

Borough Council of  
**King's Lynn &  
West Norfolk**



# **Member Major Projects Board**

## **Agenda**

**Monday, 11th November, 2024  
at 9.30 am**

in the

**Council Chamber  
Town Hall  
Saturday Market Place  
King's Lynn**





**King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX**  
**Telephone: 01553 616200**

Friday 1<sup>st</sup> November 2024

Dear Member

**Member Major Projects Board**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 11th November, 2024 at 9.30 am** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

To receive any apologise of absence.

**2. Minutes (Pages 6 - 14)**

To agree the minutes from the meeting held on the 12<sup>th</sup> August 2024 as a correct record.

**3. Declaration of Interest (Page 15)**

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

**4. Urgent Business Under Standing Order 7**

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972

**5. Members Present Pursuant To Standing Order 34**

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman

**6. Chair's Correspondence**

If any.

**7. Standing item: Action Log (Page 16)**

**8. Standing item: Project Highlights Reports including the Overview Reports (Pages 17 - 89)**

P-21.02 - EZ NORA Infrastructure  
P-21.03a - EZ NORA Infrastructure  
P-21.05 - Parkway (Florence Fields)  
P-21.06 - Salters Road  
P-21.08 - Southend Road  
P-21.09 - West Winch Growth Area  
P-21.10a - Southgates Place Making  
P-21.10b -STARS  
P-21.11 - Guildhall  
P-21.12 - ACC  
P-21.14 - Riverfront  
P-21.15 - Rail to River  
P-21.16 – MUCH  
P-23.08- Lynnsport 1

**9. Update on PMO (Page 90)**

**10. Riverfront Regeneration- Engagement with Planning and Conservation (Pages 91 - 102)**

**11. Standing Item: Officer Major Projects Board Minutes (for information) (Pages 103 - 105)**

**12. Work Programme (Pages 106 - 108)**

To discuss the work programme for 2024/2025.

**13. Date of Next Meeting**

10<sup>th</sup> February 2025 at 9.30am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**14. Focused Project Presentation- Riverfront** (Pages 109 - 132)

**15. Exclusion of Press and Public**

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.”

**16. Focused Project Presentation- Riverfront** (Pages 133 - 135)

To:

**Member Major Projects Board:** A Beales, R Blunt, B Long, J Moriarty, C Morley, S Ring and A Ware

**Officers:**

James Arrandale, Deputy Monitoring Officer  
Vanessa Dunmall, Manager, Programme Management Office  
Kate Blakemore, Chief Executive  
Matthew Henry, Assistant Director, Property and Projects  
Oliver Judges, Executive Director, Place  
Michelle Drewery, Assistant Director, Finance, Section 151 Officer  
Duncan Hall, Assistant Director, Regeneration, Housing & Place  
Abigail Rawlings, Project Officer

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**MEMBER MAJOR PROJECTS BOARD**

**Minutes from the Meeting of the Member Major Projects Board held on Monday, 12th August, 2024 at 9.30 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor A Beales (Chair)  
Councillors R Blunt, B Long, J Moriarty, C Morley, S Ring and A Ware

**OFFICERS PRESENT:**

Oliver Judges- Executive Director, Place  
Duncan Hall- Assistant Director, Regeneration, Housing and Place  
Michelle Drewery- Assistant Director, Resources and Section 151 Officer

1 **APPOINTMENT OF CHAIR FOR MUNICIPAL YEAR 2024/25**

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Councillor Beales was appointed Chair for the municipal year 2024/25.

2 **APPOINTMENT OF VICE CHAIR FOR MUNICIPAL YEAR 2024/25**

[Click here to view the recording of this item on YouTube.](#)

Councillor Ring was appointed Vice- Chair for the municipal year 2024/25.

3 **APOLOGIES**

There were no apologies for absence.

4 **MINUTES**

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**RESOLVED:** The minutes from the previous meeting were agreed as a correct record.

The Chair, Councillor Beales referred to the previous minutes and asked for a progress update on the project management software at the next meeting when the Programme Management Office Manager will be able to attend.

The Chair, Councillor Beales referred to previous discussion on projects being removed or added to the agenda and if this was within the powers of the Board or required to be decided by Cabinet. The Chair, Councillor Beales asked that this be clarified at the next meeting when the Monitoring Officer should be able to attend.

The Chair, Councillor Beales sought further clarification on the timescale of the Show Home at Florence Fields being completed. He also asked for a progress update on the Brownfield funding at the South Gates.

5                    **DECLARATION OF INTEREST**

There were no declarations of interest.

6                    **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business under Standing Order 7.

7                    **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was no members present pursuant under Standing Order 34

8                    **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

9                    **STANDING ITEM: ACTION LOG**

[Click here to view the recording of this item on YouTube.](#)

The Executive Director, Place presented the Action Log to the Board and highlighted it included the overview of progress and definitions of projects and the briefing of all Councillors on the Parkway (Florence Fields) site for November/December.

Councillor Moriarty sought clarification that this would be included in the Boards meeting in November with the site visit and then returning back to meeting.

The Executive Director confirmed he would need to clarify the best way of delivering the site visit and briefing and advised members.

The Chair, Councillor Beales queried the timing of the site visit and suggested November may not be practical due to the weather and raised late September as a potential time for the site visit.

Councillor Long agreed with the Chair comment regarding the weather and advised it needed to be practical.

Councillor Blunt commented the site visit could be done and the briefing held back in the Council Chamber.

The Chair, Councillor Beales advised that unless a large number of Councillors attend, the site office is big enough to accommodate a briefing which would benefit from being on site.

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### **STANDING ITEM: PROJECT OVERVIEW REPORT**

[Click here to view the recording of this item on YouTube.](#)

The Executive Director presented the Overview Report and advised this item would be merged with item 11 on the agenda, Project Highlight Report.

The Executive Director explained the overview report showed the current status of projects. The report identified the key highlighted changes and progression of each project.

He outlined that the report highlighted three projects currently had a red status, five amber and six were on green status. He brought to the Board's attention there were fewer projects with an amber status and more projects with a green status.

Further detail of the projects was presented in the Highlight Reports.

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### **STANDING ITEM: PROJECT HIGHLIGHT REPORTS**

[Click here to view the recording of this item on YouTube.](#)

The Executive Director presented the Highlight Reports following the Overview Reports.

#### **ACC**

The Executive Director brought to the Board's attention this project had an overall red status. He highlighted the key reasons the status had moved to red included the crossing at Tennyson Road was time constrained and the way contamination was dealt with on the NORA site. The Executive Director stated to the Board, different options and clarification needed to be considered on the contamination being dealt with for the project to move forward.

Councillor Long sought clarification on the change in regulations and what needed to be done to mitigate the contamination. He queried



further if there was any government funding for the project to continue following the change in regulations.

The Chair, Councillor Beales advised the Board the site was purchased with a discount due to the contamination. He provided assurance that the Assistant Director, Property and Projects was actively talking to the Environment Agency. The Chair, Councillor Beales, advised the Board the reserve had been spent on NORA Spec Units Project.

Councillor Long commented it needed to be progressed with higher management at the Environment Agency as it has been unsuccessful with local representatives.

The Chair, Councillor Beales encouraged Officers to go direct to the Head Office of the Environment Agency however from the Environment Agency's point of view the question has been resolved. He invited the Board's view on trying to politically contact the local Environment Agency representatives or to look at alternative sites.

The Vice- Chair, Councillor Ring agreed with the comments from Councillor Long and commented further other sites would need to be considered or the project be withdrawn.

Councillor Morley sought clarification on the cost implications on removing the contamination.

The Chair, Councillor Beales confirmed it was included in the initial costings of the project and it would not be affordable.

The Assistant Director, Resources and Section 151 Officer clarified the figure £850,000 was set aside as a contingency which had all been utilised.

The Chair, Councillor Beales confirmed the reserves had therefore been used. He advised he will get a summary of the situation from the Assistant Director, Property and Projects.

Councillor Morley referred to the report and asked for an explanation on the achievements during this period and the story board mapping.

The Executive Director confirmed he will clarify and advised Councillor Morley.

#### NORA Infrastructure & Enterprise Zone

The Executive Director brought to the Board's attention this project had an overall red status due to being behind on timescales and the financial impact as Norfolk County Council reported an overspend. He advised on the other hand there had been progress made on the site.

The Chair, Councillor Beales provided a further update on Norfolk County Council and informed the Board of conversations with them about the infrastructure and overspend. He confirmed the conversations had not delayed the project.

Councillor Long commented to the Board the sooner the units are occupied then the sooner Norfolk County Council would receive an income.

### Guildhall

The Executive Director highlighted to the Board; this project had an overall red status and there had been changes in the dates of the project due to the recent parliamentary election.

The Assistant Director, Regeneration, Housing and Place provided further detail on the project. He explained to the Board there was a funding gap of £11 million and the project was behind on timescales and a project adjustment request would be submitted with Central Government.

Councillor Morley advised the Board the funding gap was £14 million which included the initial £3 million.

The Vice Chair, Councillor Ring clarified the £3 million which was being referred to was included in the £11 million funding gap.

The Assistant Director, Resources and Section 151 Officer provided further clarification that the £3 million was included in the total £11 million shortfall because the Council had indicated a commitment to underwrite it but had not identified how this would be funded. She added further as part of the funding strategy income streams would be identified to support that and would be set out in a report coming back to Cabinet in Spring 2025.

The Chair, Councillor Beales commented further on the reasons why the budget has increased due to discoveries of the building and cost inflation.

### NORA EZ Development of Spec Units

The Executive Director presented the highlight report and advised the Board the status of this project was amber. He advised the Board there had been delays in the timescales due to the delay in utilities being connected. He advised further the final connection was being made and the Council was liaising with the tenant.

Councillor Long sought clarification on the criteria and as to why the project status was amber as he believed it to be red due to surrounding buildings, for example Waste Management Alliance being completed and occupied for over a year.

The Executive Director responded to Councillor Long's question and explained the timeline was rated a red status and all other aspects of the project are rated a green status so therefore an amber status overall.

#### Parkway (Florence Fields)

The Executive confirmed to the board the status of this project was amber and provided the highlights of this project. He confirmed to the Board the recent issue had been resolved and a new groundwork contractor was in place. He advised the Board; the project was still at the early stages however continued to be moving forward. He confirmed to the Board the show home should be open in December.

The Chair, Councillor Beales informed the Board that after a visit to the site, there had been major transformation due to the weather and the amber status reflected the delays with Network Rail.

#### Southend Road

The Executive Director provided an update to the Board and highlighted the status was amber. He brought to the Board's attention the key issue included delays in the timescale and difficulties at the site. He confirmed the show home opened on the 13<sup>th</sup> July.

#### Riverfront Regeneration

The Executive Director presented a highlight update on the Riverfront project which included the Custom's House, Riverfront and Devil's Alley. He advised the Custom's House there had been difficulties around the Planning Conservations Area. He added further the Devil's Alley aspect of the project has progressed however there had been local objections to this. He added the Assistant Director, Property and Projects was working to resolve the key issues.

The Chair, Councillor Beales referred to communication with Historic England regarding the Custom's House and formal feedback from them was awaited. He provided assurance to the Board the Custom's House would be less changed that originally envisaged however more of a useable building.

#### MUCH- Multi-User Community Hub (Library)

The Executive Director highlighted the key issues which included the mast being moved which had been delayed however recent positive correspondence has been received and progress had been made. He

advised we were working with Norfolk County Council to deliver this project.

The Chair, Councillor Beales encouraged members to refer to the MUCH project as the library. He advised the Board he had met with the staff of the library and reported the positivity and excitement and enthusiasm of this project.

Councillor Morley referred to a planning application relating to this project that was planned to be submitted mid-July and asked for an update on this.

The Chair, Councillor Beales advised it had not been submitted and would provide an update to the Board in relation to this however the planning application would be a County Council matter. He added further funding from Norfolk County Council had been given to this project.

Councillor Long highlighted to the board a way a library is used has changed and encouraged the positivity and enthusiasm of the new library. He commented the MUCH project needed to be advertised and communicated to the public with what is included.

The Vice- Chair, Councillor Ring commented communication and advertised was needed around the new library. He added Norfolk County Council had invited community groups to submit an expression of interest in the Carnegie building and he stated he had asked to be on the panel to ensure there was a Borough influence. He added further the building did require repairs and there was a covenant on the building to remain community based.

Councillor Ware referred the Board to the newspaper in which an article was included surrounding heritage of towns. She added the article stated there was a link between historic places and increased creativity and economic activity.

The Vice- Chair, Councillor Ring further commented the article was describing what the Council is doing in King's Lynn and all the history in the town. He commented to members there was more that could be done.

The Assistant Director, Resources and Section 151 Officer highlighted to the Board that the Project Highlight Reports did not include the financial sections in the report. She added the year end outturn report for capital and revenue went to Cabinet at end of July which identified an underspend. She confirmed projects were being revisited and rephased as part of a review of the capital programme which would result in changes to the figures to be reported at a future meeting.

The Executive Director referred the Board to the reports for all projects with a green status. He invited questions from the Board.

The Chair, Councillor Beales referred to the Southgates project needed to be review if the Brownfield Funding was not received. He referred further to the STARS project and highlight it was also a heritage project as well as transport project. He advised the Board this was a generational project which needed to be done right.

Councillor Long brought to the attention of the Board concerns of traffic continued to go through the Southgates and the traffic flow needed to be diverted.

Councillor Morley queried what will happen to the Southgate's project if the STARS project was to be cancelled.

The Chair, Councillor Beales suggested the project would not be cancelled but needed to address not just transport project but a high-quality public realm.

The Executive Director highlighted the impact of the ACC project on the STARS project.

The Chair, Councillor Beales provided an update on Lynnsport, Valentine Park. He advised the Board, that complaints had been received regarding dust from the site and confirmed a solution had been found and work continue to progress.

**STANDING ITEM: OFFICER MAJOR PROJECT BOARD MINUTES (FOR INFORMATION)**

[Click here to view the recording of this item on YouTube.](#)

The Board noted the minutes.

13 **WORK PROGRAMME 2024 TO 2025**

[Click here to view the recording of this item on YouTube.](#)

The Board noted the work programme.

14 **DATE OF NEXT MEETING**

[Click here to view the recording of this item on YouTube.](#)

11<sup>th</sup> November 2024, 9:30am in the Council Chamber, Town Hall, King's Lynn

15                    **EXCLUSION OF PRESS AND PUBLIC**

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**RESOLVED:** That under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

16                    **EXEMPT- GUILDHALL- CIO UPDATE**

The Assistant Director Regeneration, Housing and Place provided an update to the Board.

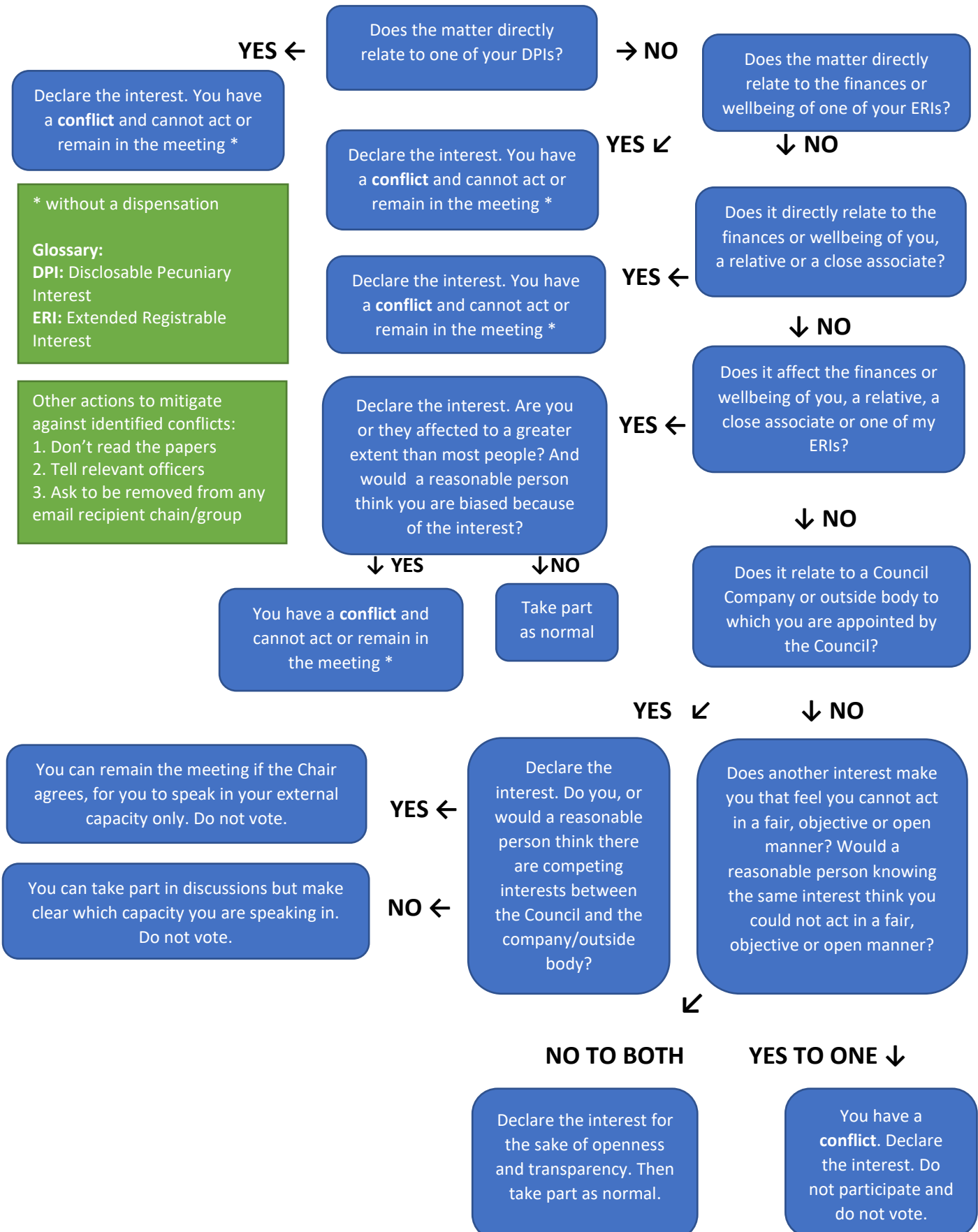
The Assistant Director responded to questions and comments made by the Board.

**The meeting closed at 11.06 am**

# DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



## START



**Member Major Projects Board  
Action Log**

This log is intended to capture any questions within MMPB meetings that require more detailed response that cannot be answered within the meeting. It is not intended to duplicate aspects that are captured in the meeting minutes, but rather to provide a mechanism through which, officers can respond to MMPB members in between scheduled MMPB meetings. The log will be published with subsequent meeting papers, for information.

Ref	Raised by	Subject	Action	MMPB meeting	Update	Comment provided by	Completed	Date closed
11	Board	Overview of process and definition of projects	Request for overview of how projects move through the project oversight process, to include a definition of projects that MMPB will oversee	13.12.23	Update postponed due to work being undertaken by the Interim Director - Transformation. Update to be given at next MMPB meeting.	VAD		
14	Clr Beales	Proposed project management software	Update on progress requested	12.08.24	In progress: specification drafted, engagement with procurement started, frameworks reviewed, request for capital spend submitted. Consideration being given to cross-cutting systems that could also assist other teams.	VAD		

Agenda Item 7



Other Major Projects - as at end Quarter 2 2024/25 (quarterly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end Q2 2024/25 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
P-21.02	NORA & Enterprise Zone	Road infrastructure and utilities	Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone	- Helps deliver strategic employment development land - Contractually committed	24-Sep-19	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating <b>R</b>	The overall status is Red due to - NCC reporting significant overspend due to delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.
P-21.03A	NORA & Enterprise Zone	Development of spec units	<b>Phase 1</b> - Spec Build Units Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24-Sep-19	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating <b>A</b>	Overall status is Amber as timelines and issues are being managed, despite the points noted. - Delays to handover due to infrastructure delivery and installation of utilities - Financial early warning for costs associated with delayed handover Tenant fit out Plot A1 complete
P-21.05	Major Housing	Florence Fields, (Parkway) KL	Mixed tenure scheme – 226 dwellings.	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	15-Jun-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating <b>A</b>	Overall status currently Amber due to: - Site progressing well. Works to the wet well pumping system have started. - Resources remain suitable for the project. - The Network Rail situation is now being managed by the IDB. The IDB have confirmed site has achieved all conditions requested – Network Rail isn't seen as an inherent risk to our build, they will be pushing Network Rail directly.
P-21.06	Major Housing	Salters Road, KL	Delivery of 78 affordable properties.	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	16-Mar-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating <b>G</b>	Continued being Green during this quarter, as: - Project progressing well – still due to complete in December 2024. - Handovers to FCH in the period: o Phase 2B (10 properties): 10th July (as planned); o Phase 3 (13 properties): 20th August (also as planned); Next Phase (4A, 8 properties) due to be handed over to FCH on 3rd October, bringing the total properties completed to 54 (c. 69% of the site).
P-21.08	Major Housing	Southend Road, Hunstanton	A block of 32 mixed tenure flats	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	16-Mar-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating <b>A</b>	Overall Status currently Amber: - Site continues to progress, but at pace slower than the project team had hoped. - Majority of plots now approaching completion, allowing progression of stairwells. - BCKLWN and Lovell formally agreed extension of time to October 2024, subject to Lovell taking all risk on unforeseen delays post October. - October target completion date subsequently missed. Now expecting handover December 2024. Review of disposal progress ongoing. Support needed from Property Services and Corporate Finance department to progress.
P-21.09	West Winch Growth Area	West Winch	To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered	- This Growth Area is the main allocation for housing in the local plan - To meet priorities housing need, and the objectives of the Norfolk Suffolk Economic Strategy as a Growth Location - Supporting Borough and County economic growth	13-Nov-18	TBC	Business Rates Pool & Revenue	Overall RAG rating <b>G</b>	Overall status is Green. The project areas that the Brough Council are currently leading are programmed to complete by the end of 2024/5 financial year. Financials, issues and milestones are all where they are expected to be. Capacity has been rated as Amber this period as although resources are very stretched, no immediate changes are required for the project to progress. The risk of staffing capacity is on the project risk log and a review of project capacity and resource is currently taking place to support future growth area work.
P-21.10a	Regeneration	Southgate area - placemaking	To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping; including further site investigations, viability and cost assessments for remediation and demolition.	- Within the Town Investment Plan (TIP) - Forms Part of HAZ programme - Funding secured for master-planning from Business Rates Pool	15-Jun-21	Duncan Hall	Borrowing	Overall RAG rating <b>G</b>	The overall status is currently Green as: - Timescales and financials are at the level BCKLWN currently expect. - Risks and Issues are at a similar level to last month. - Cabinet approval of masterplan in place. - Procurement of next stage of work for site investigations & architectural design completed and commenced in early May - BDP appointed and commenced work assisting with co-ordination and collaboration between STARS and the masterplan to ensure objectives of both schemes are met.
P-21.10b	Regeneration	Southgate area - STARS (Sustainable Transport and Regeneration Scheme)  NCC led scheme	Provides the transport interventions to support the Southgates Masterplan. Development of Outline Business Case through to construction of Highway, public realm, and active travel enhancements to the Southgates and the Gyratory. Norfolk County Council led scheme.	- Within the Town Investment Plan (TIP) - Levelling Up Funding secured by NCC	15-Jun-21	Duncan Hall		Overall RAG rating <b>A</b>	Overall RAG rating is Amber. Scheme development and the outline Business Case (OBC) preparation is under way. The details of the road alignment in the Southgates area have been finalised with regard to satisfying conservation and heritage interests.  Because the new government body Active Travel England (ATE) is the modal sponsor for the Department for Transport (DfT), who are assessing our business case and providing the funding, we are in a dialogue with ATE to get their approval for our proposals. This is a new stage in the process for major schemes like this and reflects government's commitment to wanting to see 50% of all short local journeys being made by walking and cycling. We met ATE at a site visit on 5 June and they made some helpful suggestions to improve the scheme. These have now been incorporated into the scheme for the OBC submission.
P-23.08	Major Housing	Lynnsport 1 (Valentine Park), KL	Development of 96 mixed tenure dwellings on Lynnsport 1 site, King's Lynn	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	06-Feb-24	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating <b>G</b>	Overall Status currently Green. - Ground Engineering slightly ahead of programme - Groundworkers commenced on 23rd September

Town Deal projects - as at end September 2024 (monthly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end June 2024 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
P-21.11	Town Deal	St George's Guildhall & Creative Hub	Redevelopment and refurbishment of St George's Guildhall; conservation and promotion of KL heritage and culture; boosting skills and supporting new business and creative practice.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating <b>A</b> ↑	Overall status following agreement to the Project Adjustment Request is Amber, although the significant gap in funding should be noted. See comments in Financial Commentary (section 3.3) for direction of travel. - RIBA Stage 4 Design ongoing and on programme. - Interpretation works now progressing. PLB (monthly report appended) have held a client workshop at the Guildhall this month and a detailed briefing session completed. Initial discussions have centered around the visitor routes, types of tours, visitor experiences, key themes for research and the coordination between the Architectural design and the Interpretation proposals. - Main Contractor Procurement progressing. PIN Notice received 9 responses. Market Engagement day being held 09/10/2024. SSQ being prepped for issue to market on Friday 11/10/2024. - Planning Committee confirmed for Monday 07/10/2024. Draft conditions have been circulated for review. - CIO Resource Workstream progressing and legal reviews ongoing. Agreement to be sought on the CIOs Operational, Education and Creative role(s) creation and appointment. Also, procurement of fundraising consultant and agreement of how income is generated to the BC/CIO. - Initial meeting held re additional fit out requirements that the CIO will need to make the site a full turnkey operation at handover. Further detail to be reviewed amongst the team.
P-21.12	Town Deal	Active & Clean Connectivity	Package of measures to support active & clean connectivity including priority schemes from the Local Cycling & Walking Infrastructure Plan inc Active Travel Hub and Travel Plan Fund.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating <b>A</b> ↑	Overall RAG rating is Amber. - Active Travel Hub Enterprise Zone— remains under extreme pressure both in terms of timeline and viability. Site contamination issues on the Enterprise Park site option 1 raises site viability questions and ground conditions on site 2 increase financial risks. - LCWIP work is underway as per planned timeline, Tennyson Avenue Road crossing is being removed from the programme for town deal but will be progressed to Network Rail scoping stage following meeting with Network Rail which confirmed timetable and budget will not be met, team to continue to meet and progress scheme.
P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land surrounding Devils Alley; and provision of dryside facilities.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating <b>A</b> ↔	Overall Status is AMBER, for the following reasons: - Programme: RIBA stage 3 report issued for comment and review. Public consultation has taken place and feedback incorporated into the plans. - Contract Works: the project has been split into three packages, The Custom House, Devils Alley enabling works, and Devils Alley Public Realm plus Dry Side Facilities. The contract works for the Devils Alley enabling works have been procured via the Procure Partnerships East of England Framework enabling detailed scopes to be worked up, measured and costed. - Budgets: The current RIBA stage 3 scheme has been subject to a value engineering exercise to meet the project budget. Further work is ongoing to refine the scheme as it is projected to exceed budget by 2-3%. This is part of the design development process. This projected budget is inclusive of a 10% project contingency. - Custom House: pre-app feedback from Historic England and BCKLWN Conservation team opposed to some elements of the RIBA 3 designs. The second round of Pre-App advice with Historic England (HE) has been undertaken to work toward an agreed design. Further meetings have been held and the Project Board had given authority to make further changes to suit the consultees. Work has been done on the business case to bring to a level for discussion with the planners, Conservation Officer and HE justify the proposed changes. Work to obtain provenance on the age of the doors has been completed and supplied to HE along with an updated Business Plan document.
P-21.15	Town Deal	Public Realm – 'Rail to River'	Improve the perception of the town centre 'Rail to River' route to create a distinctive and quality public realm.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating <b>G</b> ↔	Overall Status currently GREEN due to ongoing issues noted. - Pop Up units in Purfleet Street: Installation and detailing will be complete by the end of September. A new issue with the drainage connection is delaying Anglian Water being able to sign off the units. Quotes for remedial work sought. Work will require a new street works permit. Issue does not affect retail units, only use of Food and Beverage units. - Artwork at railway station is now back in place following corrective work to surface. - Work continues to find suitable places for the potted trees, in liaison with Public Open Space Operations Manager and Arboricultural Officer. Arbo Officer to provide location and species. An amendment to current planning permission will likely need to be sought for the trees/pots.
P-21.16	Town Deal	Multi-User Community Hub <i>(accountable body role only)</i>	To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating <b>G</b> ↑	Overall Status rated as Green, progress is on track with the exception of the supply chain risk reported. - Planning application submitted w/c 9th September - Airwaves mast removed w/c 16th September – Risk and Issue removed from highlight report - Site visit held for King's Lynn Town Board 25th September - Slight design alteration regarding how 'façade' is structured (hung on to the frame)



FRAP-  
21.02

## NORA EZ Infrastructure Project Highlight Report

<b>Project Name:</b>	NORA EZ Infrastructure	<b>Project Manager:</b>	Mark Fuller	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C8501-4	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	NCC		
<b>Project Code:</b>	P-21.02	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	NCC		
				<b>Contractor on Site:</b>	Octavius		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	G	A	R	R	G
Last Report	R	R	A	R	R	G

### Project Definition

**Project Stage:** RIBA Stage 5: Construction

**Objectives:** Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone

**Scope:** Construction of secondary road infrastructure and services on eastern side of Enterprise Zone (excludes western side of site and Active Travel Hub)

### 1. Overall Status (high-level summary)

The overall status is Red due to

- NCC reporting significant overspend due to delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.

#### 1.1 Decisions required by the Officer Major Projects Board

- No Decisions required.

#### 1.2 Achievements during this period

- Works substantially completed 06.09.24 and contractor demobilised from site w/c 30.09.24

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (3/22)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
			G			

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (3/3)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	NCC reporting contract overspend	A number of issues causing overspend, AWS, Cadent, UKPN and requirement to remove Phosphor Gypsum	R	Cost	Currently in dialogue with senior officers at NCC. Secured additional funding via Cabinet to deal with Phosphor Gypsum. Seeking independent Legal advice.	14.10.24 Ongoing – Legal engaged.
2/3	Anglian Water Services	Delays in signing off drainage design and other AWS related matters	A	Time and cost	Active engagement and dialogue with AWS to secure approvals. Outstanding issues being closed off – minimal items remain outstanding – but formal written consent not signed off.	14.10.24 Ongoing
3/3	Cadent approval	Approval of protection slab over high pressure gas main by Cadent	A	Time and cost	NCC actively engaged with Cadent. Live issue that NCC / Octavius are actively engaged with Cadent to resolve.	14.10.24 Ongoing – Cadent verbally agreed happy with slab design - contractor will return to site to complete these works.

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

*Financial information not available.*

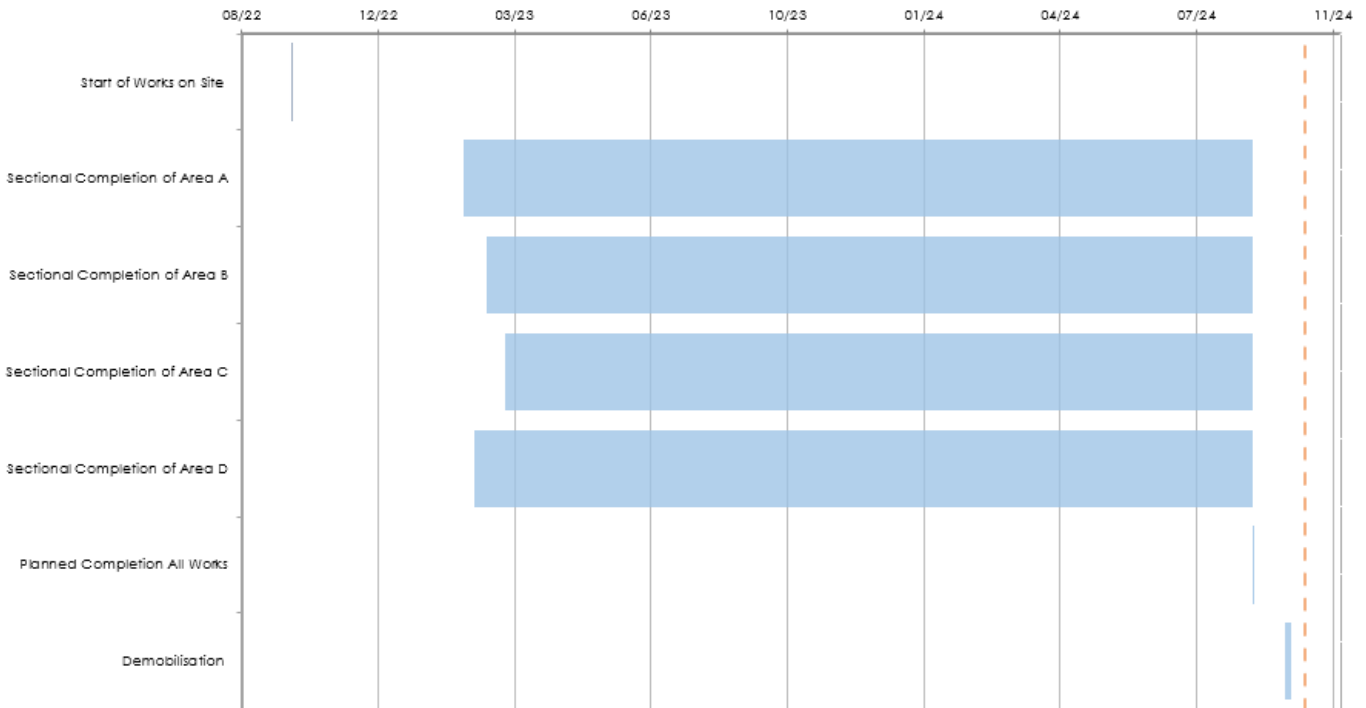
## 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

Financials RAG is currently Red on the basis of NCC reporting potential overspend due to continued delays to contract completion, impact of AWS, UKPN, Cadent issues and Phosphor Gypsum removal.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines RAG status is Red due to significant delays in infrastructure delivery against the original programme, largely due to delays in AWS sign off of drainage designs and on going negotiations with Cadent.

### 5. Resources Commentary

Resources RAG status is currently Green. Project support – vacant posts x2 in Property Team limited impact on this project.

### 6. Communications and Engagement

Communications Team advised of current programme and of Phase I and Phase II status. No wider communication or engagement at this time.

### 7. Outputs and Outcomes

7.1 Outputs		
Description	Target	Notes
Secondary road infrastructure to Eastern side of the Enterprise Zone		
Site wide earthworks for the Eastern side of the Enterprise Zone		

7.2 Outcomes	
Description	Notes
Provides physical access to Phase 1, Phase 2 and wider Enterprise Zone development allowing disposal and development of plots	
New development and business relocation to Enterprise Zone	
New jobs and employment opportunities	

8. Other Matters	
Item	Comment
General stage progress	RIBA 5 – Construction
Procurement progress	Complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	NEC 4
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework – Eastern Highways Alliance
Surveys Status	Complete
Statutory updates	Delays as a result of AWS and Cadent.
Health and safety	No issues reported this reporting period
Local schemes / dependencies	Phase I Spec Build Units Wider disposal and development of site
Marketing of sites	Activity on site is generating interest – will engage with interested parties when there is more certainty around delivery – and commence formal marketing at the same time.

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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓
<b>Date Approved:</b>	24.09.2019							24.09.2019
<b>Approved by:</b>	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Cabinet
Latest approved document: Final PID, Cabinet September 2019								

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.03a NORA EZ Development of Spec Units - Phase 1 Project Highlight Report

<b>Project Name:</b>	NORA EZ Development of Spec Units - Phase 1	<b>Project Manager:</b>	Mark Fuller	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C5002	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	RG Carter		
<b>Project Code:</b>	P-21.03a	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	Aecom		
				<b>Contractor on Site:</b>	RG Carter		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	R	G
Last Report	A	A	A	A	R	G

### Project Definition

**Project Stage:** Phase 1 – RIBA 5 (awaiting utility connections and commissioning to allow handover)

**Objectives:** Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.

**Scope:** The project will deliver modern speculative units for the Enterprise Zone portfolio as below:

- 2no semi-detached offices, offering up to 8 office suites (Plot A1)
- 2no light industrial semi detached units (Plot A2)
- Tenant fit out (Plot A1)

### 1. Overall Status (high-level summary)

Overall status is Amber as timelines and issues are being managed, despite the points noted.

- Delays to handover due to infrastructure delivery and installation of utilities
- Financial early warning for costs associated with delayed handover
- Tenant fit out Plot A1 complete

### 1.1 Decisions required by the Officer Major Projects Board

- No decisions required at this time

### 1.2 Achievements during this period

- Building Control Completion Certificate achieved Unit 1 – Units 3, 5 and 7 Occupation Certificates issued pending full sign off once gas service connected.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (2/6)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2/6	Phase 1 Utilities	Continued delay to handover of Phase 1 units due	A	Programme / Financial	Awaiting confirmation of gas meter install date – anticipated late October 2024 – fully engaged	14.10.24 All utility connections made just awaiting gas

		to utility connection delays.			with gas supply company.	meter install anticipated late October 2024.
6/6	Plot A1 Tenant Fit Out	Fit out contract and handover to meet incoming tenants requirements and time constraints.	A	Programme	Actively managing and engaged with incoming tenant. Fit out complete occupation cannot take place until units formally handed over by RGC – Building Control Completion Certificate issued on Plot A1 but handover currently tied to wider completion.	Met with RGC 27.09.24 awaiting confirmation of handover options

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	Attenuation tanks	During period of heavy rainfall attenuation tanks in car park area lifted	A	Programme	RGC concluded their own internal investigations – BCKLWN appointed third party to undertake independent review which wasn't conclusive. Actioned further investigation by geotechnical engineer and ground water monitoring for period of two to three months.	14.10.24. In receipt of final report following completion of Geotechnical Investigation – this has been issued to RGC and received comments back plus budget costs for rectification. BCKLWN met with RGC 27.09.24 – BCKLWN meeting with consultant team 17.10.24.

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

*Financial information not available.*

## 3.2 Project Contingency and Change Control

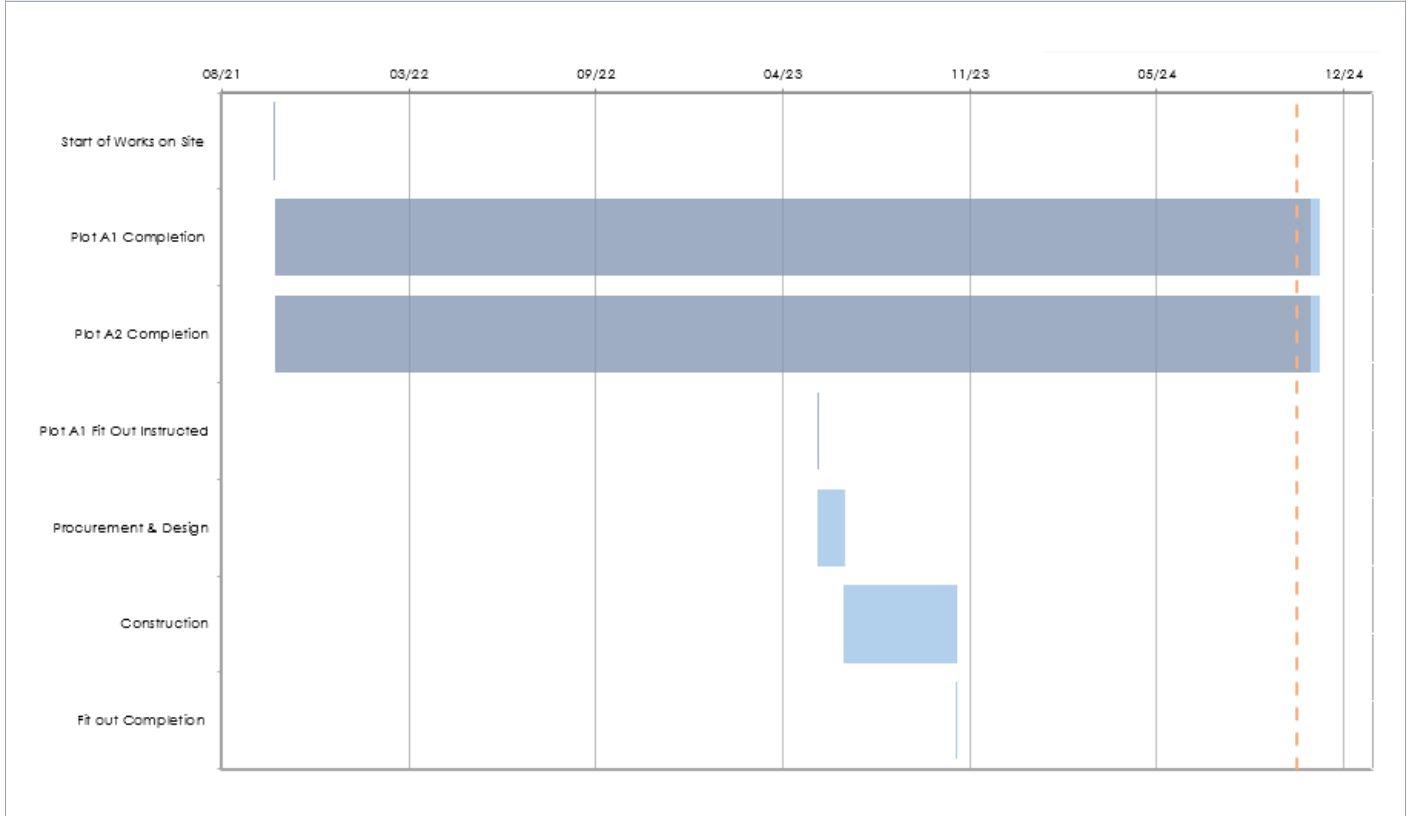
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

## 3.3 Financial Commentary

Financials currently Amber due to delays in handover and incurred costs as a result.



## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The current timeline is Red due to delay in handover of Phase 1 – currently estimated late October / early November 2024. Plot A1 tenant fit out contract RGC instructed as per above timeline – completed October 2023.

### 5. Resources Commentary

Resources RAG status is currently Green. Project support – vacant posts x2 in Property Team limited impact on this project.

### 6. Communications and Engagement

Communications previously advised of continued delays in handover of Phase 1 units.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Plot A1 – 2 office units – with a maximum of eight office suites in total.		
Plot A1 – tenant fit out		
Plot A2 – 2 light industrial units and associated office space.		

## 7.2 Outcomes

Description	Target	Notes
New jobs and employment opportunities		
New businesses relocated to Enterprise Zone		
Modern office and light industrial floor space constructed and added to the BCKLWN commercial property portfolio.		
Construction of Phase 1 generates interest in the wider Enterprise Zone development.		

## 8. Other Matters

Item	Comment
General stage progress	NORA Phase 1 - RIBA stage 5
Procurement progress	Phase 1 complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	D&B as per Nar Ouse Framework (JCT)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Local schemes / dependencies	Infrastructure contract progress
Marketing	Activity on site is generating interest – will engage with interested parties when there is more certainty around handover – and commence formal marketing at the same time.

## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓							
<b>Date Approved:</b>	24.09.19							
<b>Approved by:</b>	Cabinet							

Latest Approved Document : Cabinet Report

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.05 Florence Fields (Parkway) Project Highlight Report

<b>Project Name:</b>	Florence Fields (Parkway)	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	Oliver Judges	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C8431	<b>Client Dept: -</b>	Corporate Projects		<b>Lead Designer:</b>	LPL	
<b>Project Code:</b>	Florence Fields (Parkway)	<b>End User (if applicable): -</b>	Members of public & BCKLWN Companies		<b>Cost Consultant:</b>	GCBA	
					<b>Contractor on Site:</b>	LPL	

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	G	G
Last Report	A	R	A	A	G	G

### Project Definition

**Project Stage:** Cabinet approval received. Contracts signed. RIBA Phase 5.

**Objectives:** Delivery of 226 homes at Parkway – Gaywood (Open Market, PRS, Affordable) – ACP Funded

**Scope:** Housing delivery on the former COWA sports field, delivered as part of BCKLWN Major Housing Programme

### 1. Overall Status (high-level summary)

Overall status currently Amber due to:

- Site progressing well. Works to the wet well pumping system have started.
- Resources remain suitable for the project.
- The Network Rail situation is now being managed by the IDB. The IDB have confirmed site has achieved all conditions requested – Network Rail isn't seen as an inherent risk to our build, they will be pushing Network Rail directly.

#### 1.1 Decisions required by the Officer Major Projects Board

- None

#### 1.2 Achievements during this period

- Show home & marketing plots are nearing completion. aim to have the complex open by late November / December.
- Drainage progressing.
- Newsletter delivered to around 920 residents in the Gaywood area. Delivered to the local Councillor, Gaywood Community Centre, Gaywood Church Rooms and Gaywood Library. Also on BC webpage.
- Sales particulars & marketing material are almost complete – temporary show office in King Street opened.
- Gas easement is resolved – the 2 pipes have been removed, building works progressing.
- Significant progress in phases 1 and 2 with first fix, roofing, plastering and substructures – progressing well.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (3/45)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
I6	Programme	Wet well programme	A	Programme	Continue to push for updates and CoW check progress against programme	16.10.24
A18	Finance	House prices	A	Finance	Continue to review sales pricing / sales releases. Review against local market.	16.10.24
C19	Planning	278 Agreement – Prior occupation condition to have agreement in place. Agreement not yet in place due to delays caused by NCC.	A	Planning	Coordination with NCC and BCKLWN planning officers to expedite process and review planning conditions.	16.10.24

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (1/44)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A19	Inflation & competition of local market	Brick layers package increasing value	A	Finance	Continue to monitor the market and continuously review the package	16.10.24

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

*Financial information not available*

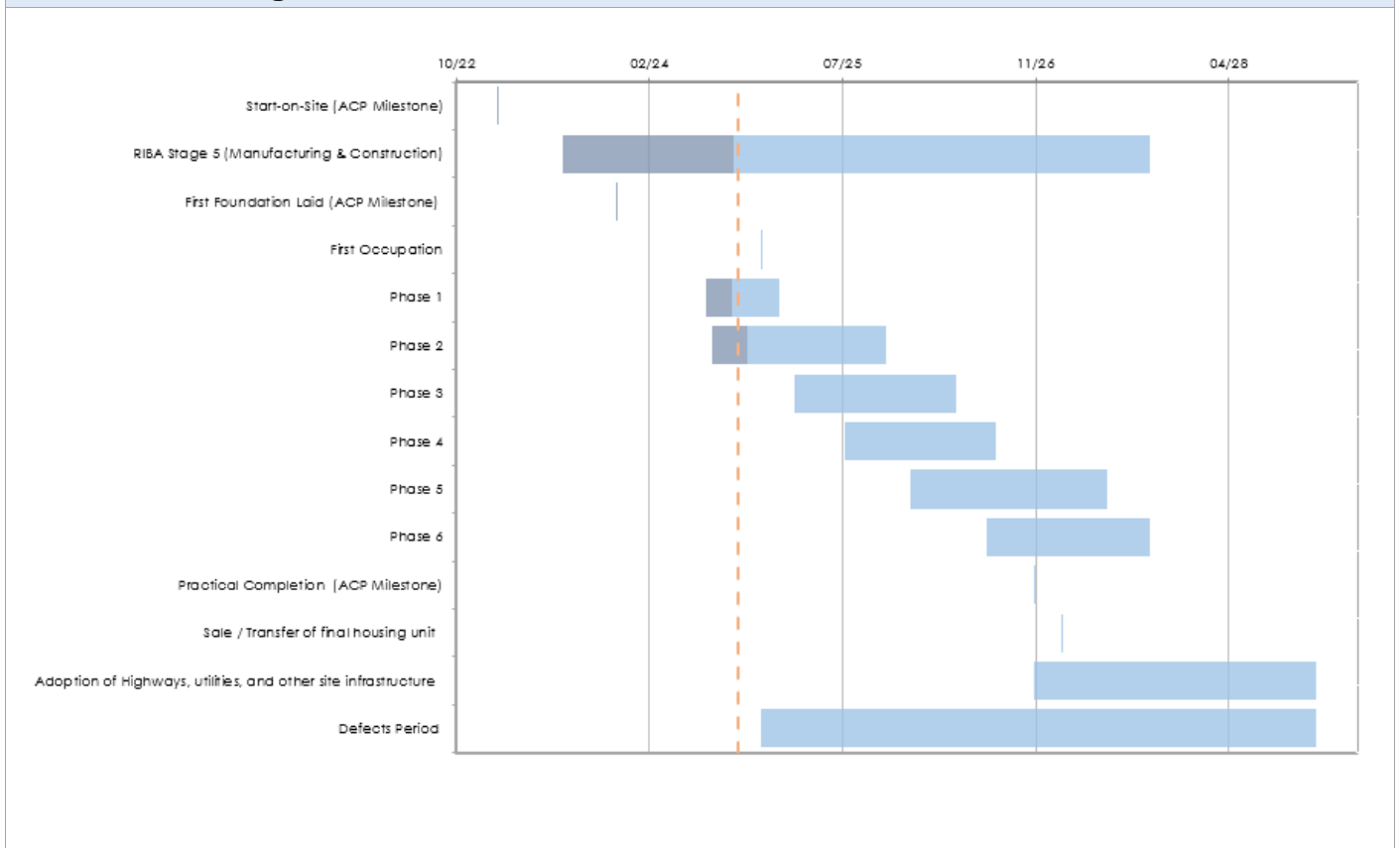
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A – no changes in period							

### 3.3 Financial Commentary

Financials RAG is Amber as although overall spending potentially to exceed total budgets, spend is currently within total approved budget. Forecasted net position is shown to have significantly improved due to forecasted confidence in housing market, however this should be considered with some caution as project remains in early stages with long period of potential changes in housing and construction market that will need to be accommodated.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline is currently green.

## 5. Resources Commentary

Resources currently green. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and full understanding of issues. Clerk of work is fully engaged with the project. Lovell Partnership Ltd have all internal resources in place.

## 6. Communications and Engagement

Draft comms plan is with Communications team.

Newsletter delivered to 920 residents in the area within the period.

Meeting held with the trust of KLA and Howard Junior – positive, trying to engage and promote partnership working in the high school on careers in construction and relevant subjects. This has been passed on to the careers lead but no further replies.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of		
Private Rented Units	46	20.3%

Open Market Sales Units	146	64.60%
Affordable units	24	10.6%
Shared ownership	10	4.42%
Total	226	
Delivery Pace in accordance with Accelerated Construction Programme		
Contribution of housing units towards BCKLWN 5-year housing land supply		
Social Value targets		
Social	Apprenticeships / Trainees - 22 School Engagements - 12 Volunteering – TBC Skills development – 1,040 weeks Staff training – 1,200 person hours. Community engagement – 16 newsletters, 40 person hours	
Environmental	Waste diverted from landfill – 95% Considerate Constructor Score – 42/45 HVO Fuel – 100% EcoCabins – 100%	
Economic	Sub-contractors - 60% Norfolk 33% West Norfolk 40% within 30 miles Suppliers - 40% Norfolk 33% West Norfolk 35% within 30 miles SMEs – 25% Living Wage – 100%	

## 7.2 Outcomes

Description	Target
N/A	

## 8. Other Matters

Item	Comment
General stage progress	Started on site.
Procurement progress	As above.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Sale of properties on open market
Legal progress	Procurement of legal services required for conveyancing.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor

## 9. Approved Documents

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/23	07/23			

Approved													
Approved by	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet	OJ			

Latest Approved Document: Cabinet Report – Council Approved 26<sup>th</sup> January 2023

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Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



P-21.06

## Salters Road Project Highlight Report

<b>Project Name:</b>	Salters Road	<b>Project Manager:</b>	Juliana Fox-River	<b>Project Sponsor:</b>	Oliver Judges	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C8161	<b>Client Dept:</b>	Corporate Projects	<b>Lead Designer:</b>	LPL	<b>Cost Consultant:</b>	GCBA
<b>Project Code:</b>	P-21.06	<b>End User (if applicable):</b>	Freebridge Community Housing	<b>Contractor on Site:</b>	LPL		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
<b>This Report</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>
Last Report	G	G	G	G	G	G

### Project Definition

**Project Stage:** RIBA Stage 5: Construction

**Objectives:** Delivery of seventy-eight affordable properties at Salters Road, King's Lynn to be transferred to Freebridge Community Housing - ACP Funded

**Scope:** Social Housing scheme off Columbia Way, delivered as part of BCKLWN Major Housing Programme

### 1. Overall Status (high-level summary)

Continued being Green during this quarter, as:

- Project progressing well – still due to complete in December 2024.
- Handovers to FCH in the period:
  - Phase 2B (10 properties): 10<sup>th</sup> July (as planned);
  - Phase 3 (13 properties): 20<sup>th</sup> August (also as planned);
- Next Phase (4A, 8 properties) due to be handed over to FCH on 3<sup>rd</sup> October, bringing the total properties completed to 54 (c. 69% of the site).

#### 1.1 Decisions required by the Officer Major Projects Board

N/A

#### 1.2 Achievements during this period

- 46 plots (c. 59% of site) handed over to Freebridge Community Housing.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
0/16	No red or increasing amber					

#### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
0/0	No red or increasing amber					

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*



### 3.1 Project Financials

Financial Information not available

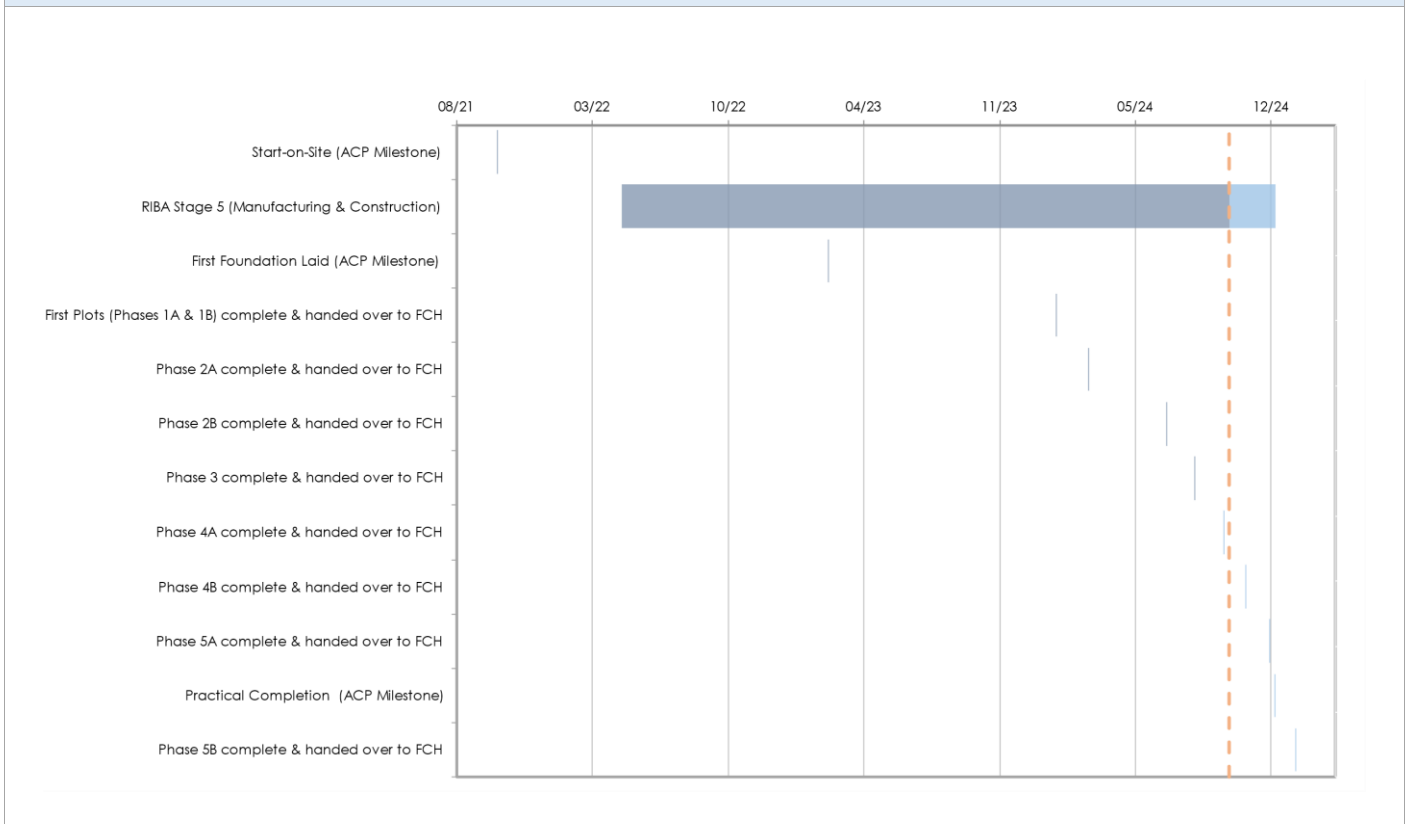
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A – no changes in period							

### 3.3 Financial Commentary

Financials RAG is Green. As the project is currently on track for completion in 2024 and costs remain within expectations, it is anticipated that the project will remain in a financially stronger position than the originally approved scheme, despite potential negative impacts from groundwork. The project forecasts a net position circa £700,000, in improvement on the originally £100,000 net surplus aim for within the cabinet decision (06/03/2021). Whilst total build costs (£16,360,568) have increased due to price cost inflation and Freebridge requesting a change to the scope, income has increased to compensate for this change.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline is currently Green. ACP deadline for Practical Completion (revised to December 2024). This has been reported to Homes England.

## 5. Resources Commentary

Borough Council resources currently Green. All members of Corporate Project Team involved with project providing business continuity and knowledge exchange.

## 6. Communications and Engagement

Regular newsletters being issued.  
Regular meetings between all parties ongoing – BC, FCH, Lovell.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of:		
Affordable Units	78	46 handed over to FCH
Delivery Pace in accordance with Accelerated Construction Programme		Units per month – 3.55

Social Value targets		
Social	Apprenticeships / Trainees - 22 School Engagements - 12 Volunteering – TBC Skills development – 1,040 weeks Staff training – 1,200 person hours. Community engagement – 16 newsletters, 40 person hours	
Environmental	Waste diverted from landfill – 95% Considerate Constructor Score – 42/45 HVO Fuel – 100% EcoCabins – 100%	
Economic	Sub-contractors - 60% Norfolk 33% West Norfolk 40% within 30 miles Suppliers - 40% Norfolk 33% West Norfolk 35% within 30 miles SMEs – 90% Living Wage – 100%	

### 7.2 Outcomes

Description	Notes
As per outputs	

## 8. Other Matters

Item	Comment
General stage progress	RIBA Stage 5 – Construction

<b>Procurement progress</b>	Lovell appointed. Sub-contractor appointments all now complete.
<b>Proposed form of contract (e.g., JCT, NEC, Traditional, D&amp;B)</b>	PPC 2000 – Signed 06.01.2023
<b>Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)</b>	Disposal of properties to FCH
<b>Legal progress</b>	Gateley PLC instructed to support on Golden Brick Transfers
<b>Surveys Status</b>	All necessary surveys & inspections in place.
<b>Statutory updates</b>	Planning approval in place and pre-commencement conditions discharged.
<b>Health and safety</b>	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor.
<b>Local schemes / dependencies</b>	

9. Approved Documents													
	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
<b>Date Approved</b>	N/A	N/A	N/A	TBC	10/21	TBC	N/A	09/21	03/21	01/23			
<b>Approved by</b>	N/A	N/A	N/A	DG	LPA	DO	N/A	DO	Cabinet	MO			

Latest Approved Document: Signed Contracts (BCKLWN & LPL / BCKLWN & FCH – 06.01.2023)

<b>Spend - Budget Variance (inc. contingency)</b>	<b>Milestone Delivery RAG Status</b>	<b>Risks &amp; Issues RAG Status</b>
<b>R</b> More than 10% over or under budget	<b>R</b> 13 weeks or more behind the critical path	<b>R</b> Needs immediate attention
<b>A</b> Between 5% & 10% over or under budget	<b>A</b> 4 to 12 weeks behind the critical path	<b>A</b> Needs attention before next project review
<b>G</b> Within 5% of budget or less than £10k	<b>G</b> 4 weeks or less behind the critical path	<b>G</b> Can be managed



## P-21.08 Southend Road Project Highlight Report

<b>Project Name:</b>	Southend Road	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	Oliver Judges	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C5004	<b>Client Dept:</b>	Corporate Projects		<b>Lead Designer:</b>	LPL	
<b>Project Code:</b>	P-21.08	<b>End User (if applicable):</b>	Members of public & BCKLWN Companies		<b>Cost Consultant:</b>	GCBA	
					<b>Contractor on Site:</b>	LPL	

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
<b>This Report</b>	A	A	A	A	R	G
Last Report	A	R	A	A	R	G

### Project Definition

**Project Stage:** RIBA Stage 5: Construction

**Objectives:** Delivery of thirty-two flats at Southend Road, Hunstanton (Open Market, Affordable – ACP Funded) - initially marketed to people with a local connection to the area.

**Scope:** Housing delivery on the southern end of Southend Road Carpark, delivered as part of BCKLWN Major Housing Programme.

### 1. Overall Status (high-level summary)

Overall Status currently Amber:

- Site continues to progress, but at pace slower than the project team had hoped.
- Majority of plots now approaching completion, allowing progression of stairwells.
- BCKLWN and Lovell formally agreed extension of time to October 2024, subject to Lovell taking all risk on unforeseen delays post October.
- October target completion date subsequently missed. Now expecting handover December 2024.
- Review of disposal progress ongoing. Support needed from Property Services and Corporate Finance department to progress.

### Decisions required by the Officer Major Projects Board

- None

### 1.2 Achievements during this period

- External landscaping and cladding progressing
- Internals continuing – majority of plots now plastered allowing for progression within stairwells.
- Windows and doors almost complete
- Zinc Cladding to oriel bays to be completed, all other cladding works completed.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (4/19)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A2	Income	WHB fail to disposed of housing units at required level, further impacting site viability.	A	Finance	Monitoring of market. Work closely with agent to ensure units meet and respond to market need. Discuss whether other disposal methods be considered.	01/07/24

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
D13	General delays	Project progress is slow.	A	Delays	Continue to monitor and push Lovell on being fully resourced and providing a realistic programme	16.10.24

## 3.1 Project Financials

No financial information is available

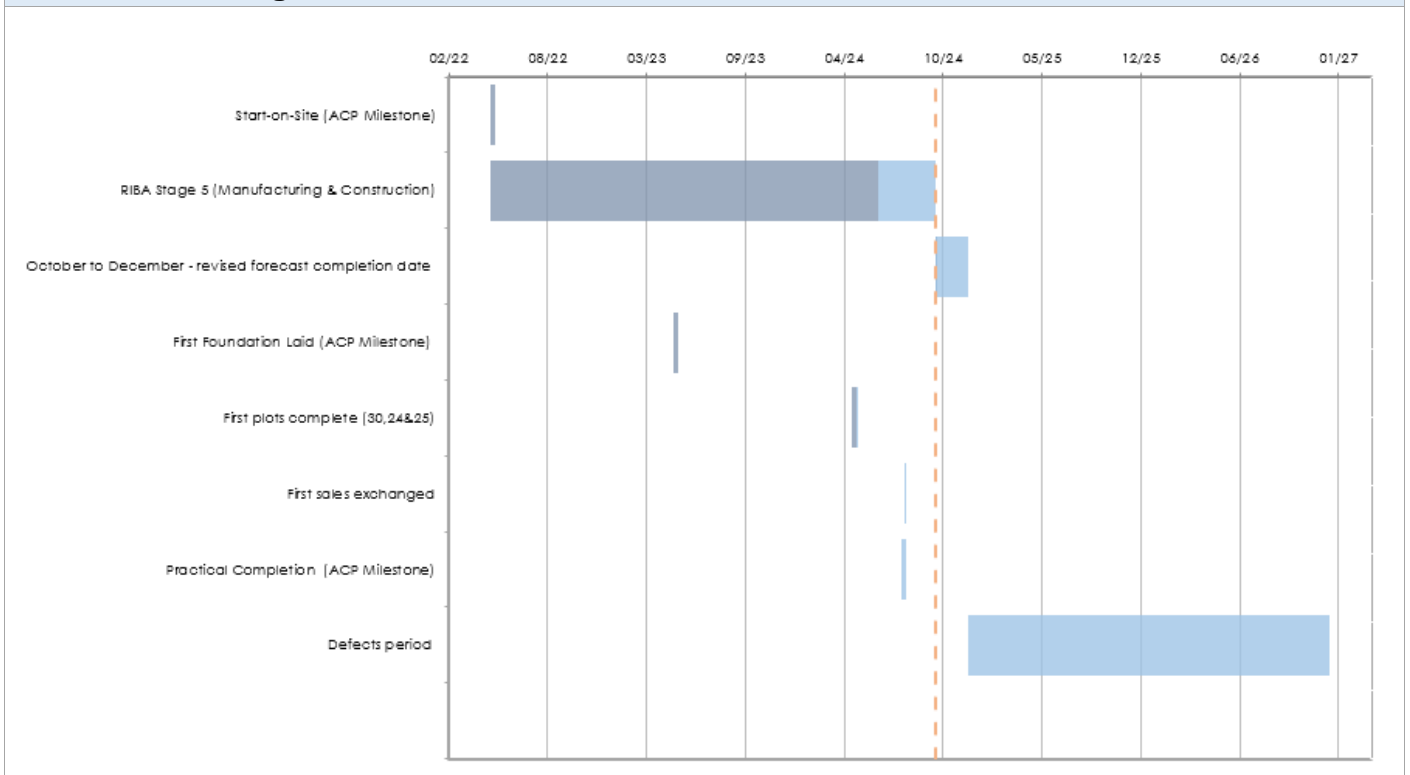
## 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

## 3.3 Financial Commentary

The project's financial health is currently challenging, with technical issues, delays, and rising costs negatively impacting profitability. Sales interest has been slow, hindered by a desire among potential buyers to see a completed unit and by local connection and occupancy restrictions. These factors have significantly complicated the sales process.

## 4. Timelines – High Level Milestones



## 4.1 Timelines Commentary

The project is significantly behind schedule, with the revised completion date of mid-October 2024 having already passed. Lovell has indicated that further delays may push completion closer to Christmas, although this has not been officially confirmed.

Due to unforeseen complications during construction, a variation to the ACP funding agreement may be necessary to extend the funding period. This extension is expected to be approved.

While the technical ACP milestone remains unchanged and will not be met, Homes England is aware of the revised completion date and has accepted it. There is no risk to funding.

## 5. Resources Commentary

Resources remains Green. Project Officer & Principal Project Manager fully engaged with project and full understanding of issues. Clerk of Works is fully engaged with the project and engaging with BC H&S Advisor as needed for clarity on certain items such as fire safety. Lovell team lost assistant site manager and senior technical advisor in period – both roles replaced internally.

## 6. Communications and Engagement

Newsletter delivered within period.

Property sales being advertised, detailed available on [rightmove.co.uk](https://www.rightmove.co.uk) and William H Brown website.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of;		
Shared Ownership	2	6.25%
Open Market Sales Units	26	81.25%
Affordable units	4	12.5%
Total	32	
Delivery Pace in accordance with Accelerated Construction Programme		9.03 Units per month
Contribution of housing units towards BCKLWN 5-year housing land supply		

### 7.2 Outcomes

Description	Notes
N/A – as per Outputs	

## 8. Other Matters

Item	Comment
General stage progress	Works on site.
Procurement progress	Block management tender complete.
Form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 Contract – Signed
Route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Disposal of properties on open market.
Legal progress	Gateley PLC instructed to undertake conveyancing & legal support works.
Statutory updates	Pre-occupied and compliance conditions to be discharged
Health and safety	LPL appointed as Principal Designer and Principal Contractor

## 9. Approved Documents

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
<b>Date Approved</b>	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
<b>Approved by</b>	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Latest Approved Document: Signed contract – March 2022

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.09 West Winch Growth Area Project Highlight Report

<b>Project Name:</b>	West Winch Growth Area	<b>Project Manager:</b>	Nikki Patton & Hannah Wood-Handy	<b>Project Sponsor:</b>	TBC	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C8171	<b>Client Dept:</b>	Strategic Housing & Planning	<b>Lead Designer:</b>	NA		
<b>Project Code:</b>	P-21.09	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	NA		
				<b>Contractor on Site:</b>	NA		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	G	A
Last Report	G	G	G	G	G	A

### Project Definition

**Project Stage:** Strategic Delivery

**Objectives:** To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered

**Scope:** To unlock strategic barriers to delivery to support the vision set out in the adopted local plan by preparing the following;

- Landowners collaboration agreement: A legal agreement that allows landowners to work together in a fair way so they can bring forward their land for development and make an equal contribution to the community and shared facilities and amenities for the area.
- Masterplan: A document and policy that helps to guide future growth and development. It brings together the housing, facilities and amenities, and the existing environment.
- S.106 Framework Agreement: A legal agreement between the council and landowners/developers. The purpose of the framework agreement is to firm up the approach that will be taken on a development. It helps to make sure that the growth area is developed in line with the masterplan.

### 1. Overall Status (high-level summary)

Overall status is Green. The project areas that the Brough Council are currently leading are programmed to complete by the end of 2024/5 financial year. Financials, issues and milestones are all where they are expected to be. Capacity has been rated as Amber this period as although resources are very stretched, no immediate changes are required for the project to progress. The risk of staffing capacity is on the project risk log and a review of project capacity and resource is currently taking place to support future growth area work.

#### 1.1 Decisions required by the Officer Major Projects Board

- None

#### 1.2 Achievements during this period

- Hopkins planning application approved subject to signing of S106 agreements

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (0/16)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No red or increasing amber issues				



## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (0/0)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		No red or increasing amber issues				

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

*Financial information not available*

## 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

## 3.3 Financial Commentary

Financial RAG rating is Green and is where it is expected to be.

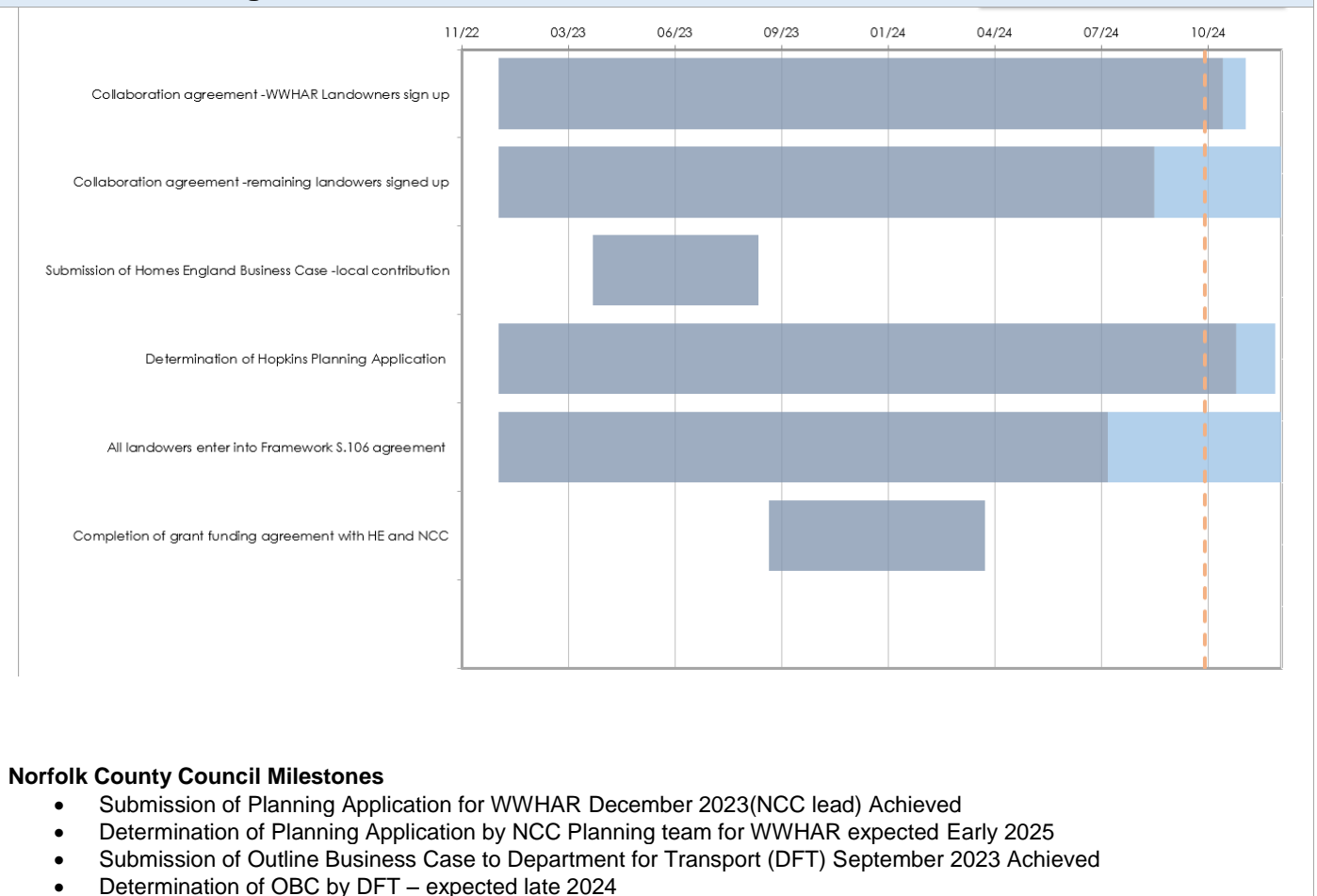
£500,000 from Business Rates Pool

£500,000 from Borough Council

£80,000 from Business Rates Pool

Note an element of total costs to be recovered from Landowners and developers. As part of the Collaboration Agreement & Framework S.106 agreement landowners/developers will contribute to the costs of producing the document. Contributions will be recovered as planning permissions are granted and homes are developed.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

RAG rating is Green. All Borough Council milestones to be met and completed this year. All currently progressing on time. All of the above high level milestones are critical tasks that must be met either prior to submission of funding business cases to DFT and Homes England or as part of agreed funding agreements.

Future milestones will be determined once the outcome of the Outline Business Case is known (determination from DFT now expected late 2024)

### 5. Resources Commentary

Amber RAG rating as although the Council has overall severely limited staffing capacity, no immediate changes are required for the project to progress. A review of project capacity and resource is currently taking place to support future growth area work.

### 6. Communications and Engagement

Joint Communications Plan with NCC

Two formal Stakeholder Groups;

- Landowners Stakeholder Group in place – further meeting to be scheduled
- West Winch External Stakeholder Group (Parish Councils, Ward Members, Neighbourhood Plan Group) – meet quarterly. Last meeting held 19<sup>th</sup> August 2024. Next meeting planned for 12<sup>th</sup> November 2024.

Dedicated web pages on both Borough Council's Website & NCC website

Social media messaging on specific messages and consultation events

Email updates where appropriate to both stakeholder groups and Council members  
Public Consultation events – online and face to face

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Adopted Masterplan SPD		Completed & adopted Jan 23
Framework and Site specific S.106 Agreement drafted. Land required for WWHAR secured via this mechanism	December 2024	Draft being finalised following Hopkins Planning Committee decision
Collaboration Agreement entered into by all necessary landowners (WWHAR landowners initially)	August 2024	Draft agreed, progressing to completion

### 7.2 Outcomes

Description	Target	Notes
<p>To unlock strategic barriers to delivery of the site by working in partnership with Norfolk County Council to expediate housing delivery and coordinate the provision of the required highway infrastructure in the West Winch area namely the West Winch Housing Access Road. The growth area is to brought to a position where:</p> <ul style="list-style-type: none"> <li>detailed applications for individual developments can be made (which comply with strategic requirements), and</li> <li>mechanisms to secure payments and deliver the strategic infrastructure in accordance with the masterplan are in place</li> </ul>	Summer 2025	
To integrate of a large number of new homes and associated facilities with an existing village community, generate a range of major improvements and shape a place that promotes a sense of community amongst residents		

## 8. Other Matters

Item	Comment
General stage progress	The Framework S.106 agreement and collaboration agreement have been developed and produced. They require signature by the landowners & developers. The Master Plan SPD has been produced and adopted by the Council (Jan 23) and funding from Homes England (local contribution towards costs of the WWHAR) secured. This project forms part of a wider West Winch project which includes delivery of the West Winch Housing Access Road, securing central government funding for the road and supporting the co-ordination of the landowners collaboration agreement . This work will continue through 24/25 until construction of the WWHAR commences
Legal instruction form issued?	May 2019 – External legal advisors appointed
Local schemes / dependencies	<p>The West Winch Growth area is identified in the Councils adopted Local Plan and is the largest housing allocation in the borough. It is critical to;</p> <ul style="list-style-type: none"> <li>The development strategy for the Borough Council's Adopted Local Plan and Local Plan review which is underway for the period to 2039 and Housing Delivery Test.</li> <li>Priorities and objectives of the Norfolk Suffolk Economic Strategy as a Growth Location</li> <li>Meeting housing need</li> <li>Supporting both Borough and County economic growth</li> </ul>

## 9. Approved Documents

	Cabinet Report	Cabinet Report	Back to Back Agreement					
<b>Status:</b>	✓	✓	✓					
<b>Date Approved:</b>	Sept 2018	Aug 2023	Mar 2024					
<b>Approved by:</b>	Cabinet	Cabinet	Cabinet delegated authority					

Latest Approved Document : Cabinet Report August 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.10a Southgates Programme Placemaking Project Highlight Report

<b>Project Name:</b>	<b>Southgates Programme Placemaking</b>	<b>Project Manager:</b>	Jemma Curtis	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	Q2 2024
<b>Capital Code:</b>	C8173	<b>Client Dept:</b>	Regeneration & Economic Development	Regeneration & Economic Development	<b>Lead Designer:</b>	BDP	
<b>Project Code:</b>	Southgates Programme Placemaking	<b>End User (if applicable):</b>	-	-	<b>Cost Consultant:</b>	-	
					<b>Contractor on Site:</b>	-	

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	G	A	G	G
Last Report	G	A	G	G	G	G

### Project Definition

**Project Stage:** RIBA stage 1 (Masterplanning).

**Objectives:** Transformation of King's Lynn's principal gateway through placemaking, preservation and enhancement of heritage assets, active travel, redevelopment of brownfield sites, highway and public realm improvements to support placemaking.

**Scope:** To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping with RIBA Stage 3; including further site investigations viability and cost assessments for remediation and demolition. Working in partnership with NCC/STARS to ensure separate STARS project aligns with wider placemaking objectives of the masterplan.

### 1. Overall Status (high-level summary)

The overall status is currently Green as:

- Timescales and financials are at the level BCKLWN currently expect.
- Risks and Issues are at a similar level to last month.
- Cabinet approval of masterplan in place.
- Procurement of next stage of work for site investigations & architectural design completed and commenced in early May
- BDP appointed and commenced work assisting with co-ordination and collaboration between STARS and the masterplan to ensure objectives of both schemes are met.

#### 1.1 Decisions required by the Officer Major Projects Board

- n/a

#### 1.2 Achievements during this period

- BDP (architectural design) developing RIBA Stage 2 (development) and RIBA Stage 3 (landscaping) design work to be issued over October/November 24. Work has included stakeholder engagement exercised with Borough Council's R&D panel, TDB, Historic England and Conservation Officers from the Borough Council.
- LSH (property advice) completed initial viability assessments and now compiling final report covering the Delivery Strategy due in late October/November.
- Working with NCC to finalise STARS OBC submission. Delay to OBC submission which is now due to be submitted in December 2024.
- Planning strategy for delivery of Southgates Masterplan (including STARS) being developed by BDP. Work has included a series of workshops with County Council and Borough Council planners alongside representatives from Historic England. The feedback from these workshops is being incorporated into the Pre-App which we aim to submit in November.
- WSP instructed to complete baseline ecological surveys across the wider site (development plots and STARS) to help inform understanding of Biodiversity Net Gain requirements.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (2/29)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Funding	Funding to fulfil full ambition of masterplan not secure	A	Planning/ Funding	Application to BLRF3 unsuccessful.  Work continuing to look at alternative funding opportunities including conversations with Homes England	04/10/24
29	Planning	Planning strategy identifies proposed options which includes schemes requiring additional funding.	A	Planning/ Funding	Planning strategy by BDP has included HE and LPA to improve understanding of requirements which will inform Pre-App. The results of this will in turn inform planning strategy if, for example, enhanced placemaking required at Southgates alongside highway proposals to satisfy conservation requirements.	04/10/24

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1	Programme	Delay to submission of Southgates Outline Business Case.				

*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

*Financial information not available*

### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

RAG rating is green, as initial funding is in place via Business Rates Pool & BCKLWN - £540k for feasibility, project development and site clearance works for spend by Mar 2026.

The financial summary above covers BCKLWN funding only.

BCKLWN capital provisions for further acquisitions if required.

Procurement completed for Project Management support, and next stages of Masterplan development. Additional necessary work streams likely to result in budget being fully committed.

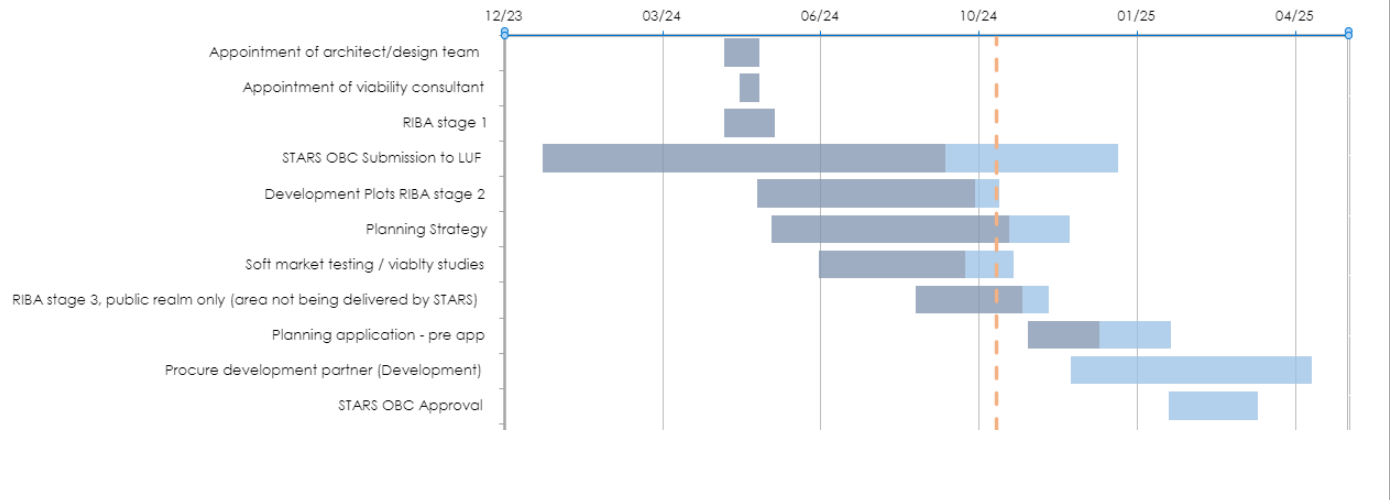
## 4. Timelines – High Level Milestones

Current key dates in the short term are:

Outcome of Planning Strategy for STARS and Masterplan, due November 2024.

Report to Cabinet on outcome of RIBA stage 2 and delivery options, due early 2025.

Timelines are determined and aligned with STARS project delivery – OBC delayed to December.



### 4.1 Timelines Commentary

Timelines are RAG rated as Green currently. The small area of time slip related to the submission of the STARS OBC and some additional design work required following engagement with planning/conservation teams however this does not represent a risk to the programme with the aspiration for development work to follow on from the completion of the STARS project in 2027.

## 5. Resources Commentary

Resources are currently RAG rated Green as clarity on role and responsibilities have been established. Governance set out in Officer level project resource –additional officer resource sought from the Corporate Projects Team and through use of the PM Framework with Pulse. Support received from Levelling Up Place Service for specific work streams.

## 6. Communications and Engagement

Comms & engagement plan for next stage being developed with NCC to align to STARS project development.

Draft communication plan to be developed by NCC and BCKLWN comms teams, to align with planning dates/consultations for STARS project.

BDP work to develop design work for Landscaping and Development proposals has including Member and Stakeholder engagement through 1-1 meetings, attending R&D panel, TDB. A stakeholder event is planned for October with future wider consultation proposed to align with STARS project in early 2025 following completion of RIBA Stage 2/Stage 3 works and outcome of OBC submission.

LSH engaged with developers through August and September as part of work to produce Delivery Strategy.

Dialogue with Landowners ongoing.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Housing Units	115	*RIBA 2 design indicates 92 units
Active Travel infrastructure delivered		TBC
Public Realm Improved		TBC
Improved historic asset	1	

## 7.2 Outcomes

Description	Target	Notes
Improved perception of place		
Increased public transport, walking and cycling use		Dependant on STAR delivery
Increase in visitors		Full assessment required

## 8. Other Matters

Item	Comment
General stage progress	<p>RIBA Gateway 1 &amp; PID prepared for completion of RIBA Stage 2+. Scope to cover;</p> <ul style="list-style-type: none"> <li>▪ Agree BCKLWN land contributions to NCC's STARS LUF project.</li> <li>▪ Agree officers to progress with seeking further external funding.</li> <li>▪ RIBA stage 1-3 feasibility, market testing and delivery options of development sites.</li> <li>▪ Prepare information required for the Brownfield Land Relief Fund 3 application.</li> <li>▪ Need to agree how to progress any required legal/land agreements for land required.</li> </ul> <p>PID being updated upon completion of RIBA Stage 2/3 to cover:</p> <ul style="list-style-type: none"> <li>▪ External funding strategy.</li> <li>▪ Procurement of Development partner</li> <li>▪ Progression of Planning Application</li> <li>▪ Progression of required legal/land agreements for land required.</li> </ul>
Procurement progress	<p>BDP appointed by NCC and BC to assist with co-ordination of planning strategy for the STARS and the wider Masterplan/            BDP appointed to undertake detailed feasibility and RIBA 1-3 on development sites.            LSH appointed to undertake market assessment and viability assessment            Project management support appointed via project management framework with Pulse.            Procurement of site investigations via NCC Framework</p>
Surveys Status	<p>WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &amp;, Arboriculture, Ecological surveys – underway and will inform RIBA 1-3 work on the brownfield sites.            Ground Investigations report received and under consideration.</p>
Local schemes / dependencies	<p>STARS also includes the gyratory scheme. P-21.10b            Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals.            BSIP – NCC funding to improve bus infrastructure            West Winch – traffic modelling includes assumptions around growth area in future model.</p>



## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	n/a	Draft	Draft			
<b>Date Approved:</b>	15/06/21	April 2021						

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.10b STARS scheme - Project Highlight Report

<b>Project Name:</b>	Southgates STARS Programme	<b>Project Manager:</b>	Ian Parkes (NCC)	<b>Project Sponsor:</b>	David Allfrey (NCC)	<b>Report covers period of:</b>	August to October 2024
<b>Capital Code:</b>	-	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	NCC / WSP		
<b>Project Code:</b>	Southgates STARS Programme	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	G	A	A	G
Last Report	G	A	G	A	A	G

### Project Definition

**Project Stage:** Scheme and business case development to gain funding approval from DfT and the subsequent construction of cycling, walking and bus priority improvements including public realm enhancements to the Southgates area and the town centre Gyratory one-way system.

**Objectives:** To facilitate the adopted Southgates Masterplan and implement bus priority and active travel measures in line with the adopted LCWIP. In combination with the Southgates Masterplan STARS will transform King's Lynn's principal southern gateway into the town. It will also significantly transform parts of the town centre gyratory one-way system, particularly at the northern end of Railway Road where public realm is dominated by vehicular traffic and is hostile for pedestrians and cyclists. The stated objectives in the Outline Business Case will be:

- Enhance connectivity and accessibility for all within King's Lynn
- Encourage greater use of public transport in King's Lynn
- Encourage modal shift from private car to active travel in King's Lynn
- Support the delivery of planned housing growth and development in the Borough
- Protect and enhance King's Lynn's heritage and cultural environment through place-making
- Improve local air quality and King's Lynn's natural environment
- Improve road safety in King's Lynn

**Scope:** The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) comprises changes to two key areas of the town. The first is around the town centre Gyratory (one-way system) and will implement bus priority and active travel measures in line with the adopted King's Lynn Local Walking and Cycling Infrastructure Plan (LCWIP). The second is bus priority and active travel highway changes in the Southgates area to enable a masterplan for regeneration of this important entry point into the town devised and formally adopted by Borough Council of King's Lynn and West Norfolk.

### 1. Overall Status (high-level summary)

Overall RAG rating is Amber. Scheme development and the outline Business Case (OBC) preparation is under way. The details of the road alignment in the Southgates area have been finalised with regard to satisfying conservation and heritage interests.

Because the new government body Active Travel England (ATE) is the modal sponsor for the Department for Transport (DfT), who are assessing our business case and providing the funding, we are in a dialogue with ATE to get their approval for our proposals. This is a new stage in the process for major schemes like this and reflects government's commitment to wanting to see 50% of all short local journeys being made by walking and cycling. We met ATE at a site visit on 5 June and they made some helpful suggestions to improve the scheme. These have now been incorporated into the scheme for the OBC submission.

#### 1.1 Decisions required by the Officer Major Projects Board

- None

#### 1.2 Achievements during this period

Traffic modelling has been carried out to understand the impacts of the scheme on general traffic and to feed into the economic appraisal to enable us to fully understand the Value for Money (VfM) of the scheme.

The new junction layout will have less traffic carrying capacity as roadspace has been reallocated to footways, cycleways and public realm improvements. These impacts have been examined in both the strategic model to understand the wider redistribution effects and the local model to understand journey times. The base scheme included bus lanes on the London Road and Hardwick Road approaches. However, this gives rise to unacceptable levels of delay and increased journey time for all users including buses. It is proposed therefore that the scheme presented for OBC does not include the bus lanes as this has tolerable increases in journey time and is best for buses overall. However, bus priority will be incorporated into the traffic signal design. The lack of a bus lane on the Hardwick Road approach will not diminish the benefits of the BSIP bus lane on Hardwick Road.

The results of the economic appraisal show that the initial BCR is -1.34 which reduces to -2.16 when the monetised Journey Time Reliability and Wider Economic Impacts are added in. Sensitivity test show that if we assume Low Traffic Growth we get a BCR of +1.22 and if we assume the scheme increase the cycle mode share to 3% it becomes +1.53. We have discussed our draft OBC documents with DfT, who say they are obliged to follow their standard consistent approach across all schemes which is predicated on congestion relief for cars but we know that STARS is not a congestion relief scheme. Despite STARS good strategic fit DfT has indicated that would need us to achieve and justify a minimum BCR of +1.0, and this will need to be supported by a stronger narrative on the link to the Southgates masterplan and the wider benefits it is expected to deliver. We need to try to quantify the wider indirect benefits from the investment, such as regeneration, employment, housing, tourism benefits. To help with this further analysis we need to determine what level of cycle uplift less than 3% that would give a BCR of +1.0. We also need to consider and refer to parallel behaviour change work that could support the cycle mode share value.

It is acknowledged by staff and Members at both NCC and BCKLWN that the traffic impacts of downsizing the junction, in accordance with the adopted Masterplan, will create some rerouting of traffic and additional journey times. However, the additional journey times tend to be more focussed in the peak periods rather than all day.

We had successful site visit on 6 September with the Borough Council Leader and Deputy and James Wild MP. All showed support for the scheme. NCC members were briefed on 2 October and they were supportive of the STARS scheme.

The next steps are:

- Continue liaising with DfT on draft business case documents in advance of the formal Outline Business Case (OBC) submission
- Consider outcome of Autumn Budget on 30 October 2024
- Obtain NCC Cabinet approval to formally submit the OBC in December 2024

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
3	Public inquiry	Potential public inquiry required to determine more details about how the scheme's future transport operations will be considered.	A	Regulatory	Programme would be updated	14/10/24
4	Inflation and cost increases	Inflationary pressures and increases in costs will increase the overall cost of the scheme.	A	Rising costs	Appropriate inflation, optimism bias and risk to be factored into scheme costs and appraisal	14/10/24
5	Collaboration with Historic England	Ineffective or inconclusive collaboration with Historic England, meaning heritage benefits are not fully realised.	A	External Stakeholder Management	Early and ongoing engagement with Historic England required	14/10/24
6	Construction delays	Delays to construction	A	Supply Chain Issues	Procurement approach to identify optimum suppliers.	14/10/24

		processes and activities	A	and Delays	Regular monitoring and meetings with site stakeholders accompanied by careful scheduling.	
7	Demand	There is a threat that the levels of demand for active travel do not meet the levels planned, projected or assumed		Poor Policy Design	Environmental teams to be involved in scheme design to offset environmental impacts from traffic, and involvement of Design team	14/10/24
	Funding	New government decide to cut LUF2 funding allocations announced by previous government or do not agree a higher funding contribution which is required due to higher than predicted inflation since August 2022		Deliverability	Follow outcome of Autumn Budget on 30 October and engage with ATE/DfT	29/10/24

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

## 3.1 Project Financials

Capital cost (includes development of business cases)

- Gyratory £5.8m Including risk and inflation
- Southgates £21.0m Including risk and inflation
- **Total £26.8m**

How this is being met

- DfT contribution £24.1m
- NCC contribution £2.0m (includes NCC contributions to OBC/FBC)
- KLWN land value contribution £0.7m
- **Total £26.8m**

Despite taking precautions and submitting the highest justifiable scheme cost at the LUF bid stage, increases in construction costs have seen the total scheme cost rise to **£32m**.

Draft OBC documents have indicated this fact but we have yet to have any feedback from DfT on the issue.

We eagerly await the outcome of Autumn Budget on 30 October 2024 to understand the new governments appetite for continuing to support the LUF programme.

## 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

## 3.3 Financial Commentary

RAG rating is currently Amber

- Funding has been allocated by government from the Levelling Up Fund (LUF) subject to satisfactory business case submissions to DfT.
- As advised in the LUF bid and subsequently to DfT we will draw down all the funding by the March 2026, but the project will not be completed until 2027
- Clarification was received from DfT regarding the capital swap between projects and years. This freedom will give us the ability to complete the project after the LUF March 2026 cut off date. The initial programme showed scheme completion in 2027, but the agreed mechanism should give us the flexibility to slip that end date if it becomes necessary. DfT have now revised their stance on our proposal to swap funding between projects and years to allow draw down of all LUF funding by March 2026. A mechanism for this will either be agreed globally across the LUF programme or we will be required to get our proposal approved by ministers and the HM Treasury during their assessment of the OBC.

## 4. Timelines – High Level Milestones

Milestones to Outline Business Case submission. This needs updating in due course to reflect latest view on OBC submission data.

### 4.1 Timelines Commentary

Timelines are currently RAG rated as Amber.

## 5. Resources Commentary

Resources are currently RAG as Green.

Norfolk County Council are working collaboratively with the Borough Council and are effectively co-clients for the work WSP are undertaking to develop the scheme and business case.

## 6. Communications and Engagement

Consultation activities are planned in conjunction with work on the wider masterplan so we can present the combined impact of the STARS scheme and the Southgates regeneration to statutory stakeholders.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyrotory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm.		
Removal of the existing signalised Southgates roundabout and a reconfigured signal controlled junction with bus priority measures and dedicated cycling and walking improvements. This includes diverting London Road to the east of the historic South Gate but retaining an active travel route under the gate to emphasise its historic role as an entry point to the town.		

### 7.2 Outcomes

Description	Target	Notes
Increased levels of walking and cycling- increased living standards and well-being	2027	
Shorter and more direct journeys for pedestrians and cyclists.	2027	
Reduction in accidents and improved safety.	2027	
Improved local heritage offer.	2027	
Improved perception of place and public realm.	2027	

## 8. Other Matters

Item	Comment
General stage progress	On track
Procurement progress	Discussions are underway between NCC and WSP in relation to the procurement approach to feed into the Commercial and Management cases of the OBC
Surveys Status	<p>Topographical, drainage and GPR surveys have been completed, managed by Norse but there are issues with the supply of the drainage survey data.</p> <p>The company who were the sub-contractor for the drainage survey have gone into administration. Their outstanding work has been taken over by another company. Norse say the report is substantially done, but will not be released until everything is transferred from one to the other. The drainage design has been progressed on NCC knowledge of the existing road drainage and will just need updating in due course but there is no suggestion this will affect the overall programme.</p>
Local schemes / dependencies	<p>P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. <a href="https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/">https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/</a></p> <p>Local Cycling and walking Infrastructure Plan (LCWIP) -</p> <p>Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road</p>

## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>		✓						
<b>Date Approved:</b>								
<b>Approved by:</b>								

N/A as standard DfT major scheme approval process is being followed rather than the Royal Institute of British Architects (RIBA) stages

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



## P.21-11 St George's Guildhall & Creative Hub Project Highlight Report

<b>Project Name:</b>	St George's Guildhall & Creative Hub	<b>Project Manager:</b>	Robin Lewis / Dan Mason	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	September 2024
<b>Capital Code:</b>	C9061	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Haworth Thompkins		
<b>Project Code:</b>	P.21-11	<b>End User (if applicable):</b>	CIO *	<b>Cost Consultant:</b>	Andrew Morton Associates		
				<b>Contractor on Site:</b>	TBC		

\* CIO is now formed as per the registration here: <https://find-and-update.company-information.service.gov.uk/company/14526867>

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	R	A	R
Last Report	R	A	A	R	R	R

### Project Definition

**Project Stage:** RIBA Stage 4 – Detailed Design

**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.
- 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 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)

Overall status following agreement to the Project Adjustment Request is Amber, although the significant gap in funding should be noted. See comments in Financial Commentary (section 3.3) for direction of travel.

- RIBA Stage 4 Design ongoing and on programme.
- Interpretation works now progressing. PLB (monthly report appended) have held a client workshop at the Guildhall this month and a detailed briefing session completed. Initial discussions have centered around the visitor routes, types of tours, visitor experiences, key themes for research and the coordination between the Architectural design and the Interpretation proposals.
- Main Contractor Procurement progressing. PIN Notice received 9 responses. Market Engagement day being held 09/10/2024. SSQ being prepped for issue to market on Friday 11/10/2024.
- Planning Committee confirmed for Monday 07/10/2024. Draft conditions have been circulated for review.
- CIO Resource Workstream progressing and legal reviews ongoing. Agreement to be sought on the CIOs Operational, Education and Creative role(s) creation and appointment. Also, procurement of fundraising consultant and agreement of how income is generated to the BC/CIO.
- Initial meeting held re additional fit out requirements that the CIO will need to make the site a full turnkey operation at handover. Further detail to be reviewed amongst the team.

## 1.1 Decisions required by the Town Board

- None

## 1.2 Achievements during this period

- Reviewed and agreed the target governance process for the end of RIBA Stage 4. Targeted for April 2024 commencement. Final dates to be fed into Master Programme.
- Prior Information Notice (PIN) issued to market with 9nr respondents. Continual liaisons with key contractors taking place to ensure engagement is maintained in the process.
- Costs received for the Public Realm works to King Street - 3nr options. Potential funding opportunities being reviewed in parallel with this - CIL Funding being targeted.
- Enabling Works tender pack and Main Contractor SSQs prepared.
- National Trust design engagement dates agreed through RIBA 4 to ensure alignment on scheme progress.

## 2. Risks and Issues

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

Risk ID (5/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to deliver intended scope of project	R	Finance	Options reviewed in respect of phasing and their impact on the projects' objectives and business plan outputs. Reported via Cabinet, Town Board re option selection at end of RIBA 3. (NIF, LTPFT latest guidance increase risk to BC on funding gap position. Not a TF risk unless project has to be stopped).	01/10/2024
044	Programme Pressure from TF Targets	Programme pressures due to Towns Fund Targets (funding etc). Project Team have ambitious timeframes to hit.	A	Strategic	PAR reset now shifted this to a amber position. Continue to work with Town Deal programme team during the process to highlight any risks.	14/10/2024
015	Procurement of Main Contractor	Lack of resource in main contractor market. Geographical location of project is challenging.	R	Performance	Undertake an EoI of the market to understand appetite for the scheme. Market engagement day being held. Direct contact ongoing with long list to continue to generate interest in opportunities.	01/10/2024
046	CIO Initiation	Concerns that opportunities to input in scheme development being missed. Will CIO be ready to run the site on completion of the works?	A	Strategic	Conversations with the CIO continue around timing.	01/10/2024
006	Securing Statutory Consents	The project is unable to be delivered due to being unable to achieve the necessary consents to achieve the work.	R	Regulatory	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes. Planning Consultant appointed. Risks around Bat survey and Bio-Diversity Net Gain to potential sign off date. Committee meeting 7/10. Draft conditions shared, which the Project team have been	01/10/2024



					proactively managing to meet requirements of key stakeholders.	
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## 2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (3/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
011	Budget	Budgetary pressures following RIBA Stage 3 cost plan	R	Finance	Project Team have reviewed phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams reviewed to identify key opportunities to support funding gap. See progress this month for detailed mitigation actions underway.	01/10/2024
006	Securing statutory consents	Statutory consent applications fast tracked to meet key funding deadlines.	A	Stakeholders	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes.	01/10/2024
015	Procurement of Main Contractor	Lack of resource in main contractor market. Geographical location of project is challenging.	R	Performance	Undertake an EoI of the market to understand appetite for the scheme. Market engagement day being held.	01/10/2024

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

## 3.1 Project Financials

### 3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£

Current Month:

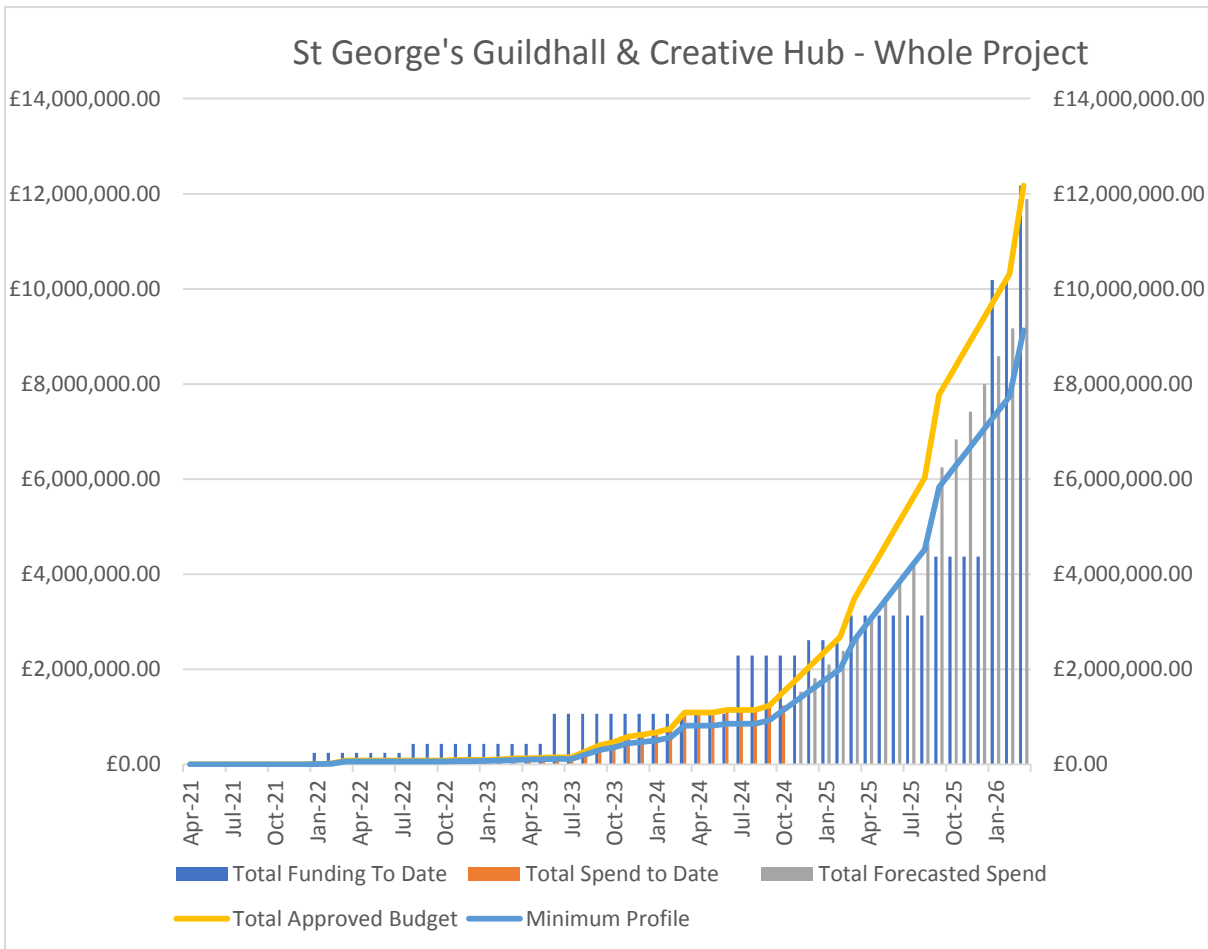
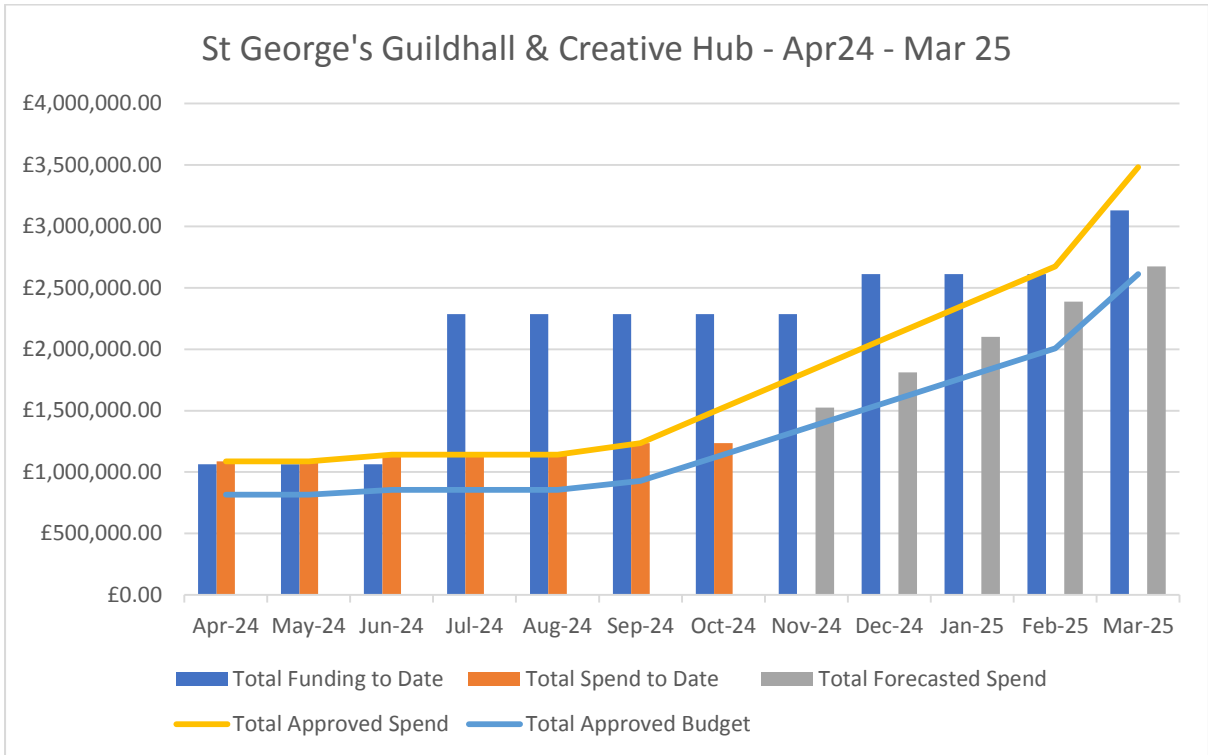
Capital Expenditure	1,335,764	282,671	1,201,076	0	12,174,091	1,236,198	20,200,000	8,025,909
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-931,576	-282,671	-931,576	0	-8,097,181	-1,211,198	-8,097,181	0
Other Income*	-269,500	0	-269,500	0	-4,076,910	-25,000	-775,000	3,301,910

Net position	0	0	0	0	0	0	11,327,819	11,327,819
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Last Month:

Net position	0	0	0	0	0	0	11,327,819	11,327,819
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\*will vary for each project



### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	For info: Formal change control tracker being used to manage project through RIBA 4 to end of project.						

### 3.3 Financial Commentary

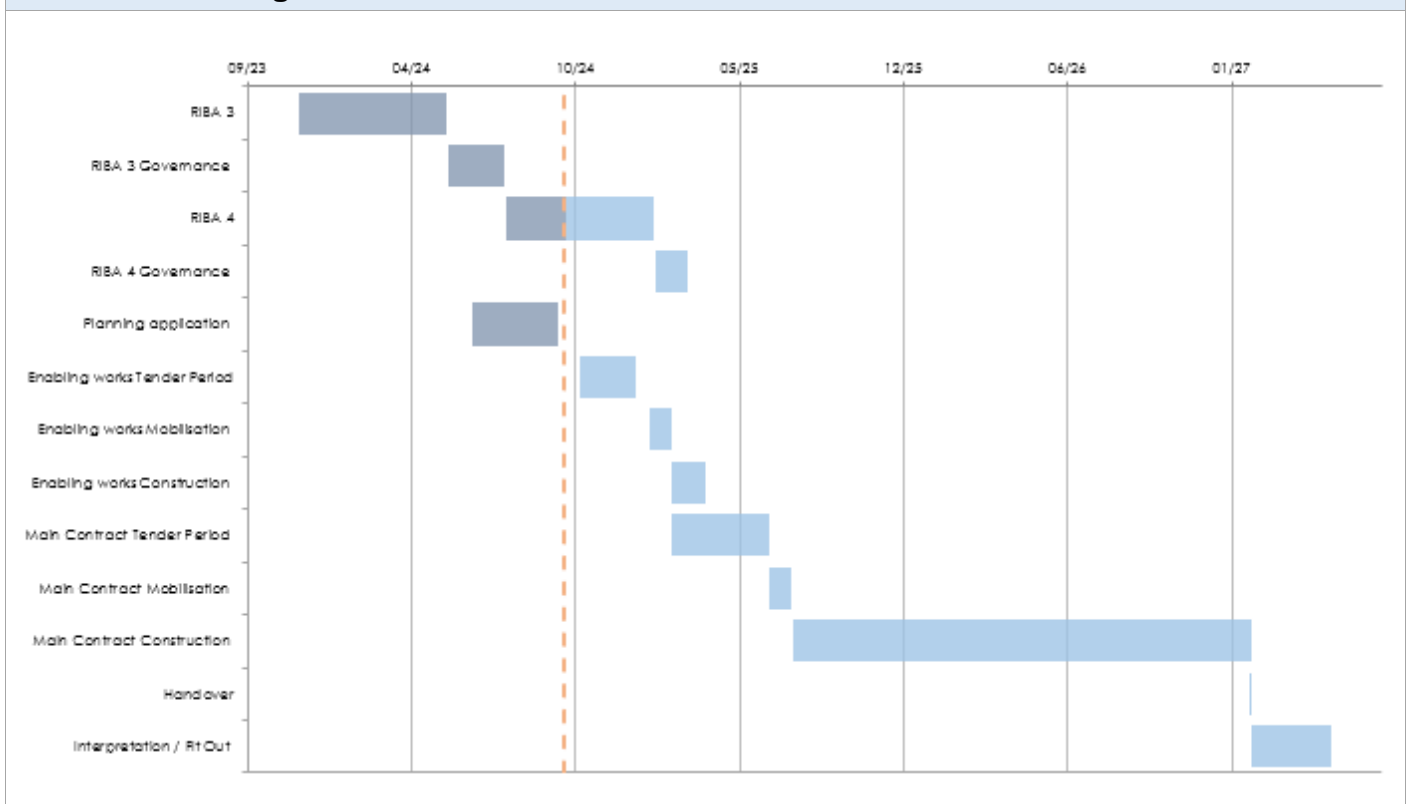
Financials currently RED. Of the estimated £12,174,091 initial budget, £3.3m was originally identified as part of an unsuccessful NLHF application with alternative funding sources now being sought.

It would be proposed to reduce this RAG rating once the additional funds have been secured. Although the Project Adjustment Request agreed summer 2024 're-set' the baseline, the Project Team believe that the significant gap in overall funding could still impact on the Towns Fund monies being spent within the required timescales and therefore, this remains rated as Red.

A decision on the final project scope and funding package has been made at Town Board and Cabinet during 2024 July using the RIBA 3 latest cost plan. Cost is now £20.2m for the Full scheme. This is the first month that we have reported against the £20.2m scheme hence the projected variance has jumped up significantly to reflect the latest requirements.

Fundraising Consultant being procured to seek additional fundraising opportunities and enact fundraising strategy. Gap in funding and the status will be reported at Town Board and Cabinet in March/ April 2025 for a final decision on progression forward and the appointment of a Main Contractor in June/ July 2025.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline RAG rating has been adjusted to Amber to reflect the fact that the project outputs dates have been re-set as part of the recent Project Adjustment Request approval process.

The latest project completion date is forecast for early 2027. This has been approved in principle as part of the RIBA 3 Programme update to both Town Board and Cabinet in July 2024. This delay, because of important design changes at the start of RIBA 3 (archaeological survey findings, M&E compliance updates, environmental specification upgrades) has extended the overall programme by approx. 11 months. The Towns Fund grant will still be expended before the March 2026 deadline however the outputs will not start being realised until the scheme opens in early 2027. The balance of required additional funds will be required to support the second half of the construction programme. (Circa funds in place by Dec 25/ Jan 26 to support cashflow demands.)

The interpretation workstream continues its progress. It has been advised/ estimated that the fit out, testing and commissioning period for the Interpretation scheme will require c14 weeks following the completion of the main works. This workstream is in the early stages of development and the programme will be updated accordingly.

## 5. Resources Commentary

Resource continues to be maintained as a RED RAG rating in the period.

Resource additional demands are being reviewed and considered in a range of areas including works required to cover the Fundraising Consultant role, CIO operational planning, and the Education Officer extension of time request. Also the legal framework activity between the CIO/ Borough Council (Birkett's have been briefed), and the enabling package for theatre strip out. The Borough's legal contract support for the main contractor's procurement, and finally the forward planning inputs that will be required for the RIBA Stage 4 governance meetings, reports and various informal/formal approvals required to support the project is also stretched.

## 6. Communications and Engagement

The Comms Agency have developed the branding associated with the site. They continue to work on events including delivery of a wide range of activities across the calendar.

Comms will commence shortly with the neighbouring properties with a view to issuing Party Wall Notices early in 2025. Agreements will be sought ahead of commencing works onsite.

## 7. Outputs and Outcomes

### Outputs

Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024
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 <sup>2</sup>	1572m <sup>2</sup>
Amount of new office space	669m <sup>2</sup>	814m <sup>2</sup>
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%

Outcomes	
Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	
Creating opportunities for local creative enterprises	
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	

8. Other Matters	
Item	Comment
General stage progress	RIBA stage 4 commenced and works on programme.
Procurement progress	Timber Damp survey appointment agreed. Main Contractor PIN Notice issued to market. Enabling Works contractor tender drafted.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction - JCT – Procurement Strategy being prepared at present.
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Main Contractor Early Market engagement event being planned for October 2024. procurement will be via a two-stage tender (SQ followed by full ITT).
Legal progress	Support development of CIO governing document. Internal legal meetings started and are required to progress at pace over the next few months to deal with initial priorities identified in the BC/CIO legal document suite.
Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept 2024 in relation to fundraising and overall tripartite strategy required to align the BC, CIO and NT redlines for the site and its operation.
Surveys Status	Surveys identified and agreed with the HT following their RIBA 4 appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design process.
Local schemes / dependencies	Other Towns Deal programme and projects 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	-	✓	✓	✓		
<b>Date Approved:</b>	24/06/22	21/12/22	-	21/12/22	30/11/23	09/07/24		
<b>Approved by:</b>	Cabinet	TF Prog Board	-	TF Prog Board	OMPB	Project Board		

Latest approved document: PID November 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.12 Active & Clean Connectivity Project Highlight Report

<b>Project Name:</b>	<b>Active &amp; Clean Connectivity</b>	<b>Project Manager:</b>	Jason Richardson	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	Sept 2024
<b>Capital Code:</b>	C9063/71609	<b>Client Dept:</b>		<b>Lead Designer:</b>	-		
<b>Project Code:</b>	P-21.12	<b>End User (if applicable):</b>	- BCKLWN Commercial Services	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	A	A
Last Report	R	R	R	A	A	G

### Project Strands Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
Active Travel Hub Enterprise Park	A	R	A	R	A	A
Active Travel Hub Baker Lane	A	A	A	A	A	A
LCWIP Interventions	G	G	G	G	G	A
Active Travel Planning	G	G	G	G	G	A

### Project Definition

**Project Stage:** ATH - RIBA 3 / Tender, LCWIP - Delivery, ATP – Partial completion / behavioural change

**Objectives:** To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.

**Scope:** The project will deliver a package of measures including:

- Priority schemes identified in the Local Cycling & Walking Infrastructure Plan (LCWIP),
- King's Lynn Enterprise Zone Active Travel Hub;
- Baker Lane Active Travel Hub; and
- Travel Plan Fund (revenue)

### 1. Overall Status (high-level summary)

Overall RAG rating is Amber.

- Active Travel Hub Enterprise Zone– remains under extreme pressure both in terms of timeline and viability. Site contamination issues on the Enterprise Park site option 1 raises site viability questions and ground conditions on site 2 increase financial risks.
- LCWIP work is underway as per planned timeline, Tennyson Avenue Road crossing is being removed from the programme for town deal but will be progressed to Network Rail scoping stage following meeting with Network Rail which confirmed timetable and budget will not be met, team to continue to meet and progress scheme.
- Active Travel Plans – Amalgamated report shared showing overall commuting habits for King's Lynn, 6 scoping reports complete / 1 at draft stage, work started at QEH works to incentivise active or shared commute via Mobilityways. COWA progressing to encourage active travel among staff with funding request for £10,000 agreed at ACC Board.

#### 1.1 Decisions required by the Town Board

- None

#### 1.2 Achievements during this period

- LCWIP
  - Fairstead Cycleway improvements continue to be progressed, contractor delivery programme in progress for all the major schemes in 24-26, with exception of Tennyson Avenue. Delivery within time and budget.
  - Tennyson Road scheme proposed to be removed from Town Deal programme (subject to PAR) following meeting

with NCC, Network Rail, ACC project team technical teams identifying project not achievable within Town Deal budget and timescales.

- Active Travel Plans
  - Launch event at QEH offering opportunity for month trial of electric bikes resulting in 100 sign-ups
  - Lynx bus services engaging with QEH to look at timetabling opportunities following travel planning surveys
  - COWA Active Travel plan work awarded funding and progress to COWA senior leadership meetings.
- Active Travel Hubs
  - Following assessment of options, decision made to progress EZ ATH design through pre-construction phase of Scape Framework to allow completion of design and investigation works to fully understand impact of land conditions. Impact on budget and programme to be closely monitored to assess impact on deliverability with Towns Deal programme.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (3/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
37	EZ ATH Contaminated land issues	Changes to advice on contaminated land issue may lead to existing site becoming unviable for the funding window.	A	Programme and Financial	NORA ATH Design to be progressed via Scape Framework through pre-construction phase to understand project costs and impact of contaminated phase. Programme to be updated as part following discussions with Morgan Sindall.	15.10.2024
22	Partnership negotiation	Tennyson Avenue LCWIP intervention risk of non-delivery due to negotiation with Network Rail.	R	Programme	Project to be removed from Town Deal ACC programme (subject to PAR). Project to continue through feasibility stages via alternative funding.	15.10.2024
15	EZ ATH Access Road	Decision on funding for ATH access on West Side of EZ.	A	Financial	1. Informal notification of grant funding of £1.3m from NCC still awaiting formal outcome. 2. No confirmation of funding from NCC leading to this risk remaining currently and possibly increasing in the near future.	31.08.2024

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (2/32)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
18	Resources	ACC project lead leaving, Project sponsor leaving, Financial Accountant changing	A	Resource	Duncan Hall to undertake project sponsor role. Accountancy support to be fulfilled by interim role starting in October 24. Project Lead to be appointed via Pulse framework with role starting in October 24.	15.10.2024
26	LCWIP options from reserve list or main strategy regarding any possible underspend.	Possible emerging savings or scheme alterations from original LCWIP interventions as a consequence of other external funding and factors.	A	Strategy	Indication from board to transfer any underspend to support the EZ ATH. Continue to develop understanding of ATH cost to understand extent of underspend needed.	15.10.2024

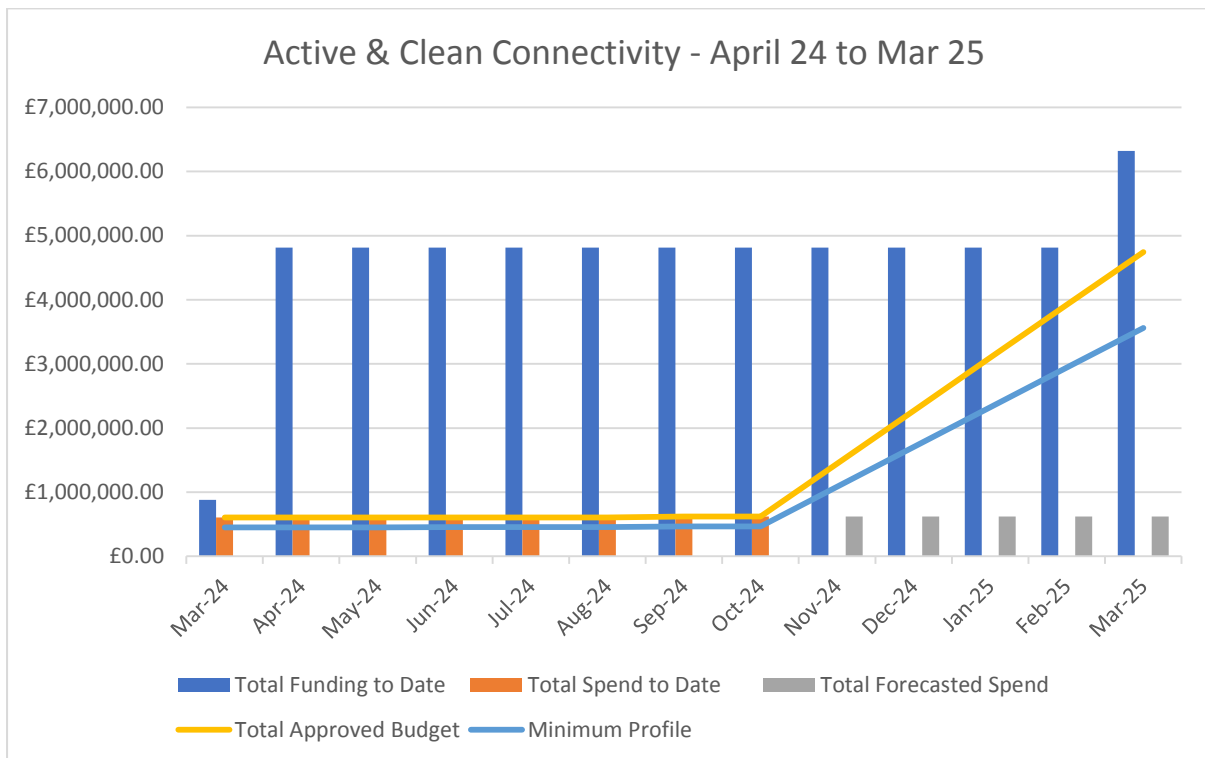
*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3.1 Project Financials

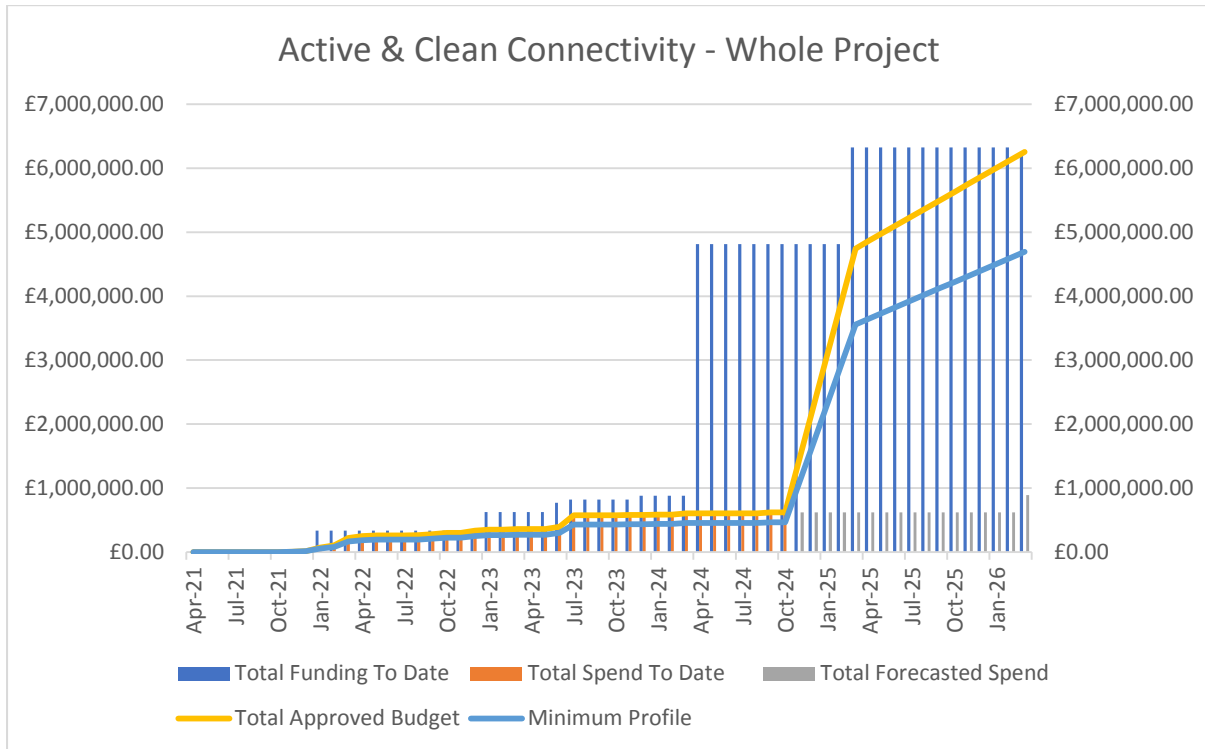
### 3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
<b>Current Month:</b>								
Capital Expenditure	5,520,913	15,071	5,520,913	0	6,167,626	661,985	6,167,626	0
Revenue Expenditure	37,000	0	37,000	0	88,000	51,000	88,000	0
Grant Income	-	-15,071	-	0	-4,232,876	-	-	0
Other Income*	-	-94,986	-	0	-2,022,750	-	-	0
	1,823,959	-94,986	1,823,959	0	-2,022,750	198,991	2,022,750	0
Net position	0	-94,986	0	0	0	0	0	0
<b>Last Month:</b>								
Net position	0	0	0	0	0	0	0	0

\* will vary for each project







### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	LCWIP reprioritisation of interventions	N/A – preserves budget and contingency	N/A	Clarifies delivery expected from NCC	G	David Ousby	02.12.22

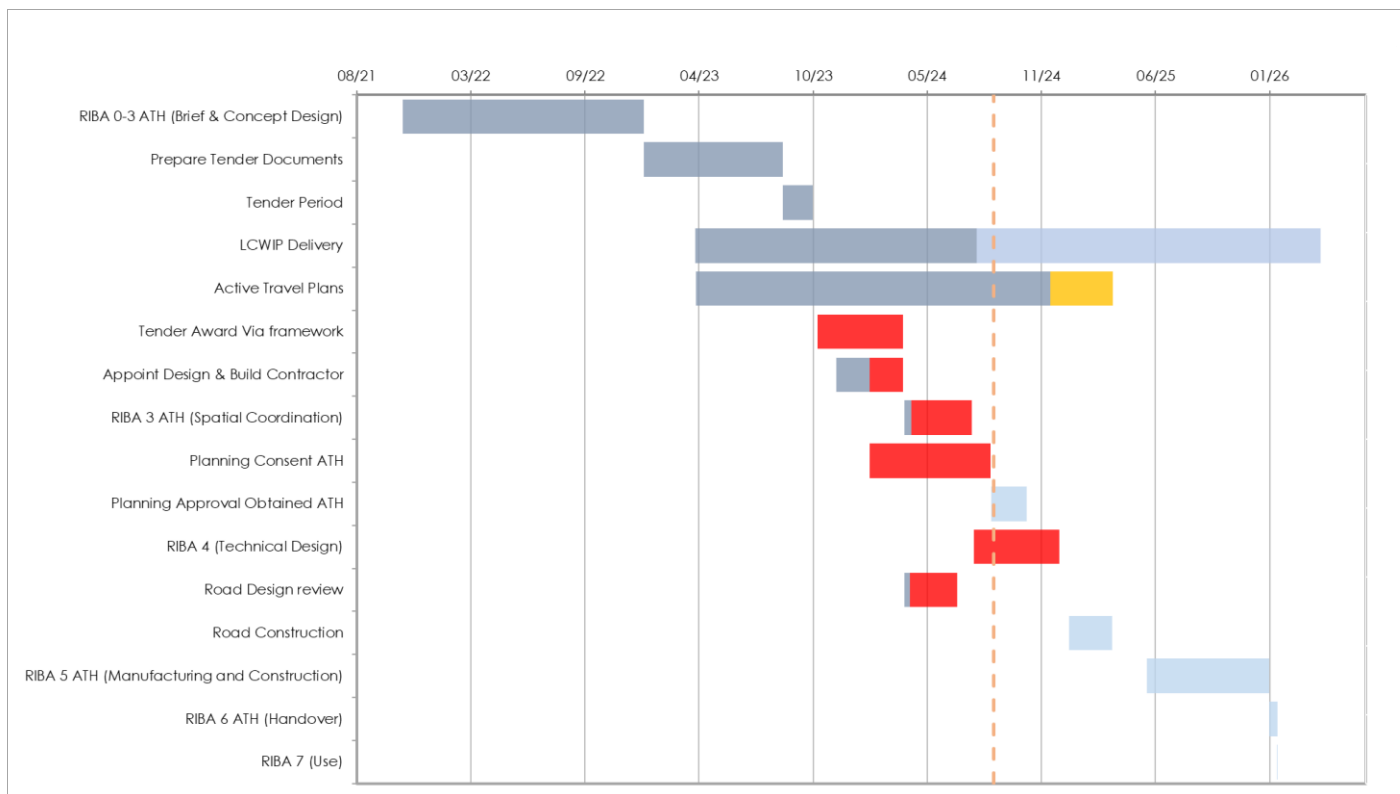
### 3.3 Financial Commentary

RAG rating is currently Amber as spend lags behind, although committed in terms of planned works and contractual commitments.

The Financial profile reflects current spend profile and LCWIP interventions, and payment to NCC for next stages of work are pending authorisation.

Work streams are programmed in to be completed within financial window with ATH's notably coming under pressure as we move forward and further issues are tackled, this spend differentiation needs noting in terms of profiling.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The current timeline has now moved to red RAG rating due to risks associated with the delivery of the Enterprise Park ATH and current question regarding site viability.

This is a red risk and delivery within Town Deal timescales needs continued review.

LCWIP works remain underway broadly in line with agreed revised timetable or slightly ahead in some cases monthly tracker in place from NCC and reported at project team meetings.

Tennyson Avenue being removed from Town Deal ensuring LCWIP timetable remains on track.

### 5. Resources Commentary

Resources showing as Amber with resources going forward under pressure with ACC project lead leaving in October, ACC project sponsor leaving September and currently there is no Town Board representative for ACC. Pulse to be appointed through framework to provide Project Management and Duncan Hall to take on Project Sponsor role.

### 6. Communications and Engagement

Activity in the next month:

- LCWIP programmed works item to be highlighted on social media by NCC and BCKLWN
- Story Board Mapping to be launched as live website and via social media post agreement of board.
- Case study for organisations and employees undertaking active travel to be developed further.
- QEH scheme to be highlighted once launched as an organisational case study / stand-alone article.

### 7. Outputs and Outcomes

Outputs		
Description	Target	Notes
Total length of new cycle ways	3.555km	1.55Km
Total length of pedestrian paths improved	5.601km	0.7km complete
Alternative fuel charging / re-fuelling points	6	

New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	

## Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

## 8. Other Matters

Item	Comment
General stage progress	RIBA 3 / Detailed Design Stage for both capital elements of the programme
Procurement progress	ATH – contract to be progressed via Scape Framework PCSA
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract

## 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 [pretender]	Final PID [post tender]
<b>Status:</b>	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a
<b>Date Approved:</b>				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
<b>Approved by:</b>	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.14 Riverfront Regeneration Project Highlight Report

<b>Project Name:</b>	Riverfront Regeneration	<b>Project Manager:</b>	Abigail Rawlings/ Pulse	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	September 2024
<b>Capital Code:</b>	C9066	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Graeme Massie Architects		
<b>Project Code:</b>	P-21.14	<b>End User (if applicable):</b>	n/a	<b>Cost Consultant:</b>	Andrew Morton Associates		
				<b>Contractor on Site:</b>			

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
<b>This Report</b>	A	A	R	A	A	G
Last Report	A	A	R	A	A	G

### Project Definition

**Project Stage:** RIBA Stage 3 Spatial Coordination

**Objectives:** Development of the design to enable the Riverfront area to become an attractive destination space increasing footfall, promoting day and night time use, facilitating events etc.

**Scope:** Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land south of Devil's Alley

### 1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:

- Programme: RIBA stage 3 report issued for comment and review. Public consultation has taken place and feedback incorporated into the plans.
- Contract Works: the project has been split into three packages, The Custom House, Devils Alley enabling works, and Devils Alley Public Realm plus Dry Side Facilities. The contract works for the Devils Alley enabling works have been procured via the Procure Partnerships East of England Framework enabling detailed scopes to be worked up, measured and costed.
- Budgets: The current RIBA stage 3 scheme has been subject to a value engineering exercise to meet the project budget. Further work is ongoing to refine the scheme as it is projected to exceed budget by 2-3%. This is part of the design development process. This projected budget is inclusive of a 10% project contingency.
- Custom House: pre-app feedback from Historic England and BCKLWN Conservation team opposed to some elements of the RIBA 3 designs. The second round of Pre-App advice with Historic England (HE) has been undertaken to work toward an agreed design. Further meetings have been held and the Project Board had given authority to make further changes to suit the consultees. Work has been done on the business case to bring to a level for discussion with the planners, Conservation Officer and HE justify the proposed changes. Work to obtain provenance on the age of the doors has been completed and supplied to HE along with an updated Business Plan document.

#### 1.1 Decisions required by the Town Board

- None

#### 1.2 Achievements during this period

- Extended Pre-Application Advice received from Historic England (HE)- HE will not support removal of north and south timber doors but could potentially support loss of western windows, if supported by BCKLWN planning team.
- New designs created following HE advice letter.
- Opening up works carried out at Custom House, Dry Side Facilities and Devil's Alley with site visit from architect and engineer team. Areas of opening up now reinstated (works approved and advised on by Conservation Officer).
- Renovation and Demolition Asbestos Survey carried out at Custom House. One small area of Asbestos identified (modern replacement windowsills in Long Room).

- Further revision to Devil's Alley plans made following consultation with Public Open Space team, updated information provided to planners. Extension of Time agreed to 8<sup>th</sup> November.
- New Biodiversity Net Gain calculations carried out following changes to Devil's Alley plans.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID 3/57	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
51	Costs	Increase of costs in the ground in Devil's Alley plus increased materials costs	A	Financial	Preparation of enabling works package to derisk the site. Changes to materials and curation of the area will assist to meet cost plan. Large underground chamber affecting options for piling and planting, efforts made to de-risk costs as far as possible.	02/10/24
56	Planning	Planners seeking approval of works to demolish the cellars	A	Programme	Ensuring expert advisors have fully documented cellars and significance along with recording works. Archaeology watching brief/recording to form part of the works.	02/10/24
59	Planning	Internal issues raised over Devil's Alley planning application delaying validation. Delays to planning application – will affect enabling works and programme. Reputational risk of an internal objection.	A	Programme	Meetings held with internal stakeholders to discuss issues raised. Changes made to design prior to validation where possible. Further meetings held with subsequent design changes made.	02/10/24

### 2.2 Key Issues [all red and increasing amber]

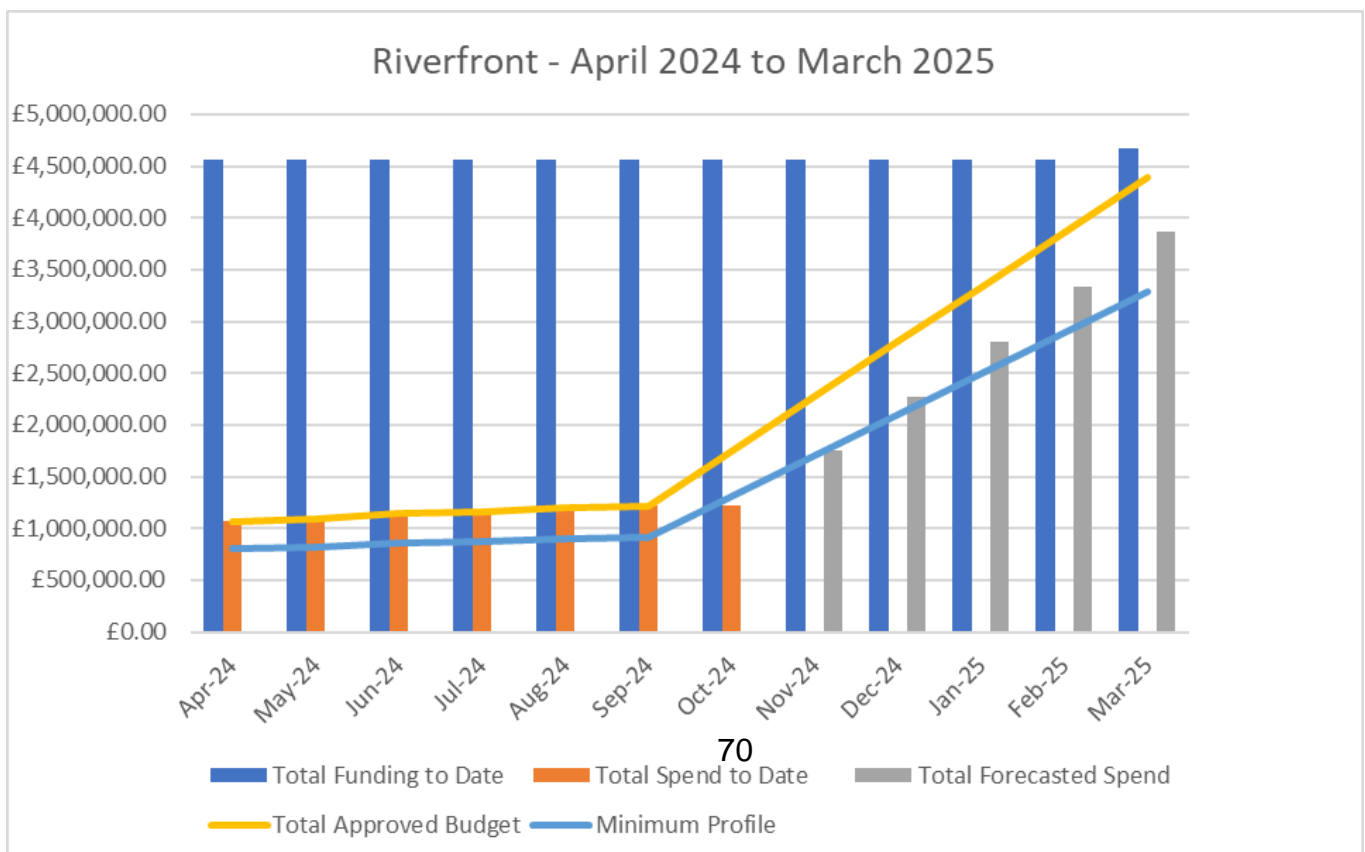
*An issue is something that has happened*

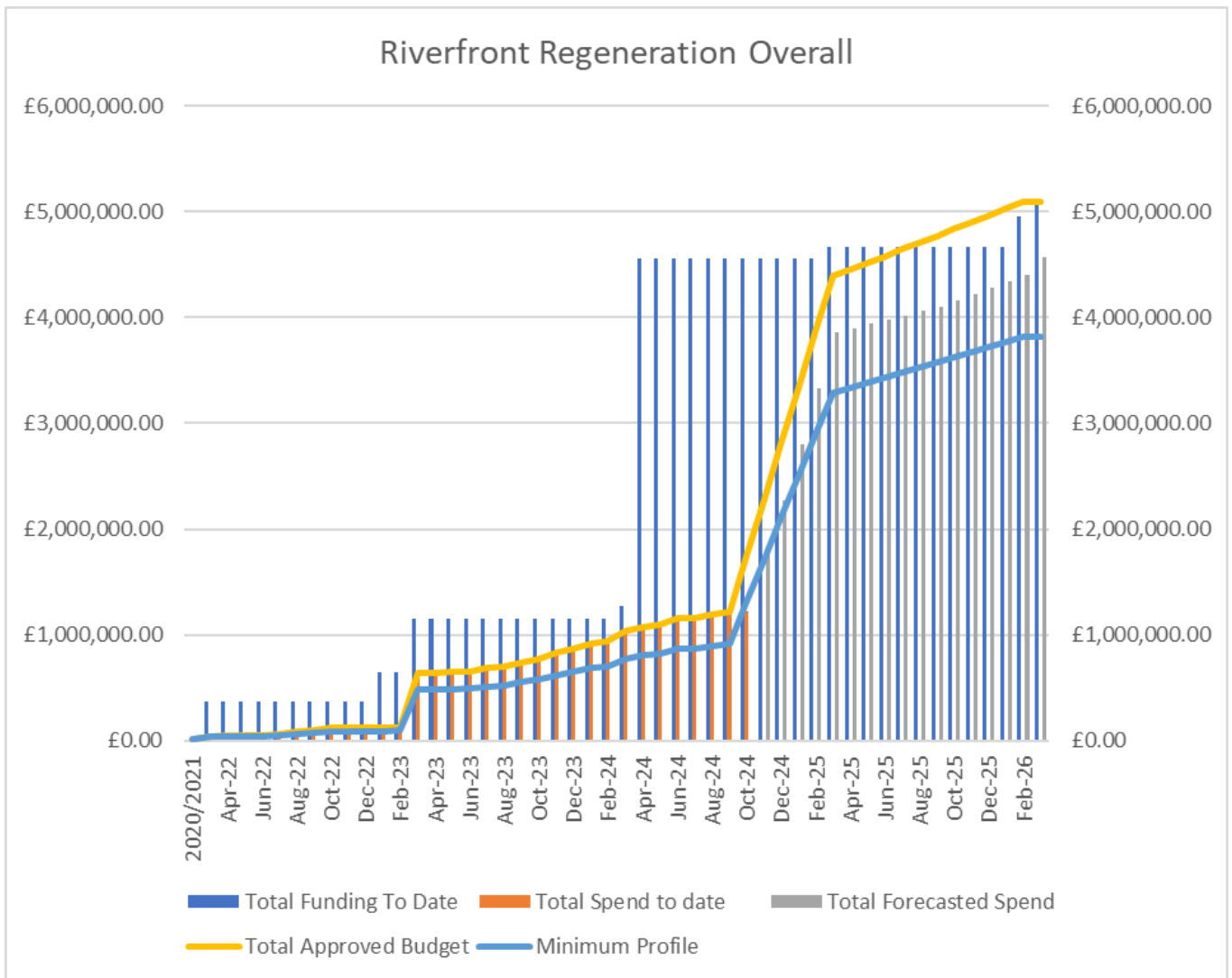
Issue ID 3/10	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
8	Devils Alley Vehicles	Closure of Devil's Alley being opposed by resident who has garage access from Devil's Alley	A	Programme & Cost	Source alternative provision for parking. Determine users rights prior to closure. Liaison with NCC regarding ownership. Principal Project Manager to assist with issue.	02/10/24
9	Custom House Works	Opposition by planners and conservation officers/Historic England to the opening up of the arcades in the Custom House to revert to Henry Bell design	R	Programme & Cost	Negotiation with planning authority bringing feedback from public consultation. Additional cycle of consultation with Historic England has taken place, the outcome of which will determine the plans taken forward for planning consent. Likely to put forward a reduced scheme with less/none external alteration.	02/10/24
10	Custom House Works	Some public opposition to the scheme at the Custom House.	R	Communications	Discussions held with objectors.	02/10/24

### 3.1 Project Financials

3. Financial Summary								
	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	3,301,130	188,627	3,301,130	0	5,097,739	1,220,421	5,097,739	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-3,130,071	-188,627	-3,130,071	0	-4,178,943	-641,480	-4,178,943	0
Other Income*	-171,059	0	-171,059	0	-918,796	-578,941	-918,796	0
Net position	0	0	0	0	0	0	0	0
Last Month:								
Net position	0	0	0	0	0	0	0	0

\*will vary for each project





### 3.2 Project Contingency and Change Control

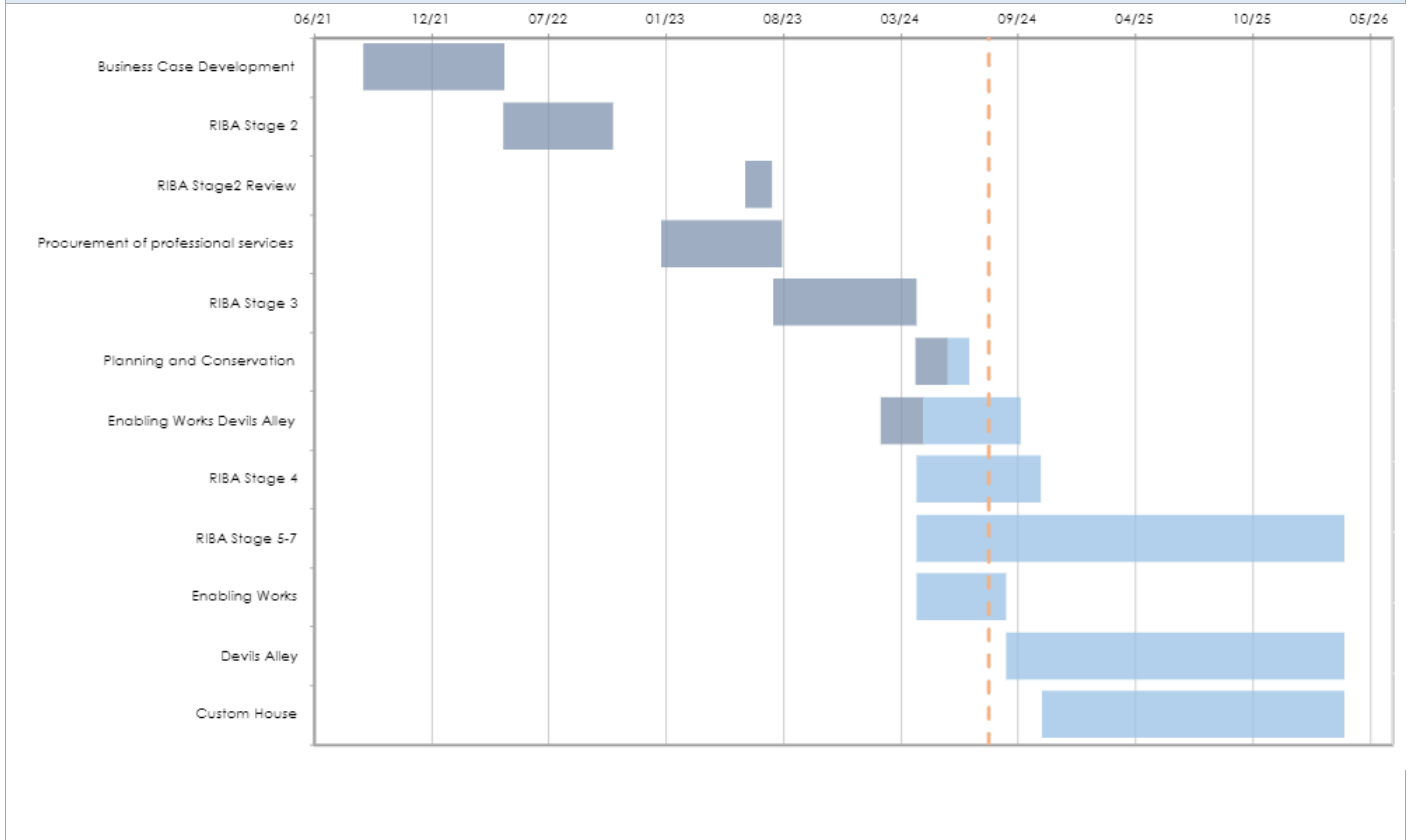
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

Financials are maintained at AMBER.

As previously reported, significant value engineering and options appraisals have been undertaken to bring the project into budget. A value engineering workshop has been set for 14<sup>th</sup> October 2024. Potential future financial risks include new lease terms for the Custom House.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently AMBER due to revision and reprofiling of project programme accounting for change in resources and change of procurement route for appointment of professional team resulting in completion in early 2026 which is within the required Town Deal timescales.

Programme risk relates to planning timescales and opposition to scheme from planning and conservation team. This continues to be mitigated with further pre-app planning negotiations with Historic England and BCKLWN Conservation Team. Once a firm position on the designs for Custom House are known, a full reprogramming exercise will take place.

### 5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk.

### 6. Communications and Engagement

Licence for temporary closure of Devil's Alley now in place.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Amount of rehabilitated land	3000m2	
Number of sites cleared	1	
Number of public amenities / facilities created	1	
Number of historic landmarks and buildings refurbished	2	



Amount of floorspace (commercial, residential, industrial) created	4000m2	
Number of temporary FT jobs supported during project implementation	154	
Number of FTE jobs created and safeguarded	12.1	
Amount of public realm enhanced	7845m2	

## 7.2 Outcomes

Description	Target	Notes
Remediation and development of abandoned site		
Upgraded historic landmark site		
Improved perception of place by residents, visitors and businesses		

## 8. Other Matters

Item	Comment
General stage progress	RIBA Stage 3 design progressing with public consultation complete. New cycle of consultation with Historic England started, ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted. Devil's Alley planning submission validation was delayed due to new legislation around Biodiversity Net Gain. Devil's Alley planning application has now been submitted and validated with initial determination set for 10 <sup>th</sup> September. An EOT has been agreed to 8 <sup>th</sup> November.
Procurement progress	Professional team: Architect Led Design Team: Graeme Massie Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Procurement strategy has been developed with three contracts. <ul style="list-style-type: none"> <li>- an enabling and de-risking package for Devil's Alley – O'Connell's appointed under a framework contract</li> <li>- a public realm project and</li> <li>- a separate specialist contract for the Custom House.</li> </ul> Consideration was given to linking to the Guildhall procurement but in was considered too high a risk tying the projects together and that the heritage part of the riverfront contract would be subservient and could be readily derailed by delays on the Guildhall which jeopardises two Town Deal projects.
Proposed form of contract	JCT - Recommendation being considered includes an enabling works package for the below ground infrastructure at Devil's Alley, a traditional contract for the Custom House and a traditional contract with specialist contractor design for the remaining public realm works.
Proposed route to market	Use of Framework wherever possible.
Surveys Status	Next surveys procured include <ul style="list-style-type: none"> <li>• CCTV surveys of drainage around Custom House - new access point to internal pipework needs to be created - September.</li> <li>• Intrusive Asbestos survey in Custom House where opening up taking place - September.</li> <li>• Mapping cellars as part of demolition of Devils Alley - during works.</li> </ul>
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community for late summer consultation including the inclusion of the consultation of the events programme
Local schemes / dependencies	Project to be aligned with Rail to River project works for consistency of materials etc.

## 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 [pre tender]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:					Oct 2022	March 24		
Approved by:					Cabinet/ TDB	TDB		

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed



## P-21.15 Rail To River - Public Realm Project Highlight Report

<b>Project Name:</b>	Rail To River - Public Realm	<b>Project Manager:</b>	Abigail Rawlings	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	September 2024
<b>Capital Code:</b>	C9064	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	-		
<b>Project Code:</b>	P-21.15	<b>End User (if applicable):</b>	n/a	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
<b>This Report</b>	G	G	A	G	A	G
<b>Last Report</b>	G	G	A	G	A	G

### Project Definition

<b>Project Stage:</b> RIBA stage 3 – detailed design / procurement
<b>Objectives:</b> Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience
<b>Scope:</b> Rail to River route works include providing interventions such as pop-up facilities, art trail, fingerpost wayfinding, lighting, seating and planting.

### 1. Overall Status (high-level summary)

Overall Status currently GREEN due to ongoing issues noted.

- Pop Up units in Purfleet Street: Installation and detailing will be complete by the end of September. A new issue with the drainage connection is delaying Anglian Water being able to sign off the units. Quotes for remedial work sought. Work will require a new street works permit. Issue does not affect retail units, only use of Food and Beverage units.
- Artwork at railway station is now back in place following corrective work to surface.
- Work continues to find suitable places for the potted trees, in liaison with Public Open Space Operations Manager and Arboricultural Officer. Arbo Officer to provide location and species. An amendment to current planning permission will likely need to be sought for the trees/pots.

#### 1.1 Decisions required by the Town Board

▪ None
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#### 1.2 Achievements during this period

- Pop Ups- Corten, lighting and glass designs installed and finished.
- Marketing of pop-up units continues. King's Lynn BID circulating details with users of The Place. Digital leaflets have been produced and shared on socials. Flyers have been distributed in The Place and other BCKLWN venues. Large posters placed in the pop ups to advertise space. Town Centre's mailing lists have been emailed details. To date 14 enquiries have been received. Rents, usage rules etc being managed by the Council's Business Operations team.
- Further meeting held regarding the potted trees / planting in Purfleet Street.
- Update from Ironmonger producing and installing the arch – Production of arch to begin in September. Delay due to change in personnel at Forge. Chasing Forge for updated programme of production. Once production is at end stage a schools visit for the children who helped design the arch will be arranged.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
0/22						

	No red or increasing amber				
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## 2.2 Key Issues [all red and increasing amber] *An issue is something that has happened*

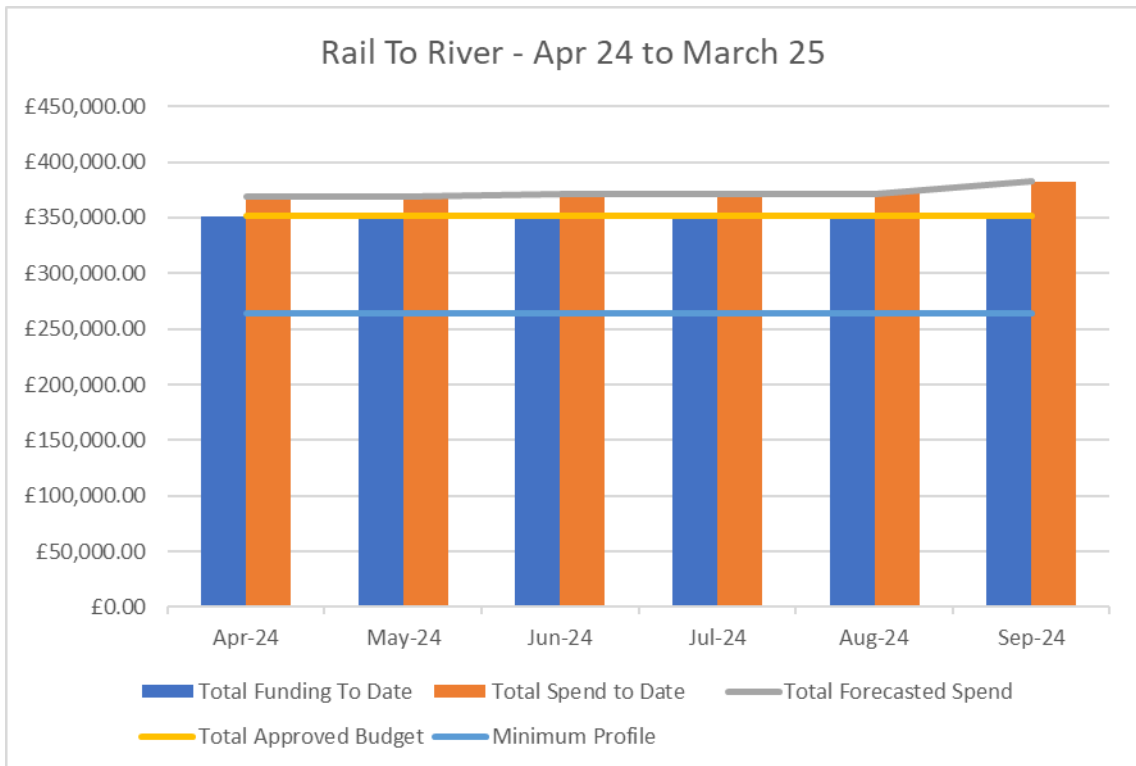
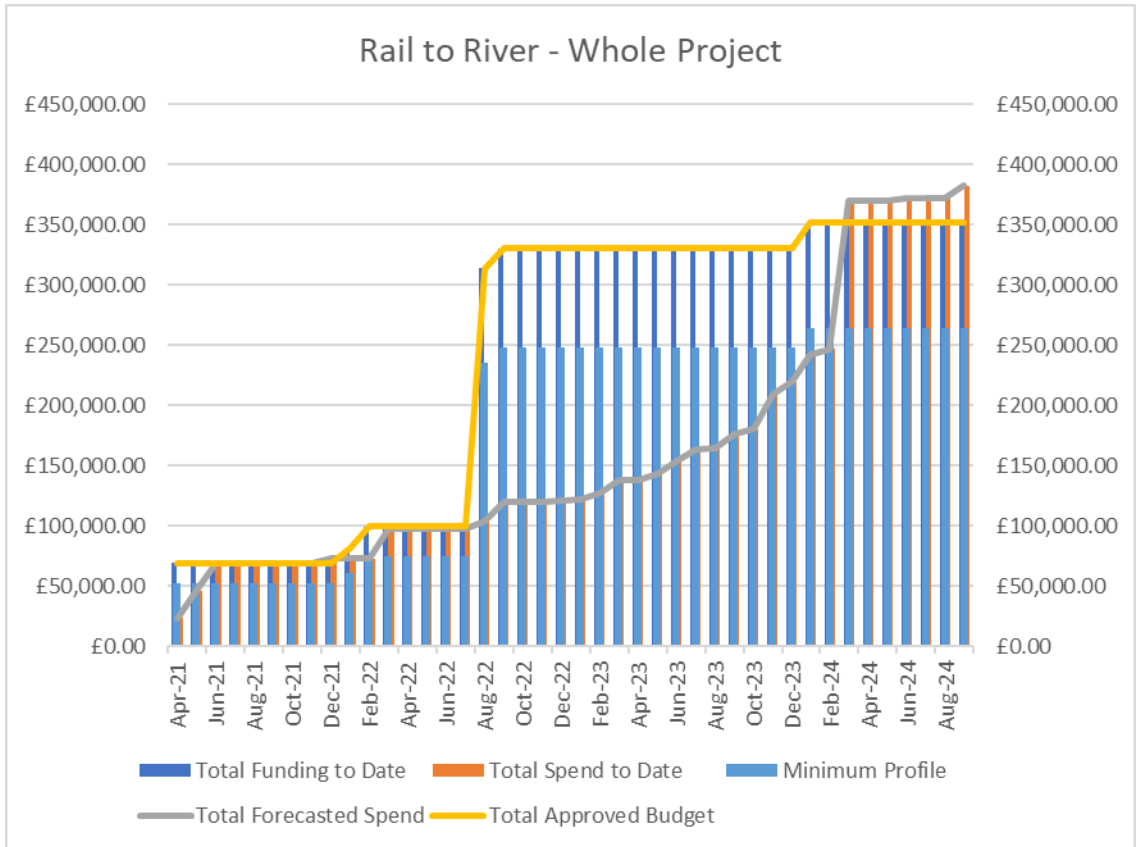
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3/5	Delay to manufacture of the Purfleet street Arch	Cutter employed by Fransham Forge on maternity leave from end February 2024	A	Delay to programme	Programming work unable to be completed before cutter went on maternity leave, so earliest date for manufacture given as summer 2024. Telephone meeting with supplier to confirm position – works now expected to begin shortly.	02/10/2024
	Issue with planting scheme for Purfleet Street.	Further work required to justify trees in pots for Purfleet St.	A	Delay to programme	Meetings held with Public Open Space Manager to try and find resolution, further meetings planned. Storage planters may need to be adapted to hold plants that can be maintained by POS team.	02/10/2024
	Licence with Boots for Purfleet Street Arch	Boots' solicitor is now unable to sign the licence due to scaffolding works taking place on Boots roof. They are also unable to confirm timescale for works.	A	Delay to programme	BCKLWN legal team have gone back to Boots' team asking for clarity on why this would affect the arch permission, as access does not appear to be an issue. Also to push for a timescale on their works. This is being chased by BCKLWN legal team.	02/10/2024

## 3. Project Financials

### 3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
<b>Rail to River</b>								
<b>Current Month:</b>								
Capital Expenditure	0	13,064	13,064	13,064	351,473	382,580	382,580	31,107
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	-245,000	-245,000	-245,000	0
Other Income*	0	0	0	0	-106,473	-106,473	-106,473	0
<b>Net position</b>	<b>0</b>	<b>13,064</b>	<b>13,064</b>	<b>0</b>	<b>0</b>	<b>31,107</b>	<b>31,107</b>	<b>31,107</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>13,064</i>	<i>0</i>	<i>0</i>	<i>31,107</i>	<i>31,107</i>	<i>31,107</i>

\*will vary for each project



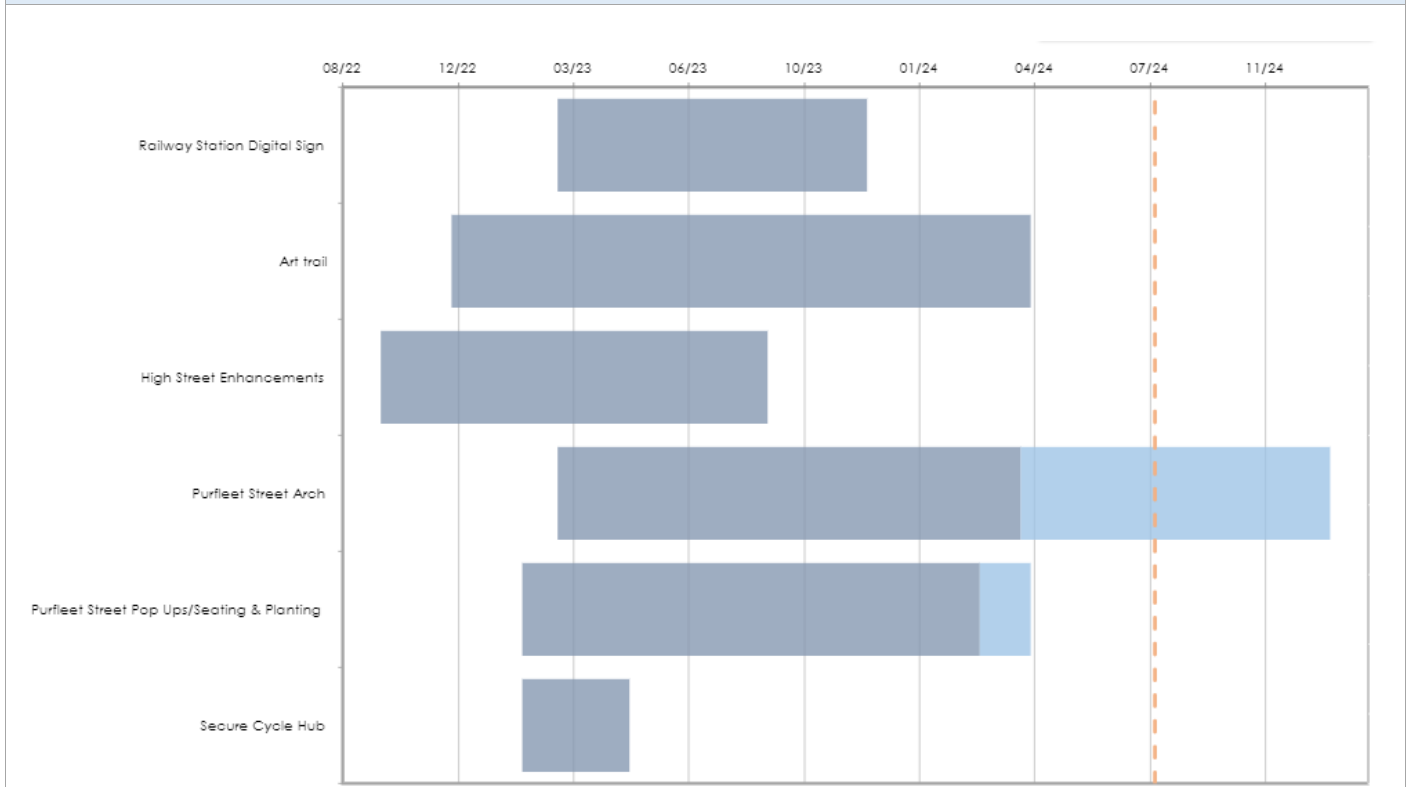
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

There is a currently a review of Staff Capitalisation which needs to be formalised which is intended to address the £31k overspend. (Relates to a £61k journal transfer.)

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently RAG Rated AMBER. Major items are all now installed or diarised for completion. Delays over issues with manufacture of the Purfleet Street arch as previously reported are ongoing. Whilst this one element of the work is delayed, all of the Towns Fund support was committed by March 2024 and the Arch is substantially funded from the Shared Prosperity Fund with match funding from the Borough Council.

## 5. Resources Commentary

Resources currently RAG rated Green.

## 6. Communications and Engagement

Co-ordination with King's Lynn BID for marketing of units continues.  
Press release to go live with new pictures once units have been finished (end of September).

## 7. Outputs and Outcomes

<b>7.1 Outputs</b>		
<b>Description</b>	<b>Target</b>	<b>Notes</b>
Increased footfall in the town centre	<b>5%</b>	
Footfall counts	1	
Number of transport nodes with new multimodal connection points (cycle storage)	1350m <sup>2</sup>	
Amount of public realm improved m <sup>2</sup>	5	
No of businesses supported	5+	There are 4no pop up units now, which will support a number of businesses over the life span of the project
No of trees planted	5	Note Arboriculture officer did not want trees in pots, so the trees purchased for Purfleet Street to be repurposed elsewhere or solution to be found that satisfies concerns.
Number of Finger post installations	30	
Number of artwork installations	3	Including archway

<b>7.2 Outcomes</b>	
<b>Description</b>	<b>Notes</b>
Increased footfall in the town centre	
Improve the accessibility and attractiveness of key routes	
Improve the perception of the place by residents, visitors and businesses	

<b>8. Other Matters</b>	
<b>Item</b>	<b>Comment</b>
General stage progress	Design and installation: Railway Station Benches and planting – complete Digital Sign – complete Artwork x 2 – complete Purfleet Street Arch – licenses issued for revue and sign off- delay on Boots side. All planning and NCC licenses in place. Delay in manufacturing to late 2024. Purfleet Street Pop Ups and street furniture installed. Utilities – water and electricity connections have been installed. Installed Cycle hub – complete
Procurement progress	Individual project elements; with in house co-ordination. Remaining orders to place – chairs and tables for Purfleet Street, remediation for sewer issue and new pots for trees.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	A variety of contracts will be used. In some cases, they are suppliers T&C's, in other they are on standard council terms. As we do not have a one stop shop approach, each element is procured independently, and the council is acting as the contractor.
Proposed route to market (e.g., IOTT, Framework i.e. DPS, HPCS, LCP)	Single source supply for digital sign, containers, steelwork cladding, and archway. Other - Invitations to Quote, Locally Advertised, and approved local contractors as per standing orders.
Legal progress	License to fix arch to Boots and Cashino buildings with legal. Flyover licenses with NCC for archway. Pitch licenses with NCC and Street trading licences for pop ups. All complete. Application for tables and seating required by NCC.- in progress
Local schemes / dependencies	Licensing process for digital signage with Network Rail has conditional approval. Final information of as fitted drawing and fire stopping report needed from Hollywell to complete sign off.

## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓	✓		
<b>Date Approved:</b>	Jan 2022					Feb 2023		
<b>Approved by:</b>	TBD					TBD		

Latest approved document: PID February 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed





P.21-16

## Multi-User Community Hub (MUCH) Project Highlight Report

<b>Project Name:</b>	Multi-User Community Hub (MUCH)	<b>Project Manager:</b>	Verity Bennett	<b>Project Sponsor:</b>	Sarah Rhoden	<b>Report covers period of:</b>	September 2024
<b>Capital Code:</b>	C8435	<b>Client Dept:</b>	NCC Community Services		<b>Lead Designer:</b>	Hudson Architects	
<b>Project Code:</b>	P.21-16	<b>End User (if applicable):</b>	King's Lynn residents and visitors to the town		<b>Cost Consultant:</b>	Turner and Townsend	
					<b>Contractor on Site:</b>	Mace	

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	G	G	G	G
Last Report	A	A	G	G	G	G

### Project Definition

**Project Stage:** RIBA Stage 4 complete pending cost report

**Objectives:**

- Develop a co-located 'community multi-use hub' facility in the town centre of King's Lynn
- Provide skills and educational opportunities for residents starting at entry level. Develop new community adult learning education and higher education courses that meet skills needs in the Town.
- Develop new community partnerships to provide a variety of programming and community support offers from the hub
- Provide services and facilities for start-ups and local businesses

**Scope:** To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre.

### 1. Overall Status (high-level summary)

Overall Status rated as Green, progress is on track with the exception of the supply chain risk reported.

- Planning application submitted w/c 9th September
- Airwaves mast removed w/c 16th September – Risk and Issue removed from highlight report
- Site visit held for King's Lynn Town Board 25th September
- Slight design alteration regarding how 'façade' is structured (hung on to the frame)

#### 1.1 Decisions required by the Town Board

- No decisions required this month

#### 1.2 Achievements during this period

- Planning application submitted
- Mast has been removed from the building allowing Mace to continue with partial demolition (see photos attached)
- Town Board tour of the building works with mini workshops held with board members focusing on partnership and programming

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

**A risk is something that may happen**

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(1/25)						
29	Supply chain difficulties	We haven't had as many good responses/quotes to our packages as expected.  This has caused some delay with the Cost Planning – because we have not had good compliant quotes back.	A		Team are reviewing packaging options and reaching further into the MACE supply chain.  Committed to finding the right contractor at the right price.	04.10.24

### 2.2 Key Issues [all red and increasing amber]

**An issue is something that has happened**

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
(0/2)						
		No red or increasing amber				

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

## 3. Financials

### 3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
MUCH	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	11,210,220	740,053	11,210,220	0	14,200,000	1,949,833	14,200,000	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-6,190,220	-740,053	-6,190,220	0	-7,400,000	-1,949,833	-7,400,000	0
Other Income*	-5,020,000	0	-5,020,000	0	-6,800,000	0	-6,800,000	0
Net position	0	0	0	0	0	0	0	0
Last Month:								
Net position	0	0	0	0	0	0	0	0

\*will vary for each project

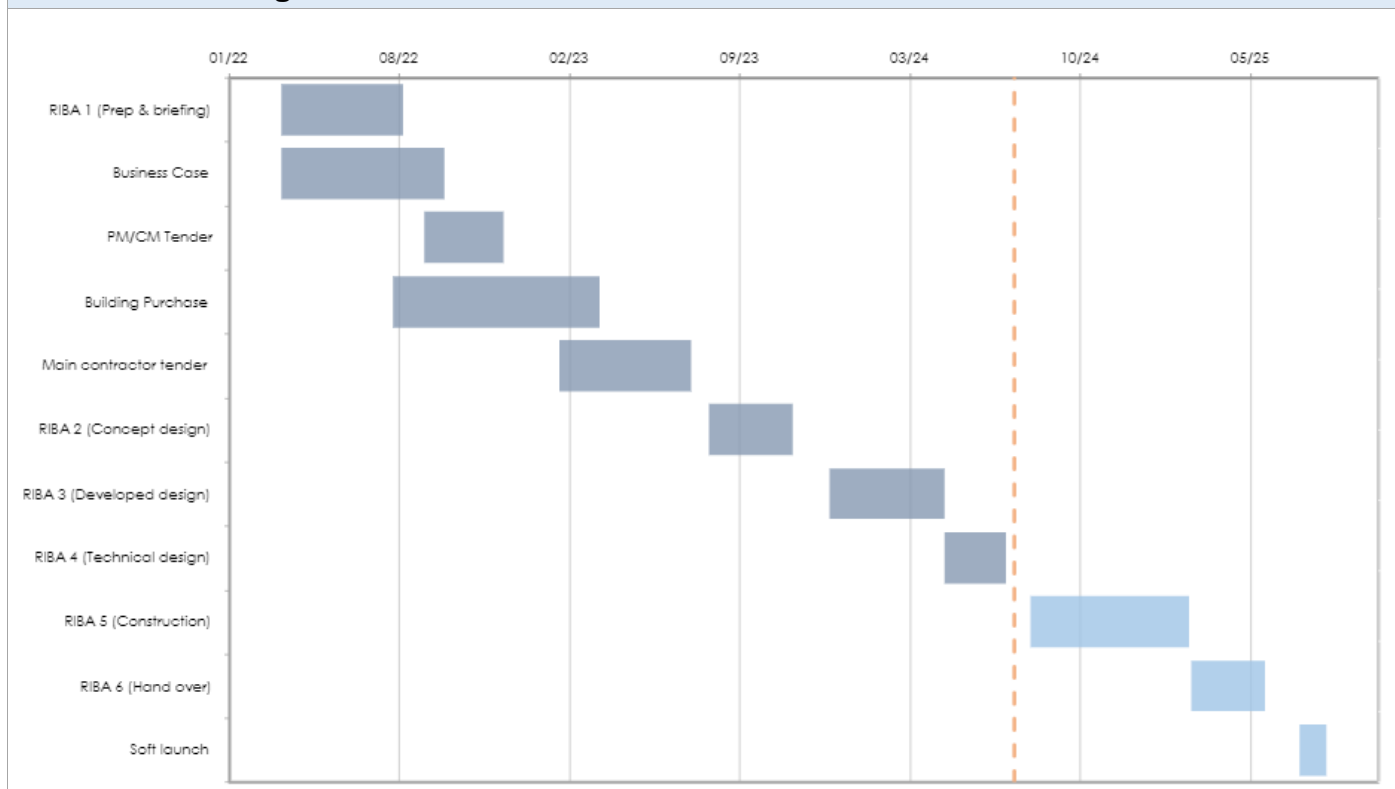
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

### 3.3 Financial Commentary

To reflect the improved design the project cost for the MUCH is £14.2m, of which £7.4m is funded by the Town Deal. Remaining funding requirements has been taken from NCC existing budgets. As agreed at previous Board meetings our approach is to spend the Town Deal funding first. Cost plan will be updated to provide the most accurate picture of cost.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The programme remains on time to complete for the proposed September 2025 launch date.

### 5. Resources Commentary

Resources remain Green.

### 6. Communications and Engagement

- The Project Board have agreed an approach to naming the building and are looking to engage with a variety of groups over the next couple of months.
- Town Board visit to the building site provided an excellent opportunity for photographs and a BCKLWN press release

## 7. Outputs and Outcomes

### Outcomes

Description	Target	Notes
Amount of capacity of new or improved training or education facilities	5,200	
Number of learners enrolled in new education and training courses	100pa	
Number of learners / trainees / students enrolled at improved education and training facilities	350pa	
Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	100pa	
# of potential entrepreneurs assisted to be enterprise ready	32pa	
Improved perceptions of place by residents, visitors, and businesses	70%	
Increased footfall to the town centre	200,000 pa <sup>25</sup>	

### Outputs

Description	Target	Notes
Number of new cultural facilities	1	
Number of derelict buildings refurbished	1	
Number of public amenities / facilities created	1	
Amount of new office space – meeting rooms and hot desking	400sqm	
Amount of floor space repurposed (commercial) – spaces available for commercial hire	425sqm	
# of transport nodes with new multimodal connection points	1	

## 8. Other Matters

Item	Comment
General stage progress	RIBA Stage 5, Construction
Procurement progress	As above
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT Design and Build (D&B)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Legal progress	Exchange and Completion on building complete
ICT, FF&E update	
Stakeholder engagement (comms)	
Local schemes / dependencies	RIBA Stage 1, 2, 3 and 4 Concept study of Baxters Plain public realm (outside scope of MUCH)

## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓	✓		
<b>Date Approved:</b>		Sept 22	Nov 22	May 23	July 23	Jun 24		
<b>Approved by:</b>		TDB	TDB	PB	PB	PB		

Last approved document: PID May 2023

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be merged





## P-23.08 Lynnsport 1 (Valentine Park) Project Highlight Report

<b>Project Name:</b>	Lynnsport 1 (Valentine Park)	<b>Project Manager:</b>	Juliana Fox-River	<b>Project Sponsor:</b>	Oliver Judges	<b>Report covers period of:</b>	Q2 2024-25
<b>Capital Code:</b>	C8125	<b>Client Dept:</b>	Corporate Projects	<b>Lead Designer:</b>	LPL	<b>Cost Consultant:</b>	GCBA
<b>Project Code:</b>	Lynnsport 1 (Valentine Park)	<b>End User (if applicable):</b>	N/A	<b>Contractor on Site:</b>	LPL		

### Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	G	G
Last Report	G	G	G	G	G	G

### Project Definition

**Project Stage:** RIBA Stage 5: Construction

**Objectives:** Delivery of ninety-six mixed-tenure properties at Lynnsport 1 site, King's Lynn

**Scope:** Housing delivery on the former hockey pitches site, delivered as part of BCKLWN Major Housing Programme, with Level Partnerships Ltd

### 1. Overall Status (high-level summary)

Overall Status currently Green.

- Ground Engineering slightly ahead of programme
- Groundworkers commenced on 23<sup>rd</sup> September

#### 1.1 Decisions required by the Officer Major Projects Board

- N/A

#### 1.2 Achievements during this period

- Anglian Water deed agreed,
- Internal Drainable Board consent obtained,
- Significant progress on ground engineering

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
G2	Neighbouring residents	Complaints from residents on piling works	A	Comms	Being proactive with resident engagement - issuing a newsletter about works in advance of piling commencing; further investigation on methods to mitigate noise and vibration.	01/10/2024

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
N/A						

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

## 3. Financial Summary

Financial information is not available

### 3.1 Project Financials

To be provided by Project Accountant

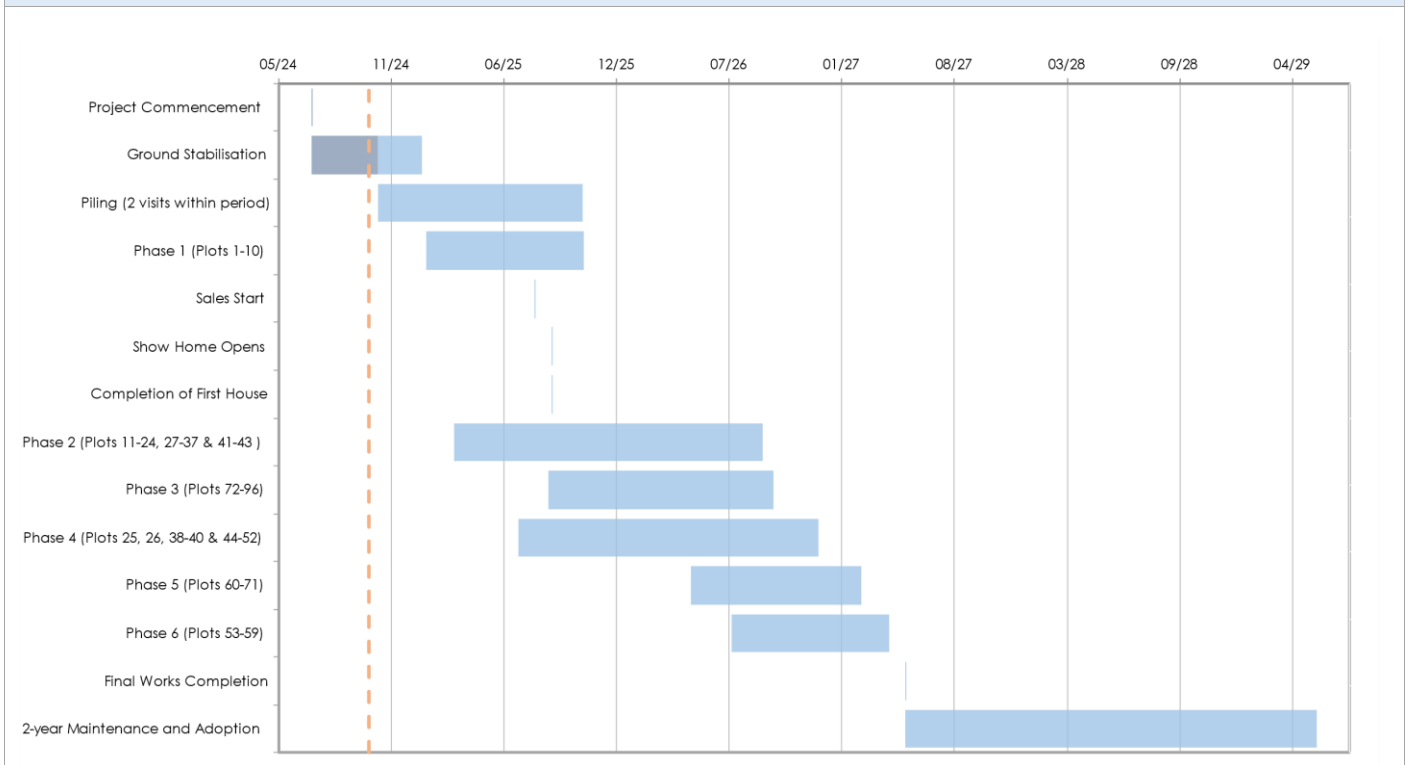
### 3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A – no changes in period							

### 3.3 Financial Commentary

Financials currently Green, initial subcontractor packages let in accordance with project budgets.

## 4. Timelines – High Level Milestones



## 4.1 Timelines Commentary

Timelines currently Green as main contractor is slightly ahead of programme. No issues anticipated.

## 5. Resources Commentary

Resources currently Green. Project being delivered by Corporate Projects Team and Lovel Partnerships Ltd, all resources in place.

## 6. Communications and Engagement

Second newsletter to the residents to be issued in October 2024.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Housing: delivery of		
Open Market Sales units	63	65%
Affordable Rent units	10	11%
First Home units	3	3%
Shared Ownership unit	1	1%
Private Rental units	19	20%
Total	96	
Road Adoption		Construction during the project lifecycle and subsequent adoption from NCC Highways
Public Open Spaces		Areas delivered during the project lifecycle and subsequent adoption from Public Open Space team
Management Company		Establishment and handover to the residents

### 7.2 Outcomes

Description	Target
Social: Apprenticeships/ Trainees created	To be agreed, likely 5 per year
Social: College & School engagements	To be agreed, likely 2 per year
Social: Affordable Homes (S106 Commitment)	As per Section 106 Agreement
Social: Volunteering/ Community Support	To be agreed, approximately 40 hours per year
Social: Training – staff development (in weeks)	To be agreed, approximately 300 weeks
Social: Training – skills (in person-hours)	To be agreed, approximately 200 total hours to staff per year
Social: Community Engagement	Minimum of 4 newsletters per year + 10 hours miscellaneous
Environment: Electric Vehicle Charging Points (at least “EV-ready”)	To be agreed + 1-2 on site compound for use during construction
Environment: Solar Panels	To be agreed
Environment: Accessible Green Space	As per Section 106 Agreement
Environment: Waste diverted from landfill	>=95%
Environment: CCS (Considerate Constructors Scheme - Independent inspection score)	Score >=42



Environment: HVO (Hydrotreated Vegetable Oil) fuel in Lovell plant	100%
Environment: EcoCabins as site cabins	100%
Environment: Sustainable procurement policies in contracts	100%
Economic: Subcontractor base location	60% Norfolk 33% West Norfolk 40% within 30 miles
Economic: Supplier base location	40% Norfolk 33% West Norfolk 35% within 30 miles
Economic: Subcontractor classified as a SME (Small and medium-sized enterprise)	25%
Economic: Estimated Workforce (monthly average on site)	To be agreed
Economic: Living Wage	100%
Economic: Promoting Responsible Business Practices	100%
Economic: Ethical Business Training (for Major Housing Partnership staff)	To be agreed, likely 10/ year person-hours on training on subjects such as Modern Slavery, Bribery and Anti-Corruption

## 8. Other Matters

Item	Comment
General stage progress	Started on site on 01/07/2024
Procurement progress	First trades procured
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Sales of units to Open Market or WNPL or WNHC, depending on the tenure
Legal progress	Procurement of legal services required for conveyancing
Surveys Status	Pre-commencement surveys carried out
Statutory updates	Pre-commencement planning conditions submitted/ to be submitted shortly
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor
ICT, FF&E update	N/A
Stakeholder engagement (comms)	Newsletters and letters to the residents
Local schemes / dependencies	Delivered as part of the Major Housing Programme

## 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 [pre tender]	Final PID [post tender]
<b>Status:</b>	✓							✓
<b>Date Approved:</b>	06.02.24							24.03.24
<b>Approved by:</b>	Cabinet							OMP

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed

## **Note to Member Major Projects Board – 11 November 2024**

### **Update on establishment of a PMO**

Members have requested an update on progress with establishment of a Programme Management Office (PMO) within the Borough Council.

#### **Background**

- The Borough Council's then Management Team determined to establish a PMO in January 2023 consisting of 3 officers.
- The Manager post has been filled for some time, the two other posts were un-budgeted. In summer 2024 a decision was taken to utilise two vacant posts for the PMO roles.

#### **Update**

- A recruitment exercise has been undertaken to recruit a PMO Officer and a PMO Coordinator. At the time of writing this report, this is in progress.
- The closing date for the advertised vacancies was 21<sup>st</sup> October; a good number of applications were received for each post.
- Interviews will be held during November with anticipation that the roles will be filled early in 2025.

Vanessa Dunmall  
Manager, PMO  
28.10.2024

**MEMBER MAJOR PROJECTS BOARD REPORT**

REPORT TO:	Member Major Projects Board		
DATE:	11 <sup>th</sup> November 2024		
TITLE:	Town Deal : Riverfront Regeneration – Review - Consultations		
TYPE OF REPORT:	Review/Monitoring		
PORTFOLIO(S):	Cabinet Sub-Committee [Cross Party]		
REPORT AUTHOR:	Matthew Henry [Assistant Director Property & Projects] Abigail Rawlings [Project Officer]		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

**PURPOSE OF REPORT/SUMMARY:**

The Member Major Projects Board (MMPB) has been set up as a sub-committee of the Council’s Cabinet to have a monitoring and oversight role for the Council’s Major Projects. The Council’s Major Projects represent a significant proportion of the Council’s Capital Programme both in the number of projects and the level of capital expenditure.

The MMPB members have raised questions about the development and evolution of the Town Deal funded Riverfront Regeneration project, particularly with regard to the level, and degree, of consultation – with specific mention of the Planning Department and the Planning Department’s Conservation Officer.

This report sets out the various consultations undertaken during the development of this project through the RIBA [Royal Institution of British Architects] Stages – up to this point in time (end of October 2024).

**KEY ISSUES:**

MMPB [and the Council’s Cabinet] is :

- keen to ensure that projects are managed and developed in the best possible way;
- that relevant stakeholders, internal and external, are engaged with throughout the project process;
- that projects are managed and developed in a transparent way;
- that projects fit well with the Council’s overarching strategic objectives; and
- that best value is achieved in delivering projects

**OPTIONS CONSIDERED:**

Not applicable : this is a “review & monitoring” report. MMPB members, following consideration of this report, may wish to direct Officers to consider alternative options to the way that project consultation and engagement processes are undertaken for future Major (and other) projects.

**RECOMMENDATIONS:**

That MMPB members consider the content of this report.

**REASONS FOR RECOMMENDATIONS:**

The MMPB is keen that the Council continually reviews its project delivery methodology and seeks to identify potential improvements. This will help to ensure that ultimately projects will be delivered in the most efficient and effective way, and fully taking into account the views and opinions of relevant stakeholders.

## **1.0 Introduction**

- 1.1 The Member Major Projects Board (MMPB) members have raised questions about the consultation and engagement process undertaken by Project Managers in the development of council run projects. Specifically, queries have been raised about the development and evolution of the Town Deal funded Riverfront Regeneration project, particularly with regard to the level, and degree, of consultation with the Council's Planning Department and the Planning Department's Conservation Officer, as the project has evolved.
- 1.2 This report sets out the various consultations undertaken during the development of the Riverfront Regeneration project through the RIBA [Royal Institution of British Architects] Stages – up to this point in time (end of October 2024). As at the date of this report the project was considered to be at the end of RIBA Stage 3. [Note : there is some information on the RIBA stages set out later within this report].

## **2.0 Background**

- 2.1 During 2021 the Council secured in principle funding through the Town Deal programme on the basis of a number of potential projects, one of which related to the riverfront (River Great Ouse) in King's Lynn. The originally proposed project involved physical infrastructure (moorings, electric and sewer connections) at Purfleet Quay to facilitate the mooring of a vessel to operate as a "floating restaurant" plus a significant "hard" tidal defence structure at Boal Quay that would potentially facilitate the development of this area with high density housing. These proposals were reviewed and subsequently considered unviable, mainly owing to :
  - the proposed reduction of housing unit numbers in the Local Plan allocation for the Boal Quay site; and
  - the opportunity to site a floating restaurant had been marketed for a number of years with little interest being received from operators.
- 2.2 In late 2021 the Council's Executive Director (Environment & Planning) was allocated the role of Project Sponsor and the Assistant Director (Property & Projects) was allocated the role of Project Manager and were tasked with coming up with ideas for the riverfront area in King's Lynn. This was a significant challenge as well-formed, and costed, Business Cases for the projects needed to be submitted to the Council's Cabinet and the newly formed Town Deal Board in September 2022 for approval.
- 2.3 Initial, informal, discussions with Cabinet Members and Town Deal Board Members identified that there was support to generally enliven the riverfront area in some way and that the project should tie-in with existing riverfront events such as the Hanse Festival and the water-skiing championship. In addition, the Custom House, which had stood empty for some time, at Purfleet was also identified as being something that should be focussed on as part of the idea development process.

2.4 During the development of the Project Brief the Assistant Director (Property & Projects) identified a number of key risk issues in seeking to deliver a project (or projects) in this area of King's Lynn, particularly within a tight timescale, and these are set out below :

- the Custom House is a Grade 1 Listed Building;
- the Custom House is leased by the borough council from a private individual;
- the riverfront area is covered by two separate Conservation Areas;
- there is a significant concentration of Listed Buildings along, and near to, the riverfront area;
- noting King's Lynn's significant history and heritage – there could be issues with archaeological finds;
- the south quay maintains an adopted highway operated by Norfolk County Council as local highway authority;
- the south quay retains a significant number of Pay & Display car parking spaces owned by Norfolk County Council;
- the quay head itself is owned and operated by the King's Lynn Conservancy Board;
- the area is adjacent to a tidal river (the River Great Ouse) therefore flood risk issues would need to be considered;
- the Environment Agency own and maintain significantly important flood defences along certain sections of the riverfront; and
- certain other structures and buildings along the riverfront are privately owned and form part of the coastal defences for King's Lynn, including the Custom House.

Noting the above, the statutory bodies [Historic England, the Environment Agency, the Local Highway Authority, and the King's Lynn Conservancy Board] were all consulted during the early RIBA Stages so as to help shape the ideas and proposals to be presented to the Borough Council and the Town Deal Board. The team was very conscious of timescales and therefore project proposals that were "broadly acceptable" needed to be identified quickly.

2.5 Noting the potential complexity and the requirement to deal with a number of statutory bodies an internal Project Team was assembled and an external Project Management service was employed [Greyfriars Project Management]. The project team comprised:

- Executive Director (Environment & Planning) – as Project Sponsor
- Assistant Director (Property & Projects) – as client-side Project Manager
- Assistant Director (Regeneration, Housing & Place)
- Regeneration Programmes Manager
- Regeneration Project Officer
- Corporate Projects Programme Manager
- Senior Corporate Governance & Risk Officer
- Graduate Planning Control Officer
- Principal Consultant – Economics [Mott MacDonald\*]
- Principal Consultant [Mott MacDonald\*]

- Project Manager [Greyfriars Project Management]
- Project Administrator [Greyfriars Project Management]

Note : Mott MacDonald\* were commissioned for all of the Town Deal projects to write the Business Cases.

- 2.6 It is important to note that the Council’s Conservation Officer was not included within the Project Team, and nor was a Planning Officer, as it was considered that there could be a conflict of interest in their being part of the team that would submit planning applications and Planning, Listed Building & Conservation Area applications during the course of the project. That said, the Project Sponsor was a qualified Town Planner, and a Graduate Planning Control Officer was also part of the team.
- 2.7 The initial Project Team, as set out within 2.5 above, took the project through RIBA Stage 0 (zero) through to mid-way in RIBA Stage 2 (approximately), with the initial Concept Design and Business Case being approved by the Council’s Cabinet and the Town Deal Board in September/October 2022. Thereafter a more formal Town Deal Project Board was set up, and a professional Architect led Design & Delivery team was commissioned via competitive tendering (within a Framework Contract). Note that the Tender Specification stated that a specialist Conservation Architect formed part of the professional project team. Graeme Massie Architects\* were subsequently appointed following Tender Submissions.

\*Note that Graeme Massie Architects had previously been appointed by the Council’s Regeneration team to undertake various pieces of work in King’s Lynn, including the King’s Lynn Public Realm Action Plan (KLPRAP) during 2020/21. The KLPRAP included a significant amount of work relating to King’s Lynn’s history and heritage together with the town’s interesting historically evolved architectural offering, which helped shape the recommendations within the Action Plan.

- 2.8 During the lead up to the appointment of the Architect led team, the Council commissioned a “Statement of Significance” report for the Custom House and its setting. It was recognised that special consideration would be needed for any works and/or adaptations to this significantly Listed Building (Grade 1). Player Roberts Bell (Conservation Architects) were appointed to produce the “Statement of Significance” report, and as part of the process engaged extensively with the Council’s Conservation Officer during its creation.
- 2.8 The Professional Project Team has subsequently developed the project from mid RIBA Stage 2 and has taken the project to the end of RIBA Stage 3. This is where the project currently stands.
- 2.9 For information the RIBA Stages are set out below in summary form, please note these have been set out in very broad terms:

<p><b>Stage 0: Strategic Definition</b></p> <ul style="list-style-type: none"> <li>• Preliminary ideas</li> <li>• Define Project Scope</li> <li>• Design issues</li> <li>• Desired project outcome</li> </ul>	<p><b>Stage 3: Spatial Coordination</b></p> <ul style="list-style-type: none"> <li>• Evolve Concept Design</li> <li>• Structural Design</li> <li>• Services</li> <li>• Cost assessment</li> <li>• Design &amp; Access Statement</li> <li>• Statement of Significance/Heritage Statement</li> <li>• Planning Application</li> </ul>
<p><b>Stage 1: Preparation and Briefing</b></p> <ul style="list-style-type: none"> <li>• Initial Project Brief</li> <li>• Feasibility</li> <li>• Surveys</li> <li>• Initial Risk Assessment</li> </ul>	<p><b>Stage 4: Technical Design</b></p> <ul style="list-style-type: none"> <li>• Detailed drawings</li> <li>• Schedule of works</li> <li>• Specifications</li> <li>• Building Regulations submission</li> <li>• Tender (or award) contract</li> </ul>
<p><b>Stage 2: Concept Design</b></p> <ul style="list-style-type: none"> <li>• First main design stage</li> <li>• Final Project Brief</li> <li>• Initial structural design &amp; specification</li> <li>• Pre-App planning advice</li> </ul>	<p><b>Stage 5: Construction</b></p> <p><b>Stage 6: Handover</b></p> <p><b>Stage 7: Use</b></p>

### 3.0 Project Management, Project Governance & significant changes

- 3.1 During 2021-2022 fortnightly meetings were held with the initial Project Team that was assembled to deliver the Design Concept and Business Case by September 2022. Meetings every two weeks were necessary owing to the tight timescales involved.
- 3.2 The original Project Sponsor [Executive Director (Environment & Planning)] was replaced as Project Sponsor by the Assistant Director (Property & Projects) following Concept and Business Case approval by the Council's Cabinet and the Town Deal Board in September/October 2022.
- 3.3 Greyfriars Project Management contract ended on 31.10.22.
- 3.4 External Consultant appointed as Project Lead/Manager from 09.01.23.
- 3.5 External Consultant contract as Project Lead/Manager ceased in May/June 2024 and project management responsibility transferred to a Project Officer within the Corporate Project Delivery team.
- 3.6 A more formal Town Deal Project Board was established and Chaired by the Assistant Director (Property & Projects) and sat/sits monthly.
- 3.7 Graeme Massie Architects (and delivery team) appointed May 2023. The first meeting of the new professional project team was held on 12<sup>th</sup> June 2023.



3.8 Change of Political Administration for the Borough Council of King’s Lynn & West Norfolk in May 2023. Briefings required to familiarise new councillors and new Cabinet Members and Cabinet Portfolio Holders

3.9 With effect from 21.10.24 the Assistant Director (Property & Projects) is no longer Project Sponsor and is no longer involved with the Riverfront Regeneration project. This role has now transferred to the Assistant Director (Regeneration, Housing & Place).

#### 4.0 Engagement & Consultation

4.1 Set out below is a schedule of the various consultations, engagement events and meetings with the relevant stakeholders in respect of the Town Deal Riverfront Regeneration project. The schedule does not include every project team meeting or Project Board meeting, nor various other meetings relating to the project. The schedule below has sought to identify the area of potential concern identified by the MMPB in respect of perceived limited engagement with the Planning and Conservation teams within the Council.

4.2 It is important to note that the Borough Council was without a Conservation Officer between October 2022 to March 2023. The post was vacant between these dates.

4.3 Please note schedule below :

2022	What	Who	Notes
01.04.22	Riverfront Workshop event at the Town Hall [to develop ideas & concepts]	Town Deal Board ‘champion’	Private sector business representative
		KL BID Manager	Member of Working Group, TDB member, champion for Public Realm TD project
		Town Deal Board Member	Private sector business representative Member of Public Realm Action Group
		KL Civic Society	Member of Public Realm Action Group
		Elected member, BCKLWN	Deputy Leader / member of TDB
		Elected member, BCKLWN	Lead BCKLWN member
		Executive Director (Environment & Planning), BCKLWN	Project Sponsor/Planning
		Planner, BCKLWN	Planning
		Assistant Director Property & Projects, BCKLWN	Project Manager
		Principal Project Surveyor,	Knowledge of Custom

		BCKLWN	House, links with Norfolk Museums service and Guildhall project
		Consultant working on Guildhall & Creative Hub project	Links with Guildhall & Creative Hub project
		BCKLWN Regeneration & Development panel member and Cllr	Provide R&D panel input
		BCKLWN Regeneration & Development panel member and Cllr	Provide R&D panel input
		Greyfriars Project Management	Facilitator for the session, working on client side of Riverfront project
		Greyfriars Project Management	Working on client side of Riverfront project
		BCKLWN Officer	BCKLWN Town Deal support
29.06.22	meeting	Environmental Agency	Flood Risk
07.06.22	meeting	Assistant Director Operations & Commercial	update on plans for Riverfront and to gain their views
22.06.22	meeting	Norfolk County Council	Highways Authority – highway issues/implications
28.06.22	meeting	Architect and Conservation Officer	Custom House
04.07.22	meeting	Assistant Director Operations & Commercial	initial concepts for Riverfront
07.07.22	meeting	Cabinet Briefing	initial concepts for Riverfront
11.07.22	meeting	Harbour Master King's Lynn Conservancy Board	initial concepts for Riverfront issues/implications
12.07.22	meeting	Historic England Architect and Conservation Officer, BCKLWN Officers.	initial concepts for Riverfront & Custom House
21.07.22	meeting	Regeneration and Development Panel	initial concepts for Riverfront & Custom House
27.07.22	meeting	Historic England Conservation team	further opportunity to discuss Architect proposals for Custom House and Public Realm
25.08.22	Public Consultation (local invitees)	Local Residents & Local Businesses	Resident and local business engagement event at Custom House facilitated by Greyfriars. Attended by approx. 80 people.
22.09.22	meeting	Regeneration and Development Panel	Design Concepts & Business Case

26.09.22	meeting	Special Cabinet	Design Concepts & Business Case approval
02.10.22	Public Consultation	Heritage Open Days	public exhibition held in Custom House
<b>2023</b>	<b>What</b>	<b>Who</b>	<b>Notes</b>
15.03.23	Workshop - Town Hall	CLlrs, Civic Soc, Cultural Officer, TBD members	Design Concepts
19.05.23	meeting	Conservation Officer	reviewed and comment on the draft Statement of Significance for Custom House
25.05.23	meeting	Project Lead Conservation Officer Player Roberts Bell architects	review Custom House Statement of Significance document
02.06.23	Site Visits	Assistant Director Property and Projects Cabinet Portfolio Holders (x 2)	Tour of Riverfront sites and familiarisation for new Cabinet Members
11.07.23	meeting	Project Team, Cultural Officer Assistant Director Regeneration & Place	internal meeting with officers
09.08.23	meeting	Owner of Custom House	Discuss concepts and ideas
05.10.23	meeting	Conservation Officer Architect Heritage consultant	
25.10.23	meeting	Conservation Officer Architect Heritage consultant Principle Project Surveyor Project Lead	Consultation
27.10.23	Site meeting	Design team Environment Agency	flood defences at Devil's Alley and Custom House
30.10.23	meeting	Town Deal Board	Riverfront Update
13.11.23	meeting	Owner of Custom House Project Manager Project Lead	Design review
22.11.23	meeting	Public Open Space Team Assistant Director Operations & Commercial Project Manager	Devil's Alley planting scheme review
24.11.24	meeting	Norfolk County Council Historic Environment Officer Project Manager	Devil's Alley archaeology implications.
05.12.23	site visit	Public Open Space Team Assistant Director Operations &	Devil's Alley

		Commercial Project Manager	
11.12.23	Pre-App Meeting	Conservation Officer Planning Officer Architect Project Manager	Custom House
19.12.23	meeting	Project Manager Property Services	to discuss a resident's garage and car parking at Devil's Alley
<b>2024</b>	<b>What</b>	<b>Who</b>	<b>Notes</b>
09.01.24	meeting	Assistant Director Property and Projects Project Manager Owner Custom House	Update
23.01.24	Site meeting	Project Manager Conservation Officer Historic England	Custom House, then Devil's Alley to discuss the plans
30.01.24	meeting	Norfolk County Council Historic Environment Officer Project Manager	to discuss Devil's Alley
30.01.24	meeting	Project Manager Project Sponsor Executive Director (Environment & Planning) Assistant Director Planning Conservation Officer	to discuss Customs House
01.02.24	Public Consultation	Project Team Conservation Officer	
12.02.24	Consultation & Site Visit	Historic England (x 3) Project Team Conservation Officer	
13.02.24	meeting	Norfolk Museums Service Project Manager	
29.02.24	Resident Engagement session (Custom House)	Project Manager Assistant Director Property & Projects (Sponsor) Local residents	Temporary closure of Devil's Alley
13.03.24	meeting	Conservation Officer Planning Officer Project Manager	Pre-meet before site visit from representative from SPAB [Society for the Protection of Ancient Building]
15.03.24	Site meeting	Conservation Officer Planning Officer Project Manager Assistant Director Property & Projects Principal Projects Surveyor Project Officer	Initial viewing of site by SPAB representative
20.03.24	meeting	Conservation Officer	Devil's Alley Pre-App

		Planning Officer Project Manager	Feedback
09.04.24	meeting	Planning and Highways Team	Devil's Alley
16.04.24	Workshop	We Are Placemaking Various Stakeholders	Potential uses and events at Riverfront & Custom House
23.04.24	Site meeting	Conservation Officer Planning Officer Assistant Director Planning Assistant Director Property & Projects Project Manager Town Deal Board members (x 3)	Custom House
18.05.24		Historic England	Pre-App advice (Custom House)
05.06.24	Site meeting	Conservation Officer Ecologist Project Manager	Dry-side
07.06.24	meeting	Conservation Officer Planning Officer Architect Project Manager	Devil's Alley
07.06.24	meeting	Historic England	Custom House
14.06.24	meeting	Planning Team Ecologist	Devil's Alley Biodiversity Net Gain
21.06.24	meeting	Conservation Officer Planning Officer Project Manager	Devil's Alley Review
26.06.24	meeting	CSNN Waste Team Public Open Space Designing out Crime Officer Waste Manager ASB Officer Senior Community Safety & Neighbourhood Nuisance Officer Assistant Director Planning Assistant Director Property & Projects Project Manager	Devil's Alley review
28.06.24	meeting	Conservation Officer Project Officer	Dry-side Window discussion
08.07.24	meeting	Assistant Director Operations & Commercial	Dry-side specification
10.07.24	meeting	Conservation Area Advisory Panel Conservation Officer	Riverfront proposals
22.07.24	meeting	Historic England Conservation Officer	Extended Pre-Application meeting
22.08.24	meeting	Conservation Officer	Dry-side discussion
30.08.24	meeting	Conservation Officer Principal Projects Manager Planning Officer Project Officer	Internal discussion on the Devil's Alley application

		Planning Control Manager, Principal Planner	
13.09.24		Historic England	Extended Pre-Application Advice letter received
17.09.24	meeting	Conservation Panel Conservation Officer Planning Officer Principal Planning Officer Architect Planning Control Manager	Devil's Alley
25.09.24	meeting	Conservation Officer Historic England	Custom House discussion
25.10.24	meeting	Town Deal Board	Riverfront update meeting RIBA Stage 3 report & presentation

4.4 Please note that the above schedule does not include the statutory consultations (and public engagement) as part of the formal planning application processes. Please also note that separate Planning (and/or Planning Listed Building & Conservation Area) Applications have, or will be submitted for :

- Dry-side facilities (part of former Sommerfeld & Thomas warehouse site)
- Devil's Alley Public Realm and Events Space
- Custom House adaptations
- Purfleet Public Realm areas.

## 5.0 MMPB Considerations

5.1 The MMPB members are invited to consider the content of this report and to assess whether, or not, sufficient, or appropriate, consultation and engagement with the relevant stakeholders was undertaken by the Project Team.

5.2 The MMPB members are invited to either :

- make specific recommendations, or
- request that Officers review existing consultation approaches and methodologies (see note below)

**Note :** the Borough Council has already commenced a series of training sessions in respect of stakeholder consultations that are being delivered by the Council's new Communications & Engagement Manager.

5.3 The recommendations, and suggestions made by the MMPB Members will be reported back to the Officer Major Projects Board (OMPB) for consideration and discussion. The Executive Director (Place) as Chair of the OMPB will report back to the MMPB in the near future.

**Matthew Henry MRICS**  
**Assistant Director Property & Projects**  
**1<sup>st</sup> November 2024**

# OFFICER MAJOR PROJECTS BOARD MEETING NOTES

Borough Council of  
**King's Lynn &  
West Norfolk**



<b>Date:</b> 22 <sup>nd</sup> October 2024		<b>Location:</b> Via MS Teams			
<b>Time:</b> 2:30pm		<b>Chair:</b> Oliver Judges			
<b>Board Attendees</b>					
Oliver Judges (OJ)	Matthew Henry (MH)	James Arrandale (JA)	Michelle Drewery (MD)		
<b>Optional Attendees</b>					

<b>Apologies</b>					
Vanessa Dunmall (VAD)					

		<b>Action Log Ref No</b>
1.	Apologies – VAD	
2.	Action Log  The Board reviewed the Action Log and actions were updated accordingly.	
3.	Notes from the previous meeting  Notes from the July 2024 meeting were considered; it was noted that these had already been reviewed / agreed in July by MH before sending for publication to the August MMPB mtg due to condensed timings.	
4.	Project Highlight Reports  Project Highlight Reports covering Q2 2024/25 as follows, were reviewed. Of note: <ul style="list-style-type: none"> <li>The Board determined that financial information should not be reported for this quarter; this is due to the ongoing resource issues in the finance team as well as a need to update how the information is shown. A session to review the financial aspects will be set up. <i>[Further to this point, an initial mtg has been set up for 12.11.24]</i></li> <li>The Board asked for a review of the Gantt chart information shown on all reports, as this does not show original programme vs revised programme vs actual. It was acknowledged that this will take time/resource to review and enhance. All reports discussed as follows are</li> </ul> <p>a. P-21.02 NORA EZ – Road Infrastructure</p>	

# OFFICER MAJOR PROJECTS BOARD MEETING NOTES



	<ul style="list-style-type: none"> <li>- Report agreed.</li> <li>b. P-21.03a NORA EZ – Development of spec units             <ul style="list-style-type: none"> <li>- Report agreed.</li> </ul> </li> <li>c. P-21.05 Major Housing – Parkway (Florence Fields)             <ul style="list-style-type: none"> <li>- Subject to amending title to Florence Fields (Parkway), report agreed.</li> </ul> </li> <li>d. P-21.06 Major Housing – Salters Road             <ul style="list-style-type: none"> <li>- Check required around update to Capital Programme.</li> <li>- Subject to the requested changes/checks, report agreed.</li> </ul> </li> <li>e. P-21.08 Major Housing – Southend Road             <ul style="list-style-type: none"> <li>- One update required under ‘Other Matters’</li> <li>- Subject to the requested change, report agreed.</li> </ul> </li> <li>f. P-21.09 West Winch Growth Area             <ul style="list-style-type: none"> <li>- Report agreed.</li> </ul> </li> <li>g. P-21.10a Southgates – Place Making             <ul style="list-style-type: none"> <li>- One update required under ‘Other Matters’</li> <li>- Subject to the requested change, report agreed.</li> </ul> </li> <li>h. P-21.10b Southgates – STARS             <ul style="list-style-type: none"> <li>- Various minor commentary changes required.</li> <li>- Reduce decimal places on financial information given, to 1 decimal place.</li> <li>- Subject to the requested change, report agreed.</li> </ul> </li> <li>i. P-23.08 Lynnsport 1             <ul style="list-style-type: none"> <li>- Report agreed.</li> </ul> </li> </ul> <p>The Board noted that Project Highlight Reports covering Town Deal projects for September 2024 had been reviewed and agreed at the Town Deal Programme Board held previously on 16.10.24.</p>	
5.	<p>Agree items for MMPB meeting to be held on 11.11.2024</p> <ul style="list-style-type: none"> <li>- Standing items for MMPB were noted.</li> <li>- Proposed items:             <ul style="list-style-type: none"> <li>○ Overview of process and definition of projects – MH/VAD meeting Cllr Blunt re this on 23.10.24. Update will be given to Chair ahead of the next MMPB meeting.</li> <li>○ Major project engagement with Planning and Conservation – work underway on report – Riverfront Regeneration being used as an example as per agreement with the Leader.</li> </ul> </li> </ul> <p>Other items noted on the agenda are to remain as ‘to be programmed’ items.</p>	
6.	<p>Forward Work Programme</p> <p>This was reviewed.</p>	
<p><b>Date of next meeting:</b> Weds 16<sup>th</sup> October 2024 @ 10:45 via Teams</p>		



# OFFICER MAJOR PROJECTS BOARD MEETING NOTES

Borough Council of  
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## MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2024 - 2025

DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
13 <sup>th</sup> May 2024					2 <sup>nd</sup> May 2024	3 <sup>rd</sup> May 2024
Post Project Evaluation Report NORA 4		Post Project Evaluation NORA 4	Report	James Grant		
Project Focussed Presentation- Southend Road, Hunstanton		Housing Site Southend Road, Hunstanton	Presentation	James Grant		
12 <sup>th</sup> August 2024					1 <sup>st</sup> August 2024	2 <sup>nd</sup> August 2024
Report relating to the Guildhall CIO		Report relating to the Guildhall CIO including: Process around Governance Agreement & Copy of Heads of Terms		Duncan Hall Robin Lewis		

11 <sup>th</sup> November 2024					31 <sup>st</sup> October 2024	1 <sup>st</sup> November 2024
Major Project Engagement with Planning and Conservation				Matthew Henry		
Focused Project Presentation- Riverfront				Matthew Henry		
10 February 2025					30 <sup>th</sup> January 2025	31 <sup>st</sup> January 2025
Overview of Process and Definition of Projects		Overview of process/ oversight of projects including definition of projects		Vanessa Dunmall		
12 <sup>th</sup> May 2025					1 <sup>st</sup> May 2025	2 <sup>nd</sup> May 2025

**Forthcoming items to be scheduled:**

Update on PMO

Focused Project Presentation- Guildhall -Duncan Hall & Robin Lewis

# Riverfront Regeneration

## End of RIBA stage 3 gateway

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Project Sponsor- Duncan Hall  
Abigail Rawlings, Project Officer

Agenda Item 14

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# Summary of Project Objectives

- Expand Riverfront Activity
- Diversify Riverfront Users
- Encourage Pop Up initiatives
- Improve public spaces
- Enhance setting for heritage assets
- Promote sustainable future
- Increase green infrastructure
- Drive economic performance
- High impact and evidence of change
- Improve perception of area in eyes of residents, businesses and visitors



# Agreed Outputs and Outcomes

Project Outcome	Project Indicator	Project Outputs
Remediation and development of abandoned site	Amount of rehabilitated land	3,000m <sup>2</sup>
	Number of sites cleared	1
	Number of public amenities / facilities created	1
Upgraded historic landmark site	Number of historic landmarks and buildings refurbished	2
	Amount of floorspace (commercial, residential, industrial) created	4,000m <sup>2</sup>
Improved perception of place by residents, visitors and businesses	Number of temporary FT jobs supported during project implementation	154
	Number of FTE jobs created and safeguarded	12.1
	Amount of public realm enhanced	7,845m <sup>2</sup>



# Project Scope

## (approved at start of RIBA 3)

The works include:

- **Rejuvenation of the Custom House**, to provide a flexible accessible space for hospitality, meetings and exhibitions etc
- 112 • **Remediation of the Devils Alley site** with a flexible public realm space to draw footfall to this end of the riverfront including dry side facilities.
- **Enhancements to public realm** and utilities in King's Staithe Square, to facilitate events and flexible use.
- **Development of a cultural events programme** to supplement the major town centre events to draw regular footfall to the Riverfront and create a new town quarter.





# Project Development during RIBA 3

- Consultation with Historic England, Conservation Officers and planners
- Discussions with Environment Agency relating to flood defence management and impact of changes of management of flood defences for Custom House and Devils Alley
- Consultation with procurement team re packages of works and tender protocols
- Consultation with operations team on future operations/maintenance.
- Initial stakeholder engagement on event programming

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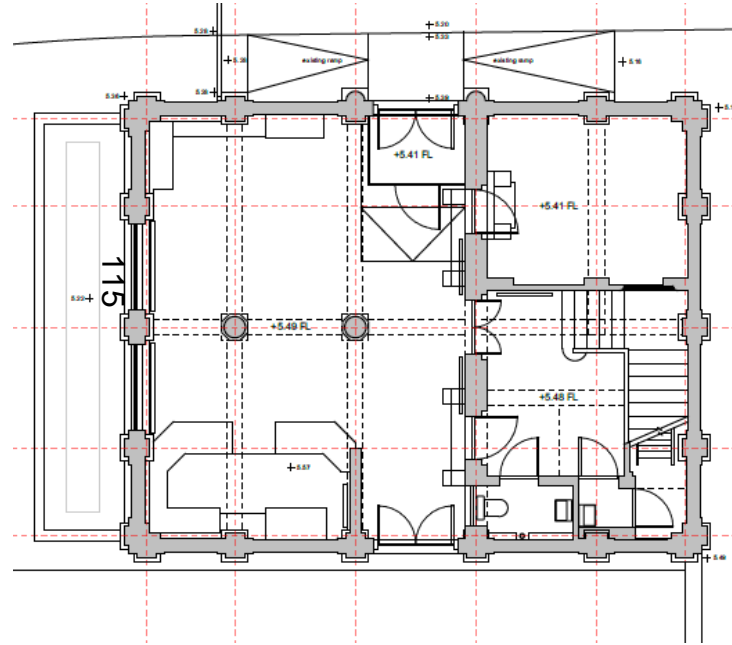
# Custom House

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# Custom House – existing



# Custom House – existing



# Custom House – pre-application work

## Historic England Pre-App 03 Written Feedback:

- *The business case demonstrates that replacing the west elevation window fabric with glass doors would help secure a viable future use of the building and wider Purfleet site.*

- *We furthermore agree that retaining the historic timber doors behind glazed external doors would not offer an entirely satisfactory design solution.*

- *However, we remain unconvinced that the business case would justify the high level of harm that would be caused by the loss of the north and south elevation doors and fan lights.*

- *We recommend you omit the north and south glass doors from your scheme and submit your proposals for Listed Building Consent and planning permission.*



# Custom House – preferred option for planning application

## Key Interventions:

- New lift and accessible toilet
- New toilets on 2<sup>nd</sup> floor
- Servery counter/entrance area
- Retain existing stair, and form of NE ‘room’



- no external transformation to the building
- single fire escape exit reduces occupant capacity (max 60 people)
- management strategy for fire as per existing fire risk assessment



# Custom House: Business Plan

## Current Business Plan:

- Flexible / private hire spaces
- Exhibition space
- F&B light (120 covers inside and out)

## 119 Next Steps:

- Revised business plan required based on revised architectural design
- Needs to integrate with the wider placemaking events strategy to be prepared for the riverfront.
- Cabinet approval of recommended delivery and operational model.



# Dryside

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# Dryside facilities – general update

Planning and Listed Building Consent received on 30th August.

Building Regulations application  
submitted 30<sup>th</sup> August.

Initial Building Regulations comments received 9th October. Responses submitted 18<sup>th</sup> October.

Building Regulation approval received.





# Devil's Alley

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# Devil's Alley – general update

Meeting held with Planning officers on 17<sup>th</sup> September. Items discussed:

- *extent/horizontality of pergola*
- *visual permeability*
- *maintenance*

Updated design proposals in response to meeting:

- *vertical growing screens amended to improve visual permeability*
- *central brick pier amended to provide additional circular opening to further aid visual permeability*
- *second exit from play area provided*

Provided updated planning information on 3<sup>rd</sup> October:

- *Drawings and Design and Access Statement*
- *Biodiversity Net Gain recalculation*
- *Planting documentation*

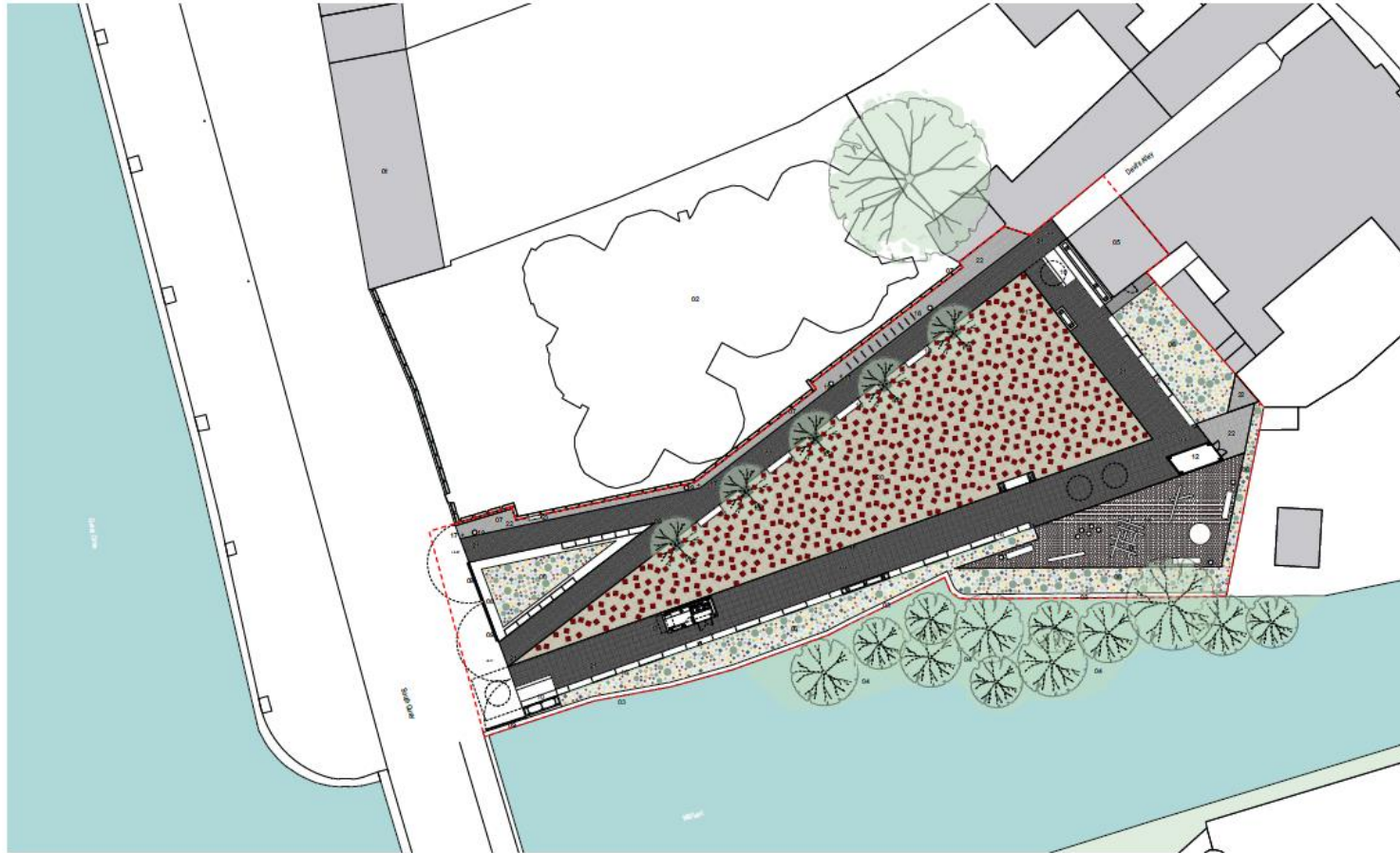
Application was validated 17th July 2024.

- *2 Extensions of time requested and accepted*
- *Decision due December.*



# Devil's Alley – aerial plan

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- Key:
- 01 Corner Wall & Tronca Warehouse
  - 02 Civic base
  - 03 Flanking wall to hillside
  - 04 Existing landscape to river edge
  - 05 Visual link to Devil's Alley
  - 06 New low level planting
  - 07 New 2.0m high steel mesh fence to align with new planting
  - 08 Brick paving, all integrated seating
  - 09 Floodable area gate
  - 10 Floodable and benches
  - 11 Line of steel pergola with steel mesh screen
  - 12 Mid rise concrete structural support beam, brick clad, double storey screen
  - 13 Bush structural support beam, brick clad, single storey screen to bush, double storey screen to river
  - 14 Play area with equipment
  - 15 New metal bike racks
  - 16 Concrete bench with integrated power lockers
  - 17 Lighting columns
  - 18 Cycle stands
  - 19 Litter bins
  - 20 Flush back of face
  - 21 Red brick paving
  - 22 Grey brick paving
  - 23 Utility Meter









# Programme

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## Custom House

Submit for Planning & LBC:  
~~April 2024~~  
*November 2024*

Planning & LBC Consent Received:  
~~August 2024~~  
*February 2025*

RIBA 4 Tender documents:  
~~July 2024~~  
*April 2025*

Issue Tender to Market:  
~~August 2024~~  
~~May 2025~~  
~~5~~

Tender Return :  
~~August / September 2024~~  
*July 2025*

Contractor Appointment:  
~~October 2024~~  
*August 2025*

Works Onsite Start:  
~~October / November 2024~~  
*September 2025*

Practical Completion:  
*September 2026*

## Devil's Alley Enabling Works

Planning Consent obtained:  
April / May 2024

Finalise Works Specification:  
April 2024

Agree contract with demo contractor:  
May / June 2024

Works Onsite Start:  
~~June / July 2024~~  
*December 2024*

Practical Completion:  
~~November 2024~~  
*May 2025*

## Devil's Alley Main Contract

Planning Consent Received:  
~~August 2024~~  
*December 2024*

RIBA 4 Tender documents:  
~~August 2024~~  
*February 2024*

Issue Tender to Market:  
~~September 2024~~  
*March 2024*

Tender Return:  
~~October 2024~~  
*April 2025*

Contractor appointment:  
~~November 2024~~  
*May 2025*

Works Onsite Start:  
~~December 2024~~  
*June 2025*

Practical Completion:  
*March 2026*

## Dryside Facilities

Submit for Planning:  
~~April 2024~~  
*June 2024*

Planning Consent Received:  
~~August 2024~~  
*September 2024*

RIBA 4 Tender documents:  
~~August 2024~~  
*February 2024*

Issue Tender to Market:  
~~September 2024~~  
*March 2025*

Tender Return :  
~~October 2024~~  
*April 2025*

Contractor Appointment:  
~~November 2024~~  
*May 2025*

Works Onsite Start:  
~~December 2024~~  
*June 2025*

Practical Completion:  
*March 2026*



# Summary

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Borough Council of  
**King's Lynn &  
West Norfolk**



# Summary

- Project scope determined by available budget
- Programme confirms Town Deal funding can be committed by March 2026, subject to planning permission.
- Priority to progress planning submission and revised business plan for the Custom House
- Impact (if any) on project outputs to be determined - no project adjustment (PAR) required at this stage

Document is Restricted