



## P.21-11 St George's Guildhall & Creative Hub Project Highlight Report

<b>Project Name:</b>	St George's Guildhall & Creative Hub	<b>Project Manager</b>	Robin Lewis / Dan Mason/ Liam Bacon	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	January 2026
<b>Capital Code:</b>	C9061	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Haworth Tompkins		
				<b>Cost Consultant:</b>	Andrew Morton Associates		
<b>Project Code:</b>	P.21-11	<b>End User (if applicable):</b>	CIO *	<b>Contractor on Site:</b>	Messenger Construction LTD (started 24/11/2025)		

### Management Summary

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
<b>This Report</b>	A	A	A	A	G	A
Last Report	A	A	A	A	G	A

### Project Definition

**Project Stage:** RIBA Stage 5 – Construction

**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 & subsequent approved PAR summer 2024.
- Delivery of works identified in RIBA Stage 1-5 report(s) 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)

The RAG Status this month is AMBER. Focus continues to find and deliver further funding for the project. Next month an external fundraising consultant (subject to contract) will be starting to drive this part of the project over the next 12months.

- **Main Contract Works** – MCL are making good progress on site with demolition of the WCs now completed, scaffold erection to the main guildhall and asbestos removal. MCL have also started the demolition of the existing Shakespeare barn. The design Team continues to release key information in line with the IRS schedule. No delays or H&S incidents reported. Additional asbestos has been found during demolition. This has been flagged as a risk pre-construction, and the team has analysed and instructed its removal with no impact to programme.
- **Fundraising** - Historic England Grant works continue, the second payment installment will be due in early February to cover work over the Dec-Jan period.
- **Party wall** - The Boroughs party wall surveyor continues to work closely with MCL, scaffold designers and neighbours to ensure party wall agreements and scaffold licenses are in place. Significant progress has been made with 2&3 Ferry Lane and the scaffold license for no.29 has now been agreed and signed allowing the scaffolding to the main Guildhall to proceed. We are working with Wetherspoons to complete agreements on this side, however there is now a programme risk due to lack of engagement from Wetherspoons'.



- **Interpretation Works** – Final interviews for the immersive media consultant place 9<sup>th</sup> February. Wider team is meeting on 12<sup>th</sup> February to recap on the stage 3 design, provide any updated comments and agree next steps before immersive consultant is brought into the team.
- **King Street public realm** – The 15<sup>th</sup> of January 2026 meeting was postponed to 4<sup>th</sup> February due to diary conflicts. However, this has allowed more time for material samples to arrive on site. Following the review of materials & design there will be a 2-week design update period before planning & highways applications are issued.
- **Collection/Storage** - Crown Post Truss timbers are under inspection, and a repair strategy is being developed.

## 1.1 Decisions required by the Neighbourhood Board

- None required at this Board

## 1.2 Achievements during this period

- WC demolition completed
- No.29 scaffold licence agreed and signed by all parties allowing for scaffolding to Guildhall to progress, with scaffolding roof now starting to be erected.
- Restaurant has now been completely stripped out ready for roof removal.
- Good progress on scaffold erection, asbestos removal now completed. Shakespeare bar demolition now started.
- VE progress has been made with savings starting to be confirmed. The team continues to review, and we are working closely with MCL to manage quality and cost.

### Priorities for Next Period:

- Scaffolding to Guildhall to be completed.
- Construction Progress Meeting planned Wednesday 4<sup>th</sup> February
- Continue working with the party wall surveyor, scaffold designers and MCL to ensure party wall notifications and scaffold licences are agreed by the dates required.
- Continue to monitor works and progress on site, respond to RFIs and review any challenges raised by the contractor.
- S278 design to be finalised with planning and S278 application to be submitted by end of February
- Restart interpretation workstream ready for immersive experience consultant to be onboarded.

## 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
081	Party Wall & Scaffolding Licences	Party wall licences and scaffold licences are we delayed due to start dates not being finalised and challenges with neighbouring properties. This could cause a delay & additional cost if they are not in place when MCL need to start works on these areas.	R	Party Wall	Working with Party wall surveyor and neighbouring properties to agree licences. We are also working with MCL to prioritise areas where their programme is due to start first.	30/01/2026
003	Funding	The project has now secured adequate funding from various funding streams (Towns Fund / BC/ others etc.). Risk continues that further fundraising does not reduce the £15.5m required to cover the BCKLWNs borrowing.	A	Finance	TOWNS funding re-prioritised to provide £8.07m of capital funding. Additional funding has been requested from other BCKLWN/ & Towns Fund Projects and reallocated to the Guildhall. Fundraising Consultant is due to start in early February 2026.	30/01/2026
29	Unidentified conditions	Unforeseen building works	A	Programme	Building works to areas of project require greater amount of work than currently envisaged. Further Timber	30/01/2026



					surveys underway incl. various roof/ structure. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post SB demolition.2026. Guildhall roof tile samples being analysed to see if suitable for reuse.	
44	Programme	Construction programme is 2.5 years risk that this could extend due to archaeological finds.	A	Financial	We hold regular programme reviews with the main contractor to ensure optimal scheme in place.	30/01/2026
18	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Impacts to additional cost	A	Hazardous substance	Refurbishment and Demolition survey has been undertaken to areas that are to be worked on / disturbed. Enabling works package completed prior to main works package to derisk. MCL have started asbestos removal on site & works are being closely monitored to ensure any additional asbestos is dealt with appropriately.	30/01/2026
78	Historic England funding grant compliance.	The planned start date for works involving the Historic England Grant have shifted from Oct to Nov potentially impacting on the fund deadlines.	A	Funding	RL & TF have been in communication with Historic England and have successfully agreed alternative cashflow. MCL are currently trying to move the programme forward to accommodate the Historic England Grant and ensure updated milestones are met.	30/01/2026
79	Planning Discharge	While trying to discharge some condition discharge applications the planners have noted that the team cannot discharge conditions while trying to vary an approved application. This could cause delay.	A		Application to vary condition has now been approved. Now the design team are working to discharge other conditions to minimise any delay to programme.	30/01/2026
61	Timber Condition	Guildhall site timber in roof structures are in poor condition resulting in additional repair / replacement works. Infestation risk on timber beam in undercroft.	A		Timber surveys now completed to all areas other than GH roof. Final area will be completed one MCL have installed crash deck to guildhall area. Specialist areas are also under review by timber specialist.	30/01/2026

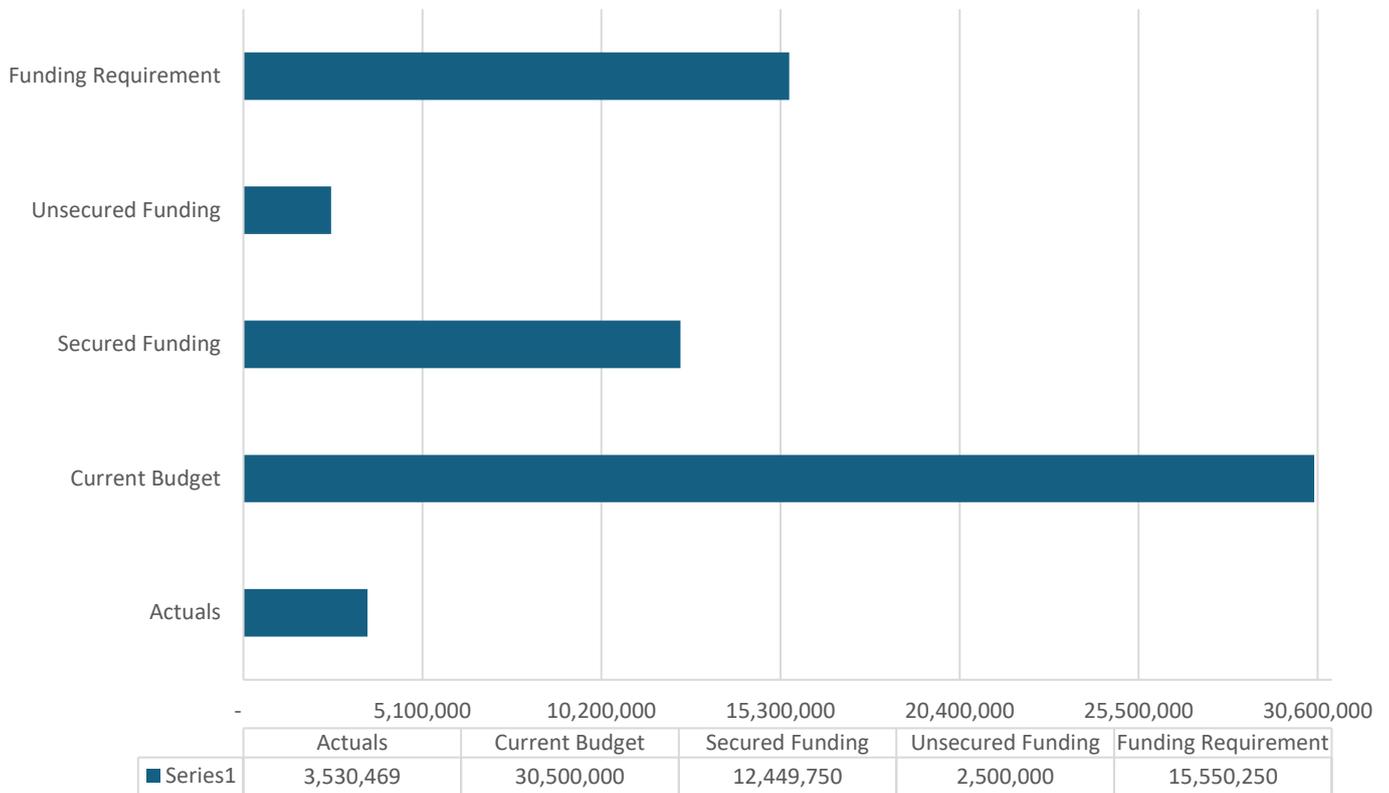
**2.2 Key Issues [all red and increasing amber] – something that has happened**

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments



### 3. Project Financials

#### St Georges Guildhall & Creative Hub Actuals, Budget and Forecasted spend as at 30th January 2026



### 3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals as of 30<sup>th</sup> January 2026 are £3.5m with a current project budget of £30.5m.
- Funding is £12.5m of secured funding, £2.5m of unsecured funding and £15.6m is the current funding requirement, where work is ongoing to locate further funding for the project.
- Actuals primarily relate to professional and consulting costs, including Project Management, Quantity Surveyor, and architect costs, with the main contractor costs are starting to come through totalling c£0.5m as at 30<sup>th</sup> January 2026.

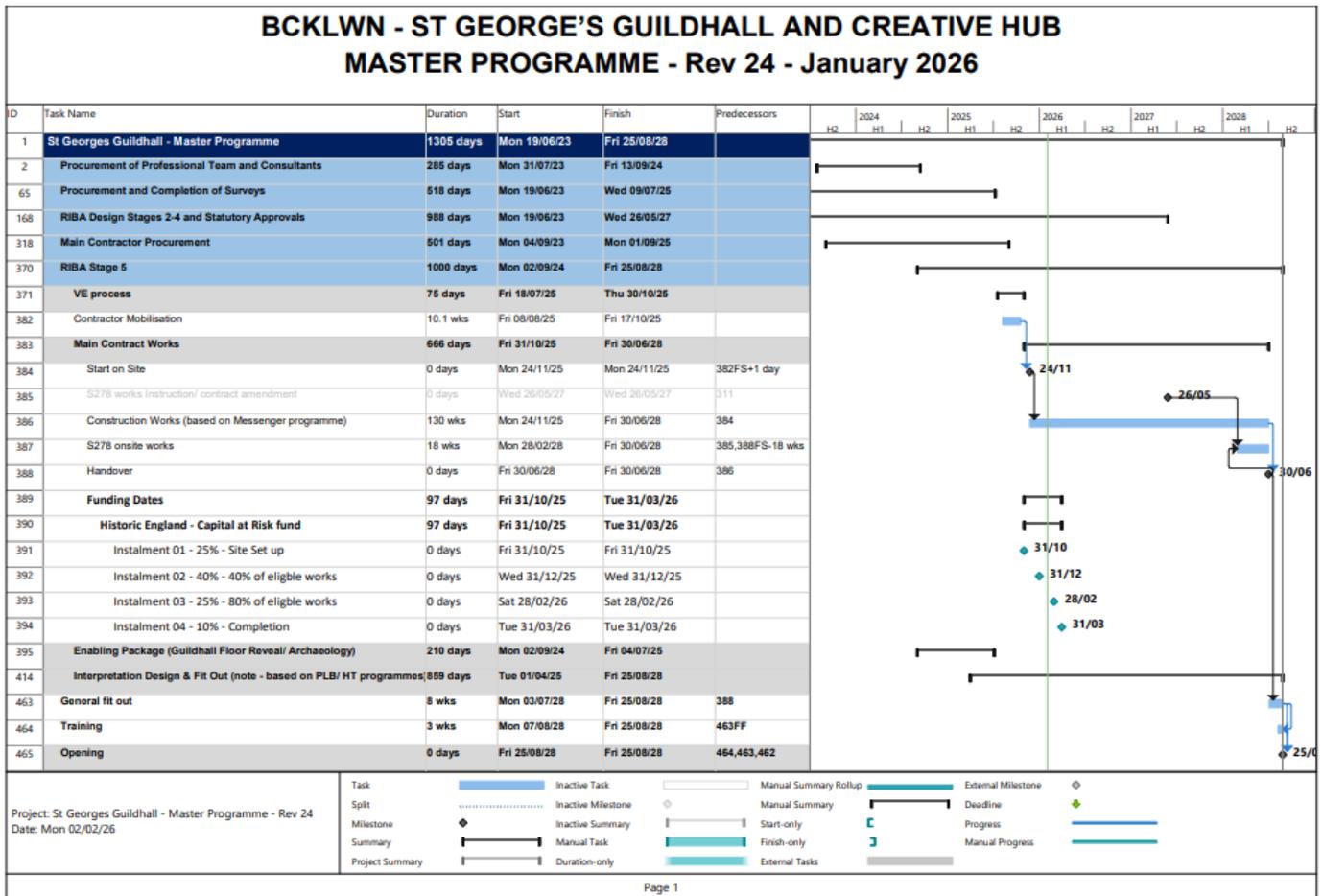
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

Formal change control tracker being prepared for use during the RIBA5 + Project timelines, to capture delegated/ various Project Governance thresholds.



## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline RAG rating is GREEN.

- The project is now in contract and achieved the start on site 24<sup>th</sup> Nov.
- Town Fund Outputs will be realised when the scheme opens/ and one re construction/ project temp employment will be reported during the project.
- Messenger (MCL) construction programmes (4000 individual lines) continue to be subject to review.
- The Interpretation Design workstream will restart February 2026 to allow onboarding of immersive designer award.

### 5. Resources Commentary

Resource RAG rating is AMBER.

- Fundraising consultant appointment due to start shortly.
- Education Officer appointed
- Heritage Volunteer coordination appointed.
- Pre-opening resource, eventing and operational under review. (TFH, MM,RL)
- Engagement in N0.29 King Street to continue for extended duration. Contractor drop- in each Friday morning.
- Legal framework between the Charity/ Trusts in place.
- Historic England Award requirements continue to be highly demanding of officers/ consultant time.
- Full Programme Governance requirements review continues. CEO updates on going.



## 6. Communications and Engagement

- Construction Comms strategy next 12-18months under review 6<sup>th</sup> Feb. Plan is to prepare a proactive package of key opportunities for all parties.
- Plaque presentation to GH from CWA. 6<sup>th</sup> Jan. Press pack issued.
- February Member update by Leader being drafted.
- Contractor to use Nos 29 and jointly support volunteers / public open space to aid overall communications opportunities.
- Messenger Social Value KPI schedule being drafted to include all key metrics called out during the tender. Targets will be shared next month.
- External Hoarding to King Street GH montage being prepared for sign off and placing on this important public facing feature of the works.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024 and 2025
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 <sup>2</sup>	1572m <sup>2</sup>
Amount of new office space	669m <sup>2</sup>	825m <sup>2</sup>
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%
<b>NEW – Improvement to King Street Public Realm (subject to planning)</b>		<b>350m<sup>2</sup></b>

### 7.2 Outcomes

Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	RIBA 04 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.
Creating opportunities for local creative enterprises	The creative hubs will provide a real base for these new enterprises.
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	The scheme has many flexible meeting and public discussion spaces across the 10 buildings on the site. Community engagement continues to build on many positive news stories about place and the needs of local people.

## 8. Other Matters

Item	Comment
General stage progress	Contract signed and construction to commence 24/11/2025.
Procurement progress	Main Contractor tender completed.



Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities & 8 amendments following review
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 BCKLWN to share with CIO/ NT to ensure compliance with law, Charity Commission, the Lease between the BCKLWN, 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 for the site and its operation.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological “rescue” matters subject to survey/appointment. Focus of recent finds in foyer floor/ Shakespeare passage/ Undercroft, Main stage area built into design changes being worked through in this period.
Statutory updates	Extensive coordinated updates with National Trust, plus Planning, Development Team and Building Control to ensure views are captured during design and delivery process. Conservation Officer regularly gathered to support any updates to approved scheme. It appears new planning applications not required but variations to be agreed. A new LBC application needed (you cannot vary LB consents.) i.e. to cover sprinkler tank change, lightening protection requirements continue to be under review. Ecologist and Construction Management plans focus to discharge ahead of start on site
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. 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 [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	-	✓	✓	✓	✓	✓
Date Approved:	24/06/22	21/12/22	-	21/12/22	30/11/23	09/07/24	28/03/25	7th & 17th July 2025
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMPB	Project Board	Town Board	Cabinet, Full Council Town Board,

Latest approved document: PID July 2025

Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
<b>R</b> More than 10% over or under budget	<b>R</b> 13 weeks or more behind the critical path	<b>R</b> Need immediate attention
<b>A</b> Between 5% & 10% over or under budget	<b>A</b> 4 to 12 weeks behind the critical path	<b>A</b> Needs attention before next project review
<b>G</b> Within 5% of budget or less than £10k	<b>G</b> 4 to 12 weeks less behind the critical path	<b>G</b> Can be managed