

REPORT TO CABINET

Open & Exempt		Would any decisions proposed:				
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide		YES/NO		
		Need to be recommendations to Council		YES/NO		
		Is it a Key Decision		YES/NO		
Lead Member: Cllr Simon Ring E-mail: cldr.simon.ring@West-norfolk.gov.uk		Other Cabinet Members consulted: All cabinet members				
Lead Officer: Duncan Hall E-mail: Duncan.hall@west-norfolk.gov.uk Direct Dial:		Other Members consulted:				
		Other Officers consulted: CEO, S151, Executive Director (Place), Monitoring Officer				
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO	Major Project? YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s) Exempt sections and appendices are exempted under paragraph 3 of Schedule 12A						

Date of meeting: 30 July 2024

ST GEORGE'S GUILDHALL & CREATIVE HUB – PREFERRED SCHEME OPTION

Summary

This report sets out options for the delivery of the St George's Guildhall & Creative Hub project – a nationally significant cultural heritage regeneration scheme – including an update on the latest programme outputs, business plan and funding position.

It sets out three options in detail: broadly 1) deliver the full scheme 2) phase the delivery 3) 'do nothing', although as the report will state doing nothing does entail doing something.

A decision on the preferred option of the scheme to be delivered is required to determine the scope of what is taken forward to RIBA Stage 4¹ (technical and detailed design), planning and procurement phases. The recommended option set out in the report will ensure the scheme can progress in accordance with the Town Deal timeframe, to achieve greater cost certainty and determine the council's ambition in line with the vision in the Town Investment Plan to maximise the benefits of the project to King's Lynn.

This report is informed by key studies undertaken during October 2023 – May 2024 including an updated Business Plan, an Economic Impact Assessment and a funding options review report, alongside the detailed site concept design

¹ Royal Institute of British Architect Plan of Works Stages

development and extensive site surveys.

To date, the Council has incurred approximately £1.6m in developing this Major Project. This has been met from the Towns Fund. Progressing this scheme through to RIBA Stage 4 in accordance with recommendation 1 below would result in further expenditure from the Towns Deal Fund of £0.6m.

Recommendations

Cabinet resolves:

1. To approve the RIBA Stage 4 (technical and detailed design) development of the 'Full Scheme' to include the renovation of the St George's Guildhall and creation of a Creative Hub as further set out in section 3 of the report, which, if delivered, would result in an estimated overall cost of this Major Project of £20.2m.
2. To approve the Funding Strategy to secure £11.3m as set out in section 4 which will realise the finance required to achieve the Full Scheme, and to endorse advancement of applications to funding bodies.
3. That a report be brought back to Cabinet in February – March 2025 with the results of the Funding Strategy for a decision to be taken on approving the continued progress of this Major Project.
4. To approve the commencement of the procurement process to appoint a main contractor to deliver the Full Scheme, to run in parallel with the Funding Strategy, with an update of the pre-tender cost and funding position for the scheme to be brought back to Cabinet in February – March 2025.
5. Subject to the agreement by the King's Lynn Town Board and all required authorities (e.g. S151 officer agreement), submit a Project Adjustment Request (PAR) (as required under the Towns Fund programme) as soon as practically possible because of changes to the agreed outputs, timings and funding assumptions.

Reason for Decision

To deliver the transformational St George's Guildhall and Creative Hub project that directly supports and will deliver against the Council's commitment and ambition for heritage and culture, to support growing businesses, a repurposed town centre and high-quality leisure offer in the historic town core, as set out in the Corporate Strategy (2023) and Town Investment Plan (2021).

To deliver the Guildhall and Creative Hub project that best meets the outputs and outcomes agreed with the Town Board and Ministry of Housing, Communities and Local Government (MHCLG).

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To deliver a transformational scheme that, as identified in the updated Business Plan and Economic Impact Assessment, will provide the best opportunity for the Charitable Incorporated Organisation (CIO) to create a sustainable operation; one that will create significant wider economic benefit for the town estimated to be £30.8m and 117 jobs over 15 years post completion.

1 Background

1.1 The St George's Guildhall and Creative Hub is one of 6 projects agreed to proceed by the King's Lynn Town Board under the government's Towns Fund programme to drive economic growth in the town. Achieving this growth through enhancing the cultural offer forms one of the key components of the Town Investment Plan (2021). It is the flagship project of the Towns Fund Programme. The Towns Fund programme seeks to enhance visitor appeal for the town centre and additionally help reactivate underutilised valuable heritage assets.

1.2 The St George's Guildhall and Creative Hub project has previously been considered as part of the overall Towns Fund Programme, by Cabinet on the 24th August 2021. In April 2022, Cabinet and Full Council approved to provide underwriting commitment to secure the Town Deal funding towards the full scheme. At that time the report also set out the estimated RIBA Stage 1 costs, benefits, proposed funding required to deliver the project future governance and outlined the operating model arrangements. In June 2022, Cabinet agreed the (HM Treasury Green Book compliant) Business Case which was subsequently to secure the Town Deal funding.

1.3 Recommendation 3 in the June 2022 report stated that in the event of an unsuccessful National Lottery application then a further report would be brought back to Cabinet to confirm final project scope and extent of funding required. Following extensive and detailed work by officers and specialists during 2023-4, this report now presents the design options arising from the RIBA 3 design, project costs and updates to the Business Plan, and Towns Fund outputs and outcomes. It also covers the funding strategy and financial implications for the Borough Council to consider in order to achieve the full ambition for the site.

1.4 Definitions

For clarity, the definition of terminology used throughout the report is;

Business Plan – a report which covers the economic assumptions and outputs for the operational phase of the site itself, including visitor numbers, trading income, costs and projected trading year data. The Business Plan for the project is contained in Appendix 1.

Business Case – an HM Treasury Green Book compliant Business Case prepared to secure the Town Deal funding, covering the 5 case model;

- Strategic Case – What is the problem that needs to be fixed and evidence case for change?
- Economic Case – Which proposal delivers the best value for money? Calculates a benefit cost ratio (BCR) to measure the economic impact of the proposed scheme from the funding being applied for.
- Commercial Case – How will the preferred option be procured and delivered?
- Financial Case – Is the preferred option affordable?
- Management Case – How will the preferred option be managed and governed?

Economic Impact Assessment (EIA) - this reports on the wider West Norfolk and East Anglian economic benefits to jobs, expenditure in the local area (due to the new site activity), construction expenditure and new visitor spending as a consequence of undertaking the project. The EIA for the project is contained in Appendix 2.

1.5 Site History:

1.5.1 The Guildhall Theatre and Fermoy Art Gallery are part of a site that comprises buildings constructed and modified in different time periods. In broad terms, the northern units are in the ownership of the National Trust, leased to the council and the southern buildings are freehold, owned by the council. Since approximately the late 1980s, the site has gradually become subdivided with various sub-leaseholders of the council taking parts of the site, in many cases on 'peppercorn' rents. In broad terms, this has led to a situation where no one lease holder has been able to make enough profit to support their activities and maintain the buildings. The site is subdivided to the point that it is economically unviable. This situation has led to the development of a new operational business model (and support for the foundation of the CIO), approved by Cabinet in April 2022.

1.6 Project Vision:

1.6.1 The vision for the site is for St. George's Guildhall to become a major visitor attraction and education resource, a landmark performance venue and a vibrant centre for culture, creativity, and local enterprise. As the largest surviving medieval Guildhall in the UK, it is a unique heritage asset with enormous potential. The refurbishment project gives the opportunity to restore the historic and theatrical potency of this unique space. The Guildhall is the only room in the country to have a recorded history of hosting dramatic performances in each of the last six centuries and is the only working theatre left that can credibly claim to have hosted William Shakespeare.

1.6.2 The ambition for the Guildhall site is to be a thriving heritage attraction by day, helping to tell the story of medieval Guilds (mediaeval religious clubs) in King's Lynn and beyond, and the theatrical history of the site including performances by Shakespeare and information about Shakespeare's comedian Robert Armin, who was born in King's Lynn. The site will cater for

self-directed visitors, guided tours and educational groups with a varied programme of events, workshops and festivals. By night, the main Guildhall will become a unique, intimate and distinctive performance space for drama, spoken word, comedy, music and more, for audiences of over 300 people, as well as other private hire events. The adjacent spaces: the Undercroft, Fermoy Gallery and White Barn will be flexible multi-use spaces. These can be used for exhibitions, workshops, and performances for more informal shows such as comedy, cabaret, band nights, open-mic or stand-up events.

1.6.3 The Creative Hub aims to establish a flourishing community of local creative enterprises, craftspeople, artists, makers, and start-ups housed in a range of re-purposed historic warehouses and barns, stretching from King Street to the Great Ouse. The refurbished, flexible White Barn has the potential to become a nationally recognised gallery space for touring exhibitions as well as local shows. This visual arts ambition builds on and develops the historic reputation of the Fermoy Gallery which has been a centre for the visual arts in West Norfolk for half a century.

1.6.4 A new foyer at the heart of the site in the north range and Red Barn will contain a cafe bar to animate the whole site by day and night. The former Riverside restaurant would be retained and refurbished with new level access to allow wheelchairs and buggies easy access. The entire site aims to be an exemplar of sustainable heritage redevelopment and regenerative design with landscaped courtyards, biodiverse gardens and low-carbon building service systems.

2. Progress since last Cabinet reports (April and June 2022)

2.1 Since 2022, the project has completed the RIBA 2 (concept/spatial design) and RIBA 3 (spatial coordination) stages ensuring that the proposed design can meet the Business Plan and Towns Fund requirements. Work has also focused on the necessary information required for the planning application submitted in June 2024. Progress on the capital element of the project has achieved several key milestones including:

- 1 – Approval of the Towns Fund Business Case by MHCLG
- 2 - The appointment of Lead Design Team led by Howarth Tompkins.
- 3 – The completion of the Historic Building Analysis (HBA) led by FAS Heritage. This involved extensive archaeological building assessments which led to the confirmation of the historic floor. Now known to be the largest expanse of 15th century timber first floor in the country. Released in the media as the original floor on which Shakespeare would have performed.
- 4 – The development of the Conservation Management Plan (CMP) by Richard Griffiths Architects.
- 5 – An updated Business Plan produced by Genecon (appendix 1).
- 6 – Economic Impact Assessment (EIA) to consider the wider economic benefits the project could deliver for King's Lynn and the region (appendix 2)
- 7 – Extensive engagement with Historic England, National Trust, and other important consultees as part of stakeholder discussions about proposed plans.

8 – Submission of full planning and listed buildings applications based on the full scheme developed in RIBA 3 in June 2024 (appendix 3).

Alongside the development of the capital project, the project team have:

1 – Supported the establishment of a CIO, charity commission approval and the establishment of a bank account for the charity.

2 – Secured funding and appointed a Learning & Engagement Officer to deliver an education and activities programme for the site during the scheme development phase.

3 – Appointed a creative marketing agency to develop a new brand and marketing assets for the site including new website www.stgeorgesguildhall.com. The appointed agency facilitated the breaking of the [international story](#) of the archaeological findings on the site in October 2023; the story reached over 220 million people globally giving the venue an international reputation.

4 – Taken visitor numbers to the site from under 10K to over 20K in a 12-month period.

2.2 Project Funding

2.2.1 In September 2022 DLUHC approved the [Business Case](#) submission and the project was awarded £8.1m from the Towns Fund. This was approved based on achieving agreed outputs and outcomes the project needed to deliver against.

Outputs	Business Case Target	Unit of measurement
Number of temporary FT jobs supported during project implementation*	110	Number
Number of full-time equivalent (FTE) permanent jobs created through the projects*	22	Number to FTE jobs
Number of improved cultural facilities	5	Number
Amount of capacity of new or improved training or education facilities	10,300	Number
# of derelict buildings refurbished	6	Number
# of heritage buildings renovated/restored	10	Number
# of enterprises receiving non-financial support	50	Number
# of potential entrepreneurs assisted to be enterprise ready	60	Number
Amount of existing parks/greenspace/outdoor improved	1240	Sqm of space
Amount of new office space	669	Sqm of space

Mandatory indicator - Year on Year monthly % change in footfall	900	% change YoY
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2.2.2 The Town Deal business case assumed the following funding package to deliver the scheme as envisaged at RIBA 1 which included capital works and a £800,000 towards activity costs during the delivery phase;

Funder	£m
Towns Fund	£ 8,097,181
National Lottery Heritage Fund *	£ 3,326,910
BCKLWN	£ 750,000
Total	£12,174,091

*Underwritten in the Borough Council's capital programme.

2.2.3 National Lottery Heritage Fund

The Business Case approved by cabinet in April 2022 included an assumption on securing £3.3m from the National Lottery Heritage Fund (NLHF), with a commitment for the Council to underwrite this. The project received notification in September 2022 that a Stage 1 application had been unsuccessful. Feedback at that time, were that there were concerns noted about the early stage of development the scheme was at and therefore risks associated, the Charity to operate the enterprise had not been established and the scheme needed to be understood in the context of a wider cultural and heritage strategy for the town. Since this time, significant progress has been made to address these concerns in order to consider a further application to this fund at the appropriate time. On-going discussions with NLHF will seek to determine what the scope and timings of this will be.

2.2.4 Funding secured to date:

	£ Capital	£ Revenue	Comments
Towns Fund	£8,097,181		
BCKLWN	£ 750,000		Contribution agreed in capital programme
N&N Festival UKSPF		£ 25,000 £ 70,000	To deliver the community engagement and learning programme 2023-2025
Total	£8,847,181	£ 95,000	£8,942,181

2.2.5 Charitable Incorporated Organisation (CIO).

When the site is complete, it was agreed in the April 2022 report that the most appropriate operational model to secure the future sustainability of the site would be for the Council to lease the whole site and operation of the newly refurbished centre to a charity, the St George's Guildhall and Creative Hub CIO at a peppercorn rent.

2.2.6 A successful application for the creation of the CIO to the Charity Commission was approved in July 2023 with 3 founding trustees. The CIO's objective is to preserve and conserve the historic St. George's Guildhall, its outbuildings, and its historically significant surrounding land (the Centre) for the benefit of the public. The CIO seeks to enhance public engagement in arts and heritage through theatrical performances, heritage experiences, educational activities, and events at the Centre.

2.2.7 Additional Trustees were recruited in July 2023. The development of a governing document to support the council's and the CIO's involvement in the Project Design, Business plan, operational, and funding requirements for the new site is ongoing.

2.2.8 Based on the operating options originally presented in April 2022 as well as considering other alternatives that were not included within the initial assessment, the independent specialist commissioned to update the Business Plan (appendix 1), has re-confirmed that setting up a CIO to operate the facility remains the optimum option. Indeed, changes in the context of the project since the 2022 business plan have strengthened the case for the option of a CIO to operate the facility. These reasons include:

- Since the 2022 Business Plan, the financial challenges of local councils have become more profound, forcing many to cut back on non-statutory services including cultural services. Across the country, more councils are forced to find alternative bodies to operate cultural facilities due to these constraints or even closing facilities in some cases. There is a knock-on effect on the willingness of major funders to invest in council-run cultural facilities due to this perceived additional risk. As such options that would see the council either running or contracting out the running of the facility carry greater risk now than they did within the original options assessment.
- The discovery of 15th Century floorboards as part of the Historic Building Assessment during RIBA Stage 2, was an international sensation. When this is linked with the evidence that William Shakespeare performed at the Guildhall with The Earl of Pembroke's Men it is clear that this floor is the stage on which he would have performed. This link with an original 'stage' on which Shakespeare probably performed, has significantly strengthened the potential for a CIO to raise funds through both grant funding and private philanthropy. The CIO would be much better placed to apply for funding from private philanthropy than a local council due to a) the range of funds it could approach and b) the tax benefits to private philanthropy unlocked by giving to charity which are not there when donating to local councils. The Shakespearean connection of the site increases the facility's ability to benefit from national and international networks provided by the Shakespeare link, facilitated by recruiting experienced trustees of a CIO.
- The continued commitment to the Museums & Galleries Tax Relief and Gift Aid from central Government is proving a vital factor in the sustainability of heritage facilities, that a CIO would be best placed to benefit from.
- The nature of the venue proposed is likely to need a standard of creative direction that can justify a premium in ticket pricing and visitor offer that

would not be likely within a leisure operator provider, volunteer-run operator or local council.

2.2.9 In conclusion, the case for the CIO to operate the site remains the strongest option available. This comes with considerations, including the need for a new CIO to build up reserves in order to obtain financial stability; the need for high quality trustees as well as local representatives to ensure the operation balances both local priorities and needs, and benefits from the potential national and international profile of the facility; and a strong fundraising plan to begin growing the new organization's capacity before it begins operating the facility.

The funding strategy set out in section 4 details the role of the CIO in the funding strategy to support the delivery of the project.

2.3. Conservation & Heritage Stakeholder Engagement.

As design work has progressed, a significant focus has been on developing the understanding of the historic buildings across the site and their archaeological significance and various uses from medieval times until the present day. To capture this a Historic Buildings Analysis (HBA) was completed during the early part of RIBA Stage 3 to allow the findings to be incorporated into the RIBA 3 design.

2.3.1 Alongside the HBA a Conservation Management Plan (CMP) was produced. This summarised the key points from the HBA as well as incorporating specific theatre research, and condition surveys for the site. The CMP has been circulated to key consultees including National Trust, Historic England, BCKLWN Conservation Officer and others. The RIBA 3 design responds to these comments identified in the CMP.

2.4 Planning & Listed Buildings consents.

To support the project timelines for the spend of the Town Deal funding and meet the requirements of a potential application to the Norfolk Investment Fund (NIF), a Full Planning and Listed Buildings application was submitted in June 2024. The application is supported by a CMP, HBA, and Historic Theatre research paper developed during RIBA stage 3. Additionally comments from Historic England, the Conservation Officer and the National Trust have been incorporated where practicable to support the submission.

2.5 Design

The appointed Lead Designer Howarth Tompkins has, during RIBA stage 2-3 established a new layout strategy and design for the entire centre which will:

- Maximise the visitor attraction from a range of unique buildings, and archaeological finds on site, including the Shakesperean floorboards.
- See the installation of a new theatre which responds to its Guild, Elizabethan and Georgian heritage while making an exciting space for performers and heritage visitors alike.

- Create a new foyer and café space at the heart of the site.
- Restore and establish a range of restored and flexible spaces for businesses, creative industries and activities for visitors and the delivery of the education programme.
- Ensure the site is accessible to all those visiting or working on site.
- Create a high-quality public realm to fully integrate an appropriate landscape setting to the restored complex of buildings.
- Ensure a coordinated design across the structural, mechanical, and electrical works to ensure the building is as sustainable and energy efficient as practically possible for a listed building.
- Create something of regional and national architectural interest and significance.

2.5.1 The proposals were put on display for a public engagement session on 9th May 2024 and are available to [view online](#). The updated Business Plan has responded positively to the proposed design in terms of the operating model resilience to changes in future demand.

2.6 Project Cost

2.6.1 A detailed cost plan has been prepared to reflect the updated design work undertaken during RIBA 3. This now indicates a revised scheme cost of £20.2m (as broken down in appendix 4 EXEMPT) which exceeds the funding that has been secured to date (detailed in 2.2.4) by £11.3m.

2.6.2 The two major changes that have led to the increase in cost is A) the requirement to incorporate carbon reducing green energy solutions, which has added cost and time to the scheme given it's been 70 years (in most cases) since the main infrastructure for the site was last updated. And B) the duration of the overall programme. In the order of a further 11 months of project activities have been required to deliver the full scheme compared to the original RIBA 2 project. An elongation of time has been necessary across all phases of the project e.g. design, approvals, procurement, and on-site delivery time.

2.6.3 The Project Team have undertaken a series of coordinated value engineering exercises to challenge and then propose alternate designs, scopes of work and specifications contained within the RIBA 3 full scheme, to minimise the cost increase. Various workshops have tracked over 50+ ideas to drive better value and the costs down. The nature of the Grade I and II Listed buildings mean that many opportunities are limited due to the requirements to protect and preserve the existing fabric of these sites. In many cases the main electrical, mechanical and structural solutions for the new scheme are more onerous than were expected at RIBA Stage 1. Value engineering will continue through the remaining design stages of the scheme to help mitigate against future cost inflationary pressures. As part of the tender exercise for the full scheme, potential bidders will be expected to demonstrate additional cost reduction ideas that the project can adopt during its final delivery stage of the scheme.

2.7 Economic Impact Assessment (EIA)

The economic impact assessment (appendix 2) based on the full scheme Gross Value Added (GVA) impact of construction jobs, operational jobs and jobs supported by wider visitor spend presented a combined benefit of £30.8m and 117 jobs over 15 years post completion. Specific outputs include;

- 55 construction jobs created
- 17 FTE operational jobs created on completion
- Visitor spend impact creates 45 jobs in the local economy worth £14.650m

This is considered a strong EIA response based on comparable heritage and visitor investments of this type.

3.0 Project Options

3.1 In light of the updated costs at RIBA 2 and RIBA 3 and available funding the Project Team have explored options that could:

- Fit with the available capital funds,
- Meet the Towns Fund outputs and outcomes,
- Achieve the main requirements of the Business Plan as well as understanding the repairs required to satisfy the National Trust lease.

3.2 The resultant work concluded that two realistic options could be taken forward to deliver, a third 'do nothing' option and a fourth scenario which was the only one that would fit with the available capital funds, all described below:

Option 1 – Full Scheme. Continue with the full scheme as set out in the latest Business Case that also complies with all agreed Towns Fund outputs.

Option 2 – Deliver the scheme in two phases. The first of these phases would focus on the Guildhall and a basic reduced scope, lower cost scheme. This would be followed by a second phase to deliver remaining improvements when additional funds could be secured in the future.

Option 3 - Do nothing. For this option, work would still be needed to resolve the existing outstanding repairs, fully understand the resultant ongoing operational costs, and long-term repair costs required to ensure that the Council fulfils its obligations within the lease with the National Trust.

'Within available funds' option – discounted. A scheme that could be delivered with the external funding secured to date (£8.9m) was given due regard. The Project team assessed whether this option can be taken forward for consideration, but **it was discounted** on the basis that it would not be viable in terms of a capital works phasing strategy or a viable end business model.

3.3 Summary of options

RIBA 3 Review	Towns Fund outputs met	Business Plan Compliance	Cost *	Funding Gap	Delivery Programme (months)
Option 1	YES	YES	£20.2m	£11.3m gap	18m Single phase
Option 2	Partially	NO	£14.4m	£5.5m gap	18m First phase
Option 3 – Do Nothing	NO	NO	£1.1m/ + £191k pa	£1.1m capex & £191k p/a	12 months. Essential works required now. Doesn't take account of value/cost of future maintenance obligations to the end of the lease.

*Appendix 4 provides cost breakdown of each option (EXEMPT).

The Options appraisal that follows details the design scope, summary of the Business Plan (appendix 1) and Economic Impact Assessment benefit (appendix 2) considerations of each of the 3 options.

Option	Design Scope	Business Plan	Economic Impact	Deliverability
1. Full Scheme	<ul style="list-style-type: none"> • A remodelled Guildhall to create a distinctive performance space for drama, spoken word, comedy, music and more for audiences of over 300 people. • Revitalisation of the Undercroft (below the Guildhall) to create a performance venue for up to 60 people. • The formation of creative hubs consisting of up to 15 units of various sizes and locations to support a flourishing community of local creative enterprises. • Re-purposed historic warehouses and barns to support new flexible performance, office, arts venues • Relocation of the Fermoy Gallery to the White Barn • Creation of a new Foyer and Café hub to form the new heart of the site. • Refurbishment of the former Riverside restaurant with 60 indoor and 70 outdoor covers. • Step free access to all the key public spaces. • Changing Places facility on site • Enhanced areas of public realm and landscaping. • The creation of an exemplar sustainable heritage redevelopment. • Enable the venue to leverage its historic links to deliver both performance and heritage experiences. • An international tourist and heritage offering drawing people from home and abroad by utilising the heritage of the site to its fullest. 	<p>Strong scheme with a mutually reinforcing mix of reliable revenue generating commercial services, public benefit activities capable of attracting philanthropic support, and higher risk/reward activities attracting visitors to the site and that there is flexibility and resilience in the business model.</p> <p>Allows the operation to respond to demand and changes in circumstances, aided by creative spaces that are designed to be flexible and easily repurposed.</p> <p>Proposed operating model of a single independent CIO provides the optimum benefit in terms of fundraising, tax benefits, operational flexibility and resilience.</p> <p>Key headlines:</p> <ul style="list-style-type: none"> • Total annual footfall at steady state (year 3) projected at 168,390 comprising 77,130 unique visitors. Various sensitivity scenarios including costs, revenue and visitor numbers (e.g. 44,259 low-case/ 70,900 visitors high-case) were applied to the site and the respective impacts can be seen in the table above. • Creative Hub Strategy has targeted a tenant curation approach, with public-facing creative enterprise leases in ground floor courtyard spaces and creative industry workspace and artist studios in upper floors to generate a balance of footfall and higher value rental income. • Tiered ticketing strategy proposed, increasing the value of premium seats whilst protecting affordable tickets for local audiences which supports an overall increase of average prices to £18.30. Gift aid also applied to a proportion (33%) of Shakespeare Experience Tickets to increase revenue. • Catering Revenue for Riverside Restaurant lease raising contribution from £51,421 to £59,000 p/a. Café projections linked more closely to visitor projections with a more conservative estimation of casual visitors leading to a reduction in contribution from £79,478 to £71,491. • Staffing and Overheads – Increase in anticipated staffing requirements along with adjustments to wages to account for inflation since 2022. Overall staffing cost increased by £77,147. • Projected surplus of £109,253 in a steady state Year 3 are seen. These compare favourably with the current costs incurred by the Council to maintain site (£191k pa). • The operating model will require that the CIO raises £126,361 in grants and donations per annum. 	<p>Full scheme Gross Value Added (GVA) impact of construction jobs, operational jobs and jobs supported by wider visitor spend presented a combined benefit of £30.8m and 117 jobs over 15 years post completion.</p> <p>Specific outputs include;</p> <ul style="list-style-type: none"> • 55 construction jobs created • 17 FTE operational jobs created on completion • Visitor spend impact creates 45 jobs in the local economy worth £14.650m <p>This is a very strong figure based on heritage and visitor investments of this type.</p>	<p>£11.3m gap funding required to achieve (see section appendix 4), requiring a managed financial risk to the council in the interim.</p> <p>CIO supportive of the design proposals and business plan</p> <p>Achieves Town Deal outputs and outcomes.</p>

<p>2. Phased Scheme</p>	<p>This option would deliver a scaled back initial phase at a lower cost with remaining works to be completed under a second phase when funds allow. It is anticipated that there would be a 15-month delay to the second phase to allow additional funds to be secured. The first phase would only meet some of the Towns Fund outputs. The remaining ones would be delivered at the conclusion of the second phase.</p> <ul style="list-style-type: none"> • A remodelled Guildhall to create a distinctive performance space for drama, spoken word, comedy, music and more audiences of over 300 people. • Formation of a new Foyer shell in North Warehouse Range (double height void not formed). • Café bar counter and catering area not formed in this phase. • Temporary pop-up café. • New wc's formed in Shakespeare Barn. Passageway wc's retained as existing. • Build new external envelope of the Shakespeare Barn including structural walls, floor, and stairs & lift. • Installation of new plant to serve Guildhall & Foyer and the formation of the rooftop plan deck and screen. • Creation of 517m² of "found spaces" for creative hubs. Made safe but retain existing finishes at ground floor only. (Second floor extension in Full schemes across the site). • No works to the Undercroft with no platform lift or level access or stairs up to Foyer from tunnel. • No works to Restaurant, except the installation of a new sprinkler tank. • Very basic public realm works no landscaping scheme. 	<p>The Updated Business Plan indicates a small steady state surplus which would require significant reduction in operations such as gallery exhibitions, education programmes etc whilst still achieving similar visitor numbers with the Theatre and Shakespeare visitor experience.</p> <p>Financial model is far more vulnerable to fluctuations in visitor numbers with even a slight reduction creating a large deficit. The loss of lower risk commercial revenue streams (e.g. £59,000pa for the restaurant) and additional café revenue from casual visitors would result in the Business not achieving the level of resilience and diversity required to support its future.</p>	<p>Gross Value Added (GVA) impact of construction jobs, operational jobs and jobs supported by wider visitor spend presented a benefit of £23.35m over 15 years post completion.</p> <p>Specific outputs include;</p> <ul style="list-style-type: none"> • 55 construction jobs created. • 11 FTE operational jobs created on completion. • Visitor spend impact creates 35 jobs in the local economy worth £11.25m • Combined impact of 101 jobs. 	<p>Gap funding of £5.5m still required but comes with additional risks in the longer term, namely;</p> <ul style="list-style-type: none"> • If a phased approach is used, then it has been estimated that there would be additional 10-15% or £3m overall project cost uplift. This is to cover items like additional contractor costs, paying more overheads and profits, scaffolding cost premium, an extra over cost for commissioning the systems on site multiple times and finally an inflationary impact given timelines. • Phase 2 would be assumed to take 12 months to complete these works would provide high degree of disruption to the completed phase 1 operation and have an adverse effect on its daily business operation and business plan forecasts • Deemed too high a risk to the overall integrity of the Business Plan outputs for the site. And therefore not likely to be acceptable to the CIO as the proposed future operator of the site.
<p>3. Do Nothing</p>	<p>In this scenario no works would be undertaken to deliver the Guildhall and</p>	<p>The Council would continue to be responsible for the existing operational costs of looking after the site, which include, rates,</p>	<p>No positive uplift in economic benefit to the current status</p>	<p>Borough Council would need to secure internal funding to complete</p>

	<p>Creative Hub vision. Works would still be needed to resolve the existing outstanding repairs which have been costed at £1.1m, however the full long-term repair cost is expected to exceed this considerably.</p>	<p>licensing, insurances, net of any rental contribution from the current tenant for the remaining period of the lease with the National Trust up to 22nd July 2050.</p> <p>Annual running costs are currently £191k pa (with minimal active programming, based on a 'hall for hire' operational model). 2% inflation indexed equates to £6.60m gross over the remaining 26 years of the lease.</p>	<p>and operation.</p>	<p>the immediate repairs and the long-term repair costs as Town Deal funding would not be eligible to use on a scheme that does not generate an economic benefit.</p> <p>Do Nothing capital works –financing will need to be found by the council to meet maintenance obligations for the remaining duration of the lease (see section 4), in addition to the annual running costs.</p> <p>Benefits, outputs and outcomes directly and indirectly will not be achieved for the site and local economy.</p> <p>Sunk Towns Fund fees for Do Nothing up to June 2024 c£1.4m, or Dec 2024 c£2.2m.</p>
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3.4 Options Outputs and Outcomes (shown against the original Town Deal Business Case)

Town Deal Output	Unit of measurement	Business Case (2022)	Option 1 Full	Option 2 Phased
Number of temporary FT jobs supported during project implementation*	Number of jobs	110	55	55
Number of full-time equivalent (FTE) permanent jobs created through the projects*	Number of jobs	22	34	22
Number of improved cultural facilities	Number	5	8	3
Amount of capacity of new or improved training or education facilities	Number	10,300	10,300	5,150
# of derelict buildings refurbished	Number	6	6	0
# of heritage buildings renovated/restored	Number	10	10	2
# of enterprises receiving non-financial support	Number	50	50	25
# of potential entrepreneurs assisted to be enterprise ready	Number	60	60	30
Amount of existing parks/greenspace/outdoor improved	Sqm of space	1240	1572	0
Amount of new office space	Sqm of space	669	814	517
Number of new non-domestic buildings with green retrofits completed (NEW ADDITIONAL OUTPUT)	Number	-	10	2
Mandatory indicator - Year on Year monthly % change in footfall	% change YoY	900	1680	925

3.5 Recommended Option

In assessing a range of considerations of all the options, officers have concluded:

- **Reject Option 2 Phased Scheme** - not recommended to progress through to RIBA Stage 4 based on the impact this will have on the future sustainability of the site and risk that this does not achieve the full potential impact for King's Lynn.
- **Reject Option 3 Do nothing** – requirement remains to remove the long-term commercial liabilities for both running the site and its immediate list of essential repairs, but would not achieve any wider cultural or economic benefit to the town.

3.6 Cabinet is recommended to approve Option 1 (Full scheme) outlined in section 3.3 of the report to progress through to completion, based on the business plan and funding strategy detailed in section 4 of the report. This recommendation is made on the basis of the following;

- Full scheme ensures the town has the best opportunity to benefit and capitalise on the unique historic attraction.
- Full scheme would exceed the original output and outcomes envisaged to achieve the vision and objectives set out in the original Town Investment Plan.
- Delivery of the full scheme can be achieved in one contract and phase, which will ensure best value for the capital works contract.
- Delivery of the full scheme will provide the best opportunity for the established CIO to progress the business plan and work towards achieving a sustainable operating model for the site in the longer term. The revised business model in this option provides a greater diversity of income potential to meet the sustainability objectives.
- Whilst noting the funding gap, officers have identified alternative funding sources which could be obtained, further details are outlined in section 4. It is also noted that other options also have a funding gap that would need to be met but these have greater risks attached in terms of likelihood of impact on the longer-term sustainability of the centre and longer-term revenue implications for the Council.

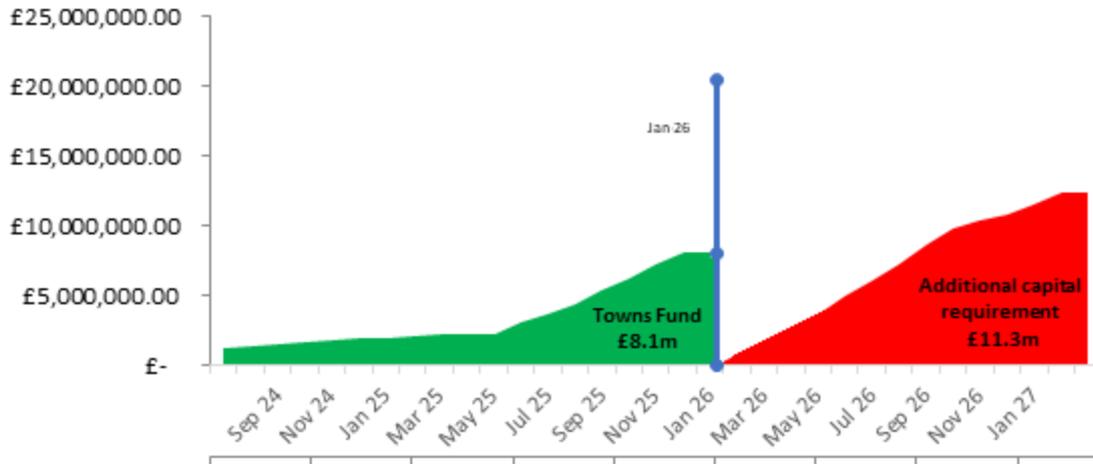
4 Financial Implications

4.1 Town Deal: all of the options presented represent a change in funding and scope assumptions from the original approved Towns Fund Business Case submitted and approved by DLUHC in 2022 which secured the £8.1m. Therefore, under the Towns Fund guidance, a 'Project Adjustment Request' (PAR) is triggered which requires approval from the Council, Town Board and MP. The scale of changes to the project means ministerial approval is required for the PAR. At the time of writing this report, the PAR is being prepared, for consideration by the Town Board and submission to MHCLG accordingly.

4.1.1 The Towns Fund requires town deal monies to be spent by the end of March 2026 (not project completion); therefore the project needs cabinet approval to progress with an approved RIBA 3 design in July 2024 in order to meet this timescale, in parallel with approval a PAR reflecting the option chosen by Cabinet and endorsed by the Town Board. This is crucial to prepare the procurement and appointment of a main contractor between February-June 2025 ahead of start on site in July 2025.

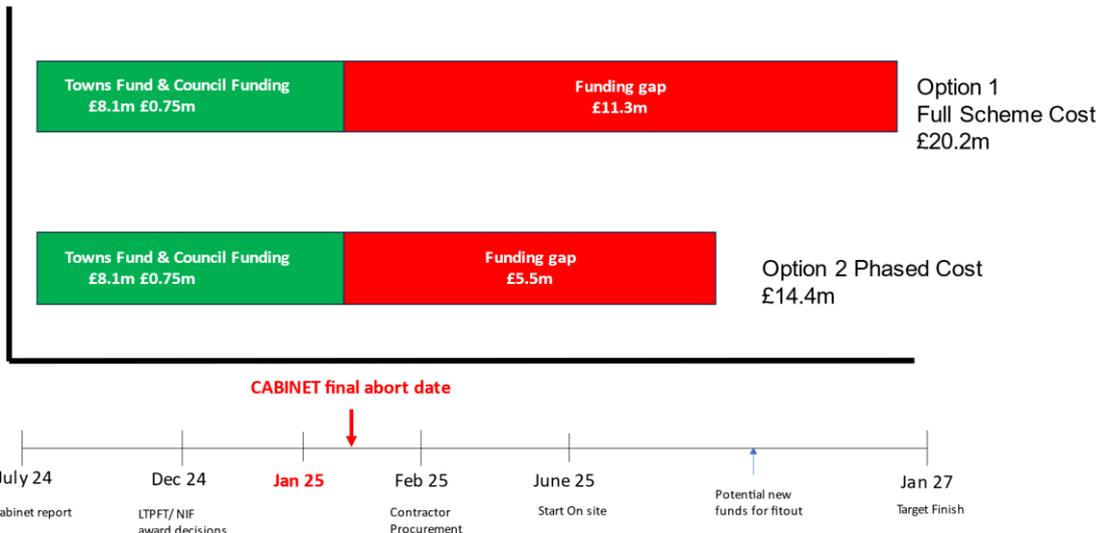
4.1.2 The cash flow forecast, based on the recommended option, indicates that all Town Deal funding can be spent by end of January 2026 assuming no slippage in the current programme. Therefore, the requirement for further funding to complete the scheme isn't required until February 2026 which provides time for officers to progress the funding opportunities available (see 4.2).

Towns Fund - Cummulative spending by funding source



4.1.3 However, in order to let the contract for the recommended scheme (Option 1) or Option 2, in the most cost effective and efficient way, the council will need to provide assurance of funding and underwrite any funding that is not yet secured at the time of awarding a contract in Spring 2025.

Option 1 - Full Scheme and Option 2 – Phased Scheme Funding summary.



4.1.4 If, following the completion of RIBA 4 and once outcomes of key funding opportunities are known (as set out in 4.2), a report will be brought to Cabinet in early 2025 to review the continued project viability and ask for Members to consider the implications of underwriting any of the project cost currently unfunded - or abort the project at that stage.

The costs incurred up to July 2024 from the Town Deal funding is c£1.4m. If the Council choose to stop the project in early 2025, then the costs incurred at that point would be c£2.2m. Officers have obtained confirmation from MHCLG that in this event, these costs would not be reclaimed.

4.1.5 Key Project Milestones

Subject to cabinet decisions being taken in this report, the key dates and programme for the project is set out below;

- June 2024 – Submission of Planning application
- July 2024 – Autumn 2024 - Project Adjustment Request (PAR) approval by Town Board and submission to MHCLG
- August 2024 – December 2024 – RIBA 4 Design
- Sept 2024 – January 2025 - Market engagement with Main contractors
- January 2025 – RIBA 4/Pre Tender Cost review
- February 2025 – June 2025 Tender and Contractor appointment
- February/March 2025 – Cabinet final funding report
- July 2025 – Main contractor start on site
- January 2026 – Town Deal spend completed (within Town Deal spend deadline)
- Jan 2027 - Main contractor project completion

4.2 Fundraising & Finance Strategy [EXEMPT].

This information is exempt.

4.3 Funding Strategy EXEMPT

This information is exempt.

4.4 Council Funding Considerations

4.4.1 If the Cabinet approves the progression of the recommended scheme (Option 1), the Council's "worst case" underwriting commitment for the recommended Option1 Full Scheme is £11.3m. This assumes no new external funds are secured (as detailed above). The "best case" position would be that all funds are secured to remove the £11.3m commitment. However, the key consideration here is the timing of funding opportunities and when funding is required in the cashflow forecast for project delivery (4.1.2).

4.4.2 It is important to consider that the final position could still leave some underwriting commitment for the Council. The following table shows

high-level indicator of borrowing costs for the Guildhall Project (based on interest rates guidance of forecast rates for borrowing in Q1 2025 dated 28 May 2024). For any underwriting by the Council, it should be borne in mind that the cost creates a pressure on the Council's revenue budget and there are currently no sources of income as a direct result of the project that will fund the borrowing.

Underwritten value	10 years cost of borrowing	Repayment per annum (10 years)	25 years cost of borrowing	Revenue cost of borrowing per annum (25 years)
400,000	87,045	48,705	223,316	24,933
1,400,000	304,659	170,466	781,610	87,264
2,200,000	478,750	267,875	1,228,243	137,130
2,400,000	522,272	292,227	1,339,901	149,596
3,400,000	740,000	414,000	1,898,194	211,928
5,400,000	1,175,113	657,511	3,014,778	336,591
6,200,000	1,349,203	754,920	3,461,411	386,456
7,200,000	1,566,816	876,682	4,019,704	448,788
8,200,000	1,784,430	998,443	4,577,996	511,120
9,200,000	2,002,043	1,120,204	5,136,288	573,452
11,300,000	2,459,031	1,375,903	6,308,702	704,348

4.4.3 High Level Indicator of Borrowing Costs for Potential Pipeline of Projects - based on interest rate forecast for March 2025 of 3.75%.

Amount £m	Annuity Basis (Annual Interest & Repayment)			Maturity Basis (annual interest payment with loan amount due at end of loan term)		
	10 years	25 years	40 years	10 years	25 years	40 years
	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
11,300,000	1,375,903	704,348	549,852	423,750	423,750	423,750

Scale of estimated annual cost at 3.75% interest. (Repayment via annuity)

4.4.4 The above table shows the costs of borrowing based on a sliding scale from £400k up to £11.3m which is shown to highlight the possible range of costs to the council should future funding applications be unsuccessful.

4.4.5 If funding in the region of £5-7m is secured as hoped later in 2024, the funding gap at the time of appointing a contractor reduces to £4-£6m. The future options to finance this gap – to allow the contract to be let while other funds are pursued – will be set out in the report to be brought back to Cabinet in early 2025.

4.4.6 Annual running costs incurred by the Council for the management of the site is currently £191k per annum. 2% inflation indexed equates to £6.60m gross over the remaining 26 years of the lease. With the decision for a CIO to take over management and operation of the site, this budget will be available and could be used to offset some or all of the potential loan cost depending on the amount and type of loan selected at that time.

4.4.7 In summary, there is potential for the funding gap to be met but currently there is no certainty that this can be achieved. However, there is a window of opportunity to progress the funding strategy between now and early 2025 when a further report will be brought back to Cabinet which will set out the position at that time and, if a funding gap remains, what that means for the council so that a decision can be made to underwrite or fund that gap.

5 Policy Implications

5.1 The St George's Guildhall and Creative Hub project supports achievement of the following priorities in the [Corporate Strategy 2023 - 2027](#) which contains priorities to;

- Promote growth and prosperity to benefit West Norfolk, including to
 - Attract new businesses to the borough to expand the local economy.
 - Support the borough's new and existing businesses to grow and thrive.
 - Maximise opportunities to transform and regenerate our high streets and heritage assets.
 - Promote West Norfolk as a desirable leisure, cultural and tourism destination.
 - Support a year-round programme of events, festivals and activities for residents and visitors.

- Support our communities, including the desire to

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing.
- Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition.
- Support the local voluntary sector as a vital element of the local community.

5.2 The project is an intervention originally outlined within the [King's Lynn Town Investment Plan \(TIP\)](#) which was agreed by Cabinet in October 2020. This forms part of the Town Deal with Government and the Guildhall project fits within the 'Growing innovative businesses' theme within the TIP.

5.3 The council is working in partnership with Arts Council England to prepare a new ten year Cultural & Heritage Strategy for King's Lynn, to bring together an array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in the town. The strategy will be key to aligning and bringing together this type of activity, including the Guildhall and Creative Hub site, and will enable the leverage of further investment to enable the cultural sector to grow and flourish further. The role of culture and creative industries will also feature in the emerging West Norfolk Economic Strategy.

5.4 The West Norfolk Tourism Development Plan (2022-2026) sets out the strategic aims to support;

- Sustainable tourism
- Visitor Accessibility
- Experiential Tourism
- Develop the cultural product

This project is directly aligned with the aims of the Tourism Development Plan.

6 Personnel Implications

6.1 Staff resources to deliver the project have been recruited and funded through the Borough Council's operational budgets. External project management support has been appointed (Pulse) to provide the specialist support required during the development and construction phases of the project, funded by the external funding secured for the project.

7 Environmental Considerations

7.1 The St George's Guildhall aims to be an exemplar of sustainable heritage redevelopment and regenerative design with; landscaped courtyards and low-carbon building service systems, incorporating air source heat pumps, photovoltaics, retrofit fabric upgrades to improve energy efficiency, naturally ventilated foyer spaces and creative hubs, measures to encourage sustainable modes of transport, rainwater collection for irrigation, and all new extensions utilising low-carbon construction.

7.2 In the interests of decarbonising the Guildhall estate and moving towards a net zero carbon future, Air Source Heat Pumps, (ASHP's) are proposed to largely replace the gas heating supply. The proposed number of ASHP's covers approximately 50% of the peak heat load of the estate (75% of the annual load) with the rest being made up by gas boilers. Subject to final calculations in early Stage 4, it is looking promising that more efficient ASHP's may be able to supply the entire heat load without gas top-up.

7.3 The Council has a carbon reduction target to be net zero by 2035. This project provides an important opportunity to become an exemplar particularly with the upgrade of a set of historic buildings.

8 Statutory Considerations

8.1 The site contains Grade1 listed buildings in a conservation area, therefore is subject to specific planning regulations.

8.2 If the 'do nothing' option is considered, the council will need to consider its statutory liabilities under the terms of the lease with the National Trust and its responsibilities and liabilities for the listed buildings within the complete site.

8.3 The development of the RIBA Stage 3 design complies with the latest regulations, to ensure the recommended option and phased option complies with Fire and Building regulations, particularly in respect of improving the disabled access to as much of the site as possible within the constraints of the listed buildings. Currently access to the Guildhall and part of the site do not meet the latest building regulations and are prohibitive to a range of disabled users.

9 Equality Impact Assessment (EIA)

9.1 A pre-screening Equality Impact Assessment (EIA) has been undertaken and this demonstrates that a full EIA is not required for this project.

10 Risk Management Implications

10.1 The project has a comprehensive risk register in place. Key risks and mitigation comments are given in the following table.

Risk	Risk Description and Mitigation	Impact
Funding	<p>If the project does not secure adequate funding from various funding streams (Towns Fund / NLHF / ACE etc.) it will not be delivered as per the current Full Option 1 or Option 2 scope.</p> <p>Fundraising strategy review undertaken, and clear objectives identified requiring BCKLWN resources being secured in summer 2024.</p> <p>Reviewing options in respect of phasing without materially impacting project objectives and business plan.</p>	High

Fundraising	<p>Council & CIO satisfying differing requirements, objectives, and timescales of potential funding opportunities. The project may not be able to deliver funding requirements in the timescales required for the various funders to cover the gap in funds.</p> <p>Potential funders to check alignment with project aims and compatibility with project programme.</p> <p>BCKLWN to consider underwriting the capital shortfall until future funds are secured.</p>	High
Project Fees	<p>Consultant Fees have risen due to the increase in scope of the project. Consultants procured based on a £9m project, full project costs currently at £20.2m.</p> <p>If Option 1 (Full Scheme) proceeds, then a VEAT notice will be issued to comply with the BCKLWN procurement legislative rules.</p> <p>If Option 2 (Phased Scheme) is supported instead, the Design Team for the remaining stages of the project must be reprocured.</p>	High
Programme	<p>Overall, the end-to-end Programme is under pressure to meet the Towns Fund expenditure and outputs target by March 2026. The Project Team are responding by continually reviewing and revising the master programme where opportunities have been agreed e.g. submission of full planning at end of RIBA 3 stage in preparation for funding opportunities with the NIF.</p>	High
Regulatory approvals	<p>Full Planning and Listed Buildings Consent applications have been submitted. Failure to secure consent or be conditioned to make major amendments to the scheme could be harmful overall to the Town Fund outputs, and future business plan.</p> <p>National Trust (NT) 'landlords' consent' is required for the design. The project will be unable to be delivered or delayed if necessary consent is not achieved in a timely manner.</p> <p>Extensive proactive engagement by BCKLWN Officers and the NT will seek to minimise risks.</p> <p>Historic England and other statutory consultees have been actively engaged on the project's design and the historical findings of the HBA, CMP.</p>	High
Design Sign-off RIBA 3	<p>Client Design Approval delay or material changes to design beyond agreed outputs, budget or timelines will cause further redesign costs and a corresponding delay to the programme.</p> <p>Early, consistent, and regular engagement with various "clients" and clear governance (Town Deal Board, Cabinet) processes in place and being used to control</p>	High

	change and gain decision support for all matters will help to mitigate.	
Procurement of Main Contractor	<p>The scale and complexity of the project results in there being a limited number of competent, qualified organisations to be considered for the tender in early 2025. The construction market is cyclical and so we could be subject to high or low demand levels for this type of contractor at the time of the procurement tendering exercise.</p> <p>Mitigation will include early engagement of main contractors to prepare their tendering teams for the bid. Work will start in September 2024 to engage via a form of expression of interest (EOI).</p>	High
Archaeology	<p>During RIBA 1–3, there have been many significant archaeological finds in the reviews and investigations across the site. The Project team have surveyed extensively to try and mitigate against the risk of new discovery finds. These new finds could have the impact of disruptive changes to the design, an increase in costs and additional time to manage their impact. (e.g. Norwich Castle 2-year project will take 4 years to complete.) This risk of discovery will continue until the project's end in late 2026.</p> <p>A large selection of opening up works and trial pits completed to assess the risk. Clear process in place should finds be uncovered.</p> <p>During RIBA 4 the Project Team will continue to look for opportunities to remove risks from the main project e.g. stripping out of the main Guildhall ahead of main start on site.</p>	High
Political and wider external stakeholder support	<p>The decision to call election in July has impacted RIBA 4 project approval and direction setting for the funding strategy.</p> <p>Option to accelerate RIBA 4 design approved subject to receipt of Town Deal annual progress payment.</p> <p>National political support for the Levelling up agenda and current commitments paused until intent of new government is clear.</p> <p>Local MP engagement to ensure support for Town Deal Project Adjustment Requests in summer 2024. Delay will impact overall project timelines, and potential cost should further design reviews be required.</p> <p>Local political and public support is essential and engagement sessions continue to be had to ensure understanding and impact on the BCKLWN is fully understood and acceptable to the people of KLWN.</p>	High

	Communications plans agreed with BC communications team, and WE ARE DESTINATION (engagement consultants) assisting with key messaging.	
CIO	<p>Inadequate resource to deliver the CIO operations prior to handover.</p> <p>The business fails to function resulting in poor outcomes affecting ability to raise additional funding, preparedness for opening etc. Ongoing engagement with the CIO is underway on the Business Case assumptions, operational and management assumptions. The CIO may require additional operational staff either via recruitment or secondment of council staff.</p> <p>CIO fails to recruit the right leadership team for the site, and it results in an underperforming scheme with a resultant negative impact on the turnover, profit/ loss projections over its first 3-5 years.</p> <p>BCKLWN will be responsible for the site and operation if the CIO cannot deliver the agreed objectives in the plan.</p>	High
Business Plan	<p>The project delivered is not able to meet the aims and objectives set out in the latest Business Plan (appendix 1).</p> <p>It is expected that the CIO should continually review and monitor performance against business plan - adjust pricing policies if required ensure adequate marketing budget identified and target audiences. This expectation could form part of the relationship agreement.</p> <p>Demand for Shakespeare Experience Tours – if visitor numbers meet or exceed the expected targets, will place pressure on the day-to-day operation of the site. The Business plan provides several ideas to ease the pressure at key times of the day or season.</p> <p>Failure to retain/build/train volunteer team through the project and prepare for transition to CIO.</p> <p>The project is unable to develop the volunteer base to enable the smooth transition to the CIO and beyond into it operating years.</p> <p>Work with NMS and National Trust volunteer teams to build volunteer strategy to look at both recruitment and development. Volunteers need to receive appropriate training to play their part across the site.</p>	High



Stage 1 - Pre-Screening Equality Impact Assessment

11 Declarations of Interest / Dispensations Granted

11.1 Not applicable

12 Background Papers

King's Lynn Town Deal Cabinet Report, 24 August 2021

St George's Guildhall Cabinet Report, 11 April 2022

St George's Guildhall Business Case Cabinet Report, June 2022

13 Appendices

Open:

Appendix 1 Business Plan June 2024 – Genecon.

Appendix 2 Economic Impact Assessment 17 May 2024 Rev 01 – Stantec.

Appendix 3 RIBA 3 design report Rev 02 – Howarth Tompkins.

Exempt:

Appendix 4 Options Cost Break down summary.

Appendix 5 Funding Strategy May 2024 – FEI

[NB the final Funding Strategy paper is awaited. To be circulated to members (exempt) when received.]

Question	Answer	Comments			
Name of policy/service/function	Guildhall & Creative Hub project				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New		Existing	✓	
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations and identify relevant legislation.</p>	<p>Delivery of a refurbishment to the Guildhall and surrounding buildings within the site. Transformation into a public entertainment area, new visitor attractions, education, food, drink, retail and creative spaces for new businesses. Ultimately, following refurbishment, the site will be operated by a Charity.</p> <p>The scheme will be subject to statutory obligations for planning, health and safety at work, environmental and hygiene standard, highways, and licensing.</p>				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Planning & Conservation Officer, Historic England, National Trust, existing users of the site, King's Lynn Town Board, senior Officers, elected members including scrutiny panels.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability	✓			
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
Other (eg low income, caring responsibilities)	✓				

<p>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	<p>Yes/ No</p>	<p>It is designed to appeal to all members of our local, national and international communities.</p>
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	<p>Yes / No</p>	<p>No, it's open to anyone that wishes to access the site to enjoy its many new facilities.</p>
<p>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	<p>Yes / No</p>	
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	<p>Yes / No</p>	<p>Actions:</p> <p>None</p>
		<p>Actions agreed by EWG member:</p> <p>.....Allison Bingham</p> <p>.....</p>
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member: A. Bingham</p>		
<p>Assessment completed by:</p> <p>Name</p>	<p>Robin Lewis</p>	
<p>Job title</p>	<p>Project Officer</p>	
<p>Date completed</p>	<p>28.06.2024</p>	

Complete EIA Pre-screening Form to be shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)