



Member Major Projects Board

Agenda

**Monday, 10th November, 2025
at 9.30 am**

in the

**Council Chamber, Town Hall and available
for the public to [view on YouTube.](#)**



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

Friday 31st October 2025

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 10th November, 2025 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**
2. **Minutes** (Pages 5 - 11)
3. **Declaration of Interest** (Page 12)

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

7. Standing Item: Action Log (Page 13)

8. Standing Item: Project Highlights Reports including the Overview Report (Pages 14 - 82)

Highlight Reports

P - 21.02 EZ NORA
P - 21.05 Florence Fields (Parkway)
P - 21.08 Styleman Court (Southend Road)
P - 21.09 West Winch Growth Area
P - 21.10a Southgates
P - 21.10b STARS
P - 23.08 Valentine Park (Lynnsport 1)

Town Deal Highlight Reports

P - 21.11 Guildhall
P - 21.12 ACC
P - 21.14 Riverfront
P - 21.15 Rail to River
P - 21.16 MUCH

9. Major Projects Financial Summary 2025 - 2026 Q2 (Page 83)

10. Officer Major Projects Board Minutes (For Information) (Pages 84 - 85)

11. Work Programme (Pages 86 - 88)

12. Date of Next Meeting

26th January 2026 at 9:30am in the Council Chamber, Town Hall.

13. 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”.

14. Exempt - West Winch Growth Area (Verbal Report)

To:

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

Officers

Kate Blakemore, Chief Executive

Vanessa Dunmall, PMO Manager

Duncan Hall, Assistant Director, Regeneration, Housing and Place

Michelle Drewery, Deputy Chief Executive and Section 151 Officer

Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer

Nikki Patton, Housing Services Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

MEMBER MAJOR PROJECTS BOARD

**Minutes from the Meeting of the Member Major Projects Board held on
Wednesday, 8th October, 2025 at 9.30 am in the Council Chamber, Town
Hall, Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors A Beales (Chair), R Blunt, D Heneghan, B Long,
J Moriarty, C Morley and S Ring (Vice-Chair)

OFFICERS PRESENT:

Vanessa Dunmall – Programme Management Office Manager
Michelle Drewery – Deputy Chief Executive and Section 151 Officer
Carl Holland – Assistant Director for Finance and Deputy Section 151 Officer
Duncan Hall – Assistant Director for Regeneration, Housing and Place
Kate Blakemore – Chief Executive

PRESENT UNDER STANDING ORDER 34:

Councillor T Parish
Councillor A Ryves (on Teams)

16 **APOLOGIES**

None.

17 **MINUTES**

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

18 **DECLARATION OF INTEREST**

Councillor Moriarty declared he was the Norfolk County Councillor for North Runcton and Chair of the Stakeholder Group in relation to the West Winch Growth Area.

19 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

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

Councillor T Parish and Councillor A Ryves (on Teams) were present under Standing Order 34.

21 **CHAIR'S CORRESPONDENCE**

There was none.

22 **ACTION LOG**

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

The Programme Management Office Manager presented the report.

The Chair invited comments and questions from Board.

Councillor Long referred to an action from the previous meeting in which he had requested the road from the South Lynn Fire Station to the new development on Nar Ouse Way be used to reduce traffic movement and congestion on Hardwick Road and Southgate's Roundabout.

The Chief Executive agreed she would take this action forward and contact Norfolk County Council Highways.

23 **OVERVIEW REPORTS FOR PROJECTS**

The Assistant Director for Regeneration, Housing and Place presented the report alongside item 9, the Project Highlight Reports – Q1 2025/26.

24 **PROJECT HIGHLIGHT REPORTS - Q1 2025/26**

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

The Assistant Director for Regeneration, Housing and Place presented the report.

The Chair invited questions and comments from Members of the Board.

EZ NORA Infrastructure

In response to a question from Councillor Morley the Assistant Director for Regeneration, Housing and Place explained this had been rated red as the project was expected to be completed by now and there were still outstanding matters to be resolved.

The Chair, Councillor Beales commented there were legal and technical matters still outstanding which needed to be resolved but the infrastructure was in place.

Florence Fields (Parkway)

Councillor Heneghan sought clarification on the breakdown of the tenure and how many were for sale at market value and affordable housing along with the current market.

The Assistant Director for Regeneration, Housing and Place explained the tenure was currently 15% affordable housing and 20% private rented. He commented the tenure mix was under consideration and could be changed temporarily or permanently. He explained the housing companies were beneficial as this avoided empty properties; he highlighted the financial impact with the housing market currently being slow.

Councillor Heneghan questioned if the properties were being marketed beyond King's Lynn.

The Assistant Director for Regeneration, Housing and Place confirmed marketing of the properties was carried out through the usual channels with interest from North Cambridgeshire.

The Chair, Councillor Beales commented the housing market was currently slow and the housing companies were an opportunity to accommodate residents on the housing register.

Councillor Long referred to page 27, point 7.1 and sought clarification if these were the perceived target percentages. He commented he perceived that there was fluidity between properties becoming available and privately rented if not sold as interim income. He added there was a need for a mechanism to easily move stock from the Council to the housing companies.

The Chair, Councillor Beales commented this was the position the housing companies allowed the council to address, without compromising future capital receipts.

The Assistant Director for Regeneration, Housing and Place provided assurance on the time scales and commented the Council had been working closely with West Norfolk Property Limited on short term leasing. He declared an interest in that he was a director of West Norfolk Property.

Councillor Morley commented he was not convinced fluidity existed in relation to the marketing of these properties.

Councillor Ring referred to the other town centre development which he commented may attract more sales than Florence Fields and the importance of fluidity between the sites and the housing market.

Under Standing Order 34, Councillor Parish highlighted the tenure mix was previously altered to benefit residents of King's Lynn. He

commented further as the Chair of Regeneration and Development Panel he had asked this matter to go to the panel and noted it was to be scrutinised by the Corporate Performance Panel

The Chair Councillor Beales commented the tenure mix was dependent on market conditions and council agreement. He highlighted the consideration of the future of the projects following devolution and local government reorganisation.

In response to a question from Councillor Beales, the Assistant Director for Regeneration, Housing and Place commented the contract allowed for changes in pace with the market. He added there was a likelihood of cost increase because of delay therefore the decision was to continue and be kept under review.

Southend Road

Councillor Ring highlighted to the Board there had been viewings scheduled for this week and there had been lots of interest following the removal of the restrictions.

West Winch Growth Area

The Chair, Councillor Beales commented this project provided reassurance of the relationship between Norfolk County Council and the Borough Council ahead of Devolution and Local Government Reorganisation.

In response to a question from Councillor Morley, the Assistant Director for Regeneration, Housing and Place explained the business case for the access road was unable to be submitted to the Department of Transport until after the outcome of the Norfolk County Council Planning Committee in November.

Councillor Moriarty commented officers were keen to get the proposal right and highlighted the application had slipped from July to November Planning Committee. He advised, as the Chair of the West Winch Stakeholder Group he would be arranging a meeting of that group following the decision being made. He endorsed Councillor Beales comments on the authority's relationships.

Councillor Long declared he was a Norfolk County Councillor and a member of the County's Planning Committee and requested to go to into exempt session to discuss land ownership.

STARS

The Chair, Councillor Beales commented the green travel aspects of the scheme were previously undervalued however felt pleased Baxter's Plain was to be included in the revised scope. He commented there was positivity and enthusiasm from Norfolk County Council.

Councillor Heneghan commented part of Southgates was within her ward and commented as one of the main roads into King's Lynn the area, looked terrible and needed attention. She sought clarification on the plans for this.

The Chair, Councillor Beales commented the regeneration aspects and land ownership within the Borough Council were under consideration and members would be involved.

Councillor Blunt referred to the masterplan and expressed his concern on the traffic management surrounding the Southgates and asked for a short-term solution to be included in the re-scoping.

The Chair, Councillor Beales commented on the frustrations of the projects and the importance of not compromising the traffic flow.

The Assistant Director for Regeneration, Housing and Place highlighted to the Board the consultation on the project ended on the 5th November. He explained that roads alone did not add social value therefore in order to receive funding an active travel element needed to be included.

Councillor Morley referred to the timescales of this project and the impact of the project with a new mayor and strategic authority.

Councillor Ring explained a project which had been funded by Business Rates was the West Lynn Road which would provide access to the active travel hub and impact on Southgates. He commented on the timescales and referred to the impact on roads included in the masterplan.

The Chair, Councillor Beales commented clarification was needed on how the traffic would be dealt with and highlighted that funding previously allocated was still to be used towards a positive project for King's Lynn.

Councillor Heneghan suggested a short-term solution to improve the traffic flow around the Southgates which could be to have traffic lights at Vancouver Avenue and Wisbech Road.

The Chair, Councillor Beales commented Norfolk County Council would need to model this suggestion and asked officers to feed this into considerations with County officers.

Councillor Blunt asked for the Chair of Regeneration and Development Panel to consider adding to the Work Programme, short term solutions for traffic flow surrounding Southgates.

Councillor Heneghan asked if a tour of the gyratory for all members could be organised and the Assistant Director, Regeneration, Housing and Place undertook to get this arranged.

Lynnsport 1

The Chair, Councillor Beales commented the project should be referred to as Valentine Park rather than Lynnsport 1 and encouraged Members and Officers to refer to the project as the new name.

25

MAJOR PROJECTS FINANCIAL SUMMARY 2025 - 2026 Q1

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

The Assistant Director for Finance and Deputy Section 151 Officer presented the report.

The Chair invited questions and comments from Members of the Board.

Councillor Morley commented on the Towns Fund and questioned what was received from £6 million and was concerned on the amount spent.

The Chair, Councillor Beales commented it was question for the Neighbourhood Board and referred to a wider point that the type of project covered by the Towns Fund are difficult, which is why it's being addressed via this funding; he referenced that there are multiple agencies involved which makes things difficult and frustrating. The Chair referred to the Tennyson Road Railway Crossing which was an aspect of one of the projects which has been unable to be delivered, as one example. Councillor Beales referred to the report and highlighted it was difficult to ascertain which figures were cash flow and budget and asked for this be made clearer. The Assistant Director for Finance undertook to get the requested changes made.

Councillor Ring commented the reporting of the financials had improved.

26

OMPb MINUTES (FOR INFORMATION)

The Board noted the Officer Major Projects Board Minutes.

Councillor Moriarty questioned if other attendees from Norfolk County Council or other organisations attended the Officer Major Projects Board meetings.

The Programme Management Office Manager explained the Officer Board included senior officers to provide assurance to the authority including members that the projects were being actively monitored and reviewed. She explained the difficulties with including officers from other authorities.

27 **EXCLUSION OF PRESS AND PUBLIC**

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 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.

28 **WEST WINCH GROWTH AREA**

Members of the Board made further comments and asked questions to which officers responded.

29 **DATE OF NEXT MEETING**

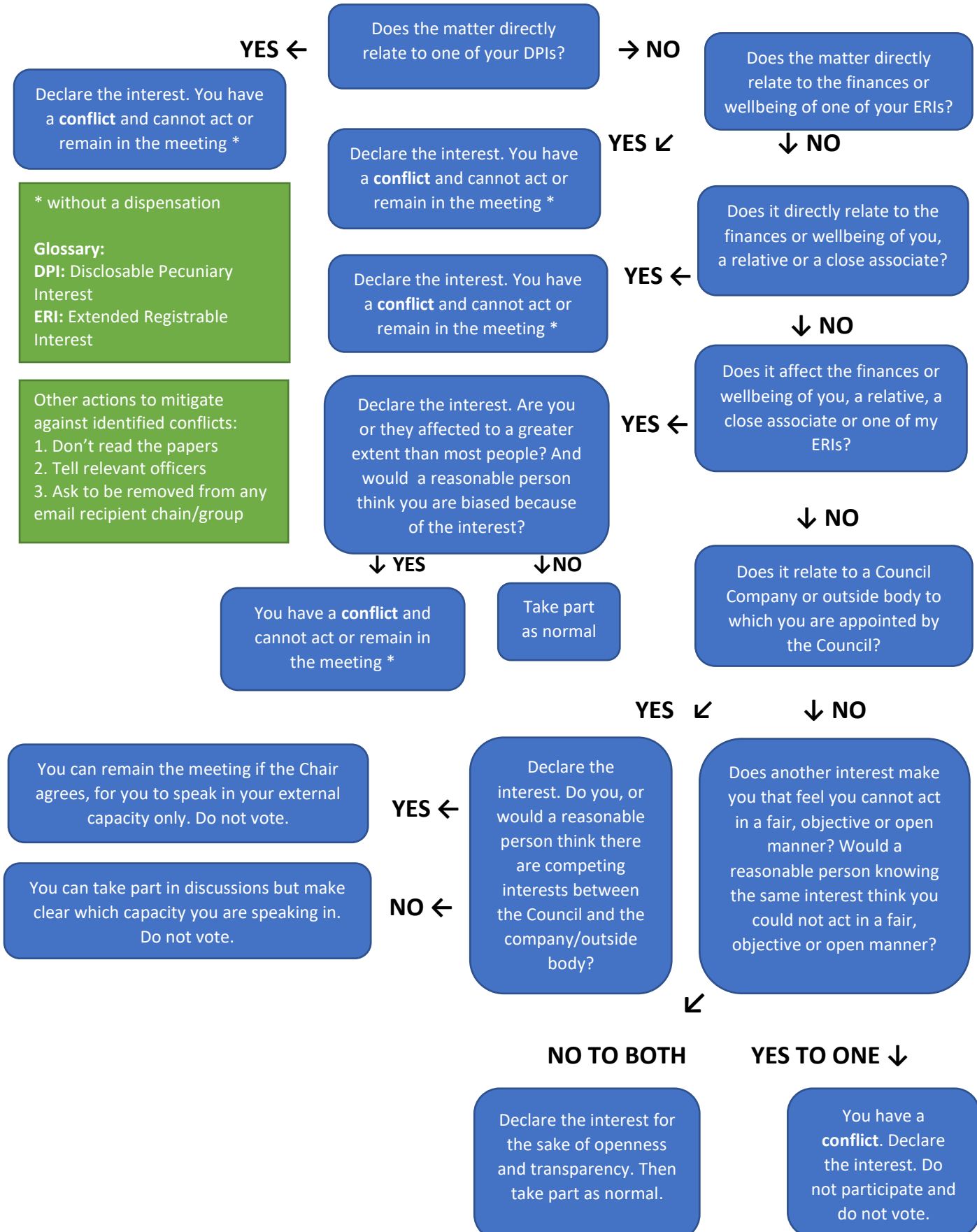
The next meeting was scheduled for the 10th November 2025 at 9:30am in the Council Chamber, Town Hall.

The meeting closed at 10.58 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	Query	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	Corporate Leadership Team reviewed first draft of a Project Management Framework on 29.07.2025. Work is continuing, building on recent Association for Project Management (APM) training received summer 2025. As at 29.10.2025 Greyfriars Project Management involved as part of work on Capital Programme. Work continues	VAD		
19	Board	Baker Lane Active Travel Hub development and update on ATH for the Enterprise Park	Update on progress requested	12.05.25	Planning application submitted late October 2025. Item closed on this log as no specific action for MMPB.	VAD	Yes	30.10.2025

Other Major Projects - as at end Quarter 2 2025/26 (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 2025/26 (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	TBC	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating R	The overall status is RED • NCC reporting significant overspend due to various reasons including delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal. • Contractor demobilised from site due to substantial completion of project • Minor works from the infrastructure contract remain outstanding. Outstanding items are largely non-critical with the majority of the Kings Lynn Enterprise Park being accessible following construction of the roads. For example, works that remain outstanding include the removal of the temporary access road installed to facilitate the construction of the Health Hub and the protection slab over the high pressure gas main to provide access to Plot C4.
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	Duncan Hall	Capital Receipts & Borrowing	Overall RAG rating A	Overall RAG currently AMBER due to: • Site progressing well. • Resources remain suitable for the project. • 8 sold plots. 4 plots reserved. 4 PRS plots completed. Sales pace slower than expected. • Tenure mix for this site is under review, and an outcome is expected in early Qtr.3
P-21.08	Major Housing	Styleman Court (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	Duncan Hall	Capital Receipts & Borrowing	Overall RAG rating A	Overall RAG Status currently AMBER: • Site works are complete. • New sales agent appointed, and properties are on the market. A number of viewings have been booked in. • Management agent appointed and agreed scope commencing
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	Duncan Hall	Business Rates Pool & Revenue	Overall RAG rating G	Overall status is GREEN. • The project areas that the Borough Council are currently leading are now programmed to complete by the end of Q3 2025/2026 financial year. • Project costs are being verified as it is acknowledged that costs have increased and more funding sources are needing to be identified. Financials have been rated as Amber until this is resolved. • Capacity has been rated as Green this period. Whilst there has been an extended period of absence for a key member of staff, additional external resource has been brought in with Norfolk County Council assisting with costs to assist with the land acquisition aspects. • Timelines have been increased to amber due to delays agreeing the Collaboration Agreement.
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 A ↓	The overall status is AMBER as: • Change in direction of the linked STARS project to focus on the delivery of Gyratory improvements and not deliver the proposed improvements to the Southgates junction. Therefore, STARS has been re-scoped and the Southgates element has moved status from RED to AMBER. NCC has noted its continued support for the Masterplan scheme and are continuing to work with the project team to explore opportunities for delivery of the Southgates Masterplan proposals. • Greyfriars Project Management appointed to identify smaller scale measures that can be brought forward to improve setting of Southgates and surrounding area to help de-risk Masterplan proposals. • Uncertainty remains over Masterplan proposals following refocusing of STARS project in terms of timescales and funding. • RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP. • Planning Strategy for Masterplan proposals developed by BDP.
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 A ↓	Overall RAG Status is AMBER. • This has changed from RED since the last report because Dept for Transport (DfT) are supportive of proposals to the original scheme and both the DfT/MHCLG have indicated their support for the changes. There is no longer a need to submit an Outline Business Case or a Full Business Case for the STARS Gyratory Plus. The DfT are positively helping to complete the appropriate forms and due to these changes, there will be more time for delivery.
P-23.08	Major Housing	Valentine Park, (Lynnport 1), KL	Development of 96 mixed tenure dwellings on Lynnport 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	Duncan Hall	Capital Receipts & Borrowing	Overall RAG rating G	Overall Status is currently RAG rated GREEN. • Whilst some risks have increased, they're yet to be realised and have suitable mitigation in place. • The programme remains within tolerance, with a small delay expected to be recovered due to ground conditions and subcontractor attendance.

Town Deal projects - as at end Sept 2025 (monthly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end Sept 2025 (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	Overall RAG status continues to be AMBER. This follows both Cabinet and Town Board approval to proceed with the major scheme previously presented. There remains a significant demand to drive the project including sourcing an external fundraising resource to focus on this part of the project over the coming years. • Interpretation Works – The tender for the "media consultant" who will work alongside PLB has now been published and multiple requests to visit the site have been received. The main interpretation works programme has been reviewed and a restart is programmed for December once the ITT/ tender process is completed. • Collections/Storage – Good progress has been made within the pre-contract “exit site” objective (artifacts materials for reuse, rubbish, legal, compliance supply cut offs. Majority of items have now been moved from site into storage) until the reopening in 2028 with only a few minor items being sorted through by the site team. A clearance company has also now attended site to clear any final rubbish ready to hand the site over to the contractor. • King Street public realm - JCLA has finalised the planning & S278 design pack for submission to relevant authorities. Recent guidance from BT received for our requirement to relocate a street cabinet. Budget risk mitigation needed as BT early quote appears well above previous guidance. A costing exercise is being undertaken before the planning packs are submitted. • Pre-Launch BC/CIO Resource status. BC Governance Process reviews continue to determine best way of managing & supporting this complex project across 4-6 workstreams. Fundraising consultant appointment complete (Cause4) however on hold however until CIO confirm support for donations receipt protocols. An update will come in due course. • Longer term User/ Site Operation - Internal reviews of ownership, scope, specification and timelines underway. This workstream critical to ensure that the Business case has maximum opportunity to be delivered and trade successfully.
								A ↔	
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	'Overall RAG Status is AMBER. • Active Travel Hub Enterprise Zone – updated TF guidance requiring project spend by March 2028 means timeline pressure around project have eased. However, RIBA Stage 3 cost update showed increases in costs due to increases in scope and additional drainage required to meet planning requirements. Due to updated guidance, additional time taken to review proposals and identify areas of value engineering ahead of progressing with planning application and progression to RIBA Stage 4. These are now programmed for October with the start of works moved to April 2026. • LCWIP - Oldmedow Road scheme removed from programme following increases of estimated costs up to £800k from estimated budget of £495k. Scheme to remain part of LCWIP but NCC Active Travel team to reassess scheme proposal to address cost and design comments raised during development. • Active Travel Plans - Potential walking campaign to follow on from “Real People on Bikes” campaign being investigated for early 2026.
								A ↔	
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	Overall RAG Status is AMBER. • The Devil's Alley element of the project will now be taken forward under the Pride in Place Programme as agreed by the King's Lynn Neighbourhood Board. A change in scope to the project in place of Devil's Alley will show a core scheme of accessibility interventions at the Custom House which will incur minimal loss of historic fabric. The dry side facility is unaffected by the change in scope. • A Project Adjustment Request has formalised this change in project scope, outlining the outputs and allocated funding and been submitted to MHCLG. £2million will be re-allocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on the process to complete this is expected soon. • An updated Business Plan and Economic Case has been developed to reflect the revised scope. • A comprehensive reprogramming exercise has been undertaken to ensure the project remains aligned with the established funding timeline. • Historic accounting issue identified which affects available remaining budget, resolution sought from wider programme underspend and value engineering.
								A ↔	
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	Overall RAG Status is currently GREEN. • Pop Up spaces became available for hire starting in March 2025, promotion of hire is currently paused due to restrictions on the offer from scaffold works in street. • Installation of artwork, seating, and a digital wayfinding sign has been completed. • 14 trees and custom planters have been placed along Purfleet Street, New Conduit Street, and Broad Street. • Responsibility for the Pop Ups has transitioned to the Operations Team, while the digital signage is now managed by the Marketing and Communications team. • The only remaining item is the Purfleet Street Arch, which is on hold due to fire damage to the building it was intended to be mounted on.
								G ↔	
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	'Overall RAG status has moved to AMBER. • There is a risk that the building may be ready for use before the completion of the required external works. This situation could result in the library opening while activities are still ongoing outside. Key Points to Emphasise: • The building itself will be ready before the external works are finished. • Opening may occur while some external works are ongoing, • The timeline for completion of these external works is uncertain due to planning permissions and coordination with multiple landowners and utility providers. • As a result, NCC are considering the plan for opening timescales • Work continues with various partners and groups to build a strong offer for the new library building. This work is split into three themes: Internal working group, Skills and Business partners and VCSE groups.
								A ↓	



FRAP -21.02

NORA EZ Infrastructure Project Highlight Report

Project Name:	NORA EZ Infrastructure	Project Manager	Mark Fuller	Project Sponsor:	Jason Birch	Report covers period of:	Q2 2025-26
Capital Code:	C8501-4	Client Dept:		Property & Projects	Lead Designer:	NCC	
					Cost Consultant:	NCC	
Project Code:	P-21.02	End User (if applicable):	-		Contractor on Site:	Octavius	

Management Summary

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

Overall RAG status is RED

- NCC reporting significant overspend due to various reasons including delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.
- Contractor demobilised from site due to substantial completion of project
- Minor works from the infrastructure contract remain outstanding. Outstanding items are largely non-critical with the majority of the Kings Lynn Enterprise Park being accessible following construction of the roads. For example, works that remain outstanding include the removal of the temporary access road installed to facilitate the construction of the Health Hub and the protection slab over the high-pressure gas main to provide access to Plot C4

1.1 Decisions required by the Officer Major Projects Board

- No decision required

1.2 Achievements during this period

- No significant changes to the Q2 highlight report due to ongoing discussions with our Legal advisors. Resolution date to be advised in due course.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

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

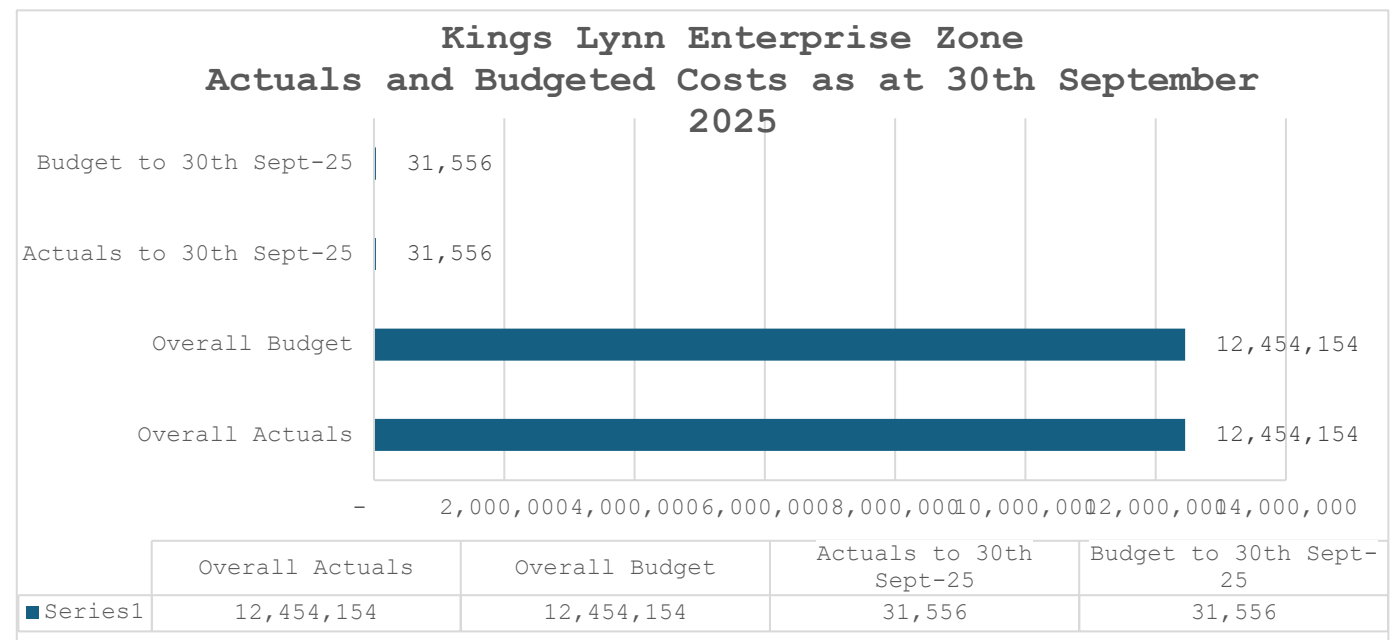


2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (2/3)	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.	03.10.25 Ongoing
2/2	Contract Completion	NCC not instructing on remaining outstanding works.	A	Time	Working on resolution which will enable outstanding works to be instructed and completed.	03.10.25 Ongoing

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

3.1 Financial Summary



3.2 Financial Commentary

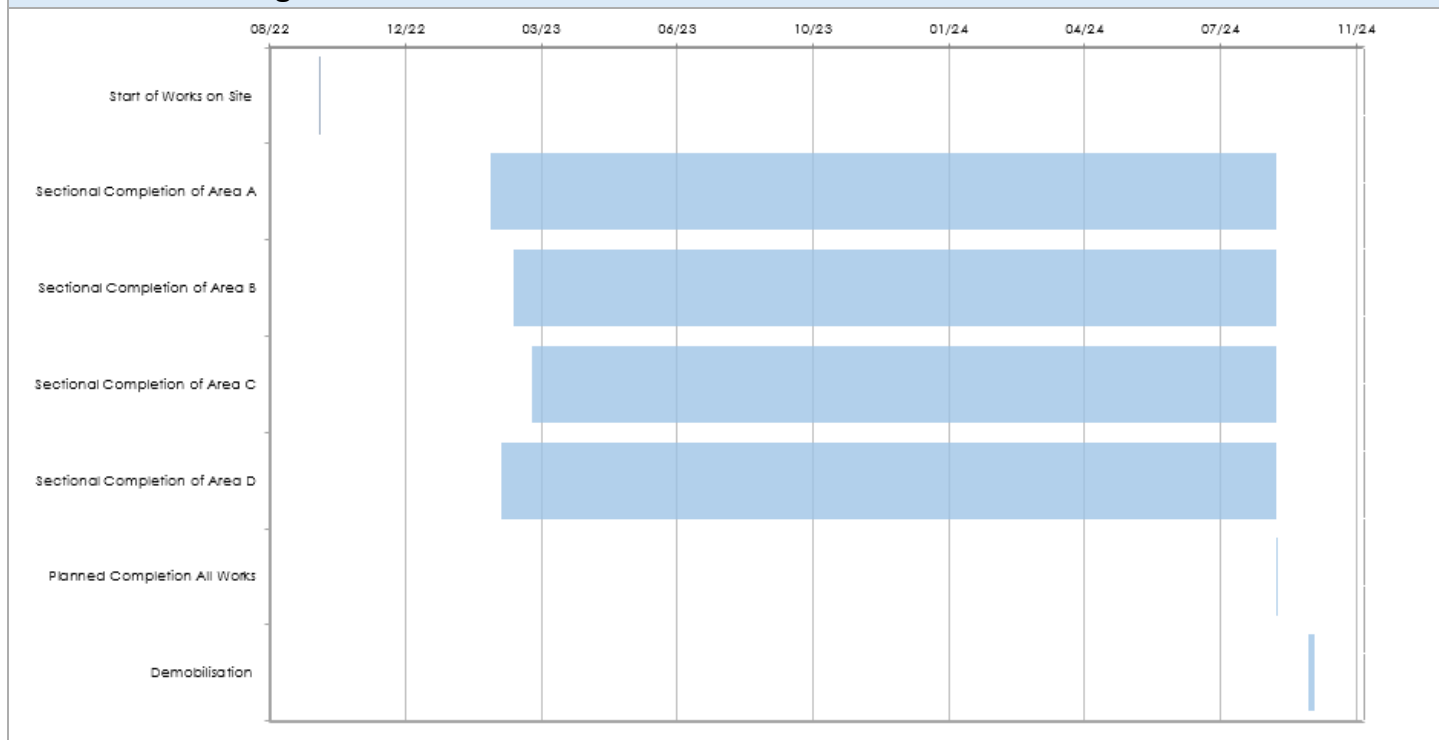
- Financials current RAG is currently RED
- 2025-26 Actuals to 30th September are £31k, budget to be confirmed
- Overall Actuals are £12.5m, the budget to be confirmed, the actuals have been used as a placeholder for the budget.

3.3 Project Contingency and Change Control

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



4. Timelines – High Level Milestones



4.1 Timelines Commentary

- Timelines current RAG status is GREEN
- Due to substantial completion of works and contractor demobilisation (30.09.24).

5. Resources Commentary

Resources current RAG status is GREEN

6. Communications and Engagement

- None

7. Outputs and Outcomes

7.1 Outputs

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

7.2 Outcomes

Description	Notes
Provides physical access to Phase 1 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 i.e. 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]
Status:	✓	✓	✓	✓	✓	✓	✓	✓
Date Approved:	24.09.2019							24.09.2019
Approved by:	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Cabinet

Last approved document: Final PID, Cabinet September 2019

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed



P-21.05 Florence Fields (Parkway) Project Highlight Report

Project Name:	Florence Fields (Parkway)	Project Manager	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	Q2 2025-26
Capital Code:	C8431	Client Dept:	Corporate Projects		Lead Designer:	LPL	
					Cost Consultant:	GCBA	
Project Code:	Florence Fields (Parkway)	End User (if applicable):	Members of public & BCKLWN Companies		Contractor on Site:	LPL	

Management Summary

	1.Overall RAG Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	A	A	A	A	G	G
Last Report	A	A	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 RAG currently AMBER due to:

- Site progressing well.
- Resources remain suitable for the project.
- 8 sold plots. 4 plots reserved. 4 PRS plots completed. Sales pace slower than expected.
- Tenure mix for this site is under review, and an outcome is expected in early Qtr.3.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

Plot Summary of programme progress

Phase 2

- Plots 51, 52, 60-65 – snagging
- Plots 83-90 – final decorations and finishing
- Plots 53, 54, 90 & 91 decorations progressing
- Plots 59, 95-103 – 2nd fix progressing

Phase 3

- Plots 112&113 plaster complete
- Plots 107-111 – plaster progressing
- Plots 129, 148-151 – 1st fix progressing
- Plots 123-128, 130-132 – Roof complete
- Plots 114-122 (flats) progressing to 2nd floor plank
- Plots 104-106 - progressing to plate
- Plots 133-141 (flats) – progressing to 1st floor slab
- Plots 142-149 – Progressing to joist

Phase 4

- Plots 32 progressing to plate
- Plots 33&34 at Joist
- Plots 26&27 progressing to joist
- Plots 18, 28-30 at pad
- Plots 19-25 – sub-structure progressing
- Plots 152-166 ready for ring beams



- Plots 6-16– piling complete
- Site works
- Sub-station 2 – High Voltage connected and power to sub-station – UKPN audit complete – Plot connection and meter booked in for pump station commissioning at the end of September.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (4/45)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A18	Finance	House prices	A	Finance	Continue to review sales pricing / sales releases. Review against local market	01.10.2025
C19	Planning	S278 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. Principle Project Manager chasing Head of Infrastructure & Development and Head of Design & Development at NCC. Close to completing but ongoing risk.	01.10.2025
A22	Finance	Ongoing review of housing tenure mix. This will assist in mitigating houses sitting unsold. It will ensure ongoing revenue to the project.	A	Finance	Tenure mix for this site is under review and an outcome is expected in early Qtr. 3.	01.10.2025
H5	Design	Area of road around some trees under review due to different land levels – plot 83 - 94.	A	Design	Reviewing with design technical team.	01.10.2025

2.2 Key Issues [all red and increasing amber]

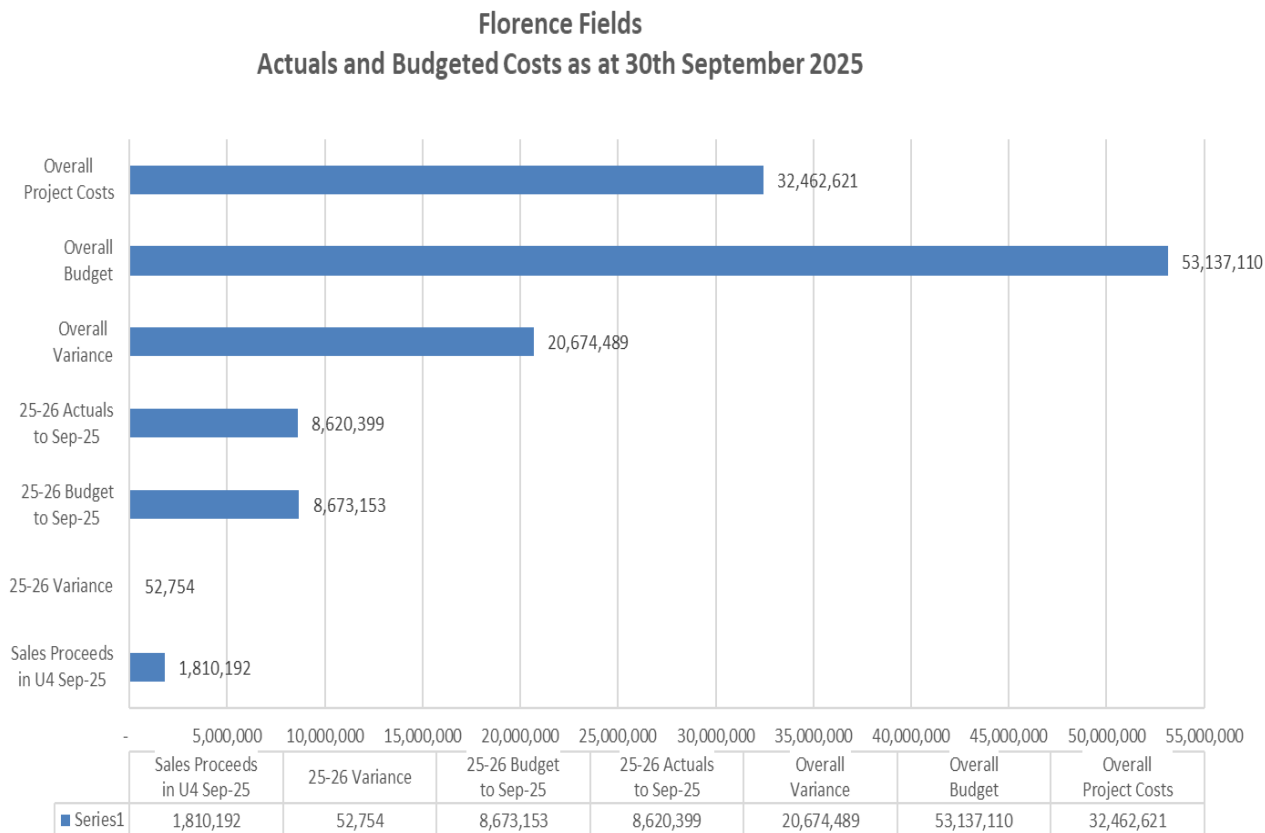
An issue is something that has happened

Issue ID (1/44)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A19	Inflation and competition of local market	Inflation means packages values increasing	A	Finance	Continue to monitor the market and continuously review the package	01.10.2025

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



3.1 Project Summary



3.2 Financial Commentary

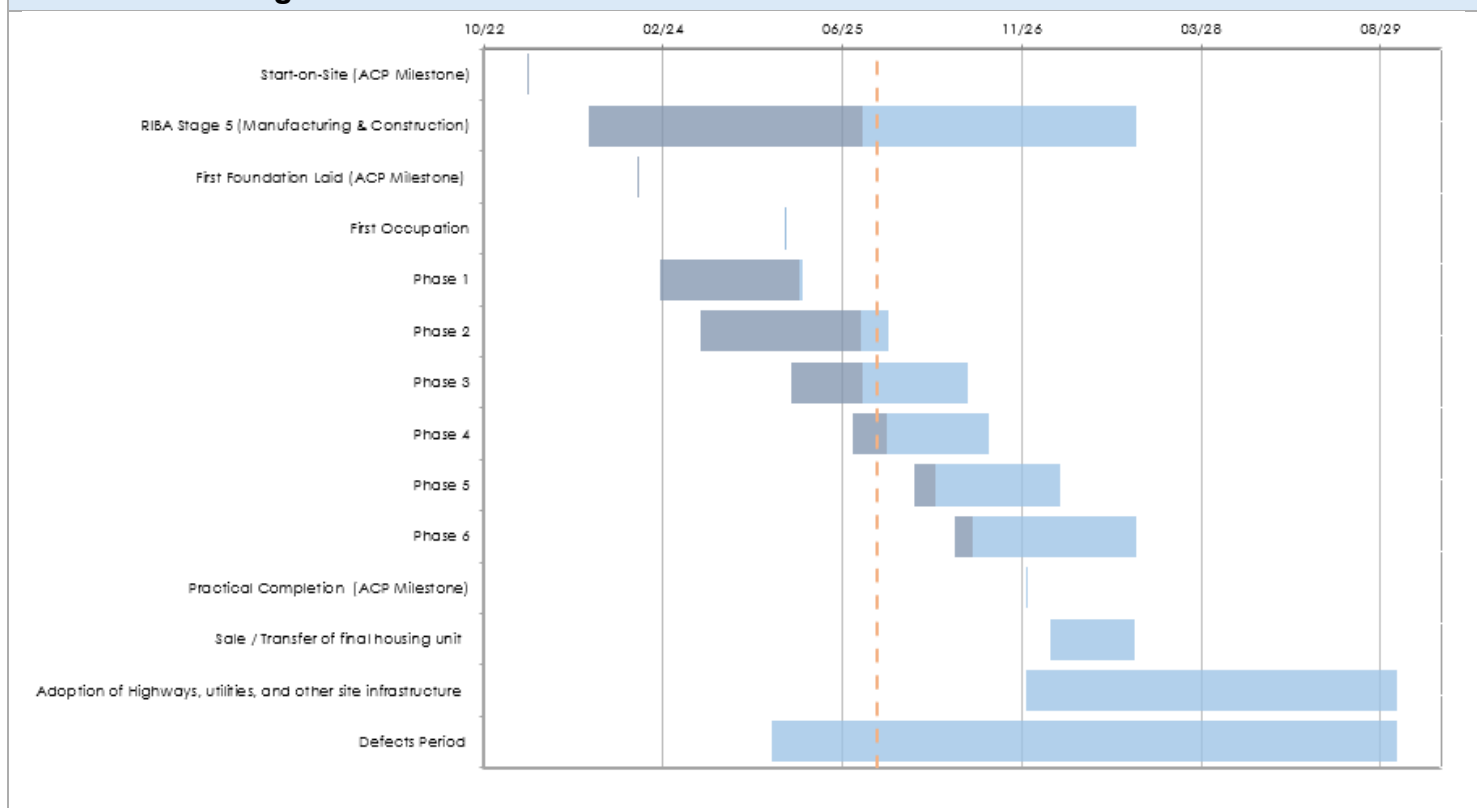
- 2025-26 actuals to date for this financial year are £8.62m against a budget (as at sept-25) of £8.67m and is primarily on budget.
- Overall actuals for the full project to date are £32.4m, with the overall project budget of £53.1m with further stages to complete. An additional cost has been required for circa £0.3m for piling in stage 6 which has been approved internally in addition to the existing budget above.
- 2025-26 Actuals primarily relating to contractor works costs
- At present there is sales proceeds totalling £1.8m received as of 30th September 2025.

3.3 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							



4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline RAG rating is currently GREEN

- Based on the new programme timeline is green as site is progressing well

5. Resources Commentary

Resources RAG rating is currently GREEN

- Project being delivered by internal BCKLWN team.
- Project Officer fully engaged with project and full understanding of issues.
- Clerk of Works is fully engaged with the project.
- Lovell Partnership Ltd are fully resourced.

6. Communications and Engagement

- Draft communication plan is with Communications team.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Delivery of		
Private Rented Units	46	20.3%
Open Market Sales Units	132	58.4%
Affordable units	24	10.6%
Shared ownership	10	4.42%
Local Authority Housing Fund	14	6.19%
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	Notes
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 Approved:	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/23	07/23			
Approved by:	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet	OJ			

Last approved document: Cabinet Report – Council Approved 26th January 2023



Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

Photographs





Map of Housing Sites





P-21.08

Styleman Court (Southend Road) Project Highlight Report

Project Name:	Styleman Court (Southend Road)	Project Manager	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	Q2 2025-26
Capital Code:	C5004	Client Dept:	Corporate Projects		Lead Designer:	LPL	
Project Code:	P-21.08	End User (if applicable):	Members of public & BCKLWN Companies		Cost Consultant:	GCBA	
					Contractor on Site:	LPL	

Management Summary

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

- Site works are complete.
- New sales agent appointed, and properties are on the market. A number of viewings have been booked in.
- Management agent appointed and agreed scope commencing

Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Completed site now being overseen by the BC project team
- New sales agent appointed, and properties are on the market
- Management company appointed

2. Risks and Issues

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

Risk ID (1/19)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A3	Income	There is a significant risk that the Borough Council may be unable to dispose of housing units at the required level due to market fluctuations, regulatory challenges, or project delays. This could negatively affect the financial viability of the site by reducing expected revenue, increasing maintenance and holding	A	Finance	The Borough Council should regularly monitor open market sales prices to ensure competitiveness and adjust strategies accordingly. If sales prove challenging, shifting units to alternative tenures could help maintain cash flow and reduce holding costs. A new sales agent has been appointed. They have a wide customer base, and	01.10.2025

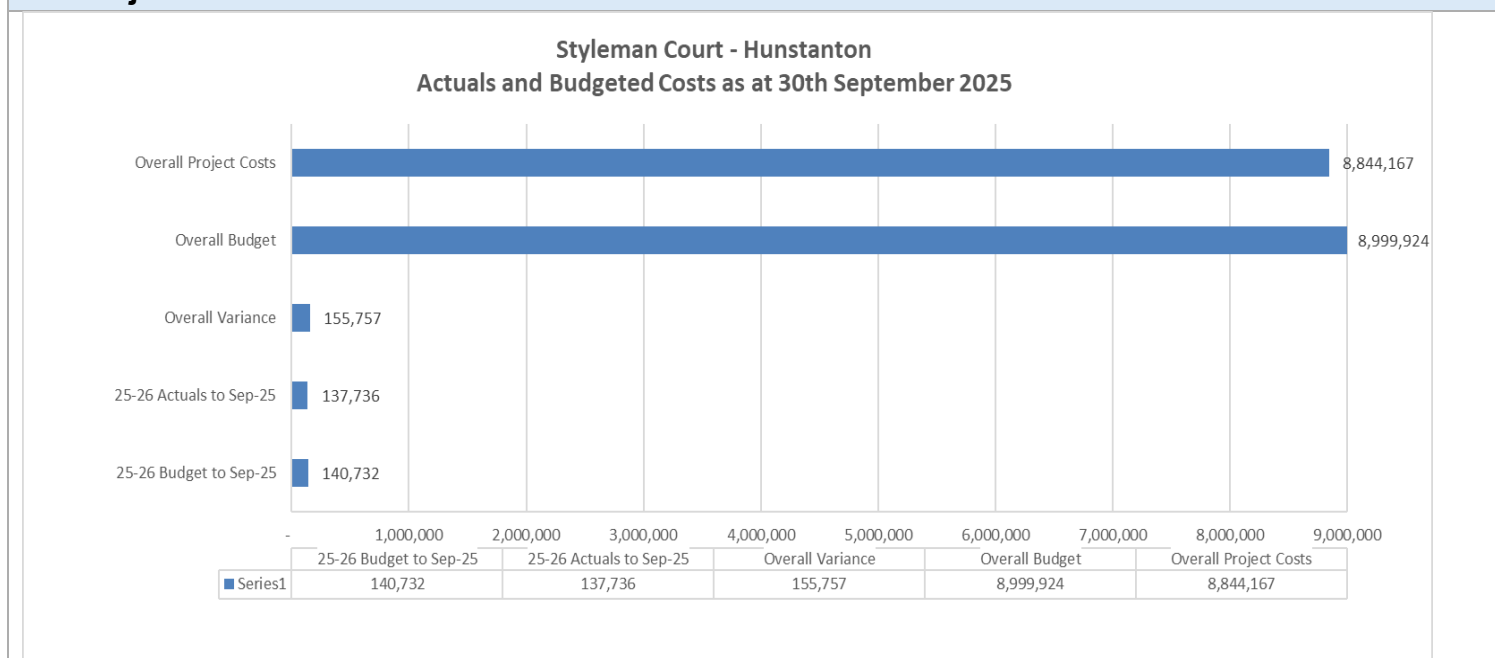


		costs, and potentially straining Council resources.		properties are now on Right Move which reinforces their commitment to visibility and proactive marketing. Discussions with the agent have highlighted a clear and well-articulated strategy, with tangible actions that demonstrate focus and intent. There's reassurance in the agent's structured approach and their ability to deliver results.	
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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

3.1 Project Financials



3.2 Financial Commentary

Overall RAG Status currently AMBER:

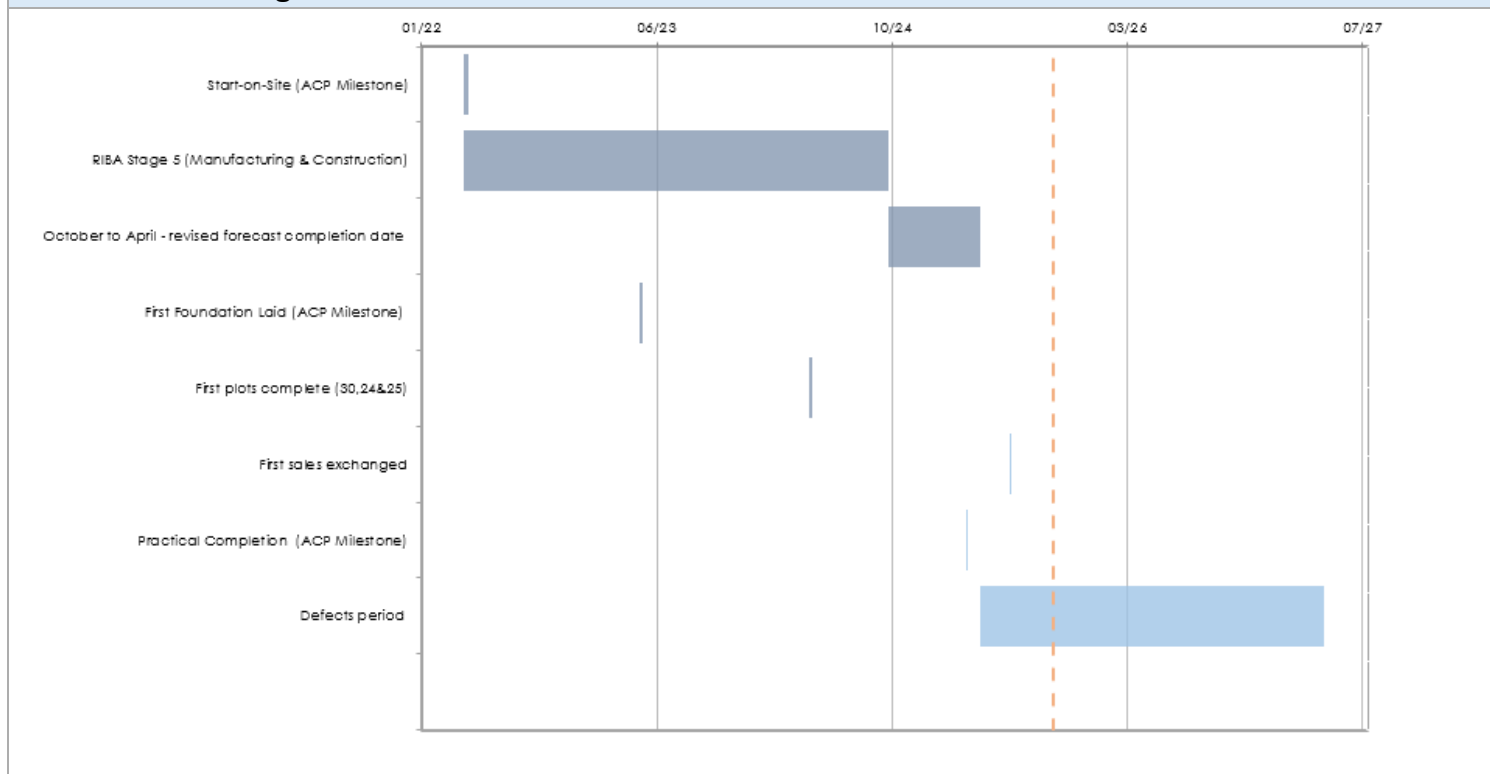
- Minor costs coming through in 2025-26 c£0.1m against a budget of £0.1m due to the completion of the site, overall project actuals are £8.8m against a budget of £8.9m.
- Amber rag rating related to potential delays to dispose of the housing units which will include further costs to keep the site clean and council tax costs.

3.3 Project Contingency and Change Control

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



4. Timelines – High Level Milestones



4.1 Timelines Commentary

Overall RAG Status currently AMBER:

- Dates reflected on timeline to current position.
- Project builds complete.
- While the technical ACP milestone remains unchanged and will not be met, Homes England are aware of the revised completion date and have accepted it.

5. Resources Commentary

Resources RAG rating remains GREEN.

- Project Officer & Principal Project Manager fully engaged with project and full understanding of building management processes.
- Clerk of Works is fully engaged with the project and maintaining oversight for the building now this is complete and the processes this involves.
- Lovell have now completely left the site.

6. Communications and Engagement

- Final newsletter issued.

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.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	PPC 2000 Contract – Signed
Proposed 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
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved:	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
Approved by:	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Last approved document: signed contract – March 2022

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

Photographs



Map of Housing Sites





P-21.09 West Winch Growth Area Project Highlight Report

Project Name:	West Winch Growth Area	Project Manager	Nikki Patton & Hannah Wood-Handy	Project Sponsor:	TBC	Report covers period of:	Q2 2025-26
Capital Code:	C8171	Client Dept:	Strategic Housing & Planning	Lead Designer:			N/A
Project Code:	P-21.09	End User (if applicable):	-	Cost Consultant:			N/A
				Contractor on Site:			N/A

Management Summary

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

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 Borough Council are currently leading are now programmed to complete by the end of Q3 2025/2026 financial year.
- Project costs are being verified as it is acknowledged that costs have increased and more funding sources are needing to be identified. Financials have been rated as Amber until this is resolved.
- Capacity has been rated as Green this period. Whilst there has been an extended period of absence for a key member of staff, additional external resource has been brought in with Norfolk County Council assisting with costs to assist with the land acquisition aspects.
- Timelines have been increased to amber due to delays agreeing the Collaboration Agreement.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Constitution Hill planning application granted consent for up to 1100 homes with all S106 agreements signed securing planning obligations and land for road



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				

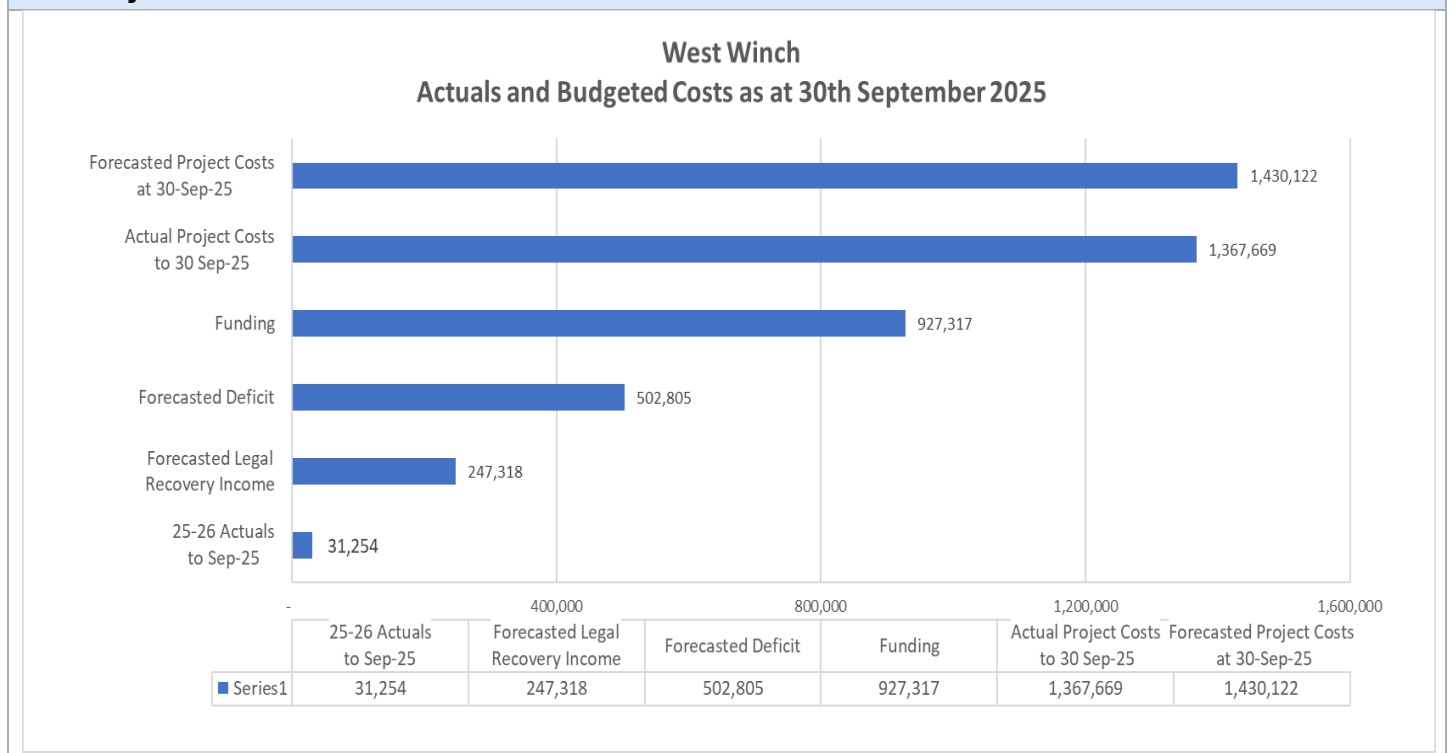
2.2 Key Issues [all red and increasing amber]

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



3.2 Financial Commentary

Financial RAG rating is currently AMBER

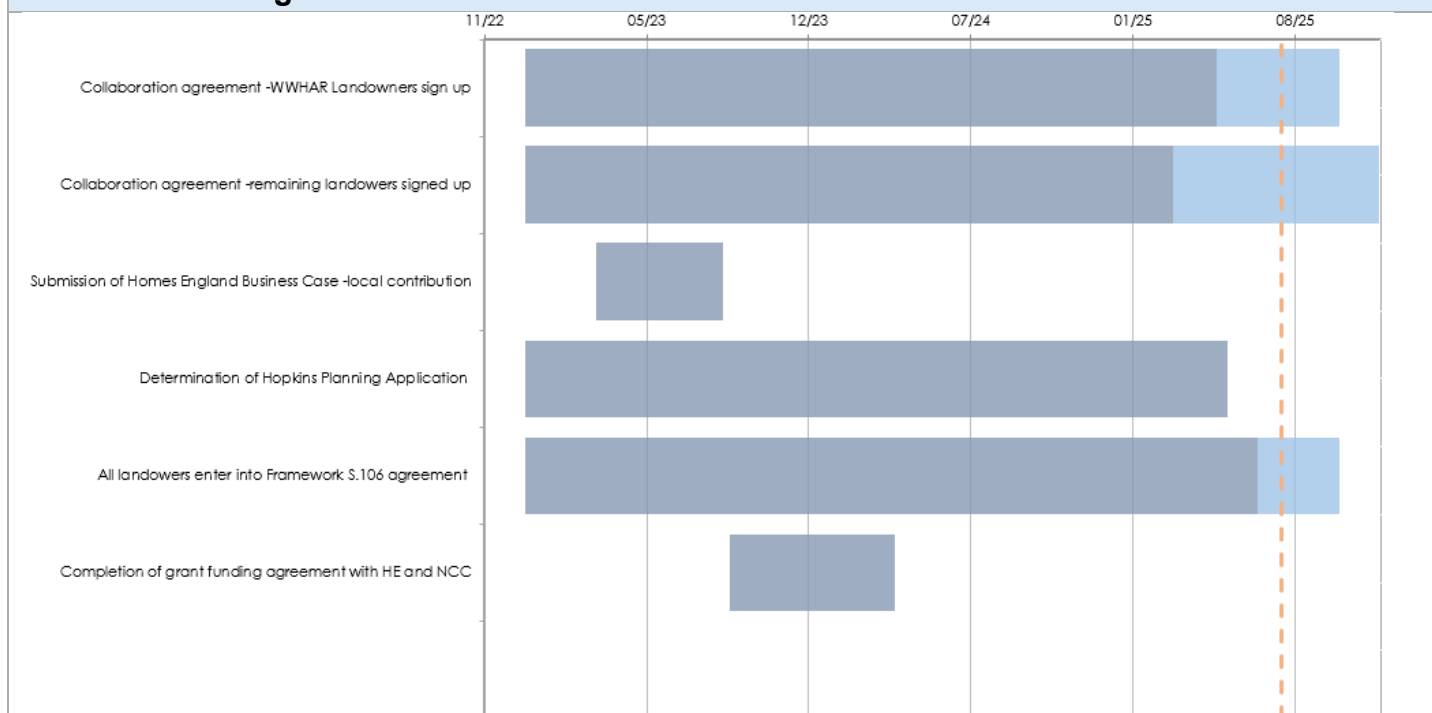
- Overall actuals for the project are £1.4m, current forecasted funding is £0.9m which includes funding from Business Rates Pool and expected recovery of legal fees from landowners leaving a £0.5m deficit.
- The current deficit of £0.5m is being investigated to bring the budget/funding back into line with the overall forecasted project costs.
- An element of total legal costs is expected to be recovered from Landowners and developers totalling £0.25m (see graph above).
- 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.



3.3 Project Contingency and Change Control

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

4. Timelines – High Level Milestones



Norfolk County Council Milestones

- Submission of Planning Application for West Winch Housing Access Road December 2023(NCC lead) Achieved
- Determination of Planning Application by NCC Planning team for WWHAR delayed from August 2025 to September 2025
- Submission of Outline Business Case to Department for Transport (DFT) September 2023 Achieved
- Determination of OBC by DFT – Approval received April 2025

4.1 Timelines Commentary

RAG rating is AMBER

- Delays experienced in agreeing Collaboration Agreement. Additional resource brought in to accelerate.
- 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 to be determined now the outcome of the Outline Business Case is known

5. Resources Commentary

RAG rating is GREEN

- Due to the Council having severely limited staffing capacity, additional resource has been brought in to assist.
- 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 and 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. Next meeting planned for September 2025.
- Dedicated web pages on both Borough Council's Website & NCC website
- Social media messaging on specific information 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	Hopkins landowners entered. Discussions ongoing with other landowner
Collaboration Agreement entered into by all necessary landowners (WWHAR landowners initially)	October 2025	Discussions ongoing

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 expedite 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 be brought to a position where:</p> <ul style="list-style-type: none"> detailed applications for individual developments can be made (which comply with strategic requirements), and mechanisms to secure payments and deliver the strategic infrastructure in accordance with the masterplan are in place 	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 landowner's collaboration agreement. This work will continue through 2025/26 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"> 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. Priorities and objectives of the Norfolk Suffolk Economic Strategy as a Growth Location Meeting housing need Supporting both Borough and County economic growth



9. Approved Documents

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

Last approved document: Cabinet Report August 2023

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed



P-21.10a Southgates Programme Placemaking Project Highlight Report

Project Name:	Southgates Programme Placemaking	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	Q2 2025-26
Capital Code:	C8173	Client Dept: Regeneration & Economic Development	Regeneration & Economic Development	Lead Designer:	-	Cost Consultant:	-
Project Code:	Southgates Programme Placemaking	End User (if applicable):	-	Contractor on Site:	-		

Management Summary

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

Project Definition

Project Stage: RIBA stage 2 (Concept Design) - Development. RIBA Stage 3 (Spatial Design) - Landscaping

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 AMBER as:

- Change in direction of the STARS project to focus on the delivery of the Gyratory improvements and not deliver the proposed improvements to the Southgates junction. Therefore, STARS has been re-scoped and the Southgates element has moved status from RED to AMBER. NCC has noted its continued support for the Masterplan scheme and are continuing to work with the project team to explore opportunities for delivery of the Southgates Masterplan proposals.
- Greyfriars Project Management appointed to identify smaller scale measures that can be brought forward to improve setting of Southgates and surrounding area to help de-risk Masterplan proposals.
- Uncertainty over Masterplan proposals following refocusing of STARS project in terms of timescales and funding.
- RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP.
- Planning Strategy for Masterplan proposals developed by BDP.
- Updated viability assessment for Masterplan proposals completed by LSH.

1.1 Decisions required by the Officer Major Projects Board

- n/a

1.2 Achievements during this period

- Appointment of Greyfriars Project Management to investigate improvements at Southgates that can be brought forward to enhance setting of Southgates and surrounding area and help to de-risk Masterplan proposals.
- NCC has noted its continued support for the Masterplan scheme and are continuing to work with the project team to explore opportunities for delivery of the Southgates Masterplan proposals.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (1/29)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Funding	Funding to fulfil full ambition of masterplan not secure	A	Funding	Following STARS realignment, alternative funding opportunities and delivery options being investigated. Alongside this, short term/smaller scale opportunities being investigated that could be brought forward to and help to de-risk Masterplan proposals, improve Southgates setting and achieve outcomes set out in Masterplan.	14/10/2025

2.2 Key Issues [all red and increasing amber]

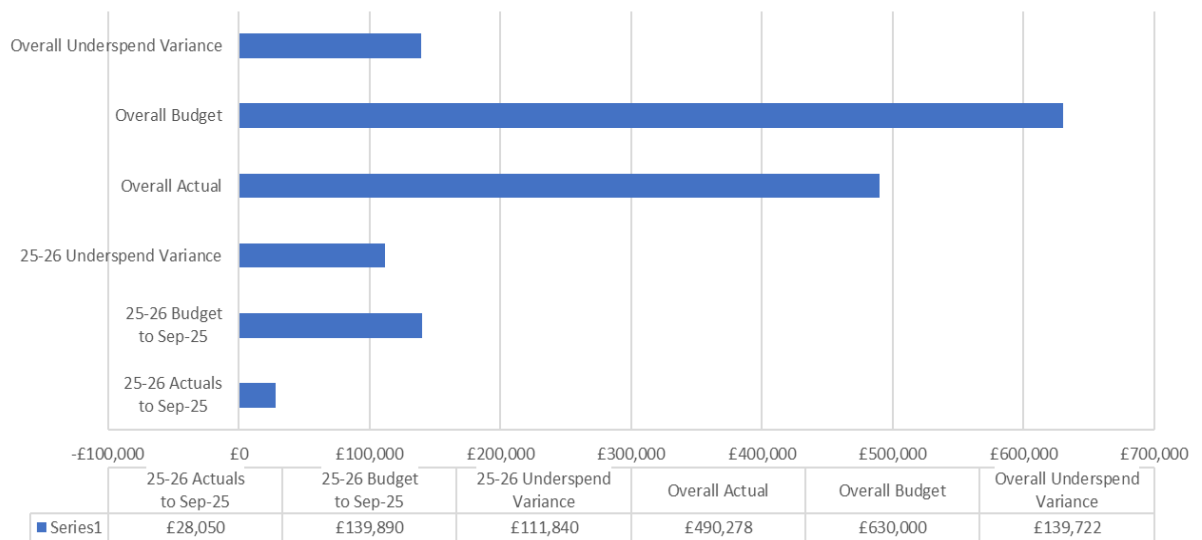
An issue is something that has happened

Issue ID (0/1)	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. Project Financials

Southgates Programme Placemaking
Actuals and Budgeted Costs as at 30th September 2025



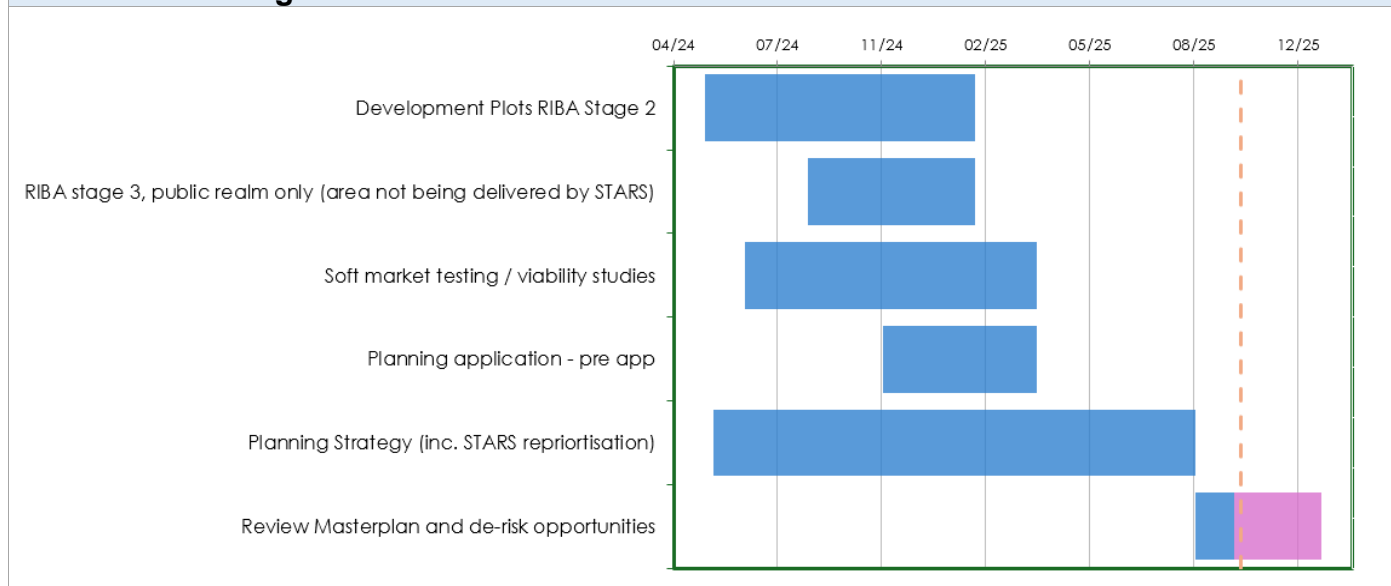
3.1 Financial Commentary

- As of 30th September 2025, Southgates actuals for entire project are £490k against a budget of £630k. In 2025-26 current year actuals are £28k for the final Southgates masterplan (professional fee's) against a budget of £140k to date.
- The budget in 2025-26 will be £180k which is the remaining budget 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						

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Current key dates in the short term are:

- Completion of study into short term/small scale opportunities that can be brought forward to de-risk Masterplan Dec-25
- Timelines are RAG rated as AMBER following the delay to the progression of the STARS Outline Business Case and determination of the scope of scheme to be included in the submission to Dft.
- Following decision by NCC to refocus project, project team now focussing preparing update to Cabinet in Autumn 2025 to set out options and next steps for delivering the Masterplan going forward. This will include the updated Planning Strategy, BDP design work and development strategy.

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
- Greyfriars Project Management now appointed to complete review Masterplan and identify opportunities to de-risk following completion of BDP and Pulse work developing of Landscape and Development proposals set out in previous PID stage.

6. Communications and Engagement

- Comms & engagement work being co-ordinated with NCC to complement coverage of STARS project realignment.

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		To be incorporated into wider masterplan delivery following STARS realignment
Increase in visitors		Full assessment required

8. Other Matters

Item	Comment
General stage progress	<ul style="list-style-type: none"> RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP. Planning Strategy for Masterplan proposals developed by BDP. Updated viability assessment for Masterplan proposals completed by LSH. Change in focus of the STARS project to focus on the delivery of the Gyratory improvements and not deliver the proposed improvements to the Southgates junction Alternative funding opportunities and delivery options being investigated to bring forward Masterplan alongside Masterplan review to identify opportunities to de-risk <p>Work to lead into Strategic Outline Case to cover:</p> <ul style="list-style-type: none"> External funding strategy. Procurement of Development partner Progression of Planning Application Progression of required legal/land agreements for land required.
Procurement progress	<p>Greyfriars appointed to undertake review of Masterplan and opportunities to derisk BDP appointed by NCC and BC to assist with co-ordination of planning strategy for the STARS and the wider Masterplan. BDP appointed to provide addendum to Planning Strategy following recent STARS project realignment.</p> <p>BDP appointed to undertake detailed feasibility and RIBA 1-3 on development sites.</p> <p>LSH appointed to undertake market assessment and viability assessment</p> <p>Project management support appointed via project management framework with Pulse.</p> <p>Procurement of site investigations via NCC Framework</p>
Surveys Status	<p>WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &, Arboriculture, Ecological surveys – complete.</p> <p>Ground Investigations completed by WSP.</p>
Local schemes / dependencies	<p>STARS gyratory scheme. P-21.10b</p> <p>Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals.</p> <p>BSIP – NCC funding to improve bus infrastructure</p> <p>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]
Status:	✓	✓	n/a	Draft	Draft			
Date Approved:	15/06/21	April 2021						
Approved by:	Cabinet	OMPB						

Latest approved document – Client Brief April 2021

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-21.10b

STARS Gyratory Plus scheme - Project Highlight Report

Project Name:	Southgates STARS Programme	Project Manager	Ian Parkes (NCC)	Project Sponsor:	David Allfrey (NCC)	Report covers period of:	Q2 2025-26
Capital Code:	-	Client Dept:	-	Lead Designer:	-	Cost Consultant:	NCC / WSP
Project Code:	Southgates STARS Programme	End User (if applicable):	-	Contractor on Site:	-		

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	R	A	G	R	R	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 to the town centre Gyratory one-way system
- Cycling and walking improvements to routes leading off the town centre Gyratory one-way system
- The Baxter's Plain public realm improvement

Objectives: To 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. To enhance active travel provision on key routes from the gyratory and deliver the Baxter's Plain public realm scheme developed by BDP.

- **Scope:** The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) Gyratory Plus scheme comprises:
- Bi-directional cycle lane on the eastern side of Railway Road which is segregated from traffic between Austin Street and Waterloo Street, but shared use with pedestrians down to Blackfriars Road where an enhanced crossing links it to The Walks public park and St Johns Walk.
- Contraflow westbound cycle lane on Norfolk Street between Blackfriars Road and Railway Road.
- Improved active travel links to the bus station on Albion Street and Old Market Street, that includes new footway and carriageway surfacing together with upgrades to the existing crossings.
- John Kennedy Road – Provision of improved walking and cycling facilities between the existing gyratory proposals and Loke Road.
- Blackfriars Street – Provision of improved walking and cycling facilities between the existing gyratory proposals and Baxter's Plain. This includes the provision of potential new crossings at the Railway Road/Blackfriars Road/St James Road/Blackfriars Street junction.
- Baxter's Plain – Improved public realm and pedestrian environment in the area around the new Multi User Community Hub (MUCH), which is due to open later this year on Baxter's Plain. The proposals here seek to create an identity for Baxter's Plain linking it to King's Lynn's historic context, to improve walking routes and design a pedestrian friendly environment, provide new trees and planting, rationalise the existing paving and street furniture palette, and provide opportunities for temporary events and art installations.
- Guanock Terrace/Windsor Terrace – Provision of improved walking and cycling facilities between London Road and The Walks. Although this element is separate from the other proposals it would provide an important link between the area around the Historic South Gate and walking/cycling routes through The Walks

1. Overall Status (high-level summary)

Overall RAG Status is AMBER.

- This has changed from RED since the last report because DfT are supportive of our proposals to the original scheme and both the DfT/MHCLG have indicated their support for the changes. There is no longer a need to submit an Outline Business Case or a Full Business Case for the STARS Gyratory Plus. The DfT are positively helping to complete the appropriate forms and due to these changes, there will be more time for delivery.



1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- We took the King's Lynn Neighbourhood Board (KLNB) on a site visit on 23 May 2025 and explained the rationale for the scheme. They recorded their support for the scheme at their meeting that afternoon and agreed to provide letters of support as and when required.
- On 7 July 2025 Norfolk County Council (NCC) Cabinet approved submitting business case to the Department for Transport (DfT)
- Met with DfT and Active Travel England (ATE) on 21 August 2025 and set out the STARS Gyratory Plus scheme and they were supportive and suggested adding some Southgates elements to use the full £24.1m allocation
- DfT have confirmed that a formal business case is not needed if their contribution it is below a £20m threshold
- Pursuing the STARS Gyratory Plus scheme with no additions is now the preferred option because the DfT contribution will be below £20m which will streamline the DfT approval process and not introduce further risk into scheme delivery
- We are currently working with WSP to complete the Project Change Request (PCR) form which needs to include robust cost estimates and the current Benefit to Cost Ratio (BCR) and Value for Money (VfM) categorisation for the scheme.

2. Risks and Issues

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

A new risk register for the STARS Gyratory Plus scheme will be developed. The key known risks are currently:

- DfT/MHCLG not allowing us to change the scheme
- DfT/MHCLG deciding to enforce the original cut off date of March 2026 for all of the Levelling Up Funding (LUF) to be spent

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

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

This section will be updated after the further work on developing the STARS Gyratory Plus scheme has been complete

3.2 Financial Commentary

RAG Status has changed from RED and is currently AMBER

- This is because DfT/MHCLG have indicated their support for the changes to the original scheme and there is no longer a need to submit an OBC and FBC for the STARS Gyratory Plus

3.3 Project Contingency and Change Control

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

4. Timelines – High Level Milestones

This section will be updated after the further work on developing the STARS Gyratory Plus scheme has been completed

4.1 Timelines Commentary

Timelines have changed from RED and are currently RAG rated as AMBER.

- This is because as we no longer need to submit an Outline Business Case and Full Business Case we will have more time for delivery.



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 for the STARS Gyratory Plus scheme as part of normal scheme delivery

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyratory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm		
Additional active travel improvements on routes that lead off the town centre Gyratory one-way system		
The Baxter's Plain public realm and pedestrian improvements devised by BDP		

7.2 Outcomes

Description	Target	Note
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	It is envisaged that both elements can be delivered by the NCC highways service contractors. However, the current service contracts are due to expire on 31 March 2026. Work is ongoing to replace these contracts with effect from April 2026 and the re-procurement process for this has already commenced. Given the programme milestones below it is expected that the work would be undertaken under the new contracts
Surveys Status	Geotechnical surveys are still required to be carried out
Local schemes / dependencies	P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/ Local Cycling and walking Infrastructure Plan (LCWIP) - Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road

9. Approved Documents [RIBA stages are not applicable to STARS]

	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:								



Approved by:								
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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)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed



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

Project Name:	Lynnsport 1 (Valentine Park)	Project Manager	James Grant	Project Sponsor	Duncan Hall	Report covers period of:	Q2 2025-26
Capital Code:	C8125	Client Dept:		Corporate Projects		Lead Designer:	LPL
						Cost Consultant:	GCBA
Project Code:	Valentine Park (Lynnsport 1)	End User (if applicable):	N/A			Contractor on Site:	LPL

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	G	G	G	G	G	G

Project Definition

Project Stage: RIBA Stage 5: Construction

Objectives: Delivery of ninety-six mixed-tenure properties at Valentine Park (Lynnsport 1) site, King's Lynn

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

1. Overall Status (high-level summary)

Overall Status is currently RAG rated GREEN.

- Whilst some risks have increased, they're yet to be realised and have suitable mitigation in place.
- The programme remains within tolerance, with a small delay expected to be recovered due to ground conditions and subcontractor attendance

Decisions required by the Officer Major Projects Board

- N/A

1.2 Achievements during this period

- Super structures are progressing in plots 1-15 & 18-25.
- Show homes and marketing suite being 2nd fixed.
- Plots 48-59 / 61-64 / 84-87 piling took place on the 16th of July. Ground beams have progressed. Plots 56-69 ground beams haven't been installed due to cabin locations.
- Aqua swales have been completed, and the gabion baskets have now been completed.
- Lovell formed material storage on plots 65-71.
- CJ Rust formed materials storage on plots 60-64.
- The brick laying company has upped the labour in the period. Currently running with 7 gangs. 6 Super structure gang / 1 substructure gang.
- Drainage progressed.
- Plots are progressing well, with the show homes and Marketing Suite currently build complete. Internals and gardens are being worked on. The marketing suite and show home is due to be opening around the end of October / start of November.

2. Risks and Issues

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

Risk ID (2/28)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
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A3/26	Income	Sales prices lower than valuation, due to market conditions	A	Finance	Continuously monitor income and review quarterly. Undertake review on viability of converting units to affordable housing or PRS. Red Book valuation completed for the site – providing an update on values. This is looking more positive.	01.10.2025
G2/26	Neighbouring residents	Noise and dust – Likelihood of complaints from dust more likely during periods of prolonged dry weather.	A	Communications	More unlikely to have an issue during winter period – continue to monitor	01.10.2025
J6	Legals	Sublease for an area of land has yet to be surrendered	A	Legals	Assist solicitor to push through	30.09.2025

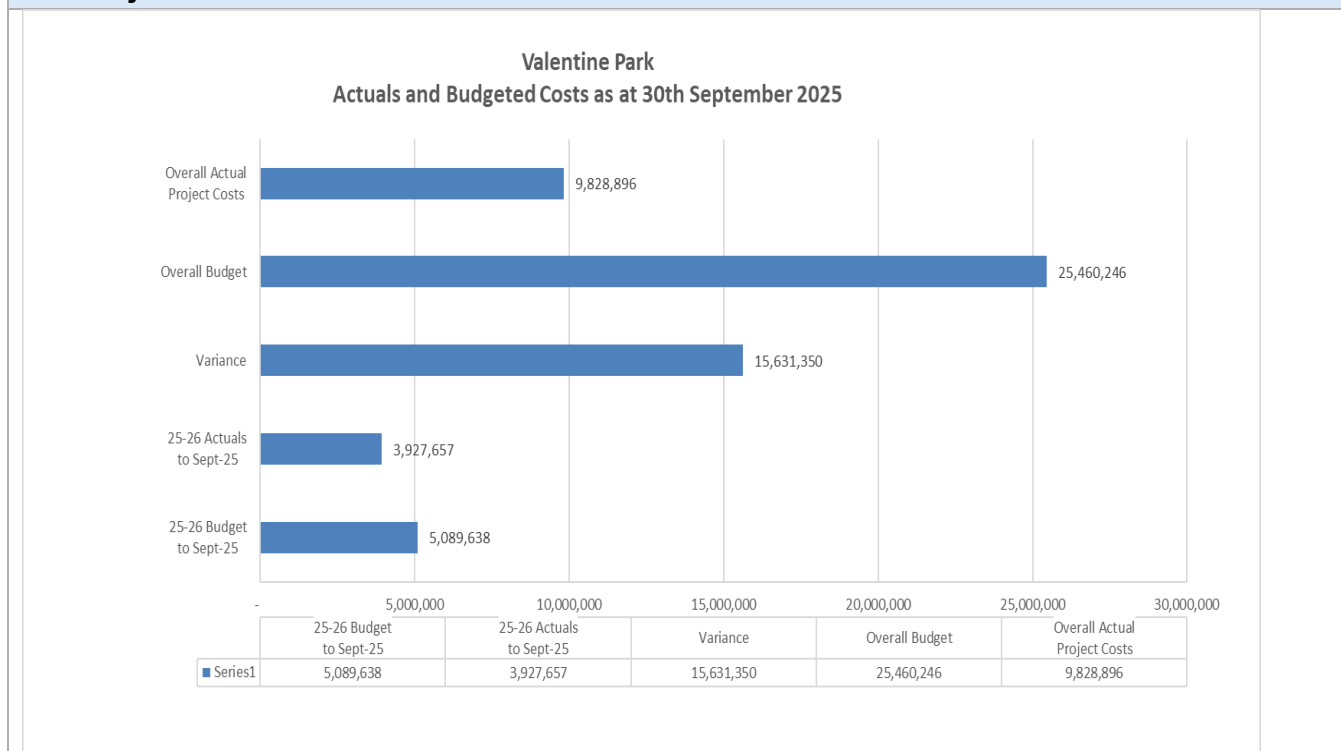
2.2 Key Issues [all red and increasing amber] An issue is something that has happened

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. Financials

3.1 Project Financials





3.2 Financial Commentary

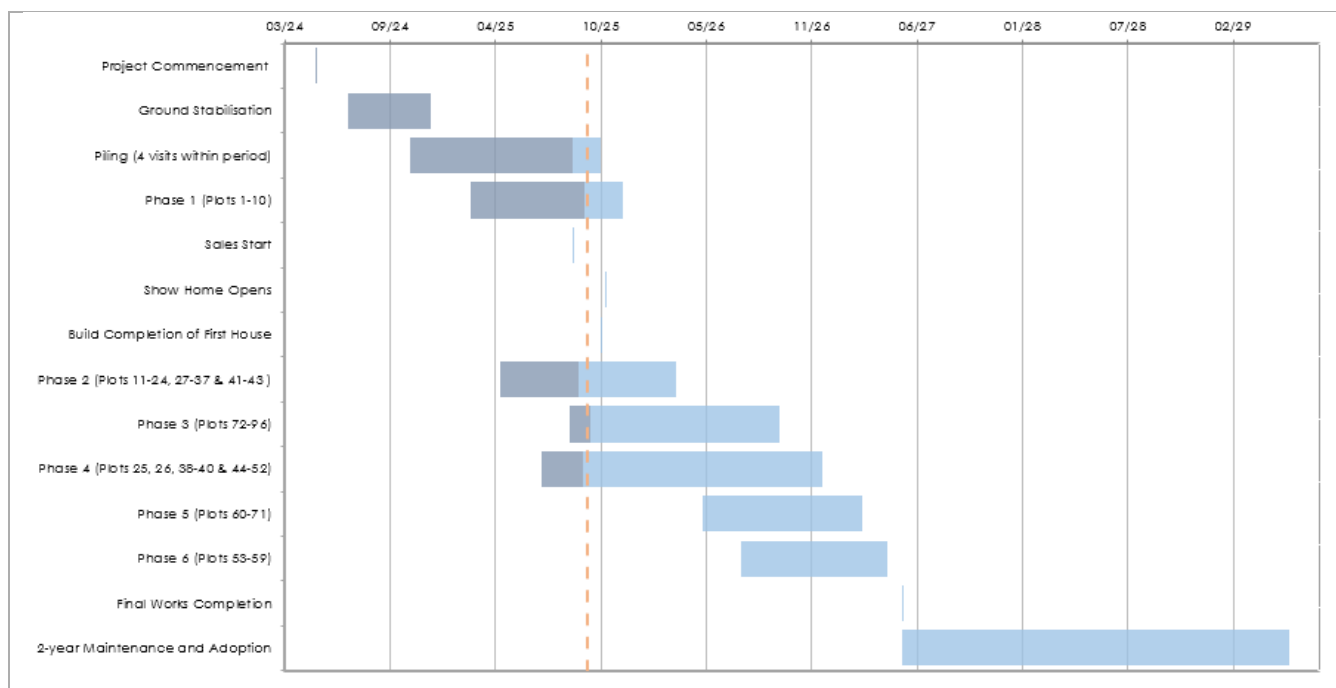
Financials are currently RAG rated GREEN.

- 2025-26 actuals to date for this financial year are £3.9m against a budget (as at sept-2025) of £5.1m, overall actuals for the full project to date are £9.8m, with the overall project budget of £25.4m with plots progressing well.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
LS1_010	Kitchen package was approx. £90,000 over budget. A value engineering review determined Symphony was the best value for money. Further analysis revealed changing the carcass from 'Gold' to 'Silver' on 4-bedroom units would yield a saving retaining the existing appliances	TBC but will result in overall saving without impacting of sale price.	N/A	Upgrade to Gold carcass can be offered as upgrade to further increase income	G	Principal Project Manager	16.06.2026
LS1_011	Given the full aerial specification will soon become obsolete, its proposed to provide cabling to the 63 Open Market properties and offer the remaining aerial as part of the 'Inspirations' package	TBC but will result in overall saving without impacting of sale price.	N/A	N/A	G	Principal Project Manager	16.06.2026

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RAG rated GREEN.

- No issues anticipated.

5. Resources Commentary

Resources are currently RAG rated GREEN

- Project being delivered by the Corporate Projects Team and Lovell Partnerships Ltd.
- All resources are in place from the BCKLWN standpoint.

6. Communications and Engagement

- The team has been working on sales materials in readiness for site launch

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	Devonshires appointed to provide legal services required for conveyancing
Surveys Status	Pre-commencement surveys carried out
Statutory updates	Pre-commencement planning conditions submitted and discharged
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]
Status:	✓							✓
Date Approved:	06.02.24							24.03.24
Approved by:	Cabinet							OMP

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

Photographs



Map of Housing Sites





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

Project Name:	St George's Guildhall & Creative Hub	Project Manager	Robin Lewis / Dan Mason/ Liam Bacon	Project Sponsor:	Duncan Hall	Report covers period of:	September 2025
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Tompkins		
				Cost Consultant:	Andrew Morton Associates		
Project Code:	P.21-11	End User (if applicable):	CIO *	Contractor on Site:	Messenger Construction LTD		

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5 – Construction

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, including a fully working Theatre.
- To conserve and promote King's Lynn's heritage and culture, and in particular draw upon the links between William Shakespeare and the Guildhall.
- Make our centre fully accessible and welcoming to all, whilst boosting new skills, and supporting new and existing creative businesses.
- To establish a vibrant cultural hub that will be a heritage attraction, education resource, commercial zone by day, and a theatre and entertainment venue by night.

Scope:

- Delivery of project outputs as identified in Towns Fund application & subsequent approved PAR summer 2024.
- Delivery of works identified in RIBA Stage 1 report including alterations to the listed buildings necessary to deliver the scheme.
- Fundraising for capital and revenue costs as necessary
- Promotion of the project and centre its links to Shakespeare within the town nationally and internationally.
- Delivery of activities to widen the engagement, support wider cultural, learning, and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

Overall status continues this month to be AMBER.

This follows both Cabinet and Town Board approval to proceed with the major scheme previously presented. There remains a significant demand to drive the project including sourcing an external fundraising resource to focus on this part of the project over the coming years. Financial Commentary, and the Dashboard summary contain latest details on this. (section 3.3).

- **Interpretation Works** – The tender for the "media consultant" who will work alongside PLB has now been published and multiple requests to visit the site have been received. The main interpretation works programme has been reviewed and a restart is programmed for December once the ITT/ tender process is completed. The Programme Rev 21 highlights this update.
- **Collections/Storage** – Good progress has been made within the pre-contract "exit site" objective (artifacts materials for reuse, rubbish, legal, compliance supply cut offs. Majority of items have now been moved from site into storage) until the reopening in 2028 with only a few minor items being sorted through by the site team. A clearance company has also now attended site to clear any final rubbish ready to hand the site over to the contractor.
- **King Street public realm** - JCLA has finalised the planning & S278 design pack for submission to relevant authorities. Recent guidance from BT received for our requirement to relocate a street cabinet. Budget risk mitigation needed as BT early quote appears well above previous guidance. A costing exercise is being undertaken before the planning packs are submitted.



- **Pre-Launch BC/CIO Resource status.** BC Governance Process reviews continue to determine best way of managing & supporting this complex project across 4-6 workstreams. Update will be shared with future Project Boards. Fundraising consultant appointment complete (Cause4) however on hold however until CIO confirm support for donations receipt protocols. An update will come in due course.
 - Longer term User/ Site Operation** -. Internal reviews of ownership, scope, specification and timelines underway. This workstream critical to ensure that the Business case has maximum opportunity to be delivered and trade successfully.
 - H&S / Insurance.** - H&S/CDM/ PD pre contract reviews continue with new contractor MCL. Howarth Tompkins "deliverables tracker" and procedures reported in RIBA 4 documents/ and with MCL in site pre start meetings. H&S considerations discussed at DTM's.
 - **Main Contract Works** – Final Contract draft continues to be under review. Now agreed in principle with plans to confirm final signatures protocol on 06/10/2025. Coordination and drive still needed to get to a place of wet sign signatures. Ahead of the deadline of 17/10/2025.
- Main Contract, Design Team continue to drive information release schedules. VE workshop to refine ideas/ options for taking forward into post contract.

1.1 Decisions required by the Neighbourhood Board

- None required at this October Board

1.2 Achievements during this period

- The three items reported last period, and their progress are noted below.
 1. RIBA 05 information release – initial packages have now been issued, and we are awaiting MCL feedback.
 2. MCL contract comments – comments were responded to and negotiated and where necessary documents updated.
 3. Advance payment/ deposit amounts – in principle agreed, however each item will be negotiated when orders placed.
- Pre-commencement conditions have all been submitted to the local authority. The CPP has been formally approved, and we are awaiting feedback on one item, BNG & Contractor Project Plan.
- Regular DTM's are being held with the contractor ahead of starting on site to ensure our start on site is meaningful. Prestart meeting was held on site.
- The site closed to the public on the 15th of September.

Priorities for Next Period:

- Signatures on the contract by both BCKLWN and Contractor, confirmation of start on site date for main contract works.
- Work with the main contractor to finalise any Post contract VE items and work through the pre-start development to ensure a robust start on site when that final date is agreed.
- Gain costings for S278 works application following feedback from the relevant stakeholders.
- Finalise the Sprinkler tank, MICC and Lightning design development and incorporate changes into the main design and post contract works agreement.
- Receive additional insurance quotes from alternative Insurance providers for Buildings & Construction works, once received review and agree insurance in principle before signing of contracts.
- Historic England grant award for roof repairs continues to be driven forward. Contractor advised of target spend/ date. HE project team site visits and agreed how to be worked through.



2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	The project has now secured adequate funding from various funding streams (Towns Fund / BC/ others etc.). Risk continues that further fundraising does not reduce the £15.5m required to cover the BCKLWNs borrowing.	A	Finance	TOWNS funding re-prioritised to provide £8.07m of capital funding. Additional funding has been requested from other BCKLWN/ & Towns Fund Projects and reallocated to the Guildhall. Fundraising Consultant procured. Cashflow created by AMA to support capital timing demands of project being updated in Sept 2025. Review latest spend/ funding profile for full project.	30/09/2025
78	Construction Insurance	Construction Insurance not being in place ready to sign contract (contract cannot be signed without full cover in place).	A	Programme	Alternative quotes are being sought, once received the team will review and act quickly to minimise impact to programme	02/10/2025
29	Unidentified conditions	Unforeseen building works	A	Programme	Building works to areas of project require greater amount of work than currently envisaged. Further Timber survey underway of roof asap. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post SB demolition. 2026.	02/10/2025
44	Programme	Construction programme is 2.5 years risk that this could extend.	A	Financial	We are challenging the main contractor to reduce their tender programme by 10 weeks. We hold regular programme reviews before with the main contractor & during works.36 x A3 gantt by MCL.	02/10/2025
57	Sprinkler Inclusion	Discussions held with insurers, National Trust and internally at the BC	A	Design	Following concerns expressed by Conservation Officer/ NT on impact of location of tank. I.e. clash between the existing vault and the sprinkler tank alternate location agreed. Impact on design, costs, timings underway but it provides an acceptable solution from key stakeholders	02/10/2025
29	Design coordination	BoQ & design pack coordination	A	Design	Design team will review pack for discrepancies before issuing the finalised RIBA 05 information	02/10/2025
49	Party Wall	Party Wall Issues causing delays to work	A	Party Wall	Party Wall notices issued at earliest opportunity & regular reviews ongoing with party wall surveyor	02/10/2025



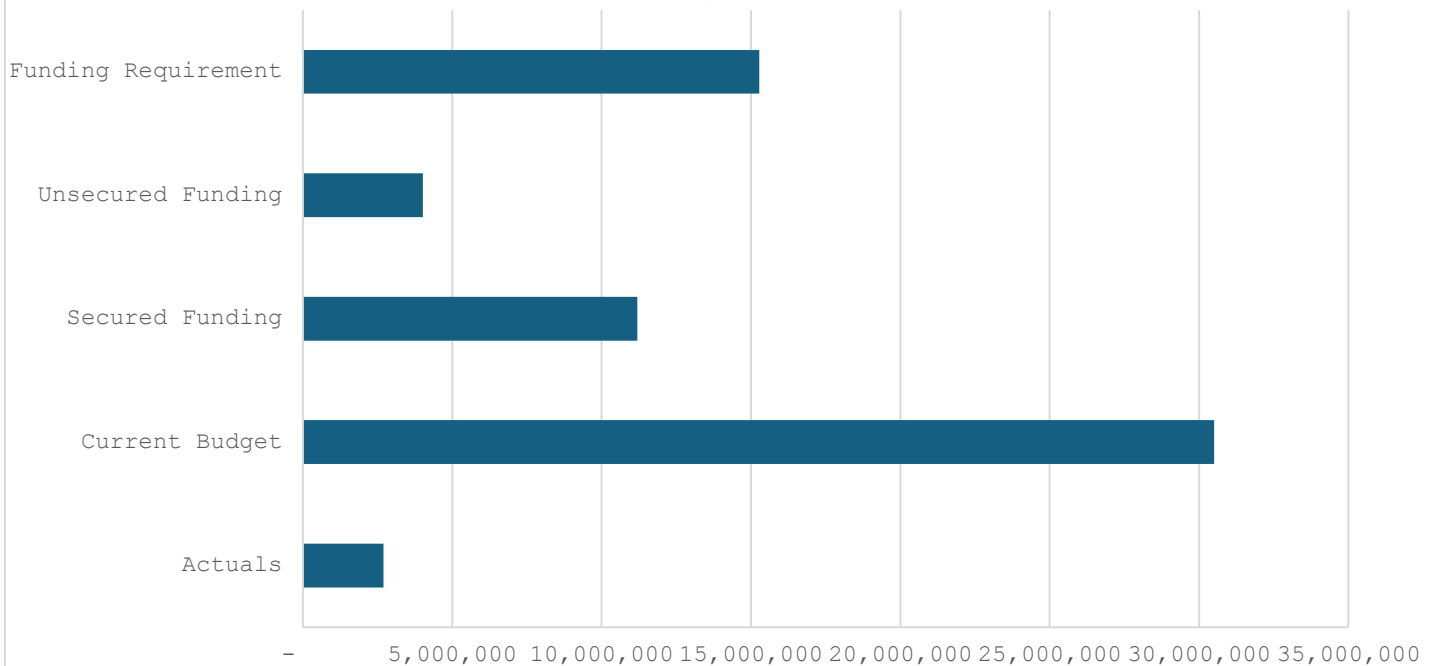
76	RIBA 5 Design team fee	Design team fee uplift to support c14 month extended programme (RIBA 5) is higher than estimated in June/ July 2025.	A	Design team	Review fees & scope with design team and negotiate fee down. If still over budget use contingency to cover additional cost.	04/09/2025
75	RIBA 5 Pack	RIBA 5 Design information issue agreement	G	Contract	Discuss with both contractor and design team to develop an agreed information release schedule that minimises impact to the start date.	30/09/2025

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

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

3. Project Financials

St Georges Guildhall & Creative Hub Actuals, Budget and Forecasted spend as at 30th September 2025



	Actuals	Current Budget	Secured Funding	Unsecured Funding	Funding Requirement
■ Series1	2,692,819	30,500,000	11,200,000	4,021,000	15,279,000



3.1 Financial Commentary

Financials are currently AMBER

- Actuals to date from the commencement of the project are £2.7m against an overall budget of £30.5m.
- 2025-26 actuals from 1st April to 30th September 2025 are £0.4m, actuals primarily relating to QS, PM and consultancy costs.
- Secured funding is £11.2m (£8m Towns Deal Funding, £2m PAR transfer from the Riverfront, £1m from BCKLWN and £0.2m from UK Shared Prosperity Funding), unsecured funding is c£4m (£2.5m Plan for Neighbourhood, £0.8m Trust and £0.7m Heritage Trust) with a £15.3m funding requirement.

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	Formal change control tracker being reviewed /reissued for use during the RIBA5 + Project timelines, to capture delegated/ various Project Governance thresholds.						

4. Timelines – High Level Milestones

Task Name	Duration	Start	Finish	Predecessors	2024	2025
St Georges Guildhall - Master Programme	1280 days	Mon 19/06/23	Fri 21/07/28			
Procurement of Professional Team and Consultants	285 days	Mon 31/07/23	Fri 13/09/24			
Approved Inspector	235 days	Mon 31/07/23	Fri 05/07/24			
Catering Consultant	95 days	Mon 07/08/23	Fri 15/12/23			
Comms Agency	45 days	Mon 31/07/23	Fri 29/09/23			
Fundraising Consultant	113 days	Wed 11/10/23	Fri 29/03/24			
Business Planning / Visitor Attraction Consultant Ref HBA Findings	108 days	Wed 18/10/23	Fri 29/03/24			
Party Wall Surveyor	45 days	Mon 20/11/23	Fri 02/02/24			
Design Team VEAT Notice	30 days	Mon 24/06/24	Fri 02/08/24			
Interpretation Designer	70 days	Mon 10/06/24	Fri 13/09/24			
Procurement and Completion of Surveys	518 days	Mon 19/06/23	Wed 09/07/25			
Measured Survey	110 days	Fri 18/08/23	Fri 02/02/24			
Historic Building Analysis	80 days	Mon 19/06/23	Fri 06/10/23			
Conservation Management Plan (CMP)	170 days	Mon 17/07/23	Fri 22/03/24			
Structural/ Intrusive Surveys (Trial Pits, Opening Up, Plaster Removal)	177 days	Mon 30/10/23	Tue 16/07/24			
Utilities/ Below Ground Drainage	50 days	Mon 14/08/23	Fri 20/10/23			
Condition Surveys (White Barn, Annexe & Old Warehouse)	30 days	Mon 14/08/23	Fri 22/09/23			
Full Bat Survey	443 days	Mon 02/10/23	Wed 09/07/25			
Asbestos R&D survey	85 days	Mon 24/06/24	Fri 18/10/24			
Guildhall Floor Surveys	60 days	Mon 08/01/24	Fri 29/03/24			
Thermographic/ Air Tightness and Timber Damp Surveys	240 days	Mon 27/11/23	Fri 08/11/24			
RIBA Design Stages 2-4 and Statutory Approvals	911.5 days	Mon 19/06/23	Tue 09/02/27			
RIBA Stage 2	95 days	Mon 19/06/23	Fri 27/10/23			
RIBA Stage 2 - Update Report Inc HBA Findings	65.5 days	Mon 25/09/23	Mon 08/01/24			
RIBA Stage 3	170 days	Mon 27/11/23	Fri 02/08/24			
Statutory Approvals + Consultations	793 days	Fri 11/08/23	Tue 06/10/26			
RIBA Stage 4	170 days	Mon 05/08/24	Fri 11/04/25			
King Street Design and Section 278 Approval	526.5 days	Mon 06/01/25	Tue 09/02/27			
Main Contractor Procurement	501 days	Mon 04/09/23	Mon 01/09/25			
RIBA Stage 5	975 days	Mon 02/09/24	Fri 21/07/28			
VE process	75 days	Fri 18/07/25	Thu 30/10/25			
Contractor Mobilisation	10.1 wks	Fri 08/08/25	Fri 17/10/25			
Main Contract Works	650 days	Mon 20/10/25	Fri 26/05/28			
Enabling Package (Guildhall Floor Reveal/ Archaeology)	210 days	Mon 02/09/24	Fri 04/07/25			
Interpretation Design & Fit Out (note - based on PLB/ HT programmes)	834 days	Tue 01/04/25	Fri 21/07/28			
General fit out	8 wks	Mon 29/05/28	Fri 21/07/28	385		
Training	3 wks	Mon 03/07/28	Fri 21/07/28	459FF		
Opening	0 days	Fri 21/07/28	Fri 21/07/28	460,459,458		



4.1 Timelines Commentary

- Timeline RAG rating has been adjusted to GREEN to reflect the fact that the project programme post Cabinet and Town Board approvals in July 2025 have reset the base timeline for the overall project that will be reported against for the delivery period ahead.
- The project needs to be in contract by the deadline of March 2026. The Towns Fund grant revised forecast dates for expenditure are being updated and will confirm when it is expected that the TF awards & additional reallocated funds will be fully utilised. This will allow confirmation of when other funds (from the BC) will be required to support the cashflow of the project in 2026. Many of the TF Outputs will be realised when the scheme opens/ and one re construction/ project temp employment will be reported during the project.
- Messenger (MCL) pre & construction programmes have been subject to review to drive a meaningful and compliant start on site date. This continues to be subject to amendments as MCL develop further their prestart requirements for site set up, key sub-contractors' availability, site management and other licence, & obligations contained within the planning approvals secured.
- The Interpretation Design workstream will restart after a brief pause to allow the Project team to put in place a new ITT to help secure the specialist design skills of an immersive media company to deliver a critical new element to the scheme. It has been advised/ estimated that the fit out, testing and commissioning period for the Interpretation scheme will require c8 weeks (PLB) following the completion of the main construction works.
- The project team continue to consider the window of time in the build up to and post launch to ensure all the various demands on site will be managed by the relevant accountable teams. (Construction, Operational, Marketing, Property Services, etc). Progress will be shared over the coming 12/24 months.
- The theatre removal works have proved very beneficial in revealing significant features and historical architectural details providing even more unique insights into the previous life of the Guildhall and its patrons. These findings have helped reshape certain aspects of the design that are being incorporated into latest RIBA 5 scheme. (Stage details)

5. Resources Commentary

Resource this month has moved to AMBER. This follows the Project Team, Officers, and external contractors' efforts over the period.

- Activities, Events, Social Delivery outputs remain RED due to ongoing people resource challenges.
- Fundraising consultant appointment for the project ready to start.
- Pre-opening operational planning of the overall new site, ownership updated.
- Temporary home for engagement to continue for longer duration need support for wider solution ideas vs budget.
- Time required to develop the legal framework between the CIO/ Borough Council has more time for its consideration.
- Main contract award, contract and VE resource demands have peaked but continue to be a focus.
- This period has driven tender review, agreed design updates, start on site planning, the discharging of planning pre-start conditions.
- Historic England Award requirements during site set up and reviews demanding high level of internal resource input.
- Internal/ External Teams including key people at MCL are generally now clear of summer seasonal leave window.
- Full Project Governance Reviews continue. Updates at Project Board next month.

6. Communications and Engagement

- Positive Your Local Paper article published that its expected will ignite a wider national interest over the coming days. One to watch.
- Positive Press and good coverage re Historic England HARC/ award. Options under review with HE on future press opportunities to promote the GH, Roof repairs and local public/ schools' engagement for the project.
- KL Magazine dual articles with both scheme and Cllr Ring updates.
- Press Reach 340k news on plans.
- Site visits: 2000 people in July and over £1000 in donations.
- Since October 2023 we have reached over 921 million people globally. This coverage at the market rate would have cost the Borough over £8 million.
- Venue closed 15th September.
- Norwich Castle visit being planned to aid understanding of scheme and key lessons learned. – Date 6th Nov but may move.
- "Spade in the Ground" - BCKLWN & Contractor opportunities being considered.
- Introducing Contractor and their appointment also under consideration. Not until post contract signing at earliest.
- Heritage Open Day 14th Sept.
- Plan for Contractor to use Nos 29 as their site accommodation and entry point for contract visitors. Also planned to be used as public touch point for news on the scheme/ progress etc. The potential for a volunteers' desk to be maintained to aid public updates in 29 under review. Joint approach to talking to public is clearly a positive thing.
- Social Value KPI being reviewed to include TF outputs
- External Hoarding to King Street GH montage being prepared for sign off and placing on this important public facing feature of the works.



7. Outputs and Outcomes

7.1 Outputs

Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024 and 2025
Number of temporary FT jobs supported during project implementation	110	55
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	34
Number of improved cultural facilities	5	8
Amount of capacity of new or improved training or education facilities	1*	
Amount of capacity of new or improved training or education facilities	10,300	10,300
# of derelict buildings refurbished	6	6
# of heritage buildings renovated/restored	10	10
# of enterprises receiving non-financial support	50	50
# of potential entrepreneurs assisted to be enterprise ready	60	60
Amount of existing parks/greenspace/outdoor improved	1240 m ²	1572m ²
Amount of new office space	669m ²	825m ²
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%
NEW – Improvement to King Street Public Realm (subject to planning)		350m²

7.2 Outcomes

Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	RIBA 04 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.
Creating opportunities for local creative enterprises	The creative hubs will provide a real base for these new enterprises.
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	The scheme has many flexible meeting and public discussion spaces across the 10 buildings on the site. Community engagement continues to build on many positive news stories about place and the needs of local people.

8. Other Matters

Item	Comment
General stage progress	RIBA stage 4 design reports delivered early April.
Procurement progress	Main Contractor tender completed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities & 8 amendments following review
Proposed route to market (e.g. ITT, Framework i.e. DPS, HPCS, LCP)	Procurement will be via a two-stage tender (SQ followed by full ITT), open market tender via the Councils procurement portal
Legal progress	Support development of CIO governing document, Fundraising guidance for both BCKLWN to share with CIO/ NT to ensure compliance with law, Charity Commission, the Lease between the BCKLWN, and NT. HMRC Tax rules
Legal instruction form issued.	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept/October 2024 in relation to fundraising for the site and its operation.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological “rescue” matters subject to survey/appointment. Focus of recent finds in foyer floor/ Shakespeare passage/



	Undercroft, Main stage area built into design changes being worked through in this period.
Statutory updates	Extensive coordinated updates with National Trust, plus Planning, Development Team and Building Control to ensure views are captured during design and delivery process. Conservation Officer regularly gathered to support any updates to approved scheme. It appears new planning applications not required but variations to be agreed. A new LBC application needed (you cannot vary LB consents.) i.e. to cover sprinkler tank change, Lightening protection requirements continue to be under review. Ecologist and Construction Management plans focus to discharge ahead of start on site
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	-	✓	✓	✓	✓	✓
Date Approved:	24/06/22	21/12/22	-	21/12/22	30/11/23	09/07/24	28/03/25	7th & 17th July 2025
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMP	Project Board	Town Board	Cabinet, Full Council Town Board,

Latest approved document: PID July 2025

Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed



P.21-12 Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity	Project Manager	Mike Auger	Project Sponsor:	Duncan Hall	Report covers period of:	September 2025
Capital Code:	C9063/71609	Client Dept:			Lead Designer:	LCWIP – Norfolk County Council ATH – Morgan Sindall	
					Cost Consultant:	ATH – Andrew Morton Associates (AMA)	
Project Code:	P-21.12	End User (if applicable):	BCKLWN Commercial Services	Contractor on Site:	LCWIP –Norfolk County Council/Tarmac ATH – TBC		

Management Summary

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

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 (EZ ATH)
- Baker Lane Active Travel Hub
- Active Travel Plan Fund (revenue)

1. Overall Status (high-level summary)

Overall RAG Status is AMBER.

- Active Travel Hub Enterprise Zone – updated TF guidance requiring project spend by March 2028 means timeline pressure around project have eased. However, RIBA Stage 3 cost update showed increases in costs due to increases in scope and additional drainage required to meet planning requirements. Due to updated guidance, additional time taken to review proposals and identify areas of value engineering ahead of progressing with planning application and progression to RIBA Stage 4. These are now programmed for October with the start of works moved to April 2026.
- LCWIP - Oldmedow Road scheme removed from programme following increases of estimated costs up to £800k from estimated budget of £495k. Scheme to remain part of LCWIP but NCC Active Travel team to reassess scheme proposal to address cost and design comments raised during development.



- Active Travel Plans - Potential walking campaign to follow on from "Real People on Bikes" campaign being investigated for early 2026.

1.1 Decisions required by the Neighbourhood Board

- N/A

1.2 Achievements during this period

- **LCWIP**
 - Further engagement with Network Rail regarding Tennyson Road crossing. Network Rail re-emphasised their stance that a proposal incorporating Toucan Crossing Scheme is not feasible – note summarising Network Rail comments and potential alternatives options to be developed and shared.
 - Oldmedow Road scheme removed from programme following receipt of target costs which showed jump in estimated costs to £800k estimated budget of £495k. Scheme to remain part of LCWIP but NCC Active Travel team to reassess scheme proposal to address cost and design comments from Road Safety Team raised during development.
 - Due to funding pressures across wider Towns Fund programme, the previously identified Strikes and Wayfinding schemes will now not be progressed at this stage.
- **Active Travel Hubs**
 - Cost review and value engineering exercise following completion of RIBA Stage 3 which showed increases in costs due to increases in scope and additional drainage required to meet planning requirements.
 - RIBA Stage 4 and Planning documents to incorporate these changes for both due to progress through October.

2. Risks and Issues

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

Risk ID (1/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
12	ACC Financial	Increasing project costs require changes to project scope and deliverables meaning programme unable to meet programme outcomes and deliver full benefits of the project.	R	Financial	Designs being costed through each stage and assessed against project outcomes. Costs to be issued in August 2025 above budget allocated to ATHs. Value Engineering (VEs) workshop held and VEs identified. Further VE opportunities to be investigated as project progresses through next design	03.10.2025

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

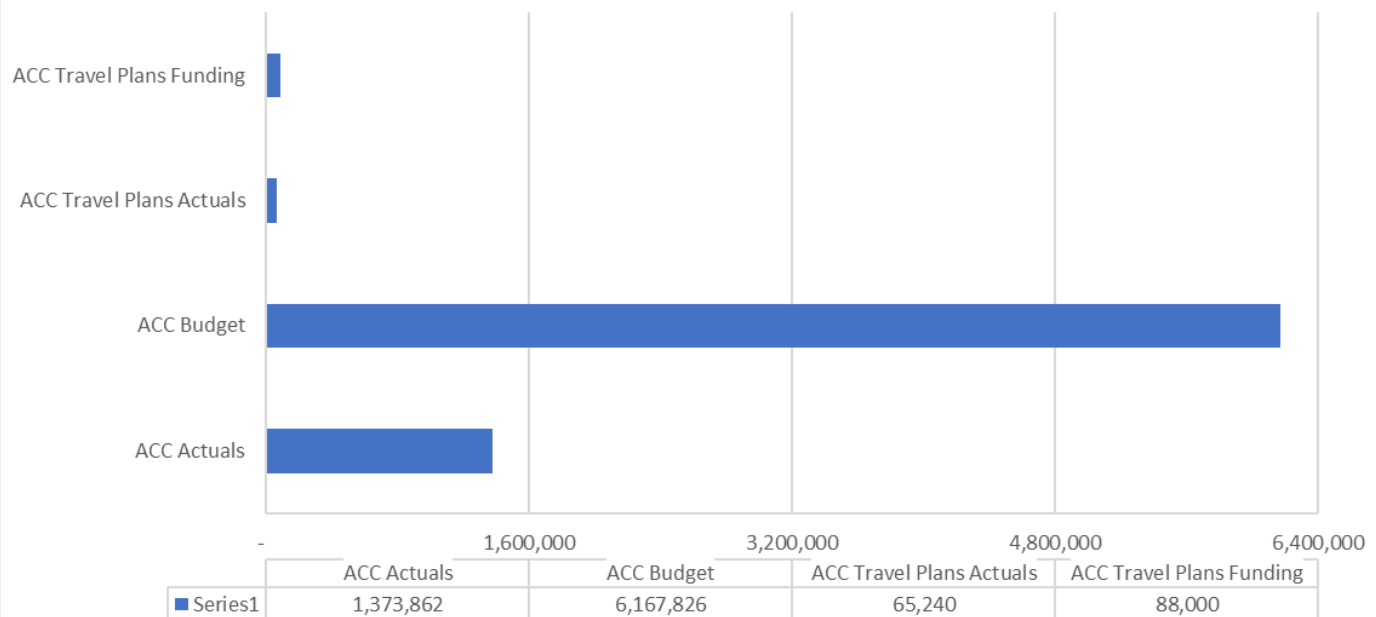
Issue ID (0/32)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.



3. Project Financials

Active and Clean Connectivity Actuals, Budget and Forecasted spend as at 30th September 2025



3.1 Financial Commentary

RAG rating is currently RED as increases in project costs above budget requiring value engineering/scope adjustments to bring back in line with budget.

- Overall actuals to date are £1.4m against an overall budget of £6.2m.
- Costs in the new 2025-26 financial year from 1st April 2025 are £0.3m related to contractor works and consultant costs.
 - LCWIP work, being reviewed following stop of the Old Medow Rd scheme and wider pressures across Town Deal programme.
- Active Travel Plans – Mobilityways seeking further businesses to work with and undertake Travel Planning.

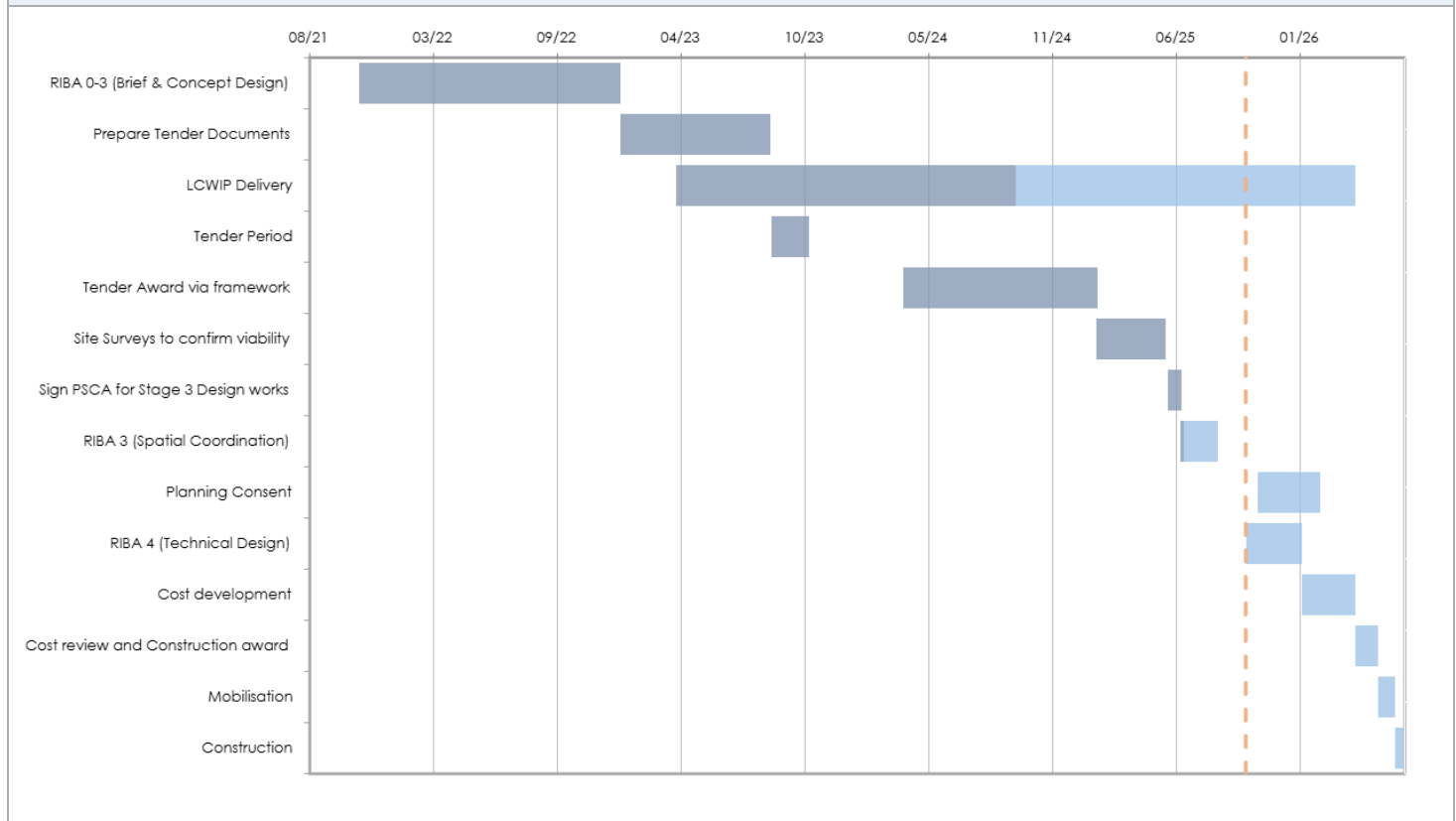
3.2 Project Contingency and Change Control

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
2	Removal of 2 LCWIP schemes from programme to be delivered by alternative funding.	Allocated budget repurposed to wider ACC programme.	N/A – works part of current programme of LCWIP works	N/A	G	TDB	26.04.24
3	Tennyson Avenue scheme removed from	Allocated budget repurposed to wider	N/A	N/A	G	TDB	23.08.24



	LCWIP interventions to be taken by future funding.	ACC programme.				
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4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline RAG rating is GREEN.

- This is due to the changing in Government guidance requiring Town Deal Funding to be spent by March 2028.
- Delay to entering RIBA Stage 4 and submitting Planning Application to allow for Value Engineering exercise, these are now due for October 2025.
- There will still be an opportunity to review the project again in the autumn prior to starting RIBA Stage 5 (Construction).
- Final LCWIP works, Gayton Road Toucan Crossing, due to start in January 2026 and complete by end of March 2026.

5. Resources Commentary

Resources RAG rating showing as GREEN due to the following:

- Pulse Project Management support to the project.
- Appointment of Morgan Sindall to progress the site investigation works to progress the ATH projects

6. Communications and Engagement

Activity programmed for forthcoming months:

- LCWIP programmed works item to be highlighted on social media by NCC and BCKLWN
- Update on progress of Active Travel Hub schemes to be released alongside Planning Application in October 2025.
- NCC Sustainable Transport Communications Campaign - "Real People on Bikes" evaluation due with walking campaign being scheduled for early 2026.
- QEH scheme to be highlighted once launched as an organisational case study / stand-alone article.



7. Outputs and Outcomes

Outputs

Description	Target	Note
Total length of new cycle ways	3.555km	1.55 km
Total length of pedestrian paths improved	5.601km	4.1 km 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	Completing site investigation works at the Enterprise Zone to establish project viability ahead of progressing RIBA 3 / Detailed Design Stage for ATH works through SCAPE framework
Procurement progress	ATH – contract to be progressed via Scape Framework PCSA LCWIP – being progressed via NCC Highways Team and Service Term Contract
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract NEC4

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:	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
Date Approved:				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	
Approved by:	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)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed



P.21-14		Riverfront Regeneration Project Highlight Report					
Project Name:	Riverfront Regeneration	Project Manager	Abigail Rawlings/ Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	September 2025
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	Another Kind Architects		
					Cost Consultant: Andrew Morton Associates		
Project Code:	P.21-14	End User (if applicable:	n/a	Contractor on Site:			

Management Summary

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

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 nighttime use, facilitating events etc

Scope: Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and dry side facilities

1. Overall Status (high-level summary)

Overall RAG Status is AMBER.

- The Devil's Alley element of the project which will now be taken forward under Plan for Neighborhoods funding as agreed by the King's Lynn Neighbourhood Board.
- A change in scope to the project in place of Devil's Alley will show a core scheme of accessibility interventions at the Custom House which will incur minimal loss of historic fabric. The dry side facility is unaffected by the change in scope.
- A Project Adjustment Request has formalised this change in project scope, outlining the outputs and allocated funding and been submitted to MHCLG. £2million will be re-allocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on the process to complete this is expected soon.
- An updated Business Plan and Economic Case has been developed to reflect the revised scope.
- A comprehensive reprogramming exercise has been undertaken to ensure the project remains aligned with the established funding timeline.
- Historical accounting issue identified which affects available remaining budget, resolution sought from wider programme underspend and value engineering.

1.1 Decisions required by the Neighbourhood Board

None

1.2 Achievements during this period

- Custom House LBC and Planning application submitted and validated, queries responded to by design team.
- Extension requested and granted for planning application covering walkway.
- Stage 4 Design for Custom House work continues.
- Tender for Dryside works ended, 7 responses received.
- Tenants of the ground floor at Custom House held their last exhibition and moved out, removing their temporary adaptations to the building.
- Custom House opened for Heritage Open Day.



2. Risks and Issues

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

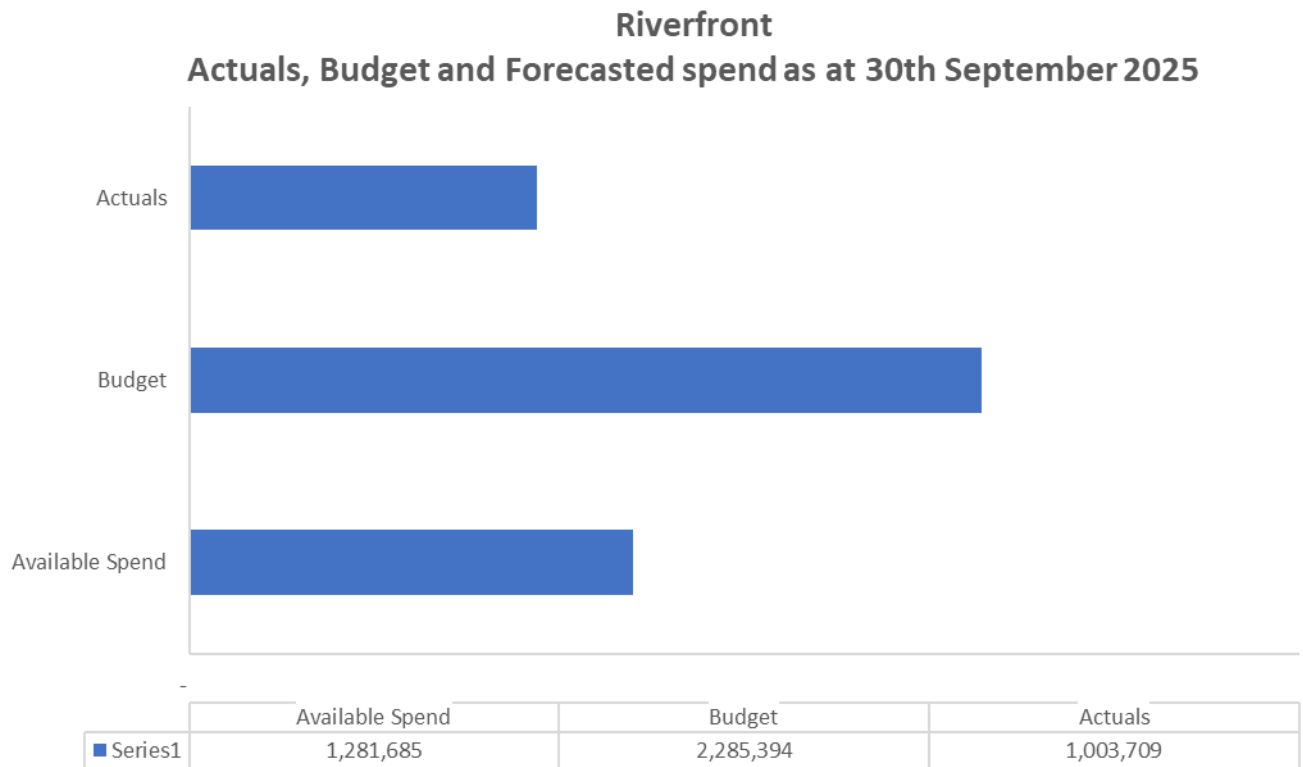
Risk ID (4/61)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
59	New Design Team	A new design team unable to deliver the project scope within the timescales and budget.	A		New design team has been selected based on their extensive experience and qualifications, not just best value. A clear induction process will establish project brief and programme.	27/09/25
60	Flood Defence at Custom House	To create a second exit at the Custom House the existing southern flood defence needs to be adapted. FRAP consents from EA for this could take longer than current project timeline.	A		Second external exit to Custom House will be submitted as a separate Planning Application, to remove the risk from the Listed Building Consent for the internal works, thus removing risk to the 'core scheme'.	27/09/25
61	Custom House Building Owner permissions/Lease	Building owner may not give permissions for works, current lease does not allow for changes to building/reinstatement. Lease needs to be varied.	R		Ongoing engagement with building owner throughout the project. Owner shown plans prior to submission. Legal and Property teams to work on lease variation to allow for works.	27/09/25
62	Not receiving planning consent for second exit/walkway	Due to the recent inclusion of the second exit into plans, the level of statutory body engagement has not been the same as for the core works. This may lead to objections. With one exit the building capacity will remain at 60 people which still works with the preferred option in the business case but does limit event capacity.	A		Applications have been split to project the 'core works', which can still go ahead without second exit. Business plan preferred option sets out building use at 60 capacity.	27/09/25

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

Issue ID (2/11)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
11	Planning objections to second exit walkway	Objections to the walkway received from Historic England, SPAB (Society for Protection of Ancient Buildings) and Historic Building and Places (HBAP).	R		Extension requested on affected application. Further justification to be provided to objecting bodies. If objections cannot be overturned, then the application will be withdrawn, and core works will go ahead.	27/09/25
12	Available budget refined	Historical accounting error has been identified. After further investigation this has reduced available budget to less than required for current scheme.	R		An underspend from another project can be redirected which along with some small areas of value engineering will bring the project funding back in line with requirements.	27/09/25



3.1 Project Financials



3.2 Financial Commentary

Financials are maintained at AMBER

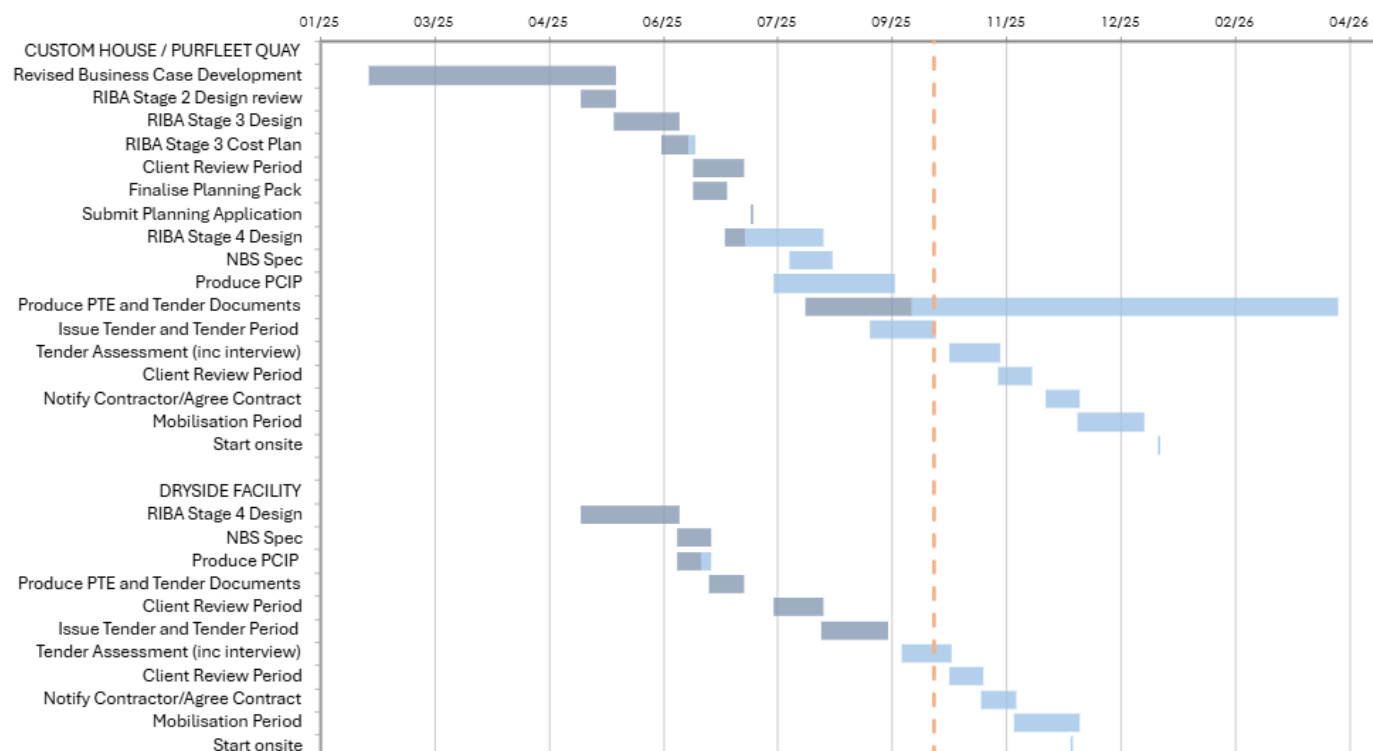
- Actuals and funding have both been adjusted in the month due to a review within the Unit 4 accounting system and reported, causing a reduction from £1.6m to £1m in actuals and a £3.1m to £2.3m in funding, the £0.8m funding reduction primarily relates to a historical error. Revised funding of £2.3m against forecasted costs, leaves a £0.9m funding gap, the team are actively reviewing alternative funding options and value engineering to bring the funding back in line.
- Actuals to date are £1m against an overall budget of £2.3m with actuals primarily relating to professional fees and consultancy costs. 2025-26 actuals in this financial year are £0.2m to 30th September 25.
- The £2m PAR transfer to the Guildhall was approved in September at the KLN in September 2025
- Potential future financial risks include new lease terms for the Custom House.

3.3 Project Contingency and Change Control

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



4. Timelines – High Level Milestones



4.1 Timelines Commentary

- Timelines reprofiled with the new design team have been split into 2 separate work streams,
 - Custom House/Purfleet Quay and
 - Dryside Facilities.
- Confidence within the team remains that whilst the programme is tight, it is achievable especially with the lifting of the March 2026 spend deadline from MHCLG.
- Areas of programme risk relate to planning timescales and potential opposition to the scheme, tender process and unforeseen issues during the construction phase.
- Adaptation of the planning strategy has removed risk from Listed Building Consent application for internal core works.

5. Resources Commentary

Resources remain GREEN following procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

- A press release about the planning application for the Custom House went out ahead of formal submission.
- Communications went out to relevant statutory bodies (Historic England, SPAB) ahead of the planning application submission for the Custom House.
- Communications went out to key stakeholders ahead of the planning application submission for the Custom House.
- Engagement with building owner in relation to permission for works.
- Engagement with current building users over the end of their current tenancy, positive relationship with door open for possible return after works are complete.



7. Outputs and Outcomes

Outputs

Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024 and 2025
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	Note
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. Second cycle of consultation with Historic England completed ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted. Devil's Alley planning submission has now been withdrawn and removed from the project scope.
Procurement progress	Professional team: Architect Led Design Team: Anotherkind Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Dry side facilities, Custom House. Consideration was given to linking to the Guildhall procurement, but it was considered high risk tying the projects together. 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 - a traditional contract for the Custom House and Dry Side facilities.
Proposed route to market	Use of Framework to be considered.
Surveys Status	Surveys carried out at Custom House, Devil's Alley (prior to pause of this element) and Dryside.
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community.
Local schemes / dependencies	Project to align with Guildhall/Rail to River where possible 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 [RIBA 4 Design)	Final PID [pre-post tender]

Last Approved Document: PID Update March 2024

Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed



P.21-15 Rail To River - Public Realm Project Highlight Report

Project Name:	Rail To River - Public Realm	Project Manager	Abigail Rawlings	Project Sponsor:	Duncan Hall	Report covers period of:	September 2025
Capital Code:	C9064	Client Dept:	Regeneration		Lead Designer:	-	
Project Code:	P-21.15	End User (if applicable):	n/a		Cost Consultant:	-	
					Contractor on Site:	-	

Management Summary

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

Project Definition

Project Stage: RIBA stage 6 handover.

RIBA stage 5 – manufacturing and construction (arch only)

Objectives: Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience

Scope: 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 RAG Status is currently GREEN.
- Pop Up spaces became available for hire starting in March 2025, promotion of hire is currently paused due to restrictions on offer from scaffold works in street.
- Installation of artwork, seating, and a digital wayfinding sign has been completed.
- 14 trees and custom planters have been placed along Purfleet Street, New Conduit Street, and Broad Street.
- Responsibility for the Pop Ups has transitioned to the Operations Team, while the digital signage is now managed by the Marketing and Communications team.
- The only remaining item is the Purfleet Street Arch, which is on hold due to fire damage to the building it was intended to be mounted on.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Meeting with CSNN to discuss issues relating to the benches installed at the Railway Station.
- Planning permission for Cashino building has been granted. Ops Team in touch with owner over timescales for works.
- Cashino building owner approached to explore possibility of decorative hoarding being used at site.
- Public Open Space team to include areas around Pop Ups in street cleaning/weeding.



2. Risks and Issues

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

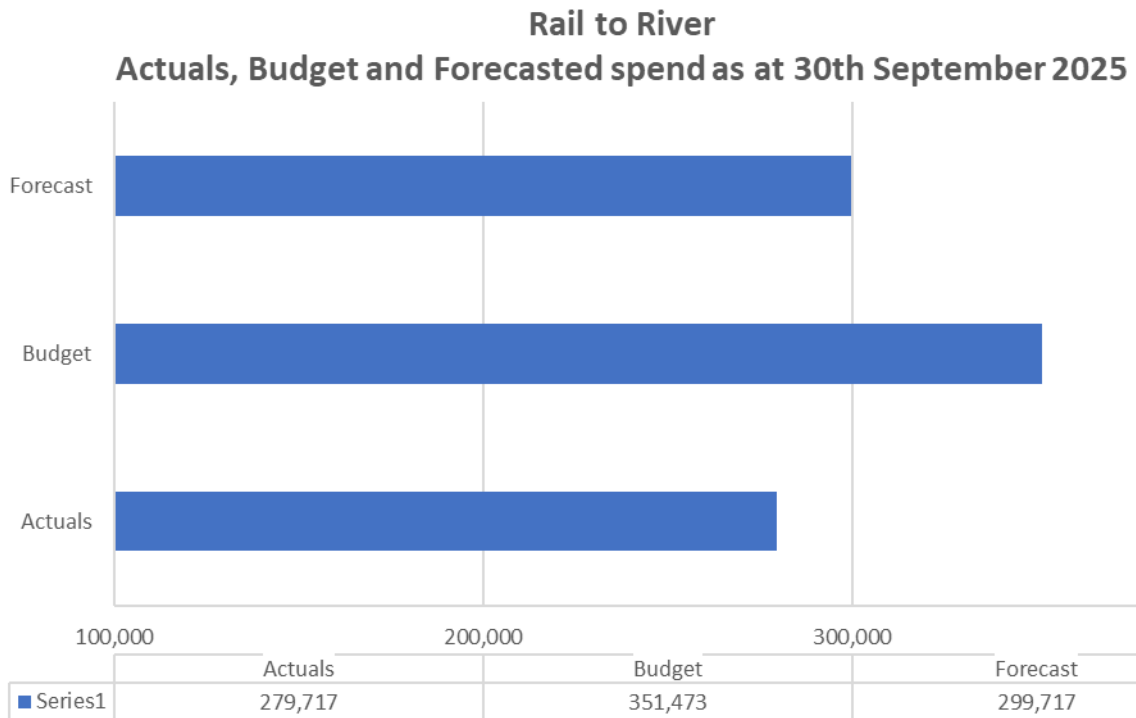
Risk ID (3/22)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
	No response or suitable responses to RfQ for Purfleet Street Arch	Failure to get suitable responses to RfQ for the Purfleet Street arch would result in this element of the project not taking place.	A	Low	Previous RfQ received sufficient responses suggesting artists are willing to quote for the work. Requirement for the arch to be hand forged is removed, widening the options for craftspeople to quote.	27/09/2025
	Planning application for Cashino building.	New planning application from owner of Cashino building proposes a new floor to the building. This may have an effect on the arch install and will mean the tables and chairs cannot be used.	A	Low	Contact to be made with owner to ask if the arch install will be considered in plans and decorative hoarding used during works to improve look of area.	27/09/2025
	Benches-Antisocial behaviour	CSNN team have been approached by King's Lynn Police/GTR to remove benches at Railway Station due to antisocial behaviour in the area. This could potentially affect reporting outcomes and have a cost implication to remove and place elsewhere	A	Low	Follow up meeting with King's Lynn police and local community officers and CSNN to try an establish role of benches in issue (w/c 6 th Oct)	03/10/2025

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

Issue ID (2/6)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	Licence with Boots for Purfleet Street Arch	Boot's solicitor was unable to sign the licence due to scaffolding works taking place on Boots roof. Works now complete but Licence still not being completed by Boots.	A	Delay to programme	This is being chased by BCKLWN legal team. This will be picked up again in light of the building fire and the effect it will have on the licence/install onto the building. Chair of KLNBN has written directly to Boots.	27/09/2025
	Seating for Pop Up Units unable to be used due to street scaffolding	Scaffold is currently on Purfleet Street and is preventing the use of the tables and chairs for the 2 f&b units, current user has claimed this is not helping his business.	A	Reputational	Try to establish how long the scaffold will remain in situ. Pause hire offer while unable to offer full use of space. Public Open Space team to widen street cleaning to include scaffold areas.	27/09/2025



3.1 Project Financials



3.2 Financial Commentary

Financials are maintained at GREEN.

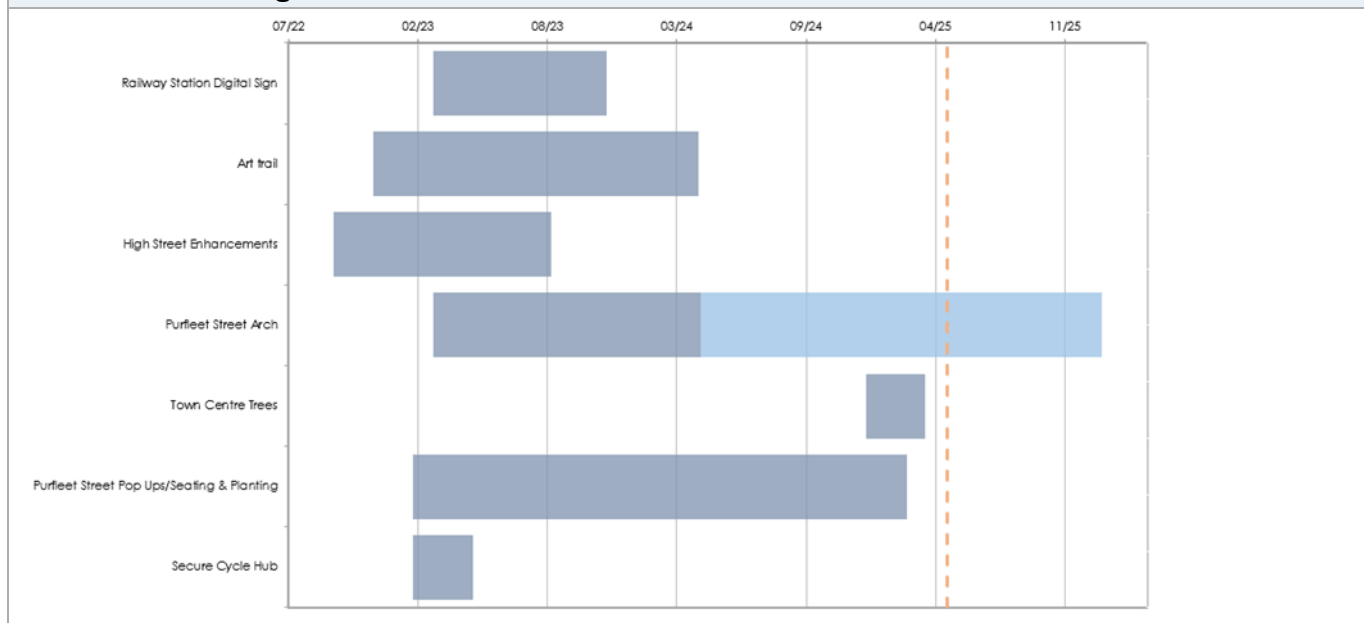
- As of 30th September, project costs are £0.28m against a budget of £0.35, forecasted costs are £0.3m, actuals have been adjusted down in the month due to a review of the Unit 4 accounting system and reported, causing a £0.1m reduction to £0.28m from £0.36m.

3.3 Project Contingency and Change Control

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



4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently RAG rated AMBER.

- The proposed Arch at Purfleet Street is the only outstanding item. The proposed site to attach the arch to is covered in scaffold following a fire and would not currently be suitable to attach the arch.
- The delay with the arch does not affect funding timescales
- All other items have been installed/completed.

5. Resources Commentary

Resources currently RAG rated GREEN.

6. Communications and Engagement

- Publicity of the Pop-Up businesses continues via social media channels and in partnership with King's Lynn BID.
- Press enquiry from The Lynn News about the occupation of the units. Cllr Ring attended and gave an interview regarding their use and the issues facing the current occupiers.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Increased footfall in the town centre	5%	
Footfall counts	1	
Number of transport nodes with new multimodal connection points (cycle storage)	1350m2	
Amount of public realm improved m ²	5	
No of businesses supported	5+	4 pop up units supporting a number of businesses throughout the project.
No of trees planted	5	14 trees planted
Number of Finger post installations	30	
Number of artwork installations	3	Including archway, 2 currently installed.



7.2 Outcomes	
Description	Notes
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	

8. Other Matters	
Item	Comment
General stage progress	Design and installation: Railway Station Benches and planting – complete Digital Sign – complete Artwork x 2 – complete. Purfleet Street Arch – delayed. All planning and NCC licenses in place. Purfleet Street Pop Ups and street furniture installed. Utilities – water and electricity connections installed, issue with drainage resolved. Installed Cycle hub – complete. Purfleet Street planters- complete.
Procurement progress	Individual project elements; with in house co-ordination. Remaining orders to place – new Purfleet Street arch order.
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. Application for tables and seating required by NCC - complete. Application for planters on highway required by NCC complete.
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- being sought from Hollywell.

9. Approved Documents								
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:	Jan 2022					Feb 2023		
Approved by:	KLTB					KLTB		

Latest approved document: PID November 2023

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed



P.21-16 Multi-User Community Hub (MUCH) Project Highlight Report

Project Name:	Multi-User Community Hub (MUCH)	Project Manager	Verity Bennett	Project Sponsor:	Sarah Rhoden	Report covers period of:	September 2025
Capital Code:	C8435	Client Dept:		NCC Community Services	Lead Designer:		Hudson Architects
					Cost Consultant:		Turner and Townsend
Project Code:	P.21-16	End User (if applicable):		King's Lynn residents and visitors to the town	Contractor on Site:		Mace

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5

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 RAG status is Amber.

- There is a risk that the building may be ready for use before the completion of the required external works. This situation could result in the library opening while activities are still ongoing outside.
- Key Points to Emphasise:**
 - The building itself will be ready before the external works are finished.
 - Opening may occur while some external works are ongoing,
 - The timeline for completion of these external works is uncertain due to planning permissions and coordination with multiple landowners and utility providers.
 - As a result, we have considered the plan for opening and will share this with the Neighbourhood Board in October
 - Work continues with various partners and groups to build a strong offer for the new library building. This work is split into three themes: Internal working group, Skills and Business partners and VCSE groups.

1.1 Decisions required by the Neighbourhood Board

- No decision required this month

1.2 Achievements during this period

- Manifestations and signposting have been agreed, and samples are being produced for sign off



2. Risks and Issues

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

Risk ID (1/25)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
	Planning conditions for external works	The library may be ready to open before external works are finished,	A		Progressing all works inside the red line boundary (where planning permission is already secured). Submitting a new planning application for external works and actively engaging with land and asset owners (BT, UK Power Network, Highways, Anglia Water, Vancouver Centre). Exploring different opening scenarios, including partial or soft opening options. Working with the contractor to develop a safe opening plan that allows for ongoing external works while maintaining public safety and operational standards.	06.10.25

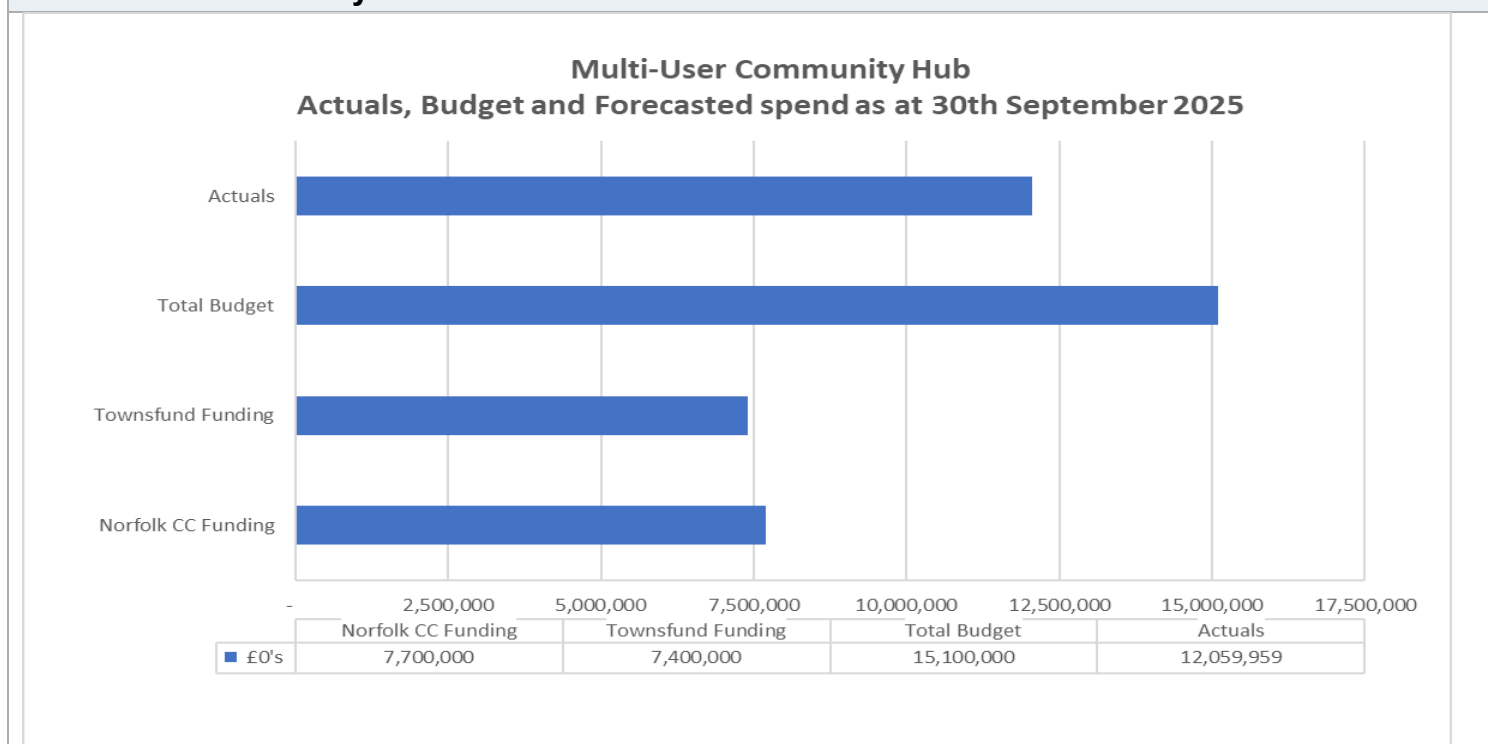
2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (0/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

Note: will vary for each project.

3.1 Financial Summary





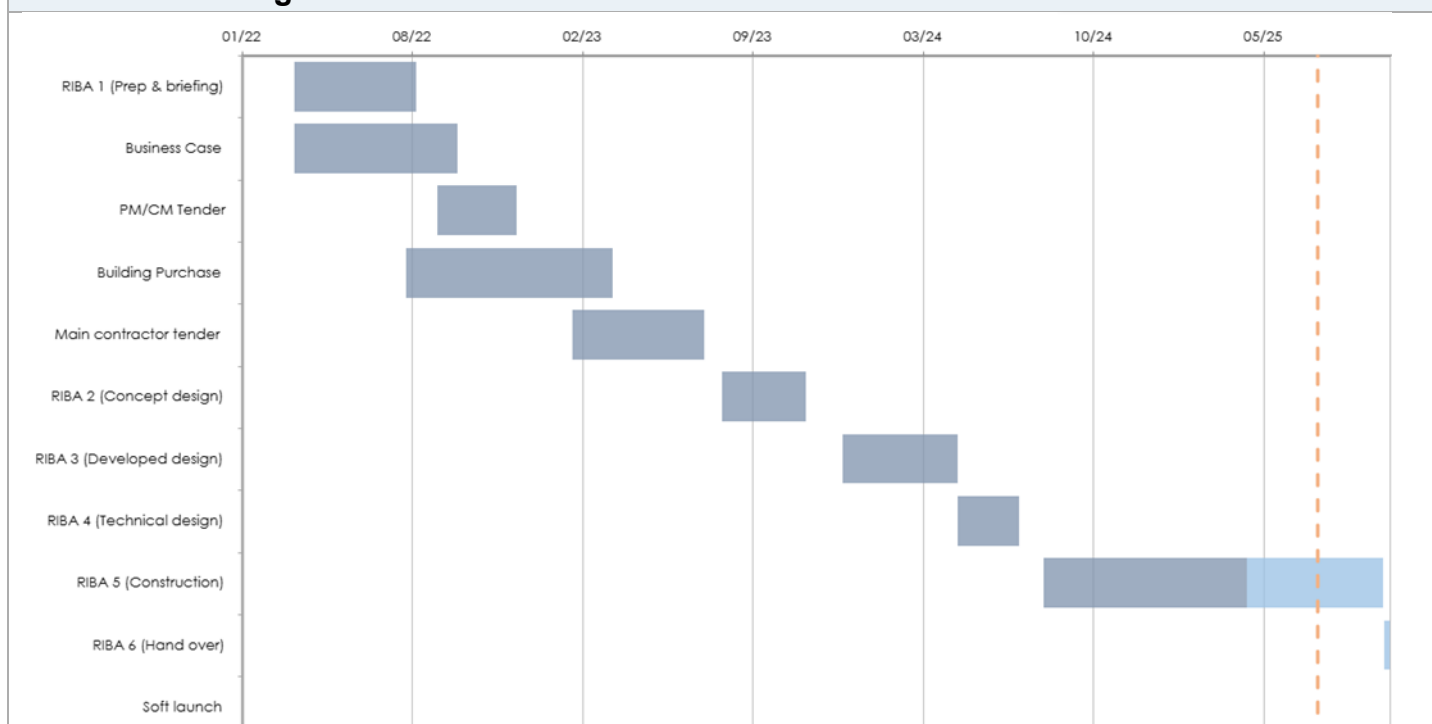
3.2 Financial Commentary

- Total project actuals to date are £12.1m against an overall project forecast of £15.1m, actuals primarily relate to Norfolk County Council charges invoicing from the primary supplier. Costs in the last quarter for September, August & July totals were £5.4m, costs are significantly higher than the previous Quarter (April, May & June) which were £1.8m, the YTD budget is £7m in 2025-26 with YTD actuals at £7.2m. No deep dive triggers as costs are now over the MHCLG trigger.
- The funding from the Town Deal fund of £7.4m has now been fully utilised for the MUCH project and the Norfolk County Council funding is now being taken totalling £4.7m with £3m remaining to be utilised.

3.3 Project Contingency and Change Control

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

4. Timelines – High Level Milestones



4.1 Timelines Commentary

We have considered various scenarios that could affect the opening date for the new library. The proposed opening date will be shared with the neighbourhood board.

5. Resources Commentary

Resources remain GREEN

6. Communications and Engagement

- Work continues with various partners and groups to build a strong offer for the new library building. Work is split into three themes: Internal working group, Skills and Business partners and VCSE groups.

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 ²⁵	

Outputs		
Description	Targets	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 i.e. DPS, HPCS, LCP)	Framework
Legal progress	Exchange and Completion on building complete
ICT, FF&E update	FF&E development in progress
Stakeholder engagement (comms)	
Local schemes / dependencies	Concept study of Baxter's 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 [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:		Sept 22	Nov 22	May 23	July 23	Jun 24		
Approved by:		TDB	TDB	PB	PB	PB		

Last approved document: PID May 2023

Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed

Major Projects Financial Summary 2025-26 Quarter Two

As at: 30th September 2025

Summary of Projects	Overall Budget	Overall Project Actuals			2025-26 Current Year Budget	2025-26 Current Year Actuals vs Budget <i>Period:- 1st Apr-25-31st Mar-26</i>		
Projects	Overall Project Budget	PY Actuals to 2025	CY 25-26 Actuals to 30th Sept-25	Overall Project Actuals	CY 25-26 12 Month Budget	CY 25-26 Qtr 2 oH Budget	CY 25-26 Actuals to 30th Sept-25	25-26 Variance Over/(Under) Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Town Centre Repurposing	8	8	-	8	-	-	-	-
Boost	480	480	-	480	-	-	-	-
Active Clean and Connectivity Travel Hub	88	50	15	65	37	15	15	-
Rail to River	373	373	(9)	365	0	16	9	(25)
Riverfront Regeneration	5,098	1,389	164	1,553	417	159	164	5
Active Clean and Connectivity	6,168	1,063	311	1,374	1,846	353	311	(42)
Multi-User Community Hub (MUCH)*	15,100	4,819	7,241	12,060	10,284	6,981	7,241	261
St George's Guildhall and Creative Hub	30,500	2,342	351	2,693	6,103	1,283	351	(932)
Programme Mgmt	396	350	20	369	45	23	20	3
Towns Fund Total	58,211	10,873	8,094	18,967	18,732	8,829	8,094	(736)
Southgates	630	462	28	490	280	140	28	(112)
Styleman Court (Southend Road)	9,000	8,684	138	8,821	281	141	138	(3)
Salters Way	16,266	15,823	158	15,981	407	204	158	(46)
Valentine Park (Lynnspport 1)	25,460	5,945	3,030	8,975	9,801	3,401	3,030	(371)
Florence Fields (Parkway)	54,226	23,842	8,620	32,463	17,327	8,664	8,620	(43)
Housing Total	105,583	54,756	11,974	66,730	28,097	12,548	11,974	(574)
West Winch	927	1,291	77	1,368	-	-	77	77
NORA Remediation	100	100	-	100	-	-	0	0
EZ Development of Spec Units - Phase 1**	7,277	7,197	84	7,277	-	-	84	84
Kings Lynn Enterprise Zone (NORA) **	12,454	12,423	32	12,454	-	-	32	32
EZ & West Winch Total	20,758	21,010	192	21,199	-	-	192	192
Towns Fund Total	58,211	10,873	8,094	18,967	18,732	8,829	8,094	(736)
Housing Total	105,583	54,756	11,974	66,730	28,097	12,548	11,974	(574)
EZ & West Winch Total	20,758	21,010	192	21,199	0	0	192	192
Grand Total	184,552	86,640	20,260	106,896	46,829	21,378	20,260	(1,118)
KEY								
Prior Year Actuals to 31st March 2025	PY							
Current Year Actuals - Apr-25 to Mar-26	CY							
Actuals lower than budget	(Under)							
Actuals higher than budget	Over							
		Notes:						
		* MUCH Funding from Kings Lynn Borough Council is £7.4m, with £7.7m from Norfolk County Council, Norfolk CC are managing the finances totalling £15.1m						
		** EZ Budgets to be confirmed, actuals used as a placeholder						

OFFICER MAJOR PROJECTS BOARD

MEETING NOTES

Borough Council of
King's Lynn &
West Norfolk



Date: 16 th October 2025			Location: Via MS Teams		
Time: 9:00am			Chair: Carl Holland		
Board Attendees					
Michelle Drewery (MD)	James Arrandale (JA)	Carl Holland (CH)	Jason Birch (JB)		
Optional Attendees					
Vanessa Dunmall (VAD)					

Apologies					
James Arrandale (JA)	Michelle Drewery (MD)				

		Action Log Ref No
1.	Apologies – JA, MD	
2.	<p>Action Log</p> <p>The Board reviewed the OMPB Action Log and actions were updated accordingly.</p> <p>Consider a location map to support MMPB pack as a standing appendix to the Overview Report.</p>	
3.	<p>Notes from the previous meeting</p> <p>Notes from the last OMPB meeting had been agreed by the Chair ahead of the MMPB meeting held on 08.10.2025.</p>	
4.	<p>Project Highlight Reports</p> <p>Project Highlight Reports covering Q2 2025/26 as follows, were reviewed.</p> <p>Of note:</p> <ul style="list-style-type: none"> a. P-21.02 NORA EZ – Road Infrastructure <ul style="list-style-type: none"> - Subject to checking with legal whether any target date or next date for update, is able to be outlined in the report, report agreed. b. P-21.05 Major Housing – Florence Fields (Parkway) <ul style="list-style-type: none"> - The Board requested that commentary was added to reflect the current review of the tenure mix on this site. - Subject to the requested changes, report agreed. c. P-21.08 Major Housing – Styleman Court, Hunstanton (Southend Road) 	

OFFICER MAJOR PROJECTS BOARD MEETING NOTES



	<ul style="list-style-type: none"> - The Board noted an error around a colour that was incorrect on a RAG status and requested that additional commentary was given around the agents that have been appointed, e.g date marketing commenced, and type of marketing channels being used. - Subject to the requested changes, report agreed. <p>d. P-21.09 West Winch Growth Area</p> <ul style="list-style-type: none"> - One change requested regarding wording on resources. - Subject to requested change, report agreed. <p>e. P-21.10a Southgates – Place Making</p> <ul style="list-style-type: none"> - The Board requested that additional commentary was given around the reasons the RAG had moved from Red to Amber, linking to STARS updates. - Subject to requested change, report agreed. <p>f. P-21.10b Southgates – STARS</p> <ul style="list-style-type: none"> - Report agreed. <p>g. P-23.08 Major Housing – Valentine Park (Lynnsport 1)</p> <ul style="list-style-type: none"> - The Board asked that officers review commentary provided in the change control section. - Subject to requested change, report agreed. <p>The Board noted that Project Highlight Reports covering Town Deal projects for September 2025 had been reviewed and agreed at the Town Deal Programme Board held previously on 15.10.25.</p>	
5.	<p>Agenda items for the MMPB meeting to be held on 10.11.2025 were noted.</p> <p><u>Standing items</u></p> <ul style="list-style-type: none"> - Action Log - OMPB Minutes (for information) - Overview report and Project Highlight reports covering Q2 - Identify items for future meetings <p><u>Items to be programmed:</u></p> <ul style="list-style-type: none"> - Salter's Road post project evaluation (not yet available) 	
6.	<p>Forward Work Programme</p> <p>No items</p>	
	Date of next meeting: Monday 12 th January 2026 @ 10:30 via Teams	

MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2025 – 2026

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
12 th May 2025				1 st May 2025	2 nd May 2025
	Focused Project Presentation – Guildhall	Focused	Robin Lewis		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlights Report including the Overview Report	Standing Item	Duncan Hall		
	PMO Update	Verbal	Vanessa Dunmall		
	OMPB Minutes	For Information			
	Southend Road	Update	Duncan Hall		
8 th October 2025				28 th August 2025	29 th August 2025
	Action Log	Standing Item	Vanessa Dunmall		

	Project Highlights Report including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
	Major Projects Financial Summary 2025-2026 Q1	Update	Carl Holland		
10 th November 2025				30 th October 2025	31 st October 2025
87	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlights Report including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
	EXEMPT West Winch Growth Area	Update	Duncan Hall/Nikki Patton		
26 th January 2025				15 th January 2025	16 th January 2025
	Action Log	Standing Item	Vanessa Dunmall		

	Project Highlights Report including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
	Guildhall – Q3	Update			
11 th May 2026				30 th April 2026	1 st May 2026