1871 and marks one of a number of philanthropic endowments undertaken with monies from locally based but internationally renowned thread manufacturing companies such as the J. & P. Coats company.

Sir Thomas Coats (1809-1883), responsible for growing the J. & P. Coats company to one of the largest thread manufacturing companies in the world, was one of the town's main philanthropic figures. His legacy is substantial and includes the restoration of Paisley Abbey and funding projects such as the construction of the Coats Observatory and Paisley Fountain Gardens. He was also a devoted member of the Baptist Church and, after his death in 1883, his family funded the construction of a Baptist Church in his memory.

The late 19th century marks the height of wealth, patronage and prosperity with the construction of the Coats Memorial Church, the former TA Centre and the Museum & Art Gallery that now provide an outstanding streetscape to the west of the High Street.

This cluster, while exhibiting three distinctive architectural styles, provides a significant and positive contribution to the streetscape which is complemented to the south by Townhead Terrace, a street of four and five storey tenements that were typical of late 19th century/early 20th century housing in Scotland.

These buildings are late 19th century and contain architectural elements of the Scottish Baronial. Opposite there are several examples of interwar infill including a fine example of an Art Deco building (LB PB1 10A) located at the junction of High Street and Orr Square.

Originally many of the streets that ran south and west of High Street comprised small cottage workshops; the Sma’ Shot Cottage Museum (Figure 1.5) building complex being typical of the industry. Family-led cottage looms operated by men produced cloth for home and British Empire markets.

Thomas Coats Memorial Church and John Neilson Institute





'Steven Campbell' by John Byrne

The art collection includes fine and decorative arts. The collection is internationally recognised as being of note. Paintings have travelled on loan to places including the United States of America – Yale University, Mexico, Japan, Germany, France, and important institutions such as Tate Britain in London.

PRIORITY

ASSETS

2.1 MUSEUM AND ART GALLERY

The Paisley Museum and Art Gallery was founded in 1871 and was intended for the 'intellectual improvement of the whole community', using collections built up since the early 19th century by the Paisley Philosophical Society and the Paisley Arts Institute.

The Museum building itself was purpose built and is an excellent example of a Victorian civic encyclopaedic museum in the same vein, albeit smaller, as Glasgow's Kelvingrove. It sits adjacent to the Coats Observatory, another unique Category A listed building which continues to be used for its original purpose. The building itself is integral to the Paisley story and was designed by the well-known Glasgow architect John Honeyman and paid for by Sir Peter Coats of the famous Coats thread manufacturing family.

It is a large multi-functional, mostly stone-constructed building complex, extended in 1882, 1901, 1933 and again in 1974 when the stores and a new gallery were added to the rear. The building complex is in need of repairs and is currently receiving limited refurbishment. The distinct High Street façade is constructed in the classical style with steps leading to an entrance via a pedimented portico supported by four Ionic stone columns. The building complex has a group value with the Coats Observatory to the rear.

Paisley Museum



The Museum Collections

Renfrewshire Council museums have one of the best museum collections in Scotland. The National Audit of Scotland's Museums and Galleries (2002) identified Renfrewshire Council as being seventh in the list of organisations with the largest collections of international, UK and national significance. This list is of all museums and galleries in Scotland, including the National Museums and University Museums. Only two out of Scotland's 32 local authorities are higher on this list.

The Paisley Museum is in possession of over 350,000 objects, many of which are stored in a facility at Whitehaugh. There is a general consensus among staff and curators at the Museum that collections are greatly underplayed and need to be built on. There is also insufficient space for conservation and care of the collection at the Whitehaugh location. This relates to the wider issue of access to resources, which are currently insufficient to realise the Museums' potential contribution to the economic regeneration of the town as well as education and lifelong learning.

The collections divide into key collection themes which would form the starting point for the development of new displays and layout. The Museum has a range of unique selling points in terms of its important collections. Star items would be ideally displayed in the context of wider interpreted themes and also in the context of the history of the town, which can be illustrated by key objects such as James Elder Christie's "Paisley Cross" and the Charleston Drum, which was reputedly carried at the battle of Waterloo.

The following themes are not presented in any hierarchical order and represent a starting point in terms of display priorities.

Textile Collections

During the 18th and 19th centuries, Paisley was one of the leading textile manufacturing towns in Europe. The collections in Paisley Museum and Art Gallery are internationally recognised and reflect this rich textile heritage. The Paisley pattern is distinctive and recognisable across the world. The most significant elements of the textile collections include:

Shawls:

With over 1,000 shawls covering every style and type of shawl produced during the entire shawl weaving period, the shawl collection in Paisley Museum is regarded as the largest and best of its kind in the world.

Design Books:

These books contain a large number of original patterns for shawls, drawn and painted on paper, showing the various stages of design from the initial sketch to the finished pattern on point paper.

Pattern Books:

These consist of local manufacturer's fabric sample books including rare examples of silk gauzes from the 1770s, figured cottons from the early 19th century, shawl samples and various other fabrics produced locally until the early 20th century.



Dan Coughlan, Curator of Textiles, Paisley Museum

Textile technology:

This includes various types of handlooms plus other tools and equipment used in the production of hand woven cloth. This equipment is in working condition, some of which is on display and can be seen in operation at certain times. This part of the textile collection is unique to Paisley Museum. The working Jacquard loom is of outstanding interest.

Coats & Clark:

A relatively large collection of written materials, images and objects relating to the local thread manufacturing company, Coats & Clark, the largest manufacturer of sewing thread in the world.

The Art Collections

The art collection includes fine and decorative arts. The collection is internationally recognised as being of note. Paintings have travelled on loan to places including the United States of America – Yale University, Mexico, Japan, Germany, France, and important institutions such as Tate Britain in London.

Paintings:

The Paisley collection's strengths include work by the world renowned Glasgow Boys, many of whom had a connection with Paisley; the Scottish Colourists; and work that inspired this group from the Barbizon school, including Boudin, Corot and Corbet. Key works are the David Roberts "Church of the Nativity", Glasgow boy George Henry's "Triptych" – "Autumn", "Spring" and "Winter" and Sir John Lavery's "Paisley Lawn Tennis Club".

Studio Ceramics:

The studio ceramics are one of the best collections of 20th century studio ceramics in Scotland and in the top 10 British collections. The collection includes iconic works by Bernard Leach, Hans Coper and Leach's pupil, Michael Cardew.

Contemporary Art:

Since the end of the last (20th) century, Paisley Museum and Art Gallery has built up an important collection of contemporary art. The choices of what to collect have been inspired by the museum's existing historic collections. The contemporary collection includes painting, ceramics, installation and 3D works. These works are collected within the context of the west of Scotland being a world leader in the contemporary art world and form a unique selling point for people who might be travelling to Glasgow to see this type of work.

Natural History

The Birds of America by John James Audubon:

Paisley Public Library holds four volumes of John James Audubon's 'The Birds of America'. The volumes consist of 435 hand-coloured aquatint plates by W. H. Lizars and R. Havell Jr, painted life-size, hence the large dimensions of the volumes, a size known as 'double elephant'.

'The Birds of America' is one of the most desirable and spectacular books ever produced. Complete copies in good condition are a great rarity and this copy has been described by W. H. Fries in 'The Double Elephant Folio: The Story of Audubon's Birds of America' as "a fine copy with wide margins and no cropping".

American Ornithology by Alexander Wilson:

Paisley Public Library holds a copy of the nine-volume 'American Ornithology' by Alexander Wilson. Born in Paisley, Wilson is known as the "Father of American Ornithology", one of the towering figures in the history of ornithology.

In addition to the American Ornithology volumes, the library holds an atlas of plates, some coloured, some not and the Museum holds Wilson's Indenture of Apprenticeship document, some letters to his family and friends in Paisley and eight original sketches of American birds. According to Professor Jed Burt, author of 'Alexander Wilson: The Scot who founded American Ornithology', the material held by Paisley is second only to Harvard in the world.



Red Headed Woodpecker bookplate, from the Paisley Museum collection of Paisley born ornithologist, Alexander Wilson.

Medieval History

Medieval Manuscripts:

Paisley Museum and Art Gallery contains a unique set of medieval manuscripts. The Reformation led to the destruction of most Scottish church documents and so the collection in Paisley is of very high importance in a national context.

The Paisley Abbey Chartulary is a handwritten record of all the charters relating to Paisley Abbey from its foundation until the Reformation. It is one of only a handful of this type of record to survive in Scotland and is a major source of Scottish history over the 350 years the book covers.

The Papal Bull of July 1265, confirming a land grant to Paisley Abbey, is both a document of beauty and, at 750 years old, a remarkable survivor.

The Arbuthnott Manuscripts are a set of three handwritten prayer books consisting of a missal or book of masses, a Psalter or book of psalms and a book of hours or personal prayer book. The books are all handwritten on vellum by the same priest (Sibbald) in the parish of Arbuthnott near Montrose. A missal or mass book would have been found in every church in the land prior to the Reformation (Glasgow Cathedral had at least eight). The Arbuthnott is the only survivor produced in Scotland. The books contain beautifully illustrated pages and ornate decorated capitals.



Abbey Drain

Paisley Abbey Drain

The medieval period is well illustrated by the vast array of artefacts recovered from the Great Drain at Paisley Abbey. This structure dates from the late 14th century and was built to take waste material from the Abbey complex and deposit it in the River Cart. Archaeological investigations from the 1990s onwards have unearthed a wealth of objects including rare survivals of organic materials such as wood, leather and plant remains, carved slates, some of which have the earliest written music yet discovered in the country, and also the largest assemblage of medieval pottery recovered from any site in Scotland.

Ancient Civilisations:

Items from Ancient Egypt and Greece, including the mummified remains of a young boy, shabtis, glass items and ceramics. Of great importance is an Assyrian relief-panel of an eagle-headed figure identified as 'Nisroch', the god of agriculture. This panel from the Northwest Palace at Nimrud near Mosel in modern-day Iraq, dates from between 865 and 860BC and is one of only three in the UK. The majority of these items came into the Paisley collections via philanthropic donations from local industrialists or wealthy individuals, who either purchased these items or sponsored the excavations which recovered them.

Museum Layout and Collection Display

Internally, the museum building layout is over a number of levels; the principal rooms being the main museum gallery with mezzanine, containing the weaving looms (to be moved as part of the current refurbishment) and ceramics gallery, the Pillar Gallery, the Art Galleries 1 and 2, the Shawl Gallery and lecture theatres. There is currently no coffee shop.

The display within the Museum is reflective of its beginnings as host to the private collections of the Coats family and historic agreements with the Art Institute.

Typical visitors include school children, overseas visitors, UWS students and local people.

Pillar Gallery

In November 2012, the Pillar Gallery was officially reopened following a full restoration after a nine month refurbishment programme totalling £110,000. The aim was to provide visitors with a complete learning experience and to encourage the exploration of local and natural history as well as providing an opportunity to display many of the star objects in Paisley's collection.

These include the much loved 'Buddy' the lion, bronze age canoe, Egyptian mummy, picklehaube (German WWI helmet), Paisley silver bells relating to the horse racing events in the town and the Arbuthnott prayer book dating back to the 15th century. This space is largely organised to facilitate school groups by focusing on the national curriculum and with limited interpretation of the Paisley story or other important collection themes.

The Art Galleries

The art institute currently uses display space in Art Galleries 1 and 2 for three months of the year. This affects capacity for permanent displays and will influence any potential exhibition strategy. The Art Institute display does not necessarily reflect output by local artists and there is currently no clear thematic relationship between the Pillar Gallery and art collections.

Within the Museum art collection, there are 810 paintings and collections digitised and available online but not available to view as part of the permanent display. There also seems to be a lack of clarity over ownership.

Weaving Looms / Shawl Gallery

The Museum recently received a grant to complete renovation works last year. Small scale development work is currently underway with proposals to convert the current ceramics store to a gallery for the looms.



Sma' Shot Cottage



Paisley Museum

2.2 THE CENTRAL LIBRARY

The Central Library is purpose built and is co-located with Paisley Museum. In 1869 there is record of a weavers march through town in trade procession to mark the laying of the memorial stone of this facility. Proposals set out in the feasibility study prepared in 2008 suggest its relocation to the Town Hall. These proposals, costs for which are set out in Table 1, are being put forward on the basis of:

- poor accessibility;
- fitness for purpose for delivery of a 21st century library service;
- cluttered library spaces with piecemeal free-standing shelving systems;
- the children's section is remotely located at first floor level; and
- its location slightly outside the main town centre.

Table 1: 2012 Costs for the Paisley Cultural Centre

Paisley Cultural Centre £19.7m	
Fabric repairs	£0.48m
Internal alterations	£1.5m
Demolition works	£0.44m
New build works	£12.33m
Services installation	£4.3m
Stage/theatre works	£0.67m

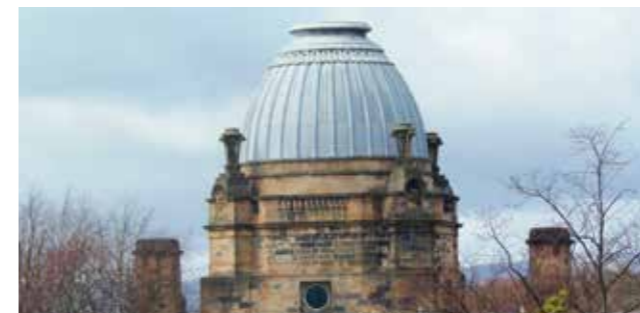
Considerations for Future Use

Due to various constraints, the existing Museum display hugely underplays the significance of the collections at the Museum. The textile collection is case in point. In terms of the permanent display, the Paisley shawl and weaving gallery is represented to some degree but not to this collection's full potential. The story of the shawls and Paisley patterns is not fully exploited according to its significance. By displaying and interpreting this collection to the full, Paisley Museum and Art Gallery has the potential to be among the leading textile museums in Europe.

Given its potential, the display, interpretation and demonstration of the traditional hand-weaving heritage of Paisley (and of Scotland) in the most complete and authentic manner, could be considered central to this strategy.

There are also research and commercial aspects that require further attention. The Museum owns a number of patents and pattern books with drawings from 120 years ago. Further opportunities through additional licensing agreements should be progressed and the product quality within the shop improved.

In terms of current pipeline projects, based on a 2008 study it is Renfrewshire Council's current intention to investigate the creation of a cultural centre in the Museum/library complex, which would replace the lending library once it has moved to the Town Hall. The 2012 costs associated with the completion of the cultural centre were estimated at £19.7m. This figure will be revised based on its likely role as part of the redevelopment and reconfiguration of the Paisley Museum.



John Neilson Institution

2.3 COATS OBSERVATORY

The Coats Observatory is a unique purpose-built 19th century Observatory, constructed of stone in 1884. Internally, the three-storey building comprises a planetarium and observation platform. The building has a number of important architectural fixtures and fittings including dedicated stained glass panels, ornamental insignia and distinctive moulded door and window casements.

As a listed building there are restrictions on modifications which can be made, both internally and externally. Level access to the Observatory foyer is available via Oakshaw Street. The rest of the building is accessible only using stairs and is unsuitable for visitors with mobility concerns; however measures are proposed to allow access to material from ground level.

The adjacent former photographic society building is also listed with Category C status. The building fabric is subject to continued decline and an alternative use is required.

The Observatory houses a collection of late-Victorian scientific apparatus relating to astronomy, meteorology and seismology. The equipment was purchased by the Paisley Philosophical Society and the bulk of the funds came from the Coats Family. No expense was spared in procuring the finest scientific instruments available from the leading manufacturers of the day. Some of the key pieces in this collection are: a fully-working orrery (model of the solar system) made by Adam Hilger; a binocular microscope and eyepiece accessory kit by R & J Beck of London; and the main telescope by Howard Grubb of Dublin, the most prolific telescope maker of the late 19th/early 20th century. The science collection is one of the four best in the UK and is underplayed.

Access to Coats Observatory is now via Paisley Museum only and visitors can explore the Observatory through organised tours. The Oakshaw Street entrance to the Observatory is only used outwith normal opening hours (for example during winter viewing nights). Overall, wayfinding to the

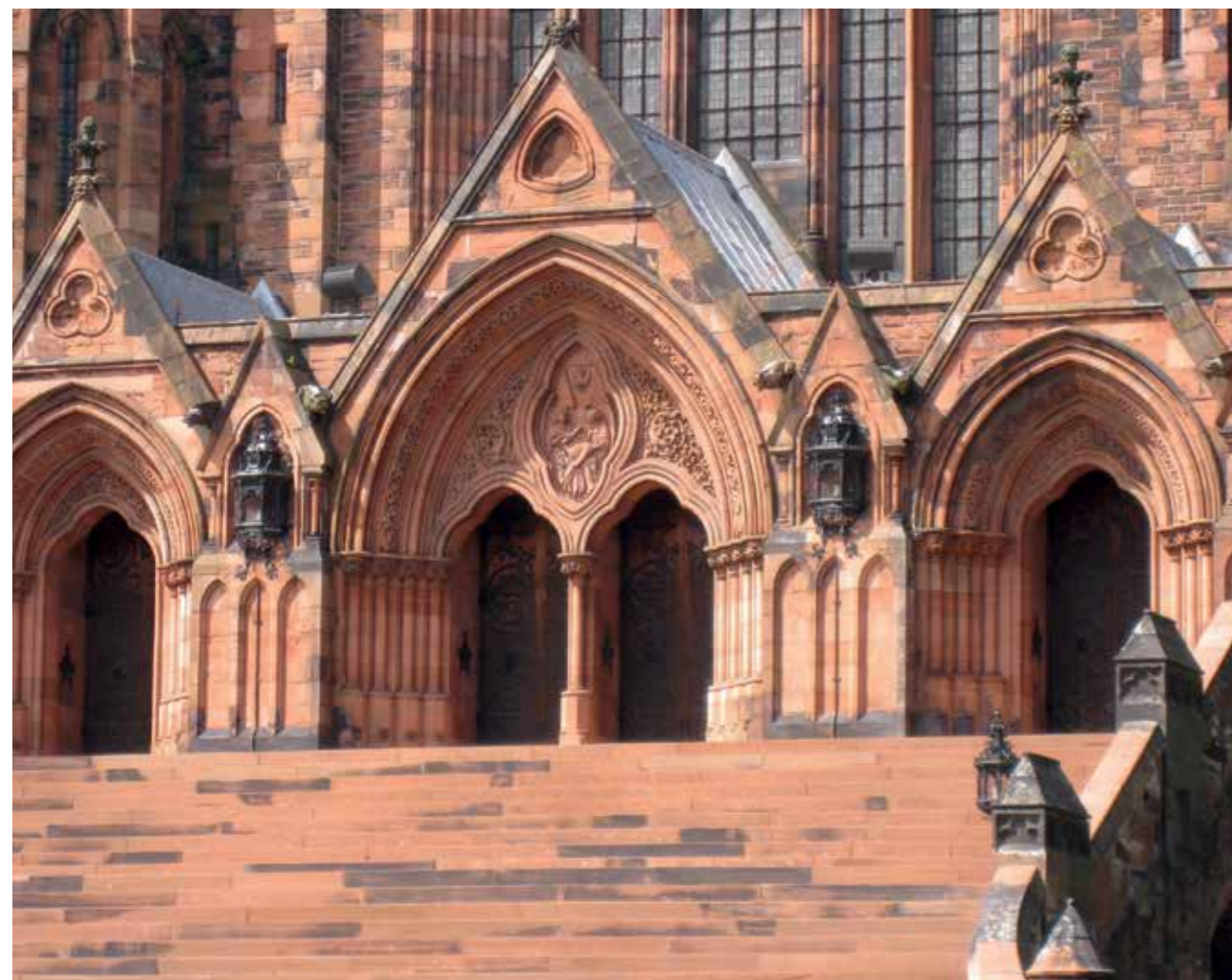


Coats Observatory

Observatory is poor and could be improved, particularly to facilitate access by day and night from the High Street independently of the Museum's opening hours. In terms of current pipeline projects, based on a 2008 study it is Renfrewshire Council's intention to carry out repairs and create a new exhibition area. The 2012 costs associated with these proposals are £0.25m and detailed in Table 2. As a key asset and visitor draw, the Observatory could be considered one of the focal points within the redevelopment of the Museum complex.

Table 2: 2012 costs for Coats Observatory

Coats Observatory £0.25m	
Repairs	£0.13m
New exhibition area etc.	£0.07m
Other project costs	£0.05m



Thomas Coats Memorial Church

2.4 THE THOMAS COATS MEMORIAL CHURCH

Thomas Coats was a devoted member of the Baptist Church and after his death in 1883 his family funded the construction of a Baptist Church in his memory. The building was designed by architect H. J. Blanc and constructed in 1894. The building is cruciform in plan with central tower, nave and aisles. Internally, there is a wealth of decorative fixtures and fittings, many in the Arts and Crafts style including rare wallpaper and stencil patterns (on wood). Also present is a fine example of a gothic-style pulpit and baptism bath made from marble.

The building, which enjoys a hugely impressive ornate frontage with stepped approach, is a dominant feature within the West End streetscape and is regarded as one of NW Europe's most impressive non-conformist churches.

The main space within the church has good acoustics, ideal for music concerts and also encapsulates a large undercroft, which is used most evenings by societies such as the Thomas

Coats Choral Society and the Photographic Society during the day, and by UWS for exams and graduation ceremonies.

The TCMC has been registered as a charity since 1926 (SC013149) and information on the Office of the Scottish Charity Regulator (OSCR) website shows the financial position since 2009. In 2012 it generated £77k income but expenditure was £107.5k, leaving an operating deficit of £30.5k.

The base of trustees is also small, dwindling and relatively elderly with a small and relatively old regular congregation. This asset would be considered extremely vulnerable in terms of the number and age of trustees, operating deficit, level of public liability and cost of upkeep. Given the situation, it is highly likely that public sector intervention and support will be required within the next five years to prevent its doors closing. Collaborative legacy planning is therefore required in the immediate future.



Paisley Town Hall

2.5 THE TOWN HALL

Paisley Town Hall is a late 19th century civic building, designed in the French Gothic Grandeur style by architect W.H. Lynn (Belfast) and sculptor James Young (Glasgow).

The building occupies the eastern bank of the White Cart River, fronts the southern side of High Street and forms part of the cluster of buildings close to the Paisley Abbey, the former burial ground (now open space) and the east end of the High Street. The building is a landmark within Paisley and makes an outstanding contribution to the streetscape.

In terms of current use, it provides important social and official functions and is used for a wide cross section of events, meetings and social occasions including:

- live theatre events, including music, dance, theatre and comedy;
- lifestyle events, including kickboxing;
- tea dances;
- social functions such as birthday parties and wedding anniversaries;
- meetings, conferences and seminars;
- exhibitions; and
- weddings, which generate a significant income stream, around 14% of hires and 34% of income.

The maximum venue capacity for the auditorium utilising all areas (stalls, balcony and gallery) is 819. This increases to 1,035 if the stalls are used as a standing area (for concerts). The maximum capacity of the main hall for a wedding is 340. This reduces to 300 if a dance floor is required.

The Main Hall and Paisley Room have the highest percentage capacity of all the hireable space in the building and its high usage reflects the popularity of it as a wedding venue. Usage of the larger rooms (Main Hall, Paisley Room and North Minor) are dominated by package hire, which are large scale events requiring concurrent use of a number of different rooms. Over half the available

capacity is dedicated to package hires and this is considered to be an area of growth in the future.

In 2008, Renfrewshire Council commissioned a study to investigate the creation of a cultural centre in the Museum/library complex and a new Paisley Central Lending Library in Paisley Town Hall.

The intention is to develop the Town Hall into a hub – a place to meet, read, study, perform, dance and gather, ensuring that this major Category A listed building has a sustainable future serving the people of Paisley and the wider community.

The proposed relocation of the central lending library will involve the redevelopment of the North Wing including the North Minor Hall, Paisley Room and Tannahill Suite. The loss of these rooms, which relate to the wedding hire business, will be offset by the use of other lettable rooms, namely the Smoking Room which is currently used for chair storage.

In parallel, a comprehensive building fabric study was conducted on the Town Hall and Museum/library buildings to make an assessment on the level of expenditure required to bring these listed buildings back up to full repair and current legislative standards. Page\Park Architects were commissioned in October 2012 to review the total project as envisaged in the original study and to update the budget costs projected to anticipated 2014 values (Table 3).

Table 3: 2012 Costs for the Paisley Cultural Centre

Paisley Town Hall £9.3m (including contingencies and phasing)	
Fabric repairs	£367,356
Cost for internal alterations	£3,444,183
Cost for services installations	£2,263,500
Stage/theatre works	£1,411,000
Preliminaries, contingencies and phasing	£1,777,208

2.6 PAISLEY ABBEY

The Abbey is a large monastic building located east of the River Cart dating from the 12th century with a series of architectural building phases incorporated.

Both the Abbey and the neighbouring 17th century Place of Paisley are constructed of stone and are the most prominent buildings (along with the Town Hall) within the Paisley townscape. Both buildings have group value, are unique to Paisley and are surrounded by an area of archaeological potential encompassing the Abbey Drain.

This is a highly significant building in terms of the town's profile and visitor offer. Visitor numbers are estimated at approximately 10,000 per annum. However, as with many churches in Scotland, the Abbey is struggling with financial sustainability with a current annual operating loss largely due to the upkeep of the premises as a national monument. The financial position is compounded by an outstanding debt to the Church of Scotland. This situation threatens the Abbey's continued and potential contributions to Paisley's heritage and cultural life, as well as the Abbey's core religious aims.

The Paisley Abbey Church Business Plan 2012 to 2019 was prepared to address the Abbey's medium to long term financial sustainability and recognises its potential to contribute more significantly to the wider regeneration of Paisley and Renfrewshire.

Key elements of the business plan include:

- Rebuilding the fourth cloister to create a new entrance to the Abbey and restore the cloister to its original footprint; to include café/restaurant, shop, visitor interpretation and community facilities.
- The refurbishment and restoration of the Place of Paisley to include improved visitor facilities and the Stewart Visitor Centre.
- The conservation, preservation and the improvement in the display of existing artefacts, which includes the graveyards and war memorial.
- The extensive enhancement of interpretation, facilities and exhibits.

Paisley Abbey



2.7 THE ALEXANDER STODDART COLLECTION

Alexander Stoddart has been Sculptor in Ordinary to the Queen in Scotland since 2008. He is best known for his civic monuments, including bronze statues of David Hume and Adam Smith, philosophers from the Scottish Enlightenment, on the Royal Mile in Edinburgh, and also for his monument to John Witherspoon, a signatory of the United States Declaration of Independence, unveiled by HRH The Princess Royal in Paisley. A duplicate cast is erected before the University Chapel in Princeton, NJ, USA.

He is furthermore renowned for his statue of physicist James Clerk Maxwell, which sits in Edinburgh's George Street, and for his memorial to Robert Louis Stevenson on Corstorphine Road.

Stoddart studied at Glasgow School of Art, graduating in 1980. He then went on to do postgraduate studies at the University of Glasgow and began working as a sculptor in Paisley in 1983.

He was awarded a Doctorate of the University of Paisley in 1997 and is also an Honorary Professor of the University of the West of Scotland. In 2006 he was awarded an Honorary Doctorate by the University of Glasgow.

Sandy's studio is at the UWS in Paisley and is currently seeking a location that will house his studio and casts of his work completed to date as part of a publically accessible exhibition. There are approximately 200-300 pieces within this collection varying in size, each with an inscription confirming its creation in Paisley. A new home would require a studio-scale entrance so that the larger works can be accommodated.

Alexander Stoddart Collection





Paisley Abbey concert, image used with kind permission of PACE Theatre Company.

Paisley also has a rich recent musical heritage which reflects the character and links generations through the diverse works of artists such as the late Gerry Rafferty and Jim Dewar, Carol Laula, Tony McManus and Paolo Nutini.

PEOPLE

POWER



Paisley Abbey concert, image used with kind permission of PACE Theatre Company

3.1 THE PERFORMANCE ARTS

Creativity and a rich, dynamic performing arts sector form the bedrock of Paisley's cultural assets. There is a clear appetite in Paisley for opportunities to develop and expand this sector, validated by the success of organisations such as PACE Theatre Company (PACE) and Loud 'n' Proud. The sector comprises a diverse range of stakeholders, including performers, promoters and those who provide backstage technical input and administration; and it is sustained by a range of social and physical assets unique to Paisley.

3.2 SOCIAL ASSETS

Organisations such as PACE have been a key catalyst in the growth and popularity of the performing arts in Paisley. PACE, formed in 1987, has been touring and performing theatre-in-education projects for the past 25 years, each year touring on average of between 100 and 200 schools throughout Scotland, both primary and high schools, and staging over 50 other unique performances annually. Equality of access is at the heart of PACE's vision and education is also an essential part of its remit. Its constituted ethos is to provide a service to all of the community but particularly young people, using theatre, in its broadest terms, to educate and entertain.

Along with these types of projects, PACE Theatre Company also run PACE Youth Theatre and Spires Theatre School, the largest Youth Theatre of its kind in the United Kingdom with a membership of just over 1,500 young people from all over the West of Scotland, aged between five and 21 who come from diverse backgrounds. Over the years since its incorporation, over 10,000 young people have been members of PACE.

Loud 'n' Proud is a youth charity which has, for over a decade, established itself at the forefront of the development of young musicians in Scotland. The charity includes programmes such as: School of Rock, Early Years Music Club and Connect Community Choir. Led by esteemed vocal coaches and professional musicians, the programmes provide a bespoke platform for performers to improve their performing skills and develop their vocal abilities.

West College Scotland Centre for Performing Arts provides a variety of courses in the performing arts from their base in New Street in the heart of the town centre. The college convenes both full and part time classes in the area of drama, acting and performance, technical theatre skills, dance and music programmes and video production courses. The college attracts a diverse range of students from all over Scotland.



Paisley Abbey concert, image used with kind permission of PACE Theatre Company

Established in 2012 initially as a pilot project, Renfrewshire Witch Hunt (RWH) 1697 is a social enterprise which promotes re-enactment street theatre, exhibitions, tours (including virtual app tours) and information source projects centred on developing Paisley's unique collection of cultural resources, archive materials and artefacts. RWH's resources are open to everyone but the organisation specialises in providing learning opportunities and support services connected to its cultural focus. Broadly it seeks to provide an open, supportive environment with related themed events, exhibitions and information resources, providing a vehicle for community regeneration, ongoing learning, personal development, volunteering opportunities and work experience.

Paisley's performing arts sector is supported by the work of the Creative Renfrewshire Network (CRN), which currently boasts 147 members. CRN's objectives are to facilitate communication between groups and individuals in the cultural sector, and facilitate the development, promotion and delivery of events to promote participation in existing cultural activities. CRN also provides a direct link for, and representation of, the Renfrewshire creative sector and the organisation aims to develop a cohesive cultural strategy with more partnerships, better cooperation, and easier communication between key stakeholders.

Paisley also has a rich recent musical heritage which reflects the character and links generations through the diverse works of artists such as the late Gerry Rafferty and Jim Dewar, Carol Laula, Tony McManus and Paolo Nutini.

There is a clear appetite in Paisley for opportunities to develop and expand the musical and performing arts sector through festivals and events. This is validated by the success of organisations such as PACE and Loud 'n' Proud.

3.3 PHYSICAL ASSETS - PERFORMANCE SPACE

Paisley's cultural sectors are hosted in a range of buildings spread throughout the town centre. The table overleaf gives an overview of the type and size of venues currently available.

The performing arts sector in Paisley is experiencing an increase in demand for its services leading to sustained growth, which is testimony to the sector's ambitious vision, underpinned by dedicated key players, partnership working and broad community support and appetite for increased service provision.

Key stakeholders consider there to be potential for the development of a permanent theatre in Paisley. Projections of both internal (theatre) and external (Paisley town) benefits need to be subjected to a detailed audience development plan, outline business case and financial forecasts. The business case would also ensure its wider community and economic benefits are clear. The theatre could help to reinforce the viability of the PACE Theatre Company as well as generating wider community benefits.

NAME	DESCRIPTION OF EVENTS	CAPACITY
Thomas Coats Memorial Church	The building is currently used for worship as well as services and events ranging from concerts to university graduation ceremonies. It is also home to the Thomas Coats Memorial Choral Society and their annual concert often fills the building to capacity. The Coats family were particularly interested in church music and the church organ is among the finest in the country.	1,000 seats – music
Paisley Art Centre	An intimate performing arts venue presenting drama, jazz, folk, comedy, dance and family events throughout the year. Bar and café open to the public.	151 seats – theatre
Paisley Town Hall	The hall has been at the heart of Paisley's artistic and civic life since it opened in 1882. In recent years it has undergone extensive refurbishment and provides a setting for performances, meetings and ceremonies, however it is not currently acoustically or technically equipped for some types of theatrical events.	819 seats; 1,035 for a standing concert
Wynd Auditorium and Spires Studio Space	The Wynd Centre is a £2.2 million conversion of a Category B listed building which houses the Wynd Auditorium, managed by PACE on behalf of the Wynd Centre Ltd.	128 – 151 seats
The Methodist Hall	The Methodist Church in Gauze Street has an impressive auditorium spanning two levels as well as other halls on the ground floor which can be hired out for functions, courses and exams. The main Church is suitable for concerts and film screenings because of its acoustics and seating arrangements, all of which command a good view of the stage.	750 seats
Paisley Abbey	The Abbey has long been known for its relationship with music, from the nationally renowned Paisley Abbey Choir going back to the 1800s to the contemporary Paisley Abbey Concert Series. Musicians can make use of a grand piano and organ and enjoy the building's superb acoustics. The venue has disabled access and facilities.	350 – 550 seats
St Mirin's Cathedral	The Church of St Mirin has served the Diocese of Paisley as a Cathedral since 1948. The Cathedral hosts a number of Diocesan and Parish events throughout the year and is open as a venue for musical events. Performances benefit from the buildings acoustics, however the cathedral building is currently in need of restoration and fundraising is ongoing.	200 – 500 seats
Lagoon Leisure Centre	Arena sports hall.	1,500 seats/2,000 standing

While there is a requirement to fully justify a 300 plus multi-purpose theatre and assess its impact on other facilities within the town centre, a modern theatre space could provide the following facilities:

- 300+ seat auditorium
- Theatre in Education company
- Youth theatre
- Children's theatre
- Family and adult theatre
- Schools tours
- Combined arts workshops
- TV and film unit
- Further education resource
- Central resource for college/schools

3.4 PEOPLE AND ORGANISATIONS

One of the strongest and most benevolent assets within Paisley is its people. Indeed many of the most vulnerable building assets and attractions, namely the Sma' Shot Cottages and the Thomas Coats Memorial Church, rely heavily or solely on volunteer time and expertise to maintain momentum and keep the attractions open. There are also a number of key individuals from various organisations, such as PACE, West College Scotland and the Creative Renfrewshire Network, who drive momentum in the cultural sector and are strong users of space, bringing activity and life to areas where empty structures once were.

Of particular note is the unique expertise provided by Dan Coughlan, Curator of Textiles at Paisley Museum, who currently offers practical weaving demonstrations using the technology and material within the collection. Delivery of the asset strategy will require an appropriate decision-making structure that facilitates recognition and support of key individuals, active partnership and participation, especially for locally-based events.

	ORGANISATIONS
Local Strategy Groups	<ul style="list-style-type: none"> • Paisley Development Trust • BIDS • Paisley Vision Board
Performance and Display	<ul style="list-style-type: none"> • PACE • Loud 'n' Proud • Paisley Photographic Society • Paisley Philosophical Society • Paisley Art Institute Keyboard Club • Paisley Choral Association • Paisley Museum • Sandy Stoddart • Paisley Abbey/Rev. A Birss • UWS Collections
Community Planning Partners (CPP) / Anchor Institutions	<ul style="list-style-type: none"> • West College Scotland/CPP • NHS/CPP • Engage Renfrewshire/CPP • UWS/CPP • Scottish Enterprise • Creative Renfrewshire Network/CPP
Local Voluntary Groups	<ul style="list-style-type: none"> • Paisley Burns Club • Trustees of the Coats Memorial Church • Local History Forum • Old Paisley Society • Renfrewshire Witch Hunt • Paisley Thread Mill Museum



Waiting - Paisleycus Byrnicus Virus Invading Mr Gray, by Steven Campbell

From a consumer or visitor point of view, it is generally the case that people will spend up to two hours travelling time from home to reach a destination for a day out, and up to one hour travelling time from their holiday accommodation.

POTENTIAL MARKET SIZE AND AUDIENCE DEVELOPMENT

4.1 INTRODUCTION

Having considered the strategic context and then presented a detailed analysis of the assets within the town of Paisley, we now examine who the audiences for these assets might be, what they are looking for and what needs to be done in order to meet their needs.

Before moving on to look at the size and types of potential future audiences for a redeveloped heritage offer in Paisley, it is worth just reviewing what is known about current audiences.

4.2 EXISTING AUDIENCES

As has already been noted, little is known about the numbers of people visiting, the only recorded visits being those to the Arts & Museums Service venues. The Service reports 41,516 visits for 2011/12 but in fact, this includes 2,820 visits to Renfrew Community Museum so the total figure for Paisley is in fact 38,696. Updated figures for 2012/2013 report a fall on this number by approximately 30%, to 28,012.

Figures to the Abbey have been quoted at around 50,000 p.a. in the past (in the Visitor Attraction Monitor published annually on behalf of VisitScotland) but the Abbey Business Plan indicates that the figure is closer to 10,000 per year. It's worth noting that this compares to 45,000 p.a. to Melrose Abbey, which is charged for, and 170,000 p.a. to Glasgow Cathedral, both of which have arguably less heritage value to Scotland.

Beyond quantitative data about how many people visit a given attraction, still less is known about who they are, where they come from, what motivates them and so on. The only 'hard data' is from the Arts & Museums Service which runs an annual visitor satisfaction survey. Information on the Abbey visitors and those to Sma' Shot Cottages is based on anecdotal feedback from the volunteer guides.

4.2.1 The Abbey

The Abbey Business Plan states:

"Currently the audience of visitors to the Abbey and those who are exposed to the heritage value of the Abbey are limited. Best estimates are that there are c. 10,000 visitors to the attractions of the Abbey per annum, excluding members of the congregation.

"While unfortunately there is no formal visitor survey to assess their characteristics, informal feedback from the volunteer tour guides are that they are typically older tourists from throughout the world."

4.2.2 The Museum

The Arts & Museums Service within Renfrewshire Council carries out an annual visitor satisfaction survey across its venues. This is done via a combination of questionnaires sent out to the email list, hard copies picked up and self-completed at the venues and actual face-to-face surveys carried out between staff and visitors. For 2011/12, there were a total of 205 respondents.

Although there is visitor satisfaction information relating specifically to the Museum, the profiling information is generic across all six of the venues for which the service is responsible:

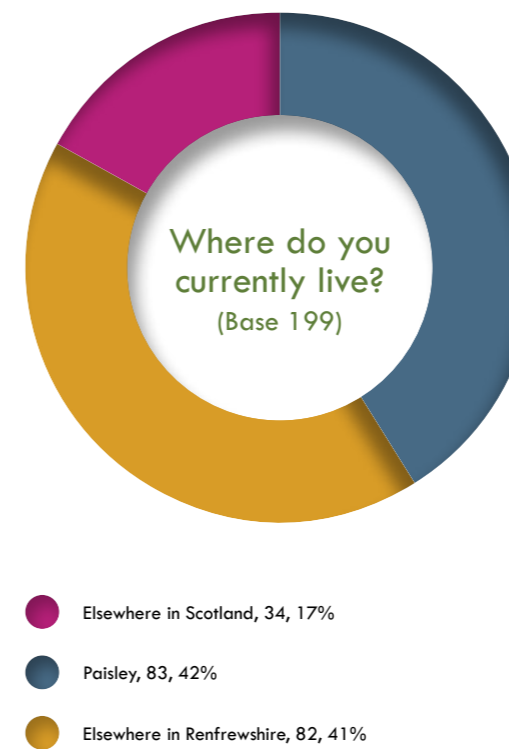
- Paisley Town Hall
- Paisley Arts Centre
- Paisley Museum
- Renfrew Community Museum
- Renfrew Town Hall
- Johnstone Town Hall

Nevertheless, we have shown here a few key charts which summarise the profile of audiences across the Arts & Museums Service.

Geographic Origin

As the chart below shows, the venues are not pulling significantly from outside Renfrewshire with only 17% of respondents living elsewhere in Scotland.

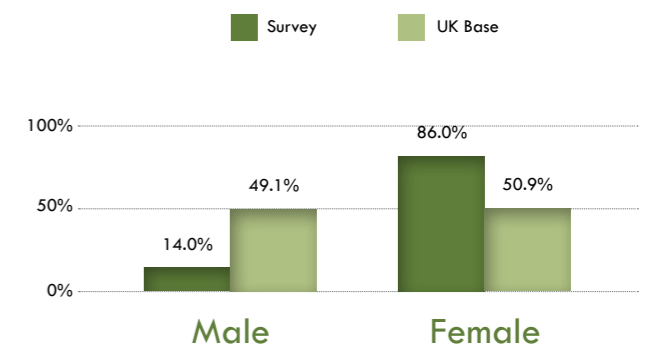
Figure 4.1: Geographic Origin



Gender

In terms of the split between the genders, as the chart shows, the profile of respondents to the survey is highly skewed towards females. We would suggest that this is not necessarily representative of the split of visitors by gender but rather a reflection of the likely gender of party organisers and those predisposed to answering surveys.

Figure 4.2: Gender Profile

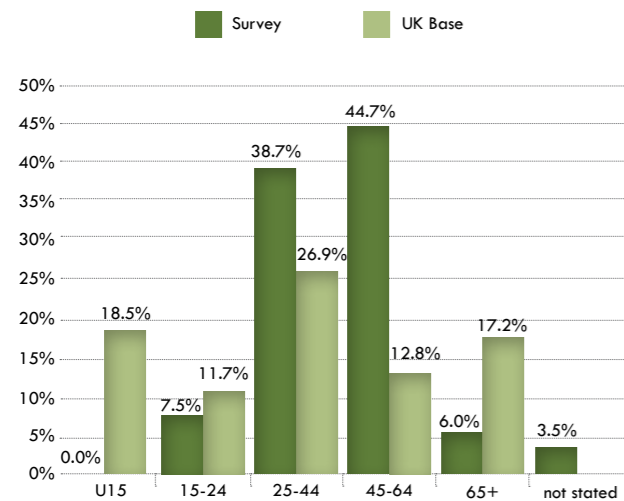


Age

In terms of the age profile, we can see from the chart that the audience visiting Renfrewshire's venues (or at least those visiting the venues and taking part in the survey) is heavily skewed towards the older, 45-64 year old age category when compared to the UK population as a whole.

Unfortunately Market Research Society rules preclude interviewing those under 15 years of age so it is not to say that there were no visitors in this younger category, rather that they are not captured in the survey.

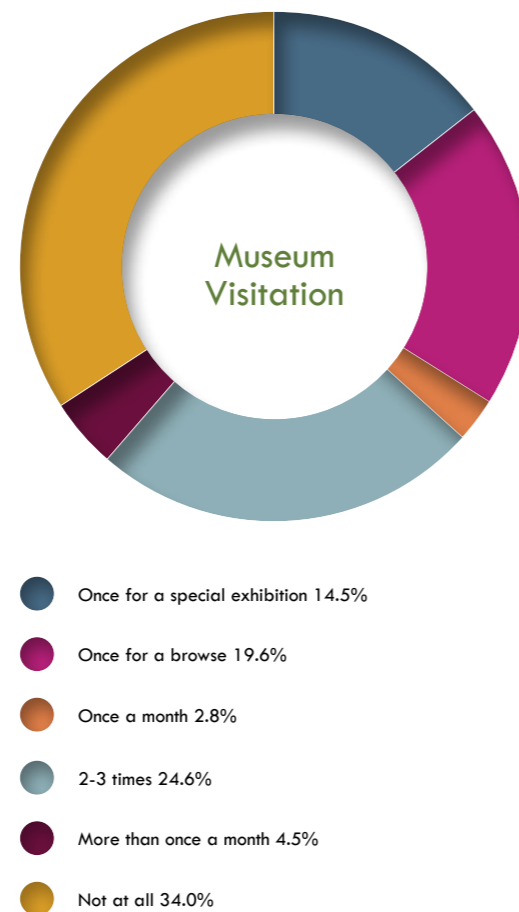
Figure 4.3: Age Profile



Frequency of Visit

There were 179 responses to the question: "During the past 12 months, how often have you visited Paisley Museum?"

Figure 4.4: Paisley Museum - frequency of visits



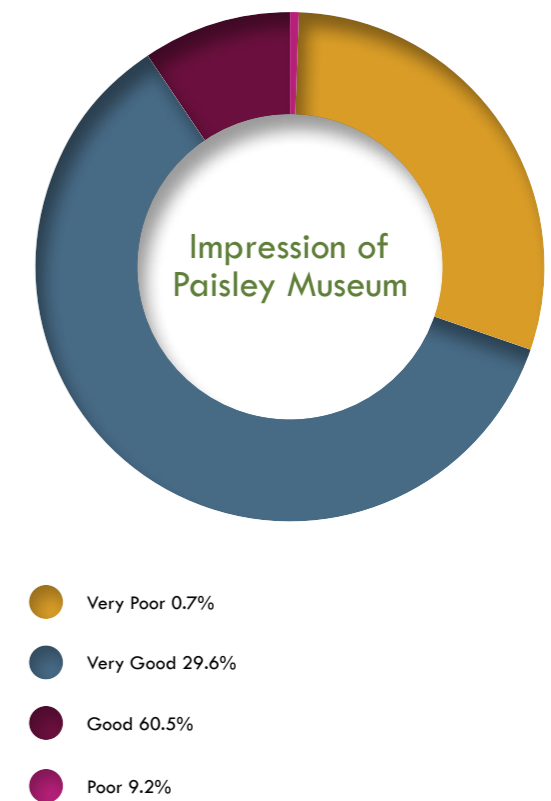
As we can see, a third of people claimed to have visited once, and just over a third of people said that they had not visited at all. It would appear however, that there is a certain level of over claim. If the 66% of respondents who claimed to have visited at least once were applied to the population of Paisley alone, this would equate to around 49,000 visits. This is more than the number achieved by the Museum in a year at around 39,000 (2011/2012) and does not account for any visitors outwith the town of Paisley. There are a number of reasons for this:

- People who have visited over a year ago might imagine that their last visit was more recent than it actually was.
- People generally feel they 'ought' to have been to their local Museum and so have a tendency towards over claim, without meaning to tell an untruth, they are more likely to err on the side of claiming to have visited even if they are not sure about quite when that visit took place.

Impressions of the Museum

Despite there only being 118 respondents who claimed to have visited Paisley Museum, still 142 respondents ranked their impression of it – they may have visited previously but not in the past 12 months. Of those, just over 90% rated it as "good" or "very good", with only 13 people giving it a rating of "poor", and just one person stating "very poor".

Figure 4.5: Paisley Museum - impression

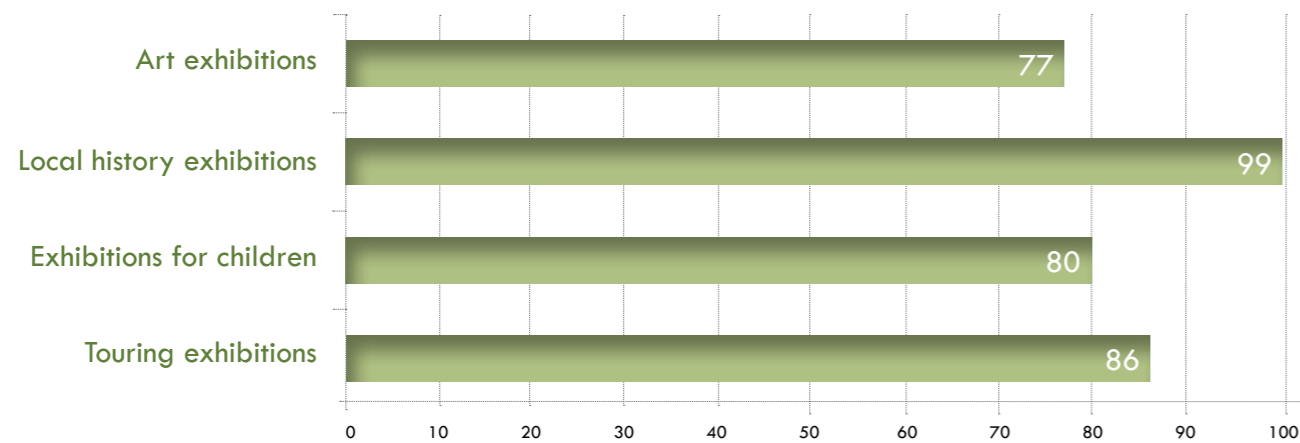


There was a fairly even split in terms of the types of exhibition that people claimed they would like to see, albeit that local history exhibitions received the highest number of votes (respondents could choose more than one).

Types of Exhibition Requested

Figure 4.6: Types of exhibitions requested at Paisley Museum

What type of exhibition would you like to see at Paisley Museum



Willingness to Pay

Respondents were asked if they would be happy to pay a small entry fee for good quality, touring exhibitions. Over 60% agreed with this statement and just over 7% disagreed.

Figure 4.7: Willingness to pay an entry fee



- Strongly disagree 1.2%
- Strongly agree 19.4%
- Agree 61.8%
- Neither agree nor disagree 11.7%
- Disagree 5.9%

Paisley Museum



4.2.3 Summary

Based on such limited data, it is difficult to conclude much about the profile of the current visitor to Paisley. From anecdotal feedback (including telephone conversations with stakeholders, feedback from volunteer guides etc.) we can surmise that they are:

- Primarily domestic.
- Older.
- With strong elements of international interest in key areas e.g.
 - the Wallace Window in the Cathedral – of interest to Wallace Clan members worldwide;
 - descendants of Robert Tannahill; and
 - American visitors, which include those with Scottish ancestry and those interested in weaving of which there are numerous societies across North America.

In terms of the future, we would make the following points:

- In order to make informed decisions about development plans for the existing attractions within Paisley, it is crucial to understand as much as possible about existing visitors, however this is currently not possible. There is no survey other than the one undertaken by the Arts & Museums Service.
- And this is inadequate in a number of areas:
 - insufficient sample size;
 - profiling is generic across all six venues; and
 - does not go far enough or ask the right questions about the Museum.
- We would strongly advocate the following:
 - An improvement to the Arts & Museums Service questionnaire with more insightful questions, more specific focus for each of the venues and the ability to cross-tabulate profile data against visitation of a specific venue. Additional information which would be extremely valuable would include for example:

- Improved profiling information, e.g. have visitors come specifically to the museum or were they in town for other reasons, are they residents or visitors, how long have they travelled to get there, how long did they stay?
- A longer, more specific, list of potential reasons for not visiting from which respondents can choose;
- Instead of a choice between 'informative', 'relaxing' or 'enjoyable', respondents should be asked to rank their views of the Museum on a five-point scale e.g. "thinking about how enjoyable you found your visit here today, would you describe it as: very enjoyable, enjoyable, neither enjoyable nor un-enjoyable, not enjoyable or very un-enjoyable". The five-point scale would also be used for a variety of other key measures such as educational, entertaining, etc.
- Respondents should be asked to:
 - rank the various galleries;
 - say whether they were aware of key exhibits prior to visiting;
 - if the Museum matched or exceeded their expectations;
 - what their motivations for visiting were; and
 - whether they would recommend the Museum to a friend or relative.
- The commissioning of a Paisley Town Visitor Survey which would identify the visitor profile and motivations of visitors to the town:
 - it would take place across a number of locations across the town;
 - ideally with a sample size of 300 to 400 (100 per location); and
 - would need to take place at a peak time of year – either next Easter or Summer or preferably both.

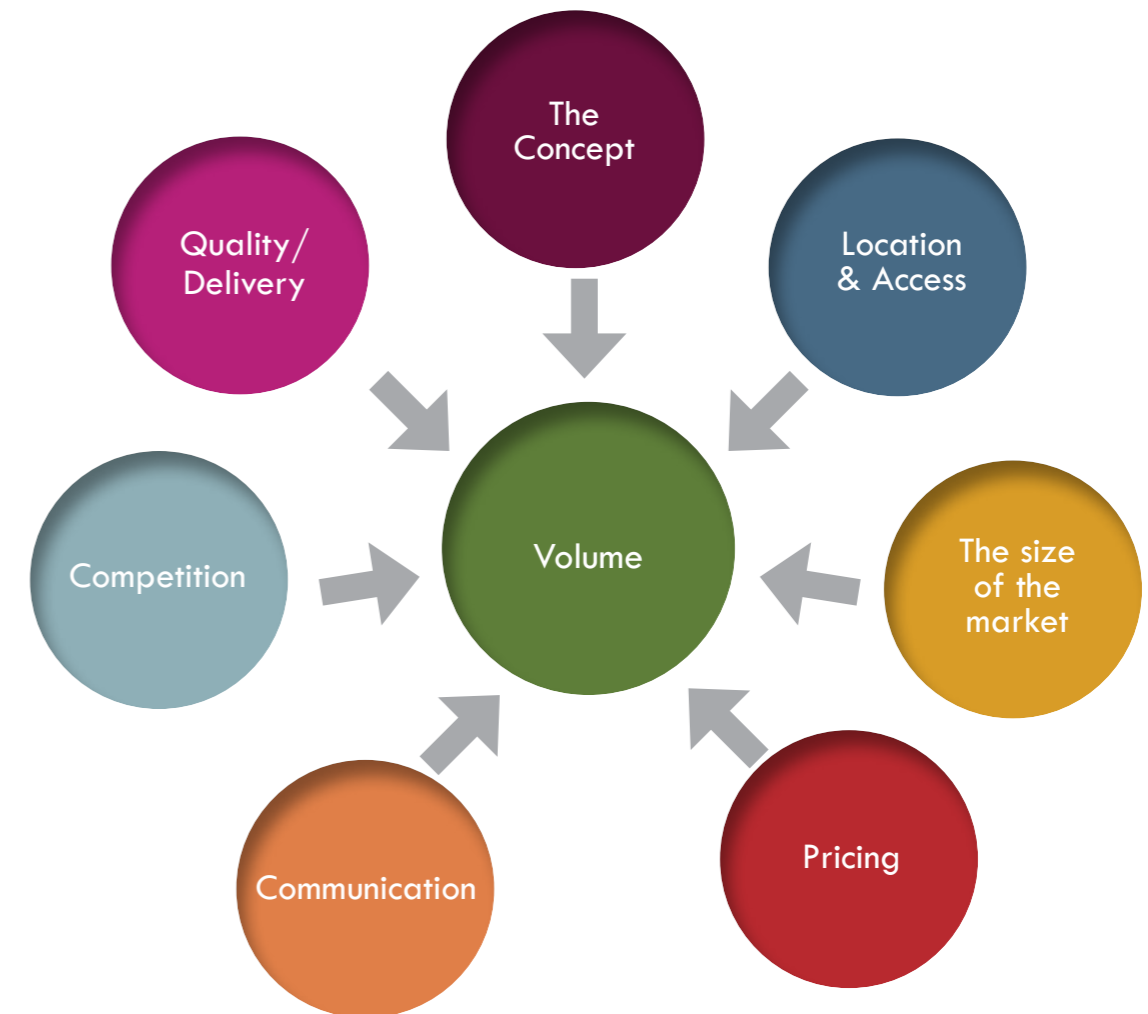
4.3 MARKET SIZE

4.3.1 Introduction & Definitions

Having looked at Paisley's existing audiences, albeit that little information is currently known, we now consider the size and profile of the markets potentially available to Paisley as a visitor destination.

The numbers of people likely to be attracted to a visitor destination will be determined by a whole host of factors as illustrated in Figure 4.8 below. While all of these factors have an important part to play, the location and size of the available markets is paramount.

Figure 4.8: Market size factors



Local authorities measure the resident population according to the number of people living within a given constituency and the tourist market based on those visiting and spending within a given government district. While this is perfectly understandable from a political, accountability and budgetary perspective, it is largely irrelevant and therefore misleading from the point of view of a visitor destination and its likely market appeal.

From a consumer or visitor point of view, it is generally the case that people will spend up to two hours travelling time from home to reach a destination for a day out, and up to one hour travelling time from their holiday accommodation. Clearly there are exceptions to this, for example, Alton Towers is such a strong brand and delivers as a visitor experience that people will travel for three to four hours just to go there for the day. But for the most part, people would travel for example from London to Brighton for a day out whereas Newcastle or Newquay would be a short break destination from which they would then explore the local area.

In determining the market size for a destination such as Paisley, there are generally four key markets defined as follows:

1. The Primary Resident Market
 - Residents living within one hour of the attraction.
2. The Secondary Resident Market
 - Residents living within two hours of the attraction.
3. Domestic Tourists
 - Domestic visitors staying overnight in the area (i.e. within one hour's journey) for leisure purposes.
4. International Tourists
 - International visitors staying in the region – within one hour's journey.

4.3.2 The Resident Market

In this section, we look at the resident population. In order to assess the size of the market according to visitor defined travel times rather than government boundaries, we have commissioned data from the information provider CACI which shows the size and profile of the population within 30 mins, 60 mins and 120 mins from Paisley. The population profile is segmented using the Acorn classification system which is explained in the table overleaf.

Paisley Town Hall



Table 4.1 Understanding the Profile of Paisley's Catchment

Acorn is a geo-demographic segmentation of the UK's population. It segments households, postcodes and neighbourhoods into six categories, 18 groups and 62 types. By analysing significant social factors and population behaviour, it provides precise information and an in-depth understanding of the different consumer groups. The six categories and 18 groups listed below have been used to develop an understanding of the profile of Paisley's catchment.	
<p>1 Affluent Achievers Types</p> <ul style="list-style-type: none"> A Lavish Lifestyles B Executive Wealth C Mature Money 	<p>4 Financially Stretched Types</p> <ul style="list-style-type: none"> K Student Life L Modest Means M Striving Families N Poorer Pensioners
<p>2 Rising Prosperity Types</p> <ul style="list-style-type: none"> D City Sophisticates E Career Climbers 	<p>5 Urban Adversity Types</p> <ul style="list-style-type: none"> O Young Hardship P Struggling Estates Q Difficult Circumstances
<p>3 Comfortable Communities Types</p> <ul style="list-style-type: none"> F Countryside Communities G Successful Suburbs H Steady Neighbourhoods I Comfortable Seniors J Starting Out 	<p>6 Not Private Households Types</p> <ul style="list-style-type: none"> R Not Private Households

CACI uses 2001 census information and updated population estimates in order to give the estimated size of the market within specified drive-time distances of a given location. These contours take into account travel times based on normal speeds.

As we can see in the table overleaf, there are a total of 4.18 million people living within a two hour drive time of Paisley town centre.

Table 4.2 The Resident Market

Catchment	2001	2012	+/-%	2022	+/-%
0-30 minutes	1,374,721	1,389,823	+1.1%	1,415,394	+1.8%
31-60 minutes	1,262,497	1,298,162	+2.8%	1,262,449	-2.75%
Sub-total: one hour	2,637,218	2,687,985	+1.9%	2,776,843	+3.3%
61-120 minutes	1,400,929	1,494,939	+6.7%	1,595,964	+6.6%
Two hours	4,038,147	4,182,924	+3.6%	4,372,807	+4.5%

The Half-Hour Catchment Area

There are approximately 1.4m people living within a half hour drive of Paisley Town Centre, with the catchment area extending to Dumbarton in the north, encompassing the whole of Glasgow and reaching Kilmarnock in the south west. In overview, the profile of the half hour catchment is:

Age

- Broadly in line with the age profile of the country as a whole albeit:
 - under 16s are under-represented accounting for 17.7% of the catchment area vs 18.5% in the UK as a whole;
 - those aged 20 to 44 are slightly over-represented at 35.4% vs 33.9% nationally; and
 - the 45 to 64 age group is over-represented at 26.6% vs 25.5% nationally.

Social Class

- More heavily skewed towards the D and E categories:
 - 38.4% DE vs 27.3% in the population as a whole; and
 - 46.8% ABC1s compared with 54.2% nationally.

Economic Activity

- Significantly higher levels of unemployment, with 7.6% unemployed vs 5.2% nationally.
- Significantly higher levels of students, indexing at 136 with 5.3% of the population categorised as students vs 3.9% nationally – this is presumably driven by the presence of the University of West Scotland and Glasgow University, both of which fall into the catchment area.

Household Profile

- Significant numbers of lone parent families, making up 24.3% of the population within the catchment area vs 16.4% nationally.
- Significant numbers of the population living in social rented housing, with 24.4% renting from the Council vs 14.1% nationally.

Transport

- An extremely high number of the population have no car or van – a staggering 44.1% of the catchment area, vs 27.4% nationally.

The One-Hour Catchment Area

The one-hour catchment extends to Edinburgh in the east albeit it reaches just to the west of the city and does not take in the majority of the population. Indeed even by train, Edinburgh is outside the one-hour catchment area. Visitors would need to get a train to Glasgow taking just over an hour and then make the connection to Paisley, which allowing for waiting times, would take around one and a half hours in all.

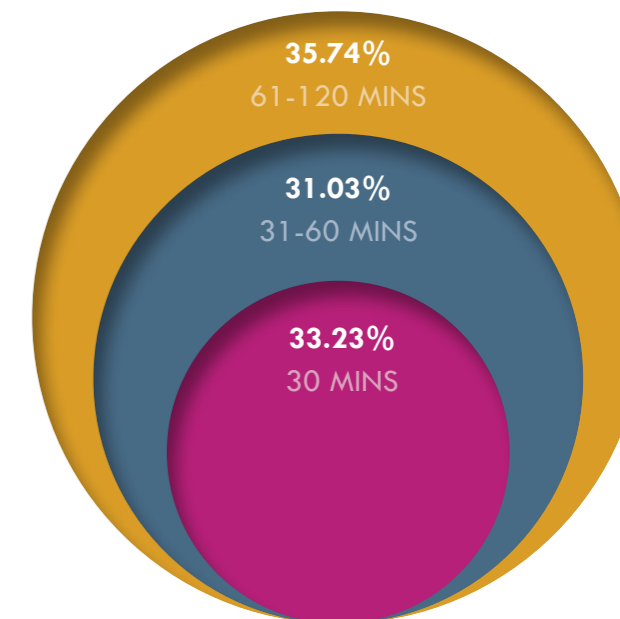
In overview, the profile of the one-hour catchment is very similar to that of the half-hour zone albeit less pronounced in terms of measures of deprivation, suggesting that the population becomes wealthier the further out you go.

The Two-Hour Catchment Area

Due to the mountainous terrain, there are numerous 'doughnuts' within the two-hour drive time zone which extends beyond Carlisle in the south. 'Doughnuts' are areas which geographically fall within a drive-time zone but for practical reasons, fall outside the travel time. This is usually due to poor transport links, a lack of available roads or topographical reasons.

As with the one-hour and half-hour catchments, the two-hour drive time is very much in line with the profiles seen previously albeit less pronounced in terms of the differences with the profiles found in the country as a whole.

Figure 4.9: Total market size in terms of Half-Hour, One-Hour and Two-Hour Catchments



In relation to the national average, the audience can be characterised as slightly older, with slightly higher levels of unemployment and a lower level skill base in terms of social grade categorisation. The population also contains a higher proportion of lone families and lower levels of car ownership.

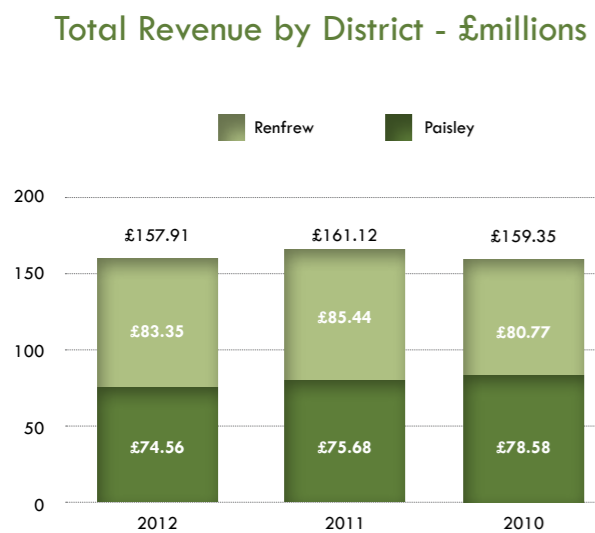
In relative terms, the size of the domestic market within reasonable travelling distance of Paisley is respectable. By way of comparison, Dover in Kent has a population of just 30k but has 12.4m people within two hours due to its proximity to London. Carlisle on the Scottish/English border has a similar population size to Paisley with 72k residents, but is reachable by 7.9m people within two hours, compared to Paisley's two hour drive time catchment of 4.18 million people.

4.3.3 The Tourist Market

Renfrewshire Council commissions STEAM data to measure the volume and value of tourism to the area. The latest data available is for 2012 however is only split between Renfrew and Paisley at the top line level – i.e. the more detailed data is only available at a district level and is not split out for the two population centres. For the detailed breakdown of spends therefore, we have used the 2011 data.

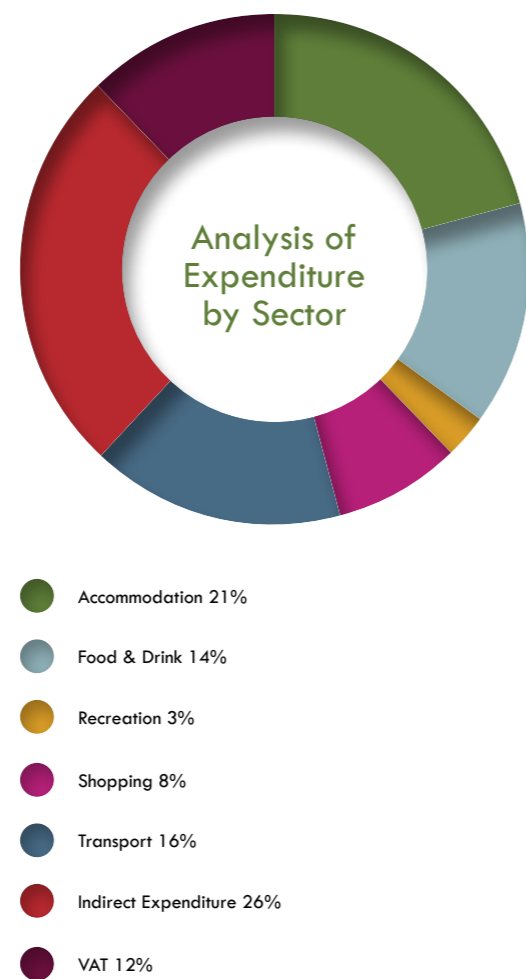
STEAM data shows that Paisley generated £74.56m in revenue from tourists in 2012 with revenue falling year on year since 2010.

Figure 4.15: Total Revenue by district (STEAM 2012)



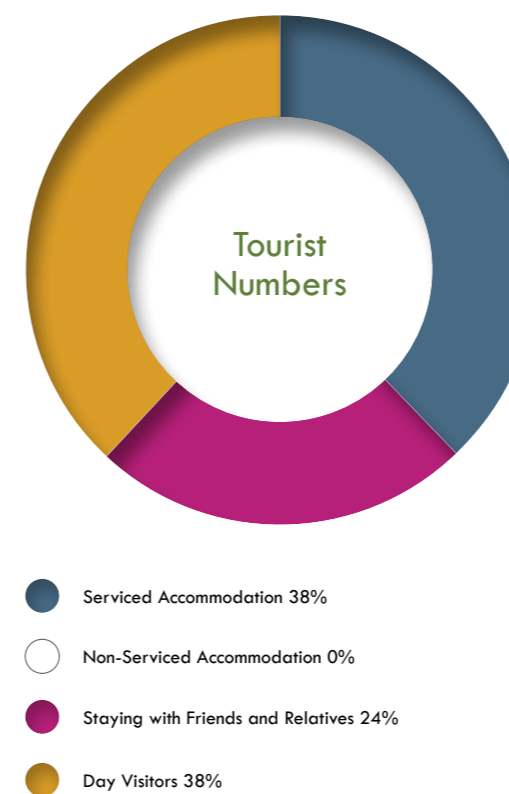
The chart below shows how the expenditure splits by sector. As we can see, the 'recreation' sector, into which attractions (which would include the Museum, the Abbey etc.) would fall, represents a tiny percentage of the total spend.

Figure 4.10: Analysis of Expenditure by Sector



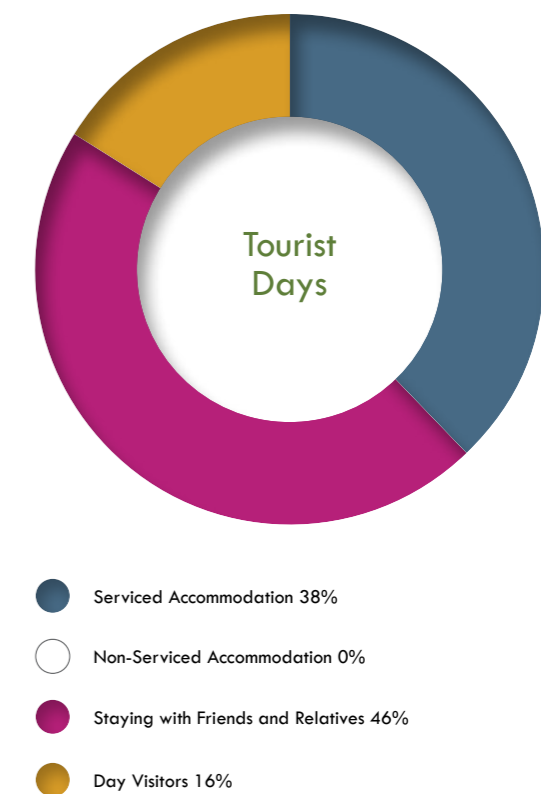
The pie charts below show the split of tourist numbers and days by the type of accommodation. This shows the importance of the SFR (staying with friends and relatives)

Figure 4.11: Tourist Numbers



market, who tend to stay for longer. It also highlights the lack of self-catering accommodation which generates just 120 visitors staying 640 nights.

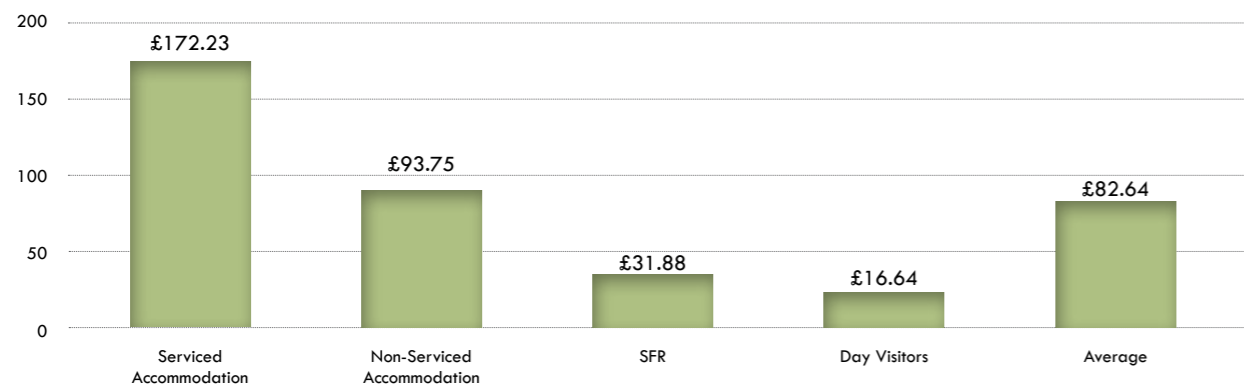
Figure 4.12: Tourist Days



The table below shows the average spend per day/night by type of accommodation. As we might expect, those in serviced accommodation spend the most with day trippers spending the least, the average being £82.64 per day across day and staying visitors.

Figure 4.13: Average Spend by Accommodation Type

Average Daily Spend by Accommodation Type

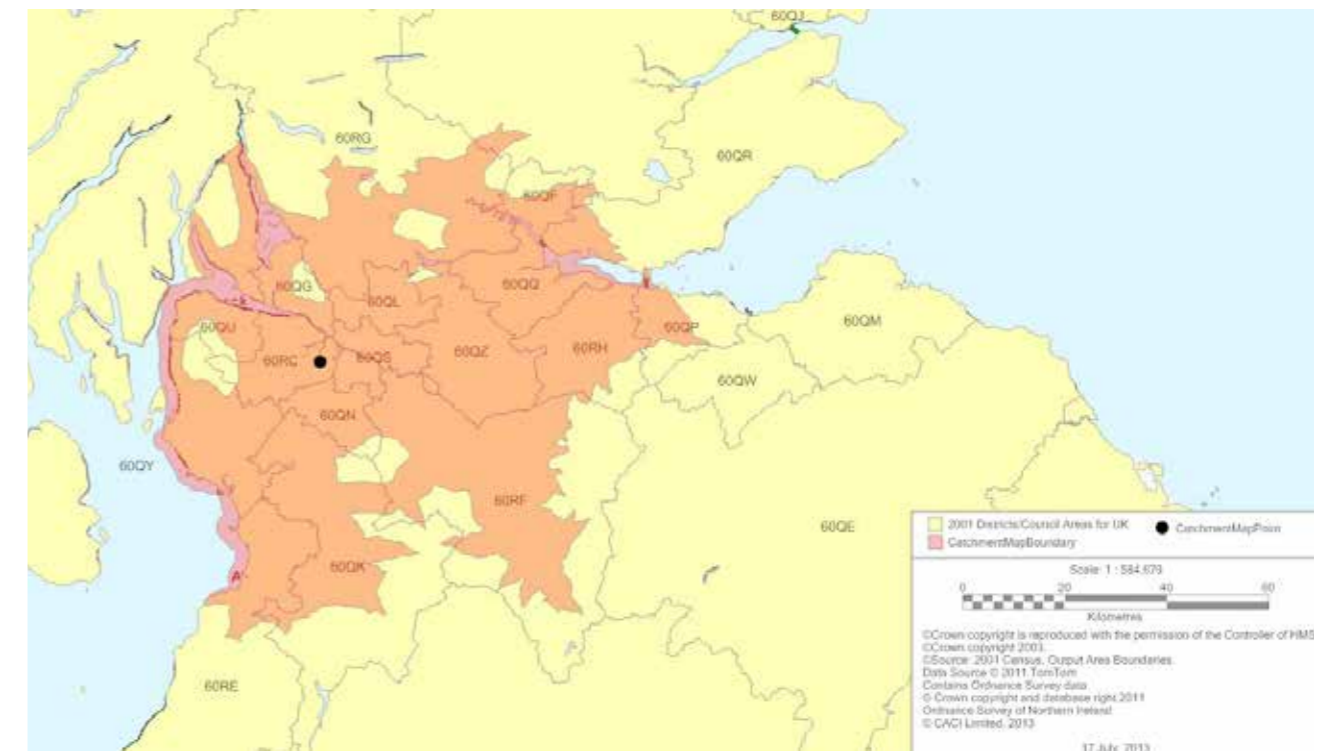


It's worth noting that the SFR sector is spending just over double per day when compared to the spend of day trippers.

As discussed earlier in section 4.3.1, visitors' decisions as to where to visit are influenced by travel times rather than by government district boundaries. Therefore the potential market for Paisley extends beyond the confines of just Paisley or indeed Renfrewshire into the districts that are beyond it but lie within the one-hour travel time.

The one-hour drive time catchment overlaps district boundaries and shows that the one-hour zone encompasses the whole of East Dunbartonshire, Glasgow City and Falkirk, covers large swathes of North Ayrshire, East Ayrshire, South Lanarkshire, West Lothian and elements of Argyll and Bute, South Ayrshire, Clackmannanshire and Fife.

Figure 4.14: One-hour drive time catchment



One-hour drive time catchment	
60RG	Stirling
60QF	Clackmannanshire
60QG	West Dunbartonshire
60QL	East Dunbartonshire
60RC	Renfrewshire
60QS	Glasgow City
60QN	East Renfrewshire
60QK	East Ayrshire
60RF	South Lanarkshire
60QQ	Falkirk
60QZ	North Lanarkshire
60RH	West Lothian
60QP	City of Edinburgh

In terms of potential audiences therefore, it's reasonable to argue that the potential for Paisley is far greater than that already recorded for the town. For example, Glasgow reports welcoming 2.8m visitors per annum worth some

£700m. There would certainly be scope for Paisley to tap into the Glasgow staying market – encouraging visitors to make a day trip out to Paisley for a half or full day.

4.3.4 Summary of Total Market Size

In summary then, a conservative estimate of the total size of the market available to Paisley is in the region of 4.4 million visitors, comprised as follows:

Table 4.3

Market Sector	Estimated	%
Resident Market		
Primary	2,687,985	64.3%
Secondary	1,494,939	35.7%
Sub-Total Resident Market	4,182,924	94.8%
Tourist Market		
Overnight stayers <small>(source STEAM data)¹</small>	230,040	100%
Sub-Total Tourist Market	230,040	5.2%
Total Estimated Market Size	4,412,964	100%

However, we would reiterate the point that the potential tourist market is far greater as indicated by the catchment for overnight visitors which includes areas such as Glasgow City Centre, as indicated on the map in page 4.14.

4.3.5 Context

Having looked at the size and make-up of the tourist market to Paisley, it is worth also considering how the town compares to other benchmark destinations within the UK. Britain's Heritage Cities is a partnership of heritage destinations which have joined together for joint marketing purposes – www.heritagecities.com. There are currently eight members within the group: Bath, Carlisle, Chester, Durham, Lincoln, Oxford, Stratford-upon-Avon and York. The group is effectively a marketing initiative and a way of pooling resources to good effect, e.g. representation at overseas trade fairs would not be cost effective alone but is achievable with a group approach.

While the eight members of the Britain's Heritage Cities group are clearly not the only cities in the UK with heritage credentials, they do provide a useful benchmark in terms of looking at how Paisley matches up versus other recognised heritage destinations.

Volume and value statistics were sourced through desk and web-based research, as well as telephone conversations where possible with representatives from each of the eight cities. These statistics are summarised in the table overleaf. It is worth stressing upfront that care must be exercised when making comparisons for a number of reasons:

- data collection and econometric modelling techniques differ;
- data is not always available at a city level – it is most often reported at a district level;
- there are reporting variations between the two most commonly used models – STEAM and the Cambridge model e.g. headline STEAM figures tend to be inclusive of VAT and indirect spend whereas the Cambridge model reports figures exclusive of these two items; and
- not all cities have very recent data available.

Bearing in mind the caveats, the size of a heritage destination's visitor base depends on both the quality of the offer as well as its catchment area. Many are in strong locations close to densely populated areas. These cities include:

- Canterbury and Oxford, which are easily accessible to day visitors from London;
- Chester, which is within easy reach of the Merseyside and Greater Manchester conurbations; and
- York, which is the major intermediate stopping point on the London to Edinburgh tourist route.

Nevertheless, Paisley falls well short of even Carlisle which has only recently started to proactively market itself as a heritage destination. In the context of the Heritage Cities Group, the key point of difference in relation to Paisley's figures is the low number of day visitors, both in absolute terms and in relation to the number of visitors staying overnight.

In all the other heritage destination examples, the number of day trippers outstrips the number of staying visitors several times over. There may be a number of factors that influence this, namely the fact that Glasgow is on its doorstep and has a strong day trip offer, and the prospect that Paisley's offer currently simply isn't compelling enough to attract the day trip market.

4.3.6 Summary

Key points to note in conclusion are:

- Growth needs to come in the form of day trips from the domestic market, which is both sizeable and accessible.
- Paisley's accessibility by train is a key selling point bearing in mind the relatively low levels of car ownership.
- The SFR market is significant – and their hosts heavily influence this market.
- The resident market of Paisley therefore needs to be enthusiastic advocates for the town's heritage.
- The share of recreation within total tourism spend is just 3% which is comparatively low. It should be possible to increase this to closer to 5% or 10%, without reducing in absolute terms expenditure on other items.
- Based upon Table 4.3, a realistic target might be to increase the value of Paisley's visitor economy from £75 million to at least the levels achieved by the smallest cities in the Heritage Cities Group, Carlisle and Lincoln, at between £110 million and £120 million per annum. An increase of around £40 million per annum could be expected to create 800 additional jobs.

¹ NB: Day trips have been excluded from the tourist market to avoid double counting from within the resident market.

Members of the Britain's Heritage Cities group: Tourism volume and value statistics

Town / Measure	Paisley	Bath	Carlisle	Chester
Population	74,000	80,000	107,500	77,040
Day Trippers	140,040	3,438,000	1,836,660	6,937,000
Staying Visitors	230,040	777,000	514,600	708,000
Total Visitors	370,080	4,215,000	2,351,260	7,645,000
Value	£75m	£335m	£120m	£397m
Total Days/Nights	881,100	6,449,000	3,151,740	8,475,000
Jobs	1,559	28,218 (6,506 direct 1,172 indirect)	2,197	6,580 (5,057 direct 1,523 indirect)
Source	STEAM 2012	Value of Tourism 2005 Former Avon (SWRDA)	Cumbria Tourism, Tourism Volume & Value 2007	Chester Destination Benchmarking Survey 2003
Comments	Value includes VAT and indirect expenditure	Figures are for the Bath & North East Unitary Authority		

Durham	Lincoln	Oxford	Stratford Upon Avon	York
88,000	88,000	151,000	25,500	193,000
est 3,776,700	3,100,000	8,267,000	4,500,000	est 3,485,000
est 323,300	248,000	1,014,000	900,000	est 615,000
4,100,000	3,348,000	9,281,000	5,400,000	4,100,000
£191m	£113m	£592m	£238m	£364m
n/a	n/a	13,127,000	6,836,000	n/a
2,200 (direct)	1,900	10,190 FTEs	6,884 (5,702 direct 1,183 indirect)	10,646
www.visitcountydurham.org/intelligence#visits	Lincoln Volume & Value of Tourism STEAM 2006	Tourism South East/ Cambridge Model 2007	2001 Tourism Economic Impact Assessment for Stratford-On-Avon District Executive Summary Cambridge Model Stratford	York Tourism Key Facts 2007/08
	Lincoln	Oxford	2001 Tourism Economic Impact Assessment For Stratford-On-Avon District Executive Summary Cambridge Model Stratford	Split between day and staying visitors based on 2001 figures

4.4 AUDIENCE DEVELOPMENT RESEARCH

4.4.1 Introduction & Methodology

We have already seen in Section 4.3 the size and general profile of the available markets around Paisley. However, in order to get a little more 'under the skin' of the audiences who might be most pre-disposed to visiting the town, we have undertaken some industry and end-user research among a variety of individuals and groups, listed in Table 4.4. These groups include:

- Tour operators/destination management companies
- Scottish Tourism Association Tour Guides
- Comparator Venues
- National Societies and Groups
- Existing attraction operators
- Local societies and artists

Table 4.4: Tourism industry consultees

Tour Operators & Guides	End-User Groups	Other Stakeholders
Clans & Castles Ltd	National Association of Decorative & Fine Arts Societies (NADFAS)	Curator, Paisley Museum
Abbey Tours	National Association of Decorative & Fine Arts Societies (NADFAS)	Robert Tannahill Federation
Serenity Scotland	Stirling Decorative Arts Society	Sandy Stoddart
McKinlay Kidd	Association of Guilds of Weavers,	Rossllyn Chapel
Go-Go Bus Tours & Private Hire	Troon Family History Society	Historical Paisley
Brightwater Holidays	U3A	Visit Scotland
Rabbies Tours		
CIE Tours International		
Scottish Tour Guides Association (STGA) x 12 Guides		



Paisley Cross

4.4.2 Tour Operators

Tour operators vary enormously in terms of the types of markets they deal in and the packages they offer. Telephone interviews were undertaken with a cross section of operators, from those offering scheduled tours aimed at a mass market, through to much smaller operators, offering highly tailored itineraries aimed at much smaller groups.

Despite this spread, there were a number of common areas that emerged from talking to people:

- **Time is a major factor:** There are a whole host of key places and sights that people expect to see when they come to Scotland and they are more likely to want to do these ahead of anything else. When people only have four to six days to 'do' Scotland, it leaves very little time to add in a half day to somewhere different.
- **As is general 'awareness':** Paisley is not on the visitors' mental repertoire of places they want to go or 'tick off' in Scotland. Therefore the town will need to develop its offer and then communicate it clearly in order to achieve some share of voice among the better known destinations.
- **In terms of international visitors:** Americans for example want to go to the Highlands and to see 'cute' villages – Paisley is neither. But it does have assets which would interest people – if they knew about them.
- **Operators were generally sympathetic to Paisley:** Recognising its rich heritage but conscious of its 'image problem' and perceptions of it.
- **Paisley is not 'on the map':** It is generally not requested (one respondent cited one request in 16 years of creating bespoke tours) and for those wholesale operators who are dealing with overseas operators, they are often not influencing the itineraries – they simply put together a programme based on what is requested.
- **One operator (organising private and custom built tours at the top end of the market)** did report going to Paisley on occasion but the interest was primarily driven by people who have family connections there. Generally these experiences have been good and it was possible to put together itineraries without too much trouble. It is worth noting that clients, coming from overseas and being at the upper end of the market, expect to pay for things and would be more than happy to pay for admission, guides etc.
- **A recently organised tour for a knitting group** wanted to see a woollen mill in the morning and then went to the Museum because of the textiles, however this was the first group of its kind in five years with photography and whiskey more common as themes of special interest.

In terms of 'tourism infrastructure', the following specific requirements/opportunities were mentioned:

- **More high quality hotel accommodation** – for American visitors, it needs to be four-star at a minimum.
- Secure and easy **parking** is a must.
- A **good offer of cafes and restaurants** whereby these can be linked to the key sights easily.
- **More/better information** (boards) that provide context, general history and specific stories for tour guides to work off. Suggestions put forward include: An **online** resource that would allow operators/guides to pull together a walking tour and download appropriate information; **Information sheets** in key foreign languages – French, German, Spanish and Italian. Targeting the large diaspora of people who have moved away from Paisley – there are a reputed 50m people worldwide with Scottish Ancestry. **'Recreating the scenes of the past'** is something that can be relatively easily done focusing on the things that make Paisley unique, particularly the weaving history.
- **Ancestry** is a key proposition which would appeal particularly to the American market. Many like to undertake original research while they are in the country of their ancestors so to be able to offer them something like the Stewart Visitor Centre would be a real draw.
- **Offer more specialist experiences** e.g. behind the scenes tours, talks from experts etc.
- **Walking tours** came up as a very strong route to go down e.g. the Churches trail – Abbey, High Church, Coats Memorial etc.
- There was general agreement that if Paisley wishes to develop its offer then it needs to work more closely through VisitScotland and exhibit at events such as the Expo and overseas roadshows. The offer could include the Paisley Mansions – Blackhall Manor etc.
- Developing a slogan or 'theme' for Paisley e.g. Biggar in South Lanarkshire that used the 'Biggar is Better' slogan to good advantage.

4.4.3 Scottish Tour Guides Association

The Scottish Tour Guides Association (STGA) was established over 50 years ago with the aim of providing clients with professional tourist guides who will inspire, educate and entertain. The STGA is the only professional membership body for fully trained and accredited guides in Scotland and is endorsed by both VisitScotland and VisitBritain. The STGA has approximately 500 members based in Scotland of whom there are around 400 active guides listed under different categories including:

- Blue Badge Guides – ordinary members.
- Green Badge Guides – regional affiliates qualified to guide in specific areas of Scotland.
- Yellow Badge Guides – site affiliates qualified to guide on specific sites or fixed routes.

We spoke to 11 guides based in and around Glasgow and listed as covering South West Scotland, only three had ever guided in Paisley. Key findings included:

- Time is a key issue:
 - There is a 'milk-run' from Edinburgh/Glasgow to Inverness and back and it is very hard to get people to deviate from this.
 - Edinburgh and Glasgow struggle to retain visitors for half a day – they're then off to Loch Lomond, the Isle of Skye etc. so it would be difficult to persuade them to 'give up' half a day for Paisley when there are key places/sights that they expect to cross off their list.
 - Its location close to Glasgow – means that it is usually passed by on the M8 motorway en route to/from the city.
 - Often they are not in control of the itineraries – these are put together by tour operators in the country of origin.
 - Most talk to their groups about Paisley when they pass by on the M8 and/or when they pick them up at Glasgow airport.

- One of the members, Robert Bowles who is based in Paisley and regarded as 'the authority' on Paisley by other members, organised a training day on Paisley which was attended by between 20 and 30 guides and then extended to become a CPD (Continual Professional Development) module, so quite a number have now had training on Paisley.
- As well as a lack of time, reasons cited for not coming to Paisley included:
 - The general appearance of the High Street:
 - too many empty shops; and
 - generally looking down at heel.
 - One in particular was very negative about the town's appearance and said that she would 'balk' at taking visitors there as it is currently so unattractive.
 - Stronger, more 'mass appeal' collections/sights elsewhere e.g.:
 - The Burrell Collection, Dovecot Studios in Edinburgh, St Mungo's Cathedral, the National Museum of Scotland; and
 - the collections within Paisley (specifically in relation to the textiles) being more of a niche market.
- Positives - the guides we spoke to highlighted a number of strengths and opportunities that Paisley could focus on when developing its tourism economy. These include:
 - The significance of the history and heritage of Paisley was generally acknowledged by all.
 - There is still activity in Paisley, the airport, the hospital, the University – so unemployment and other social issues are not as much of an issue as they are in some other Scottish towns.
 - Those who had visited generally had extremely positive experiences and talked highly of the Abbey and the Museum.
- Opportunities – the following suggestions were made:
 - It was generally agreed that targeting specialist interest groups would be the right strategy for Paisley, specifically focusing on:
 - The Abbey: and
 - The weaving and textile heritage, especially the latter as this is what is unique and different about Paisley.
 - The domestic market came up as a key area of potential:
 - Often visitors in this market arrange their own itineraries, so in that sense they are more difficult to target BUT they have the time and the proximity to visit, and are more likely to already have ticked off the 'big' things to do in Scotland so would be interested in something more unusual or 'off the beaten track'.
 - However, it was also pointed out that it can take two to three years to get [overseas] tour operators to change their itineraries so promoting Paisley at the VisitScotland Expo would still be worthwhile as a long term investment.
 - The idea of a walking tour was mentioned several times as being a very strong concept:
 - starting at the Abbey and heading up towards the Coats Memorial Church;
 - it was felt that a really interesting walking tour could be put together that might have different elements or 'branches' to it.
 - Targeting the cruise ship market coming in to Greenock:
 - This would be the overseas market who might consider including Paisley as part of a day tour to Glasgow – over 82,000 passengers will come through Greenock in 2013, the vast majority of these on a cruise call rather than embarkation.
 - There are two main operators coming in to Greenock, InterCruises and another servicing the German market.
 - The American market:
 - The Americans know the Coats name so there is already a very positive brand association there that could be built on.

- There's also the John Witherspoon connection; he was a Minister in Paisley and was the 6th President of Princeton as well as being a signatory on the Declaration of Independence.
 - German religious groups as a target market – this is a growing form of tourism in which the German market is particularly active.
 - Galvanising the locals – as the best form of advertisement that Paisley could have.
- Requirements – in order to exploit the town's strengths and opportunities, Paisley could improve the visitor experience by offering:
 - Somewhere to park two or three coaches easily.
 - Good public toilets that have the capacity for a group to be processed quickly.
 - Better/improved landscaping and public realm.
 - A second curator of textiles/specialist textile guide to allow a large party to be split into two smaller groups with a higher degree of specialist coverage /more intimate experience.
 - A tourist information centre/point.
 - Good quality restaurants, cafes and souvenir shops.

4.4.4 Specialist Interest Groups

In this section, we look at some of the specialist audience groups in more detail. This is not intended to be an exhaustive list, rather it gives a flavour of the types of groups who might be interested in what Paisley has to offer.

NADFAS

The National Association of Decorative & Fine Arts Societies (NADFAS) is a leading arts charity which seeks to open up the world of the arts through a network of local societies and national events. NADFAS defines the decorative and fine arts as:

“The study of the history, social history, techniques and materials, design and manufacture and collections of: architecture, painting, prints, sculpture, textiles, furniture, furnishings, costume, glass and ceramics, enamel, metalwork, garden design and installation art; as well as the lives and influences of the artists, architects, craftsmen and patrons involved. Music, theatre and literature can play an important part in illustrating art.”

'Halloween Frolic' by James Elder Christie



NADFAS activities include monthly lectures, special interest days, educational visits and cultural holidays. There are 360 societies throughout the UK and mainland Europe, as well as in Australia and New Zealand, which collectively represent 92,000 members.

On average each Society organises around two or three day trips per annum. For overnight stays, the number does vary significantly depending on the local society and is most often influenced by the relative wealth of the area in which it is based. As an overall average though, it works out at around one or two overnight trips per year. Trips are also organised at an area level as well as a local one. There are national events but these tend to be held in London where the Society's headquarters are based.

NADFAS have a quarterly magazine called the Review which is mailed out to over 77,000 members. The organisation also has a strong volunteering programme covering heritage volunteers, church recorders, young arts and church trails. NADFAS members tend towards the AB socioeconomic groups i.e. those in households where the main income earner has a higher or intermediate managerial, professional or administrative job role and, being older, are predominantly retired meaning that they have the time and, more often than not, the disposable income to pursue cultural interests.

NADFAS members are always looking for new and interesting places to visit and are particularly interested in things like behind the scenes tours, talks by experts in their fields, demonstrations etc. In addition to this, good quality food and accommodation are high on the list of requirements.

NADFAS also holds a directory of some 300 accredited lecturers. This is available exclusively to members. Prospective candidates must apply via an application form whereby they have to demonstrate evidence that they have the right qualifications and/or experience. A lecturer from Paisley has recently been listed.

We spoke to the Stirling Decorative & Fine Arts Society who arranged a day trip to Paisley for their members on 21 November 2013. Stirling falls within the Scotland and Northern Ireland NAFDAS area which comprises 13 societies with over 4,000 members. The tour comprised of between 30 and 40 members, transported by coach. The price did not include lunch and it was left up to members to use the cafes and pubs along the High Street.

They chose to combine a visit to the Abbey with the Museum because one of the volunteer strands in NAFDAS is church recording. They would have considered including the Coats Memorial Church on the itinerary for their visit (possibly substituting it for the Abbey given its position next to the Museum) but for the fact that it was being used for a graduation ceremony on the day. They acknowledge the fact that the Museum has some important paintings, ceramics and books but their main focus of interest is the shawl collection because many of their members are interested and involved in textiles. Another important fact was the ease of getting to and from Paisley from Stirling, particularly in the winter months.

The group made contact directly with the venues as opposed to using the services of a tour operator. They booked a weaving demonstration and talk from Dan Coughlan. They were not asked for a fee but instead made a donation to the Museum and similarly to the Abbey, which was budgeted for in the price paid by those members going on the visit.

The Stirling Society has organised tours to the Grampian region, Dublin, Madrid and the Scottish Borders in recent years. They have organised the Scottish based trips themselves but have used a tour operator for the others.

Representatives from the Society made a pre-visit reconnaissance and were impressed with what they saw, particularly the amount of regeneration around the Abbey, the cleaned Town Hall and the restoration of other period buildings. The feedback was that the people they met at both the Abbey and the Museum were very helpful, friendly and well-informed.

Association of Guilds of Spinners, Weavers and Dyers

Founded in 1955, the Association of Guilds of Spinners, Weavers and Dyers is the administrative body of over 100 affiliated Guilds with a total of over 5,000 members, the majority of which are based in the UK. The Association is a registered charity, the aim of which and the affiliated Guilds is:

“the preservation and improvement of expertise in hand weaving, spinning and dyeing for the benefit of the members and the public awareness in such craftsmanship”.

The Association organises a biennial exhibition and a weekend conference and on alternate years a week-long summer school. The Association itself does not organise day trips, however individual Guilds organise all kinds of activities, including day trips and weekend workshops. They are always looking for suitable, affordable venues for all their activities. The closest Guild to Paisley is the Clyde Coast Guild of Weavers, Spinners and Dyers.

University of the Third Age (U3A)

The Third Age Trust is the national representative body for the Universities of Third Age (U3As) in the UK. U3As are self-help, self-managed lifelong learning co-operatives for older people no longer in full-time work, providing opportunities for their members to share learning experiences in a wide range of interest groups and to pursue learning not for qualifications, but for fun. In 2012 there were a total of 854 U3As across the country, with 276,241 members. The Trust produces a magazine, entitled *Third Age Matters*, which is published five times a year and has a circulation of around 200,000.

A representative of the East Renfrewshire U3A was contacted as part of this research. Although this is a relatively small group with just 130 members, they have some 16 to 19 groups including a history group, a genealogy group and an art appreciation group. In fact the genealogy group meet in the Church of the Latter Day Saints in Paisley as it gives them access to archives and records.

Most U3As organise trips out for their members, most often planned at a group level. They are prepared to travel, for example the East Renfrewshire History Group has been to Stirling Castle, Dumfries House and Edinburgh. They tend to drive and organise car sharing between them. Being retired or semi-retired they are on a budget, but still look for places where they can have a nice lunch and a decent cup of coffee as well as seeing the area of particular interest. As well as the standard visitor offer, they are interested in ‘specialist’ aspects such as behind the scenes tours, demonstrations etc.

Most U3As also hold a monthly meeting for which they are always looking for guest speakers and this provides an opportunity for potential venues to come along and ‘promote’ themselves.



Paisley Museum Collections

The U3A, while it covers a wide range of interests, offers huge potential as an audience group for Paisley given that its product offer appeals to this age group and they have the time and, for the right offer at least, the money to spend.

Overseas Weavers' Guilds

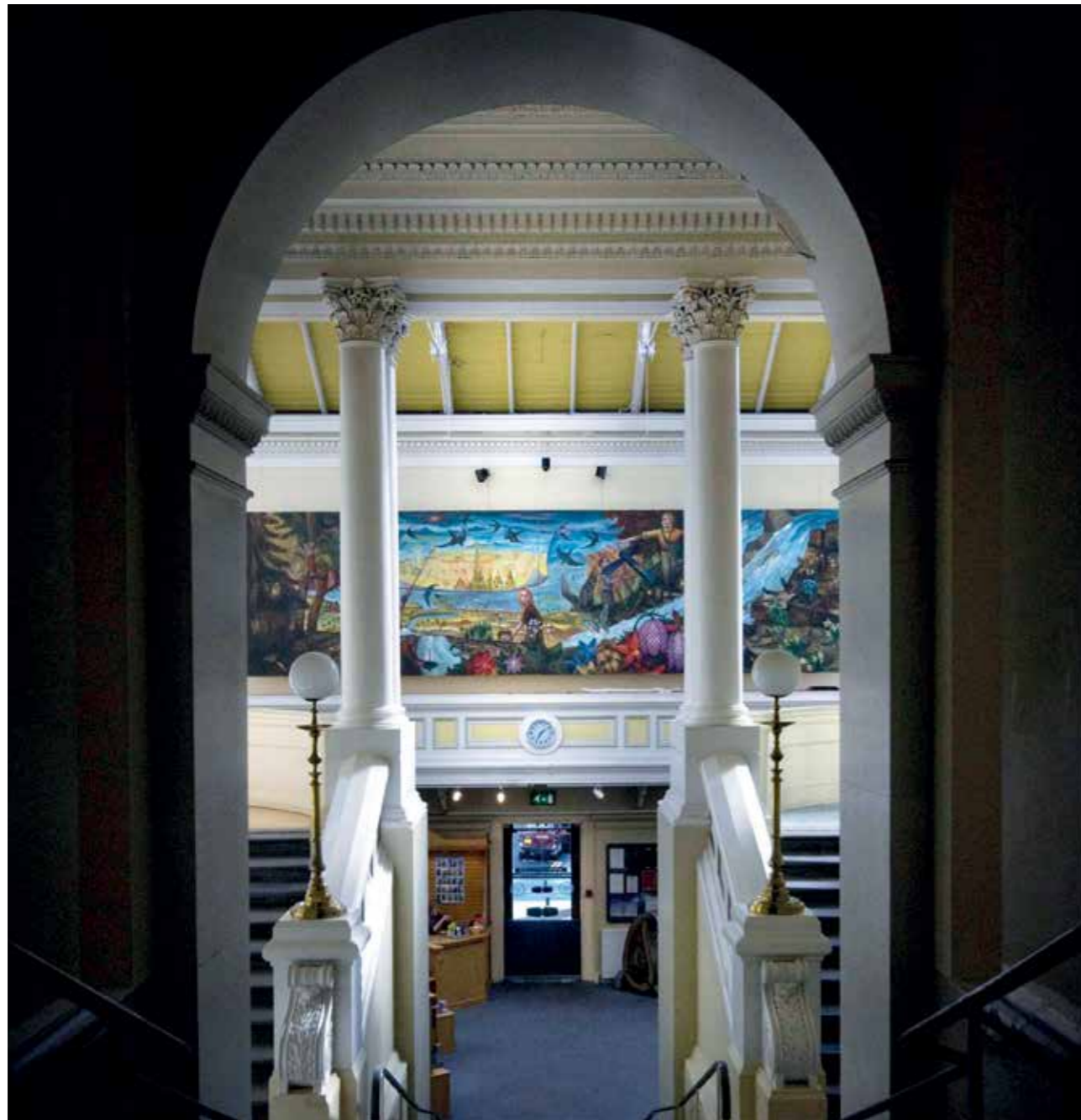
Interest in weaving and textiles is particularly strong in North America. In America alone there are 774 Guilds and a further 106 in Canada. Clearly not all Guilds will organise overseas trips but there are individuals and operators such as The Singer Weaver and Joyce James Tours:

The Singing Weaver, operated by Nadine Sanders who is a musician and weaver, runs a Scotland Tour every year, which includes a day trip to Paisley.

The itinerary for the 2014 tour (29 April to 12 May), entitled ‘Threads, Ruins and Tunes - Fiber and Music Tour of Scotland’, included visits to

- Edinburgh & Glasgow
- Stirling
- Paisley
- The Borders region
- Aberdeenshire
- The Orkney Islands
- The Northwest Islands
- The Isle of Skye
- Islands of Harris and Lewis

Joyce James Tours offers travel and bespoke tours for knitters and friends, running an 18 day tour of Scotland every year since 1995 based from accommodation in Glasgow.



Paisley Museum

In terms of their itinerary, it is worth noting that they visit Killbarchan Mill in the morning (National Trust for Scotland) rather than Sma' Shot cottages. This is followed by a trip to the Paisley Museum and Art Gallery in the afternoon.

Based on the groups' feedback to the Museum, this audience is looking for:

- history and heritage;
- the 'authentic' experience;
- comfort; and
- 'added value' – which is where the weaving demonstration by Dan Coughlan (Curator of Textile, Paisley Museum) can be introduced.

4.4.5 Other Audience Groups

As noted in the introduction, the research here gives a flavour of the types of specialist interest and group organisations that based on the town's assets might be attracted to Paisley. It is also worth noting that there are a number of other types of groups that could be targeted. These include:

- Architecture:
 - The Society of Architectural Historians
 - The Architectural Heritage Society of Scotland
 - Tiles and Architectural Ceramics Society
- Bibliography:
 - The Bibliographical Society of America
 - The Bibliographical Society
- History:
 - Glasgow Archaeological Society
- Poetry:
 - The Poetry Society
- which has over 4,000 members worldwide.
- Churches:
 - The Churches Tourism Association
- Family History:
 - The Troon & Ayrshire Family History Society
 - The Wallace Clan Society

4.4.6 Summary

Having conducted 'market demand' research among a variety of end consumers, intermediaries and suppliers we would conclude the following:

- There is a 'warm' feeling towards Paisley.
- Among those who know Paisley, its fine history and heritage are acknowledged and appreciated but this is tinged with sadness.
- There is a lack of general awareness of the riches Paisley has to offer.

- Influencing operators' itineraries will take both time and persuasion, however, it is not just about marketing, there needs to be new and improved products, packages and services, but this must come before more and smarter marketing.
- Although their role is strategic and they tend to promote 'customer experiences' rather than towns and cities, VisitScotland is a key partner and there needs to be closer engagement with the national agency. VisitScotland is keen for Paisley to offer something 'different' from the ubiquitous castles experience, but the product quality needs to improve.
- Influencing the domestic market is key as this audience determines its own itinerary and will act as advocates.
- Ultimately Paisley has the potential but it will take time and investment.

Based on comparable areas in the Heritage Cities Group, a realistic target might be to increase the value of Paisley's visitor economy from the current level of £75 million, to between £110 million and £120 million per annum.

"I remember what Paisley used to be like and seeing it now, breaks my heart..."



Paisley pattern shawl from Paisley Museum Collection

The Paisley Town Centre Asset Strategy is focused on key economic drivers and the latent potential of Paisley's cultural and heritage offer which is one of the most important elements of Scotland's tourism offering.

THE **ASSET** STRATEGY

The Paisley Town Centre Asset Strategy is focused on key economic drivers and the latent potential of Paisley's cultural and heritage offer which is one of the most important elements of Scotland's tourism offering. Indeed, its popularity is on the increase with Historic Scotland, Scotland's biggest operator of visitor attractions, reporting an increase of 14.8% on 2012 figures. Across the agency's 78 ticketed attractions, records were broken at flagship sites such as Edinburgh Castle, Linlithgow Palace, and St. Andrew's Castle. These figures illustrate the increasingly important role heritage plays within the Scottish economy.

5.1 AN APPROACH TO AUDIENCE DEVELOPMENT

While not setting out to deliver a complete tourism or destination visitor strategy, this document sets out the framework for such a strategy with a view to growing

Paisley's tourism market. With this objective in mind, a question arises over where the additional visitors will come from. Will Paisley be able to:

- attract new consumers into the days out or short breaks marketplace?
- persuade existing visitors to visit more frequently, stay for longer and spend more?
- persuade people to make a visit to Paisley in preference to 'competitive' offers in the marketplace, such as Glasgow or other heritage destinations?

There are two routes via which Paisley might increase visits:

- firstly based on its proximity to Glasgow, it must look to 'steal share' from Glasgow's staying visitor market; and
- secondly, it must encourage existing and lapsed visitors to re-visit and act as advocates for others.

Paisley Abbey



The second point of principle is that Paisley needs to monetise its offer. Currently, there is little economic value to be gained by generating increased visitors to Paisley's attractions as:

- there are no admissions charges and therefore no ticket revenue;
- people stay in Glasgow overnight as there are so few bed-spaces in Paisley, hence their accommodation budgets are spent elsewhere;
- the retail offer is restricted at the Abbey, the Museum and especially the Sma' Shot cottages; and
- only the Abbey has a permanent catering offer, as the café at the Sma' Shot has limited opening hours.

Therefore in order to make any investment in the visitor offer in Paisley viable in economic terms, there needs to be a way of monetising the offer, including:

- more proactive ways in which to encourage visitors to donate – and providing a reason why;
- an improved retail offer with items that are high quality and specific to Paisley;
- a menu of chargeable products and services which might include tours, lectures, apps, personalised itineraries, demonstrations, access to exclusive areas etc.; and
- greater co-operation and cross promotion between the attractions and the cafés and restaurants in the town to ensure people dwell longer, particularly during meal times.

Broadly speaking there are three strategic routes, the choice of which is largely dependent on the ability or otherwise to influence the product offer in the form of:

- visitor facilities;
- new and innovative interpretation;
- physical extensions;
- additions to the collections;
- revealing untold stories and assets; as well as
- more and better marketing.

Strategically, the approaches are broadly set out in Figure 5.1 overleaf and although recommendations are outlined in terms of both low level as well as major project interventions, in either scenario Paisley must do the following in order to succeed:

- celebrate its Victorian, and older, past;
- develop its visitor offer based on its heritage assets... but make this an integrated approach;
- fill in the gaps between the heritage sites;
- improve the public realm;
- add points of interest to hold people's attention along the way and fill in gaps in knowledge;
- update the interpretation;
- improve visitor facilities and market these to specialist groups, both directly and indirectly; and
- attract the domestic market.

Figure 5.1 Options for Product Development



5.2 THE VISION FOR PAISLEY

The vision for the asset strategy is to harness the town's potential, develop its product or USP and then monetise this offer in the form of a realistic, deliverable and integrated asset strategy that regenerates and revitalises the town centre, but also creates a framework that helps address Paisley's underlying socio-economic issues.

In 2012 Ferguslie was recorded as the most deprived area in Scotland and so while physical regeneration and preserving the historic environment for future generations is critical, in order to create a sustainable and resilient town, the asset strategy needs to address community cohesion, Paisley's poor socio-economic performance and ultimately the wellbeing of the local population.

The underlying assumption of the strategy is therefore the long-term objective of realising change in the most deprived parts of Paisley, addressing image and brand, and maintaining and enhancing community cohesion through a shared and enhanced pride of place. Consideration was also given to the following priorities as set by the client brief:

- deliverability, facilitating decision-making based on identified need and available funding;
- regeneration potential;
- the development of quality visitor attractions;
- active buildings, well defined and used public realm; and
- physical appearance and cohesiveness of the town centre.

With these in mind, a vision statement is proposed as a means of developing consensus over future action:

Paisley will use its outstanding architecture and its wealth of cultural assets and collections to drive its economic regeneration and establish itself as an international destination for Scottish culture and contemporary performing arts. The town will build a new vibrancy by developing sustainable uses within the historic core of the town centre, rebuild its high street economy using the audience power of its rich legacy and bring all its historic buildings into use for the ultimate benefit of the community of Paisley and Renfrewshire.

5.3 STRATEGIC OBJECTIVES

Against the backdrop of this vision statement, strategic objectives have been developed to structure delivery. These objectives focus on key drivers for growth and matching markets with existing assets and their potential offer, which in Paisley's case is an authentic and unique visitor experience that is reflective of both contemporary and traditional culture. Through focused product development and cross marketing, assets have the potential to increase visitor numbers and create commercial opportunities to ultimately benefit the town centre.

However, the assets within Paisley clearly stretch beyond potential visitor attractions and embrace a wide range of forms which provide a link to the past and basis for future regeneration. These assets should be coordinated according to Paisley's USP of Weaving and Textiles. They include:

- **Collections** – the Museum collections in Paisley, some internationally recognised, provide a significant resource for tourism/audience development and learning;
- **Archaeology** – above-ground and below-ground archaeological remains in Paisley are a significant form of heritage which also relate back to the Museum collections;
- **Human-influenced landscapes** – Paisley has a rich heritage associated with the River Cart, canal, surrounding hills and public spaces together with buildings that are evidence of industries and philanthropists of the past; and
- **Historical figures** – many important historical figures are associated with Paisley and these are important aspects of heritage as they provide an important insight into the town's social and political history.

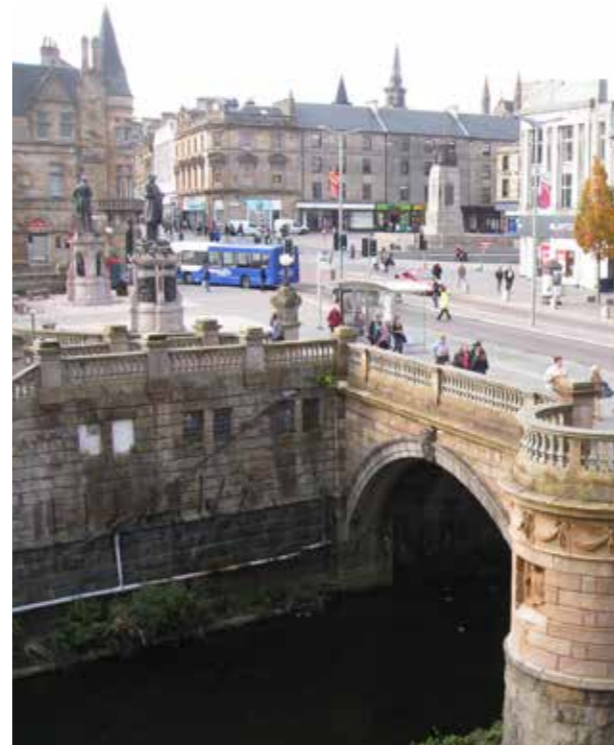


The Liberal Club

Actions, assets and projects will be aligned against the following objectives:

1. To tell the story and **define the visitor product** for Paisley and to subsequently display, curate and align the town's heritage assets around this offer.
2. To **establish the significance** of Paisley as an international visitor destination by presenting its cultural assets within national and international audiences and markets and to define a set of actions that derive maximum economic benefit for the economic regeneration of the local community.
3. To develop consistency in terms of the **visitor experience** in relation to town centre cohesion, function and management.
4. To develop a programme for **community, business and cultural animation** based around the cultural asset base.
5. Develop a **refreshed brand and publicity** strategy for Paisley in the context of the international marketplace for tourism and the wider Renfrewshire offer.

To achieve these, detailed actions will be needed across each objective:



Paisley town centre

Objective 1:

To tell the story and define the visitor product for Paisley and subsequently display, curate and align the town's heritage assets around this offer.

With Paisley Museum and Art Gallery being the top priority, this report identified a number of potentially significant game-changing projects for Paisley. So as to fully understand their exact scope and capacity to be sustainable and deliverable, it is recommended that an outline business case is commissioned in relation to each one. This will help define the visitor product for Paisley from which other objectives and actions can be developed.

An OBC is required to define the conceptual approach which best meets customer and market needs and maximises the wider social and economic impact of any regeneration proposals. A design brief should then be specified to meet these needs. In all cases, the market and financial analysis should lead to the appraisal process, and no architectural design work should be commissioned ahead of completion of the OBC.

The OBCs would be used for submission of formal funding proposals to organisations such as Heritage Lottery Fund (HLF), private philanthropists, and potentially also the European Regional Development Fund (ERDF) and the Scottish Government.

Business case development should cover the following priority projects:

- The development of a Paisley Museum of Textiles, Costume, Fashion & Design at an integrated site incorporating Coats Memorial Church, the former TA building and the Museum/Observatory complex.
- The creation of a Paisley Textile & Design Centre on a site at the heart of the High Street.
- The development of a new 300-seat, multi-purpose Paisley Theatre – with PACE.
- The further development of the Town Hall digital hub, genealogy centre etc.

It would be an advantage to commission the studies broadly in parallel, and to coordinate them through a single group involving both Council and community representatives, so that interrelationships between them are properly taken into account.

Objective 2:

To establish the significance of Paisley as an international visitor destination by presenting its cultural assets within national and international audiences and markets and to define a set of actions that derives maximum economic benefit for the economic regeneration of the local community.

The raw product already exists but it must be turned into a compelling visitor offer. Recommended actions would include, but not be limited to:

- Development of the weaving story at the Museum. The Paisley Museum and Art Gallery should focus on what is unique about Paisley and this includes the unique selling points within the collections such as its paintings, ceramics, the Observatory, local history and in particular **textiles and weaving**.
- Researching stories, famous people and events, so that there is a definitive set of materials from which tourism-related products might be developed. Examples might include Robert Tannahill, the Coats family, Witherspoon, Wallace among others.
- A coordinated programme to 'curate' the town, developing ways to present the heritage.
- Working across organisations, attractions and departments within the Council.
- A series of 'chargeable' value-added experiences that could be marketed to individuals and groups such as private tours, lectures, handling sessions, demonstrations etc.
- The development of a highly specialist retail offer centred around the Paisley pattern. The place to purchase an authentic Paisley shawl, which could accommodate the Paisley equivalent to the Johnstons of Elgin cashmere.
- Incentives to encourage new small businesses along the High Street, focusing on arts and crafts and good catering offer, a complete 'antidote' to Braehead.

- An upgrade to and extension of the town heritage information boards.
- The development of heritage walking trails, with downloadable apps and printable resources.
- More temporary [paid-for] exhibitions in order to increase income.
- Generate publicity. Give locals a reason to visit.

Key Actions under Objective 2

OPTION 1: World Heritage Site Benchmarking Process

There are currently five sites within Scotland that have been inscribed on to the World Heritage list. These include the island archipelago of St Kilda, the Old and New Towns of Edinburgh, the 18th century cotton mill village of New Lanark, the Heart of Neolithic Orkney and the Antonine Wall.

While none of the existing Scottish sites are comparable to Paisley, direct comparisons can be made with the Liverpool Maritime Mercantile City designation which was made under the following criteria:

- (ii) Whereby the site exhibits an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town planning or landscape design.
- (iii) The nominated site bears a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or has disappeared.
- (iv) The nominated site is an outstanding example of a type of building or architectural or technological ensemble or landscape which illustrates a significant stage in human history.

To be included on the World Heritage List, sites/areas must also demonstrate outstanding universal value and meet at least one out of ten selection criteria. These criteria are explained in the Operational Guidelines for the Implementation of the World Heritage Convention.

Under Annex 3, Historic Towns and Town Centres, a group of urban buildings eligible for inscription on the World Heritage List would fall under criteria (ii).

This refers to historic towns which are inhabited and which, by their very nature, have developed and will continue to develop under the influence of socioeconomic and cultural change, a situation that renders the assessment of their authenticity more difficult and any conservation policy more problematic.

For historic towns, the committee therefore acknowledges difficulties owing to the fragility of their urban fabric (i.e. disruption since the advent of the industrial era). Qualifying towns should consider their eligibility based on [built heritage] spatial organisation, structure, materials, forms and function of a group of buildings. Of the four categories of historic town, two are of particular relevance:

- Historic centres that cover exactly the same area as ancient towns and are now enclosed within modern cities. Here it is necessary to determine the precise limits of the property in its widest historical dimensions and to make appropriate provision for its immediate surroundings; and
- Sectors, areas or isolated units which, even in the residual state in which they have survived, provide coherent evidence of the character of a historic town which has disappeared. In such cases surviving areas and buildings should bear sufficient testimony to the former whole.

Benchmarking against potential World Heritage Site designation

It is considered that areas within the town centre have the potential to relate to the qualifying criteria for the following reasons:

- The town enjoys a built heritage that dates back to at least a thousand years and is both architecturally and historically diverse.
- Arguably, these buildings, roughly dating from between 1750 and 1930, are in an exceptional state of preservation having escaped periodic refurbishment

and renovation with much of the original external and internal fabric intact.

- Clear architectural and historic themes are evident, charting artistic, political, social and economic activity with individual buildings and building ranges providing a clear testimony to the prosperity and subsequent development of Paisley over a 200-year period.

While a detailed statement of significance has yet to be prepared, it is proposed that benchmarking against potential World Heritage Site designation with a view to understanding and telling the Paisley story more effectively would ultimately raise the profile of the town, the understanding of its historical significance and help establish a clear brand in terms of future promotion and branding strategies.

Benefit and Impact

Although there are limited studies currently available that specifically quantify the impacts of World Heritage Site status on economic performance, there does exist some research as to best practice from existing UNESCO World Heritage Sites that had been successful at converting socioeconomic 'opportunity from designation into advantage'. It appears that for some existing sites, the following benefits are relatively well-evidenced:

- more effective conservation and partnership working;
- civic pride;
- social capital;
- learning and education; and
- additional funding and investment.

The research to date reveals four typologies in relation to pursuing WHS status, with the level of emphasis of success largely relating to the approach taken:

- **A 'Celebration' Designation** – many places with a WHS treat it as a celebration or reward designation for heritage already preserved.

- **A Heritage 'SOS' Designation** – many sites with a WHS treat it as an emergency attention designation for unique heritage at risk. The origins of the UNESCO WHS convention lie in this concept of WHS.
- **A Marketing/Quality Logo/Brand** – a growing minority of sites have come to the realisation that the WHS designation has value as a marketing or quality brand for historic places.
- **A 'Place Making' Catalyst** – this view treats WHS status as a powerful catalyst for economic development using heritage as a tool to develop powerful new identities for places, and powerful programmes of actions to change places fundamentally.

The lesson that emerges from existing analysis is that the perception of the management organisation and stakeholders matters and that the impact of the designation process is markedly different depending on which one of these four categories the site belongs to. Therefore, the sites which have achieved benefits have had a clear logic chain from the identification of the issues and problems they wished to address, a clear understanding of how WHS status could be used to catalyse change, following through to investing in the resources, activities and processes to deliver the impacts desired.

OPTION 2: UK City of Culture

The Department for Culture, Media and Sport (DCMS) manages the UK City of Culture programme which is run every four years. Derry~Londonderry was named the first UK City of Culture 2013. Hull has been selected to become the UK's second City of Culture in 2017. The bidding timeline for the 2021 competition is yet to be published.

Bidding Criteria

To be successful, the applicant area will need to meet the following criteria:

- deliver a high-quality cultural programme that builds and expands on local strengths and assets and reaches a wide variety of audiences over the course of the year;

- deliver a programme that uses culture and creativity to lead to lasting social regeneration through building engagement, widening participation, supporting cultural diversity and cohesion, contributing to the localism agenda and reaching out to sectors of the community who are disenfranchised and isolated;
- create a demonstrable economic impact from the programme, through investment and innovation in culture and creativity;
- demonstrate a clear approach to maximising the legacy and evaluating the impacts from being UK City of Culture; and
- present realistic and credible plans for managing, funding and delivering the programme and its legacy.

DCMS welcome bids from across the UK and adopt a flexible approach to agreeing which areas can bid, although there must be a clear central urban focus to the area. This could be a city or large town, two or more neighbouring cities or towns, or a closely linked set of urban areas. There is no pre-determined minimum size of population or geographical area for places that wish to bid. However, it is unlikely a smaller town, with limited capacity and acting on its own, or an area without an existing cultural infrastructure, would be able to provide the critical mass for a year-long programme to be successful.

The DCMS expects bids to be from a partnership for the area. The partnership will need to include the relevant local authorities and should also include other local organisations.

Assessment Process

All bids are assessed according to the criteria provided and the assessments are based on the written full and final bids and (if appropriate) responses to the clarification questions. Candidates will also be invited to deliver a presentation on their bid to the Independent Advisory Panel.

Objective 3:

To develop consistency in terms of the visitor experience in relation to town centre cohesion, function and management.

It is possible to see how the investment in the restoration of the Town Hall and surrounding areas is already paying dividends. However, while it is not realistic to think the High Street can be fully returned to its former retailing glory, more needs to be done in terms of presentation and how this relates to the visitor experience.

This includes:

- landscaping and the public realm;
- car and coach parking;
- the potential reversal of the pedestrianisation of the High Street;
- provision of public WCs for visitors;
- increased hotel provision;
- better sign-posting; and
- an information 'centre' for visitors – ideally in the Town Hall.

The research showed that the people that organisers had encountered when putting together an itinerary for Paisley were both friendly and helpful as well as well-informed and professional. However, the limited people resources will be a limiting factor going forward in terms of growing the visitor economy. Specifically:

- There needs to be at least one or two apprentice weavers in the short to medium term to support Dan Coughlan and increase capacity; and in the longer term, to preserve the skill and continue to offer this unique service to visitors.

- Given that the attractions in Paisley are all limited in resources, perhaps funding could be found to create one or more 'cross-attraction' positions whereby they could be deployed according to need to supplement the existing volunteer workforce.
- There should be an 'official' list of specialists who could be marketed collectively, whereby potential organisers would be able to see the depth and breadth of specialist knowledge on offer in Paisley. Suggested charges or donations would be included with this.
- An ambassadors' scheme "Proud to be Paisley" or similar whereby volunteers would be trained and would be stationed in key locations during the summer months in order to help direct visitors and/or put in place specifically when specialist groups are visiting.
- Develop a refreshed brand and publicity strategy for Paisley in the context of the wider Renfrewshire offer.

Objective 4:

To develop a programme for community, business and cultural animation based around the cultural asset base.

Major events influence the way we see places and contribute to a place's brand essence. Building a positive external reputation and a brand image for Paisley is an important challenge recognised by key stakeholders such as the Paisley Vision Board and national agencies such as EventScotland.

At a local level, it is recognised that a successful strategy for building a sustainable and balanced portfolio of events and festivals will contribute directly to achieving a series of economic, social, cultural and legacy benefits to Paisley. The vision is to see Paisley's many cultural assets fully mobilised, bringing new visitors to enjoy what Paisley offers. Its events and festivals will be acting as beacons that highlight unique opportunities to visitors and local communities alike. Paisley offers a range of performing art groups, a host of venues and excellent transport links which make it an ideal event and festival destination, as demonstrated by the decision to host the Royal National Mòd 2013 in Paisley.

A key action emerging from the strategy is the development of an events and festivals programme, coupled with a new dedicated website to promote upcoming events. It is envisaged this output could be implemented in the short term by the Paisley Tourist Board with the Paisley Vision Board, Creative Renfrewshire Network and the proposed Paisley Development Trust playing a potential partner role.

Anchor Mills



The first step will be to develop a coherent strategy with measureable impacts. The National Events Strategy promotes the use of seven key indicators to measure the success of an event and these include the following impacts:

- tourism;
- business impacts;
- image and identity;
- media coverage;
- level of participation and development; and
- environmental impacts.

Social and Cultural Benefits

Secondly, the strategy identifies a need to develop a “What’s on in Paisley” website, implemented on a self-financing basis. It is envisaged that all organisations promoting events within Paisley would be able to post notices through this site and online ticket sales for attractions and events would be facilitated via the website for a commission of the ticket price. In tandem with developing specific assets, the Strategy also advocates further collaboration across assets in order to offer visitors a diverse range of authentic experiences. In other words, experiences which are underpinned by elements unique to Paisley, and therefore cannot be easily replicated by its competitors. A dedicated “What’s on in Paisley” website could facilitate cross-selling between Paisley’s key attractions and tourist facilities such as restaurants and accommodation providers.

Partnerships are viewed as essential in the delivery of this strategy and it is recognised that it will be impossible to achieve a coherent event and festival strategy without true partnership working across public, private and voluntary sectors.

Objective 5:

Develop a refreshed brand and publicity strategy for Paisley in the context of the international marketplace for tourism and the wider Renfrewshire offer.

Investment in the product needs to take place ahead of investment in marketing and communications. However, some thoughts on the potential branding and marketing approach include:

- The development of the weaving story at the Museum, if done in the right way, could have national and international status.
- There are a number of key groups that Paisley could promote itself to directly, but to reach many of the end-users directly would be costly and inefficient.
- The town has to reach the operators who influence itineraries. This will take time, promoting at events like the VisitScotland Expo will mean that it takes at least two to three years for itineraries to change.
- The development of a media plan that includes targeting key groups such as NADFAS, U3A family history groups.
- In the short-term, new and/or improved website(s), which focus on Paisley as a heritage destination as opposed to highlighting places such as Braehead shopping centre should be developed. Appreciating that Renfrewshire Council has a duty to promote the entire district, however prospective visitors searching for “Paisley” need to be directed to a microsite which gives a single-minded message about the town, leading on its heritage appeal.

Clever use of publicity and public relations techniques locally by, for example, putting out a story that certain pieces of heritage might be ‘lost’ or sold off which might stir up interest.

5.4 KEY PROJECTS

As part of the development of the Paisley Town Centre Asset Strategy, a shortlist of projects have been selected to advance each of the strategic objectives.

It is anticipated these projects will have transformational and beneficial effects for the town centre and the Council should focus on supporting these initiatives, and together with lead partners, work to achieve optimal outcomes in each case. The aim is to have one lead ‘signature destination project’ to access the international visitor with four key strategic projects supporting the wider destination development strategy.

Objective 1:

To tell the story and define the visitor product for Paisley and to subsequently display, curate and align the town’s heritage assets around this offer.

Guiding Principle: The potential of Paisley’s cultural and heritage assets will be fully utilised and will form the basis for its future regeneration.

Objective 2:

To establish the significance of Paisley as an international visitor destination by presenting its cultural assets within national and international audiences and markets and to define a set of actions that derives maximum economic benefit for the economic regeneration of the local community.

Signature Project: Paisley Museum of Textile, Fashion, Costume and Design.

Objective 3:

To develop consistency in terms of the visitor experience in relation to town centre cohesion, function and management.

Signature Project: Establish an independent flagship fashion and textiles centre on the High Street.

Objective 4:

To develop a programme for community, business and cultural animation based around the cultural asset base.

Signature Project: Develop a single Paisley Festivals Strategy and the business case for a new 300-seat theatre.

Objective 5:

Develop a refreshed brand and publicity strategy for Paisley in the context of the international marketplace for tourism and the wider Renfrewshire offer.

Signature Project: Develop a cross-marketing strategy for the town and establish a new brand identity.

Figure 5.2: Paisley Town Centre - Framework for the Asset Strategy



Objective 1

To tell the story and define the visitor product for Paisley and to subsequently display, curate and align the town's heritage assets around this offer.



Objective 2

To establish the significance of Paisley as a international visitor destination by presenting its cultural assets within national and international audiences.

SIGNATURE PROJECT:

Museum of Textile, Fashion, Costume



Objective 3

To develop consistency in terms of the visitor experiences in relation to town centre cohesion, function and management.

SIGNATURE PROJECT:

Establish an independent flagship fashion and textiles centre on the High Street.



Objective 4

To develop a strategy for community, business and cultural animation based around the cultural asset base.

SIGNATURE PROJECT:

Developing a single Paisley Festivals Strategy and the business case for a new 300-seat theatre.



Objective 5

Develop a refreshed brand and publicity strategy in the context of the international market place for tourism and the wider offer.

SIGNATURE PROJECT:

Develop a cross marketing strategy for the town and establish a new brand identity.

GUIDING PRINCIPLE: The potential of Paisley's cultural and heritage assets will be fully utilised and will form the basis for its future regeneration.

ACTIONS:

- World Heritage Benchmarking
- Paisley Museum and Coats Observatory Redevelopment
- Thomas Coats Memorial Church redevelopment
- TA Building redevelopment
- Paisley Theatre
- Enhanced interpretation of the Abbey Drain
- Paisley Town Hall redevelopment
- The Sandy Stoddart Collection

- Town Centre Streetscape Improvements
- Paisley Town Centre Team
- New hotel development

- Paisley Asset Strategy - Delivery Team
- Paisley Enterprise Centre
- Thomas Coats Memorial Church Trust
- Ambassador programme

- Appoint a senior management role to develop a cross-marketing strategy for the town and establish a new brand identity.
- Discover Renfrewshire
- "What's on in Paisley" & Events
- Marketing Paisley



5.5 THE SPATIAL STRATEGY

A spatial strategy has been developed to anchor both east and west of the High Street and identify distinctive roles between assets and areas. Together with signage, consistent marketing and branding, this approach will improve legibility and deliver a coherent message to the customer.

Areas of Intervention

Paisley benefits from a number of special heritage assets and features that have great potential to 'catapult' the town forward, to differentiate Paisley nationally and internationally, and to allow it to achieve its unique potential. It also has fundamental weaknesses which if addressed can have a transformational impact.

The renaissance of the Paisley town centre requires the delivery of a series of inter-related interventions. The success of each intervention will build upon the momentum to deliver others. To achieve its full potential it needs to embrace a series of transformational projects complemented by a programme of initiatives including the Paisley Town Centre Team and an ambassador programme to promote a regenerated Paisley. While much can be achieved by improved organisation, partnership between public and private sector and improved leadership, the renaissance of Paisley will require a substantial investment in the built environment, the town centre's infrastructure and its public realm.

There needs to be a focus on a range of specific area-based projects and programmes, including new development and redevelopment projects. The strategy for Paisley is structured in line with this basic premise. Spatially, different areas of Paisley will make complementary contributions to the strategy.

The transformational area-based interventions have been defined as:

- The West End Cultural Quarter
- High Street and New Street
- Paisley Abbey and Town Hall

5.5.1 The West End Cultural Quarter

The West End of Paisley is an inner urban area which lies immediately to the west of Paisley town centre. It is bounded to the north by the Glasgow to Ayr railway line and to the south by George Street, immediately adjacent to the A761 which forms the major road link between Paisley and Johnstone. The residential area of Millarston bounds the area to the west while the residential neighbourhoods of Ferguslie Park and Castlehead exist to the north and south of the area respectively.

Residential development is the primary land use within the wider West End area, complemented with a range of small-scale commercial premises, community facilities and retail services to serve the surrounding community. Floor space analysis of the West End area of Paisley has revealed that the area is blighted by high vacancy rates, with approximately 40% of the commercial floor space vacant (Renfrewshire Local Development Plan: Retail Background Paper January 2013).

A distinctive feature of this area is the cluster of unique heritage assets including: Paisley Museum, the Coats Observatory, the former Territorial Army building and the Thomas Coats Memorial Church. This area also boasts the University of West Scotland's Paisley campus, making it an anchor destination from some 10,000 students.

Figure 5.3: Paisley Town Centre Asset Strategy - West End Cultural Quarter



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The analysis and consultation underpinning this strategy has affirmed that the West End possesses untapped potential to make a bigger contribution to Paisley's 'sense of place'. There is capacity to enhance the spatial relationship between this area and the High Street and the East End of Paisley (which encompasses key visitor attractions such as Paisley Abbey and the Town Hall). Accordingly, the West End has been identified as an area for transformational intervention.

Intervention Response

Drawing on Paisley's unique textile tradition and association with the Paisley pattern and shawl, the central aspiration is to create a flagship National Museum of Textiles, Fashion, Costume and Design. This will comprise a 2,500m² extension to the existing 3,000m² museum complex. The strategy envisages that the new bespoke facility will provide a fitting structure to showcase the role of the textile industry in Paisley's development and its international reputation as a centre of the Scottish textiles industry.

The building must be 'iconic' in its design – a statement of the new Paisley. This warrants an international design competition. Such a facility would contribute to the aspiration to grow tourism in the town and to significantly increase the number of visitors to Paisley town centre. The strategy envisages that the Museum could attract between

100,000 and 150,000 visitors per annum. The town needs an additional facility to encourage visitors to stay longer and to help entice people to stay overnight or take short breaks in Paisley.

The Coats Observatory is a key attraction in the West End. The oldest purpose-built observatory in Scotland was designed by Glasgow architect John Honeyman and was gifted to the people of Paisley by Thomas Coats. Currently the facility attracts up to 150 to 200 visitors during its late opening nights and special events such as the Mars viewing attracted 5,000 people over three nights. The strategy envisages that its potential could be better exploited by improving the display of its associated scientific collection and increasing publicity. The strategy advocates improving access to the facility by developing an external link from High Street which would facilitate access by day and by night. There is also scope to use the former Photographic Society buildings to expand the offer of this unique facility.

The heritage value of the imposing Thomas Coats Memorial Church is well recognised; unfortunately recent years have witnessed a dramatic decrease in the number of active congregation members. In order to safeguard this historic landmark, the strategy advocates the regeneration of the church as a multi-purpose venue. Potential future uses could include commercial, leisure and tourism uses, and the Action

Figure 5.4: Paisley Town Master Strategy



Figure 5.5: Paisley Town Centre Asset Strategy - High Street Regeneration



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Plan recommends a detailed business plan is developed for the building.

The former Territorial Army Building is located between the Thomas Coats Memorial Church and the Art Gallery and Museum car park, and directly opposite the University of the West of Scotland. It was built between 1896 and 1899 and was most recently used as a Territorial Army Centre. The interior suffered fire damage in December 2008 and remains unused and boarded up. The strategy encourages consideration of the venue as a possible site to accommodate the Sandy Stoddart sculpture collection.

The revitalisation of the West End Cultural Quarter is intended to reinforce the cluster of important heritage assets already located there. A spatial response has been developed for the Quarter, incorporating additional car parking facilities and improved access from High Street.

On completion of the business plan, a detailed design approach will be prepared to define the exact configuration, phasing and full integration of the redevelopment proposals for the West End. The design should improve connectivity and access between the iconic new Museum complex, the former TA building site and Thomas Coats Memorial Church, while also accommodating pedestrian access to the Coats Observatory from High Street.

5.5.2 High Street Area (Town Centre Core)

A distinctive feature of this area is the impressive collection of listed buildings which line the town centre streets. The area forms an important spine, linking the Abbey Quarter with the West End Quarter, channelling pedestrians from the station on Gilmour Street to the University of the West of Scotland's campus in the West End and West College Scotland's campus on New Street. The University of the West of Scotland and the West College Scotland's Centre for Performing Arts accommodate 10,000 and 120 to 150 students respectively, and there are opportunities to use this resource to animate the town centre core and build synergies in this area.

Recent years have witnessed publication of an array of reports documenting the changing nature of Scotland's high streets, and changes in today's retail environment are leading to questions about the viability of the traditional retail model. Paisley continues to be put under considerable strain by the influence of Glasgow City Centre, shopping centres such as Braehead and Silverburn, and also the emergence of new forms of retailing such as online shopping. In 2012, 22% of commercial floor space was vacant within the town centre, which is a reduction of 586m² when compared to 2010. However, during the same period the total amount of vacant units increased from 89 to 110.

Town centre retail may be hard-pressed, however its great advantage over out-of-town or internet shopping is that it is part of a rich social mix of culture, leisure and institutional uses, businesses and homes. The best way to support retail is to fortify this diversity by improving footfall – more people living above and around the shops, and more educational, leisure and cultural uses – to make the context for shopping in town busier, and the general town centre environment more attractive.

More needs to be done to entice active uses and to make the most of the High Street's underutilised cultural assets. Accordingly, the core of the town centre, including High Street, New Street and School Wynd, has been identified as an area for intervention.

The town centre should be at the heart of the wider regeneration strategy for Paisley, providing the 'quality of life' factors so important to the community and visitors alike. Many of the ingredients and inherent attributes necessary to be successful are in place – the cultural asset strategy seeks to take advantage of these.

There needs to be a focus on a range of specific projects and programmes, including new development and redevelopment projects. Further enhancements to the fabric of the town centre are also required: the renovation of the key listed building and other heritage assets; further public realm and transport improvements; and improved town management and brand positioning.

The aim is to deliver a transformational and distinctive programme of investment on these important streets. The nature of change and investment is different in each instance. But it is more than a public realm or infrastructure proposition – it is a proposal to reinforce the spine of the town centre and connect its important assets.

The overall aspiration is to:

- enliven the streets with more pedestrian movement;
- bring key buildings back to life;
- connect key elements – for example the Abbey Quarter and West End Quarter via the shopping core;
- upgrade the public realm;
- add to the stock of public art work;
- implement a unified sign system to assist pedestrian movement and facilitate the Paisley Heritage Walk; and
- expand the town's green infrastructure through the use of street trees.

A new civic space will be the centrepiece of the town centre core and will be positioned at a key focal point at the junction of High Street and New Street, featuring local artwork distinctive to Paisley. The strategy advocates active ground-floor uses from prominent buildings such as the YMCA building, with the new access to enliven and animate this new civic space.

This initiative also links to the wider public realm and signage strategy to assist permeability, pedestrian movement and way finding. There is a need to develop a bespoke interpretative signage system, to link Paisley's major landmarks through time and themes.

Figure 5.6: Paisley Town Centre Asset Strategy - Abbey Quarter



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Abbey Quarter

The Abbey Quarter is located on the east bank of the White Cart Water and is at heart of civic life in Paisley with the Renfrewshire Council civic offices located adjacent. The area encompasses the 12th century Paisley Abbey, Forbes Place and the recently renovated Town Hall. Paisley Abbey attracts approximately 10,000 visitors per annum, but falls short when compared to other similar attractions elsewhere. For example, Melrose Abbey and Glasgow Cathedral attract 45,000 and 170,000 visitors per annum respectively, both of which have arguably less heritage value to Scotland.

The revitalisation of the Abbey Quarter is intended to reinforce the cluster of important heritage assets already located there, benefiting from good access to the railway station and ready access by car.

A development programme to further enhance the Abbey as a focal point for the community, for educational activities, nursery/crèche, and for visitors is in progress. This will include a new café, shop and Stewart Visitor Centre, which will significantly improve an already solidly performing asset. The extended attraction should be a key part of an integrated heritage trail plan, with the Abbey potentially being a good location for the story of Medieval Paisley.

Through improvements to this facility there is an indicative target to increase visitation from circa 50,000 to circa 75,000 per annum.

The opening of Abbey’s medieval drain to visitors would be a complementary proposal within this area. This strategy proposes the carrying out of a feasibility study in relation to its further development as an attraction. Tours such as Brighton Sewers Tours operated by Southern Water provide a good example of what can be achieved elsewhere. This includes guided tours through 400 yards (of the 30 miles) of sewers, starting at the Palace Pier and emerging through a manhole in the middle of Old Steine Gardens.

Although refurbishment is now completed, further redevelopment of the Town Hall as part of an integrated cultural offering will be considered as part of a revised project implementation programme. As part of the strategy implementation, a preferred option for its optimal use will be considered along with other projects as part of the outline business case development. The provision of a restaurant facility overlooking the river will be included in this study as this element could further monetise this asset and complement the extensive range of events taking place year round.

5.6 THE ACTION PLAN

To deliver successfully this strategy will require sufficient resources and effective partnership working that harnesses and coordinates the existing community asset base and the strength of the towns ‘grassroots’ organisations. An Action Plan has been developed which brings approximately 10,750m² of historic assets back into use and is costed in the region of £108 million. Itemised costs in relation to some of the more significant items are detailed below.

Project	Costing
A specialist retail unit involving the refurbishment of two high street units (1,323m ²)	£3.3m
Abbey Drain Interpretation Structure – a small/potentially glass structure that provide underground viewing opportunities and interpretation of the medieval drain (100m ²)	£0.9m
Museum Refurbishment and Extension 2,500m ² extension and 3,500m ² refurbishment including 400 car parking spaces and 10 coach bays (spaces required for comprehensive redevelopment of museum include the master planning and integration of the following buildings <ul style="list-style-type: none"> • TA Building – refurbishment (2,571m²) and extension (1,000m²) • Coats Church – disabled access and vertical access through the building, management and maintenance of existing building (2,656m²) • Observatory – refurbish two adjacent buildings (420m²) and disabled access into existing (164m²) 	£55.4m
Town Hall – Library move, Theatre improvements and cantilever restaurant (100m ²)	£10.5m
New Theatre (3,000m ²)	£13.6m
Total	£83.7m



Alexander Wilson statue and Paisley Abbey

While consultation with key stakeholders including the community planning partners and local and voluntary organisations took place during the early stages of the strategy, a truly collaborative approach and delivery of the action plan will require additional buy-in from the community at every level including input into proposed delivery structures.

Renfrewshire Council sits at the heart of this process, recognising the importance of and coordinating support from the following principal sectors:

- Central Government
- National Museums Scotland
- National Galleries Scotland
- Community and Voluntary Sector
- Private Sector
- Public Sector

It will also require strong leadership that will coordinate a multi-disciplinary approach involving many organisations and individuals with a wide range of expertise, experience and capacities. Key tasks to be coordinated include:

- aligning policy and resources in the delivery of the Town Centre Asset Strategy;
- the creation of a Regeneration Delivery Fund;
- facilitate alternative funding models/approaches e.g. investment vehicles/receipts; and
- pump prime infrastructure to attract private sector development.

The Ability to Deliver

Relationships and coordination between agencies should be advanced to avoid issues such as fragmentation of responsibility and lack of coordinated governance and structures.

There is an identified need to place responsibility and the means of delivery in one place and coordinate this delivery. Beyond the delivery of capital projects, the Council may need to frame appropriate mechanisms for dealing with this as part of a partnership approach with government departments and other key stakeholders.

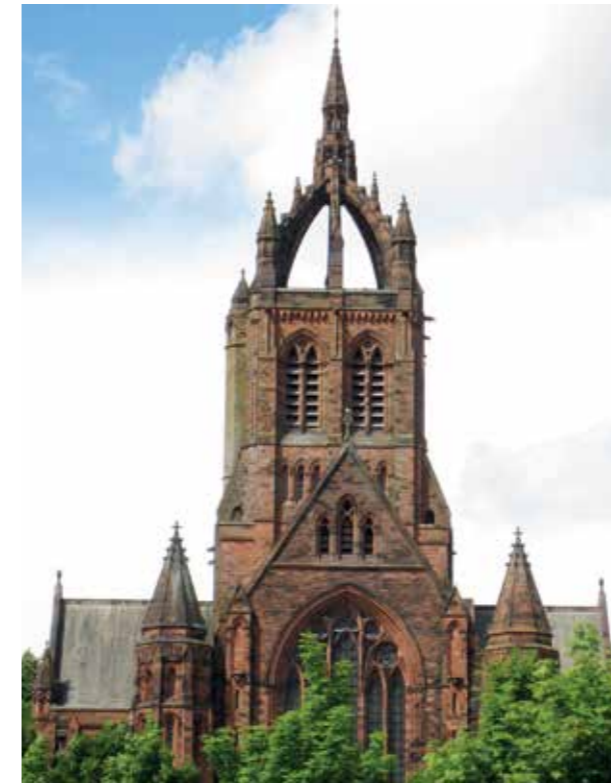
Setting Priorities

The austerity era in public financing will demand that the Council is selective in directing resources to where they will produce the greatest benefits for the entire town. The Council must focus these resources and select its short list of game-changing projects and commit to them. This requires continuous and focused alignment between the investment programme and achieving key elements of the strategy in line with timescales identified.

Development Trust Structures

The potential role of development trusts should be considered for the sustainable management of some of the more significant assets and in particular the:

- Thomas Coats Memorial Church;
- Paisley Museum; and
- wider collection of cultural assets.



Thomas Coats Memorial Church



Former Territorial Army Building

Development Trusts are enterprises created by communities to enable sustainable development in their area. A development trust is usually a company limited by guarantee with charitable status. Profits cannot be distributed to members, but must be used for the further benefit of the local community.

The board of a trust is made up of representatives from the public, voluntary/community and private sectors; these (along with individuals and additional funders if appropriate) may be elected from 'voting sections' of the membership. The board is the policy-making body and is unpaid; paid staff may be employed to carry out the day-to-day operations of the trust. A trust may set up subsidiary organisations to further its objectives, for example trading companies whose profits are covenanted back to the trust.

The Trust would expect to obtain revenue to fund its operations and activities both from grant income and trading income. Core funding (for staff and running costs), particularly in its first few years, might come from a variety of public sector sources. Private sector sponsorship might be obtained, including help in kind such as secondments. Charitable funding could be sought for specific projects.

The Development Trust Association Scotland (DTAS) is a network of community enterprise practitioners dedicated to helping people set up development trusts.

5.7 RECOMMENDATIONS

Some important actions and organisational change is required from the outset to deliver on the potential that is set out in this strategy. The following recommendations should be the first consideration once the Council commitment is in place:

- Align the support of community planning partners and anchor institutions to help deliver key aspects of the strategy for learning and well being. The University of the West of Scotland and the NHS in particular.
- Appoint an internal interim task force, augmented by new tourism skills to drive the strategy leading to quick wins, the OBCs, driving the dialogue, managing community participation, setting the brief for an external delivery body asap.
- Embark on a community and stakeholder consultation process to build consensus around key interventions.
- Establish a regeneration baseline using resilience data /econometric model.
- Commit to entering a bid for the 2021 UK City of Culture competition.
- Formally benchmark the Paisley assets against World Heritage Status candidacy.
- Prepare immediate action to take into care the most vulnerable assets, e.g. Thomas Coats Memorial Church.

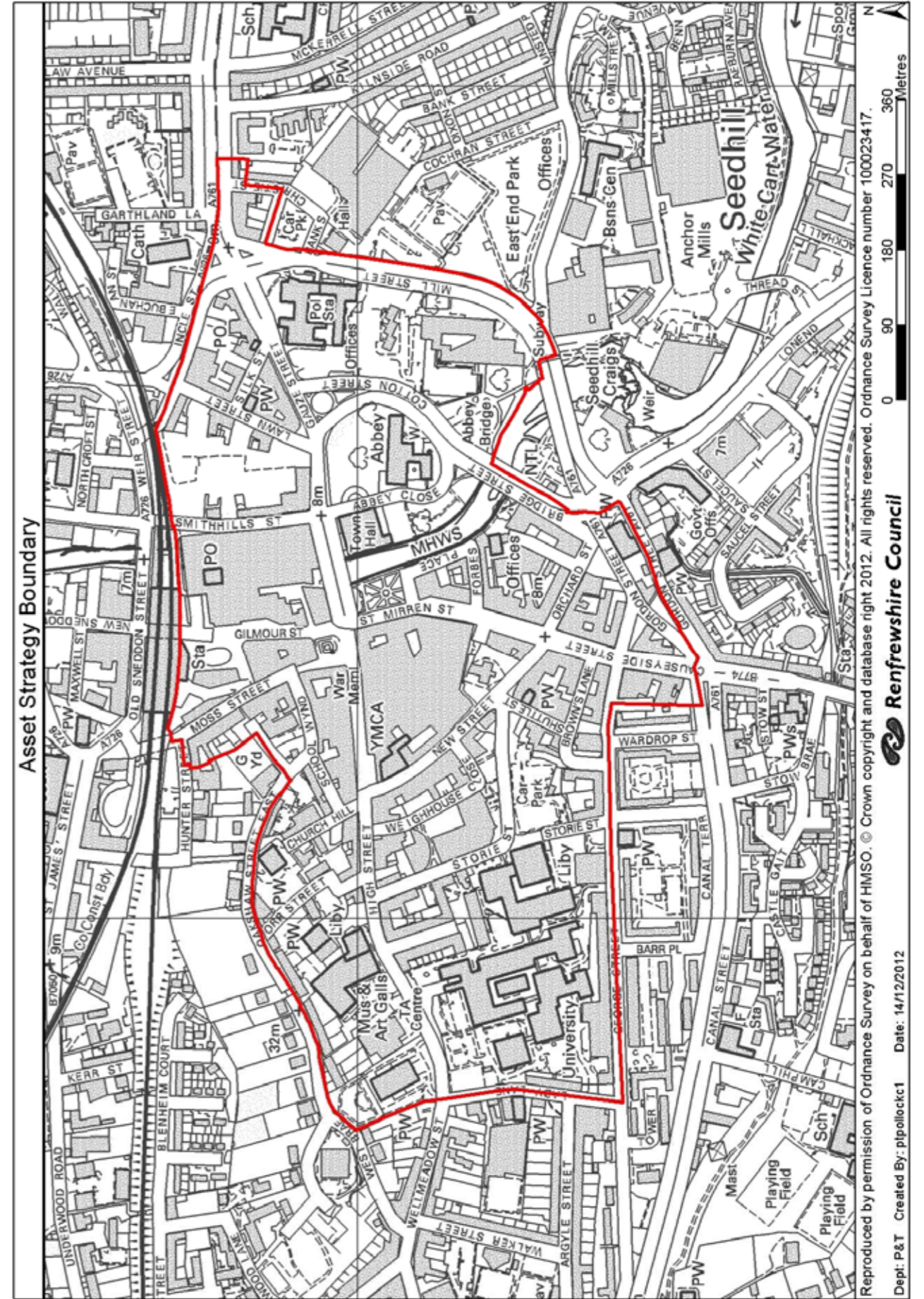


*The Council will use the Paisley
Town Centre Asset Strategy as a
springboard for Paisley to bid for UK
City of Culture status in 2021.*

APPENDICES

APPENDIX 1

ASSET STRATEGY STUDY AREA



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Dept: P&T Created By: pipilockt1 Date: 14/12/2012

Renfrewshire Council

APPENDIX 2

HERITAGE ASSET REGISTER

TABLE 1: PAISLEY BUILT ASSETS/MAIN ATTRACTIONS

Attractions	Address	Owner	Conservation area	Accessibility	Importance (N)/ Regional (R)/ Local (L)	Condition	Potential Use	Risks 1=High 5=Low	Known Proposals	Priority	Significance	Potential
Paisley Abbey & Place of Paisley	Abbey Close	Church of Scotland	Yes	Good	N	Good	Additional use of meeting rooms and as a concert venue.	High maintenance costs for the building together with financial constraints. Risk level: 1.2	Proposed new visitor centre, dependent on securing development funding.	High	Large monastic building located east of the River Cart dating from the 12th century. Both the Abbey and the neighbouring 17th century Place of Paisley are constructed of stone and are the most prominent buildings (along with the Town Hall) within the Paisley townscape.	The visitor potential for this building complex and associated structures within the Abbey precinct is high at around 50,000 visitors per annum. Both the Abbey and Town Hall could be utilised as joint venues (e.g. themed festivals using multiple venues).
Abbey Drain	Abbey Close	Renfrewshire Council	Yes	Poor	N	Fair	Visitor attraction/ close connection to Abbey project.	Potential not realised. Risk level: 9	Pre-feasibility stage.	Med	Multi-phase subterranean structure dating from the medieval period and extending to a length of c. 90m (but probably longer). The navigable section, discovered archaeologically in the early 1990s, is accessed via a surface manhole cover. The drain appears to start from a point south of the Abbey and extends west towards the northern bank of the river.	The structural condition of the navigable sections of this structure is good and has the potential to be part of a heritage trail.
Town Hall	Abbey Place/ Gauze Street	Renfrewshire Council	Yes	Good	N/locally significant/ high profile and central part of town centre.	Good	Library/ cafe/ conference venue. Potential for a mini-museum to inform visitors of full museum five minutes walk away.	Limitations of building use, increased costs to maintain. Risk level: 8	Fabric repairs July 2012. The 2008 feasibility study identified refurbishment plans to include re-location of lending library (5 to 10 years).	High	Late 19th century civic building, designed in the French Gothic Grandeur style by architect W. H. Lynn (Belfast) and sculptor James Young (Glasgow). Building occupies the eastern bank of the White Cart River and fronts the southern side of Gauze Street. Imposing dressed-stone structure, which has recently undergone refurbishment, mainly external.	This building contains a number of rooms for public leisure/ recreation. It forms part of the group value with the Paisley Abbey Complex, the former burial ground (now open space) and the eastern section of the High Street; building makes a positive contribution to the general streetscene as well as an important social and official function venue.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (N)/ Regional (R)/ Local (L)	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Smd' Stot Cottages	11-17 George Place and 14 Shuttle Street	Old Paisley Society	Yes	Good	L	Fair	Improved museum facilities.	The property requires ongoing maintenance and currently managed by volunteers. Financial constraints. Risk Level: 1 1	None	Med	Late 18th/early 19th century building complex in Shuttle Street, comprising weavers' cottages, adjoining workshops and courtyard. Building complex, restored in 1985 now forms a museum devoted to the working lives of Paisley cottage weavers. Many objects including several looms have been restored and are on display. This building complex is one of only several weaving cottages in Paisley that have survived wholesale development within this part of the town (see also Tannahill's Cottage [SIR Building No. 43]).	This building complex is an essential visitor attraction which details the working lives of the people who lived and worked in bygone Victorian Paisley.
Coats Memorial Baptist Church	High Street	Trustees of Thomas Coats Memorial Church, High Street, Paisley PA1 2BA	Yes	Fair - access via steep stairs.	N	Good	Museum/venue/ sculpture studios	Declining congregation and ability of trustees to continue to manage/maintain such a large building. Medium term risk that the church may relocate leaving the building empty. Risk Level: 1 5	None	High	Large non-conformist church, designed by architect H. J. Blanc, constructed in 1894. The building is cruciform in plan with central tower, nave and aisles. Internally there is a wealth of decorative fixtures and fittings, many in the Arts and Crafts style including rare wallpaper and stencil patterns (on wood). Also present is a fine example of a gothic-style pulpit and baptism bath (made from marble). Large under-croft used by the university but could also be used as part of a multi-site venue.	The main space within the church has good acoustics, ideal for music concerts. Impressive ornate frontage with stepped approach. Regarded as one of NW Europe's most impressive non-conformist churches and a dominant feature within the West End street scene.
Paisley Museum and Art Galleries and Library	High Street	Renfrewshire Council	Yes	Good	N	Fair	Potential to improve museum display, refurbish and extend the museum building. Potential for smaller collections held in storage to be located centrally within the town centre.	Decline of the building fabric. The building is in need of maintenance and as the current ramp leads to a secondary entrance improvements are required to ensure the building is DDA compliant. It currently does not offer the best visitor experience (building condition only). Risk Level: 1 1	Relocation of lending library to Town Hall as well as various ideas for improving the museum, from access issues to improved décor and exhibition space.	High	Large multi-functional, mainly stone-constructed building complex, constructed in 1871 and extended in 1882, 1901 and 1933. The building complex was further extended in 1974 when stores and a new gallery were added to the rear. The distinct High Street façade is constructed in the classical style with steps leading to an entrance via a pedimented portico supported by four Ionic stone columns. Internally, the building complex is on a number of levels, the principal room being the main museum gallery. Building complex is in need of repairs and is currently receiving limited refurbishment. The building complex has a group value with the Coats Observatory to the rear (located on Oakshaw Street).	Better use of the gallery space is required. Library (and reference library) should remain at this venue. More engagement with the public needed.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (N)/ Regional (R)/ Local (L)	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Liberal Club	32 High Street/ 25-27 School Wynd	Private ownership	Yes	Good	L	Fair/poor	Continued use as a club, community facility, event venue or residential use.	Upper floor appears to be unused. Building condition is declining. Risk Level: 1 2	None	Med	This building was designed in the Renaissance style by architect James Donald and dates to 1886 with later additions. The building, finished with an ashlar band, comprises three storeys to the rear and four storeys facing High Street; façades join to form an attractive semi-circular corner. Modern shop frontages occupy the ground floor. Within the eastern section of the building is a round-headed door-piece with consoled cornice and balustraded canopy, which provides access to the Liberal Club located on the 1st floor. The internal layout of the 1st floor includes a large bar/saloon area with ornate decor throughout and a larger high-ceiling billiard room. A corridor with a fine set of stained glass window casements depicting past Liberal Prime Ministers occupies the northern and western flanks.	This building is in a poor state of repair (both externally and internally); however, if renovated to a high standard, this building would be an important venue for clubs and society meetings as well as local functions.
Former Territorial Army Building	76 High Street	Private ownership	Yes	Good	R	Poor	Various	Potential loss of building and negative impact on town centre/ heritage cluster. Risk Level: 1 5	None	High	Scottish Renaissance-style building, designed by Paisley architect T. G. Abercrombie constructed in 1896. Building comprises four storeys. The High Street ashlar-banded façade has a three-bay centre block flanked by two gabled two-bay wings slightly advanced from the main façade and symmetrical. Main door is set in keystone round-headed surround flanked by blocked Roman Doric columns on stone pedestals. Building supports a pitched slate roof with leaded Art Nouveau-style bell-cote. Flanked either side of the roof line are corniced stacks.	Building makes a positive contribution to the West End streetscape.
The Coats Observatory	49 Oakshaw Street	Renfrewshire Council	Yes	Fair	N	Fair/Poor	Continued	Significant visitor attraction suffering from a lack of basic investment. Decline of building fabric and visitor experience. Risk Level: 1 3	None	High	Unique purpose-built 19th century observatory, constructed of stone in 1884. Internally, the three-storey building comprises a planetarium and observation platform. The building has a number of important architectural fixtures and fittings including dedicated stained glass panels, ornamental insignia and distinctive moulded door and window casements.	Based on previous and ongoing events within this building, the potential as a special interest tourist attraction is high

TABLE 2: PAISLEY BUILT HERITAGE ASSET SHORTLIST

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 1-5=High 1+ Low	Known Proposals	Priority	Significance	Potential
Blackhall House	Blackhall Lane	Private ownership	No	Good	L	Poor	Hotels/office/residential.	Loss of building: Risk Level: 9	Medium	Medium	The building's regular elevations are good examples of those found on large mill buildings. This mill may well be the only purpose built silk throwing mill in Scotland, and was built for D Speirs and Son in around 1848. The remaining 4-storey range and tower are important examples of industrial architecture and make a valuable contribution to the social and economic history of the town, as well as to its streetscape, and given the loss of many of these types of buildings, are an important survival.	Blackhall House is a very prominent building located on the South bank of the White Cart River; it is highly visible from many vantage points across the town. Historically this area was Paisley's industrial heartland; successive OS maps show the increasing number of large complexes of mills and other works in the area.
Russell Institute	Causeyside Street	Greater Glasgow & Clyde NHS	Yes	Good	N	Good	Hotel/office/residential/restaurant.	Continued decline/negative impact on TC. Risk Level: 15	Renfrewshire Council has secured Scottish Government and HS funding to refurbish this building.	High	Monumental building designed by architect J Steel Maikland (from the Abercrombie Practice) with sculpture work by Archibald Dawson; constructed in 1926-7. Former public building located on the corner of Causeyside Street and New Street. It appears that no expense was spared in the construction of the building, using bronze and stone sculptures on the exterior of the building and, internally, high quality fixtures and fittings. The Russell Institute was opened by HRH Princess Mary on 19th March 1927. Money to construct the building was donated by Miss Russell (who died before it was completed) as a memorial to her two brothers, Robert and Thomas Russell. It was built as a child welfare clinic. The building was upgraded to category A in October 2005.	New office accommodation

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 1-5=High 1+ Low	Known Proposals	Priority	Significance	Potential
Former Co-op building	2 Forbes Place and 25-29 Causeyside Street	Private ownership	Yes	Good	R	Good		Low uptake of space, decline of building and negative impact on the TC. Risk Level: 8	None	Med	Four-storey building terrace with attic space designed in the Free Renaissance style by architect Robert B. Miller and constructed in 1907-8. Causeyside Street frontage has seven symmetrical bays with gabled and centre bays. Building, finished in ashlar, has curved corner and one returned gabled bay at its northern section. Ground floor has modern shop frontages; however, pink granite columns (on stone pedestals) flank a central doorway. The upper floors have channelled masonry between bays.	This building forms part of a busy late 19th and early 20th century street scene.
Oakshaw Trinity Church	Oakshaw Street East	Church of Scotland	Yes	Good	N	Good	Continued	Condition of building declines. Risk Level: 6	None	Low	Church designed by architect John White, constructed in 1754-6 with a steeple added in 1876-7 by architects Remison and Scott. Building contains a number of original fixtures and fittings and is located on the highest point within the Paisley townscape.	This building along with others within Church Hill and Oakshaw Street forms an important group value.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 15=High 1= Low	Known Proposals	Priority	Significance	Potential
County Square	1-5 County Square, 15 Gilmour and 20 Moss Street	Private ownership	Yes	Good	R	Poor	Retail/ office/ residential.	Continued decline of the building and impact on the town centre. Risk Level: 12	None	Med	A terrace of buildings occupying the southern part of the square in Gilmour Street. Terrace dates to c. 1830 and are present on Knox's plan of 1839 plan. Building group comprises a three-storey terrace finished in an ashlar band. Five bays form the Gilmour Street frontage whilst further bays are present in County Place/Moss Street. Both frontages converge to form an attractive corner. The ground floor is occupied by modern shops except at corner of County Place and Gilmour Street. The upper floors remain in good condition, showing the fine stonework and details of period. Elevations support a slate tiled roof.	Building terrace forms a continuous and positive addition to the streetscene of Gilmour Street.
Gilmour Street Train Station	County Square/ Old Sneddon Street	Network Rail	Yes	Good	R	Good/ retail to Old Sneddon Street – fair/poor	Retail/ office space.	Decline of shop units/vacancy rate. Impact on the town centre, central point for the arrival of visitors, acting as the main gateway to the town. Risk Level: 9	None	Med	Two-storey railway station building designed in the Castellated Tudor style dates to c. 1840. Building, finished in ashlar, has a later extension and alterations. Gilmour Street elevation is symmetrical, comprising five bays at its western section. Gilmour Street elevation has moulded four-centre arched entrance (leading to ticket office and main access to platforms). Stone mullioned window casements. Later (19th century) doors inserted to inner west and outer east bays. Stone battlements over outer and centre bays, hiding a slate hipped roof. The later eastern section is an asymmetrical curved section of five bays. Main access is via a flat-headed doorway, flanked by two light windows to ground. To the east of this building section is a 19th century Renaissance-style 13-window extension, five of which extend over Gilmour St and eight on an arched viaduct to the east. Viaduct to the east is contemporary with the earliest phase of the station. Northern elevation of the station stands on Old Sneddon Street, but according to the Listing note, is of lesser interest. This building, located north of a central pedestrian courtyard, is of an unusual architectural style and in contrast to other buildings within the Gilmour Street catchment. However, it provides a significant focus to what is an attractive and diverse streetscene.	Retail/office space

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 15=High 1= Low	Known Proposals	Priority	Significance	Potential
Templar Halls & Terrace Building	4 Dyers Wynd	Private ownership	Yes	Good	R	Fair. Unknown however the building has been under-used for some time.	Residential/ commercial.	Continued decline of the building with no suitable use found. Less visible building however historically and architecturally significant. Risk Level: 15	None	Med	This building was a former cinema, known as the Royal Animated Pictures, which was opened in 1910. The cinema occupied the upper floors of the halls and was the site of a fire in 1929, when 71 children died on Hogmanay, the result of a panic stampede and locked exits. This tragedy is the worst cinema disaster in Scotland's history. Based on information from the Cinema Theatre Association, the original ceiling and much of the upper auditorium remains intact. Despite the opening date of the cinema, the building actually dates to 1881, with a complete interior renovation in 1981. Currently, the building offers offices and meeting hall space and comprises three-storeys. East elevation (terrace buildings) is constructed of five-bays and is in the Italian Renaissance style, finished in an ashlar band. The centre doorway (later converted to a tripartite window) is constructed of a round-arch and is flanked by banded pilasters on stone pedestals. Further fixtures, fittings and furnishings decorate the elevations.	Despite the tragedy of 1929, this is an attractive building that is a positive contribution to the streetscene, as well as an important historic landmark.
Methodist Central Hall	2-4 Smithills Street and 7-9 Gauze Street	Trustees of Paisley, Central Hall, Methodist Mission, 7 Gauze Street, Paisley PA1 1EP	Yes	Good	R	Fair	Continued use/music venue/arts	Impact from the costs of maintenance, together with the building not being used to its capacity. The decline of the building would be a potential risk to the town centre and this heritage cluster. Risk Level: 11	In fairly good condition within. Previous study into potential change of use to a music venue. Link to Loud 'n' Proud and Paisley Grammar Music Department. Recent investment in lift maintenance.	Med	This imposing building located opposite Paisley Abbey was designed by architects Watson and Salmond in the Free Renaissance style and constructed in 1908. Its three-story building, finished in an ashlar band, comprises a series of halls and shops. Gauze Street has eight bays and 11 in Smithills. The central door has architrave and panelled pilasters with consoles and urns (typical of this period). Flanking either side of the door are pairs of shops with original frontages. First and second floors of both street frontages have decorative stone furnishings and ornate window casements. Elevations support a slate roof.	Building provides a positive contribution to the Gauze Street streetscene.
Amotts	11 Gauze Street and 6-8 Smithills Street	Park Lane Development (Renfrewshire LLP)	Yes	Good	R/locally significant/ high profile	Poor	Retail/ office/ residential	Market conditions. Continued decline of Category B listed building. Negative impact on the town centre and heritage cluster. Risk Level: 15	Proposal for residential development being considered.	High	Department store building designed by architect Steel McIlhland and constructed in 1925. Building comprises three storeys and attic space. The Gauze Street elevation is of seven bays and is finished in ashlar. The ground floor has a set of bronze-framed display window casements. The elevations support a mansard roof with skylights.	Building provides a positive contribution to the Gauze Street streetscene.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Former Fire Station	21 Gordon Street	Private ownership	Yes	Fair	R	Poor	Residential/ hotel/ commercial.	Further decline of building. No alternative use is established and the negative impact on the town centre. Risk Level: 1.5.	None	High	Building complex comprising fire station headquarters, tower and training yard, constructed in 1897 and designed in the Renaissance style. The fire station headquarters is a three-storey tenement with conical roof, curved and turreted corner at its western end. Elevations on Gordon and Johnston Street are symmetrical and finished in fine stone and brick decoration/detail. North-west frontage has outer gables linked by a parapet. A depressed-arched arcade at ground floor level has vehicle openings with bipartite detail above. South-west elevation is part single storey. Beyond this is a courtyard entrance. Within the same area is a crenelated tall brick-built practice tower.	This building complex is in a poor state of neglect but given the appropriate investment would make an ideal night venue.
St. Matthew's Church of the Nazarene	Gordon Street - Orchard Street	St Matthew's Church of the Nazarene	Yes	Fair	N	Good	Continued	Potential declining congregation.	None	Low	Large ecclesiastic building designed by architect W. D. McLellan in 1907. Building is largely designed in the Art Nouveau style with elements of Perpendicular Gothic incorporated into various sections of the building; external elevations are finished in ashlar. Building comprises a nave and aisles with halls and adjoining offices attached at rear (to the west). Internally, an organ is housed inside arch of chancel. The internal roof layout includes a complex queen post and collar beam roof arrangement. Throughout, the building contains 'outstanding' furnishings that were mostly designed by McLellan, including organ case, font and pulpit. The window casements contain small patterns of coloured glass except for stained west window. The vestry has a fine tiled fireplace and built-in cupboards. As part of the listing, the McLellan designed boundary railings and notice board are also statutory protected.	The building and its railings make an important contribution to the streetscene, in particular, the massing and setting qualities within this part of the town. Apart from the positive aesthetic qualities this building has to offer, the internal space would be an ideal venue for small concerts and recitals.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (National (N)/ Regional (R)/ Local (L))	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Burtons Building	6-8 High Street	Private ownership	Yes	Good	R	Good	Residential/ hotel/ commercial.	Decline of building fabric and impact on TC. Risk Level: 9	Continued use as a retail outlet.	Low	Building dating to 1929-30, designed by Leeds architect Henry Wilson in the Art Deco style. Architect was responsible for designing all the Montague Burton tailoring chain. Building comprises three-storied with five bays fronting High Street. Building occupies a prominent part of the eastern section of the High Street.	Nationally, the Burton building style is an iconic statement and the Paisley branch is no exception. This building, strategically located opposite the Town Hall, is an important building that typifies the Art Deco movement.
Former Pound Shop (next to WHS)	18 High Street	Private owner	Yes	Good	R	Fair	Residential/ hotel/ commercial.	Continued decline of the building and no alternative use found. Currently listed on the Buildings at Risk Register. Risk Level: 1.5	None	Med	This building, forming part of a northern side of the High Street redevelopment scheme of 1880-6, was constructed in the Thomesque classical style, around 1880. The building, finished in ashlar, comprises three-storied and attic space. The High Street frontage is formed from five bays and was built as a commercial building. The ground floor is a modern shop. Upper section of the High Street elevation has fine stone décor including Tuscan pilasters rising through 1st and 2nd floors. Carved aprons rise to the 2nd floor. Upper section of the 2nd floor comprises continuous eaves entablature with dentilled cornice and parapet with acroteria. The slate mansard roof has three pedimented dormers.	This building, along with others of this period, provides a unique late 19th and early 20th century streetscene of an array of diverse architectural styles.
Masonic Hall (former Priceless Shoes)	20 High Street	Private ownership	Yes	Good	R	Fair	Residential/ hotel/ commercial.	Continued decline of the building and no alternative use found. Currently listed on the Buildings at Risk Register. Risk Level: 1.5	None	Med	High Street building, designed in the French Renaissance style and dating 1862. This building forms part of a major rebuilding programme in the High Street between 1880 and 1886. The building, finished in ashlar bond, comprises three storeys with attic space. The High Street façade is of three bays with ground floor space utilised as retail. Located within the central section of the 1st floor is a seated statue, which is in a framed niche. Corinthian pilasters decorated with lozenges and triangles extend through the upper section of the façade. The 2nd floor window casements are similar to those on the floor. Elevations support a Mansard slate roof with three steeply-aligned pedimented dormer windows. Either side of the roofline are chimney stacks with diminutive segmental pediments.	This building forms part of an architecturally significant High Street streetscape.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (N)/ Regional (R)/ Local (L)	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Kelvin House	Marshall's Lane	Renfrewshire Council	Yes	Good	R	Fair	Hotel/museum/residential.	Continued decline of building and if no alternative use is found this will have a negative impact on the Abbey heritage area. Risk Level: 12	Potential hotel use.	Med	Kelvin house is a good example of the work of J S Maitland. James Steel Maitland was one of the most important architects working in Paisley in the first half of the 20th century. He had worked as principal assistant to T. G. Abercrombie (another leading Paisley architect) from 1920, became a partner in 1923 and continued the practice after Abercrombie's death in 1926. Maitland designed a large number of buildings in Paisley, which at this period were distinguished by their well-proportioned slightly Art Deco façades and bands of horizontal glazing. His most famous building is the Russell Institute. Kelvin House was built in 1937-9 and 1949 incorporating mid 19th century fabric, the principal elevation is Art Deco in style.	Kelvin House sits opposite Paisley Abbey and enjoys views of this important landmark and the nearby White Cart River. The building also makes a positive contribution to the streetscape
Former Photographic Society building	51-55 Oakshaw Street	Renfrewshire Council	Yes	Good	L	Fair	Residential/office.	Continued decline of building fabric. No alternative user found. Impact on Oakshaw Conservation area. Risk Level: 12	Potential extension to observatory facilities.	Med	Early 19th century. Pair of two-storey, three bay houses, number 51 with attic. Painted droved ashlar with polished dressings. Raised strip at centre between houses. Contrasting painted base course and cills. Plastered and corniced doorpieces with blocks over that of no. 51 at left, that of no. 55 at centre. Eight pane sashes to no. 51; 12 pane to no. 55. Eaves band. Slate roof with rendered stacks and canted and plicated dormer to no. 51.	Contributes towards the character of the Oakshaw Conservation area and located next door to the Coats Observatory, which is a special-interest tourist attraction.

Attractions	Address	Owner	Conservation area	Accessibility	Importance (N)/ Regional (R)/ Local (L)	Condition	Potential Use	Risks 15=High 1+ Low	Known Proposals	Priority	Significance	Potential
Tannahill's Cottage	11 Queen Street	The Paisley Burns Club	No	Good	R	Good	Heritage attraction.	Decline of building. Risk level: 6	None	Low	Single storey weaver's cottage built in 1755. Single storey cottage, recently restored due to accidental fire damage. Building constructed of bonded rubble stone and ashlar dressed, comprises six bays and supports a pitch slate roof (originally thatched). Internal arrangement includes door opening leading to central hallway with principal rooms to the north and south. Heritage plaque reads Robert Tannahill, born 1704, died 1810. Home of the Poet from early infancy till his death.	Building is located within a dense residential tenement area and is currently used as a meeting place.
Hugh Smiley Annex	Storie Street	UWS	No	Fair	R	Fair	Residential/offices.	Decline of building fabric. Risk level: 9	None	Low	Building designed by architects Craig Barr and Cook and constructed in 1911-12. Building comprises two storeys and three bays (with an advanced centre bay). The Storie Street façade is finished in an ashlar bond. Façade contains a number of ornate carved stone fixtures and fittings including porch and window casements.	Building stands within an area of the town that is dominated by buildings that date to the mid to late 19th century and therefore disrupts, in a positive way, the continuity of the streetscene.
St. Mirren's Cathedral	Incle Street	The Catholic Diocese of Paisley	Yes	Good	R	Moderate – proposals drawn up to carry out substantial refurbishments works.	Continued /concert venue.	High maintenance and refurbishment costs for the building together with financial constraints. Risk level: 12	Plans to undertake a major refurbishment, costed at £1.2 million	Med	Designed by Thomas Baird, 1930-32, this is a Romanesque cathedral church with canted apse and tower-flanked narthex. Cream sandstone, squared and necked with ashlar dressings, stone mullions. Sawtooth coped buttresses, nookshafts and scalloped corbel tables. Round-arched openings.	This building makes a positive contribution to the general streetscene and accommodates a number of religious, community and social functions. This building has capacity for 1,300 people and there is potential for use as a concert venue.

TABLE 3: COLLECTIONS

Name of Asset	Address	Significance	Notes
Stoddart Sculptures	UWS	Contemporary artist/sculptor with a studio in Paisley producing various commissions that are influenced by Classical and Neo-Classical styles. Stoddart's work is synergistic with much of the late 19th century architectural frontages that occupy High Street.	Arts and culture/International draw/link with Paisley. Exhibition and studio space required. TA building under consideration.
Paisley Shawls (approx. 1,000 specimens)	Paisley Museum & Art Galleries	Large collection of different woven shawls dating from the early 19th century. One particular shawl woven to an 1842 patent, with symbols signifying the countries of the United Kingdom, produced for the christening of the future Edward VII. Associated with this important collection is the machinery and documentary archive. Paisley Museum employs a 'Weaver' in Residence; looms are in working order. Recognised Collection of National Significance to Scotland. One of only 38 and the only held in Renfrewshire.	Fashion and textile international draw/link with Paisley.
Arbuthnot Missal	Paisley Museum & Art Galleries	The Arbuthnot Missal dates to c. 1482-1492 [1491] and comprises 246 pages; many are enriched with decorative page borders, Gothic script, curling flowers and painted capital letters. The volume was written by parish priest James Sibbald for use in his church at Arbuthnot in Kincardineshire, and has within it a unique full-page illustration of St Ternan (the Apostle to the Picts), believed to be one of the earliest-ever Scottish portraits. The Arbuthnot Missal is a unique Pre-Reformation Service Manuscript of prayers texts that was presented by Archibald Coats of Woodside. The Missal is the only complete service book of its kind known to have survived the Reformation in Scotland.	Religious interest/link to Coats family. Potential for lending/income generation.
Birds of America, John James Audubon	Paisley Museum & Art Galleries	Complete set, five volumes of 'Birds of America' 1831, coloured engravings in a double elephant folio by John James Audubon (1788-1851), American birds, considered to be in the best condition of any held in Scotland. Also available: Alexander Wilson (1766-1813), 'American Ornithology or The Natural History of the Birds of the United States'; eight volumes of hand coloured engravings and text, Philadelphia, 1808-1814. Considered to be in the best condition of any held in Scotland.	Arts and culture/International draw/potential for exhibition/overseas lending.
Charles Souter Photographic Collection	Paisley Museum & Art Galleries		
Archaeology collection	Paisley Museum & Art Galleries	Collections from prehistoric, Roman and medieval times. Current display focuses on Ancient Egypt. Specific objects: green faience double lotus pot, in the shape of Hes Jars, 26th Dynasty, 600 BC; Egyptian mummy of 11 year old boy from Karnak, late period; Assyrian Bas Relief, 8th century BC, from Palace of Nimrud, Assyria (now Iraq); Bronze Age spear; canoe prow ornament, carved wooden idol, from the Marquesas Islands, Magdalenan; Bronze Age dugout canoe from Kilbrinie Loch, excavated 1952.	General interest/schools.
Social History/archives collection	Paisley Museum & Art Galleries	Includes: Paisley silver bells – 17th century horse racing trophy; Charleston Drum which was carried at Waterloo, later used to call union meetings in Paisley; Papal Bull to Paisley Abbey 1265, complete with seal; receipt for £500 extorted from Burgh of Paisley by the Jacobite Army 1745; Castle Sempole Estate Plan, 1780s, shows agricultural improvement; Jacquard Loom used in shawl weaving c. 1840 (in part); set of four silver communion cups, Paisley High Kirk, 18th century; shawl industry pattern books c. 1840s-1880s (approx. 60 specimens); Dean of Guild Plans for Paisley c. 1880s-1960s; unbroken series of meteorological records for Paisley, 1867-present; collection of archival and other material relating to local thread industry (Coats); Lochwinnoch silk pattern books, Caldwell Young and Co., c. 1910; Fleming and Ferguson shipbuilding photographs; Paisley local history photographic collections c. 1860-1970.	History of Paisley – social and political history/weaving and textiles
Natural History (70,000 specimens)	Paisley Museum & Art Galleries	Contains animals, plants, fossils, rocks, minerals, etc. Most specimens from Renfrewshire but many from the rest of Britain and abroad. Includes: pair of passenger pigeons, now extinct. Also: 'Buddy the Lion'.	General interest/schools.

Name of Asset	Address	Significance	Notes
Zoology (3,000 specimens)	Paisley Museum & Art Galleries	Museum houses a number of diverse taxidermy specimens from around the world. Collection also includes 300 birds, skeletal material, mounted mammals, skins, mounted specimens, casts, animals preserved in spirit and microscope slides.	General interest/schools.
Coins, medals and tokens (approx. 45,000 specimens)	Paisley Museum & Art Galleries	Collection comprising approximately 3,400 specimens, includes the J.R. Lockie collection of Communion tokens (c. 80 tokens). Tokens date between the 18th and 19th centuries, pieces made from lead and pewter. Lockie was a leading specialist on later post-medieval coinage.	General interest/schools.
Abbey Drain medieval objects	Paisley Museum & Art Galleries	An assemblage of medieval objects found during archaeological investigations in the Paisley Abbey Drain, mostly dating from the early 15th century when the drain appears to have silted up. Artefacts represent the life of monks at Paisley Abbey, including the earliest example of polyphonic music found in Scotland etched on slate; dice, lead cloth seals and a chamber pot. Finds also included the remarkable preservation of imported cloth from the Netherlands and Italy, indicating the importance of Paisley's international trade connections.	History of Paisley – medieval history. Should be considered together with improvements to interpretation of Abbey Drain.
Arts and Ceramics	Paisley Museum & Art Galleries	Collection includes: 'Wallace Defending Scotland' oil triptych by David Scott (1806-1849); David Roberts (1796-1864), 'Church of Nativity', 1838, oil on canvas, painting; Noel Paton (1821-1901), 'The Parting of the Ways', 1881, bronze relief; Balgownie Altarpiece of Flemish origin, c. 1540-50; rare piece of surviving pre-Reformation church art with Paisley Abbey connections, oil on board, painting; George Henry (1858-1943), 'The Three Seasons Triptych', 1887-89, oil on canvas; J.E. Christie, 'Paisley Cross', 1868, oil on canvas; William Barr, 'Paisley Cross', 1910, oil on canvas; Noel Paton (1821-1901), 'Christ Bearing His Cross', oil on canvas, painting; William Kennedy (1859-1918), 'Spring', oil on canvas, painting; John Lavery (1856-1941), 'Paisley Lawn Tennis Club', 1889, oil on canvas, painting; Camille Jean Baptiste Corot (1756-1875), 'Un Marin Brumeux, Ville D'Auray', oil on canvas, painting; Bernard Leach (1887-1979), 'Tree of Life', ceramic; ceramics from Studio pottery collection, by Bernard Leach, Hans Coper, Lucie Rie, Shoji Hamada, Michael Cardew – unique collection, the best in Scotland of this type of material and second only to the Victoria and Albert Museum in British terms (listed objects are star objects – the rest of the collection is a representative collection).	Art and design/history of Paisley.
Piece of wood from the Titanic	Paisley Museum & Art Galleries	Details unavailable.	Miscellaneous.
Culture (approx. 940 specimens)	Paisley Museum & Art Galleries	Details unavailable.	
Health (approx. 289 specimens)	Paisley Museum & Art Galleries	Details unavailable.	
History of Science (approx. 101 specimens)	Paisley Museum & Art Galleries	Details unavailable.	Scientific history.
Photography (approx. 622 specimens exc. local history/archive)	Paisley Museum & Art Galleries	Mainly miscellaneous 'other photography' items (470), also includes photographic equipment and technique items (130).	Potential for lending/income generation.
Sport and Leisure (approx. 389 specimens)	Paisley Museum & Art Galleries	Mostly leisure (270) items rather than sport (80) ones.	Potential for lending/income generation.
Transport	Paisley Museum & Art Galleries	The Hillman Imp was the first model made by Rootes Motors Ltd in their Linwood car plant.	

Name of Asset	Address	Significance	Notes
Warfare and Defence (approx. 1,200 specimens)	Paisley Museum & Art Galleries	Comprises all collections relating to war other than weapons and accessories. Most items relate to the army (429) or life in wartime (452).	Potential for lending/income generation.
Weapons and Accessories (approx. 219 specimens)	Paisley Museum & Art Galleries	Mainly edged weapons (108) and firearms (56).	Potential for lending/income generation.
World Culture (approx. 2,487 specimens)	Paisley Museum & Art Galleries	Items mainly from Asia (739), Africa (655) and Europe (592).	General interest/schools.
First telephone instrument used in Scotland	Paisley Museum & Art Galleries	One of two used in the first telephone communication in Scotland. The other instrument is held by the National Museums of Scotland.	Potential for lending/income generation.
Smc' Shot Cottages	11/17 George Street	Social history museum charting the development and economy of Paisley's late 18th and 19th century weaving community. Museum houses an array of artefacts from this period including daily utensils and machinery used to produce cloth. The museum complex comprises four units including weaver's cottages and a two-storey residence (associated with the weaving industry); all units back onto an attractive courtyard. Note: the Paisley Weave was not produced on the small looms from these or other cottages within the town.	Attraction/weaving and textiles.
Paisley Threadmill Museum Collections	Mill End Mill, 12 Seedhill Road, Paisley PA1 1JS	Paisley thread mills, one of the town's largest employers, occupied Anchor Mill, Mill End Mill and Ferguslie Mill (and others); industry has now gone. The conservation group, The Old Paisley Society, in 1997 organised an exhibition in order to highlight the demise of the thread industry. In 2001, Mill End Mill was set aside for the Museum. The museum was given many items from thread companies prior to their demise.	Weaving and textiles.
Aeronautical History Special Collection, c. 1939-2004 (over 3,500 specimens)	UWS	Collection comprises over 3,500 items, including books, pamphlets, illustrations models, ephemera and other documents relating to all aspects of aviation history. Books and pamphlets are included in the Library's public catalogue. Themes include World War II aviation documents and periodical collections such as Air Britain and titles by publisher Ian Allen. Archive Ref: G80605 DC001.	General/not Paisley specific.
Ayrshire Sound Archive	UWS	Oral history project mainly comprising interviews with elderly residents who recapture the life and times in early 20th century Ayrshire. The archive is currently being held at Burns Monument Centre, Kilmarnock. Archive Ref: G80605 DC002.	General/not Paisley specific.
Burgh Records	UWS	Located within the Special Collections Room is the Burgh of Barrhead accounts (Records): 1948, 1959-1963, 1965-1973. Burgh of Johnstone accounts: 1931, 1935-1950, 1972. Burgh of Paisley accounts: 1907-08, 1923-24, 1930-31, 1932-33, 1960-1963, 1968-1973. Burgh of Renfrew accounts: 1961, 1971, 1972. Valuation rolls. Barrhead: 1970-71. Johnstone: 1964-65, 1965-66, 1968-69, 1970-71. Kilbarchan: 1963-64, 1965-66, 1969-70. Neilston (Landward): 1970-71. Paisley (Landward): 1969-70. Archive Ref: G80605 DC003.	Research interest/local history.
Colour Chemistry Archive	UWS	Uncatalogued collection. Archive Ref: G80605 DC004.	Scientific history.
Community Relations Council (CRC), West of Scotland Archive	UWS	Collection includes press releases, press cuttings, correspondence and other material relating to the work of the Council in the West of Scotland between 1980 and present. Archive Ref: G80605 DC005.	Research interest/local political history.

Name of Asset	Address	Significance	Notes
Hugh MacDiarmid Collection	UWS	Writer, poet and political activist Christopher Murray Grieve, otherwise known by his pen name Hugh MacDiarmid (1892-1978), was one of the most important poets of the 20th century and the driving force of the Scottish Literary Renaissance of the 1920s. A founding member of the National Party of Scotland in 1928, he was also an active member of the Communist Party of Great Britain, vigorously advocating both socialism and Scottish independence. Collection includes associated items including: press cuttings; photographs; correspondence; personalised Christmas cards; pamphlets; exhibition materials; biographies; listings of the works of Hugh MacDiarmid; self portrait by Hugh; books by and about Hugh; catalogue of Hugh's manuscripts from the National Library of Scotland; political speech by Hugh; poetry reviews by and about MacDiarmid. Archive Ref: G80605 DC007.	Arts and culture/political history.
Hugh McMahon European Parliament papers	UWS	Labour MEP for Strathclyde West 1984-1999. A collection of papers, pamphlets and correspondence which are arranged into 19 archive boxes, charting the European Parliamentary career of Hugh McMahon. Archive Ref: G80605 DC008. Labour MEP for Glasgow 1979-1994.	Political history.
Janev Buchanan Parliamentary Papers	UWS	A collection of papers and correspondence which are organised into 13 archive boxes, charting the parliamentary career of Janev Buchanan. Archive Ref: G80605 DC025. Comprises 'The James T Farrell Collection' (American writer) and the 'William Sharp/Fiona Macleod Collection' (Scottish writer).	Political history.
Konrad Hopkins Collections	UWS	Konrad Hugh Vernon Hopkins (1929-2010), lecturer in Social Studies at the University, donated several of his personal collections including: the James T Farrell Collection; the William Sharp/Fiona Macleod Collection; the records of Wilfion Books (Konrad's publishing company, responsible for the publication of several translations of text for UNESCO); and some original art works including busts by Sandy Stoddart and Benno Schorz (which are currently on display on the ground floor of the University Library); an etching entitled 'Girl Reading' by Pierre Bonnard is on display. Archive Ref: G80605 DC009.	History of Paisley and UWS.
Library Review/Reference Reviews Archive	UWS	Located within the Special Collections room is the Library Review from 1986 and of Reference Reviews from 1990. Collection includes a complete run of both journals (LR from vol.1 1927, RR from vol.1 1982) and archive of correspondence etc. Archive Ref: G80605 DC011.	Research interest.
Local History	UWS	Large collection of books, pamphlets etc. covering many aspects of Paisley's history and of West and South-West Scotland. Includes a significant number of local imprints, especially of Gardner's of Paisley. Miscellaneous local newspapers on microfilm. Three Statistical Accounts of Scotland. Archive Ref: G80605 DC012.	History of Paisley/local history/Gardner's – persons of interest.
Maps of Scottish Railways Archive c. 1839-1924 (297 maps)	UWS	Collection includes 297 maps, plans and drawings of Scottish railways from 1839-1924; various reports (including subscription contracts, statements of cost, estimates, subscribers agreement); House of Commons Bills and Minutes of Evidence; Bound volume of Caledonian Railway specifications and detailed estimates, 1899. Archive Ref: G80605 DC018.	General interest.
Mathematical Sciences Collection of Photographs c. 1974-2000	UWS	Collection of university group photographs of graduate and honours students from the Department of Mathematical Sciences. Photographs are printed in monochrome end of academic year 1985/86, then produced in colour until 2000. All photographs are mounted together with class list naming all students. Archive Ref: G80605 DC027.	Scientific history/niche interest.
National Union of Mineworkers Special Collection (over 100 specimens)	UWS	Collection includes 10 boxes of material donated by the National Union of Mineworkers via Professor John Foster, Department of Applied Social Studies, UWS. The mining collection contains over 100 items, comprising pamphlets, booklets, conference reports, memorandums, minutes of executive committees, minutes of divisional disputes committees, and STU congress annual reports. Reports and conference proceedings are, for the most part, included in the Library's public catalogue. Archive Ref: G80605 DC013.	Political history.

Name of Asset	Address	Significance	Notes
Norman Buchan Parliamentary Papers	UWS	Labour MP for West Renfrewshire 1964-1983 and for Paisley South 1983-1990. Collection includes 30 box files of Parliamentary activity of Norman Buchan MP. Contents include pamphlets, reports, correspondence, meeting minutes and finance material relating to the activities of the LP Scottish Council. Archive Ref: GB0605 DC014.	Political history.
Paisley College of Technology/ University of the West of Scotland Artefacts	UWS	An assemblage of scientific instruments etc. used formerly as teaching aids at UWS. Miscellaneous commemorative items (including a medal struck in the name of John Witherspoon celebrating the bicentenary of the American Declaration of Independence). This collection awaits cataloguing.	Scientific history.
Papers of Alexander (Sandy) Hutchison	UWS	Collection includes published materials by UWS lecturer and Scottish Poet Alexander Hutchison and various other authors; audio cassettes and video tapes made by Alexander Hutchison and various other sources between 1991 and 2009. Archive Ref: GB0605 AH029.	Arts and culture.
Papers of Lewis Fry Richardson	UWS	Lewis Fry Richardson (1881-1953): mathematician, physicist and psychologist (notable English scientist, who was Principal of Paisley College of Technology from 1920-1940). Collection includes 34 files of manuscripts and lecture notes, correspondence etc. between 1899 and 1983. Also included are scientific and technical books owned by Richardson, including his publications. Archive Ref: GB0605 DC010.	Scientific history.
Papers of Stuart S K Harvey	UWS	Papers of scientist who lectured at Paisley College of Technology from 1960-1994. Collection includes correspondence, memos, agendas, programmes from dinners, receptions, conferences, congress bulletins, collections of graphs and diagrams, journal articles, and written (1st draft) academic papers. Various typed copies and published academic papers. Collections of photographs. Chemistry booklet. HNC assessment records. Lined foolscap sheets of handwritten notes, exam papers and various sheets of acetate overheads containing text, diagrams and drawings. One Wang diskette collection of soap samples (6), collection of academic books (16). Archive Ref: GB0605 DC006.	Political history.
Parliamentary Papers	UWS	Collection comprising 170 volumes of facsimile reprints (by JUP) of 19th century parliamentary reports. Also bound volumes of Hansard (House of Commons), published between 1922 and 1990. Donated by the estate of the late James Maxton MP.	Scientific history.
Penguin Specials Series	UWS	Collection formed by the University Librarian Stuart James and donated to the University in 1995. Collection is largely complete, organised into three sections: the first series of Penguin Specials 1938-1944 (S1-S155); the second series from 1949 to 1987 (S156-S391). The earlier pre-war period is largely complete, but there are gaps between 1940 and 1945. The University Library holds a parallel collection of earlier titles in the Pelican Books series, as well as a substantial collection of paperbacks from a wide range of publishers on aviation topics. The collection also includes other related Penguin Books titles, especially the World Affairs series (grey and white covers) in the period between the first cessation of the Specials series in 1944 and its resumption in 1949. These titles are catalogued in an appendix. Archive Ref: GB0605 DC017.	Scientific interest.
Records of Paisley College of Technology/University of the West of Scotland c. 1898-2004	UWS	Collection includes papers dating between c. 1898 and 2004, comprising published documents (calendars, annual reports etc) and archival material. Archive was collected during research for the University's centenary history (Forward by Degrees, by Evelyn Hood). Collection also includes printed books belonging to the original Paisley College of Art and Design. Tapes (also transcriptions) of oral history interviews with former members of College staff. Archive Ref: GB0605 DC015.	History of Paisley/local history pertaining to art and science.

Name of Asset	Address	Significance	Notes
Scottish Local Government Information Unit; (Community Charge) Archive	UWS	Collection includes six archive boxes containing Scottish Local Government information on such issues as the Community Charge (Poll Tax) etc. Archive Ref: GB0605 DC019.	Political history.
Scottish Milk Marketing Board Special Collection c. 1940-1987	UWS	The Scottish Milk Marketing Board collection contains 11 ledgers containing c. 35,000 press cuttings arranged chronologically and two ledgers of press cuttings awaiting attention. A written history of the Scottish Milk Marketing Board is held with the press cuttings archive between 1947 and 1987. Archive Ref: GB0605 DC024.	Research interests.
Scottish Parliament	UWS	Comprehensive collection of local election leaflets etc. from constituencies across West and South-West Scotland, as well as other parts of the country. Additional newspaper cuttings, documents etc.	Political history.
Scottish Poetry Library	UWS	Collection housed at Ayr campus of UWS.	Arts and culture.
Scottish Schools Essay Competition Archive	UWS	A collection of winning entries (1991-92), original entries with correspondence, photographs of ceremonies etc. Archive Ref: GB0605 DC022.	Arts and culture.
Shipbuilding	UWS	Published histories of local shipbuilding and shipping companies, in particular companies associated with Paisley Dock. Model of the British Antarctic Survey Vessel John Biscoe (built on the Carr by Fleming and Fleming). Day book of shipping activities in the Clyde during the early 20th century.	Local history/special interest.
Special Collection of Photographic Negatives Paisley College/University of the West of Scotland c. 1972-2000	UWS	Collection also includes original negative film of Paisley and the West of Scotland. Photographs by college/university photographer Alistair Donald. Images were taken between c. 1972-2000. Archive Ref: GB0605 DC028.	Local history/special interest.
UK Network of Sex Work Projects (UKNSWP) Special Collection	UWS	The UK Network of Sex Work Projects (UKNSWP) is a non-profit, voluntary association of agencies and individuals working with sex workers. Collection includes the papers and correspondence of Hilary Kinnell, academic research papers and strategy reports. Archive Ref: GB0605 SC026.	Research interests.
Works of Art	UWS	Doors (September 1998) paintings, by Marie Hay of Linwood; on the Library Level 1 [7 originals and 4 prints]; town centre painting (showing LLRC under construction) in Undergraduate Reading room.	Most on display in UWS, others remain uncatalogued.
Paisley Abbey	Paisley Abbey	Of particular interest is the processional doorway, the Barochan Cross (SM), the tomb of Marjory Bruce, the medieval sedilia and piscina, the medieval Minir retables and Sacristy exhibition. Note: the Abbey has a group value with the neighbouring (and connected) Place of Paisley and the Medieval Drain.	Attraction/history of Paisley.

TABLE 4: ITEMS OF SPECIAL INTEREST

1.	Paisley silver bells – 17th century horse racing trophy
2.	Arbuthnot Manuscripts 1482-1492 – unique pre-Reformation service manuscripts, presented by Archibald Coats of Woodside
3.	Green falience double kahl pot, in the shape of Hes Jars, 26th Dynasty, 600 BC, Egyptian
4.	Complete set, five volumes of 'Birds of America' 1831, coloured engravings in a double elephant folio by John James Audubon (1788-1851) American birds, considered to be in the best condition of any held in Scotland
5.	Alexander Wilson (1766-1813), 'American Ornithology or The Natural History of the Birds of the United States', eight volumes of hand coloured engravings and text, Philadelphia, 1808-1814
6.	Charleston Drum – carried at Waterloo, later used to call Union meetings in Paisley
7.	Papal Bull to Paisley Abbey 1265, complete with seal
8.	Shawl woven to an 1842 patent, with symbols signifying the countries of the United Kingdom, produced for the christening of the future Edward VII
9.	Uecept for £500 extorted from Burgh of Paisley by Jacobite Army 1745
10.	'Wallace Defending Scotland', oil triptych by David Scott (1806-1849)
11.	Castle Sample Estate Plan, 1780s, shows Agricultural Improvement
12.	Jacquard Loom used in Shawl Weaving c. 1840 (in part)
13.	Set of four silver communion cups, Paisley High Kirk, 18th century
14.	Assyrian Bas Relief, 8th century BC, from Palace of Nimrud, Assyria (now Iraq)
15.	Coats Observatory, A-listed working observatory provided for the people of Paisley by Peter Coats
16.	Collection of medieval objects found in Paisley Abbey Drain, mostly dating from the early 15th century when the drain silted up, representing the life of monks at Paisley Abbey, including the earliest example of polyphonic music found in Scotland, lead cloth seals and a chamber pot.
17.	Bronze age spear
18.	First telephone instrument used in Scotland, one of two used in the first telephone communication in Scotland; the other instrument is held by the National Museums of Scotland
19.	Piece of wood from the Titanic
20.	David Roberts (1796-1864), 'Church of Nativity', 1838, oil on canvas, painting

21.	Noel Paton (1821-1901), 'The Parting of the Ways', 1881, bronze relief
22.	Belgonie Altarpiece, of Flemish origin, c. 1540/50, rare piece of surviving pre-Reformation church art with Paisley Abbey connections, oil on board, painting
23.	George Henry (1858-1943), 'The Three Seasons Triptych', 1887-89, oil on canvas
24.	J.E. Christie, 'Paisley Cross', 1868, oil on canvas
25.	William Barr, 'Paisley Cross', 1910, oil on canvas
26.	Pair of passenger pigeons, now extinct
27.	Noel Paton (1821-1901), 'Christ Bearing His Cross', oil on canvas painting
28.	William Kennedy (1859-1918), 'Spring', oil on canvas, painting
29.	John Lavery (1856-1941), 'Paisley Lawn Tennis Club', 1889, oil on canvas, painting
30.	Camille Jean Baptiste Corot (1756-1875), 'Un Matin Brumeux, Ville D'Auray', oil on canvas, painting
31.	Egyptian mummy of 11 year old boy from Karnak, late period
32.	Canoe prow ornament, carved wooden idol, from the Marquesas Islands, Magdalena
33.	Bronze Age dugout canoe from Kilbirnie Loch, excavated 1952
34.	Bernard Leach (1887-1979), 'Tree of Life', ceramic
35.	Ceramics from Studio pottery collection, by Bernard Leach, Hans Coper, Lucie Rie, Shoji Hamada, Michael Cardew – unique collection, the best in Scotland of this type of material and second only to the Victoria and Albert Museum in British terms (listed objects are star objects, the rest of the collection is a representative collection)

APPENDIX 3

EVENTS AND FESTIVALS

	Town Centre / Education and Leisure	Date	Event	Asset	Themes
1.	Town Centre	March	Agefest	Various Indoor	Public Health
2.	Town Centre	March	March for No Smoking	Paisley Town Centre	Public Health
3.	Town Centre	May	Bring it all home	Bring it all home	Music/Performance
4.	Town Centre	May	Brookfield Gala Day		
5.	Town Centre	May	West End Festival	Ferguiste Gardens	
6.	Education and Leisure	May	Museum at Night	Paisley Museum	Science
7.	Education and Leisure	May-June	Season of professional theatre including drama, dance, music and comedy	Paisley Arts Centre	
8.	Education and Leisure	May-June	Various classes, workshops and drop in sessions such as club animate and fashion design workshops	Paisley Museum	
9.	Education and Leisure	May-June	Paisley Art Institute - 125th Annual Exhibition	Paisley Museum	
10.	Town Centre	June	Redication of Renfrew War Memorial		
11.	Town Centre	June	Kilbarchan Day		
12.	Town Centre/Education and Leisure	June	Renfrew Gala Day	Robertson Park, Renfrew	
13.	Town Centre	June	Town Twinning Visit - Furth		
14.	Town Centre	June	Bishopton Gala Day		
15.	Town Centre	June	Barshaw Gala Day	Barshaw Park	
16.	Town Centre	June	Big Heart Cycle		
17.	Town Centre	June	Renfrewshire Which Hunt	Abbey Close/High Street/Cenotaph	
18.	Town Centre	June	Argyll and Sutherland Highlanders Forewell Parade		
19.	Town Centre	June	Armed Forces Day - Flag Raising		
20.	Town Centre	June	Armed Forces Day - Service	Paisley Abbey	

	Town Centre / Education and Leisure	Date	Event	Asset	Themes
21.	Education and Leisure	June	Spirit - a photographic exhibition marking refugee week	Paisley Arts Centre	
22.	Education and Leisure	June	Refugee Week Scotland - Film and Theatre Event	Paisley Arts Centre	
23.	Education and Leisure	Jun - Sept	Alexander Wilson: Paisley Poet, America's Ornithologist Exhibition	Paisley Museum	Art and Culture
24.	Education and Leisure	24 June	Creative Scotland Youth Music initiative showcase of the best of youth music talents	TBC	
25.	Education and Leisure	June	Gateway to the games week	Linwood Sports Centre/Strathgryffe Tennis	Indoor Leisure
26.	Town Centre	July	Sma' Shot Day	Abbey Close	
27.	Town Centre	July	Pipe Band Competition	High Street, Gilmour Street, County Square	
28.	Town Centre	August	Town Twinning Visit - Gladstaxie		
29.	Town Centre	August	Cycle Race	Gauze street, St. Mirrin Street, Causeyside	
30.	Education and Leisure/Town Centre	August	Paisley 10k Road Race and Fun Run	Town Centre	Public Health
31.	Town Centre	August	Fire Engine Rally	County Square/Gilmour Street	
32.	Education and Leisure	Sept - Dec	Season of professional theatre including drama, dance, music and comedy	Paisley Arts Centre & Town Hall	
33.	Education and Leisure	Sept - Dec	Paisley Underground - series of music events in partnership with Reid Kerr College	Paisley Arts Centre	
34.	Education and Leisure	Sept - Oct	Mod Exhibition	Paisley Museum	
35.	Education and Leisure	Oct - Nov	Visit by delegates from St Petersburg to discuss cultural links between Renfrewshire and	Paisley Museum and other cultural venues	
36.	Education and Leisure	Oct	Scottish Mental Health Arts and Film Festival - various theatre, music and film events	Paisley Arts Centre	
37.	Education and Leisure		The Spree and Mod - additional Culture activities	Paisley Museum/galleries	
38.	Education and Leisure	Sept - Oct	Various classes, workshops and drop in sessions such as club animate and fashion design workshops	Paisley Museum	
39.	Education and Leisure	Dec	PACE Annual Christmas Panto	Paisley Arts Centre	

APPENDIX 4

ACTION PLAN AND IMPLEMENTATION PROGRAMME

Priority Ranking			Potential Regeneration Impact		Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s	
Strategic Fit	Ease of Achievement	Cost & Viability	Total	Impact			OBC	FBC	Planning Approval	Start on Site					Operational Start
<p>PAISLEY MUSEUM OF TEXTILES, COSTUME, FASHION & DESIGN (WEST END CULTURAL QUARTER)</p> <p>A key flagship project within the overall programme: creation of a Museum of Textiles, Costume, Fashion & Design within the 3,000m² area of the existing Museum, showcasing the role of the textile industry in Paisley's development and its international reputation as a centre of the Scottish textiles industry, combining the local history of Paisley with the wider story of the development of textiles and fashion in Scotland. Target of attracting between 100,000 and 150,000 visitors per annum, and up to 200,000 visitors per annum – many of whom would be additional to Paisley, giving a shot in the arm to businesses, revenues and jobs in the surrounding area. The business case should include a revenue and resourcing model demonstrating that the Museum would generate sufficient revenues to cover its O&M costs, although the capex will need to be grant funded. Public sector sources could include SE, the Scottish Government and the Council and potentially some funds could be released through the disposal of non-core artefacts. The Museum could benefit from loans of paintings, sculpture and artefacts relating to the development of Paisley and the Scottish textiles industry from the national collections. Key components of the refurbished and extended museum include:</p> <ul style="list-style-type: none"> • refurbished and extended gallery space with a focus on what is unique about Paisley. This includes the unique selling points within the museum collections such as textiles and weaving, fine art, ceramics, science and local history collections; • the development of a highly specialist retail offer centred around the Paisley pattern linked to the Paisley Design Centre; • improved catering facilities and expanded café space; • at least one or two apprentice weavers appointed in the short to medium term to support Dan Coughlan and increase capacity; and in the longer term, to preserve the skill and continue to offer this unique service to visitors; • a series of value-added experiences that could be marketed to individuals and groups; and • Private tours, lectures, handling sessions, demonstrations etc. <p>Indicative costs include new extension at £18.6m, refurbishment of existing building £11.8m, public realm works £1.5m, TA building refurbishment £4.3m, TA building alterations £4.3m, works to the Coats Observatory £1.4m.</p>															
5	2	3	10	5	Medium	Major	Aug 2014	Dec 2014	Apr 2015	Jun 2015	Apr 2018	Paisley Museum Trust in partnership with the NMS	HLF; ERDF; philanthropists; public sector	National Museum of Scotland; National Gallery of Scotland	£18,600

An Accessible Store for the Museum Collections: Move the collection store to a location that is more accessible; Option 1, Littlewoods Building;

3	3	3	9	3	Short/Medium	Minor	Aug 2014	Dec 2014	Apr 2015	Jun 2015	Apr 2017	Paisley Museum Trust	RC	n/a	£300
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Priority Ranking			Potential Regeneration Impact		Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s	
Strategic Fit	Ease of Achievement	Cost & Viability	Total	Impact			OBC	FBC	Planning Approval	Start on Site					Operational Start
<p>PAISLEY OBSERVATORY REDEVELOPMENT</p> <p>Regeneration of Paisley Observatory as an "edutainment" attraction</p> <p>The Observatory is a key attraction and its potential could be better exploited by improving the display of associated scientific collection and increasing publicity and visibility from the High Street. There is potential to use the former Photographic Society buildings to expand facilities and develop an external link from High Street, which would facilitate access by day and by night. Product offer and governance could be based on the successful Kielder Observatory model, which indicates that there is high potential demand for an observatory that could be described as "edutainment" – i.e. entertainment with an educational angle – a good market position as fulfilling a need for a basic introduction to astronomy for interested non-specialists, stimulating interest in the night skies, and more widely addressing existential questions of man's place in the Universe. The business model could be based on KOAS (Kielder Observatory Astronomical Society), which is wholly self-financing. E.g. possibly adding a Planetarium and Solar Observatory for daytime use.</p>															
4	3	2	9	2	Medium	Major	Aug 2014	Dec 2014	Apr 2015	Jun 2015	Apr 2017	RC/ Observatory Trust	HLF; ERDF; philanthropists; public sector	KOAS	£1,300

PAISLEY THEATRE

Development of a contemporary 300 seat permanent theatre

Development of a permanent theatre in Paisley. The business case would need to develop a regular programme, combining regular annual events to generate cashflow (e.g. Xmas pantomime) with more experimental/risky independent productions, as well as core use by PACE itself, West College Scotland and potentially other core customers, to confirm that, on reasonable and prudent assumptions, the theatre would be able to "earn its keep" by generating revenues sufficient to cover its O&M and life cycle maintenance costs. An indicative revenue from theatre tariffs and secondary spend (bar receipts, programme sales, events etc.) could be based on 250 performances p.a. attracting an average audience of 100, each spending £10 on average, giving a direct revenue of £250k p.a. Projections of both internal (theatre) and external (Paisley town) benefits are subject to a detailed audience development plan, business plan and financial forecasts. The business plan would also ensure its wider community and economic benefits are clear. The theatre could help to reinforce the viability of the PACE Theatre Co as well as generating wider community benefits.

4	2	2	8	3	Medium	Major	Aug 2014	Dec 2014	Apr 2015	Jun 2015	Apr 2017	PACE	HLF; ERDF; philanthropists; public sector	West College Scotland; Renfrewshire Creative Network	£13,584
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Strategic Fit	Priority Ranking		Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000's
	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval				

PAISLEY ABBEY VISITOR CENTRE

Further development of the Abbey

Development programme to further enhance the Abbey as a focal point for the community, for educational activities, nursery/crèche, and for visitors. Development of a Stewart Visitor Centre, incremental improvements to a solidly performing asset likely to be required, rather than radical change – scope of project could be defined within an integrated Heritage Trail plan, with the Abbey potentially being a good location for the story of Medieval Paisley, to increase dwell times and spend rates within the Abbey. Indicative target to increase visitation from c. 50,000 p.a. to c. 75,000 p.a. The Abbey's initial business plan looks conceptually sound, with HLF, ERDF and philanthropic funding potential for the Stewart Visitor Centre as a magnet for attracting visitors with imaginative design, curation and interpretation of historically interesting artefacts and memorabilia. Overall revenue targets look somewhat ambitious, with the retail margins in the business plan higher than would normally be secured, although forecast catering margins look reasonable. There is an opportunity to cross market the visitor centre with the Town Hall.

5	4	3	12	3	Short	Major	n/a	n/a	Granted	Sep 2015	Apr 2016	Abbey/ Renfeshire Council	PDT; PVB	£2,000
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ABBEY DRAIN

Opening of Abbey's medieval drain to visitors

Consider feasibility of tours e.g. Brighton Sewers Tours operated by Southern Water: guided tours through 400 yards (of the 30 miles) of sewers, starting at the Palace Pier and emerging through a manhole in the middle of Old Steine Gardens.

4	4	3	11	3	Short	Medium	Aug 2014	Dec 2014	Jun 2015	Sep 2015	Apr 2016	RC/Abbey	PDT; PVB	£943
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Strategic Fit	Priority Ranking		Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000's
	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval				

PAISLEY TOWN HALL REDEVELOPMENT

Regeneration of the Town Hall

Redevelopment of the Town Hall as part of an integrated cultural offering – options for its optimal use should be considered along with other projects, e.g. Paisley Theatre, for which it might be a venue. A green book appraisal should be prepared in order to fully evidence the full range of proposals that include the relocation of the lending library. This should compare existing with proposed and set out in detail the cost benefit of actions being proposed. A do minimum option could be focused on extending the wedding hire aspect of the business, cross marketing with the Abbey and internal improvements in relation to the performance space, kitchen/catering facilities and sound proofing to allow a number of different events to be held concurrently. The provision of a restaurant facility overlooking the river could further monetise this asset and complement the extensive range of events taking place year round.

5	2	2	9	3	Medium	Major	Aug 2014	Dec 2014	Apr 2015	Jun 2015	Apr 2017	RC/ private sector partners	Private sector partners	£10,529
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THOMAS COATS MEMORIAL CHURCH

Regeneration of the Thomas Coats Church as a multi-purpose venue

Regeneration of the Thomas Coats Church. The first task would be to develop a business plan and prospectus for the use of a major historic landmark, within the context of the Paisley Regeneration Programme. Possible options for the use of dedicated areas within it would include: Baptist Church (as now), University (as now), commercial/offices, music/jazz/choral, a filmhouse-type cinema for independent films, travelling exhibitions, a Paisley Arts & Crafts Centre, a photographic/local history exhibition (possibly an arm of the redeveloped Paisley Museum) etc. NB: It is vitally important that the business planning process is led by market specialists/strategy consultants/financial analysts/economists who can assess the viability of different options. It is important that the business case addresses the fundamental question of how the building's future can be secured based on a rigorous assessment of the financial viability and sustainability of different options, and not on imaginative ideas about how it could be developed, which would be the danger of an overly "supply-side" oriented architectural study. The architectural plan should follow the business model, not drive it.

4	2	2	8	3	Medium	Major	Aug 2014	Dec 2014	Apr 2015	Jun 2016	Apr 2017	Thomas Coats Trust	HLF; ERDF; philanthropists; public sector	PDT; PVB; RCN; Tourist Board; PACE; other potential users	£4,487
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Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones					Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000's
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval	Start on Site				

THE SANDY STODDART COLLECTIONS (This collection would be gifted to a suitable venue)

Presentation of Stoddart Collection for public enjoyment

Consider the potential to house the Stoddart Collection to the rear of the TA Building. Works to this building to cost in the region of £8.5m including building refurbishment at £4.3m and building alterations at £4.2m. The costs below are an indicative relocation costs. In the short term consider potential for future chargeable exhibitions at the museum and additional public art by this local but world-renowned sculptor.

4	2	2	8	3	Medium	Minor	Aug 2014	Dec 2014	Jun 2015	Sep 2014	Apr 2015	Stoddart Collection	Stoddart Collection on Loan	RCN	£150
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PAISLEY HERITAGE WALK (PAISLEY TOWN CENTRE)

Signage and interpretation of historic Paisley – a guided walk through time from Medieval Paisley (the Abbey), to the 17th century (Witches), Paisley in the Age of Enlightenment (Observatory) and Industrial Revolution (George Place, Sma' Shot Cottages), Paisley at the Height of the Empire (Town Hall, Coats Church) and Paisley as a Leader in Textiles, Costume and Fashion through the Ages (Paisley Museum). The walk would link Paisley's major landmarks through time and themes, and audio interpretation of the walk would be available through an app. Sponsors (pubs, restaurants etc.) could be included as "stopping off" points en route, maybe offering a 10% discount to customers with a "Heritage Walk Discount Ticket". The aim being to make the walk self-financing or even revenue generating, with the business case potentially developing into a prospectus to draw in private sector partners and investors.

5	4	5	14	3	Short	Minor	Aug 2014	Dec 2014	n/a	Aug 2015	Sep 2015	RC/private partners	RC	PDT; PVB; RCN; Tourist Board	£250
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WORLD HERITAGE SITE BENCHMARKING PROCESS - Assessment of Paisley's potential as a World Heritage Site

Pre-feasibility study – if positive, the next step would be a programme and action plan to prepare a World Heritage Site application, raising the profile and civic pride of the town.

5	2	5	12	2	Medium	Major	n/a	n/a	n/a	April - June 2014		RC/Historic Scotland	RC/Historic Scotland	DCMS	£400
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Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones					Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000's
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval	Start on Site				

TOWN CENTRE STREETScape (THE HIGH STREET) – Clean-up of town centre

Public realm improvements at the junction of New Street encompassing improved public art e.g. Sandy Stoddart proposal for a statue of Willie Gallacher on the High Street, and incentives to bring activity to the surrounding buildings. This area of the High Street comprises of mostly vacant units. New uses including specialist retail, display of collections and potential access to the West College Scotland facility would encourage activity at this location, at a point on the High Street where both Coats Church and Town Hall are visible. The appearance of the High Street could be enhanced through integrated landscaping/tree planting programme, street cleaning, wheelite bins for litter, grants for repair and painting of High Street frontage, better signage, allowance of through traffic to restore pride in the town's appearance. Incentives could be provided to encourage new small businesses along the High Street that could be linked to series of 'chargeable' value-added experiences focusing on arts and crafts and good catering offer.

5	5	5	15	4	Short/Medium	Major	n/a	n/a	n/a	Sep 2014	Apr 2015	RC	RC	PDT; PVB; Local businesses and residents	£300
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PAISLEY DESIGN CENTRE

The development of a highly specialist design centre and retail offer centred on the Paisley pattern and Paisley's world renowned textile heritage. The Design Centre can provide an innovative hub for weavers and textile designers to design and exhibit their work and provide a place to purchase an authentic Paisley shawl in the heart of the High Street.

5	3	3	11	3	Medium	Scale	Aug 2014	Dec 2014	Jun 2015	Sep 2016	Apr 2017	RC	RC/Private Sector	Avoca Handweavers /Johnstons of Eglin	£3,290
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NEW HOTEL

Creation of additional hotel capacity in the town. Once the momentum of the regeneration is established and additional visitors drawn into the town, the Council could play a role as a catalyst for hotel and related developments to serve the visitors, e.g. zoning land or buildings suitable for hotel development, potentially offering disused or under-utilised public buildings for hotel development, preparing a development prospectus etc., and generally acting as a pump-priming agency to draw in private sector investment.

4	2	2	8	2	Medium/Long	Major	Jun 2015	Dec 2015	Apr 2016	Jun 2016	Apr 2018	Private developers	Private sector operators	TBC	£5,000
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COACH AND CAR PARKING PROVISION

There is a requirement to offer coach parking to accommodate at least two or three spaces. In terms of location, there are opportunities to accommodate this facility at the corner of Bridge Street and Mill Street or incorporated within the Paisley Museum redevelopment project.

Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s		
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval					Start on Site	Operational Start
2	3	3	8	1	Short	Minor	Aug 2014	Dec 2014	Jun 2015	Sep 2016	Dec 2016	RC	RC	TBC	£100
PROVISION OF PUBLIC WCS FOR VISITORS															
In terms of location, there are opportunities to accommodate this facility in conjunction with coach parking provision at the corner of Bridge Street and Mill Sireet or incorporated within the Paisley Museum redevelopment project.															
2	3	3	8	1	Short	Minor	Aug 2014	Dec 2014	Jun 2015	Sep 2016	Apr 2016	RC	RC	TBC	£100
TARGETED IMPROVEMENT OF PROPERTIES IN HIGH STREET															
Incentives to encourage new small businesses along the High Street, focusing on arts and crafts and good catering offer. A complete 'antidote' to Braehead.															
3	3	2	8	2	Medium	Major	Aug 2014	Dec 2014	n/a	January 2015 - opening		RC	RC	TBC	£300

Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s		
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval					Start on Site	Operational Start
4	2	2	8	Enabling	Medium /Long	Major	Jun 2015	Dec 2015	n/a	n/a	n/a	RC	Self-financing	TBC	£5,000
PAISLEY DEVELOPMENT COMPANY															
Creation of a dedicated town centre development company															
Based on the Greenland Dock Development Company model in London Docklands (mid-1980s), which raised a loan of £20 million from the Toronto Dominion Bank to regenerate land around the Greenland Dock, applying the funds to: complete the land assembly programme; undertake land clearance, decontamination and preparation; install utilities and infrastructure including high quality hard and soft landscaping and street lighting; all of which helped to transform the perception of the area. The Development Company then prepared development prospectuses for each site, within a coherent town plan for leisure, commercial and residential use – the sites then being progressively released, helping to transform perceptions of the area from a derelict wasteland into a fun place to be. Sites were released to developers on a tendered basis, with the decision on which developer would be awarded each site taken on the basis of the price they offered and the quality of their design strategy. The early sites were released quite cheaply, but as the development progressed, the land values secured rose sharply, with the result that GDDC generated receipts in excess of £29 million – i.e., a profit of 50% over the initial development costs – providing funding that was then used to assist the area's regeneration. The Development Company itself never laid a brick or a foundation stone. It was, rather, an early-stage property development company, fulfilling a role that no private sector developer would have been willing to undertake at that time – and at a profit.															
THOMAS COATS MEMORIAL CHURCH TRUST (commercial arm) arrangements to be a separate but linked project															
The potential role of development trusts should be considered for the sustainable management of the Thomas Coats Memorial Church. Development trusts are enterprises created by communities to enable sustainable development in their area. A development trust is usually a company limited by guarantee with charitable status. Profits cannot be distributed to members, but must be used for the further benefit of the local community.															
4	2	2	8	3	Medium	Major	Aug 2014	Dec 2014	n/a	n/a	n/a	Thomas Coats Trust	HLF, ERDF; philanthropists; public sector	PDT; PVB; RCN; Tourist Board; PACE; other potential users	£5,000

Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s		
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval					Start on Site	Operational Start
4	2	2	8	4	Medium /Long	Major	Aug 2014	Dec 2014	Apr 2016	Jun 2016	Mar 2018	Enterprise Centre Trust	Paisley Enterprise Centre Trust	SE; Skills Development Scotland	£5,000

PAISLEY ENTERPRISE CENTRE

Development of an Enterprise Centre to support young entrepreneurs

Based on the Docklands Enterprise Centre model in London's Docklands (1980s) – a Centre designed to stimulate new enterprise in the area created by acquiring a disused building and converting it into a number of work units for new enterprises set up by young people between the ages of 18 and 30, particularly (though not exclusively) new enterprises in the cultural and related sectors (including catering and hospitality services), helping to support the growth of the sector and reverse low self-confidence. Before any new enterprise is accepted into the Centre, its promoters will attend a training course to develop their business plans and assist them in raising funding, e.g. through links with the Government's Start-Up Loans Scheme, the Prince's Youth Trust, and crowd funding as well as conventional sources (family, friends and banks). The Centre will forge close links with these funding sources, so businesses setting up in the Centre do so with a properly developed business and funding plan to ensure their ideas are viable (and also that they could meet their rental payments). Businesses that thrived within the Docklands Enterprise Centre included restaurateurs, fashion designers, and small-scale manufacturers, many of whom then moved on to develop their businesses in larger premises elsewhere. The Centre was set up as a company limited by guarantee, fully self-financed from rents and revenues generated from training and events, and a very successful incubator of new businesses. The creation of a Paisley Enterprise Centre could fulfil a similar role in helping to reduce reliance on benefits, promoting the growth of new enterprise in the Paisley area. These businesses may include cultural activities and hospitality services, but would not be limited to them.

PEOPLE WITHIN PAISLEY

Ambassadors to promote a regenerated Paisley

The research showed that the people that organisers had encountered when putting together an itinerary for Paisley were both friendly and helpful as well as well-informed and professional. However, the existing limited people resources will be a constraint going forward in terms of growing the visitor economy. Specifically, there needs to be at least one or two apprentice weavers in the short to medium term to support Dan Coughlan and increase capacity and, in the longer term, to preserve the skill and continue to offer this unique service to visitors. Given that the attractions in Paisley have limited resources, funding needs to be found to create one or more 'cross-attraction' positions whereby they could be deployed according to need to supplement the existing volunteer workforce. This could include an 'official' list of specialists who could be marketed collectively to enable potential event organisers to access specialist knowledge on offer in Paisley for charges or donations. An ambassadors' scheme such as "Proud to be Paisley", whereby volunteers would be trained and stationed in key locations during the summer months to help direct visitors and/or put in place specifically when specialist groups are visiting.

4	2	2	8	8	Enabling	Short	Minor	n/a	n/a	n/a	Jan 2015	RC	RC/sponsors/ volunteers	PDT; PVB; RCN; Tourist Board; PACE	£150
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Priority Ranking			Potential Regeneration Impact	Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000s		
Strategic Fit	Ease of Achievement	Cost & Viability				Total	OBC	FBC	Planning Approval					Start on Site	Operational Start
3	3	2	8	2	Short	Minor	n/a	n/a	n/a	n/a	RC	RC	RC	Visit Scotland	£100

MATERIALS TO 'TELL THE PAISLEY STORY'

Researching stories/famous people and events, so there is a definitive set of materials from which tourism related products might be developed.

DEVELOPMENT OF A COMPREHENSIVE DEDICATED WEBSITE

Develop a webpage that focuses on Paisley as a heritage destination as opposed to highlighting places such as Braehead shopping centre. Appreciating that Renfrewshire Council has a duty to promote the entire district, prospective visitors searching for "Paisley" need to be directed to a microsite which gives a single-minded message about the town, leading on its heritage and cultural appeal.

3	3	2	8	2	Short	Minor	n/a	n/a	n/a	n/a	RC	RC	RC	Visit Scotland	£100
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Priority Ranking			Potential Regeneration Impact		Phasing	Scale	Milestones				Sponsor	Potential Funder	Potential Partner	Estimated Cost £'000's
Strategic Fit	Ease of Achievement	Cost & Viability	Total	Impact			OBC	FBC	Planning Approval	Start on Site				

MARKETING PAISLEY (CROSS-MARKETING STRATEGY)

Direct marketing programme

Integrated direct marketing programme alongside/following investment in product enhancement, involving: [a] Direct approaches to key groups to which Paisley could promote itself e.g. operators who influence itineraries; [b] Promotions at events like the Visit Scotland Expo; [c] Promotions within Visit Scotland itself; [d] Development of a media plan which includes targeting key groups such as NADFAS and USA.

Integrated programme to market Paisley and Renfrewshire as visitor destinations

The "Discover Renfrewshire" brand has already been drafted. Creation of a Tourist Board for the town, dedicated to marketing it to visitors, coordinating an Events Programme potentially including a Paisley Music Festival, an annual Witch Hunt, arts programmes etc., publishing guides, selling apps, potentially organising the Paisley Discount Ticket (for the Heritage Trail), acting as a booking agent for events, accommodation, etc., with the aim of operating on a wholly self-financing basis perhaps incorporated as a Company Limited by Guarantee, and generating revenues from sales, commissions, and membership subscriptions – the business model to be tested and developed through the development of the business plan.

5	3	3	11	1	Short	Minor	n/a	n/a	Aug 2014	Dec 2014	Local Tourist Board /RC	Council/ Visit Scotland /self-financing	PDT	£300
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EVENTS PROGRAMME

Development of an events programme

The development of a comprehensive and dedicated website as described above will include a portal for events. This should be completed once a programme to coordinate and promote events is agreed. Subsequently, all organisations that are promoting events within Paisley would be able to post notices through this site. The site should also be able to take bookings, e.g. charging a 3% to 5% commission for all bookings taken online, leaving the operator with between 95% and 97% of ticket revenues. This is a win-win for both sides; in that the operators would generate higher sales by using the website than if they rely purely on their own promotional efforts.

5	3	3	11	2	Short	Minor			July 2014		Paisley Tourist Board	Self-financing	PDT; PVB; RCN; Tourist Board	£150
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An information 'centre' for visitors

Visitor information should ideally be located within close proximity to the train station where the majority of visitors arrive, or the Town Hall, which is both close to the station and a recognisable landmark for visitors. In either scenario, a consistent approach to wayfinding should be developed in parallel.

3	4	4	11	2	Short	Minor			Sep 2016	Apr 2017	Apr 2015	Tourist Board	Tourist Board RC	PDT; PVB; RCN; Tourist Board
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¹ Priority ranking is based on HM Treasury's Value for Money Assessment Guidance (November 2006) which was developed to assess the suitability of major public sector capital projects for private finance initiative procurement. For the purposes of the PICAS, the methodology was adapted to better reflect the range of project types identified in this action plan. The guidance sets out three levels of assessment: desirability, referred to above as strategic fit, defined as how strategically important the project is in terms of achieving the Renfrewshire Council's policy objectives; achievability, how easy the project will be to implement in the context of access to land, planning consents, supportive local community, project management, etc.; and finally cost and viability, an indicative assessment of financial sustainability based on a preliminary analysis of a revenue/cost ratio. For each criterion, a simple scale of 1 to 5 has been used, where 5 indicates good and 1 indicates poor performance.

APPENDIX 5

COSTS: PAISLEY TOWN CENTRE ASSET STRATEGY ORDER OF COST ESTIMATE FOR SLR CONSULTING FOR DEVELOPMENT ACTION PLAN QUANTUMS

ORDER OF COST ESTIMATE - GENERAL SUMMARY		£	£
1	SPECIALIST RETAIL UNIT		3,290,732
2	ABBEY DRAIN INTERPRETATION STRUCTURE		943,800
3	MUSEUM REFURBISHMENT AND EXTENSION		
	3.1 New Extension	18,600,000	
	3.2 Refurbishment of Existing Building	11,820,000	
	3.3 Multi Storey Car Park	9,000,000	
	3.4 Public Realm Works	1,500,000	
	3.5 Ta Building Refurbishment	4,320,000	
	3.6 Ta Building Alterations	4,260,000	
	3.7 Coats Church	4,487,200	
	3.8 Observatory Works		
	3.8.1 Refurbishment of Adjacent Buildings	900,000	
	3.8.2 Access Improvements and Refurbishment	481,800	
			55,369,000
4	TOWN HALL WORKS		
	4.1 Relocation of Library	8,153,640	
	4.2 Improvements to Theatre	1,980,000	
	4.3 Cantilever Restaurant	396,000	
			10,529,640
5	NEW THEATRE		13,584,000
6	TOTAL ORDER OF COST AT 4TH QUARTER 2013 PRICE LEVELS FOR WORKS IDENTIFIED ON ACTION PLAN	£	83,717,172
7	TOTAL ORDER OF COST AT 3RD QUARTER 2017 PRICE LEVELS FOR WORKS IDENTIFIED ON ACTION PLAN	£	96,915,826

PAISLEY TOWN CENTRE ASSET STRATEGY

Notes:

- i) Costs exclude:
- a Acquisition of any sites or buildings
 - b Design and Legal Fees
 - c Finance charges
 - d Insurances
 - e VAT
 - g Decanting and/or temporary relocation
- ii) Although this Report refers to an 'Order of Cost Estimate', the figures have not been prepared in accordance with the RICS new Rules of Measurement for Order of Cost Estimating. There are no drawings or specifications currently available which detail the basic proposals for each of the buildings.

- iii) As there is minimal technical information currently available it is not appropriate or feasible to implement an appraisal and/or evaluation of the proposals in accordance with the principles of the HM Treasury Green Book.
- iv) The costs have been projected as far as the currently available forecasts for tender prices indices extend.

1 SPECIALIST RETAIL UNIT - 18, 20 AND 22 PAISLEY HIGH STREET

1.1	REFURBISHMENT WORKS	£	£
1.1.1	Cleaning front elevation	12,415	
1.1.2	Refurbishing and repainting timber sash windows	24,830	
1.1.3	Roof survey and repairs, chimney leadwork renewal and insulation	86,905	
1.1.4	Repair rainwater goods	3,000	
1.1.5	Redecorating external timber doors	2,000	
1.1.6	Renewing roof leadwork	74,490	
1.1.7	Refurbishing basement floor	315,341	
1.1.8	Refurbishing ground floor	315,341	
1.1.9	Refurbishing first floor	315,341	
1.1.10	Refurbishing second floor	315,341	
1.1.11	Repairing damage and refurbishing third floor	335,205	
1.1.12	Upgrading fire doors	3,000	
1.1.13	Repairing retained doors	2,000	
1.1.14	Installing central heating system	99,320	
1.1.15	Testing existing services	6,000	
1.1.16	Minor repairs	15,000	
1.1.17	Installation of 3 new lifts serving all floors	195,000	
1.1.18	Allowance for shop fittings	372,450	
1.1.19	Sub-Total		2,492,979
1.1.20	Allowance for Contractor's Preliminaries	12%	299,157
1.1.21	Allowance for Contingencies	20%	498,596
1.1.22	TOTAL TO GENERAL SUMMARY	£	3,290,732

Notes:

- a Refurbishment Costs are based on Condition Survey carried out by URS in November 2013 for Renfrewshire Council and their recommendations for repair works to number 20
- b Allowance has been made for refurbishing all floors suitable for retail use
- c Existing stone staircases have been assumed to be adequate to service all floors for enhanced retail use

PAISLEY TOWN CENTRE ASSET STRATEGY

2	ABBEY DRAIN INTERPRETATION STRUCTURE	£	£
2.1	Allowance for glazed structure of a notional 100m ² floor area linking to the underground drain	500,000	
2.2	Lift serving 2 levels	30,000	
2.3	Accessible staircase serving 2 levels	25,000	
2.4	Tanked retaining wall to underground viewing area	60,000	
2.5	Allowance for display/interpretation materials	100,000	
2.6	Sub-Total		715,000
2.7	Allowance for Contractor's Preliminaries	12%	85,800
2.8	Allowance for Contingencies	20%	143,000
2.9	TOTAL TO GENERAL SUMMARY	£	943,800

3 MUSEUM REFURBISHMENTS AND EXTENSION

3.1	NEW EXTENSION	£	£
3.1.1	The cost model is based on an iconic international standard new-build museum extension scheme of 2,500m ² gross internal floor area	12,500,000	
3.1.2	Allowance for selective demolition of existing buildings	250,000	
3.1.3	Allowance for gallery and exhibition fit out/interpretative display	2,750,000	
3.1.4	Sub-Total		15,500,000
3.1.5	Allowance for Contingencies	20%	3,100,000
3.1.6	TOTAL TO GENERAL SUMMARY	£	18,600,000

Notes:

- a Gallery and exhibition fit out works includes:
- Setworks
Construction of walls, ceilings and other supporting work to display objects not in showcases, bases for showcases, projector housings, pivoting doors and moving benches, light boxes and network electrics
 - Show cases
Cases freestanding or on plinths including fibre optics
 - Mounts
Mounts in showcases and setworks displays and for separate heavy objects
 - Interactives
Electronic and manual interactive units
 - Graphics
Artwork and production of the graphics displays
 - Electrical and lighting
Electrical distribution, lighting and power throughout exhibition
 - Audio visual hardware
AV equipment serving all units including all computers racking and controls
 - Audio visual software
Writing and translating all narratives included with the displays
 - Flooring
Floor covering to the new build section of the exhibition
 - General items
Installation of large objects (e.g. installations and artwork) builder's work (chases), seating (chairs) etc.
 - Preliminaries
Fit-out contractor's preliminaries

3.2 REFURBISHMENT OF EXISTING BUILDING		£	£
3.2.1	The cost model is based on refurbishing, restoring and adapting the existing museum and adjacent library to a standard to match the new iconic international standard new-build museum extension with an approximate gross internal floor area of 3,500m ²	6,000,000	
3.2.2	Allowance for gallery and exhibition fit out/interpretative display	3,850,000	
3.2.3	Sub-Total		9,850,000
3.2.4	Allowance for Contingencies	20%	1,970,000
3.2.5	TOTAL TO GENERAL SUMMARY	£	11,820,000

Notes:

a	Refurbishment works includes:	Provision of new toilet facilities
	Minor roof repairs	Renewal of electrical installations including lighting, power, fire alarms/protection, lightning protection, security and control systems
	Renewal of roof glazing	Renewal of heat source, air conditioning, ventilation and building management system
	Renewal of gutters and leadworks	New lift and conveyor installations
	Brickwork and stonework cleaning and repointing	
	Restoration and redecoration of windows and doors	
	Internal structural alterations to improve accessibility	

3.3 MULTI STOREY CAR PARK		£	£
3.3.1	The cost model is based on providing a new multi-storey split-level above ground car park for 400 cars and 10 coaches with an approximate gross floor area of 14,000m ²	7,500,000	
3.3.2	Sub-Total		7,500,000
3.3.3	Allowance for Contingencies	20%	1,500,000
3.3.4	TOTAL TO GENERAL SUMMARY	£	9,000,000

3.4 PUBLIC REALM WORKS		£	£
3.4.1	Allowance for associated high quality public realm works based on a notional area of 2,500m ²		1,250,000
	Allowance for Contingencies	20%	250,000
	TOTAL TO GENERAL SUMMARY	£	1,500,000

3.5 TA BUILDING REFURBISHMENT		£	£
3.5.1	The cost model is based on refurbishing, restoring and adapting part of the existing building to a standard to match the new iconic international standard new-build museum extension with an approximate gross internal floor area of 1,571m ²	2,600,000	
3.5.2	Allowance for gallery and exhibition fit out/interpretative display	1,000,000	
3.5.3	Sub-Total		3,600,000
3.5.4	Allowance for Contingencies	20%	720,000
3.5.5	TOTAL TO GENERAL SUMMARY	£	4,320,000

Notes:

a	Refurbishment works includes:	Restoration and redecoration of wood panelling
	Renewal of roof coverings and rafters/purlins	Internal structural alterations to improve accessibility
	Renewal of roof glazing	Provision of new toilet facilities
	Renewal of gutters and leadworks	Renewal of electrical installations including lighting, power, fire alarms/protection, lightning protection, security and control systems
	Stonework repairs, cleaning and repointing	Renewal of heat source, air conditioning, ventilation and building management system with restoration and re-use of radiators where possible
	Repairs, treatment and restoration of lightweight steel lattice trusses	New lift and conveyor installations
	Repairs, treatment and restoration of timber trusses	
	Restoration and redecoration of windows and external doors	

3.6 TA BUILDING ALTERATIONS		£	£
3.6.1	The cost model is based on demolishing the rear section of the existing building and rebuilding an open plan display area to a standard to complement the new iconic international standard new-build museum extension with an approximate gross internal floor area of 1,000m ²	2,800,000	
3.6.2	Allowance for gallery and exhibition fit out/interpretative display	750,000	
3.6.3	Sub-Total		3,550,000
3.6.4	Allowance for Contingencies	20%	710,000
3.6.5	TOTAL TO GENERAL SUMMARY	£	4,260,000

3.7 COATS CHURCH		£	£
3.7.1	Allowance for provision of new external access ramp and staircase into the building	150,000	
3.7.2	Provision of external lift and enclosure serving 2 levels; also for goods movements	125,000	
3.7.3	Allowance for comprehensive roof repairs and lead replacement	300,000	
3.7.4	New lighting scheme for potential multi-use venue Internal Light Fittings. The costs allow for lighting strategy that considers the Church as a whole, relating to both its historical importance and proposed functions; principally a place for worship, a destination for visitors and as a venue for performance and exhibitions.	450,000	
	External Light Fittings The costs allow for exterior façade lighting to improve the building's presence within the Cultural Quarter and Town. Exterior highlighting will be achieved with carefully placed feature lighting to accentuate the building detail as well as the key views.	70,000	
	Organ Protection whilst works in progress	10,000	
	New Distribution Boards and sub-mains	35,000	
	Emergency Lighting	10,000	
	Allowance for Static Inverter System	30,000	
	Allowance for Theatrical Lighting	20,000	
	Builders work allowance for works in connection	50,000	
	Stripping out existing lighting installations	15,000	
3.7.5	Allowance for provision of new boiler and heating system	200,000	
	Builders work allowance for stripping out and associated works in connection	75,000	
3.7.6	Allowance for restoration of ornate wallpaper, paintwork and gilt to mouldings in seven rooms	1,120,000	
3.7.7	Allowance for extensive stone repairs and associated scaffolding costs	500,000	
3.7.8	Sub-Total		3,160,000
3.7.9	Allowance for Contractor's Preliminaries	12%	379,200
3.7.10	Allowance for Contingencies	30%	948,000
3.7.11	TOTAL TO GENERAL SUMMARY	£	4,487,200

3.8 OBSERVATORY WORKS

3.8.1 REBURBISHMENT OF ADJACENT BUILDINGS	£	£
3.8.1.1 The cost model is based on refurbishing, restoring and adapting part of the existing building to a standard to match the new iconic international standard new-build museum extension with an approximate gross internal floor area of 420m ²	700,000	
3.8.1.2 Allowance for display/interpretation materials	50,000	
3.8.1.3 Sub-Total		750,000
3.8.1.4 Allowance for Contingencies	20%	150,000
3.8.1.5 TOTAL TO GENERAL SUMMARY	£	900,000

Notes:

a Refurbishment works includes:	Internal structural alterations to improve accessibility
Isolated repairs to roof coverings	Provision of new toilet facilities
Renewal of gutters and leadworks	Renewal of electrical installations including lighting, power, fire alarms/protection, lightning protection, security and control systems
Stonework and brickwork repairs, cleaning and repointing	Renewal of heat source, air conditioning, ventilation with restoration and re-use of radiators where possible
Restoration and redecoration of windows and external doors	New lift and conveyor installations

3.8.2 ACCESS IMPROVEMENTS AND REFURBISHMENT	£	£
3.8.2.1 Fabric repairs		
Stone repairs	85,000	
Roof repairs	55,000	
3.8.2.2 Internal alterations		
Creation of new exhibition area; relocation of staff kitchen; stripping out ground floor area	75,000	
3.8.2.3 Access Improvements		
Allowance for provision of new external access link, ramp and staircase into the building	100,000	
3.8.2.4 Allowance for display/interpretation materials	50,000	
Sub-Total		365,000
Allowance for Contractor's Preliminaries	12%	43,800
Allowance for Contingencies	20%	73,000
TOTAL TO GENERAL SUMMARY	£	481,800

4 TOWN HALL WORKS

4.1 RELOCATION OF LIBRARY		£	£
4.1.1	Internal alterations		
	Basement level	1,010,000	
	Ground floor	1,600,000	
	First Floor	550,000	
	Second Floor	480,000	
4.1.2	External alterations		
	Creation of new entrance and decking over well area	165,000	
	Rafter end replacement works to roof	10,000	
4.1.3	Services Installations		
	Disposal Installations	37,000	
	Water Installations	80,000	
	Heat Source	255,000	
	Space Heating/Air Treatment Installations	490,000	
	Ventilation Systems	120,000	
	Electrical Installations	720,000	
	Gas Installations	15,000	
	Lift and Conveyor Installations	130,000	
	Protective Installations	60,000	
	Communications Installations	290,000	
	Special Installations	50,000	
	Builder's Work in connection with Services	70,000	
	External Services	45,000	
4.1.4	Sub-Total		6,177,000
4.1.5	Allowance for Contractor's Preliminaries	12%	741,240
4.1.6	Allowance for Contingencies	20%	1,235,400
4.1.7	TOTAL TO GENERAL SUMMARY	£	8,153,640

Notes:

- a Works include associated displacement of other Town Hall functions
 b Works include improvements to vertical circulation

- c Works include structural upgrading of existing structure and new internal frame to new floor levels
 d Works include new foundations and underpinning

4.2 IMPROVEMENTS TO THEATRE		£	£
4.2.1	Works as envisaged by Theatreplan LLP design consultants	1,250,000	
4.2.2	Associated Stage and Theatre works	250,000	
4.2.3	Sub-Total		1,500,000
4.2.4	Allowance for Contractor's Preliminaries	12%	180,000
4.2.5	Allowance for Contingencies	20%	300,000
4.2.6	TOTAL TO GENERAL SUMMARY	£	1,980,000

4.3 CANTILEVER RESTAURANT		£	£
4.3.1	The cost model is based on a notional 100m ² floor area new build restaurant on a new supporting structure with associated access lift and staircase	250,000	
4.3.2	Associated Catering equipment and fittings	50,000	
4.3.3	Sub-Total		300,000
4.3.4	Allowance for Contractor's Preliminaries	12%	36,000
4.2.5	Allowance for Contingencies	20%	60,000
4.2.6	TOTAL TO GENERAL SUMMARY	£	396,000

5 NEW THEATRE

5.1	NEW THEATRE	£	£
5.1	The cost model is based on a new-build theatre scheme, which has a 500 seat courtyard style auditorium and associated studio and workshop space. The two-storey 3,150m ² building also contains bars and accommodation for a resident company.	8,200,000	
5.2	Allowance for theatre technical fit-out to stage and production spaces at 15% of build cost	1,230,000	
5.3	Allowance for furniture, fittings and equipment, IT and communication systems and client fit-outs at 20% of build cost	1,640,000	
5.4	Allowance for associated high quality public realm works based on a notional area of 500m ²	250,000	
5.5	Sub-Total		11,320,000
5.6	Allowance for Contingencies	20%	2,264,000
5.7	TOTAL TO GENERAL SUMMARY	£	13,584,000



