
To: Economy & Regeneration Policy Board

On: 24 January 2023

Report by: Chief Executive

Heading: Cultural Infrastructure Programme Update

1. Summary

- 1.1. This report is to update the Board on the progress of Renfrewshire Council's Cultural Infrastructure Programme, being delivered on behalf of the Council by the City Deal & Infrastructure Team (with project management expertise from the Council's Property Services team) with the Paisley Museum Project being delivered by OneRen.
- 1.2. The Cultural Infrastructure Programme investment in Paisley town centre will use our internationally significant cultural and heritage story to transform our future for visitors and events within Scotland. This programme of work will bring new footfall and life to the town centre, new homes for top class events and life-changing cultural experiences whilst preserving the heritage of the town.
- 1.3. Since the beginning of the Cultural Infrastructure Programme, the scale of the economic shock we have since experienced from global events such as the pandemic and war in Ukraine has been unforeseeable introducing significant pressure on the Council and its contractor's in delivering these ambitious plans. Completion of these projects are central to the recovery and inclusive growth of the Renfrewshire economy and Paisley Town Centre.
- 1.4. Given the very significant scale of the cultural infrastructure programme a managed programme of phased venue openings over a defined period has been planned since the commencement of the construction phase. Delivering a managed and coordinated opening programme is key to securing a successful go live phase where each venue is provided with the opportunity to be launched in its own right and contribute both individually and collectively to maximise the impact on Renfrewshire's cultural, events and heritage opportunities.

1.5. In addition, there are significant operational demands involved in planning, preparing and delivering each venue opening and consequently there is a need to actively manage the opening programme to ensure organisational capacity of both the Council and OneRen is able to appropriately support the associated demands of each individual venue opening.

1.6. The very significant scale of the construction phase, coupled with the unprecedented challenges faced across the wider construction sector over the past number of years, has meant there has been an inevitable shift in the construction completion dates of each venue in contrast to that planned at the outset of the programme. Notwithstanding, greater confidence is being increasingly secured in relation to anticipated construction completion dates which will allow a firm opening schedule to be finalised and in line with the planning principles outlined above it this will not necessarily be directly driven by the completion dates of each individual construction contractor. A paper outlining the detail of the planned opening programme will be brought to the next board.

2. Recommendations

2.1 The Economy & Regeneration Board is asked to:

- i) Note the progress and current stage of construction of the projects outlined in this paper.
- ii) Note that OneRen will bring details of the cultural infrastructure opening programme and marketing plans to the next meeting of this board as detailed in paragraph 13.

3. Project Updates

3.1. Whilst each of the Cultural Infrastructure projects individually contribute to economic growth in Renfrewshire, it is important to note that the combined social and economic outcomes from across these investments are greater than the sum of the individual parts. Coupled with the Councils wider economic investments in City Deal, AMIDS, housing and other regeneration projects these social and economic outcomes for our local residents and visitors is enhanced further.

3.2. On all project sites planned progress has been difficult to maintain in line with programmes whilst contractors manage the ongoing difficulties of construction materials and supply chain with current global issues putting significant pressure on costs. The Council continues to work closely with contractors to monitor and provide any reasonable support to ensure the successful delivery of these important projects.

3.3. The Council and OneRen teams are currently working together to finalise opening plans for these venues and an update will be brought to the next meeting of this board.

4. Paisley Town Hall Redevelopment

4.1. Paisley Town Hall is being transformed into a landmark entertainment venue for the West of Scotland, to preserve its place at the heart of life in Paisley for future generations.

The Paisley Town Hall Redevelopment project includes replacement of all mechanical, electrical and plant, as well as a full fit out and redecoration of the existing building. In addition, internal modernisation to increase the quality and range of services offered by improving the main hall auditorium, increased dressing room provision, acoustic and lighting improvements, new function suite, extended kitchen and new bar provision, additional toilets, and all-round improvements to the landmark building are currently being constructed.

- 4.2. The design preserves the same classic look and grand features which make the town hall so distinctive – but creates the 21st century facilities required for a successful modern venue.
- 4.3. Redevelopment of significant and historic buildings is always challenging, and the team are ensuring that quality and care is taken to deliver the building to the high standards to meet the vision and expectations for this building. The contractor, Morrison Construction, has now completed most of the required internal structural changes and is transitioning to the fit-out works. One of the most prominent areas of construction has been the erection of an 18m high scaffolding structure that covered the entirety of the main hall, used to completely refurbish the historic ceiling decoration, and install new machinery in the attic space above the main hall. This scaffold has now largely dropped, marking the completion of a significant area of work, and showcasing the ornate ceiling that brings the main hall to life.
- 4.4. Work will continue at pace into 2023 where mechanical and electrical upgrades will complete in the early part of the year and will see the finalisation of a new heating and water system as well as new accessible lift installations. Along with the full electrical replacement, the building will also have new fibre installed to bring improved network capacity and allow the installation of a new Wi-Fi service that will provide connectivity for both staff and the public.
- 4.5. Finishing works will then take place across all rooms including kitchens, toilets, office spaces and event rooms which will conclude the construction works. It is anticipated that construction works will be complete at the end of May 2023. This will then be followed by an intense period of internal fit out of items including furniture, ICT, and high-quality stage sound and lighting equipment to ensure Paisley Town hall can deliver top class entertainment events.
- 4.6. OneRen are preparing an operational readiness programme concurrently for the internal fit out works, involving staff training and implementation of operating procedures. The PTH venue will be marketed by OneRen through a pre-planned strategy to attract events, performers, and bookings. The operational readiness programme will be implemented commencing in spring 2023, with the building opening in advance of the Royal National Mòd 2023, which will take place in Paisley from 13th to 21st of October.

5. Paisley Learning and Cultural Hub

- 5.1. Paisley Learning and Cultural Hub is a 21st century community hub and a modern home for library services at the heart of Paisley High Street, bringing new footfall into the town centre. The construction of this building is taking place in a previously vacant and derelict building in the centre of the High Street and will become a modern educational resource for people of all ages to learn and be inspired.

- 5.2. Construction of the building has seen a significant amount of the existing building stripped out whilst preserving the historic characteristics of the building. The building has been transformed with a complex network of new steel installed to create the foundation of what will be four floors of learning and collaboration space. On site, steelwork and structural changes are largely complete with the final new staircases being installed imminently to allow the works to progress to the fitout phase.
- 5.3. Early in 2023 the front of the building will be installed which will be a significant milestone towards completion. Work has already commenced to prepare the fitout of the building with mechanical and electric works started, and internal walls now being constructed. Every element of this building will be newly installed, and this will include new fibre and Wi-Fi to the building for both staff and the public who use the building.
- 5.4. Construction works are scheduled to complete by the end of May 2023, and this will deliver; a children's library including a new play structure integrated with digital learning mechanisms, various touch down spaces to work and learn, meeting rooms and event space, ICT suites, all combined with the Paisley Central Library collection throughout.
- 5.5. OneRen will deliver an operational readiness programme that will involve the transition of the temporary Paisley Central Library from its existing location in the Lagoon car park, to the new building on Paisley High Street. This transition will take place in the second half of 2023 after which the PLCH will be opened to the public.

6. Paisley Arts Centre

- 6.1. Paisley Arts Centre is being extended and upgraded into a unique and intimate performance venue and creative hub, driving new life and footfall into the heart of the town centre. This refurbishment project includes a complete replacement of the building's mechanical, electrical and plant equipment, a full refurbishment throughout, new retractable seating, accessibility improvements and a new extension to improve the number of covers in the bar. These improvements will be further supplemented by the creation of a new public realm space externally to provide event space.
- 6.2. The existing historic building has been stripped inside to enable the main works to take place. This is enabling the contractor to make final structural alterations and complete the removal of existing material no longer required. Work is beginning to pick up now with reinforcements to the internal structure taking place and progress being made on the strengthening of the roof. Foundations are in place for the new extension to the front of the building which will then progress to the construction of the additional space.
- 6.3. Construction will then move to internal fit out works in early 2023, bringing the refurbishment of all spaces. The final element will see the installation of a 'tensile wire grid' which is a permanent working platform that will allow access to the audio-visual equipment including stage lighting.

This structure will allow ease of access to an otherwise hard to reach area, to ensure performances can receive the best technical support available, resulting in higher demand for using the venue. This building will also benefit from the installation of new fibre and Wi-Fi for the use of staff and public.

- 6.4. It is anticipated that construction work will complete in summer 2023, where the venue will then progress into a OneRen led operational readiness programme. This will include the training of staff and implementation of operating procedures, as well as readying for performances, and marketing the venue. The operational readiness and marketing programme by OneRen will be delivered in advance of the building opening which is expected to be late 2023 / early 2024.

7. Paisley Museum Reimagined

- 7.1. Paisley Museum Reimagined will deliver a world-class destination telling the inspirational stories of Paisley's people and pattern and showcasing its internationally significant collections. This project includes repairing and renovating all buildings on the museum campus delivering a 20% increase in the overall area. The construction also includes a new extension housing a visitor reception and café, the installation of new mechanical, electrical and plant systems, as well as the introduction of a public courtyard. Importantly, this work enables an increase in the interpretation of the collections and number of objects on display, with a strong focus on digital interpretation.
- 7.2. Construction work is well underway and bulk excavation to form Level 0 and the new entrance courtyard is nearing completion. Temporary steelwork previously supporting the corner of the new gable opening has been removed and the building is now supported by the permanent columns. Roof works are ongoing at the main museum building and Oakshaw with completion of the main south roofs now largely complete. The new west extension steelwork has been erected on Level 3 and 2 and roof decking is progressing well.
- 7.3. Work has now begun on planning the exhibition fitout for the museum with award-winning specialist consultants 'The Hub' appointed to lead this piece of work. Work is taking place to design and create samples and mock-ups of the show cases and displays with this work progressing well.
- 7.4. With the project moving into the final part of delivery, work is ongoing with content and interactive development with three digital companies appointed to work on the following:
- Joi Polloi – a double BAFTA award winning independent studio has been commissioned to produce digital interactives for the museum.
 - Media Co-op - a multi award winning company has been contracted to co-produce films working with local communities.
 - Freakworks Ltd - one of Scotland's leading film making companies has been commissioned to produce films and animations for museum displays.
- 7.5. Work to conserve the collection is well underway in readiness for redisplay. Conservation treatment of all Paisley Pattern shawls, sculptures and works on paper, selected for display is already complete. Conservation work continues on paintings, ship models, frames, costume, natural history and looms.

To assist with conservation treatments, we have been successful in securing external grants including contributions from the Art Fund, National Museums Scotland's National Fund for Acquisitions, Museums Galleries Scotland and the Pilgrim Trust. As part of the conservation works programme, we have also established partnerships with organisations such as Centre for Textile Conservation at University of Glasgow and the Natural History Museum in New York.

7.6. A Museum Careers Day at Paisley Lagoon has also taken place to highlight the benefits of a career in museums and show potential new colleagues, what the new venue will bring when it re-opens in 2024. The target audience included school children and adults with additional support needs. Participants were offered interactive activities, competitions, films, slideshows, and hands-on experiences as well as opportunities to discuss skills and qualifications associated with various roles within the sector. In total there were 224 attendances, of which, 151 were school children.

7.7. Construction work on site is due to be complete late summer 2023 which will then transition to the building and exhibition fitout process over a number of months which will see the building open to the public in summer 2024.

8. Abbey Quarter

8.1. Abbey Quarter is a high quality public realm project to support the investment in the Town Hall facilities and provide an accessible outdoor events space for our Town Centre. The project extends over the area in front of the Town Hall across the grass area adjacent to the Abbey to Cotton St and includes the grass area to the side of the Town Hall in front of the Abbey to the bridge at Cotton St.

8.2. Design of the area in front of the Town Hall extending into the Green is at RIBA Stage 3 (ready for planning). This area also incorporates the entrance to the Abbey to ensure this is fully accessible. It had previously been anticipated that this area could be undertaken as part of the Town Hall project and so a public consultation was carried out for this element November and December 2021 which obtained wide public support. However, when undertaking investigative archaeological surveys in the area potential human remains were encountered and so a court order will be sought in order to deal with this in an appropriate and sympathetic manner. Historical ownership of this area is also being reviewed. The paperwork required for the court order has now been prepared and is being reviewed for our in-house lawyers, before being submitted to the Sheriff Court early in the New Year.

8.3. The design of the garden area adjacent to the river is also at RBA Stage 3 (ready for planning). No public consultation has yet been carried out in this area. This consultation is being prepared and will be launched in March 2023.

8.4. The area around the Cotton Street/Gauze Street junction forms part of the aim to create an additional town centre event space. The design proposals in this area are also at RIBA Stage 3 (ready for planning). The design is currently being reviewed with the Council's roads team to ensure alignment with their Bus Partnership project. This consultation is being prepared and will be launched in March 2023.

9. Townscape Heritage and Conservation Area Regeneration Scheme 2 (TH.CARS2)

- 9.1. Paisley TH.CARS2 is now entering its final year and is delivering Building Repair projects, Shopfront improvements and a Small Grant programme to historic properties in Paisley Town Centre. The project is funded by the National Lottery Heritage Fund (NLHF), Historic Environment Scotland (HES) and Renfrewshire Council, with combined project funding of over £4.1 million, and additional contributions from owners. The project is also delivering public realm improvements with a successful programme of heritage related activities and events now completed. NLHF and HES have agreed an extension to the project completion date to the end of September 2023, to allow the completion of the final projects and evaluation.
- 9.2. Grant support for external repairs has been awarded to ten larger building repair projects with eight projects completed, one project on site at 5 George Place and works to the final project, 32 High St, (the former Liberal Club), due to commence in January 2023. This has made a significant difference to the condition and appearance of a number of prominent properties in Paisley Town Centre including: 2/3 County Place opposite Paisley Gilmour St, now restored and converted to flats; 20 New St (Viennas night club), 41 High St, (Right Way Credit Union offices), Sma Shot Cottages, 9 Gilmour St (Walker Laird's offices), 28 High St, 18 Georges Gate and 10 Shuttle St. The works to 5 George Place are due to complete in February 2023. The external works to the Liberal Club are expected to complete by August 2023 and will greatly improve the condition and appearance of this prominent town centre property.
- 9.3. Shopfront Improvements grants have been awarded to eleven projects in the High St with five projects completed at 30 High St (White Cart Company and Sinclair Jewellers), 36 High St, (Shelter), 61 High St (Print and Copy it), 41 High St (Right Way Credit Union) and 44 High St (Uptown Barbers). A further four projects are programmed to start in the New Year. The TH.CARS2 project has also supported a Small Grants programme mainly for traditional window repair projects in the Town Centre.
- 9.4. Public realm works have also been funded through the project with works completed at George Place. Public Realm works to pavements opposite the High St are currently on site. Works at Weighhouse Close are almost complete and footpath works have also been carried out at Storie Street. The High Street pavement works have been a complex project with private basements below the pavements and additional structural repairs required. However, the works will make a significant difference to the quality of the public realm in this area and support the improvements to the Museum.
- 9.5. TH.CARS2's community engagement programme of Heritage Education, Training and Events has also now concluded. Comprising 42 projects, it has seen delivery of 630 workshops and over 115 separate events. Over 2,500 participants, trainees and volunteers have been engaged and estimated audiences of over 50,000 reached. More than 100 partners have been involved locally and nationally, and over 150 job opportunities have been created for consultants and freelancers.

Final projects included: 'Paisley Pioneers' a short film made with Pachedu, exploring historical and contemporary stories of migration to and from Renfrewshire; 'Monumental', a project with ReMode for International Women's Day 2022 in which participants worked with a costume designer to make historically accurate costumes for significant women from Paisley's past; and a paid work placement for a Renfrewshire 16 year old with a stone sub-contractor at Paisley Museum who has recently progressed to a permanent job with a civil engineering company.

10. St James Playing Fields & Ferguslie Sports Centre

- 10.1. These projects will work towards delivering Renfrewshire's vision to 'make sport a way of life'. In 2018, Council approved the upgrading of changing facilities at Ferguslie Sports Centre and for the demolition and replacement of the existing pavilion at St James Playing Fields. When the Covid-19 pandemic hit, a decision was made to put these projects on hold until such time that it was appropriate to proceed.
- 10.2. In July 2022, approval was given to resume the planning of the Ferguslie Sports Centre upgrades. This work has now gathered pace with designs now agreed and progressing through the appropriate stages. This work will completely refurbish all existing changing facilities to the sports centre, bringing a greater experience to the already well utilised facility. It is currently projected that procurement for a contractor to complete these works can be completed and presented to the August 2023 Finance, Resources and Customer Services Policy Board for approval. This will then allow a contractor to complete the works during the first half of 2024.
- 10.3. With regards to St James Playing Fields, a design was previously approved for the construction of a new pavilion to accommodate changing facilities for four existing football pitches, with the aim of making this a desirable destination for football bookings within Renfrewshire. The tender process unfortunately resulted in only one bid being received and this was significantly over budget and therefore not viable as no best value obligations could be met. The project team are currently considering options to de-risk the tender in light of the current market volatility and a new tender process will be conducted. It is envisaged that following completion of redesign work in early 2023, and the development of construction planning stages, this project can go back out to tender for a contractor in the first half of 2023.

11. Programme Community Benefits

- 11.1. Across the cultural infrastructure programme, we have secured 207 community benefit commitments of which 95 have been delivered. Benefits delivered include new entrant jobs, modern apprenticeships and graduate roles at Paisley Museum and Town Hall as well as supply chain development events and training. Community Engagement has been delivered through training sessions, financial donations and support from contractors and professional services for local social enterprises and third sector organisations. Educational support has included site visits, career events, specific have been supported through site visits, work experience placements for school leavers, support with CVs and applications, donations of PPE and support to secure CSCS cards.

The contractors and design teams will continue working with the Council's community benefit forum to deliver the remaining benefits before completion of the programme.

12. Programme Marketing, Communications and Engagement

- 12.1. With the significant capital investment being made across the cultural programme, and the benefits this will bring to Renfrewshire, it is important that marketing, communication, and engagement is delivered in a timely and effective manner. To achieve this, the following activities are being delivered:
- 12.2. A communications strategy has been developed by the Council's marketing and communication service and continues to inform key stakeholders about construction progress and end-dates for the cultural programme. Public communication is also taking place to notify on relevant progress for other projects until such time that they progress further.
- 12.3. Marketing, communication, and business engagement to support the reopening and programming of the new cultural venues will be delivered by OneRen and is expected to commence in early 2023. To supplement this process, a programme of business engagement to drive town readiness for the scheduled reopening of the venues will begin in January 2023.

13. Operational Readiness

- 13.1. For the four Paisley Town Centre cultural buildings (Paisley Town Hall, Paisley Arts Centre, Paisley Learning & Cultural Hub, and Paisley Museum), a joint operational readiness process is required between Renfrewshire Council and OneRen. The Council will assist in the fit out of all furniture, fixtures and equipment required to meet the operational needs of these buildings. It is however, for OneRen to deliver a detailed operational readiness programme for each of these buildings. Plans are currently under development and will be used to define a managed and achievable opening schedule for the four buildings.
- 13.2. This process of operational readiness will comprise of elements such as:
 - Furniture and equipment installation with some of the specific requirements including:
 - Bespoke library equipment and shelving for the Learning & Cultural Hub.
 - For the Town Hall and Arts Centre, the technical fit out of all theatre and performance audio visual equipment.
 - Finally, for the Museum, this will include the bespoke exhibition fit out.
 - ICT fit out including all devices, network access, staff and public Wi-fi. There are also a number of new digital interactions being installed in particular in the Learning & Cultural Hub and Museum.
 - Confirmation of operational procedures and policies.
 - Recruitment and training of OneRen staff.
 - Specific venue marketing and bookings.

13.3. The operational readiness process for each venue requires time and resource to ensure it is a success. The planning of this process is also the key component to confirming exact opening dates. In early 2023, a detailed plan will be finalised which will show the opening programme for each of the cultural venues in a staggered way. Details of this opening programme, supplemented with operational readiness information and a marketing plan by OneRen will be brought to the next Economy and Regeneration Policy Board.

Implications of the Report

1. **Financial** – None.

2. **HR & Organisational Development** – None.

3. **Community/Council Planning** –

- *Our Renfrewshire is thriving* – These projects will link our communities and facilitate a significant increase in footfall to Paisley and surrounding areas. The infrastructure will enable Renfrewshire to host world class performances and attract new footfall from far beyond the local area.
- *Our Renfrewshire is well* - The outputs of these projects will enable safe and inspiring locations for all. From arts and performances to learning and educational space, Renfrewshire will offer anyone the ability to engage and take interest in either a new subject matter or an existing passion that is now much more accessible. Driving world class performances to the area and having 21st century work and education spaces will support people from Renfrewshire to engage in beneficial activities that will in turn support education and interest.
- *Reshaping our place, our economy and our future* – These infrastructure projects allow access to new and existing jobs for people in our communities. Significant increase in footfall will benefit local businesses who can grow as a result and in turn support their ongoing viability in the area. An increase in arts and performances will allow a platform for Paisley becoming a cultural hub in Scotland which can be used to drive new educational agendas with greater access to this subject matter.
- *Tackling inequality, ensuring opportunities for all* – A specific focus has been applied to the redevelopment and construction of these projects to ensure accessibility is a key feature. A significant amount of thought has gone into making historic, and predominantly inaccessible buildings, available for anyone to enjoy and utilise. There are no barriers to utilising any of these buildings, and One Ren will continue to deliver an events programme that caters for everyone including those in more deprived areas.
- *Creating a sustainable Renfrewshire for all to enjoy* – With these buildings being in the heart of Paisley Town centre, it means they are accessible by train, on foot, or by bus thanks to the well-connected nature of the town centre.

Limited town centre parking will force the use of public transport which will work towards the net zero ambitions of the Council. Recently completed infrastructure through AMIDS, including the shared cycle and walkway, also enhances the connectivity, and in future years with the opening of the Clyde Waterfront and Renfrew Riverside bridge, Paisley will become a vastly accessible route by sustainable travel.

- *Working together to improve outcomes* - Officers and contractors continue to work closely with local businesses and a business engagement programme will commence shortly to bring this to focus. Throughout the development of these projects, several organisations were engaged to design the outputs including accessibility groups, the Scottish Government, Historic Environment Scotland, multiple private sector organisations and the local community.

4. **Legal** – None.

5. **Property/Assets** – Note the improvements being delivered to current assets.

6. **Information Technology** – None.

7. **Equality & Human Rights** -

- (a) 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 because it is for noting only. 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** – all contracts are tendered in accordance with Council procurement procedures and where relevant taken to FRCS Board for approval.

10. **Risk** – Project specific and Programme level risk registers have been established for all projects. These are kept under regular review and reported to the Council's internal City Deal and Infrastructure Programme Board.

11. **Privacy Impact** – None.

12. **COSLA Policy Position** – Not applicable.

13. **Climate Risk** – these projects will significantly improve all mechanical, electrical and plant systems within existing and new buildings affected. This, coupled with improved efficiency in windows and doors will drive down the requirement for heating, in turn lowering the carbon footprint from key council buildings.

List of Background Papers

None.

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