



P.21-11

## St George's Guildhall & Creative Hub Project Highlight Report

<b>Project Name:</b>	<b>St George's Guildhall &amp; Creative Hub</b>	<b>Project Manager:</b>	Mike Auger	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	April 2023
<b>Capital Code:</b>	C9061	<b>Client Dept:</b>	Regeneration		<b>Lead Designer:</b>	Haworth Thompkins	
<b>Project Code:</b>	P.21-11	<b>End User (if applicable):</b>	CIO – to be formed		<b>Cost Consultant:</b>	TBC	
					<b>Contractor on Site:</b>	TBC	

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
<b>This Report</b>	A	A	A	A	A	A
Last Report						

### 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 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
- 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)

**Please note that the RAG definitions (shown at the end of the report) have been updated for the new financial year. RAG statuses for the last month have therefore not been shown on this report, as the ratings are not comparable. For previous RAG ratings, please see the last report. For future months, the comparison will be available.**

**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 will be made following the completion of RIBA Stage 3.
- Following delay commencing procurement process, Haworth Thompkins (HT) have been identified as the preferred Lead Design Team, the appointment is 5 months behind what had been originally scheduled.
- Alongside the unsuccessful NLHF application, delay to Lead Design Team appointment means the project is currently behind the projected project for 22/23. The project is seeking permission from the DLUHC to reprofile.

#### 1.1 Decisions required by the Town Deal Board

- None

#### 1.2 Achievements during this period

- Contract Award notice published late April and lead Design Team, Haworth Thompkins (HT) appointed.
- Shakespeare's Birthday weekend held at the Guildhall

## 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
005	Construction Costs	Construction market fluctuations / inflation / materials supply and resources	A	Rising costs	RIBA 1 costs currently being reviewed by QS to update for inflation. Costs to be updated as part of feasibility to be HT.	10/05/2023
017	Surveys	Surveys identify additional works not currently budgeted	A	Rising costs	Surveys being identified and progressed with HT following their appointment.	31/03/2023

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

Issue ID (1/7)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
06	Procurement	Undertake several tenders which will need to be managed with the resources of the procurement team which is currently stretched.	R	Resources	Working with procurement team to understand how best this can be managed and whether these can be procured by existing frameworks	10/05/2023

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 (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 £
<b>Current Month:</b>								
Capital Expenditure	10,552,782	124,301	10,428,481	783,961	0	783,961	0	1,236,909
Revenue Expenditure	1,621,309	0	1,621,309	154,500	0	154,500	0	149,305
Towns Fund	(8,097,181)	(99,301)	(7,997,880)	(783,961)	0	(783,961)	0	0
Other Income*	(4,076,910)	(25,000)	(4,051,910)	(154,500)	0	(154,500)	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,386,214</b>
<b>Last Month:</b>								
<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>1,295,285</i>

\*will vary for each project

## 3.1 Project Financials

Due to financial year end, no graph is available for April.

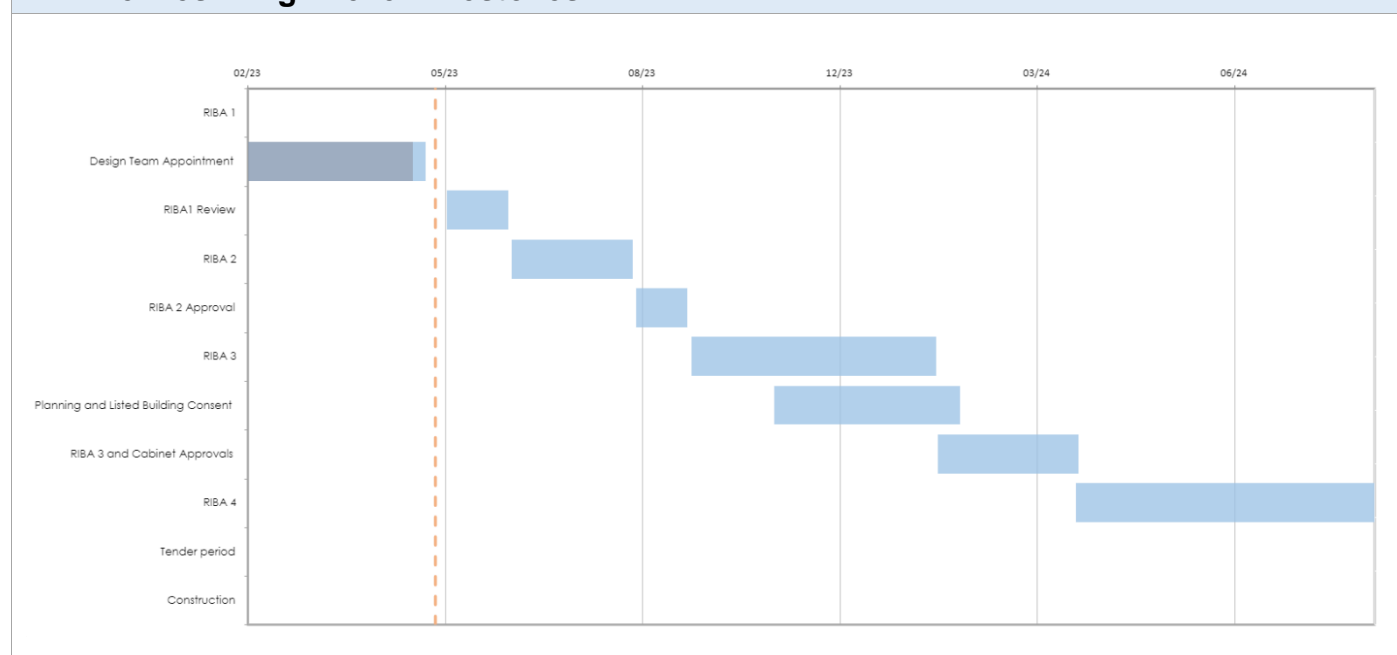
### 3.2 Project Contingency and Change Control

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 project being behind it's spend profile. This is due to the impact of the unsuccessful NLHF application and delay in issuing the Lead Design Team ITT. Permission to be sought from DLUHC to reprofile. Project team exploring funding strategy to meet £3.3m funding identified as part of unsuccessful NLHF application through RIBA Stage 2.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently AMBER due to a delay appointing the Lead Design Team, HT have been identified as preferred bidder and kick-off meetings are due to commence in early May. The appointment is 5 months behind what had been scheduled and while there is opportunity for this time to be made up through to 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.

With HT in place, we will now be undertaking a review of proposed timelines and develop an updated programme.

### 5. Resources Commentary

- Resources currently AMBER due to increasing project activity and the need to ensure appropriate resources are available both within the project team and wider support areas.
- Following identification of preferred bidder, kick-off meetings with HT will be held in early May 2023 to progress with the RIBA Stage 1 review and then progress with RIBA Stage 2.
- Recruitment for a Learning and Engagement Officer is underway with interview due in May. Procurement of additional support for the team (Comms Agency and Conservation Management Plan) however has been delayed.

## 6. Communications and Engagement

- Shakespeare's Big Birthday Bash celebrations held at St George's Guildhall on the 22/23rd April and were enjoyed by more than 200 people who were able to take part in family activities, watching films, or taking a tour of the venue.
- Over the next period we will be issuing a release announcing HT as our Lead Architect.
- 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 <sup>2</sup>	
Amount of new office space	669m <sup>2</sup>	
Mandatory indicator - Year on Year monthly % change in footfall	900%	

### Outcomes

Description	Notes
Refurbishing the historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	
Creating opportunities for local creative enterprises	
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	

## 8. Other Matters

Item	Comment
General stage progress	HT identified as Lead Architect and kick-off meetings identified for early May. Progression of CIO application process with Charity Commission Activities held over Easter Holidays and for Shakespeare's Birthday weekend. Next activities planned over May half-term. Learning and Engagement Officer role advertised, and interviews scheduled for late May.
Procurement progress	HT identified as Lead Architect and kick-off meetings identified for early May. Preferred contractor appointed for Archaeological Measured Survey. Tender exercises to be arranged for communications work to support project campaign and Conservation Management Plan. Working with procurement team to understand when these can be issued.
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	Visual and targeted intrusive Asbestos surveys being progressed in Feb 2023. Contractor appointed for Archaeological measured survey with work to be completed through May/June 23. Further surveys to be identified and agreed with the HT following their appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design progress.
Local schemes / dependencies	Other Towns Deal programme and projects Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

## 9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	-	✓				
<b>Date Approved:</b>	24/06/22	21/12/22	-	21/12/22				
<b>Approved by:</b>	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	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed