



# Evaluation Framework



# Introduction

In 2015, Paisley announced the decision to bid for UK City of Culture 2021 and remains the only town to be shortlisted for the title.

The campaign for City of Culture unlocked a civic conversation with over 34,000 people in the town and delivered a people-powered bid that captivated audiences far beyond Paisley's boundaries. Over 200 business supporters backed Paisley's bid. St Mirren FC renamed their football stadium the Paisley 2021 stadium. The town had its own Paisley 2021 Taxi, a Paisley 2021 lion and Paisley 2021 Johnnie Walker whisky! Up and down the country branded lorries and vans shared our message—Paisley for UK City of Culture.

The Paisley 2021 Partnership Board provided stewardship for the bid, and drew local and national representatives from cultural, community, academic, business, and creative sectors, Chaired by Renfrewshire Council. This continues today as the Future Paisley Partnership Board, directing, shaping, and investing in Paisley's cultural and creative future.

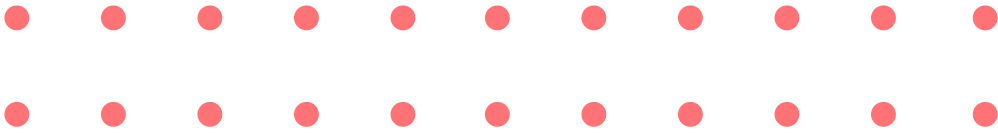


Paisley's shortlisting as part of the UK City of Culture journey was a defining experience for the town. The foundation of the bid was the town's rich heritage, its radical and entrepreneurial spirit, its long history of creativity, innovation, making and industry. Between 2015 and December 2017, thousands of conversations created a shared vision for Paisley place, with culture at its heart. Paisley's bid had an authentic public mandate—co-produced and co-created and nourishing 'a do it with others culture'. The journey boosted confidence in the town and envisioned new possibilities for Paisley's future, and we are continuing this through Future Paisley, with a commitment to:

- promote collective commitment and confidence to deliver together and seek new partnership opportunities
- use culture as a catalyst for change and to bring greater prosperity, opportunity and wellbeing
- achieve the step changes we agreed together and maintain ambition in the longer term
- engage communities in conversations about their future so people still believe 'this is our time'
- maintain and increase engagement with colleagues and partners (locally, nationally, internationally)
- tell the story of change and illuminate the transformation taking place and make tangible the aspirations and ambitions for Paisley's future.

Paisley continues to be ambitious for its future and is prioritising culture and creativity to achieve, with partners and communities, long lasting social and economic change. Many of the commitments made in the bid continue today. We retain a sharp focus on Paisley as a driver for cultural regeneration, whilst expanding our view so it's Renfrewshire wide and all communities' benefit.

Through Future Paisley—a programme of over 80 projects and activities funded by Renfrewshire Council and supported and delivered by a network of partners, we are continuing to define our own model for cultural regeneration and aim to establish Paisley as a centre for excellence and a leader for creative towns.



## How to use the Future Paisley Evaluation Framework

The Evaluation Framework uses the Future Paisley Step Changes and Strategic Outcomes, linked to over 80 projects and activities, delivered by Project Leads and partners.

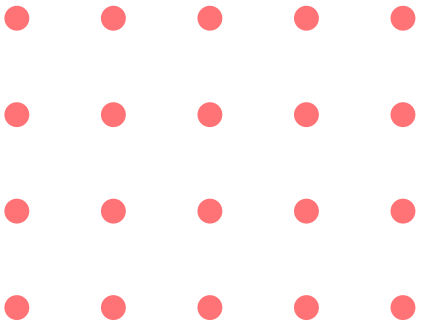
Underneath each strategic outcome, we have considered projects which are funded by Future Paisley, and what appropriate project-level outputs and outcomes might look like. This will bridge the gap between projects on the ground, and the wider ambitions of the Step Changes and Strategic Outcomes.


The project-level material is identified either as:

1. An output, which is a direct and immediate result of the project or activities
2. An outcome, which might be a less direct and longer-term effect

Under some of the outputs and outcomes, we have suggested Sub-Outputs and Outcomes/Indicators, which help to break things down to the next level.

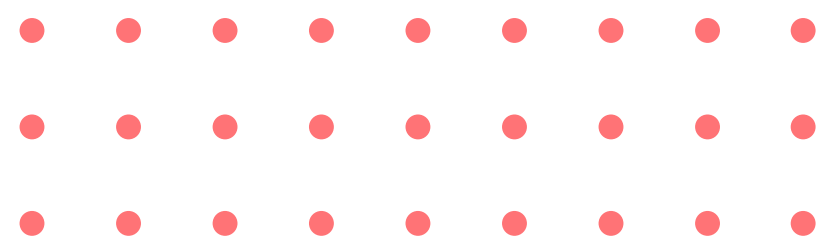
When reporting Future Paisley funded activity, everyone is asked to provide some information as standard and this includes output figures, e.g., the number of people participating. We also know different projects and activities are achieving different kinds of things, and that Project Leads are collecting data and reflecting on the learning in lots of different ways. Projects and activities will be contributing to the strategic outcomes and step changes in different ways from each other too.



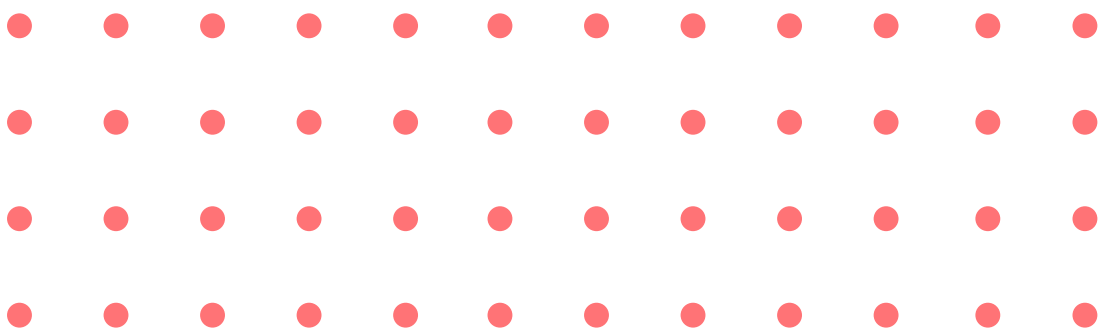


You are completing a quarterly report as part of the Future Paisley programme, and you will be asked about your learning against Sub-Outputs and Outcomes/Indicators. To make use of the Evaluation Framework, to help share your contribution to achieving Future Paisley ambitions and to support evaluation of the programme as whole, we are asking you to:

- Select from the Framework the outputs and outcomes which are relevant and meaningful to your project/activities.
  - You may end up with outputs and outcomes from more than one Strategic Outcome area or Step Change, or your work may be concentrated under just one.
  - Some projects/activities may have more outputs and outcomes than others.
  - Some projects/activities may contribute to part of an output or outcome, but not all of it.



The important thing is that you identify the outputs and outcomes which align with the aims of your project/activities.

- Reflect on your data collection and evaluation approach. Are you able to evidence what you want to under these output or outcome areas? If there are areas where you would like to collect data or provide reflection, but you don't currently, think about how to do that. The Future Paisley team are here to help Project Leads with their thinking.
  - Organise reporting using the outputs and outcomes. This means getting data, analysis and reflection organised to tell the story of each project and activity on the reporting forms—and in any additional material you want to share—about how your project/activity is contributing to a particular area. It's important we learn about what does and doesn't work, and we want Project Leads to share what hasn't worked and/or what's been difficult to achieve. Using the outputs and outcomes as themes for grouping evaluation material will help tell your story.
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## A Worked Example

### The Project

A project is working with a specific community in Renfrewshire, to co-create a piece of narrative theatre which reflects on topics which the community will choose. The project will include local artists who will work with the community and will be supported to reflect on and develop their practice collectively. The project will culminate in a performance in an outdoor public space in Paisley.

The project has selected the following sub-outputs/ outcomes from the Framework as relevant to the project.

#### **The cultural offer builds on Renfrewshire's cultural assets and celebrates the heritage and diversity of Renfrewshire's communities**

- Cultural programming reflects the diversity of Renfrewshire's communities and heritage

#### **Communities and professional artists/cultural organisations work together to co-design arts and culture events, so that local people contribute to the shaping and decision-making of cultural events**

- Opportunities for co-design
- Number of communities/breadth/reach involved in co-design opportunities
- Value of co-design (from individual projects)— what did communities get out of it

#### **Greater community cohesion—people identify shared values, aspirations and common ground through arts and cultural activities**

- Participants feel positive about their communities as a result of participating
- Participating feel able to explore and express positive values as a result of participating
- Participants express enthusiasm to engage again in other activities

#### **Freelancers able to continue and build their practice**

- Opportunities for freelancers through the programme

# The Reporting Template

## Sub-Output/Outcome

Freelancers able to continue and build their practice

### What is your project contributing in this area?

*Tell us about the evidence and learning you have which explains how your project is contributing in this area. It might include formal and informal feedback, survey data, data you've collected directly, etc. What do you think the data tells you about the impact the project is making in this area?*

*If you have lots of data and learning, you might want to append any written evaluation material you have, and give us the headlines here.*

We have recruited freelance artists from the Renfrewshire area to lead on this work with community X. When we recruited the artists, we asked them to tell us about what they wanted to get from working on the project, and what kinds of development and support they need at the moment. Artists told us that they wanted:

- Time to share and reflect on their processes of working with communities
- The opportunity to observe each others' work
- Time at the end of the process to hear feedback from participants and contribute to the evaluation

The project is now partway through, and all the artists have had built-in to the schedule a quarterly session together, and the chance to be paired with another artist and observe their work. We asked them to tell us about how they found this, and the results of our short survey are attached to this report. The headlines are that:

- Artists appreciated the time to get together to reflect
- Artists are already making connections across their work, and it's enabling the project to do different things than we expected and artists to try out new things with confidence, and develop their own practice.
- Artists are making connections beyond this project: two artists have already pitched together and won a commission for community-based work elsewhere, and they had never worked together previously.

### Has anything you've learnt here affected your planning for the next stage of the project?

*Tell us about how you've reflected on the data you told us about above, and whether it's changing or informing how the project will go forwards.*

We are partway through the project; as a result of connections which artists were making early on, we facilitated an exchange between two of the artists working with different groups in the community, to allow both groups to experience different art forms and to enable the artists to have that experience. We are already planning a wider, facilitated post-performance session which several of the artists will support with members of the community afterwards, to reflect on the project together.

# Map of Outcomes and Activities





Step Changes	Strategic Outcomes
<p><b>1. Radically change Paisley's image and reputation in Scotland, the UK and internationally</b></p>	<ul style="list-style-type: none"> <li>● Increased civic pride</li> <li>● Paisley positioned as a destination of choice</li> <li>● More people visit Renfrewshire attractions and events</li> </ul>
<p><b>2. Raise prosperity and increase wellbeing in our communities</b></p>	<ul style="list-style-type: none"> <li>● Cultural participation contributes to enhanced mental health and reduced loneliness in our communities</li> <li>● Children and young people thrive through everyday access to arts and culture</li> <li>● The cultural offer is dispersed and accessible across Renfrewshire, enhancing wellbeing in our communities</li> </ul>
<p><b>3. Paisley will be recognised for its cultural innovation</b></p>	<ul style="list-style-type: none"> <li>● Renfrewshire has a thriving, resilient and diverse cultural sector</li> <li>● Innovation in Paisley's programming leads to wider engagement by local and national audiences</li> <li>● Community-led production and programming increases cultural participation and activism</li> </ul>
<p><b>4. Transform Paisley into a vibrant town centre</b></p>	<ul style="list-style-type: none"> <li>● Paisley town centre is revitalised through the opening of major cultural venues and attractions</li> <li>● Paisley's town centre is revitalised through improvements to public realm</li> <li>● Paisley town centre is animated by cultural production and participation</li> </ul>
<p><b>5. Develop a sustainable and resilient creative economy in Renfrewshire</b></p>	<ul style="list-style-type: none"> <li>● Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models</li> <li>● Pathways into employment and progression routes in Renfrewshire's tourism, cultural and creative sectors are being supported</li> <li>● The tourism and the cultural and creative sectors in Renfrewshire are vibrant and employment opportunities are developing</li> </ul>

## Step Change 1. Radically change Paisley's image and reputation in Scotland, the UK and internationally

### Strategic Outcome 1: Increased civic pride

#### Sub-Outputs

##### **We share consistent positive messages about Paisley via town spokespeople (official and unofficial)**

- A range and volume of positive messages is shared about Paisley locally
- A range of different spokespeople are attached to those messages

##### **There is high local awareness of positive developments taking place, and local people and local businesses understand how they will benefit—socially, culturally, and economically**

- Local people are aware of positive developments
- Local people associate a range of benefits with those developments

##### **OTSH something positive about Paisley in the media, help to reinforce why Paisley is a place for a good life**

- Local media covers Paisley positively—moving on from negative press
- Local media covers developments positively, associate them with a range of benefits for local people/places

##### **Local people and businesses confidently welcome visitors to the town**

- There is visible tourism-friendly activities/messaging—town readiness
- Local people/businesses see tourism as positive

#### Sub-Outcomes

##### **People feel pride in Paisley and are optimistic about the town's future**

- Local people are proud about Paisley/specific things in the town/area
- Local people are optimistic about living in Paisley and what it has to offer them

##### **Local people champion Paisley, are advocates for the town and contribute to shaping the town's future**

- Co-design of the Paisley Vision, including the Future Paisley Exhibition
- Local people encourage friends and family to visit, and speak highly of Paisley to those from outside the area
- Local people engage in consultation activities

# Step Change 1. Radically change Paisley's image and reputation in Scotland, the UK and internationally

## Strategic Outcome 2: Paisley positioned as a destination of choice

### Sub-Outputs

#### **Paisley has a vibrant brand which local stakeholders buy into and use, and which engages visitors**

- Local people and stakeholders contributed to and were consulted about a new brand (Paisley Is) and a major public campaign (What's Our Story)
- Local stakeholders are making use of the brand
- The Paisley Pattern is a key part of the brand, with clear messaging and brand package and locals and stakeholders recognising and using it

#### **The destination website has been established and is updated and used regularly**

- Digital metrics on website

#### **Paisley has an active network of influencers and place champions driving work of mouth recommendations**

- The network is set-up
- Evidence of use of different influencers/ place champions
- Media metrics/outputs

#### **Seasonal visitor campaigns leading to increased visitor numbers and event attendees**

- Spread/reach of seasonal visitor campaigns

### Sub-Outcomes

#### **Visitors are aware of, engage with and are motivated by new brand, marketing, and improved information to explore Paisley**

- The brand gets visitor recognition
- Evidence of seasonal visitor campaigns driving visitor numbers/event attendees

#### **Sustained, positive media commentary about Paisley and high awareness of the town's transformation**

- Non-local media coverage of Paisley is positive and highlights attractions and visitor experiences, and includes improved images and stories

#### **Paisley Pattern is reconnected with the town**

- Visitors recognise the town brand, and associate the Paisley Pattern with the town
- Other external stakeholders (media, non/potential visitors, partners) recognise the town brand, and associate the Paisley Pattern with the town

#### **Paisley ranks as a cultural destination amongst other destinations in Scotland/UK (explore data with Visit Scotland/Creative Scotland)**

**Step Change 1. Radically change Paisley's image and reputation in Scotland, the UK and internationally**

**Strategic Outcome 3: More people visit Renfrewshire attractions and events**

**Sub-Outputs**

**Numbers and profile of visitors to Paisley's new venues and attending cultural events**

- Attendances at events—see specific targets
- Visitors at venues—see specific targets

**Numbers and profile of visitor numbers to Paisley and Renfrewshire attractions**

- Visitor numbers

**Numbers and profile of visitors to Renfrewshire's great outdoors**

- Visitor numbers

**Sub-Outcomes**

**Local spend and economic impact in Paisley and Renfrewshire**

- Evidence of visitor/attendee spend where possible
- Increased footfall in Paisley?

## Step Change 2. Raise prosperity and increase wellbeing in our communities

### Strategic Outcome 4: Cultural participation contributes to enhanced mental health and reduced loneliness in our communities

#### Sub-Outputs

##### Renfrewshire's professional arts and cultural sector is equipped to work as active agents in health and social care service delivery

- Arts, culture, health, and social care professionals work cross-sector to commission combined arts and health and wellbeing initiatives
- Local cultural organisations are health and social care service delivery providers
- Freelance arts and cultural practitioners are equipped to lead work with health and social care related outcomes
- Cultural activities and cultural venues are referral ready, building capacity in the social prescribing system
- New networks are formed and shape cultural provision
- Local communities influence decision-making on arts and cultural activities to enhance health and wellbeing

##### Adults who have poor mental health or are experiencing loneliness are referred to cultural activity

##### Social and cultural prescribing activities meet participants' needs and support target groups into participating alongside wider communities

##### Barriers to cultural participation for marginalised groups are removed in venues and groups specifically funded to do so

##### Arts and culture become sustainably embedded within service delivery of mental health support at Renfrewshire HSCP and its service delivery organisations and partners

- The CAHSC Co-ordinator works strategically within the HSCP to embed arts and cultural activities within this area of service delivery, with plans in place to mainstream this from April 2024 onwards
- Mainstreaming arts and culture within service delivery from April 2024 onwards is supported by the arts, culture and creativity becoming embedded within relevant HSCP, Council and partnership policies, informing strategic planning (e.g., Community Plan, Social Recovery Plan, Health, and Social Care Plan)
- An expanded, sustainable model of social prescribing (involving the HSCP, GPs and Community Link Workers, One Ren, and other partners) is established by April 2024
- CAHSC Group member organisations working in mental health support embed arts and cultural activities within their own individual service delivery models
- Adults accessing Self-Directed Support have increased choice of arts and cultural activities to access independently with their individual budgets

#### Sub-Outcomes

##### People who take part in cultural activity feel less lonely and some may have formed new friendships

- Targeted activities have a positive effect on the connections which participants make
- Participants continue to engage in activities which help them to connect

##### Marginalised groups build confidence and transferable work skills through cultural participation

##### Participation in the arts and culture supports recovery from addiction for people who use drugs and alcohol

- Regular participation in arts and cultural activities helps to positively change participants' weekly routines, supporting recovery
- Participation in arts and cultural activities enhances participants' wellbeing, through positively changing participants' self-perception and creating/reinforcing connections in the community that support recovery

##### Choice and participation in arts and cultural opportunities facilitates independent living amongst older and/or disabled people in receipt of SDS, reducing loneliness and enhancing wellbeing

##### Older people accessing arts and cultural opportunities via Renfrewshire HSCP and its partners' services report enhanced wellbeing

## Step Change 2. Raise prosperity and increase wellbeing in our communities

### Strategic Outcome 5: Children and young people thrive through everyday access to arts and culture

#### Sub-Outputs

##### **Renfrewshire has a coherent, diverse, and accessible cultural offer for children and young people, which meets their needs**

- A wide range of cultural activities are available to young people in and out of school settings
- Schools and nurseries are connected to professional arts and cultural providers
- People working with children and young people in a range of settings know about cultural opportunities available to them
- Feedback from children and young people on how they access cultural opportunities
- Feedback from children and young people on whether cultural activities meet their needs

##### **Renfrewshire's cultural offer is accessible to and meets the needs of the most disadvantaged children and young people**

- Practical barriers to the arts and culture for young people are removed
- Future Paisley programmes and venues meet the needs of disabled young people, enabling their participation
- Future Paisley programmes facilitate the participation of care experience young people and young carers

##### **New opportunities are generated for family learning and engagement in the arts, culture, and heritage**

##### **The cultural offer engenders agency in children and young people as active decision-makers**

##### **Participation in the arts and culture by the most disadvantaged children and young people is sustained**

- Participatory projects that end have exit strategies tailored to each young person's needs
- Pathways and progression routes are established from and through funded programmes, enabling disadvantaged young people to develop their talents

##### **Sustainable mechanisms are established to deliver children and young people's cultural entitlement in formal learning, connecting cultural organisations and practitioners with schools and nurseries**

##### **Progression routes are in place for children to grow and develop their creative talents**

##### **Creative learning provision in schools is enhanced**

- Quality of provision is improved
- Young people are able to access a broader range of qualifications in creative subjects

## Step Change 2. Raise prosperity and increase wellbeing in our communities

### Strategic Outcome 5: Children and young people thrive through everyday access to arts and culture

#### Sub-Outcomes

**Taking part in arts and cultural activities on a regular basis enhances young people's mental health and wellbeing, social skills, and relationships, and builds their readiness to learn in school**

**Schools-focused Future Paisley programmes lead to raised attainment in young people**

**Young people develop new skills, both arts and culture-focused skills and transferable skills**

**Young people involved in the Future Paisley programme progress to positive destinations**

**Young people's involvement in decisions that affect them within Future Paisley projects leads to enhanced wellbeing**

**Future Paisley investment builds a culture of family engagement in (cultural) education in participating nurseries and schools**

**Schools and nurseries report increased involvement of families in school activities**

- Schools and nurseries build better relationships with local families
- Families feel more involved in their children's learning on arts, culture and heritage in school and nursery
- Families better understand the benefits of arts and cultural learning activities for their children

**School and nursery staff involved in the Future Paisley programme have an increased awareness of cultural opportunities available to their pupils**

**Disadvantaged young people have developed their social and cultural capital through participation in the Future Paisley programme**

**Young people have raised aspirations as a result of participation in the Future Paisley programme**

**Young people have greater 'ownership' of the arts and culture through participation in the Future Paisley programme**

- Young people feel that the arts and culture are for them, that they belong and that they have greater 'ownership' of the arts and culture locally

## Step Change 2. Raise prosperity and increase wellbeing in our communities

**Strategic Outcome 6:** The cultural offer is dispersed and accessible across Renfrewshire, enhancing wellbeing in our communities

### Sub-Outputs

#### **The cultural programme takes place in towns and villages across Renfrewshire**

- The programme planning is informed by data and insights at ward level
- There is an expanded cultural offer where people live
- Activities are planned across Renfrewshire

#### **The cultural offer builds on Renfrewshire's cultural assets and celebrates the heritage and diversity of Renfrewshire's communities**

- New cultural assets are developed for the benefit of communities in places across Renfrewshire
- Established cultural assets are developed for the benefit of communities in places across Renfrewshire
- Cultural programming reflects the diversity of Renfrewshire's communities and heritage

#### **Targeted investment in arts and cultural providers increases the accessibility of the cultural offer for marginalised groups in towns and villages across Renfrewshire**

**Children and young people across Renfrewshire are able to access a wide range of arts and cultural activities where they need them, within and beyond formal learning spaces**

### Sub-Outcomes

#### **Renfrewshire residents have access to high quality cultural experiences at all stages of life**

#### **Communities have an enhanced sense of civic pride in the towns and villages across Renfrewshire where they live**

- The development of new cultural assets enhances civic pride and wellbeing
- The development of established cultural assets enhances civic pride and wellbeing
- Arts and cultural programming and projects reflecting the heritage and diversity of Renfrewshire's communities enhance civic pride and wellbeing
- Young people have an enhanced sense of civic pride in the towns and villages across Renfrewshire where they live, enhancing their wellbeing

#### **Shared cultural experiences connect people in towns and villages across Renfrewshire, enhancing community cohesion and wellbeing**

- Communities from across Renfrewshire are active participants in co-created programmes
- Local residents' feedback on the extent to which cultural programme activity delivered across Renfrewshire is meaningful to them
- Local residents feel socially connected to others through cultural programmes and events



## Step Change 3. Paisley will be recognised for its cultural innovation

### Strategic Outcome 7: Renfrewshire has a thriving, resilient and diverse cultural sector

#### Sub-Outputs

##### **A rebalanced sector where public institutions are less dominant and the gap with grassroots organisations and artists is narrowed**

- Evidence of artists and grassroots organisations moving to/setting up in the area
- Proportionally, more Council funding is distributed (or plans for it to be distributed) than used for delivery in-house
- Evidence of positive and supportive interaction between public institutions and the independent sector

##### **Independent networking within the sector supporting CPD and creating new partnerships**

- Number of networks
- Value of support for networks
- Number of new partnerships
- CPD opportunities

##### **Freelancers able to continue and build their practice**

- Opportunities for freelancers through the programme

##### **Volunteer organisations building their professionalism and increasing their capacity**

- Value/outcomes from specific programmes to support the volunteer sector
- Increase in capacity? Possibly some case studies?

##### **Increased studio and flexible cultural spaces—co-owned or independently owned, across Renfrewshire**

- Increase in number of studio/visual arts spaces
- Take-up of spaces is good

#### Sub-Outcomes

##### **Public institutions commission locally where possible and creating opportunities and partnerships for local artists and cultural organisations**

- Public institutions have a range of ongoing partnerships and commissions, in which local artists and independent organisations are engaged in shaping and making decisions
- Meaningful opportunities for local artists and independent cultural organisations are generated by the programme

##### **Power and leadership in cultural organisations, services and production is distributed equitably**

- Organisations, services, and production have policies and processes in place which support a wide range of voices in shaping and decision-making, including independent and voluntary organisations, freelancers, and communities

## Step Change 3. Paisley will be recognised for its cultural innovation

### Strategic Outcome 8: Innovation in Paisley's programming leads to wider engagement by local and national audiences

#### Sub-Outputs

##### **New cultural space and programming investment enables new and original work to be shown in Paisley**

- No of premiers/original commissions shown in Paisley
- Audiences

##### **National tours are secured for Paisley's venues, putting Paisley's venues on the map**

- No of national tours
- Audiences

##### **National audiences are drawn to visit, due to national and international partnerships and exciting programming**

- No of visitors from different segments (e.g., outside Paisley, 60-minute drive time, beyond) who attend
- Awareness of these activities by visitors (e.g., is a driver for visiting)

##### **Paisley collection is digitised, copyrighted and licenses support a range of commercial partnerships and access to researchers**

- Digital textile catalogue
- Range/reach of commercial partnerships has grown
- Range/reach of non-commercial interest has grown

#### Sub-Outcomes

##### **Local people feel ownership of new venues and are emotionally connected, 'first to see' new programme**

- Local people aware of new venues
- Local people associate new venues with positive development
- Local people plan to go/interested to go and see new programme

##### **Cultural venues and programmes are fully accessible to audiences and participants who have been historically marginalised**

- Any standards which have been met in building works to ensure accessibility
- Any standards which have been met in staff training/procedures/visitor welcome which ensure accessibility
- Local people feel positive about new venues, and confident to access them and feel welcomed

##### **Local stakeholders and town centre businesses understand and respond to opportunities presented by new venues and are champions**

- Specific programmes/work undertaken to build stakeholder knowledge and awareness
- Specific programmes/work undertaken to connect the visitor offer
- Local stakeholders/businesses are aware of the venues and what they offer
- Local stakeholders/businesses are positive about the venues and what they offer

## Step Change 3. Paisley will be recognised for its cultural innovation

**Strategic Outcome 9:** Community-led production and programming increases cultural participation and activism

### Sub-Outputs

#### **Communities and professional artists/cultural organisations work together to co-design arts and culture events**

- Opportunities for co-design (e.g., content for the museum)
- Number of communities/breadth/reach involved in co-design opportunities
- Value of co-design (from individual projects)— what did communities get out of it

#### **We have a shared definition of socially engaged practice and co-design is valued by policy makers, beyond the cultural sector**

- Evidence of a clear articulation and shared language around co-design across different organisations, commissioners, and communities
- Evidence of co-design as a key concept in future planning by commissioners and others

#### **Increased participation in arts and cultural activity and more opportunities for communities to come together**

- Key activities (e.g., Hallowe'en, Literature Festival) see growing audiences and activities because of the FP funding, including the investment in Council events team

### Sub-Outcomes

#### **Local arts and cultural infrastructure are strengthened**

- Local sector has meaningful, long-term relationships with communities
- Local sector has meaningful, long-term relationships with commissioners
- Other sustainability indicators

#### **Greater community cohesion—people identify shared values, aspirations and common ground through arts and cultural activities**

- Participants feel positive about their communities because of participating
- Participating feel able to explore and express positive values because of participating
- Participants express enthusiasm to engage again in other activities
- Possible evidence of greater community collective action going forwards (e.g., communities leading their own work)

#### **Marginalised groups feel part of their community.**

- Participants from marginalised groups feel positive about their participation experiences
- Participants from marginalised groups feel that they have connected with and are valued by their communities as a result of participating

#### **That communities are supported by the programme to examine complex challenges and work together to determine what solutions they want for their areas and their communities**

- Opportunities to tackle complex challenges through culture-based practice with communities
- Opportunities to develop meaningful solutions and responses through culture-based practice with communities
- What communities tell us about the value of this work

## Step Change 4. Transform Paisley into a vibrant cultural town centre

**Strategic Outcome 10:** Paisley town centre is revitalised through the opening of major cultural venues and attractions

### Sub-Outputs

#### New venues open on time

- Venues are open
- Venues are functional, with a range of programming
- Early audience/visitor figures
- Activities

#### Paisley is full of life and busy as more people visit the town centre to experience new attractions and events—inspired by exciting programming

- Footfall
- Attractions/venues as a driver to visit
- Public transport numbers/usage

### Sub-Outcomes

#### Economic benefits from different segments of visitors and locals.

- Increased spend in the local area

**Strategic Outcome 11:** Paisley's town centre is revitalised through improvements to the public realm

### Sub-Outputs

#### New public spaces are delivered on time (not for FP to measure)

- Public spaces are open
- Footfall

#### New/expanded events are hosted in the town centre as a result of improved outdoors space

- Events programme shows ambition
- Increased visitors attracted to events (pre-Covid baselines)

### Sub-Outcomes

#### More people congregate and dwell in the town centre—local people and visitors

- Change/rise in number of in-Renfrewshire visitors/visits to town centre
- Change/rise in number of out-of-Renfrewshire visitors/visits to town centre
- Change/rise in number of people living in town centre/options to live in town centre
- Confidence and increased sales amongst local businesses (possibly reporting via a survey)?

## Step Change 4. Transform Paisley into a vibrant cultural town centre

**Strategic Outcome 12:** Paisley town centre is animated by cultural production and participation

### Sub-Outputs

**Annual signature events animate Paisley town centre through cultural production and participation, involving professional arts and events practitioners, local residents and visitors**

- Events programme
- Attendance figures
- Who participates in delivery

**Major arts partnerships produce one-off theatre events leading to mass participation in Paisley town centre, whether as performers or audiences**

- Events programme
- Attendance figures
- Who participates in delivery
- Other indicators of success

**Vacant spaces become 'meanwhile spaces' for culture, animating shopping centres and Paisley High Street**

- No of meanwhile spaces
- Visitors where measurement is possible
- Footfall against previous baseline
- Visitor/resident responses/perceptions

**A memorial sculpture, co-created with the local community, is produced to commemorate the Glen Cinema disaster**

- Sculpture is created
- Evaluation of participants experience of engaging—feedback and possible case study
- Awareness/response of town centre users

### Sub-Outcomes

**Paisley's independent cultural sector lead and develop activity in Paisley town centre, building place-based agency within the local professional arts community**

- Greater presence by the independent sector, whether meanwhile or more permanently
- Specific developments to house arts organisations/individuals/studios

**Paisley's heritage attractions professionalise and deliver a quality visitor experience**

- Evidence of key steps taken to professionalise heritage attractions—new posts, accessibility measures, other things
- Good feedback from visitors about the visitor experience to heritage attractions

## Step Change 5. Develop a sustainable and resilient creative economy in Renfrewshire

**Strategic Outcome 13:** Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models

### Sub-Outputs

**The investment creates a range of meaningful opportunities for organisations and sole traders to develop their business models that consolidate their governance, financial viability, and management**

- Opportunities to get involved in delivering programmes/activities locally for Renfrewshire, nationally and internationally
- Benefiting from any policies to procure/employ local talent/delivery partners
- Specific business development opportunities are well taken up, and participants suggest they are useful
- Specific needs are identified (e.g., fundraising, appropriate space, etc) and supported
- Expansion of viable cultural networks to support the sector in Renfrewshire

**Local organisations become recipients of regular funding and/or strengthen their business case for ongoing financial support**

- For local organisations to receive regular funding from Creative Scotland, access trusts and foundations and other sources of funding including sponsorship

**Local cultural organisations to be seen as a valuable asset that can deliver programmes and projects on behalf of the local authority**

### Sub-Outcomes

**Towards the end of the investment period organisations and sole traders are well-placed to lead and/or contribute to future programming and activities**

- Planning and commissioning processes involve organisations and sole traders in meaningful ways that utilises those organisations and sole traders as clear assets for Renfrewshire
- Specific plans/follow-on programmes are in place, to continue meaningful work and grow the sector so it can be sustainable
- Organisations and sole traders feel positive about the future of their work in Renfrewshire

**The critical mass is helping to attract other cultural organisations and sole traders to move into Renfrewshire and build the cultural ecology**

**The sector is developing its visibility, and this yields greater opportunities to work in partnership locally, nationally, and internationally**

**Local artists and organisations operating on a more stable footing**

- Organisations and artists able to plan for the future
- Clear range of ongoing work which involves a range of individuals and organisations
- Feasible fund-raising plans/capabilities for the medium-term

**Local organisations are creating more opportunities for freelancers, young practitioners, and volunteers as a result of having more/some regular funding**

- Number of opportunities for freelancers, young practitioners and volunteers increases (would require a baseline)
- Types of opportunity

**Step Change 5. Develop a sustainable and resilient creative economy in Renfrewshire**

**Strategic Outcome 14:** Pathways into employment and progression routes in Renfrewshire's tourism, cultural and creative sectors are being supported

**Sub-Outputs**

**Sub-Outcomes**

**There are projects which support participants to develop an interest in working in tourism, cultural and creative sectors**

**Work is ongoing to join up different opportunities and routes into training and employment in tourism, and the cultural and creative sectors**

**Young people feel positive about training and employment in tourism, cultural and creative sectors in Renfrewshire, see it as a viable option and understand what the routes into employment are**

**Strategic Outcome 15:** The tourism and the cultural and creative sectors in Renfrewshire are vibrant and employment opportunities are developing

**Sub-Outputs**

**Sub-Outcomes**

**The investment creates some direct employment, via new venues, new commissions and other additional new areas of activity and programme**

- New jobs available in these sectors
- Types of jobs
- Status of jobs (permanent, fixed term, etc)

**There is evidence of wider investments and interest in Paisley and Renfrewshire following the positive town developments and the raised profile of the tourism and cultural offer**

