

To: Economy and Regeneration Policy Board

On: 14 March 2023

Report by: Chief Executive

Heading: Cultural Infrastructure Programme Update

1. Summary

- 1.1 This report provides an update on the progress of the Cultural Infrastructure Programme to develop the Council's four premier cultural assets in Paisley town centre. The investment programme builds on the significant cultural and heritage foundations of the town for current and future generations to experience, treasure and enjoy. Renfrewshire Council is working closely with OneRen to ensure that the projects progress through each project phase from construction, to building fit-out, into operational readiness, before delivering test events and public programming.
- 1.2 This programme of work will bring new visitors, cultural performances and activities and life-changing cultural experiences to the town. Due to the scale and complexity of the cultural infrastructure programme, a managed programme of phased venue openings will take place to enable each venue to be successfully launched and celebrated.
- 1.3 The significant scale of the construction phase, together with the unprecedented challenges faced across the wider construction sector over the past number of years, has resulted in an inevitable shift in the construction completion timelines for each venue. As the construction phase progresses, there is greater confidence in the revised construction completion dates which is allowing the opening venue timelines to be developed.

- 1.4 There are significant operational demands involved in planning, preparing and implementing each venue opening which are being actively managed to ensure that organisational capacity of both the Council and OneRen is available to appropriately support the associated demands of each venue. This report details the approach being undertaken by OneRen, in partnership with the Council, across Paisley Town Hall, Paisley Learning and Cultural Hub, Paisley Arts Centre and Paisley Museum as part of the building fit-out, operational readiness and delivery of test and opening activities and public programming.
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2. Recommendations

- 2.1 The Economy and Regeneration Policy Board is asked to note the contents of this report.
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3. Background

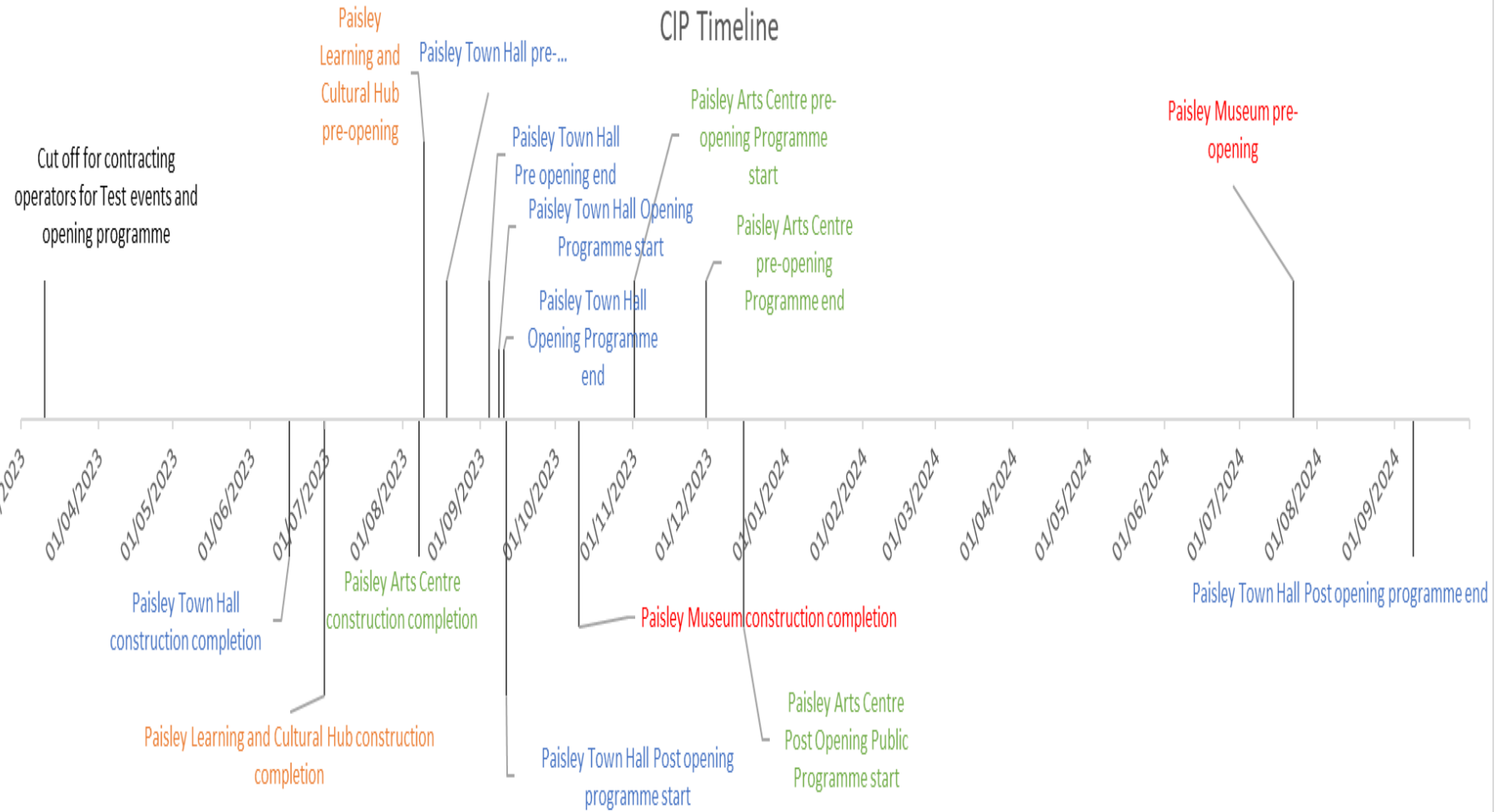
3.1 Governance:

The work programme undertaken by OneRen for the building fit-out, operational readiness, test events, opening activities and public programming is being undertaken through cross venue workstreams, to ensure efficient and consistent delivery across the programme. Workstream leads are responsible for ensuring that their area is delivered to programme and reported to the cultural infrastructure opening programme board on a regular basis to ensure emerging issues can be addressed by all partners.

3.2 Timescales

The chart below outlines the indicative timescales and milestones for each of the projects. The chart shows that the construction phase is still underway for each of the four venues.

CIP Timeline



3.3 Building Commissioning – Pre-handover works

Several actions require to be completed before the buildings are handed over to OneRen by the contractors. The operational pre-handover works for Paisley Town Hall (PTH), Paisley Learning & Cultural Hub (PLCH), and Paisley Arts Centre (PAC) include:

- Development of Safe Operating Procedures, Risk Assessments and Operating documents in line with building operations, relevant guidelines and technical information available prior to post-handover access.
- Operational mapping to ensure staff operating models are created to reflect core operational hours at PTH, PLCH and PAC.
- Recruitment/resourcing for Paisley Town Hall, through consultation with existing venue employees to identify those with a preference to return to their core location and further internal canvassing of other employees who would like to relocate to PTH. Identifying appropriate skillsets in line with respective operating model.
- Creation of training needs in preparation of building handover.
- Familiarisation training for employees in PTH delivered by the contractor
- Recruitment timeline in place for external recruitment based on operational need. Academy training concept set up in partnership with Invest which may provide future employment following work placement exposure and employability sessions.
- Multi-partner Soft Landings Team project meetings to manage and update project progress. Attended by Renfrewshire Council, contractors and OneRen.
- FFE procurement planning in partnership with OneRen and Renfrewshire Council.

While many of these elements will be the same for Paisley Museum, there is a further requirement for exhibition fit-out and installation which will take place after the main building contractors have departed. At this point, the building is handed over to the specialist exhibition contractors to construct and install objects and displays, including specialist lighting and digital and AV equipment.

3.4 Building Commissioning – Post-handover works

To ensure that the buildings can be operated safely, several actions require to be completed after the buildings are handed over to OneRen by the contractors. The operational pre-handover works include for PTH, PLCH, PAC and Paisley Museum include:

- Staff familiarisation and induction training programme to navigate the venue (existing/new staff and contingency teams from other venues/services).
- Systems training on air handling units/energy management/ audio visual equipment and ICT kit.
- Review of existing completed Standard Operating Procedures and systems.

- Completion of fire risk assessment
 - Evacuation training and testing.
 - Safety system training on alarm systems.
 - Completion of site-specific documentation including safe systems of work / risk assessments.
 - Completion of emergency action and all associated compliance documentation.
 - Staff training of equipment / fixings / set ups.
 - FFE installation and commissioning.
 - Event set up testing.
 - Clean down.
 - Building cleaning operational systems.

3.5 Public Programming Approach

The public and private events programme for cultural venues can be defined by three key periods:

Pre-opening Events

Two test events at full capacity to include funder and stakeholders along with industry-specific activities to promote the commercial portfolio prior to the official public opening (PTH and PAC).

Opening Events

First large-scale event over a weekend to mark the public opening of the venue, animating the interior and exterior of the venue.

Post-opening events

Events programming following the Opening event, during the first year of opening for OneRen and Renfrewshire Council curated events and commercial business.

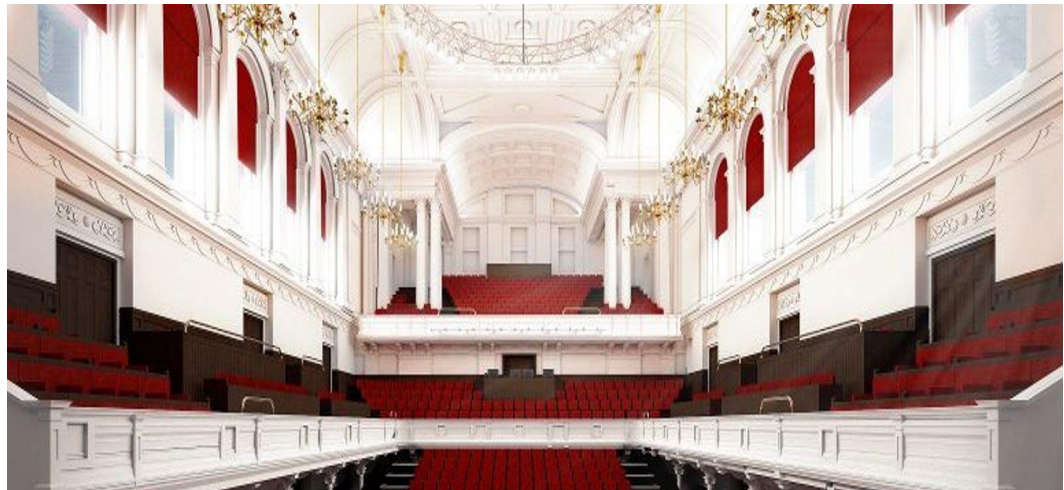
3.6 Branding, Marketing & Engagement

OneRen is currently working with Scottish branding agency Stand to develop a distinctive strong brand for Paisley Town Hall, Paisley Arts Centre and Paisley Learning and Cultural Hub. Workshops attended by key staff and stakeholders are well underway with new brand options to be presented by the end of March. The new brand will appear on signage and all marketing and communication activity. A brand awareness campaign will be integrated into the marketing and communication plans for pre-opening, opening and post opening activities.

A marketing and communications plan is being created, a media buying agency will be appointed and a fully integrated digital strategy will be rolled out for pre-opening, opening and post opening activities. An integrated stakeholder engagement plan has been created to ensure continuous engagement with the community, private sector, media, internal stakeholders, industry and partner associations.

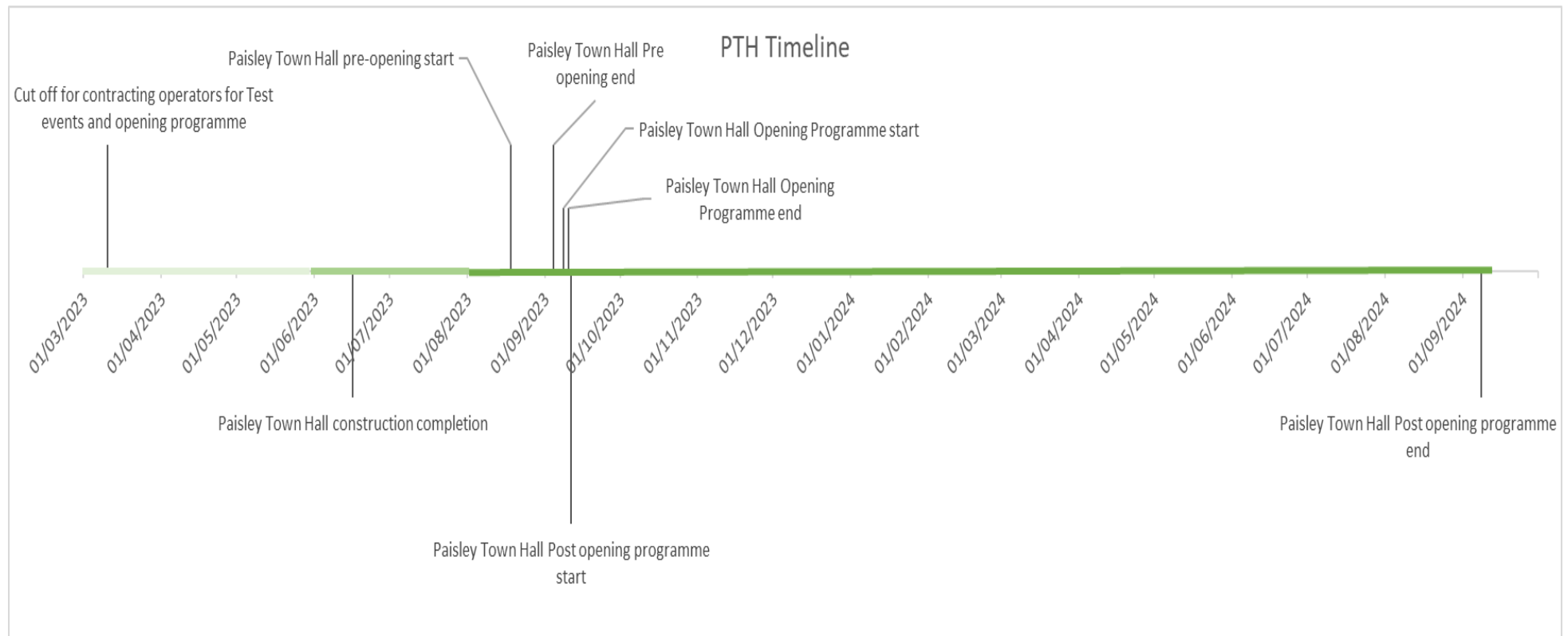
A similar approach is being planned for Paisley Museum, with a separate tender brief for branding being developed and the roll-out of a tailored communications plan which will re-introduce audiences to the project and share its aims, ambitions and tell the stories of the collection and the people behind them.

3.7 Paisley Town Hall



3.7.1 Re-opening later in 2023, Paisley Town Hall will once again be the striking centrepiece at the heart of the town's life. Building on its 140-year history, the new and improved town hall will attract more and bigger performances, bringing with it more people to Paisley. The works will transform the inside of the 19th-century Grade-A listed building into a 21st-century entertainment venue for the West of Scotland.

3.7.2 The timescale is outlined in the table below:



3.8 Paisley Town Hall will be a new home for headline acts and intends to establish itself as a go-to venue for top musicians, bands and performers in the country. The ambition is for performers to aspire to play here and once experiencing it, like our customers, will want to return again and again. More than that, it will be a place which the people of Paisley and beyond take to their hearts – a place where memories are made that last a lifetime.

3.9 Public Programming Paisley Town Hall in 2023

Pre-opening events

OneRen is currently working with experienced Scottish operators to deliver events that will fully test the venue, equipment, infrastructure and operational planning, offering an opportunity for stakeholders, funders and partners to gain exclusive access prior to public opening. A civic moment will be considered in this phase and delivered if timescales allow, taking a variety of factors into consideration.

Opening events

The Royal National Mod is anticipated to be one of the first events to take place in Paisley Town Hall in October. In addition to the Mod, OneRen is working in collaboration with operators to deliver a music experience that animates both the interior and exterior of the venue to mark the opening of the venue to the public. The private events programme will focus on engaging corporate clients with bespoke experiences that highlight the premium offer available in this venue.

Post-opening events

OneRen's Winter Programme will focus on a range of exciting activity in the venues that complements the existing programming in Paisley around this period.

3.10 Public Programming Paisley Town Hall 2024

The proposed public programme for the townhall in 2024 includes:

- *Commercial Festivals* - A diverse programme of carefully curated commercial festivals that animate the interior and exterior of the venue, linking OneRen's venues in the centre of Paisley.
- *Collaborations* - A broad range of experiences that are developed with operators and stakeholders from bespoke dance experiences to immersive larger scale ticketed events, allowing OneRen to present a unique offer that attracts a range of audiences to Paisley.
- *Seasonal Programming* - This programme forms the backbone of the offer at the venue, following the traditional pattern of performance venues in offering a range of public programming that is advertised in distinct seasons including music gigs, theatre shows, dance and comedy.
- *Special commercial events* - The refurbishment of the venue presents a premium venue for weddings and other life events to the Scottish market.

- *Corporate hire* - A range of corporate events from gala dinners to award ceremonies and bespoke experiences for the incentive market will be a key offer, along with corporate offers linked into other programming strands e.g. corporate tickets for an immersive Winter performance.
- *Private hire* - The flexibility of the venue layout and capacity will be presented to a range of private clients as an attractive proposition for hire including concerts, touring theatre and film & television.



3.11

Paisley Learning and Cultural Hub

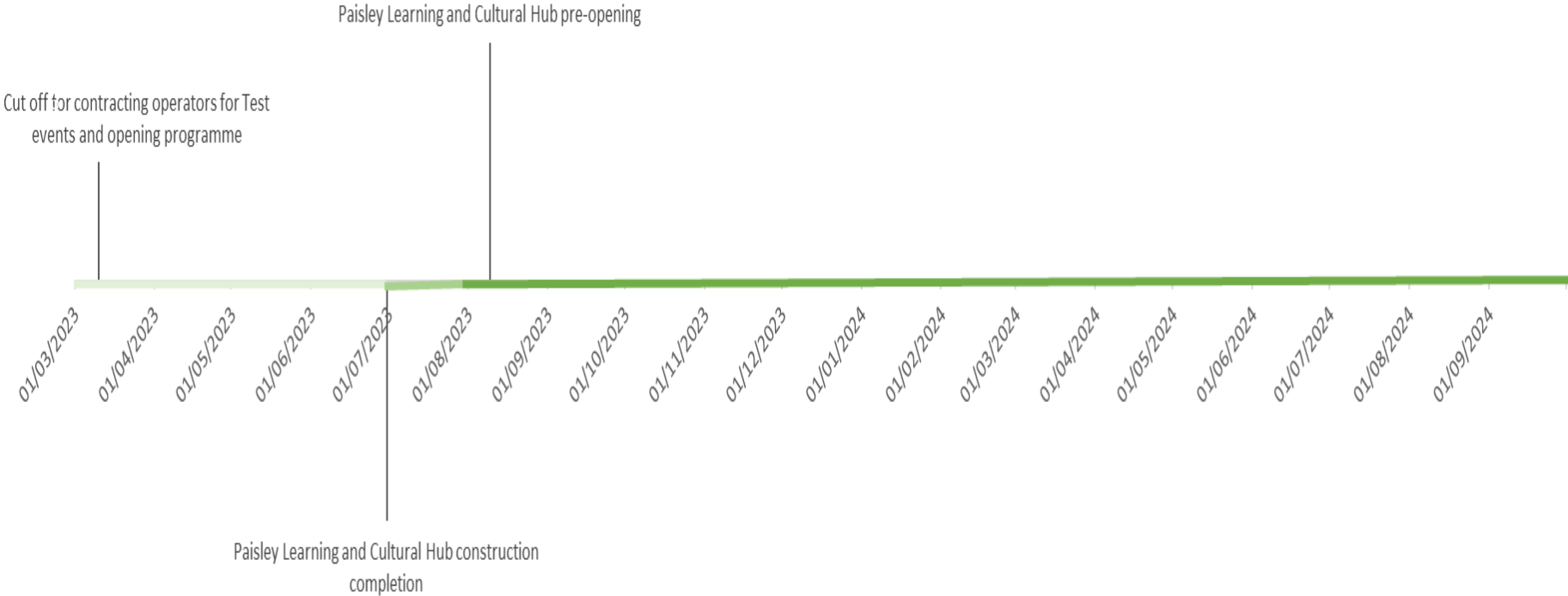


- 3.11.1 Work is ongoing on the creation of a new, modern community and educational facility housing library services in a formerly vacant High Street unit. Paisley Central Library used to be located within Paisley Museum.

In its new home, it will stand as an icon on the High Street, with the aim of attracting more people into the town centre and the venue. The new central learning and cultural hub complements other investment by the Council in the town centre, such as the nearby Secret Collection - museum store, improved transport links and outdoor spaces, and ongoing work to help property owners restore historic buildings.

3.11.2 The timescale is outlined in the table below:

PLCH Timeline



3.12 Paisley Learning and Cultural Hub - Public Programming Approach

Pre-opening events

OneRen will invite groups from local nursery, primary and secondary schools as test visits for the schools' programme, and to arrange a test visit from the day care centre for adults with learning disabilities who already have a strong relationship with the library. The library team will also run some pre-opening Bookbug sessions.

Opening events

Although not yet confirmed, OneRen will look at a number of author events, as part of Book Week Scotland in November for inclusion in part of the opening programme.

Post-opening events

The main focus of the programme will be for activities which promote reading and digital inclusion, and for regular activities which encourage repeat visits and create opportunities for the development of friendships, community and social groups. In addition to the activity which already happens in Paisley Central Library such as Bookbug, the library team are also looking at initiatives including a children's reader in residence, film screenings, storytelling sessions (adult and children), Dip into Digital sessions, magic table sessions and an increase in our digital assistance sessions which support those who may be digitally excluded.

3.13 Paisley Arts Centre



- 3.13.1 The construction phase of the refurbished Paisley Arts Centre will also be completed in 2023, improving both performance facilities and visitor experience at the popular venue.

The Paisley Arts Centre stage has hosted some of Scotland's biggest names in the three decades since the 250-year-old former church building was converted into one of the country's most vibrant small entertainment venues.

3.13.2 Paisley Arts Centre has an excellent reputation within the theatre community for programming a wide and varied range of performances. The centre will offer a platform for emerging artists and performers which will reinforce Paisley and Renfrewshire's place in Scotland's cultural scene. The facility will be modern and welcoming, while retaining the incredible character of the historic building. The refreshed venue will be flexible enough for small, intimate performances as well as the capacity for larger gigs that we know will attract a range of performers and audiences.

3.13.3 The timescale is outlined in the table below:

PAC Timeline

Cut off for contracting operators for Test events
and opening programme

Paisley Arts Centre pre-opening Programme
start

Paisley Arts Centre pre-opening Programme end

Paisley Arts Centre construction completion

Paisley Arts Centre Post Opening Public
Programme start

01/03/2023
01/04/2023
01/05/2023
01/06/2023
01/07/2023
01/08/2023
01/09/2023
01/10/2023
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3.14 Paisley Arts Centre - Public Programming Approach

The Arts Centre will be a much loved performance venue that continues to support the creative arts industry in Paisley offering a platform for emerging talent. This will include:

- Festivals - An intimate performance venue that offers a performance and workshop space for a lower capacity activity, as part of a wider festival in the town centre.
- Seasonal programming - Innovative and experimental ticketed performances from theatre to comedy and dance that offers opportunities for emerging artists and production companies to develop and present ideas with accessibility being at the heart of the venue.
- Learning - Development of a programme of workshops and courses available at weekends, evenings and holiday periods.
- Private hire - Studio and performance space available for local groups and individuals to hire for classes and creative development.

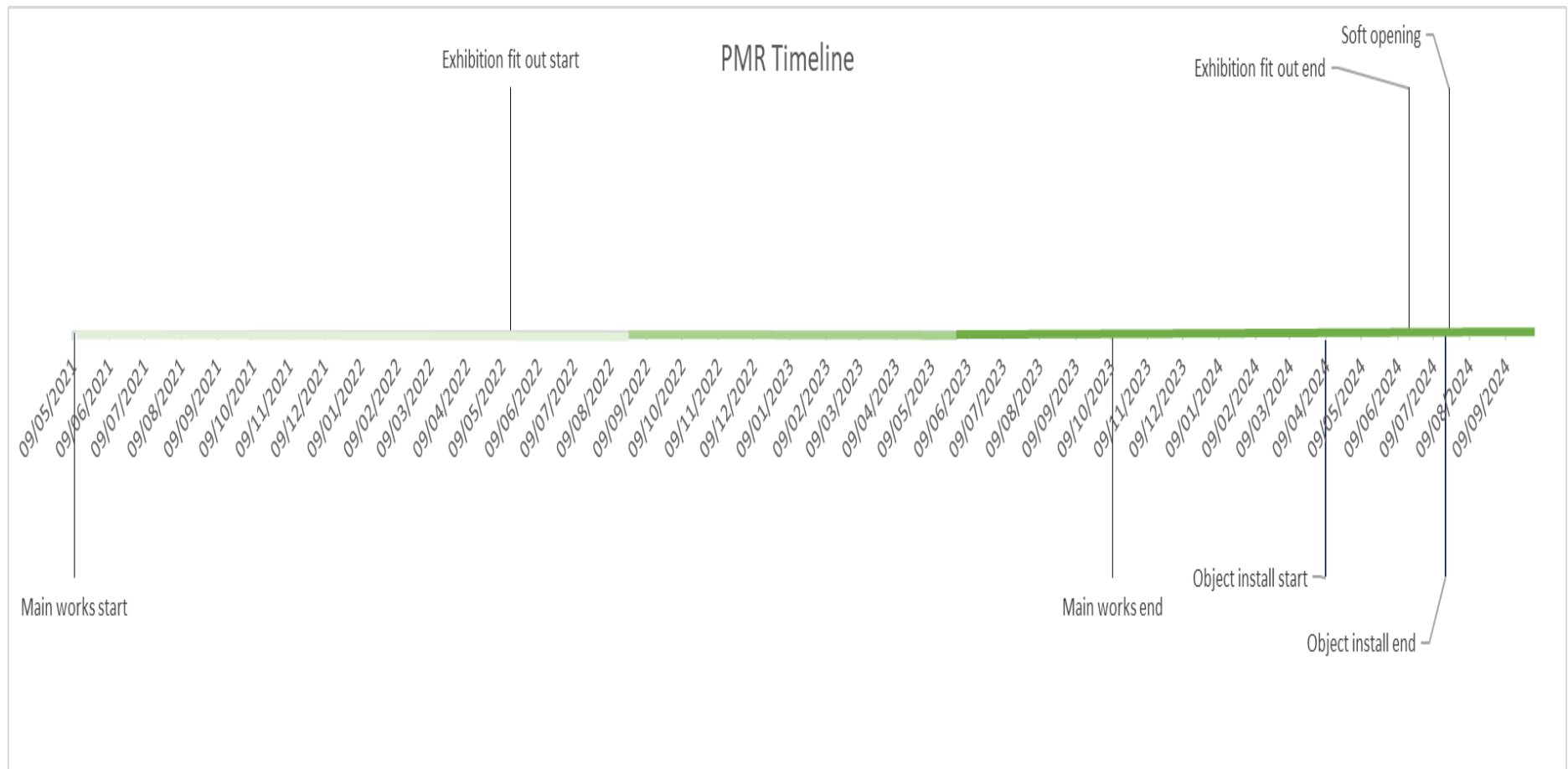
3.15 Paisley Museum



3.15.1 Opening in 2024, the world-class museum refurbishment is the flagship project in the regeneration of Paisley and Scotland's biggest cultural heritage capital development. Home to galleries, an observatory, heritage centre, public gardens, events, and more, the reimagined museum will be at the heart of the local community – and open for everyone to learn, discover, create and connect.

3.15.2 The new museum will be a vibrant and accessible cultural hub providing welcoming facilities to the community whilst attracting visitors to Paisley from across Scotland and beyond. The stories behind the museum and the treasures it holds have been extensively and collaboratively researched and will be shared more widely in the months ahead – building excitement as we look forward to revealing the jewel in our cultural crown.

3.15.3 The current timescale is outlined in the table below:



- 3.15.4 The PMR master programme includes three key stages of site works through to opening in 2024; Main Works construction, Exhibition Fit-out and Direct Works/Object Installation:

Main Works - underway (2021-2023)

The Main Works contract is currently being undertaken by Kier Construction Ltd who are due to complete this year. The work being undertaken to the buildings is ambitious, complex and transformative with wholesale renovation of external and internal fabric and major structural interventions including a new build extension and entrance building and landscaped garden.

The commissioning phase of the main work contract will commence in July with final testing activities programmed in October/November. This phase will involve attendance from the Exhibition Fit-out PMR project team, OneRen operations/asset teams, Council FM and Exhibition fit-out Contractor to ensure familiarisation with the new building systems.

Exhibition Fitout – underway (2022-2024)

The Exhibition Fit Out (EFO) contract with The Hub Ltd started with a letter of appointment on 13/05/2022 with a tendered programme of 76 weeks. The exhibition fit-out contract includes a pre-construction phase ahead any site installations. This involves a year of technical design by the contractor, prototyping of the displays and offsite fabrication. They are currently undertaking pre-construction services to execute contractor design portions (CDP) for aspects of the flexible display system (FDS), plinths and showcases, and bespoke display elements.

Once site becomes available – galleries must be dust-free for building display cases - the EFO contractor will take ownership of the site and begin to build the individual displays. Once the EFO contractor has completed their work, and we have installed all the objects, the Museum team would move onto the Direct Works installation, of FF&E, and onto pre-opening activities.

Object Install – scheduled (2024)

Object install is the final delivery phase and will involve the move of display objects from the Secret Collection to the museum for mounting and installation ahead of opening. Object install will also include the return of the Heritage Centre from its current temporary location to its permanent location within the museum. Object Install, like EFO, will be completed sectionally with the museum campus split into four sections.

The other direct works include the installation of AV hardware, interactive software and films in the digital displays. The remaining objects will be installed in the Object Install phase following completion of EFO. Install teams will be composed of both PMR/OneRen staff and EFO contracted mount makers who will install mounts alongside the object mounts to secure them in place in their display. A contracted art handler will provide additional support for larger objects being installed during the Object Install phase.

Operational Planning Pre & Post-Handover Planning (underway)

An Operations Task Force group for PMR has been formed which comprises of the Museum team members and OneRen Assets Management and Operations staff. In the period prior to building handover, the group will concentrate on the creation or development of standard operating procedures ranging from collection incident reporting, pest management and gallery procedures to security incidents and bomb threat response, as well as a programme of staff training, skills development and recruitment. The group is tasked with identifying and developing all of the Operational plans and procedures required for PMR and to review and where required, respond to architectural plans, proposed operating systems and other plans required by the external consultants/contractors. To date, the group has identified 40 policies and procedures that are required for the new museum, of which 25% have been created.

3.16 Paisley Museum - Public Programming Approach

To offer audiences a truly new experience of the museum and its collections, OneRen is creating a new approach to programming; an embedded culture which places audiences at the centre, and a framework to support this. Over the last five years, OneRen has explored many new approaches to working with audiences, through content creation, audience research, active listening exercises and stakeholder engagement at all levels of the project.

Simultaneously, through OneRen's active commitment to unlocking the stories of Renfrewshire's collections, the team has amassed a huge volume of collections' research and newfound knowledge which has relevance, interest and huge engagement potential for our audiences. The development of the public programme offers the opportunity to draw together these different threads of the PMR project and create a powerful and sustainable legacy for the project. Between March and August 2023 OneRen will work with staff and partners through a series of vision and values workshops and thinking space discussions to create an outline public programme which truly exemplifies the ambitions of what promises to be a world-class destination.

Implications of the Report

1. **Financial** - Financial modelling of the operational and opening phase of the projects has been undertaken and is being continually updated to reflect emerging factors.
2. **HR & Organisational Development** - staffing training and recruitment requirements are outlined in this report in the pre and post handover phases of the projects.

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.
- *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.
- *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** – not applicable.

5. **Property/Assets** - the investment in the four premier cultural assets will enhance and sustain the properties for the future.

6. **Information Technology** - ICT actions are included within a specific workstream for the four cultural venues and are managed by project partners.
 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. 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** – all health and safety documents are being prepared for the operational delivery of the venues.
 9. **Procurement** – contracts are being entered into in line with contract standing orders to meet legislative regulatory requirements.
 10. **Risk** – a risk register is being maintained for the cultural infrastructure programme which is actively, updated, monitored and managed.
 11. **Privacy Impact** – not applicable.
 12. **Cosla Policy Position** – not applicable.
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List of Background Papers – None

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