



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager:	Robin Lewis / Dan Mason	Project Sponsor:	Duncan Hall	Report covers period of:	August 2024
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Thompkins		
Project Code:	P.21-11	End User (if applicable):	CIO *	Cost Consultant:	Andrew Morton Associates		
				Contractor on Site:	TBC		

* CIO is now formed as per the registration here: <https://find-and-update.company-information.service.gov.uk/company/14526867>

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	A	A	R	R	R
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Project Definition

Project Stage: RIBA Stage 4 – Detailed Design

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, including a fully working Theatre.
- To conserve and promote King's Lynn's heritage and culture, and in particular draw upon the links between William Shakespeare and the Guildhall.
- Make our centre fully accessible and welcoming to all, whilst boosting new skills, and supporting new and existing creative businesses.
- To establish a vibrant cultural hub that will be a heritage attraction, education resource, commercial zone 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, support wider cultural, learning, and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

Overall status is currently Red

- BCKLWN RIBA Stage 3 governance completed. RIBA Stage 4 now commenced on programme.
- Interpretation tenders received from 2nr companies. Tenders individually assessed by key members of the team, tender moderation session held, interviews with both consultants held, recommendation approved and the preferred supplier (PLB) appointment in progress, kick start meeting 09/09/2024.
- Main Contractor Procurement progressing. PIN Notice issued to market; responses due by Friday 06/09/2024. Target potential Contractor Engagement date 9th October for site and scheme update.
- Planning and LBC applications progressing. Extension of time requested by the planning department, revised discharge date is 11th October following the Planning Committee on 07th October. Risk regarding approvals in relation to the full Bat Survey and BNG resolution.
- CIO Resource Workstream review is ongoing. Agreement being sought by the CIO for its start-up Operational, Education, and Creative Directors role requirements in the period up to handover. Strategy followed by detailed site activity planning required to commence early in 2025.
- Fundraising Consultant (to help fill the identified gap in funds) procurement activity started. ITT drafting, market tender, review and final appointment required by October early November 2024.

1.1 Decisions required by the Town Deal Board

- None

1.2 Achievements during this period

- Project Adjustment Request (PAR) to MHCLG submitted on 27th August. MHCLG confirmed the PAR can be treated as a delegated decision by the Accountable Body and Town Board. PAR and progression with full scheme agreed by the Town Board at July 2024 meeting.
- Full Delivery Associates Network (DAN) report issued. Currently under review at project team level to incorporate feedback and responses. Observations are being incorporated in project where appropriate. The DAN also supported the Full scheme, its merits, and the work that had been done to present it (and the other options) in various reports.
- National Trust Landlord's consent granted for the RIBA 3 design. Engagement being planned at key times through RIBA Stage 4 to advise on material variances to RIBA 3 should they arise.
- Project Team are looking at additional fit out requirements that the CIO will need to make the site a full turnkey operation at handover. Progress to be reported at a future Project Board.
- Cabinet (inc Mgt Team, Sifting, R&D) and Town Board (inc Programme Board) approval dates for the RIBA 4 design, latest funding status, being reviewed (Feb-April 2025) to ensure the necessary Governance approvals are in place and meet the current output dates of the Project. Update at next Board meeting.
- Change control process for the RIBA Stage 4 process now initiated to track all alterations to the approved plan. Change Control Tracking data will be presented at Project Boards for governance support.

2. Risks and Issues

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

Risk ID (5/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to deliver intended scope of project	R	Finance	Options reviewed in respect of phasing and their impact on the projects' objectives and business plan outputs. Reported via Cabinet, Town Board re option selection at end of RIBA 3.	13/08/2024
10	Funders Requirements	Satisfying differing requirements, objectives and timescales of potential funders	R	Finance	Potential funders to check for alignment with project aims and compatibility with project programme	13/08/2024
044	Programme	Programme pressures due to Towns Fund Targets (funding etc). Project Team have ambitious timeframes to hit.	R	Strategic	Liaise closely with Strategic Planning team during the process to highlight any risks	13/08/2024
046	CIO Initiation	Concerns that opportunities to input in scheme development being missed. Will CIO be ready to run the site on completion of the works?	R	Strategic	Process being escalated at BCKLWN. Initial paper being written to outline next steps.	13/08/2024
006	Securing Statutory Consents	The project is unable to be delivered due to being unable to achieve the necessary consents to achieve the work.	R	Regulatory	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes. Planning Consultant appointed Risks around Bat survey and BNG to potential sign off date.	13/08/2024

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

Issue ID (2/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
011	Budget	Budgetary pressures following RIBA Stage 3 cost plan	R	Finance	Project Team have reviewed phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams reviewed to identify key opportunities to support funding gap.	13/08/2024
006	Securing statutory consents	Statutory consent applications fast tracked to meet key funding deadlines.	R	Stakeholders	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes.	13/082024

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3.1 Project Financials

Financial information currently under review.

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	For info: Formal change control tracker being used to manage project through RIBA 4 to end of project.						

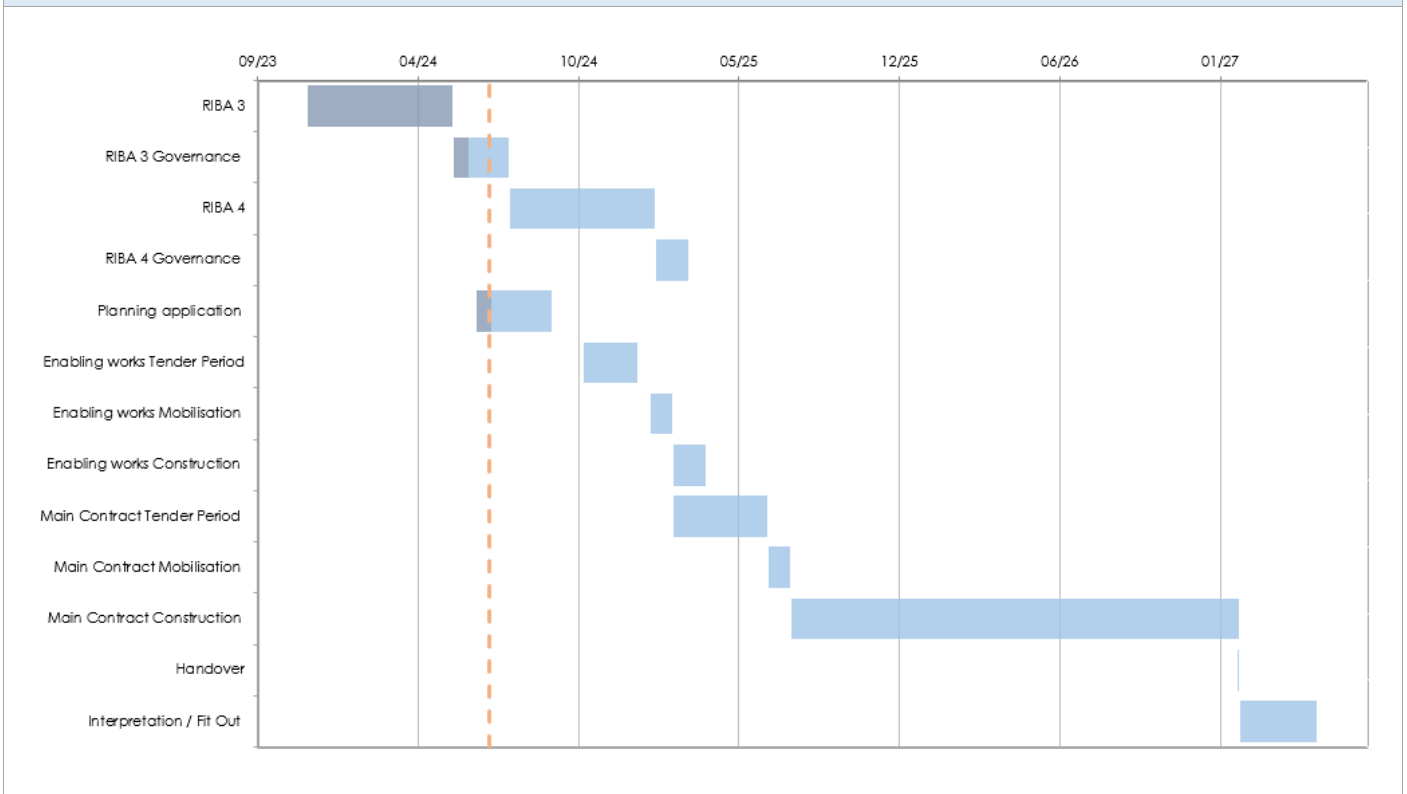
3.3 Financial Commentary

Financials currently RED. Of the estimated £12,174,091 initial budget, £3.3m was originally identified as part of an unsuccessful NLHF application with alternative funding sources now being sought.

A decision on the final project scope and funding package has been made at Town Board and Cabinet during July using the RIBA 3 latest cost plan. Cost is now £20.2m for the Full scheme.

Fundraising Consultant being procured to seek additional fundraising opportunities and enact fundraising strategy. Gap in funding and the status will be reported at Town Board and Cabinet in March/ April 2025 for a final decision on progression forward and the appointment of a Main Contractor in June/ July 2025.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RED.

The latest project completion date is forecast for early 2027. This has been approved in principle as part of the RIBA 3 Programme update to both Town Board and Cabinet in July 2024. This delay, as a result of important design changes at the start of RIBA 3 (archaeological survey findings, M&E compliance updates, environmental specification upgrades) has extended the overall programme by approx. 11months. The towns fund will still be expended before the March 2026 deadline however the outputs will not start being realised until the scheme opens in early 2027. The balance of required additional funds will be required to support the second half of the construction programme.

The interpretation workstream continues its progress. It has been advised/ estimated that the fit out, testing and commissioning period for the Interpretation scheme will require c14 weeks following the completion of the main works. This workstream is in the early stages of development and the programme will be updated accordingly.

5. Resources Commentary

Resource continues to be maintained as a RED RAG rating in the period.

Resources are being reviewed and considered in a range of areas including; works required to cover the Fundraising Consultant, CIO operational planning, PAR process, Legal framework activity between the CIO/ BC, Legal support for the Main Contractors procurement activities, and the forward planning inputs for Governance Documentation that will be required for the RIBA Stage 4 approval.

6. Communications and Engagement

The Comms Agency have developed the branding associated with the site. They continue to work on events including delivery of a wide range of activities across the calendar.

7. Outputs and Outcomes

Outputs		
Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024
Number of temporary FT jobs supported during project implementation	110	55
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	34
Number of improved cultural facilities	5	8
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	10,300
# of derelict buildings refurbished	6	6
# of heritage buildings renovated/restored	10	10
# of enterprises receiving non-financial support	50	50
# of potential entrepreneurs assisted to be enterprise ready	60	60
Amount of existing parks/greenspace/outdoor improved	1240 m ²	1572m ²
Amount of new office space	669m ²	814m ²
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%

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	RIBA stage 4 commenced and works on programme.
Procurement progress	Timber Damp survey appointment agreed. Main Contractor PIN Notice issued to market. Interpretation Design Consultant appointed and mobilising.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction - JCT – Procurement Strategy being prepared at present.
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Main Contractor Early Market engagement event being planned for October 2024. Procurement will be via a two-stage tender (SQ followed by full ITT).
Legal progress	Support development of CIO governing document. Internal legal meetings started and are required to progress at pace over the next few months to deal with initial priorities identified in the BC/CIO legal document suite.
Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement.
Surveys Status	Surveys identified and agreed with the HT following their RIBA 4 appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design process.
Local schemes / dependencies	Other Town 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	30/11/23	09/07/24		
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMPB	Project Board		

Latest approved document: PID November 2023

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