

Report to: Overview & Scrutiny
Cabinet

Date: Overview and Scrutiny – 18th June 2007
Cabinet – 28th June 2007

Subject: Wigan Pier Quarter – Performance Venue and
Trencherfield Mill

Report of: Assistant Chief Executive

Contact officer: Paul Parry 01942 488386

Purpose/summary: To report to Cabinet on the options available, within the budget that has been set, for the development of Trencherfield Mill and the creation of a Performance Venue in Wigan

Alternative options considered and reason for selecting the one recommended: Three options considered:
1) Do Nothing; 2) construct a freestanding Performance Venue; 3) construct an Arts and Heritage Learning Centre and convert the Linacre Theatre at Wigan and Leigh College. The recommended option is selected since it meets the Cabinet's requirements in relation to budget and functions.

Recommendation/decision: To approve the proposed development of an Arts and Heritage Learning Centre at Trencherfield Mill and the development of the Linacre Theatre at Wigan and Leigh College

**Implications:
Summary of reasons for report being closed in the public interest:**

Financial: In addition to the receipt from the sale of Trencherfield Mill it will be necessary to ring-fence receipts totalling £2.5m from the disposal of other assets in the Pier Quarter. There is also a need for the College to make available £1m to co-fund the Linacre development.

Staffing: Existing staff in both CYPS and WLCT will have increased potential for retention of employment.

Policy: Wigan Pier Quarter

Equal Opportunities - Has a Diversity Impact Assessment been conducted?

Not for the overall development. However each part of the development will comply with the requirements of the Disability Discrimination Act.

Wards affected:

Special Interest Members – Which have been consulted

Ward Members associated with the local consultative group.

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution?

Yes / No *

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget?

Yes / No *

Are any of the recommendations within this report contrary to the Policy Framework of the Council?

No *

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	X
Discussion leading to a decision	X
Monitoring	
Sharing for corporate understanding	

	X
Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	18 th June 2007	28 th June 2007	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Document	Date	File Reference	Place of Inspection
Wigan Pier Quarter File	Current		Wigan Town Hall

Proper Officer Adrian P Hardy

Date 1st June 2007

Background:

1.1 This report has been produced in response to reports received by Cabinet in 2006 concerning the development of the Wigan Pier Quarter (Minute 109 of 27th July and Minute 140 of 24th August). This report therefore provides recommended options for the development of cultural facilities within the Pier Quarter and for the development of a performance space within Wigan. These options have been developed and analysed within the known budget constraints for the project. The options that have been examined are as follows –

- a) Do nothing (operate steam engine and Drumcroon as at present)
- b) A performance venue within the Wigan Pier Quarter
- c) Arts and Heritage Learning Centre within Trencherfield Mill (relocating Drumcroon) together with the refurbishment of the Linacre Theatre in partnership with Wigan and Leigh College.

(A report by the Consultants Theatre Plan dated 30th November 2006 identified the Linacre Theatre as the most appropriate venue to refurbish from a range of options including Kudos Night Club, Lowton Civic Hall and Robin Park).

To understand the report's recommendations it is necessary to provide some detailed contextual information about the project's progress to date.

Contextual Information

1.2 The Pier Quarter Business Plan

1.2.1 The redevelopment of Wigan Pier Quarter has been guided by a vision and business plan that aims to capitalise upon the area's unique attributes of listed buildings, canals, proximity to the town centre and to a major transport infrastructure that includes rail, bus and motorway links. To attract new businesses and people a cultural theme has been put firmly at the centre of the plan for the area. This vision has attracted £5.8m in grant aid together with significant investment from a private sector developer (Stewart Milne Homes).

The business plan that attracted the grant aid did so, on the basis of the following assumptions –

1.2.2 It would be uneconomical to develop the workspaces and offices within the Pier Quarter without grant support. Therefore the grant aid available is earmarked to support building improvements within the Trencherfield Mill building, (including workspace and office development, plus a small contribution towards developing the arts and heritage offer based around the steam engine). It was not envisaged that the office/workspace development would generate overage to the Council

1.2.3 That residential development in the Pier Quarter would generate significant profit. As a result the Council would receive sufficient overage from this development, (together with capital receipt from the sale of Trencherfield Mill), to enable it to create two cultural attractions within the Pier Quarter, one of which would enhance the heritage offer based around the steam engine and machinery hall. These cultural attractions would be further complimented by a new visitor facility and would be delivered by September 2008.

Any deviations from these assumptions will require renegotiation with Government Office over the terms of the grant aid. There is a risk, at present unquantifiable, that part of the grant may be repayable if Government Office is not satisfied with the reasons for the alterations in the business plan and the outcomes achieved.

1.2.4 The Council's original vision for the cultural attractions included a performance venue at the side of Trencherfield Mill. However the cost of delivering this scheme was not affordable within the resources available.

1.3 Existing Cultural attractions

1.3.1 The Pier Quarter has two existing cultural attractions, The Way We Were Museum and the Trencherfield Mill steam engine. These attractions currently require a subsidy of £300,000 each per annum.

1.3.2 Cabinet has already agreed to the closure of The Way We Were Museum at the end of 2007. As a result of this closure, arrangements will need to be made for the storage of the collections that will be decommissioned from the building, (as these collections contain key objects central to the story of Wigan and are therefore not appropriate for disposal). To develop the heritage offer within Trencherfield Mill the items currently within the machinery hall will need to be reconfigured and redisplayed. These two developments create demand for additional storage space of approximately 1040 sq m. An industrial unit within the James Close industrial complex has been identified as a temporary solution to this issue. The additional cost to the project budget of converting these units so that they would meet minimum storage standards, including rental for the first 12 months, is estimated at £225k. (This would be a temporary storage solution only, enabling the Pier Quarter project to progress. A permanent solution to the storage requirements of all the Borough's heritage collections will still be required and will be the subject of a future report to cabinet once further work has taken place on this subject).

1.3.3 The steam engine has been conserved and refurbished with a grant from the Heritage Lottery Fund (HLF) in 2003/4. The terms of the HLF grant require the Council to increase access and visits to the engine for at least another ten years, whilst also developing broader understanding of the engine's importance by interpreting the social and industrial context within which the engine is situated. The Council has a number of other heritage projects in development that it is seeking to attract heritage lottery funding for, (Mesnes Park and The History shop). These projects would attract around £3m in funding if successful, but HLF will want evidence that the Council has successfully delivered on previous projects. Ensuring the steam engine delivers against the agreed outputs with the HLF is therefore critical, and means that the Council does not have the option to delay refurbishing the machinery hall and integrating the engine with the rest of the cultural developments within the Pier Quarter.

1.3.4 The Drumcroon Centre does not meet modern accessibility requirements. If it was relocated to the Pier Quarter it could unlock an equivalent capital receipt and bring additional revenue subsidy to the Pier Quarter of £180k per annum.

1.4 Budgetary Position

1.4.1 There are still some uncertainties surrounding the amount of funding available to develop the cultural facilities and performance venue as a result of the Wigan Pier development.

The situation is summarised below -

Income

Secured - (capital receipt from Developer plus £600k grant towards acquisition of Middleton & Woods)	£5,664,000
To be confirmed -	£2,526,000*
Possible total income (options a & b)	£8,190,000
To be confirmed - (equivalent receipt from Drumcroon and W&L College contribution, only available for option c)	£1,250,000
Possible total income (option c only)	£9,440,000

1.4.2 *NB some overage may result from the office/workspace development. If so, further discussion will need to take place with Government Office about its effect on the rest of the scheme and grants programme. Part of this receipt can be used outside the Pier Quarter since it was not part of the original business plan. This element of the receipt would therefore be put towards the cost of the Linacre refurbishment under option c.

Expenditure to date

Confirmed or estimated - (Includes purchase of Middleton & Woods site Site preparation and professional fees)	£1,600,000
Total resource available (options a & b)	£6,590,000*
Total resource available (option c)	£7,840,000*

1.4.3 *NB Council has lost annual rental income of £52,000 from the sale of Trencherfield Mill and £6750 from the sale of the CHP site. If Council decides to repay this principal debt to offset this loss of income then the amount of funding available will be reduced by £652,800.

1.4.4 All cultural venues of the type that would operate within Wigan Pier require ongoing revenue subsidy to be sustainable. Options a and b would need to operate within the existing revenue subsidy for the Pier of £600K pa, 50% of which would be needed to support the operation of the steam engine. Option C would bring additional revenue subsidy to the Pier Quarter of £180K per annum as a result of the relocation of Drumcroon. (A limited sum from the existing £600k pa subsidy would be used to facilitate community access to the Linacre Theatre under option c, refer to point 1.5.8 below). A larger revenue subsidy usually enables a cultural venue to be more innovative in its programming and so reach and sustain new audiences in its activities.

1.5 Stakeholder Views and identifying need

1.5.1 For many people active within the local arts community, the aspiration to develop a quality performance venue within Wigan has been a long held ambition. The Halls for All campaign of the 1990s was followed by the publication of the 'Flesh on the Bone' report in 2001. A petition supporting a new performance venue and signed by 5000 people was presented to the Council in the Autumn of 2003. Further in the last Best Value General Survey, residents of the Borough were least satisfied with theatre provision out of a range of cultural services. After the Council's decision not to provide additional funding to build the original performance venue scheme for the Pier Quarter a further petition was submitted towards the end of last year.

1.5.2 It is the belief of many people operating within the arts community that Wigan's arts economy is severely hampered by the lack of a quality venue. If such a venue existed it is argued that more professional touring acts would be attracted to Wigan, (possibly opening up opportunities for new audiences for the arts in the Borough). It would also provide opportunities for a number of local groups who currently have to perform outside the area due to lack of appropriate facilities. Moreover the Council's initial vision for the Pier Quarter, that indicated a venue with a capacity of 500 might be viable, has raised expectations that such a venue would be delivered.

1.5.3 For many stakeholders, therefore, the provision of a performance venue within the Pier Quarter, that is appropriately managed and subsidised to attract professional touring product, is the only option that will fulfil their aspirations.

1.5.4 However such aspirations need to be considered within the broader context of resident's priorities for cultural activity in the Borough. A survey of Citizen's Panel members in June 2006 asked people to rank the importance of varying cultural services, and to identify which services most needed improvement. Provision of a theatre was ranked lowest in importance and third lowest in the services that most needed improvement, (parks and open spaces, Children's Play, sports and leisure centres, libraries, museums, festivals and arts events were all ranked higher in importance).

1.5.5 Wigan Council has previously approached the Arts Council for funding towards the costs of a new performance venue. A bid for lottery funding was submitted in 2003 and was turned down. Explaining their decision, the Arts Council in a letter dated 18th March 2004 informed Ian McCartney MP that '...without substantial new resources being made available to us we will be unable to take on few, if any, additional commitments in the foreseeable future'. Due to the 2012 Olympics and an anticipated tight funding settlement from the next Comprehensive Spending Review, this situation is not anticipated to improve for at least another 5 years. The Council has also tried to secure funding for a venue as part of the bigger 'Greenheart' regeneration project that was submitted to the Big Lottery Living Landmarks scheme last year. Unfortunately this scheme was not short-listed for the second round of applications. Finding additional funding to support this scheme is therefore problematic. Experience from other cultural projects has shown that sponsorship and charitable trusts will, at most, provide 10% towards large capital schemes such as this one. Due to the timescales demanded by the grants programmes already secured to support the regeneration of the Pier Quarter, delaying matters to develop and pursue a fundraising strategy with no guarantee of success is not recommended.

1.5.6 It should also be noted that people's leisure and culture patterns do not neatly conform to local authority administrative boundaries. It is known that due to the Borough's dispersed settlement pattern and the difficulties involved in travelling around Wigan that many residents choose to consume cultural activity in neighbouring boroughs such as

Manchester, Bolton, Salford and Warrington (Citizen's Panel June 2004). It is unlikely that one central venue would therefore ever be able to serve and connect with the whole Borough.

1.5.7 It is not possible to conclude therefore that the development of a new performance venue in Wigan is top of most local people's priorities, or those of key strategic partners such as the Arts Council. It is also not clear that one venue would be capable of engaging with people right across the Borough. (To respond to this challenge the Council already maintains a number of venues across the Borough that can host performances, such as The Monaco and Lowton Civic Hall). Moreover, advice provided by one theatre promoter to council officers as part of this options exercise indicated that a venue with a minimum of 750 seats would be required to attract most professional touring acts, and a 350 seat venue would therefore be too small to meet some local aspirations.

1.5.8 A major anxiety among stakeholders in relation to the joint use of the Linacre Theatre with the College is the extent of access that will be available for non-college activity. The College has indicated that, in acknowledgement of the council's contribution to the redevelopment works and a continuing revenue contribution, a formal agreement will be entered into which enables, on an annual basis, the determination of a timetable for the use of the Linacre Theatre by all interested groups. The agreement foresees the establishment of a joint committee, drawn from college, arts community and the council to agree the timetable. In order to reinforce this agreement, the council will require clauses to be inserted placing a financial penalty on the college should the agreed usage not be made available. This is anticipated to be a backstop provision. Current discussions with the college have been constructive and recognise that it is only with the joint funding that the full potential of the refurbishment can be realised for the benefit of students and the local arts community.

Alternative options considered and reason for the recommended option:

2.1 The three alternative options considered by this report are as follows –

- a) Do nothing – this option would leave the steam engine operating within the Mill at the Pier but would not refurbish the machine hall and the remaining 3 floors that have been retained for cultural activity. This option would also leave Drumcroon to continue to operate from its present building.
- b) Provide a performance venue within the Pier Quarter of 350 seats. Three different designs were produced including a completely free standing building, a venue linked to the Mill by a corridor over the canal arm, and a venue attached to the side of the Mill and jutting out over the canal. None of these options would include the refurbishment of the machinery hall or develop the heritage offer beyond that provided by the steam engine. Therefore, further funding would need to be found to carry out these additional pieces of work due the grant conditions attached to ongoing heritage projects (refer to point 1.3.3 of this report).
- c) An Arts and Heritage Learning Centre within Trencherfield Mill together with the refurbishment of the Linacre Theatre to provide a performance venue with between 306 and 360 seats in partnership with Wigan and Leigh College. The Arts and Heritage Learning Centre would involve relocating Drumcroon to Trencherfield Mill and include the refurbishment of all the retained spaces within the Mill including the heritage offer. It would also provide a 100 seat studio theatre plus open gallery space for flexible use. The activities that would be provided in the Arts and Heritage Learning Centre are summarised in Appendix 1 to this report.

The design options for b) and c) are appended to this report

2.2 All options will require the closure and decommissioning of The Way We Were Museum and the provision of additional storage space for the collections currently on display, (refer to 1.3.2).

2.3 Each option has been analysed by estimated cost based upon an agreed design, a set of scoring criteria highlighting strategic fit, deliverability, value for money and impact, and an analysis of risks and issues.

This analysis is summarised in the following three tables –

Option	Resources available	Expenditure to Date	Estimated Cost	Funding Gap	Comments
a) Do nothing	£8.19m	£1.6m	£4.7m possible grant repayments for Pier plus £225k for heritage storage (refer to point 1.3.2)	N/A	Other heritage grants of up to £3m potentially lost (refer to point 1.3.3)
b) Performance Venue in Pier Quarter	£8.19m	£1.6m	£8.259m (£8.034m for build, fit out, client costs and contingency to cover abnormal risk of construction over canal, plus £225k for heritage storage	£1.699m *Fit out of machinery hall and floors must be addressed (refer to point 1.3.3) so a further £2.6m needs to be added to this figure	Based on lowest cost option.
c) Arts/Heritage Learning Centre & Linacre refurbishment	£9.44m	£1.6m	£8.26m (£6.009m for Arts & Heritage Learning Centre, £2.026m for Linacre) £225k for heritage store	£420k	Within 5% of overall cost – to be managed out within next stage of development

Option	a) Do Nothing	b) Performance Venue in Pier Quarter	c) Arts/Heritage Centre & Linacre
Scoring Criteria	Score	Score	Score
1. Strategic Fit	1.6	5	8.3
2. Contribution to Pier Quarter	0	6.6	6.6
3. Value for Money	5	10	15
4. Deliverable/Sustainable	10	10	12.50
Total	16.6	31.6	42.40

A more detailed scoring analysis is provided in Appendix 2 to this report. The options analysis was undertaken by officers drawn from the Council's Chief Executive's Department, Environmental Services, Children and Young People's Services together with Wigan Leisure and Culture Trust and an independent quantity surveyor.

Option	Advantages	Risks/Issues to resolve
a) Do Nothing (run steam engine and Drumcroon remain in situ)	Within budget	<p>Isolated attraction, won't attract number of visits required by HLF grant (refer to 1.3.3)</p> <p>Negative effect on other heritage projects (Mesnes Park, History Shop) (refer to 1.3.3)</p> <p>No contribution to target of 2 cultural attractions required by grants programme (refer to 1.2.4)</p>
b) Performance Venue in Pier Quarter	<p>Meets expectations of some stakeholders</p> <p>Some options bring some parts of Mill back into use</p> <p>Possibly generates more visits to Pier Quarter than other options</p> <p>Meets definition of cultural attraction as per original business plan</p>	<p>Not affordable within current budget – further funding needed for machine hall etc. (refer to 1.3.3 & 1.4.1).</p> <p>Drumcroon still in need of improvement (refer to 1.3.4)</p> <p>Does not integrate heritage/arts offer and won't meet grant requirements for steam engine (refer to 1.3.3)</p> <p>Will put at risk other heritage projects (refer to 1.3.3)</p> <p>Little activity when no performances</p> <p>Limited audience development programme due to restricted subsidy (refer to 1.3.1 and 1.4.4)</p> <p>Possible capacity and conflict issues over programming professional/amateur shows</p>

Table 3 – Advantages/Risks & Issues of Options		
Option	Advantages	Risks/Issues to resolve
c) Arts and Heritage Learning Centre & Linacre	<p>Within budget</p> <p>Brings all retained spaces into use & integrates arts and heritage</p> <p>Satisfies HLF grant requirements for steam engine</p> <p>Biggest impact on audience development and learning</p>	<p>Partnership/operational issues at Linacre</p> <p>Does not meet some stakeholder expectation for quality performance venue in Pier Quarter</p> <p>Will require negotiation with Government Office as change to original business plan</p> <p>Requires successful LSC bid</p>

2.4 Based upon this analysis it is recommended that the option to develop Trencherfield Mill as an Arts and Heritage Learning Centre together with the refurbishment of the Linacre Theatre in partnership with Wigan and Leigh College is pursued. This option provides the closest strategic fit with the Council's overall objectives for the Borough and will therefore have the greatest impact and deliver the best value for money. It is also the option that can be delivered within the overall forecasted budget without the need for further fundraising. This option is also the most sustainable within the current revenue budgets available to the WLCT, Council and College. It will also build upon the joint audience development and learning provision expertise of Drumcroon and The Way We Were, (the merits of both services have already been recognised by HM Inspector of Art and Design and by the prestigious Sandford Award for excellence in Heritage education.)

2.5 Developing a performance venue within the Pier Quarter would require additional funding of at least £4.299m to that which is currently available. This is because the Council cannot proceed with a performance venue within the Pier Quarter without also refurbishing the machinery hall and other retained spaces within the Mill at the same time, (refer to 1.3.3 and table1 section 2.3). Further, to delay the project to undertake further fundraising activity would put the grants already secured to regenerate the Pier Quarter at risk as the outputs required need to be delivered by September 2008 (see point 1.2.4 of this report above). As already noted funding bids for a performance venue in Wigan Pier have previously failed, (see point 1.5.5), and it is therefore clear that such a fundraising initiative would be highly risky.

Proposals:

It is proposed that -

3.1 An Arts and Heritage Learning Centre (including the relocation of Drumcroon) is the preferred cultural attraction to be developed within the Wigan Pier Quarter and Trencherfield Mill. As a consequence, the capital receipt from the future sale of Drumcroon will be ring-fenced towards the overall costs of this project. The annual revenue subsidy to Drumcroon will also transfer to the new Arts and Heritage Learning Centre to support the delivery of the new service in due course

3.2 The loss of annual rental income from Trencherfield Mill and CHP will not be capitalised and deducted from the capital available for this project (refer to 1.4.3). Other income still to be confirmed (receipt from sale of CHP and the hotel development, advanced overage and the sale of Drumcroon) is to be ring-fenced towards meeting the costs of this project.

3.3 The refurbishment of the Linacre Theatre in partnership with Wigan and Leigh College is the option to be developed for an affordable performance venue within Wigan.

As a consequence officers are requested to –

3.4 Complete the development of a robust business case for these developments including detailed design, feasibility and costs; appropriate management and operational arrangements; partnership arrangements with Wigan and Leigh College; whole life costs and an investment appraisal. The business case will be reported back to cabinet when complete for approval.

3.5 Appoint Austin Smith Lord (Arts and Heritage Learning Centre) and Tim Foster (Linacre Theatre) to undertake the detailed design and feasibility work.

3.6 Discuss the proposals for an Arts and Heritage Learning Centre in Trencherfield Mill and the possible overage from the workplace/office developments with Government Office to ensure that they do not affect the conditions of grant aid secured for the Pier Quarter development, (refer to points 1.2.1 – 1.2.4 and 1.4.2 of this report)

3.7 Proceed with the temporary storage solutions and associated costs to enable The Way We Were to be closed and decommissioned and the machinery hall to be refurbished, and bring forward sustainable longer term solutions for cabinet approval at a later date, (refer to points 1.3.2 and 2.2 of this report)

3.8 Work with Wigan and Leigh College to procure the most cost effective route to refurbish the Linacre Theatre

Conclusions:

4.1 The development of cultural attractions within Wigan Pier is a complex project due to the range of grant programmes supporting the area's regeneration, the demands of working with a listed building in a unique setting, and the differing needs and demands of people who have been engaged in the project over the last few years.

4.2 At present, only one option can be delivered within budget, on time, and balance the competing demands on all of the Council's cultural aspirations. Developing an Arts and Heritage Learning Centre within Trencherfield Mill together with the refurbishment of the Linacre Theatre is therefore the most effective solution that will deliver sustainable benefits for the future of the Borough.

Developing the Concept



**A Cultural Centre for Children, Young People and their Families -
Bringing together heritage and the arts**

Our past

“The train bore me away, through the monstrous scenery of slag heaps, chimneys, piled scrap iron, foul canal and paths of cindery mud, criss-crossed by the prints of clogs.”

George Orwell, *The Road to Wigan Pier*. 1936

An image which has defined the cultural concept of Wigan throughout the last century.



Our present

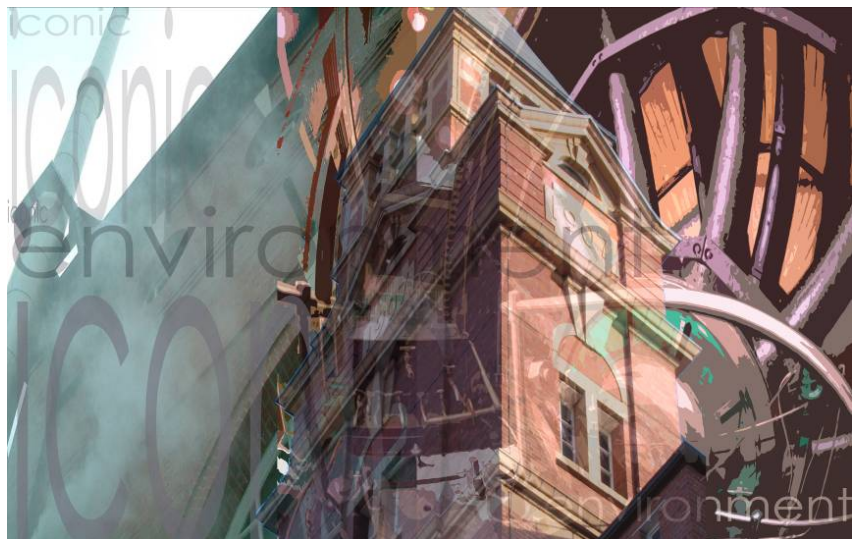
Drumcroon – nationally and internationally recognised for excellence in using innovative practice to increase participation in, and appreciation of, the world of contemporary visual arts.

Wigan Pier – has won the Sandford Award for Heritage Education on four occasions, reflecting the excellence of the opportunities it has provided for learners of any age.

Our future

The proposed facility will bring together two recognised centres of educational excellence which engage learners of all ages. The Trencherfield Mill development has the potential to act as a significant change agent in cultural regeneration.

theEngineHouse
(working title)



The Concept – A partnership between Leisure Culture Trust and CYPS to provide an Arts and Heritage Learning Centre for children, young people and their families.

In line with government policy around the Every Child Matters framework and illuminated in the Arts Council England report 'Children, Young People and the Arts', Museums, Libraries and Archives 'Inspiring Learning for All' and 'Renaissance in the Region', several strategies are currently being employed by Arts Council North West to establish **creative hubs**. This would draw together opportunities for the arts and heritage in order to enrich community development by engaging young people and involving their parents as outlined in DCMS 'Working Together – How can authorities use culture to help their own community priorities?'

Both the visual arts and heritage are multi-layered and multi-faceted. Juxtaposing contemporary works of art with artefacts from the Heritage Collection will offer opportunities to discover new levels of meaning. Visitors will be encouraged to explore the multi faceted dimensions of the permanent collections in the context of contemporary issues presented in the gallery exhibition programme, which will be designed to show a broad range of work by notable artists, craft makers and designers. Recognising that every facet of the contemporary visual arts has its heritage, its contemporary practitioners and its links to other movements and cultures past and present, the Heritage Collection will present a unique opportunity to contextualise exhibitions in relation to the locality's cultural history. Using the combined collections and learning resources to inspire creativity and to celebrate identity, new audiences will be engaged by looking to the past and imagining the future, thus widening intellectual access through interpretation and enquiry.

In an area of significant cultural deprivation young people need to be provided with opportunities to explore their own identity, to challenge stereotypes and to be active in determining and affecting the nature of the culture and community in which they live. Being characteristically concerned with the evaluation and re-evaluation of the world, and in illustrating the diversity and excellence of human achievement, the visual arts and heritage are essential in understanding cultural changes and differences. If young people and adults are to be enabled to understand the community and society within which they live, as well as the interdependence of individuals and groups, engagement in the arts and heritage is crucial. The Cultural Centre could prove to be a counterpoint to the passive acceptance of mass popular culture leading to more social cohesion and less exclusion, valuing older people, wider audiences and family learning.

Trencherfield Mill with its scale and historical roots provides a unique environment and a cultural context for learning. The site of Wigan Pier is enriched by the engine's industrial legacy, and Wigan's history of Coal, Cotton and Canal underpins the innovation and investment now being made in Commerce, Cable and Communication. Wigan's vision of itself needs to build on the iconic achievements of the past and to move the community from the industrial age to the information age.

Both Drumcroon and the Heritage Service have developed outreach work with schools and the local community. The EngineHouse, as a creative hub, will provide a focal point for an expansion of activity to embrace the extended schools agenda and to promote community cohesion. Mini-galleries have already been established by Drumcroon in several Wigan schools and are seen as an essential part of Wigan's first School for the Future. Both Heritage Services and Drumcroon are running outreach sessions in schools as part of the Extended Schools agenda. Heritage services are working with older people in residential care homes and the 30+ volunteer network are supporting work in their communities, whilst Drumcroon's scope presently embraces groups such as under-supported young people and looked after children. The coming together of the Drumcroon Collection with

artefacts from the Heritage Collection offers a significant opportunity to capitalise on the authority's resources to extend and enrich provision.

Facilities at the EngineHouse

- An entrance/exhibitions hall, with virtual presentations to contextualise the site
- The Engine Room with facilities for the engineers to train apprentices
- A major gallery space in which a range of exhibitions, profiling the work of nationally recognised artist, craftspeople and designers, juxtaposed with artefacts from the Heritage Collection, can be staged. Flexibility is the central consideration in that this space needs to accommodate work of a variety of scales and dimensions. The gallery space will also need to operate as a teaching and learning facility.
- A second smaller gallery space would provide opportunities to showcase the work of local artists, the Heritage Collection, schools and students. This would also serve as a meeting venue for professional development courses, lectures and community events (eg a contemporary crafts fair)
- Purpose built workshop/classroom facilities to cater for a range of practical activities for pupils, students and adults. These workshops would often be designed to illuminate the gallery exhibitions of art works and heritage artefacts and the engine, and would model current developments regarding curriculum practice. The DfES, OFSTED, QCA, and NCSL are all strongly advocating themed approaches to learning for KS1, 2 and 3. Schools are beginning to embrace the possibilities this offers and will be increasingly looking for activities that link a range of curriculum areas together.
- Studios as a base for training graduates from Art, Craft and Design degree courses as artist-educators who contribute to the work of the centre and to the curriculum work in schools.
- A learning resource centre, library and ICT facilities. Drumcroon already has a good specialist library which could be extended in partnership with the Leisure Culture Trust's library service to link both heritage and the visual arts and to make resources more available to schools and individuals. Using ICT as a tool for learning and in line with government policy, the enormously successful Drumcroon website could be developed as a learning platform for schools and the community. Video conference links are currently being developed in all schools.
- The Craft Shop would offer local as well as nationally known artists, craftspeople and designers opportunities to showcase and sell their work. This would provide invaluable support for young people in schools and colleges embarking on the vocational opportunities in the Applied Art GCSE and the new Creative and Media Diploma.
- Further studio workspaces would be advantageous in developing appropriate space for a number of creative businesses to thrive, and in doing so, provide a model of possibilities for our young people and children in relation to the Aim Higher agenda.
- A retail area
- A flexible space to accommodate a range of cross-arts cultural activity, including music rehearsals, drama/dance workshops, informative talks, small scale performances and a facility for conferences. This space could also be used to develop opportunities for young people to collaborate on Rock Music projects which have been recognised as an important element in the cultural make-up of the borough. This has a particular significance in the light of the social exclusion issues which face young people. Utilising new media technologies, this space could also be used to project words and images linked to the centre's activities in a similar way to the installation at Imperial War Museum North.

Activity at The EngineHouse

A Creative Hub where all ages can enjoy learning together, modelling Lifelong Learning, a concept central to thinking at both DFES and DCMS

This will give scope for a wide range of activities – a day might look like this

Morning

- Engineers arrive at The Engine House to work with young apprentices.
- Work experience students from local high schools arrive for their Creative Industries placements.
- Toddlers arrive with their carers for a Family Learning Workshop with artist in residence.
- Parties of school children arrive, some for half day, some for whole day visits and are immediately engaged by a virtual environment created by an award winning Golborne based company.
- Members of the public continually drop in to view exhibitions, purchase artefacts from the Craft Shop and enjoy refreshments.

Afternoon

- A day support officer and a group of young adults with learning difficulties arrive to work with an actor, using artefacts from one of the heritage collections.
- A group of residents from a local care home arrive to take part in a reminiscence session and remain to listen to a young choir rehearsing their repertoire.
- College students arrive to use the library facilities, visit an artist in their studio and listen to a presentation from one of the Creative Businesses.

Twilight

- A group of under-16's gather for drama or dance workshops.
- A tutor arrives to facilitate an intergenerational ICT and Heritage session exploring family trees.
- Teachers arrive to select and/or collect loan items from the Art and/or Heritage Handling Collection to complement visits and/or workshops.
- A nationally renowned artist gives a talk about their work at a private view.
- A young people's rock group use ICT facilities to create promotional material.
- A local arts community group begin to set up for a weekend Crafts Fair.
- Wigan Youth Jazz Orchestra arrive a for a rehearsal.

The joint Heritage and Arts Service will enable and inspire people of all ages to explore their own lives and culture in the context of the unique inheritance of this iconic site and locality.

The Arts and Heritage are essential in the exploration of values. They expand our world view by connecting us to others who are different from ourselves and to times and places that are both historical and contemporary. They enable us to locate ourselves within an ever-changing world.



Appendix 2 - Options Scoring Analysis – Detailed report (refer to section 2.3, Table 2)

Option		Do Nothing (a)	PV within Pier Quarter, no heritage development (b)	Linacre & Arts/Heritage Centre (c)
Scoring Criteria		Score	Score	Score
1.Strategic fit with..	1.1 Community Plan	0	5	10
	1.2 Local Area Agreement	5	5	10
	1.3 Children and Young Peoples Plan	5	5	10
	1.4 Getting Wigan Active	0	5	5
	1.5 Arts & Heritage strategies	0	5	10
	1.6 Evidence of Need from surveys	0	5	5
A) Average score (1.1-1.6) =		1.6	5	8.3
2.Contribution to Pier Quarter vision	2.1 Lively mix cultural activity	0	5	5
	2.2 Busy day & night	0 D 0 N	0D 10 N	10 D 5N
	2.3 Jobs for local people	0	5	0
	2.4 Distinctive place	0	10	10
	2.5 Quality public realm	0	10	10
B) Average score (2.1-2.5) =		0	6.6	6.6
3.Value for Money	3.1 Ratio of visits/ use to capital/ revenue investment	5	5	5
	3.2 Quality of visitor experience	0	5	10
C) Average Score (3.1-3.2) X 2 =		5	10	15
4. Deliverable Sustainable	4.1 Can be delivered within available capital/revenue	10 (C) 5 (R)	0 (C) 10 (R)	5 (C) 10 (R)
	4.2 Robust management model/arrangements	5	5	5
	4.3 Future investment needs/income generation potential	0	5	5
D) Average Score (4.1-4.3) X2 =		10	10	12.50
Total Score (A+B+C+D)		16.6	31.6	42.40

Explanations for Scores –

1.1 Arts Centre/heritage option more likely to attract day visits and tourists as more distinctive 'offer' for people's leisure time with more activity happening throughout year, rather than restricted to times of performances.

1.2 Arts Centre/heritage option has more to offer children and young people, will provide support for local creative business through artists studio space, and its outreach work will have more audience development impact in disadvantaged areas than performance venue.

1.3 Refer to 1.2 – greater alignment with CYPF agenda with arts/heritage centre. Original business plan for Performance Venue did not envisage large number of events and activities for children and young people.

1.4 None of the option fulfil all of the original GWA aspirations as per cabinet report 30.9.04

1.5 The performance venue does not support the heritage aspirations nor the learning impact envisaged in arts strategy to same extent as other option that includes Linacre/college partnership

1.6 There is no definitive piece of research to conclusively prove need, what we have is unclear and contradictory

2.1 Performance Venue may attract further cultural industries (as per PQ Business plan). The Arts & Heritage Centre will offer a unique and distinctive programme

2.2 Arts/Heritage Centre will provide daytime and some nighttime activity. Performance venue will make more contribution to nighttime economy.

2.3 Performance venue may attract businesses into empty retained spaces

2.4 Design should offer something new and distinctive nb – arts heritage centre MUST have intervention at front to support this score

2.5 See 2.4

3.1 Refer to attached table for analysis – no significant differences

3.2 DDA access to Drumcroon is poor – hence low score for do nothing. PV option would not address engine hall redevelopment and integration of steam engine into visitor package hence lower score.

4.1 Do nothing is affordable from capital required, however low impact of ‘offer’ would make ongoing revenue support vulnerable to cuts. Arts & Heritage Centre does not create jobs and therefore does not fully comply with grant conditions which may affect affordability of scheme. Performance Venue is not affordable in terms of capital required to build unless further investment from Council

4.2 Management & operational arrangements for are all unclear at this stage and will only be resolved as part of detailed business planning.

4.3 All options will require further capital investment over next 10-20 years. Performance Venue likely to generate more income from users than other options. Arts and Heritage Centre likely to generate more grant funding and other external monies than other options.

Wigan Pier Quarter Options Appraisal

Value for Money Assessment

Ratio of visits to capital/revenue investment

Option	Visits/Users		Level of Investment		Ratio of users to investment Over 10 years a:(b+c)
	Estimated No. p/a (a)	Assumptions	Initial capital outlay (b)	Ongoing revenue subsidy (c)	
Do Nothing	20,000	18000 Current Drumcroon visits 2000 Steam engine	£1.825m (site preparation & heritage store)	£780kpa	1/48
Arts & Heritage Learning Centre plus Linacre	20,000	Current Drumcroon plus steam engine visits	£8.26m	£780k pa	1/44
	12,000	60 nights pa use of Linacre by voluntary sector attracting 200 visitors per night			
	4,000	Visits to student shows (100 visitors per performance)			
Performance Venue within Pier Quarter	31,000	As per Business plan 2005 plus steam engine visits	£10.859m	£780k pa	1/38
	18,000	Current Drumcroon visits			