



Member Major Projects Board

Agenda

**Monday, 9th February, 2026
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

Thursday 29th January 2026

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 9th February, 2026 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 - 13)
3. **Declaration of Interest** (Page 14)

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 15)

8. Standing item: Project Highlight Reports including the Overview Report (Pages 16 - 86)

Major Project Highlight Reports

P-21.02 EZ Nora

P-21.05 Florence Fields

P-21.08 Styleman Court

P-21.09 West Winch

P-21.10 Southgates

P-21.10b – STARS

P-23.08 – Valentine Park

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 Q3 (Page 87)

10. Update from Housing Developments Steering Group (Pages 88 - 89)

11. Officer Major Projects Board Minutes (For Information) (Pages 90 - 91)

12. Work Programme (Pages 92 - 94)

13. Date of Next Meeting

11th May 2026 at 9:30am in the Council Chamber, Town Hall.

14. 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”.

15. Exempt - Update on NORA EZ Road (Verbal Report)

To:

Member Major Projects Board: A Beales (Chair), R Blunt, D Heneghan, B Long, J Moriarty, C Morley and S Ring (Vice – Chair).

Officers

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

James Arrandale, Deputy Monitoring Officer

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK
MEMBER MAJOR PROJECTS BOARD

Minutes from the Meeting of the Member Major Projects Board held on Monday, 10th November, 2025 at 9.30 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

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

MEMBERS PRESENT UNDER STANDING ORDER 34: Councillor de Whalley

OFFICERS PRESENT :

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

30 APOLOGIES

None.

31 MINUTES

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

32 DECLARATION OF INTEREST

Councillor Moriarty declared he was the Norfolk County Councillor for West Winch and the Chair of the Stakeholder's Group in relation to item 8.

33 URGENT BUSINESS UNDER STANDING ORDER 7

None.

34 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

Councillor de Whalley was present under Standing Order 34.

35 CHAIR'S CORRESPONDENCE

None.

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STANDING ITEM: ACTION LOG

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

The Programme Management Office Manager presented the report.

Officers and the Chair discussed the Active Travel Hub and agreed to consider the item under the highlight reports on the agenda.

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**STANDING ITEM: PROJECT HIGHLIGHTS REPORTS
INCLUDING THE OVERVIEW REPORT**

[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.

Highlight ReportsP - 21.02 EZ NORA

The Chair, Councillor Beales commented works on site had been completed and there was an ongoing discussion regarding cost.

Councillor Long expressed his concern that there had been no progress and questioned the latest position of both parties and any further legal advice they had received.

The Chair commented this could be discussed further in exempt session.

The Deputy Monitoring Officer provided assurance that work was ongoing and explained the nature and complexity of the issue. He added there was a significant amount of work going on from both parties to achieve a resolution.

The Chair, Councillor Beales commented there was a dispute between Norfolk County Council and encouraged Officers to separate the issues and get them resolved.

It was agreed Officers would report back to the Board at the next meeting on progress.

Councillor Morley commented that from a financial aspect, there was a delay in opportunity to generate revenue from the site.

Councillor Beales confirmed this aspect could be considered and discussed in exempt session.

P - 21.05 Florence Fields (Parkway)

In response to a question from the Chair it was confirmed that following consideration by the Corporate Performance Panel, there would be a delegated decision relating to the tenure mix.

Councillor Heneghan expressed the need for the houses to be occupied and timescales needed to be progressed.

The Assistant Director for Regeneration, Housing and Place explained as of this week there was no reason why the properties could not be occupied.

Councillor Moriarty referred to page 21, C19 in relation to Planning at Norfolk County Council and sought assurance this was in terms of a delegated decision and not Planning Committee and the Assistant Director for Regeneration, Housing and Place agreed to clarify and provide a response to Councillor Moriarty.

The Chair, Councillor Beales commented the Board needed to consider the management of projects due to officer changes in order to receive assurance and clarity.

P - 21.08 Styleman Court (Southend Road)

In response to Councillor Heneghan, the Assistant Director for Regeneration, Housing and Place explained properties were being marketed and considerable interest had been shown, with one unit now sold. He added there were 4 affordable homes – 1 shared ownership and 3 available for rent.

In response to a further question from the Chair on affordable homes, the Assistant Director for Regeneration, Housing and Place explained wider discussions had been held on how the site could be taken forward.

The Chair, Councillor Beales commented Styleman Court was less suited to acquiring properties compared to Florence Fields. He added once the budget was decided he hoped there would be commercial interest resulting in sales.

Councillor Long commented it was positive to hear there had been interest in the properties and them being sold.

Councillor Ring asked when projects which were completed and, in the sales phase, would be removed from the reports presented to this Board.

The Chair, Councillor Beales commented it was no longer a highlight report but brief updates were needed in relation to the sales.

Councillor Moriarty endorsed Councillor Beales comments and agreed to keep the project under review to monitor sales.

The Chair, Councillor Beales added a post project review was needed as the aspirations and reality differ.

Councillor Morley commented he felt it should remain under this Board as it was a project to deliver housing.

The Chair, Councillor Beales referred to £39 billion allocated for housing from Central Government and was pleased to see the potential to deliver social rent which had previously been unable to be delivered.

The Assistant Director for Regeneration, Housing and Place explained affordable rent was related to market rent. He added affordable rent could not go above 80% of market rent within the area.

The Chair, Councillor Beales added the cost of delivering the asset was key to affordability of rent and explained the importance of identifying the gap in market rent and social rent.

The Assistant Director for Regeneration, Housing and Place agreed to circulate a note to Members on this matter and highlighted to Members work was ongoing on the Housing Delivery Strategy.

P - 21.10a Southgates and P - 21.10b STARS

The Assistant Director for Regeneration, Housing and Place reminded Members that Norfolk County Council had offered a tour for Members to the Southgate's and the multi user community hub – the new library.

The Chair, Councillor Beales encouraged Members to attend tours and requested this was done as soon as possible to include the gyratory and Baxter's Plain. He suggested the tour be done on two separate dates to ensure enough time for Members to attend both projects.

Councillor Heneghan commented all exits of the Southgate's roundabout needed to be controlled by lights to prevent congestion.

The Assistant Director for Regeneration, Housing and Place explained Greyfriars project management were investigating any changes to the roundabout and highlighted to Members this was to complement the Masterplan.

The Chair, Councillor Beales asked Officers for an update on the garage at the Southgate's and asked this be accelerated.

Councillor Blunt commented the Southgate's was an eyesore and asked for the flow of traffic to be improved on the roundabout. He added this work did not need to be costly but would improve the safety and discussions needed to be held with highways.

The Chair, Councillor Beales noted Councillor Blunt and Heneghan's comments and asked Officers to request Norfolk County Council carried out some modelling on the Southgate's roundabout.

Councillor Heneghan expressed her concern work would be caught up with consultants and not progressed.

The Chair, Councillor Beales provided assurance that Greyfriars project management were involved and work would be moved forward.

Councillor Long agreed with Councillor Blunt and Heneghan's comments and echoed traffic lights should be at all junctions of the roundabout. He highlighted, as this was an air quality control area, Norfolk County Council needed to model a solution to the traffic flow.

Councillor Morley referred to page 41 and commented the timelines of the project needed to be refocused.

The Chair, Councillor Beales commented there had been progress and it was positive funding had been received to include Baxter's Plain.

Councillor Morley commented work which Officers were doing needed to be reflected in the report.

P - 23.08 Valentine Park (Lynnsport 1)

The Chair, Councillor Beales highlighted Valentine Park was a primary site with mature trees and early interest had been shown.

Councillor Ring commented on the location of the site with green space, schools and leisure facilities nearby. He highlighted the importance of this site along with Florence field and translating the interest shown to sales of the properties.

In response to the Chair on the policy provision, the Assistant Director for Regeneration, Housing and Place explained a minimum of 15% of the homes were provisioned for affordable housing as per the planning condition.

Councillor Ring commented, the homes allocated for private rent could be moved to Florence Fields due to the interest shown on Valentine Park.

Town Deal Highlight Reports

P - 21.11 Guildhall

The Chair, Councillor Beales commented there was an embargo on the mayoral budget and there was a significant chance for shovel ready projects.

Councillor Ring reported the tender document was 800 pages long however the contracts had now been signed and the scaffolding on the site would be erected soon.

Councillor Heneghan questioned if people could be kept informed and updated throughout the project by press releases.

The Chair, Councillor Beales commented on the importance of engagement.

Councillor Morley related to the PR of Blenheim Palace which included layman's explanation and dates/timelines publicised.

Councillor Ring explained there were plans to continue publicity and engagement throughout the project using videos/vlogs.

The Assistant Director for Regeneration, Housing and Place explained there had been no engagement due to waiting on the contracts to be signed. He added all comments surrounding the engagement would be taken on board.

The Chair, Councillor Beales referred to the ongoing conversations with the Charity Commission around funding.

Councillor Ring highlighted to the Board, conversations with the Charity Commission had successfully been concluded and further work could now commence.

The Chair, Councillor Beales explained the technical details which prevented fundraising as the charity raised funds were to be spent on the building which was owned by the Borough Council.

Councillor Ring clarified the charity was established to run the finished project and the money raised was to service the running of the project not the completion.

P - 21.12 ACC

The Board had no questions or comments on this item.

P - 21.14 Riverfront

Councillor Heneghan sought clarification on how the Riverfront was funded.

The Assistant Director for Regeneration, Housing and Place explained the King's Lynn Neighbourhood Board had earmarked £2 million for the Devil's Alley and public realm site. He added there was no design or cost associated yet.

Councillor Heneghan questioned if the Neighbourhood Board had not made a decision on how the funds were allocated.

The Assistant Director for Regeneration, Housing and Place confirmed the Neighbourhood Board had allocated capital for two projects – Guildhall and Devil's Alley.

Councillor Ring clarified the Riverside project included the Custom House, and dry side of the pontoon. He questioned if discussions were being held with Historic England.

The Assistant Director for Regeneration, Housing and Place advised discussions were being held with the Operations team and implications on the revenue for the Council were being considered.

The Chair, Councillor Beales highlighted Historic England were key in this project.

P - 21.15 Rail to River

Councillor Long referred to the pop up units and commented with the scaffolding on the building adjacent it looked as if the pop up units were not being utilised. He questioned if the units could be relocated to another part of town temporarily.

The Chair, Councillor Beales highlighted the difficulties with relocating the units.

The Assistant Director for Regeneration, Housing and Place commented there were challenges relating to the location and shared disappointment in the scaffolding causing restrictions and that aspects needed to be considered early in the future to make the most of the investment.

The Chair, Councillor Beales highlighted there was interest in the units but acknowledged that the scaffolding of the adjacent building happened at the worst time.

Councillor Ring commented it was frustrating, however the process needed to be considered. He added officers had spoken to Norfolk County Council about the scaffolding being removed however it was not considered dangerous and would remain. He highlighted there was currently nothing the Borough Council could do and to move the units would incur a cost. He added the decision was made to not promote to young businesses considering the circumstances of the adjacent building but there had been lots of interest.

Councillor Long commented an update from the commercial business adjacent would be helpful. He added the state of the Purfleet also needed attention.

The Assistant Director for Regeneration, Housing and Place clarified this was a Neighbourhood Board project and therefore down to that Board to be reviewed.

Councillor Heneghan commented the Purfleet needed cleaning up and general maintenance as the area including the street and Purfleet was untidy.

The Chair, Councillor Beales agreed a plan needed to be in place for when the scaffolding was removed.

Councillor Ring commented there were ideas from the Neighbourhood Board on the Purfleet. He added it was not as easy to get in to clean the Purfleet but the Operations team were involved.

Councillor Long commented on the advantages for keeping the Purfleet in pristine condition and if the building works caused water pollution then the Environment Agency could look to address.

The Chair, Councillor Beales provided clarification the water was already contaminated before the building works.

P - 21.16 MUCH

It was highlighted to Members the Multi User Community Hub (MUCH) would be opening in February 2026 following a press release from Norfolk County Council.

Councillor Long expressed his positivity surrounding the press release update on the new library and commented on the visual appearance of the building. He commented this was to be an asset to the town.

The Chair, Councillor Beales agreed the new facility for the town which would hold more books than it had before was to be an asset. He added there was discussion and clarification needed on ownership of some collections.

Councillor Ring echoed Councillor Long's comments and confirmed the expected opening date was February 2026.

The Assistant Director for Regeneration, Housing and Place reiterated the tour for Members of the new library in January prior to the opening.

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MAJOR PROJECTS FINANCIAL SUMMARY 2025 - 2026 Q2

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

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

There were no questions or comments from the Board on this item.

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OFFICER MAJOR PROJECTS BOARD MINUTES (FOR INFORMATION)

The Board noted the Officer Major Projects Board Minutes.

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WORK PROGRAMME

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

The Board discussed a project review of the Cemeteries provision be added as an item on to the work programme.

The Board noted the Work Programme.

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DATE OF NEXT MEETING

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

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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.

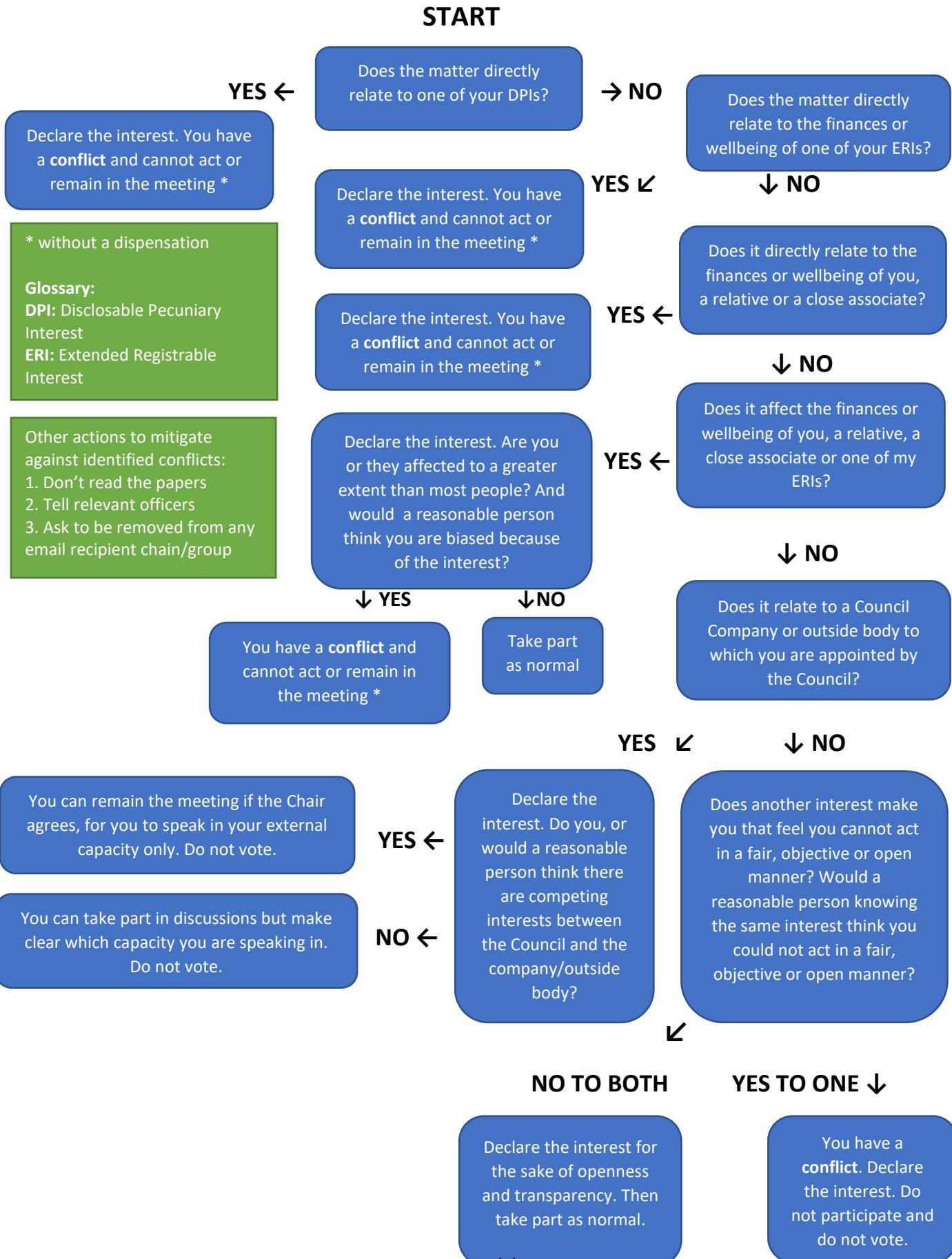
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EXEMPT - WEST WINCH GROWTH AREA

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

The meeting closed at 11.30 am

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



**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	Work is continuing, with senior managers inputting ahead of taking this back to CLT imminently.	VAD		

Other Major Projects - as at end Quarter 3 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 Q3 2025/26 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
								Overall RAG rating	
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 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 currently AMBER due to: • Site progressing well. • Resources remain suitable for the project. • 11 sold plots. 3 plots reserved. 7 PRS plots completed. Sales pace remains slower than expected. • Tenure Mix – The members delegated decision to enable flexible tenure mixes has been formalised. Options for these changes have now been submitted to the Strategic housing and Accountancy Teams for a final formal decision. • During the period the site was awarded CCS 45/45. This award recognises excellence in considerate construction.
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 Status Currently AMBER: • Sales have started. • First sale withdrawn during period. • During period affordable units finalised ready to be marketed – S.O. Solicitors acting on this.
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 status is GREEN. • The project areas that the Borough Council are currently leading are now programmed to complete by early Q4 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. Additional external resource remains in place until the Collaboration Agreement is complete with Norfolk County Council assisting with costs to assist with the land acquisition aspects. • The Collaboration Agreement is now in an agreed final form and currently out for signature. Expected completion in Jan 2026
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		The overall status is currently AMBER as: • Changes 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 • Uncertainty over Masterplan proposals following refocusing of STARS project in terms of timescales and funding • Greyfriars Project Management investigating improvements at Southgates that can be brought forward to enhance setting of Southgates and surrounding area and help to de-risk Masterplan proposals.
P-21.10b	Regeneration	Southgate area - Revised STARS Scheme (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 Status is AMBER. • This remains at AMBER until the DfT have approved our Project Adjustment Request (PAR) form to secure the funding and we have signed a Memorandum of Understanding (MoU).
P-23.08	Major Housing	Valentine Park, (Lynnsport 1), KL	Development of 96 mixed tenure dwellings on Lynnsport 1 site, King's Lynn	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	06-Feb-24	Duncan Hall	Capital Receipts & Borrowing		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 is on track. • During the period the site was awarded CCS 42/45. This award recognises excellence in considerate construction.

Town Deal projects - as at end December 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 December 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 this month is AMBER. • Focus continues to find, deliver further funding for the project. • Main Contract Works – MCL are making good progress on site with scaffold erection, asbestos removal and demolition of the WCs ongoing. Site Christmas shut down scheduled close of business Friday 19th and reopens Monday 5th January. No delays or H&S incidents reported. • Fundraising - Historic England (HE) Grant adjustment request approved (by HE). Same value overall, but a revised spend profile to meet HE deadline/ Project Programme. • Party wall - The Boroughs party wall surveyor continues to work closely with MCL, scaffold designers and neighbours to ensure party wall agreements and scaffold licenses are in place. A delay with the scaffold licenses is due to further discussions with neighbours queries. The team is working to mitigate any impact this will have however this does create a potential delay risk in January/ February. • Interpretation Works - Moderation of immersive media consultant has now been completed and final interviews to take place by end of January with full work stream to restart early February. • King Street public realm – A meeting on 4th Feb 2026 will review final materials & design so items can be finalised and planning & highways applications issued. Target to reuse existing pavers/ setts/ from previous local projects. • Collection/Storage - Crown Post Truss timbers have been removed by specialist timber conservator Peter McCurdy/Co so they can inspect and propose a repair strategy.	
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 –Planning applications for Active Travel Hubs submitted with determination due in January 2026. RIBA Stage 4 works underway with design due to complete in January 2026. • ECWIP – Final LCWIP scheme, the Gayton Road crossing, programmed to start in January 2026. Following review with Tarmac, nighttime works required to minimise impact on network, this has led to increase in costs to £460k. • Active Travel Plans – Work ongoing with CWA and QEH. Potential walking campaign to follow on from "Real People on Bikes" campaign being investigated for early 2026.	
P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King's Staith 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 component of the project will now proceed under the Pride in Place Programme funding. • A Project Adjustment Request has been submitted to MHCLG, formalising the revised scope, outputs, and funding allocations. As part of this adjustment, £2 million will be reallocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on completing this process is expected shortly. • Updated Business Plan and Economic Case to reflect the new scope has been prepared. • A comprehensive reprogramming exercise has also been carried out to ensure the project continues to align with the original established funding timeline. • A historical accounting issue has been identified that impacts the remaining available budget. Resolution is being sought through wider programme underspend and value engineering with £595k identified to go toward the gap.	
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 remains GREEN. • Pop Up spaces became available for hire in March 2025, but promotion is currently paused due to street-level scaffold works that limit access. Interim uses continue in the meantime. • Artwork, seating, and a digital wayfinding sign have all been successfully installed. • Fourteen trees and custom planters have been placed along Purfleet Street, New Conduit Street, and Broad Street. • Management of the Pop Ups has now moved to the Operations Team, while responsibility for the digital signage sits with the Marketing and Communications Team. • The only outstanding element is the Purfleet Street Arch. Its procurement is currently paused due to fire damage at the building where it was planned to be installed.	
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 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. • Internal building works continue with the pouring of the resin on the ground floor and assembly of the children's library. • External building works continue with the removal of the hoarding and finalisation of paving.	



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:	Q3 2025-26
Capital Code:	C8501-4	Client Dept:	Property & Projects	Lead Designer:	NCC		
Project Code:	P-21.02					Cost Consultant:	NCC
		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 Q3 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



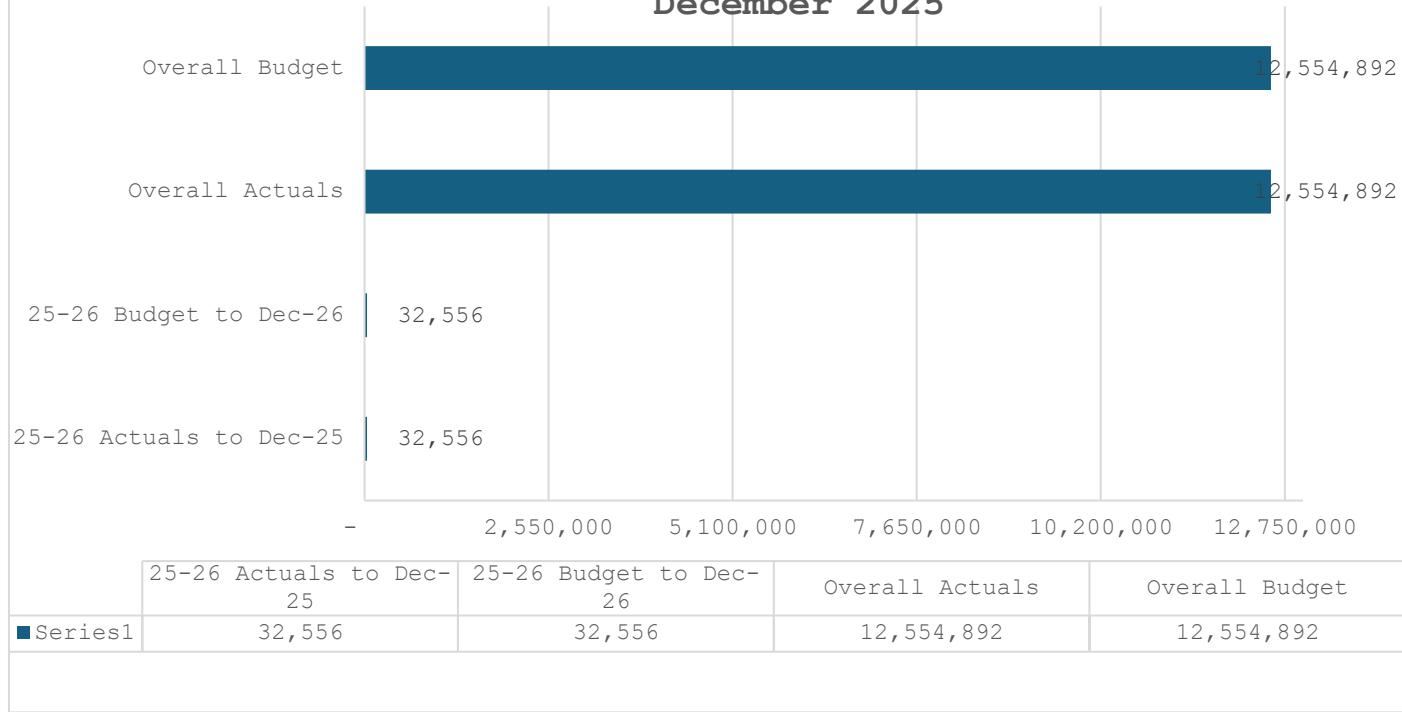
2.2 Key Issues [all red and increasing amber] – something that has happened

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. Ongoing.	15.12.25 Ongoing
2/2	Contract Completion	NCC not instructing on remaining outstanding works.	A	Time	Ongoing working to seek resolution which will enable outstanding works to be instructed and completed.	15.12.25 Ongoing

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

3.1 Financial Summary

Kings Lynn Enterprise Zone Actuals, Budget and Forecasted spend as at 31st December 2025



3.2 Financial Commentary

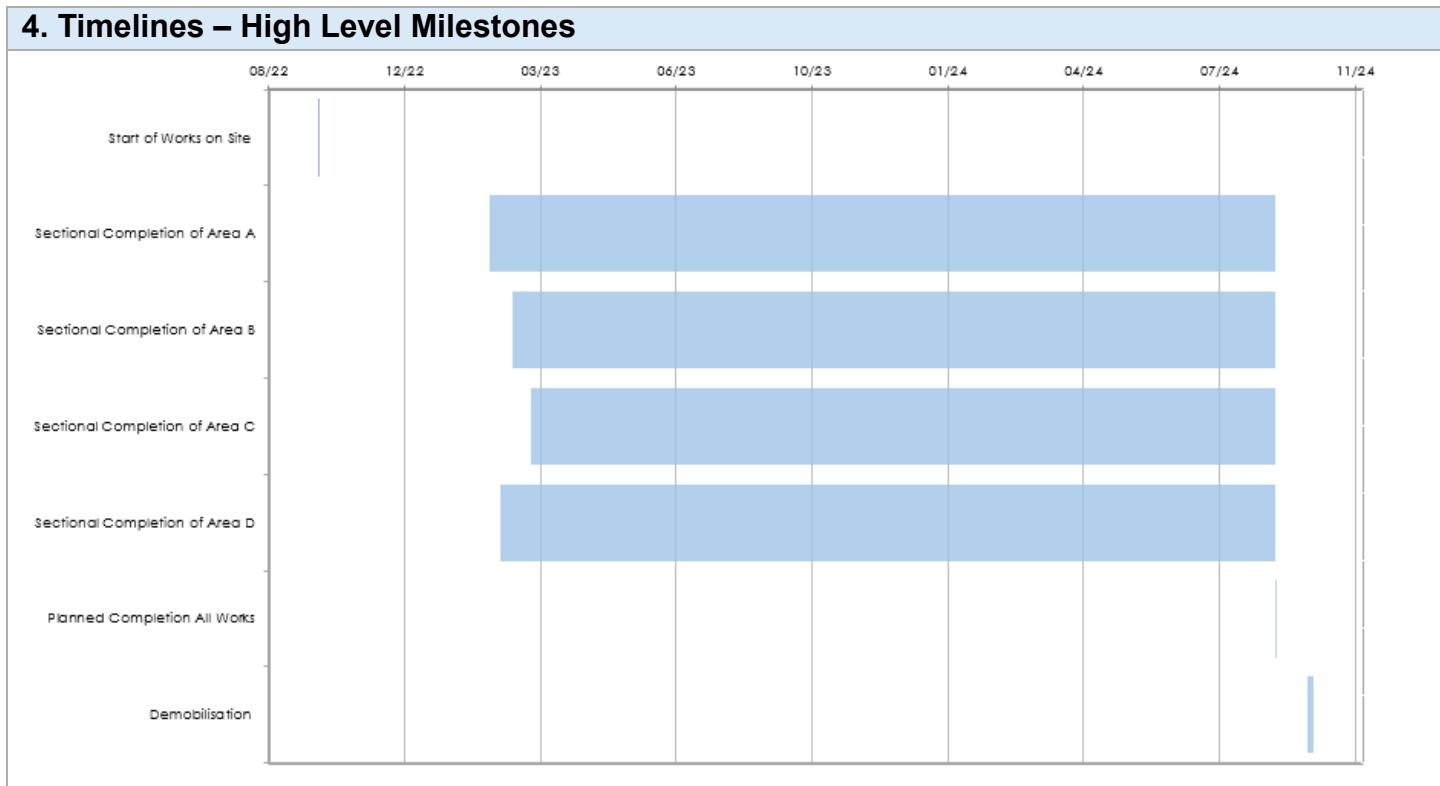
Financials current RAG is currently RED
2025-26 Actuals to 31st December 2025 £32.5k, budget to be confirmed
Overall Actuals are £12.5m, the budget to be confirmed, the actuals have been used as a placeholder for the budget.

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:	Q3 2025-26
Capital Code:	C8431	Client Dept:	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	Florence Fields (Parkway)			Contractor on Site:		Contractor on Site:	

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.
- 11 sold plots. 3 plots reserved. 7 PRS plots completed. Sales pace remains slower than expected.
- Tenure Mix – The members delegated decision to enable flexible tenure mixes has been formalised. Options for these changes have now been submitted to the Strategic housing and Accountancy Teams for a final formal decision.
- During the period the site was awarded CCS 45/45. This award recognises excellence in considerate construction.

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 96-103 snagging

Phase 3

- Plots 109-113 – snagging
- Plots 107&108, 148-151 - finals
- Plots 125 & 128 ready for dec's
- Plots 124-127 129, 130 – 2nd fix progressing
- Plots 131, 132 – plaster progressing
- Plots 104-106, 142&143, 146&147 – 1st fix progressing
- Plots 114-122 - (flats) roof plank – 1st fix progressing
- Plots 144&145 - at plate
- Plots 133-141 - (flats) – progressing to 2nd floor slab

Phase 4

- Plots 26, 27, 30, 32-34 – 1st fix progressing
- Plots 28, 29 & 31 – roof progressing
- Plots 18-25 – progressing to plate
- Plots 10, 11, 152 Pad complete
- Plots 6-9, 12-16, 153-166 – sub-structure progressing



2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/45)	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	16.12.2025
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. Close to completing but ongoing risk. Invoice received for S278 works – being discussed between JG & NCC.	16.12.2025

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

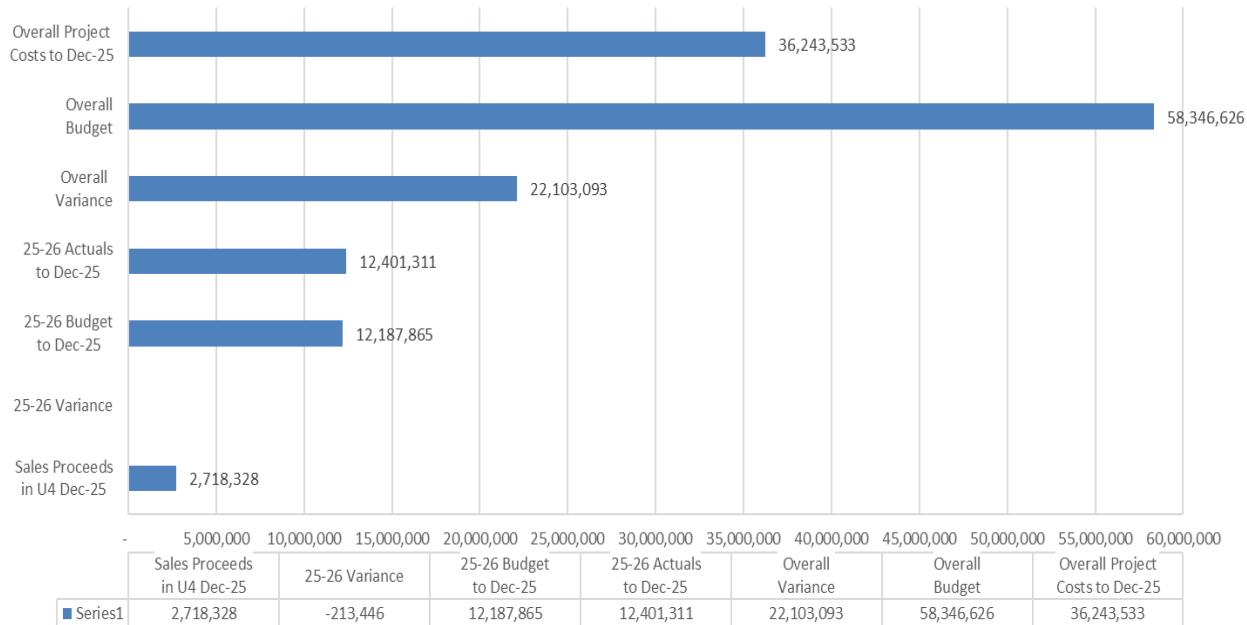
Issue ID (1/44)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
11	Works	Excess soil placement - needs relocating / solution to be found due to potential for an 8-week planning application window.	A	Build	Discussions taken place with Planning department. Solution found under permitted development allowing 'storage' of relevant items – although this doesn't specify soil, this does allow a solution on site to be found.	06.01.2026

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



3.1 Financial Summary

Florence Fields
Actuals and Budgeted Costs as at 31st December 2025



3.2 Financial Commentary

The Financial RAG status is AMBER.

- 2025-26 actuals to date for this financial year are £12.4m against a budget as of 31st December 2025 of £12.2m. Overall actuals for the full project to date are £36.2m, with the adjusted overall project budget of £58.3m 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

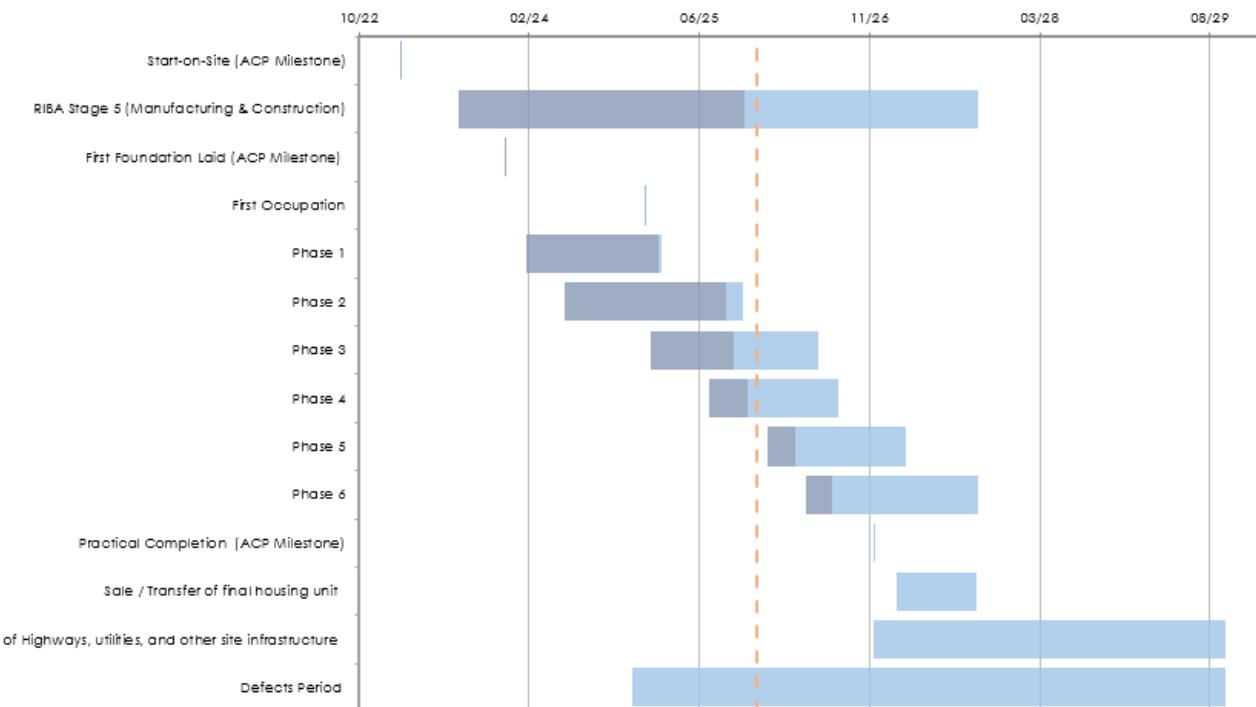
At present sales proceeds are totalling £2.7m received as of 31st December 2025.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
		£342,000		The structural engineer determined that piled footings are now mandatory for Phase 6, replacing the originally planned and budgeted traditional footings.	A	JG / Cllr A Beales	JG confirmed in an email to Lovell on 24.10.2025.



4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline RAG rating is currently GREEN

- Timeline remains at green as site progress continues

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

- Newsletter being drafted for issue in January 2026.

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:	Q3 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	G	G	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:

- Sales have started.
- First sale withdrawn during period.
- During period affordable units finalised ready to be marketed – S.O. Solicitors acting on this.

Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- First sale has withdrawn during period.

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	A	Finance	Continue to monitor sales with sales agent. Review interest and gauge pricing against the market.	06.01.2026

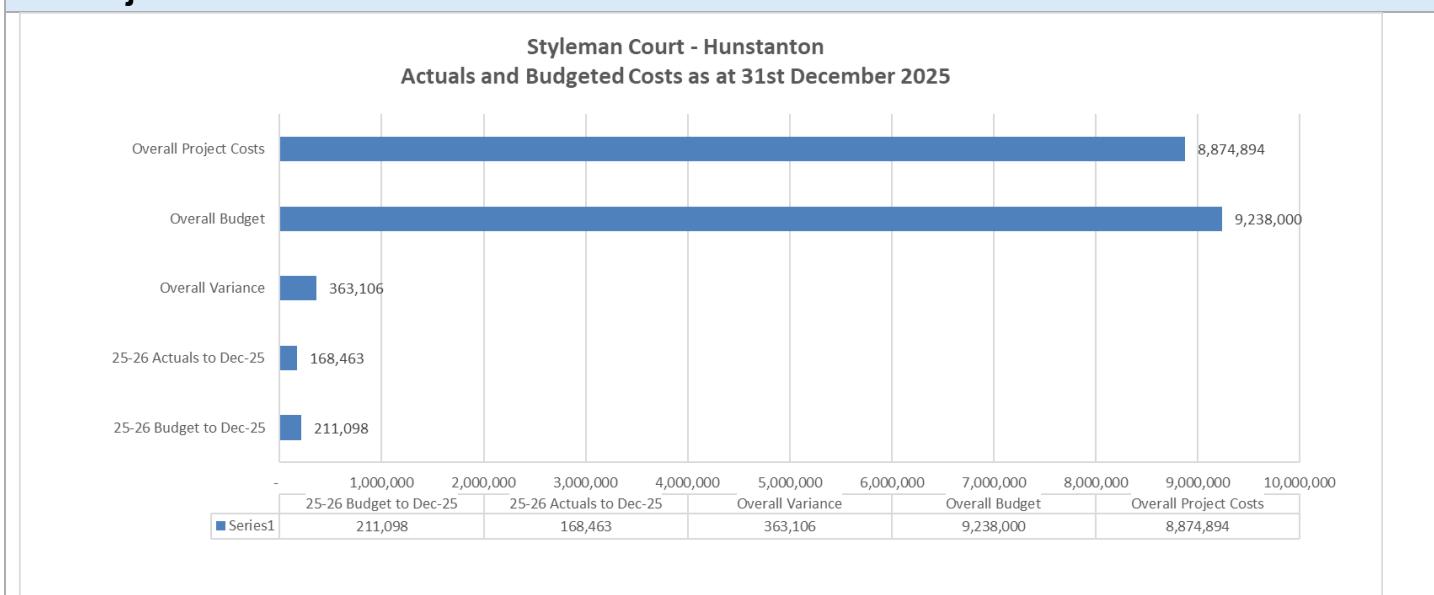


		maintenance and holding costs, and potentially straining Council resources.				
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2.2 Key Issues [all red and increasing amber] An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comm ents
A4	Utility bills	Utility bills being received for all properties.	A	Financial	Continue to monitor. Assess whether there are any cheaper tariffs that could be utilised.	06.01.2026

3.1 Project Financials



3.2 Financial Commentary

Financial RAG Status currently AMBER:

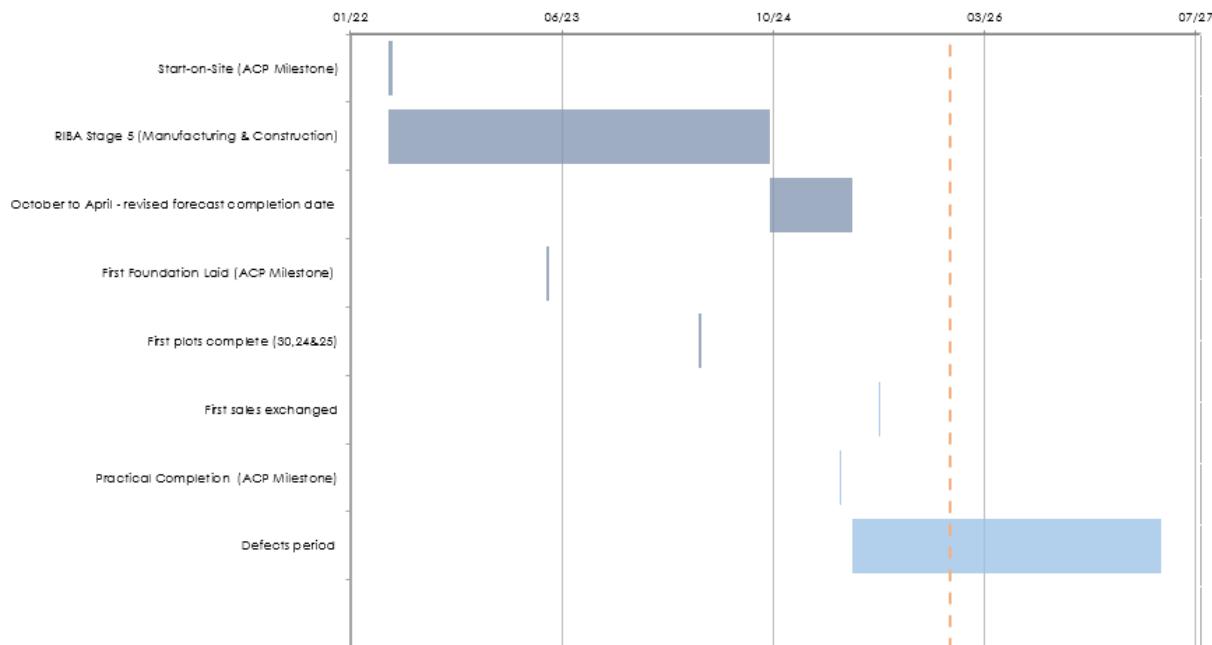
- 2025-26 actuals to date for this financial year are £0.2m against a budget as at December 2025 of £0.2m, overall actuals for the full project to date are £8.9m, with the overall project budget of £9.2m.

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.
- Fine & Country are marketing the development. The team are fully versed on the project.
- Rounce & Evans are the block management agent for the site. The team are fully versed on the project and have regular engagement with the Clerk of Works on site works.

6. Communications and Engagement

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:	Q3 2025-26
Capital Code:	C8171	Client Dept:	Strategic Housing & Planning	Lead Designer:	N/A		
Project Code:	P-21.09			Cost Consultant:	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	A	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 early Q4 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. Additional external resource remains in place until the Collaboration Agreement is complete with Norfolk County Council assisting with costs to assist with the land acquisition aspects.
- The Collaboration Agreement is now in an agreed final form and currently out for signature. Expected completion in Jan 2026

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- NCC Planning Committee granted permission for the WWHAR Nov 2025

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				
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2.2 Key Issues [all red and increasing amber]

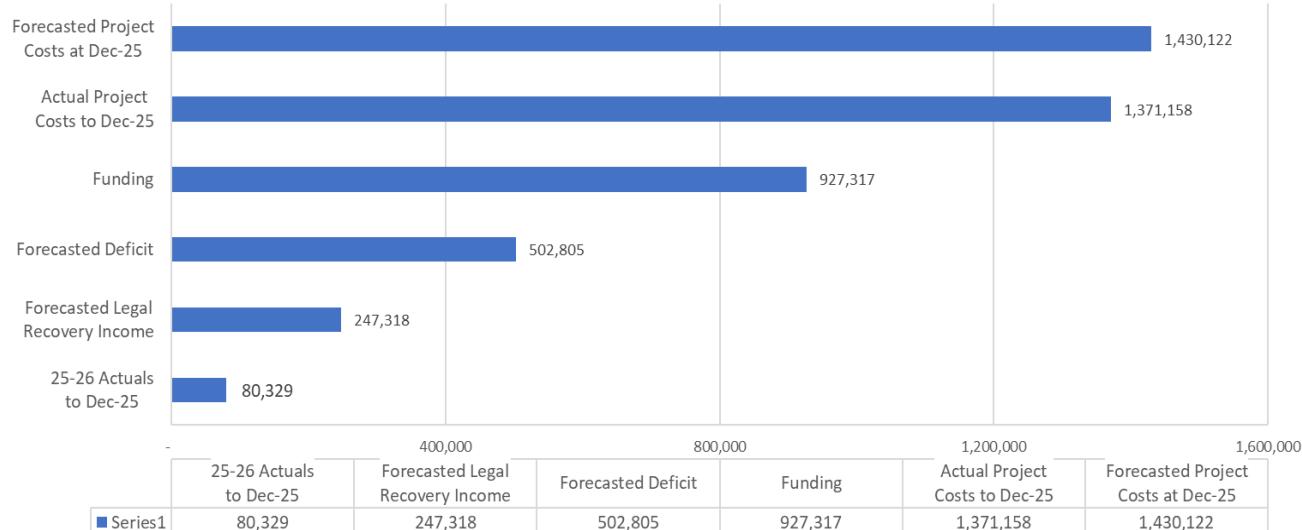
An issue is something that has happened

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

West Winch
Actuals and Budgeted Costs as at 31st December 2025



3.2 Financial Commentary

Financial RAG rating is currently AMBER

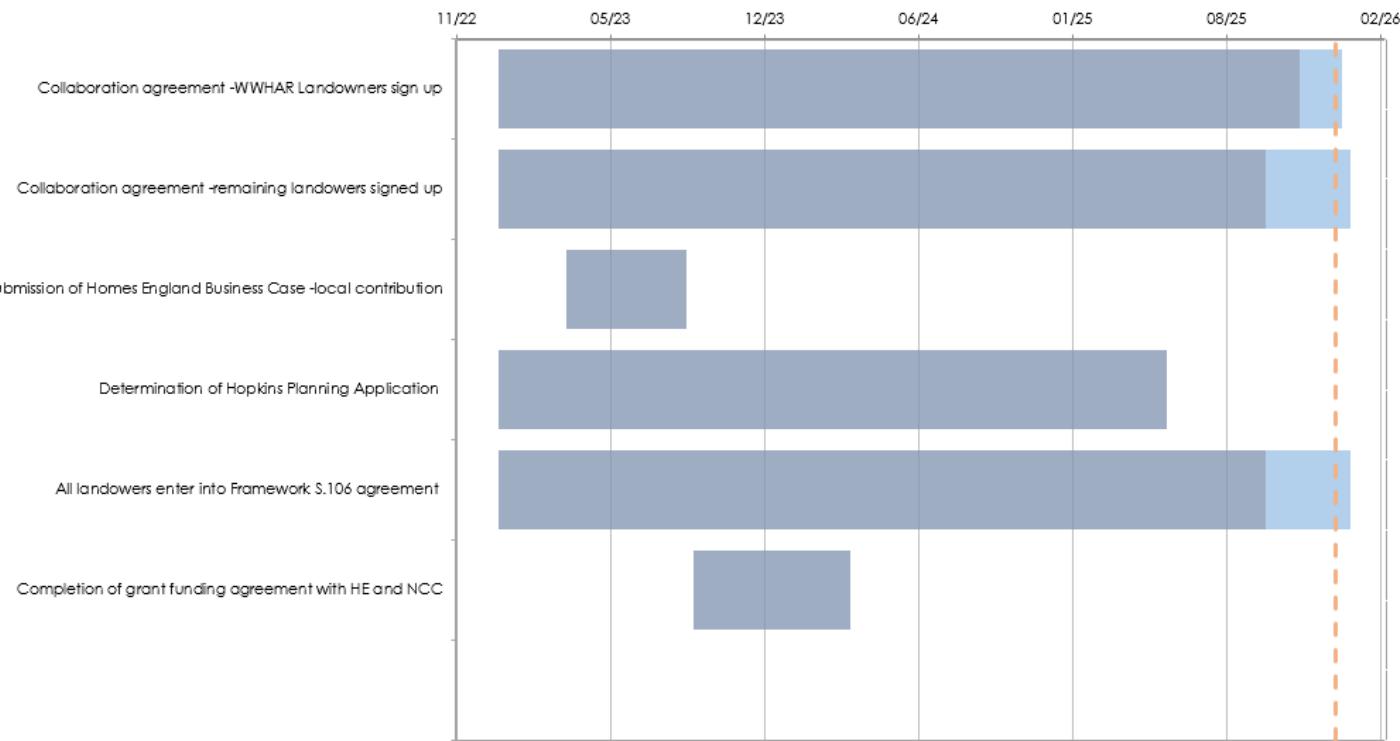
- Overall actuals for the project are £1.4m, current forecasted funding is £0.9m which includes funding from Business Rates Pool and expected recovery of legal fees from landowners leaving a £0.5m deficit.
- The overspend is provisionally included with the medium-term financial plan and capital programme for consideration by Cabinet and Council in February 2026. Work to reduce the estimated £0.5m deficit through legal cost recovery continues, whilst this action enables financing of the forecast budget for the 2026-27 financial year.
- As noted above some legal costs are expected to be recovered from Landowners and developers totalling £0.25m.
- 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 - Achieved Nov 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

- Collaboration agreement agreed in final form. Expected to complete in Jan 2026
- 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.

5. Resources Commentary

RAG rating is GREEN

- Additional resource remains in place until completion of Landowner Collaboration Agreement.
- 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 - Next meeting being planned for Feb/Mar 2026.
- 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. Expected to complete Jan 2026

7.2 Outcomes

Description	Target	Notes
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: <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. Further funding being sought from Homes England by NCC to cover additional National Grid Gas cost increases. 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 2026 until construction of the WWHAR commences
Legal instruction form issued?	May 2019 – External legal advisors appointed
Local schemes / dependencies	The West Winch Growth area is identified in the Council's adopted Local Plan and is the largest housing allocation in the borough. It is critical to: <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:	Q4 2025
Capital Code:	C8173	Client Dept:	Regeneration & Economic Development			Lead Designer:	-
Project Code:	Southgates Programme Placemaking	End User (if applicable):	-		Cost Consultant:		-
			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	A	A	A	A	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 currently AMBER as:

- Changes 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
- Uncertainty over Masterplan proposals following refocusing of STARS project in terms of timescales and funding
- Greyfriars Project Management investigating improvements at Southgates that can be brought forward to enhance setting of Southgates and surrounding area and help to de-risk Masterplan proposals.

1.1 Decisions required by the Officer Major Projects Board

- N/A

1.2 Achievements during this period

- Greyfriars Project Management appointed to identify smaller scale measures that can be brought forward improve setting of Southgates and surrounding area and help to de-risk Masterplan proposals following completion of BDP and Pulse work, developing landscape and development proposals set out in previous reports.

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	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.	06.01.2026

2.2 Key Issues [all red and increasing amber]

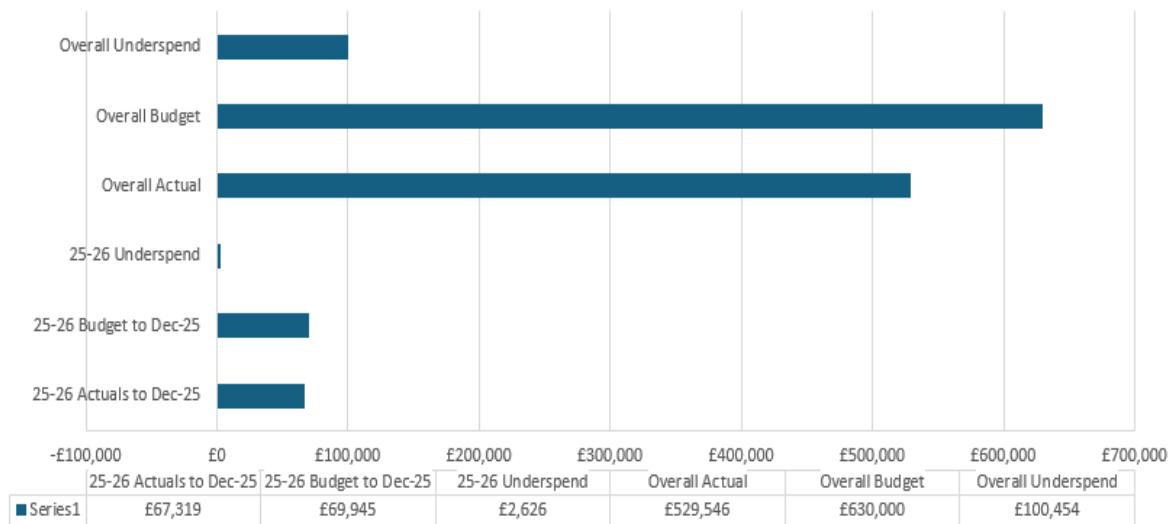
An issue is something that has happened

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. Project Financials

Southgates Programme Placemaking
Actuals and Budgeted Costs as at 31st December 2025



3.1 Financial Commentary

- As of 31st December 2025, Southgates actuals for entire project are £530k against a budget of £630k. In 2025-26 current year actuals are £67k against a 25-26 full year budget of £180k.

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

- Timelines and High-Level Milestones will be added once decisions have been taken over the work that will now be completed.

4.1 Timelines Commentary

Timelines are RAG rated as AMBER as:

- 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 Dept for Transport, a study is underway into short term/small scale opportunities that can be brought forward to de-risk Masterplan.

5. Resources Commentary

- Resources are currently RAG rated GREEN as clarity on roles and responsibilities have been established.
- Greyfriars Project Management now appointed to complete review of 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 to be prepared following completion of short term/opportunities study to provide update on strategy for Southgates following 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 de-risk.</p> <p>BDP appointed by NCC and BC to assist with co-ordination of planning strategy for the STARS and the wider Masterplan. BDP appointed to 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)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs 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 weeks or less behind the critical path	G	Can be managed



P-21.10b

Revised STARS scheme Project Highlight Report

Project Name:	Southgates STARS Programme	Project Manager	Ian Parkes (NCC)	Project Sponsor:	David Allfrey (NCC)	Report covers period of:	Q3 2025-26
Capital Code:	-	Client Dept:	-	-	-	Lead Designer:	NCC / WSP
Project Code:	Southgates STARS Programme	End User (if applicable):	-	-	-	Cost Consultant:	

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	A	A	G	A	A	G

Project Definition

Project Stage: Scheme and business case development to gain funding approval from Department for Transport (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 remains at AMBER until the DfT have approved our Project Adjustment Request (PAR) form to secure the funding and we have signed a Memorandum of Understanding (MoU).

1.1 Decisions required by the Officer Major Projects Board

- None



1.2 Achievements during this period

- Prepared a draft Project Adjustment Request (PAR) for DfT and made adjustments in response to minor queries they raised
- Engaged with key stakeholders and obtained letters of support to accompany the PAR form from:
 - James Wild MP
 - The Leader of the Borough Council of King's Lynn and West Norfolk
 - King's Lynn and West Norfolk Bicycle User Group
 - Discover King's Lynn, the Business Improvement District (BID)
 - Chamber of Commerce
 - King's Lynn Civic Society
 - Active Norfolk
 - The Queen Elizabeth Hospital
 - The College of West Anglia
 - Transport East
- The economic appraisal note shows a BCR of 2.1 which puts the scheme in the High VfM category
- Submitted the final PAR to DfT on 19 December 2025

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 Revised STARS scheme is being developed.

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 for the Revised STARS scheme in future reports

3.2 Financial Commentary

RAG Status is currently AMBER

- This is because the Department for Transport have yet to agree our Project Adjustment Request.

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 are currently RAG rated as AMBER.

- This is because as we no longer need to submit an OBC and FBC 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 PAR

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 the various scheme 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:								

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:	Q3 2025-26
Capital Code:	C8125	Client Dept:	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	Valentine Park (Lynnsport 1)					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	A	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 is on track.
- During the period the site was awarded CCS 42/45. This award recognises excellence in considerate construction.

Decisions required by the Officer Major Projects Board

- N/A

1.2 Achievements during this period

Show homes and marketing suite are complete. Marketing suite now open Thursday to Monday, 10 am – 5pm.

- Finals** – Plots 3, 4, 9
- 2nd fix** – Plot 6
- Decorating** – Plots 5
- Patching** – Plots 7, 8,
- 1st fix** – Plots 10, 16, 17, 19, 22, 23, 24, 20, 21
- Boarding** – Plots 11, 12,
- Roof Trusses & Joists** – Plots 25, 26, 31, 32, 27, 28, 29, 30, 41, 42, 43
- 1st Lift** – Plots 33, 34, 35, 36, 39, 40, 44, 45, 46, 47,
- Slab** – Plots 37 – 38
- Foundations** –Plots 84 – 96

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
N/A						

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						



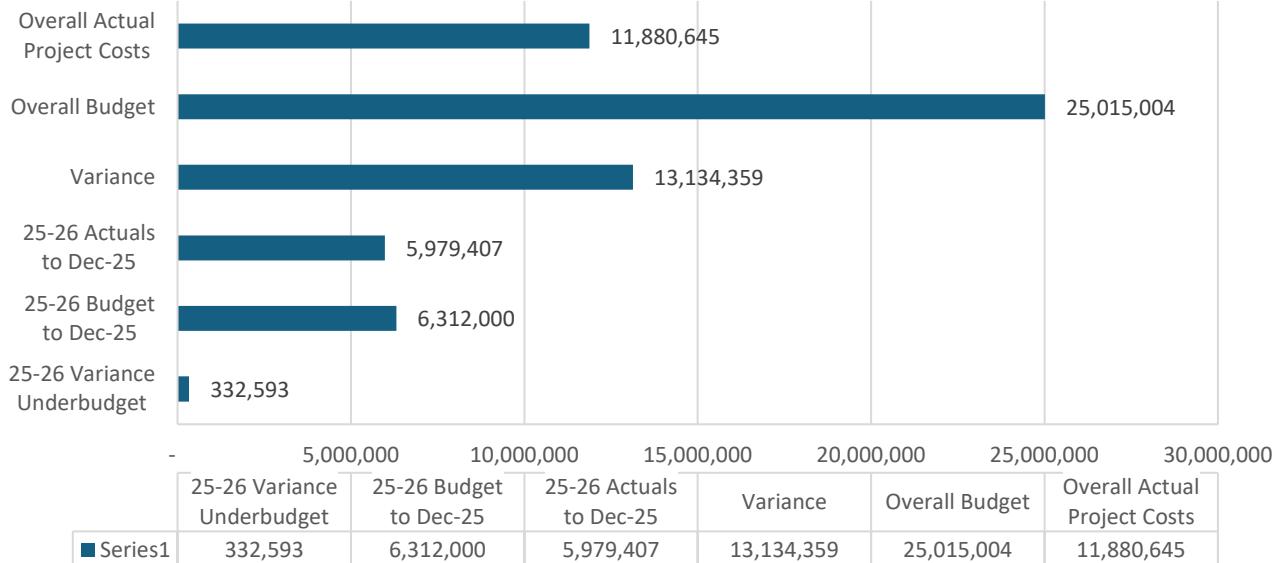
(No issues to report)						
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Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financials

3.1 Project Financials

Valentine Park Actuals and Budgeted Costs as at 31st December 2025



3.2 Financial Commentary

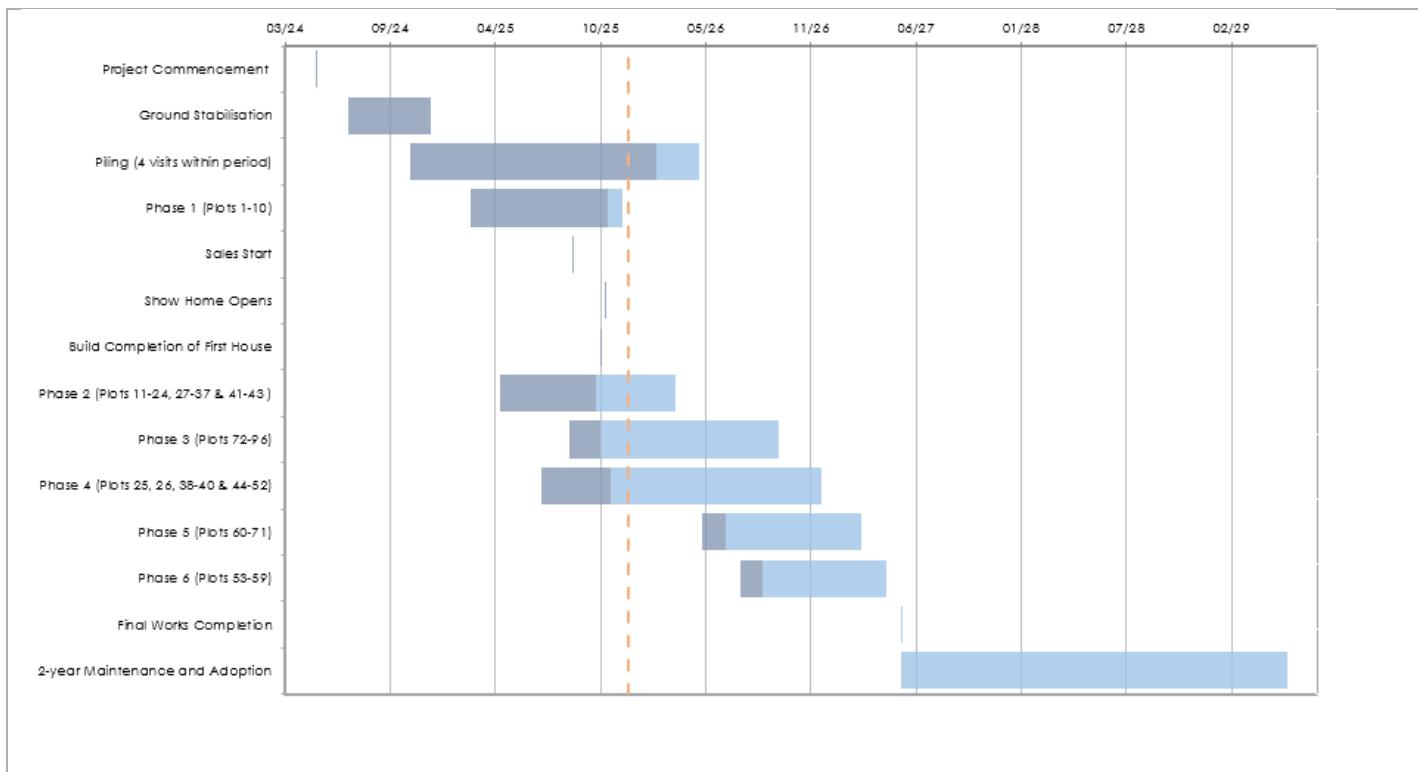
Financials are currently RAG rated GREEN.

- 2025-26 actuals to date for this financial year are £6m against a budget as of 31st December 2025 of £6.3m, overall actuals for the full project to date are £11.9m, with the overall project budget of £25m.
- Procurement activities have completed with many packages returning strong

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)					Green		

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 both teams.

6. Communications and Engagement

- Sales materials now in use
- Newsletter being drafted to be issued in January 2026

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

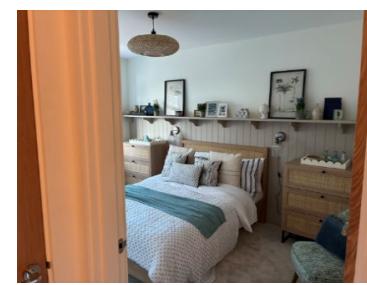
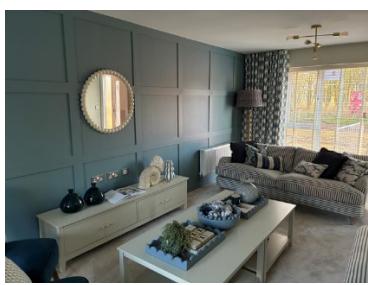
9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resourc e 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							OMPB

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		

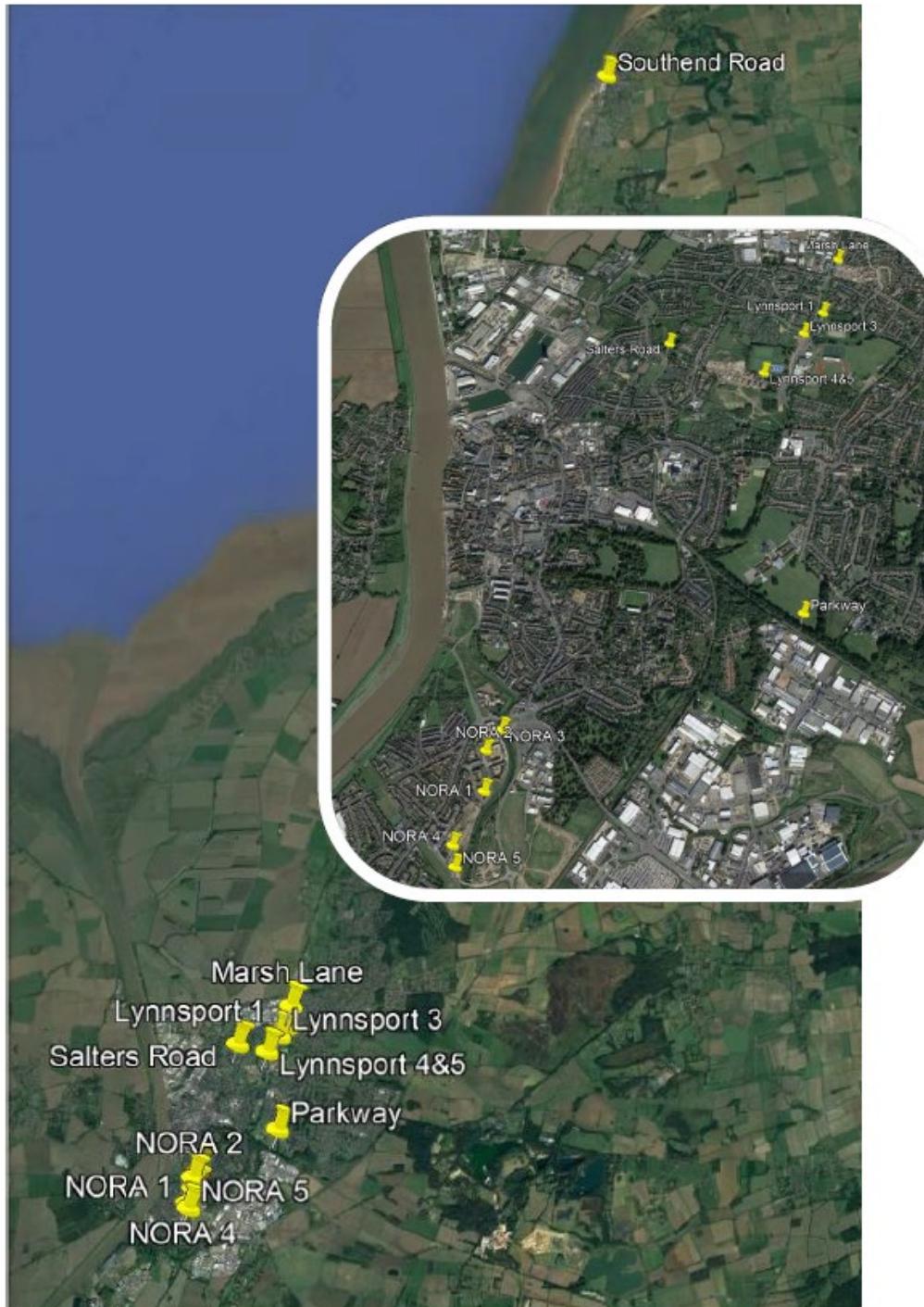


Photographs





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:	December 2025
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Tompkins		Andrew Morton Associates
				Cost Consultant:			
Project Code:	P.21-11	End User (if applicable):	CIO *	Contractor on Site:	Messenger Construction LTD (started 24.11.2025)		

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5 – Construction

Objectives:

The project has the following defined aims:

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

Scope:

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

1. Overall Status (high-level summary)

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

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



1.1 Decisions required by the Neighbourhood Board

- None required.

1.2 Achievements during this period

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

Priorities for Next Period:

- Complete Demolition of the WCs and Asbestos removal.
- Second Monthly Constriction Progress Meeting Thursday January 15th.
- Continue working with the party wall surveyor, scaffold designers and MCL to ensure party wall notifications and scaffold licences are agreed by the dates required.
- Monitor works and progress on site, respond to RFIs and review any challenges raised by the contractor.
- S278 design to be finalised with planning and S278 application to be submitted by end of February
- Finalise moderation of immersive media consultant and appoint so interpretation work stream can develop to the next stage of design.

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	The project has now secured adequate funding from various funding streams (Towns Fund / BC/ others etc.). Risk continues that further fundraising does not reduce the £15.5m required to cover the BCKLWNs borrowing.	A	Finance	TOWNS funding re-prioritised to provide £8.07m of capital funding. Additional funding has been requested from other BCKLWN/ & Towns Fund Projects and reallocated to the Guildhall. Fundraising Consultant procured but on hold. Cashflow created to support capital/revenue timing demands of project updated in Nov 2025. Remains ongoing.	05.12.2025
80	Planning Variation vs condition discharge	While trying to discharge some condition discharge applications the planners have noted that the team cannot discharge conditions while trying to vary an approved application. This could cause delay.	A	Programme	Design team have withdrawn discharge applications, and we are reviewing with MCL any impacts to programme.	05.12.2025
29	Unidentified conditions	Unforeseen building works	A	Programme	Building works to areas of project require greater amount of work than currently envisaged. Further Timber survey underway of roof asap. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post Structural building demolition. 2026.	05.12.2025
44	Programme	Construction programme is 2.5 years, risk that this could extend.	A	Financial	Regular programme reviews held with contractor to ensure optimal scheme in place.	05.12.2025



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

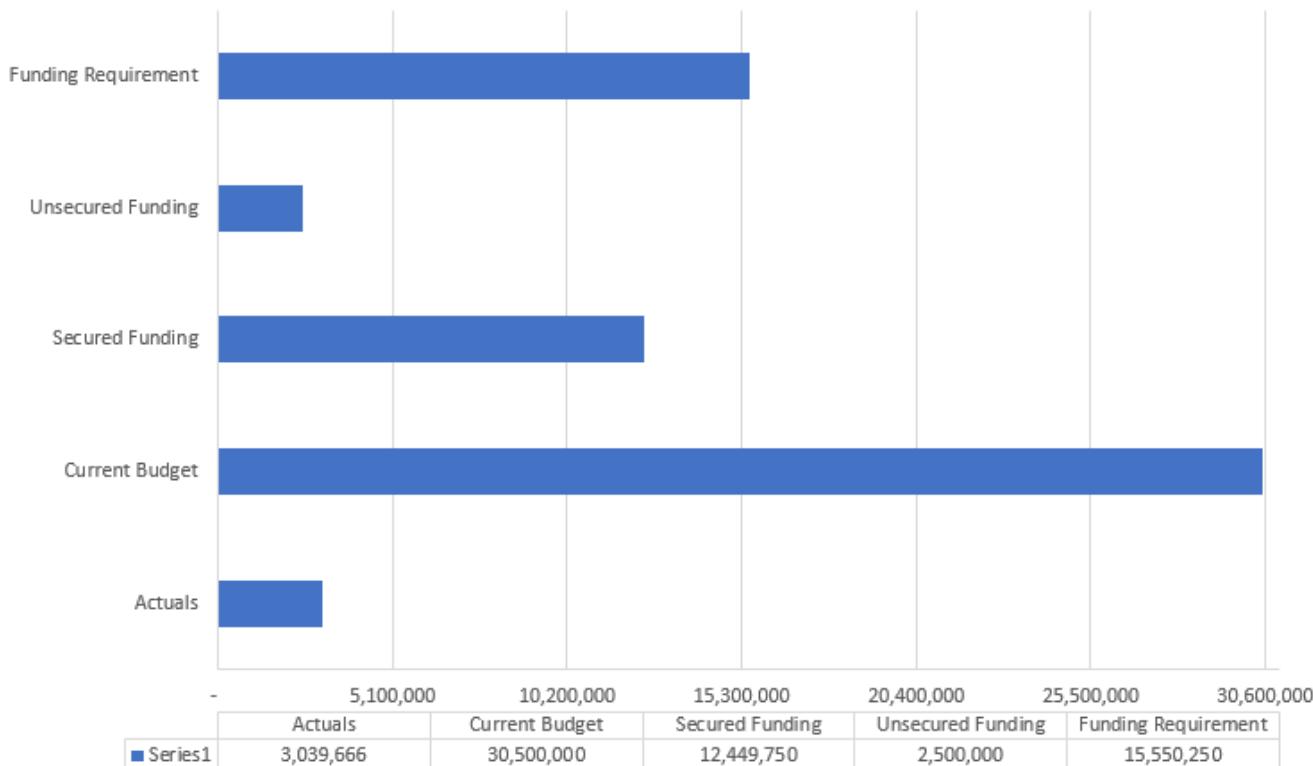
2.2 Key Issues [all red and increasing amber] – something that has happened

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



3. Project Financials

St Georges Guildhall & Creative Hub
Actuals, Budget and Forecasted spend as at 31st December 2025



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals as of 31st December are £3m with a current budget of £30.5m, of this £12.5m is secured funding, £2.5m is unsecured funding and £15.6m is the current funding requirement, where work is ongoing to locate further funding for the project.
- Actuals primarily relate to professional and consulting costs, including Project Management, Quantity Surveyor, and architect costs

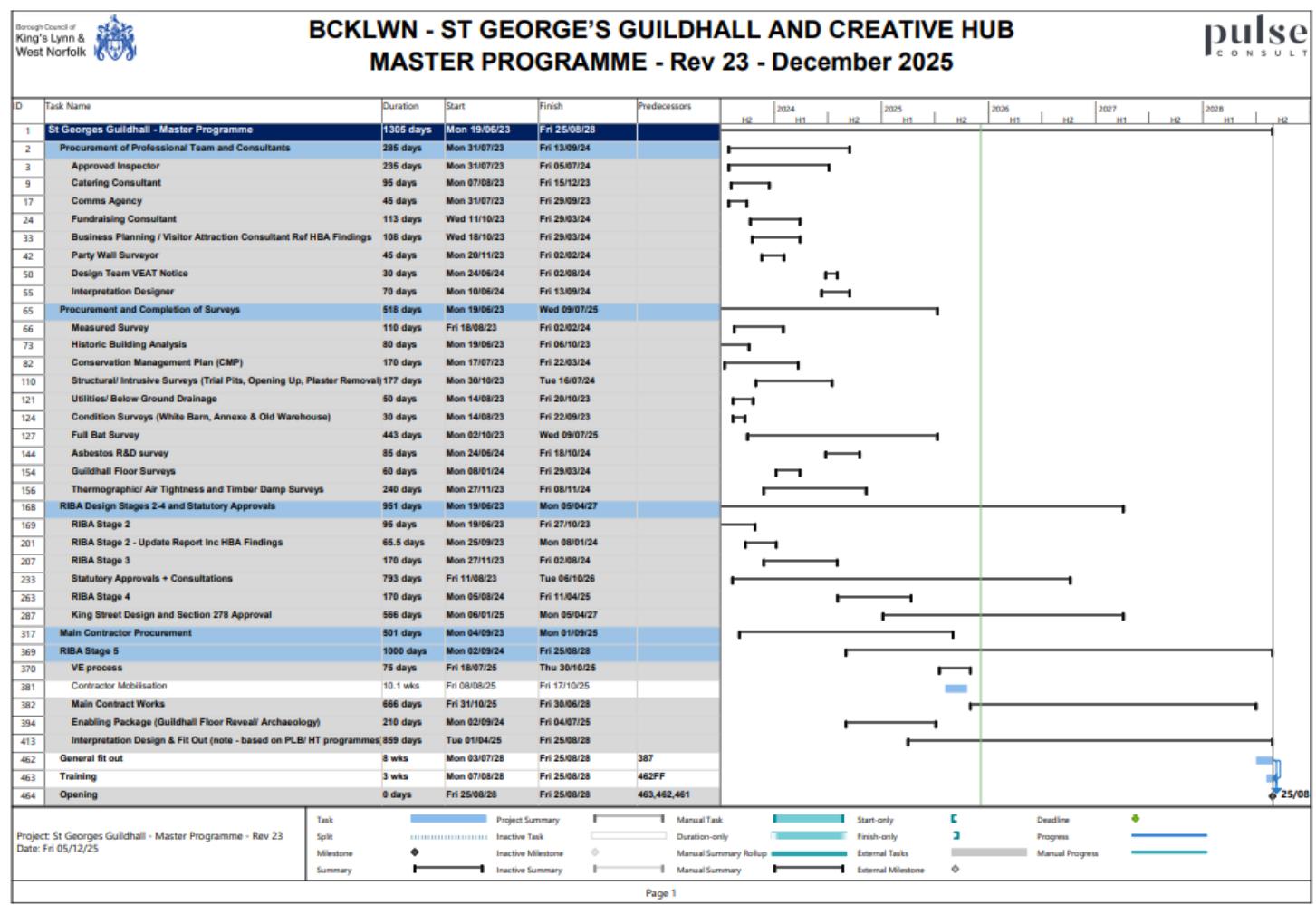
3.2 Project Contingency and Change Control

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

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



4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline RAG rating is GREEN.

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

5. Resources Commentary

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

The period has seen the arrival of key new resources to support the project.

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



6. Communications and Engagement

- Member & Press updates to coincide with Messenger start on site. Photo's/audio pulled together and released externally. Low key pick up by the public which needs to be understood in terms of future strategy/ approach.
- Project Team comms strategy drafted but not implemented. Awaiting internal Officer reviews early this year.
- Contractor to use No.29 and jointly support volunteers / public open space to aid overall communication opportunities.
- You are welcome and encourage others to drop in - 11-3/ 6 days a week. Live feed video up and running/ timelapse ideas to be started asap to cover full 2yrs + of project progress.
- Social Value KPI schedule by MCL under review (outputs/ targets confirmed early 2026.)
- Messenger promoted Guildhall at "Meet the Buyer Event" 4th Dec. Positive feedback and new suppliers connected with them.
- External Hoarding to King Street Guildhall montage being prepared for sign off and placing on this important public facing feature of the works.

7. Outputs and Outcomes

7.1 Outputs

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

7.2 Outcomes

Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	RIBA4 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.
Creating opportunities for local creative enterprises	The creative hubs will provide a real base for these new enterprises.
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	The scheme has many flexible meeting and public discussion spaces across the 10 buildings on the site. Community engagement continues to build on many positive news stories about place and the needs of local people.



8. Other Matters

Item	Comment
General stage progress	Contract signed and construction commenced 24/11/2025.
Procurement progress	Main Contractor tender completed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities & 8 amendments following review
Proposed route to market (e.g. ITT, Framework i.e. DPS, HPCS, LCP)	Procurement will be via a two-stage tender (SQ followed by full ITT), open market tender via the Councils procurement portal
Legal progress	On going development and requirement of any future BC/CIO governing document. Fundraising guidance for both BCKLWN shared with CIO to ensure compliance with law, Charity Commission, the Lease between the BCKLWN, and NT. HMRC Tax rules.
Legal instruction form issued.	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept/October 2024 in relation to fundraising for the site and its operation. Legal guidance on specific matters continues to be coordinated via Internal Legal team in relation to contracts, change protocols, potential rights to access. KLODS boiler room.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological "rescue" matters subject to survey/appointments e.g. Timber specialist H&R actions now new access to GH roof can be planned. Focus of recent finds in foyer floor/ Shakespeare passage/ Undercroft, Main stage area built into design changes continue to be worked through in this period.
Statutory updates	Main LB & Planning condition discharge continue to be closed out. New planning amendments applications issued and under review. (Mainly completing agreed scope amendments to site as agreed with CMO, Planners. (NT, others) as required.
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

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

Latest approved document: PID July 2025

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



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:	December 2025
Capital Code:	C9063/7160 9	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	G	A	G	G
Last Report	A	A	G	A	G	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	G	A	G	G
Active Travel Hub Baker Lane	A	A	G	A	G	G
LCWIP Interventions	G	G	G	G	G	G
Active Travel Planning	G	G	G	G	G	G

Project Definition

Project Stage: ATH - RIBA 4 / 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 –Planning applications for Active Travel Hubs submitted with determination due in January 2026. RIBA Stage 4 works underway with design due to complete in January 2026.
- LCWIP – Final LCWIP scheme, the Gayton Road crossing, programmed to start in January 2026. Following review with Tarmac, nighttime works required to minimise impact on network, this has led to increase in costs to £460k.
- Active Travel Plans – Work ongoing with CWA and QEHD. 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

- Gayton Road, final LCWIP scheme to be delivered as part of project due to start in January 2026.

Active Travel Hubs

- Determination date for Active Travel Hub planning applications delayed slightly to Feb 2026 to allow for statutory responses to be sent through.
- Team working engaging with planners and working through planning comments
- RIBA Stage 4 work on target to complete in January 2026.
- Pricing exercise due following completion of RIBA Stage 4 with contracts due to be signed in May 2026.

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.	A	Financial	Morgan Sindall finalising cost update as design stage nears completion. This will feed into end of design stage decision process and help identify any necessary amendments to the project scope to keep on budget. Work to feed into wider KL Enterprise Park work and associated funding opportunities to enable development of the Western side of the Enterprise Park.	09.01.2026

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

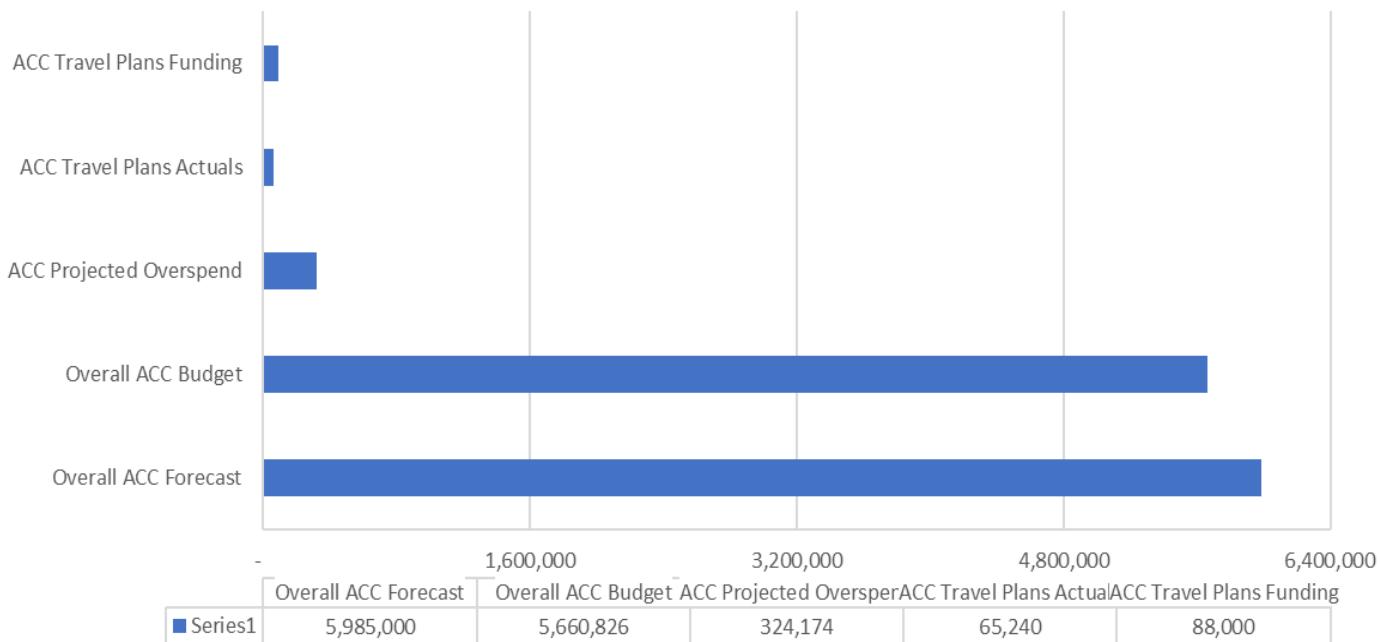
Issue ID (0/32)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

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 31st December 2025



3.1 Financial Commentary

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

- Overall actuals to date are £1.6m against an overall budget of £5.6m, costs in the new 2025-26 financial year from 1st April 2025 onwards is £0.5m related to contractor works and consultant costs.
- There an overall projected overspend of £0.3m from a budget of £5.7m vs forecasted costs of £6m due to a detailed review of latest costs per RIBA 3.
- £0.6m was approved to be transferred to the Towns Deal Riverfront Project.
- LCWIP looking to complete by end of March 2026.
- Active Travel Plans - Work ongoing with CWA and QEH. Potential walking campaign to follow in early 2026.

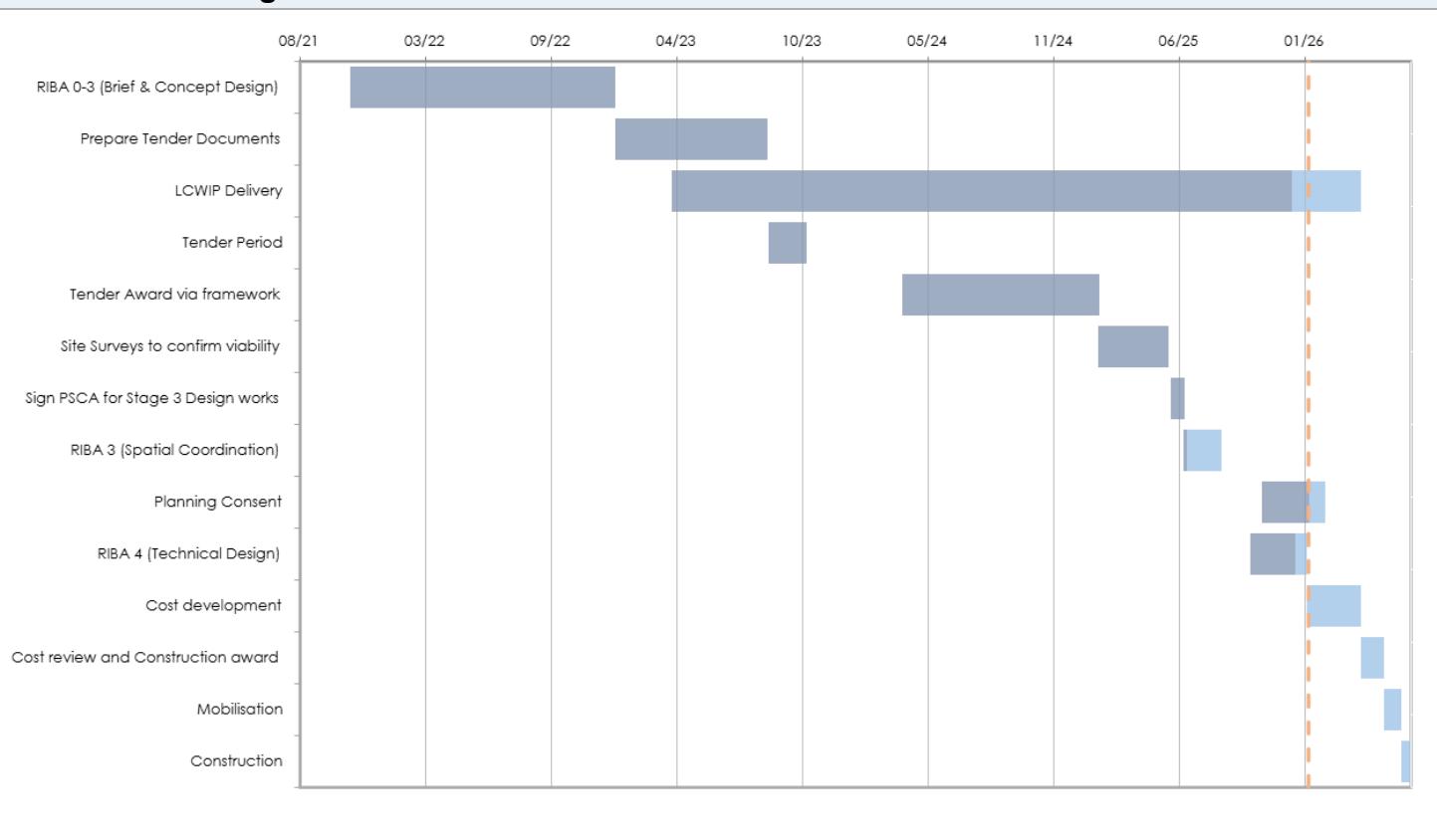
3.2 Project Contingency and Change Control

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 LCWIP interventions to be taken by future funding.	Allocated budget repurposed to wider ACC programme.	N/A	N/A	G	TDB	23.08.24
4	Old Meadow Road removed from LCWIP interventions with associated budget transferred to Riverfront Project.	Allocated budget repurposed to wider Town Deal programme.	Reduction in length of new footway/cycle way to be delivered.	N/A	G	TDB	24.10.25

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.
- RIBA Stage due to complete in Jan 26.
- Planning Application submitted in with determination due in Feb 2026.
- 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 following determination of Planning Application.
- 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	ATH works being progressed through RIBA Stage 4 by Morgan Sindall procured through SCAPE framework NCC delivering final LCWIP scheme in January 2026. Mobilityways delivery Travel Plans with QEHS and CWA with potential to recruit additional workplaces. Option being explored if can also support delivery of ATHs.
Procurement progress	ATH – contract being progressed with Morgan Sindall via Scape Framework LCWIP – being progressed via NCC Highways Team and Service Term Contract Project Management & QS – Pulse Consult and Andrew Morton Associates appointed through Borough Councils PM and QS framework.
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	NORA 15.07.22 Baker Lane	Project board approval 20.03.23	



					– RIBA combined	draft issued 16.12.22		
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	

.21-14

Riverfront Regeneration Project Highlight Report

Project Name:	Riverfront Regeneration	Project Manager	Abigail Rawlings / Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	December 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	A	A	A	G
Last Report	A	R	R	A	A	G

Project Definition

Project Stage: RIBA Stage 4 Detailed Design

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 component of the project will now proceed under the Pride in Place Programme funding.
- A Project Adjustment Request has been submitted to MHCLG, formalising the revised scope, outputs, and funding allocations. As part of this adjustment, £2 million will be reallocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on completing this process is expected shortly.
- Updated Business Plan and Economic Case to reflect the new scope has been prepared.
- A comprehensive reprogramming exercise has also been carried out to ensure the project continues to align with the original established funding timeline.
- A historical accounting issue has been identified that impacts the remaining available budget. Resolution is being sought through wider programme underspend and value engineering with £595k identified to go toward the gap.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Listed Building Consent granted for Custom House Works.
- Environment Agency Flood Risk Activity Permit granted for Dryside works.
- Prestart meeting held with Dryside Contractor and start date for Dryside works agreed- 19th Jan.
- Planning Application and Listed Building consent applied for demolition of unsafe wall at Dryside, applied for and validated. Site visit carried out with Conservation Officer and Planner.
- Final Business Rates Pool Funding claim approved (£350,000 claimed under BRP South Quay which made up the original budget with BCKLWN Match Funding and Town Deal Funding)

Priorities for next period:

- Design team to complete drawings/specifications for tender pack for Custom House work.
- Progress the new lease agreement with the building owner to allow works to proceed.
- Begin process to clear unfixed fittings from Custom House (liaison with Property Team and Norfolk Museum Services).
- Works to start at dryside on Monday 19th January.
- Continue to explore interpretation/volunteering options for Custom House after refurbishment.
- Liaison with Public Open Space Team ahead of operational handover at Dryside at completion.
- Complete the Project Adjustment Request to re-allocate some underspend to Riverfront budget.
- Plan communications for start of dryside works.

2. Risks and Issues

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

Risk ID (2/66)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
61	Custom House Building Owner permissions/Lease	Building owner may not give permissions for works, current lease does not allow for changes to building without reinstatement. Existing lease needs to be varied by negotiation.	R	Legal	Risk remains red as despite the mitigations noted below, this is the highest risk to this project. Ongoing engagement with building owner throughout the project. As per lease agreement, owner gave permission prior to submission of planning application. Legal and Property teams working on lease variation to allow for works. Project Officer and Cultural Officer have fed into these discussions to ensure variation is appropriate with potential future uses.	05.01.25
65	Planning consent for unsafe dryside wall	Permission may not be granted or planning delays may occur. This would delay the programme for the Dryside works as the unsafe wall needs to be demolished before works can begin.	A	Planning	Close engagement with Planning and Conservation team have led to confidence that consent will be granted, subject to no unforeseen external factors.	05.01.26

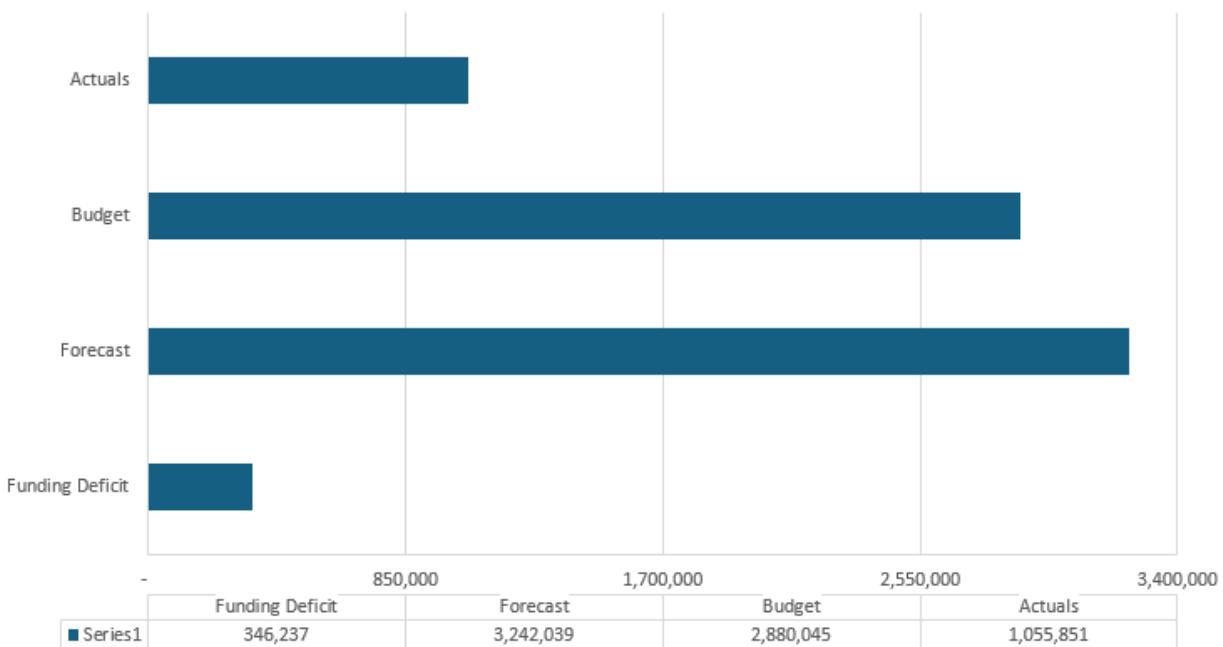
2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (1/15)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
13	Available budget refined	Historical accounting error has been identified. After investigation this has reduced available	A	Cost.	An underspend from another project will be redirected via a Project	05.01.26

		budget to less than required for current scheme.		Adjustment Request. Along with some small areas of value engineering will bring the project funding back in line with requirements, however there is still a gap to close and this is not inclusive of an interpretation budget.	
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3.1 Project Financials

Riverfront
Actuals, Budget and Forecasted spend as at 31st December 2025



3.2 Financial Commentary

Financials are maintained at AMBER

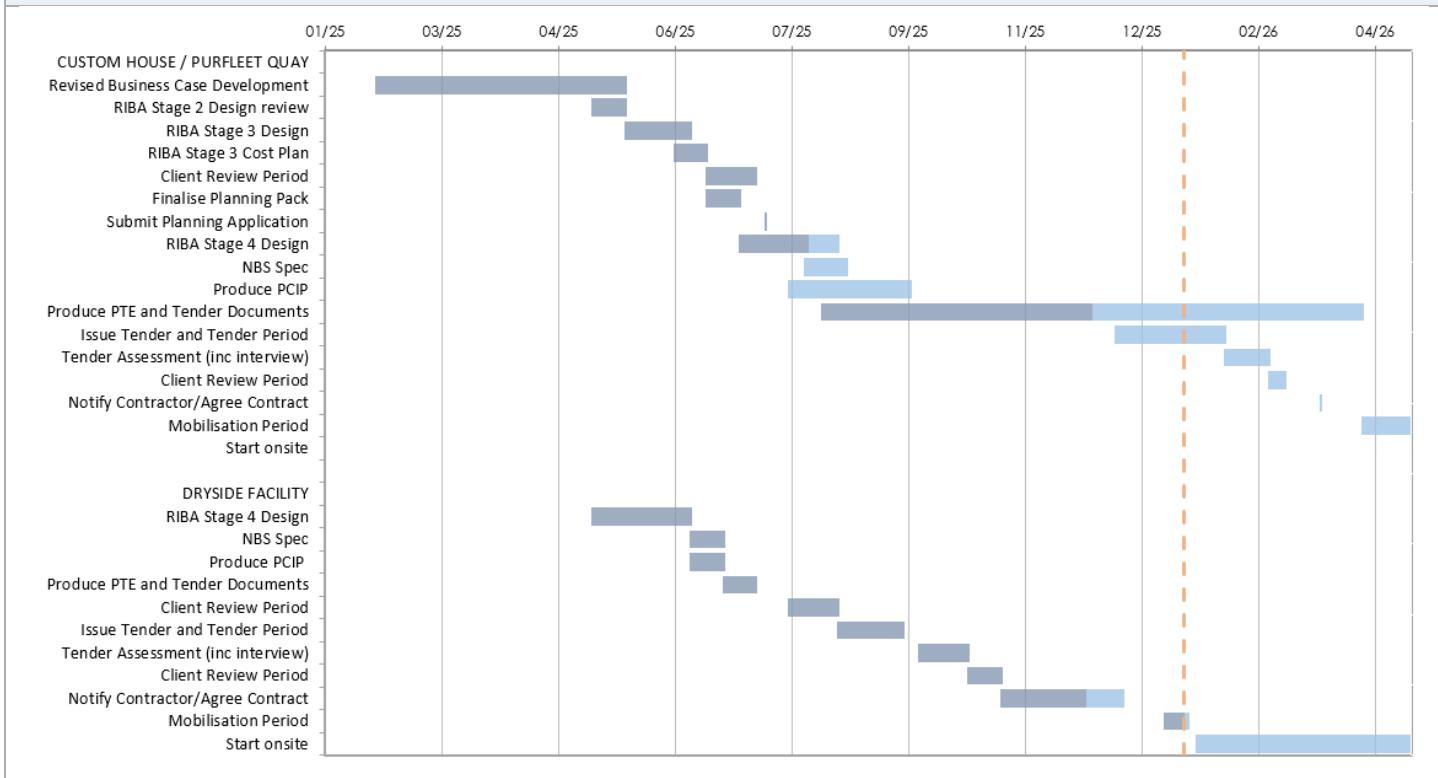
- Actuals to date are £1.1m against an overall budget of £2.88m with actuals primarily relating to professional fees and consultancy costs. 2025-26 actuals in this financial year are £0.35m to 31st December 2025.
- Additional funding from Towns Deal Fund of £0.6m has been approved and funding has now increased to £2.88m leaving at £0.36m deficit, the second walkway has been taken out, but the deficit is the same. This is due to including in the forecasted £0.3m of client contingency

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
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	N/A							
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4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are maintained at AMBER

- Timelines reprofiled with the new design team have been split into 2 separate work streams,
 - Custom House/Purfleet Quay
 - Dryside Facilities.
- Confidence within the team remains that whilst the programme is tight, it is achievable. While there has been the lifting of the March 2026 spend deadline from MHCLG, the project would still like to achieve the original programme as much as possible.
- Areas of programme risk relate to planning timescales and potential opposition to the scheme, FRAP application processes, tender process and unforeseen issues during the construction phase.
- Adaptation of the planning strategy 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 and associated video was released when the Listed Building Consent was granted.
- Article in KL Magazine about the proposed Custom House works.
- Engagement with building owner continues in relation to permission for works and variation of lease. Meetings between building owner and their representatives has taken place with Assistant Director of Property.

7. Outputs and Outcomes

Outputs

Description	Target	Full Scheme revised outputs, agreed by KLNBN and BCKLWN Cabinet July 2024 and 2025
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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 4 design progressing. 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: Dryside 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 if required.
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.

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:	December 2025
Capital Code:		C9064		Client Dept:	Regeneration		Lead Designer:
Project Code:		P-21.15			n/a		Cost Consultant:
		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	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 remains GREEN.
- Pop Up spaces became available for hire in March 2025, but promotion is currently paused due to street level scaffold works that limit access. Interim uses continue in the meantime.
- Artwork, seating, and a digital wayfinding sign have all been successfully installed.
- Fourteen trees and custom planters have been placed along Purfleet Street, New Conduit Street, and Broad Street.
- Management of the Pop Ups has now moved to the Operations Team, while responsibility for the digital signage sits with the Marketing and Communications Team.
- The only outstanding element is the Purfleet Street Arch. Its procurement is currently paused due to fire damage at the building where it was planned to be installed.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Agreement made with local cultural organisation- Margery Kempe Trust, to use the Pop Ups for a Norfolk Arts Project funded project for local writers, while hire is paused.
- Signage has been put up to cover some of the scaffold on fire damaged building to improve the appearance of the area and to sign post the public to the businesses on Purfleet Street.

2. Risks and Issues

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

Risk ID (2/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
23	No response or suitable responses to	Failure to get suitable responses to RfQ for the Purfleet Street arc would result in this	A	Low	Previous RfQ received sufficient responses	07.01.2026



	RfQ for Purfleet Street Arch	element of the project not taking place.			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. Procurement of arch currently halted while permissions are sorted, but this remains a possible project risk.	
21	Works on Cashino building.	Cashino building is adding a new floor to the building following the fire damage. This will have an effect on the arch install and will mean the tables and chairs cannot be used for duration of works due to scaffold and work movements in road..	A	Low	The undetermined timeline of works means this is an ongoing risk. Decorative hoarding has been used to improve look of area. Meanwhile use of the one of the Pop Ups has helped with public perception of the area. Scaffold will be taken down 14 th February, a relaunch will take place for Easter.	07.01.2026

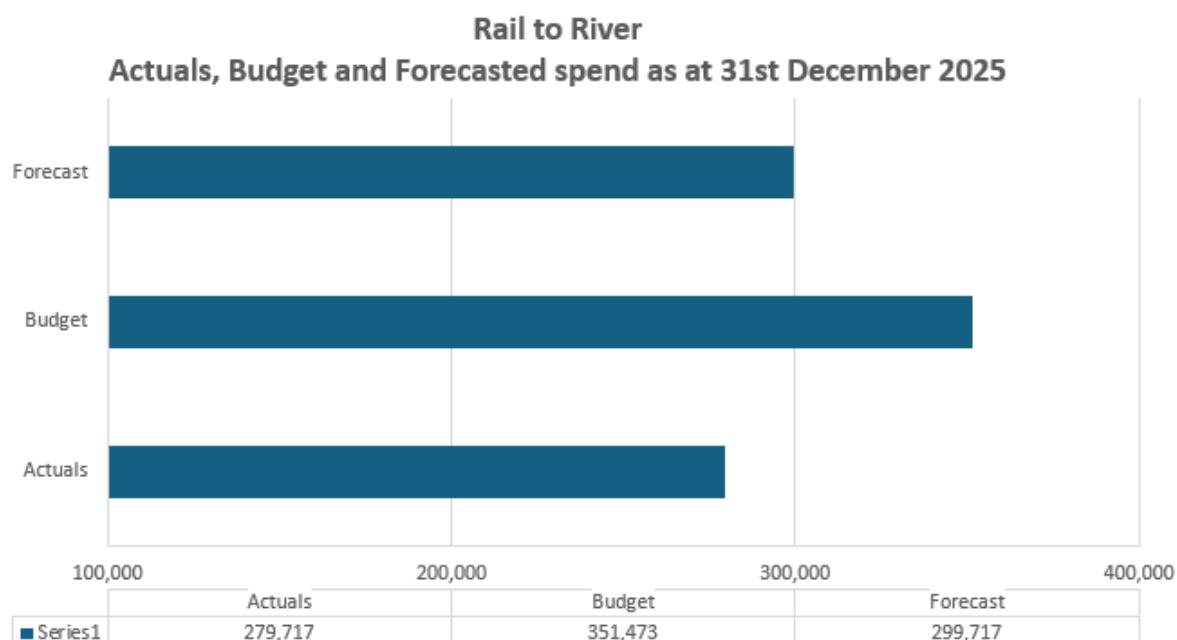
2.2 Key Issues [all red and increasing amber] – An issue is something that has happened

Issue ID (1/6)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
5	Licence with Boots for Purfleet Street Arch	Licence still not being completed by Boots's solicitor.	A	Delay to program me	Issue remains as this has not yet been resolved.	07.01.2026



				Boots legal team have been told that BCKLWN will start the process to recoup payment Chair of KLNB has written directly to Boots, but has not yet had a response.	
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3.1 Project Financials



3.2 Financial Commentary

Financials are maintained at GREEN.

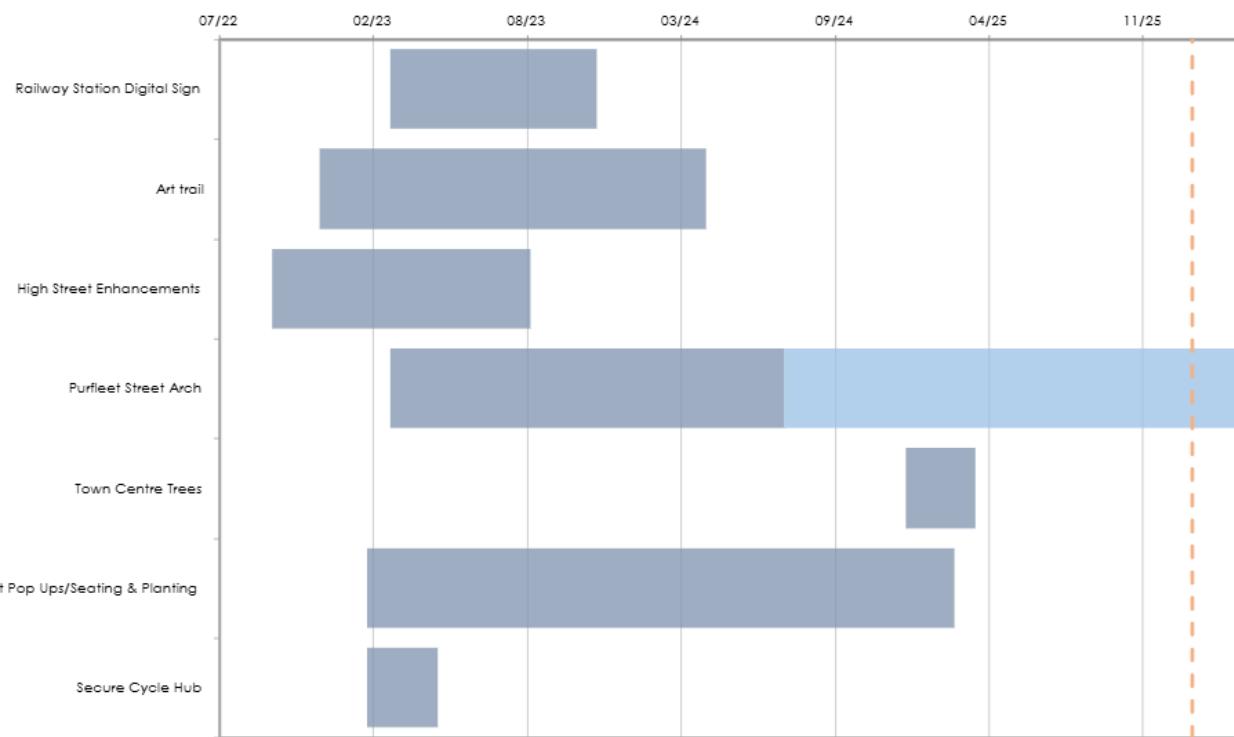
- As of 31st December 2025, project costs are £0.28m against a budget of £0.35, forecasted costs are £0.3m and within Budget.

3.3 Project Contingency and Change Control

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



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, procurement of arch currently paused due to this and ongoing issue with Boots not completing the licence for attachment. This delay does not affect funding timescales.
- All other items have been installed/completed.

5. Resources Commentary

Resources currently RAG rated GREEN.

6. Communications and Engagement

- The Margery Kempe Trust has been posting on social media about the cultural event currently being held in one of the Purfleet Street Pop Ups. They have credited BCKLWN for supporting the project.

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)	1350m ²	
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	29, last one to be installed in Jan 2025.
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:	December 2025
Capital Code:	C8435		Client Dept:	NCC Community Services		Lead Designer:	Hudson Architects
Project Code:	P.21-16			End User (if applicable): King's Lynn residents and visitors to the town		Cost Consultant:	Turner and Townsend
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.
- Internal building works continue with the pouring of the resin on the ground floor and assembly of the children's library.
- External building works continue with the removal of the hoarding and finalisation of paving.

1.1 Decisions required by the Neighbourhood Board

- No decision required this month

1.2 Achievements during this period

- Internal building works nearing completion

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). Working with the contractor to develop a safe opening plan	06.01.26



					that allows for ongoing external works while maintaining public safety and operational standards.	
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2.2 Key Issues [all red and increasing amber] – something that has happened

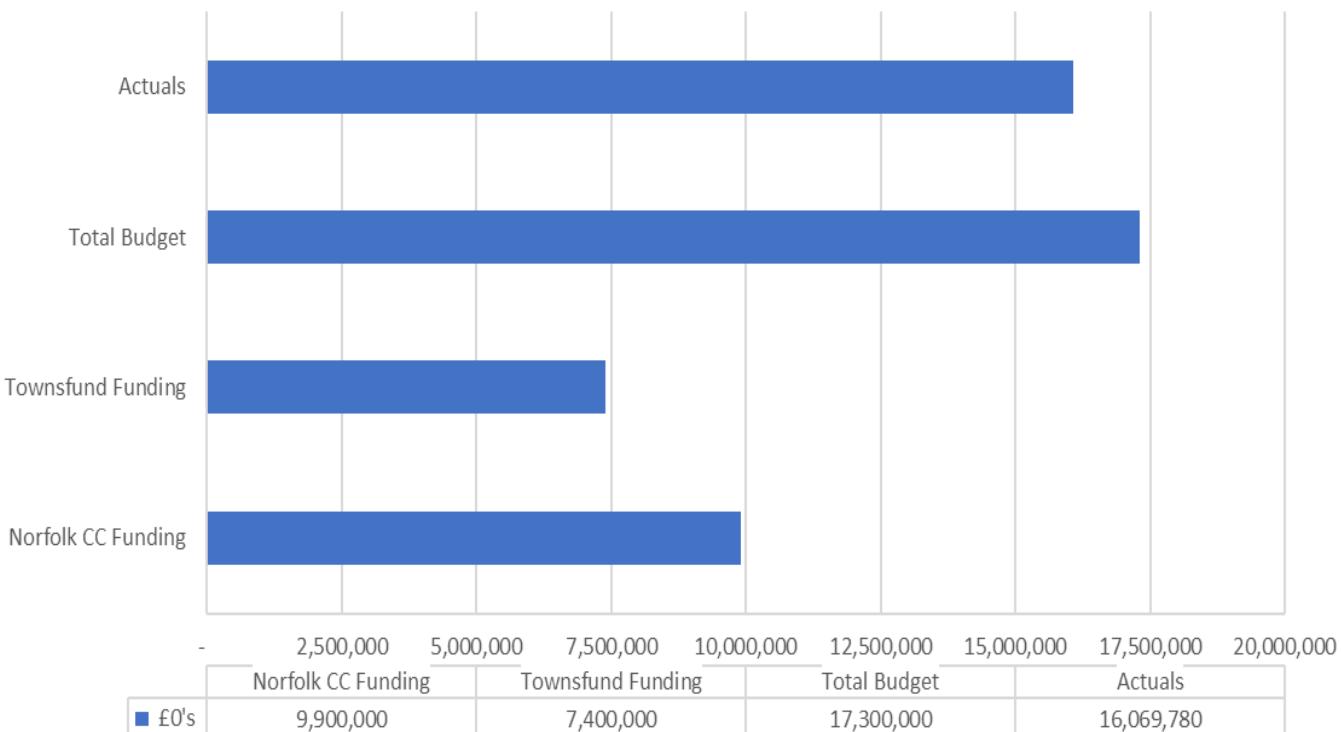
Issue ID (0/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

Note: will vary for each project

3.1 Financial Summary

Multi-User Community Hub Actuals, Budget and Forecasted spend as at 31st December 2025



3.2 Financial Commentary

The Financial RAG rating is GREEN.

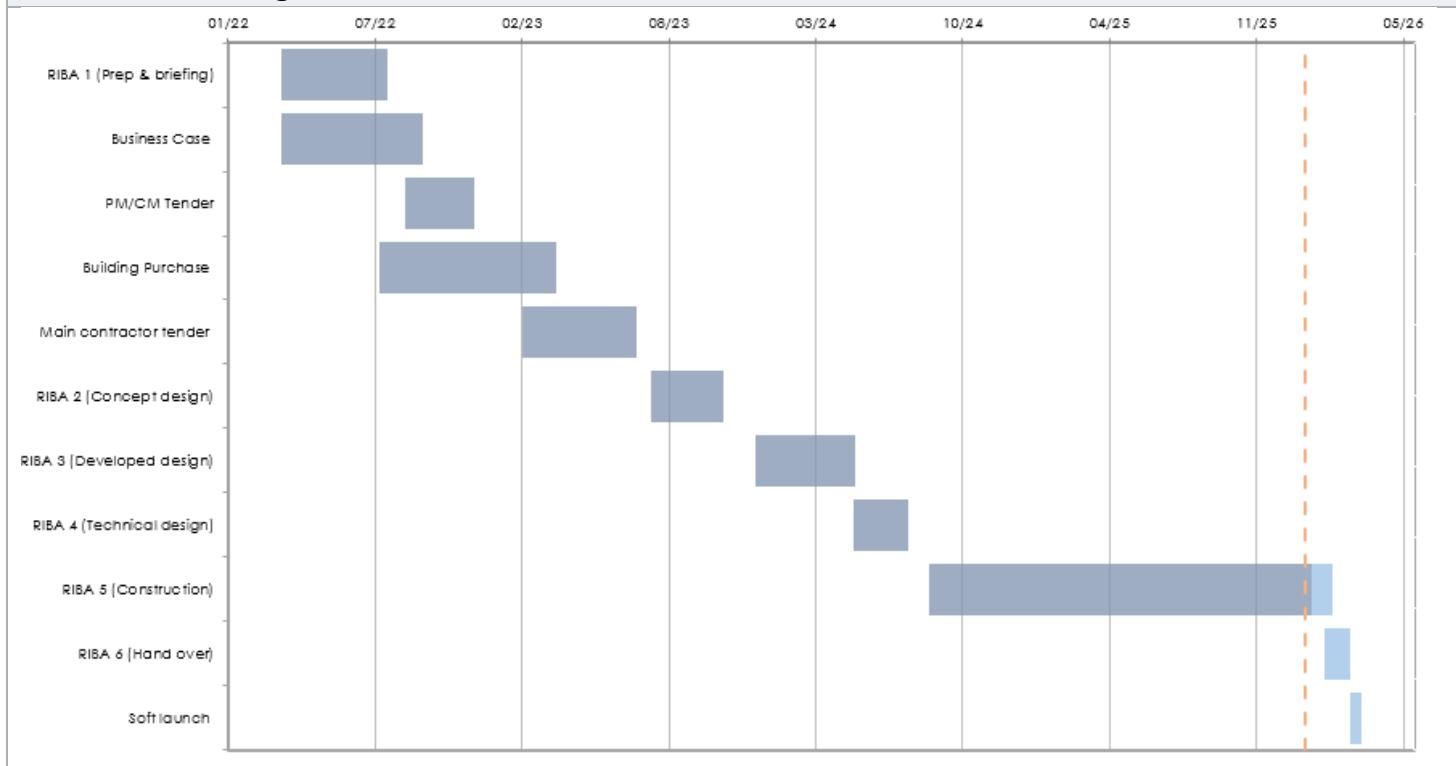
- Total project actuals to date are £16.1m against an updated budget of £17.3m. The budget increased by £2.2m due to supply chain, design and external works costing more than originally budgeted.
- The actuals primarily relate to Norfolk County Council charges invoicing from the primary supplier. Costs in this financial year total £11.3m, with prior year costs totalling £4.8m.
- The funding from the Town Deal fund of £7.4m has been fully utilised for the MUCH project and the Norfolk County Council funding which has increased to £9.9m, which £7.2m has been utilised with £1.2m available.



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

- January - External groundworks continue and finalisation of internal works
- February - Furniture delivery
 - Library closes to the public
 - Library packs and moves to the new building
- March - Staff orientation
 - New library opens

5. Resources Commentary

Resources remain GREEN

6. Communications and Engagement

- Library service leading on 'roaming' Library offer for February
- Executive Support and key services have established a working group to plan the official opening ceremony
- Social media assets continue to be developed to share 'Coming soon message' along with visuals

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

8. Other Matters

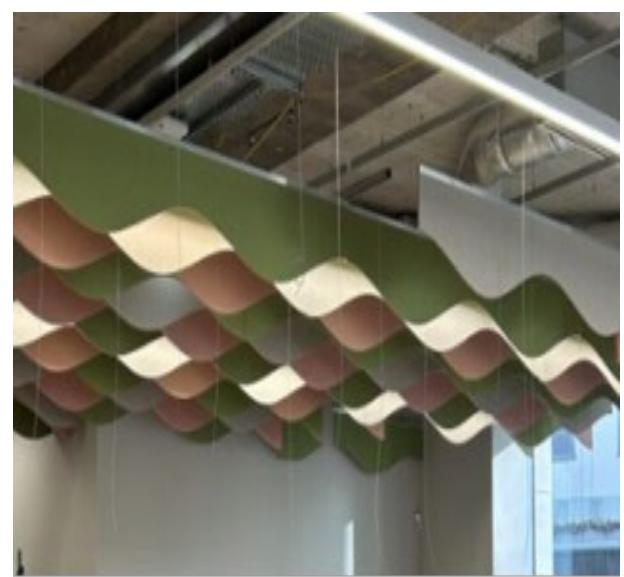
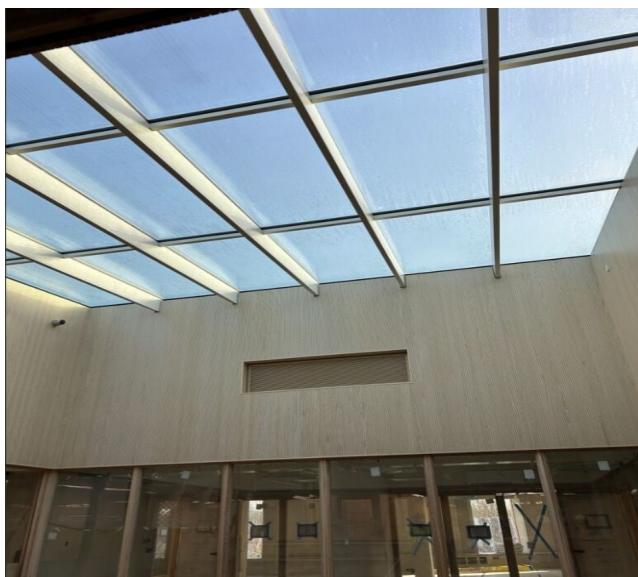
Item	Comment
General stage progress	RIBA Stage 5, Construction
Procurement progress	As above
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT Design and Build (D&B)
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Framework
Legal progress	Exchange and Completion on building 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
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Major Projects Financial Summary
2025-26 Quarter Three

As at: 31st December 2025

Summary of Projects	Overall Project View	2025-26 Current Year Budget to 31-Mar-26	2025-26 Current Year Actuals vs Budget Period:- 1st Apr-25-31st Dec-25	Overall Project Variance
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Projects	Overall Actuals	Overall Budget	Budgeted Funds Remaining	CY 25-26 12 Month Budget	25-26 Qtr 3 Budget to 31st Dec-25			25-26 Qtr 3 Actuals to 31st Dec-25			25-26 Variance Over/(Under) Budget			Project Budget	Project Forecast as at 31st Dec-25	25-26 Variance Over/(Under) Budget
					£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's			
Town Centre Repurposing	8	8	0	-	-	-	-	-	-	-	0	-	-	8	8	0
Boost	480	480	0	-	-	-	-	-	-	-	0	-	-	480	480	0
Active Clean and Connectivity Travel Hub	65	88	23	37	-	35	15	-	9	217	26	(20)	-	88	88	0
Rail to River	280	351	72	-	-	-	-	-	191	217	26	(9)	-	351	316	(36)
Riverfront Regeneration	1,056	2,880	1,825	417	1,846	439	506	12,482	11,181	11,251	70	-	2,880	3,227	346	-
Active Clean and Connectivity	1,569	5,661	4,092	-	1,553	539	698	-	539	698	159	-	5,661	5,985	324	-
Multi-User Community Hub (MUCH)*	16,070	17,300	1,230	12,482	11,181	11,251	70	-	34	32	(2)	-	17,300	17,300	0	-
St George's Guildhall and Creative Hub Programme Mgmt	3,040	30,500	27,460	-	-	-	-	-	-	-	-	-	30,500	30,500	0	-
Towns Fund Total	22,949	57,664	34,715	16,380	12,418	12,711	293	57,664	58,369	704	-	-	-	8	8	0
Styleman Court (Southend Road)	8,875	9,238	363	281	211	168	(43)	-	9,000	TBA	TBA	-	-	9,000	TBA	TBA
Salters Road	16,069	16,238	169	354	266	246	(20)	-	16,266	TBA	TBA	-	-	16,266	TBA	TBA
Valentine Park (Lynnsport 1)	11,881	25,015	13,134	8,416	6,312	5,979	(332)	-	25,460	TBA	TBA	-	-	25,460	TBA	TBA
Florence Fields (Parkway)	36,244	58,347	22,103	16,250	12,188	12,401	213	-	50,263	TBA	TBA	-	-	50,263	TBA	TBA
Housing Total ***	73,068	108,838	35,770	25,301	18,976	18,795	(181)	100,989	-	-	-	-	-	100,989	-	-
West Winch	1,371	927	(444)	-	-	80	77	-	927	1,430	503	-	-	927	1,430	503
NORA Remediation	100	100	-	-	-	0	0	-	100	100	0	-	-	100	100	0
Southgates	530	630	100	280	210	67	(143)	-	630	TBA	TBA	-	-	630	TBA	TBA
EZ Development of Spec Units - Phase 1**	7,332	7,332	-	-	-	84	84	-	7,332	TBA	TBA	-	-	7,332	TBA	TBA
Kings Lynn Enterprise Zone (NORA) **	12,555	12,555	-	-	-	33	32	-	12,555	TBA	TBA	-	-	12,555	TBA	TBA
EZ, SG & West Winch Total	21,887	21,544	(343)	-	-	192	192	-	21,544	1,530	503	-	-	57,664	58,369	704
Towns Fund Total	22,949	57,664	34,715	16,380	12,418	12,711	293	57,664	58,369	704	-	-	-	100,989	0	0
Housing Total ***	73,068	108,838	35,770	25,301	18,976	18,795	(181)	100,989	0	0	-	-	-	21,544	1,530	503
EZ & West Winch Total	21,010	21,544	(343)	0	0	192	192	-	180,198	59,899	1,207	-	-	31,394	31,697	303
Grand Total	117,028	188,046	70,141	41,681	-	-	-	-	-	-	-	-	-	-	-	-

KEY
Prior Year Actuals to 31st March 2025
Current Year Actuals - Apr-25 to Mar-26
Actuals lower than budget
Actuals higher than budget

PY
CY
(Under)
Over

Notes	MUCH Funding totals £17.3m, £7.4m from Kings Lynn Borough Council and £9.9m from Norfolk County Council, an increase of funding by £2.2m has occurred in the last quarter from £7.7m to £9.9m from NCC.		
*	EZ Budgets to be confirmed, actuals used as a placeholder		
**	Development of this summary is underway to provide a forecast of Housing scheme capital receipts.		

Member Major Projects Board meeting – 26th January 2026

Housing Developments Steering Group

Background

The Council's Housing Programme represents its largest and most complex initiative, involving multiple development sites and significant financial investment. While the programme is approaching its final phase, substantial expenditure and long-term commitments remain, including road adoptions and management company transfers extending into 2030/31.

As a result of key staff changes (and elected Members) within the Council over a protracted period of time, a review of the governance arrangements that support the work being carried out to develop housing within the borough has been undertaken.

The purpose of the review was to ensure that oversight, reporting, and engagement mechanisms remain robust and effective despite the organisational changes, and that Members and senior officers continue to receive timely, relevant updates on the progress of housing projects.

Facts / Issues

The review identified that existing governance arrangements have focussed on Cabinet briefings and reporting through the Member Major Projects Board and there is a need for more structured mechanisms to keep a wider group of Members and officers consistently informed. In particular, the Council recognises that current reporting processes do not always provide programme-level summaries of progress, financial performance, key indicators, and emerging issues. This has the potential to limit awareness and delay the identification of risks or opportunities that may require early attention.

Housing Developments Steering Group

In response to these findings, a Housing Developments Steering Group (HDSG) chaired by the Leader of the Council has been established, first meeting in late December 2025.

The Steering Group will serve as a non-decision-making forum where Cabinet Members and senior officers can be kept updated on the housing development programme. The Steering Group will receive a programme level highlight report on the Housing Programme, summarising progress, financial updates, key performance indicators, and any emerging issues that need noting, direction, or escalation. Meetings will be ideally scheduled to be aligned with other reporting forums such as MMPB, providing a consistent opportunity for discussion and oversight without creating an additional decision-making layer. The Steering Group will be supported by the PMO.

The introduction of this Steering Group is intended to improve the timeliness and consistency of communications, provide a clear structure for monitoring progress, and enable early

identification of risks or issues that may require attention. This approach balances the need for effective oversight with the practicalities of project delivery, while ensuring that Members and officers remain informed and engaged with the housing development programme.

The effectiveness of the Housing Development Steering Group will be reviewed after an initial six-month period to ensure that it continues to meet its objectives and supports the delivery of housing development projects across the borough.

Membership of the Steering Group will be

- Chair: Leader of the Council
- Core Members: Deputy Leader, Cabinet Member for Finance, Senior Officers from key services
- Support: Programme Management Office (PMO)
- Invitees: Other officers or external advisors may be invited as appropriate

Draft Terms of Reference were reviewed at the initial meeting in December and will be agreed at the next, these will be issued to MMPB members once agreed, for information.

OFFICER MAJOR PROJECTS BOARD

MEETING NOTES



Date: 12 th January 2026	Location: Via MS Teams				
Time: 10:30am	Chair: Michelle Drewery				
Board Attendees					
Michelle Drewery (MD)	James Arrandale (JA)	Carl Holland (CH)	Jason Birch (JB)		
Optional Attendees					
Vanessa Dunmall (VAD)	Sarah Parker (SP)				
Apologies					
					Action Log Ref No
1.	Apologies N/A				
2.	Action Log The Board reviewed the OMPB Action Log and actions were updated accordingly.				
3.	Notes from the previous meeting Notes from the previous OMPB meeting were agreed by the Chair and attendees ahead of the last MMPB meeting.				
4.	Project Highlight Reports Project Highlight Reports covering Q3 2025/26 as follows, were reviewed. Of note: a. P-21.02 NORA EZ – Road Infrastructure - report agreed. b. P-21.05 Major Housing – Florence Fields (Parkway) - The Board requested that commentary was added to reflect the current status on section 2.2 Key Issues to provide clarity. - Subject to the requested changes, report agreed. c. P-21.08 Major Housing – Styleman Court, Hunstanton (Southend Road) - The Board requested minor narrative changes. - Additional explanation required in the Outputs section - Subject to the requested changes, report agreed. d. P-21.09 West Winch Growth Area - The Board requested an update to the financial commentary. - Subject to requested change, report agreed.				

OFFICER MAJOR PROJECTS BOARD

MEETING NOTES

Borough Council of
King's Lynn &
West Norfolk



	<p>e. P-21.10a Southgates – Place Making - Report agreed.</p> <p>f. P-21.10b Revised STARS Scheme - The Board requested some clarification around the Project Adjustment Request and submission to the Department for Transport as well as an update to absent commentary on the financial section. - Subject to requested change, report agreed.</p> <p>g. P-23.08 Major Housing – Valentine Park (Lynnsport 1) - The Board requested a review on the financial commentary. - Subject to requested change, report agreed.</p> <p>The Board noted that Project Highlight Reports covering Town Deal projects for December 2025 would be reviewed and agreed at the Town Deal Programme Board to be held on 21.01.2026.</p>	
5.	<p>Q3 Financial Report</p> <p>The Board addressed the revised report that includes additional columns for clarity. It was outlined that it would be beneficial to include text to state the overall project view for clarity.</p>	
6.	<p>Agenda items for the MMPB meeting to be held on 10.11.2025 were noted.</p> <p><u>Standing items:</u> - Action log - OMPB minutes (for information) - Overview report for projects (taken from overall summary sections) - Project Highlight reports – covering Q3 2025/26 (as agreed at item 4) - Major Projects Financial Summary (attached)</p> <p><u>Other items:</u> - Housing Development Steering Group (report)</p> <p><u>Items to be programmed:</u> - Salter's Road post project evaluation (Deferred until Spring 2026)</p>	
7.	<p>AOB</p> <p>The board discussed whether in light of the KL Masterplan and the effect on some of the Major Projects whether it would be relevant to present to MMPB on this matter. [Subsequent to the meeting a discussion was held with the relevant Assistant Director. It was outlined that the KL Masterplan was still in the consultation phase and adequate communication had already been made via Cabinet, Scrutiny and Member briefings as well as in Member Bulletins therefore, would not be required at this stage.]</p>	
	<p>Date of next meeting: Thursday 16th April 2026 @ 11:00 via Teams</p>	

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		
9 th	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
63	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		
9 th February 2026					
	Housing Developments Steering Group	Report	Kate Blakemore Duncan Hall		

	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlights Report including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
11 th May 2026				30 th April 2026	1 st May 2026
	Guildhall Update	Update	Robin Lewis Duncan Hall		
to	Salters Road	Update	James Grant		
	Styleman Court				