

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



Member Major Projects Board

Agenda

Monday, 11th May, 2026
at 2.00 pm

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn and available
for the public to [view on YouTube.](#)**



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

Thursday 30th April 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, 11th May, 2026 at 2.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

To receive any apologies for absence.

2. Minutes (Pages 5 - 14)

3. Declaration of Interest (Page 15)

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

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

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant To Standing Order 34

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

6. Chair's Correspondence

7. Standing Item: Action Log (Page 16)

8. Standing Item: Project Highlight Reports including the Overview Report (Pages 17 - 85)

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-21.10b STARS
P-23.08 Valentine Park
P-25.08 Hunstanton Coastal Defence

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 KL Library (MUCH)

9. Major Projects Financial Summary 2025 - 2026 Quarter 4 (Pages 86 - 87)

10. Salter's Road Post Project Evaluation (Pages 88 - 117)

11. Update from Housing Developments Steering Group (Page 118)

12. Officer Major Projects Board Minutes (For Information) (Pages 119 - 120)

13. Work Programme (Pages 121 - 124)

14. Date of Next Meeting

14th September 2026 at 9:30am in the Council Chamber, Town Hall

15. Exclusion of Press and Public (if required)

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”.

To:

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

Officers

Stuart Ashworth, Assistant Director, Environment and Planning

Vanessa Dunmall, Performance and Efficiency Manager

James Grant, Principal Project Manager

Duncan Hall, Assistant Director, Regeneration, Housing and Place

James Arrandale, Deputy Monitoring Officer

Michelle Drewery, Deputy Chief Executive and Section 151 Officer

Carl Holland, Assistant Director, Finance and Deputy Section 151 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, 9th February, 2026 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, J Moriarty, C Morley and S Ring (Vice – Chair)

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

44 **APOLOGIES**

Apologies for absence were received from Councillor Long.

45 **MINUTES**

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The Chair, Councillor Beales highlighted the following amendments;

Under the EZ NORA wording to be added to clarify the issues between the Borough Council and Norfolk County Council were operational issues.

Clarification of the Board being Member Major Projects Board under Florence Fields discussions.

Under Valentine Park, additional wording to be added to clarify Councillor Ring and Beales comments in relation to homes allocated for private rent on Florence Fields and Valentine Park.

The Chair questioned the point needed to clarify if aggregation of the number of private rented home across Florence Fields and Valentine Parks, was able to be done under the delegated authority and commented the policy needed to be checked.

Finally, under Rail to River, the Chair asked for the point to be clarified in relation to contamination of the Purfleet and explained the baseline of contamination did not change after the fire and building works.

RESOLVED: The minutes from the previous meeting were agreed as a correct record following the above amendments being made.

46 **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 West Winch Growth Area.

Councillor Heneghan declared she was the Ward Member in relation to Southgates.

47 **URGENT BUSINESS UNDER STANDING ORDER 7**

None.

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

None.

49 **CHAIR'S CORRESPONDENCE**

None.

50 **STANDING ITEM: ACTION LOG**

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The Programme Management Office Manager presented the report and explained to Members, a review had been taken of the projects process and was being taken to Corporate Leadership Team for agreement next month.

51 **STANDING ITEM: PROJECT HIGHLIGHT 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.

Major Project Highlight Reports

P-21.02 EZ Nora

The Assistant Director for Regeneration, Housing and Place highlighted the dispute with Norfolk County Council was to be discussed in the exempt session later in the meeting but highlighted a cabinet report on the Western Access Road was forthcoming.

P-21.05 Florence Fields

Updates included decisions on foundation changes due to ground conditions, progress on completions and reservations, and ongoing discussions about additional PRS units, with emphasis on expediting legal processes to address housing demand

The Chair, Councillor Beales questioned if the Assistant Director for Regeneration, Housing and Place had the flexibility in delegated decision to respond to market conditions. He referred to the recent delegated decision which had been taken in relation to the private rented sector (PRS).

The Assistant Director for Regeneration, Housing and Place commented a further decision needed to be made including further detail.

The Chair, Councillor Beales requested this was done as a matter of urgency as there are homes empty which needed to be occupied. He added that there are approximately 1200 people on the housing waiting list and there was demand for PRS accommodation locally.

Councillor Morley questioned the loan facility for West Norfolk Property Limited and urged this was taken forward.

The Chair, Councillor Beales commented the Council transfers the freehold and there was a question of affordability which had to be considered and the Council's policy reviewed.

The Vice – Chair, Councillor Ring questioned if there had been a review in market rents.

The Chair, Councillor Beales requested a profit and loss per house type to illustrate if market rent would cover the Council's interest costs as well as Housing Company and management costs etc. Thought should also be given to a reservation of rent to build up a sinking fund for future maintenance.

The Assistant Director for Finance and Deputy Section 151 Officer clarified there had been recent correspondence with the Council's solicitors and the loan agreement was nearly finalised and would be brought to the Shareholder Committee. He explained the financial modelling needed to be updated in line with agreement to forecast the increases in rent.

The Chair, Councillor Beales commented on the position identified by the Assistant Director for Finance and Deputy Section 151 Officer was not as expected and highlighted this needed to be resolved so that the Council and the Housing Companies were able to react quickly to a fall in interest rates.

The Assistant Director for Regeneration, Housing and Place highlighted to Members, there was further progress with the loan facility with West Norfolk Housing Company as compared to West Norfolk Property Limited. He commented that the £15 million which had been referred to was grants and debt from the Council.

The Chair, Councillor Beales commented further progress on this project needed to be made.

P-21.08 Styleman Court

Despite lifting occupancy restrictions and changing sales agents, no sales or reservations have occurred at Styleman Court, prompting a review of marketing strategies and consideration of alternative uses, with further discussion in the exempt session.

The Chair, Councillor Beales requested urgency on the affordable homes to be transferred and highlighted the need for the homes to be occupied. He questioned what the comment 'keeping marketing under review' meant.

Councillor Blunt questioned the level of interest in the properties. The Assistant Director for Regeneration, Housing and Place explained there had been strong interest however this had not translated into reservations or sales. He commented he did not have a summary of the reason as to why sales had not progressed.

P-21.09 West Winch

Planning permission for the road was granted, the landowners' collaboration agreement was signed, and site clearance activities are set to begin, with a two-year programme for road construction and a cabinet report to County Council planned.

Members of the Board recognised the complexity of the collaboration and congratulated the Officers concerned for their achievements and successes.

P-21.10 Southgates

The Assistant Director for Regeneration, Housing and Place reported, the Southgate's plan faces funding uncertainty, with Greyfrairs considering interim actions focused on tidying up the area and potential demolition.

Councillor Heneghan expressed her concerns on another feasibility study being carried out as there had been previous studies and work which had already been done. She urged action needed to be taken.

The Assistant Director for Regeneration, Housing and Place clarified the feasibility study was for the next steps of the project and all work

previously carried out was incorporated in the overall masterplan. He commented funding was not yet secured and the funding from devolution would be considered but details were not yet confirmed. He highlighted short term solutions were being considered to tidy up the area.

The Chair, Councillor Beales highlighted the importance that action was taken and commented in terms of the car sales garage, work could be done to fulfil the short-term improvements and added he was keen to get this moving as the garage was owned by the Borough Council. He reminded Members and Officers of previous discussions for traffic lights on each junction of the roundabout. He questioned if this had been introduced to Norfolk County Council.

The Assistant Director for Regeneration, Housing and Place confirmed it was raised during the consultation period for the King's Lynn Transport Strategy but agreed to follow up with colleagues at Norfolk County Council.

Councillor Moriarty commented the area was deteriorating and a short-term solution was needed.

Councillor Heneghan commented she had already contacted the Public Open Spaces team to get the area tidied and sought clarification on the responsibility of the body of water at Southgate.

The Chair, Councillor Beales asked for the Open Space team to carry out a general tidy up of the Southgate area, including addressing the body of water filled with rubbish if possible.

Councillor Morley commented a statement of requirements for the demolition of the car sales garage at Southgate needed to be prepared and that he would initiate the process to go out to tender for contractors.

P-21.10b – STARS

The Stars project has now secured expanded Department of Transport funding for cycling and walking infrastructure, with timelines for construction and planning applications outlined.

The Vice – Chair, Councillor Ring expressed his thanks to Norfolk County Council Officers and commented 2028 was a big year for projects being completed.

The Chair, Councillor Beales echoed his thanks to Norfolk County Council Officers. He commented that it was good news that Baxter's Plain had been included and commented the project was still in the early stages.

The Assistant Director for Regeneration, Housing and Place commented there was a planning application for Baxters Plain coming forward which was an opportunity to shape the project and there would be time for Members input as it was to go the Regeneration and Development Panel.

P-23.08 – Valentine Park

Valentine Park's marketing has just commenced, with members highlighting the high construction standards and thoughtful design of the homes and discussing the challenges of the current housing market.

The Chair, Councillor Beales commented the show home had recently opening and many Members attended.

Councillor Morley commented on the construction standards and recognised the top quality of these properties being built compared to others in the market.

Councillor Heneghan echoed Councillor Morley's comments and added the properties were thoughtfully designed.

The Chair, Councillor Beales commented to Members the aim was to push forward in filling the gap of affordable homes at a high quality.

The Vice – Chair, Councillor Ring highlighted the site was remarkable and added he had no criticism in the marketing of these properties.

Town Deal Highlight Reports

P-21.11 Guildhall

Progress was reported on the Guildhall renovation, including the start of construction works and the commissioning of a fundraising consultant,

The Chair, Councillor Beales commented on the importance of public engagement, and how it needed to be a focus.

The Vice – Chair, Councillor Ring provided reassurance the project was on track and to succeed. He encouraged all Members to support the project.

Councillor Morley reiterated marketing and public relation needed a similar approach to Blenheim Palace.

Councillor Heneghan requested Members have regular updates to avoid misinformation.

The Assistant Director for Regeneration, Housing and Place highlighted an update was to be provided at the Regeneration and Development Panel on the 31st March 2026.

The Vice – Chair, Councillor Ring commented on the frustrations of misinformation and highlighted the financial figures remain the same and can be found in the reports and agenda published last year.

Councillor Moriarty commented he understood the frustration but also Members concerns and scepticism, which was why the project needed to be kept under scrutiny.

Councillor Morley highlighted in the report it needed to be made clear the funding was not only the Town Deal grant and that the cabinet report referenced set out all the financial details.

Councillor Heneghan added there was nervousness due to the size of the project and reassurance was needed.

P-21.12 ACC

Councillor Heneghan questioned if the Tennyson Road crossing was included in the project.

The Chair, Councillor Beales advised the ambition remains, but confirmed that as per the report, the crossing had been removed from the current scheme.

The Assistant Director for Regeneration, Housing and Place provided assurance discussions with Network Railway were continuing and next steps were being considered

Councillor Moriarty referred to page 17 of the agenda and requested clarification on the 'real people on bikes campaign'.

The Assistant Director for Regeneration, Housing and Place confirmed this campaign was targeted and encouraged real people, not just athletes, to cycle.

P-21.14 Riverfront

Members of the Board were updated that work had commenced on the Dryside facilities and further detail relating to the business plan needed to be worked on before being brought to Cabinet.

Councillor Morley expressed his frustration with the process around procurement. The Assistant Director for Regeneration, Housing and Place explained it was the democratic process, but the report was to include a caveat with the procurement process.

The Vice – Chair, Councillor Ring referred to the operating model and engagement with the culture community and the aim was to open the Custom House and be available to all.

P-21.15 Rail to River

The Chair, Councillor Beales commented the project was to be relaunched as the scaffolding was due to be taken down following the work being completed after the fire of a nearby building.

P-21.16 MUCH

The Vice – Chair, Councillor Ring encouraged Members to attend the visit of the new library on the 6th March and commented on the grant funding that was being applied for to help bring the old library building back to community use.

It was confirmed to Members, that Norfolk County Council was responsible for the maintenance of the new library.

52

MAJOR PROJECTS FINANCIAL SUMMARY 2025 - 2026 Q3

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

The Assistant Director for Finance and Deputy Section 151 Officer presented the report. He presented a detailed financial summary covering all major projects, highlighting variances such as the West Winch legal costs, Riverfront Regeneration contingencies, and increased costs for active travel hubs within the Active & Clean Connectivity project, with members discussing transparency, funding sources, and nomenclature for reporting.

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

The Chair, Councillor Beales sought clarification on the cost for the Active & Clean Connectivity (ACC) project.

The Assistant Director for Regeneration, Housing and Place explained this cost increased during the RIBA 3 stage and review.

The Chair, Councillor Beales commented the funding for the library was £7.4 million from the Towns Fund, via the Neighbourhood Board, not Borough Council funding and this needed to be made clear on future versions of the report.

Councillor Morley commented the Town Deal funds naming needed amending to the Neighbourhood Board or Towns Fund programme.

The Assistant Director for Regeneration, Housing and Place explained the name of Town Deal Board had changed to Neighbourhood Board to reflect the Pride in Place Programme, but the King's Lynn Town Deal agreement remained from the Towns Fund.

53

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 presented the report. He introduced the Housing Development Steering Group as a non-decision-making body to enhance governance and oversight of the Council's housing programme, and Members discussed the need for broader engagement, and integration with asset management and shareholder committees.

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

The Chair, Councillor Beales highlighted the need for wider member engagement and transparency in the housing developments programme, suggesting regular updates and integration with broader Council strategies. He highlighted the new steering group was designed to bring together elected members and officers to discuss tactical and strategic considerations in the Council's commercial housebuilding activities, without making formal decisions. He added a further update would be brought to the next meeting.

Councillor Morley emphasised the importance of including property acquisition, asset management, and shareholder committee responsibilities within the group's remit.

The Chair, Councillor Beales explained policies remain to be reviewed as part of the democratic process for Panels to engage and scrutinise. He discussed with Members of the Board the need for better data flow and operational efficiency.

Councillor Ring echoed Councillor Morley's comments on the importance of property acquisition and asset management and the inclusion of the housing companies.

Councillor Morley commented last year 220 affordable homes were completed and built by the authority which was 40% of the Local Plan figures. He added developers would not be able to deliver affordable housing such as these properties.

The Assistant Director for Regeneration, Housing and Place commented plans were made to align the steering group's work with the forthcoming housing delivery strategy and local plan targets,

ensuring a coherent approach to affordable and social housing delivery. He added the steering group was to engage members.

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

The Board noted the Officer Major Projects Board Minutes.

55 **WORK PROGRAMME**

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

The Board noted the Work Programme.

56 **DATE OF NEXT MEETING**

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

57 **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.

The Board took a recess at 11:10am and reconvened at 11:24am.

58 **EXEMPT - UPDATE ON NORA EZ ROAD, STYLEMAN COURT, WEST WINCH, SOUTHGATES AND GUILDHALL**

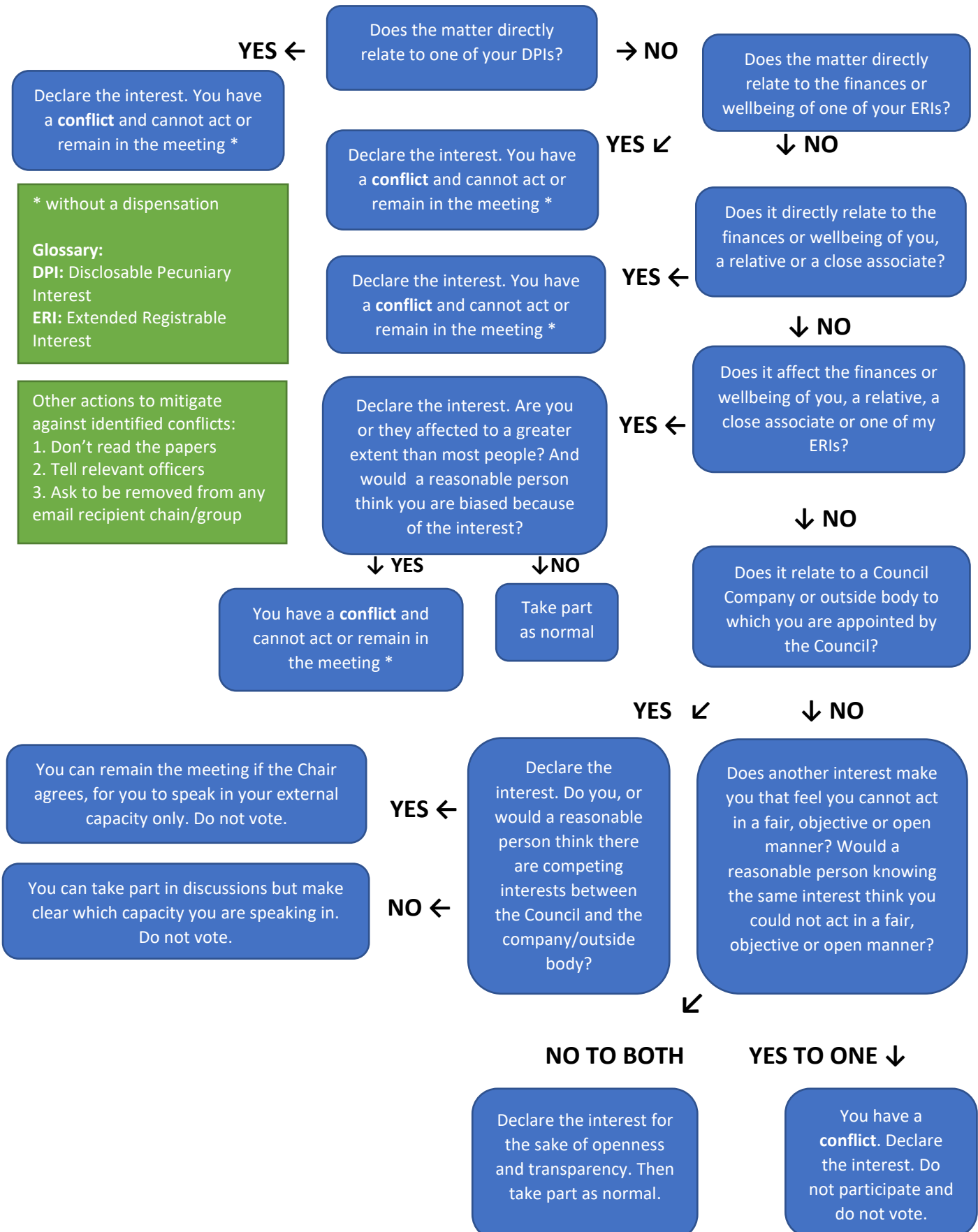
Members of the Board made comments and asked questions to which officers responded.

The meeting closed at 11.52 am

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



**Member Major Projects Board
Action Log**

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

Ref	Raised by	Subject	Query	MMPB meeting	Update	Comment provided by	Completed	Date closed
11	Board	Overview of process and definition of projects	Request for overview of how projects move through the project oversight process, to include a definition of projects that MMPB will oversee	13.12.23	Under review through the wider PMO review to support preparation for LGR.	VAD		

Agenda Item 7

Other Major Projects - as at end Quarter 4 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	Overall status commentary
								end Q4 2025/26 (Definitions shown on Project Highlight reports) Direction of Travel indicated	
P-21.02	NORA & Enterprise Zone	Road infrastructure and utilities	Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone	- Helps deliver strategic employment development land - Contractually committed	24-Sep-19	TBC	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating R	Overall RAG status is RED <ul style="list-style-type: none"> NCC have informed the Council that substantial cost overruns have been incurred. There is ongoing negotiation around the apportionment of liability for those costs Contractor demobilised from site due to substantial completion of project Minor works from the infrastructure contract remain outstanding. Outstanding items are largely non-critical with the majority of the Kings Lynn Enterprise Park being accessible following construction of the roads. For example, works that remain outstanding include the removal of the temporary access road installed to facilitate the construction of the Health Hub and the protection slab over the high-pressure gas main to provide access to Plot C4
P-21.05	Major Housing	Florence Fields, (Parkway) KL	Mixed tenure scheme – 226 dwellings.	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	15-Jun-21	Duncan Hall	Capital Receipts & Borrowing	Overall RAG rating A	Overall RAG currently AMBER due to: <ul style="list-style-type: none"> The site is progressing well, however there are risks, issues and financials that are Amber RAG rated.
P-21.08	Major Housing	Styleman Court (Southend Road), Hunstanton	A block of 32 mixed tenure flats	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	16-Mar-21	Duncan Hall	Capital Receipts & Borrowing	Overall RAG rating A	Overall RAG Status Currently AMBER: <ul style="list-style-type: none"> Properties are being marketed – some interest.
P-21.09	West Winch Growth Area	West Winch	To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered	- This Growth Area is the main allocation for housing in the local plan - To meet priorities housing need, and the objectives of the Norfolk Suffolk Economic Strategy as a Growth Location - Supporting Borough and County economic growth	13-Nov-18	Duncan Hall	Business Rates Pool & Revenue	Overall RAG rating G	Overall status is GREEN. <ul style="list-style-type: none"> All project areas that the Borough Council are currently leading are now complete following completion of the Collaboration Agreement in January 2026 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. Landowner Collaboration Agreement and S106 Framework Agreement completed in January 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	Overall RAG rating A	Reporting currently on hold.
P-21.10b	Regeneration	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 Gytratory. Norfolk County Council led scheme.	- Within the Town Investment Plan (TIP) - Levelling Up Funding secured by NCC	15-Jun-21	Duncan Hall		Overall RAG rating G	Overall RAG Status is GREEN. <ul style="list-style-type: none"> This is because the DfT have approved our Project Adjustment Request (PAR) form which has secured the funding, and we have signed the 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 RAG rating G	Overall Status is currently RAG rated GREEN. <ul style="list-style-type: none"> The programme is on track. Build is progressing well.
P-25.08	Environment & Planning	Hunstanton Coastal Defence Works	Deliver replacement flood defences at Hunstanton.		01-Feb-26	Stuart Ashworth	TBC	Overall RAG rating R	Overall Status is currently RAG rated RED. <ul style="list-style-type: none"> Financial Position and risks Potential need for further Emergency Works Potential poor PR

Town Deal projects - as at end March 2026 (monthly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end March 2026 (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. <ul style="list-style-type: none"> • Main Contract Works – Scaffold erection across the site is ongoing. Roof to Guildhall is nearing completion, despite challenges with the first burst water mains on King Street. The design team continues to release key information in line with the IRS schedule. No delays reported at this stage. Sunday 1st March – initial repairs to first water leak in King Street failed. Reactions by MCL/ team now underway – insurance claim being prepared. • Fundraising - Historic England Grant works are well underway, second payment received (£151k) and final payment (£295k) has been requested. Various monthly performance, evaluation outputs are due next month. The award also conditions that the BC will spend c£525k by end of June 2026 on specific ongoing or new scoped works. These works are planned in to the works schedule. • Party wall - Despite continuous efforts, scaffold licenses/ party wall agreements to Wetherspoons & 2+3 Ferry Lane are still unsigned. Wetherspoons are not responding to escalated requests. 2+3 Ferry Lane are seeking unreasonable demands. BC legal back to back with these issues and preparing for possible enforcement next steps. These delays are now impacting MCL who seek to flex their programme to work-around things but time is now getting critical. • Interpretation Works – Immersive experience consultant tender period is nearly completed, and results have been issued to tenderers. Following the February meeting with the Interpretation designer (PLB) preparation is under way for the immersive consultants join the team. • King Street public realm – Pre-App Public engagement runs 23 March – 17th April. 25th public drop in event at Nos 29. Late April. May final review before submission to planning (possibly PD) and highways. • Crown Post Truss Peter McCurdy/ Momentum contracted to design the truss and connections strategy. MCL being asked to complete heritage works and installation in house given experience.
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 <ul style="list-style-type: none"> • Active Travel Hub Enterprise Zone –Planning permission denied for Baker Lane Active Travel Hubs at March 2026 committee. Lead Local Flood Authorities (LLFA) requested extension to consultation period for King's Lynn Enterprise Park (KLEP) Active Travel Hub (ATH) placing application with report to reach committee in May 2026. • LCWIP – Final LCWIP scheme to deliver crossing at Gayton Road complete and final accounts due in April 2026. • Active Travel Plans – Work ongoing with College of West Anglia (CWA) and Queen Elizabeth Hospital (QEH). • With the remaining budget, the project team are assessing options for additional activities to encourage active travel in 2026.
P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land surrounding Devils Alley; and provision of dryside facilities.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating 	Overall RAG Status is AMBER <ul style="list-style-type: none"> • The Devil's Alley component of the project will now proceed under the Pride in Place (PIP) 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 with a preferred option for Custom House identified. • A comprehensive reprogramming exercise has also been carried out to align the project timeline while keeping as close to original programme as possible. • Planning permission and listed building consent granted for both the Custom House and Dryside. • Works to the Dryside started in January and are due to be completed in July 2026. • A historical accounting issue identified that impacted the remaining available budget has sought resolution through the wider programme underspend and funding re-allocation (£595k). Following approval, the capital project is now fully funded.
P-21.15	Town Deal	Public Realm – 'Rail to River'	Improve the perception of the town centre 'Rail to River' route to create a distinctive and quality public realm.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating 	Overall RAG Status is GREEN <ul style="list-style-type: none"> • Whilst Pop Up spaces became available for hire in March 2025, promotion was paused due to street-level scaffold works that limited access. Interim uses continue in the meantime; a relaunch is planned for spring 2026. • Artwork, seating, fingerposts 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 Purfleet Street Arch is the only outstanding element. Progression was paused due to fire damage of the building where installation was planned alongside issues getting the licence signed for its installation. An options paper on pursuing the the arch install or exploring alternatives will be appended to the Post Project Evaluation.
P-21.16	Town Deal	King's Lynn Library (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 GREEN <ul style="list-style-type: none"> • The library has opened to the public!



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:	Q4 2025-26
Capital Code:	C8501-4	Client Dept:	Property & Projects	Lead Designer:	NCC		
Project Code:	P-21.02	End User (if applicable):	-	Cost Consultant:	NCC		
				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 have informed the Council that substantial cost overruns have been incurred. There is ongoing negotiation around the apportionment of liability for those costs.
- 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 Q4 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



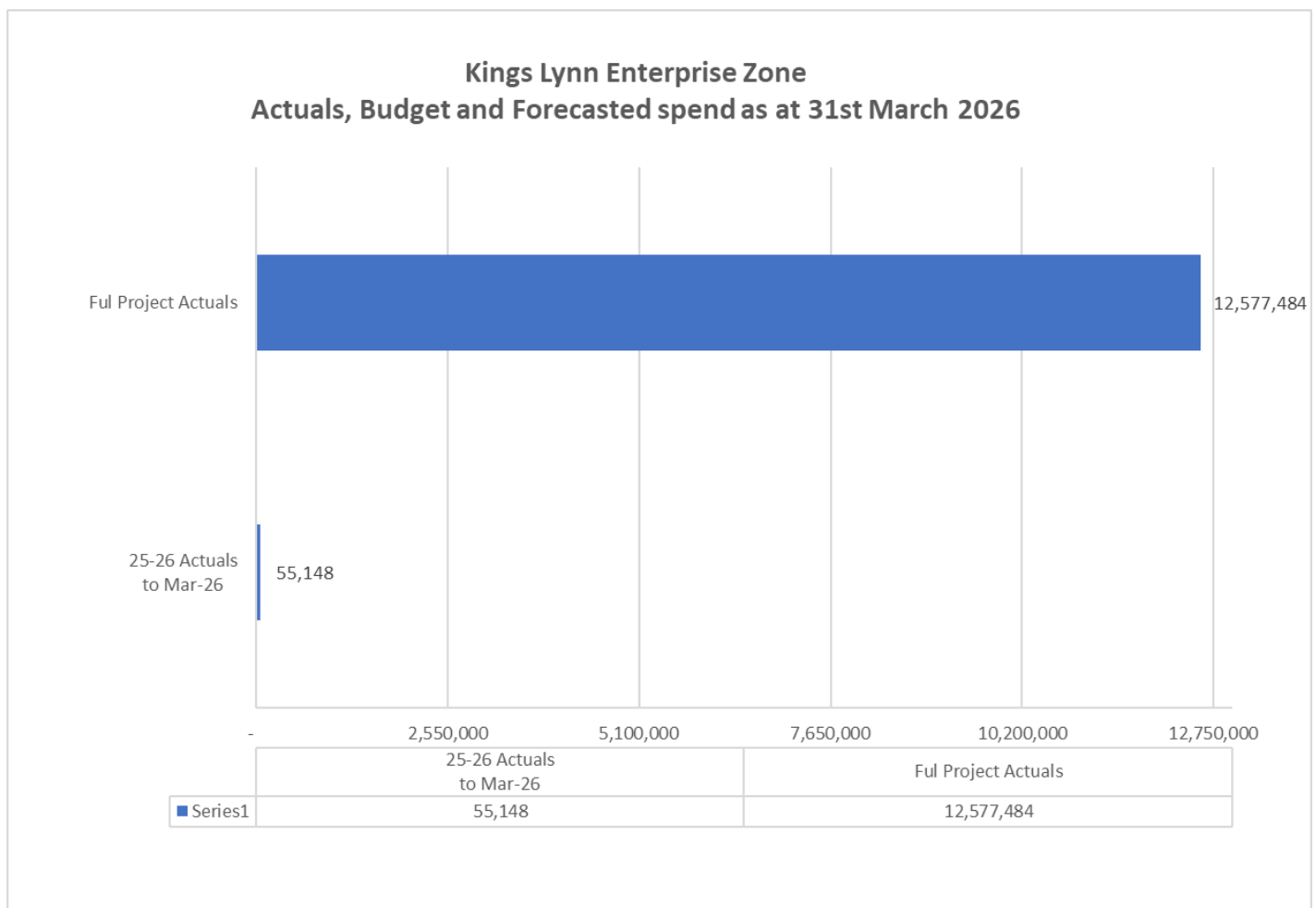
2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (2/2)	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.	02.04.26 Ongoing
2/2	Contract Completion	NCC not instructing on remaining outstanding works.	A	Time	Resolution of the above will enable outstanding works to be instructed and completed.	02.04.26 Ongoing

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

3. Financial

3.1 Financial Summary





3.2 Financial Commentary

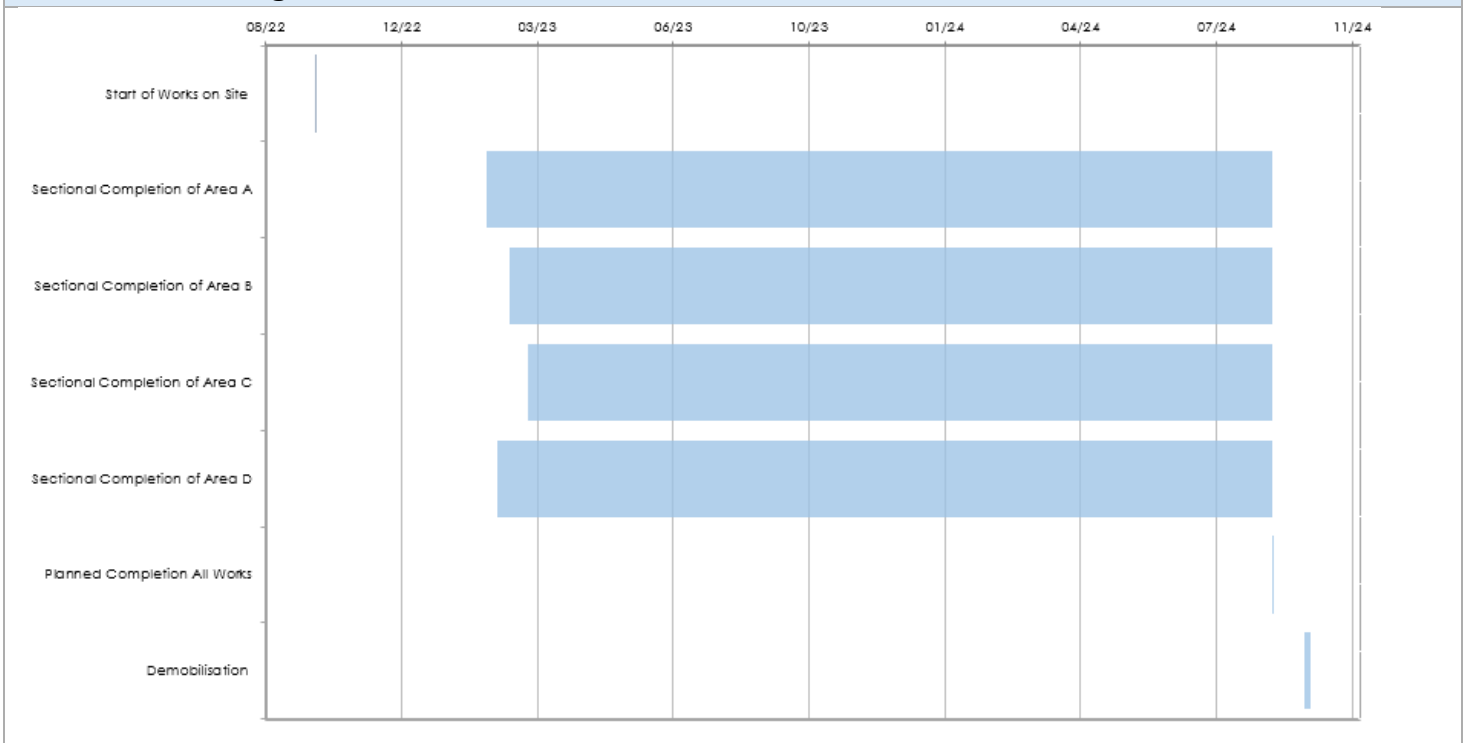
Financials RAG is currently RED

- 2025-26 Actuals to 31st March 2026 are £0.1m and overall actuals at £12.6m.
- NCC have informed the Council that substantial cost overruns have been incurred. There is ongoing negotiation around the apportionment of liability for those costs

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	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:	Q4 2025-26
Capital Code:	C8431	Client Dept:	Corporate Projects		Lead Designer:	LPL	
Project Code:	P-21.05	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	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 as:

- The site is progressing well, however there are risks, issues and financials that are Amber RAG rated.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

Plot Summary of programme progress

- Phase 3**
 - Plots 106, 123 – 127, 130 – 132 snagging
 - Plots – 104 & 105 - finals
 - Plots 142, 143, 146, 147 – 2nd fix progressing
 - Plots 114 – 122 – (flats) roof membrane installed – insulation to falls progressing
 - Plots 144 & 145 – 1st fix progressing rear roof progressing
 - Plots 133 – 141 – (flats) – roof slab complete – parapets progressing
- Phase 4**
 - Plots 32 – 34 – 2nd fix progressing
 - 26-31 – plaster progressing
 - Plots 17 – 25 – 1st fix progressing
 - Plots 10, 11, 152, 153, 164 – 166 – progressing to plate
 - Plots 6 – 9, 12 – 16, 154 – 156, 161 – 163 – progressing to joist
 - Plots 157 – 159 at pad
 - Plots 12 – 14 & 160 sub-structure progressing
- Phase 5**
 - Plots 167 – 182 – ring beams complete
- Phase 6**
 - Plots 183 – 195 – ring beam complete



2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (1/45)	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	27.03.2026

2.2 Key Issues [all red and increasing amber]

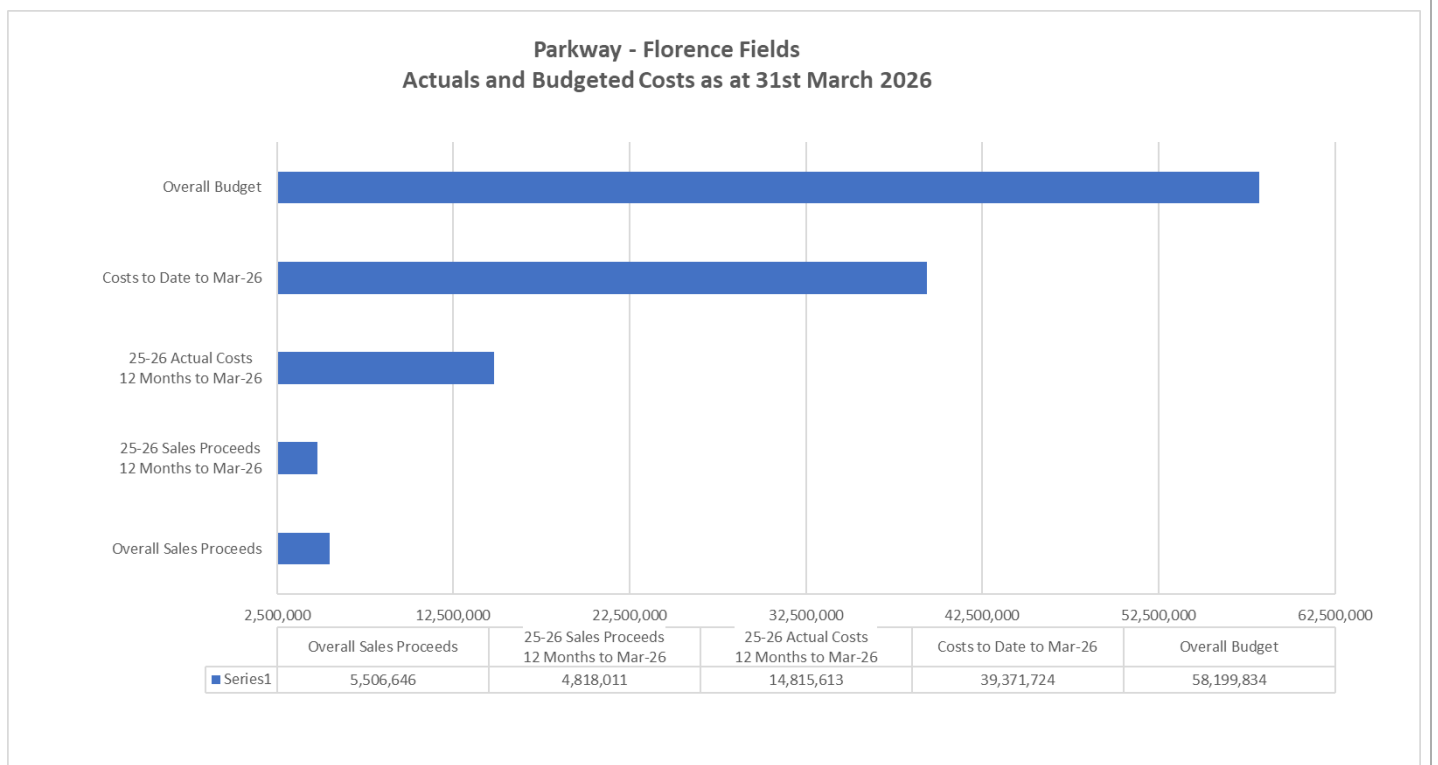
An issue is something that has happened

Issue ID (0/44)	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. Financial

3.1 Financial Summary



3.2 Financial Commentary

The Financial RAG status is AMBER.

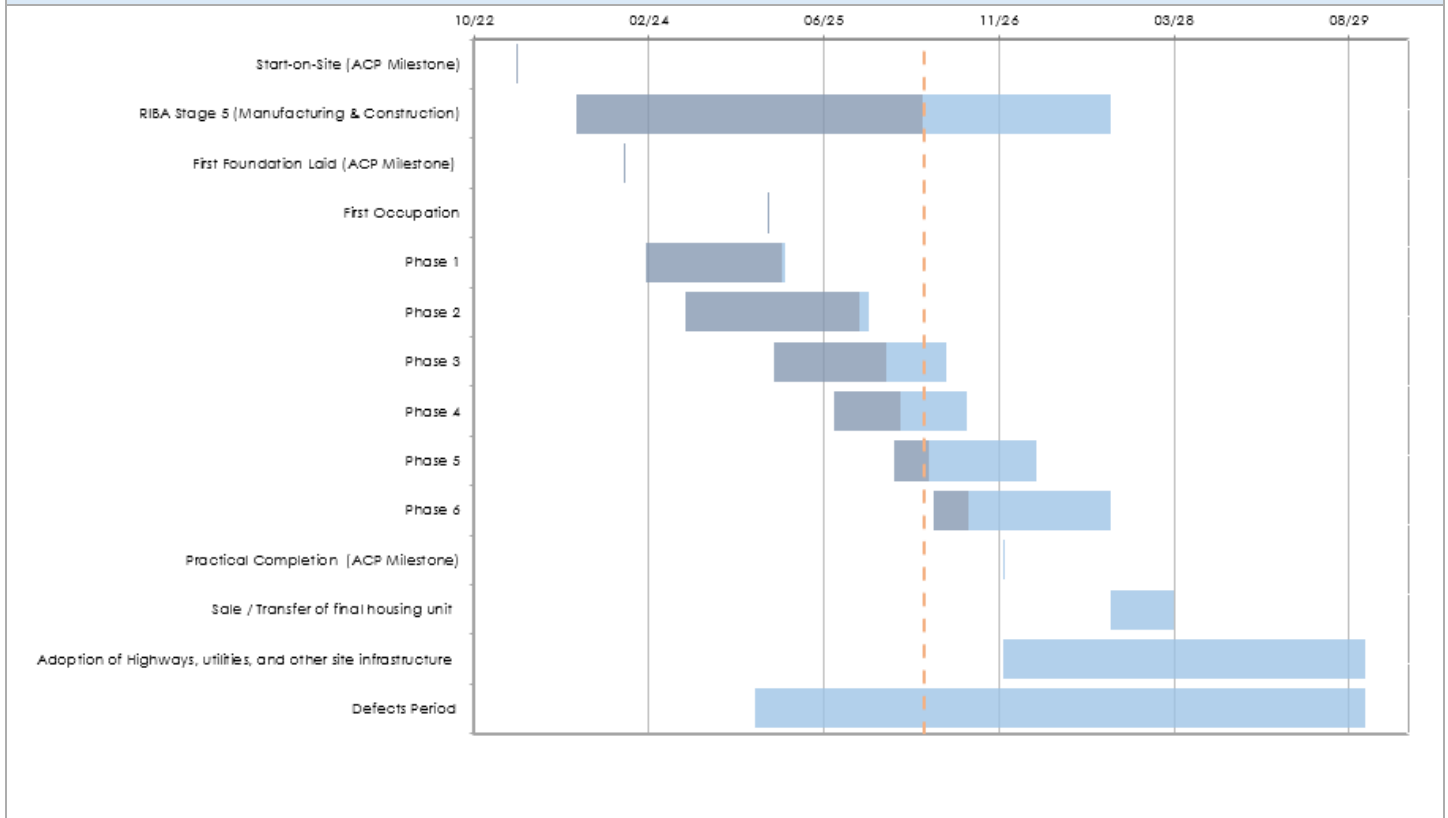
- 2025-26 actuals to date for this financial year are £14.8m with Sales Proceeds totalling £4.8m in the year, with Sales Proceeds totalling £4.8m in the year.
- Actuals for the full project to date are £39.4m, with the adjusted overall project budget of £58.3m with further stages to complete.
- An additional 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 the main contractor works costs

At present sales proceeds overall Total £5.5m as of 31st March 2026.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
No Changes in period							

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 issued in January 2026
- Next newsletter being drafted
- Letter to update local residents on piling on site issued during period



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%	

Delivery of units*	Private Sale		Affordable Rent		Shared Ownership		Private Rental		Total	
	Goal	Occupied / Reservations	Goal	Transferred / Occupied	Goal	Sold / Occupied	Goal	Transferred / Occupied	Goal	Total to date
Florence Fields (Parkway)	124	19	46	12	10	0	46	18	226	49

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:	Q4 2025-26
Capital Code:	C5004	Client Dept:	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	P-21.08	End User (if applicable):	Members of public & BCKLWN Companies	Contractor on Site:	LPL		

Management Summary

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

- Properties are being marketed – some interest.

Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- During the period 2 shared ownership purchasers have been processed and these are nearing completion.
- Open Home day held 14/15th February 2026.

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	A	Finance	Continue to monitor sales with sales agent. Review interest and gauge pricing against the market.	27.03.2026



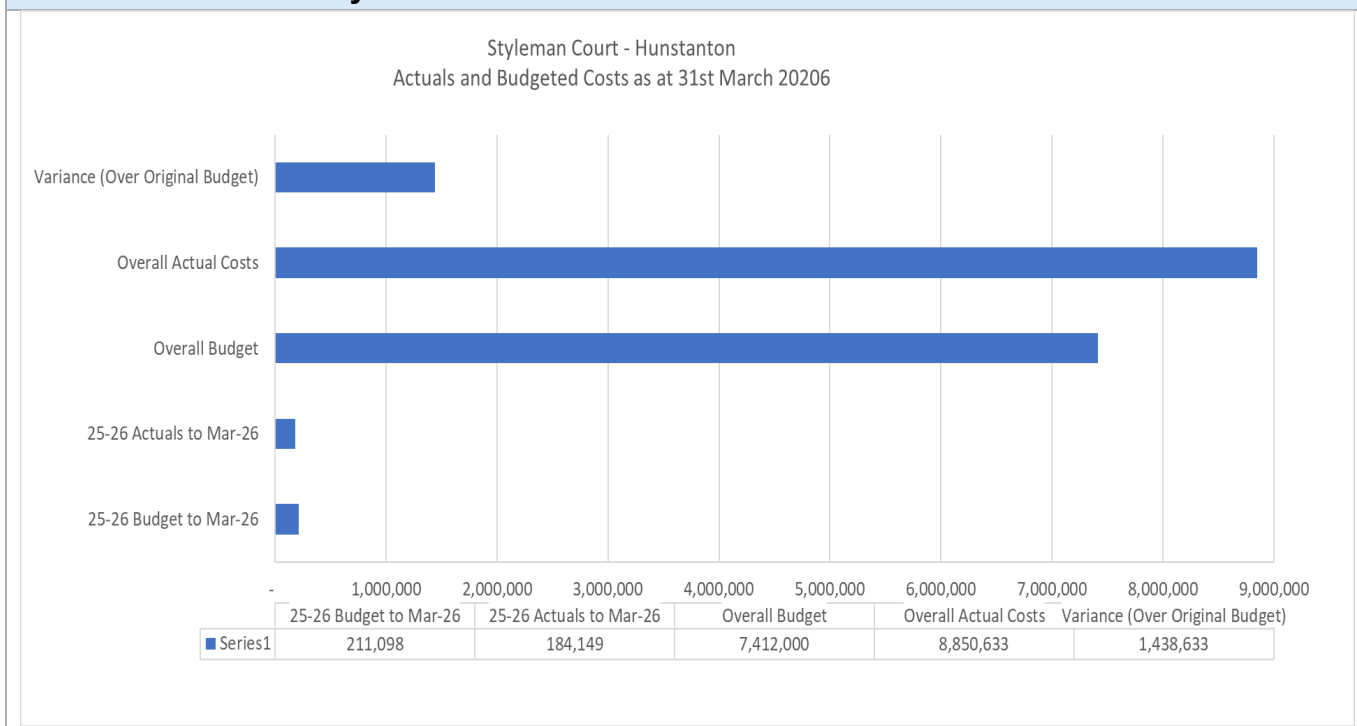
		expected revenue, increasing maintenance and holding costs, and potentially straining Council resources.			
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2.2 Key Issues [all red and increasing amber] An issue is something that has happened

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A4	Utility bills	Utility bills being received for all properties. Electricity Costs £1.25k on Average (over winter months)	A	Financial	Continue to monitor. Assess whether there are any cheaper tariffs that could be utilised. Not a considerable cost relative to project but ideally not a cost anticipated.	27.03.2026

3. Financial

3.1 Financial Summary



3.2 Financial Commentary

Financial RAG Status currently AMBER:

2025-26 actuals to date for this financial year are £0.2m with Full Project Actuals totalling £8.9m.

Original budgeted costs were £7.4m just before Covid impacted the costs which are now forecasted at circa £9m

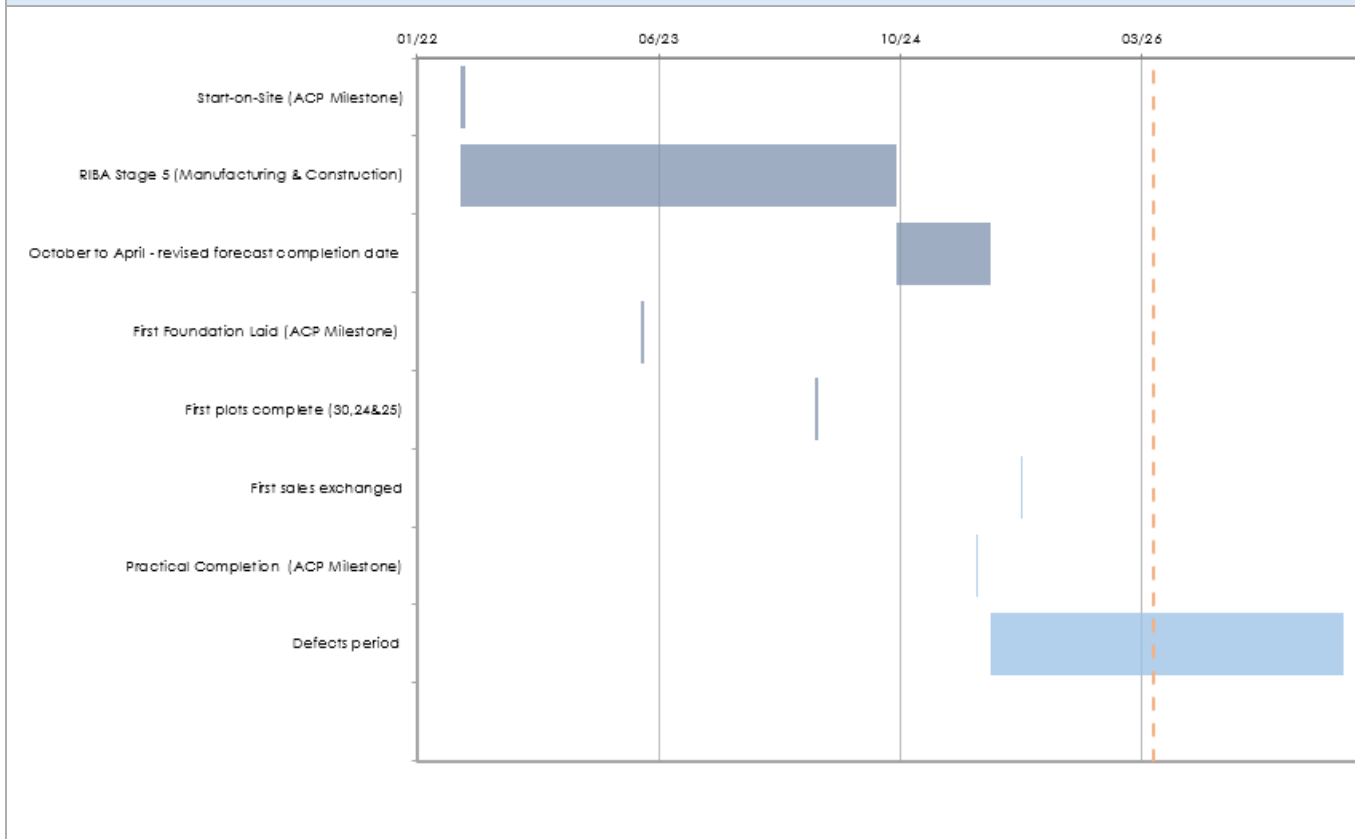
Originally profit was estimated at £0.13m but with increases in costs at the procurement stage due to COVID, the estimated loss is now estimated at circa £1.6m.



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:

- The build is complete. Timeframes unknown until sales complete.
- The market is monitored, and promotional events are being used to generate interest, as well as looking at other tenure options.

5. Resources Commentary

Resources RAG rating remains GREEN.

- Team is working on the project as necessary. Engaging with Fine & Country on a regular basis to understand the sales market and ascertain next steps to promote these new homes.

6. Communications and Engagement

- Next open day being planned for 25th April by Fine & Country.

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	Marketing.
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



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:	Q4 2025-26
Capital Code:	C8171	Client Dept:	Strategic Housing & Planning		Lead Designer:	N/A	
Project Code:	P-21.09	End User (if applicable):	-		Cost Consultant:	N/A	
					Contractor on Site:	N/A	

Management Summary

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

Project Definition

Project Stage: Objectives complete

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.

- All project areas that the Borough Council are currently leading are now complete following completion of the Collaboration Agreement in January 2026
- 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.
- Landowner Collaboration Agreement and S106 Framework Agreement completed in January 2026

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Landowner Collaboration Agreement and S106 Framework Agreement completed in January 2026

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
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		No red or increasing amber issues				
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2.2 Key Issues [all red and increasing amber]

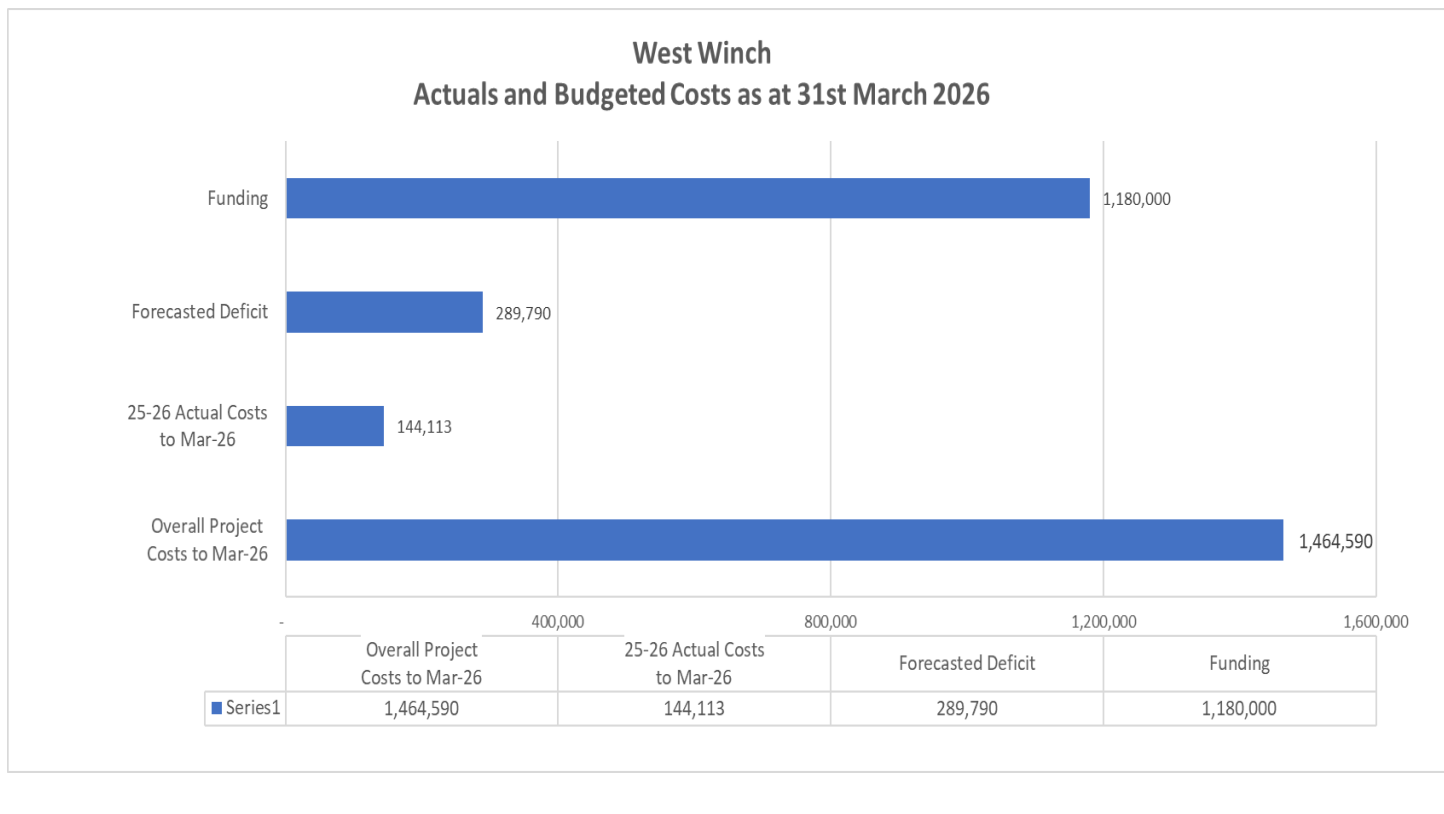
An issue is something that has happened

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. Financial

3.1 Financial Summary



3.2 Financial Commentary

Financial RAG rating is currently AMBER

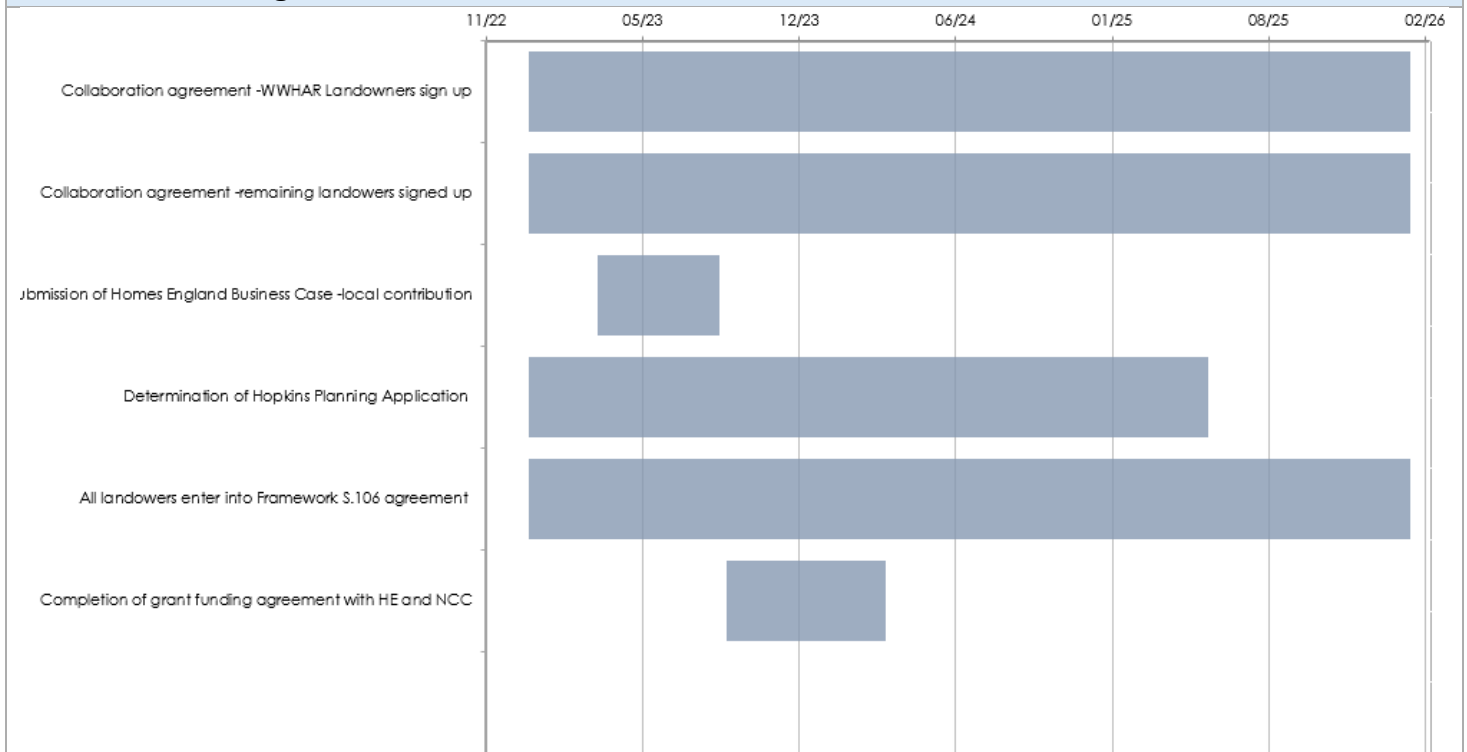
- Overall actuals for the project are £1.5m, current forecasted funding is £1.18m with actuals in 2025-26 are £144k.
- Legal costs are expected to be recovered from Landowners/Developers totalling £0.247m (already included in the £1.18m funding).
- The forecasted deficit is £290k.
- As part of the Collaboration 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 Green

- All Borough Council led objectives are complete
- Collaboration agreement and S106 Framework Agreement completed in Jan 26.
- Homes England funding agreement in place

5. Resources Commentary

RAG rating is GREEN

- 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 May 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 in 2025. Collaboration landowners entered in January 2026
Collaboration Agreement entered into by all necessary landowners (WWHAR landowners initially)	October 2025	Completed January 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 expediate housing delivery and coordinate the provision of the required highway infrastructure in the West Winch area namely the West Winch Housing Access Road. The growth area is to 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 entered into by all road landowners within scope of the agreement. 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 Councils 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-21.10b Revised STARS scheme Project Highlight Report

Project Name:	Revised STARS scheme including Baxter's Plain	Project Manager	Ian Parkes (NCC)	Project Sponsor:	David Allfrey (NCC)	Report covers period of:	Q4 2025-26
Capital Code:	-	Client Dept:	-	Lead Designer:		NCC / WSP	
				Cost Consultant:			
Project Code:	Southgates STARS Programme	End User (if applicable):	-	Contractor on Site:			

Management Summary

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

Project Definition

Please note this is the last report for this project as the Revised STARS scheme no longer includes the road layout changes designed to enable the adopted Southgates Masterplan.

Project Stage: Funding approved from DfT and detailed design and consultation is now underway for construction of:

- Cycling, walking and bus priority improvements to the town centre Gyrotory one-way system
- Cycling and walking improvements to routes leading off the town centre Gyrotory one-way system
- The Baxter's Plain public realm improvement.

Objectives: To significantly transform parts of the town centre gyrotory 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 gyrotory and deliver the Baxter's Plain public realm scheme developed by BDP.

Scope: The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) Gyrotory 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 gyrotory proposals and Loke Road.
- Blackfriars Street – Provision of improved walking and cycling facilities between the existing gyrotory 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 GREEN.

- This is because the DfT have approved our Project Adjustment Request (PAR) form which has secured the funding, and we have signed the Memorandum of Understanding (MoU).

1.1 Decisions required by the Officer Major Projects Board

- None



1.2 Achievements during this period

- Answering further clarification questions from DfT on our PAR submission in relation to the Benefit to Cost Ratio
- Obtaining approval of the revised scheme and securing the £18.7m LUF funding from DfT
- Determining how we monitor project outcomes that were set out in the revised scheme proposal to DfT and agreeing this in the MoU (the revised scheme was determined in partnership with Borough officers to maximise the spend on the LUF allocation)
- Design review of the project with Active Travel England (ATE), including written responses from NCC and a follow up meeting (the nature of the revised scheme has been approved by DfT and this design review by ATE is intended to add value to the scheme elements during the detailed design phase)
- Mobilising a team from WSP to carry out the detailed design and determining the approach to obtain planning for some of the Baxter's Plain elements that are not permitted development

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. Financial

3.1 Financial Summary

This section will be updated for the Revised STARS scheme in future reports

3.2 Financial Commentary

RAG Status is currently GREEN

- This is because DfT have agreed our PAR and we have signed an MoU that secures the funding.

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

Walking and Cycling Elements		
Milestone	Start Date	Completion Date
1. Confirmations		
Project start and finish date	July 2022	July 2027
2. Procurement		
a) Main construction contract	November 2026	January 2027



Awarding of Construction Contract	November 2026	January 2027
Signing of Construction Contract	January 2027	January 2027
4. Transport Milestones		
Public Consultation	July 2026	August 2026
Detailed Design	February 2026	November 2026
Construction	February 2027	September 2027
Open for Traffic / Open for Use / Fully Delivered	September 2027	September 2027

Baxter's Plain

Milestone	Start Date	Completion Date
1. Confirmations		
Project start and finish date	July 2022	January 2028
2. Procurement		
a) Main construction contract	July 2027	August 2027
Awarding of Construction Contract	July 2027	August 2027
Signing of Construction Contract	August 2027	August 2027
4. Transport Milestones		
Public Consultation	July 2026	August 2026
Detailed Design	February 2026	July 2027
Construction	September 2027	March 2028
Open for Traffic / Open for Use / Fully Delivered	March 2028	March 2028

4.1 Timelines Commentary

Timelines are currently RAG rated as GREEN

- This is because as we have sufficient time in the programme to deliver the project by March 2028

5. Resources Commentary

Resources are currently RAG as GREEN.

- Sufficient resources are available within Norfolk County Council (NCC) as client and in WSP to carry out the detailed design work
- The new NCC term contractor Kier will construct the scheme

6. Communications and Engagement

- Consultation activities are planned for the scheme in the summer of 2026

7. Outputs and Outcomes



7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyrotory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm	September 2027	
Additional active travel improvements on routes that lead off the town centre Gyrotory one-way system	September 2027	
The Baxter's Plain public realm and pedestrian improvements devised by BDP	March 2028	

7.2 Outcomes

Description	Target	Note
Increased levels of walking and cycling- increased living standards and well-being	2028	
Shorter and more direct journeys for pedestrians and cyclists	2028	
Reduction in accidents and improved safety	2028	
Improved local heritage offer.	2028	
Improved perception of place and public realm.	2028	

8. Other Matters

Item	Comment
General stage progress	On track
Procurement progress	The various scheme elements will be delivered by the NCC highways service contractors Kier.
Surveys Status	Geotechnical surveys have been commissioned
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:	Q4 2025-26
Capital Code:	C8125	Client Dept:		Corporate Projects		Lead Designer:	LPL
Project Code:	Valentine Park (Lynnsport 1)	End User (if applicable):	N/A			Cost Consultant:	GCBA
						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.

- The programme is on track.
- Build is progressing well.

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 continues to be open Thursday to Monday, 10 am – 5pm.

- Piling has been split into two phases and plots 60 / 65-71 complete on 11/03/26. Ring beams will follow
- Road leading to plots 72 – 82 progressing. Asphalt booked for 13/04/26
- Road running in-front of plots 60 – 64 progressing. Asphalt booked 27/04/26
- Plots 1 & 2 – complete
- Plots 3 – 9 – CML complete
- Plots 10, 13, 14, 15 – 2nd fix
- Plots 11 & 12 – painting
- Plots 16 & 17 – plaster
- Plots 18 – 22 – mist coat
- Plots 23 – 26 – plaster & tack
- Plots 27 – 30 – 1st fix
- Plots 31 – 34 – ready for roof
- Plots 35 – 40 – 4th lift brickwork / block work
- Plots 41 – 43 – roof
- Plots 44 – 47 – 1st fix
- Plots 48 – 55 – concrete oversite
- Plots 61 – 64 – top sheet
- Plots 84 – 91 – concrete oversite Plot 92 – 2nd lift brick / block work
- Plot 93 – 1st lift brick / block work
- Plots 94 – 96 – 2nd lift brick / block work

2. Risks and Issues

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

Risk ID (1/1)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
N/A	A8	Sales interest remains low – low or no sales	A	Finance	Review interest with Lovell – review mitigation measures. E.g. sales incentives and reviewing the market.	09.04.2026

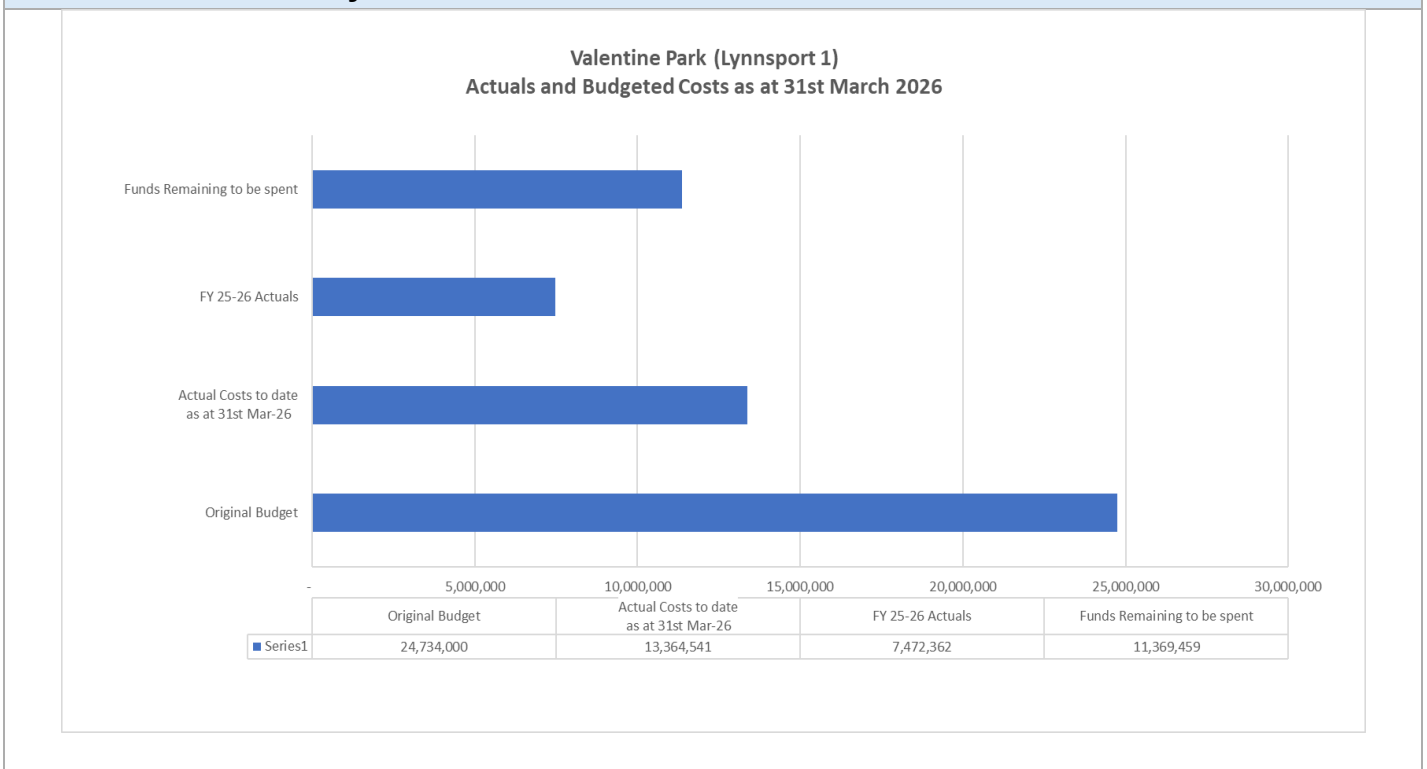
2.2 Key Issues [all red and increasing amber] An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
N/A (No issues to report)						

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

3. Financial

3.1 Financial Summary



3.2 Financial Commentary

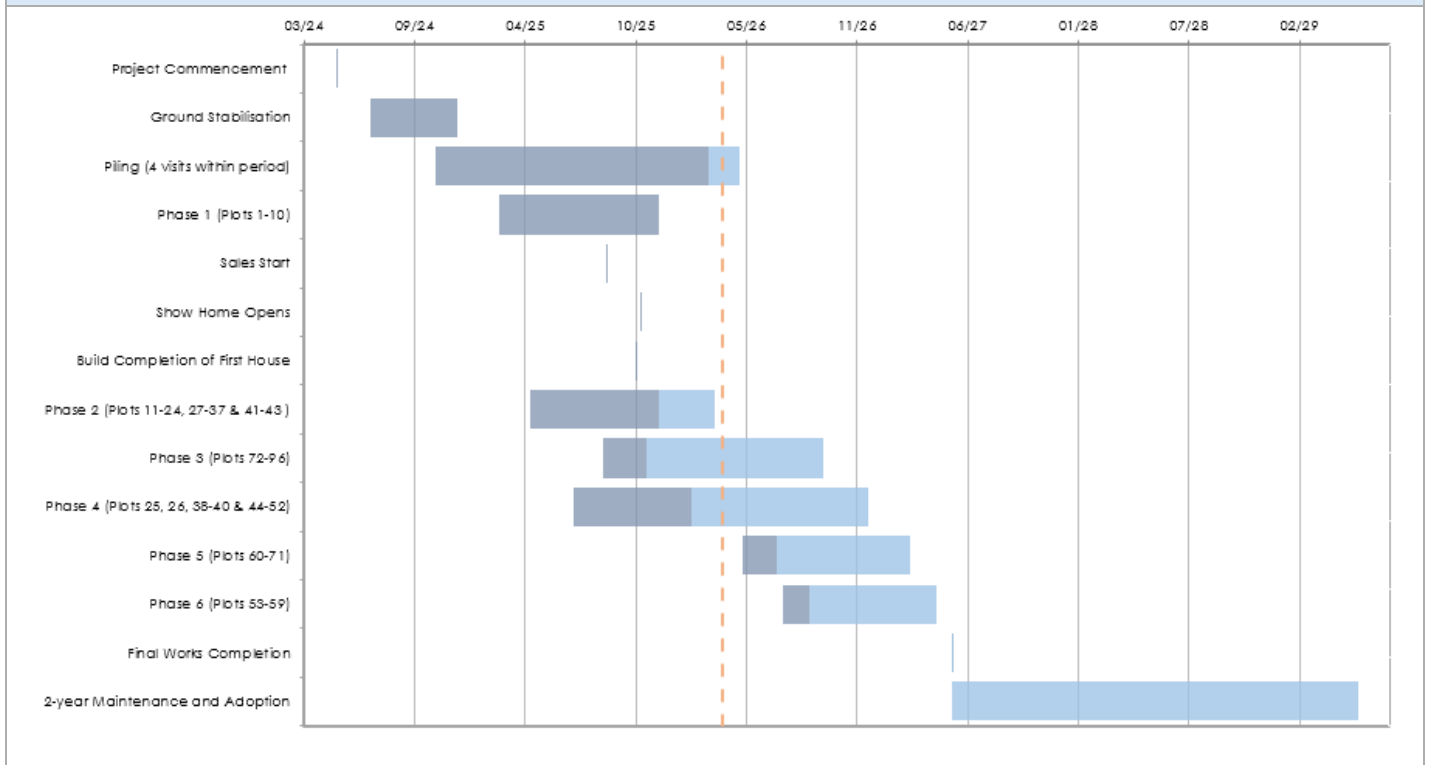
Financials are currently RAG rated GREEN.

- 2025-26 actuals to date for this financial year are £7.4m and overall project actuals to date are £13.3m.
- Remaining spend is circa c£11.4 with original budgeted costs at £24.7m and forecasted costs at £25m.
- The original loss expected on the project was £0.43m which has reduced to £0.34m due to procurement of sub-contractors' costs lower than originally budgeted.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A (No Changes in Period)							

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RAG rated GREEN.

- Local Authority Building Control (LABC) inspector changed within period – we may see a delay in sign offs for plots as there was a lack of data transfer. Site working through this with LABC.
- However general programme is running to schedule.

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 issued in January 2026
- Next newsletter being drafted

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

Delivery of units*	Private Sale		Affordable Rent		Shared Ownership		Private Rental		Total	
	Goal	Occupied / Reservations	Goal	Transferred / Occupied	Goal	Sold / Occupied	Goal	Transferred / Occupied	Goal	Total to date
Valentine Park (Lynnsport 1)	63	1	10	0	4	0	19	0	96	1

7.2 Outcomes

Description	Target
Social: Apprenticeships/ Trainees created	To be agreed, likely 5 per year
Social: College & School engagements	To be agreed, likely 2 per year
Social: Affordable Homes (S106 Commitment)	As per Section 106 Agreement
Social: Volunteering/ Community Support	To be agreed, approximately 40 hours per year
Social: Training – staff development (in weeks)	To be agreed, approximately 300 weeks
Social: Training – skills (in person-hours)	To be agreed, approximately 200 total hours to staff per year
Social: Community Engagement	Minimum of 4 newsletters per year + 10 hours miscellaneous
Environment: Electric Vehicle Charging Points (at least “EV-ready”)	To be agreed + 1-2 on site compound for use during construction
Environment: Solar Panels	To be agreed
Environment: Accessible Green Space	As per Section 106 Agreement
Environment: Waste diverted from landfill	>=95%
Environment: CCS (Considerate Constructors Scheme - Independent inspection score)	Score >=42
Environment: HVO (Hydrotreated Vegetable Oil) fuel in Lovell plant	100%
Environment: EcoCabins as site cabins	100%
Environment: Sustainable procurement policies in contracts	100%
Economic: Subcontractor base location	60% Norfolk 33% West Norfolk 40% within 30 miles
Economic: Supplier base location	40% Norfolk 33% West Norfolk 35% within 30 miles
Economic: Subcontractor classified as a SME (Small and medium-sized enterprise)	25%
Economic: Estimated Workforce (monthly average on site)	To be agreed
Economic: Living Wage	100%
Economic: Promoting Responsible Business Practices	100%
Economic: Ethical Business Training (for Major Housing Partnership staff)	To be agreed, likely 10/ year person-hours on training on subjects such as Modern Slavery, Bribery and Anti-Corruption

8. Other Matters

Item	Comment
General stage progress	Started on site on 01.07.2024
Procurement progress	First trades procured
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Sales of units to Open Market or WNPL or WNHC, depending on the tenure
Legal progress	Devonshires appointed to provide legal services required for conveyancing
Surveys Status	Pre-commencement surveys carried out
Statutory updates	Pre-commencement planning conditions submitted and discharged
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor
ICT, FF&E update	N/A
Stakeholder engagement (comms)	Newsletters and letters to the residents
Local schemes / dependencies	Delivered as part of the Major Housing Programme

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Final PID [post tender]
Status:	✓							✓
Date Approved:	06.02.24							24.03.24
Approved by:	Cabinet							OMP

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

Photographs



Map of Housing Sites



P-25.08 Hunstanton Coastal Defence Works Project Highlight Report

Project Name:	Hunstanton Coastal Defence Works	Project Manager:	Dave Robson	Project Sponsor:	Stuart Ashworth	Report covers period of:	Q4 2025-26
Capital Code:	CO 607	Client Dept:	N/A	Lead Designer:	Jacobs / Fairhurst		
Project Code:	P-25.08	End User (if applicable):	N/A	Cost Consultant:	-		
Contractor on Site:	Balfour Beatty / South Bay Civils						

Management Summary

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

Project Definition

Project Stage: Initial Works

Objectives: Deliver replacement flood defences at Hunstanton. Appoint design team, complete economic assessment to support RFCC Outline Business Case (OBC), Stakeholder Engagement

Scope: Develop project from initial work to pre-construction phase which will provide a high-level options appraisal, outline design, and secure funding through a bid for DGIA to RFCC in October

1. Overall Status (high-level summary)

Overall RAG status is RED due to:

- Financial Position and risks
- Potential need for further Emergency Works
- Potential poor PR

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Completion of emergency repairs to fill void under Section E & F
- Fairhurst appointed to complete detailed design for Section F & G emergency works, implemented if required.
- Additional surveys and monitoring implemented to allow informed decision for emergency works and outline design.
- PSC contract signed with Balfour Beatty for initial works.
- Jacobs selected as designer for Capital Works Project
- Submission of FCERM7 application for RFCC Local Levy funding to support initial works and surveying works

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (5/5)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Emergency Works	Further emergency works may be needed to be completed at short notice to prevent collapse and failure of coastal defences	R	2.1	Additional surveying and monitoring of areas that are likely to fail	30/03/2026
2	Financial	Need to potentially fund any further emergency works that may be required	R	3	Early engagement with finance team and elected members Potential CIL funding bid.	30/03/2026

3	Financial	RFCC for Flood Defence Grant in Aid for capital works – cost £44M with a minimum of 10% (£4.4m) partnership funding from BCKLWN. Funding bid may not be successful, or full bid amount may not be received.	R	3	Economic assessment being completed by RPA Ltd to help maximise funding score and business case. RFCC DGiA application to be made. Potential CIL funding bid.	31/03/2026
4	LGR	Move to new Authority may impact project delivery and timescales	R	4		31/03/2026
5	Permissions	MMO Licence or Planning Application delays	R	4	Early identification of any additional monitoring or surveys required to support applications. Use of experienced contractor to support application.	31/03/2026

2.2 Key Issues [all red and increasing amber]

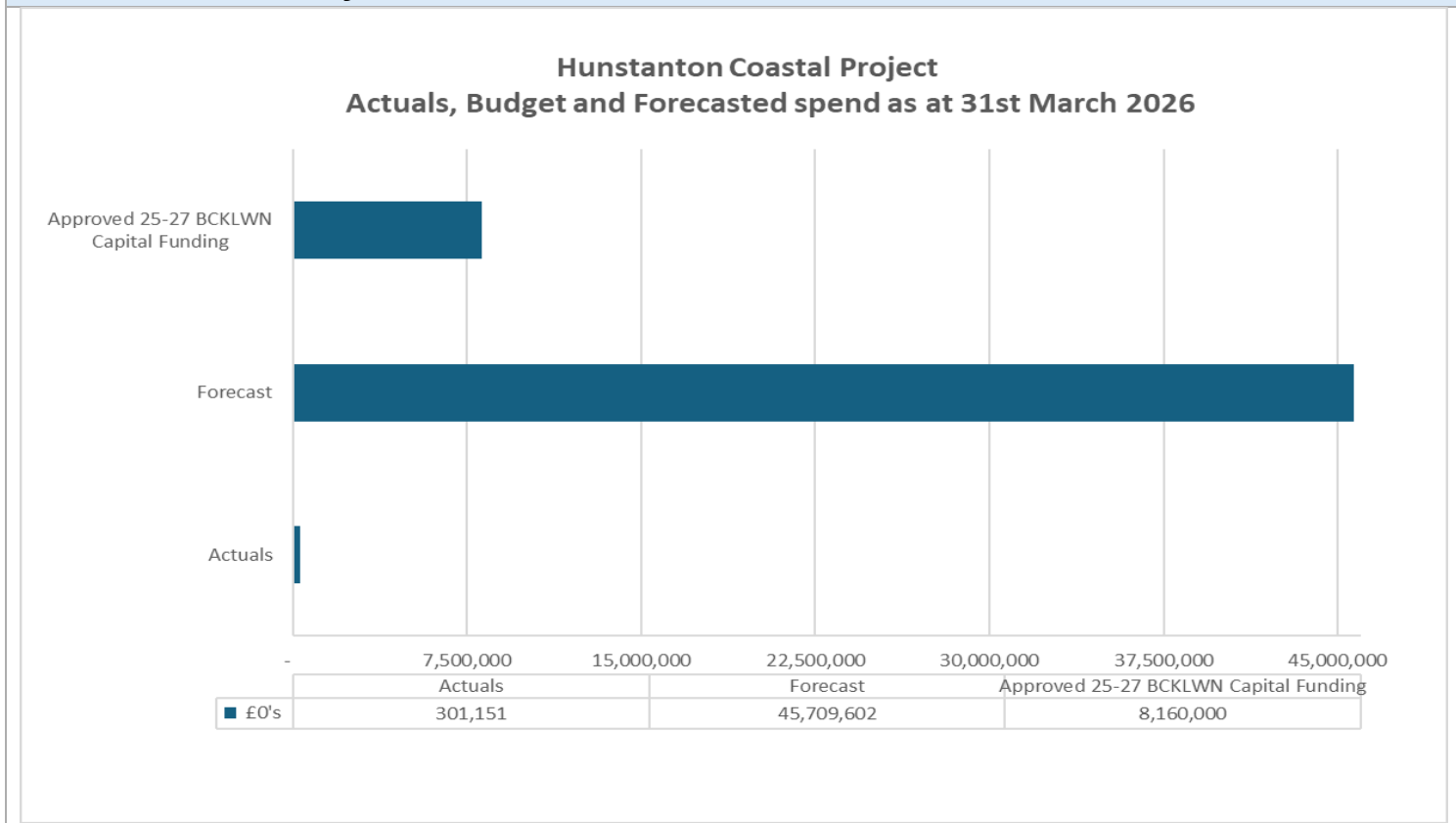
An issue is something that has happened

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1	Emergency Works	Void developed under promenade after high tides in early February 2026	R		Emergency works have been completed	30/03/2026

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

3. Financial

3.1 Financial Summary



7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Maintain the standard of coastal flooding protection which the Hunstanton Coastal Defences provide	1 in 200-year event	The works will maintain the existing flood defence level to Hunstanton & Heacham
Maintain the standard of coastal erosion protection which the Hunstanton Coastal Defences provide	Hold the Line	Hold the Line is the current shoreline management policy for this stretch of coast which is being implemented

7.2 Outcomes

Description	Notes
Reduce the risk of coastal flooding and coastal erosion to residential and non-residential properties within the areas benefitting of Hunstanton and Heacham	Capital rebuild of existing Hunstanton Coastal Defences as they are at end of life and in danger of failure. Works will rebuild existing coastal defences to protect 522 domestic properties, 105 businesses and maintain the current tourism and amenity benefit to Hunstanton

8. Other Matters

Item	Comment
General stage progress	Working through initial works stage, then move to pre-commencement phase
Procurement progress	Balfour Beatty selected through the SCAPE Framework
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	PSC for Initial Works
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	SCAPE Framework being used
Surveys Status	Survey and Monitoring are ongoing, Digital Laser Survey every 3 months, Ground Penetrating Radar survey to be repeated for all 1.5km of promenade in April 2026, Window Sampling to start Q1 2026/27, Beach Level Monitoring is ongoing
Statutory updates	Natural England Assent for emergency works alongside Habitats Regulations Assessment completed and approved. Marine Management Organisation exemption also completed. Main capital works project will require planning permission and MMO Marine Licence. Environmental constraints need to be followed.
Health and safety	RAMs completed for emergency works, Separate RAMS will be assessed for main project once detailed design has been completed.
Local schemes / dependencies	Interaction with Wash East Coastal Managment Strategy review and Hunstanton Masterplan
Marketing of sites	N/A

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:								
Approved by:								

Last approved document: Budget Report, Full Council, February 2026

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.21-11

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:	March 2026
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Tompkins		
				Cost Consultant:	Andrew Morton Associates		
Project Code:	P.21-11	End User (if applicable):	CIO *	Contractor on Site:	Messenger Construction LTD (started 24/11/2025)		

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5 – Construction

Objectives:

The project has the following defined aims:

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

Scope:

- Delivery of project outputs as identified in Towns Fund application & subsequent approved PAR summer 2024.
- Delivery of works identified in RIBA Stage 1-5 report(s) including alterations to the listed buildings necessary to deliver the scheme.
- Fundraising for capital and revenue costs as necessary
- Promotion of the project and centre its links to Shakespeare within the town nationally and internationally.
- Delivery of activities to widen the engagement, support wider cultural, learning, and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

RAG Status this month is AMBER.

Focus continues to find and deliver further funding for the project. As previously reported, external fundraising consultant has been appointed and are receiving their on-boarding instructions.

- **Main Contract Works** – Scaffold erection across the site is ongoing. Roof to Guildhall is nearing completion, despite challenges with the first burst water mains on King Street. The design team continues to release key information in line with the IRS schedule. No delays reported at this stage. Sunday 1st March – initial repairs to first water leak in King Street failed. Reactions by MCL/ team now underway – insurance claim being prepared.
- **Fundraising** - Historic England Grant works are well underway, second payment received (£151k) and final payment (£295k) has been requested. Various monthly performance, evaluation outputs are due next month. The award also conditions that the BC will spend c£525k by end of June 2026 on specific ongoing or new scoped works. These works are planned into the works schedule.
- **Party wall** - Despite continuous efforts, scaffold licenses/ party wall agreements to Wetherspoons & 2+3 Ferry Lane are still unsigned. Wetherspoons are not responding to escalated requests. 2+3 Ferry Lane are seeking unreasonable demands. BC legal back to back with these issues and preparing for possible enforcement next steps. These delays are now impacting MCL who seek to flex their programme to work-around things, but time is now getting critical.



- **Interpretation Works** – Immersive experience consultant tender period is nearly completed, and results have been issued to tenderers. Following the February meeting with the Interpretation designer (PLB) preparation is under way for the immersive consultants join the team.
- **King Street public realm** – Pre-App Public engagement runs 23 March – 17th April. 25th public drop in event at Nos 29. Late April. May final review before submission to planning (possibly PD) and highways.
- **Crown Post Truss** Peter McCurdy/ Momentum contracted to design the truss and connections strategy. MCL being asked to complete heritage works and installation in house given experience.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- A mains water pipe has burst on King Street for a second time during the previous period putting the scaffolding structural stability at risk. The contractor has again worked with Anglian Water to ensure our scaffolding is safe while they carry out repair works. All additional costs for these works will be claimed via the water company's insurance in time.
- Demolition works are progressing well with removal of BoH & some external staircases to Guildhall and opening up works to proposed café area (existing back of house area on ground floor). Shakespeare barn roof and main structure has been demolished ready for slab removal and archaeological dig of white lift pit to begin.
- Scaffolding to the roof is fully completed and Guildhall roof demolition has begun. Red Barn roof demolition has also been bought forward.
- Value Engineering progress continues. The team, MCL, Wadys M&E subcontractor working on alternate ideas.
- Timber condition survey to Guildhall roof structure has been completed on site, we await results back but early indications were positive.

Priorities for Next Period:

- Finalise Wetherspoon scaffold licence and begin erection of scaffolding to north range to allow roofing and wall repair works to commence. Should this fail, escalation legally maybe only option.
- Complete roof removal to Guildhall ready for timber repairs.
- Continue to monitor works and progress on site, respond to RFIs and review any challenges raised by the contractor.
- Finalise and submit S278 works and planning applications for King Street public realm. Gain firm costing from MCL.
- Onboard immersive experience consultant and fully restart this workstream

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
081	Party Wall & Scaffolding Licences	Party wall licences and scaffold licences are we delayed due to start dates not being finalised and challenges with neighbouring properties. This could cause a delay & additional cost if they are not in place when MCL need to start works on these areas.	R	Party Wall	Working with Party wall surveyor and neighbouring properties to agree licences. We are also working with MCL to prioritise areas where their programme is due to start first. Escalation via General Manager at Wetherspoons to seek internal update as silence from their Surveyor. Work continues on 2,3 Ferry Lane options. Various update have continued during March to close the gap in demands.	02/04/2026
003	Funding	Whilst the project has secured overall funding for the scheme (Towns Fund / BC/ others etc.) The commitment remains that every opportunity needs to be explored to reduce long	A	Finance	Fundraising Consultant Cause4 now on board. Onboarding and strategy review and update due early in their brief. Actions then to take up the main part of their scope and raise funds. CIO key to success and getting their	02/04/2026



		term financial BC commitment. (March 2026 £15.5m)			assurance/ polices in place is a priority at this time.	
29	Discovery of Unidentified conditions	Unforeseen building works	A	Programme	Further Timber surveys underway incl various roof/ structure. New lift pit excavation will be likely to impact sensitive archaeology. Access only available post Shakespeare Barn demolition planned for April 2026. Option to open test pits in the higher risk areas under consideration with MCL. Guildhall roof timbers under review appear in reasonable condition. Restaurant conversely appear poor and will require a design/ scope update as they cannot be left as found.	02/04/2026
44	Programme	Construction Contract programme is 30 months. Post Contract it's expected that Client Fitout/ Interpretation/ Immersive experience needs considering formally.	A	Financial	We hold regular programme reviews with the main contractor to ensure optimal scheme in place.	02/04/2026
18	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Impacts to additional cost	A	Hazardous substance	Refurbishment and Demolition survey has been undertaken to areas that are to be worked on / disturbed. Enabling works package completed prior to main works package to derisk. MCL have largely completed the known asbestos on site and minor discovery finds have been instructed / expected to be complete shortly.	02/04/2026
78	Historic England funding grant compliance.	The planned start date for works involving the Historic England Grant have shifted from Oct to Nov potentially impacting on the fund deadlines.	A	Funding	Remaining risk is to provide HE with Crown Post Truss designs/ install methodology.	02/04/2026
79	Planning & Listed Building discharge notices	While trying to discharge some condition discharge applications the planners have noted that the team cannot discharge conditions while trying to vary an approved application. This could cause delay.	A		Application to vary condition has now been approved. The design team continue working to discharge other conditions to minimise any delay to programme.	02/04/2026
61	Historic Timber (structural/ degradation status	Guildhall site timber in roof structures are in poor condition resulting in additional repair / replacement works. Infestation risk on timber beam in undercroft.	A		Timber surveys now completed to all areas other than GH roof. Final area will be completed once MCL have installed crash deck to guildhall area. Specialist areas are also under review by timber specialist. Degradation levels in Guildhall main historic floor timbers are greater than first thought. Design review and potential amendments to scheme to protect/ provide on-going future access under consideration at what could be additional costs.	02/04/2026

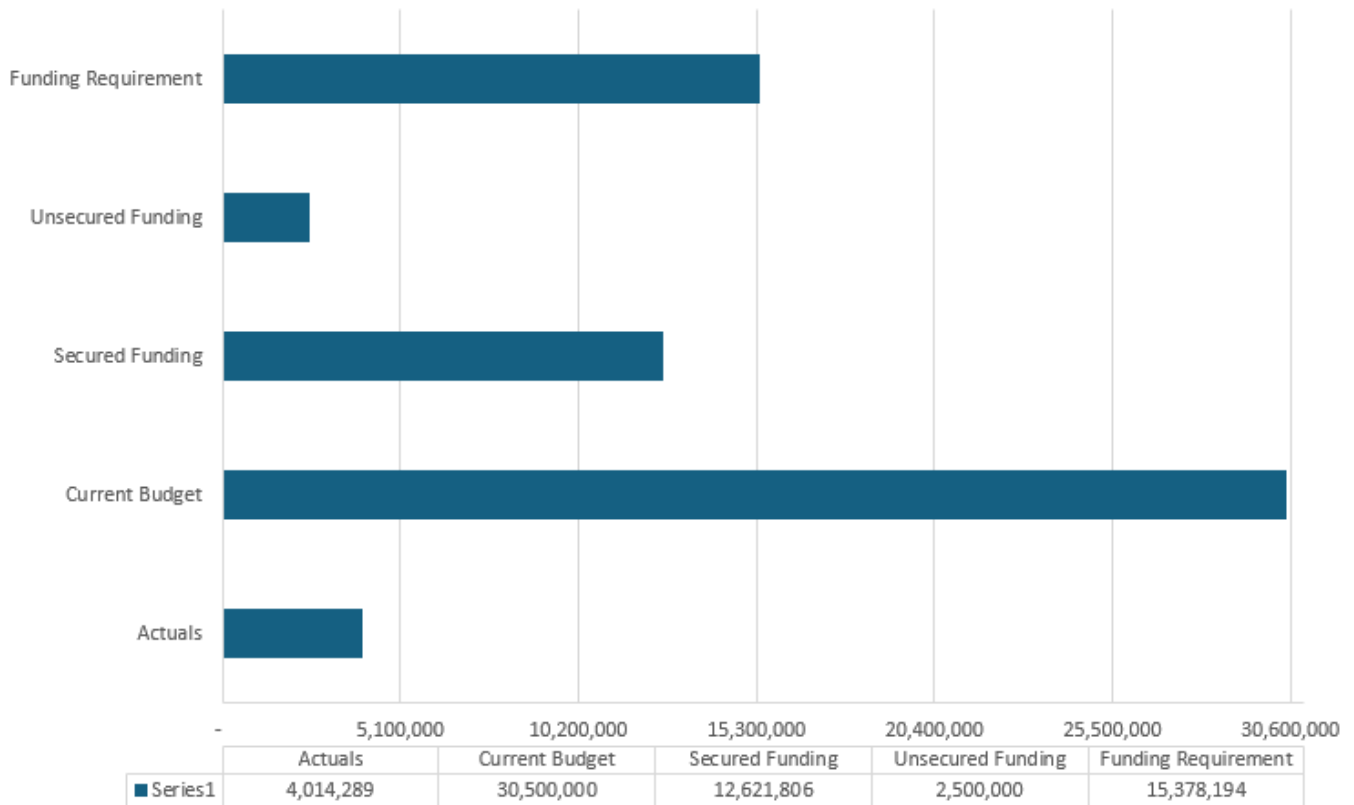


2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
Issues are being tracked separately due to the scale of this project						

3. Project Financials

St Georges Guildhall & Creative Hub
Actuals, Budget and Forecasted spend as at 31st March 2026



3.1 Financial Commentary

Financial RAG status is currently AMBER .

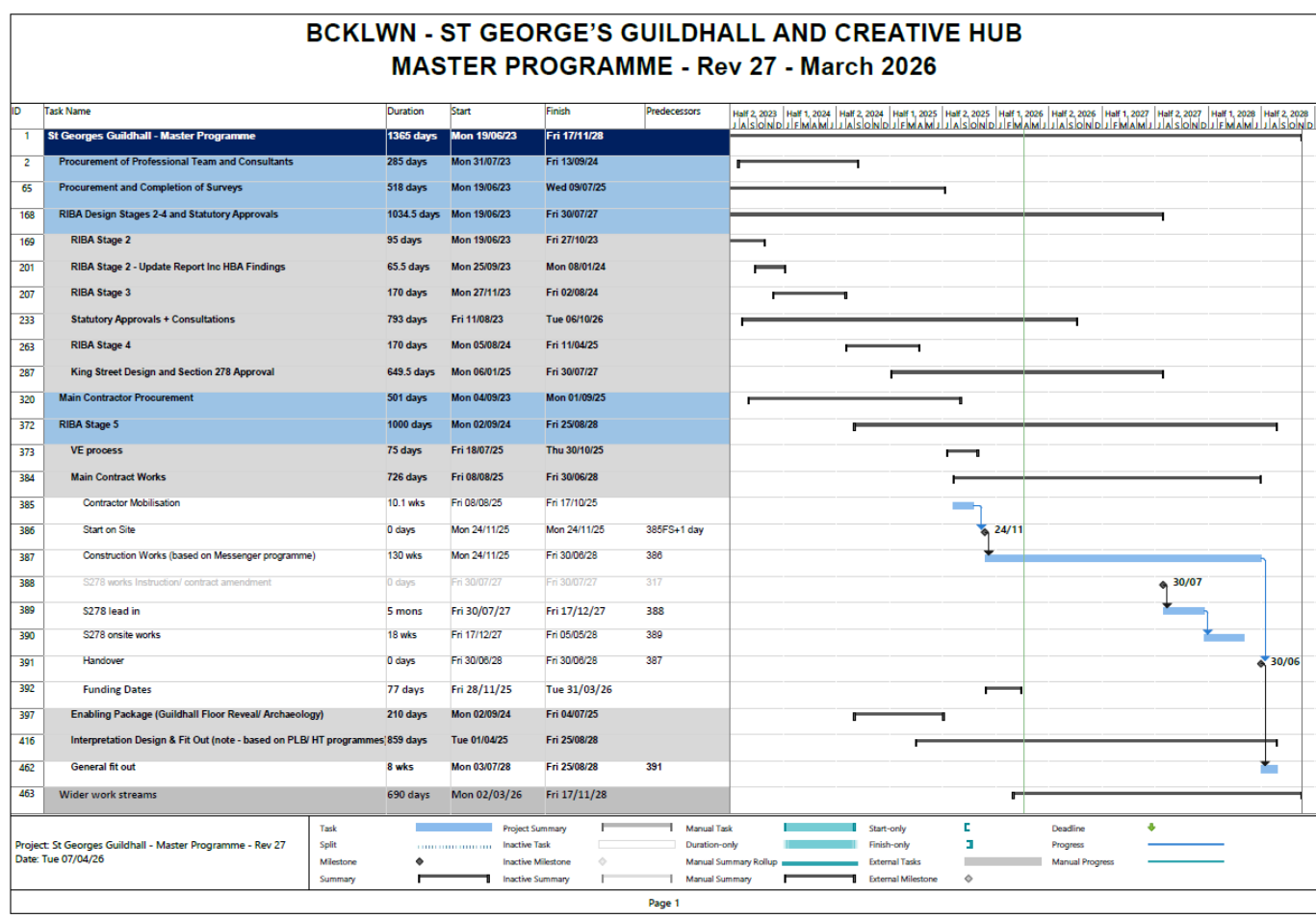
- Actuals including year-end accruals as of 31st March 2026 are £4m with a current project budget of £30.5m.
- Funding is £12.6m of secured funding, £2.5m of unsecured funding and £15.4m is the current funding requirement, where work is ongoing to locate further funding for the project. Revenue funding of £0.7k is being reviewed.
- Actuals primarily relate to professional and consulting costs, including Project Management, Quantity Surveyor, and architect costs, with the main contractor costs to date are £1.2m, of which c£0.9m are actuals and £0.3m are accruals as at 31st March 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
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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.

- Contractor advised of potential delay (due to scaffolding/ Party wall issues as noted elsewhere.) They are obliged to issue notice and then validate agree details over the coming weeks/ month. Any impact, given the wider programme opportunities to increase MCL outputs, will be reviewed in due course
- Monitor risk on timeline following second water leak matters on King Street
- Bringing Interpretation Design workstream and Immersive designer into a jointly agreed plan
- Onboarding known design (archaeological) finds together, agreeing budget, timeline, and instructions to MCL

5. Resources Commentary

Resource this month is Amber.

- Pre-opening resource, eventing and operational under review. (TFH, MM, RL)
- Historic England Award requirements continue to be highly demanding of officers/ consultant time.
- Wider Programme workstream governance requirements review completed. Proposed approach is that programme key areas are broken into x5 Workstreams. Update to internal roles/ reporting underway from April. Further detailed updates to follow in May/June.



6. Communications and Engagement

- Messenger Social Value KPI schedule drafted including all key metrics called out during the tender. Targets continue to be worked on.
- External Hoarding to King Street Guildhall montage being prepared for sign off and placing on this important public facing feature of the works. Delay to installation continues due to temporary modifications required due to water leak works.

7. Outputs and Outcomes

7.1 Outputs

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

7.2 Outcomes

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

8. Other Matters

Item	Comment
General stage progress	Contract signed and construction to commence 24/11/2025.
Procurement progress	Main Contractor tender completed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities & 8 amendments following review
Proposed route to market (e.g. ITT, Framework i.e. DPS, HPCS, LCP)	Procurement will be via a two-stage tender (SQ followed by full ITT), open market tender via the Councils procurement portal



Legal progress	Support development of CIO governing document, Fundraising guidance for both BCKLWN to share with CIO/ NT to ensure compliance with law, Charity Commission, the Lease between the BCKLWN, and NT. HMRC Tax rules
Legal instruction form issued.	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept/October 2024 in relation to fundraising for the site and its operation.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological "rescue" matters subject to survey/appointment. Focus of recent finds in foyer floor/ Shakespeare passage/ Undercroft, Main stage area built into design changes being worked through in this period.
Statutory updates	Extensive coordinated updates with National Trust, plus Planning, Development Team and Building Control to ensure views are captured during design and delivery process. Conservation Officer regularly gathered to support any updates to approved scheme. It appears new planning applications not required but variations to be agreed. A new LBC application needed (you cannot vary LB consents.) i.e. to cover sprinkler tank change, Lightning protection requirements continue to be under review. Ecologist and Construction Management plans focus to discharge ahead of start on site
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

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

Latest approved document: PID July 2025

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



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

Project Name:	Active & Clean Connectivity	Project Manager:	Mike Auger	Project Sponsor:	Duncan Hall	Report covers period of:	March 2026
Capital Code:	C9063/71609	Client Dept:	N/A	Lead Designer:	LCWIP – Norfolk County Council ATH – Morgan Sindall		
				Cost Consultant:	ATH – Andrew Morton Associates (AMA)		
Project Code:	P-21.12	End User (if applicable):	BCKLWN Commercial Services	Contractor on Site:	LCWIP – Norfolk County Council/Tarmac ATH – TBC		

Management Summary

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

Project Strands Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
Active Travel Hub Enterprise Park	A	A	A	G	A	G
Active Travel Hub Baker Lane	A	A	A	A	A	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 permission denied for Baker Lane Active Travel Hubs at March 2026 committee. Lead Local Flood Authorities (LLFA) requested extension to consultation period for King's Lynn Enterprise Park (KLEP) Active Travel Hub (ATH) placing application with report to reach committee in May 2026.
- LCWIP – Final LCWIP scheme to deliver crossing at Gayton Road complete and final accounts due in April 2026.
- Active Travel Plans – Work ongoing with College of West Anglia (CWA) and Queen Elizabeth Hospital (QEH).
- With the remaining budget, the project team are assessing options for additional activities to encourage active travel in 2026.

1.1 Decisions required by the Neighbourhood Board

- Decision on next steps for Baker Lane Active Travel Hub
- Progression of KLEP ATH subject to planning approval



1.2 Achievements during this period

LCWIP

- Gayton Road, final LCWIP scheme completed in early March 2026. Scheme completed inline with forecast cost with final account due in April 2026

Active Travel Hubs

- Following Baker Lane ATH planning refusal in March 2026, project team have investigated options available to address committees' comments and take project forward.
- Discussions still ongoing with Lead Local Flood Authority (LLFA) regarding KLEP ATH. LLFA have asked for further extension for response which puts pressure on proposal being heard at May 2026 Planning Committee.
- Morgan Sindall pricing exercise complete with updated costs due at start of April 2026. Following review contracts will be 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 (2/24)	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 are finalising pricing exercise to issue at start of April. Due to Baker Lane planning decision, the programme for the project will need to be extended to allow for the delivery of the hub at this site. The impact of this change is still being assessed by Morgan Sindall.	02.04.26
24	ATH Planning	Ongoing planning discussions with LLFA may extend the overall programme	A	Programme / Financial	Despite ongoing engagement with LLFA, a further extension to their consultation has been requested. Project Team working to ensure KLEP application still heard at May committee.	02.04.26

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

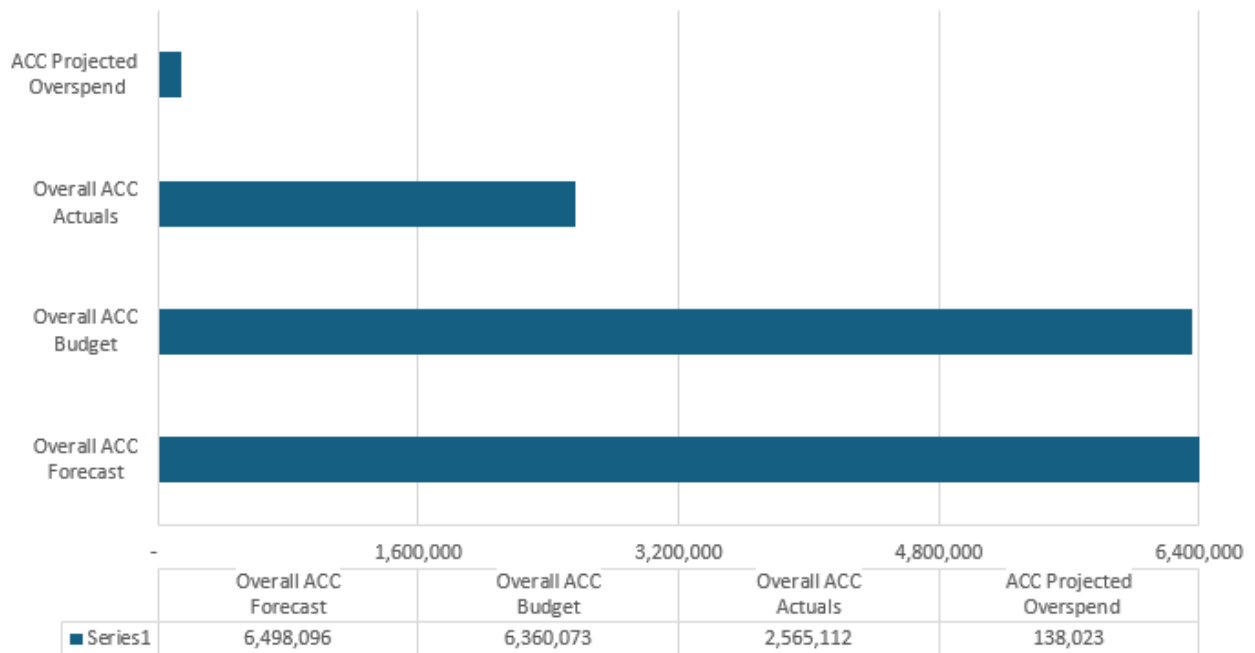
Issue ID (1/12)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
12	Planning	The Baker Lane planning application has been denied by the planning authority. This decision prevents progression to the construction phase and places significant risk on the programme timeline, budget, and deliverability of the intended project outcomes.	A	Programme / Financial / Project Outcomes	The project team are continuing to analyse the planning authority's reasons for refusal and have developed an options note to discuss the potential next steps for the project including the financial/programme and output impacts for the project.	02.04.26

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 March 2026



3.1 Financial Commentary

RAG rating status is currently Green following approval of Enterprise Zone cabinet paper was approved in early mark which included £0.6m of funds for the ACC project.

- Actuals to date from inception in 2021 to 31st March 2026 are £2.6m against an overall budget of £6.4m.
- Costs in this 2025-26 financial year, 2025-26 from 1st April 2025 to 31st March 2026 total's £1.5m primarily related to £0.9m of LCWIP Norfolk County Council costs, main contractor costs and consultancy costs.
- The Enterprise Zone cabinet paper was approved in early mark which included £0.6m of funds for the ACC project.
- There is an overall projected overspend of £0.13m, this is new costs for offsite credits, the drainage board and S278 cost agreement abortive costs, at present the £0.3m contingency hasn't been used to cover these costs but is available is required.
- Active Travel Plans - Work ongoing with CWA and QEH. Potential walking campaign to follow in early 2026

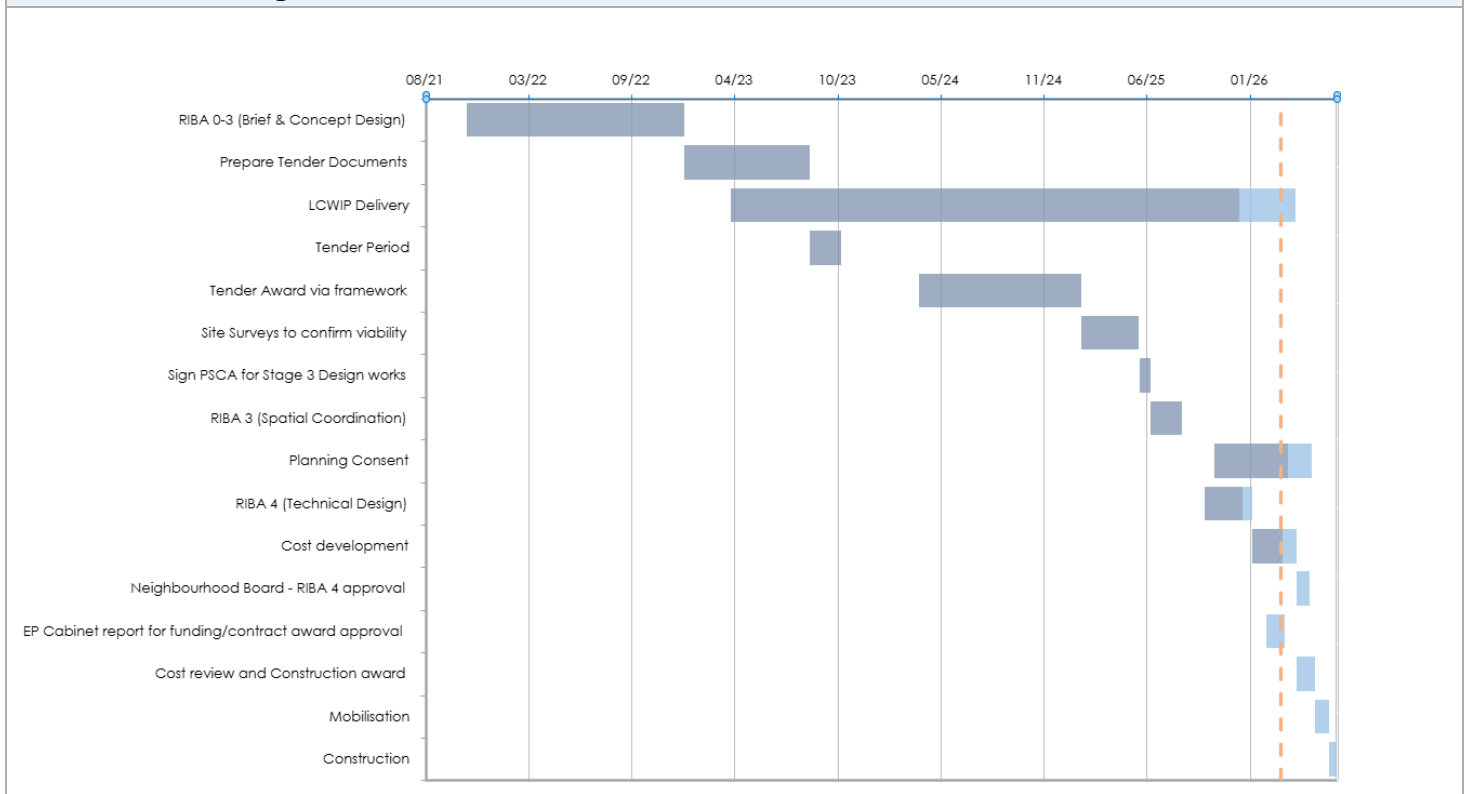
3.2 Project Contingency and Change Control

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/cycleway 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 AMBER.

- This is due to the ongoing planning discussions with LLFA regarding the KLEP ATH which may delay the proposed start of works and therefore extend the overall programme timeline.
- The Baker Lane planning decision prevents the planned progression to the construction phase and places significant risk on the programme timeline while the reasons for refusal are assessed and the resolution route identified.
- Final LCWIP works delivered through March 2026.

5. Resources Commentary

Resources RAG rating maintains 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:

- Update on progress of Active Travel Hub schemes being developed following recent planning progress.
- NCC Sustainable Transport Communications Campaign - "Real People on Bikes" evaluation due with walking campaign being scheduled early 2026.
- Work to showcase the successful delivery of the LCWIP schemes being developed with NCC communications team.

7. Outputs and Outcomes

Outputs

Description	Target	Note
Total length of new cycle ways	3.555km	Following the stopping of Old Medow Road, the project is now expected to deliver 0.44 km of new cycle ways.
Total length of pedestrian paths improved	5.601km	7.7 km delivered
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	

In addition to the outputs set out in the application the project has delivered 7 schemes to provide improved connectivity through improved crossing facilities and removal of barriers

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 QEH 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 – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above



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

P.21-14 Riverfront Regeneration Project Highlight Report							
Project Name:	Riverfront Regeneration	Project Manager	Abigail Rawlings/Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	March 2026
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:	Dryside- E.N Suiters & Sons LTD		

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	A	A	A	G

Project Definition	
Project Stage:	Custom House RIBA Stage 4 Detailed Design Dryside RIBA 5 Construction
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.	
<ul style="list-style-type: none"> The Devil's Alley component of the project will now proceed under the Pride in Place (PiP) 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 with a preferred option for Custom House identified. A comprehensive reprogramming exercise has also been carried out to align the project timeline while keeping as close to original programme as possible. Planning permission and listed building consent granted for both the Custom House and Dryside. Works to the Dryside started in January and are due to be completed in July 2026. A historical accounting issue identified that impacted the remaining available budget has sought resolution through the wider programme underspend and funding re-allocation (£595k). Following approval, the capital project is now fully funded. 	

1.1 Decisions required by the Neighbourhood Board	
<ul style="list-style-type: none"> None 	

1.2 Achievements during this period	
<ul style="list-style-type: none"> Custom House works package tender went live and closed 30th March 2026. Contractor site visit day for bidders took place on 11th March, with 11 contractors attending. Draft licence issued from Custom House building owner for permission for works, some small amendments to be made before signing. Cabinet Paper submitted to seek approval to 'let' the contract for works. Work continues to progress at Dryside, with the second valuation submitted for payment. Fortnightly meetings continue with Public Open Space/Property Services team to confirm operational handover for Dryside at completion. Arrangements for CCTV and security access confirmed with BCKLWN's ops team. Meeting arranged with Norfolk Museum Services for removal of their items from Custom House for duration of works. Devil's Alley and area behind Dryside and Sommerfeld and Thomas building has been cleared of overgrown vegetation with instruction to Public Open Space team to continue with bimonthly maintenance of site. 	

Priorities for next period:

- Get Licence required to give permission for works signed with Custom House Building Owner.
- Review tender returns and progress aware for works with successful bidder.
- Take cabinet paper to Regeneration and Development Panel on 31st March and then Cabinet on 23rd April, for approval to 'let; Custom House contract.
- Continue arrangements for removal of unfixed fittings from Custom House (liaison with Property Team and Norfolk Museum Services). Including Parliament Clock, on loan from Liverpool Museums.
- Continue to explore interpretation/volunteering options for activation of Custom House after works.

2. Risks and Issues

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

Risk ID (4/69)	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 re-instatement. Existing lease needs to be varied ahead of works starting/contract being let.	R	Legal	Risk remains red as despite the mitigations noted below, until finalised legally 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. Building owner is in agreement with the proposed terms to the licence.	27.03.26
68	Failure to agree lease variation/Licence with Building Owner within project timelines.	The current lease does not allow for works to the building and needs to be varied. Project timelines are to be in contract by May 2026 but the lease variation/licence could take longer than this, delaying the	R	Legal	Risk remains red as despite the mitigations noted below, this is the highest risk to this project. Interim AD for Property and Projects chasing	27.03.26

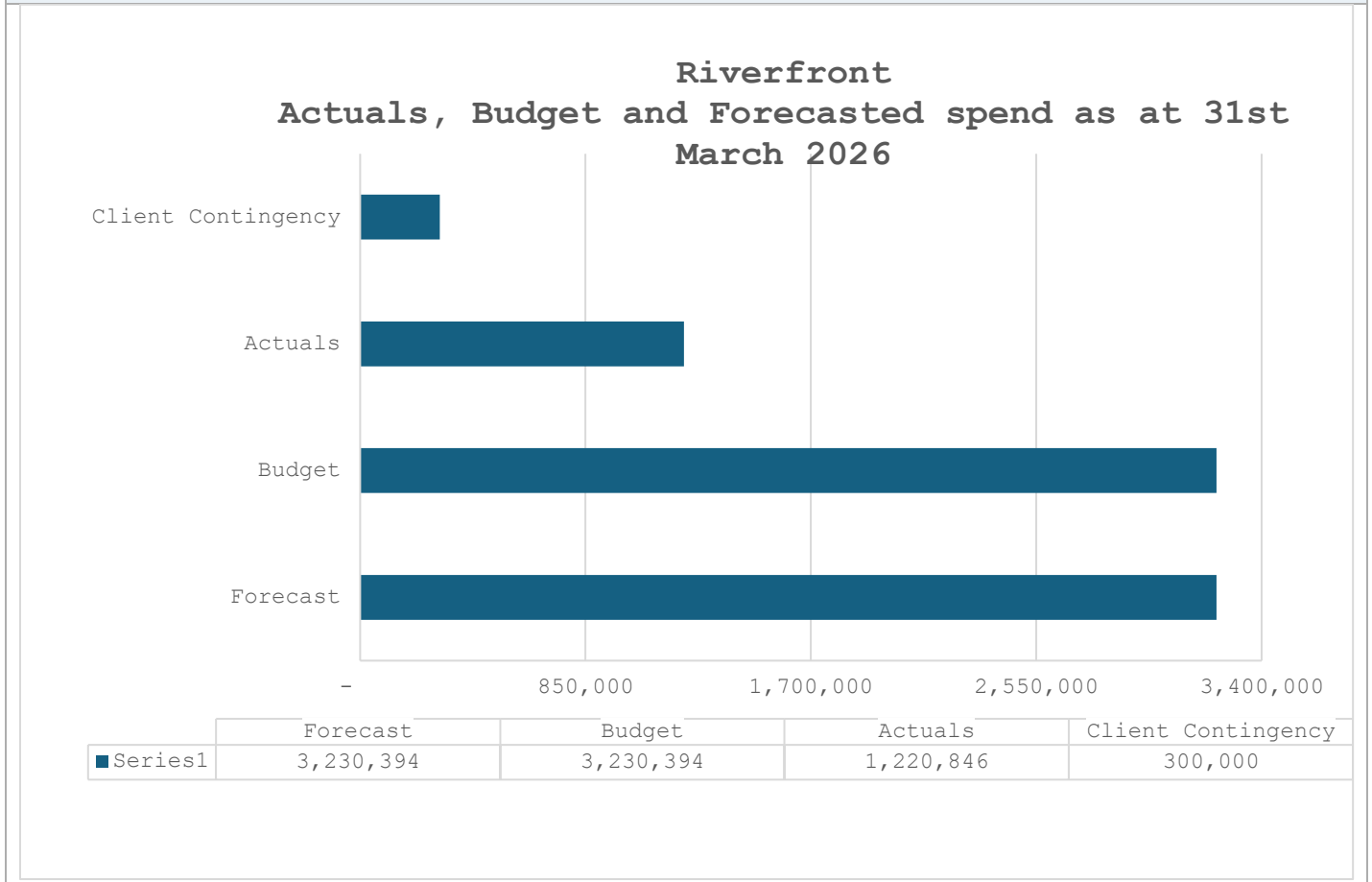
		tender/contracting process, leading to additional costs. Staff resource issue as the Interim AD for Property and Projects who is leading the discussions is leaving the council at the end of March.			building owner and representatives to move process along. Call with building owner to informally re-confirm agreement for works verbally. Meeting held with owner's appointed surveyor to discuss the delay and book in required schedule of condition.	
69	Cabinet approval not given to "let" Custom House works contract.	Cabinet approval to "let" the Custom House contract is not in place. The next meeting is 23rd April, the contract cannot be signed until then and the following "call-in" period.	A	Governance	Cabinet paper to set out project progress and funding allocations to go through the correct pre cabinet channels. Paper will be taken through the approval channels. Project Sponsor and Member to give paper.	27.03.26
70	Tender responses for Custom House Works come in higher than expected.	Tender responses to Custom House Works package may come in higher than anticipated, resulting in a funding gap or changes to scope.	A	Cost	Project team to review responses with Quantity Surveyor and Procurement Officer. Responses due 30 March 2026 and will be reviewed from 7 April 2026.	27.03.26

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

Issue ID (1/18)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
13	Available budget refined	Historical accounting error has been identified. After investigation this reduced available budget to less than required for current scheme, while this has been resolved the budget for interpretation needs to be sought.	A	Cost.	Element of issue remains open. An underspend from another project has been redirected via a Project Adjustment Request, along with some small areas of value engineering has closed the budget gap. However, this budget for capital	27.03.26

					works is not inclusive of an interpretation budget. Budget for interpretation will have to be sought independently.	
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3.1 Project Financials



3.2 Financial Commentary

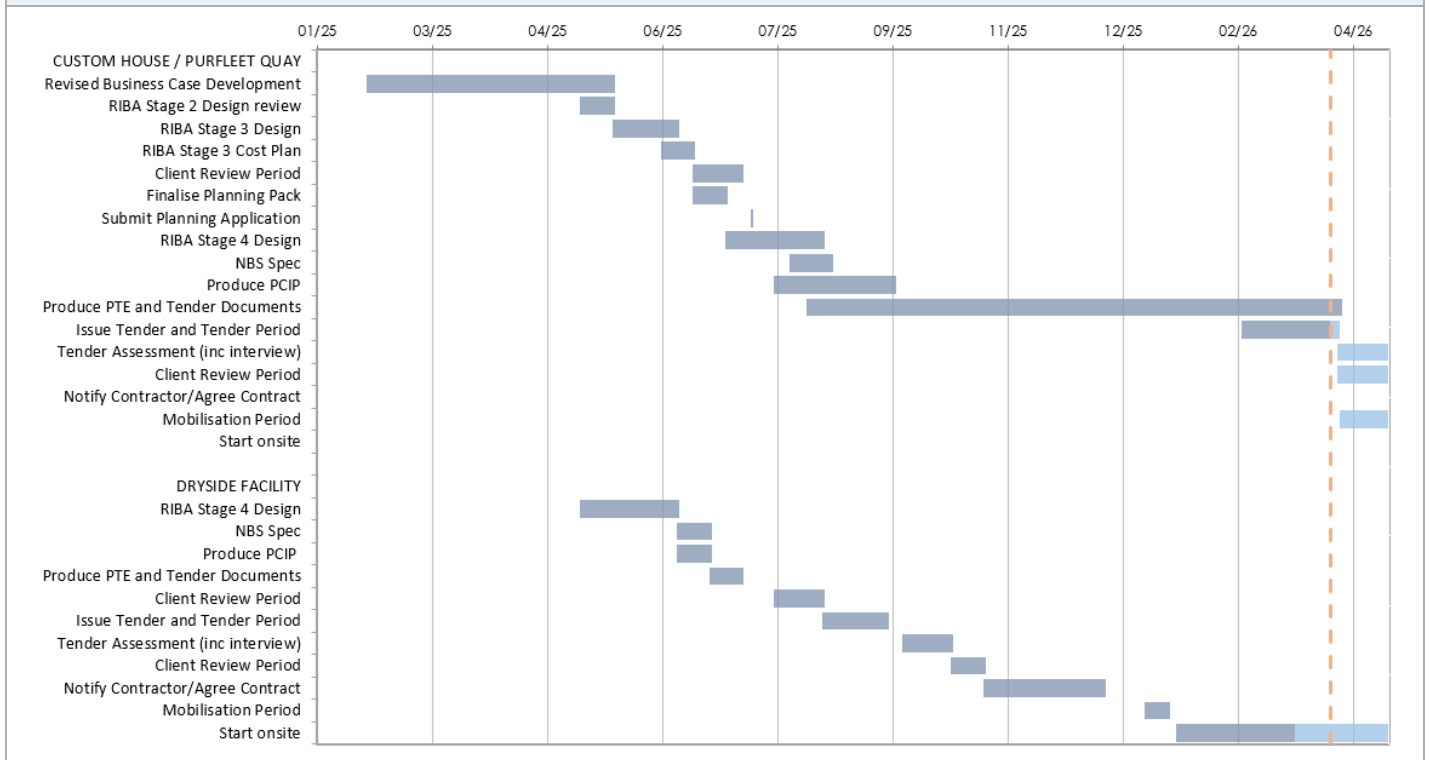
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.22m against an overall forecasted projected costs of £3.2m and a budget of £3.2m and on budget.
- Contingency of circa 10% is included within the £3.2m of £0.3m.

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

The Timelines RAG rating is 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 remains that the programme is achievable with minor delays. Focus remains to stick to the original programme as much as possible despite the lifting of the March 2026 spend deadline from MHCLG.
- Current areas of risk include Cabinet approval processes to "let" the contract, timescale for licence to carry out works being granted from building owner, tender process and unforeseen issues during the construction phase.
- The proposed start date for works has been delayed by approx. 4 weeks at the Custom House while the project team seek appropriate approvals via the cabinet meeting process.

5. Resources Commentary

Resources RAG rating remains GREEN

- Following procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

- Letters went out to all residents of South Quay and Nelson Street, to let them know about the vegetation clearance at Devil's Alley. Members and Riverfront Stakeholders also included in comms.

7. Outputs and Outcomes

Outputs

Description	Target	Full Scheme revised outputs, agreed by KLNB and BCKLWN Cabinet July 2024 and 2025
Amount of rehabilitated land	3000m2	
Number of sites cleared	1	
Number of public amenities / facilities created	1	
Number of historic landmarks and buildings refurbished	2	

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

7.2 Outcomes

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

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 4 design complete. Second cycle of consultation with Historic England completed ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted and works started. 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 as it 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:	March 2026
Capital Code:	C9064	Client Dept:		Regeneration	Lead Designer:	-	
					Cost Consultant:	-	
Project Code:	P-21.15	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	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.

- Whilst Pop Up spaces became available for hire in March 2025, promotion was paused due to street-level scaffold works that limited access. Interim uses continue in the meantime; a relaunch is planned for spring 2026.
- Artwork, seating, fingerposts 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 Purfleet Street Arch is the only outstanding element. Progression was paused due to fire damage of the building where installation was planned alongside issues getting the licence signed for its installation. An options paper on pursuing the arch install or exploring alternatives will be appended to the Post Project Evaluation.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Second meeting held with Public Open Space, Business Operations and Communications teams to co-ordinate actions ahead of spring re-launch of hire of Pop Ups.
- Tidying of the surfacing on Purfleet Street – jet washing and weeding has taken place.
- Removal of old signage and equipment from the Pop Ups.
- Container planters have been filled.
- Meeting held with officers to inform the Post Project Evaluation for the Rail to River Public Realm Project which will be submitted to the King's Lynn Neighbourhood Board May 2026.

Priorities for next period:

- Relocating trees back to original location on Purfleet Street once compound is gone.
- Repairs to containers and moving tables and chairs from storage.
- Update marketing materials (web site, adverts, leaflets etc) with refreshed imagery.
- Finish the Post Project Evaluation, including an appendix option paper for the arch.



2. Risks and Issues

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

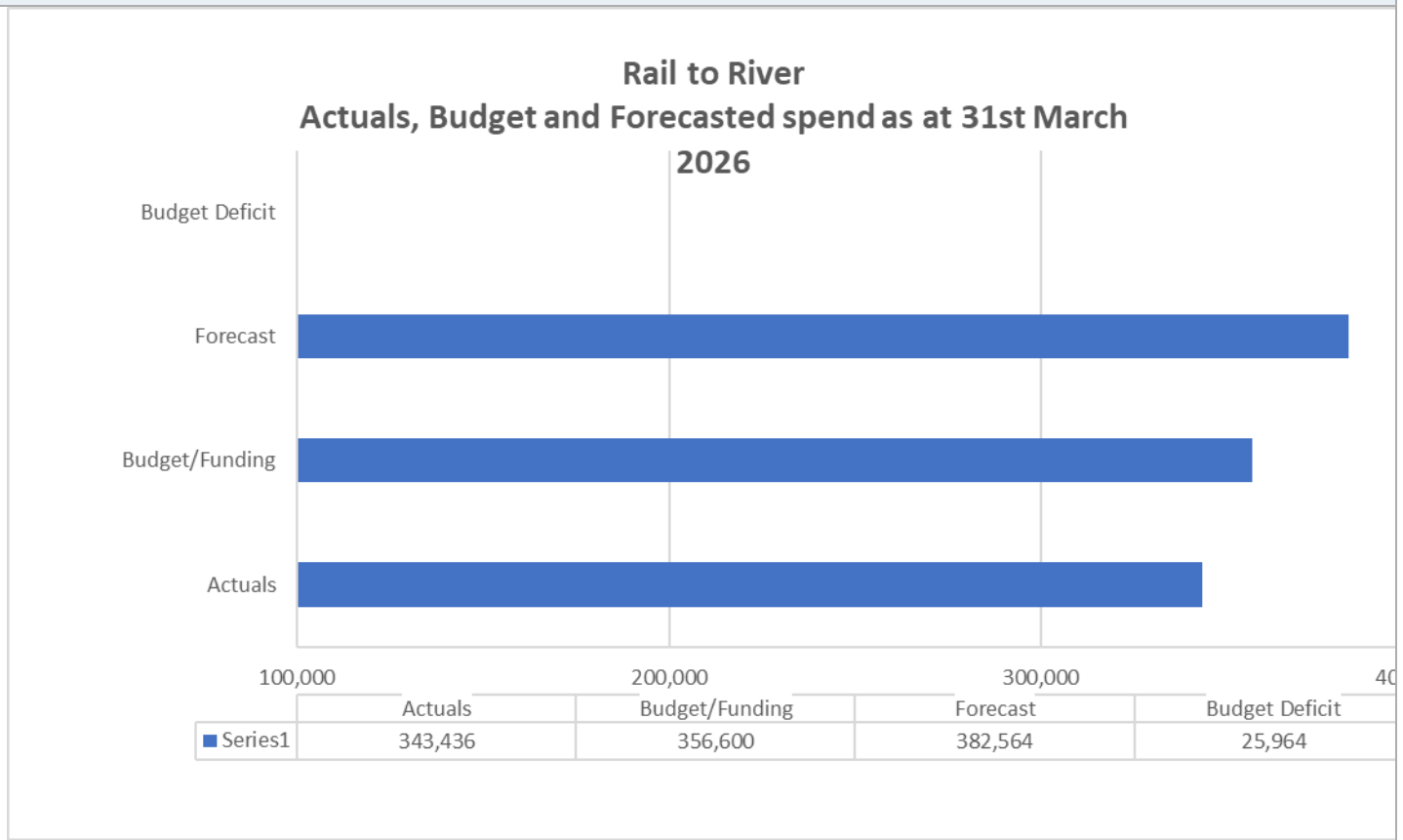
Risk ID (1/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
23	No response or suitable responses to RfQ for Purfleet Street Arch	Failure to get suitable responses to RfQ for the Purfleet Street arch would result in this element of the project not taking place.	A	Low	Previous RfQ received sufficient responses suggesting artists are willing to quote for the work. Requirement for the arch to be hand forged is removed, widening the options for craftspeople to quote. <i>Procurement of arch halted until permissions are sorted, therefore remains a possible project risk.</i>	27.03.2026

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 programme	Issue remains to be resolved. Formal request to recover the legal fees from Boots has been sent and a holding response has been received. Explore potential alternatives in place of the arch.	27.03.2026



3.1 Project Financials



3.2 Financial Commentary

Financials RAG Status maintained at GREEN.

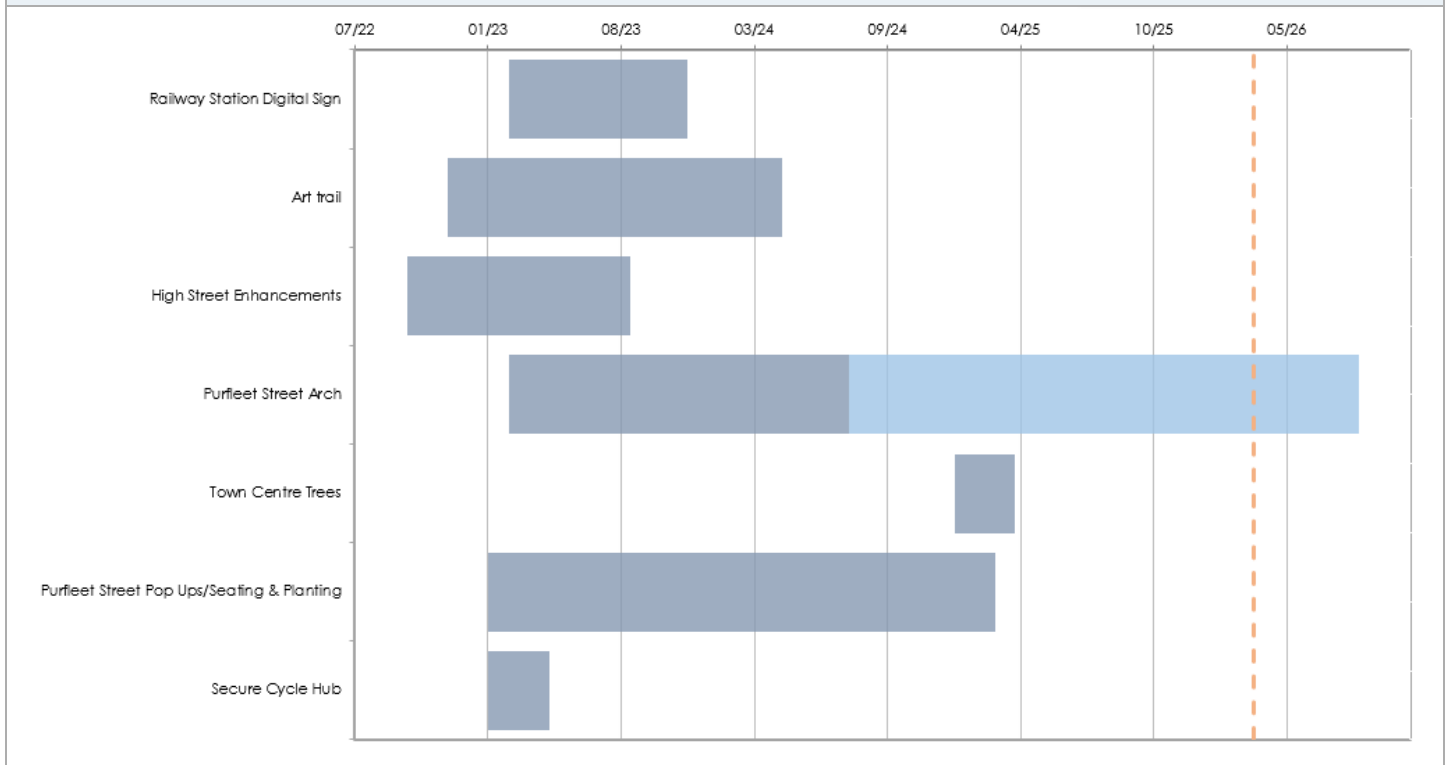
- As of 31st March 2026, project costs are £0.34m against a budget of £0.3.
- Forecasted costs are £0.38m with a £0.026m deficit which potentially UKSPF can cover if the work on the archway is completed by September 2026.

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 remains the only outstanding item.
- Procurement of the arch was paused due to the scaffold 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

The RAG Status for Resources currently rated GREEN.

- The Project Officer is due to go on maternity leave in June 2016 which will require a re-allocation of resource to complete the arch/artwork element of the project if it is decided that this will go ahead.

6. Communications and Engagement

- New photography with the new vendor will be used in press release and social media comms related to the Spring relaunch of the Pop Ups.

7. Outputs and Outcomes

7.1 Outputs

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

King's Lynn Library Project Highlight Report

Project Name:	King's Lynn Library	Project Manager	Verity Bennett	Project Sponsor:	Sarah Rhoden	Report covers period of:	March 2026
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	G	G	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 GREEN

- The library has opened to the public!

1.1 Decisions required by the Neighbourhood Board

- No decisions required this month

1.2 Achievements during this period

- The library successfully opened to the public on Monday 16th March

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
(0/25)						

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
(0/2)						

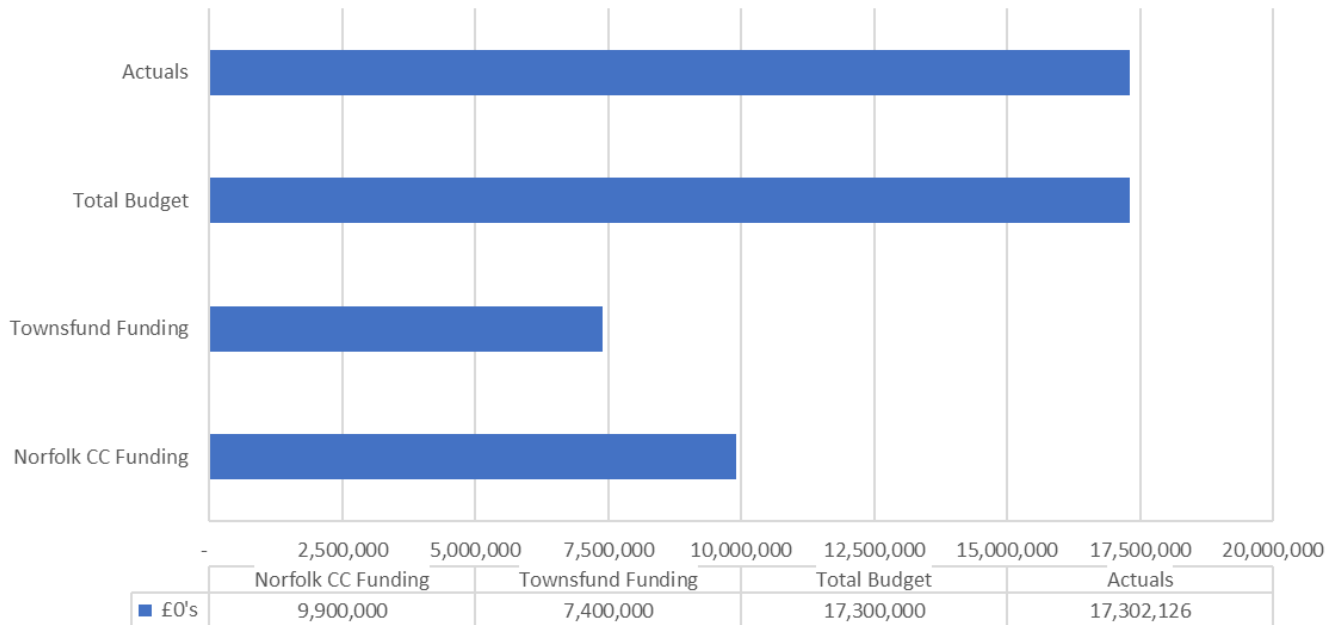
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

Note: will vary for each project



3.1 Financial Summary

Kings Lynn Library
Actuals, Budget and Forecasted spend as at 31st March 2026



3.2 Financial Commentary

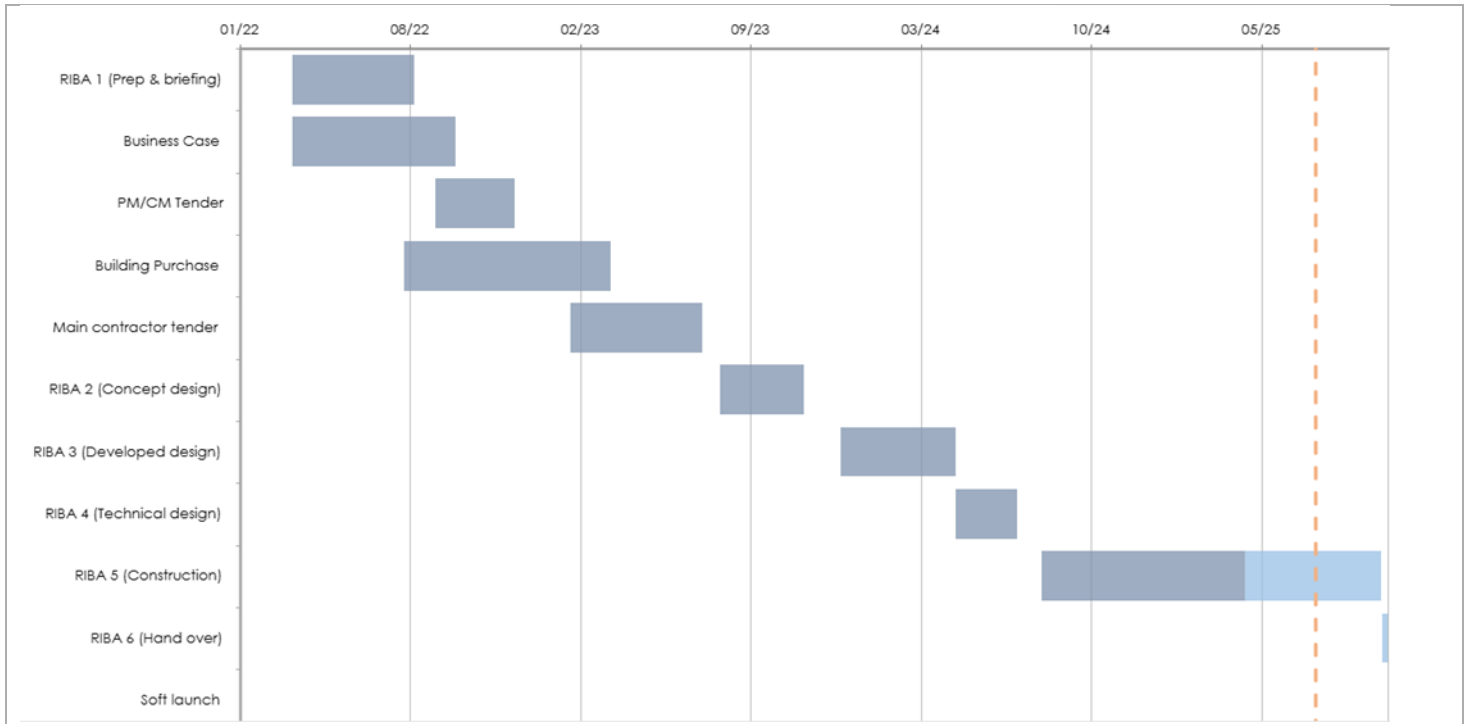
The Financial RAG rating is GREEN

- Total project actuals to date are £17.3m against an updated budget of £17.3m and is on budget. Some minor costs are still expected over the coming months along with some credit notes for flooring and other.
- Overall, the project is forecasted to be on budget at £17.3m
- Costs in this financial year total £12.5m, with prior year costs totalling £4.8m.
- The funding from the Town Deal fund was £7.4m and £9.9m from Norfolk County Council, totalling £17.3m.

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

The library has opened to the public

5. Resources Commentary

Resources remain GREEN

6. Communications and Engagement

- The library successfully opened its doors on Monday 16th March.
- The first week we welcomed 8297 visitors (compared to 911 on the equivalent week last year)
- Book issues for week one was up 277% and new member registrations up 2661%
- We have been running tours of the new facilities, and these have been fully booked every day since opening.
- Clubs restart in the library w/c 30th March and Adult Learning courses start properly after Easter.

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	
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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)	As above
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	Jun 25	
Approved by:		TDB	TDB	PB	PB	PB	PB	

Last approved document: PID May 2023

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

Major Projects Financial Summary 2025-26 Quarter Four

As at: 31st March 2026

Summary of Projects

Full Project Actuals & Budget

2025-26 Current Year Actuals vs Budget

Period:- 1st Apr-25-31st Mar-26

Forecasted Project Variance

08

Projects	Overall Actuals	Overall Budget	Budgeted Funds Remaining
	£000's	£000's	£000's
Town Centre Repurposing Boost	8	8	0
Active Clean and Connectivity Travel Hub	480	480	0
Rail to River	65	88	23
Riverfront Regeneration	366	357	(9)
Active Clean and Connectivity	1,239	3,230	1,991
Kings Lynn Library	2,596	6,360	3,764
St George's Guildhall and Creative Hub	17,302	17,300	(2)
Programme Mgmt	4,471	30,500	26,029
	490	396	(94)
Towns Fund Total	27,017	58,719	31,702
Styleman Court (Southend Road)	8,851	7,412	(1,439)
Salters Road	16,137	17,111	974
Valentine Park (Lynnsport 1)	13,365	24,734	11,369
Florence Fields (Parkway)	39,372	56,266	16,894
Housing Total *	77,724	105,523	27,799
West Winch	1,465	1,180	(285)
NORA Remediation	100	100	-
Southgates	556	630	74
EZ Development of Spec Units - Phase 1	7,332	7,332	-
Kings Lynn Enterprise Zone (NORA) **	12,577	12,577	-
Hunstanton Coastal Defence***	301	8,160	7,859
EZ, SG & West Winch Total	22,331	29,979	7,648

25-26 Budget to Mar-26	25-26 Actuals to Mar-26	25-26 Variance Over/(Under) Budget
£000's	£000's	£000's
-	-	-
-	-	-
37	15	(22)
-	77	77
417	400	(16)
1,846	1,533	(313)
12,482	12,484	2
1,553	2,129	576
45	140	95
16,380	16,780	400
281	184	(97)
354	517	163
8,416	7,472	(943)
16,250	14,817	(1,434)
25,301	22,991	(2,311)
-	144	144
-	0	0
280	94	(186)
-	84	84
-	55	55
300	301	1
580	678	98

Project Budget	Project Forecast at Mar-26	25-26 Deficit or (Under Budget / Housing Profit)
£000's	£000's	£000's
8	8	-
480	480	-
88	88	-
357	386	29
3,230	3,230	-
6,360	6,498	138
17,300	17,300	-
30,500	30,500	-
396	555	159
58,719	59,045	327
7,412	9,293	1,881
17,111	16,239	(872)
24,734	25,069	335
56,266	58,200	1,934
105,523	108,801	3,278
1,180	1,470	290
100	100	0
630	630	0
7,332	7,332	0
12,577	TBA	TBA
8,160	45,710	37,550
29,979	55,241	(25,262)

Agenda Item 9

Summary of Projects

Full Project Actuals & Budget

2025-26 Current Year Actuals vs Budget

Period:- 1st Apr-25-31st Mar-26

Forecasted Project Variance

Projects
Towns Fund Total
Housing Total ***
EZ & West Winch Total
Grand Total

Overall Actuals	Overall Budget	Budgeted Funds Remaining
£000's	£000's	£000's
27,017	58,719	31,702
77,724	105,523	27,799
21,010	29,979	7,648
125,751	194,221	67,149

25-26 Budget to Mar-26	25-26 Actuals to Mar-26	25-26 Variance Over/(Under) Budget
£000's	£000's	£000's
16,380	16,780	400
25,301	22,991	(2,311)
580	678	98
42,261	40,448	(1,813)

Project Budget	Project Forecast at Mar-26	25-26 Deficit or (Under Budget / Housing Profit)
£000's	£000's	£000's
58,719	59,045	327
105,523	108,801	3,278
29,979	55,241	(25,262)
194,221	223,088	(21,657)

KEY

Prior Year Actuals to 31st March 2025	PY
Current Year Actuals - Apr-25 to Mar-26	CY
Actuals lower than budget	(Under)
Actuals higher than budget	Over

* Housing Comments

** EZ / NORA

*** Hunstanton Coastal

Styleman Court (Southend Road) - Contracted Profit was £133k, primarily due to increased procurement costs due to COVID in 2020

Salters Road - Contracted Profit expected to be £409k, current forecasted profit is £872k but further costs may adjust the profit marginally

Valentine Park (Lynnport 1) - Original contracted loss of £432k at inception of project, the loss has reduced to £335k due to Procurement as costs more streamlined reducing original anticipated costs from sub contractors,

Florence Fields (Parkway) - Originally Contracted to make a loss of £1.34m, Procurement of sub- contractor costs have increased more than expected and tenure change as more PRS than selling privately

EZ Budgets to be confirmed, actuals used as a placeholder

The **Hunstanton Coastal** Project has £37.5m unfunded. A claim will be submitted with the Environmental Agency for GIA (Grant in Aid) funding, funding is upto 90% of eligible costs of the project, therefore BCKLWN have to date allocated £8.1m to the project for immediate emergency works in Qtr 4 2026 and 26-27.

Additional funding will be applied for in 26-27 upto c£40m from the GIA funding and CIL funding is also being considered.



POST PROJECT EVALUATION REPORT

PROJECT NAME: Salters Road (Major Housing Programme – P-21.06)

PROJECT SPONSOR: Duncan Hall

PROJECT MANAGER: James Grant / Kiley Chilvers

Version control

Version	Date	Description of change	Author
1.0	21/04/2026	First Live	James Grant Kiley Chilvers

Contributors/Reviewers

Name	Role	Date
Sarah Parker	PMO Officer	21/04/2026
Duncan Hall, Michelle Drewery & Vanessa Dunmall	Officer Major Project Board	29/04/2026

Authorisation/Approval

Date	Version	Approved by	Role/Organisation

Distribution

Role	Name	Organisation/Dept

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1. PURPOSE

The purpose of this report is to assess the project, provide evidence that the outcomes defined in the Business Case have been achieved and that the project has been successfully completed. It is also an opportunity to capture and derive any lessons learned and best practices to be applied to future projects.

On March 16, 2021, the Cabinet recommended moving forward with the Salters Road / Columbia Way development as part of the Major Housing contract with Lovell Partnerships Limited. This proposal outlined a traditional development in partnership with Freebridge Community Housing (FCH), which would purchase all properties on the site. The appraisal also factored in Homes England funding – previously approved by the Cabinet in September 2018 – to accelerate the project's timeline and support its viability.

While two previous attempts to develop this site were stalled by financial constraints, Government funding finally made the project viable. Beyond providing 78 high-quality affordable units, the scheme created a seamless link between the older North Lynn estate and the Greenpark Avenue development. It also ensured Salters Road was upgraded for Norfolk County Council (NCC) adoption and proactively addressed local flood-risk requirements.

This site marked a significant milestone as the first formal development partnership between the Borough Council and Freebridge Community Housing (FCH). The collaboration fulfilled ambitions shared during the Housing Minister's 2018 visit to accelerate affordable housing delivery. To ensure project stability, all units were sold to FCH at a pre-agreed price, with the contract structured back-to-back with agreements signed with Lovell Partnerships Ltd.

2. SCOPE AND SUMMARY OF APPROACH

As set out in the Cabinet Report of 13 January 2015, Lovell Partnerships Ltd were the preferred bidder for the Major Housing Programme, utilising a bespoke Development Management Agreement (DMA). This contract, signed on 30 April 2015, permitted the initial design of housing schemes for submission to the local planning authority and preparation for construction.

This partnership with Lovell allowed for a maximum of 1,000 housing units. To date, it has enabled the Borough Council to enter contracts for the delivery of Orchard Place (130 units), Dewside (89 units), Cowper Place (54 units), Nar Valley Park 4 (105 units), Salters Road (78 units), Styleman Court (32 units), Florence Fields (226 units), and Valentine Park (96 units).

Following the granting of planning permission, the scheme underwent reassessment, and a Project Partnering Contract 2000 (PPC 2000) was drafted and executed. For Salters Road, this agreement was divided into two distinct phases. The first contract, covering ground engineering works, was signed on 13 September 2021 for £3,587,173.55. The second contract, for the main construction works, was signed on 9 January 2023 for £16,111,397; this sum included for the design fees and other costs previously incurred by Lovell under the DMA.

3. SUMMARY OF THE PROJECT'S PERFORMANCE

The overall performance of the project was positive, considering all the issues the project team and partners had to deal with during its delivery.

Key points that the project team note:

- Freebridge Community Housing, as an integral partner in the project, has introduced an additional layer of governance and complexity to contract management alongside their partners and advisors, Longhurst and AECOM. However, the relationship also brings clear advantages: we are working with a single, known buyer rather than managing multiple transactions, which reduces risk for the Council, provides greater certainty, and allows us to benefit from the experience and learning of another local organisation.
- The Corporate Project Team structure evolved throughout the different phases of the project to ensure optimal support, with the lead project officer transitioning from one team member to another as the project progressed. The team adapted effectively to these changes.
- Lovell's Project Partnering Contract 2000 (PPC 2000) has been delivered under budget during a period of significant financial pressure. Achieving this level of cost control in such a challenging market demonstrates the strength of the partnership and its ability to navigate complex setbacks while identifying and realising cost saving opportunities
- Whilst the project did suffer a number of delays, the delivery team worked well to mitigate and recover from them, so that the housing delivery was achieved successfully.
- The project was significantly impacted when the appointed groundworker, Bowie Construction, entered administration during the construction phase. This necessitated the urgent appointment of an alternative contractor. Despite this major challenge, the project was not negatively impacted.
- Final project completion was delayed by unforeseen drainage issues. Remedial works were completed by 3 April 2026; these included the partial removal and reconstruction of a section of surface water drainage, along with the reinstatement of the road above it.

4. OUTPUTS

4.1.ACHIEVED (AS DEFINED IN THE BUSINESS CASE)

Output Description	Evidence of delivery		Date
	Business Case (as per Cabinet Report March 2021)	Achieved	
Affordable Units	78	78	Final plot transferred to FCH on 19/12/2024

4.2.RESIDUAL OUTPUTS EXPECTED

Output Description	Expected evidence of delivery	Date Expected
Road Adoption	Confirmation from NCC Highways that the adoptable roads under this development are under their ownership and maintenance.	Remedials currently being completed by the contractor to enable adoption – Process commenced April 2026
Adoption of public open spaces, including the attenuation pond / lagoon	Confirmation has been received from the Public Open Spaces (POS) Team that the areas previously under the responsibility of the Corporate Project Team are now under their maintenance.	POS adoption delayed due to Highways adoption - April 2026

4.3.UNEXPECTED OUTPUTS:

Output Description	Expected evidence of delivery	Date Expected
N/A		

4.4. CAPITAL AND REVENUE FORECASTS VS ACHIEVED (IF APPLICABLE)

Description		Evidence of delivery			
		Business Case (Cabinet Report)	To-date (A)	Expected Future (B)	Total (A+B)
Income	FCH	£13,878,000	£16,045,637	£0	£16,045,637
	Homes England ACP Grant	£1,065,550	£1,065,547	£0	£1,065,547
Costs		£14,843,570	£16,363,492	£62,013	£16,425,505*
Profit/ (Loss)		£100,000	N/A		£685,679
Profit Share Payment **		£10,000	N/A		£68,570
Nett Surplus / (Deficit)		£90,000	N/A		£617,111

* Subject to final adjudication of costs between QS and Accountancy Team.

** When the scheme is profitable, 90% of the earnings go to the council and 10% will be a payment to Lovell. If no profit is made, then the council takes on the loss.

5. OUTCOMES

5.1. OUTCOMES ACHIEVED

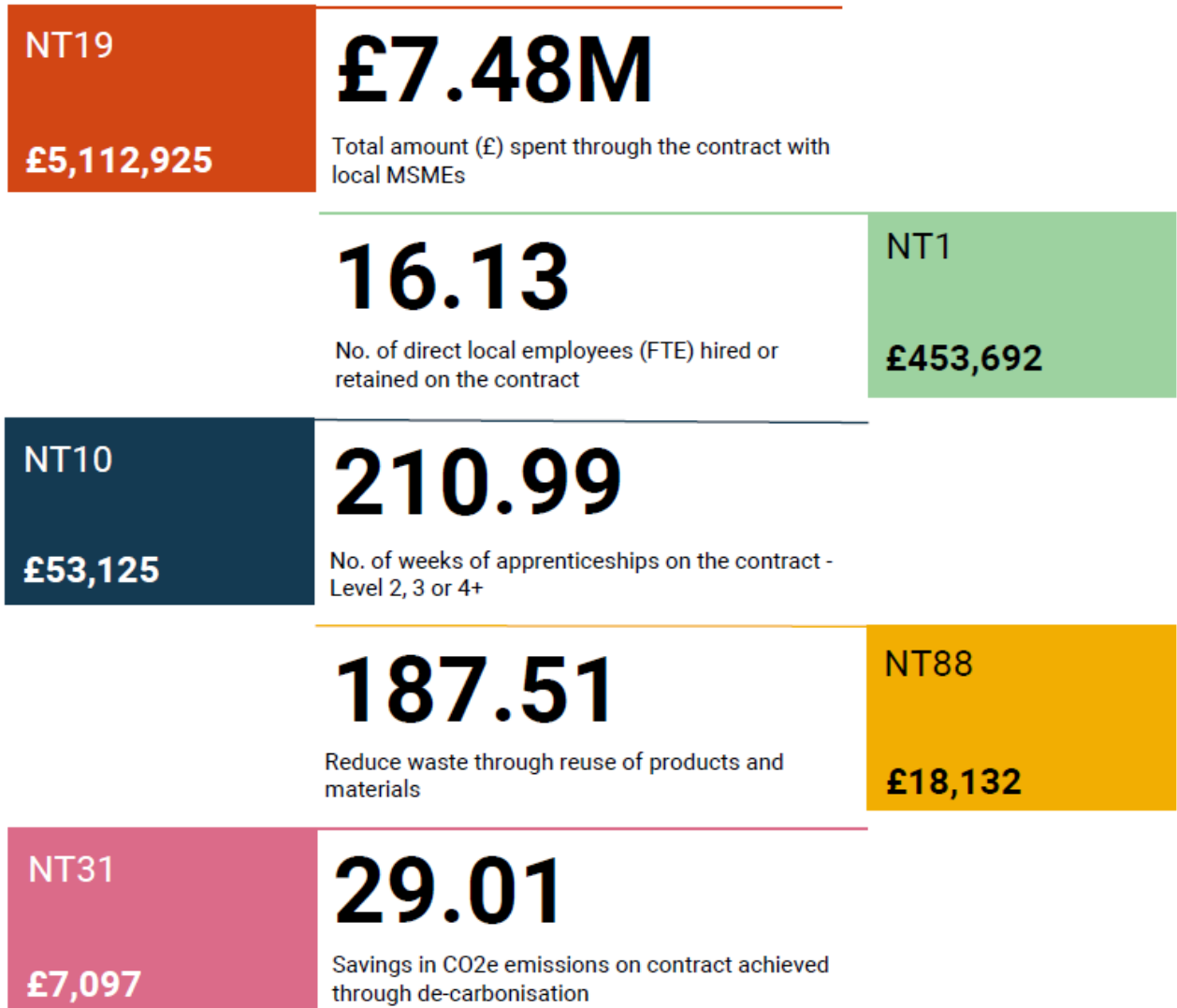
Although there were no formal outcomes defined in the Business Case or partnership contract, the wider relationship with Lovell includes a requirement to deliver Social Value outcomes. The highlights of those delivered during the construction delivery are shown below.

The transformation of the 2.5-hectare site represents a significant regeneration success for the area. Formerly used for allotments, the land had fallen into disuse, becoming scrubland and a persistent hotspot for fly-tipping and environmental neglect. This project has successfully delivered the remediation of this degraded land, replacing a source of local blight with a high-quality, well-designed residential neighbourhood.

The construction of 78 new homes, subsequently transferred to a Registered Provider, directly supports the Council's wider housing responsibilities by helping to meet statutory duties regarding homelessness and housing need. Providing secure, long-term accommodation offers residents far greater stability and life opportunities than temporary housing, while also delivering a more cost-effective and sustainable solution for the Council. Furthermore, partnering with an established provider ensures these homes are managed by an organisation with the expertise to support tenants and maintain asset quality, contributing positively to the long-term social value of the development.

The social value outcomes achieved through the project are set out below and have been assessed using the Themes, Outcomes & Measures (TOMS) and National Themes (NT) framework. This provides a consistent method for capturing the wider benefits generated through the development. Lovell use this system to quantify the social value created during construction — including local employment, apprenticeships, and spend with local suppliers — helping to demonstrate the broader community impact delivered alongside the new homes.

Top 5 TOMs: delivery overview



A410271 - Salters Road, King's Lynn

Social Value Breakdown by Theme

Innovation: Promoting Social Innovation	£0
Jobs: Promote Local Skills and Employment	£508,775
Social: Healthier, Safer and more Resilient Communities	£161
Growth: Supporting Growth of Responsible Regional Business	£5,113,329
Environment: Decarbonising and Safeguarding our World	£27,009

Social Value Breakdown

	Social Value delivered	Units delivered
Local Employment	£453,692	16 people
Apprenticeships	£53,125	211 weeks
Training Opportunities	£1,907	6 weeks
Educational Sessions	£51	3 hours
MSME Spend	£5,112,925	£7,482,145
Volunteer Hours	£161	10 hours
Staff Support	£404	4 hours
Carbon Reduction	£7,097	29 tCO ₂ e
Waste Reduction	£19,912	206 tonnes

*Social Value Portal A410271 – Salters Road, Kings Lynn. Morgan Sindall Group

Lovell have shown to be a good, conscientious partner; consistently delivering over and above their social value commitments.

5.2. OUTCOMES NOT ACHIEVED

N/A

5.3. RESIDUAL OUTCOMES EXPECTED

There are no further outcomes expected.

5.4. UNEXPECTED OUTCOMES

Outcome Description	Evidence of realisation	Date
<p>Creating Communities events in North Lynn</p> <p>Events held in local communities to share information with residents about services and organisations in their local area, as well as to bring people together to meet each other and gain information which is useful to them.</p>	<p>Around 40 people attended the first event; 20 of them provided their feedback (all positive). Their comments were collated and will form part of a future strategy document for community engagement and placemaking. Initial findings showed that having information on services and activities available in the area has been valuable.</p> <p>Feedback from previous events enabled the team to create a leaflet that holds information on local statutory services, which is being distributed in addition to one focusing on community and voluntary organisations.</p>	<p>03/02/2024</p> <p>15/03/2025</p>
	<p>Creating Communities also attended a separate event called “London to Lynn”. This showed how the local community came together to support the charity fundraising event. It was also an opportunity to showcase the information Creating Communities holds and ways to get involved in the local area and meet new people.</p>	<p>21/09/2024</p>
<p>The relationship between the Corporate Projects Team and the FCH Delivery Team has strengthened, despite being on opposite sides of the contract and facing some challenging negotiations both before entering the agreement and during delivery. Overall, FCH has embraced the Boroughs partnership goals, and the team have built a strong, collaborative relationship that continues to progress, enabling all to better support the residents of our communities and potentially contribute successfully to future schemes.</p>	<p>Professional assessment and feedback provided by the BCKLWN Principal Project Manager, based on direct involvement throughout contract negotiation and delivery</p>	<p>Jan 2026</p>

6. RISKS AND ISSUES

The project team identified six critical risks and issues that shaped the delivery of the Salters Road development.

	Risk or issue	Outcome / Mitigation	Status
Construction Inflation	High potential for rising material and labour costs due to the global economic climate and extended project timeline.	The team proactively purchased materials early and utilised nearby storage. This locked in prices, protected the budget, and ensured financial success.	Closed
Supply Chain Instability	Wider economic crisis led to subcontractor capacity issues, financial strain, or business failure.	When instability materialised, the team undertook additional procurement to source and engage replacement firms to maintain progress.	Closed
ACP Funding (Homes England) delivery pace	Required a 130% delivery pace (vs. traditional programmes) and Modern Methods of Construction (MMC), increasing administrative pressure.	Strict adherence to Homes England targets protected the funding and maintained the Council's reputation for successfully delivering complex schemes.	Ongoing – Final review with Homes England ongoing
Contract with Freebridge Community Housing	Increased complexity and quality assurance requirements compared to standard projects.	Timely and critical decision-making ensured that homes were delivered within the required timeframe and met all partner standards.	Closed
Golden Brick	A new delivery mechanism for the team, presenting both operational advantages and challenges.	With the support of external advisors, the team developed significant experience in this area, providing a valuable template for future Council delivery mechanisms.	Closed
Land & Technical Issues	Legal complexities involving allotments, highways ownership, boundaries, and the attenuation pond.		Ongoing – until areas are officially adopted

7. FORWARD ACTIONS

Works to deliver Residual outputs expected (see 4.2 above)

Area	Description	Owner	Status	Delivery date
External Adoptions	Final adoption of highway infrastructure by NCC Highways and sewer networks by Anglian Water.	Project Officer	Drainage and road infrastructure are currently being repaired and made good; formal inspections will be scheduled upon completion.	Final inspection / handover commenced April 2026
Internal Adoptions	Transfer of Public Open Space (POS) areas to the Council's internal maintenance teams.	Clerk of Works	Inspections are being coordinated to take place immediately following the completion of these areas – used as site compound whilst drainage and road where detailed above where completed.	Final inspection / handover April 2026
ACP Funding (Homes England) delivery pace	Provide evidence to Homes England to demonstrate compliance with grant funding requirements.	Project Officer / Finance Team / Strategic Housing Team	Information collation and review ongoing.	Q2 2026

8. PERFORMANCE AGAINST PLAN

	Estimated	Actual	Comment
Income	Business Case - £13,878,000 Agreement for Sale & Development – £15,744,847	£16,045,637	Costs have increased since the original business case due to inflation and a more accurate understanding of development build costs and projected house values following detailed design work by the project team. Additional items requested by, and rechargeable to, FCH (such as flooring) have also been incorporated since the Agreement

			for Sale & Development was completed.
Staff Resource	1x Assistant Director 1x Project Officer 1x Clerk of Works 1x Apprentice Clerk of Works 1x Project Support Officer	1x Assistant Director 1x Principal Project Manager 1*x Project Officer 1x Clerk of Works 1x Apprentice Clerk of Works 1x Project Support Officer	Changes in personnel and team structure over project's lifetime * 2 Project Officers were utilised on the same project for a period of around 18 months to deal with the administration of the two parallel contracts (i.e. Project Partnering Contract 2000 (PPC 2000) contract with Lovell and Golden Brick Sales contract with FCH)
Timescales	161 weeks (contract programme 07/12/2022) Project Partnering Contract 2000 (PPC 2000) 1 & Enabling works – 65 weeks PPC 2000, 2 – Construction works – 96 weeks	Overall programme 163 weeks PPC 2000, 2 – 98-week programme	The project was delivered two weeks behind schedule due to a number of factors, for which extensions were agreed through the formal Extension of Time (EoT) mechanism within the contractual relationships between the parties. Reasons listed within the EoT include: <ul style="list-style-type: none"> - Inclement weather - Amendments to flooring scope - UKPN damages - Delays to flooring choices - Boundary issues with FCH - Changes to Internal Drainage Board scope - Combining of phases 5a and 5b

9. LESSONS IDENTIFIED

A comprehensive review exercise was undertaken with the Lovell operational team and Corporate Projects team members, which identified several key learning opportunities and authority-wide recommendations for future developments. We also intend to carry out a similar review with Freebridge Community Housing; however, despite efforts on both sides, we have so far been unable to align diaries.

Area of work	Description of lesson learned	Recommendation / Action	Responsibility
Golden Brick	The financial and legal structure proved highly complex to manage and execute within the project timeline.	Carefully evaluate the necessity of this structure for future schemes. The Principal Project Manager must be consulted on any Golden Brick arrangement prior to initiation.	Principle Project Manager & Project Officer
Boundary Management	Discrepancies between physical site boundaries and registered titles	1. Undertake detailed topographical surveys at the earliest stage.	Principle Project Manager & Project Officer

Area of work	Description of lesson learned	Recommendation / Action	Responsibility
	must be identified early to ensure designs are based on actual ownership.	2. Instruct solicitors to perform thorough title searches to identify potential conflicts.	
Due Diligence	Early identification of complex legal and physical issues is essential for timely resolution.	Ensure comprehensive due diligence is initiated at the project's inception to allow for legal and technical mitigation.	Principle Project Manager & Project Officer
Design Integration	<p>1. Levels where new gardens met existing Loringa Road properties required better integration.</p> <p>2. Maintenance access for on-site SuDS and drainage was identified too late.</p>	Increase stakeholder involvement during the initial design phase to set core principles before the fundamental layout is finalised.	Principle Project Manager / Design Team
Programme Pace	Houses were rushed to meet ambitious dates promised to FCH, leading to quality pressure.	<p>1. Ensure the main contractor (Lovell) allows sufficient contingency in the programme.</p> <p>2. Negotiate realistic handover dates that the project team agrees are achievable.</p>	Principle Project Manager & Project Officer
Sub-Contractor Insolvency	The failure of a major subcontractor (e.g., groundworkers) significantly impacts performance, regardless of the main contractor's stability.	<p>1. Implement quarterly credit checks on major subcontractors.</p> <p>2. Conduct a detailed analysis of a subcontractor's capacity and past performance before appointment.</p>	Principle Project Manager & Project Officer
Site Logistics	Developing a site often requires temporary space exceeding the project boundary for welfare, parking, and storage.	Space requirements for temporary facilities must be secured early, ideally during the drafting of the Pre-Construction Information (PCI) package.	Principle Project Manager & Project Officer

Area of work	Description of lesson learned	Recommendation / Action	Responsibility
Legal Support	Complex schemes often require specialist legal advice that may not be fully foreseen at project initiation.	The project contingency budget must include a specific allowance for specialist legal advice, based on an initial complexity analysis.	Principle Project Manager & Project Officer
Partnership Communication	The involvement of multiple partners (FCH, AECOM, Longhurst) and independent Clerks of Works added layers of oversight.	Establish clear lines of communication at the outset. The project team must have a defined contact matrix for all circumstances.	Principle Project Manager & Project Officer

10. FURTHER POST-PROJECT REVIEW

Whilst several post-project activities remain outstanding, including road / utility adoptions, these tasks are standard processes for the department and do not require further specific post-project review.

Upon completion of the final "Major Housing" scheme, a post-programme review should be undertaken that will incorporate the Salters Road project as well as other Major Housing projects.

It is recommended that this programme review should include:

- Programme Financial Return
- Housing Delivery Outputs
- Programme Social Value Outputs
- Partnership Relationship and Structure
- Outstanding actions
- Lessons Learnt

PROJECT-SPECIFIC ADDITIONS

11. SPECIFIC FUNDING REQUIREMENTS & HOMES ENGLAND

This scheme received significant support from the Homes England Accelerated Construction Programme (ACP) grant, which provided £1,065,547 in funding.

This grant was crucial, as it unlocked the financial viability of the project. However, the funding was conditional on the use of Modern Methods of Construction (MMC) to accelerate housing delivery, which added another layer of complexity in terms of reporting, legal compliance, and procedural requirements mandated by Homes England.

12. SUBCONTRACTOR ADMINISTRATION

During the project, Bowie Construction – the project's groundworkers – went into administration. The potential impact of this subcontractor cannot be understated. Groundworkers are the first sub-contractor on site to prepare a project and the last to leave, completing works associated with road and drainage options when the last house has been completed. Approximately 10% of the total cost of the Salters Road Projects was within the groundworks package.

Bowie Construction had been working on the majority of sites since the inception of the major housing program and had bought into the culture of the major housing partnership, offering innovative solutions that successfully deliver challenging sites in a commercially responsible manner. They had an established local workforce that were working across both our Salters Road and Florence Fields projects. Their sudden and unexpected administration was the largest issue the partnership has had to overcome.

Lovell Partnerships Ltd and the Borough Council worked together closely to assess the situation, re-procure the groundworks package, and ensure the successful delivery of the project with minimum delay to the project or program. The solution was a commercial success, with costs not significantly increasing by utilising an alternative groundworks firm we were already using on another site. This also involved undertaking a review of the works Bowie had completed and ensuring that the risks associated with these works, their future maintenance, and the relationship with future works undertaken by the replacement firm were understood and risks appropriately allocated.

Whilst, like any long-term relationship, the Borough Council and Lovell Partnership have had moments of strain and complexity, the overcoming of this issue demonstrated the strength of the partnership and its ability to overcome and mitigate complex issues to the benefit of both organizations.

13. FURTHER AND ONGOING SERVICE LEVEL AGREEMENTS (SLA)

The properties are protected by a 10-year warranty package provided by National House Building Council (NHBC), ensuring long-term security and peace of mind regarding the integrity of each new home. The properties are also covered by 2 years of initial customer care and defect cover provided directly by Lovell's.

14. ADOPTIONS

The completion and subsequent adoption of various assets within the development follow specific procedures:

The drains and highways are scheduled for adoption by Anglian Water and Norfolk County Council retrospectively following a stipulated maintenance period. The Corporate Projects Team will retain responsibility for managing and monitoring this adoption process.

Areas of designated public open space will be transferred to the Borough Councils Public Open Space Department. The Corporate Projects and Open Spaces Teams will continue to work closely to ensure the handover delivers a high-quality built environment that can be efficiently maintained using existing council resources.

The council will retain the attenuation pond, along with all associated responsibilities. This asset has been added to the council's ditches and dykes contract, which is managed by Property Services.

For future developments, consideration must be given to factoring a commuted sum into project costs. This sum is essential to support the Public Open Space Team in meeting future maintenance liabilities.

15. CREATING COMMUNITIES

The Salters Road Project Team hosted a number of Creating Communities events during and after the construction of Salters Road.

The drop-in events brought together a range of partners, including the Borough Council of King's Lynn and West Norfolk, its Lily service and Beat Your Bills roadshow, Alive West Norfolk, Community Action Norfolk, local Police service and Fire Service and others to provide advice and information on services, facilities, and activities in the area.

The events, and the wider Creating Communities program within which it sits, aim to be a catalyst for community building. It does this by providing new residents with information on local services, giving them the opportunity to meet existing residents, and facilitating collaboration to create the community groups they require.

16. DISPOSAL STRUCTURE – GOLDEN BRICK & RELATIONSHIP WITH FCH

Contract Structure and Handover Mechanism

During negotiations with Freebridge Community Housing (FCH), the Council established a "Golden Brick" mechanism as the preferred approach for the nine-phase handover process. This structure strategically tied payments to construction milestones and managed land transfer risks through a definitive schedule:

- Initial Deposit: A deposit was secured from FCH at the outset of the agreement.
- Land and Property Transfer (Golden Brick Stage): Ownership of the land and partially completed properties for each phase officially transferred to FCH upon achieving "Golden Brick" status (defined as the completion of foundations).
- Stage Payments: Subsequent payments for the remainder of each phase were calculated and received based on monthly valuations of certified works, continuing until the final phase handover.

Management of Operational Complexity

The administration of this Golden Brick structure presented significant operational complexity, requiring greater internal management resources than the Council's standard invoicing arrangements with partners like Lovell.

A key strategic divergence from previous projects was the replacement of the traditional house sales element with this mechanism. While the sales process remained the responsibility of Lovell and their solicitors, the Council was directly responsible for managing and executing the multi-phased Golden Brick transfer process.

The project team successfully navigated this self-managed mechanism through robust collaboration, providing a valuable learning experience for the Council in managing complex, "stage-gate" land transfers.

Contractual Risk Mitigation & Indemnities

As a mandatory contractual requirement, the Council provided an indemnity to FCH covering a range of identified risks. Crucially, this included risks associated with the site's previous use as allotment land.

This provision was essential due to the process undertaken by the Council to confirm the plots were non-statutory allotments. This determination was critical, as it permitted the land to be re-purposed without requiring the specific approval of the Secretary of State.

The indemnity clause protects FCH against potential liabilities, claims, or costs – such as legal challenges or remediation – related to the former allotment status. Managing this level of specific indemnification represented a significant contractual complexity for the Borough. However, the project team successfully navigated the process, significantly contributing to the Council's expertise in managing complex land-use and title risks.

17. HIGHWAYS INFRASTRUCTURE & SECTIONAL AGREEMENTS

The development scope included extending Salters Road to connect Columbia Way with Losinga Road. This involved making good the existing highway, footpaths, and car parks within the site boundaries. Additionally, a new road, Taylors Drive, was created – named in honour of the late seed merchant who previously occupied the site.

To formalise these changes and integrate the new infrastructure, land transfers and "first registrations" of parts of the site were required. These steps were essential components of the Section 38 (adoption of new roads) and Section 278 (works on existing public highways) Agreements.

Securing these agreements was complicated by the fact that Salters Road was previously designated as a Bridleway, despite never having been formally adopted into the public highway network. These specific legal and technical challenges were successfully overcome, and the correct sectional agreements were formally executed.

The final adoption of these roads, following the mandated maintenance and "snagging" period, remains one of the project's final outstanding workstreams.

Salters Road

Post Project Evaluation



Photos





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LOVELL



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Outputs and Outcomes

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	1 Bed	2 Bed	3 Bed	Total
Affordable Rent	15	32	21	68
Shared Ownership	0	6	4	10
Total	15	38	25	<u>78</u>



Outputs and Outcomes

- Strengthened relationship with Freebridge Community Housing
- Financial Return to BCKLWN
- 78 Affordable Homes
 - 10 Shared Ownership
 - 62 Affordable Rent
- Social Value – Construction Relationship
 - 7.48m spent through Local Micro, Small, and Medium Enterprises (MSMEs)
 - 211 Weeks of apprenticeships, level 2, 3 or 4
- Social Value - Project
 - Environmental Regeneration
 - Housing Support



Project Overview

FCH

- Sought Independent Funding to support investment
- Borough Council of King's Lynn and West Norfolk's Client
- Managed contractual relationship with external support



BCKLWN

- Gained Planning Approval
- Accelerated Construction Programme Funding
- Delivered Housing Major Housing Programme
- Retained Project Risk
- Bespoke Delivery Agreement with FCH (including Golden Brick Mechanism)



LPL

- Managed construction process
- Traditional PPC 2000 Relationship with BCKLWN

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Financial Review

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Description		Evidence of delivery			
		Business Case (Cabinet Report)	To-date (A)	Expected Future (B)	Total (A+B)
Income	FCH	£13,878,000	£16,045,637	£0	£16,045,637
	Homes England ACP Grant	£1,065,550	£1,065,547	£0	£1,065,547
Costs		£14,843,570	£16,363,492	£62,013	£16,425,505*
Profit/ (Loss)		£100,000	N/A		£685,679
Profit Share Payment **		£10,000	N/A		£68,570
Nett Surplus / (Deficit)		£90,000	N/A		£617,111



Ongoing Works

- Defects Liability (Back-to-back relationship with FCH & Lovell)
- External Adoptions (Highways and Utility Adoptions)
- Internal Adoptions (Public Open Space – Including Lagoon)
- Homes England Review

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Lessons Learnt

Area of work	Description of lesson learned	Recommendation / Action
Golden Brick	The financial and legal structure proved highly complex to manage and execute within the project timeline.	Carefully evaluate the necessity of this structure for future schemes. The Principal Project Manager must be consulted on any Golden Brick arrangement prior to initiation.
Boundary Management	Discrepancies between physical site boundaries and registered titles must be identified early to ensure designs are based on actual ownership.	<ol style="list-style-type: none"> 1. Undertake detailed topographical surveys at the earliest stage. 2. Instruct solicitors to perform thorough title searches to identify potential conflicts.
Due Diligence	Early identification of complex legal and physical issues is essential for timely resolution.	Ensure comprehensive due diligence is initiated at the project's inception to allow for legal and technical mitigation.
Design Integration	<ol style="list-style-type: none"> 1. Levels where new gardens met existing Losinga Road properties required better integration. 2. Maintenance access for on-site SuDS and drainage was identified too late. 	Increase stakeholder involvement during the initial design phase to set core principles before the fundamental layout is finalised.
Programme Pace	Houses were rushed to meet ambitious dates promised to FCH, leading to quality pressure.	<ol style="list-style-type: none"> 1. Ensure the main contractor (Lovell) allows sufficient contingency in the programme. 2. Negotiate realistic handover dates that the project team agrees are achievable.



Lessons Learnt – Continued

Area of work	Description of lesson learned	Recommendation / Action
Sub-Contractor Insolvency	The failure of a major subcontractor (e.g., groundworkers) significantly impacts performance, regardless of the main contractor's stability.	<ol style="list-style-type: none"> 1. Implement quarterly credit checks on major subcontractors. 2. Conduct a detailed analysis of a subcontractor's capacity and past performance before appointment.
Site Logistics	Developing a site often requires temporary space exceeding the project boundary for welfare, parking, and storage.	Space requirements for temporary facilities must be secured early, ideally during the drafting of the Pre-Construction Information (PCI) package.
Legal Support	Complex schemes often require specialist legal advice that may not be fully foreseen at project initiation.	The project contingency budget must include a specific allowance for specialist legal advice, based on an initial complexity analysis.
Partnership Communication	The involvement of multiple partners (FCH, AECOM, Longhurst) and independent Clerks of Works added layers of oversight.	Establish clear lines of communication at the outset. The project team must have a defined contact matrix for all circumstances.



Any Questions?

Thank you for your time



Member Major Projects Board meeting – 11th May 2026

Housing Developments Steering Group – update

Background

As updated to MMPB at its meeting in January 2026, a Housing Development Steering Group (HDSG) has been in place since December 2025 to provide enhanced member-level oversight of the Council's housing development programme, strengthening governance, financial transparency and risk management. It was agreed to provide regular updates from the HDSG to MMPB.

Update as at end April 2026

Since the last update to Members, the Group has met formally in February and April 2026. Key areas of focus during this period have included:

- Governance and assurance
 - The Group's Terms of Reference have been agreed, clarifying its role in providing strategic direction and oversight to the housing development programme.
 - Arrangements are in place to ensure consistent reporting, document control and access for all Steering Group members.
- Programme performance and reporting
 - The Steering Group has reviewed successive Programme Highlight Reports, noting improvements in clarity, structure and maturity as these are developed.
 - Work is ongoing to improve how financial data (cashflow, build costs and sales performance) is presented, including alignment with wider corporate reporting.
- Financial and market considerations
 - Members have reviewed scheme-level financial performance and emerging market factors affecting sales and build costs.
 - Market intelligence and horizon scanning form part of ongoing discussions to ensure schemes remain viable and responsive to changing conditions.
- Delivery risks and emerging issues
 - Key delivery risks, including cost inflation, sales rates and the impact of external factors, have been discussed, with mitigating actions identified which could include future decisions on tenure changes.
 - Forward-looking issues, such as the impact of planned highways works near existing developments, have been noted, with assurance sought on communication and community engagement plans.
- Social value and data maturity
 - The Group has reviewed social value reporting from development partners and discussed alignment with the Council's emerging corporate social value framework.
 - Members have considered the use of Power BI dashboards and other data tools to support clearer, more timely reporting on programme performance.

Duncan Hall
Assistant Director, Regeneration, Housing & Place
30.04.2026

OFFICER MAJOR PROJECTS BOARD MEETING NOTES

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



Date: 16 April 2026		Location: Via MS Teams			
Time: 11:00am		Chair:			
Board Attendees					
Carl Holland (CH)					
Optional Attendees					
Sarah Parker (SP)					

	<p>Decision Taken Due to low attendance, it was the decision of Carl Holland, Assistant Director of Finance on 16.04.2026 to review all OMPB documents via the written procedure, (via email) outside of the usual cycle of Board meetings in order to provide clear oversight and review of the below papers ahead of submission to the Q4 MMPB meeting scheduled 11.05.2026.</p> <p>This was subsequently agreed by all Board members.</p>	
1.	Apologies Michelle Drewery, James Arrandale, Vanessa Dunmall	
2.	<p>Action Log The Board reviewed the OMPB Action Log and actions were updated accordingly. It was identified that with regards to action 6, the OMPB ToR and Attendees can be determined by the Officers, without onward approval by Cabinet and can be updated accordingly.</p>	
3.	<p>Notes from the previous meeting Notes from the previous OMPB meeting were agreed.</p>	
4.	<p>Project Highlight Reports Project Highlight Reports covering Q4 2025/26 were reviewed via email as follows:</p> <ul style="list-style-type: none"> a. P-21.02 NORA EZ – Road Infrastructure <ul style="list-style-type: none"> - The Board suggested changes were made to the overall status and financial commentary regarding the costs. - Subject to the requested changes, report agreed. b. P-21.05 Major Housing – Florence Fields (Parkway) <ul style="list-style-type: none"> - The Board requested that commentary was added to reflect the current status on section 3.2 - Subject to the requested changes, report agreed. c. P-21.08 Major Housing – Styleman Court, Hunstanton (Southend Road) <ul style="list-style-type: none"> - The Board requested minor changes to section 2.2, 3.1 and 4.1. - Subject to the requested changes, report agreed. d. P-21.09 West Winch Growth Area <ul style="list-style-type: none"> - The Board requested minor updates to section 1, 3.2 and 7.2. - Subject to the requested changes, report agreed. e. P-21.10a Southgates – Place Making <ul style="list-style-type: none"> - Report on hold and not reported currently. f. P-21.10b Revised STARS Scheme <ul style="list-style-type: none"> - The Board requested some clarification in section 1.2 - Subject to requested change, report agreed. 	

OFFICER MAJOR PROJECTS BOARD MEETING NOTES



	<p>g. P-23.08 Major Housing – Valentine Park (Lynnsport 1)</p> <ul style="list-style-type: none"> - The Board requested narrative on the financial commentary. - Subject to requested change, report agreed. <p>h. P-25.08 Hunstanton Coastal Defence Works</p> <ul style="list-style-type: none"> - The Board requested some clarification around the narrative in sections 2.1, 2.2 and 3.1. - Subject to requested change, report agreed. 	
5.	<p>Q4 Financial Report</p> <p>The Board addressed the report via email and highlighted some minor changes to be made. Following the suggested changes this was then agreed.</p>	
6.	<p>Agenda items for the MMPB meeting to be held on 11.05.2026</p> <p>Noted.</p> <p><u>Standing items:</u></p> <ul style="list-style-type: none"> - Action log - OMPB minutes (for information) - Overview report for projects (taken from overall summary sections) - Project Highlight reports – covering Q4 2025/26 (as agreed at item 4) - Major Projects Financial Summary (attached) - Update report from the Housing Developments Steering Group <p><u>Other items:</u></p> <ul style="list-style-type: none"> - Salters Road Post Project Evaluation <p><u>Items to be programmed:</u></p> <ul style="list-style-type: none"> - Styleman Court Post Project Evaluation - St George's Guildhall 	
7.	<p>AOB</p> <p>Due to timings, an additional meeting for OMPB members will be held on 29.04.26 to review the Salters Road Post Project Evaluation Report prior to MMPB agenda issue. [This mtg took place and the report was agreed.]</p>	
	<p>Date of next meeting: Thursday 20 August 2026 @ 09:30 via Teams</p>	

MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2026 – 2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
11 th May 2026				30 th May 2026	1 st May 2026
	Salters Road Post Project Evaluation	Update	James Grant		
	Update report from the Housing Developments Steering Group	Standing item	James Grant		
12 ¹	Major Projects Financial Summary 2025 – 2026 Q4	Standing Item	Carl Holland		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
14 th September 2026				3 rd September 2026	4 th September 2026
	Styleman Court Post Project Evaluation	Update	James Grant		

	Major Projects Financial Summary 2026 – 2027 Q1	Standing Item	Carl Holland		
	Guildhall Update	Update	Robin Lewis		
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
122	OMPB Minutes	For Information			
4 th November 2026				26 th October 2026	27 th October 2026
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
	Major Projects Financial Summary 2026 – 2027 Q2	Standing Item	Carl Holland		
	Action Log	Standing Item	Vanessa Dunmall		

	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
10 th February 2027				1 st February 2027	2 nd February 2027
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
123	Major Projects Financial Summary 2026 – 2027 Q3	Standing Item	Carl Holland		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
10 th May 2027				30 th April 2027	1 st May 2027

	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
	Major Projects Financial Summary 2026 – 2027 Q4	Standing Item	Carl Holland		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			