
To: Leadership Board

On: 30 November 2016

Report by: Director of Development and Housing

Heading: Paisley Town Centre – 10 year Action Plan/ Renfrewshire Strategic Economic Framework post consultation update

1. Summary

- 1.1 The purpose of this report is to update the Leadership Board on the outcome of consultations on the Paisley Town Centre – 10 year Action Plan, and the Renfrewshire Strategic Economic Framework and to seek approval of the final documents.

2. Recommendations

- 2.1 It is recommended that the Board:
- Approve the revised Paisley Town Centre Action Plan at Appendix 1 of this report.
 - Approve the Renfrewshire Economic Framework as agreed at June 2016 Leadership Board without amendment as the basis on which to engage key partners on implementation of the 10 identified priorities over the next 2 years.

3. Background

- 3.1 Paisley is Scotland's largest town centre. It has the fourth busiest railway station in Scotland and has one of the highest concentrations of listed buildings and significant built heritage of anywhere in the country. This is

reflected in the approved Paisley Town Centre Heritage Asset Strategy from 2014.

- 3.2 During late 2015 work commenced on developing a new Action Plan for Paisley Town Centre to reflect the emerging context of the £274m investment that will come through the City Deal projects, particularly the Airport Access Project and the Airport Investment Area, as well as the bid for UK City of Culture 2021. The intention was to create a framework which could help to shape the investment decisions of both the Council and other parties, including private sector landowners and investors. It was not intended to be a “blueprint” of definitive actions but instead wished to retain flexibility to allow other parties to bring ideas to inform the final Action Plan and the subsequent more detailed regeneration plans for different parts of the Town Centre.
- 3.3 The draft Action Plan was developed following a series of workshops with relevant Council officers and sets out a number of short, medium and longer priorities for 4 different Activity Areas.
- 3.4 Building on the award winning Paisley Town Centre Asset Strategy (The Untold Story) the purpose of the Town Centre Action Plan is to demonstrate how all the relevant elements of proposed change come together and to illustrate to potential funders and investors that a clear strategy is in place to direct change in the locations identified through the plan.
- 3.5 The Action Plan takes its lead from the draft Renfrewshire Economic Framework (approved in draft by Board in June 2016) which identifies Paisley Town Centre as a focus for economic activity and investment over the next 3 years.

Economic Framework

- 3.6 During 2015 an assessment of current economic development issues was commissioned to assist in the preparation of a future Economic Framework. This framework was approved by the Leadership Board at its June 2016 meeting.
- 3.7 There are a number of related strategies eg. Community Plan, Council Plan, Local Development Plan; Tackling Poverty Strategy; Local Housing Strategy; Paisley Heritage Asset Strategy etc and these are recognised in the Framework. The Economic Framework is not intended to replace any of these current strategies but instead seeks to consolidate a set of key economic priorities for the Council, their CPP partners and the wider community.
- 3.8 It proposes 10 key actions for Renfrewshire. The 10 actions are not intended to be comprehensive or to cover everything that may need to happen, instead they set out key overarching actions that are considered to make the biggest difference for the people of Renfrewshire and how others perceive the area.

Each of the actions is accompanied by a proposed timeframe for implementation.

4. Public consultation Oct / Nov 2016

- 4.1 The consultation versions of the Paisley Town Centre Action Plan and the Strategic Economic Framework were published on 14th October 2016 and made available on the Council website from this date. Media coverage ensued with the Paisley Daily Express running a series of articles on the content of the Action Plan over consecutive days. Those visiting the Council's website to view the draft Action Plan were encouraged to complete an online survey and leave their comments on the Plan. 24 responses were received from those commenting via the website.
- 4.2 A number of specific public consultation events were organised and advertised. These took place in Paisley Town Hall on 3rd and 9th November 2016. Officers also set up exhibits of the Action Plan at University of West Scotland and the Lagoon Leisure Centre on 10th November to try to capture the views of different audiences. Approximately 100 people attended these events in person.
- 4.3 As well as these events, officers organised a facilitated workshop for key stakeholders on 3rd November 2016. Invitees to that workshop are listed below. This was a well attended and useful session which asked stakeholders to identify the issues of importance to them in Paisley Town Centre. Their comments are summarised in the next section of this report. The event was facilitated by the Head of Urbanism from Architecture & Design Scotland.
- Paisley's Community Councils
 - Paisley Centre
 - Piazza Centre
 - Paisley First
 - Paisley 2021 Trust
 - PACE Youth Theatre
 - University of West Scotland
 - West College Scotland
 - Scotrail Abellio
 - Network Rail
 - Boots (retailer)
 - Saporito
 - Historic Environment Scotland
 - Peter Brett Associates (consultants to Council on Action Plan)
 - Senior Council officers

Views of consultees

- 4.4 The points listed below represent a summary of the main points raised by consultees during the series of exhibitions and workshops held during November 2016 and the feedback received via the Council's website.

Paisley Town Centre Action Plan comments

- 4.5 The vast majority of those responding online or visiting the public consultation events were of the view that the Action Plan priorities are the correct ones for Paisley Town Centre.
- 4.6 The comments listed below are a summary of the recurring comments raised on the Action Plan:
- Complementary comments regarding the residential developments in recent years but more Town Centre Living should be encouraged (particularly above shops);
 - Plan needs to offer a mechanism to attract businesses (particularly retail) to the Town Centre;
 - Landlords should be held more accountable for the condition of the properties;
 - Tourism potential remains untapped;
 - Enhanced engagement with taxi industry is required;
 - Paisley West End also requires investment;
 - High Street lacks diversity in its retail offer;
 - More could be done to integrate students into the town including stronger evening economy and offering opportunities for more students to stay in the town centre.
 - River area between Anchor Mill and town centre should be invested in to improve and encourage access by residents and visitors;
 - "Ring Road" viewed by many as a barrier to accessing Town Centre, but perception is that once inside the Town Centre it is relatively easy to navigate and walk/cycle around.

- 4.7 The final Action Plan is attached for approval and takes account of the consultation feedback.

Economic Framework comments

- 4.8 The consultation on the Economic Framework was held simultaneously with the Action Plan. In terms of comments on the Economic Framework all of those received were complementary in terms of the 10 identified priorities and the proposed actions for the next two years. As a result it is not proposed to alter the draft version of the Framework. Members are asked to approve the unchanged version as the finalised Renfrewshire Economic Framework 2016-2018.
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5. Next Steps

- 5.1 Following consideration by Board the Paisley Town Centre Action Plan (together with the unchanged Renfrewshire Economic Framework) will be published. This will then form the basis for the development of more detailed regeneration plans for specific activity areas in Paisley town centre and action plans for the wider economic priorities in Renfrewshire.
- 5.2 The Paisley Town Centre Action Plan and Renfrewshire Economic Framework will form integral background documents for the Paisley 2021 City of Culture Bid.

Implications of the Report

1. **Financial** – None at present beyond those already identified in approved Council budgets. Further reports will follow with costs of elements of the Action Plan and Economic Framework when these are in a position to be implemented.
2. **HR & Organisational Development** – No significant requirements.
3. **Community Planning** –
Jobs and the Economy – the project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.
4. **Legal** – No implications at this time
5. **Property/Assets** – The Action Plan and Economic Framework will lead to a number of specific property and land interventions. The details of these will be brought back to the appropriate Board in due course.
6. **Information Technology** – No significant implications.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** – None
10. **Risk** – Any significant risks to the local authority will be monitored as the Action Plan is implemented and reported back to the appropriate Board

11. **Privacy Impact** – None.

List of Background Papers

- (a) Leadership Board Report (14 September 2016) - Paisley Town Centre 10 year Action Plan*
- (b) Leadership Board Report (8 June 2016) - Renfrewshire Economic Framework 2016-2018*

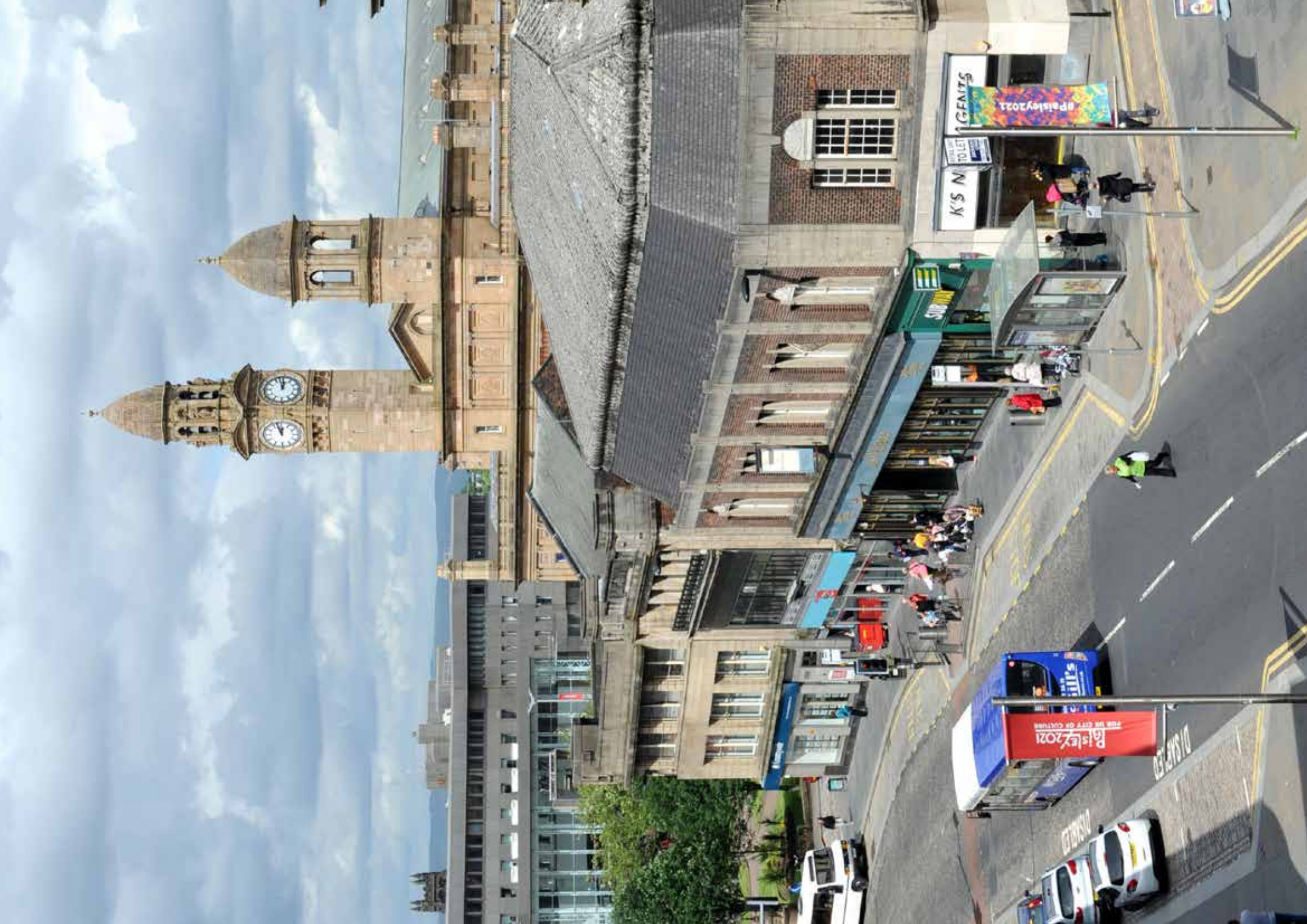
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Paisley Town Centre

Action Plan 2016–2026



November 2016



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1: Paisley Town Centre: Vision for 2026

Centred on its world class cultural and heritage assets, Paisley Town Centre has begun to see an increase in regeneration activity and investment. Set within the context of the approved Paisley Town Centre Heritage Asset Strategy as the regeneration strategy for the next 20 years, this activity contributes to re-establishing Paisley as Renfrewshire's primary town centre for the benefit of local people and businesses as well as the national and international community. There is much still to do and a clear vision for the future of the Town Centre will provide the essential framework for further activity and investment.

The vision is defined by a series of goals and an Action Plan which sets out strategic activity areas to deliver transformational change.

The activity areas (detailed in Section 3) are:

- Gilmour Street Gateway
- Paisley West End
- High Street & University Campus
- Abbey & River Precinct
- Improving Connections

The vision for Paisley Town Centre for the next 10 years can be summarised as:



2: Vision Goals

The vision goals are to create:

- an international culture & heritage destination
- a smart business place
- a centre for education & innovation
- a liveable, attractive & green place
- a connected & accessible place
- resilient, strong partnerships

The Council is supporting the process of regeneration to put Paisley back on the map and recognises that the town centre is at the heart of this. Leading Paisley's bid to become UK City of Culture in 2021, there are a number of key buildings being regenerated to provide the platform for activity—the Russell Institute and the Arnotts building are being brought back into active use, plans are well advanced for major improvements to Paisley Museum and the Museum Store and a number of other key buildings are under consideration for investment. Resources are aligned to deliver current regeneration initiatives and future project resources will be identified and secured as projects develop. The recent and current regeneration activity in the town centre is summarised in Appendix 1: Regeneration Activity—Platform for Change.

The revival of Paisley town centre as a whole will however require a collaborative partnership approach involving the public and private sector and the wider community working together to achieve shared long term goals by 2026.

This Action Plan provides the platform for activity and investment for all potential stakeholders and partners to reach these goals. With the Council commitment to the Action Plan, other investors and stakeholders will be encouraged to contribute to its delivery. Using its own investment as a catalyst, the Council will work with businesses, education and cultural organisations as well as the wider Renfrewshire community to use the Action Plan as a tool to facilitate the delivery of the change in perception, function and vision.

The Action Plan will deliver a step change through a collaborative approach to the town centre's regeneration. Over the next 10 years the Council will support and work with others to deliver this and develop a town centre that re-establishes Paisley as a vibrant, cultural and business centre, a centre that its residents are rightly proud of, and a centre that attracts national and international business and attention.



3: Activity Areas

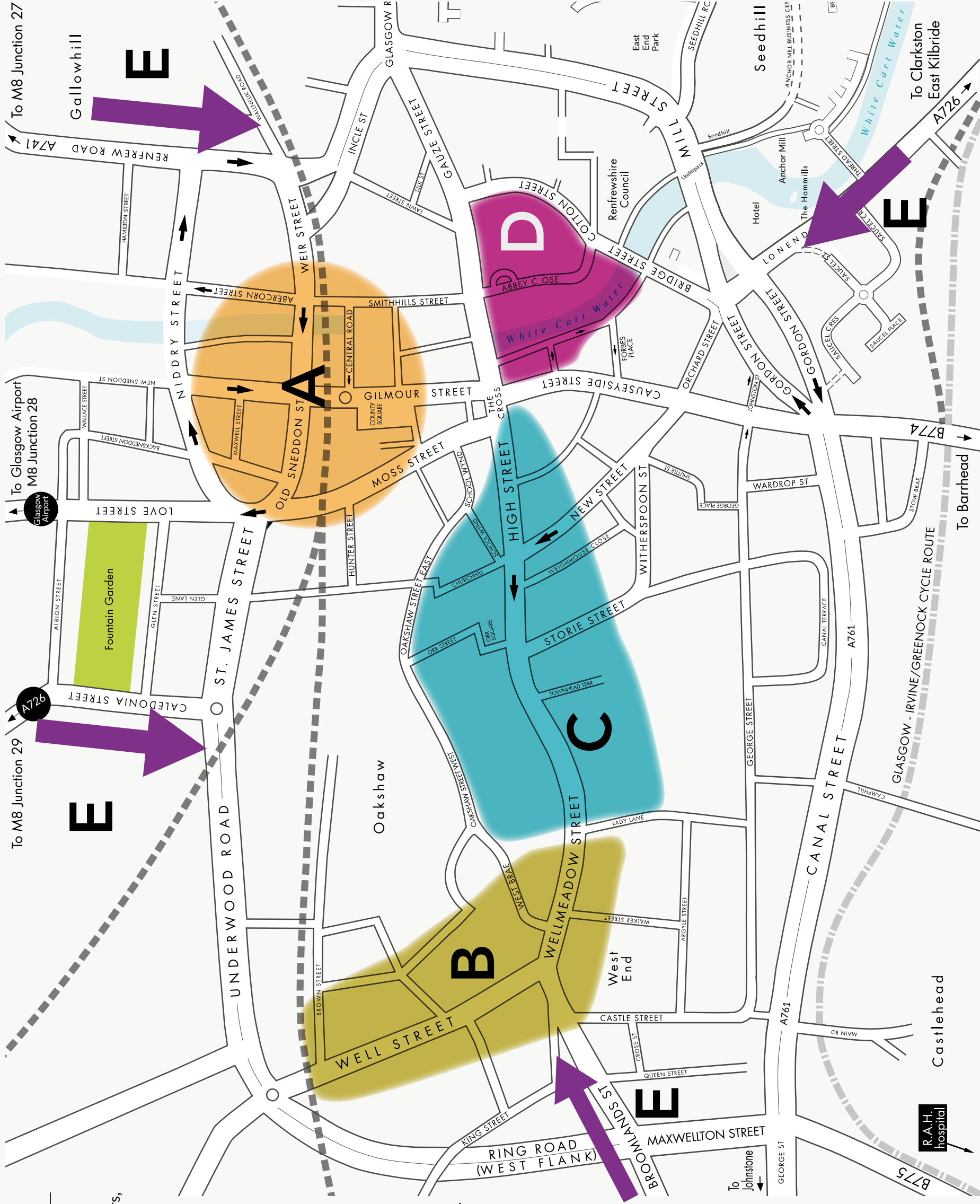
To focus investment and delivery, strategic town centre activity areas have been identified. Through active engagement with all town centre stakeholders, these enabling activities will be further developed to become the regeneration prospectus for Paisley Town Centre.

The activity areas are shown in the diagram are:

- **A: Gilmour Street Gateway**
- **B: Paisley West End**
- **C: High Street and University Campus**
- **D: Abbey and River Precinct**
- **E: Improving connections**

The activity areas provide an umbrella for short, medium and long term actions which will deliver transformational change. Combining physical projects, measures to boost access to work, training and learning opportunities as well as promotional and marketing initiatives, they will attract more people and activity to the town centre. Resources for the delivery of the Action Plan will be identified as projects develop.

The following tables show the objectives and short/medium/long term actions for each of the four activity areas.



Activity Area A: Gilmour Street Gateway			
Objectives	Short Term (by 2018)	Medium Term (by 2021)	Long Term (by 2026)
Railway Station Strong sense of arrival and positive image Modern, integrated rail station providing a busy 21st century transport hub	Develop a masterplan for Paisley Gilmour Street station and the surrounding area	Phased delivery of Gilmour Street Gateway Masterplan	Gilmour Street Gateway
	Promote town centre events and regeneration achievements within station premises	Provide clear signage, tourist information, wayfinding to improve sense of arrival Increased visitor and passenger numbers	
Connectivity Efficient transfer between different modes of transport (rail, cycle, bus, taxi and private car) Swift, direct connections to the airport and to Glasgow city	Examine potential for relocation and enhancement of access to and from Gilmour Street Station (inc. taxis, buses, car parking, cycling, etc)	Begin to implement enhancements and relocation of transport access points Examine potential for new development along river corridor going north of the Town Centre to Paisley Harbour and West College Scotland campus	Deliver fixed public transport connection between Glasgow Airport and Gilmour Street station
Railway Arches/County Square Thriving commercial activity in and around station/arches Improve the contribution of County Square as a key public space in the town centre Breakdown barrier that the arches create	Gathering information on ownership, floorspace capacity and constraints to future alternative uses of the arches	Develop options for redevelopment of land and property in and around Gilmour Street Station	
Surrounding Development Sites Creation of commercial and residential opportunities to the north and south of the station	Examine area in vicinity of Carnegies nightclub and New Sneddon Street for new development	Phased delivery of Gilmour Street Gateway Masterplan	

Activity Area B: Paisley West End			
Objectives	Short Term (by 2018)	Medium Term (by 2021)	Long Term (by 2026)
Regeneration of West End as a residential community of choice Ensure that West End becomes integral to the residential offer of Paisley Town Centre	Prepare and consult on a Regeneration Masterplan for the West End Liaise with landowners and residents in West End to ensure agreed Masterplan is deliverable	Commence implementation of approved Masterplan	Complete delivery of Masterplan

Activity Area C: High Street and University Campus

Objectives	Short Term (by 2018)	Medium Term (by 2021)	Long Term (by 2026)
High Street Vibrancy Increased footfall in the town centre Create a vibrant and attractive High Street in which people want to spend time A vibrant evening economy Deliver Museum/Library and Museum Store projects	Deliver the Library relocation project Deliver the Museum Store project Develop initiatives for both pop-ups and stalled spaces Achieve Purple Flag status for town centre	Enhancements to potential venues and spaces to dwell Deliver pop-ups and stalled spaces initiatives Deliver requirements of Purple Flag status Identify development opportunities for evening activities	Deliver the new Paisley Museum project
Improving The Built Fabric And Public Realm Deliver the TH/CARS2 project Reduce the number of vacant properties in and around High Street	Deliver Yr1 and Yr2 of the TH/CARS2 project Continued discussion with property owners on potential floorspace demands Deliver “Developer Day” initiative	Deliver Yr3, Yr4 & Yr5 of the TH/CARS2 project Participate in Government revaluation of town centre business rates Design and implement a lighting and public realm strategy Enhancements to potential venues and spaces to dwell	
Opportunities For Town Centre Living Increased number of students and residents living in the town centre	Identifying residential development opportunities Discussion with Scot. Govt on potential funding sources for new residential development	Develop and deliver residential development opportunities	
Opportunities For Business Employment opportunities for the High Street The High Street is a focal point for innovation and design Promote creative/cultural/entrepreneurial activity on the High Street Integration of UWS campus and High Street business	Encourage University Masterplan to consider linkages beyond the Campus boundary and to consider opportunities to link with wider Town Centre offer 2021 Bid Office open in High St Develop proposals for innovation and design centre on High St	Deliver innovation and design centre on High St	

Activity Area D: Abbey and River Precinct

Objectives	Short Term (by 2018)	Medium Term (by 2021)	Long Term (by 2026)
Increased Activity Increase visitor numbers to key attractions by creating a destination of national significance focussed around the Abbey, Abbey Drain and Town Hall Improve Dunn Square as a key public space to increase use Attract a range of different uses to the area including water-based activities and visitor facilities	Prepare a public space masterplan and activity programme for the town centre focussing on the riverside, Dunn Square and Abbey Close	Deliver riverside/Abbey Close public space improvements and activity programme Develop improvement proposal for Dunn Square and secure required funding Develop strategy for water-based activity on river	Deliver the Abbey Drain, Abbey and visitor experience projects Implement strategy for water-based activity Deliver Dunn Square improvements
Enhanced Environment Create an attractive riverside greenspace for informal use and for events Improve access to the river for viewing and water based activities Improve use of the greenspace around the Town Hall and Abbey	Develop partnership strategy to improve water quality in river Prepare proposals for improved access to the river and creation of riverside greenspace Prepare proposals for improved use of Town Hall and Abbey greenspace	Develop strategy for improved access to river Provide riverside seating and path improvements Implement proposals for improved used of Town Hall and Abbey greenspaces	Deliver strategy to improve water quality in river Implement strategy for improved access to river

Activity Area E: Improving Connections

Objectives	Short Term (by 2018)	Medium Term (by 2021)	Long Term (by 2026)
Increased Use Of Town Centre Better integration with neighbouring communities and works as the heart of the local community Easy access to the town centre, prioritising walking and encouraging dwell-time A town centre that attracts national and international visitors Enhancement and promotion of car parking provision Create a Heritage Walking Trail for Paisley Ensure cycling is considered in all proposals for improved connections to and around the Town Centre	Review of car parking and preparation of enhancement strategy Review and supplement existing data on heritage assets in town centre	Improvements to existing car parking offer Improvements to key gateways including signage and traffic flow Improve and simplify user signage identifying key points of interest Develop a digital format / smart phone app for a heritage walking trail that can be readily accessed by visitors and residents alike	Creation of easily navigable pedestrian and cycle links with neighbouring communities Promote a communications campaign to emphasise active travel and associated health benefits
Overcoming Physical Barriers A welcoming and easily understood town centre Encourage the availability and swift take up of town centre development sites through increased visibility Overcome the physical and perceived barrier presented by the ring road Create clear gateways into the town centre on main routes	Develop a clear transport strategy to encourage use of the town centre by different forms of transport Feasibility study to redesign ring road, focussing on key junctions and opportunities to create developable sites	Improvements to key gateways including signage and traffic flow Incremental redesign of road approaches to the town centre Phased delivery of ring road redesign	Complete phased delivery of ring road redesign
Development Opportunities Create viable development sites alongside new gateways	Feasibility study to identify opportunities to create developable sites following a redesign of ring road junctions	Market and develop proposals for opportunity sites	Market and develop proposals for opportunity sites

4: Next Steps

To achieve robust, deliverable regeneration of the town centre, the Action Plan must be endorsed and supported by the wider regeneration community. This action plan has been informed by community consultation, key stakeholder engagement and endorsed by elected members (see Appendix 2: Workshop and Consultation Summary). The approved Action Plan will now provide the basis for collaborative working to achieve further reaching regeneration of Paisley Town Centre and the wider Renfrewshire area.

It is essential that the Action Plan is monitored to ensure that it remains current and is able to continue to meet Renfrewshire's regeneration agenda. The summary table for each activity area detailed in Section 3 provides a monitoring tool to measure progress and success and to enable the Action Plan to be reviewed and amended accordingly.

Action Plan endorsed by Elected Members

Consult key stakeholders and partners

Approve Action Plan

Secure resources and deliver Action Plan

Monitor/review/amend



Appendix 1: Regeneration activity— platform for change

The process of regenerating Paisley Town Centre and reviving its economic fortunes has already started. The lessons learned from previous initiatives, as summarised below, provide a platform for change and have been applied to develop this new 10 year Action Plan.

The Untold Story

In 2014, the Council approved a heritage regeneration strategy for Paisley — “The Untold Story: the Paisley Town Centre Asset Strategy & Action Plan” presented or the first time, critical thinking about how Paisley’s international-standard but largely undiscovered textile, fashion, religious and architectural heritage could be brought together to showcase the town centre.

Paisley has a unique but untold story about its central role in the development of the world’s textile and fashion industry and the creation of the Paisley Pattern. Its compelling story has the potential to attract visitors and build on its legacy to become a focus for future innovation and excellence. By telling its story well, Paisley can attract tourism, create jobs, tackle negative perceptions of the town, build pride in the town centre and inspire major town centre regeneration.

Supporting projects which the Council has since promoted include:

Russell Institute

£4.5m restoration of a category A listed building providing a skills and employability hub with Skills Development Scotland alongside the Council’s Invest in Renfrewshire team which will bring additional jobs to the town centre early in 2017.

Museum Store

A publicly accessible facility in the heart of the High Street. Displaying over 350,000 items, it is due to open in late 2017.



Paisley Museum

£56m flagship project to redevelop Paisley Museum and transform it into a visitor experience of international quality, the signature project of Paisley’s regeneration, telling the inspirational stories of Paisley, its heritage and its pattern.



City of Culture Bid 2021

Paisley is bidding to become UK City of Culture 2021. Bringing significant media attention which will increase dramatically as the bidding deadline approaches, it offers the opportunity to focus the minds of those who live, work and use the town centre on how it can meet their needs for the 21st century, how the bar can be raised and how actions can be delivered.



Library

Opportunities are being investigated to relocate the lending Library to the High Street with the aim of creating a new Learning and Cultural Hub which provides improved service provision, increases footfall and improves accessibility to learning services.

Incube

New shop and retail skills academy recently opened on High Street, providing a base and practical support/business skills training to help start-up and early stage business growth.

Arnotts redevelopment

42 new residential apartments completed as part of the Arnott’s building redevelopment. The Pendulum Bar and Grill 120-seat restaurant is due to open on the ground floor in 2017. In addition, a further block of flats is being built as part of the Cloisters development on Cotton Street.

Townscape Heritage Initiative and Conservation Area Regeneration Scheme (THI/CARS)

£3.5m investment in building repair, shopfront improvements and public spaces in the area around Causeyside Street. The creation of a high quality environment has increased business interest, resulting in a reduction of vacant properties. Funding for a second TH/CARS project has been secured to deliver further sustainable regeneration within the heart of Paisley town centre.



City Deal

Glasgow and Clyde Valley City Deal identified some £144m investment over the next 10 years for development of three major regeneration projects.

City Deal will deliver a train/tram link between Paisley town centre and Glasgow Airport which will place Paisley firmly as a key regional gateway with related potential to grow visitor numbers and build town centre employment.

The Glasgow Airport Investment Area Project aims to open up and improve access to economic development locations adjacent to Glasgow Airport, in particular along the White Cart Corridor and the Clyde Waterfront. The Renfrew Riverside Project seeks to significantly improve connectivity and

enhance economic development opportunities at key development sites on the south bank of the river.

These projects are keys elements to trigger far reaching change however it should be recognised that significant and transformational change takes a long time. Many towns and cities can illustrate this through their experiences over a number of years to achieve sustainable change. Regeneration activity is the foundation for a town centre to reposition itself in terms of how it is perceived, how it delivers its role and how it provides a high quality place for residents, businesses and visitors.

Appendix 2:

Workshop and Consultation Summary

Two workshops were held in March/April 2016 to identify key issues for town centre regeneration and the challenges for delivery. Community consultation and further key stakeholder engagement took place to provide further input into the Action Plan. Discussions were wide-ranging, however in terms of recapturing the town centre as an important place for Paisley, Renfrewshire and the wider area, a number of themes for regeneration emerged.

The importance of Paisley Gilmour Street

Paisley Gilmour Street is the 4th busiest station in Scotland with 4 million passengers using it annually. However, it does not integrate well in the town centre and appears relatively isolated. The station is the main point of town centre arrival but its arches to the north form a physical barrier.

Connections to and from the town centre

The road network restricts how local people use the town centre. The existing roads (Renfrew Road, Greenock Road, and Mill Street effectively form a barrier, isolating Paisley’s communities from its centre. With priority given to traffic, getting to and from the town centre can be most difficult for those living closest to it. In taking people ‘through’ not ‘to’ the town centre, the road also helps shape what people think of it. Connections between the town centre and these roads are often unclear to residents and visitors alike, affecting the choices they make of where to park, shop or be entertained.

Making the most of Paisley’s heritage

Paisley town centre has a rich heritage with many beautiful and historically significant buildings yet many people, residents as well as visitors, are not aware of them or their story. The town needs to shout about its assets and provide a comprehensive experience for visitors, including cafes, restaurants, accommodation and other businesses to support and build its cultural assets.

Encouraging more and sustainable activity on the High Street

Over the years the High Street has struggled to retain trade, illustrated by continuing vacancies and low footfall affecting surrounding streets. High Street has the capacity to be a focus for activity, helping

to differentiate it from other town centres. Paisley should be a busy place that people want to live in and come to because it has a unique offer. For many people the High Street is a symbol of the health of the town centre. Building interest, activity and footfall will be critical to encourage change and encourage people who live, work and visit the area to use the town centre.

Changing perceptions

The perception of Paisley town centre must be improved to encourage people to use it as well as promote it as a place to visit and do business. In raising the aspiration of the town centre, local people will be more engaged with the place which will then be actively involved in promoting their place and taking pride in what Paisley has to offer. Alongside physical improvements, this will be critical in changing external perceptions of Paisley.

Effectively integrating the University and College into the town centre

The University and College are important for Renfrewshire and for Paisley town centre. More needs to be done to encourage better integration. Attracting students to live, work and socialise in the town centre will support and encourage a range of businesses. Student markets for shopping, catering, entertainment and accommodation have traditionally tended to be seen as separate from those of the local community. Opportunities to integrate town centre and student markets should be identified and developed. Masterplanning work in both campuses currently being carried out by both organisations will hopefully go some way to addressing this. The physical relationships and connections between the town centre and the campuses are critical—the buildings must be integral to the town centre rather than separate entities.



