



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:	October 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	A	A	A	R	A	R
Last Report	A	A	A	R	A	R

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 Amber, although the significant gap in funding should be noted. See comments in Financial Commentary (section 3.3) for direction of travel.

- RIBA Stage 4 Design ongoing and on programme.
- Interpretation works progressing. PLB facilitating regular client workshops. Visitor Route optional/analysis has been ongoing and close to being finalised; preferred route largely agreed between respective parties. Next steps will be option appraisal of potential design options/ costings. Target issue January 2025.
- Briefing session held with Emily Neary (cataloging Museum Consultant) regarding documentation of collections and subsequent decant of the site. Discussions ongoing RE Storage and potential Shop outlet.
- S278 works progressing, design fees being compiled and discussions with NCC to be progressed.
- CIO Resource Workstream progressing and legal reviews ongoing. Agreement to be sought on the CIOs Operational, Education and Creative role(s) creation and appointment. Also, procurement of fundraising consultant and agreement of how income is generated and used by the either the BC & or CIO.
- Meetings held re: additional fit out requirements that the CIO (or BC) will need to undertake, pay for to make the site a full turnkey operation at handover. Draft costs and further rationale have been requested for update via a change control request. (CRF).

1.1 Decisions required by the Town Board

- None

1.2 Achievements during this period

- Review and agreed the target governance process for the end of RIBA Stage 4. Targeted for full report April Town Board and Cabinet 2024. Final dates to be fed into Master Programme.
- Main Contractor Market Engagement Day held on Wednesday 9th October. SSQ issued to the market. Responses due back Monday 11th November.
- Planning and Listed Building Consent confirmed within the period following the Planning Committee meeting. Consent letters received with conditions appended.
- Meetings established with National trust to review detailed design development. First meeting due 05th November with further meetings end of November and January.

Priorities for Next Period:

- Continue discharging of Pre-Commencement Planning Conditions inclusive of Bat License, Archaeological WSI etc.
- Final receipt of Timber Damp survey and final test pit excavations.
- Commence process of engagement with the neighbouring properties and businesses ahead of issuing the Party Wall Notices. PWNs targeted for early 2025 but important to engage early to prevent these landing without forewarning.
- Review Main Contractor SSQ responses and shortlist contractors to proceed to tender.
- Finalise tender pack for Enabling Works Contractor and issue to the market. Target SOS end of Feb 2025.

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. (NIF, LTPFT latest guidance increase risk to BC on funding gap position. Not a TF risk unless project has to be stopped).	01/11/2024
044	Programme Pressure from TF Targets	Programme pressures due to Towns Fund Targets (funding etc). Project Team have ambitious timeframes to hit.	A	Strategic	PAR reset now shifted this to a amber position. Continue to work with Town Deal programme team during the process to highlight any risks.	04/11/2024
015	Procurement of Main Contractor	Lack of resource in main contractor market. Geographical location of project is challenging.	R	Performance	Undertake an EoI of the market to understand appetite for the scheme. Market engagement day being held. Direct contact ongoing with long list to continue to generate interest in opportunities.	01/11/2024
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. CIO letter received post Leader meeting 6/09 highlighting their main requirements of the BC/NT Exec inputs. Options being considered to deal with these matters.	01/11/2024

016	Tenders received exceed the budget cost allowance	The project does not have the available budget to progress, major scope reduction of VE required.	R	Financial	Regular cost reviews throughout the design development period - undertake market testing of key cost items - regular review of inflation allowances against the market trends. Contingency review and costing advice being gathered to value the size of this risk.	01/11/2024
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2.2 Key Issues [all red and increasing amber] – something that has happened

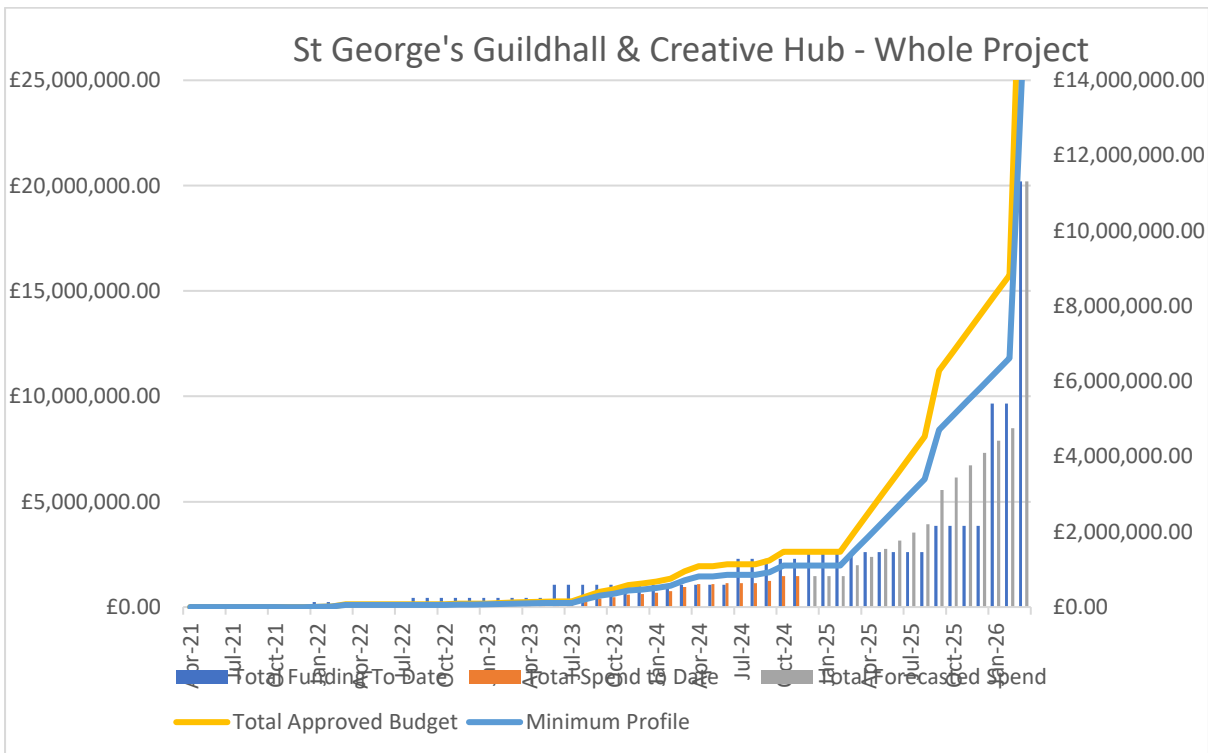
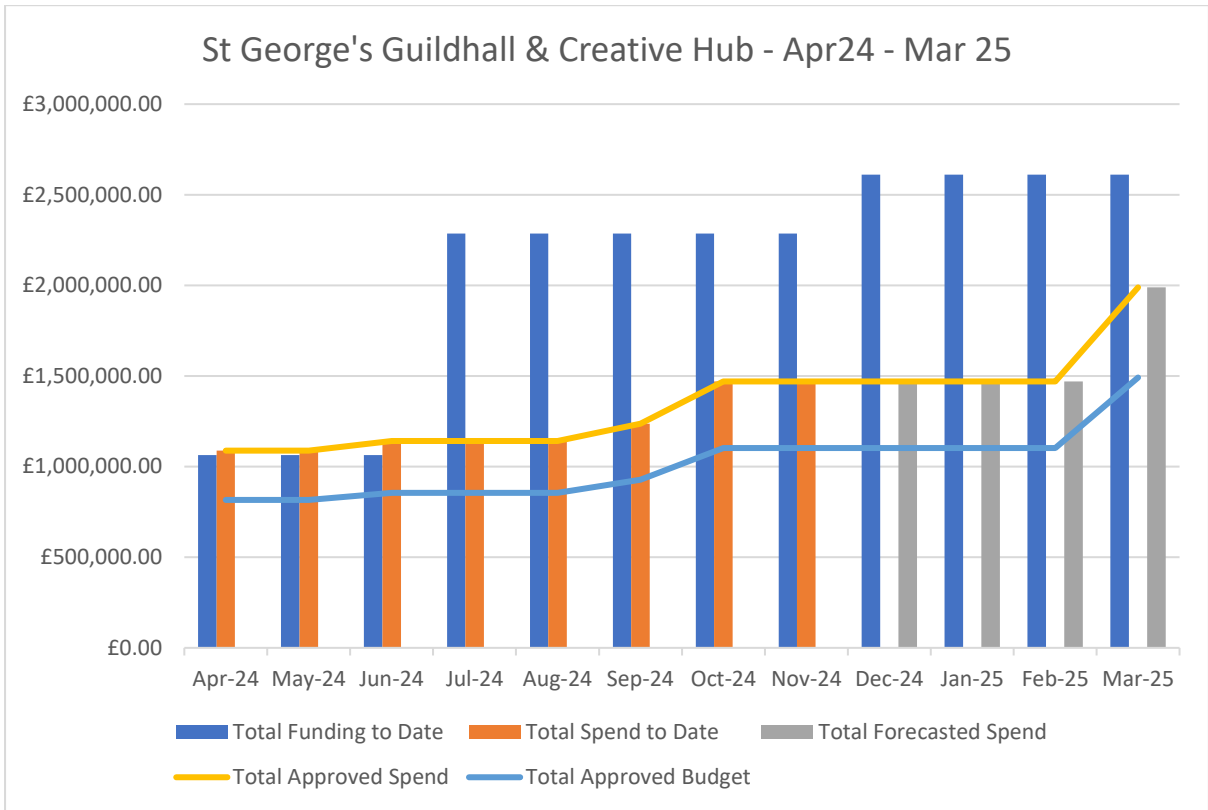
Issue ID (2/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
011	Budget	Budgetary pressures following RIBA Stage 3 & potential RIBA 4 cost plan status.	R	Finance	Project Team have reviewed phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams reviewed to identify key opportunities to support funding gap.	01/11/2024
015	Procurement of Main Contractor	Lack of resource in main contractor market. Geographical location of project is challenging.	R	Performance	Undertake an EoI of the market to understand appetite for the scheme. Market engagement day being held.	01/10/2024

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

3.1 Project Financials

3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2023/24	Total spend / income to date	Current year forecast 2023/24	Current year variance between budget and	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
Guildhall	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	1,335,764	516,003	1,335,764	0	20,200,000	1,469,531	20,200,000	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-1,066,264	-516,003	-1,066,264	0	-8,097,181	-1,469,531	-8,097,181	0
Other Income*	-269,500	0	-269,500	0	-12,102,819	0	-750,000	11,352,819
Net position	0	0	0	0	0	0	11,352,819	11,352,819
Last Month:								
Net position	0	0	0	0	0	0	11,352,819	11,352,819



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

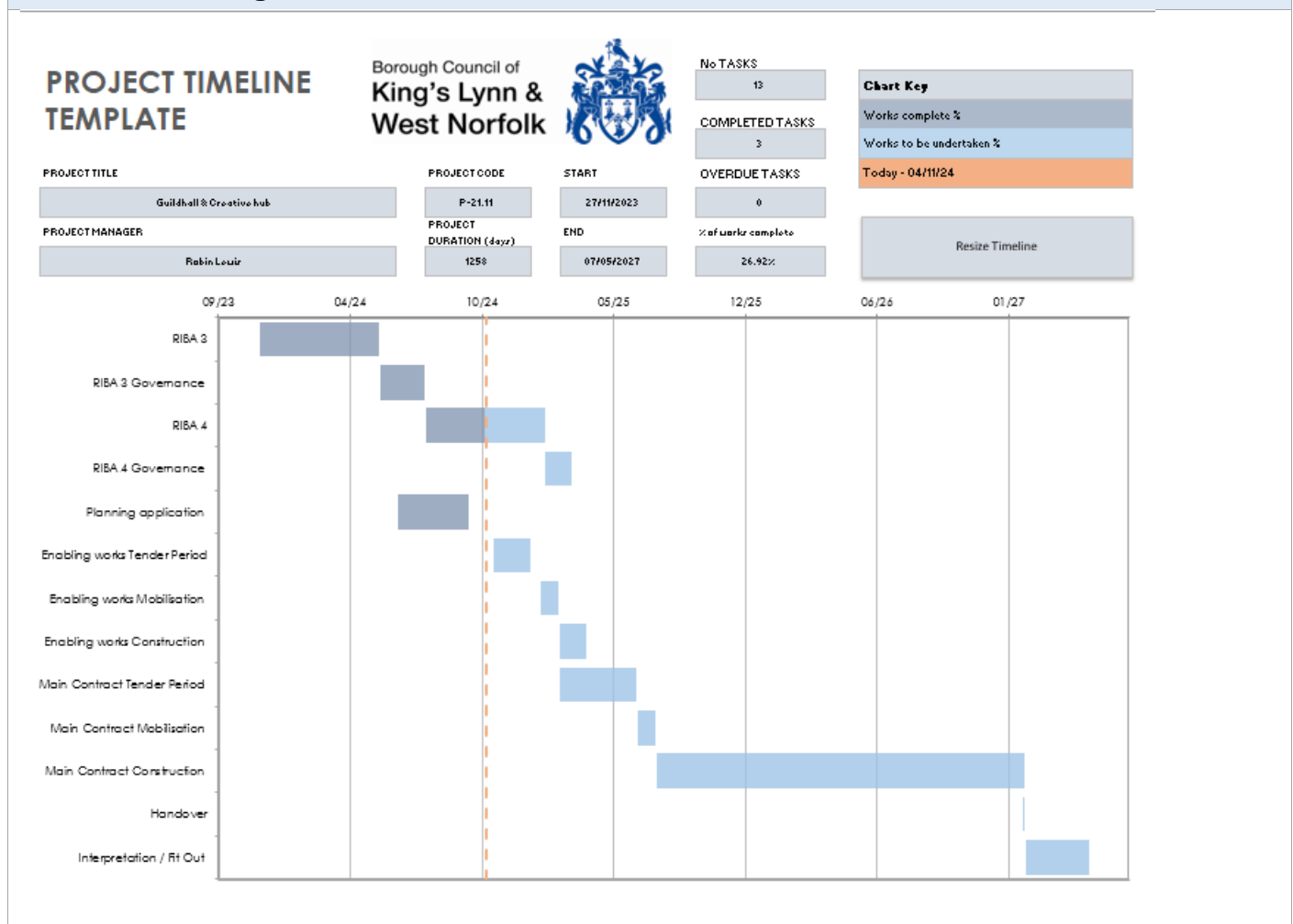
Financials currently RED. Of the estimated £12,174,091 initial budget, £3.3m was originally identified as part of an unsuccessful NLHF application with alternative funding sources now being sought.

It would be proposed to reduce this RAG rating once the additional funds have been secured. Although the Project Adjustment Request agreed summer 2024 're-set' the baseline, the Project Team believe that the significant gap in overall funding could still impact on the Towns Fund monies being spent within the required timescales and therefore, this remains rated as Red.

A decision on the final project scope and funding package has been made at Town Board and Cabinet during 2024 July using the RIBA 3 latest cost plan. Cost is now £20.2m for the Full scheme. This is the second month that we have reported against the £20.2m scheme hence the projected variance has jumped up significantly to reflect the latest requirements (c £11.3m).

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

Timeline RAG rating has been adjusted to Amber to reflect the fact that the project outputs dates have been re-set as part of the recent Project Adjustment Request approval process.

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, because 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 grant 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. (Circa funds in place by Dec 25/ Jan 26 to support cashflow demands.)

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.

5. Resources Commentary

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

Additional resource demands are being reviewed and considered in a range of areas including works required to cover the Fundraising Consultant role, CIO operational planning of the overall new site, and an extension of time request to support the Education Officer's role. There is also an exceptional demand on the time required to develop a more suitable legal framework between the CIO/ Borough Council (Birkett's are undertaking this piece of work). There is a substantial enabling work package being managed as well to support the strip out of the Theatre. The Borough's legal team contract support for the main contractor's procurement exercise, plus the forward planning inputs required for the RIBA Stage 4 governance process are all being considered in terms of impact on the Team's resources.

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.

Comms will commence shortly with the neighbouring properties with a view to issuing Party Wall Notices early in 2025. Agreements will be sought ahead of commencing works onsite.

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%
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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	Main Contractor SQ Notice issued to market. Enabling Works contractor tender drafted, target release 15 th Nov.
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, Fundraising guidance for both BC to share with CIO/ NT to ensure compliance with law, Charity Commission, the Lease between the BC, and NT. HMRC Tax rules.
Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept/October 2024 in relation to fundraising and overall tripartite strategy required to align the BC, CIO and NT redlines for the site and its operation.
Surveys Status	Surveys identified and completed with 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 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	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)	
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