

Agenda Item 7

Council HQ & Arts Centre

Falkirk Council

Title: Council HQ & Arts Centre
Meeting: Executive
Date: 14 January 2020
Submitted By: Director of Development Services

1. Purpose of Report

1.1. This report provides an update on the progress of work relating to the Council's civic headquarters (HQ) and arts centre replacement project. The report:

- notes the reasoning for the project highlighting its role in helping to rationalise the Council's property estate, realise carbon reduction ambitions and revitalise Falkirk town centre
- recommends the Council's proposed requirements for delivery of a replacement Council office headquarters and arts centre facility
- seeks the Executive's agreement that the project should include the provision of a replacement Falkirk library facility within the requirements for the project
- seeks agreement to commence a procurement exercise, testing the market to identify developers to offer a suitable site and means to deliver the project.

1.2 Following the procurement exercise a report will be presented to the Council to recommend the preferred bidder with details of the cost, developer and site for delivery of the scheme.

2. Recommendation(s)

2.1. **It is recommended that the Executive:-**

- 1) agrees the proposed requirements for the Council HQ and arts centre project including the relocation of Falkirk library to the new facility as set out in section 4.21 and appendix 1 of the report**
- 2) notes that progress of this initiative will be subject to the updated project costs being agreed in the Council's general services capital programme 2020-25**
- 3) agrees the assessment and selection criteria for the procurement process as set out in section 4D and Appendix 2**
- 4) agrees to appoint a design team to assist with the procurement exercise, including preparation of a benchmark option for the Municipal Buildings site, subject to recommendation 2 above,**
- 5) agrees to commence the procurement process as identified in section 4C of this report, including a competitive dialogue exercise to identify a preferred bidder and site to deliver the project**

- 6) **agrees to proceed with the provision of a formal notice to FCSL for the fit-out of the first floor accommodation and associated works to be undertaken at Falkirk Community Stadium at an anticipated cost of £1.5m**
- 7) **agrees to report back to Members on the outcome of the procurement exercise, recommending a way forward.**

3. Background

- 3.1. The Council meeting on 12 November 2019 considered a report, referred from the Executive meeting on 29 October, concerning the Council's civic headquarters and arts centre replacement project. At this meeting it was agreed to progress consideration of two options to develop the project requirements for agreement by members in advance of a procurement exercise. This procurement would test the market for a site and preferred developer and cost for the project.
- 3.2. The Council agreed that a further report be prepared for the Executive to confirm the proposed requirements and approach to procurement of this project. It also agreed that the Council would work with Scottish Futures Trust (SFT) and partners to confirm future accommodation needs and assess the zero-carbon potential for the new facility at a cost of £45k, to be funded by SFT.
- 3.3. Additionally, a report will be supplied to the meeting of Council on 22 January 2020, to look at immediate ways to support the town centre. This is to take into account the work of the Revitalising Falkirk, town centre partnership, formed to help deliver future ambitions for the town centre.

4. Considerations

A. Rationale for the HQ and arts centre project

- 4.1. The need to progress the Council's HQ and arts centre project arises from a number of factors:
 - a) The deteriorating condition of the Municipal Buildings and Falkirk town hall complex requires that the buildings be replaced. The complex comprises the offices (accommodating 190 FTE staff and elected members), civic/committee suite and Falkirk Town Hall (FTH), and was built in 1965 and has reached the end of its serviceable lifespan. Condition surveys undertaken for the Council have indicated that the buildings are rated Condition C status - poor, showing major defects and/or not operating as intended. The main elements of the buildings (roofs, external cladding, windows, heating, mechanical and electrical systems) all require replacement and studies undertaken for the Council have demonstrated that the buildings would not be cost effective to refurbish. Intrusive surveys of the structure of the building have highlighted that the robustness of the structure gives cause for concern, given that

structural design of buildings prior to the Ronan Point incident in 1968 did not allow for the risk of progressive collapse in the event of a fire. As a result a replacement for the building is necessary.

- b) The Council's Strategic Property Review (SPR) is a key component of the Council of the Future business plan and reinforces the need to rationalise the Council's estate. This assists the Council to save money, deliver a 'one Council' approach to services and make the transition to agile, flexible working. A review of office accommodation (front and back office) demonstrated that the Council has a surplus of offices and workstation capacity, with 18 offices, 24,626sqm of floorspace at an average of 17sqm per FTE (more than double the national public sector benchmark of 8sqm). The front office estate is being reduced from 12 to 5 locations following the commitment to provision of a network of Advice Hubs in each locality across the Council area. The back office review shows that 7 of the 8 office premises occupied are in excess of 30 years old, inefficient and in need of upgrade. By adopting modern and flexible working methods with a 8sqm benchmark and a 0.6 ratio of workstations/FTE, the Council requires to provide c700 workstations to accommodate its back office functions.
- c) The Executive, in August 2019, agreed to establish measures to address the global climate emergency and, at its October meeting, agreed that climate adaptation requirements be embedded in all Council projects & initiatives. Carbon reduction is a fundamental principle for future Council investment and a basis for action to rationalise the property estate. The Council has also agreed to participate in a national exercise with Scottish Futures Trust (SFT) examining the means to deliver the HQ and arts centre project as a 'net zero' building and an exemplar for such buildings across Scotland.
- d) The HQ and arts centre project is a central element of the *Revitalising Falkirk* Partnership and town centre action plan which Executive agreed the Council should participate in at its March and June 2019 meetings. The action plan was developed following the work of a stakeholder group examining the prospects for the town centre. It is intended to help realise further town centre investment and reverse its economic decline. Work undertaken for the Council demonstrates that the town centre accommodates c2200 jobs in 497 units. Between 2008 and 2015 it experienced a 27.3 % drop in jobs and had the highest reduction in shop numbers at 15.2% in Scotland. The vacancy rate increased to 16% in 2019.

The Executive in August 2018 noted that the prospects for the town centre had been damaged by the loss of major retailers. It agreed a new vision for Falkirk town centre with the replacement headquarters with office, civic and arts facilities a key step in re-purposing activities in the town centre. This vision anticipates that cultural regeneration should be a key driver for the town centre, with the provision of the arts centre facility stimulating significant ancillary activity and development of the night-time economy. It can also help promote the national 'one public estate' approach to asset provision.

Revitalising Falkirk is an important element of the Falkirk Investment Zone initiative which aims to enable sustainable and inclusive economic growth across the Council area. The bid seeks funding support from UK and Scottish Governments, including support for the enhancement of town centres.

- 4.2. The above issues reinforce the important of the need to progress this important initiative for the Council and to proceed to the next stage, confirming the requirements for the project and testing the market for its delivery.

B. Project Requirements

- 4.3 The meeting of the Council on 12 November agreed that options 4 and 5 identified in the report form the basis to take forward the scheme. These options comprised:

Option 4: small office HQ (320 workstations + 35 touchdown spaces), Central Hub, 550 seat arts centre, shared spaces

Option 5: medium office HQ (500 workstations, plus 55 touchdown spaces), Central Hub, 550 seat arts centre, shared spaces

- 4.4 In addition, it was agreed that the potential relocation of the Falkirk library should be considered in finalising the requirements for the project.

Office accommodation

- 4.5 In relation to the options for the size of the office accommodation for the HQ development, the Council's review of office accommodation has identified a total back office requirement of c700 workstations across 8 existing office locations. The aim is to reduce the number of office locations, promote co-location and foster a modern, one-Council approach. The options identified that this might be achieved as follows:

<i>Option 4:</i>	Small office HQ	320 workstations
	Falkirk Stadium	235 workstations
	Forum	145 workstation

<i>Option 5:</i>	Medium office HQ	500 workstations
	Falkirk Stadium	235 workstations

- 4.6 These options have been assessed and it is considered that there are significant benefits in progressing the development of a medium sized office of 500 workstations, in particular this:
- enables the colocation of a larger group of staff (c830FTE at the 0.6 ratio) and reducing the number of back office buildings from 8 to 2.
 - assists delivery of the 'one Council' approach proposed via the Council of the Future
 - eradicates duplication and enables the Council to work in a more agile and flexible way

- provides a longer term, more flexible solution to the Council's office requirements (as an existing building the Forum has limits to its configuration and lifetime for use as a modern office facility)
- enables co-location with partners
- maximises the carbon reduction benefits of the new facility and enables the Council to move significantly towards zero carbon (the Council's offices emit 1317 tonnes of CO2 p.a. with the Forum emitting 137 tonnes of CO2 p/a)
- enables the Forum to be returned to the commercial portfolio for reletting or sale
- increases the regeneration benefits through the concentration of staff in the town centre
- offers potential to collocate with the arts centre facility to increase the vibrancy and usage of the facility

4.7 This medium size facility can be delivered at an estimated capital cost of £53.73m, with benefits in reducing the operational costs incurred at the Forum (£300k p.a.). As a result of proceeding with this option the following office locations are anticipated to become surplus to operational requirements and would be progressed for disposal/re-use as follows:

- Sealock House, Grangemouth- dispose on market
- Registrars Building, Falkirk - dispose on market (following agreement via Common Good)
- Rossvail & Camelon social work office, Camelon - dispose on market for redevelopment
- Denny Town House - dispose on market (following agreement via Common Good)
- Callander Square, Falkirk – lease termination
- Abbotsford House, Bainsford - dispose on market for redevelopment

4.8 Capital receipts and revenue savings from disposals will contribute to the financial package for delivery of the project. It should be noted that, in the case of the Municipal Buildings site, were the Council to proceed with the development on a privately owned site, the Council site is available to be disposed of on the open market for redevelopment. The options to develop on the Municipal Buildings site will be considered further by Council officers and design team partners to enable a comparison for benchmarking purposes. This will be important to consider should the proposals coming forward from developers, following procurement, fail to meet the Council's requirements.

4.9 The Falkirk Stadium is proposed to be retained as a second back office location. This is the most modern property in the Council's property estate and the availability of a vacant first floor unit enables fit-out of office provision at a relatively low cost compared to new build. It is acknowledged that steps will require to be taken with Falkirk Community Stadium Ltd (FCSL) to confirm the arrangements for lease of the accommodation at the Stadium to progress. A report on the Stadium is being prepared for the Executive giving

recommendations for the Council on the treatment of this important asset. This facility offers the benefit of providing improved office capacity early in the programme, giving resilience to address any failures in existing accommodation. For this reason it is recommended that the works at the Stadium be initiated during 2020 at a cost of c£1.5m covering the re-configuration of this accommodation and office fit-out. The potential for early closure of some offices to commence rationalisation and enable further cost savings will be examined.

- 4.10 The proposed requirements include the provision of a new Central Hub facility. It is important that this 'front-facing' facility is readily accessible to clients. The town centre location and links with other functions within the building (library, community events etc.) will enhance the service offer for customers. In the interim, temporary measures will take place to relocate the One Stop Shop facility from Callander Square, the subject of a separate report to Executive. The potential to collocate with other partners Police, NHS, SSSA, SDS etc is being explored in this proposal.

Shared accommodation

- 4.11 It is proposed that the sharing of spaces within the new HQ facility should apply as a principle in design and operation of the building. The opportunity to share accommodation with other partners and promote wider community use offers major benefits in the value and efficiency of the project and in securing its regeneration benefits.
- 4.12 It should be noted that co-working spaces are proposed to be included for the use of partners in the building. However these have not been included as costed element of the proposals until all partners have confirmed they intend to proceed. Discussions continue with SFT & partner agencies to agree the approach to delivering this space and it is proposed that approaches to the market should allow for the provision of a co-working space enabling of between 50-100 staff to operate from the new building. This is subject to agreement on financial support from partners being forthcoming prior to conclusion of a preferred bidder and a building contract.

Arts Centre

- 4.13 The Council/FCT's design consultants have confirmed that the Falkirk Town Hall facility is in need of replacement. It is compromised by its design, age and condition and lacks the stage capacity and ancillary spaces needed for a modern arts programme. While FTH's programme has been successful and income levels have increased in recent years, its capacity to sustain modern arts related activities is reducing and at significant risk. The consultants advise that the provision of a new 550 seat arts centre facility with ancillary studio spaces enables the fullest range of arts activities to be delivered to meet the arts and cultural needs of the area within the capital cost envelope identified. They consider that, without these new facilities, the growth that FTH has been experiencing will slow and possibly stall. They have supplied an indicative schedule of activities and estimate of income generation arising

from the delivery of the arts centre facility. This work is summarised in Appendix 4.

- 4.14 The consultants' work shows a growth in income from admissions, venue hire and trading with a café-bar open all day and into the evening. The additional activity spaces mean the building will be able to accommodate a range of smaller scale activities (youth theatre, spoken word, cabaret, children's shows etc.). Importantly, the building would be much more of a creative hub than FTH is with activity taking place throughout the day.
- 4.15 It is noted that, amongst the options that may come forward from the procurement of the HQ and arts centre facility, bidders may suggest alternative methods to manage and operate the arts centre facility. The potential for this to be considered will be allowed for in the procurement phase.

Library

- 4.16 The Falkirk Library is located in Category B listed premises on Hope Street, Falkirk. The facilities are somewhat dated (built 1902, with an extension added in 1992). Falkirk Library also contains adult and children's fiction and non-fiction sections, the main reference library and has space for events and IT training. It is proposed that the Council consider the opportunity to co-locate the library with the arts centre facility as this would offer benefits in the joint programming of workshops, talks and performances in the activity spaces that are proposed for the new arts facility. It is suggested that library provision of 830sqm would be required in the new building. Alternatives for the re-use of the existing building are being considered at present, including that this may contain out-of-hours services and the relocation of the data-hub from the Municipal Buildings.
- 4.17 It is noted that the library presently contains the library stores function and that alternatives for delivery of this function may need to be considered. These might include maintenance of the existing facility, relocation to another library, or a separate storage facility operated in partnership with the other Council services.

Ancillary items

- 4.18 There are a number of ancillary matters which will need to be addressed in progressing the overall scheme, including:
- provision of parking space
 - access
 - datacentre
 - resolution of other space uses in Council offices (stores etc.)
- 4.19 It should be noted that specialist design and procurement advice is being engaged by the Council to assist in its delivery of the project. The extent of this work will increase as the procurement phase commences and includes

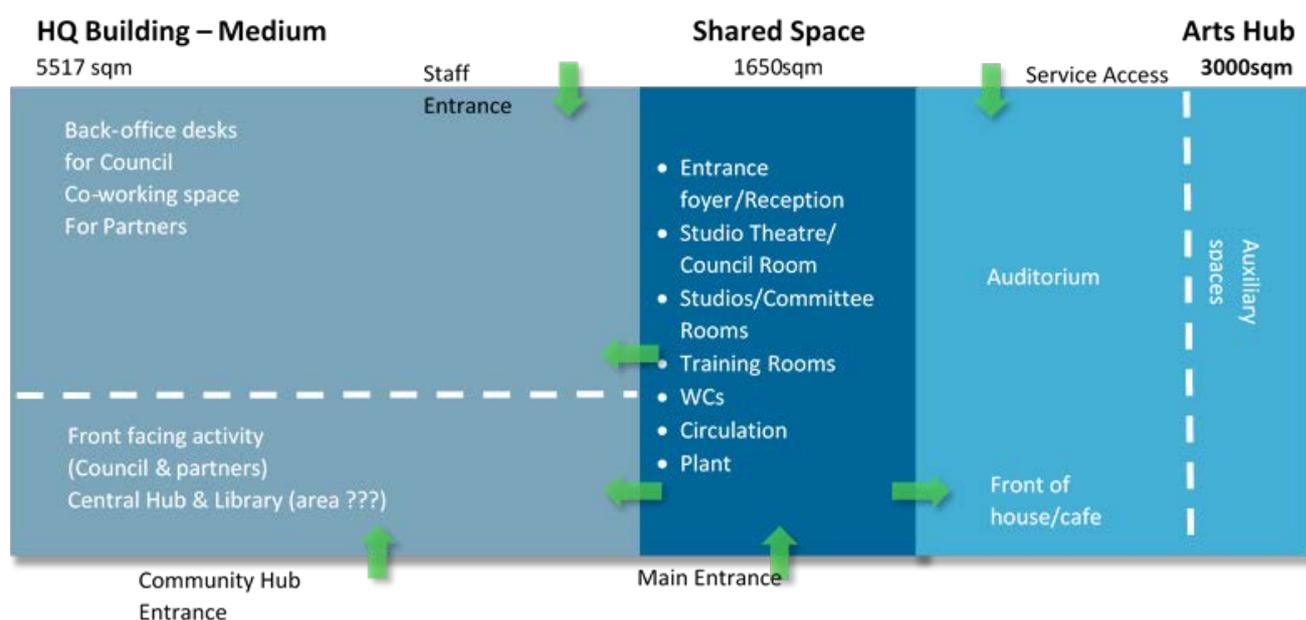
the need for specialist architectural, acoustic, theatre design and legal advisors. This will enable Council officers and the design team to:

- prepare detailed design requirements and documentation to assist the procurement process
- assess the options for delivery of the project on the existing Municipal Buildings site, as a ‘benchmarked’ option for comparison with developer options (as noted at para 4.8)
- consider ‘novating’ the design team to the selected developer to ensure that the Council’s requirements are delivered through the design development and construction phases of the contract.

4.20 This is an important means to safeguard the Council’s interests in ensuring that the project requirements are delivered and that appropriate controls are maintained over project cost and delivery. Funds are contained in the approved capital programme for this work to be commissioned.

4.21 The proposed requirements for the provision of the HQ and arts centre project are shown indicatively in the diagram below and details of the schedule of areas and anticipated costs are contained at Appendix 1. It is suggested that this be adopted as the Council’s proposed requirements for market testing.

Diagram 1: Proposed requirements for HQ & Arts Centre facility



COMBINED HQ & ARTS HUB

C. Procurement process

4.22 It is proposed to commence a procurement exercise for the HQ & arts centre project to identify a bidder to provide a site and developer partner to deliver the new facility. The initial procurement phase involves a call for interested

parties to confirm their willingness to engage in the selection of bidders and site options. Those agreed as acceptable will be invited to engage in a 'competitive dialogue' process to clarify developers' proposals and confirm the detailed delivery method and costs. This recognises the complexity of the project and the scope for bidders to bring forward a range of solutions. Following the dialogue, proposals are submitted for formal assessment, and thereafter a recommendation will be made to the Council on the preferred bidder and site.

- 4.23 The elements of this procurement will follow EU procurement regulations and are summarised in the table below. This programme will be influenced by decisions to be made in relation to the Council's capital programme moving forward.

Action	Timescale
Project launch with draft requirements	end Jan 20
Procure consultants to assist develop requirements	Jan-Mar 20
Finalise documents	Feb-Mar 20
Issue out European Single Procurement Document (ESPD) and assess bidder returns	Feb-Mar 20
Issue invitation to participate in competitive dialogue	Apr 20
Competitive dialogue requires outline solutions to be presented by bidders for consideration	May-Jul 20
Detailed solutions presented by bidders	Jul-Sep 20
Selection of preferred bidder by Council	Sept-Oct 20
<i>Subject to completion of above:</i>	
Final clarifications and consents, including gaining planning and statutory consents, tender award	Oct 20 – Jun 21
Contract award	Jul – Aug 21
On site for 18-24 months	Sep 21 – Sep 23
Commissioning, fit out and move in	Tbc 2024

- 4.24 It is important to note that the timescales will be dependent on the successful completion of each stage and that the procurement process will seek opportunities for bidders to provide a suitable town centre site, developer and method for delivery of the Council HQ and arts centre requirements. This is required to meet the Council's objectives and is expected to be delivered primarily as a new build scheme. While refurbishment of existing buildings is an option, a compelling case would be needed to demonstrate how this can meet the Council's zero carbon and whole life cost reduction ambitions for the project.
- 4.25 The consideration of site options will acknowledge the potential contribution that Council owned sites can make in the delivery of the scheme. The Municipal Buildings site option will be tested by Council officers and design team partners as a potential option for comparison with other submissions to ensure best value is being achieved. Notices will make reference to the site being available should developers propose to bring forward their own scheme for this site. In addition, the following sites in the town centre will be identified

as being available for consideration as part of the delivery of the project (this will be subject to examination of the impact upon the town centre of the potential loss of car parking provision):

- Meeks Road
- Melville Street
- Garrison Place

4.26 To assist the selection of a site and preferred bidder, an internal procurement group (supported by external advisors) will be convened to confirm the procurement journey and detailed mechanisms necessary to reach a recommendation for supply to the Council as a basis for decision.

4.27 Regular updates on the progress of this work will be given to the Council of the Future Board and, at appropriate stages, to the Executive. On successful completion of the procurement timetable, the final decision on the selection of the preferred bidder, site and developer will be presented to a meeting of the Council (anticipated in September/October 2020).

D. Assessment and Selection Matrix

4.28 An important element of the procurement process is the adoption of an assessment and selection matrix to consider each of the submissions made and their fit with the Council's objectives. It is proposed that the following elements be assessed:

- Bidder approach
- Scheme Concept
- Deliverability
- Site Location
- Regeneration benefits and contribution to delivery of the *Revitalising Falkirk* town centre vision -
- Cost & affordability
- Environmental sustainability

4.29 The proposed selection matrix, summarising the assessment criteria and weightings proposed is attached at Appendix 2

4.30 In relation to the assessment of the economic regeneration benefits, the Council has been working with Scotland's Towns Partnership and EKOS consultancy to gather evidence of the regeneration benefits that have been gained for other town centre where investment in Council HQ and/or arts related facilities has taken place and to prepare an economic impact assessment matrix to adopt in the assessment of the submissions received. This work reinforces the merits of this approach and is attached as Appendix 3.

5 Consultation

- 5.1 A programme of consultation with staff, partners and the wider community on the proposed design and approach to delivery of the HQ & arts centre project will commence once the contract notice has been published. A town centre stakeholder group was involved in the development of the *Revitalising Falkirk* town centre action plan which reinforced the value of locating the new facility in the town centre. Initial consultation has been undertaken with the local arts community in relation to the approach being proposed for delivery of the arts centre facility. A summary of this consultation is given in Appendix 4.

6 Implications

Financial

- 6.1 The financial implications of the HQ & Arts Centre project have been assessed and are summarised in the table at Appendix 4. A budget of £45m is contained in the General Services Capital Programme for delivery of the office HQ and arts centre. The capital costs have been prepared on the basis of a scheme being delivered on the Council-owned, Municipal Buildings site. They take into account appropriate benchmarks for delivery and operational costs for office and arts related projects. An allowance of an additional £2.89m is required in the capital allocation for the relocation of the Falkirk library. A proposal for this adjustment to the capital cost will be presented for agreement in the Council's general services capital programme, to be considered by the Council in February 2020.
- 6.2 It is acknowledged that delivery of the development on a non-Council owned site is likely to incur additional costs in acquisition, site clearance and developer profit. The opportunity to secure external funding support for delivery of the project via the Investment Zone and other sources will be progressed by officers.
- 6.3 The total project costs for the project are anticipated to be £53.73m. Details of the anticipated capital costs and revenue consequences of the proposals are shown in Appendix 5. These take into account the savings in running costs and potential disposals of surplus assets. It is important to emphasise that, while funds have been allocated to the project in the capital programme, finalised costs will await the outcome of the procurement exercise and bids for external funding. It should also be noted that inflation costs have not been included in the estimates at this stage. Work continues to refine the anticipated construction costs and identify related financial savings. The outcome of this work will be reflected in the report to full council on the capital programme referred to above.

Resources

- 6.2 Appropriate legal, financial, procurement and technical resources will be identified and responsibilities defined across the Council to support the delivery of this project. In addition, external design and procurement support will be engaged to assist the Council in the delivery of the project.

Legal

- 6.3 The Council will require to comply with the European procurement rules and any agreement will be subject to conclusion of contract documentation in appropriate terms.

Risk

- 6.4 The risks associated with continued occupation of the Municipal Buildings premises, given their poor condition, have previously been advised to the Executive, and are outlined in section 4.1. The risk to business continuity remains high. Risk matrices will be maintained for the town centre and HQ & Arts Centre project as it progresses.

Equalities

- 6.5 An equality and poverty impact assessment will be completed at the appropriate stage for the project.

Sustainability/Environmental Impact

- 6.6 The Council has agreed to work with SFT and developers to deliver the project as an exemplar in the application of zero carbon building techniques. A consultancy team is being appointed who will assist in delivering zero carbon design requirements, setting out the fundamental design requirements from the outset of the project. This work is being funded by SFT at a cost of £45k.

Policy

- 6.7 The Council HQ and arts centre project is a key component of the Council of the Future project and is an important enabler of the workstreams relating to the Council's business plan including the delivery of the outcomes of the Strategic Property Review.

7 Conclusions

- 7.1 The decision to agree the project requirements and proceed to test the market for delivery of a replacement HQ and arts centre is a major step forward for the Council. The project is intended as a key enabler of the Council of the Future initiative and resolution of the way forward will play a critical role in

revitalising Falkirk town centre. The project offers the potential to be genuinely transformational in its effects, enabling enhanced service delivery, cultural development, sustainable and inclusive growth in the area.

- 7.2 This report summarises the proposed requirements and recommends that the Council should proceed with the procurement exercise to identify a suitable bidder with a site and developer for this important project.

pp Director of Development Services

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Date: 06 January 2020

Appendices

Appendix 1	Replacement HQ, Arts Centre & Library – project requirements
Appendix 2	Selection and Assessment Criteria for Bidders
Appendix 3	Assessment of regeneration benefits
Appendix 4	Falkirk arts organisations – comments on arts centre proposals
Appendix 5	Financial summary

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

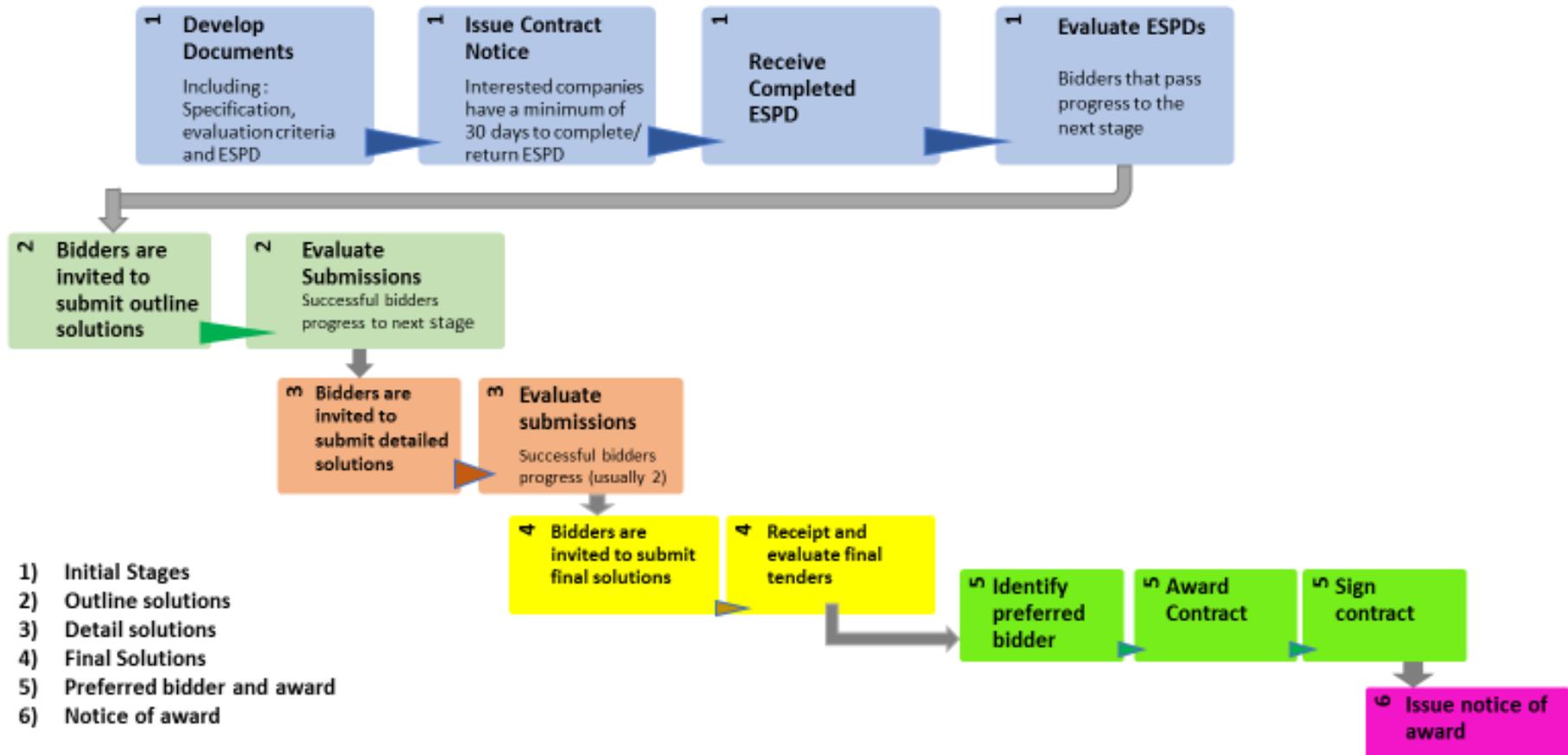
- None

Appendix 1

Replacement HQ, Arts Centre & Library – project requirements, including schedule of areas and anticipated costs

Falkirk HQ & Arts Centre		550 Seats/Medium Office/Library front of House Only							
SCHEDULE OF AREAS									
Room Name	Notes	Area	Occ.	Area	Occ.	Area	Occ.	Area	Occ.
Total Areas									
		Shared		Arts Centre Dedicated		HQ/Back		Library	
A	Total Shared Public Areas	530		349		0	2	0	
B	Total Theatre Auditorium, Stage and Support	48		1,084		0		0	
C	Total Arts Centre Performer Areas	20		191		0		0	
D	Total Studios / Creative Spaces / Public Meeting Spaces	578		186		0		0	
E	Total Arts Centre Staff Rooms and Administration	0		152		0		0	
F	Total Library	0		0		0		536	
G	Total Central Hub (no partners)					281	14		
H	Total Members Zone					240	4		
I	Total Senior Management Zone					297	33		
J	Total HQ Building Support Zone					595	6		
K	Total HQ Work Zone					2,430	460		
Total NET Usable Area		1,176 m ²		1,961 m ²		3,843	519	536 m ²	
Grossing Rate Office & Library:									
Grossing Rate Theatre & Shared:									
	5% Fit Factor					192		27	
	15% Circulation	176		294		1,036		124	
	10% Technical Theatre Areas	0		196		0		0	
	15% Plant, Ducts, Risers	176		294		0		0	
	25% Internal Walls	294		490		0		0	
	17% Net to Gross Conversion					1,039		141	
TOTAL GROSS AREA (split)		1,823 m ²		3,236 m ²		6,110 m ²		827 m ²	11,995
Possible Costs		£6,379,800		£17,472,510		£21,383,252		£2,894,211	£48,129,773

Competitive Dialogue Procurement Process



ESPD Assessment Criteria

Part	Information Requirements	Council Complete	Bidder Completes	Comment
Part I	Information About the Council & The Procurement Process	✓		
Part II	Information About the Bidder, Consortium, Representative, Sub Contractor		✓	This is not normally evaluated
Part III	Exclusion Criteria (eg Bankruptcy, Insolvency, Conflicts of Interests, etc)		✓	Self declaration Section that they have not breached any of the mandatory and discretionary exclusion grounds
Part IV	Selection Criteria		✓	
	• Suitability		✓	
	• Economic & Financial Standing		✓	
	• Technical & Professional Ability		✓	
	• Quality Assurance Schemes & Environmental Management Standards		✓	
Part V	Reduction of the number of qualified candidates		✓	
Part VI	Concluding & Supporting Statements		✓	

Please note -

That ESPD is mandatory and requires to be completed by all parties and is a standard document that cannot be amended.

A Supporting Statement will be requested to allow the number of candidates for the competitive dialogue to be restricted to the most viable bidders.

Competitive Dialogue Evaluation Criteria

Assessment Criteria	Weighting
Bidder Approach	10%
Scheme Concept	15%
Deliverability	20%
Site Location & Regeneration/Economic Benefits	20%
Cost & Affordability	15%
Environmental Sustainability	20%

Please Note - A site within Falkirk Town Centre, and delivery of the project within the affordability cap are both mandatory requirements.



Falkirk HQ and Arts Centre

Summary Report for Falkirk Council

Draft Report – 19th December 2019

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1. Introduction

This short summary report provides high level analysis on the impacts and benefits that are expected to arise from the development of a new Falkirk Council Headquarters and Arts Centre within Falkirk town centre.

The report has been prepared by EKOS with support from Scotland's Towns Partnership (STP) – it draws on analysis prepared specifically for the project proposal, case studies from other towns, and evidence from wider research studies.

2. Benefits of Town Centre First Principle

In addition to considering the forecast impact of the new HQ and Arts Centre development proposal for Falkirk town centre, we also undertook consultations with two local authorities that have recently delivered new Council HQ functions based on the town centres first principle.

A summary of the benefits outlined by Aberdeenshire Council (Council-Wide formal approach) and West Dunbartonshire Council (new HQ in Dumbarton) is provided below – this is not based on any formal evaluation, but is provided for guidance as to the potential effects that might arise in Falkirk.

The interviewee within both Council's was extremely positive about the effect that the town centre first approach has had in supporting economic development and regeneration efforts in their towns, with further benefits expected in the future as opportunities continue to arise.

Aberdeenshire Council

Aberdeenshire Council established a formal office strategy for AC functions (April 2018) based on town centres first principle¹. The approach is to promote the dispersal of staff from a central office in Aberdeen (outwith AC area) into three town centres within and across the region.

¹ <https://online.aberdeenshire.gov.uk/apps/news/release.aspx?newsID=4951>

Some of the key benefits include:

- positive results and feedback from local businesses in these towns (Stonehaven, Ellon and Inverurie), strong support from local businesses and communities;
- Inverurie – invested in historic Town Hall, brought 400 staff into TC, contact centre brings regular footfall into TC, Brewdog opened new bar, two other bars refurbished, positive feedback, town feels more positive and expect further investment and impact;
- Stonehaven is currently under development, Ellon will follow – expect similar results and impacts for both TCs
- Peterhead – c. 3 years ago disposed of six properties and moved into one HQ within TC, evidence of new shops opening (especially lunch as removed canteen), new Aldi store opened;
- Banff – was the pilot project that kick-started TC First approach – disposed of a number of office and relocated into TC, no canteen provided, anecdotal feedback is that the move has had positive impact and increased TC spend with local businesses;
- Fraserburgh – bought and converted vacant building (former police station) to create new Enterprise Centre within TC – Service Point, Business Gateway, Hot Desks, Enterprise Centre, meeting facilities – opens March 2020, expect c. 40-50 people accommodated; and
- some issues with parking and traffic within TCs but more than offset by the positive impacts; some criticism (especially early projects in Peterhead and Banff) about spending money on own assets but were able to demonstrate long-term cost savings along with redevelopment of vacated sites/ buildings.

West Dunbartonshire Council

West Dunbartonshire Council relocated from an out-of-centre site at Garshake into Dumbarton town centre in May 2018, with the vacated site sold for housing development. Some of the key benefits include:

- major restoration and modern extension that removed a prominent and long-vacant building (historic Cat A listed) on a key access route into Dumbarton TC, to accommodate 500 staff;

- new HQ function, civic space, training/ meeting rooms, function space for events;
- project is forecast to generate £400k annual savings in revenue operating costs;
- no canteen provided, so positive impact on TC food & drink offer – new cafés opened before and after the move (multiples and independents invested in TC);
- location has improved access to services for customers – accessible by public transport from across WDC and brought more people into Dumbarton TC;
- some positive impacts already achieved – investment in TC housing, new Lidl store;
- positive feedback from property owners and potential investors – working with 1960s shopping arcade owner to repurpose and redevelop asset; interest from a hotel operator in redeveloping long-vacant TC building; WDC progressing fundraising for redevelopment of heritage TC building (Glencairn House as library/ museum) – all projects have had positive feedback on the impact of HQ in viability assessments;
- some issues with parking – new HQ has 195 parking spaces, but offset with 80 bike spaces and active travel plan (office located c. 300m from Dumbarton Central rail station);
- some early criticism on cost but offset by positive impacts on TC, environmental benefits and operational cost savings; and
- project has won number of major awards for design, planning, regeneration – and has substantially raised the profile of Dumbarton through positive news coverage. Most recent award is RICS 'Best Regeneration Project' in UK 2019².

² <https://www.west-dunbarton.gov.uk/council/newsroom/news/2019/oct/church-street/>

3. Benefits of Cultural Led Regeneration

There is a substantial body of evidence relating to the impact that cultural-led regeneration can have on a place. Indeed Scotland's regeneration body, SURF, includes Creative Regeneration as one of only five categories in its annual awards, with previous winners including The Stove Network in Dumfries town centre (2016).

Drawing on EKOS and STP experience of cultural regeneration projects, evaluations and appraisals we would identify the following key messages as a high level summary:

- location is critical to gain maximum impact and benefit – if cultural facilities are centrally located alongside other activities e.g. food and drink outlets, patrons will often take the opportunity to stay longer and spend more;
- as retail uses within town centres decline, the cultural and creative sector becomes ever more important in drawing footfall into the centre – this can create a virtuous cycle of re-using vacant premises through clustering effects and can, in some instances, help to re-brand places with a new positive identity;
- in conducting town audits and health checks, those towns that have a strong cultural offering are often the ones that present resilience in other attributes including business confidence for the future;
- as well as the direct economic benefits of the cultural service – jobs, wages and GVA – the indirect benefits associated with patron spend in adjacent businesses can be substantial; and
- attracting visitors and tourists, both local and national, through increased press and social media publicity – this helps to stem leakage of activity and spend out of the town but also attracts new additional spend for local businesses.

A number of large towns and cities have specifically adopted cultural regeneration as a key principle within the economic development strategy, most notably and somewhat comparable with Falkirk would be **Paisley** where the town was shortlisted as one of five places for the UK City of Culture for 2021. Despite losing out on the bid, local stakeholders have recognised the benefits of cultural regeneration and

have continued to progress the regeneration of Paisley through a cultural-led approach.

Recent project development work in Paisley has included plans for the redevelopment of the Town Hall as a landmark entertainment venue; re-purposing for one of the town's indoor shopping malls; inaugural book festival in 2020; an enhanced programme of cultural and music events; a new learning and cultural hub located within a formerly vacant town centre retail unit, and extension/ upgrade to the town's Arts Centre.

Of specific relevance is the Paisley Museum project, a £42m restoration of the town's Category A listed museum, which is forecast to create a £79m boost to the local economy over 30 years and create almost 50 jobs through revenue and visitor spending. The project has secured Round One funding from the National Lottery Heritage Fund, with funding confirmed from the Scottish Government and their Regeneration Capital Grant Fund.

The following research studies provide specific and relevant analysis on the impacts and benefits of cultural-led regeneration:

- Culture-led Regeneration: Achieving Inclusive and Sustainable Growth, LGA 2019 – provides guidance to local authorities on ways to achieve culture-led regeneration and sustainable economic growth, drawing on case studies highlighting good practice examples;
- Culture Capital (Coventry), IN Urban Realm, Spring 2018 – describes some of the buildings and heritage features in Coventry, due to assume the mantle of UK City of Culture in 2021;
- Evolving Cities: The Changing Face of Bristol, GVA, 2018 – reports on the changing nature of Bristol's property landscape, suggesting it is a good example of culture-led regeneration and highlights the award-winning retail development of Cabot Circus, creation of the Temple Quarter Enterprise Zone, and the ongoing regeneration of Wapping Wharf;
- Improving Places, Arts Council England, 2017 – presents examples of how BID's and cultural organisations can work together to drive economic growth and help their communities thrive; outlines the main areas where BID's and cultural organisations can work together including placemaking and

branding; presents 23 case studies of collaboration; and makes a series of recommendations to help stem the economic threat to UK streets;

- ‘If everyone says so’ press narratives and impact change in major event host cities, IN Urban Studies, November 2017 – considers the European Capital of Culture programme as a leading example of culture-led regeneration intervention aimed at renewing or diversifying the economic base and positioning of the host city using evidence on the media representation of Glasgow and Liverpool over three decades;
- Power to the People: When Culture Works as a Social Catalyst in Urban Regeneration, IN European Planning Studies, February 2017 – examines major urban regeneration projects in Montreal, Sydney and Milan, where culture has been invoked as a main driver of economic and socio-environmental change but with different approaches;
- Culture-led Regeneration (In focus), 2015 – provides an introduction to culture-led regeneration, considers the definition, and examines different approaches to and benefits of the approach, including development and cultural rebirth of Dundee; and
- LGA Case Studies on Margate, Southwark, Chester and Portsmouth available for download at www.local.gov.uk/culture-led-regeneration.

These research reports provide a small sample of the evidence base that is available, outlining the positive impacts and benefits through different approaches and in different places.

A screenshot from the most recent research report – the 2019 LGA study on Culture-led regeneration – is provided over. This provides a neat summary of the type and range of impacts and benefits that can be achieved.

The economic and social impacts of culture-led regeneration

Through the evidence collected for this study, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, including:



Creating employment



Enhancing community cohesion and pride



Attracting more visitors, boosting the tourism sector



Supporting enhanced resident health



Stimulating town centre footfall, boosting local business



Bringing enjoyment for residents



Stimulating and supporting creative sector growth



Attracting inward investment



Developing the skills, knowledge and confidence of residents



Enhancing the area's image, helping to attract skilled people and business investment

4. Project Economic Impact

Operational Spend Impacts

EKOS prepared independent economic analysis of forecast spend within Falkirk town centre arising from a series of alternative options. The analysis is based on the estimated spend patterns of Falkirk Council employees (lunch-time/ convenience/ comparison – before/ during/ after work) and Arts Centre patrons (off-site food / drink – linked to their trip).

The four options presented for analysis are:

- Business as Usual – the impact of current offices and Town Hall operations;
- Dispersal Option – relocate all staff from the Municipal Building (MB) to one expanded and two current offices, and retain current Town Hall operations on the MB site;
- MB Site Redevelopment – redevelop new HQ and Arts Centre within the current MB site, plus expanded office at Falkirk Stadium; and
- TC Redevelopment – redevelop new HQ and Arts Centre within a town centre site (location to be determined), plus expanded office at Falkirk Stadium.

The following table outlines the estimated spend impacts associated with each of these four options – the annual spend and the total cumulative 25 year spend.

	Total Annual Spend in Falkirk Town Centre	Cumulative Spend x 25 Year (Discounted @ 3.5%)
Business as Usual	£1.98m	£33.82m
Disperse MB Staff / Retain Town Hall Site	£1.69m	£28.75m
Redevelop New HQ/ AC on MB Site	£2.76m	£47.10m
Redevelop New HQ/ AC at TC Site	£3.92m	£66.80m

Key assumptions:

- the analysis does not include all FC office locations, only those affected by change;
- analysis is based on estimated gross spend within Falkirk town centre;

- impacts arising from the redevelopment of vacated sites/ buildings are not included – this could be substantial under the two redevelopment options; and
- based on EKOS assumptions of average spend per head and proportion within Falkirk town centre.

It is important to note that this high level analysis is based on estimates and assumptions available at this time. It is based on EKOS and STP combined experience of town centre regeneration proposals.

Construction Activity Impacts

In addition to the operational spend impacts the project will also generate short-term construction activity impacts. The latest cost estimate for the development – based on a medium-sized arts centre (550 seats) and medium office HQ facility (500 workstations) – is estimated at £48.1m.

Due to the nature of construction activity – a mix of on-site jobs, off-site HQ staff, sub-contractor activity, short-term work placements etc – the typical approach is to present impacts as Person Year Equivalent (PYE) posts, translating all of the various activities into a standardised annual value.

The impact of the construction activity, based on £48.1m estimated cost is outlined in the table below.

Gross PYEs	Net Additional PYEs	Net Additional GVA	Net Additional Wages
250 PYEs	170 PYEs	£12.4m	£4.1m

Gross PYE jobs are based on average turnover per employee in the construction industry in Falkirk, GVA and wages are based on average rates per construction employee in Falkirk (base data sourced from Scottish Annual Business Statistics 2017). All values have been updated to account for full-time and inflated to 2019 values (at £195k/PYE).

Assessing Developer Bids

Falkirk Council will procure the new HQ and Arts Centre through a competitive tendering process, inviting bids from developers. In order to have robust, consistent and impartial analysis of the economic impacts of these bids, the Council appointed

STP and EKOS to prepare a bespoke economic impact scoring model – the purpose is to assess the additional benefits each bid will generate for Falkirk.

At this stage a draft of the model has been prepared and agreed, but there may be final amendments as the project moves toward procurement. The details presented at the five Key Performance Indicators (KPIs) below are presented in draft and may be subject to some amendment.

KPI 1: HQ employee and visitor footfall in Falkirk town centre, measured as the distance between the main entrance door of the HQ to the nearest pedestrianised point on the High Street. This KPI is likely to account for 30% of the total economics score – each bid secures a proportion of the points dependent on distance to the nearest pedestrianised point on the High Street as outlined in the following table.

KPI 1 – Distance	
Within 50 metres	100% = 30 points
Within 100 metres	75% = 22.5 points
Within 250 metres	50% = 15 points
Within 500 metres	25% = 7.5 points
Over 500 metres	0% = 0 points

There can only be one score for each bid, but numerous bids can have the same score if they fall within the same distance parameter.

KPI 2: Arts Centre employee and patron footfall in Falkirk town centre, measured as the distance between the main entrance door of the Arts Centre to the nearest pedestrianised point on the High Street. This KPI is likely to account for 25% of the economics score – each bid secures a proportion of the points dependent on distance to the nearest pedestrianised point on the High Street as defined in the following table.

KPI 2 Distance	
Within 50 metres	100% = 25 points
Within 100 metres	75% = 18.75 points
Within 250 metres	50% = 12.5 points
Within 500 metres	25% = 6.25 points
Over 500 metres	0% = 0 points

There can only be one score for each bid, but numerous bids can have the same score if they fall within the same distance parameter.

KPI 3: People living within Falkirk town centre, measured as the total forecast new population living within any proposed new residential development within Falkirk town centre boundary, as defined in the current Local Plan. The new population will be measured based on the population profile in the following table.

KPI 3 Population Profile	
Bedsit/ student accommodation	0.75 persons per room (excl kitchen/ toilet) – non permanent accommodation
1 bed flat/ house	50% 1 person / 50% 2 persons
2 bed flat/ house	25% 1 person/ 60% 2 persons / 15% 3 persons
3 bed flat/ house	10% 1 person / 40% 2 persons / 40% 3 persons/ 10% 4 persons
4+ bed flat/ house	10% 2 persons / 50% 3 persons/ 40% 4 persons

This KPI is likely to account for 15% of the economics score – the development with the highest forecast population will be awarded 100% of this maximum score, all other bids are awarded a proportion based on their percentage of the highest score.

KPI3 scores may be further be varied dependent on the distance to a central point on the High Street, measured from the Steeple. If so, developments that lie wholly within 250m of this point will retain their full score; developments that lie wholly within 500m of this point will be awarded half of their full score; developments that lie beyond 500m of the Steeple will be awarded zero points.

KPI 4: People working within Falkirk town centre, measured as the total forecast new jobs arising from any additional proposed commercial development activity within Falkirk town centre boundary, as defined in the current Local Plan. The new jobs will be measured as gross employment profiled from the following table.

KPI 4 Employment Profile	
Commercial Office	1 FTE per 12 SqM NIA
Retail – High Street	1 FTE per 15 SqM NIA
Retail – Supermarket	1 FTE per 90 SqM NIA
Food & Drink Outlet	1 FTE per 15 SqM NIA
Sports/ Leisure/ Culture	1 FTE per 100 SqM NIA
Production/ Maker Space	1 FTE per 30 SqM NIA
Budget hotel (2/3 star)	1 FTE per 5 bedrooms
Mid/upper Hotel (4+ star)	1 FTE per 3 bedrooms

This KPI is likely to account for 15% of the economics score – the development with the highest forecast jobs will be awarded 100% of this maximum score, all other bids are awarded a proportion based on their percentage of the highest score.

KPI4 scores may be further be varied dependent on the distance to Steeple – this would be in line with the approach outlined at KPI3.

KPI 5: Net direct GVA generated in Falkirk as a result of the proposal, derived from the construction and operational activity profiled in the following table.

KPI 5 GVA Profile	
Direct construction	£ capex on HQ and AC
Follow-on construction	£ capex on additional development
Direct operational	FTEs based in HQ and AC
Follow-on operational	FTEs based in additional development proposals, derived from commercial floorspace
Patron operational	£ off-site spend in TC from AC patrons, HQ visitors, residents and hotel guests

KPI5 is likely to account for 15% of the economics score – the development with the highest forecast GVA will be awarded 100% of this maximum score, all other bids will be awarded a proportion based on their percentage of the highest score.

KPI5 scores may be further be varied dependent on the distance to Steeple – this would be in line with the approach outlined at KPI3.

HQ and Arts Centre: FCT & DCA summary of arts centre business case and outcome of consultation with arts community

1. Introduction

- 1.1 The purpose of this short report is to summarise the business case opportunities for a new arts centre located in the town and the response from the local voluntary arts sector to the recent consultation.

2. Background

- 2.1 DCA working with Charcoalblue (theatre designers), Reiach and Hall (architects) and Charlotte Wilson Research were appointed in April 2019 to undertake a feasibility study to explore options for a new arts space in Falkirk to replace Falkirk Town Hall which, like the Municipal Buildings, is approaching the end of its life.

3. Arts Centre Business Growth Opportunities

- 3.1 The Council/FCT's theatre consultants have confirmed that, Falkirk Town Hall is in need of replacement. It is compromised and held back by the limitations and restrictions of its age and form. It is a venue quite typical of the time of its development, but now lacks the stage dimensions and the lack of a range of spaces smaller than the main house for a programme of participatory activity and small-scale performances. While FTH's programme has been successful and income levels have increased in recent years, its capacity to support modern arts related activities is reducing. They advise that the provision of a 550 seat arts centre facility with ancillary studio spaces enables the fullest range of performances and participatory arts activity to be delivered to meet the arts and cultural needs of the area within the capital cost envelope identified. They consider that, without new facilities of flexibility, quality and stage capacity, the growth that FTH is currently experiencing will slow and possibly stall. They have supplied an indicative schedule of activities and estimate of income generation arising from the delivery of the arts centre facility.
- 3.2 The consultants' work shows a growth in income from a number of existing and new sources: admissions (tickets and charges for participatory activity – dance classes, drama workshops, etc.), venue hire and trading with a café-bar open all day and into the evening. An increase in the number of main house performances over the course of a year is not proposed but growth in income will come through increasing the percentage of tickets sold per show. A larger

stage will be able to accommodate larger scale musical theatre and drama which cannot be accommodated in FTH.

- 3.3 Additional activity spaces mean the building will be able to accommodate a range of smaller scale activities (youth theatre, spoken word, cabaret, children's shows, rehearsals, dance and drama classes, etc.); this will represent an increase on present levels of participatory activity (and a consequent increase in income from tuition and workshop fees) as well as opportunities to generate new sources of hire income. As such, as well as being much more of a creative hub than FTH is with activity taking place throughout the day and into the evening, this activity will, in turn generate more income than is currently possible within FTH. (see p.5 for an indication of what a day at the new arts space might look like)

4. Voluntary Arts Sector Feedback

- 4.1 The Trust organised two sessions to which we invited users of FTH and member organisations which are members of Falkirk and District Arts and Civic Council (FDACC). The following is a summary of findings from these sessions:
- 4.2 The voluntary arts community is aware that, despite the recent investment in upgrading seating, lighting and sound equipment that FTH is reaching the end of its life; they are particularly concerned about the state of the heating and ventilation systems which are noisy, unpredictable and unreliable. They are adamant that a high quality performing arts facility is critical for an area the size of Falkirk both for their use and also for the reputation of the area. They were excited by the possibility of a venue with an expanded cultural offer and the impact that it might have for the town centre.
- 4.3 The groups we spoke to have members, and attract audiences, from across the Council area and beyond and they do not think of FTH as a facility only for the people of the town. They spoke passionately about the kudos of being able to perform in a high quality venue being a motivating factor for their members.
- 4.4 These groups also felt that if FTH were to close and not be replaced, they may no longer be viable as there are no other venues in the area that come close to the prestige and facilities that FTH has. Schools lack the flexibility required particularly for week-long runs and, at present, are too expensive to hire. Schools and other venues such as Bo'ness and Grangemouth Town Halls and the Dobbie Hall also lack technical equipment and the experience for the audience is nowhere near as good as that of FTH.

4.5 The voluntary arts sector performances make up around 50% of the FTH programme and what was evident from these meetings was the energy and aspiration of the organisations and just how much they contribute to the life of the area.

5. Feedback from the wider community

5.1 It is also worth noting that following the consultation sessions hosted by the Trust, there was an extensive discussion at FDACCC's meeting on Friday 13 December. FDACC subsequently launched a petition seeking views on how important local people felt retaining a performing arts facility in the area was; to date (20 December) this has attracted 1600 signatures.

5.2 Petition comments cover a range of themes: they capture the role FTH played for some respondents as they grew up performing on the stage at FTH; they recognise the importance of a performing arts facility as an important element to the economy of the town centre and how it will contribute to revitalising the town centre. Respondents note how they value having a venue which is easy to get to and has affordable tickets, is able to attract household names, emerging artists as well as providing a stage for the many local musical theatre companies, choirs and orchestras. Many respondents make the point that an area the size of Falkirk, with a population of over 160,000 should retain a high quality performing arts facility.

5.3 Here are just a few of the respondents' comments:

'I've been performing on this stage since I was 8 years old, I received my 15 year long service award for amateur dramatics on this stage. I don't want to see Falkirk without a performance venue when it brings to much joy to so many people.'

'So many wonderful memories from the town hall. My mum loves the theatre and isn't always able to go to Glasgow and Edinburgh and loves going to FTH.'

'I enjoy going to this venue to watch the shows'

'Imperative that Falkirk can compete with other town centres to bring much needed income, and very importantly, interesting activities for residents and visitors.'

'I have performed at the town hall several times as part of a choir. It is a fantastic venue and used by so many people in the community. Without it there would be nowhere for community groups to perform as it is very difficult to find other suitable venues, we would lose part of the community. Also, how could

we attract professional shows such as the pantomime, the many comedians, dancers and theatre shows without such a venue. The town hall is vital for Falkirk as a community.'

'I have been at a great many events in Falkirk town hall over the past 40 years and it is a prerequisite for any community that they have a venue to gather and celebrate whatever is important to them, whether that is music, dance, theatre, conventions, celebrations or whatever.'

'The town hall has been a massive part of my life growing up and I want other people to have the same experiences I did being able to perform in such an amazing space and gaining great life skills along the way.'

'Falkirk needs a performance centre, for local and national talent.'

'Growing up in Cumbernauld, our school regularly came here to take part in competitions and shows. It is a vital part of Falkirk life and means so much to the surrounding areas too.'

'I love all the touring concerts at an affordable price.... Brilliant value for everyone's enjoyment.'

'This space needs to remain. The town halls are the only decent space left for people to use as all of the social spaces available for hire in the schools aren't big enough, and certainly don't have suitable seating.'

- 5.4 The area won a Creative Place Award in 2014, awarded by Creative Scotland and judged by cultural peers from across Scotland. This award recognised the journey of transformation that the area has been on for the past 20 years or more and the particular role that culture – and cultural infrastructure – has played in that journey. FTH has been at the heart of the community for much longer; as it comes to the end of its life just as there has been investment in Callendar House, restoring the Hippodrome and developing the Helix and Kelpies, it would make sense that the next project in the cycle of renewal would be the replacement of FTH.

Arts Centre: what a typical day might look like

	Breakfast 0800-1000	Morning 1000-1200	Lunch 1200-1400	Afternoon 1400-1700	Teatime 1700-1830	Twilight 1830-2000	Evening 2000-2200	Night 2200-2400
Bar/kitchen deliveries/waste								
Library Service Area		Deliveries		Deliveries				
Theatre Dock		Get in					Get out	
Dressing Rooms, showers and toilets (backstage)					1700-2400			
Tech suite								
Stage		Get in		Technical			Performance	Get out
Auditorium		Get in		Technical			Performance	Get out
Studio 1		Council Meeting				Heritage Talk	Author talk	
Dance Studio		Integrated Dance Workshop		Tea Dance (hire)		Dance Class (hire)	Dance-Sing (hire)	
Studio 3		Coding Club		Chatterbooks		FYT rehearsal	Sing Forth Choir	
Learning Space 1		Council training			Lego Club			
Learning Space 2		Bookbug		Introduction to IT		Adult Coding Club		
Café-bar	Breakfast	Coffee/cake	Lunch	Afternoon tea	Pre-theatre dinner	Bar		
Library	10am-8pm: loans, casual reading, study							
Toilets (public)	8am-10pm							
Foyer	8am-10pm							

KEY: (white cells show spaces not likely to be in use)



public



Semi-public



Private

Financial Summary

		Option 5 (Exec Jan 20) with FOH Library <i>New Build HQ (520 work/ns), Arts Centre 550 seats & Library FOH only on MB test site</i>
CAPITAL COSTS	Gross Capital costs	£m
	Office HQ & Arts Centre	45.24
	Library (<i>Front of House only</i>)	2.89
	Other Capital costs:	
	Stadium Upgrade	1.500
	Office upgrade - Forum	
	IT & Data Centre	1.2
	FFE	1.5
	Fees	1.5
	Acq'n & Demols	1.11
	Inflation - TBC	0
	Total Gross Capital Cost	54.94
	Available Capital Funds:	
	Accommodation budget	
Capital Receipts	(1.2)	
External Grant		
Total Capital Funds	(1.2)	
Net Capital Cost	53.735	
REVENUE COSTS	Revenue Costs p.a.	
	Revenue Saving from Closed Buildings	(2.016)
	Loan Charges	2.948
	Operating costs	1.275
	Net Revenue costs	2.207
Notes		

COUNCIL HQ, Back Office, Arts Centre & Front of House Library									
	SPEND PROFILE								
CAPITAL COSTS	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		Total
	£	£	£	£	£	£	£		£
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Back Office Upgrade Costs (Stadium)	100	650	750	0	0	0			1,500
Additional Costs: Enabling	100	425	1,050	1,500	1,230	1,000			5,305
Funding:									
Capital Receipts:	-	-	-	-	0	(1,200)	0		(1,200)
NET Back Office Costs	200	1,075	1,800	1,500	1,230	(200)	-		5,605
Add HQ/Back/Arts Centre/Lib New Build	-	-	5,000	18,000	17,000	8,130	-		48,130
Net Additional Council Borrowing Required	200	1,075	6,800	19,500	18,230	7,930	-		53,735
REVENUE IMPLICATIONS	19/20	20/21	21/22	22/23	23/24	24/25	25/26		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Total Existing Revenue Budgets	-	-	174	695	695	2,016	2,016		
Total One Off Costs to be Funded	0	0	(50)	0	(370)	(20)	0		
Net Revenue Savings Available	0	0	124	695	325	1,996	2,016		
New Build Annual Costs	0	0	0	(200)	(500)	(1,100)	(1,275)		
Loan Charges for New Build	0	0	0	(82)	(82)	(82)	(2,948)		
Net Revenue (Deficit)/Savings	0	0	124	413	(257)	814	(2,207)		