

Drill Hall

Project Confirmation Table					
Project Name: Development of the Drill Hall Arts Centre					
Date: 22.04.21					
Towns Fund ask (£ million)					
£1.0					
Match funding total, breakdown and status (secured/applied for/not yet applied for)					
£0.55 secured plus revenue spend of £952,187 until 2025/26.					
Expected outputs and outcomes					
<ul style="list-style-type: none"> • 1300 sqm of quality commercial space delivered to town centre • 200 employers pa to engage with the Drill Hall for the first time. • 11,520 visitors pa to arts, cultural and heritage events and venues • 780 new learners assisted pa 					
Plan for addressing key conditions					
N/A					
Fast tracked project (yes or no)					
Yes					
Capital/revenue split					
100% capital					
Nominal Financial Profile (£ million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
0.00000	1.0	0.00000	0.00000	0.00000	0.00000
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer					
To be completed – subject to Town Board Approval					

Additional Questions – To Inform Selection Process (not required for government submission)

Please confirm that you will be able to develop a full business case for this project within 12 months
<p>I can confirm that a full business case has already been developed for this project and that this project is 'shovel ready' and that work can start immediately. Approval from the Charity Commission regarding the formal transfer of the building to the College has now been granted. The Drill Hall is a solution that delivers strong value for money but our funding request has increased due to greater clarity re the costings and extent of the building work required. The nature of the dilapidation of the building which has been closed for over 12 months was worse than expected and continues to deteriorate with every day that it lays empty. We are confident that our solution will deliver an excellent return on investment, due to the variety and quality of the centre's offer. The positive impact on the residents of the city will be much more significant as we will offer shows and concerts from renowned performers, host open sessions and training from the world famous Patsy Rodenburg and act as a true community centre, initiating and encouraging programmes and activities that involve local people and help bring them together. The Visitor Economy is a priority sector for Greater Lincolnshire LEP and the learning outcomes and work experience provided by Lincoln College in conjunction with the operation will deliver significant impact from as early as Summer 2021. The centre will also provide an inclusive and accessible environment to holistically address and promote the health and wellbeing of young people and local residents. Mental Health/Well-being sessions, encompassing the benefits of the</p>

arts, and signposting to community peer support groups will be delivered as well as health and wellbeing programmes to address workforce training and development needs of local businesses.

Please confirm that your organisation has capacity to deliver this project within the Town Deal Programme timeframe, setting out in brief your delivery arrangements

Funding for this proposal will enable the refurbishment and reopening of one of the focal points for arts in the Greater Lincolnshire region, namely the Lincoln Drill Hall, creating a significant positive impact to the local economy enabling it to once again provide renewed support to the arts, local culture and community groups.

Over the past 12 months, the tourism and hospitality industries have faced unprecedented challenges, with significantly decreased demand and many local businesses closing either temporarily or permanently. Like Visitor Economies worldwide, local businesses and attractions that rely on tourism have been significantly impacted by the decimation of visitor numbers over the past 12 months.

The Drill Hall was one such business and it closed in March 2020 with all staff subsequently being made redundant, all grants ceasing, all events and services being cancelled and the doors locked.

However, following conversations and planning meetings with the Lincoln Arts Trust, local theatre groups and producers, community groups, stakeholders, employers and the College curriculum team, we believe that the Drill Hall can become a self-sustaining, productive business providing economic and social value.

Investment and intervention in the Hall provides opportunity to increase capacity and capability on a large scale, refurbishing 10,690sqft of space. This proposal highlights how considered reinvestment in a well-known and well-loved building can strengthen both the local economy and quality of the visitor experience, as well as delivering employer-led, bespoke training for the sector that will:

- Increase productivity.
- Provide employers with experienced, job-ready candidates for their vacancies.
- Increase the quality and consistency of the level of customer service offered across the sector.
- Provide an investment in skills that the industry has requested for many years and is a recommendation of the Greater Lincolnshire Tourism Action Plan.

The Drill Hall will be a multi-use centre, operating as an education and live-learning space, health and wellbeing focused training centre, community centre and café. In the evening the live learning continues as the Hall becomes a social space for everyone, offering delicious food, drinks and a broad range of entertainment.

As a live-learning space for 250 Lincoln College arts students, classes can be taught in traditional classrooms but also in the auditorium, giving learners the chance to hone their craft whether it be performing, lighting, sound engineering, make-up or set-creation. Departmental performance at the College demonstrates clearly that achievement and attendance rates increase by over 10 percentage points when learning is carried out in this kind of setting and that applications to the courses often doubles.

Learning will also be delivered to adults from the Community Learning suite on the first floor of the building, giving access to a variety of health related and resilience focused qualifications and courses that are designed to help learners better understand and manage conditions that might cause them to be absent from work, as well as providing preventative support services and access to professionals.

The centre will also provide healthy eating, confidence and sleep management workshops, as well as access to small 'exercise' classes, such as yoga and breathwork.

As a "Best of Lincoln" venue we will offer local food and drink suppliers the space to showcase their excellent produce. Renovation of the Hall and the development of a café/bar and food concessions will enable the venue to support local business growth and innovation, particularly those in the Food & Drink sector that have been significantly hit by the economic impact of the pandemic. Many SME's have struggled over the past year and they would welcome the opportunity to promote their products and services more broadly.

Project Activities

- A space for showcasing the local arts offerings, e.g. theatre, local musicians, artists.
- Enrich the curriculum offering at Lincoln College through live learning opportunities for students enrolled on Performing Arts, Catering and Hospitality & Tourism courses, producing a highly skilled and productive local workforce.
- Offer new courses and career pathways (including access to Higher Education) for learners in the Visitor Economy and Creative Industries.
- Adult Education Budget (AEB) course offering in the city centre, tailored to local business needs (with specific emphasis on new skills and training as required following the economic impacts of Covid-19).
- AEB course offering, for those seeking employment to improve skills and gain qualifications in preparation for work.
- Provision of a social space for individual and community access. The development of an after-work culture will encourage talented people to move to the city, enhancing the productivity of our businesses.
- Delivering health focused courses that are designed to help individuals better understand and manage conditions that might cause them to be isolated from their community and out of work, as well as providing preventative support services.
- Health and Wellbeing workshops.
- A venue for local businesses to feature and promote their produce. Showcases and events will improve awareness of independent sellers and improve business' profitability and innovation.
- Creation of new jobs (additional staffing for the Hall, work for local construction firms, source of income for local theatre companies, paid student work experience).
- A new network of local businesses and organisations, collaborating on ways to work together to improve the tourist offering in Greater Lincolnshire.
- Provide performance space and further links with local theatre companies and charities.
- Support community theatre groups.
- Remove the reliance of the Drill Hall on grants and funding from the City Council.
- Regenerate the city centre, invest in the Cultural Quarter.
- Invest in heritage and history, improving people's perception of the area and therefore encouraging more visitors.
- Providing a location for Mental Health/Well-being sessions, encompassing the benefits of the arts, and signposting community peer support groups.

Below are some examples of how the Hall might look, following refurbishments:



Lincoln College has extensive experience of carrying out projects which require new build, refurbishment, purchasing of equipment and the reshaping of education, training and commercial ventures.

Key points regarding the team are as follows:

- **Proven track record:** We will draw on our proven reputation of delivering high profile infrastructure and education projects and programmes both nationally and internationally. The project will include staff with experience of substantial new build programmes, as well as projects to transform existing parts of our estate. Our experience includes:
 - Since 2016, opening five new micro-college campuses, in 2016 the Construction College in Gainsborough and the Air and Defence Career College in Lincoln and in 2019 the Lincoln Construction College, Care College and Policing College. These offer employer-led, career focused education and technical training for 16 -19 year olds.
 - Since 2016 LCG mobilised five new further education colleges in the Kingdom of Saudi Arabia as part of the **Colleges of Excellence** programme, providing teaching space for over 10,000 students.
 - **Newark Academy**, we led the construction and relocation of the Academy to a brand new £15.5 million school as part of the Priority School Building Programme in 2015/16.
 - **Deans Sport and Leisure**, 2012/13 we opened one of the best sport facilities in Lincoln, offering fitness suites, squash and tennis courts, a spa and floodlit all weather pitches, as well an internet cafe, juice bar and many corporate facilities, such as conference and meeting rooms.
 - **Made in Gainsborough**, development of a bespoke Engineering training centre in conjunction with local employers.
- **Strong project management experience:** We have experience of operating collaboratively with multiple partners, and have extensive programme resources, knowledge, expertise and skills to deliver the project and mitigate associated risks. A project delivery plan is in place, with progress regularly monitored by our Group lead for projects using Prince 2 and Managing Successful Programmes (MSP) approaches.
- **Project team:** We will deploy a team of in-house expertise and externally sourced advisors to ensure the best mix of resources.

- Graham Harrison, Group Director of IT, Information Management will lead the project.
- He will be responsible for implementing the project delivery plan. This will include key milestones, monitoring/reporting requirements, financial controls and a risk register.
- He will report on progress direct to the College Executive Leadership Team on a monthly basis.
- He will lead a multi-disciplinary project delivery team including the Group Head of Infrastructure, Facilities and Estates, the Vice Principal, Curriculum, and the Group Director of Finance and Commercial.
- This project team will be supported by other College business support teams as appropriate. Any additional recruitment needs that may be required as the project progresses will be managed quickly and effectively by Lincoln College Group's in-house agency, FE Resources.

Delivery Team

A delivery team will be recruited to assist with the operational management of the Drill Hall. This will include Technical Managers, Stage and Lighting Technicians, Front of House, Bar Staff, Security and a Site Manager.

Project Timeline and Milestones

Milestone	Forecast Date	Comments
<u>RIBA Stage 1</u>		
Risk Register created	03/02/2021	Created, managed throughout the project lifecycle. Submitted with this proposal.
Outline Project Programme developed	01/03/2021	
Initial scheme design complete	21/05/2021	
Feasibility work completed	21/05/2021	
<u>RIBA Stages 2, 3 & 4</u>		
Acquisition of statutory powers	n/a	Not Applicable
Confirmation of Project Brief	01/03/2021	
Community & stakeholder engagement	28/02/2021	Ongoing from date of Charity Commission Approval
Utility company engagement	n/a	Not Applicable
Detailed design completed	30/06/2021	
Cost Plan produced	03/02/2021	First Draft Completed
Planning application submitted	n/a	Not Applicable
Match funding secured	01/04/2021	
Planning permission secured	01/06/2021	May not be required for the activities in this project but this will be clarified by 01/04/2021
Procurement process issued	07/05/2021	
Procurement contracts awarded	16/06/2021	
<u>RIBA Stage 5</u>		
Start of construction/scheme	01/07/2021	
Completion of construction/scheme	01/09/2021	

Number of businesses assisted to improve performance	0	5	10	10	10	10	45
Number of learners supported	0	175	780	780	780	780	3295
Number of new businesses created	n/a	n/a	n/a	n/a	n/a	n/a	n/a
GVA Uplift							

Key Risks – please set out the key risks to delivery and mitigation measures in place

As we have been working on this project for a number of months, we are confident that we have reduced many of the risks associated with the project. We have a good understanding of the overall risks and have robust systems and processes in place to identify and manage new risks.

Key elements of our approach to risk management for this project are as follows:

- Best practice systems:** Lincoln College uses the '4Risk' software system from one of the UK's largest advisory firms (RSM). We use this to manage and mitigate risks to the operational capability across the College and the wider Group's activities. This best practice system will allow us to view the complete picture of the project's risks and any mitigating actions. It will allow our project governance and oversight mechanisms to review any project risks. It will also enable managers to add perceived risks to the system at any time and to highlight required action. **Graham Harrison**, the Group Director of IT and Projects, owns the database and will review it on a weekly basis for project risks to monitor any new risks and to assess progress with existing entries. To track progress, we produce weekly reports for Department Heads to show new risks, any changes to RAG (Red, Amber, Green) rating or where a deadline for action has passed.
- Risk Management Group:** These meetings are held on a quarterly basis and chaired by **Tom Dannatt**, the Group Director of Finance and Commercial at LCG. The Group will review all project risk areas, with those RAG rated as Amber or Red discussed in significant detail. Any specific action points will be allocated appropriately to address areas of concern. Minutes of the Group's meetings and therefore any specific issues relating to the project will be briefed to the Executive Leadership Team and Board of Governors.
- Staffing experience:** **Graham Harrison** has broad experience of managing the delivery of similar projects and as such is well versed in their successful mobilisation and the development of robust implementation plans that minimise and mitigate risk. Our Group Director of Estates and Facilities will be working closely with the Project Manager and has experience of managing multiple, simultaneous projects. Furthermore, if new staff are recruited or seconded to the project, LCG will ensure that they have the appropriate risk management, mitigation expertise and experience.
- Regular review:** In addition to the processes highlighted above monthly Risk Management meetings will be held. These meeting will focus on reviewing, identifying and managing all project risks

The following risks have been identified:

Risk Description	Risk Owner	Probability (1-5)	Impact (1-5)	Mitigation/Action
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Delays with refurbishment	Group Head of Infrastructure, Facilities and Estates and Project Manager	3	4	The project will be tendered with a mandatory completion date for all contractors, based on the schedule. Contingency snag weeks will be incorporated into the schedule. Emphasis will be given to critical activities to prevent any knock-on delays. The College have the option to increase resource on a number of activities should it be required, resources will be planned ahead into forecast activities.
Availability of specialist equipment	Project Manager	2	2	The specialist equipment included in the project relates to equipment for the main auditorium. Through links with local production companies, the College will be able to reduce this risk. It will also be mitigated through short term loan of equipment if absolutely necessary (but this is highly unlikely).
Accidents on site	Group Head of Infrastructure, Facilities and Estates	2	5	All site works will be undertaken following strict risk assessments and method statements. Site inductions and a site safety log will be generated prior to the start of any activity. The Site Manager will brief and debrief all on site to ensure all contractors are aware of ongoing activities and any risks. Relevant PPE checks will be carried out daily.
Cost exceeds estimates	Project Manager	3	4	Projected costs are based on suppliers' quotes costs following extensive surveys of the building. Robust tendering procedures will enable competitive prices for to be secured. The project manager will be responsible for managing the costs and ensuring that the outcomes are achieved.
Cashflow	Group Director of Finance	1	5	Robust internal financial reporting systems are operated. A project specific cashflow has been developed to track actual v planned income and expenditure; to be reviewed monthly. Agreement with the bank to ensure facility to cover cashflow.
Impact of Covid-19	Project Manager	3	4	The impact of Covid-19 produces an increased element of insecurity for all projects. For this in particular, there should be limited impact to construction activities

				<p>should the current regulations persist. There may, however, be an indirect backlog of work for contractors which results in longer lead times for site start. This will be incorporated into the tendering process which will be initiated as soon as practically possible with budgetary tenders accepted in the first instance to prevent delays.</p> <p>There are risks to the start date of relaunch for the general public. The College will monitor the situation closely with supporting bodies and information from the Government. Provisional programmes will be created and amended if required. At all times, the safety of the public and staff is priority 1.</p>
Public Awareness of Reopening	Project Manager & Head of Marketing	2	4	<p>Currently the College are waiting for confirmation from the Charity Commission that the Hall will be transferred to the College. Once this confirmation is received, the College will make a formal public announcement. It will be imperative that in this announcement the College make it clear that the Hall is not to be an educational facility but continue to be a public space, for Arts, Culture and Community, supported by education and training.</p> <p>A new marketing strategy will be created with a focus on digital marketing (website, social media, digital signs on both entrances etc.).</p>

Priority Rank – Where you have multiple projects, please indicate a priority ranking for this scheme

- 1 – Development of the Drill Hall Arts Centre
- 2 – HEAT Institute
- 3 – Health & Wellbeing Hub

Can any additional match funding or alternative funding be sourced to support your project and to reduce the Town Fund ask? If yes, please explain.

No

Name of Lead Organisation

Lincoln College

Name & Position of Project Sponsor

Mark Taylor

Name of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation

Tom Dannatt

Signature of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation

Tom Dannatt