



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager	Mike Auger / Dan Mason / Liam Bacon	Project Sponsor:	Duncan Hall	Report covers period of:	June 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 are continuing to make good progress and are undertaking the repair works to the Red Barn roof and Guildhall roof. These works, being undertaken in accordance the structural engineer's report will address the essential structural repairs and ensure the roof's ongoing integrity. At the Riverside Restaurant, the existing roof coverings have been fully stripped, and the area is now awaiting inspection by the design team to confirm the scope and requirements for the replacement roof solution. Progress continues at Shakespeare Barn, where excavation works for the new drainage runs are currently underway, supporting the next phase of building works.
- **Fundraising** - Final payment from historic England (£295k) has now been received and the documentation is being compiled to evidence how the funding was spent against the specified activities through to the end of June 2026. Discussions continuing with Historic England to explore future funding opportunities.
- **Party wall** – Positive progress has been made in resolving party wall matters with the scaffold licence agreed with Wetherspoons has now been signed by all relevant parties and the final party wall pack has been issued to 2 & 3 Ferry Lane and is currently



awaiting signature. It is anticipated that this will be received in the coming days, which will unlock access to this area of the site and enable MCL to progress the planned works in accordance with the programme.

- **Interpretation Works** – Interpretation design is underway with Four Agency and PLB working together to further develop the interpretation proposals. An early focus of the work is to establish the technical and spatial requirements needed to support the interpretation elements across the project allowing the containment requirements to be finalised and issued to the contractor in the coming weeks. This will enable MCL to ensure this workstream is fully coordinated with the wider construction programme.
- **King Street public realm** – The King Street Public Realm planning application has now been submitted and is currently under review by the Local Planning Authority. This represents a key milestone for the project and enables the planning determination process to commence. The team will continue to monitor progress and engage with the planning authority as required throughout the review period. Approval of the application will allow the public realm works to progress in line with the wider project programme.
- **Crown Post Truss** - The Crown Post Truss package has now been formally instructed to Robinson's Preservation, providing certainty over delivery and enabling the works to proceed in line with MCL's programme. The appointment of a specialist heritage contractor will ensure the repair and conservation works are undertaken in accordance with the project's conservation objectives. A further positive milestone has been achieved with the receipt of Listed Building Consent discharge approval from the Borough Council of King's Lynn & West Norfolk (BCKLWN) for these works. This approval removes a key constraint and allows the specialist repair works to progress as planned, supporting the overall programme for the heritage restoration works.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- MCL have started roof repair works to both the Red Barn and Guildhall; including plywood installation and essential timber repairs in accordance with Momentum's structural engineers' recommendations.
- The scaffold license with Wetherspoons has fully executed by all parties and is now considered closed. Final pack has also been sent to 2&3 Ferry Lane with signature expected soon.
- Robinson's preservation has been instructed to undertake the restoration work for the Crown Post Truss.
- King Street Public Realm application has been formally submitted to the planning authority.
- Riverside Restaurant Roof has been stripped.

Priorities for Next Period:

- The brick works need to be finalised and costed for instruction this is vital for maintaining programme.
- Gain the requirements for containment for the interpretation works.
- Instruct the new roof to the Restaurant to ensure works keep to programme and timings for scaffold license.
- Submit the lightning protection pack to the relevant authorities.

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
089	Material	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 material availability could have a knock-on effect on critical programme activities, potentially affecting project milestones, sequencing of works, resource allocation, and overall project completion dates.	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	30/06/2026



					impact on the construction programme.	
90	Interpretation	The interpretation team are yet to provide their requirements for containment for their specific needs for that workstream. As the MEP design develops there is a risk that the correct requirement isn't provided.		Immersive	Interpretation team now onboard and initial workstreams focusing on level of containment required so Wady's are able to incorporate it into the design before it develops too far.	30/06/2026
29	Discovery Unidentified conditions	Unforeseen building works	A	Programme	New lift pit excavation will be likely to impact sensitive archaeology - access expected through July 2026 following changes to scaffolding following Shakespeare Barn demolition. Guildhall roof timbers appear in reasonable condition. Restaurant conversely appear poor and will require a design/scope update as they cannot be left as found.	30/06/2026
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. Next review meeting planned for July 2026.	30/06/2026
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. The most recent discoveries of asbestos have now been removed.	30/06/2026
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.	30/06/2026
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.	30/06/2026



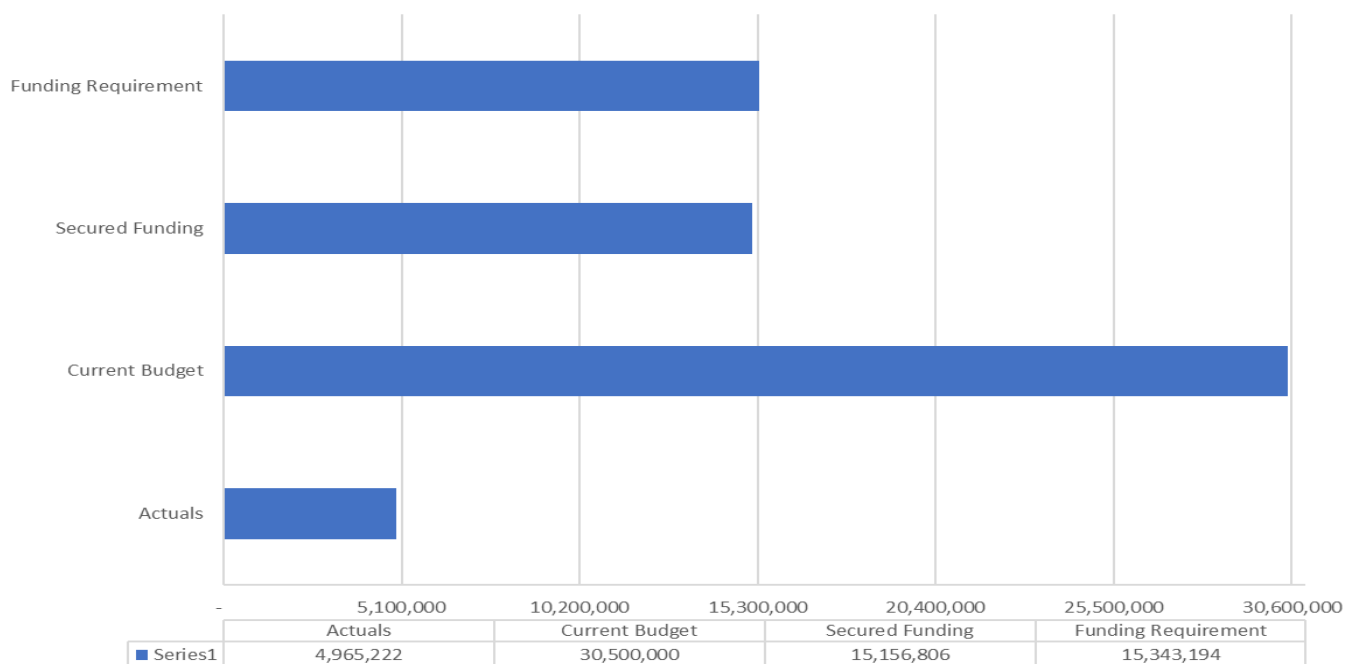
				Specialist areas are also under review by timber specialist. Degradation levels in Guildhall main historic floor timbers are greater than first thought. Design review and potential amendments to scheme to protect/ provide on-going future access under consideration at what could be additional costs. Works have now begun on the Guildhall roof timbers.	
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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 June 2026



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals including year-end accruals as of 30th June 2026 are £5m with the current project budget of £30.5m.
- Funding is £15.1m of secured funding as the £2.5m pride in place funding has been confirmed and has moved from unsecured to secured funding
- The current funding requirement is £15.4m, where work is ongoing to locate further funding for the project.
- The 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 £1.5m.

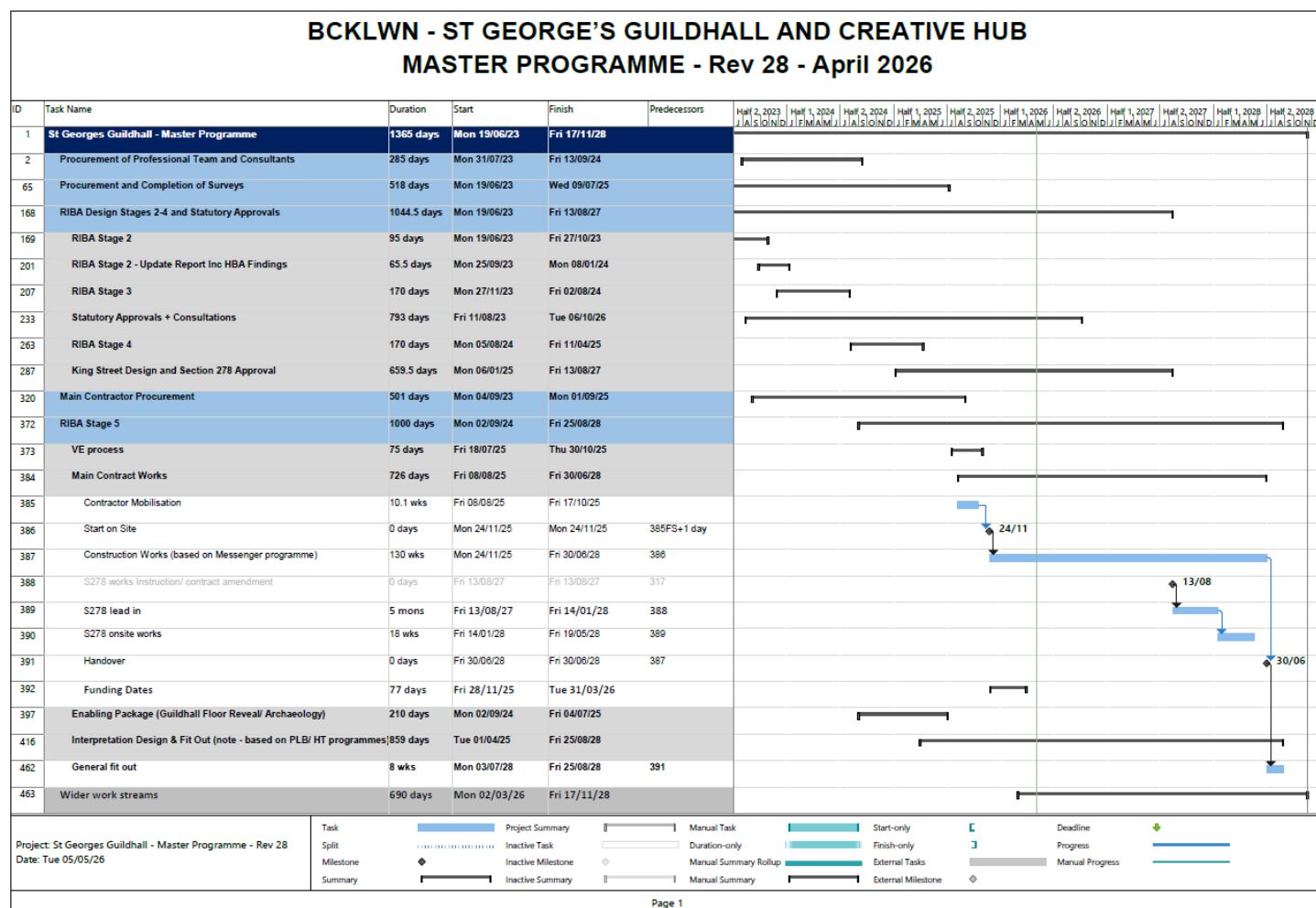


3.2 Project Contingency and Change Control

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.

- 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.
- Updated programme expected from Contractor in July 2026 with workshop planned with design team to review and understand updates.
- 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 RAG rating this month is AMBER.

- Fundraising consultant appointment Cause4 action plan signed off.



- Education Officer new role advert being prepared for publication.
- Heritage Volunteer coordination appointed.
- Historic England Award requirements continue.
- 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 with first issue circulated
- Volunteer co-ordinator reports that volunteers are in a good place and feel well informed
- Education and Outreach officer delivering Shakespeare Week in schools across the Borough in partnership with Shakespeare Birthplace Trust (Stratford upon Avon). In KLWN Shakespeare Week runs over 2 weeks due to popularity. This year we will engage with over 700 children and young people within the Borough. This year we have added secondary school engagement.
- 1000+ children engaged in Shakespeare's Birthday celebrations (23rd April)
- 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	RIBA 04 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.



reference to its exceptional historical value and Shakespearian connection	
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

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

