



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:	April 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
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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)

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 continue to make good progress on site. The Guildhall roof has now been fully removed, and demolition of the Red Barn roof is complete. Demolition works to the Shakespeare Barn are progressing well and are due to complete shortly. The slab removal within the White Barn has also been completed and MCL are now preparing to commence removal of the brick flooring under the supervision of a Field Archaeology Specialist. In parallel, MCL are preparing areas of the site for repointing works while the permission has been granted to erect scaffolding within the Wetherspoons garden. Repairs to water leak in King Street are now complete, awaiting final costs from MCL before finalising insurance claim.
- **Fundraising** - Final payment from historic England (£295k) has now been received and as per the award conditions, the funding is now being used on the specified activities to ensure spend by the end of June 2026. Discussions are continuing with Historic England to explore future funding opportunities.
- **Party wall** – Scaffold licenses with 2 & 3 Ferry Lane are now agreed in principle subject to final documentation. The Wetherspoon's scaffold/party wall agreement is still being developed, with further delays due to technical matters to the Shakespeare barn wall.



Wetherspoons are noted they have now signed the final license we hope this will be released to us once the agreed advanced payment is made.

- **Interpretation Works** – Immersive experience consultant is in the final stages of being appointed. We hope to have them onboard and the workstream fully operational before the next period.
- **King Street public realm** – Public Consultation for the S278 works has now ended and a workshop was held with the project team to work through the matters raised and incorporate into the design for the final pack. The final planning application and S278 pack is due to be issued to relevant authorities shortly.
- **Crown Post Truss** Peter McCurdy/ Momentum contracted to design the truss and connections strategy. MCL being asked to complete heritage works and installation in house given experience.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- Guildhall roof has now been fully stripped and has been undergoing close examination to understand the condition of the timbers. This will allow informed decision about the extent of work required.
- Scaffolding has begun erection in Wetherspoon's this allows MCL to continue work without any significant delay. This work is expected to finish on 5th May.
- Shakespeare Barn slab has begun to be demolished leaving a 3m strip round the perimeter until the 6.5.1 insurance is in place
- The condition survey to Wetherspoon's has now been complete, this gives MCL everything they need to gain the 6.5.1 insurance to cover them for any risks in the demolition to neighbouring properties.
- S278 design is nearing completion after the feedback from public consultation. Currently JCLA are taking comments that were received and working them into the design of the works.

Priorities for Next Period:

- Instruction to be issued to MCL to gain the 6.5.1 insurance to allow demolition work to progress in the Shakespeare courtyard with insurance in place to cover and damage any neighbouring properties.
- Receive Wetherspoon scaffold licence and finalise party wall agreement.
- Finalise and instruct timber repair works to Guildhall roof and rest of site to allow repair works to begin.
- Onboard immersive experience consultant and fully restart this workstream
- Issue highways and planning packs for S278 works for final sign off.

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 option's due 5 th -6 th March. Various updates have continued during March to close the gap in demands.	05/05/2026
003	Funding	Whilst the project has secured overall funding for the scheme (Towns Fund / BC/ others etc.) The commitment remains	A	Finance	Fundraising Consultant Cause4 now on board. Onboarding and strategy review and update due early in their brief. Actions then to go	05/05/2026



		that every opportunity needs to be explored to reduce long term financial BC commitment. (March 2026 £15.5m)			raise funds take up the main part of their scope. CIO key to success and getting their assurance/ policies in place is a priority at this time.	
29	Discovery Unidentified conditions	Unforeseen building works	A	Programme	Further Timber surveys underway incl various roof/ structure. H&R. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post Shakespeare Barn demolition. 2026. Option to open test pits in the higher risk areas under consideration with MCL. Guildhall roof timbers under review appear in reasonable condition. Restaurant conversely appear poor and will require a design/ scope update as they cannot be left as found.	05/05/2026
44	Programme	Construction Contract programme is 30 months. Post Contract it's expected that Client Fitout/ Interpretation/ Immersive experience needs considering formally.	A	Financial	We hold regular programme reviews with the main contractor to ensure optimal scheme in place.	05/05/2026
18	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Impacts to additional cost	A	Hazardous substance	Refurbishment and Demolition (R&D) 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 largely completed the known asbestos on site & minor discovery finds have been instructed / expected to be complete shortly.	05/05/2026
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	Remaining risk is to provide HE with Crown Post Truss designs/ install methodology.	05/05/2026
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.	05/05/2026



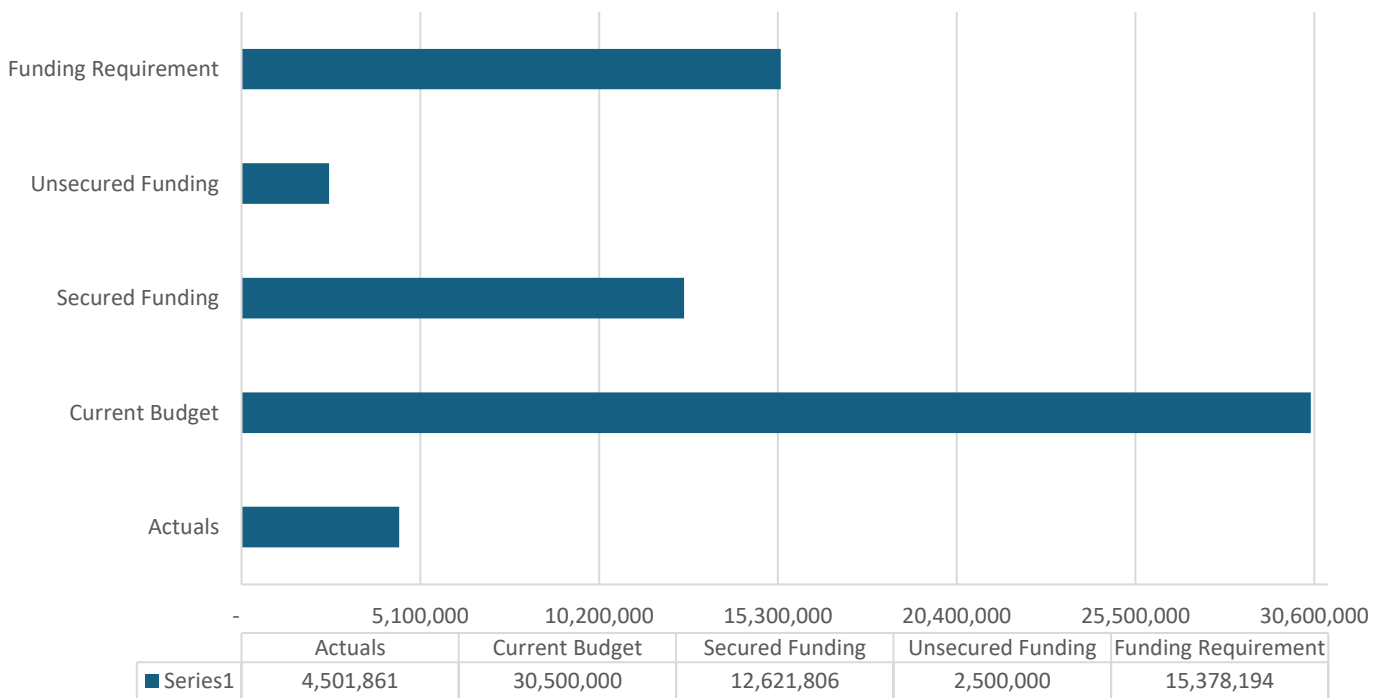
61	Historic Timber (structural/ degradation status)	Guildhall site timber in roof structures in poor condition resulting in additional repair / replacement works. Infestation risk on timber beam in undercroft.	A	Timber surveys now completed to all areas other than GH roof. Final area will be completed 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.	05/05/2026
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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 April 2026



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals including year-end accruals as of 30th April 2026 are £4.5m with a current project budget of £30.5m.
- Funding is £12.6m of secured funding, £2.5m of unsecured funding and £15.4m is the current funding requirement, where work is ongoing to locate further funding for the project, current revenue funding is £0.75m (within the £30.5m).
- Actuals including year-end accruals as of 30th April 2026 are £4.5m with a current project budget of £30.5m.
- Actuals primarily relate to professional and consulting costs, including project management, quantity surveyor, and architect costs, with the main contractor costs to date are £1.1m (reduced by £0.1m as accrual to high and actual invoice came in £0.1m lower in April 26).

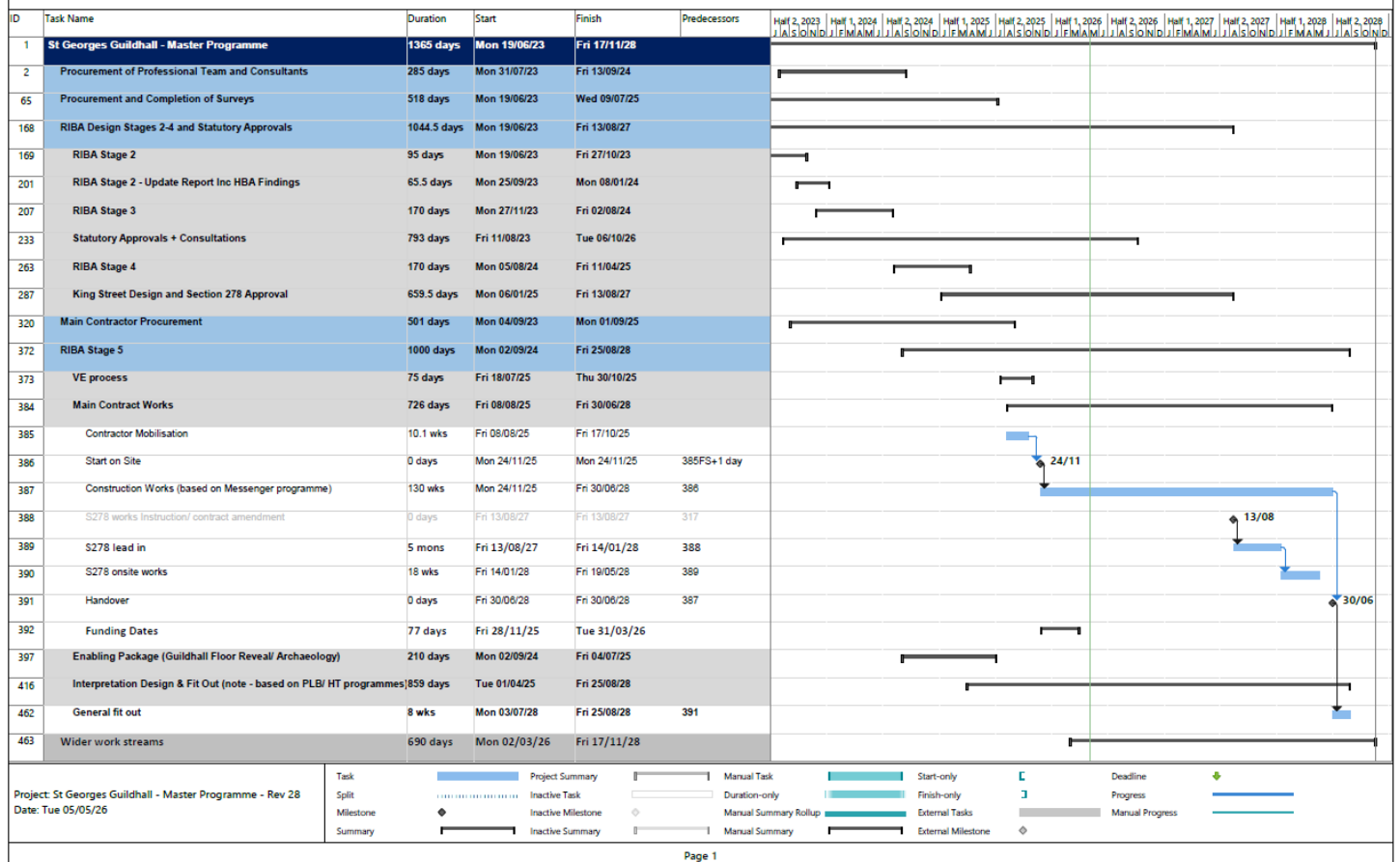
3.2 Project Contingency and Change Control

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

BCKLWN - ST GEORGE'S GUILDHALL AND CREATIVE HUB MASTER PROGRAMME - Rev 28 - April 2026



4.1 Timelines Commentary

- Timeline RAG rating is GREEN.



- Following contractor advising of potential delay in last period (due to scaffolding/ Party wall issues as noted elsewhere) they have now been able to erect the scaffolding in this area and delays period is being reviewed. They are obliged to issue notice and then validate agree details over the coming weeks/ month.
- Monitor 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 appointed
- 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 completed. Proposed approach (Programme key areas broken into x5 Workstreams) update to internal roles/ reporting underway from April. Further detailed updates to follow May/June.

6. Communications and Engagement

- (Faux) Banksy shows the power of the potential for this scheme.
- 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 GH montage being prepared for sign off and placing on this important public facing feature of the works. However, delay to install due to temp 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, 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	OMP	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