

**To: Council**

**On: 28 September 2017**

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**Report by: Chief Executive and Director of Finance & Resources**

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**Heading: Investment in 2021 Venues and Town Centre Infrastructure**

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**1. Summary**

- 1.1. Members will be aware that, since July and the announcement of Paisley's successful shortlisting, the 2021 Partnership Board and the bid team have been working continuously to respond to the demands of the Stage 2 submission, which will ultimately determine whether Paisley will host the UK City of Culture title in 2021. It is therefore essential that all partners, including the Council, do everything possible to give the Town's bid the best possible chance of success.
- 1.2. The investment proposals contained in this report for members' final approval played a key role in the success of our Stage 1 bid for UK City of Culture 2021, with a substantial proportion of the necessary resources already committed by the Council to these plans, in the setting of its 2017/18 budget. A critical element of our Stage 2 bid, as attached at item (b), is to demonstrate that progress has been made since Stage 1 in both the funding and planning for the delivery of key elements of the infrastructure required to deliver a successful year of culture. The package of proposals and recommendations for investment in 2021 venues and infrastructure set out in this report, are therefore an essential element of the submission of our Stage 2 bid. Members will be aware that the full commitment of the Council to the delivery of this investment will be vital to the success of the town's bid.
- 1.3. The critically important role that culture and heritage plays in supporting economic and community vibrancy has been reflected in the long-term priority the Council has placed on investment in cultural, heritage and community assets across Renfrewshire over the last decade. Within this strategic context, the Council has been progressing for a number of years the

implementation of a cultural led economic regeneration programme within Paisley town centre.

- 1.4. To date the ongoing implementation of this strategy has included a range of targeted investment in strategically important assets within the town centre including the museum, the new museum store, the new learning and community hub in the High Street, and the redevelopment of both the Arnotts site and Russell Institute.
- 1.5. This report sets out the next phase of investment in key assets, to progress the delivery of the long term strategic regeneration agenda for the town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure, both critical requirements to both meet the demands and delivery of the programme for the UK City of Culture 2021, the final bid for which is attached at item (b) for members' approval.
- 1.6. Members will be aware that the benefits of winning this title for Paisley, and the wider Renfrewshire area, are transformational. The details of the 'step changes' we plan to make as a result of winning are summarised in full in the Stage 2 bid for members' review. Winning the title will boost the local economy by £175 million, create and sustain more than 4,700 jobs for local people in the cultural, creative, tourism and digital sectors, it will bring over 800,000 visitors to the area during 2021 and it will radically improve Paisley's image and reputation, reconnecting our famous Paisley Pattern back to its home town globally. The partnership are determined that the strong tangible benefits of winning will be shared across the population of Renfrewshire, helping to reduce inequalities, and increase the numbers of children and adults participating in a range of cultural activities. In addition, a winning bid will drive new investment into the town, reducing vacancy rates and a quicker restoration of our heritage buildings, currently at risk.
- 1.7. The package of investment outlined in this report, therefore, will not only meet the Council's obligations to protect, maintain and future-proof its buildings and infrastructure, and improve services to the Renfrewshire communities, but will play a critical role in driving the far-reaching benefits of winning the UK City of Culture title.

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## 2. **Recommendations**

### 2.1 It is recommended that the Council

- I. Note the content of the report and the importance that the full package of investment proposals outlined in the report have in directly supporting the 2021 bid, attached at item (b) on this agenda, as well as delivering the long term regeneration objectives for Paisley Town Centre and the wider Renfrewshire area.

- II. Approve that the Council now make provision in its medium to longer term debt smoothing strategy and financial planning arrangements, to supplement the resources already committed by the Council in its 2017/18 budget to support the prudential borrowing required to allow the full suite of investment outlined in this report to be progressed for delivery by 2021.
- III. Approve that the early enabling works outlined at Section 5.3 be progressed, and that a full report on the overall proposed programme of works be provided to members for their consideration at a future Board cycle, in advance of work commencing.
- IV. Note that regular reporting arrangements to the appropriate board will be provided through the development and delivery phase of the investment programme.

### 3. **Background**

- 3.1 The Council has recognised the critically important role that culture and heritage plays in supporting and stimulating both economic growth and vibrancy as well as community participation and cohesion. This has been reflected in the priority the Council has placed on delivering investment in key cultural, heritage and community assets across Renfrewshire over the last decade, focusing both on key town centre facilities and important community based facilities across the wider Council geography. Within this strategic context, the Council has been progressing for several years the implementation of a major cultural led economic regeneration programme within Paisley town centre.
- 3.2 To date the ongoing implementation of this town centre strategy has included a range of targeted investment in strategically important assets within the town centre including the museum, the new accessible museum store, the new learning and community hub, and the redevelopment of both the Arnotts site and Russell Institute.
- 3.3 To maintain progress and momentum that has now been established in delivering this regeneration agenda, there is a need for the Council to deliver a further and critical phase of investment interventions in key assets and infrastructure, specifically to support its Stage 2 bid for UK City of Culture 2021. The range of investment proposals set out in this paper will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- 3.4 In addition to delivering required long-term maintenance of key assets, the underlying objective of the investment proposals is foremost to provide an improved civic and town centre infrastructure platform from

which to stimulate and deliver the long term economic regeneration objectives in the town. At the same time, the investment will ensure the town's venue and infrastructure will be capable of meeting the demands and delivery of the programme for the UK City of Culture 2021.

- 3.5 The following sections 4 through to 6 of the report set out the proposed investment intervention across key indoor and outdoor venues, town centre public realm, transport and accessibility.

#### **4. Investment Proposals – Indoor Venues**

##### **4.1 Paisley Town Hall**

- 4.1.1 The Council, on 20 April 2017, considered a report which outlined the lifecycle maintenance upgrade requirements for Paisley Town Hall. It was highlighted to members in the report that preliminary surveys and maintenance operations had identified the electrical and mechanical installation elements to be close to end of life status. Consequently, the town hall has been identified as requiring priority investment as part of the Council's capital lifecycle maintenance programme in order to protect the long term condition and operational suitability of the building. This will involve the complete replacement of the building's electrical and mechanical plant, asbestos removal, improved access to the building and re-decoration. This is now considered necessary to allow the building to remain operational, meet health and safety standards and retain its insurance cover as a community facility. It is estimated that this would be a minimum investment of £12 million. However, no physical internal improvements or changes would be visible to the community or the users of the hall if this was the limit of the investment.

- 4.1.2 Recognising the significance of the undertaking and disruption and timescales involved in delivering major lifecycle maintenance of this scale, members agreed that it was appropriate from both a financial and operational perspective to consider what other interventions the Council may wish to implement at the same time. Further that a key objective of any significant material investment of this nature would be to deliver improvements that would modernise and future-proof how the facility operates as a modern town centre venue and would actively contribute to the cultural economic regeneration objectives for Paisley and the wider Renfrewshire area. Members will also be aware that the Town Hall will play a crucial role in the staging of our 2021 Events programme.

- 4.1.3 In this context, an extended investment option for Paisley Town Hall has been developed. This considered not only the lifecycle maintenance requirements, but measures that could be delivered at the same time to modernise the operational working capability and ultimately the range of events and services that the building could provide as a town centre venue. In addition to addressing mechanical

and electrical life cycles issues, the options set out to address the following opportunities:

- To address the civic requirements for the community
- To provide increased performance capacity in order to attract the highest quality performances
- To enhance the visitor/patron experience
- To address physical access issues inherent in the building
- To build an improved business model for service provision

4.1.4 These works will ensure the town hall becomes a lively, vibrant venue for Paisley, Renfrewshire and West Central Scotland and ensure business growth opportunities through a wide range of events and experiences growing income and usage which ultimately will reduce ongoing revenue support from the Council. The proposed works include improvements to the main hall auditorium; improvements to the stage area, including alterations to height, flexibility and access; increased dressing room provision, and technical improvements to acoustics and lighting, along with more extensive decorative improvements. There would also be a new function suite created, and full kitchen facilities and bar provision. This extended option, at an estimated cost of £22 million, would fully meet the objectives outlined at paragraph 4.1.3 and is fundable from the resources already set aside by the Council in its budget for 2017/18 for this purpose, supplemented by £4 million borrowing supported by the anticipated net income growth achievable from the facility.

4.1.5 It is therefore recommended to Council that this investment is approved, and officers are asked to now proceed to prepare a detailed design for the building, and make preparations for procurement of the work.

## 4.2 **Paisley Arts Centre**

4.2.1 The Arts Centre is a long established cultural venue and is known locally and nationally for its performance programme. It will play an important role in the delivery of the 2021 cultural programme, particularly for smaller events and local artists. This facility has also reached a stage in its natural lifecycle where it requires upgrade, and in order for it to fully function in 2021, it is recommended that the proposed work is approved and taken forward.

4.2.2 Similar to the Town Hall, proposals for the upgrade of the venue have considered the priority lifecycle maintenance requirements as well as functional upgrades required to continue to host the events at an estimated cost of £2.5 million, capitalising ultimately on the range of offers that the building can provide as a venue, and includes the following:

- Renew all electrical and mechanical installations

- Rationalisation and upgrade of toilet provision throughout the building
- Provide changing accommodation to rear of the building for performers
- New seating bank and reconfiguration of staging
- Full decoration and access improvements

## **5. Outdoor Venue Capacity and Infrastructure Investments**

5.1 Investment to enhance the availability of modern and flexible outdoor venue space as well as the town centre infrastructure has been identified as a key area requiring to be addressed to support both the bid for 2021 but also more the longer term regeneration objectives for the area. In this context the following investment proposals have been developed as outlined below, for recommendation to members.

### **5.2 St James Playing Fields**

5.2.1 Following the Council meeting in June of this year, officers were remitted to provide to the Leadership Board an alternative option for the development of sports facilities at St James Park, taking into account requirements for outdoor space to accommodate large scale events.

5.2.2 A report in this respect was provided to the Leadership Board on 19<sup>th</sup> September. The option outlined in that report would provide for the upgrade of the St James playing field site and the pitch at the existing Ferguslie Park Sports Centre. Together with the existing facilities at the Ferguslie Sports Centre, this would provide significantly redeveloped facilities, and importantly, the upgrade of the grass surfaces and provision of an area to support temporary staging. Along with a new purpose built pavilion which would include an area to provide cafe facilities during events to ensure increased usage, development of the Council's outdoor events programme and financial viability for the site.

5.2.3 The proposed redevelopment would also include provision of an enhanced access road and enhanced car parking which would improve access and alleviate the current parking and congestion issues associated with the site.

5.2.4 St James playing field was identified in the Stage 1 bid as a key outdoor venue to play a significant role in hosting the delivery of large outdoor events in the lead up to and during a successful bid for UK City of Culture in 2021, and it is now proposed to proceed with detailed design, and preparations for procurement and delivery.

## **5.3 Town Centre Public Realm, Flexible Outdoor Space, Travel and Accessibility Improvements**

- 5.3.1 In support of both the bid for UK City of Culture 2021, and the long term wider regeneration strategy for the town centre, high level master planning activities have been taken forward to identify key infrastructure improvements across public realm and flexible outdoor space as well as travel and accessibility arrangements in and around approaches to the town centre.
- 5.3.2 In this context, the work completed to date has identified that intervention in the following areas would deliver both short and long term sustainable improvements in the town centre:
- Public Realm
  - Pedestrian and cycling routes and access,
  - Public Transport Improvements
  - Junction and roadway improvements
  - Improved use of Land and building uses,
  - Potential gateway and arrival spaces,
  - Barriers to pedestrian movement,
  - Building frontages and access to buildings, and
  - Improvements to Lighting and Public Art.
- 5.3.3 It is recognised that the master planning work undertaken has been at a strategic level and has identified a considerable range of potential short, medium and longer term options that would support major improvements to the development and regeneration of the town centre. There is a requirement for this high level work to be further progressed in order for a sufficiently detailed and prioritised programme of proposals to be developed. This prioritised programme requires to be physically deliverable for Paisley 2021 whilst maximising the benefits that support both Paisley 2021 as well as the longer term economic legacy benefits for the town centre.
- 5.3.4 In support of the 2021 bid, it is recommended that the Council commits at this stage to a financial provision of up to £10 million to support a detailed programme of investment that would emerge from this detailed development phase. To advance this next stage there is a need to commit to take forward a range of detailed development, enabling and early preparation works over the coming months at a cost of approximately £350,000 funded from this financial commitment. Following completion of this phase of development work, the detailed programme of investment will be reported and presented for consideration at a future board cycle, prior to commencement of the delivery phase. Subject to the outcome of the bid, members will at that point be able to take a view on the scale and priorities of the investment to be taken forward.

## **6 Galbraith's Building, 56-58 Back Sneddon Street, Paisley**

- 6.1 If successful in the bid to host UK City of Culture in 2021 a further venue capable of hosting large to medium scale contemporary art

installations and provide accommodation for non- traditional performance and visual art/multi art form work such as the Turner Prize is required. The building at 56-58 Back Sneddon Street has been identified as the building most suitable for this purpose within easy reach of the town centre.

- 6.2 In negotiations with the owner of the building an option to purchase has been secured over the building and access has been provided to carry out exploratory surveys. These surveys have confirmed that a degree of investment is required to bring the building up to a useable and appropriate standard as a venue during the year of culture at an estimated cost of £3.5 million including full refurbishment costs and the purchase cost of the building itself.
- 6.3 Exercising the option to purchase the building and the subsequent works would only be taken forward if Paisley is successful in becoming UK City of Culture 2021.

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## Implications of the Report

- 1. **Financial** – The package of investment proposals contained in this report totals £45.7 million, proposed to be funded from existing resources already budgeted by the Council (£18 million), new income generated by the enhanced facilities to support investment (£4 million) and supported by prudential borrowing to be built into the Council's long term financial planning arrangements.
- 2. **HR & Organisational Development** - None
- 3. **Community Planning**  
**Empowering our Communities** –
- 4. **Legal** – None at present
- 5. **Property/Assets** – the report outlines a range of proposals which will significantly enhance and improve a wide range of property and infrastructure assets, and which are essential to the delivery of the 2021 Programme.



6. **Information Technology** - None.

7. **Equality & Human Rights** - None

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 as further work is necessary to provide detail of proposals. A further report detailing options will be presented to the Policy Board and will take account of equality and human rights issues.

8. **Health & Safety** - None

9. **Procurement** – All necessary contracts will be progressed using the agreed Council procedures.

10. **Risk** - None

11. **Privacy Impact** - None

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

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### **List of Background Papers**

- (a) Background Paper 1  
29 January 2014 Economy & Jobs – Paisley Heritage Asset Strategy  
25 June 2015 Council – Paisley's Bid for UK City of Culture 2021  
20 April 2017 Council - Paisley's Bid for UK City of Culture 2021

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Mary Crearie ext. 6256.

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