



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:	July 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	A	A	A	A	A	A
Last Report	A	A	A	A	A	R

Project Definition

Project Stage: RIBA Stage 2 – Concept Design

Objectives:

The project has two 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 Amber

- Of the est. £12,174,091 cost of the full development, £3.3m identified in the NLHF application is currently underwritten by BCKLWN while further funding options are explored.
- As we progress design progresses through RIBA Stage 2 and 3 a better understanding of the funding required will be developed. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.
- Following delay commencing procurement process, Haworth Thompkins (HT), Pulse, and Andrew Morton Associates (AMA) have now been appointed as the Lead Design Team, Project Management consultant and Quantity Surveyor (QS) respectively. While the programme is 5 months behind what had been originally scheduled to include the NLHF application processes, it is expected that work can progress to allow a start of works in January 2025 as was originally intended.

1.1 Decisions required by the Town Deal Board

- Endorse the procurement of the Project Management Company (Pulse Consult) and Quantity Surveyor (Andrew Morton Associates)
- Review of the St George's Guildhall and Creative Hub Advisory Group arrangements

1.2 Achievements during this period

- CIO application approved by Charity Commission
- NMS summer holiday activities
- Completion of RIBA St 1 Feasibility Review

2. Risks and Issues

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

Risk ID (2/20)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
012	Budget	Budget exceeded	A	Finance	PM and QS to work with HT through RIBA Stage 2 to look at opportunities to Value Engineer and options for phasing and incorporate into RIBA Stage 2 cost plan.	4/08/2023
017	Surveys	Surveys identify additional works not currently budgeted	A	Finance	Surveys returns to be reviewed with design team to understand implication on design.	4/08/2023

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

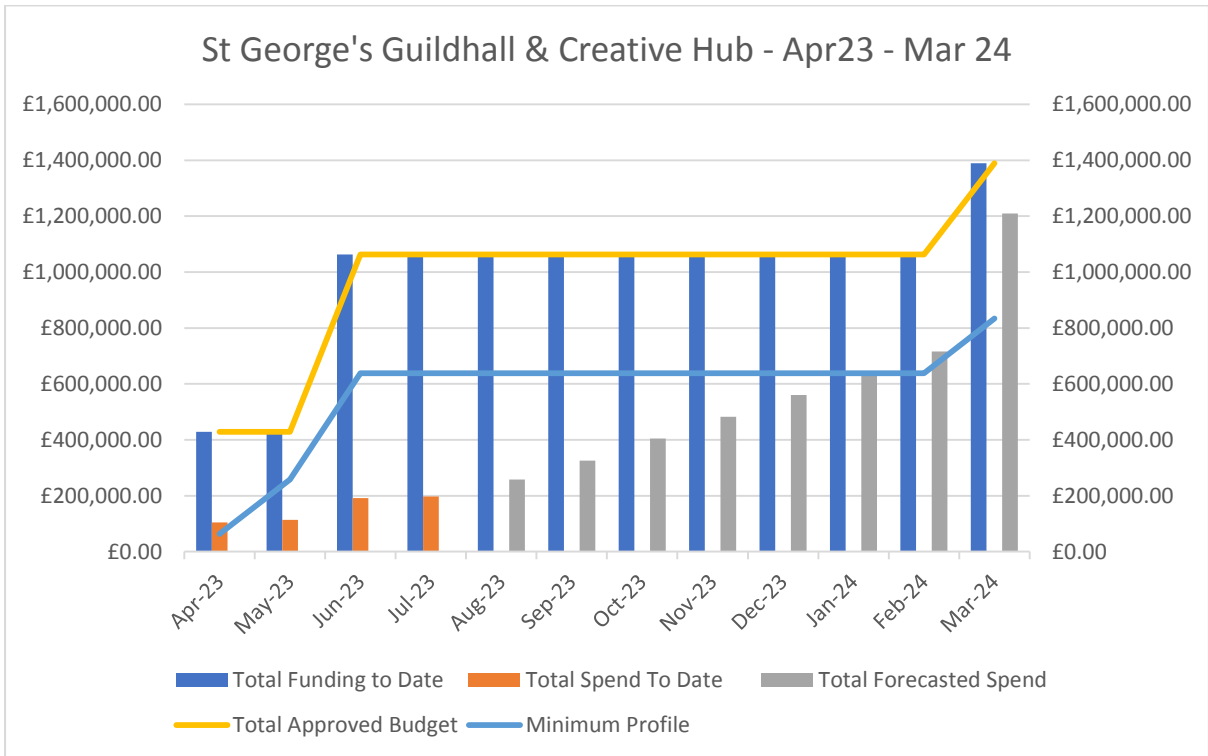
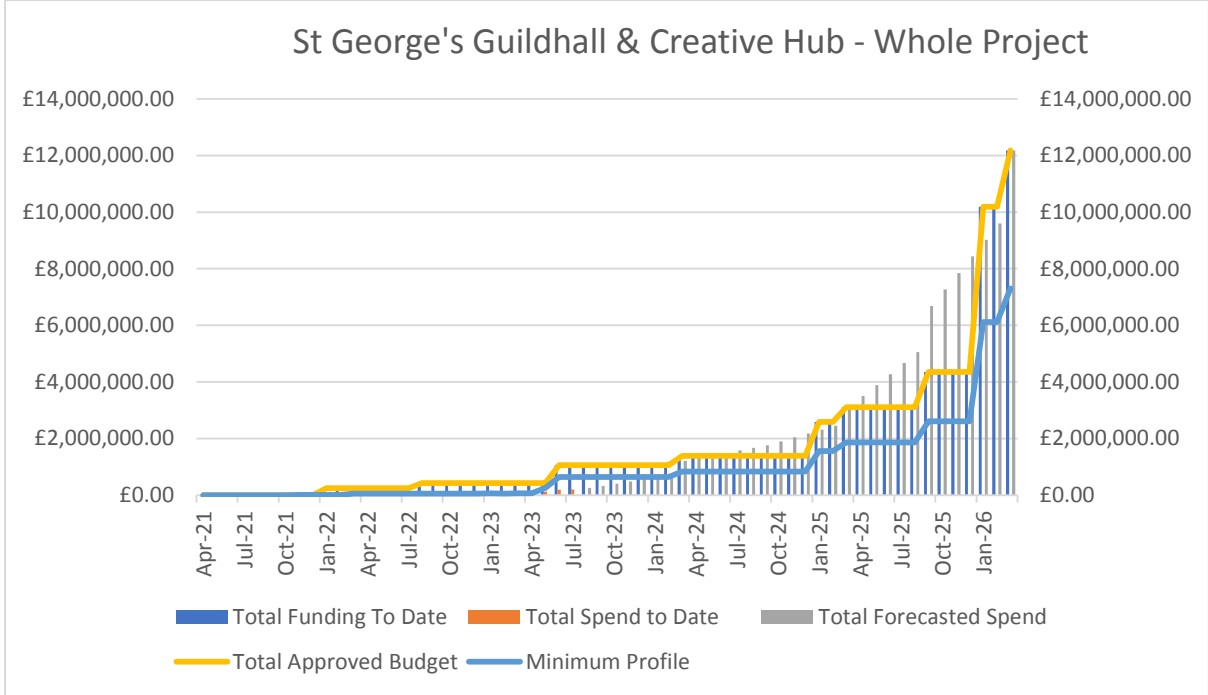
Issue ID (3/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
007	Resources	Lack of capacity in Project Team to oversee resource peak in Q3/Q4 to produce report/updates and process relevant approvals and funding applications. Project Team not secured for lifetime of project	R	Resources	Investigate options for recruitment/utilising support of newly appointed PM consultants	7/08/2023
008	Rising Costs	Budgetary pressures due to increased professional fees	A	Finance	Undertake review of resourcing and required roles for project and ensure all project costs are included and accounted for	7/08/2023
009	Resources	Team wellbeing/resilience following ongoing stakeholder engagement	A	Resources	Work with senior management/legal team to ensure appropriate support in place for project team	7/08/2023

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</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	222,498	10,330,284	783,961	98,197	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)	(197,498)	(7,899,683)	(783,961)	(98,197)	(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>

3.1 Project Financials



3.2 Project Contingency and Change Control

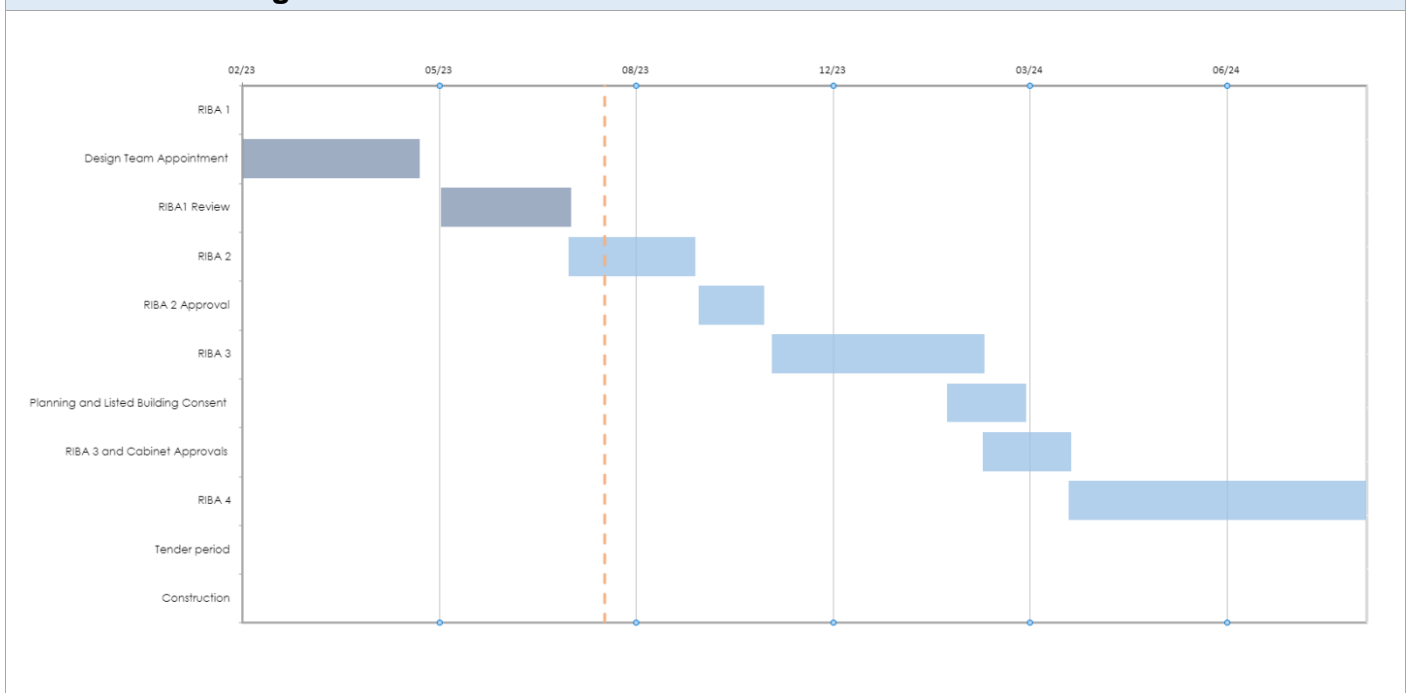
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Consideration to potential phasing of work if full funding not available.						

3.3 Financial Commentary

Financials currently AMBER due to the high level costing exercise completed following the RIBA Stage 1 review which showed a likely increase in costs – this will now be reviewed with the newly appointed QS to investigate opportunities for cost saving and phasing as part of developing the cost plan at the end of RIBA Stage 2.

This work will be incorporated into the funding strategy being developed by the project team to meet £3.3m funding identified as part of unsuccessful NLHF application and any other funding shortfall identified through RIBA Stage 2.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently rated as Amber as project is 5 months behind what had been scheduled due to a delay in appointing the Lead Design Team following the NLHF announcement. While there is opportunity for this time to be made up through the programme due to the removal on the NLHF Stage 2 Application process, any further delay will continue to put pressure on the project team to complete the design and necessary steps for the project.

As part of the initial work by Pulse, the Master project programme is being reviewed with the design team and will be incorporated into the August report.

5. Resources Commentary

- Resources currently Amber due to Q3/Q4 workload to produce report/updates required and the Project Team not being secured for lifetime of project. RAG rating from Red to Amber due to appointment of Pulse and AMA and a review is underway to ensure appropriate resources are available both within the project team and wider support areas.
- An instruction will shortly be issued to HT for the procurement of the Conservation Management Plan.
- Recruitment for a Learning and Engagement Officer now completed with a start date in Sept.
- Procurement of additional support for the team Comms Agency to progress during July.
- Options to assist with the resourcing of the CIO to be explored

6. Communications and Engagement

- Comms Agency tender issued in July 2023 and due to close August 18th.
- Communications plan reviewed to include campaign to highlight project work and opportunities to engage. Campaign to include project branding, activities, engagement events and drop-in sessions.
- Exploring Advisory group working to optimise opportunity for stakeholder input.

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 now in place for RIBA St 2. Work to include any potential 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 being arranged for new Trustees in early Sept. Comms and Marketing Tender issued. Summer Activities being delivered and preparations underway for delivery of September Exhibition and delivery of festival in November. Additional comms support procured to ensure publicity for these events. Learning and Engagement Officer role due to start in Sept.
Procurement progress	Tender exercises completed Lead Architect, PM, QS, Archaeological Measured Survey, HBA, Drainage & Utility Surveys. Tender exercises to be completed for Approved Inspector, CMPS and Comms Agency through August.
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	Birketts continuing to 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)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs 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 weeks or less behind the critical path	G	Can be managed