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:**	September 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 made good progress in this period, the roof to the red barn is nearing completion with roof tiles being installed. Brick repairs have started on the Guildhall and MCL are targeting the repairs completion for the end of this year to align with client requests. The archaeological pit excavation to the Shakespeare barn has now started and levels to the flooring in this area have now been completed.

  Timber repairs to other roofs have also made good progress and MCL are prioritising roofs that are not under cover to ensure that exposed roofs can be completed ahead of winter.

  An unauthorised minor builders work hole was made in this period by MCL. This was due to holiday cover not being fully briefed of processes on MCL side. We have put in place additional measures to ensure this does not happen again, and MCL have committed to a full and sensitive repair. Lighting protection has now been approved at planning and is being installed on GH roof
- **Party wall** - The final amended party wall notice has been served on Weatherspoon's following a review and investigation into the existing boundary wall make up. The team are awaiting feedback to action next steps.

- **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 are working closely with the interpretation team to ensure updates are made in a timely manner.
- **King Street public realm** - Following a successful meeting with Norfolk County Council surrounding the S278 further advice was received and the application has not been altered and remains with the planners for determination.
- **Crown Post Truss** - The Crown Post Truss has now been restored and returned to site by Robinson's restoration team. Installation of the truss will take place early in the next quarter.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- Brick repairs have started to the Guildhall
- Red barn roof is nearing completion with roof tiles being installed.
- Lift pit excavation has now started
- Scaffolding has been added to the lower section of 2&3 Ferry Lane
- Lightning protection has been approved at planning and is being installed.

Priorities for Next Period:

- Install the steelwork to support the The Crown Post Truss and complete the Crown Post Truss works.
- Complete the roof of Red Barn and progress other exposed roofs
- Install lower section of scaffolding to 2&3 Ferry Lane to start brick & wall repairs to 2&3 Ferry Lane.
- Progress Guildhall brick repairs

2. Risks and Issues

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

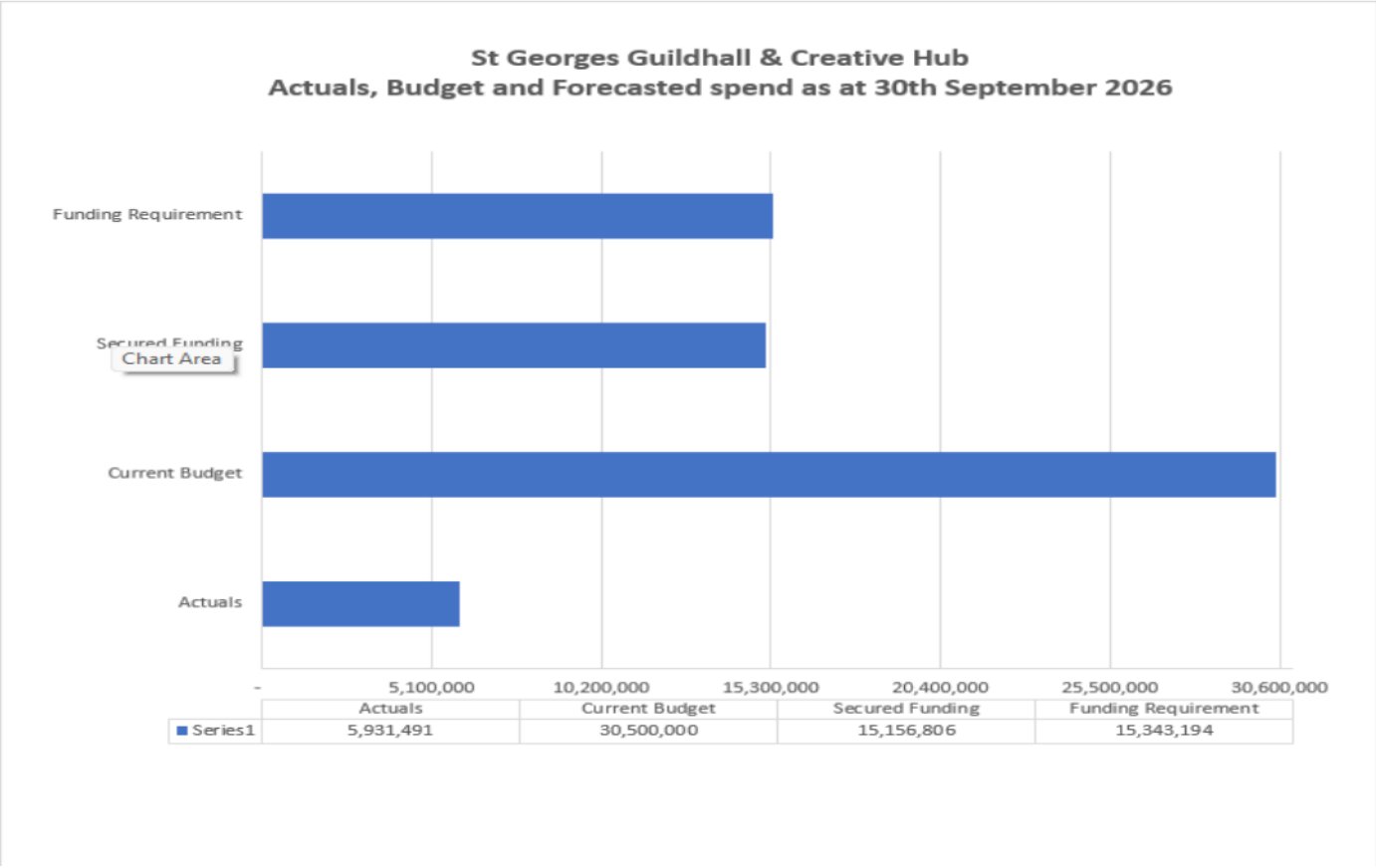
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
45	Archaeological	Potential Archaeological finds during construction phase of the project.	A	Construction	Work closely with FAS and MCL to ensure any potential risk areas can be covered in advanced time to ensure any finds will not affect programme. Work underway on service lift pit, an area of potential high interest/potential impact to programme.	05/10/2026
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	02/10/2026

					impact on the construction programme.	
54	Interpretation coordination	Interpretation works out of sync with main programme	A	Financial/ programme	Work with interpretation, MCL and immersive experience consultation to make allowances where possible to limit impact of design stages being out of sync.	02/10/2026

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 30th September 2026 are £5.9m 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 £2.2m

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

MCL Key Mile Stones (based on MCL programme)	**637 days?**	**Mon 19/01/26**	**Tue 25/07/28**
Guildhall	**432 days**	**Tue 29/09/26**	**Thu 22/06/28**
Crown Post Truss installed (L480)	0 days	Mon 05/10/26	Mon 05/10/26
Guildhall Roof completed (L504)	0 days	Mon 25/01/27	Mon 25/01/27
Glulam structure completed (L550)	0 days	Mon 08/03/27	Mon 08/03/27
First Fix period (completion varies dependnt on area)	319 days	Tue 29/09/26	Fri 14/01/28
Second Fix period (completion varies dependnt on area)	107 days	Mon 01/11/27	Tue 11/04/28
Works Complete	0 days	Thu 22/06/28	Thu 22/06/28
North Range 3 (inc Riverside Resturant)	**253 days**	**Mon 16/11/26**	**Thu 18/11/27**
Roof works completed	0 days	Mon 16/11/26	Mon 16/11/26
Envelope works completed	0 days	Thu 11/02/27	Thu 11/02/27
Structural Alterations completed	0 days	Fri 30/07/27	Fri 30/07/27
Internal works completed	0 days	Thu 18/11/27	Thu 18/11/27
NORTH WAREHOUSE RANGE 1+2 [FERMOY GALLERY]	**279 days**	**Mon 15/02/27**	**Fri 24/03/28**
Roof works Complete (L904)	0 days	Wed 15/09/27	Wed 15/09/27
Envelope works complete (L974)	0 days	Mon 15/02/27	Mon 15/02/27
Structural Alterations (L991)	0 days	Thu 19/08/27	Thu 19/08/27
Works Completed (L896)	0 days	Fri 24/03/28	Fri 24/03/28
Red Barn & Link	**622 days?**	**Mon 26/01/26**	**Tue 11/07/28**
Red Barn Roof Works Complete	0 days	Fri 21/08/26	Fri 21/08/26
Place Glulam Beams in the Link	0 days	Fri 19/11/27	Fri 19/11/27
Assume Red Barn Water Tight (L1773)	0 days	Thu 03/12/26	Thu 03/12/26
Link Zinc Roof Complete	0 days	Fri 21/01/28	Fri 21/01/28
Red Barn & Link Complete	0 days	Tue 11/07/28	Tue 11/07/28
Shakespeare's Barn	**637 days?**	**Mon 19/01/26**	**Tue 25/07/28**
Alter Scaffold for the Lift Pit	0 days	Fri 14/08/26	Fri 14/08/26
Complete Demolition in Location of New Lift Pit	0 days	Fri 28/08/26	Fri 28/08/26
Lift Base and Lift Walls Complete (L1576)	0 days	Mon 19/10/26	Mon 19/10/26
Raft Slab (includes insulation and tanking) Complete	0 days	Thu 26/11/26	Thu 26/11/26
Assume Water Tight (L1625)	0 days	Mon 11/10/27	Mon 11/10/27
Lift Installed	0 days	Fri 26/05/28	Fri 26/05/28

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.
- Pulse are working with the design team and MCL to identify design packages that can be accelerated to support the programme.

5. Resources Commentary

Resource this month is AMBER.

- Fundraising consultant appointment Cause4 action plan signed off.
- Education Officer new role and appointment due to be confirmed shortly.
- Heritage Volunteer coordination appointed.
- 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 established and being circulated
- Heritage open day 13th September saw 1059 visitors to No.29
- Armin Festival, a school's festival held on the 17th September
- Preparations underway for 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 & 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

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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