



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

<b>Project Name:</b>	St George's Guildhall & Creative Hub	<b>Project Manager:</b>	Robin Lewis / Dan Mason	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	June 2024
<b>Capital Code:</b>	C9061	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Haworth Thompkins		
<b>Project Code:</b>	P.21-11	<b>End User (if applicable):</b>	CIO *	<b>Cost Consultant:</b>	Andrew Morton Associates		
				<b>Contractor on Site:</b>	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 Design team have issued their RIBA stage 3 Report and the Cost Consultant has issued the updated Cost Plan. This has been approved by the project Steering Group.
- The Pre-Election period has now commenced. Impacts have been experienced to the governance process due to cancellation/rearranging of a Cabinet Meeting originally scheduled for 26/06/24. Mitigation options are being reviewed by BCKLWN.
- The Interpretation Workstream is progressing. Designer brief prepared with input from Norfolk Museum Services. Brief being issued to Market 9th July.
- A Project Adjustment Request to MHCLG (Ministry of Housing, Communities and Local Government, formally DLUHC) will be required. Delivery Associates Network (DAN) will support the planned project adjustment request process, which may require agreement by the MP. Decision will be required on final project scope and any associated project adjustment request in July 2024 following completion of RIBA Stage 3.
- A Programme Workshop was held with the project team in June 2024 to review the project team outputs moving into the RIBA stage 4 process. Updated programme now in circulation. Construction handover remains as January 2027.

- Planning and Listed Buildings Consent (LBC) applications issued on Monday 24th June and validated on 3rd July. Target determination is 24th September 2024 for the Planning application and 20th August 2024 for the LBC application.
- Voluntary Ex Ante Transparency (VEAT) notice issued to market to confirm re-appointment of Design Team for next RIBA Stage.
- High risk identified with proposed archaeology works on Guildhall floors. Proposal is to extract works into an enabling works package. Currently under review.

## 1.1 Decisions required by the Town Deal Board

- None – although input requested as per presentation at May meeting

## 1.2 Achievements during this period

- Investigative, opening up and trial pits have now largely been completed and the archaeological report is due during July.
- RIBA Stage 3 Design Report issued and Cost Plan circulated and reviewed with the Project Steering Group. Design Team preparing for RIBA stage 4 commencement.
- Plaster Conservator works are ongoing with areas being uncovered on a sequential basis. It is envisaged that these works will be ongoing through July. The general opening-up works have been completed although the design team have asked for some additional areas to be exposed. This will be ongoing through July.
- The Pulse master programme V10 has been issued to the Project Board. The end date for the construction works remains unchanged from previously reported (January 2027 for the full scheme of works to proceed).
- An enabling package of works is currently under review. A significant risk was identified with the amount of archaeology works required to the Guildhall medieval floors once the seating rake has been removed. The team are looking to de-couple this from the main contract works to prevent any delays once a main contractor has been appointed and reduce the risk for future “discoverable” delays to the programme. (Cost and Time risk).
- Interpretation workstream now progressing. Invitation To Tender issued to the market and resources aligned for tender review process.
- Meeting being held with Norfolk CC Highways team to review proposed plans for the King Street improvements.

## 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	Options continue to be reviewed in respect of phasing without materially impacting project objectives and business plan (Core Scheme & phased scheme options).	04/07/2024
10	Funders Requirements	Satisfying differing requirements, objectives and timescales of potential funders	R	Finance	Potential funders to check for alignment with project aims and compatibility with project programme	04/07/2024
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’s perspective to agree budget strategy and its approval.	29/04/2024
042	Consultant Fees	Consultant Fees rise due to increased scope of project.	R	Finance	Receive fee increases and review cost plan	04/07/2024
044	Programme	Programme pressures due to Towns Fund Targets (funding etc). Project	R	Strategic	Close liaison with Business Planner during the process is continuing	04/07/2024

		Team have ambitious timeframes to hit.			
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## 2.2 Key Issues [all red and increasing amber] – something that has happened

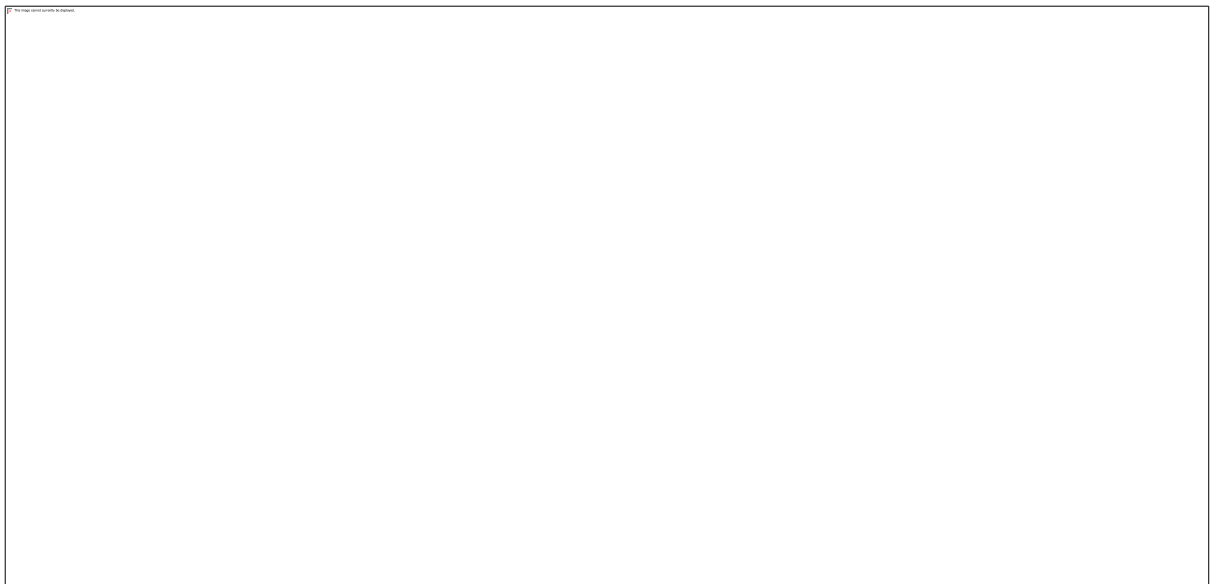
Issue ID (3/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
011	Budget	Budgetary pressures following RIBA Stage 3 cost plan	R	Finance	Work ongoing with PM consultants and Lead Design to understand phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams being reviewed.	04/06/2024
006	Securing statutory consents	Statutory consent applications fast tracked to meet key funding deadlines.	R	Stakeholders	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes.	04/06/2024
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. Design team fees need approval for entering RIBA stage 4.	04/06/2024

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

## 3.1 Project Financials

### 3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	1,200,000	52,366	1,380,630	-180,630	10,552,782	1,174,937	7,700,900	-2,851,882
Revenue Expenditure	60,000	58,292	60,000	0	1,621,309	202,568	1,621,309	0
Grant Income	£0	0	0	0	-8,276,829	-1,063,376	0	8,276,829
Other Income*	-115,000	0	-115,000	0	-3,231,306	-59,195	0	3,231,306
Net position	1,145,000	110,658	1,325,630	0	665,956	254,934	9,322,209	8,656,253
Last Month:								
Net position	1,085,000	0	1,210,630	0	665,966	830,638	9,322,209	8,656,253



### 3.2 Project Contingency and Change Control

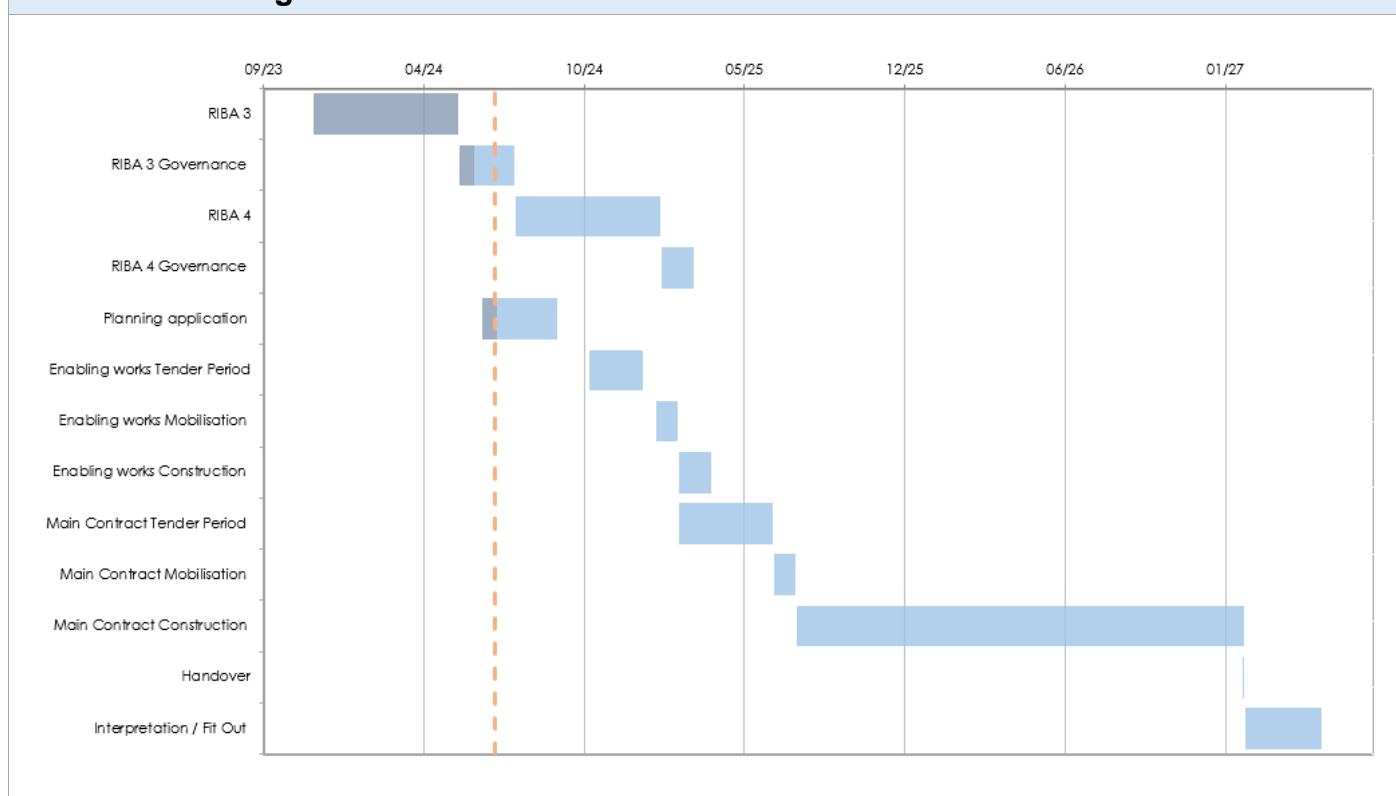
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Phasing options currently being investigated following RIBA Stage 2 cost plan.						

### 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 were developed through RIBA Stage 3 but it may not be possible to deliver the outputs as originally set in the Town Deal Business Case 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 at the scheduled Town Board and Cabinet Meetings towards the end of July 2024.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

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

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. Latest cashflow forecasts indicate that the Towns Fund will be spent by February 2026 approximately at the midway point of the construction programme. The balance of required additional funds will be required to support the second half of the construction programme.

The interpretation workstream continues its progress. An agreed estimated allowance has now been included for the Interpretation fit out process. This has also added an estimated 14 weeks for its fit out following the completion of the main

works. This workstream is in the early stages of development and the programme will be updated accordingly.

Meeting being held 10<sup>th</sup> July with Norfolk CC Highways team to review proposed plans for the King Street improvements.

## 5. Resources Commentary

Resource continues to be maintained as a RED risk in the period. Resources are being reviewed for the additional works to complete the Governance Documentation for the RIBA Stage 3 process (due to multiple options) and the mandatory demand to submit a Project Adjustment Form to DULHC.

Options to assist with the resourcing and support of the CIO being explored. New Trustee has been appointed.

External funding management role being considered for use by the BC to support the identified opportunities August 2024 onwards.

Interpretation resource being reviewed. (Both Design consultant and their management over the next 12 months).

## 6. Communications and Engagement

The Comms Agency have developed the branding associated with the site. They continue to work on events including delivery of a wide range of activities across the calendar.

Public Engagement Session was held on the Thursday 9<sup>th</sup> May at the Guildhall. Approx 150 visitors came to the day and shared their views on the plans for the site. Overwhelming support was received for the proposed scheme and constructive comments from potential local users.

## 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 <sup>2</sup>	
Amount of new office space	669m <sup>2</sup>	
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 report and cost plan issued. CIO application approved by Charity Commission and additional Trustees recruited.
Procurement progress	Incumbent Approved Inspector organisation went into administration during the period. Replacement being procured. Timber Damp survey quotes due to be collated.
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. Position largely agreed with Client Procurement team.
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]
<b>Status:</b>	✓	✓	-	✓	✓			
<b>Date Approved:</b>	24/06/22	21/12/22	-	21/12/22	30/11/23			
<b>Approved by:</b>	Cabinet	TF Prog Board	-	TF Prog Board	OMPB			

Latest approved document: PID November 2023

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

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

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