



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager:	Mike Auger	Project Sponsor:	Duncan Hall	Report covers period of:	September 2023
Capital Code:	C9061	Client Dept:	Regeneration		Lead Designer:	Haworth Thompkins	
Project Code:	P.21-11	End User (if applicable):	CIO – to be formed		Cost Consultant:	Andrew Morton Associates	
					Contractor on Site:	TBC	

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	R	R	R	R	A
Last Report	A	A	A	A	A	A

Project Definition

Project Stage: RIBA Stage 2 – Concept Design

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, into a fully working theatre
- To conserve and promote King's Lynn's heritage and culture, particularly connections to William Shakespeare, making them accessible and welcoming to all, whilst boosting skills and supporting new business and creative practice
- To establish a cultural hub (the Centre), which will be a heritage visitor attraction, education resource, and commercial hub by day, and a theatre and entertainment venue by night

Scope:

- Delivery of project outputs as identified in Towns Fund application
- Delivery of works identified in RIBA Stage 1 report including alterations to the listed buildings necessary to deliver the scheme
- Fundraising for capital and revenue costs as necessary
- Promotion of project and centre, its links to Shakespeare within the town nationally and internationally
- Delivery of activities to widen the engagement, test meanwhile uses, support wider cultural, learning and educational objectives for the town and develop existing and new audiences
- Creation of the CIO to operate the centre

1. Overall Status (high-level summary)

Overall status is currently Red

- The indicative costs developed through the emerging RIBA Stage 2 works are in excess of the current budget for the scheme. Phasing options are being developed and costed but it may not be possible to deliver the outputs as originally set in the Towns Deal Fund application if the funding identified as part of the NLHF application is not replaced.
- The emerging Historic Building Analysis includes a number of discoveries that have been made including that of the original medieval floor. Due to the significance of this find, an assessment on the impact on the Business Plan, proposals will be undertaken.
- The news of the discovery of the medieval floor and the associated links to Shakespeare received widespread interest and coverage across national and international media. This interest will be followed up with potential funders to investigate opportunities for additional funding and opportunities for the project.
- The feedback from the RIBA Stage 2 works indicate that the likely timescale for the construction works is 18 months rather than the 15 months originally identified. This would mean a project completion date in the Summer of 2026 outside the Towns Fund programme envelope. Options to phase the works to ensure the Towns Funding is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works.
- As we progress the design through RIBA Stage 3 a better understanding of the cost and phasing options will be developed, alongside the identification of the funding required and what options there are. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.
- Of the est. £12,174,091 initial budget, £3.3m was originally identified as part of a unsuccessful NLHF application with alternative funding sources now being sought.

1.1 Decisions required by the Town Deal Board

- Confirmation of next steps following discoveries in Historic Buildings Analysis, with respect to potential programme/cost implications.

1.2 Achievements during this period

- Announcement of medieval floor discovery and links to Shakespeare
- Review of Communication and Marketing tender returns and progression to interviews. Appointment due in Sept 2023.
- Progression of Historic Buildings Analysis and meetings with Historic England, National Trust and the Borough Conservation Officer regarding the development of the Conservation Management Plan
- Progression of RIBA Stage 2 report and cost plan

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID (4/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to delivered intened scope of project	R	Finance	Reviewing options in respect of phasing without materially impacting project objectives and business plan (Core Scheme).	03/10/2023
010	Funders	Project is not able to deliver funding requirements in the timescale for the funders	R	Performance	Review alignment of phasing options against funding and Business Plan requirments	03/10/2023
015	Contractors	Lack of resource in main contractor market due to buoyant state of market	R	Performance	Early engagement of main contractors to prepare their tendering teams for the bid. Undertake an EoI of the market to understand appetite for the scheme.	03/10/2023
018	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Potential impacts to cost, programme and phasing options.	R	Health and Safety	R&D survey to be undertaken at end RIBA Stage 3 to target areas of proposed works.	03/10/2023

2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (2/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
010	HBA Findings	Impact on project (programme/budget/outcome s) following HBA findings	R	Programme/ Finance	Work with Project Board, PM consultants and Lead Design to identify next steps and impact on project	10/10/2023
011	Budget	Budgetary pressures following RIBA Stage 2 cost plan	R	Finance	Work going with PM consultants and Lead Design to understand phasing options to best deliver Towns Fund and Project output/outcomes	10/10/2023

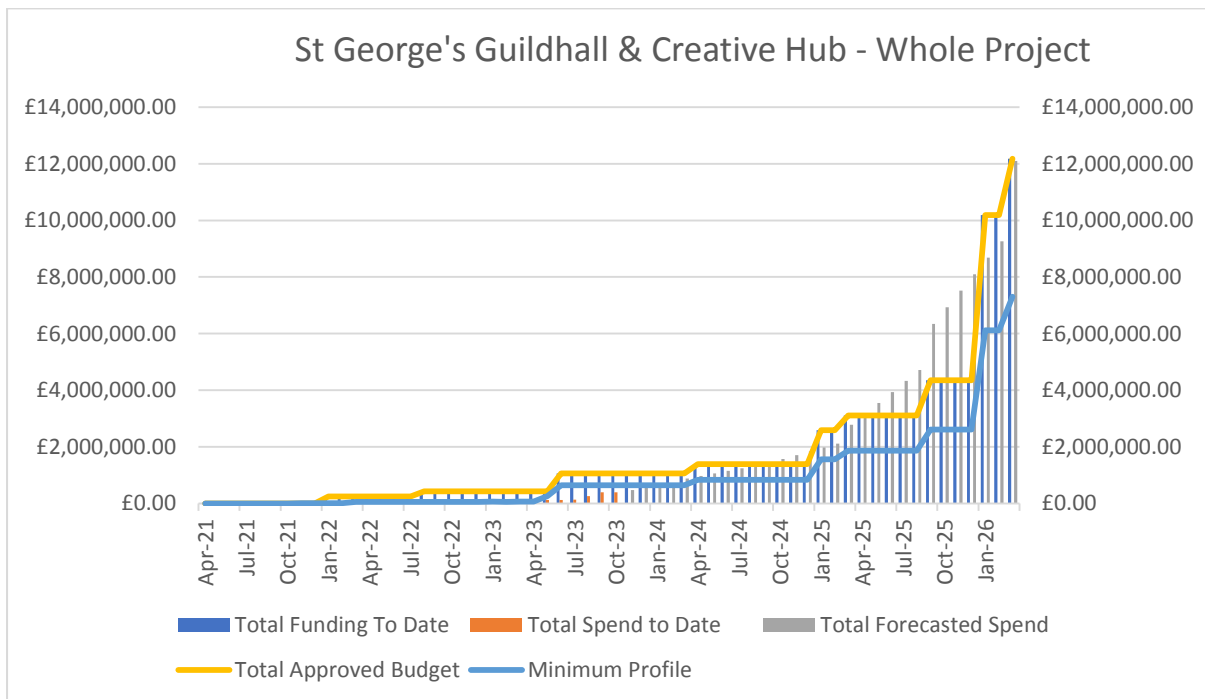
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

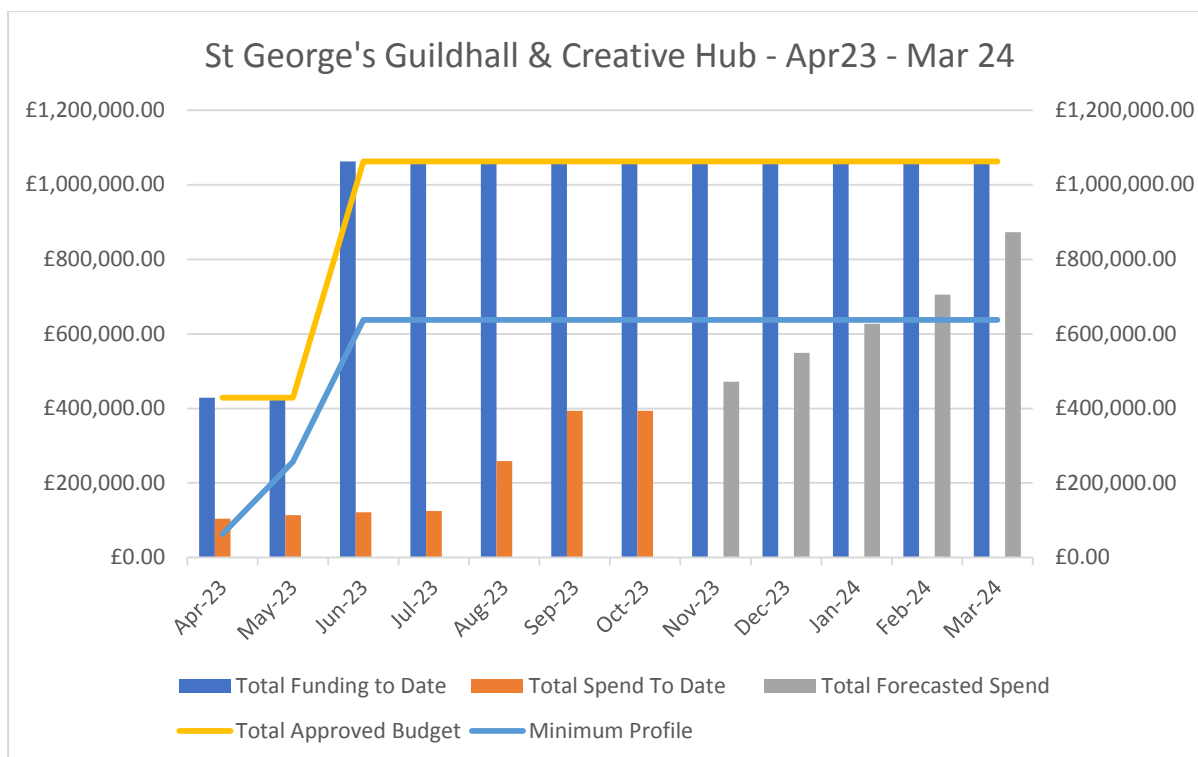
3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
Current Month:								
Capital Expenditure	10,552,782	418,417	10,330,284	783,961	294,117	783,961	0	£1,295,569
Revenue Expenditure	1,621,309	0	1,621,309	154,500	0	154,500	0	£149,305
Towns Fund	(8,097,181)	(393,417)	(7,899,683)	(783,961)	(294,117)	(783,961)	0	0
Other Income*	(4,076,910)	(25,000)	(4,051,910)	(154,500)	0	(154,500)	0	0
Net position	0	0	0	0	0	0	0	1,386,214
Last Month:								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,386,214</i>

*Note: will vary for each project.

3.1 Project Financials





3.2 Project Contingency and Change Control

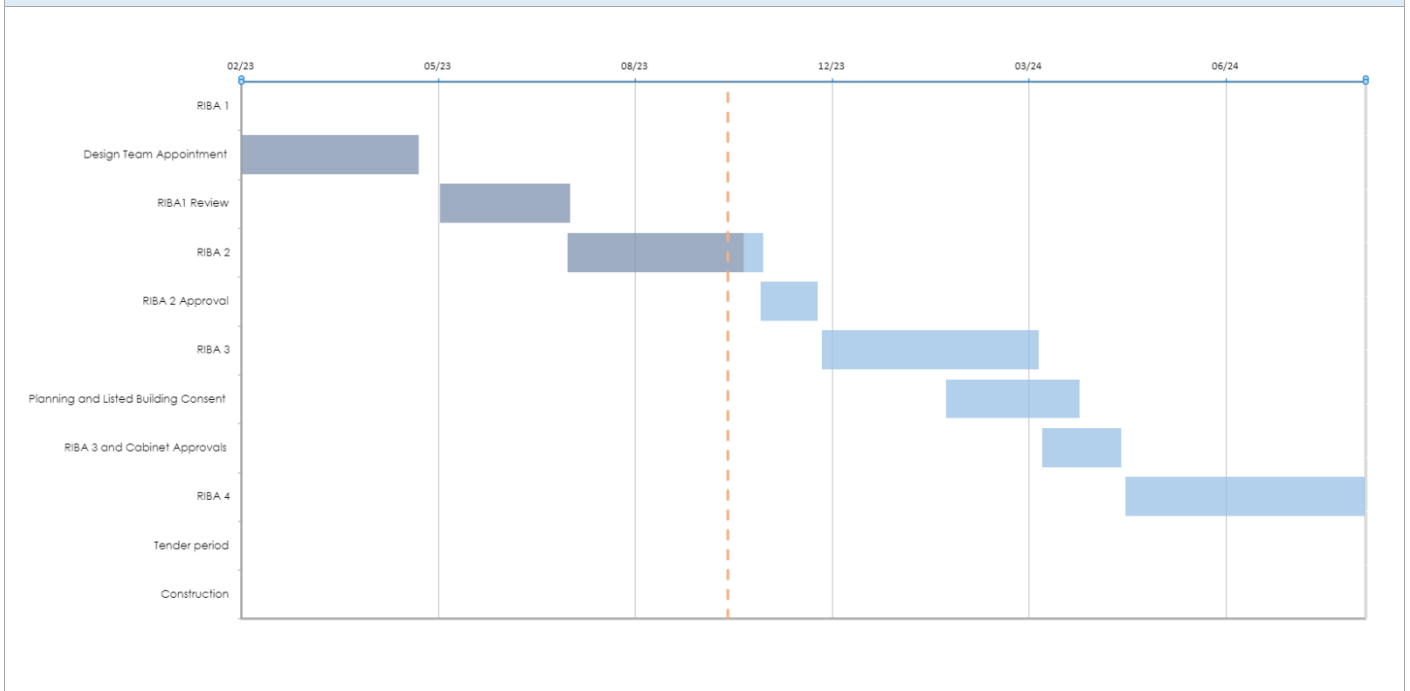
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Phasing options currently being investigated following RIBA Stage 2 cost plan.						

3.3 Financial Commentary

Financials currently RED following the emerging RIBA Stage 2 cost plans showing works are in excess of the current budget for the scheme. Phasing options are being developed and costed but it may not be possible to deliver the outputs as originally set in the Town Deal Business Case if the funding identified as part of the NLHF application is not replaced.

This work will be incorporated into the funding strategy being developed by the project team to meet the project costs and £3.3m funding identified as part of the unsuccessful NLHF application.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RED following the emerging RIBA Stage 2 works. To allow for the initial findings to be incorporated in the RIBA Stage 2 report, the reports will now be ready for approval at the end of October, a month later than expected. This change also means the wider programme is pushed back by 4 weeks meaning the proposed start of works is now at the end of January 2025.

The emerging RIBA Stage 2 work also indicates that the likely timescale for the construction works is now 18 months rather than the 15 months originally identified. Alongside the above change in programme this would mean a project completion date in the Summer of 2026 outside the Town Deal programme timescales. Options to phase the works to ensure the Towns Fund element is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works.

5. Resources Commentary

- Resources currently Amber due to Q3/Q4 workload to respond to the findings from the HBA work. This is being reviewed with the Lead Design Team and Pulse to ensure appropriate resources are available both within the project team and wider support areas to keep the project on programme.
- The Learning and Engagement Officer started in September and has been supporting engagement work through events and with schools.
- Appointment of evaluation consultants completed.
- Options to assist with the resourcing of the CIO being explored.

6. Communications and Engagement

- The procurement of the Comms Agency has been completed with 'We Are Destination' appointed to assist with this work.
- Announcement of a Medieval Floor discovery and links with Shakespeare was covered widely in the media across multi-media channels and across an international audience. The reach and exposure of the news are still being collated but by the Friday afternoon of the week this discovery was covered (06.10.2023) the value of the coverage was being estimated at £2m AVE (Advertising Value Equivalency).
- Event held to showcase findings from Historical Buildings Analysis work, with further engagement event now planned in December to present RIBA Stage 2 work, ahead of March event prior to the submission of the planning application in April 2024.

7. Outputs and Outcomes

Outputs

Description	Target	Notes
Number of temporary FT jobs supported during project implementation	110	
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	
Number of improved cultural facilities	5	
Amount of capacity of new or improved training or education facilities	1*	
Amount of capacity of new or improved training or education facilities	10,300	
# of derelict buildings refurbished	6	
# of heritage buildings renovated/restored	10	
# of enterprises receiving non-financial support	50	
# of potential entrepreneurs assisted to be enterprise ready	60	
Amount of existing parks/greenspace/outdoor improved	1240 m ²	
Amount of new office space	669m ²	
Mandatory indicator - Year on Year monthly % change in footfall	900%	

Outcomes

Description	Notes
Refurbishing the historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	
Creating opportunities for local creative enterprises	
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	

8. Other Matters

Item	Comment
General stage progress	PM/QS and design team completing RIBA St 2 report to incorporate HBA findings. Work looking at high level phasing/value engineering options to best ensure proposed design allows delivery of Towns Deal Outputs and needs of Business Plan. CIO application approved by Charity Commission and additional Trustees recruited. Briefing sessions held for new Trustees in early Sept. Comms and Marketing Tender completed and We Are Destination appointed. Head and Tails Exhibition currently open in Femoy Gallery with preparation of delivery of the Dragon festival underway for November. Additional comms support procured to ensure publicity for these events
Procurement progress	Tender exercises completed for Lead Architect, PM, QS, Archaeological Measured Survey, HBA, Drainage & Utility Surveys, CMP, Approved Inspector, and Comms Agency. Tender exercises to be completed for Catering Consultant.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Lead Design Team – RIBA Standard contract Construction - JCT
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Locally Advertised, Delta and approved local contractors
Legal progress	Support development of CIO governing document.
Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement.
Surveys Status	Surveys to be identified and agreed with the HT following their appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design progress.
Local schemes / dependencies	Other Towns Deal programme and projects Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Final PID [post tender]
Status:	✓	✓	-	✓				
Date Approved:	24/06/22	21/12/22	-	21/12/22				
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board				

Latest approved document: PID December 2022

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed