

To: Economy & Regeneration Policy Board

On: 23 January 2024

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 cultural events, whilst preserving the heritage of the town.
- 1.3. As noted previously, the Cultural Infrastructure Programme has experienced significant impact from recent global events including the pandemic and war in Ukraine which has resulted in an economic challenge, particularly noticed in the construction industry. Completion of these projects are central to the recovery and inclusive growth of the Renfrewshire economy and Paisley Town Centre. As a result of these global issues, all projects have been re-baselined and plan to deliver as per the latest update included in this paper.
- 1.4. The Cultural Infrastructure Programme has seen a successful 2023 with the opening of both Paisley Town Hall, and Paisley Learning & Cultural Hub. Paisley Town Hall has successfully hosted several events since opening, including the Royal National Mòd. The programme of work continues into 2024 where the Paisley Arts Centre will be the next venue completed, ahead of the flagship Paisley Museum. This report also outlines other works included in the wider spectrum of the programme including external sports and public realm and the successful TH.CARS2 regeneration scheme.

2. Recommendations

2.1. The Economy & Regeneration Policy Board is asked to:

- i) Note the progress and current stage of construction of the projects outlined in this paper.
- ii) Note the areas being considered in relation to the operating model of Paisley Museum as outlined in section 7.9 – 7.14

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.

4. Paisley Town Hall Redevelopment

4.1. Paisley Town Hall has been transformed into one of the top class entertainment venues in Scotland. The completion of the major refurbishment has brought this venue high onto the cultural map with the benefits already being realised.

4.2. Paisley Town Hall main works construction contract successfully completed on 10th July 2023. The building has now been operating since September 2023 with several events having taken place. The programme of events so far included the successful Royal National Mòd, hosted in October 2023 which was a great success for Renfrewshire and the local community followed by a series of high profile sell out events. OneRen, as the venue operator continue to plan the programme of events for the coming year and beyond with marketing of the venue continuing to increase.

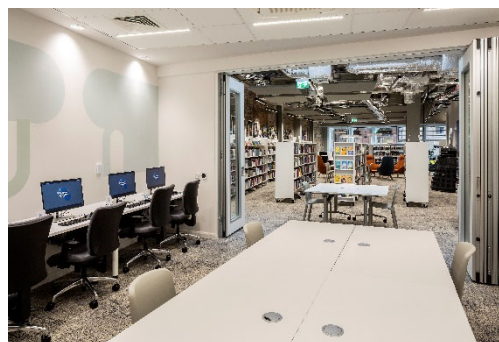
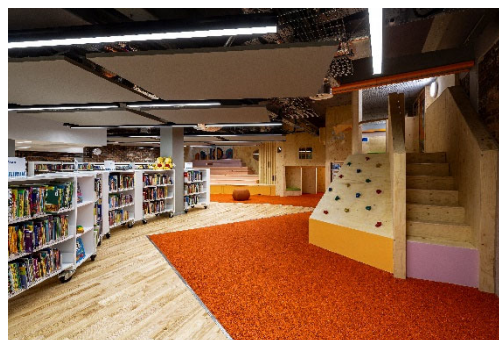
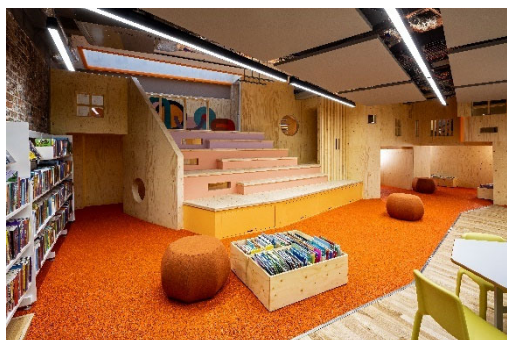
4.3. Due to the scale of construction in Paisley Town Hall, a period of snagging and defect management has been ongoing and is drawing to a close with no significant issues. This difficult process has been compounded by the historic nature of the building and the constraints on very specific material requirements and methods of construction.

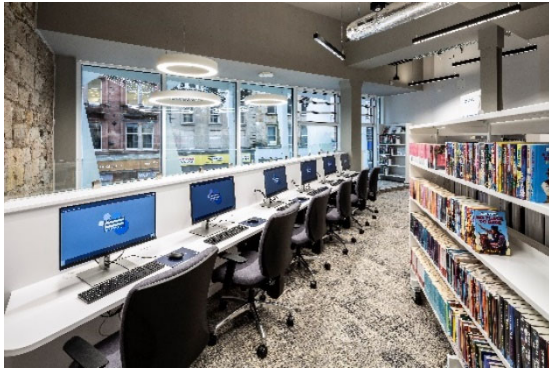
4.4. A review is currently underway of the lifecycle and maintenance requirements for the Town Hall which will in time be widened to include the Paisley Arts Centre and the Museum as it is imperative that the ambitious investment in these venues is safeguarded in the coming years. When concluded this will be the subject of a future report.



5. Paisley Learning and Cultural Hub

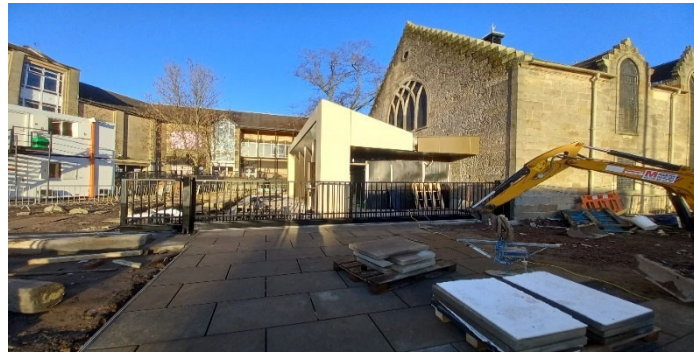
- 5.1. Paisley Learning and Cultural Hub is a 21st century community hub and a modern home for library services at the heart of Paisley High Street, bringing new footfall into the town centre. Construction and fit out of this building have recently completed, making it the latest milestone to be achieved in the cultural investment programme. The venue opened its doors to the public in November 2023 following the construction, fit out, and relocation of the temporary Paisley Central Library which was based within the boundaries of the Lagoon Leisure Centre.
- 5.2. Having taken over a previously vacant and derelict building on Paisley's High Street, the new home of library services has seen a flurry of interest with one of the most positive public reactions from both social media and direct public contact. This building is offering the public a new destination and reason to visit the town centre, attracting new and increased footfall which will have a direct benefit to all local businesses.
- 5.3. The inclusion of a large bespoke children's play structure has brought a first of its kind initiative to a library in Scotland where play will be directly linked to education through literacy and digital mechanisms. A substantial digital fit out has taken place with the building being fully connected to free Wi-Fi, a number of publicly accessible PCs, printers, and a host of audio visual and sensory systems to cater to all and make the Central Library one of the best in the country. A number of visits have taken place by neighbouring local authorities with each of them expressing an ambition to be able to build a library of the standard that Renfrewshire has achieved. This feedback has further bolstered the position that Renfrewshire is at the forefront of library service provision with this new facility.





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, modern, extension to improve the number of covers in the bar. These improvements are further supplemented by the creation of a new external public realm space to provide additional event capacity.
- 6.2. The contractor aims to deliver this building in early 2024 following a number of challenges due to the historic nature of the building and the confined working space. Risk does remain to the timeline, however expectations are that construction will complete in the first quarter of 2024, followed by an extensive fit out phase before formal opening.
- 6.3. The building is moving to the finishing stage of construction with internal finishing now taking place. Final structural elements are being finalised and the majority of work is transitioning to decoration and final fix activities. The implementation of a tension wire grid system has been a significant milestone for construction. This structure is fully supported at ceiling height of the auditorium and provides safe access for technicians to support audio-visual equipment for performances.
- 6.4. Alongside the construction on site work has also commenced for the fit out of the building with all audio-visual equipment procured. A sequencing and procurement process is now underway to support the fit out including furniture, catering, ICT and all building provisions. Alongside this exercise, OneRen are beginning the planning of operational activities including procedures, licencing, insurance, and resourcing. OneRen are also considering the events programme for the venue with more detail being confirmed in early 2024.



7. Paisley Museum Reimagined

7.1 Paisley Museum Reimagined will be 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 usable 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.

Construction Work

7.2 Construction is expected to complete next Autumn and discussions are ongoing to secure earlier beneficial access for exhibition fitout and object install programmes to mitigate the extended completion date. Construction has been hampered by historic maintenance issues and therefore more extensive work than was previously anticipated has been necessary.

7.3 Despite pressures to the overall programme there is significant progress on site:

- Approximately 90% of work on the roofs are now complete and new rooflights installed.
- The installation of the red glass panes at the new entrance is now complete as well as the west extension aluminium façade.
- The new West extension goods lift installation has commenced and the East lift steelwork has been installed.
- Plaster preparation and repairs are complete on level 3 and high level decoration has now commenced in Galleries 2-5. Internal repairs preparatory work is progressing elsewhere in the main building.
- External landscaping work has commenced at the top of the site in front of the Observatory, Oakshaw buildings, Transit House and rear of Gallery 1.

Exhibition Fitout

7.4 Fabrication of all display cladding panels and standard/bespoke skirtings is complete and in offsite storage awaiting install.

Digital Interactives

7.5 All digital software contracts are awarded and production is well underway. A stop-motion animation film produced in collaboration with Kairos Women+ Group has been nominated for a Smiley Charity Film Award.

7.6 Approval was given to award the AV/Hardware contract at the Finance, Resources and Customer Services Policy Board 26 November 2023. Appointment is to be confirmed on 19 December after standstill period.

Collections and Conservation Work

- 7.7 Archival material not selected for redisplay in the Museum has been removed from the Heritage Centre's temporary location at the Abbey Mill, frozen and returned to the Secret Collection for storage.
- 7.8 New photography of all works is currently underway with 90% of objects photographed and approximately 8000 images of project work including construction captured to date.

Looking forward

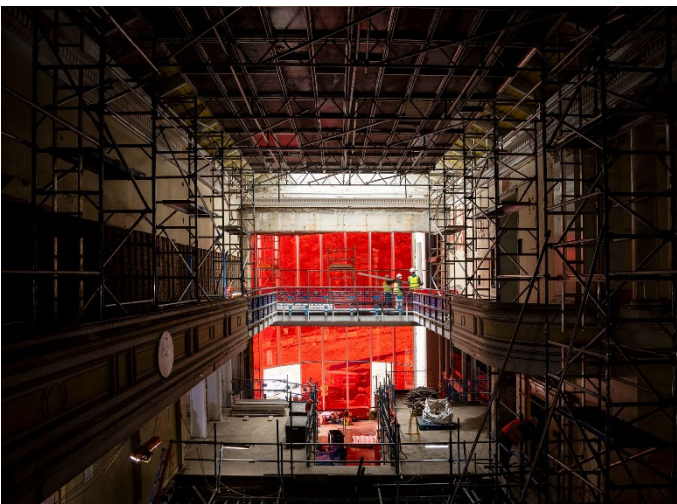
- 7.9 Paisley Museum Reimagined is the central project of the Council's cultural regeneration strategy. It will be the fourth project to be concluded following the completion of Paisley Town Hall, Paisley Central Library and Paisley Arts Centre. As with Renfrewshire's City Deal and Levelling Up Fund investments, collectively these projects are part of a long-term commitment to define a new, thriving future for Renfrewshire.
- 7.10 The scale of investment has enabled the Council to attract additional funding to protect significant historic assets, including Scotland's first public observatory.

The project has addressed historic maintenance issues, brought the buildings up to code, created a fully accessible building alongside greater access to and understanding of our internationally significant collections. The world-class refurbishment of Paisley Museum provides for a significantly larger public campus with galleries, observatory, heritage centre, public gardens, events, learning suites and more, for community use and to attract visitors to the region. Designed as a social hub at the heart of our local communities for everyone to learn, discover, create and connect, Paisley Museum is also of national importance to Scotland's tourism and heritage sectors.

- 7.11 The design and construction of the site is increasing the indoor footprint by 20%, indoor public access areas by 27% and overall indoor and outdoor spaces by 138%. The business case for Paisley Museum Reimagined envisaged the museum core opening hours being increased from 28 to 49 hours per week to allow for a year-round, seven-day week public opening to accommodate greater visitor numbers estimated at 128,000 per annum alongside a 73% increase in formal educational visits. The provision of a more accessible, interactive visitor experience is also supported by a 1240% increase in digital provision. Paisley Museum Reimagined is not simply a refurbishment of an existing venue, but a transformational design of an entirely new visitor experience and Renfrewshire-wide museum service.
- 7.12 Consequently, the associated revenue budget will require to be uplifted to reflect the additional operating costs of the expanded public space as well as how the ongoing community co-production of displays and public programme will be managed and cared for. These are required to meet grant conditions that are part of the overall funding package for the project.

Utility and property costs are predicted to be one of the more substantial expenditures, recognising the challenges of today's economic climate. At the same time, income assumptions have been refined by learning from other museum services' commercial and fundraising activity, especially in the wake of the pandemic.

- 7.13 Whilst additional costs will need to be carefully managed as part of the Council's financial sustainability, the overall investment is about realising the longer-term economic benefits in unlocking Renfrewshire's cultural capital. Recent research by Museums Galleries Scotland shows visitors to Scotland's museums and galleries have a notable impact on, and make a clear contribution to, the economy. The vast majority of spend by visitors (92%) takes place off-site, showing the scale of contribution of museums to the wider economy.
- 7.14 Nevertheless, mitigations are being considered based on research within the museums and tourism sectors. These include moving away from the proposed seven-day week operation to a six-day or combined seasonal model to help reduce costs, with the potential to retain access on weekdays for organised educational visits. Further refinement will be considered in Year 2 as the regularity of visits and numbers of visitors becomes clearer and can be reviewed. Staff costs to safely run the expanded campus at Paisley Museum Reimagined will by necessity be an increase from the previous museum offer in Paisley. However, specialist staffing will be designated flexibly for Renfrewshire Museums Service, rather than solely Paisley Museum, thereby ensuring that the project's development will benefit the region as a whole.

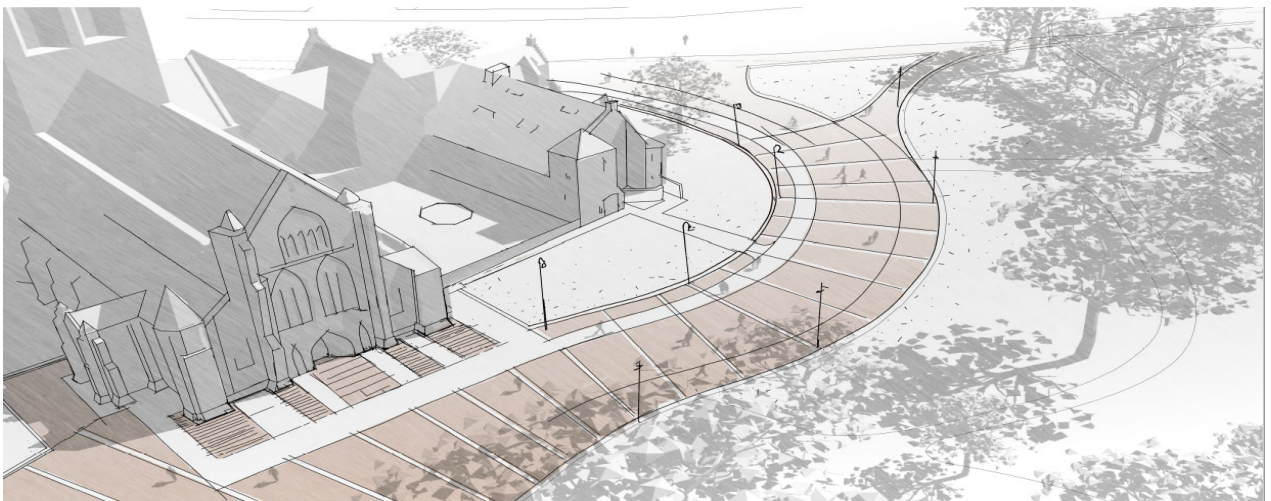


8. Abbey Quarter

- 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, and to the side of the Town Hall. An important component of this project will be to remove stepped levels of paving and small boundary walls to green space to fully open up the area and make it more accessible encourage wider use.
- 8.2. Historic records and recent trial excavations indicates that there could be a risk of finding human remains in carrying out the public realm works at the identified locations. To allow these works to proceed, the Council submitted a Disinterment Application to Paisley Sheriff Court. This has now been granted with approval to proceed with the works, and in the unlikely event any human remains are discovered, these will be treated with care and compassion in accordance with the Council's Code of Practice on Exhumations and reinterred into Hawkhead Cemetery.
- 8.3. Design of the area in front of the Town Hall extending into the green area at the White Cart river is finalising, to be ready for planning.

Within this area, consideration has been given to Paisley Abbey which is captured in this area of design. The overall design is being driven by the successful public consultation event held in 2021 which confirmed the support for the plans.

- 8.4. The project team are planning the next phase of the project which will include submitting planning application, and mapping out the sequence of construction to ensure that local access can be maintained at all times to Paisley Town Hall and Paisley Abbey. It is expected that this will allow the team to proceed with a tender exercise to secure a contractor in summer 2024. Due to the external nature of the works, it is likely that it will be beneficial to target a spring 2025 construction commencement period to avoid elongated delays due to weather disruption.



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

- 9.1. Paisley TH.CARS2 is nearing completion with grant support for external repairs awarded to ten large building repair projects in Paisley Town Centre with nine projects completed.
- 9.2. Works to the final project, 32 High St (Liberal Club), are currently on site. However, the project has been delayed largely due to significant additional rot works discovered on site.

TH.CAR2 grant funded external works are expected to complete by January 2024 which will allow the completion of the TH.CARS2 scheme.

However the current works on site are not anticipated to complete until May 2024 due to additional rot works required and additional structural works to complete the window installation.

- 9.3. An extension to the TH.CARS2 completion date until March 2024 has been discussed with the funders to allow completion of the Liberal Club and submission of final reports and evaluation. A formal request has been submitted which is being considered.
- 9.4. The TH.CARS2 programme has delivered 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 and a successful programme of heritage related activities and events has now completed.
- 9.5. A significant difference has been made 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 (Vienna's 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, 10 Shuttle St and 5 George Place, (Paisley Trophy Centre) which was recently used as a set location for a BBC Agatha Christie production.
- 9.6. Shopfront Improvements grants have supported ten projects in the High Street. These include: 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), 44 High St (Uptown Barbers), 63A High Street (Nomads), 18 High Street, (Right and Left) and 67 High St (Houston's Kilts). The TH.CARS2 project has also supported a Small Grants programme mainly for traditional window repair projects in the Town Centre.
- 9.7. Public realm works have also been funded through the project with works completed at George Place. Public Realm works to pavements in the High Street area opposite the Museums are also now complete. This has been a complex project with private basements below the High Street pavements and additional structural repairs required. However, the works have made a significant difference to the quality of the public realm in this area and support the improvements to the Museum. Works to resurface Weighhouse Close where it meets the High Street have also completed.
- 9.8. 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.

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.

Ferguslie Sports Centre

10.2. In July 2022, approval was given to resume the planning of the Ferguslie Sports Centre upgrades. This work will completely refurbish all existing changing facilities to the sports centre, bringing a greater experience to the already well utilised facility. The work will also ensure that the building is future proofed by fixing all issues with the roof to ensure no leaks, which has been an ongoing issue. The building will also receive upgraded boilers as part of this process making it more efficient and of better quality to customers and staff.

10.3. Following a successful tender period, a contractor was appointed in late summer 2023 and has now commenced on site. The site remains operational for bookings and completion is expected by late spring 2024.

St James' Playing Fields

10.4. St James' Playing Fields project will reconstruct the previously demolished pavilions into modern and attractive changing facilities hosting 8 changing rooms and appropriate staff accommodation. This will support 4 football pitches that will be brought back into use to allow this nostalgic and widely known sporting ground to become a football destination as it has been in years gone by.

10.5. An update was provided at the January 2023 Economy & Regeneration Policy Board to note that it was not viable to proceed with the single bid that was previously received to construct the new pavilions at St James' Playing Fields due to being significantly over budget.

10.6. A value engineering exercise was carried out on the design and procurement options and the project retendered in May 2023. Unfortunately, tenders have again been received over the allocated budget.

10.7. At the Council meeting on 14 December 2023 members voted to make available a further £600k to enable this project to proceed as planned. A report will be taken to FRCS in February for approval to appoint a Contractor. Works are expected thereafter to commence at Easter 2024.

10.8. Following engagement with the Paisley North Community Council, and local elected members, further regeneration and community engagement activities are being considered for this area. Discussion is ongoing regarding the feasibility of implementing an outdoor community gym and community growing garden/allotment space.

These initiatives are not part of this project and will be discussed with the relevant officers from Environment, Housing, and Infrastructure.



Existing Pavillion Building



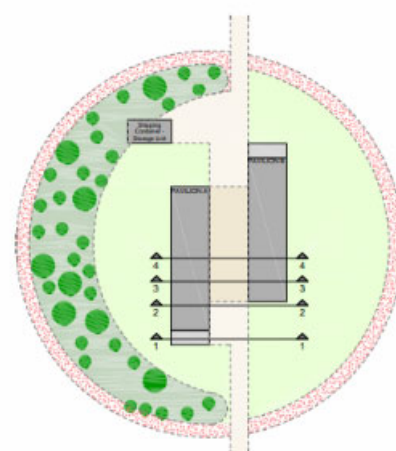
Existing Equipment Storage Building

4 grass pitches, arranged around axis

Clear axis through development

Pavilions and landscaping

Car Parking



Images of previous pavilion now demolished vs layout and vision of new design.

Implications of the Report

1. **Financial** – There are a number of significant risks associated with capital investment on the scale outlined in the report, many of which have been previously advised to members. Construction and refurbishment works in historic buildings are intrinsically subject to a higher degree of cost volatility due to the nature of the works and the fact that the complexity and detail of the works required are in many instances not fully known until the works are in progress and the building condition is fully understood. The existing capital budgets for those works in progress – Paisley Town Hall, Paisley Museum and Paisley Arts Centre – are under considerable pressure due to these issues and also due to the extended timescales of the works which were severely affected by the pandemic closedown and subsequent modified working practice period. Council agreed in June 2023 to pause elements of the wider cultural venues and town centre infrastructure programme in order to release funding towards those projects whose budgets are under pressure; and as these projects conclude and final costs are clarified, further updates to Board will be provided. It should be noted however that even with the above Council decision there remains a significant degree of risk and potential cost which could place further pressure on total capital resource.

There has been ongoing discussion and updating of the business cases for each of the cultural venue with colleagues in OneRen, including critically the updating of base assumptions in terms of operating costs and potential income generation. While core assumptions and the projected revenue operating position of Paisley Town Hall and the Arts Centre currently remain broadly consistent with original projections, they continue to be refined as the venues become operational. The updating of assumptions is indicating that there is likely to be revenue funding pressures associated with Paisley Museum which are above original business case assumptions. These predominantly relate to a revised catering offer and emerging clarity on potential income from touring exhibitions; as well as updated projections of utilities, maintenance and soft FM costs. The Council will continue to discuss with OneRen options to mitigate these additional costs, however it would also be prudent for the Council to build these updated cost projections into future revenue plans.

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 sustainably due 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.

BW
December 2023

Author: *Barbara Walker, City Deal and Infrastructure Programme Director; Email Barbara.walker@renfrewshire.gov.uk*