Borough Council of King's Lynn & West Norfolk

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:**	August 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)

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 have continued to make steady progress across several key areas of the site. Procurement activities have advanced, with HG Matthews and Lambs bricks due to be delivered shortly and Bulmer's bricks already at Overton's yard. Two Mortar samples have now been approved by the conservation officer and MCL have ordered the material to begin mortar repairs. The Guildhall roof continues to progress, with the oak and roofing timber repairs nearing completion. Scaffold adaptions have been made in the Shakespeare Barn to allow FAS to begin the archaeological dig. The Red Barn has seen significant progress, with timber repair works, plywood installation and VCL works now complete. The internal scaffold has been removed, and the existing floor has been broken out.
- **Party wall** – Following the signed party wall agreement and completed scaffolding works at 2&3 Ferry Lane, MCL continue to accelerate works within that area to complete works as outlined within the agreement.

- **Interpretation Works** – Interpretation continues to progress with bi-weekly workshops being held to maximise potential of the interpretation workstream and co-ordinate with the wider work streams. The design team have accelerated aspects of the design to understand the maximum needs for the containment routes within the Guildhall. This is currently being checked with Max Fordham and will be passed to MCL to enable these works to progress within the Guildhall Area as per the programme.
- **King Street public realm** –The team had a meeting with Norfolk County Council surrounding the S278 works and talk through the proposal. After a productive meeting, the design team are reviewing the feedback and the associated updates to the design.
- **Crown Post Truss** - The Crown Post Truss restoration continues. These works are due to complete in September 2026 and whilst this is happening design work continues to find an appropriate design for the stone corbels that the Crown Post Truss will sit on.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- Timber repairs to the Red Barn Roof are nearly complete.
- Mortar repairs have started in some areas around the site.
- Scaffold adaptions have been made in preparation for the Lift pit excavation.
- Roof repair works have commenced around the site.

Priorities for Next Period:

- Install the Crown Post Truss
- Begin excavations to the Shakespeare Barn lift pit
- Continue the Mortar repairs around the site with the information that has been instructed to MCL.
- Re-commence drainage work to the Shakespeare Barn with the new information.

2. Risks and Issues

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

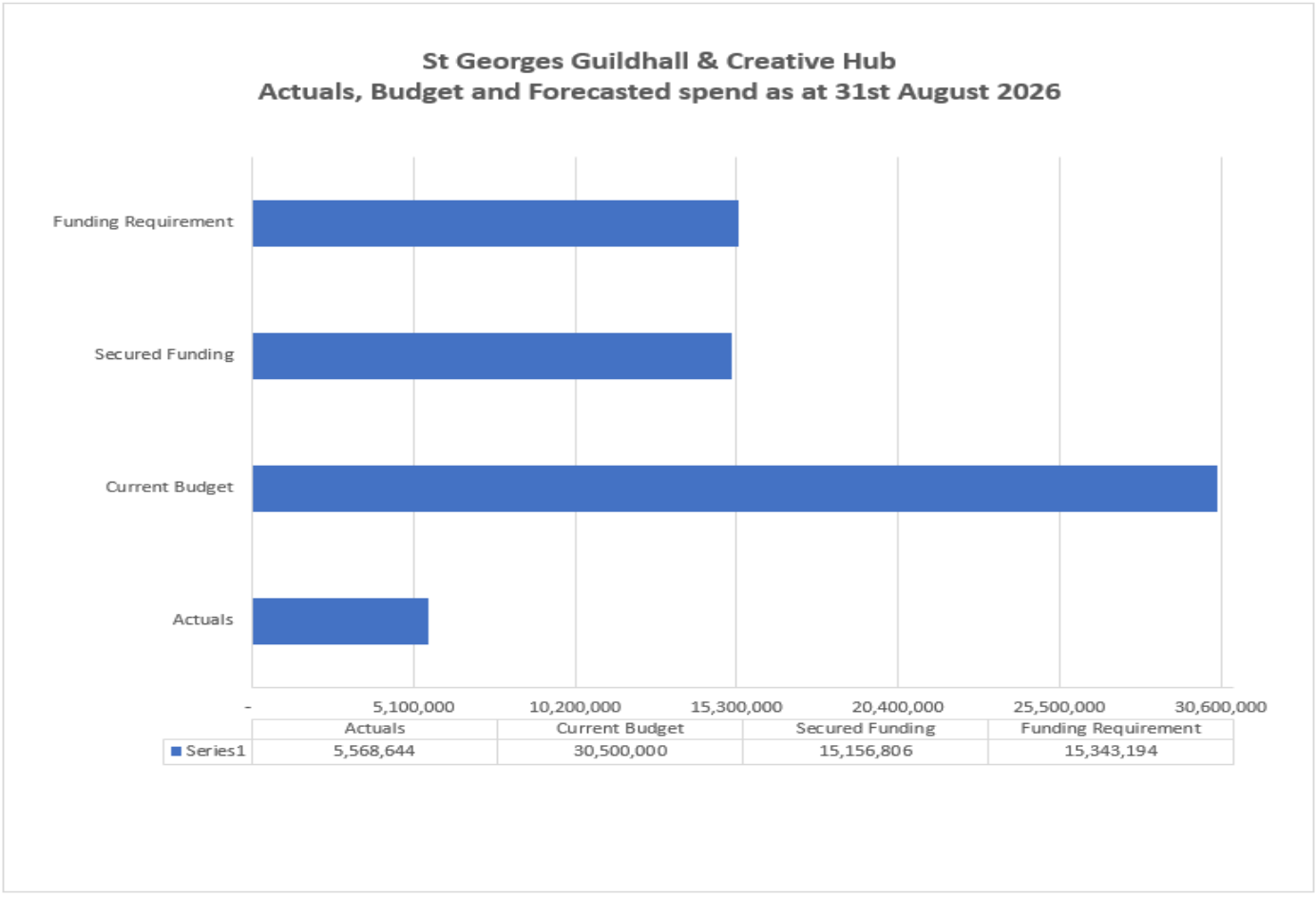
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
45	Archaeological	Potential Archaeological finds during construction phase of the project.	A	Construction	Work closely with FAS and MCL to ensure any potential risk areas can be covered in advance to ensure any finds will not affect the programme. Bring work forward in potentially sensitive areas.	07/09/2026
89	Lead Times	There is a risk that extended lead times for specialist materials, heritage components, or key construction products may impact planned procurement activities and delay the commencement or completion of associated work packages. Any delays in materials availability could have a knock-on effect on programme activities.	A	Construction	Work closely with the design team to ensure that all design information, specifications, approvals, and technical details are developed and issued in accordance with the project's information release schedule. Regular design coordination meetings will be held to identify potential delays at an early stage, resolve outstanding queries, and maintain visibility of upcoming information requirements. This proactive approach will enable the contractor to place material orders at the earliest opportunity, reducing the risk of procurement delays and minimising any potential	07/09/2026

					impact on the construction programme.	
5	Lightning Protection	End User / Client / Stakeholder changes to design beyond scope, fail to sign off completed design or delayed decision making impacts the programme and increases costs. NT sign off also needs to be noted.	A	Design	Early, consistent and regular engagement with End User / Client. Clear governance process to be identified. Project Steering Committees for client to review at end of RIBA stages. Ongoing design review meetings are being held with NT.	07/09/2026
44	Programme	Construction Contract programme is 30 months. Post Contract it's expected that Client Fitout/ Interpretation/ Immersive experience needs considering formally.	A	Financial	Regular programme reviews with the main contractor to ensure optimal scheme in place. General programme workshops are now in place to understand progress, areas or delay, opportunities for acceleration and risk areas for programme going forward.	07/09/2026

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



3.1 Financial Commentary

Financial RAG status is currently AMBER

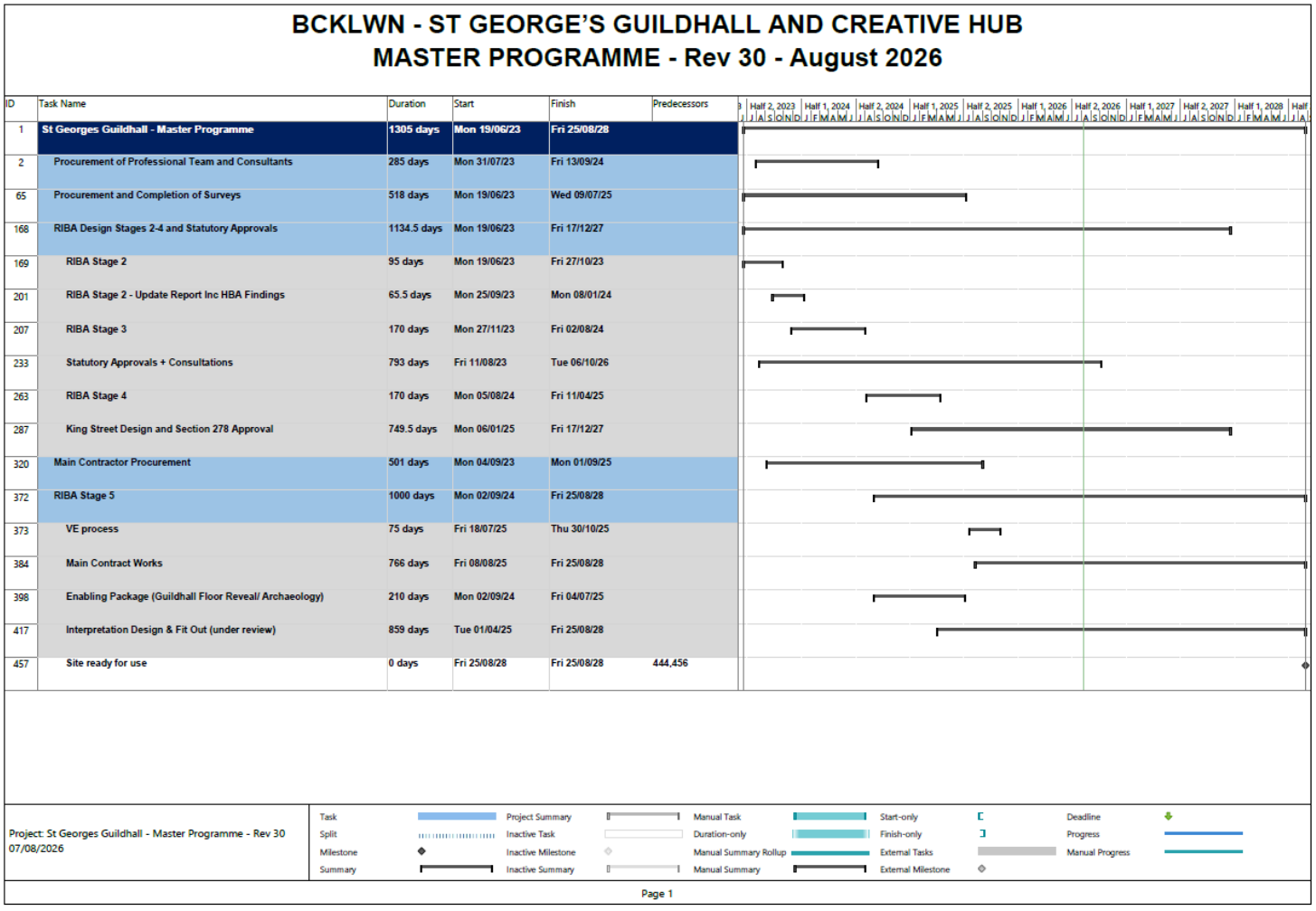
- Actuals including year-end accruals as of 31st August 2026 are £5.6m with a current project budget of £30.5m.
- Funding is £15.1m is secured funding, as the £2.5m of unsecured funding has now been approved, with £15.4m being the current funding requirement, where work is ongoing to locate further funding for the project (current revenue funding is £0.75m (within the £30.5m))
- Actuals primarily relate to professional and consulting costs, including project management, quantity surveyor, and architect costs, with the main contractor costs to date are £1.95m

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.

- Updated programme from Messenger noted that while works currently behind anticipated programme (due to scaffolding/ Party wall issues), due to length of contract they expect that this time can be made back with works completing in Summer 2028.
- Monthly workshops have now been scheduled to review and understand updates, identify areas of acceleration and risk areas for delays.

5. Resources Commentary

Resource this month is AMBER.

- Fundraising consultant appointment Cause4 action plan signed off.
- Education Officer interviews completed and appointment due to be confirmed shortly.
- Wider Programme workstream governance requirements review completed. Proposed approach (Programme key areas broken into x5 Workstreams) update to internal roles/ reporting underway from April.

6. Communications and Engagement

- Dates and planned events identified until March 2027
- Monthly Newsletter continues to be circulated.
- Preparations underway for Armin Festival, a school's festival on the 17th September as well as the return of the Dragon Festival on the 7th November.
- No. 29 King Street Visitor Centre continues to operate as normal under Messenger's guardianship and their legal duty to care to control space.
- Main contractor – Messenger Social Value outputs/KPI's include local spend target of £2.5m, site talks, visits to colleges/schools, CWA links, Apprentices.

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	1572m2
Amount of new office space	669m^2	825m2
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 & PiP 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

Borough Council of
King's Lynn &
West Norfolk

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