



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

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

Management Summary

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	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)

Overall RAG Status this month is AMBER.

- Cabinet and Town Board approved the scheme to proceed in July 2025.
- Focus continues to find and deliver further funding for the project.
- An external fundraising consultant has been appointed and are receiving their on-boarding instructions.
- **Main Contract Works** – MCL making good progress on site with demolition to proposed cafe area starting and asbestos removal now completed. Scaffold erection is ongoing and the roof works to Guildhall is nearing completion, despite challenges with the first burst water main to Kings Street. The design team continues to release the key information in line with the IRS schedule. RFI's are also being dealt with by the wider team to ensure no delays happen with no delays reported at this stage. One H&S incident has occurred; however, it was non-reportable, with a full investigation completed by MCL.
- **Fundraising** - Historic England Grant works continue. The second payment instalment has been requested but not paid yet. The team are preparing to put together the pack for the third and final instalment.
- **Party wall** - Despite continuous efforts from the BCKLWN team, Pulse and MCL scaffold licenses/ party wall agreements to Wetherspoons and 2+3 Ferry Lane are still outstanding due to a lack of engagement from the representatives. We are now exploring all alternative avenues as there is a risk of delay because of this.
- **Interpretation Works** – Immersive experience consultant tender period is nearly completed, and results have been issued to tenderers. A meeting with the PLB & wider design team was held on 26th February to ensure the team are ready for the immersive consultants to join the team.



- **King Street public realm** – Final design changes have been made, and a date for a public consultation has been set for 13 March 2026 at the town hall. Following this the pack will have a final review before submission to planning and highways.
- **Collection/Storage** - An initial review of the Crown Post Truss has now been completed by Peter McCurdy. The design team are currently considering next steps in order to ensure as much historic fabric is retained, and the truss is restored appropriately.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- A burst mains water pipe on Kings Street put the scaffolding structural stability at risk. Initially the water company demanded the scaffold was dismantled so they could conduct excavations for the external works. An alternate option was proposed by the project team to find a lower impact solution that got approval and mitigated multiple risks as a consequence. All additional costs for these works are being claimed via the water company's insurance in time.
- Sailing Club leasehold & freehold party wall & Scaffolding agreements signed and in place ready for the MCL team to start works in these areas.
- Demolition works are progressing well with removal of Back of House (BoH) & some external staircases to Guildhall and opening up works to proposed café area (existing back of house area on ground floor)
- Good progress on scaffold erection, roof works to guildhall nearly completed so removal of tiles and repair works can begin.
- Value Engineering (VE) progress continues. The team continues to review, and we are working closely with MCL to manage quality and cost

Priorities for Next Period:

- Sunday 1st March – repairs to water leak in King Street have failed. Reactions by MCL/ team now underway – assessment of impact being considered.
- 2&3 Ferry Lane have indicated that they will respond by 5th March to comprehensive pack/ proposals agreed.
- Wetherspoons own surveyor plus party wall team after agreeing various inputs have gone silent and failed to meet their own deadlines. Next steps by end of w/c 9 March 2026 to be agreed. Escalation legally may be the only option.
- Scaffold to Guildhall completed so roof removal can proceed
- Continue to monitor works and progress on site, respond to RFIs and review any challenges raised by the contractor.
- Hold S278 public consultation and submit final applications. Gain firm costing from MCL.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

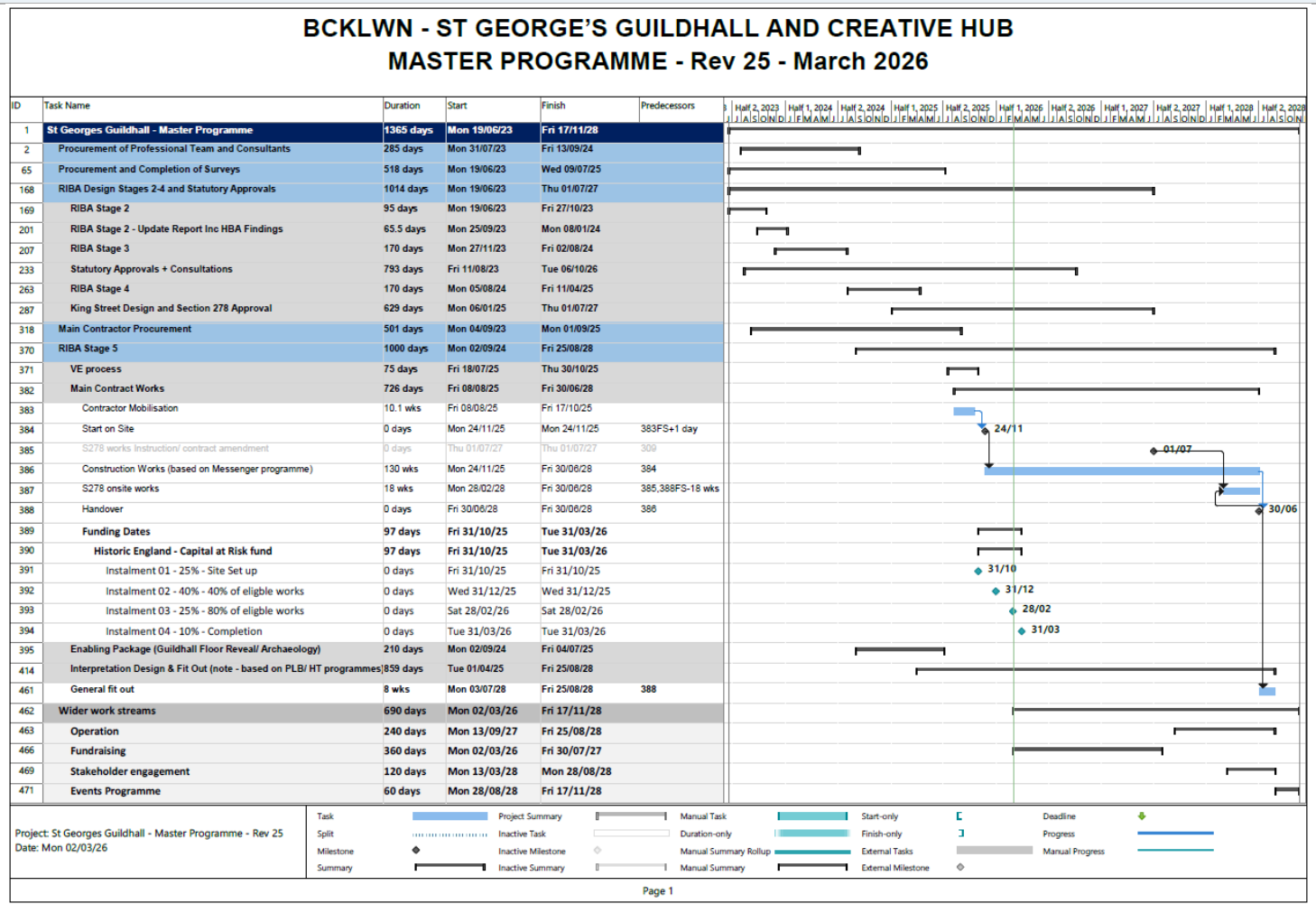
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
081	Party Wall & Scaffolding Licences	Party wall licences and scaffold licences are we delayed due to start dates not being finalised and challenges with neighbouring properties. This could cause a delay & additional cost 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. Escalation via GM at Wetherspoons to seek internal update as silence from their Surveyor. Ferry Lane 2,3 review of our final options due 5 th -6 th March. If still no movement then alternate legal route required to support essential repairs.	03/03/2026
003	Funding	The project has secured adequate funding from various funding streams (Towns Fund/BC/others etc). Risk continues that further fundraising does not reduce the £15.5m	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.	10/02/2026



		required to cover the BCKLWNs borrowing.				
29	Unidentified conditions	Unforeseen building works	A	Programme	Building works to areas of project require greater amount of work than currently envisaged. Further Timber surveys underway incl. various roof/ structure. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post SB demolition. 2026. Option to open test pits in the higher risk areas under consideration with MCL. Guildhall roof tile samples prove unsuitability for reuse.	03/03/2026
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.	02/03/2026
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.	02/03/2026
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	Historic England have agreed alternative payment periods/ cashflow. MCL are underway with works in respect of grant. Milestones remain end of March for HE funds/ End June for BC match funds. Getting very complex as the roof is a part of the overall scheme so extracting data to support the HE reporting is problematic.	02/03/2026
79	Planning & LB discharge notices	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 continue working to discharge other conditions to minimise any delay to programme.	02/03/2026
61	Historic Timber(structural/ degradation status	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. Degradation levels in Guildhall main historic floor timbers are greater than first thought. Design review and potential amendments to scheme to protect/ provide on-going future access under consideration at what could be additional costs.	02/03/2026

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 in contract and achieved the start on site 24 November 2026.
- Towns Fund Outputs will be realised when the scheme opens and once re construction / project temporary employment is reported.
- Monitoring of risk on timeline following second water leak matters to King Street
- Monitoring impact on programme if remaining scaffold licenses cannot be secured in time.
- Bringing Interpretation Design workstream and Immersive designer into a jointly agreed plan.
- Onboarding known design (archaeological) finds together, agreeing budget, timeline, and instructions to MCL.

5. Resources Commentary

Resource this month is AMBER.

- Fundraising consultant appointment now made. Cause4 under contract.
- Education Officer and Heritage Volunteer coordination appointed.
- Pre-opening resource, eventing and operational under review. (TFH, MM,RL)
- Engagement in N29 King Street to continue for extended duration. Contractor drop in each Thursday morning.
- Legal framework between the Charity/ Trusts in place.
- Historic England Award requirements continue to be highly demanding of officers/ consultant time.
- Wider Programme workstream governance requirements review on-going.
- CEO/ Sponsor updates continue.



6. Communications and Engagement

- (Faux) Banksy artwork shows the power of the potential for this scheme.
- Post Council media coverage highlighting concerns about a members recent remarks on the project status since the last meeting.
- Public confirmation of the overseas German Trust Award.
- Site walkaround by MP/ and Funders.
- Messenger Social Value KPI schedule drafted including all key metrics called out during the tender. Targets will be shared next month.
- External Hoarding to King Street Guildhall montage being prepared for sign off and placing on this important public facing feature of the works. However, there is a delay to installation due to temporary modifications due to water leak 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 ²	1572m ²
Amount of new office space	669m ²	825m ²
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%
NEW – Improvement to King Street Public Realm (subject to planning)		350m²

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, Lightning 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
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed