

**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, 11th May, 2026 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors R Blunt, D Heneghan, A Kemp, B Long, C Morley and S Ring (Vice – Chair in the Chair)

Councillor A Kemp was present under Standing Order 34a

**OFFICERS PRESENT:**

Vanessa Dunmall, Programme Management Office Manager  
Duncan Hall, Assistant Director for Regeneration, Housing and Place  
Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer  
Stuart Ashworth, Assistant Director for Environment and Planning  
Liz MacDonald, Assistant Director for Property  
James Grant, Principal Project Manager

59            **APOLOGIES**

Apologies of absence were received from Councillors Moriarty and Beales.

60            **MINUTES**

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

61            **DECLARATION OF INTEREST**

There were no declarations of interest.

62            **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business under Standing Order 7.

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

Councillor Kemp was present under Standing Order 34a.

64            **CHAIR'S CORRESPONDENCE**

There was none.

65 **STANDING ITEM: ACTION LOG**

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

The Programme Management Office Manager presented the report and informed the Board the Programme Management Office (PMO) was undergoing a wider review in preparation for Local Government Reorganisation. She advised a report on the outstanding item would be presented to the Board at the next meeting.

66 **STANDING ITEM: PROJECT HIGHLIGHT REPORTS INCLUDING THE OVERVIEW REPORT**

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

**Major Project Highlight Reports**

The Assistant Director for Regeneration, Housing and Place presented the following Project Highlight reports on the Major Projects.

**P – 21.02 Nora**

The Assistant Director for Regeneration, Housing and Place updated the Board on the Nora Enterprise Park, noting no significant changes. It was noted that in March, the Cabinet had agreed to let a contract for the Western Access Road through Morgan Sindall, which will support the work on the Active Travel Hub at the enterprise park.

In response to a question from Councillor Morley, it was clarified that details regarding the apportionment of costs and related legal matters for the project were not in the public domain.

The Chair, Councillor Ring questioned if there was any impact on the sale of plots on the site. In response, the Assistant Director for Regeneration, Housing and Place confirmed that there was no feedback indicating that unfinished areas were affecting plot sales on the site.

**P – 21.05 Florence Fields**

The Assistant Director for Regeneration, Housing and Place reported that 23 additional affordable homes were in the pipeline at Florence Fields, above the required planning units, with consideration being given to alternative tenures such as private rented sector (PRS).

The Chair, Councillor Ring and Councillor Morley discussed the agility of switching tenure types, with the Assistant Director for Regeneration, Housing and Place noting that while the Borough Council has powers to act, decisions regarding properties that were ready for occupation

were influenced by the independence and processes of the two housing companies involved.

The Principal Project Manager provided a sales update, stating that since January, there have been five running reservations at Florence Fields, with no completions yet this year, and that the number of empty houses was not immediately available but will be included in future consolidated reports.

The Programme Management Office Manager explained that from the next quarter, the board will receive a comprehensive housing programme report instead of individual site reports, aiming to provide information at a programme level and provide a full overview.

#### P – 21.08 Styleman Court

The Assistant Director for Regeneration, Housing and Place and the Principal Project Manager confirmed that four affordable rent units were moving forward, and two shared ownership properties were progressing with solicitors.

Councillor Morley requested a sensitised update on Styleman Court's status for use at Parish Council meetings, which was acknowledged as a valid need.

#### P – 21.09 West Winch

The Assistant Director for Regeneration, Housing and Place reported completion of the collaboration agreement with landowners in January and the funding agreement with Homes England in March, marking significant progress for the project. A key next step was to draw down land from the Borough Council's options agreement with a landowner to secure ownership for road delivery later in the year.

Under Standing Order 34a, Councillor Kemp advocated for bringing forward the Housing Access Road due to Local Government Reorganisation and the Unitary Authority and in addition, to mitigate inflation and future cost pressures. The Assistant Director for Regeneration, Housing and Place clarified that timelines were set by Norfolk County Council and dependent on external agencies. He highlighted the work which had been carried out in previous years and that officers at the Borough Council and Norfolk County Council would continue to work together.

The Board were informed that work had started on the high-pressure gas main diversion, with road construction expected to begin in the first half of next year and completion targeted for 2029.

#### P – 21.10b STARS

The expanded gyratory scheme, agreed with the County Council and Department for Transport (DFT), includes cycling and walking improvements and the Baxter's Plain master plan, with completion of the gyratory in 2027 and Baxter's Plain in 2028. Consultation on the scheme will begin in the summer.

In response to Councillor Heneghan it was confirmed there was to be specific inclusion of bicycle user groups and opportunities for committee input as part of the consultation.

Councillor Morley expressed his concern on money already spent on the project including consultations.

In response to Councillor Kemp, under Standing Order 34a, the Assistant Director for Regeneration, Housing and Place explained, although the Southgate's scheme was not currently funded, the Borough Council continues to seek funding streams and was undertaking minor improvements, such as removing structures to improve the view and working with Historic England on heritage considerations.

Councillor Heneghan sought clarification on short term improvements surrounding the Southgate and the timeline for progress to be made.

The Chair, Councillor Ring, confirmed that progress was being made. He informed the Board that Councillors Beales and Moriarty had met with consultants and Historic England to discuss potential improvements. He added that the Borough Council owns most of the surrounding assets, and any proposals must consider both funding constraints and the historic significance of the area, including the Grade I listed building / Scheduled Ancient Monument.

Councillor Blunt commented he was pleased to hear there was progress being made however raised concerns on the traffic flow at Southgate's. The Assistant Director for Regeneration, Housing and Place confirmed responsibility for traffic flow improvements at Southgate's lies with Norfolk County Council, and the Board discussed inviting Norfolk County Council representatives to the Regeneration and Development Panel to explain current traffic management arrangements and to consider alternative approaches.

#### P – 23.08 Valentine Park

*Councillor Long arrived at the meeting at 2:43pm.*

The Principal Project Manager reported 4 reservations and 9 available plots at Valentine Park, noting that some were under consideration for transfer to housing companies.

Councillor Morley raised concerns about the pace of property transfers to housing companies, with the Principal Project Manager and the Assistant Director for Regeneration, Housing and Place agreeing on the need for increased cooperation to expedite occupancy.

*Councillor Kemp left the meeting at 2:47pm*

#### P – 25.08 Hunstanton Coastal Defence

The Assistant Director for Environment and Planning presented the report on the Hunstanton Coastal Defences. He explained that emergency works had been required after a significant void appeared on the promenade, and further survey work was ongoing to keep the situation under review. He highlighted there were funding challenges, ongoing surveys and planning, and proposed that officers provide a more detailed 'deep dive' presentation at the next meeting.

Preparation of the outline business case had been delayed to next year due to the complexity and the need to maximise the chance of securing government funding, which was acknowledged to be limited.

Councillor Long emphasised the importance of early engagement with the Regional Flood and Coastal Committee and other stakeholders to advocate for the project's significance beyond the local area.

The Board discussed how the coastal defence works affected the wider Hunstanton master plan and local livelihoods, with recognition that repairs may impact visitor numbers and businesses. Councillor Morley expressed the concern of this work happening at pace and provided assurance any finance issues were to be resolved.

#### Town Deal Highlight Reports

##### P – 21.11 Guildhall

The Assistant Director for Regeneration, Housing and Place reported the construction phase was progressing well, with some materials in better or worse condition than expected; the project officer was managing risks and finding ways to reuse materials where possible.

The Chair, Councillor Ring reported to the Board, there had been incidents of unauthorised access by children to the site, prompting ongoing efforts to improve security and prevent accidents. He added Member visits were due to be arranged but noted the number of attendees was to be limited as it was a live construction site.

In response to a query from Councillor Long, it was confirmed the water main which burst near the site caused disruption but did not delay the project, and costs were being quantified for an insurance claim with Anglian Water.

Councillor Morley and Heneghan stressed the need for better communication to the public about the project's benefits with agreement from the Chair, Councillor Ring. It was highlighted the current messaging was not reaching enough people and negative perceptions about costs persist. The Chair, Councillor Ring provided assurance that meetings were planned to address the coverage and information to the public to resolve any public nervousness.

#### P – 21.12 ACC

The Assistant Director for Regeneration, Housing and Place advised following the refusal of the Baker Lane Active Travel Hub planning application, the team was resubmitting with changes reflecting planning committee concerns, in consultation with Norfolk County Council Highways.

Councillor Heneghan commented that input from local bicycle user groups should be sought for the revised application.

#### P – 21.14 Riverfront

The Assistant Director for Regeneration, Housing and Place provided updates on the riverfront projects, including the Custom House contract, business plan revisions, progress on dry side facilities, and the evolving Devil's Alley public realm scheme with stakeholder engagement.

The contract for works to the Custom House was expected to be awarded soon, with a revised business plan focusing on exhibition space, private hire, and operational details under development.

The Devil's Alley public realm scheme was being redesigned with less construction and more park-oriented features, with input from stakeholders and funding from the Pride in Place programme.

The Chair, Councillor Ring emphasised on aligning interpretation and activation strategies for the Custom House with those at the Guildhall and potentially Southgate's, including the use of advanced technologies.

#### P – 21.15 Rail to River

The Assistant Director for Regeneration, Housing and Place commented there was no update to present to the Board on the Rail to River Project.

The Chair, Councillor Ring questioned if the units were being marketed and managed by Brown & Co. The Programme Management Office Manager confirmed these units were being managed by the Borough Council Operations and Commercial team.

P – 21.16 KL Library (MUCH)

The Chair, Councillor Ring, highlighted the success of the new library and reflected on the wide range of activities now being delivered by the occupants of the former library building.

67

**MAJOR PROJECTS FINANCIAL SUMMARY 2025 - 2026  
QUARTER 4**

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

The Assistant Director for Finance and Deputy Section 151 Officer presented the financial summary for major projects, highlighting current and forecasted spend, areas of overspend, the impact of inflation, and ongoing efforts to design out cost overruns in collaboration with project managers.

He explained a forecasted overspend of £327,000 on the Active Clean and Connectivity project was covered by contingency funds within the Towns Fund programme. In addition, the housing programme was experiencing some forecasted overspends due to rising costs and inflation, with ongoing efforts to identify savings and manage estimates. A £290,000 forecasted overspend was noted for West Winch, primarily due to unpredictable legal costs related to land transactions

He explained financial planning for Hunstanton coastal defences was paused pending further investigatory works and partner engagement to ensure accurate cost estimation

Councillor Long sought clarification if the Council was responsible for business rates on empty units in the Enterprise Zone. The Chair, Councillor Ring commented there was only one vacant property however Officers would clarify and report back to the Board.

68

**SALTER'S ROAD POST PROJECT EVALUATION**

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

The Principal Project Manager gave a presentation as included in the agenda, for the post project evaluation on Salter's Road.

The project delivered 78 affordable homes (mix of one, two, and three beds) through a bespoke agreement with Freebridge Community Housing, with Lovell as the contractor and funding from Homes England.

The project generated a surplus of approximately £617,000 for the Borough Council, exceeding initial profit projections, and provided significant social value through local SME engagement and apprenticeships.

Key lessons included the complexity of the golden brick payment mechanism, the importance of thorough due diligence on site boundaries, and managing risks such as subcontractor insolvency

The Borough Council remains responsible for a two-year defect liability period, with ongoing adoption of highways, utilities, and public open space, and final reporting to Homes England.

The Board discussed the on-site pond, noting Officers' confirmation that the image provided was as the site was completed and that it now had reeds and other vegetation in the pond. It was confirmed that any necessary release of water would be carried out at a controlled rate. Members also considered the potential charges from the IDB.

Councillor Heneghan provided positive feedback on the project and commented it was well designed and provided a safe and communal housing development for families.

69                    **UPDATE FROM HOUSING DEVELOPMENTS STEERING GROUP**

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

The Assistant Director for Regeneration, Housing and Place explained the establishment of the Housing Development Steering Group to provide tactical guidance and improve governance for major housing projects, clarifying its advisory role and the types of issues discussed. The steering group was not a decision-making body but offers tactical guidance on major housing projects, supporting members and officers in navigating commercial risks and operational challenges.

70                    **OFFICER MAJOR PROJECTS BOARD MINUTES (FOR INFORMATION)**

The Board noted the Officer Major Projects Board Minutes.

71                    **WORK PROGRAMME**

The Board noted the Work Programme.

72                    **DATE OF NEXT MEETING**

The date of the next meeting was 14<sup>th</sup> September 2026 at 9:30am in the Council Chamber, Town Hall.

**The meeting closed at 3.50 pm**