

Subject: St Georges Chapel and the Pavilion Project

Report to: Scrutiny Committee – 30<sup>th</sup> January 2014

Report by: Director of Customer Services

This report reports outline the lessons learnt from this project and how these may be used in the future.

## 1. **BACKGROUND**

- 1.1 The project to renovate St. Georges Chapel and design and build a Pavilion to compliment the surrounding area commenced design in September 2008.
- 1.2 The project involved significant external funding from as follows:

Organisation	Capital Funding	Revenue Funding
East England Development Agency	£1.825m	
Sea Change	£2.665m	£253k
Heritage Lottery	£1.998m	£45k
English Heritage	£0.250m	
Norfolk County Council	£0.821m	£100k
Great Yarmouth Borough Council	£1.270m	
Total Funding	£8.829m	£398k

- 1.3 This focus of the report will be around the project delivery, lessons learnt and overall cost.

## 2. **PROJECT DELIVERY**

- 2.1 The original timeline for the project included a completion date of December 2011. There were initial difficulties with the appointed design team which necessitated changes to the original plans however this did not extend the original contract period.
- 2.2 The project was not only to totally renovate and bring back into use St Georges Chapel but to landscape, change road layouts and to build a new Pavilion to compliment the Chapel.
- 2.3 In July 2009 Hopkins Architects were appointed to move the project forward and works commenced on site 22<sup>nd</sup> November 2010 with RG Carter being appointed the principal contractor under a variation of a Design and Build Contract.
- 2.4 The renovations to the Chapel and surrounding area progressed well and the Chapel

was completed, although behind schedule, on 31<sup>st</sup> October 2012. A partial completion certificate was issued for the Chapel only at this point.

- 2.5 The new build Pavilion presented additional challenges and works ceased for a period of time whilst negotiations were undertaken with the main contractor and the design team to remedy some of the issues.
- 2.6 Practical completion was issued for the new build Pavilion on 29<sup>th</sup> July 2013.
- 2.7 Landscaping of the remaining area around the Pavilion could not be fully completed until the Pavilion was handed over and therefore final works were finished in September 2013.

### **3. LESSONS LEARNT**

- 3.1 This element of the report seeks to outline the issues gathered since the completion of the works. It is not the intention of this report to reflect on the design or workmanship of the project but simply aims to ensure these issues are recorded as lessons learnt for future projects.
- 3.2 The complexity of the project to deliver a fully renovated Grade 1 \*listed building with a new build Pavilion and associated landscaping and road layout changes led to a new way of working with partners and contractors.
- 3.3 A design and build contract was used as the base of the agreement this involved a number of consultants, specialist consultants and contractors to progress the works through to final completion incurring significant costs.
- 3.4 Finances were extremely pressured and although initially a Clerk of Works was anticipated to be on site throughout, budget issues reduced the ability to be able to continue with this past the first stage of the project.
- 3.5 The design team needed to be conservation specialists but were not locally based and therefore unable to be on site throughout every stage of the works. This would need to be carefully considered in any future project and the risks highlighted ahead of any contract being placed.
- 3.6 The variation on the design and build contract highlighted issues between the original concept, design and delivery particularly in relation to the new build element of the project. A full appraisal of the contract options would need to be undertaken for any future project to ensure risks were eliminated where possible.
- 3.7 There were significant numbers of consultants and contractors involved in the decision making and this proved to be extremely problematic and time consuming. It is recommended that roles are clearly defined and agreed to ensure delays do not occur between design and approval in any future project.

#### 4. OVERALL COST

4.1 The original cost of the project was to be broken down into specific cost areas as follows:

- Townscape Heritage Initiative Grants
- Chapel and Pavilion Contract
- Theatre fit out
- Landscaping and Road layout changes
- Consultants, Specialists, Design and Project Funding Co-ordination

4.2 The current position with the contract is as follows, it should be noted that there are final retention payments to be made and estimates have been included to reflect this:

	Spent to date £	Budget £	Forecast Outturn £	Forecast Budget Variance £
THI Grants	711,260	1,517,948	1,517,948	0
Chapel and Pavilion Contract	3,742,212	3,810,908	3,799,200	(11,708)
Theatre fit out	134,928	157,000	157,000	0
Landscaping and roads	1,897,005	2,064,649	2,397,005	332,356
Consultants, design and project co-ordination	1,385,583	1,228,576	1,395,583	167,007
<b>Totals</b>	<b>7,870,988</b>	<b>8,779,081</b>	<b>9,266,736</b>	<b>487,655</b>

#### 5. Outcomes

- 5.1 The community, buildings and general area have all benefited from this project.
- 5.2 The completion of the new build Pavilion complements the new Theatre and offers the much needed additional facilities the old Chapel was lacking.
- 5.3 The method of contract delivery involving contracts from across the country delayed some elements of the build.
- 5.4 When undertaking works in a Grade 1 \*listed building it is difficult to foresee some of the delays which can be associated with a contract of this size and complexity. When undertaking a project of this type in the future careful consideration must be given to the type of contract and ensuring roles are very clearly defined.

**FINANCIAL IMPLICATIONS:** Additional Capital contribution.

**LEGAL IMPLICATIONS:** Discussed within the report

**EXECUTIVE BOARD OR DIRECTOR CONSULTATION:** Director of Resources  
Governance and Growth and Executive Management Team

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	
	Legal	Yes
	Financial	No
	Risk	No
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No