P.21-16	**Multi-User Community Hub (MUCH)** **Project Highlight Report**

Project Name:	Multi-User Community Hub (MUCH)	**Project Manager**	Verity Bennett	**Project Sponsor:**	Sarah Rhoden	**Report covers period of:**	December 2025
Capital Code:	C8435	**Client Dept:**	NCC Community Services	**Lead Designer:**	Hudson Architects
				Cost Consultant:	Turner and Townsend
Project Code:	P.21-16	**End User (if applicable:**	King's Lynn residents and visitors to the town	**Contractor on Site:**	Mace

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5

Objectives:
- Develop a co-located 'community multi-use hub' facility in the town centre of King's Lynn
- Provide skills and educational opportunities for residents starting at entry level. Develop new community adult learning education and higher education courses that meet skills needs in the Town.
- Develop new community partnerships to provide a variety of programming and community support offers from the hub
- Provide services and facilities for start-ups and local businesses

Scope: To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre.

1. Overall Status (high-level summary)

Overall RAG status is AMBER.
- There is a risk that the building may be ready for use before the completion of the required external works. This situation could result in the library opening while activities are still ongoing outside.
- Internal building works continue with the pouring of the resin on the ground floor and assembly of the children's library.
- External building works continue with the removal of the hoarding and finalisation of paving.

1.1 Decisions required by the Neighbourhood Board

- No decision required this month

1.2 Achievements during this period

- Internal building works nearing completion

2. Risks and Issues

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

Risk ID (1/25)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
	Planning conditions for external works	The library may be ready to open before external works are finished,	A		Progressing all works inside the red line boundary (where planning permission is already secured). Working with the contractor to develop a safe opening plan	06.01.26

				that allows for ongoing external works while maintaining public safety and operational standards.	

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

Issue ID (0/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

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

Note: will vary for each project

3.1 Financial Summary

Multi-User Community Hub
Actuals, Budget and Forecasted spend as at 31st December 2025

	Norfolk CC Funding	Townsfund Funding	Total Budget	Actuals
■ £0's	9,900,000	7,400,000	17,300,000	16,069,780
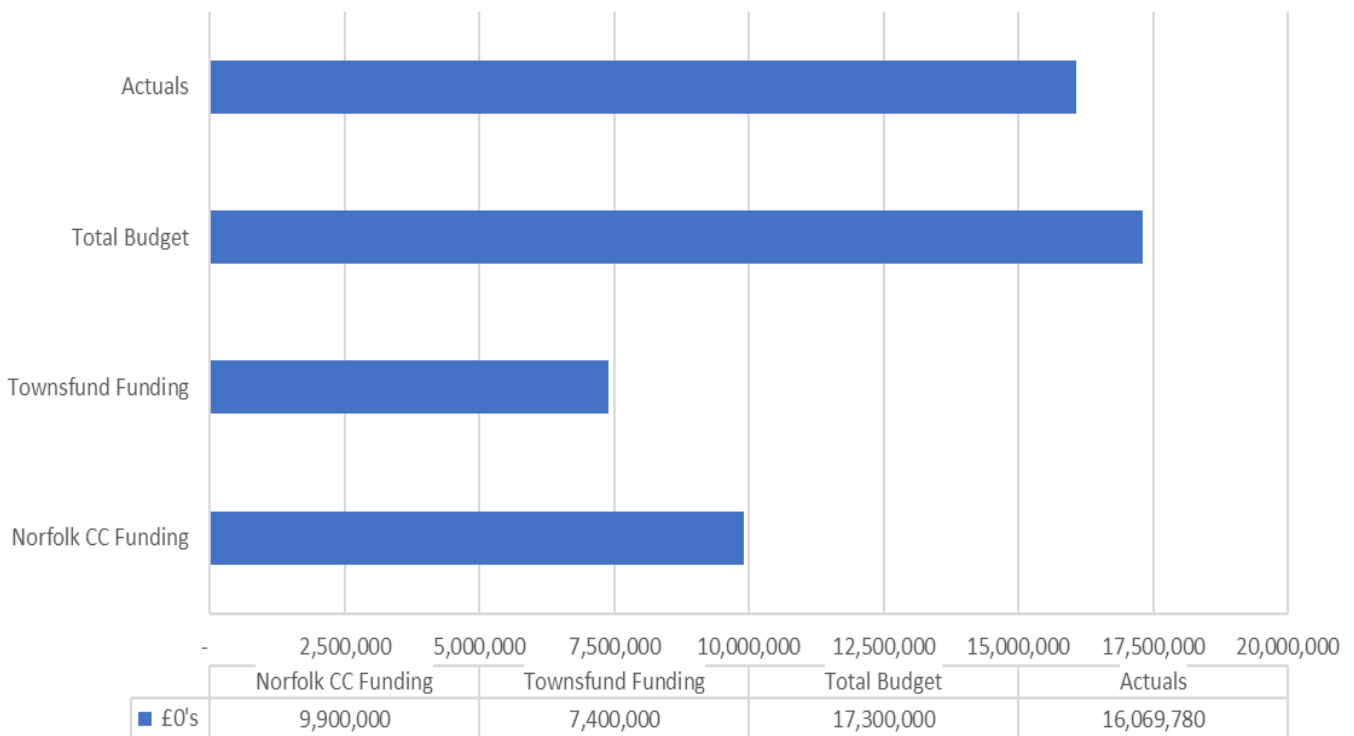
## 3.2 Financial Commentary

The Financial RAG rating is GREEN.
- Total project actuals to date are £16.1m against an updated budget of £17.3m. The budget increased by £2.2m due to supply chain, design and external works costing more than originally budgeted.
- The actuals primarily relate to Norfolk County Council charges invoicing from the primary supplier. Costs in this financial year total £11.3m, with prior year costs totalling £4.8m.
- The funding from the Town Deal fund of £7.4m has been fully utilised for the MUCH project and the Norfolk County Council funding which has increased to £9.9m, which £7.2m has been utilised with £1.2m available.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

4. Timelines – High Level Milestones
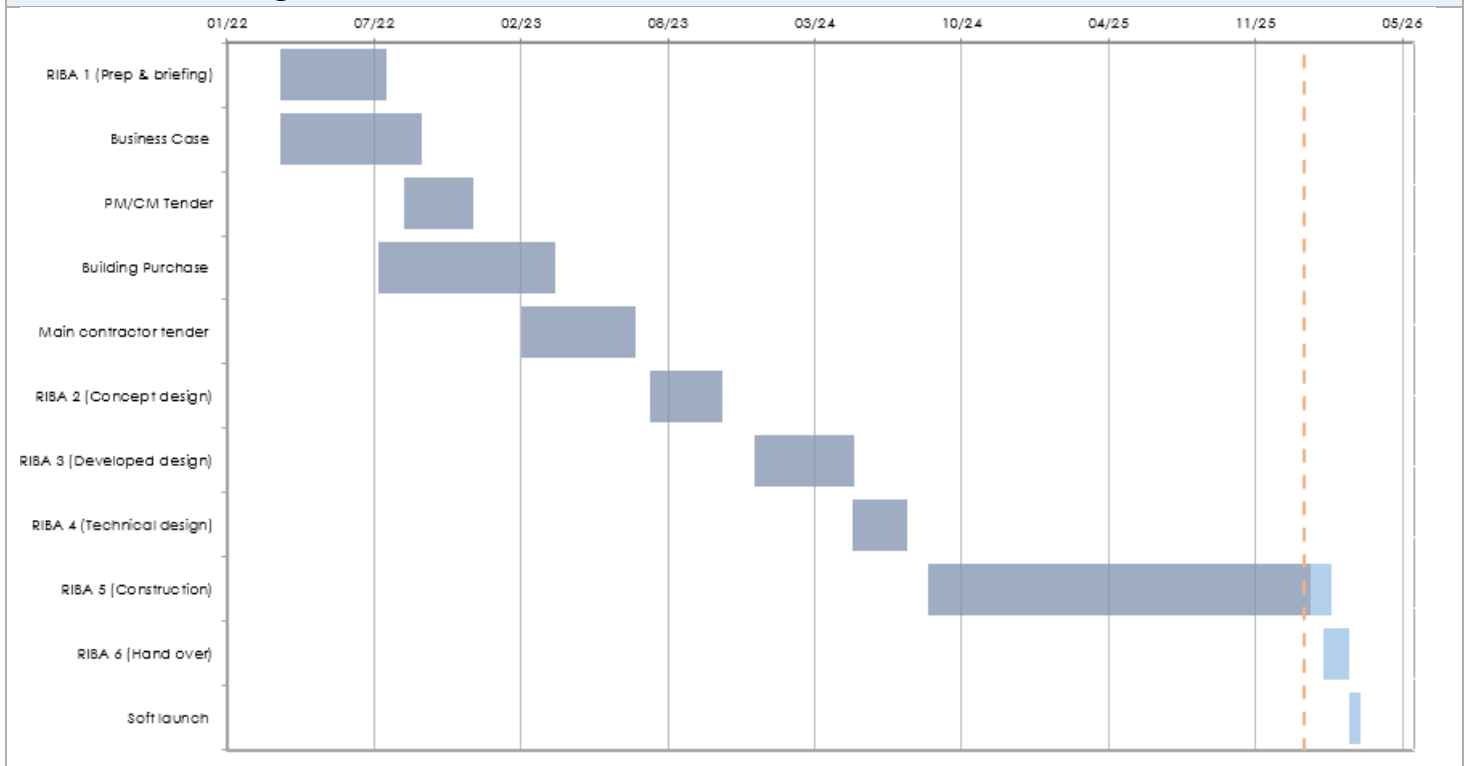
4.1 Timelines Commentary

- January - External groundworks continue and finalisation of internal works
- February - Furniture delivery
    - Library closes to the public
    - Library packs and moves to the new building
- March - Staff orientation
    - New library opens

5. Resources Commentary

Resources remain GREEN

6. Communications and Engagement

- Library service leading on 'roaming' Library offer for February
- Executive Support and key services have established a working group to plan the official opening ceremony
- Social media assets continue to be developed to share 'Coming soon message' along with visuals

7. Outputs and Outcomes

Outcomes

Description	Target	Notes
Amount of capacity of new or improved training or education facilities	5,200	

Number of learners enrolled in new education and training courses	100pa	
Number of learners / trainees / students enrolled at improved education and training facilities	350pa	
Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	100pa	
# of potential entrepreneurs assisted to be enterprise ready	32pa	
Improved perceptions of place by residents, visitors, and businesses	70%	
Increased footfall to the town centre	200,000 pa[25]	

Outputs

Description	Targets	Notes
Number of new cultural facilities	1	1
Number of derelict buildings refurbished	1	1
Number of public amenities / facilities created`	1	1
Amount of new office space – meeting rooms and hot desking	400sqm	400sqm
Amount of floor space repurposed (commercial) – spaces available for commercial hire	425sqm	425sqm
# of transport nodes with new multimodal connection points	1	

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 5, Construction
Procurement progress	As above
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT Design and Build (D&B)
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Framework
Legal progress	Exchange and Completion on building complete
ICT, FF&E update	FF&E development in progress
Stakeholder engagement (comms)	
Local schemes / dependencies	Concept study of Baxter's Plain public realm (outside scope of MUCH)

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 [RIBA 4 Design)	Final PID [pre-post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:		Sept 22	Nov 22	May 23	July 23	Jun 24		
Approved by:		TDB	TDB	PB	PB	PB		

Last approved document: PID May 2023

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed