

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

GUILDHALL COMPLEX AND CREATIVE HUB TASK GROUP

Minutes from the Meeting of the Guildhall Complex and Creative Hub Task Group held on Wednesday, 18th January, 2023 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors E Nockolds (Chair), T Bubb, M de Whalley, C Morley and J Moriarty

OFFICERS:

Duncan Hall – Assistant Director

Mike Auger – Project Officer

Tim Fitzhigham – Cultural Officer

1 **APOLOGIES FOR ABSENCE**

Councillor Bower.

2 **MINUTES FROM THE PREVIOUS MEETING**

The minutes from the previous meeting were agreed as a correct record.

3 **DECLARATIONS OF INTEREST**

There was none.

4 **URGENT BUSINESS**

There was none.

5 **MEMBERS PRESENT UNDER STANDING ORDER 34**

There was none.

6 **GENERAL PROJECT UPDATE**

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Officers provided information on the feedback from the NHLF, which had also been presented to a recent meeting of the Regeneration and Development Panel. Feedback included that the application had been well put together and was an improvement on the previous application. However, the NHLF noted that the project was ambitious and therefore presented risks in terms of timescales, business models and value for

money. It was also noted that there had been public objections to the project.

Information was provided on the next steps and it was explained that establishment of the CIO and a programme of activities would assist to reduce the risk element of any future funding applications. There was the opportunity to look at smaller funding schemes to assist deliver separate elements of the project.

Officers explained that, with regard to the Towns Fund, there were certain projects and activities that had to take place on site to ensure that the project was meeting its commitments to government.

It was explained that ongoing discussions and investigations were being carried out to explore future funding opportunities, including with the Arts Council, Shared Prosperity Funds and Norfolk and Norwich Festival.

Communications and PR were being looked at and it was explained that PR elements would have to be looked at separately, for instance communications on the progress of the project would need to be promoted in a different way to events and activities on site. It was possible that an expert organisation could be utilised to assist with relevant marketing. It was confirmed that ticket sales for events were currently being managed by the Corn Exchange and Alive West Norfolk.

An activity plan was being developed and activity was increasing on the site. The Chair commented that it would be good to see a mix of amateur and professional performances in the programme of events.

Councillor Morley asked if cosmetic repairs could be carried out to make the building more appealing to the organisations currently using the site. It was explained that there was a rolling maintenance programme and work was being carried out, but resources were an issue and some of the more complex work would be part of the wider project plan.

In response to questions from Councillor de Whalley, it was explained that generating activity on the site now would work in the Council's favour for any future funding opportunities. It was also confirmed that bookings for the Guildhall were being taken up to October 2024, with November and December 2024 negotiable. Work was scheduled to commence on site in early 2025. It was confirmed that discussions were ongoing with existing tenants regarding their current lease agreements.

Councillor Bubb suggested a video tour of the complex which could be posted on You Tube and used for marketing purposes and officers provided information on interest from students from the University of York and other leading academics in this field.

CIO UPDATE AND SERVICE LEVEL AGREEMENT

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The Assistant Director provided information on the progress with the Charities Commission application to incorporate the CIO. He explained that there had been a delay because of the use of 'King's' in the name of the Charity. This had coincided with the accession of the King, therefore any Charities with the name King in them were being subjected to stringent checks and approval via the Secretary of State. The decision had subsequently been made to remove 'King's Lynn' from the name of the Charity in order to not hold the process up any further, this would not prohibit the word 'King's' being used in any marketing and publicity material.

The next phase would be to look to recruit permanent Trustees and work was ongoing with the consultants and the Council's HR team on the selection process. It was hoped that between six to eight Trustees would be recruited and skills sets would be looked at.

Officers provided an update on the Service Level Agreement, explaining that it was a complex document and there had been some delays with the Legal processes. The document would be known as a Relationship Agreement and liaison was ongoing with the National Trust and the CIO. It was explained that it was important to get the document in place to evidence to the Charities Commission that the Borough Council and CIO were working together. Once the document was in place, arrangements such as a Member of the CIO joining the Project Board, and a Member of the CIO attending a future meeting of the Task Group could be looked at.

In response to a question from Councillor Moriarty, the Task Group was informed that the CIO had incorporated the Task Group's comments on the Service Level Agreement where appropriate. Changes were unable to be made to the objectives as these were picked from a pre-determined list. The Task Group was also informed that officers had made the case to the Charities Commission about the word 'King's' and the Task Group was reminded that all marketing materials would make reference to King's Lynn were appropriate.

Councillor Morley commented that he had come up with some schematics which he would forward to the Task Group and officers provided an outline of some of the sections that would be included in the Relationship Agreement including conflict resolution, break clauses and what would happen at the end of the National Trust Lease agreement.

AGREED: 1. Officers to circulate the advert for the Trustees, and any other relevant information on the recruitment and selection process, to the Task Group.

2. The next meeting of the Task Group to be scheduled so that the Task Group could consider the Service Level Agreement.

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LEAD DESIGN TEAM PROCUREMENT

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The Task Group was advised that the Invitation to Tender would hopefully go live within the next couple of weeks. The tender would be for the appointment of the architects to take the project forward through RIBA Stages 2 and 3, and then a review would be conducted before Stage 4 through to completion.

It was anticipated that interviews would take place in March ahead of an appointment in April.

The Task Group was reminded that the project was still in the early stages and the cost plan would be firmed up by the appointed Design Team.

A plan of the RIBA stages is attached and it was explained that RIBA Stage 2 was scheduled for March to June 2023, this would then be reviewed before moving onto Stage 3 from August to November 2023. Updates would be made available to Members as appropriate at the end of each RIBA Stage.

AGREED: Officers to inform the Task Group once the Invitation to Tender had gone live.

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PROJECT NEXT STEPS

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This had been covered throughout the meeting in the above updates. The Task Group were informed that officers would work with the appointed Design Team and their programme and schedule meetings in accordance with this.

The Chair asked if an update on the work with existing groups could be provided to the Task Group at their next meeting.

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DATE OF THE NEXT MEETING

To be confirmed.

Agenda items requested by the Task Group would include:

- Update on work with existing user groups
- CIO/Service Level Agreement
- Activity Plan Update
- Funding of outreach work.

The meeting closed at 3.45 pm



RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

- Project Strategies might include:
- Conservation (if applicable)
 - Cost
 - Fire Safety
 - Health and Safety
 - Inclusive Design
 - Planning
 - Plan for Use
 - Procurement
 - Sustainability

See *RIBA Plan of Work 2020 Overview* for detailed guidance on **Project Strategies**

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See *Overview* guidance.

Procurement:

The RIBA Plan of Work is procurement neutral – See *Overview* guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.

Information Exchanges

at the end of the stage

ER Employer's Requirements
CP Contractor's Proposals

	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
	← Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →							
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed If the outcome determines that a building is the best means of achieving the Client Requirements , the client proceeds to Stage 1	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief The brief remains "live" during Stage 2 and is derogated in response to the Architectural Concept	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and Commissioning completed There is no design work in Stage 5 other than responding to Site Queries	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual Building handover tasks bridge Stages 5 and 6 as set out in the Plan for Use Strategy	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes Adaptation of a building (at the end of its useful life) triggers a new Stage 0
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations Planning Building Regulations Health and Safety (CDM)	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application See <i>Planning Note</i> for guidance on submitting a Planning Application earlier than at end of Stage 3	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	Appoint client team Appoint design team	ER Appoint contractor	ER Pre-contract services agreement Appoint contractor	Tender Appoint contractor ER CP Appoint contractor CP Appoint contractor			Appoint Facilities Management and Asset Management teams, and strategic advisers as needed
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information If Verified Construction Information is required, verification tasks must be defined	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Minimum Item 8