



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:	January 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 – currently being procured		

* 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 the 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 following agreement to the Project Adjustment Request 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** – As reported previously, programme team working at maximum effort to hit dates.
- **Interpretation Works** - The option appraisal of potential design options/ costings is being presented to the project team on Wednesday 12th February for approval prior to the next stage for design development
- **Collections/Storage** - Documentation of collections completed following agreed Norfolk Museum Service/Borough Council strategy. Meeting scheduled for 7/02/2025 to agree procurement of decant works.
- **King Street public realm** - Works to commence Feb 2025. S278 works meeting scheduled for 13/03/2025 with NCC Highways.
- **Pre-Launch BC/CIO Resource review ongoing.** Agreement continues to be sought on key role(s). Proposal includes the appointment of a Fundraising Consultant asap. Agreement of how income once generated, is received by the BC to allow for capital works on the site, being reviewed by Legal. Paper is subject to internal review with Officers (if approved) on next steps.

- **Turnkey Fit out** - Meetings held about additional fit out requirements that the Site will need to make it a full turnkey operation at handover. Scope & costs compiled by AMA now reviewed by Alive West Norfolk & BCKLWN. Revised comments issued for incorporation in Stage 4 costs.
- **H&S Reporting** - Ongoing. Next meeting planned for Thursday 27th February. No further action.

1.1 Decisions required by the Town Board

- Final confirmation on updated governance dates.
- Discussion on Project budget and client contingency strategy.
- Confirmation to proceed with appointment of Enabling Works contractor.

1.2 Achievements during this period

- Enabling Works Contractor tender completed & NCL have been appointed subject to final administration particulars. Works currently due to start 17th March with 9-week programme.
- RIBA Stage 4 design packs have now been complete and issued to QS for final development of the BoQ ahead of main contractor tender. Full RIBA stage 4 from design team report due end of Feb.
- Following submission of Archaeological WSI to the Local Authority the project team were notified of it being approved and thus the discharging of one of the planning conditions. The ecology report has been submitted to the LPA to support the discharging of a key planning condition.
- PLB Interpretation design has been developed with key stage presentation and preliminary costings due Wednesday 12th February

Priorities for Next Period:

- Progress the Ecological EPS Bat license. Quotations from Ecologists being sought with procurement and license activities to commence in February. Watercourse and Habitat credit acquisitions under review. Update at March Board.
- S278 design works to be developed, and procurement route agreed (i.e. in main contractor works or additional works)
- Drive the governance process with the new detailed dates and input requirements to support the RIBA Stage 4 design, and the tender responses in June 2025. DRAFT (Rev 15) programme has been issued to show the implication of running the process after the receipt of main contract tender recommendation.
- Continue final collation of the BoQ for the tender pack and receive final RIBA Stage 4 Design Reports (design information for BoQ completed and issued), target mid Feb25. Both activities under pressure give scale of the scheme and tight programme. Weekly meetings being held.
- Complete the decant of the Guildhall ahead of the Enabling Works activities. Further review meetings being held on Friday 7th February to check progress.
- RIBA 4 costs (by QS) will be issued following issue of BoQ and final stage 4 reports.. Important indicator of underlying cost position across main works.

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(5/40)						

003	Funding	Inadequate funding to deliver intended scope of project	R	Finance	TOWNS funding re-prioritised to provide £8.07m of capital funding. Following unsuccessful NLHF application for potential total ask of £3.3m (including the intended Stage 2 application ask). Some additional funding may come from other BCKLWN Towns Fund Projects to be reallocated to the Guildhall (amount TBC). Fundraising Consultant to be procured shortly. Estimated drawdown cashflow to be created by AMA for once the projects onsite. Reviewing options in respect of phasing without materially impacting project objectives and business plan (Core Scheme).	09/01/2025
057	Sprinkler Inclusion	Discussions being held with insurers, National Trust and internally at the BC to review the approved position of not including Sprinklers in the Guildhall area.	R	Design	Review with relevant parties and understand inclusion. Then design team to include and understand routes etc. Still under review.	09/01/2025
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.	09/01/2025
029	Client CIO complex operator is not fully established to provide detail operational brief for Stage 4	Detail brief is not available to design team. Stage 3 design has to make assumptions. Risk of design changes at later stages (e.g. during Stage 4/ 5) leading to cost overruns and delays. Eg AV and IT equipment are key items.	A	Design / Brief	Process being escalated at BCKLWN. Direction on IT, AV equipment and lighting required. Date of handover from BCKLWN to CIO has been moved back (a year or two post PC) to help mitigate.	09/01/2025
002	Resources	As project activity increases, there is increased pressure on the project team in respect of balancing work loads.	A	Resources	Project has increased in size (by 100%) and pressures felt. Additional resources being reviewed continually.	09/01/2025

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

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
(3/9)						

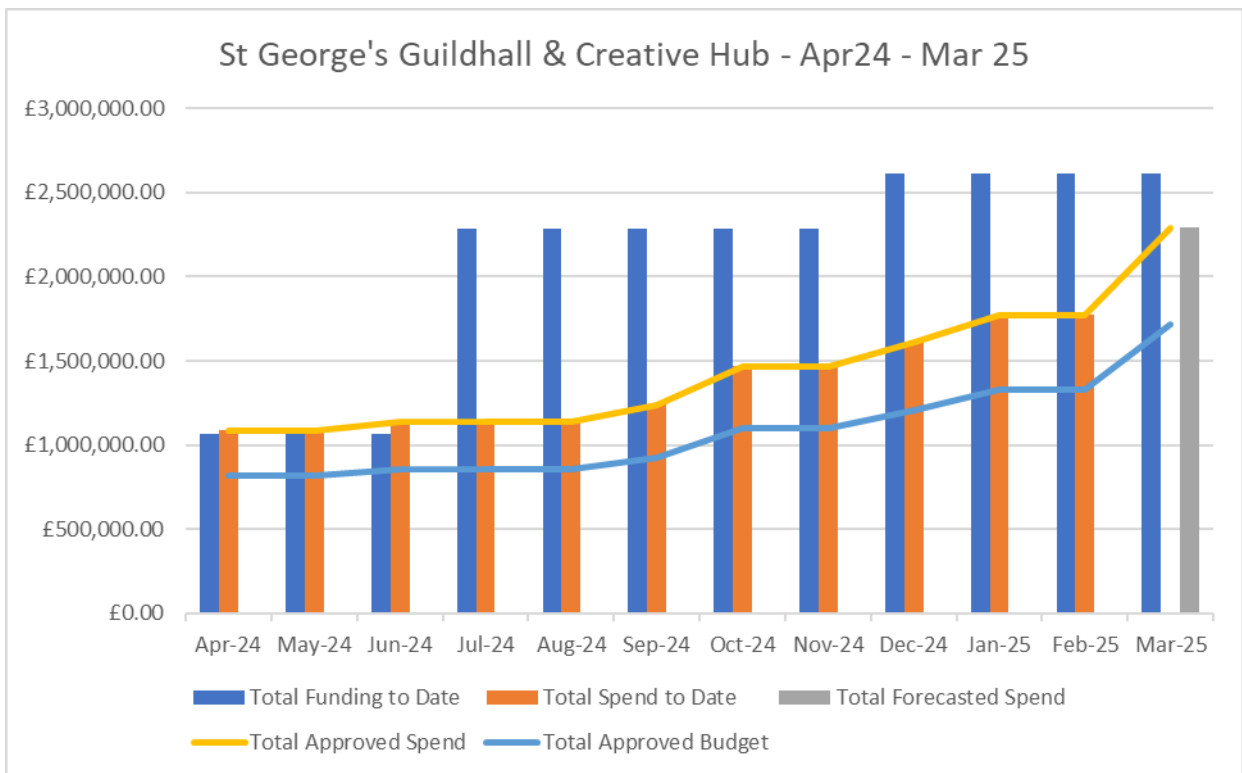
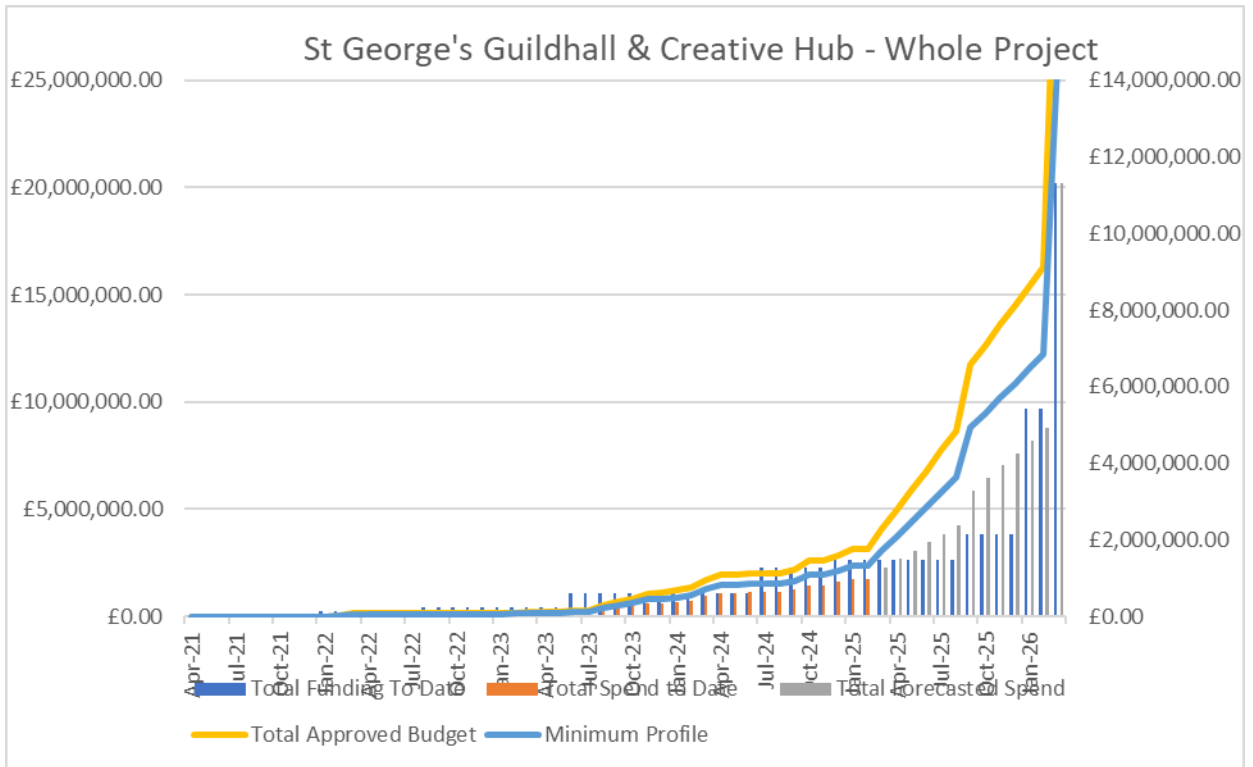
011	Budget	Budgetary pressures following RIBA Stage 3 & potential RIBA 4 cost plan status.	R	Finance	Project Team have reviewed phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams reviewed to identify key opportunities to support funding gap.	09/01/2025
015	Procurement of Main Contractor	Lack of resource in main contractor market. Geographical location of project is challenging.	R	Performance	SQ completed. 5 strong contractors have been invited to tender following review of responses. . Risk that they may be offered other works ahead of the June award date. Team keeping comms open with MC's.	09/01/2025

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

3.1 Project Financials

3. Financial Summary								
Guildhall	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2023/24	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	1,335,764	981,801	1,335,764	0	20,200,000	1,935,329	20,200,000	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-1,066,264	-981,801	-1,066,264	0	-8,097,181	-1,910,329	-8,097,181	0
Other Income*	-269,500	0	-269,500	0	-12,102,819	-25,000	-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

*will vary for each project



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.						

3.3 Financial Commentary

Financials currently RED. Of the estimated £12,174,091 initial budget, £3.3m was requested as part of an unsuccessful NLHF application with at that time alternative funding sources being sought to cover the gap in funding 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 July 2024 using the RIBA 3 latest cost plan. Cost is now £20.2m for the Full scheme. We now continue to report 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 June/ July 2025 for a final decision on progression forward and the appointment of a Main Contractor in July 2025.

Internal Officer reviews continued in November looking at the overall capital position as advised by the project team. This included a review of the significant wider external risks to the budget, and the overarching contingency strategy required to support the project. Outputs and recommendations of these reviews will be shared in early 2025.

- Total Project Spend to Date £1,935k (reflecting the accrual adjustment of £135k).
- Spend this Financial Year £982k of which £162k was spent in January.
- Budget £354k Remaining this financial year, which appears on track to achieve.

4. Timelines – High Level Milestones

PROJECT TIMELINE TEMPLATE

Borough Council of
King's Lynn & West Norfolk



No TASKS

13

COMPLETED TASKS

4

OVERDUE TASKS

0

% of works complete

26.32%

Chart Key

Works complete %

Works to be undertaken %

Today - 06/02/25

Resize Timeline

PROJECT TITLE

Guildhall & Creative hub

PROJECT CODE

P-21.11

START

27/11/2023

PROJECT MANAGER

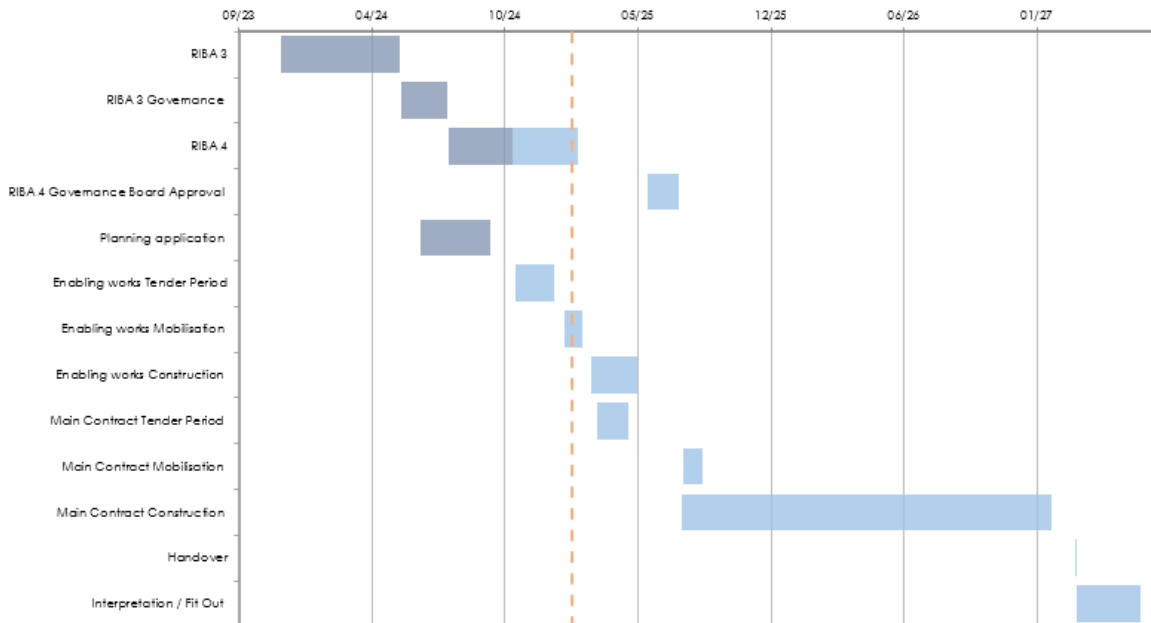
Robin Lewis

PROJECT DURATION

1293

END

11/06/2027



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 construction completion date is forecast for spring 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 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 construction works. The project team have initiated a review of the launch and the various demands that will need to be managed. This collectively is called the "soft launch strategy" a term used on other similar projects to seek to meet the Contract, fit out and rehearsal times needed to ensure an efficient opening. More progress will be shared in 2025.

The enabling works have been delayed due to the availability of the successful enabling works contractor. The start date for these works will now be 17th March. Despite these changes there is no overall delay to the programme completion date as the delay can be absorbed while tendering/ mobilising the main contractor.

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, BC/ 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). The execution of the enabling works package is taking a significant amount of time to ensure a compliant, quality contractor appointment for the strip out of the Theatre in early 2025.

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%

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 responses received, and tender shortlist confirmed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities - Procurement Strategy prepared agreed with BCKLWN Procurement Officers.
Proposed route to market (e.g. ITT, Framework i.e. DPS, HPCS, LCP)	Procurement will be via a two-stage tender (SQ followed by full ITT), open market tender via the Councils procurement portal.
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 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