

## About your Organisation

Read more about how to complete this section in our [Help Notes](#).

**Please tell us some basic information about your organisation.**

### Organisation Name

Wrexham County Borough Council

### Legal Name (if different from your organisation name)

### Organisation Address

Assets and Economic Development department  
Crown Buildings  
Chester Street

### City

Wrexham

### County

Wrexham

### Postal Code

LL13 8BG

### Organisation Telephone Number

01978 292455

### Organisation E-mail address

rebeccah.lowry@wrexham.gov.uk

### Website address

<http://www.wrexham.gov.uk>

### **Please describe your organisation's main areas of activity.**

What does your organisation usually do? Tell us about your arts activity and who benefits from your work

## Background

The Assets and Economic Development Department has a wide remit which embraces both the heritage of the County Borough (including within the context of Wales and the wider world) and the artistic life of the community, and also specific responsibility for the authority's heritage and arts assets. It is responsible for strategic development and attracting external investment in the arts and heritage of the County Borough, attracting and engaging new audiences for heritage and the arts, conserving, maintaining and promoting heritage based collections and sites and delivering associated heritage/arts activities and learning programmes.

The Department is also responsible for Tourism, Events, managing the Council's property portfolio and commercial estate, and Economic Development (including the creative industries).

The Arts Service is responsible for the direct operation of Oriel Wrexham, co-ordination and promotion of the annual Wrexham Arts Festival, a seasonal performing arts programme, advice and funding support for Theatr Stiwt, and general arts development across the County Borough.

Oriel Wrexham (formerly Wrexham Arts Centre) was established in 1973 and continues to run an annual programme at Oriel Wrexham and through outreach programmes comprising contemporary visual art and craft from artists and makers based, locally, regionally, nationally and internationally. The Oriel programme includes: exhibitions in three galleries; the initiation of touring exhibitions to galleries in the UK and beyond; supporting learning activities for people of all ages and abilities.

Arts in Wrexham's mission is:

To become a centre of excellence for the visual and applied arts in north east Wales that nurtures creativity and provides programmes and associated activities that inspire all our community to engage with the best contemporary visual and applied arts whatever their age, ability and level of knowledge.

Our aims are:

- To nurture the creation and presentation of the arts to the highest possible standard, by commissioning new work and supporting young artists, in particular local and Welsh artists
- To nurture the potential of the arts for lifelong learning by programming and promoting a range of supporting art events and workshops
- To nurture wider community engagement and new audiences for the arts by setting up new partnerships and producing intensive programmes of work with target groups to encourage participation
- To nurture young and emerging talented artists by providing access to a strong varied programme and exhibiting and sales opportunities for their work
- To nurture a quality experience for customers by providing an engaging programme of events and exhibitions
- To nurture the economic impact of the arts by providing artists with opportunities to lead workshops and make sales of their work
- To nurture partnerships, both current and new
- To nurture an effective and efficient organisation

**Organisation Type**

Public Sector-Local Authority

**Organisation Sector**

Local Authority/ Town Council/ Community Council

If you are unsure of your 'Government Region' please use our [online postcode lookup tool](#) to find out.

**Government Region**

Wrexham (North Wales)

**VAT number: If you are registered for VAT please give your VAT registration number**

666616114

**Staff****How many full time equivalent staff do you have?**

550

**How many of these are paid staff?**

500

**How many of your total staff are unpaid or volunteers?**

50

**Chair, or equivalent, of your organisation****Title**

Mr

**First Name**

Stephen

**Last Name**

Bayley

**Job Title**

Head of Assets and Economic Development

**Address**

Crown Buildings  
Chester Street

**City**

Wrexham

**Postal Code**

LL13 8BG

**County**

Wrexham

**Telephone number**

01978292440

**E-mail address**

steve.bayley@wrexham.gov.uk

**The person named here must be authorised to answer all queries and to sign all documents relating to this application.**

Read more about their important role in our [Help Notes](#).

**Please tell us some basic information about your organisation.**

**Contact details**

**Title**

Mrs

**First Name**

Rebecca

**Last Name**

Lowry

**Job Title**

Culture, Heritage and Regeneration Manager

**Office Address**

Crown Buildings  
Chester Street

**City**

Wrexham

**County**

Wrexham

**Postal Code**

LL13 8BG

**Telephone number**

01978292445

**E-mail address**

rebeccah.lowry@wrexham.gov.uk

## **Your Project Proposal**

**Please tell us in detail about your project.** To help you to do so, we have identified 7 broad themes which all applications for Lottery Capital funding must address. Each section of your proposal will be about one of these themes.

You will be able to attach your budget and any supporting information later on in the application form.

You must also tell us how your project fits with our funding priorities.

Read more about our funding priorities in our [Help Notes](#).

**Funding Priorities**

Developing the arts infrastructure (Capital)

Encouraging exemplary public art projects (Capital)

Equipping the arts to thrive (Capital)

Improving the viability and sustainability of the creative industries (Capital)

You can tell us more about how your project meets our funding priorities in your project proposal.

**Project Proposal**

**Our [Help Notes](#) will tell you the key information that you need to tell us in each part of your project proposal**

**Meeting an identified need**

Wrexham County Borough Council has lead the development of an exciting proposal to transform an existing building known as "The People's Market" into a creative and vibrant arts and cultural facility. The redevelopment of the building is part of a wider proposal to develop a new cultural quarter in Wrexham town centre, which is a key vision of Wrexham's Vibrant and Viable Places (VVP) town centre regeneration strategy. Funding totalling £10,594,000 was secured from Welsh Government's VVP

regeneration investment fund in 2014, and the proposed project outlined in this application is one of nine projects to be prioritised by Wrexham County Borough Council and its partners for implementation as part of the VVP programme which aims to secure investment totalling £24,800,000 into Wrexham Town Centre over a three-year period (2014-17).

This application and supporting information provides detailed proposals for the refurbishment and redevelopment of the 'The People's Market' to create a new Arts and Cultural facility. Design proposals have been developed to RIBA stage 3. Funding totalling £75,000 to develop these plans was secured from the Arts Council of Wales' Lottery Capital Programme in February 2015, in addition to £35,000 from Welsh Government's Vibrant and Viable Places programme.

The proposed Arts and Cultural project provides a unique opportunity for the development of a diverse blend of creative enterprises, performing arts, visual arts, learning environment, small food court, employment generation and a range of specialist retail activities. Wrexham and the wider North East Wales region currently lacks such opportunities and investment is sought to stimulate the growth of the sector.

The development of the proposed project as part of a cultural quarter within Wrexham directly supports the delivery of the strategic objectives and core priorities of the following plans and strategies:

- Wrexham Council's Plan (2015-17)

[http://www.wrexham.gov.uk/english/council/documents/council\\_plan](http://www.wrexham.gov.uk/english/council/documents/council_plan);

- Wrexham's Destination Management Plan (2012-

17)[http://www.wrexham.gov.uk/assets/pdfs/tourism/dmp\\_wrexham.pdf](http://www.wrexham.gov.uk/assets/pdfs/tourism/dmp_wrexham.pdf); and

- Oriel Wreccsam Programme Strands

[https://www.wrexham.gov.uk/assets/pdfs/oriel\\_wreccsam/strands\\_booklet.pdf](https://www.wrexham.gov.uk/assets/pdfs/oriel_wreccsam/strands_booklet.pdf)

The proposed Arts and Cultural facility also directly supports the aims of Wrexham's model for sustainable regeneration within the town centre; to stem the decline of the Town centre and diversify its offer in response to the national trend of reduced retail offer within the town centres and increased cultural, leisure and housing provision. The proposed project also directly supports the aims and objectives of Wrexham's Vibrant and Viable Places programme (2014-17) which includes investment in the physical fabric of the town, increasing footfall and dwell time in Wrexham town centre, increasing local spend, creating employment and skills development opportunities and acting as a catalyst for further investment in the town centre.

Our vision for Wrexham Town Centre's VVP programme area which The People's Market building is located at the heart of, is: "to revitalise Wrexham town centre and its surrounding neighbourhoods through the delivery of new and improved homes, the creation of businesses and jobs and growth of the arts and creative industries sectors to strengthen its regional position and make it THE place people choose to live, work, visit and invest in".

An overview of Wrexham's nine VVP programme is available at:

[http://www.wrexham.gov.uk/english/business/vibrant\\_viable\\_places/index.htm](http://www.wrexham.gov.uk/english/business/vibrant_viable_places/index.htm)

Wrexham's Destination Management Plan identifies the town centre as an emerging hub, alongside other existing visitor hubs of Pontcysyllte UNESCO World Heritage Site and the National Trust properties of Chirk Castle and Erddig Hall and Gardens. The reason for the town centre being an 'emerging hub' is that the town centre is not

currently seen to have enough of an offer to be currently classed as a full visitor hub because of its lack of cultural and events offer. Wrexham's tourism economy however was in 2014 the fastest growing economy in Wales (27% growth in visitor spend achieved in the last five years).

The proposed Arts and Cultural development will provide a resource for the immediate population of Wrexham, but is also expected to attract visitors to Wrexham, supporting the regeneration of the town centre. With visitor figures expected to grow as the visitor offer is further developed and improved, there is an assumption that an increase in cultural tourism is likely in the town in the coming years. Furthermore, Wrexham County Borough is projected to experience significant population growth over the next decade, with an increase of 21% (an additional population of 28,400) expected by 2038. Wrexham has the potential to reach an increasing and diverse audience, thus providing solid justification for the development of a new Arts and Cultural facility.

Over the past 18-months, a number of consultations have taken place with local residents, businesses and arts and cultural sector stakeholders. Initial consultations relating to the proposed redevelopment of the People's Market and creation of new arts and cultural facilities were carried out in September 2014 by BOP Consultancy as part of the 'Ash Sakula' commission. The outcomes of this commission identified Wrexham to be unable to fulfil its potential given that the existing arts and gallery space has been outgrown the provision of arts and creative space and the offer is fragmented because the town lacks a facility sufficient enough in size to co-locate a range of existing activities and stimulate the growth of new activity.

Subsequently, 'Ash Sakula' completed option appraisals for 5 locations, and their work concluded with the People's Market building in Wrexham town centre being identified as the preferred location for an arts and cultural development. Other options which were identified to be less suitable and therefore discounted were:

- 1) the former Oriel Wrexham space within Wrexham town centre library building;
- 2) the Old Library off Queens Square, Wrexham;
- 3) Un-deg-Un premises (former first floor retail space) on Regent Street, Wrexham; and
- 4) the existing 'St Marks Road' multi-storey car park at the rear of Island Green Shopping Centre.

The 'Ash Sakula' option appraisals identified the People's Market building to present a number of key opportunities conducive to the creation of a new arts and cultural centre, these included:

- more than adequate space to offer an exciting mix of arts and cultural activities;
- providing an ideal building for evolution and incremental growth (i.e. scope for adaptation over time);
- the building offering 'one off' unusual/ raw spaces, a 'blank canvas' offering many possibilities;
- being highly visible and able to handle large numbers of visitors;
- the building's transformation likely to result in the revitalisation of a key part of the town which has suffered decline in footfall and vibrancy over recent years; and
- the car park and other uses (i.e. market function) being able to be retained to provide revenue support for the arts programme and building maintenance, and space which can be hired out to generate income.

The outcomes of the work undertaken by 'Ash Sakula' led to Oriel Wrexham (Wrexham's Art Service) vacating its former premises in Wrexham's Library building to take up occupancy of new temporary space on Chester Street, Wrexham. This move also supported negotiations for North Wales Police to consider its occupancy of the space vacated by Oriel Wrexham. Oriel Wrexham's temporary accommodation is located

adjacent to proposed space for redevelopment at the People's Market. Funding from Welsh Government's VVP programme facilitated the move as part of the £772,400 secured from the programme towards the development of an Arts and Cultural facility in Wrexham town centre. Of this funding, £700,000 is available as a capital contribution towards the Arts and Cultural development.

The relocation of Oriel Wrexham has been successful, in that the service has engaged and benefitted a wider audience, and is more visible and accessible than previously, however, the size of the temporary space restricts the growth of the current arts and cultural offer in Wrexham. The relocation of Oriel Wrexham has been successful in further demonstrating the need for the proposed arts and cultural development in the 'People's Market' location, as it has contributed positively to additional activity being generated in the area, particularly by increasing footfall in an area of town which has over recent years suffered, more specifically since 2011, when a large retail store opposite closed down and has remained vacant since.

In February 2015, funding totalling £75,000 was secured from the Arts Council of Wales towards design development to RIBA stage 3 (i.e. developing detailed plans for the redevelopment of the People's Market building as the preferred location for the new arts and cultural activity in Wrexham town centre). Subsequently, 'Featherstone Young' Architects were appointed to oversee the design development along with partner consultants 'Burke Hunter Adams' (Chartered Quantity Surveyors), 'Michael Popper Associates LLP' (Mechanical, Electrical and Environmental Engineers), 'C Civic' (Structural Engineers) in addition to 'Fourth Street' (Business Planning consultants).

The brief for the development of the new arts and cultural facility designs included the need to focus on:

- increasing participation by flexibly accommodating engagement activities on an improved scale;
- developing audiences by offering facilities to show an improved level of exhibition programme in partnership with other organisations, nationally and internationally, including loans from national collections;
- expanding our cultural offer by providing opportunities all year round for our audience to experience non-stage based performance;
- contributing to economic regeneration by increasing footfall and dwell time in the town centre as levels of urban living increase over the coming years; and
- supporting an increase in the number of cultural tourists visiting the town and growth of the visitor spend within the economy.

Final reports prepared by the consultants as part of the 'Featherstone Young' commission are detailed as separate appendices (attachments) in support of this application, as follows:

- Stage 3 Design Plan, Appendix 1 (this document has been issued to you in hard copy, in line with ACW's application requirements, and due to the electronic pdf file size exceeding ACW's maximum upload capacity);
- Stage 3 Cost Plan/ Quantity Surveyor Report, as detailed at Appendix 2;
- Structural survey, as detailed at Appendix 3;
- Mechanical and Electrical Assessment, as detailed at Appendix 4; and
- 10-Year Business Plan for the proposed Arts and Cultural Hub, as detailed at Appendix 5.

In October 2015, further consultation was undertaken at an interim stage of the design



development commission to further inform the final design scheme and business plan for the People's Market redevelopment. The consultation included face-to-face 'drop-in' sessions incorporating an exhibition of design concepts and proposed types of use that could be developed within the People's Market building (attended by 153 people including market traders); an online survey accessed via the Council's website (which received 92 responses); and individual meetings/ telephone interviews with People's Market traders/ business owners (conducted on 14 October 2015). A summary of the consultation responses is detailed at Appendix 6.

Individual meetings held with existing market traders located in the People's Market building identified a strong desire amongst traders to co-exist with new Arts and Cultural uses within the building, and a strong recognition amongst most traders that the proposals would improve the attractiveness of the space amongst both new and existing audiences/ customers. Specific details such as security needs, future business intentions (i.e. opening hours/ business growth plans) were captured and shared with Featherstone Young to inform the Stage 3 design for the proposed Arts and Cultural space development.

Furthermore, in order to ensure that the proposals being developed by Featherstone Young were in line with the needs of all key stakeholders and successfully addressed the needs that have been identified through consultation with the general public and existing users of the People's Market building, the following were undertaken:

- Monthly Stakeholder meetings with Arts Advisory/ Stakeholder group (also attended by 3 representatives of the People's Market traders);
- Monthly updates from meetings of the People's Market Traders - these meetings were where the draft designs plans were presented to traders and their feedback sought to inform the final design; and
- Update meetings with local elected Members of the town centre wards to inform them of progress i.e. designs, costs, planning permission application submission.

The proposed development will support the growth of the arts and creative industries sector and presents a great opportunity through offering a combination of studio, retail and market stall space to offer to entrepreneurs, start-up businesses and already established businesses within the arts and creative industries sector, whilst at the same time providing a solid income stream to subsidise aspects of the building which do not generate income to recover the costs of delivering the service (i.e. free entry arts exhibitions within the gallery spaces and flexible performance spaces).

The development of arts and cultural space at the People's Market building in Wrexham town centre will create a high quality environment for both artists and audience members. The building is currently perceived to be 'ugly' in terms of its aesthetic and architecture without much merit, however due to this, the options for improving the space are limitless. Furthermore, because the space has the capacity and potential to deliver a wide range of opportunities and activities, the design incorporates significant flexibility.

Key aspects of this proposed Arts and Cultural development include:

#### 1. PRESENTATION OF VISUAL AND APPLIED ARTS

- i. fully climate controlled high specification gallery space 250 sq m ( over 55% larger than the former gallery in Wrexham Library);
- ii. 'raw' gallery space 130sq m; and
- iii. access and storage for large scale works, exhibits and display equipment.

#### 2. SUPPORT/ PROVISION FOR LOCAL ARTISTS AND THE ARTS ECONOMY

- i. 3 wet and dry artist studio spaces (which are able to be divided into smaller spaces if there is demand for this) totalling 110 sq m in total for artist residencies, incubation

units, soundproofed rehearsal space for musicians; and  
ii. provision of retail space for artists creative industry focussed stalls/ shops.

### 3. OPPORTUNITIES FOR LIFELONG LEARNING

- i. learning studio totalling 50 sq m which includes wet and dry facilities;
- ii. flexible 'break-out'/ shared space for presenting work from learning and outreach projects; and
- iii. open play/ flexible space for lunch/ breaks (particularly designed to accommodate groups/ parties such as school trips).

### 4. VISITOR EXPERIENCE

- i. entrance and welcome point offering the potential to incorporate Wrexham's Tourist Information Centre;
- ii. gift shop/ gallery retail space totalling 60 sq m;
- iii. cinema/ performance space totalling 130 sq m and able to seat up to 100 people (in tiered seating) and the flexibility to be doubled up as a conference facility/ meeting room for hire;
- iv. visitor toilets;
- v. visitor parking;
- vi. open flexible space totalling 150 sq m for performance including uses such as dance/ musicians/ live art/ temporary retail stalls (i.e. art and craft fairs, book fairs, vinyl fairs, antiques and collectables fairs); and
- vii. small food court and shared seating area totalling 130 sq m. There is scope for the seating area to spill out into the flexible space.

### 5. OPERATIONAL AREAS

- i. offices for the Oriel Wrecsam arts team and volunteers totalling 57 sq m;
- ii. cleaning and caretaking and storage facilities;
- iii. staff mess room;
- iv. volunteer/ friends informal meeting areas; and
- v. coach drop off.

## **Delivering a high quality project**

In order to ensure the redevelopment of the existing People's Market building is as sustainable as possible, design consultants 'Featherstone Young' were tasked with ensuring that sustainability, high quality design and functionality were key to their thinking and design proposals.

The design plan document produced by Featherstone Young - as detailed as Appendix 1, states " in meeting Building Regulations Part L requirements, various consequential improvements will need to be made to the buildings existing fabric to make it more energy efficient.....and the Art Centre will achieve a BREEAM 'very good' rating under the scheme 'BREEAM UK Refurbishment and Fit-out 2014'. A BREEAM advisor has already been engaged on this project to ensure that the minimum design standards and ratings are achieved for this project. Initial outcomes from the BREEAM pre-assessment meeting held between Featherstone Young Architects and the BREEAM assessor engaged on this project are detailed in the report at Appendix 7.

The principle of reusing and upgrading the existing building is in itself a sustainable move, as the embodied energy of the construction of the building is not being wasted, nor is energy being expended on demolition and waste removal/ disposal. It is intended that the following six key passive design principles will be driven through to the delivery of the arts and cultural facility:

- 1) maximising the use of natural light and sunlight for controlled thermal gain and to reduce artificial lighting requirements. This will be achieved via new roof lights over the entrance atrium and first floor shared spaces and bringing light to the ground floor via new openings cut into the structure of the building;
- 2) maximising insulation to solid walls, floors and roofs - the design seeks to use as much insulation as possible to minimise both heating and cooling requirements. In some areas (i.e. the interior walls of the main gallery space) it is proposed that recycled materials such as sandbags, clothing, carpet tiles will be used as insulation but also to add interest to the design and on-site visitor interpretation to show how recyclable materials were used to achieve energy efficiency in the building;
- 3) Upgrade external windows and doors - in order to improve their thermal efficiency, airtightness and to reduce heat loss;
- 4) Maximise the potential for natural ventilation, to reduce power demand and create a comfortable environment This will be helped by using roof lights (i.e. within the roof of the proposed arts centre), as automatically controlled opening vents to help augment the active heating and ventilation system. During the next stages of design (final detailed/ technical stage), thermal modelling of the space will be undertaken in order to ascertain the most efficient number and position of vents and their integration in to the mechanical design;
- 5) Using thermal buffer zones - this is achieved particularly for the facilities which require higher comfort levels including Gallery 1 and the Flexible Performance Space within thermal buffer zones - both of which are located away from external walls;
- 6) Use of Insulated Thermal Mass - to dampen down temperature fluctuations throughout the day. During the next detailed/ technical design stage of the building, ways will be explored to use the existing concrete structure of the building in this way, whilst also ensuring this doesn't compromise upgraded insulation levels to the external walls and ceilings.

As part of the refurbishment of the existing building, it is proposed that a new energy efficient heating and cooling plant will be installed in addition to all new lighting with the highest level of energy efficiency specifications. As detailed above, the use of more natural light has been encompassed within the design of the building, and therefore reduced power consumption will be achieved. There is a considerable need to replace the heating, cooling and lighting within the existing building, little if any investment has been made into these areas since the construction of the building in 1992.

In order to minimise the effects of pollution, all new plant used within the building will have low NOX emissions, insulation will have a low global warming potential and all materials will be specified to have a low emission of volatile organic compounds.

Local materials are to be used as much as possible in order to minimise transport miles, and fit into a design aesthetic that is as contextual as possible. Materials will also be selected wherever possible with low embodied energy contents. Additionally, we will avoid using irresponsibly sourced materials or materials which create large amounts of waste or are toxic to manufacture.

In order to ensure the proposed arts and creative industries facility is well-designed and functional, the visitor experience has been a key design consideration. The mixed use space where art, market, retail and car-parking can interact and attract a larger and more varied audience has also been integral to the design approach and design solution. This is particularly important with regards to ensuring Wrexham's heritage and culture are best represented in the design of the building. The site itself is located within the historic market quarter - and is within close proximity to smaller market facilities (i.e. general market, butchers market) which still exist today.

The redevelopment of the People's Market embraces traditional aspects of Wrexham town's identity, including the use of arcades and markets in well used public spaces that provide routes and spaces to meet under cover. This is particularly important to stimulate the growth of the evening economy in Wrexham town centre and use of key buildings/ facilities to support the growth of new arts, cultural and leisure opportunities. The re-design, redevelopment and anticipated use of the People's Market building will enable the building to stay alive into the evening, encouraging new audiences and users of the building.

The redevelopment of the building have been designed with accessibility and adaptability in mind, to ensure that they can be operated to their optimum uses. There is sufficient capacity within the design and size of the building for all areas of the centre to be used at once, the visitor facilities such as WC's have been carefully designed to accommodate a maximum audience of 600 people. Several of the spaces designed within the building are multi-functional and therefore can be used adaptably and innovatively. Examples of this include the flexible/ performance space which has also been designed to be able to be used as an overflow market/ event space (i.e. to accommodate bespoke/ niche craft fairs, Christmas markets, 'maker' events) in addition to overflow café seating space - if required.

The first floor 'break out'/ shared space has too been designed to ensure it can act as an exhibition/ display area in addition to an area to accommodate groups, staff and volunteer congregation area/ lunch area. The flexibility in the use of the areas of the buildings not only encourages full use of the spaces but also provides optimum opportunities for additional revenue generating activities to be scheduled/ delivered from these spaces.

The 'food court' concept which is proposed for the ground floor was developed in response to consultation with existing users and retailers who identified the demand for more than one food offer within the shared space, and there being scope to provide this innovatively through having a shared seating area service by several kitchens. The kitchen area also have scope to provide refreshments for other user groups within the facility (i.e. pre-dinner drinks and canapés in the raw gallery ahead of performances in the seated performance area).

The proposed project is based on the redevelopment of an existing building. The level of change to the interior of the building is significantly greater than the change proposed for the external façade of the building. In considering the buildings integration with the current (and future) urban context, 'Featherstone Young' have proposed a graphic based approach to the external façade of the building to achieve a large impact for a minimal cost. This entails a proposed treatment of masonry paint to existing external brickwork and exterior grade paint on all metal fixtures, screens, doors and window frames. The paintwork will be applied to large areas (not all areas) of the building that are prominent in views from the surrounding areas, to ensure maximum impact.

Additionally, the design proposals include 2D artwork and sculptures on the parapet of

the building and new permanent signage proposing 'OW People's Market' (and its Welsh translation Marchnad Y Bobl) on the exterior of the building alongside the new double height entrance to be created off Market Street, Wrexham. The proposed signage will be matched on the opposite side of the building where two existing entrances/ exit on Chester Street which will be retained.

We believe the low-cost and high impact approach is an effective and innovative solution to ensure that the building is identifiable a new/ improved facility but is still in keeping with its use and the context of other adjacent and surrounding buildings. A maintenance statement regarding the materials proposed is detailed at Appendix 8.

This project is not only designed with the aim of achieving BREEAM 'very good' standard, as expected by the Arts Council for Wales, it is also subject to scrutiny and endorsement from the Design Commission for Wales (DCfW) as part of Welsh Government's Vibrant and Viable Places funding contribution to this project. Outline registration has been completed with DCfW, and work is ongoing to inform the final design and technical specification associated to the building. DCfW aspires to seek BREEAM 'excellent' standard buildings for new build facilities, and in the case of refurbishment projects such as the proposed Arts and Cultural centre will consider schemes on a case by case basis with the applicant/ managing body.

The scheme proposed by 'Featherstone Young' has been designed with Building Regulations as a core consideration to date, particularly DDA compliance in respect of the means of escape from the building. An access statement to support this is detailed at Appendix 9.

The Architects stage 3 Design Report contains diagrams which sets out the principles which conform to the current Part B of the building regulations concerning travel distances.

Key design outcomes that demonstrate how current legislation/ building regulations will be met include:

- the means of escape from the ground floor main flexible space (market, cafe and flexi art/cultural space) are unaffected from the current means of escape strategy from these spaces;

- proposal to remove access to the Market Street stairwell from the carpark areas on the first floor. This is fully justifiable under the requirements of the Building Regulations Part B as well as BS5588:10/11, as alternative exits are still provided from all areas that comply with the 45m maximum distance rule (no areas will have a single exit only);

- changes proposed to building do not affect the current means of escape strategy from the roof; and

- with regard to means of escape from the ground and first floor Art Centre, 2 alternative means of escape will be provided on each floor via the protected staircases on the Market Street and Holt Street frontages, in accordance with BS5588, on assumed occupancy of this space as being under 600 people. Both exits are considerably under the maximum 32m distance stipulated as the maximum allowable.

The proposed creative space will provide opportunities for a diverse blend of creative enterprises, performing arts, visual arts, a learning environment, catering, employment generation and a range of specialist retail activities. The development of new space at the People's Market building in Wrexham town centre will create a high quality environment for both artists and audience members. Furthermore, because the space has the capacity and potential to deliver a wide range of opportunities and activities,

the design incorporates significant flexibility.

The quality of the programme in the new facility will build on the established record and credentials put into place at Oriel Wrexham. Vacant retail space in the People's Market has been brought back into use as an interim gallery and office space for arts service staff since April 2015 as a result of investment through Welsh Government's VVP Programme in Wrexham town centre. Activities and exhibitions have already attracted new and additional audiences because of the change in location and opportunity to capture passing footfall which was less of an opportunity in the former gallery space. This project provides an exciting opportunity to regenerate a run down and underused building in the centre of town into a high quality, vibrant cultural facility with the visual and performing arts at its heart.

### **Benefiting the public**

We feel this project has the potential to make a significant impact on the region, by supporting entrepreneurship within the fields of arts and creative industries and helping to form part of a chain of Creative hubs across North Wales from Caernarfon and Bangor to Llandudno and Colwyn Bay to Wrexham. In terms of supporting the delivery of the Arts Council of Wales' capital scheme priorities, this project directly contributes towards:

1. developing the arts infrastructure - through the renewal and transformation of an existing building which does not currently deliver arts provision by providing opportunities for artists and creative people to develop their careers in Wrexham;
2. completing the national infrastructure (the Arts Council of Wales Lottery Capital Programme guide specifically refers to Wrexham as an area where there is a geographical and cultural gap in arts provision);
3. regeneration and the creative industries - this project contributes to a wider regeneration programme in Wales (and supports the development and growth of the arts economy in Wales); and
4. equipping the arts to thrive by investing in 'the right tools for the creative challenges' that are needed and will benefit people in Wrexham and the wider North East Wales region.

The proposed development aims to develop and grow the successes of existing opportunities to engage and benefit the public. Focus Wales held in Wrexham over the past three years has brought many more people into contact with the arts both as participants and as an audience, in addition to raising the expectations of the arts and creative offer amongst the public. Other initiatives which have supported this include 'Un Deg Un' at 11 Regent Street Wrexham, which is a successful pop-up not for profit gallery and workshop space which was set-up collaboratively with THIS project and with support from East Street Arts, a UK studio provider based in Leeds. The space has been well received and used by the public and Oriel Wrexham as an outreach space and has stimulated an interest in the the growth of such facilities in Wrexham.

The project aims to support the growth of the arts audience and to create an space where different art-forms can come together, increasing audience and participation levels and mainstreaming the arts. The opportunity to support the development of

artists, designers, new media and crafts-people as business entrepreneurs and to enhance skills in areas such as curating, event management and marketing will be additional benefits of bringing together complimentary areas of work. It is anticipated that the space will allow other arts organisations to locate centrally in a mutually beneficial space along the line of Galeri in Caernarfon and Briggait in Glasgow.

The engagement of new audiences is a key aim of this project. The proposed Arts and Cultural development is very much based on the arts for all principles, in that, access to the Arts will be provided at no cost. This creates new opportunities to engage audiences which wouldn't have the opportunity to access and engage in the arts, and is this project therefore play a significant role in supporting people to lead a more fulfilled and enriched life. Feedback from Oriel Wrexham's current engagement projects have demonstrated how people have developed in confidence, self-esteem and enhanced their skills through their participation in the Arts. The proposed Arts and Cultural development aims to further strengthen these opportunities, and assist a much broader audience to capitalise on the benefits which engagement in the Arts can bring.

Evidence from STEAM (The Scarborough Tourism Economic Activity Model) used by the North Wales Authorities and administered by Wrexham to calculate tourism activity and spend in the area) shows that visitors travel to Wrexham town centre to access the arts. Wrexham Council and its partners consider that this area can be expanded upon and that developing cultural tourism will have a positive benefit upon Wrexham and its residents not only because of increased visitor spend but also by improving public perception of the town. The Destination Management Plan for Wrexham includes reference to the opportunities for positioning Wrexham more positively by promoting the history and heritage of the town and by building on the findings of 'Reimagine Wrexham' arts project to capitalise on the themes of innovation, science, creativity and the arts. The new space will enable opportunities to explore these themes.

Arts tourism has been established as a catalyst for change and as a key driver for economic development for a long time. In Wrexham THIS Project and Un-Deg-Un have worked collaboratively and have helped Glyndwr University School of Fine Art to raise its profile, and has both driven up footfall in the high street and widened the audience that attends exhibitions. A further benefit has been the retention of students to the area after completing their degree courses because there are more opportunities to them within the field, the creation of an Arts and Cultural facility will expand all of these opportunities further. By having the potential space to develop business start-up space with business support and an opportunity for students and graduates to 'test the market' with their product in a supportive and conducive environment artists can develop their business and commercial skills. There will be opportunities for students and graduates to learn other aspects of working in the arts, such as curating. In addition, where volunteers want to engage in an accredited programme of learning transferable skills, there are opportunities for people that have not formally engaged in the arts and creative industries to become involved, building on successes of Oriel Wrexham's "Transition" Lottery funded project work.

The project will also impact positively on the health, well-being and quality of life of the population. There is evidence from studies conducted by the Arts Council of Wales, the Welsh Government and the Welsh schools inspectorate, Estyn, that show the positive impact that engagement with the arts either as participant or as participating audience expands horizons, creates aspiration and raises self-esteem. Participation may also lead to intergenerational and inter-community exchange of values and knowledge improving community cohesion and raising confidence levels. The provision of a fully accessible arts space in the town centre would not only be used by schools and colleges across north Wales and the north west of England. It would also provide for continued involvement by people post-education. Oriel Wrexham has secured funding from Betsi Cadwaladr to develop specific health and well-being work at the Maelor hospital and in

Plas Madoc, in addition to developing successful entrepreneurial 'Designer Maker' project, which provides opportunities in partnership with advanced Brighter Futures mental health charity. Subject to the success of these projects, there would be opportunities to develop specific work by the health board in the new Arts and Cultural development.

The proposed arts space will enable and attract events, and this will also link the day and evening economies in the town centre. Currently the offer is very divided with distinct areas, where the evening economy and the daytime economies operate, and a 'gap' in provision between late afternoon and the early evening. The vibrancy of the evening economy can be improved through the opportunities the new development will provide for audiences to engage with performance, art and music. FOCUS Wales' annual music conference and festival includes live music played at different venues across Wrexham town centre and at Saith Seren (the Welsh language community run public house), from which there are open mic events and live bands every week. The cultural space would give opportunities to have performance art and music running from the day-time through to the evening, combining different art forms in the same venue and expanding the audience opportunities. Oriel Wrecsam has worked increasingly with Focus Wales and the partnership is developing each year.

The creation of a new cultural space in the town centre will also contribute towards the wider regeneration and economic development in Wrexham. Improving the access and quality of space to ensure that a full and comprehensive programme of the arts in all its forms can be delivered is key to delivering a sustainable arts and cultural facility in the future, which is accessible to all. Careful consideration has been given to the design of the proposed arts and cultural space for use by people with disabilities and other protected characteristics.

A key aspect of the proposed project includes engaging with existing audiences whose needs are not currently being fully met and also new audiences who are yet to connect with arts and cultural activities (i.e. educational groups, art for individuals with disabilities, access for individuals from disadvantaged backgrounds/ communities). This project will encourage local engagement and participation including residents from the 'Communities First' areas, emerging and growing businesses (this has increased successfully already, since Oriel Wrecsam relocated into its temporary accommodation in March 2015), the large student population and will also encourage the retention of graduates in the region. This will be provided through the delivery of quality arts education, presentation and exhibition in the disciplines of visual arts, music, dance, theatre, and the traditional and literary arts.

In order to seek how the needs of the various audiences can be met by the new creative space a range of consultation events and meetings have been held (as detailed in 'meeting an identified need' section earlier in this application). Feedback from current partners and stakeholders and representatives of audience 'gaps' have been used to influence the design and development of plans for the new facility.

The arts and cultural development will build on the successful visual arts programme currently delivered in Wrexham. It too will provide a wider opportunity for the population of the wider North East Wales region; the nearest venue is primarily a theatre with an ongoing programme of visual art exhibitions at Cymru Theatr Clwyd, Mold. Further afield, Chester does not have a public gallery and also Ruthin Craft Centre focusses on craft and applied arts. The closest revenue funded organisations are Oriel Davies in Newtown (45 miles/ over 1 hour drive time away) and also Mostyn in Llandudno (55 miles/ also over 1 hour drive time away). As visual art practice develops and adapts, an increasing number of practitioners in Wales are exploring Live Art, Performance, Audio and Film in their work. The proposed facility therefore provides an opportunity to capitalise on a regional weakness.



The location of the proposed facility has a significant population within a 90 minute drive time and excellent rail links to West Wales, South Wales, Birmingham, Liverpool, Chester, Manchester and London. The facility is close to Wrexham's central bus station from which buses service areas including Barmouth and Dolgellau.

### **Demonstrating your strengths and sustainability**

Wrexham County Borough Council being a local authority, is a stable and well-managed organisation which has appropriate levels of resource to act as grant recipient and managing body for the funding sought for the development of the proposed Arts and Cultural facility. The organisation is governed by the Council's Executive Board and various scrutiny committees (representation which is made up from local elected members and lead portfolio holders).

The proposed project will be managed in response to decisions approved at the Council's Executive Board, and its development and implementation will be scrutinised by its Employment, Business and Investment Scrutiny Committee. Officers of the Council provide subject matter and expertise requested by Members to enable them to make key decisions, which in the case of this project will be the Project Manager in consultation with the senior responsible officer and the Arts Manager.

Members of the Council's Executive Board are to consider the redevelopment of the People's Market building to create an Arts and Cultural facility at its meeting on 12 January 2016. At this meeting, approval is also sought from members for the Council to invest £1,563,500 capital funding into the proposed Arts and Cultural Development and input revenue to meet the operational net deficit identified in the project business plan of £79,000 for a 'stabilised' year, which is assumed to be 3 years after the launch of the new facility, without financial input from the Council.

The organisations' financial accounts for the last 2 years (2013-14 and 2014-15) are detailed at appendix 10 in addition to the Council's Arts Service Budget for 2015-16, as detailed at appendix 11.

A key component of the proposed development is the mix of revenue generating activities alongside free/ access for all facilities. As demonstrated within the Business Plan for this project, the financial sustainability of the proposed scheme is reliant on the income from the letting of market stalls and studio spaces within the new facility. On an average year - as projected within the business plan for this scheme, £184,170 would be generated as income from letting of market stall/ retail space.

Developing and operating multi-functional buildings is a model which the Council has implemented successfully elsewhere within the County Borough - for example Community Resource and Enterprise Centres developed in West Wrexham offer a mix of income generating business start-up/ incubation units alongside community facilities including library, community hall, ICT training facilities and café. An example of one of the resource centre developed with European funding through the 'URBAN II Community Initiative Programme in 2007 is Plas Pentwyn, Coedpoeth, Wrexham. More information about this centre is available online at: <http://www.plas-pentwyn.co.uk/>. The development of Plas Pentwyn entailed the demolition of an building and new build development on the site. This development was overseen by Karen Whitney-Lang, the Project Manager for the proposed development of the Arts and Cultural development

outlined in this application.

A number of existing market stall holders (who occupy space within the current People's Market building) have expressed an interest in letting space within the new facility, and are committed to developing their businesses to appeal to the wider cohort of customers that the arts and cultural activities will bring. The new facility will bring about new opportunities for both new and existing businesses to take-up a stall within the facility and for new trading hours to be experimented with - i.e. market stalls and the food court operators opening into the early evening to coincide with the use of other areas of the building (i.e. art evening classes, events and performances). The co-existence of the various activities aims to bring about vibrancy to the overall space, which over recent years has suffered decline in the overall quality of the space and environment and a reducing footfall. On an average year - as projected within the business plan for this scheme, in excess of £62,000 would be generated as income from car parking.

Steffan Jones-Hughes has developed the vision for this project, following extensive consultation and research. In his previous post, with Arts Council England, one of Steffan's key roles was as Relationship Manager for the new Hepworth in Wakefield. This allowed him first hand experience of developing both a Major Capital Project from a funder's perspective, a unique insight into the development of an offsite programme during build phase, and managing the relationship between Stakeholder organisations and funders, including the Local Authority, as the gallery moved out of Local Authority and into Trust for management. Steffan also has first hand experience of the development of Ruthin Craft Centre as a stakeholder. Research has involved extensive conversations with Ruthin, Mission and other galleries within Wales that have undergone capital development. Visits that have informed the development of the vision include Galeri, Briggait (Glasgow), Turner Contemporary (Margate), East St Arts (Leeds), and Altrincham Market (Market of the Year 2015). Steffan's previous experience includes acting as consultant to Wigan Metropolitan Borough Council on Creative Industries development. He has written on arts and regeneration matters for a-n and Axisweb. His awareness of the Welsh arts scene is extensive in part thanks to a previous role as National Advisor for the Arts Council of Wales. Steffan is currently the chair of Visual Arts Group Wales which includes all major galleries as members.

An aspect of the proposed project which will contribute towards the financial sustainability of the facility is the increased opening hours of the car park, which is located directly above the proposed arts and cultural space in addition to the revision of car parking charges. At present, the Council operates the existing ground floor provision (market space) and the car parking provision separately by two different departments. The income from the car parking, does not currently therefore contribute towards the operation and maintenance of the building. Within the new facility this is proposed to change, and the proposed trust which would be responsible for the management of the new arts and cultural centre would also be responsible for the car parking provision. This creates the opportunities for a considerable amount of income to be generated towards the building running costs, but also ensures that the customers of the arts and cultural centre have accessible parking which is open in line with the opening hours of the centre. It is envisaged that, moving forward, the car park spaces could be used creatively to commission artists and create a sense of arrival at a cultural destination.

The Business Plan for the proposed project includes the costs of insuring and maintaining the Arts and Cultural facility on an annual basis. In order to maximise income generation, the costs of servicing the building will be apportioned and charged to the tenants of the building (i.e. market stall holders, tenants of the food court, studio space and retail units) as a service charge. Staffing levels and associated costs required to support the delivery and sustainability of the proposed Arts and Cultural

development (and Oriel Wrexham services as part of this) are detailed in the Business Case for this project - are also detailed in the Project Business Plan..

Details of the preferred governance model are outlined in the project Business Plan (Appendix 5), the preferred governance option would take the form of a Company Ltd by Guarantee with Charitable Status and Trading Subsidiary. The business case assumes that the People's Market building would remain under the ownership of the council and be leased at a peppercorn rent to the new entity and the Council would enter into a new Service Level Agreement.

At a meeting of the Council's Executive Board to be held on 12 January 2016, a proposal for the Council's Art Service to be managed alongside libraries and heritage services as part of one Trust (as an governance organisation outside of the Council) is on the agenda for consideration amongst Members. The business case for the proposed arts and cultural facility outlined in this application is based on the governance model being a Trust specifically for the Arts service only. Should Members of the Council's Executive Board agree to progress with a model for a Trust which oversees 3 services then the financial situation will only be improved. The establishment of a Trust for 3 services, is expected to achieve financial efficiencies through sharing staffing and resource, particularly management and support functions (i.e. legal support, human resources, financial advice and management). This recognises the synergy between the three service areas proposed and the financial benefits of them coming together. Quality of the technical expertise leading one of those service areas is paramount.

The proposed redevelopment of the existing People's Market building will create a mixed use cultural space, we believe this is a strength of the proposed scheme and will make it both unique and capable of drawing in significant audiences. This type of provision is currently lacking within the County Borough and has the potential to improve the overall profile Wrexham town centre as a place to visit and invest in.

Wrexham County Borough Council and Oriel Wrexham are committed to developing and supporting the growth of its arts and cultural partnership. The new creative space at the People's Market will enable us to strengthen our partnerships and it is felt that the local authority, artist-led activity, entrepreneurs and higher education can continue to work well together collaboratively to benefit each other and their communities and stakeholders. It is our vision as a collective partnership to build on our strengths demonstrated to date, to develop and implement cross-sector collaborations such as Creative International, our arts festival and also Oriel Wrexham Offsite. Oriel Wrexham already engages a huge number of stakeholders to deliver Wrexham's Arts Strategy, a visual representation of this is illustrated at Appendix 11. Investment into a new Arts and Cultural facility which the plethora of stakeholders can engage in, will assist the sustainability of the facility and act as a catalyst for further growth and investment in the future.

As part of the commission led by Featherstone Young, enhancements totalling an additional £3,198,000 have been identified to further enhance the development of Arts and Culture in Wrexham in the future. The enhancements include:

- the development of additional retail units and studios;
- the creation of a roof experience (maximising the use of space on the roof of the building);
- the development of the flexi space into a dedicated performance area;
- additional fitting out of Gallery 2 and 3 (conversion of raw space to a higher specification Gallery);
- the development of residential units; and
- upgrade of the kitchen/ food court.

In 2016, an opportunity to apply for a further 3-year investment funding from Welsh

Government's VVP programme is likely to become available. As lead body for the delivery of a current VVP investment programme, the Council has been informed by colleagues in Welsh Government to develop projects worthy of submission as part of a second VVP Programme in Wrexham. The development and implementation of enhancements to the Arts and Cultural development (such as those listed above) are likely to be a further project which the Council and its partners considers putting forward for consideration as part of a future VVP programme - subject to political support to do so in Wrexham. The ability to earn additional income from further investment in the future such as rental income from residential units which could be delivered as part of an enhancement scheme, would contribute greatly towards the sustainability and viability of the facility in the future.

The Council is committed to supporting the development of a Trust to take on the responsibility for the management and maintenance of the proposed facility in addition to staff resource, to ensure that is fully able to operate successfully and independently outside of the Council in the future. The role of supporting the Trust will be the responsibility of officers within Council's Assets and Economic Development department, which has a proven track record of doing so. An example of this, is the support provided to a voluntary group in Chirk in the south of Wrexham County Borough which became a Development Trust, and via a successful 'Community Asset Transfer' award from Welsh Government was supported to acquire a former housing estate complex from the Council and oversee it's redevelopment . The Development Trust known as 'Glyn Wylfa' has created a well used multi-purpose facility used by local people, visitors and provides business accommodation to local SME's. Further details about the Trust can be found at: <http://www.glynwylfa.co.uk/>

Glyn Wylfa is an example of how investment has brought new life to a facility which had suffered decline. The redevelopment of the site has brought about the opportunity to increase audiences and extend visitor dwell times and capture additional visitor spend. Similar opportunities exist at the People's Market building and the proposed Arts and Cultural development will enhance the overall visitor offer and experience in Wrexham through the development of a true 'sense of place' by celebrating Wrexham's history and culture as a thriving market town. The opportunity to increase audiences, visitor dwell time and visitor spend directly contribute towards the delivery of strategic priorities outlined in Wrexham County Borough Council's Economic Prosperity Strategy and the Destination Management Plan for the County.

### **Planning and managing a successful project**

Wrexham's arts partnership is passionate about the power of the arts to transform and enable change and believes that Wrexham deserves to be seen and recognised as a creative place and hub of activity. The partnership's aims and objectives are to support and facilitate creative developments in Wrexham that can positively engage and impact on our community.

In terms of project management, Wrexham County Borough Council is the applicant on behalf of the local partnership for this project. The Council's Economic Development Service Manager (Rebecca Lowry) will be the Senior Responsible Officer (SRO) for the project.

A senior officer from the Council's Assets & Economic Development department (Karen

Whitney-Lang) will be responsible for directing the day-to-day programme of works associated to this capital project. This includes the procurement and management of contractors to deliver the physical redevelopment of the People's Market building, co-ordination of the project management group, engagement and liaison with key partners, stakeholders and funding organisations, overseeing the delivery of the project PR and communications, financial management, performance management and directing officers of the team involved in the project.

Karen has lead the Council's Strategy and Regeneration team for the past 6 years, and has a wealth of expertise in developing and managing capital projects through to completion and operation. Karen co-ordinated the development of Wrexham's Vibrant and Viable Places programme, and lead the development and submission of the funding application which secured £10.5million from Welsh Government's VVP investment programme for 2014-17. The job description for the role of the Project Manager to be undertaken by Karen, is attached at Appendix 13 in addition to a summary of Karen's professional achievements and Project Management roles over the past 14 years, which are relevant to the proposed development, is detailed at Appendix 14.

Karen will work closely with Steffan Jones-Hughes (Arts Manager) whose role will be to lead the development and delivery of an inspirational and inclusive arts programme to be delivered from the new facility. Together with supporting the development of a Trust which will become responsible for the running of the building and services once all capital works have been completed. Steffan will also play a key role in strengthening our partnerships and connections within the arts sector and ensuring collaborative working with key partners and stakeholders and their communities.

Steffan Jones-Hughes will continue to lead on managing the programme of events and exhibitions and ensuring continuity of provision whilst the physical changes are implemented at 'The People's Market' building. Since taking up the role of Arts Manager for Wrexham County Borough Council in 2012 (which includes the role of director of programme at Oriel Wrecsam), Steffan has achieved a renewed interest in the arts in the county and the gallery has become a focus for much of this activity. Steffan's wide range of experience and knowledge both as an artist and as an arts director will ensure that the quality of provision for which the arts in Wrexham has become renowned for is maintained. Steffan has a wealth of experience in the Arts sector, having joined the Council from Arts Council England, having previously established the Regional Print Centre in Wrexham. He is a practising artist and has previously worked with Tate, Whitworth Art Gallery, Cornerhouse, and Oriel Davies.

As an intrinsic part of the new Arts and Cultural development, Steffan and his team will lead on the development of a more extensive programme of arts including visual arts, performance arts and the use of the flexible space in the new Arts Space. Having developed a network of local, national and internationally renowned artists, and galleries, Steffan is therefore well placed to bring new and exciting opportunities for the Arts to Wrexham. Steffan manages a talented team of professionals and volunteers who all bring a wide range of experience to the programme whether it be curating major exhibitions or working on outreach projects within the community. The feedback from all of these projects shows that the arts in Wrexham is well thought of and is providing stimulus to people, engaging them with the arts and supporting them in their own development. A summary of Art Engagement projects which have recently (and are currently) being delivered by Oriel Wrecsam are outlined in Appendix 16, and the Oriel Wrecsam Business Plan 2015-2020 is attached at Appendix 21. The Business Plan details the long-term aims that the Arts team, local public service organisations and partners will work together to achieve and improve the quality of life in Wrexham County Borough. An overview of Oriel Wrecsam staff and volunteer resource and expertise is also detailed in this Business Plan.

The Council has long standing plans to develop an arts and cultural centre in the town, and sees the arts as a key driver for economic development. Steffan will play a key role on the Arts and Cultural Project Management Group and will be responsible for engaging stakeholders and advisors in the management of the proposed project. Both Karen (Project Manager for the People's Market redevelopment) and Steffan (Arts Manager/ Programme Director) will meet with officers of the Arts Council of Wales on a monthly basis, to oversee the management and implementation of the proposed project in line with the expectations, terms and conditions and legal agreement which would be established between the Council and Arts Council of Wales (subject to funding being approved for this project).

Consistency in project delivery, monitoring, evaluation and management will be achieved for the project as a whole through the use of the following methodologies:

- results based accountability approach;
- financial regulations;
- WCBC's project management handbook and toolkit (based on PRINCE 2 methodology);
- capital programme toolkit;
- Sell2Wales procurement framework & SQUID; and
- legal arrangements in place between the Council and Arts Council of Wales.

Project management strategies/ processes which will be integral to the successful management of this project include:

- customer engagement;
- communications;
- assessment of risk and delivery of mitigating action;
- performance monitoring;
- equality impact assessment; and
- audit.

The above methodologies and processes have already been equality impact assessed by the Council. The Council's diversity team will act as an advisor to the Project Management Board, and its role will be to ensure that the project is implemented in accordance with the Single Equality Act (2010). Furthermore, working in partnership to oversee the delivery of the proposed programme will be undertaken in line with the Council's Welsh Language Scheme.

To date, the development of this project has been dealt with relatively informally in order to gain maximum engagement of all partners and stakeholders. In line with the Council's own project management handbook - which is based on the Prince 2 methodology, once formal approval is secured from Members via the Council's Executive Board, which for this project is sought at a meeting to be held on 12 January 2016, the project is from that point onwards managed formally. The first steps of formalising the project internally within Wrexham County Borough Council include registering the project as corporately significant and adhering to the Council's processes and procedures for the management of the project. This includes the establishment of a formal Project Management Board which will comprise expertise from a wide range of stakeholders including representation from:

- WCBC's assets and economic development department (regeneration, destination management, arts, facilities management, business and design teams);
- WCBC's finance department;
- the arts sector (i.e. THIS project, Un-deg-un, individual artists, arts organisations, creative industries);
- education sector (Coleg Cambria and Prifysgol Glyndwr);
- market traders/ retailers;
- main contractor/ consultants;

- public services (i.e. North Wales Police);
- community/ voluntary sector; and
- funding organisations (i.e. WG's VVP, WCBC and ACW).

The Project Board will be responsible for overseeing the management, implementation and monitoring of the project in line with the Council's formal Project Management Handbook (including risk assessment, compliance with financial regulations and audit requirements) and the legal agreement in place with the funding organisations (i.e. Welsh Government VVP, Arts Council of Wales). In practical terms, this means that the Board will receive regular update reports on the performance of the project - for both outputs/ key performance indicators and spend achieved against the profiled targets in addition to updates relating to key marketing and communication activities relating to the project, and community benefits outcomes. A copy of the proposed Terms of Reference (TOR) for the Project Board is detailed at Appendix 15. It is anticipated that the TOR will be adopted by the group at its inaugural meeting once and appropriate/ strategic level of representation is secured from amongst partners and stakeholders and key decisions and approvals are received (i.e. planning permissions/ change of use, approval from the Council's Executive Board to proceed with the project and outcomes of funding known). The project governance structure as detailed at Appendix 16 illustrates the reporting roles and roles and responsibilities of stakeholders involved in this project.

Wrexham Council has a strong track record of managing successful projects of this type. Karen in her role of Project Manager, has successfully led the delivery of projects and programmes and establishment of effective systems (i.e. performance management and monitoring, financial reporting, 'Traffic light' approach to reporting) to do so effectively, and currently undertakes this role for the management of Wrexham's Vibrant and Viable Places programme. Karen is experienced in managed projects in line with internal and external audit requirements (i.e. European funded 'article 10' audits, 'Gateway Review O' and internal WCBC audits). Audits completed for Projects managed by Karen, have been found to be fully compliant and managed in line with the Council's Project Management Handbook and also the terms and conditions of funding organisations (i.e. Welsh Government's Vibrant and Viable Places Programme).

The day-to-day management of the project finances will be a key aspect of the Project Manager's role, which will be overseen and accounted for by a senior Finance Manager from Wrexham County Borough Council's Finance department. The Council managed the ordering of and payment for goods and services via its electronic 'Proactis P2P' system, which is directly linked to online budget monitoring and planning software 'Chameleon', as operated by Project Managers/ officers with the responsibility for budget monitoring, management and authorisation.

With regard to the management of the proposed facility beyond the construction phase period/ once the project is completed, details of the preferred governance model are outlined in the Business Plan (appendix 5). The preferred governance option would take the form of a Company Ltd by Guarantee with Charitable Status and Trading Subsidiary. Within the Business Plan, it is assumed that the building would remain under the ownership of the council and be leased at a peppercorn rent to the new entity and the Council would enter into a new Service Level Agreement.

Wrexham County Borough Council is committed to supporting the development of a new external management vehicle to take on the responsibility for the management and maintenance of the proposed facility and arts programme from 2017-18 onwards. Over the next 18-months, a significant amount of resource will be put into identifying the right mix of individuals, skill sets and interests to work collectively to form a Trust, which is fully capable of taking on the future management and implementation of this project (including the management of the building, staff and volunteers). Wrexham

County Borough Council will work to support the establishment of the trust and oversee the various milestones and goals that it will need to achieve to do so - this includes taking on the lease of the building (including the car park) the potential TUPE of staff from the Council's Arts team. The Arts and Cultural Project Board will oversee progress of the development of a new Trust to enable it to get to a position whereby it is fully capable and resourced to effectively manage the Arts and Cultural facility in the future.

The timescales associated to (1) the further development of the proposed project, (2) works on site and (3) development of a Trust to take on the responsibility for the new facility as of 2017-18 onwards, are summarised in the Project Timeline which is detailed at Appendix 18. Through experience of managing similar refurbishment/ change of use projects, we believe the timescales proposed in the Project Timeline (which include tolerances at various stages of the project development and implementation) are both realistic and achievable.

We are committed to developing an ongoing partnership with third and public sector. This project will strengthen our partnerships and it is felt that local authority, artist-led activity, entrepreneurship, and higher education can work well together moving forward to the benefit of each other and our community. Between us we have the necessary skills to plan and manage an extremely successful project.

### **Funding a successful project**

The total cost of the design scheme is £4,563,500. A summary of these costs and outline of funding sources is provided in the Arts Council of Wales' "Project Budget Template" document as detailed at Appendix 19.

The detail relating to the overall project costs are outlined in both the project Cost Plan - detailed at appendix 2, and the Business Plan (profit and loss projection and operating model) costs are detailed at Appendix 5.

To date, £700,000 has been secured from Welsh Government's Vibrant and Viable Places Regeneration investment fund, and £1,563,500 is sought as match-funding from Wrexham County Borough Council. £2,300,000 is sought from the Arts Council of Wales for this project in line with finances detailed within the initial outline application for this project. We believe that the proposed project represents good value for money, in terms of Arts Council investment in the cultural infrastructure of North East Wales.

The cost plan for the proposed stage 3 design provides a breakdown of 'base build' costs for each of the proposed elements of the building per area (m<sup>2</sup>) and the cost (£/m<sup>2</sup>), a summary of this detail is provided on page 8 of 45 in the cost plan (Appendix 2). In areas such as the proposed market stall space/ circulation for the overall facility where a lower specification is required, the costs equate to £720/m<sup>2</sup>. The areas of the building purely focussed on the arts provision are however a higher cost per m<sup>2</sup> to ensure the level of specification expected of an Arts and Cultural facility (i.e. climate controlled environment in the main gallery space, flexible performance/ cinema space) are provided.

The higher costs per m<sup>2</sup> for the proposed facility include: arts window display at £2530/m<sup>2</sup>, main welcome area, arts reception foyer and gift shop area at £1600/m<sup>2</sup>, flexible performance space at £1420/m<sup>2</sup> and food court (kitchens) at £2210/m<sup>2</sup> in addition to wet and dry learning studios at £1000/m<sup>2</sup>. Cost outlined in the cost plan are inclusive of a 5% contingency (price and design reserve) for each costed element



of the building, in addition to an overall 5% project contingency applied for unforeseen expenditure.

If the costs are considered in the context of 'return on investment'/ value for money, the areas of the building identified within the project business plan which offer the greatest opportunity to generate income (i.e. market stalls/ retail space and studio for letting), are the lower cost base build costs and therefore demonstrate a good value for money. Whilst other areas of the building associated with higher base build costs do not generate an income in line with Wales' free access for all approach to the arts sector, the capital investment will support the achievement of social capital, which plays an essential role in enhancing people's quality of life and will generate increased footfall to support the delivery of aims outlined in of the Council's Economic Prosperity Strategy and Vibrant and Viable Places regeneration investment programme.

Without the overall 'package' of funds which the funding model comprises, the proposed project is not viable and will therefore the implementation of the project will be unviable. The maximum amount of capital funding available from both the VVP programme and the Council has been input into this project. As outlined in the the Project Budget template (Appendix 19), the overall proportion of funding sought from the Arts Council of Wales is 50.4% of the overall capital investment.

### Managing Risk

A Risk Assessment has been carried out and mitigating factors built into the project to manage risk, a copy of the Risk Register is detailed at Appendix 20.

In line with current arrangements to manage and monitor risk for schemes such as this, risk levels and likelihood will be monitored by the Project Manager on an ongoing basis, reviewed and mitigating actions addressed at monthly meetings with key stakeholders.

## Building Details

Read more about how to complete this section in our [Help Notes](#).

**Please tell us the status of the building, if it is an existing property, and about how you are addressing the permissions and requirements that can apply to capital projects.**

**Please tell us the property address of the building that will benefit from you project, if it is an existing building.**

The address of the building that will benefit from the proposed is:

The People's Market  
Chester Street  
Wrexham  
LL13 8BY

This property is an existing building

**Does your organisation own the building?**

Yes, Wrexham County Borough Council is the owner of this building.

**Does your organisation lease the building? If so, please tell us about the lease arrangements.**

Not applicable - as detailed above, Wrexham County Borough Council is the owner of the building and does not lease the building.

**Is the building listed?**

No, the building is not listed.

**If the building is listed, tell us what category of listing it has.**

Not applicable - as detailed above, the building is not listed.

**Tell us how you have considered the building's listed status in the planning and development of your project.**

Not applicable - as detailed above, the building is not listed.

### **Have you carried out a full structural survey of your building?**

A full structural assessment of The People's Market building has been carried out as part of the design works carried out by external consultants 'Featherstone Young', a copy of which is attached at appendix 3.

The structural assessment findings have influenced the design and deliverability of proposed features of the new Arts and Cultural Centre - particularly the vertical cuts to existing concrete vaulted ceilings to create openings for natural light into the building - as detailed in the stage 3 design scheme documentation (as detailed at Appendix 1).

### **Requirements**

#### **If your project requires planning permission, tell us the status of your application.**

The proposed project requires planning permission for the change of use of an existing building and changes to the infrastructure of the building as part of its refurbishment.

The planning application for the change of use was submitted to Wrexham County Borough Council's Planning department on 1 December 2015 by Featherstone Young - as agent on behalf of Wrexham County Borough Council's Assets and Economic Development department. The application will be considered by the Council's Planning Committee on 1 February 2016.

The wording in the planning application to describe the project is:

CHANGE OF USE TO INCORPORATE A NEW ART CENTRE, RETAIL AND CAFES WITHIN THE EXISTING MARKET, ANCILLARY STORAGE AND CAR PARK USES, EXTERNAL ALTERATIONS TO INCLUDE NEW GLAZED OPENINGS ON THE SOUTH AND EAST FACADE, NEW VENTILATION GRILLES TO PLANT ROOMS, NEW CONDENSING UNITS TO ROOF, NEW ROOF LIGHTS, PAINTWORK AND PAINTED SIGNAGE TO ALL FACADES.

The planning submission documents are available to view on the Council's website.

Application reference P/2015/0917:

<http://planning.wrexham.gov.uk/Planning/Ig/GFPlanningWelcome.page>

### **How will you approach your duty to manage asbestos for the project's duration?**

WCBC manages asbestos in its buildings in accordance with HSE guidelines. All WCBC

properties have had a type 2 (non intrusive) survey carried out. At the design stage of a project, a type 3 (intrusive) asbestos survey is undertaken at the site. Any materials identified as containing asbestos can then be removed prior to contractors undertaking works, or the design amended to ensure asbestos materials are not disturbed. All of the asbestos reports are contained on the Councils property database.

As far as reactive maintenance is concerned, prior to placing an order for works with a contractor, the Property Inspector will check the asbestos register for the property in question, looking at the whole property (as opposed to simply the proposed area(s) of working) for any asbestos-containing items that may be disturbed during the course of the work. If any are identified, the Property Inspector will then ensure that the appropriate actions/precautions are put in place with regard to the safest course of action prior to proceeding any further.

Every site holds its own copy of the asbestos register. When a contractor arrives on site to undertake works, he/she will be expected to inspect the asbestos register prior to commencing work. They must then sign the asbestos register log sheet to confirm they have inspected the register. If there are any changes to asbestos as a result of work being carried out the asbestos registers on site and the property data base are amended accordingly.

The Authority has provided asbestos awareness training for regularly used contractors and is committed to doing so with any new contractors appointed to undertake work in the future (i.e. ahead of the works commencing to create the new Arts and Cultural facility). However, it is the responsibility of the contractor to ensure their training (and the training of their staff) is kept up-to-date with relevant legislation and H&S information.

In addition to this for major works the tender documentation contains the following clause in its preliminaries;

#### PRELIMINARIES CLAUSE IN WCBC CONSTRUCTION CONTRACTS

##### Asbestos in buildings

Contractors will be made aware that no major works will be allowed at the site (i.e. People's Market building) unless the Assets and Economic Development department has provided a suitable asbestos survey. It is a requirement of the Council that this is passed on to the site operatives, including any appointed sub-contractors and be available during work on site.

Full details of the proposed company to undertake asbestos works, together with a quotation for the survey, must be submitted to the Council for approval and no work can commence until the report has been received and approved by the Project Manager (or suitably qualified and informed employee of the Council). An ad-hoc asbestos survey (a management survey with localised intrusion) will be made available from the Council to the Contractor before work commences and any removal should have been completed prior to commencement, however this may overlap, particularly where removal work is notifiable. In these cases, access will be required for the specialist contractor for removal to take place which could involve use of Contractor's scaffolding, suspension of work etc. Any delay to proposed programme due to this must be recorded and the Project Manager notified of this.

If during the course of any works, suspect materials are discovered or should there be any accidental exposure, all operations must be immediately suspended and the responsible officers within the Council (via contact between the contractor and the Project Manager) should be contacted for instruction or recommendations, which may

include informing staff and building users and clearing the site. In the case of an uncontrolled release of asbestos fibres into the workplace the Control of Asbestos at Regulations (CAR 2006) require all persons to be kept away from the affected area.

The Assets and Economic Development department's emergency procedure for dealing with asbestos will be provided to contractors at pre-contract stage.

## Project Details

Read more about how to complete this section in our [Help Notes](#).

**Please tell us some basic information about your project.**

### Project Title

Oriel Wrexham Arts and Cultural Centre - Wrexham town centre.

The start of your project should be when you expect to incur costs. We cannot fund any activity that has already taken place.

### Project Start Date

January 31, 2016

### Project End Date

March 31, 2018

**For currency fields please enter a number - do NOT enter any symbols, such as £, commas, or words, such as pounds. For example for £2,500 enter 2500**

### Total Project Cost:

4563500

### Amount Applied for:

2300000

Please use the drop down box to indicate the language you will be using to deliver your project.

### Language

Welsh & English

### Artform

We collect and monitor information about funding that has been awarded to each art form.

Using the list below, please use a percentage to indicate how your project relates to different art forms. Read more about how to complete this section in our [Help Notes](#).

**To help you select the appropriate art form headings for your project, please click on the following link to see the full list of examples found in the [Artform Definition Guide](#)**

**For percentage fields please enter a whole number - do not use decimal points. For example for 6.7% round up to 7**

### Program Area

Cinema & Video Screenings (10%)  
Combined Arts/Multi-disciplinary arts (10%)  
Craft (10%)  
Dance (10%)  
Literature (5%)  
Music (5%)  
Theatre Entertainment (5%)  
Visual Arts (45%)

### Activity Types: (Please tick all that apply)

Building (refurbishment)

### Equalities

As a public body we're fully committed to increasing access to the arts and broadening arts audiences. We want the widest possible cross-section of people to enjoy and take part in the arts. In spite of the good work undertaken by many artists and arts organisations, we know that some people face barriers to their enjoyment of the arts. This is one of the reasons why we take Equalities so seriously.

We are required to collect and monitor information about who our funding is benefitting. This helps us report on our progress in addressing inequalities in the arts and helps us target funding where it is needed most.

[The Equality Act 2010](#) talks about people with "protected characteristics" and we are collecting information about arts projects that are being funded to deliver activities specifically for these groups of people.

We are looking for information about particular groups of people you are targeting your activities for. At the current time we are gathering information about groups using the list included in [The Equality Act 2010](#). We are therefore asking you to tell us if your

activities are for people from a particular age group, disabled people, people of a specific race, religion or belief, whether the activity is for men only, women only or has a focus on sexual orientation, pregnancy and maternity or gender reassignment.

#### **Sex:**

If your project specifically targets either men or women, please select an option from the dropdown list.

Select One

#### **Sexual Orientation**

If your project specifically targets gay, lesbian or bi-sexual people or fosters good relations between people with different sexual orientations please select 'yes' from the dropdown list.

Please Select

#### **Gender Reassignment**

If your project specifically targets people who have undergone or are undergoing gender reassignment, or fosters good relations between people who have and have not please select 'yes' from the dropdown list.

Please Select

#### **Pregnancy and Maternity**

If your project specifically targets women who are pregnant, or on maternity leave, please select 'yes' from the dropdown list.

Please Select

#### **Religion or Belief**

If your project specifically targets people with particular religious or other beliefs or fosters good relations between people with different beliefs, please select 'yes' from the dropdown list.

Please Select

#### **Disability:**

If your project specifically targets disabled people, or fosters good relations between disabled and non-disabled people, please tick the relevant box/s.

#### **Ethnic Minorities:**

If your project specifically targets a specific ethnic group or groups, or fosters good relations between different ethnic groups, please tick the relevant box/s.

We try and find out more about the age group of people who benefit from our funding; children (under 16 years old), youth (16 - 26 years old), adults (27 - 59 years old), older people (60 and over) and projects for mixed age groups. Please tick the relevant box/s that apply.

(If your project involves working with children, young people and/or vulnerable adults, whether voluntary or paid, you must have a satisfactory Child Protection Policy. Our [Children and Young People Protection Policy and Guidelines](#) give details of Arts Council of Wales's commitment to safeguarding the welfare of children and young people participating in the arts, and offers advice to client organisations on developing and appropriate policy.)

### Declaration

#### IMPORTANT

We may need to request documentation that is over and above that which is being requested at this stage. We reserve the right to request references if required. Please note that any misleading statements, whether deliberate or accidental, given at any stage during the application process will result in the application becoming invalid. You will then be liable to return any money already paid out as an Arts Council of Wales grant.

Award recipients are personally responsible for any tax liability arising from any award and are advised to check in advance of an award being made and to take appropriate professional advice.

Applications will be barred from the round if the applicant is found to have lobbied any of our National Advisers, Committee or Council Members.

We are unable to fund certain costs, for details please refer to the Essential Help Notes on our website.

#### DATA PROTECTION AND FREEDOM OF INFORMATION

It's important that you're aware of the Arts Council of Wales' obligations and responsibilities under the Freedom of Information Act 2000 to provide on request access to recorded information that we hold. One of the consequences of these statutory responsibilities is that information we hold about you may be subject to disclosure, in response to a request, unless we decide that one of the statutory exemptions applies.

If you send us information that you believe to be commercially sensitive or confidential, this will need to be clearly marked. It would help us if you could explain briefly the reason(s) and appropriate timescales you would consider confidentiality to apply. This will assist us, in the event of a request, to substantiate our reason for applying the necessary exemption should we decide it would be appropriate to do so. However, you can't assume that by marking information as confidential or commercially sensitive that an automatic exemption will apply. Other factors would also need to be considered at the time, such as the nature and scope of information requested and the timing of that request. (Freedom of Information rules assume that confidentiality/commercial sensitivity usually diminishes over time).

Sometimes information, data and material of any nature comprises Personal data or Sensitive Personal data, (as terms are defined in the Data Protection Act 1998). If this applies, we'll not disclose any such confidential information to a third party without your consent.

#### DECLARATION

By submitting this application form, you agree to the following statements:

- I confirm that all the information provided in this application, and any material



submitted in support of it, is truth and accurate.

- I confirm that the project described in this application is within the objects of our organisation's constitution.
- I confirm that all other applications for funding that relate to this project have been declared and undertake to inform the Arts Council of Wales immediately if any changes in circumstance require the application or the supporting material to be amended. I understand that you share information about grants with other grant awarding bodies, and will therefore be in a position to verify my disclosure of these other grants.
- I confirm that our organisation has the relevant policies in place that are required by law.
- I confirm that our organisation has an Equal Opportunities Policy in place that complies with relevant legislation and has been reviewed by our board or management committee within the last three years. I can provide evidence of this on request.
- I confirm that our organisation has an Action Plan to make our work more inclusive that has been reviewed by our board or management committee within the last three years. I can provide evidence of this on request.
- I confirm that our organisation has a Safeguarding and Child Protection Policy in place that complies with relevant legislation and has been reviewed by our board or management committee within the last three years. I can provide evidence of this on request.
- I confirm that, if this project involves working with children, young people and/or vulnerable adults, I can provide evidence that appropriate and adequate safeguards have been put in place. This includes having any necessary safeguarding checks carried out by the Disclosure and Barring Service.
- I confirm that this application, if successful, will form part of the agreement with the Arts Council of Wales.
- I confirm that the organisation named on this application has given me the authority to sign this application on its behalf.

**By ticking this box you are confirming that you agree with the above statements.**

Yes

Finally, are you, or any members of your organisation or group, employed by the Arts Council of Wales, or do you, or any members of your organisation or group, have a close family connection ('close' means parents, brothers or sisters, spouse/partner, or children) with an individual currently employed by the Arts Council of Wales?

**Please select:**

No

## Attachments

Title	File Name
Stage D cost plan	<a href="#">Appendix 2 - Stage 3</a>

Other	<a href="#">Cost Plan.pdf</a>
Other	<a href="#">Appendix 3 - Structural Assessment.pdf</a>
Other	<a href="#">Appendix 4 - Mechanical, Electrical &amp; Environmental Assessment.pdf</a>
Your business plan	<a href="#">Appendix 5 - Business Plan.pdf</a>
Other	<a href="#">Appendix 6 - Summary of consultation responses (Oct 2015).docx</a>
Sustainability Assessment	<a href="#">Appendix 7 - BREEAM pre assesment report.pdf</a>
Your annual accounts for the last two financial years	<a href="#">Appendix 10 (a)- WCBC Statement of accounts for 2013-14.pdf</a>
Your annual accounts for the last two financial years	<a href="#">Appendix 10 (b)- WCBC Statement of accounts for 2014-15.pdf</a>
Other	<a href="#">APPENDIX 11 - WCBC Arts Service Budget 2015_16.xlsx</a>
Other	<a href="#">APPENDIX 12 - Wrexham Arts Network &amp; Stakeholders.pdf</a>
Other	<a href="#">Appendix 13 - Job Description PROJECT MANAGER.doc</a>
Project Management Group Terms of Reference	<a href="#">Appendix 15 - Terms of Reference Programme Board &amp; PMG.doc</a>
Other	<a href="#">Appendix 16 - Wrexham arts engagement programme.docx</a>
Other	<a href="#">Appendix 17 - Project Governance &amp; Managment structure.doc</a>
Construction Programme	<a href="#">APPENDIX 18 Project timeline.pdf</a>
Other	<a href="#">Appendix 20 - Risk Assessment.xls</a>
Other	<a href="#">APPENDIX 21 - Oriel Wreccsam Buisness Plan 2015 - 20.pdf</a>
Other	<a href="#">Appendix 14 - Karen Whitney Lang, RESUME PROJECT MANAGER ROLES &amp; EXPERIENCE.docx</a>
Technical specifications and a list of equipment to be purchased	<a href="#">Appendix 2 - Stage 3 Cost Plan LIST OF EQUIPMENT &amp;</a>

Project Budget	<a href="#">ITEMS.pdf</a>
	<a href="#">Appendix 19 - Project-Budget-Template.xlsx</a>
Independent Access Audit	<a href="#">Appendix 9 - Access statment (to be read in conjunction with Stage 3 Design Plan).docx</a>
Operational and Maintenance Plans post completion	