



October 2020

Two Recommendations

Festival Hall Working Party

Report 4

Cllr JC Crissey and Cllr Phil Shaw

Co-chairs FHWP



Aim of requested recommendations

- To enable the Public Halls Committee (PHC) to respond to the 'resolved action' by the F&GP Committee on 29/09/20 by providing a revised option 5 that adds clarity to the original recommendation.
- To provide the PHC with a 2021 budget recommendation for the work needed to progress the Festival Hall Renovation Project (FHRP).
- Enable the Festival Hall Working Party (FHWP) to move to a more tactical stage needed to determine:
 - a more definitive project (i.e. parameters, safeguards, risks and milestones)
 - and, possibly, to commission RIBA3 work ASAP

5. Full refurbishment to ~£8.7m

The full refurbishment based on RIBA2. The implementation phases of this strategy could be done in a way to reduce risk, with milestones between RIBA3/4 stages and zone developments.

Advantages:

- Future-proof of the building would be achieved with an accompanying business operations model
- Significant expansion of the 'events portfolio' based on a building that can achieve the highest level of utilisation (especially for underserved groups, e.g. youth via e-games)
- Explore the potential for bringing in the 'festival hall chambers' into the scope of full refurbishment and community use
- More budgetary flexibility to achieve net-zero objectives in relation to option 4
- Major 'market-based' revenue generating venue

Disadvantages:

- Requires additional cost for a full-time business operations team
- Possible limits on taking on other major projects (e.g. Library, Post Office building)
- Highest level of debt, with most logistical disruption and loss of existing revenue
- Highest level of risk

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The full refurbishment based on RIBA2. The implementation phases of this strategy could be done in a way to reduce risk, with milestones between RIBA3/4 stages and zone developments.

PH 00958 RESOLVED:

To ask the Public Halls Committee to resubmit the recommendation regarding the proposed refurbishment of the Festival Hall, along with Cllr JC Crissey's notes [amendments], and taking into account the following considerations:

- 1) The need to test the proposed business model,**
- 2) Design changes which may be required as a result of Covid-19;**
- 3) The possibility for a staged approach to the project rather than a full commitment.**

(F&GP Minutes 21/09/20)

5. Full refurbishment to ~£8.7m

The full refurbishment based on RIBA3 plan should be arranged in such a way that each zone could be undertaken as a specific project. Thus, if after RIBA3 and public consultation, if the council would only want to undertake is zone 1 (see supplementary materials), then we would have an 'oven ready' RIBA 3 project to go ahead with for a much more limited RIBA 4/5.

Report Recommendation One

To undertake RIBA3 based on a 'full refurbishment to ~£8.7m + back offices strategy' for the purposes of better assessing the risks and final approach taken for the future of the FH. This undertaking will include:

- Instructions to Foster Wilson that the final RIBA3 plan should be arranged in such a way that each zone could be undertaken as a specific project. Thus, if after RIBA3 and public consultation, if the council would only want to undertake is zone 1 (see supplementary materials), then we would have an 'oven ready' RIBA 3 project to go ahead with for a much more limited RIBA 4/5.
- That at the point of the RIBA3 public consultation, a period of time post-COVID and significant grant applications, the FHWP will be required to re-evaluate the full refurbishment strategy with recommendation to proceed made to full council or a recommendation for another option.
- That Foster Wilson are instructed to make specific provisions to account Covid-19 considerations.
- That Foster Wilson are instructed to make specific provisions to account for a more carbon neutral building (compared with RIBA2 plans), achieving the highest standards possible (Cllr Palmer to advise specifics).

Budget recommendation for 2021

Report Recommendation Two

That a £100k annual accrual be submitted as a budget requirement for 2021 to enable sufficient funding for RIBA4.



Supplementary Materials





Refurbishment priorities by 'zones'

- ✓ Priority zone 1: Two story extension zone — £1,390,000
- ✓ Priority zone 2: Rose room & lobby zone — £630,000
- ✓ Priority zone 3: New foyer extension zone — £740,000
- ✓ Priority zone 4: Technical upgrades to the hall — £1,250,000 (a 'top down' FHWP estimate)*
- ✓ Priority zone 5: Main hall and backstage — £4,320,000 (includes the cost estimate for Priority 4)
- ✓ Priority zone 6: Town hall offices and small hall zone — £1,580,000

Total as provided by FW: £8,660,000 (*Excluding PZ4 £1,250,000 for technical upgrades)

This prioritised list is derived from input from: public consultations, councillors, PTC officers, provisional findings from the structural report, Foster Wilson architects and the business consultant ACL Consultancy Ltd..

The main deviation from Foster Wilson's list is the addition of 'Priority 4: Technical upgrades to the hall — £1,250,000', otherwise the list of component 'zone' refurbishments is adopted from architect's revised RIBA2 listing and costings (Foster Wilson 2018).

FHWP - Terms of Reference

- To hold meetings as and when needed to discuss details of the project
- To provide and update colleagues with factual information between meetings
- To make use of 'user groups' expertise as and when required
- To provide leadership and guidance to other members to progress the project building works
- To test and challenge the recommendations of Chris Moore's report and to monitor the financial performance of the Festival Hall
- To report the findings of its tests to the Public Halls Committee
- To mitigate the risks highlighted in Chris Moore's report
- To consider the issues of governance of the Festival Hall including monitoring of financial performance

(The FHWP was set up at the Public Halls committee meeting in September 2019, minute PH0330 refers, and approved by Full Council, minute C0401)



Bibliography

Petersfield Town Council (1998) *F&GP Committee Meeting Minutes for September 2020*, PTC, pp 2 [Accessed 07/10/20 via www.Petersfield-tc.gov.uk]