



To: Leadership Board

On: 19 June 2019

**Report by: Director of Development and Housing and Director of
Finance and Resources**

Heading: The Regeneration of Paisley Town Centre – Paisley Museum Project

1. Summary

- 1.1 The redevelopment of Paisley Museum and Art Gallery is the signature project of the Paisley Heritage Asset Strategy, approved by the Council in January 2014. This paper provides an update on project progress including scope and funding developments.
 - 1.2 The Leadership Board approved an application to National Lottery Heritage Fund (NLHF) in June 2017 for a £4.9m grant as part of a £42m redevelopment proposal for the Museum.
 - 1.3 In September 2017 the project received a Round 1 award from NLHF and the Council authorised the Chief Executive to accept the grant and the associated terms and conditions on behalf of the Council
 - 1.4 This reports seeks the Board's authority to submit the Round 2 application to NLHF
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2 Recommendations

- 2.1 It is recommended that the Board:
 - i. Note that following a two-year development phase the Project is required to submit its Round 2 application to NLHF on 22 August 2019
 - ii. Note that the Council has continued to work to develop the project proposals with resources as approved by the Leadership Board in June 2016 in order to meet programming and funding deadlines
 - iii. Note the progress achieved in progressing the project development and funding strategy as detailed in the main body of the report and agree to the

Council assurances in relation to the deliverability of the funding streams to support the ongoing HLF application process as outlined in section 6.

iv.

- v. Authorises the Director of Development and Housing Services and Director of Finance and Resources to submit the Round 2 application to NLHF to support the delivery phase of the project

3 Background

Renfrewshire Council has committed a capital investment of £24.1m to the Paisley Museum project. Following Leadership Board approval in June 2017 a submission was made to National Lottery Heritage Fund (NLHF) for a Round 1 application towards a total NLHF contribution of £4.9m towards the total project costs of £42 million.

The vision is to create a visitor experience of international quality, the signature project of Paisley's regeneration strategy, telling the inspirational stories of Paisley, its heritage and its pattern.

The planned outcomes for the project are:

- Cultural tourism developed as a result of the internationally recognised Paisley pattern being reconnected with its place
- Increased economic activity and investment in the town centre
- Perceptions transformed and civic pride restored
- Paisley's profile re-established as a creative, innovative, radical place, prepared to think differently, with the museum at its heart
- Local participation in sustained growth and development of the content and activity of the museum, building community confidence and ownership

- 3.2 The Outline Business Case (submitted as part of the Round 1 NLHF application) projects a minimum of 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the preferred option on Renfrewshire over 30 years is £72 million and will support 138 jobs through capital spending and 42 jobs per annum through revenue and visitor spending

The Museum scheme will include:

- Repair and re-interpretation of all 4 buildings on the site (the Museum, the Observatory, Transit House and the Philosophical Society Building)
- Full upgrade to all existing galleries
- Space that can be used to host temporary exhibitions and programmable events
- A new build extension housing a reception area, and a destination café
- Revitalised and relocated shop
- Physical access issues and circulation will be resolved ensuring the visitor experience is enjoyed by all visitors and meets their needs
- Installation of new efficient mechanical and electrical plant systems
- Landscaped area to the west and rear of the Museum
- Satisfactory level of interactivity and interpretation of collections for visitors
- Collections completely redisplayed and reinterpreted throughout the museum, resulting in a 100% increase in the collections on display.

4. Project Scope

4.1 Vision and outcomes:

The vision and outcomes were refined and agreed in 2016 and remain unchanged in the new scheme. The vision and outcomes have therefore informed the development of the revised scheme.

The vision is to create a visitor experience of international quality, the signature project of Paisley's regeneration strategy, telling the inspirational stories of Paisley, its heritage and its pattern.

The planned outcomes for the project remain as:

- i. Cultural tourism developed as a result of the internationally recognised Paisley pattern being reconnected with its place
- ii. Increased economic activity and investment in the town centre
- iii. Perceptions transformed and civic pride restored
- iv. Paisley's profile re-established as a creative, innovative, radical place, prepared to think differently, with the museum at its heart
- v. Local participation in sustained growth and development of the content and activity of the museum, building community confidence and ownership

4.2 Development of architectural solutions

The Contract to appoint an architect-led Multi-Disciplinary Design Team (MDDT) was tendered as an above EU Threshold Services Contract in accordance with the Restricted Procedure under the Public Contracts (Scotland) Regulations 2015 and the Councils Standing Orders Relating to Contracts. On 8 May 2018 Amanda Levet Architects (AL_A) were appointed. Concept design was concluded in February 2019 and RIBA Stage 3 (Developed Design) is currently in development.

Two Equality Impact Assessments (EQIA) have been undertaken in May and August 2018 and positively assessed the plans for the Museum. Further assessments will be undertaken in line with programme development.

A number of advisory panels (Community, Access, Education, and Junior) panels have been constituted in 2018 and regular dialogue and consultation has taken place to review design development. Consultation will continue throughout the project development.

4.3 Outline Business Case

The Outline Business Case (OBC) for the 2017 scheme stated an aim is to attract a minimum of 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the preferred option on Renfrewshire over 30 years is £72 million and will support 138 jobs through capital spending and 42 jobs per annum through revenue and visitor spending. As referred to above, the revised proposals have been developed with the intention of protecting the delivery of the anticipated benefits outlined in the business case. A business case consultant has been appointed to work on the Full Business Case which will form part of the NLHF application in August 2022.

5. Programme and Relationship to Other Heritage and Regeneration Projects

5.1. Programme

Following the receipt of the NLHF Round 1 award 20 additional project staff have been recruited to work alongside existing Museum staff. In May 2018 a number of consultant teams were appointed including architects AL_A and in November 2018 exhibition designers, Opera Amsterdam, were appointed.

The Museum closed to the public in September 2018 and the decant of the collections in the museum and library was completed on 21 January 2019. A programme of advance enabling works began in early March and is due for completion in July 2019.

In August 2019 the two-year development process will come to completion. This phase has involved local community participation in the project. Four local advisory panels have been established (Community, Access, Education and Junior) and the project has worked with over 776 individuals over 100 events as part of the co-production process. NLHF have described this as 'sector-leading'.

Construction work is scheduled to begin in 2020.

5.2 Relationship of Museum to other projects

The Museum redevelopment project sits within a context of development which allows the Council to present a strong case to NLHF for investment. Relationships to other key projects are outlined below.

Museum store

Designed by Collective Architecture the new publicly accessible museum store opened on Paisley High Street in November 2017 and has subsequently been shortlisted for architectural awards. This £3.7m development has been entirely funded by the Council. The museum store is understood will be the only facility of its kind in the UK with a High Street entrance. Conditions for collections have been greatly improved, with environmentally appropriate conditions in stores. Groups are able to book store tours, and a learning area supports the investigation of collections and associated creative and learning activity.

This facility greatly supports the ability to develop content for the museum, by providing improved storage, organisation and documentation of collections, as well as much improved environment for staff and collaborators to investigate the collections and conduct related research. It also supports public interest being generated into the depth and quality of our collections.

Learning and Cultural Hub

As part of Paisley's town centre regeneration, the Central Library, currently housed in the museum building complex, will be relocated to the pedestrianised section of the High Street, freeing up space in the existing museum complex to be repurposed for the museum. The current Library suffers from similar issues as the museum, in that it is physically difficult to access for a number of users, and the building does not meet the needs of a contemporary library. By relocating the Central Library and developing a new Learning and Cultural Hub, the Council continues to support the regeneration plans for the town centre by bringing additional footfall to the heart of the High Street, and develop a fit-for-purpose contemporary learning and cultural hub which meets the needs of existing and potential audiences. Work to date to develop this project has included a public survey conducted in January 2016 to establish levels of support for the relocation, a creative visioning This project was successful in a Regeneration Capital Grant Fund bid for £1.5m with the balance of funding approved by the Council. The project is expected to be delivered by Spring 2021.

6. Funding Strategy

6.1 As previously outlined to the Board, the proposed funding strategy continues to focus on developing and demonstrating the robustness and deliverability of the overall funding approach.

6.3 Outlined below is an update on the positive progress achieved in securing the delivery of the full funding package since the last report to the board.

- NLHF: In September 2017 a Round 1 award of £1.06m was received towards a total grant application of £4.9m. The Round 2 award (subject to Board approval) will be made on 22 August 2019.
- Scottish Government Capital Grant Fund: An application to SGCGRF for £4 million was successfully secured after confirmation of the award in 2018.
- Historic Environment Scotland: Positive ongoing engagement has been progressed culminating in an application to the Building Repair Grant for £2 million, which was submitted on 30 April 2019 with an outcome to be announced in late June 2019.
- Fundraising: In January 2019 a Capital Appeals Team was established. The team consists of Campaign Director, Fundraising Manager and a Fundraising Executive. The Paisley Museum Reimagined Ltd has now been registered as a charity and trustees appointed. A fundraising strategy has been drafted for approval by the Trustees. As previously reported to members, the campaign will seek to secure £5 million of the overall funding requirement. The delivery of such campaigns has proved to be a successful element in delivering overall funding arrangements in many similar heritage projects of this nature. Further due diligence completed by the newly established team has further confirmed that the £5 million target remains realistic level and the strategy would look to secure this over a 2 to 3 year period. As previously reported to members, it is recognised that campaigns of this nature will operate in a competitive fundraising environment and will not therefore be risk free. As previously approved, the Council has ultimately agreed to stand behind this fundraising target should the full net £5 million not be achieved.
- Active dialogue has been progressed with the Scottish Government in relation to a direct funding contribution to the project. Such direct contributions of this nature have been made to a number of other similar projects and a total of £2 million continues to be targeted from this source. In order to protect the successful deliverability of the full NLHF application process, providing comfort to the NLHF on this aspect of the overall funding package requires the Council to provide an assurance at this stage to stand behind this funding in the interim whilst discussions with the Scottish Government are concluded.
- Renfrewshire Council has committed a capital investment of £24.1 million to the Museum Redevelopment project.

Implications of this report

1. Financial Implications

The proposed financial commitment from the Council towards the total project costs of £42 million proposals is £24.1 million which is deliverable from resources already committed by the Council to heritage regeneration projects within Paisley town centre. Should other elements of the funding strategy fail to fully deliver the targeted contributions, in particular the fundraising strategy, there would be a requirement for the Council stand build into its financial planning arrangements the impact of meeting the outstanding funding requirement in order to maintain delivery of the full project proposal.

2. HR and Organisational Development Implications

There are significant recruitment requirements for the delivery of the project. The majority of project development and delivery posts have now been recruited following a successful Round 1 NLHF award in September 2017. Current recruited project staff will be met by resource already committed by the Leadership Board of June 2016 for the period June-September 2017.

3. Community Plan/Council Plan Implications

Children and Young People	- the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position
Community Care, Health and Well-being	- the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position
Empowering our Communities	- there will be new roles and opportunities for Museum Volunteers in the completed Museum and content will be developed in partnership with communities, ensuring that the museum has a strong community identity.
Greener	- the capital works will provide a significant opportunity to improve the efficiency of the buildings. A carbon management plan will be produced at a more detailed design stage.
Jobs and the Economy	- the project will significantly support the objectives to develop Renfrewshire a thriving place, supporting local places, businesses and communities.
Safer and Stronger	- the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position

4. Legal Implications

A Memorandum of Understanding is being developed with the Paisley Arts Institute to research fully the ownership of parts of the Museum's collection where clarity is still required. This will also seek to establish clear management arrangements for the Institute's operational needs.

5. Property/Assets Implications

The project significantly extends and refurbishes Paisley Museum. Future running and maintenance costs have been estimated in the OBC and will be refreshed during the Full Business Case planning, supported by the Council's continued role as the owner of the building and from new revenue streams that will support the future Museum and service.

6. Information Technology Implications

Provision of ICT infrastructure in the new Museum will require specialist and sophisticated skills and will evolve during the future design phases. The Museum will need to be supported by a robust Collections Management system and web site.

7. Equality and Human Rights Implications

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 for example 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. (Report author to arrange this).

8. Health and Safety Implications - None at this stage of project development
None.

9. Procurement Implications

All commissions will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts. The Services of the Central Procurement Unit have been engaged to develop a Procurement Strategy for the coming phases of the project if approved

10. Risk Implications

The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework. There are inherently significant risks in a project of this scale and nature, around financial assumptions, funding availability and return on investment. The top rated risks are currently as follows and mitigating actions and allowances have been made and will be continually monitored. The work on reviewing and advancing the project over the next year will give particular attention to reducing these risks prior to a resubmission of an HLF application.

11. Privacy Impact

None.

List of Background Papers

- (a) *Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy*
- (b) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum*
- (c) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
- (d) *The Paisley Museum : Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*

- (e) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
- (f) *Report to Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*

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