



P.21-11 St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager:	Robin Lewis / Dan Mason	Project Sponsor:	Duncan Hall	Report covers period of:	Up to 05 th April 2024
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Thompkins		
Project Code:	P.21-11	End User (if applicable):	CIO *	Cost Consultant:	Andrew Morton Associates		
				Contractor on Site:	TBC		

* CIO is now formed as per the registration here: <https://find-and-update.company-information.service.gov.uk/company/14526867>

Management Summary

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

Project Definition

Project Stage: RIBA Stage 3 – Developed Design

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, including a fully working Theatre.
- To conserve and promote King's Lynn's heritage and culture, and in particular draw upon the links between William Shakespeare and the Guildhall.
- Make our centre fully accessible and welcoming to all, whilst boosting new skills, and supporting new and existing creative businesses.
- To establish a vibrant cultural hub that will be a heritage attraction, education resource, commercial zone 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, support wider cultural, learning and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

Overall status is currently Red

- The RIBA Stage 2 Cost Plan remains in excess of the current budget for the scheme. A budget compliant task group has been set up to finalise the preferred phasing option to be presented alongside the full design pack in the RIBA Stage 3 pack. It may not be possible to deliver the outputs as originally set in the Towns Deal Fund application if the further funding is not identified (in addition to the underwritten funding provided following the unsuccessful NLHF application). A DLUHC Project Adjustment Request Form will be prepared if this is the case.
- Due to the significance of the findings from the HBA, an assessment on the impact on the Business Plan is being reviewed. A consultant has been procured to review and expand the existing business plan in light of the HBA findings.
- The programme currently shows a completion date later than previously updated, of January 2027. This is due to the increased scope and complexity of the scheme being progressed. Additional time has been included for the RIBA stage 3 and 4 design processes and the Main Contract Tender Period and the RIBA stage 3 approval period. DLUHC are being updated regularly by the programme team.
- 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 programmed for the end of May 2024. The Conservation Management Plan is nearing completion and will be reviewed with the necessary parties ahead of incorporating the findings into the Design.

- Dialogue is ongoing with DLUHC.

1.1 Decisions required by the Town Deal Board

- Decision will be required on final project scope and any associated project adjustment request in June 2024 following completion of RIBA Stage 3.

1.2 Achievements during this period

- RIBA stage 3 process ongoing and a number of sessions held (DTMs, workshops, Project Steering Groups). Progression being made.
- Business Planning Consultant (Genecon) procurement processes now complete and works progressing.
- Opening up / investigative works procurement ongoing – Operation impacts being reviewed. Target to undertake (Mid-April/ early-May).
- Budget Compliant Task Group initiated to agree phasing 3rd meet w/c 8th April.
- CMP shared with Conservation Officer/ Historic England/ (16th April) National Trust engagement day held 4th April

2. Risks and Issues

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

Risk ID (5/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to deliver intended scope of project	R	Finance	Reviewing options in respect of phasing without materially impacting project objectives and business plan (Core Scheme).	03/10/2023
017	Budget Position Vs Cost Plan	The project does not have the available budget to complete at the end of RIBA stages.	R	Finance	Phasing Strategies being developed to fit budget parameters. Clear Decision Process needed from Client perspective to budget approval.	30/01/2024
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. Meet the Buyer BC wide supplier day early April.	3/10/2023
041	Business Plan	Business Plan being reviewed following findings from the HBA.	R	Strategic	Liaise closely with Business Planner during the process	01/12/2023
024	HBA and MBS	HBA leads to design changes alongside late receipt of MBS information.	R	Design	Monitor information release and respond to requirements set out in the HBA.	01/12/2023

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

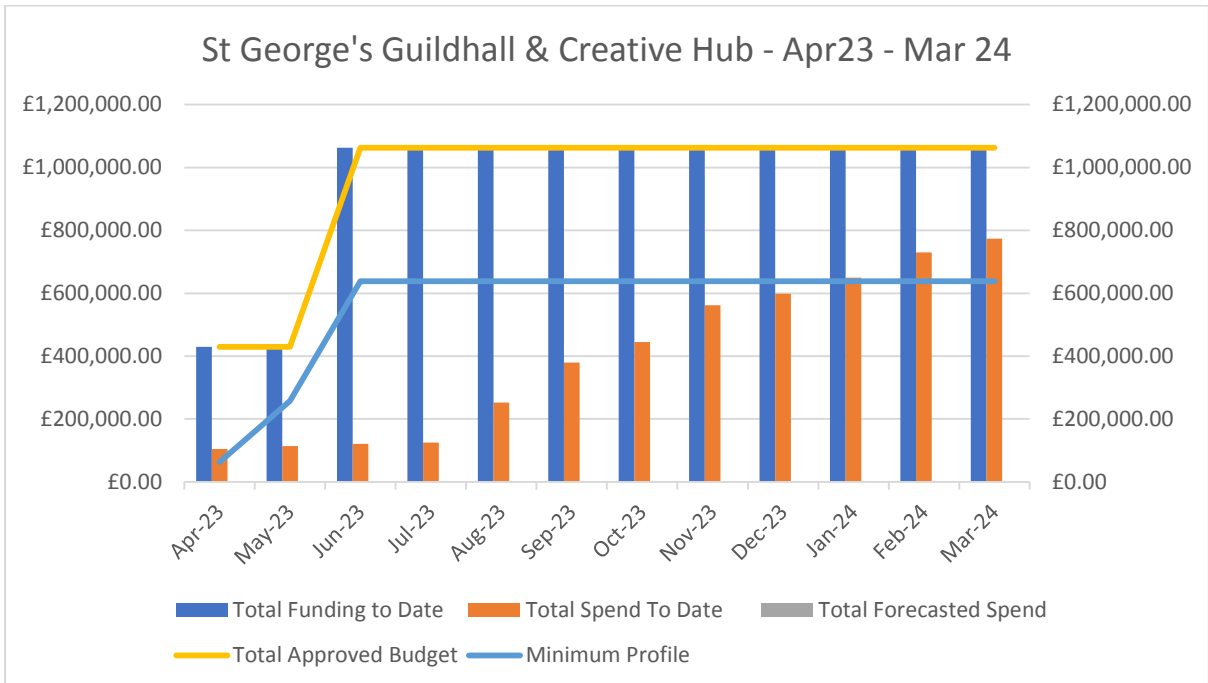
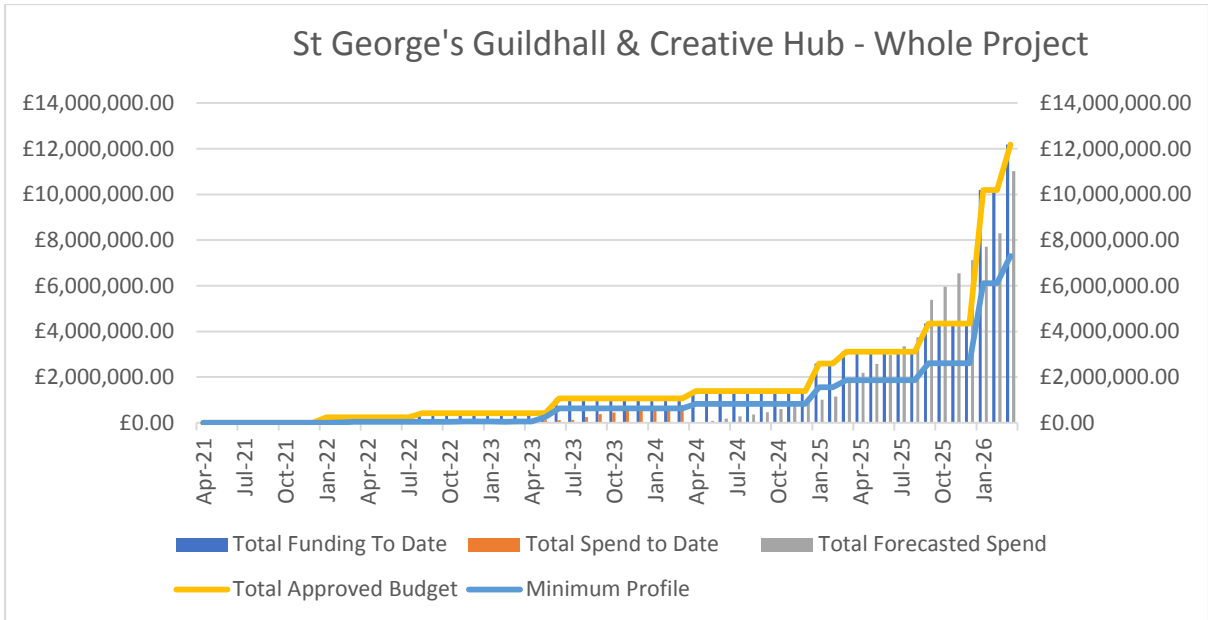
Issue ID (2/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
012	MBS	Late receipt of MBS information impacting design progression.	R	Design	Release dates agreed with consultant and progress being monitored. Design programme to be reset accordingly.	01/12/2023
011	Budget	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
043	CMP Approval	Design has progressed ahead of CMP being completed and approved (late commissioning of Historic Building Analysis). Causes issues with approval to CMP from Conservation Officer etc.	R	Stakeholders	Close liaison with Conservation Officer and ensure clear process is gone through to ensure CMP dictates the design development (not the other way round).	30/01/2024
042	Fees	Design team fees issued to align to revised project cost plan/ budget.	R	Finance	Review fees and ratify costs. Discuss with team. Seek approval following discussions.	31/01/2024

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</i> <i>(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	674,668	9,946,903	783,961	674,668	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)	(649,668)	(7,516,302)	(783,961)	(674,668)	(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	1,444,874
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>1,444,874</i>

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.						

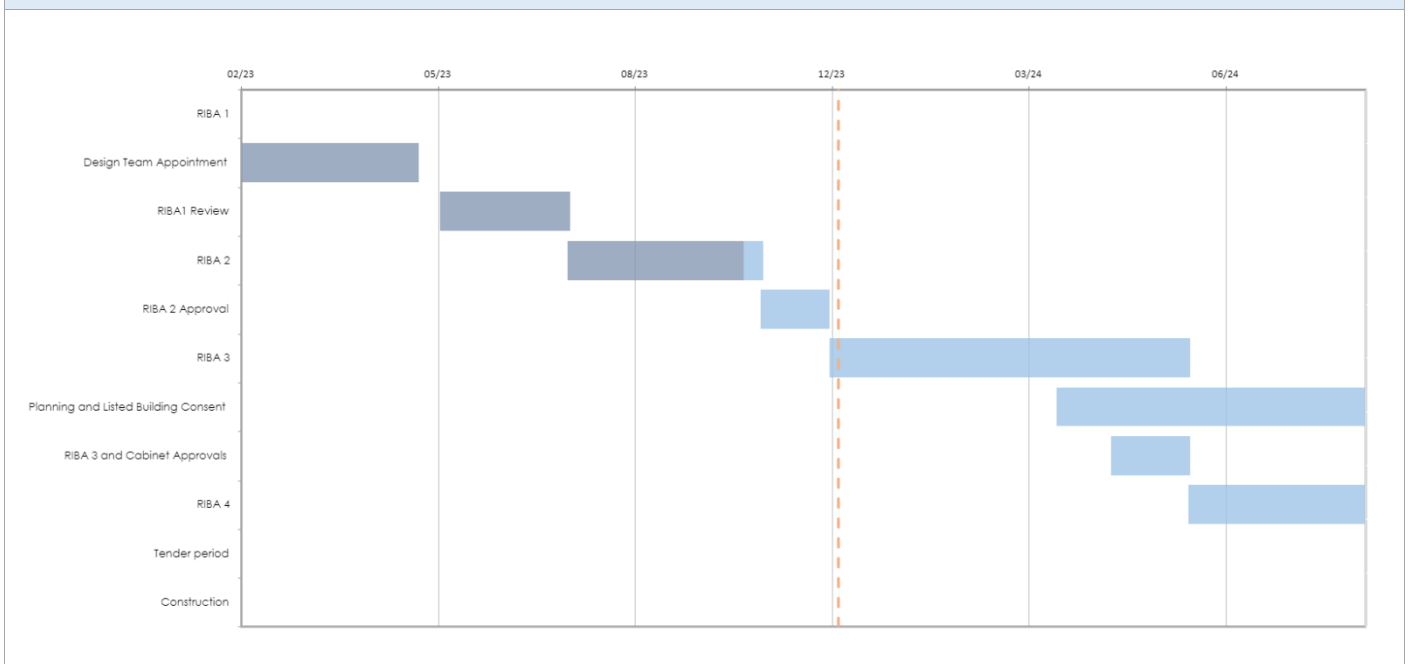
3.3 Financial Commentary

Financials currently RED. Of the est. £12,174,091 initial budget, £3.3m was originally identified as part of an unsuccessful NLHF application with alternative funding sources now being sought.

Following the receipt of the RIBA Stage 2 cost plan showing works are in excess of the current budget for the scheme. Phasing options are being developed through RIBA Stage 3 but it may not be possible to deliver the outputs as originally set in the Towns Deal Fund application if further fundraising is not secured. A decision on the final project scope and funding package will be made following the completion of RIBA Stage 3 programmed for the end of May 2024.

The funding strategy consultant FEI are seeking a range of ways to meet the identified project costs requirements.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RED following the completion of a programme workshop.

The Design team have reviewed their design programme in light of the late release of the Measured Building survey and the Master Programme has been updated. This has resulted in the project end date being extended to January 2027 due to increased time periods allowed for the RIBA Stage 3 design process, the RIBA stage 4 design process and increased tender period due to the increased size and scale of the project.

This project completion date in the Winter of 2026/2027 is outside the Towns Fund programme envelope and therefore options to phase the works to ensure the Towns Fund funding is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works.

5. Resources Commentary

- Resource uplifted to RED in the period as resource being reviewed for the completion of the Governance Documentation for the RIBA Stage 3 process and potential Project Adjustment Form to DULHC
- Options to assist with the resourcing of the CIO being explored.
- Landscaping Architect (JCLA) procured by the design team to feed into RIBA Stage 3 pack.
- Project Officer (internal Council role) Robin Lewis has commenced.
- Interpretation strategy and key resources being reviewed ready for regular Board tracking and commentary.

6. Communications and Engagement

- The procurement of the Comms Agency has been completed with We Are Destination appointed to assist with this work. The agency are now in place and developing the Branding and campaign.
- A full day long Design and CMP workshop was held with the National Trust on Thursday 4th April.
- Public Consultations were due for early March, but this was postponed ensuring due process was followed for the Stakeholder review of the CMP. Another date is being finalised with the session targeted for w/c 06/05.

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	RIBA stage 3 works have now commenced by the team. CIO application approved by Charity Commission and additional Trustees recruited.
Procurement progress	Landscaping Architect procured by the design team. Economic Impact Assessment role appointed (Stantec). Procurement of Business Planning Consultant appointed (Genecon). Funding Consultant appointment made to FEI. Heritage Planning Consultant tender underway.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction - JCT – Procurement Strategy being prepared at present.
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Procurement Strategy being prepared at present.
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 3.3m is currently underwritten by the BCKLWN awaiting further updates on the funding strategy options.

Latest approved document: PID November 2023

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	30/11/23			
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMPB			

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