

To: Economy & Regeneration Policy Board

On: 29th August 2023

Report by: Programme Director, City Deal & Infrastructure

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.
- 1.4. The programme continues to make positive progress through challenging times, and a significant milestone has been achieved with the completion of the main works construction at Paisley Town Hall. This project is now the first to progress to a carefully planned fit out period with the remainder of the projects following in a phased approach to ensure that resources internally at both Renfrewshire Council and OneRen, as well as specialist contractors, can deliver a high quality and efficient opening programme. This approach also allows each venue 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. 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. However, projects continue to move at pace, and the Town Hall has successfully achieved the re-baselined completion date to allow a complex fit out period to deliver well in advance of hosting the Royal National Mòd in October 2023. The Paisley learning & Cultural Hub is expected to open later this year with the Arts Centre following thereafter.

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 the financial implications outlined at the end of this paper.
-

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 main works construction contract successfully completed on 10th July 2023. The contractor retains a presence on site to complete finishing and snagging works and will complete all works by the end of August 2023. This is a major milestone which brings the completion of the first cultural infrastructure project within the ambitious programme.

4.2. The building has been carefully modernised whilst retaining its historic features and grand look. The capabilities of the building have been brought up to date to make it a digitally connected venue able to host various events that have never been possible in the town before. A full mechanical and electrical replacement has taken place throughout the building making it more efficient and capable of supporting both staff and customers.

4.3. The venue offers significantly improved access for events, including greater access to back of house to load event provisions and for operational matters, as well as new stage lifts and retractable seating. Accessibility has been a key design feature for staff and customers, with the building now widely accessible to all.

- 4.4. New spaces in the building have been created, and all original areas have been completely refreshed. This has delivered a remarkable heritage building that is grand in stature but operates and functions as a modern building. New spaces that have been delivered as part of this project include, but are not limited to, a new bar capable of hosting guests before and after shows; a new digital lounge which will be able to stream film and broadcasts or host seminars; a new dance studio; and new artist areas for performers including private rooms and a green room for before and after performances. The design has unlocked and made use of the entire building enabling efficient delivery of multiple types of performance.
 - 4.5. With main works construction now complete, the project team has transitioned to focus on a complex fit out period to install all elements of furniture, equipment, and provisions to allow the building to be operated and the doors opened. This process will equip the building with the required provisions for digital functionality including multimedia, ICT, and all network provisions including brand new staff and public Wi-Fi. The building is also being fitted with state-of-the-art audio visual equipment including stage lighting and sound systems which make the building attractive to global artists.
 - 4.6. The fit out process also captures all catering, crockery, bar, and function equipment which will allow a new offer, not previously possible, to be made.
 - 4.7. OneRen have planned a number of test events that will be taking place in the coming months to ensure the building, its contents, functionality, and staff are ready for the first major event, the Royal National Mòd, in October 2023.
-

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 which is taking place in a previously vacant and derelict building in the centre of the High Street, will become a modern educational resource for people of all ages to learn and be inspired.
- 5.2. Construction of the building is moving at pace and helps the council's ambition to improve the High Street with the new modern façade and glazing in place. Construction is approaching completion with finishing touches now being applied including paintwork and final fixings.
- 5.3. The main element to be completed is the bespoke children's play structure which will be a key attraction to integrate play and education. The project team has also commissioned renowned Paisley born artist, Claire Barclay, to complete bespoke artwork as part of this, which ensures a unique and effective finish to the building.
- 5.4. A vast amount of work is taking place to plan the fit out of the library which will see the building become a digital hub in the heart of Paisley. ICT kit is being prepared which will include PCs, laptops, carefully integrated audio visual equipment, as well as sensory equipment. This will be coupled with new Wi-Fi being installed to ensure public and staff have efficient network access.
- 5.5. A key feature of the library is of course books. The project team have designed appropriate library shelving and furniture to host the vast amount of books on offer and a contractor has been appointed for the manufacture and install of this equipment which will ensure the building retains one of its prominent purposes.

5.6. Construction work is due to complete in September 2023 with the fit out process then beginning to allow staff to move into the building ahead of the planned opening in late 2023. To achieve this, a short period of closure will be required at the current temporary library at the Lagoon Leisure Centre which will be coordinated and communicated in advance. This closure was recently approved at the June 2023 Leadership Board. Existing stock and provisions will be transferred to the new venue, and the planning for this has already begun with a tender process underway to appoint a specialist removal company.

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 external public realm space to provide additional event capacity.
- 6.2. Work to date has been slow due to various issues with the nature of the historic building and the confined spaces to work in. The contractor has faced challenging working conditions with the building, which has been coupled with the economic impact on the construction industry, resulting in a requirement to re-plan the project timeline. This means that construction completion is now expected in late 2023. The pace of construction is now significantly improved with good progress made in areas including the new extension and mechanical and electrical elements.
- 6.3. Progress has been made to install a new tension wire grid which is a key element of what this project will deliver. This new grid is suspended at ceiling height to allow access to the audio-visual stage lighting and sound equipment by technicians without the need to lower the equipment due to the confined space in the building.
- 6.4. Work will continue to progress with the delivery of construction to allow the project team to begin considering the fit out process which will require the delivery of all furniture, catering, ICT, audio visual, and many other provisions.
-

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.

Construction Work

- 7.2. Despite pressures and delays to programme there has been positive progress on site with the major concrete pours completed in the West extension including level 1 and 3 walkways leading to the café space from the new lift. In addition, the Factory Hall 1 balcony area above the new entrance and Factory Hall 2 floor slabs have also been cast. This, in addition to the previous concrete works to the east extension, completes the fully accessible circular route through the building meeting a key objective of the approved design.
- 7.3. Significant progress has also been made on the completion of roof works on the main museum building. So far, roof works that are complete have resolved all water penetration issues in these areas.
- 7.4. The red glazing for the new entrance is due to be delivered to site and Kier are anticipating this will be erected by the end of August leading to the west extension building being wind and watertight.
- 7.5. A number of other key works are complete to the Observatory and Oakshaw properties which is allowing scaffolding to be stripped and works to move internal. Historic Environment Scotland Architects continue to liaise with our design team on site as required
- 7.6. Construction has been delayed for the Museum partly to do with the condition of the building being much worse than originally expected. The result of this is the construction is expected to complete around Easter 2024, with an opening date expected in late 2024.

Exhibition Fitout

- 7.7. Following the appointment of specialist exhibition fitout contractor, The Hub, in May 2022, 96% of display pre-production drawings are now complete. Prototypes indicating materials, junctions, robustness and quality have been produced, tested and signed-off. Production of standard flexible display elements has begun.

Digital Interactives

- 7.8. Work is progressing well with digital display interactive development with 80% of software contracts now awarded and in progress.

Collections and Conservation Work

- 7.9. Conservation of 850 objects has now been completed with the remainder of works due for completion by December 2023 ahead of the object installation.
- 7.10. OneRen has secured additional external funding of £103,000 from 12 Trusts and Societies has been secured towards this work. 16 conservation contracts have been awarded to companies across the UK.
- 7.11. New photography of all works is currently underway with approximately 800 objects photographed for use in displays, publications and media coverage.

Fundraising

- 7.12. In July, a sum of £200,000 was awarded by an organisation who supports world leading cultural venues. The specifics around the organisation must remain confidential for the time being until all paperwork has been agreed. It should however be noted that this is only the second time in their history this foundation has chosen to support a project in Scotland, showing the significance of what is being delivered by this project.

- 7.13. The above award takes the total amount raised from Trusts and Foundations to over £1,234,000. This includes support from prestigious funders such as: The Garfield Weston Foundation (£300k), The Hugh Fraser Foundation (£250k) and The Wolfson Foundation (£200k).
- 7.14. The original Fundraising Strategy, which was written prior to the pandemic, stated that £1.5m would be raised from Trust and Foundations. There is confidence that the remaining £266,000 will be secured ahead of Paisley Museum re-opening.
-

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 Paisley Town Centre. The project extends over the area in front of, and to the side of the Town Hall.
- 8.2. Design of the area in front of the Town Hall extending into the green area is at RIBA Stage 3 (ready for planning). Consideration has been given to the Paisley Abbey which is captured in this area of design to ensure it remains fully accessible. Previously, a public consultation was carried out for this element in November and December 2021 which obtained wide public support.
- 8.3. 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 intends to submit a Disinterment Application to Paisley Sheriff Court. The granting of the application will allow the Council to proceed with the planned works and if 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.
- 8.4. The relevant paperwork required for the court order has now been prepared and correspondence has taken place with the Minister of Paisley Abbey, who is in support of the proposed process and wishes to be the nominated Minister to conduct any reinterment if required. It is intended that the application will soon be submitted to the Sheriff Court, in August 2023.
- 8.5. Assuming approval is granted to proceed by Paisley Sheriff Court, the project will progress with a planning application and then onto the procurement process to appoint a contractor. It is expected that work will begin in spring 2024, and work will begin shortly with OneRen to plan for full access to the newly refurbished Paisley Town Hall during the works.
-

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

- 9.1. Paisley TH.CARS2 is now complete apart from the outstanding work to upgrade the Liberal Club on Paisley High Street. This 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.
- 9.2. Grant support for external repairs has been awarded to ten larger building repair projects with nine projects completed. Works to the final project, 32 High St (Liberal Club), are

currently on site. However, completion has been delayed largely due to significant additional rot works discovered on site and the project is not expected to complete until November 2023.

- 9.3. The current TH.CARS2 scheme completion date is 30 September 2023. An extension until March 2024 has been discussed with the funders to allow completion of the Liberal Club and submission of final reports and evaluation and a formal request has been submitted.
 - 9.4. 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.
 - 9.5. Shopfront Improvements grants have supported ten projects in the High Street with nine shopfronts completed. 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) and 18 High Street where two shopfronts have recently completed. Works will shortly complete at 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.
 - 9.6. 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 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 completed.
 - 9.7. 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. Tenders to appoint a contractor for Ferguslie Sports Centre have recently been submitted and the project team will now work to complete the process to recommend a bidder, to be presented to the September 2023 Finance, Resources and Customer Services Policy Board. This will then allow a contractor to mobilise and begin works in 2023, completing works in the first half of 2024.

St James' Playing Fields

- 10.4. 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 received to construct the new pavilions at St James' Playing Fields due to being significantly over budget.
- 10.5. A commitment was made to conduct value engineering on the design to bring this in line with budget and return to tender in May 2023. This was achieved and the project successfully went back out to the first stage of the tender process in May 2023. This process was completed, and the project has now proceeded to the final stage of tendering with bidders able to submit prior to September 2023.
- 10.6. Following the bidding process, a recommendation will be made to the November 2023 Finance, Resources and Customer Services Policy Board to appoint a contractor. A period of mobilisation, manufacture and preparation work will then take place by the contractor with works due to commence on site in spring 2024 with construction completion expected in September 2024.
- 10.7. The project team recently met with the Paisley North Community Council to discuss the plans for this project which was well received and allowed a constructive discussion around what will be delivered, and how the views of the Community Council could be incorporated.

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 consistent with original projections, 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
July 2023

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