

## PROJECT BOARD MINUTES

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|------------------------|---|
| <b>Project:</b>        | North Herts Museum & Community Facility   |
| <b>Date:</b>           | 18 <sup>th</sup> June 2014  |
| <b>Classification:</b> | Confidential  |
| <b>In Attendance:</b>  | John Robinson (Project Executive), Councillor Hunter, Councillor Cowley, Vaughan Watson, Steve Crowley (Project Team), Neal Charlton (BFAW), Ros Allwood (Project Team), Sharon Nahal (Minutes), David Leal-Bennett (Hitchin Town Hall Ltd) |
| <b>Circulation:</b>    | Those attending, Project Librarian, Robert Marchant ACF (via Hitchin Town Hall Ltd)   |

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Councillor Hunter advised that due to an existing commitment, he needed to leave the meeting at 2.30 pm.

Councillor Hunter requested clarification as to whether DLB was still a Director/Trustee of Hitchin Town Hall Ltd. DLB confirmed that Brent Smith had stepped down as Chairman but is still a Director/Trustee. Stephen Pike had taken over the role as Chairman. In terms of his own position, DLB advised that he was still a Director/Trustee and that the Board was looking for a replacement. Hitchin Town Hall Ltd were in the process of advising Companies House of the changes. In terms of the lead of the project from Hitchin Town Hall Ltd's perspective, this would be a joint lead between DLB and SP for the time being.

### 1 Apologies

Robert Marchant ACF.

### 2 Minutes of the Last Meeting

#### • 10<sup>th</sup> March 2014

It was noted that the changes put forward by Hitchin Town Hall Ltd were marked in red and any amendments made to these were marked in blue. Points ruled through in red were not accepted, and those in blue were additions. It was noted that the date in 4<sup>th</sup> paragraph of page 4 be amended to 2014 rather than 2013.

Action: SN

There being no outstanding actions on the minutes, the minutes as amended were agreed.

#### • 26<sup>th</sup> March 2014

DLB again requested that a meeting with the Council's Museum Designers, Mathers, be arranged to discuss the designs for the café and foyer. As per the Design & Construction Team meeting held on 10<sup>th</sup> June 2014, JR advised that the Council was not willing to incur additional costs in arranging a meeting with Mathers to discuss the Foyer layout but would be happy to meet with Hitchin Town Hall Ltd in the first instance. However, initial designs for the Foyer were being worked up and these

would be made available to Hitchin Town Hall Ltd. In addition, it was noted that an indicative illustration of the of the proposed layout of the foyer was sent to Brent Smith who had responded that he was satisfied with them. The design is being worked up on that basis.

DLB advised that Hitchin Town Hall Ltd was very dissatisfied with this stance. Furthermore, he requested that a meeting being held with Mathers to discuss this in detail.

JR confirmed that a meeting with Hitchin Town Hall Ltd had been proposed a number of times to look at the design of the café but that Hitchin Town Hall Ltd had declined to meet. It was agreed that a meeting of the Design & Construction Team be held to consider the worked designs from Mather for the Foyer area only but, it should be noted, that Mather will not be present at the meeting.

Action: SC/SN to arrange additional D&C Meeting

DLB confirmed that Hitchin Town Hall Ltd would not be engaging Mather in the fit out of the café.

DLB advised that he was not particularly happy with the response provided.

DLB confirmed that he was not very happy with the response provided in terms of the PRINCE methodology.

Subject to a typographical error on page 2 of the minutes, the minutes were agreed.

### 3 Highlight Report No 10

The Highlight Report detailed all activity between 21<sup>st</sup> March 2014 – 17<sup>th</sup> June 2014. The tasks completed to date were as follows:

| Stage ten 21/03/14 – 17/06/14                 | Date Due   | Date Completed  |
|---|------------|-----------------|
| <b>Construction Contract</b>                  |            |                 |
| <b>Former Gym</b>                             |            |                 |
| Erect Structural Steelwork                    | 02/04/2014 | 02/04/2014      |
| Infill Slab Around Steelwork                  | 28/04/2014 | 28/04/2014      |
| Pre Cast Concrete Roof Slab                   | 08/04/2014 | 08/04/2014      |
| Cladding Rails                                | 23/04/2014 | 50% complete    |
| Mechanical and Electrical Screen to Roof      | 16/05/2014 | Not started yet |
| Roof Insulation/Covering                      | 02/05/2014 | 90% complete    |
| Mechanical Installation to Plant Deck         | 06/06/2014 | Not started yet |
|   |            |                 |
| <b>New Building Section</b>                   |            |                 |
| Fwk/Reinforcement/Concrete Ground Beams/Pads  | 04/04/2014 | 04/04/2014      |
| Excavate/Lay Underground Drainage/Manholes    | 25/04/2014 | 25/04/2014      |
| Form Lift Pit/Walls/Infill Around Pit         | 04/04/2014 | 04/04/2014      |
| Install Structural Steelwork to New Structure | 27/05/2014 | 27/05/2014      |
| Metal Roof Deck to Entrance                   | 05/06/2014 | Not started yet |
| Structural Screed to Terrace and Museum Roof  | 10/06/2014 |                 |
| Sub-Structure Brickwork                       | 06/06/2014 | Not started yet |
| Stone Formation/Insulation/Membrane           | 17/06/2014 | 50% complete    |
|   |            |                 |
| <b>Town Hall Refurbishment</b>                |            |                 |

|   |            |                 |
|---|------------|-----------------|
| Carpentry to upper floor for museum store/plant       | 11/04/2014 | 80% complete    |
| Adapt Stage to comply with ventilation requirements   | 25/04/2014 | Not started eyt |
| Internal Fabric Repairs to plaster up redundant doors | 02/05/2014 | 80% complete    |
| Basement Plantroom Mechanical Installations           | 30/05/2014 | 30/05/2014      |
| Mechanical Carcass/1 <sup>st</sup> Fix                | 27/06/2014 | 60% complete    |
| Electrician Carcass/1 <sup>st</sup> Fix               | 30/05/2014 | 80% complete    |
| <b>Exhibition Design</b>                              |            |                 |
| Start procurement process for fit out contractor      |            |                 |

SC advise that although there were a lot of items that had not been completed, Borrás have explained this is due to them having to re-prioritise work on site. They have also confirmed that none of these items are on the critical path and therefore, are not impacting on the project completion date. NC confirmed that this was in accord with his view.

SC also provided an update on:

### **Listed Building Consent**

The original planning application submitted by HTH Ltd was unable to consider such level of detail regarding services installation. Therefore, following consultation with the Planning Authority, the Council's Lead Architect has recently submitting additional Listed Building Consent for the entire services installation. This will assure all parties that the whole installation has gained consent.

The Council's Lead Architect has visited site, with both the Planning Officer and Conservation Officer, he has discussed the works that are proposed and shown them the work that has been undertaken, both officers were satisfied with this and are confident with the process that is being followed.

### **Heritage Lottery Fund**

The Council has received a grant of £914,400 from the Heritage Lottery Fund (HLF) for its 'Unlocking the Heritage of North Hertfordshire' as part of the 2<sup>nd</sup> Stage application. This money will be used to pay for the fit out of the museum and a one year part time post.

### **Museum fit out**

The Council is working closely with Mather & Co to develop the museum exhibition design. Mather & Co. provided a presentation on their work to date at the Arts Museum and Heritage Forum on Wednesday 28th May, their progress was well received. When the design is complete Mather & Co. will tender out the works and appoint the main contractor to undertake the museum fit out.

### **Design and Construction Meeting**

A design and construction meeting took place on 10<sup>th</sup> June 2014 to discuss a number of issues that included, Listed Building Consent, Café Layout, Discharge of Planning Conditions and other related items.

DLB asked when the minutes would be available and it was noted that these would be circulated in due course.

### Members Briefing

A confidential briefing for Councillors on current project issues was held on 28<sup>th</sup> May 2014. The briefing outlined current project issues and provided context to a number of statements provided to the media and Councillors by Hitchin Town Hall Ltd and others. Officers have informed Councillors that further briefings can be arranged on request by any Member who was not able to attend.

[Councillor Hunter left the meeting at this point]

### Finance Update

As explained at the last Project Board Meeting, there have been a number of variations to the construction phase (listed below) that has meant more contingencies have been spent than what would have been anticipated for a project at this stage..

The Project Manager has investigated the overspend with the Quantity Surveyor and has agreed with the Project Executive to request an additional £110,000 be added to the project contingency. This request will be made to the Cabinet Committee on 24th June 2014.

### Project Issues

The table below is an amended extract from the Issue log (Appendix 2), this shows the issues that are currently relevant to this project. Some of the issues identified in the Issue log are currently impacting on the project: -

| Type                     | Description  | Author | Status  |
|--------------------------|--|--------|---------|
| Partnership Arrangements | Need to manage public and community expectations of project  | SC     | Ongoing |
| Partnership Arrangements | To ensure that the communication process between Hitchin Town Hall Ltd and North Herts District Council is adhered to, to assist the Project.<br>The Council has responded back to HTH Ltd, to date HTH Ltd have not taken further action <i>[providing its response to the alleged breach of the Development Agreement]</i> | SC     | Ongoing |
| Planning                 | Additional Listed Building Consent is required for the entire services installation and was submitted on 17 <sup>th</sup> June 2014. This will assure all parties that the whole installation has gained consent.  | SC     | Ongoing |

In discussion on the need to manage public expectation, Councillor Cowley asked DLB what Hitchin Town Hall Ltd were doing in terms of managing this? DLB confirmed that photographs of the pipe work in the foyer had been distributed to community groups as they have a duty to report on such matters to them. However, Councillor Cowley questioned the numerous statements made by Hitchin Town Hall Ltd in various press statements, emails etc whereby it was quite clear that the communications protocol was not being adhered to and negative statements being made.

DLB responded that there had been an instance whereby all Directors/Trustees of Hitchin Town Hall Ltd were due to resign and until a number of issues had been

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resolved, then the status quo would remain. Furthermore, DLB stated that there had been a breakdown in communication.

Finally, Councillor Cowley stated that adverse publicity does not help either Hitchin Town Hall Ltd or the Council in terms of delivering the project.

JR requested information pertaining to the Community Groups who were Members of Hitchin Town Hall Ltd. DLB advised that he would liaise with Rosemary Read on her return from leave and advise accordingly.

Action: DLB

JR referred to the alleged breach and requested confirmation as to whether further action by Hitchin Town Hall Ltd was likely following the Council's decision not to agree to the claim. DLB advised that the matter was currently with their lawyers.

### Risk Log

It was noted that the document whilst not marked as such, was confidential. The Risk Log was considered and it was noted that:

Item 1: HLF funding had been secured and therefore this risk had been removed.

Item 4: No longer an issue and the risk has therefore been removed.

Item 19: DLB advised that due to Hitchin Town Hall Ltd's objections to certain works being carried out, a mass resignation from Hitchin Town Hall Ltd had been a probability and he considered that the probability score should therefore be increased. It was agreed that this would be considered in liaison with the Portfolio Holder. It was also agreed that the risk owner should also include Hitchin Town Hall Ltd as well as NHDC.

Action: SC

Item 32: In considering this item, JR requested an update on Hitchin Town Hall Ltd's ramp up plan. DLB advised that the information contained in the project plan was incorrect. SC advised that this was the information provided by Hitchin Town Hall Ltd at the start of the Project meetings. It was noted that updates had been requested but to date, non had been received. DLB requested that SC forward him another copy of the plan and he would update.

Action: SC

Councillor Cowley requested an update on Hitchin Town Hall Ltd's fundraising activities which, according to the project plan, was a year overdue. DLB raised that Hitchin Town Hall Ltd were not in a position to commence fundraising due to the issues they had raised previously. It was noted that this was a huge risk for Hitchin Town Hall Ltd and that the risk score should be further considered.

Action: SC

Item 40: The final sentence be removed as this longer impacts on the project.

Action: SC

**Products Due Next Stage**

| Next stage 19/06/14 – 10/09/14 (stage eleven)  | Completed by |
|--|--------------|
| <b>Construction Contract</b>                   |              |
| <b>Former Gym</b>                              |              |
| Mechanical carcass 1 <sup>st</sup> fix         | 04/07/2014   |
| Electrical carcass 1 <sup>st</sup> fix         | 04/17/2014   |
| Carpentry 1 <sup>st</sup> fix                  | 13/06/2014   |
| Internal metsec boarding 1 <sup>st</sup> floor | 04/07/2014   |
| Ceiling insulation                             | 25/07/2014   |
| Mechanical and Electrical 2 <sup>nd</sup> fix  | 29/08/2014   |
| Carpentry 2 <sup>nd</sup> fix                  | 04/09/2014   |
| <b>New Building Section</b>                    |              |
| Roof balustrade                                | 08/08/2014   |
| Curtain walling to main entrance               | 29/08/2014   |
| Screen to plant deck                           | 05/09/2014   |
| Roof insulation /roof covering to new build    | 15/08/2014   |
| Membrane/insulation slab system to terrace     | 22/08/2014   |
| Carpentry to stair well roof                   | 25/07/2014   |
| Screed ground and first floor                  | 22/08/2014   |
| <b>Town Hall Refurbishment</b>                 |              |
| Mechanical 2 <sup>nd</sup> fix                 | 10/07/2014   |
| Electrical 2 <sup>nd</sup> fix                 | 11/07/2014   |
| Carpentry 2 <sup>nd</sup> fix                  | 01/08/2014   |
| Decoration                                     | 29/08/2014   |
| <b>Exhibition Design</b>                       |              |
| PQQ end of notice period                       | 30/6/2014    |
| PQQ assessment by client & design team         | 18/7/2014    |
| List of tenderers notified                     | 18/7/2014    |
| Tender documentation issued                    | 18/7/2014    |
| Tender period                                  | 5/9/2014     |

**Impact of Changes**

Due to items that have been raised in previous highlight reports this has caused a delay of eleven weeks to the project, this has previously been agreed by Project Board and is shown on the current project plan.

If the completion date remains as listed above, the delay will require the Council to pay Hitchin Town Hall Ltd's liability to ACF for the loan interest and deferred capital loan repayment as set out in the Development Agreement.

**Keys Tasks for Project Board to Consider**

Following consideration by Project Board the Project Executive agreed the following:

- To endorse the Project Risk Log
- To endorse the Project Issue Log
- To endorse completion of stage 10
- To allow stage 11 to commence

#### **4. Discharge of Conditions & Additional Listed Building Consent**

NC advised that the additional Listed Building Consent had been submitted to the Planning Authority on 17<sup>th</sup> June 2014. However, NC advised that if Hitchin Town Hall Ltd were unhappy with the justification statement, as per their email, they needed to advise NC of the matters so that he can consider these. DLB stated that he had no further comment on the justification statement other than that which had already been sent to NC via email and that he was not particularly interested anymore.

In response to a comment made by DLB, NC confirmed that it was his justification statement as the lead architect and that he did not need permission from Hitchin Town Hall Ltd before this was submitted.

NC went on to outline that the relevant M & E plans were also submitted along with the application in addition to the ordnance survey plans etc.

DLB requested copies of the M & E plans submitted with the application. Whilst these will be available during the consultation process, NC advised that he had already made arrangements for these to be sent to Hitchin Town Hall Ltd but would check that these had been despatched.

Action: SC/NC

It was noted that BS had not forwarded the information relating to the cold store to NC for inclusion in the application and that Hitchin Town Hall Ltd would be responsible for developing, submitting and paying for these. DLB and JR confirmed it was their understanding that NHDC would pay for the provision of the cold store and SC was requested to confirm this was the case.

Action: SC

DLB requested an update on the issues around Brent Smith's name being on the discharge notices. NC explained that this was because he was the original applicant and that he was speaking with the Planning Authority to see if this could be amended.

#### **5. Hitchin Town Hall Ltd Ramp Up/Fundraising Plan**

This item had been discussed as part of the project update above.

DLB asked whether a meeting of the Negotiation Team had been arranged. JR advised that these were only arranged if there was a need to vary the Development Agreement or other matters of negotiation to deal with. At this time, NHDC did not have anything to bring to such a meeting and DLB advised that he didn't think a meeting was required.

#### **6. Date of Next Meeting**

17<sup>th</sup> September 2014 at 2.00 pm.