



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:	December 2025
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 report 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)

Status this month is AMBER. Focus continues to find, deliver further funding for the project.

- Main Contract Works** – MCL are making good progress on site with scaffold erection, asbestos removal and demolition of the WCs ongoing. Site Christmas shut down scheduled close of business Friday 19th and reopens Monday 5th January. No delays or H&S incidents reported.
- Fundraising** - Historic England (HE) Grant adjustment request approved (by HE). Same value overall, but a revised spend profile to meet HE deadline/ Project Programme.
- 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. A delay with the scaffold licenses is due to further discussions with neighbours queries. The team is working to mitigate any impact this will have however this does create a potential delay risk in January/ February.
- Interpretation Works** - Moderation of immersive media consultant has now been completed and final interviews to take place by end of January with full work stream to restart early February.
- King Street public realm** – A meeting on 4th Feb 2026 will review final materials & design so items can be finalised and planning & highways applications issued. Target to reuse existing pavers/ setts/ from previous local projects.
- Collection/Storage** - Crown Post Truss timbers have been removed by specialist timber conservator Peter McCurdy/Co so they can inspect and propose a repair strategy.



1.1 Decisions required by the Neighbourhood Board

- None required.

1.2 Achievements during this period

- Scaffold erection, asbestos removal and WC demolition started.
- Post contract Value Engineering workshops continue between AMA, Pulse and the Contractor, to identify potential savings. The current focus of these sessions is the M&E packages.
- N0.29 King Street Visitor Centre continues to operate as normal under MCL guardianship and their legal duty of care control.
- Note – Christmas break in this period.

Priorities for Next Period:

- Complete Demolition of the WCs and Asbestos removal.
- Second Monthly Constriction Progress Meeting Thursday January 15th.
- 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.
- 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
- Finalise moderation of immersive media consultant and appoint so interpretation work stream can develop to the next stage of design.

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
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 procured but on hold. Cashflow created to support capital/ revenue timing demands of project updated in Nov 2025. Remains ongoing.	05.12.2025
80	Planning Variation vs condition 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	Programme	Design team have withdrawn discharge applications, and we are reviewing with MCL any impacts to programme.	05.12.2025
29	Unidentified conditions	Unforeseen building works	A	Programme	Building works to areas of project require greater amount of work than currently envisaged. Further Timber survey underway of roof asap. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post Structural building demolition. 2026.	05.12.2025
44	Programme	Construction programme is 2.5 years, risk that this could extend.	A	Financial	Regular programme reviews held with contractor to ensure optimal scheme in place.	05.12.2025



57	Sprinkler Inclusion	Discussions held with insurers, National Trust and internally at the BCKLWN	A	Design	Following concerns expressed by Conservation Officer/ NT on impact of location of tank. I.e. clash between the existing vault and the sprinkler tank alternate location agreed. Impact on design, costs, timings underway providing an acceptable solution from key stakeholders.	05.12.2025
81	Party Wall & Scaffolding licences	Party wall licences and scaffold licences not yet in place. This could cause a delay & additional cost if they are not in place when MCL need to start works on these areas.	A	Programme	Working with Party wall surveyor to prioritise areas so MCL can start erection of scaffolding in certain areas as per current programme.	05.12.2025
49	Party Wall	Party Wall Issues causing delays to work	A	Party Wall	Party Wall notices issued at earliest opportunity & regular reviews ongoing with party wall surveyor	05.12.2025
77	Party Wall No.27	There is a risk that the property owner at No.27 may not agree to the party wall notice, which would delay the scaffold installation on the front of the Guildhall. The delay would impact the overall programme and need scaffold redesign. The delay could also affect grant conditions to do with the roof works.	A	Party Wall	Party wall notices being issued as early as possible to allow sufficient time for engagement. The project team is also in active dialogue with the scaffold contractor to develop a contingency scaffold design and was factored into a contingency pot early into the project.	05.12.2025
18	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Impacts to additional cost		Hazardous substance	Refurbishment and Demolition survey 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 closely monitored to ensure any additional asbestos is dealt with appropriately.	05.12.2025

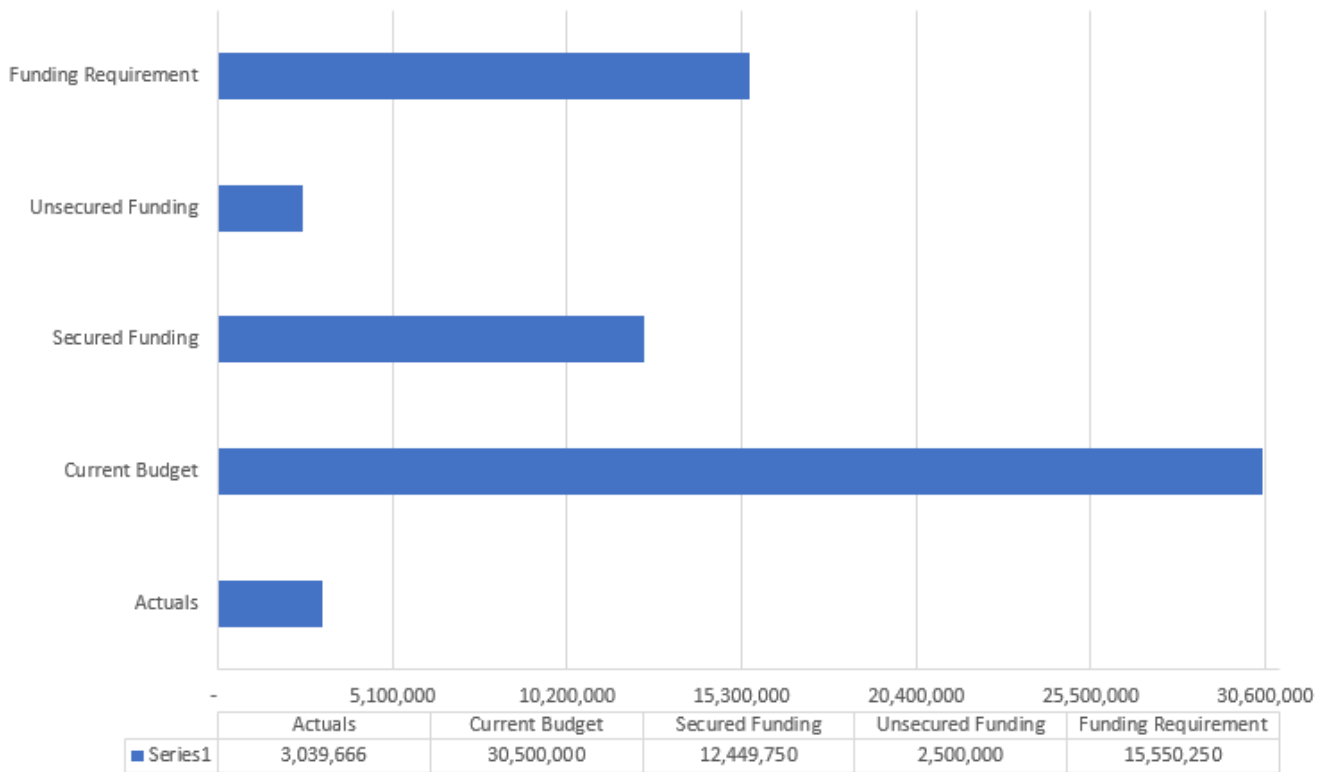
2.2 Key Issues [all red and increasing amber] – something that has happened

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 31st December 2025



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals as of 31st December are £3m with a current budget of £30.5m, of this £12.5m is secured funding, £2.5m is 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

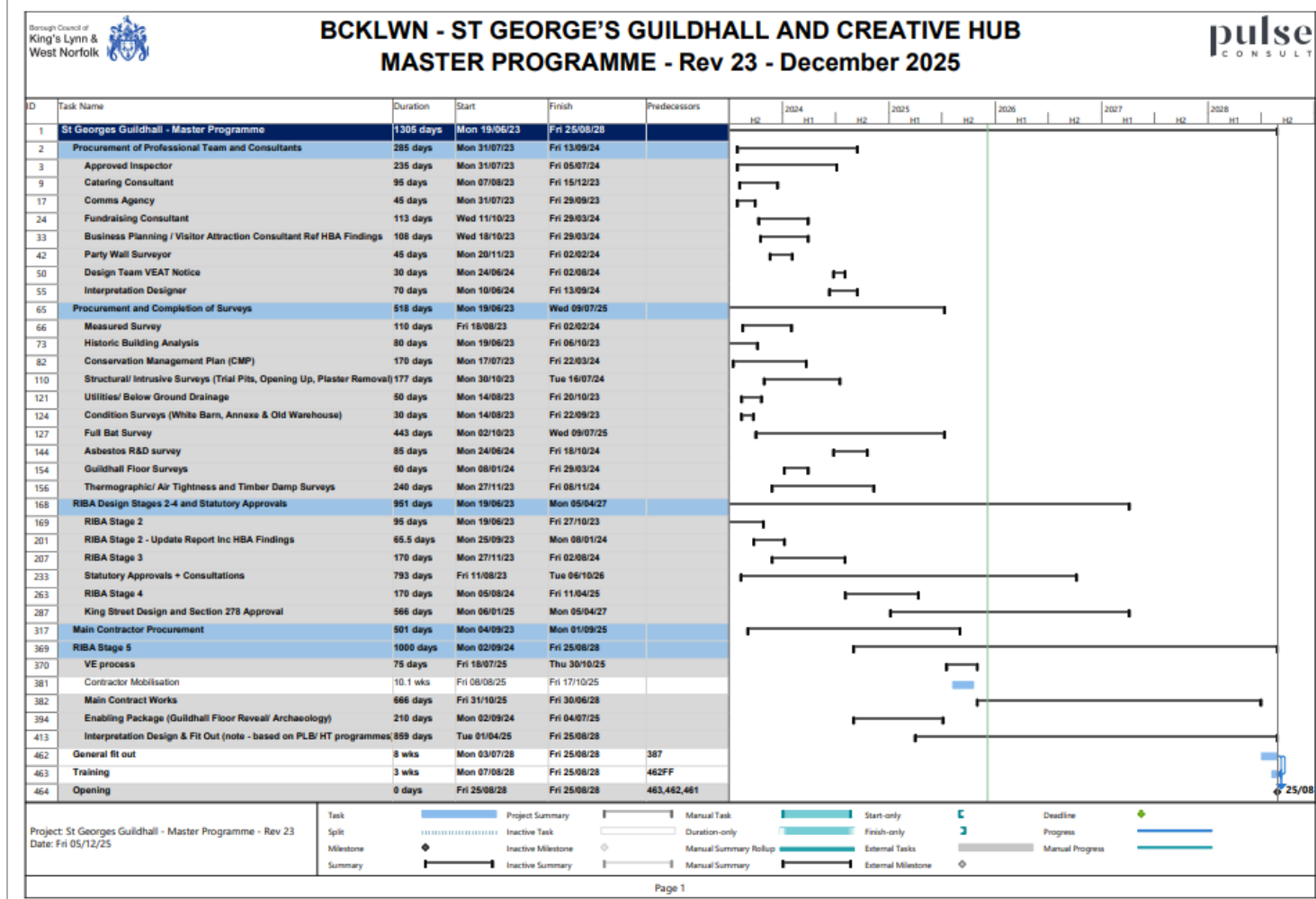
3.2 Project Contingency and Change Control

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 started on site 24th Nov.
- Many of the TF Outputs will be realised once the scheme opens and once re construction/ project temp employment will be reported during the project.
- Messenger (MCL) construction programme continues to be developed and shared to confirm latest position on critical matters.
- Party wall and Scaffolding licences are the main focus of the team as they are critical to drive MCL opening phases of the project.

5. Resources Commentary

Resource this month is AMBER. Whilst appointments are in place for several of these roles their funding future status is still unclear as of March 31st, 2026. Wider Cultural Team structure within BCKLWN is still unclear leading to knock-on issues with the project. The period has seen the arrival of key new resources to support the project.

- Fundraising consultant appointment offered/ final T&C's being reviewed by consultant. Start date subject to contract.
- Education Officer appointment made and onboarding underway.
- Heritage Volunteer coordination appointment now complete.
- Pre-opening resource, eventing and operational under review.
- Engagement in N0.29 King Street to continue for extended duration.
- Legal framework between the Charity/ Trusts is in place. Future agreements may require bespoke legal services/ budget to support the costs.
- Full wider Project Workstream Governance reviews continue. Expected updates in January 2026.



6. Communications and Engagement

- Member & Press updates to coincide with Messenger start on site. Photo's/audio pulled together and released externally. Low key pick up by the public which needs to be understood in terms of future strategy/ approach.
- Project Team comms strategy drafted but not implemented. Awaiting internal Officer reviews early this year.
- Contractor to use No.29 and jointly support volunteers / public open space to aid overall communication opportunities.
- You are welcome and encourage others to drop in - 11-3/ 6 days a week. Live feed video up and running/ timelapse ideas to be started asap to cover full 2yrs + of project progress.
- Social Value KPI schedule by MCL under review (outputs/ targets confirmed early 2026.)
- Messenger promoted Guildhall at "Meet the Buyer Event" 4th Dec. Positive feedback and new suppliers connected with them.
- External Hoarding to King Street Guildhall 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 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	RIBA4 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 commenced 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	On going development and requirement of any future BC/CIO governing document. Fundraising guidance for both BCKLWN shared with CIO 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. Legal guidance on specific matters continues to be coordinated via Internal Legal team in relation to contracts, change protocols, potential rights to access. KLODS boiler room.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological “rescue” matters subject to survey/appointments e.g. Timber specialist H&R actions now new access to GH roof can be planned. Focus of recent finds in foyer floor/ Shakespeare passage/ Undercroft, Main stage area built into design changes continue to be worked through in this period.
Statutory updates	Main LB & Planning condition discharge continue to be closed out. New planning amendments applications issued and under review. (Mainly completing agreed scope amendments to site as agreed with CMO, Planners. (NT, others) as required.
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