



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:	June 2023
Capital Code:	C9061	Client Dept:	Regeneration		Lead Designer:	Haworth Tompkins	
Project Code:	P.21-11	End User (if applicable):	CIO – to be formed		Cost Consultant:	TBC	
					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	R
Last Report	A	A	A	A	A	A

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)

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 Tompkins (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 has been reprofiled with DLUCH to reflect the current spend forecast.

1.1 Decisions required by the Town Deal Board

- Review of the St George's Guildhall and Creative Hub Advisory Group arrangements
- Appointment of replacement Project Champion

1.2 Achievements during this period

- Contract Award notice published for PM and QS contract. Pulse Contracting (PM) and Andrew Mortan Associates (QS) appointed.
- Appointment of additional Trustees to the CIO
- Progression of Historic Buildings Analysis work

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	Costs currently being updated by QS to reflect feasibility work by HT.	10/07/2023
017	Surveys	Surveys identify additional works not currently budgeted	A	Rising costs	Surveys returns being reviewed with HT to understand implication on design.	10/07/2023

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

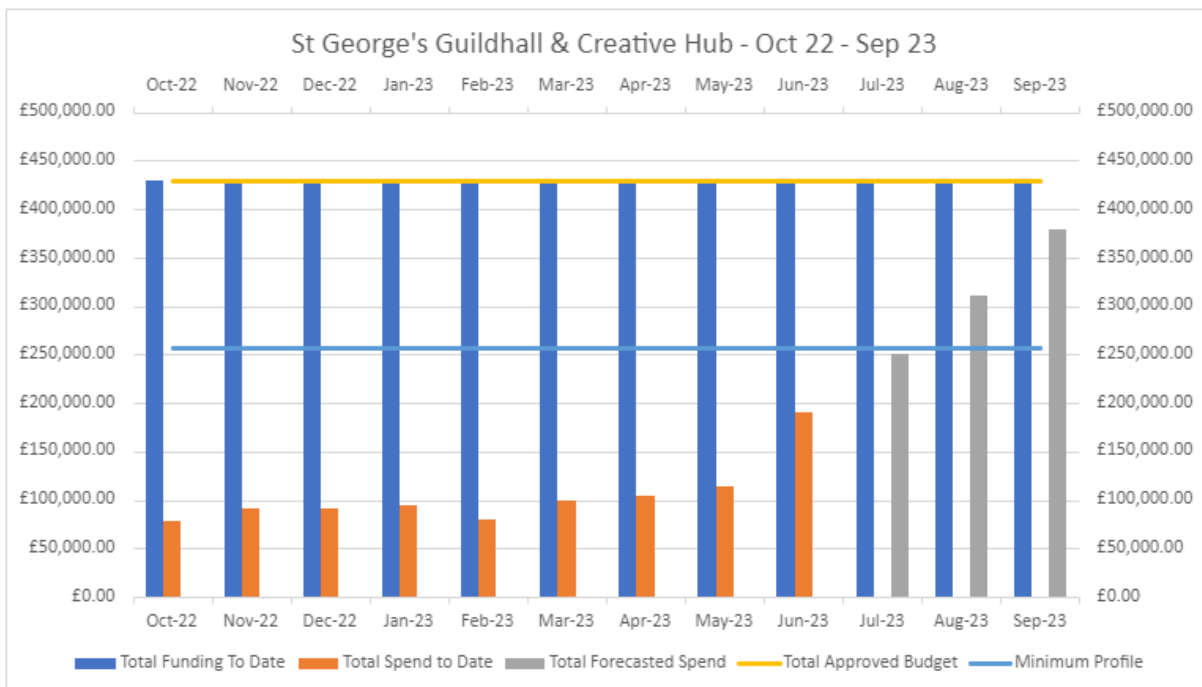
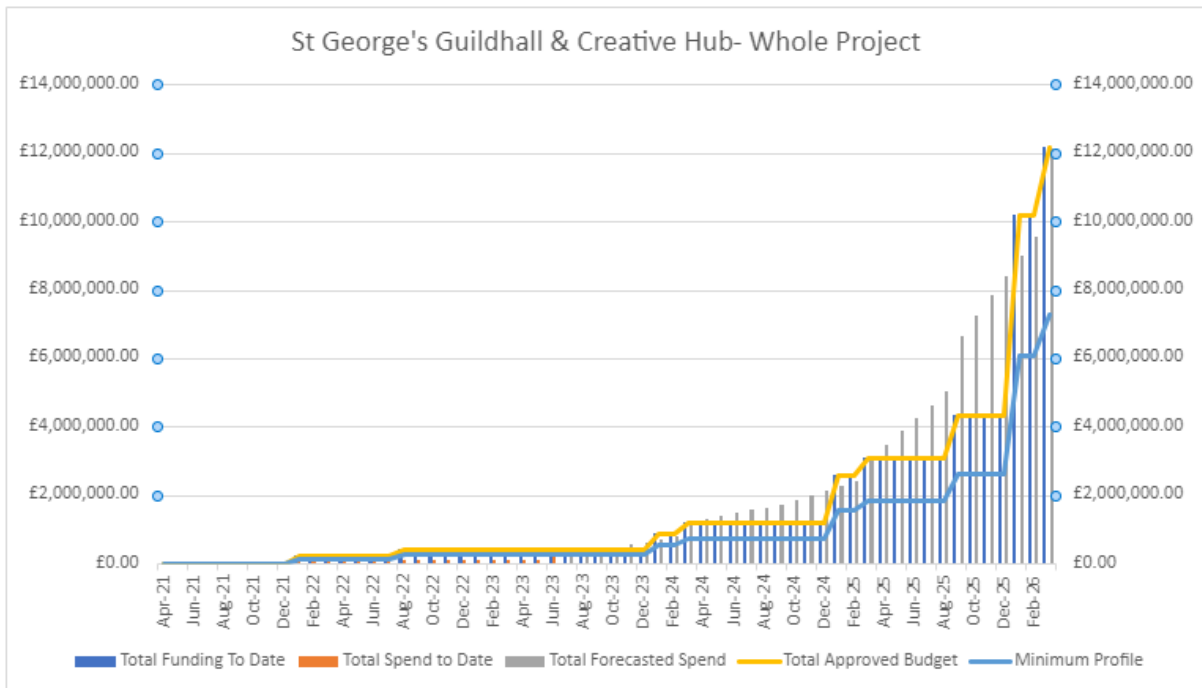
Issue ID (1/7)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
007	Resource	Resource peak in Q3/Q4 this financial year to produce report/updates and process relevant approvals and funding applications	R	Resources	Currently investigating options for recruiting resource on short-term appointment	10/07/2023

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	216,318	10,336,464	783,961	92,017	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)	(191,318)	(7,997,880)	(783,961)	(92,017)	(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



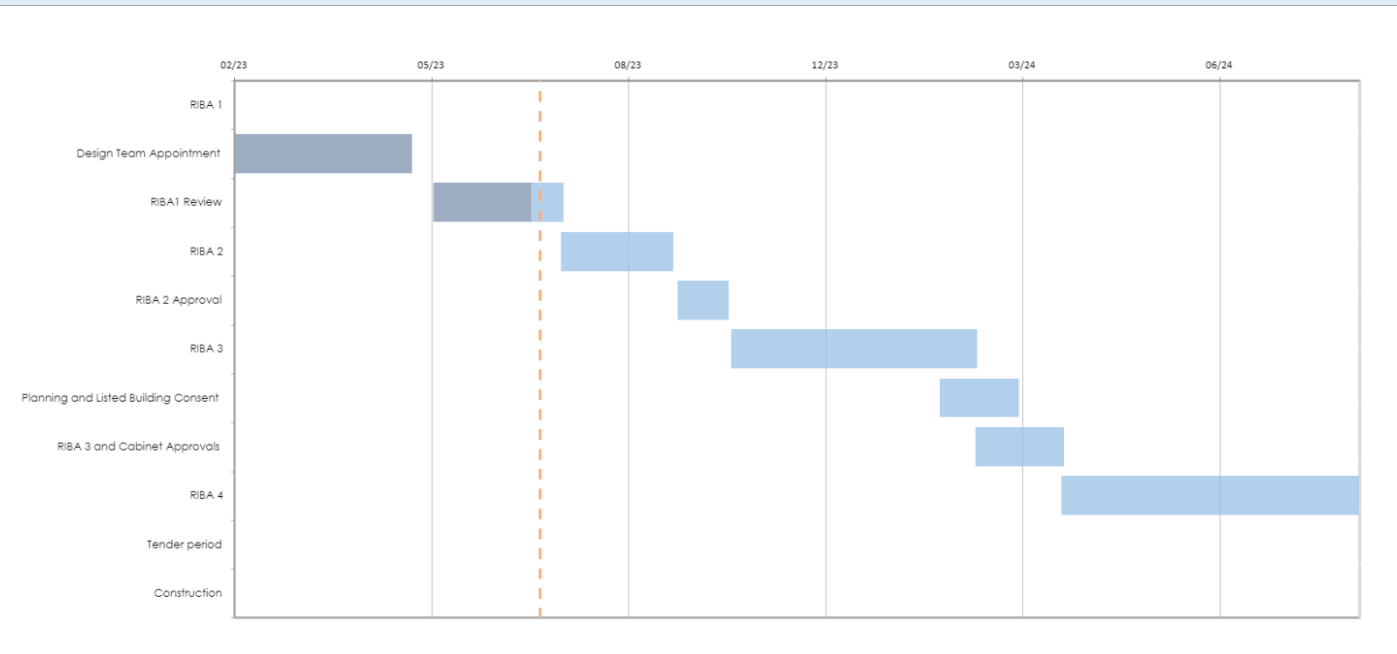
3.2 Project Contingency and Change Control

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 project team exploring funding strategy to meet £3.3m funding identified as part of unsuccessful NLHF application through RIBA Stage 2. Due to the impact of the unsuccessful NLHF application and delay in issuing the Lead Design Team ITT, the spend forecast has been reprofiled with DLUCH to reflect the current spend profile.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently 5 months behind what had been scheduled due to a delay in appointing the Lead Design Team following the NLHF announcement, 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 lead designer, HT in place, the programme has been updated as shown in the attached.

5. Resources Commentary

- Resources currently RED due to increasing project activity and the need to ensure appropriate resources are available both within the project team and wider support areas.
- Work is underway with HT with procurement of the Conservation Management Plan and Historic Buildings Analysis now progressing.
- 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.
- PM and QS support now procured with start meetings planned through July.

6. Communications and Engagement

- Comms Agency tender to be issued in July 2023.
- 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	HT completed feasibility review and updated plans now being costed ahead of RIBA St2. Additional Trustees recruited to CIO. CIO application process with Charity Commission, response hoped for in Autumn 23. Activities over May half-term weekend. Comms issued for summer activities. Learning and Engagement Officer role appointed. Start date due in Sept.
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]
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)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed