



Member Major Projects Board

Agenda

**Friday, 9th October, 2026
at 11.30 am**

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

1st October 2026

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Friday, 9th October, 2026 at 11.30 am** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Apologies**
2. **Minutes** (Pages 6 - 13)
3. **Declaration of Interest** (Page 14)

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

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

4. Urgent Business Under Standing Order 7

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

5. Members Present Pursuant To Standing Order 34

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

6. Chair's Correspondence

7. Standing Item: Action Log (Page 15)

8. Standing Item: Project Highlight Reports including the Overview Report (Pages 16 - 62)

Major Project Highlight Reports

P-21.09 West Winch

Major Housing Programme Highlight Report

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

9. Standing Item: Major Projects Financial Summary 2026 - 2027 Q1 (Pages 63 - 64)

10. Deep Dive Presentation on Hunstanton Coastal Defence Project (Pages 65 - 99)

11. Update from Housing Developments Steering Group (Page 100)

12. **Officer Major Projects Board Minutes (For Information)** (Pages 101 - 102)

13. **Work Programme** (Pages 103 - 106)

14. **Date of Next Meeting**

4th November 2026 at 9:30am in the Council Chamber, Town Hall

To:

Member Major Projects Board: A Beales (Chair), 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
Duncan Hall, Assistant Director, Regeneration, Housing and Place
Emma Hodds, Chief of Staff and Monitoring Officer

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

Minutes from the Meeting of the Member Major Projects Board held on Monday, 11th May, 2026 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

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

Councillor A Kemp was present under Standing Order 34a

OFFICERS PRESENT:

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

59 **APOLOGIES**

Apologies of absence were received from Councillors Moriarty and Beales.

60 **MINUTES**

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

61 **DECLARATION OF INTEREST**

There were no declarations of interest.

62 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business under Standing Order 7.

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

Councillor Kemp was present under Standing Order 34a.

64 **CHAIR'S CORRESPONDENCE**

There was none.

65

STANDING ITEM: ACTION LOG

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

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

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STANDING ITEM: PROJECT HIGHLIGHT REPORTS INCLUDING THE OVERVIEW REPORT

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

Major Project Highlight Reports

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

P – 21.02 Nora

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

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

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

P – 21.05 Florence Fields

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

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

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

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

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

P – 21.08 Styleman Court

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

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

P – 21.09 West Winch

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

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

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

P – 21.10b STARS

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

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

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

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

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

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

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

P – 23.08 Valentine Park

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

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

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

Councillor Kemp left the meeting at 2:47pm

P – 25.08 Hunstanton Coastal Defence

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

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

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

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

Town Deal Highlight Reports

P – 21.11 Guildhall

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

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

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

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

P – 21.12 ACC

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

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

P – 21.14 Riverfront

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

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

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

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

P – 21.15 Rail to River

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

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

P – 21.16 KL Library (MUCH)

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

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

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

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

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

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

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

68

SALTER'S ROAD POST PROJECT EVALUATION

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

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

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

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

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

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

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

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

69 **UPDATE FROM HOUSING DEVELOPMENTS STEERING GROUP**

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

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

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

The Board noted the Officer Major Projects Board Minutes.

71 **WORK PROGRAMME**

The Board noted the Work Programme.

72 **DATE OF NEXT MEETING**

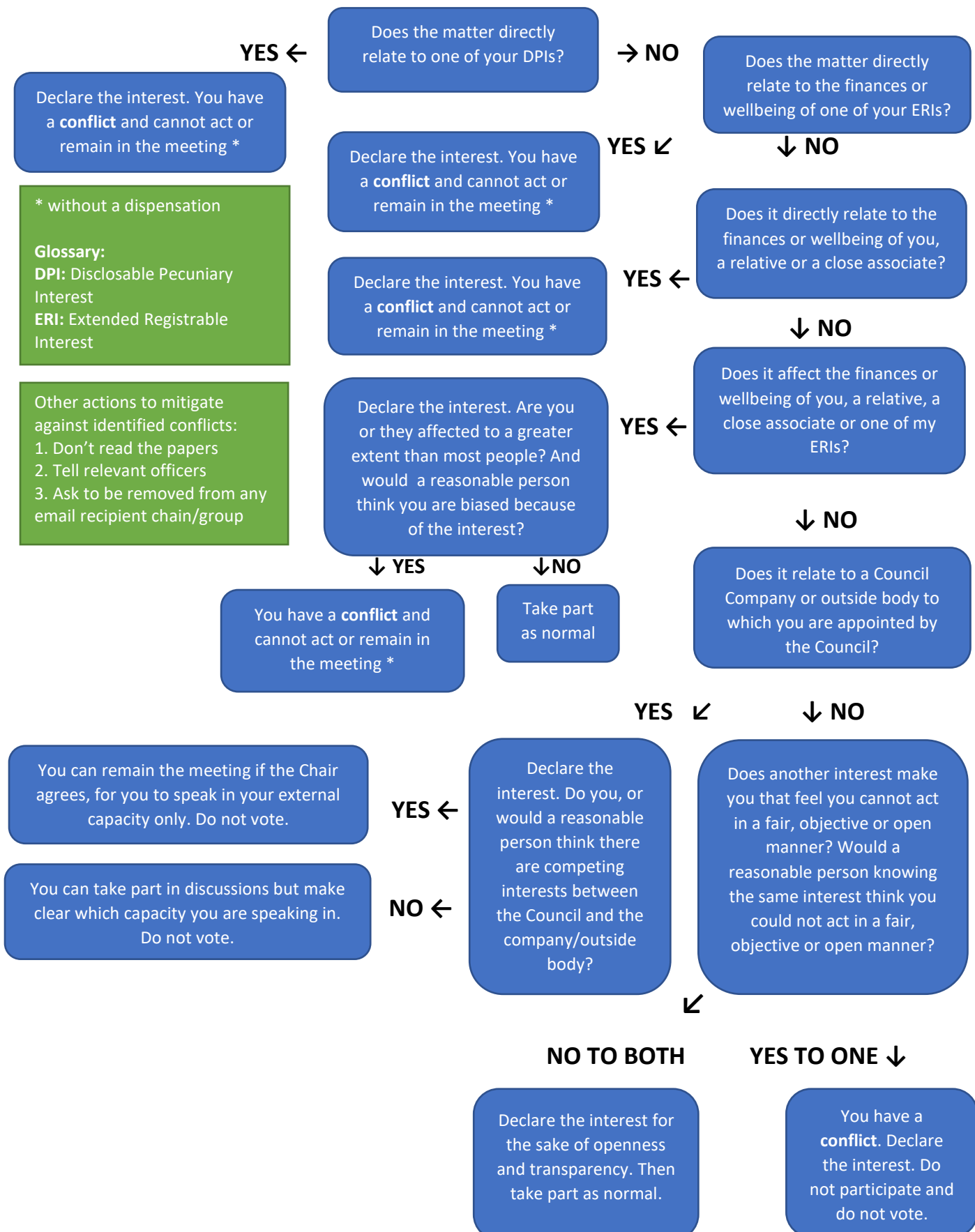
The date of the next meeting was 14th September 2026 at 9:30am in the Council Chamber, Town Hall.

The meeting closed at 3.50 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

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	Wider review of governance and assurance for projects and programmes commenced following HM Government decision to pause LGR. Overview of how projects move through BCKLWN processes will form part of this review.	VAD		

Agenda Item 7

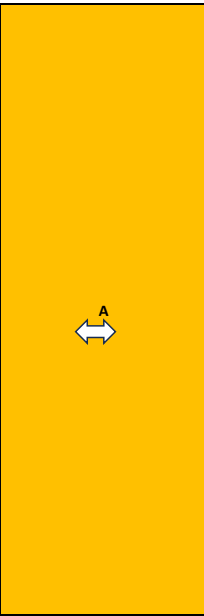
Other Major Projects - as at end Quarter 1 2026/27 (quarterly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end Q1 2026/27 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
								Overall RAG rating	
P-21.02	NORA & Enterprise Zone	Road infrastructure and utilities	Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone	- Helps deliver strategic employment development land - Contractually committed	24-Sep-19	TBC	LEP Funding, Capital Receipts & Borrowing	R	Report is as per the Q4 Highlight report, no change. Proposal to pause reporting on this project until legal matters are resolved.
P-21.05 P-21.08 P-23.08	Major Housing Programme	Various sites	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	Various	Duncan Hall	Capital Receipts & Borrowing	A	Overall RAG Status for the programme is considered to be Green. - Market Environment: The programme remains in a challenging period characterised by slow house sales and rising construction/build cost inflation. - Sales Success: Florence Fields sees a steady flow of interest, with 7 reservations currently and 20 sales completions in total. Valentine Park now has 1 reservation amd 2 completions. Styleman Court hasn't seen any private sale completions as yet however affordable plot legals are completing imminently and 2 shared ownership plots have been processed and are close to completion. The 4 affordable rent units are almost at completion. - Labour Supply: Labour remains suitable to deliver programme to dates scheduled. - Construction Progress: Build progress continues to go well. - Resources within the team remain suitable to progress delivery. - Discussions are ongoing between BCKLWN and the Housing Companies regarding the potential transfer of properties within the Styleman Court development.
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	G	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 NOTE: This will be the final report in this format as the BCKLWN aspects of the programme agreed in the 2018 Cabinet Report are concluded. Progress updates on delivery of the west Winch Growth Area and the West Winch Housing Access Road will be given to the appropriate member forum.
P-25.08	Environment & Planning	Hunstanton Coastal Defence Works	Deliver replacement flood defences at Hunstanton.		01-Feb-26	Stuart Ashworth	TBC	R	Overall RAG status is Red due to - Financial Position and risks - Potential need for further Emergency Works - Public and stakeholder interest remains high, with the potential for increased scrutiny if progress is delayed or key milestones are not achieved.

Town Deal projects - as at end June 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 June 2026 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
			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.						Overall RAG Status this month is AMBER. Cabinet and Town Board approved the scheme to proceed in July 2025. Focus continues to find and deliver further funding for the project. An external fundraising consultant has been appointed and are receiving their on-boarding instructions. • Main Contract Works – MCL are continuing to make good progress and are undertaking the repair works to the Red Barn roof and Guildhall roof. These works being undertaken in accordance to the structural engineers report will address the essential structural repairs and ensure the safe access

P-21.11	Town Deal	St George's Guildhall & Creative Hub
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- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant		works, being undertaken in accordance the structural engineer's report will address the essential structural repairs and ensure the roof's ongoing integrity. At the Riverside Restaurant, the existing roof coverings have been fully stripped, and the area is now awaiting inspection by the design team to confirm the scope and requirements for the replacement roof solution. Progress continues at Shakespeare Barn, where excavation works for the new drainage runs are currently underway, supporting the next phase of building works. • Fundraising - Final payment from historic England (£295k) has now been received and the documentation is being compiled to evidence how the funding was spent against the specified activities through to the end of June 2026. Discussions continuing with Historic England to explore future funding opportunities. • Party wall – Positive progress has been made in resolving party wall matters with the scaffold licence agreed with Wetherspoons has now been signed by all relevant parties and the final party wall pack has been issued to 2 & 3 Ferry Lane and is currently awaiting signature. It is anticipated that this will be received in the coming days, which will unlock access to this area of the site and enable MCL to progress the planned works in accordance with the programme. • Interpretation Works – Interpretation design is underway with Four Agency and PLB working together to further develop the interpretation proposals. An early focus of the work is to establish the technical and spatial requirements needed to support the interpretation elements across the project allowing the containment requirements to be finalised and issued to the contractor in the coming weeks. This will enable MCL to ensure this workstream is fully coordinated with the wider construction programme. • King Street public realm – The King Street Public Realm planning application has now been submitted and is currently under review by the Local Planning Authority. This represents a key milestone for the project and enables the planning determination process to commence. The team will continue to monitor progress and engage with the planning authority as required throughout the review period. Approval of the application will allow the public realm works to progress in line with the wider project programme. • Crown Post Truss - The Crown Post Truss package has now been formally instructed to Robinson's Preservation, providing certainty over delivery and enabling the works to proceed in line with MCL's programme. The appointment of a specialist heritage contractor will ensure the repair and conservation works are undertaken in accordance with the project's conservation objectives. A further positive milestone has been achieved with the receipt of Listed Building Consent discharge approval from the Borough Council of King's Lynn & West Norfolk (BCKLWN) for these works. This approval removes a key constraint and allows the specialist repair works to progress as planned, supporting the overall programme for the heritage restoration works.
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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 - Both the Local Cycling & Walking Infrastructure Plan (LCWIP) interventions and the Active Travel Planning initiatives are now essentially complete, with pedestrian pathway delivery successfully exceeding original targets. Consequently, the programme's overall status is held at Amber as management focus pivots entirely toward navigating the outstanding planning and financial pressures facing the Active Travel Hubs (ATH). - Planning Bottlenecks & Schedule Misalignment The timeline for the remaining ATH workstreams is flagged as Red due to simultaneous planning delays. The Baker Lane application is currently paused awaiting a required resubmission, while the Enterprise Zone ATH determination has been deferred pending a Regeneration and Development Panel review. Managing these two disconnected, shifting timelines is creating logistical friction and presents a distinct risk that final project scopes and deliverables may need to be adjusted to accommodate the extensions. - Financial Risks & Resource Management Budget pressures are rising following Early Warning Notices from Morgan Sindall regarding a projected 20–30% increase in spoil removal costs and strict seasonal restrictions on bridge removal. Project teams are actively evaluating value engineering options to mitigate these financial impacts. Resourcing remains stable; following the wind-down of the completed LCWIP works, Pulse Project Management and internal Borough Council project officers have successfully consolidated their capacity to focus exclusively on progressing the remaining ATH elements through RIBA Stage 4.
								A	
P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King’s Staithe Square, south quay public realm and land surrounding Devils Alley; and provision of dryside facilities.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating	Overall RAG Status is AMBER The project remains rated AMBER due to a number of delivery and operational risks that require ongoing management, including finalisation of contractual arrangements, securing building owner approvals, development of long-term operational plans for the Custom House, and maintaining effective stakeholder communications. - The Project continues to make positive progress across both the Dryside Facilities and the Custom House elements, with key design, planning and procurement milestones achieved. - Construction of the Dryside Facilities remains on programme and is expected to complete in July 2026. - A preferred contractor has been appointed for the Custom House and contract finalisation is nearing completion ahead of an anticipated start on site later this year. - Recent changes to project staffing following the Project Officer's maternity leave have also created short-term resource pressures, although interim management arrangements are in place and permanent cover is due to commence shortly. - A comprehensive review of the project Risk Log has been undertaken to improve transparency and stakeholder visibility as the project transitions between officers. Whilst the number of recorded risks has increased, this reflects improved risk identification and reporting rather than a deterioration in the project's underlying health. - Communications planning for both the Custom House works and Dryside Facilities opening is progressing, with engagement underway with internal teams and external partners to support successful project delivery and maximise future community use of the facilities. - Overall, the project remains viable and continues to progress towards its regeneration objectives, although focused management attention is required over the coming period to maintain programme momentum, conclude contractual arrangements, strengthen communications, and develop operational plans for the Custom House following completion of the works.
								A	
P-21.15	Town Deal	Public Realm – ‘Rail to River’	Improve the perception of the town centre ‘Rail to River’ route to create a distinctive and quality public realm.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating	Overall RAG Status is GREEN - Although Pop Up spaces were opened for hire in March 2025, promotional activity was temporarily halted due to street-level scaffolding restricting access. In the meantime, some interim community uses still took place. The Pop Ups are now available to hire once again. - Artwork, seating, fingerposts, and a digital wayfinding sign have all been installed successfully. - Fourteen trees, along with bespoke planters, have been installed across Purfleet Street, New Conduit Street, and Broad Street. - Responsibility for managing the Pop Ups has transferred to the Operations Team, while the Marketing and Communications Team now oversee the digital signage. - The only remaining element is the Purfleet Street Arch. Progress was put on hold due to fire damage to the building where installation was intended, along with delays in securing the necessary licence. An options paper considering whether to proceed with installation or explore alternatives has been included in the Post Project Evaluation.
								G	



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:	Q1 2026-27
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	G	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

This will be the final report in this format as the BCKLWN aspects of the programme agreed in the 2018 Cabinet Report are concluded.

Progress updates on delivery of the west Winch Growth Area and the West Winch Housing Access Road will be given to the appropriate member forum.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- National Gas diversion works commenced for WWHAR – Part of NCC Highways Project

2. Risks and Issues



2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

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

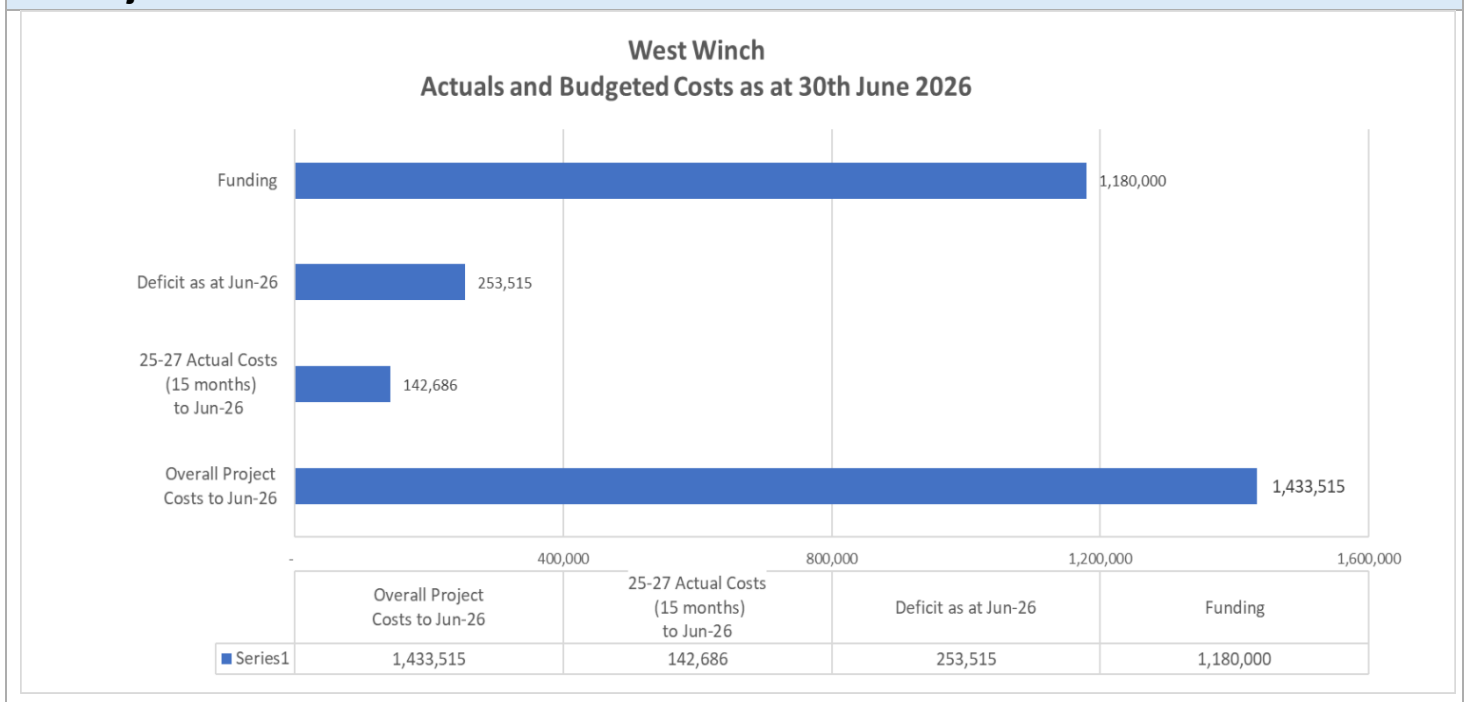
2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

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

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

3.1 Project Financials



3.2 Financial Commentary

Financial RAG rating is currently AMBER

- Overall actuals for the project are £1.4m, current forecasted funding is £1.18m with actuals in 2025- 27 are £143k.
- Legal costs are expected to be recovered from Landowners and developers totalling £0.247m- (already included in the £1.18m funding). The first amounts will be received in Spring 2027.
- 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.

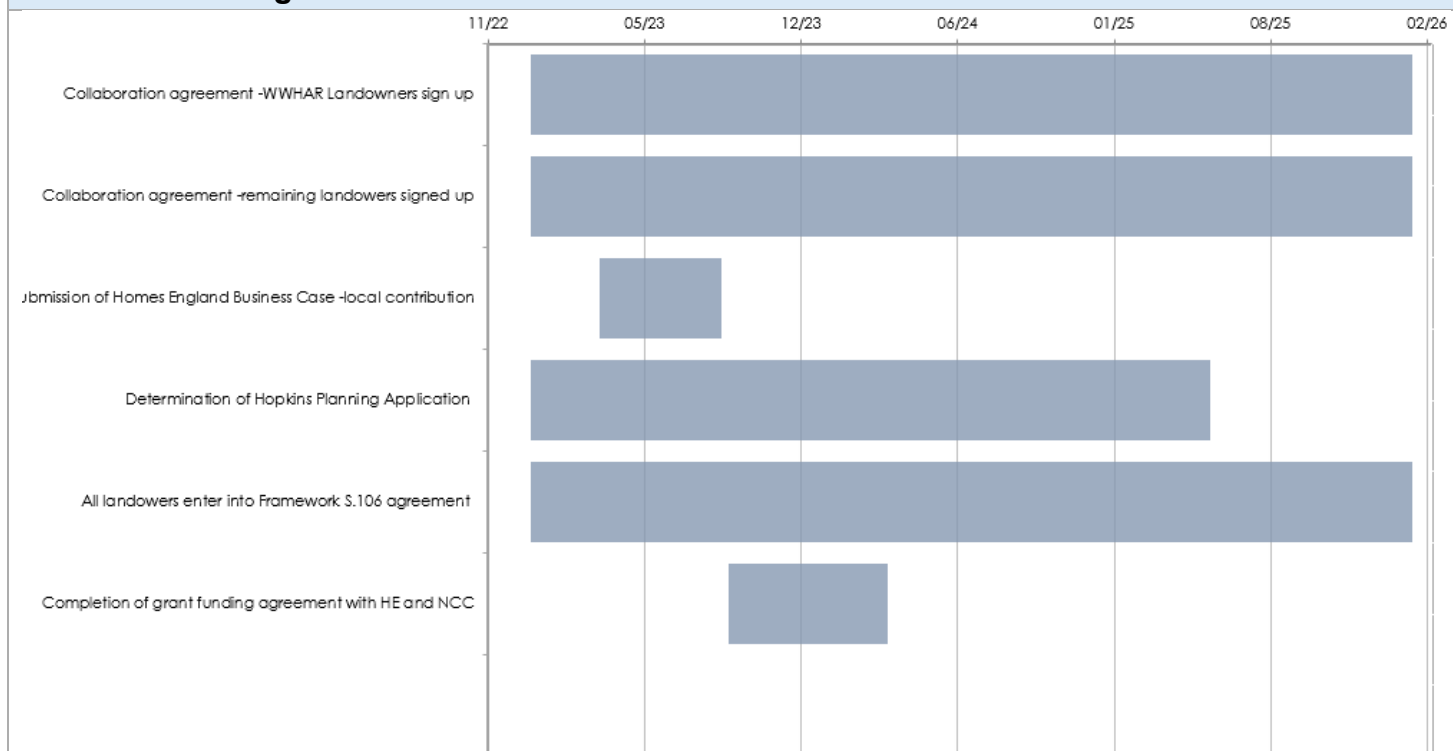
3.3 Project Contingency and Change Control

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

6. Communications and Engagement

- Joint Communications Plan with NCC and two formal Stakeholder Groups.
 - Landowners Stakeholder Group in place – Meeting held in June
 - 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 expedite housing delivery and coordinate the provision of the required highway infrastructure in the West Winch area namely the West Winch Housing Access Road. The growth area is to be brought to a position where: - 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	Funding for the West Winch Housing Access Road has been secured through DfT and Homes England and enabling works for the road have commenced. The Framework Masterplan SPD will guide planning applications going forward. A framework S106 Agreement has also been signed, securing delivery of the Infrastructure Delivery Plan
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		Delivery of the growth area will take place over the next 20 years. This will be unlocked by delivery of the West Winch Housing Access Road.

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. - 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



Major Housing Programme Highlight Report

Programme :	Major Housing	Programme Manager:	James Grant	Assistant Director:	Duncan Hall	Report covers:	Q1 2026/27
Capital Code:	Various	Client Dept:	N/A	Lead Designer:	Lovell Partnerships Ltd Building Safety Act – Feilden+Mawson		
				Cost Consultant:	GC Baxters		
Project Code:	N/A – Programme	End User (if applicable):	N/A	Contractor on Site:	Lovell Partnerships Ltd		

RAG Status descriptions used throughout the report:

Spend – Budget variance (inc. Contingency) RAG Status		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 or less behind the critical path	G	Can be managed

Management Summary – current programme

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resource s
Overall Programme	G	A	G	A	G	G

Management Summary as at end Q4 2025/26

Active Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials (Forcasted Return)	4.Timelines	5. Resources
Florence Fields (Parkway), King's Lynn	A	A	A	A	Build Completion November 2027 G	G
Taylor's Drive (Salter's Road), King's Lynn	G	G	A	G	Road Repairs Completed W/C 16.03.2026 G	G
Styleman Court (Southend Road), Hunstanton	A	A	A	A	A	G
Valentine Park (Lynnsport 1), King's Lynn	G	A	G	G	Build Completion May 2027 G	G
Occupied Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Orchard Place (Marsh Lane), King's Lynn	G	Road & Sewer Adoptions A	G	G	No fixed timeline associated with adoptions – BCKLWN responsible for maintenance A	G
Cowper Place (Lynnsport 3), King's Lynn	G		G	G		G
Dewside (Lynnsport 4/5), King's Lynn	G		G	G		G
Nar Valley Park (NORA 4), King's Lynn	G	G	G	G	G	G

Programme overview

Programme Objectives: Deliver high-quality, sustainable housing in West Norfolk to meet diverse community needs, stimulate local employment, and set new standards for design and construction.

Programme Scope:

- Build up to 1,000 modern homes using council-owned or acquired land
- Partner with Lovell Partnerships Ltd to deliver housing across various sites within the Borough
- Enhance community amenities, including new hockey pitches and tennis courts, additional car parking
- Promote modern methods of construction and environmentally friendly materials
- Support local employment opportunities and apprenticeships
- Establish higher standards of design, resource and energy efficiency standards

1. Overall Status (high-level summary)

Overall RAG Status for the programme is considered to be Green.

- **Market Environment:** The programme remains in a challenging period characterised by slow house sales and rising construction/build cost inflation.
- **Sales Success:** Florence Fields sees a steady flow of interest, with 7 reservations currently and 20 sales completions in total. Valentine Park now has 1 reservation and 2 completions. Styleman Court hasn't seen any private sale completions as yet however affordable plot legals are completing imminently and 2 shared ownership plots have been processed and are close to completion. The 4 affordable rent units are almost at completion.
- **Labour Supply:** Labour remains suitable to deliver programme to dates scheduled.
- **Construction Progress:** Build progress continues to go well.
- **Resources within the team** remain suitable to progress delivery.
- Discussions are ongoing between BCKLWN and the Housing Companies regarding the potential transfer of properties within the Styleman Court development.

1.1 Key Programme Updates & Achievement in the period for Steering Group

- **Florence Fields (S278 & Procurement):** Section 278 agreement was prepared and initially agreed by BCKLWN. However, upon re-review, when Lovell sought to secure a bond from LABC, LABC declined on the basis that Lovell is not the developer (i.e. the party selling the plots). This represents a departure from the approach taken on previous sites. As a result, the Section 278 agreement requires redrafting. The Project Team, in consultation with Legal Services, has reviewed potential solutions. Lovell's solicitors are currently reviewing the agreement with NCC's solicitors, NP Law. Norse, who were due to deliver the works, have been stood down pending the outcome of the agreement review. Update from Lovell received – Bond coverage has been received to Lovell but this needs reviewing.
- Once final agreement received regarding the bond agreement road space will be booked in with NCC Highways in order for the works to commence.
- **Florence Fields (Tenure):** The tenure changes have been agreed with Strategic Housing and are currently being implemented.
- **Florence Fields (Sales):** 27 properties have been reserved or completed to date. Interest has slowed slightly however there is interest in the shared ownership plots with 4 now reserved. Promotional events are scheduled in August across both Kings Lynn sites.
- **Valentine Park (Sales):** 1 current reservation. Promotional events are scheduled in August.
- **Salts Road:** The road is now complete, which allows the adoption process to begin. NCC are completing inspections and final legal agreements. Lovells are completing final works to enable handover to Public Open Space (POS). 2 year defect inspections on the properties are being carried out at regular intervals as per the contract – these are being passed back to Lovell for the appropriate works to take place.
- **Styleman Court:** Some interest although nothing has materialised. Tenure options are being reviewed at present – exploring different options to enable units to be utilised. Sales values are to be reviewed as suggested by the sales agents.

2. Programme Level Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A18	House price values	Income targets too ambitious – are not achieved	R	Finance	Continuously review. Review against competitors and evaluate against the market and inflation	06.08.2026

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
A17	LAHF Tenure Integration & NHQB Compliance	Requirement to integrate additional LAHF units onto existing sites. Key risks include operational delays due to necessary design retrofitting (tenure suitability) and financial/reputational exposure regarding NHQB "fair selling" obligations	A	Sales	Strategic repositioning of plots to minimise the impact on existing private sales. Ensure full disclosure to adjacent private purchasers to mitigate claims of mis-selling	06.08.2026
A21	Pace of sales	Sales pace is slow – but build pace against ACP funding (on relevant sites)	R	Finance	Utilise the opportunity to adjust tenures to ensure less risk of empty properties	06.08.2026
J12	S278	S278 Bond discrepancy with Lovell on payment terms. Hard copy of the agreement will be signed once Bond has been agreed	R	Legal	To find a resolution on bond payment and get agreement signed ASAP in order for road space to be booked	06.08.2026

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

3. Programme Financials

3.1 Financial Commentary

RAG rating for the programme is Amber.

- Financial pressure of cost inflation and build complexity at Florence Fields continues to require careful monitoring.
- Procurement of trades at Valentine Park completed successfully with very competitive prices received, should sales meet expectations, project profits will return a surplus back to the programme which will help support challenges at Florence Fields and Southend Road sites resulting in overall programme success.

Supplementary Commentary:

1. Project Cost Forecasts

Florence Fields

Forecasted costs are estimated at £58.2m with funding and proceeds totalling £56.3m, giving a £1.9m deficit to the project.

Florence fields was originally contracted to make a loss of £1.34m, Procurement of sub- contractor costs have increased more than expected and tenure change has changed, meaning more PRS (Private Rented Sector) properties than selling privately, as selling privately is more profitable.

Monthly contractors change submissions currently reflect only known costs and risks that have not yet been mitigated.

Valentine Park

Forecasted costs are estimated at £25m with funding and proceeds totalling £24.7m, giving a £0.3m deficit to the project,

The original contracted loss of £0.4m at inception of project, the loss has reduced to £0.3m due to Procurement as costs more streamlined reducing original anticipated costs from sub-contractors. There is a strong expectation that costs will decrease further as unused contingencies, currently held within individual trade order packages.

Summary: While the cost environment remains challenging, the trend is moving in the right direction as procurement nears completion across both projects.

2. Sales Performance & Valuations

Florence Fields

- Performance has remained steady with 7 reservations currently.

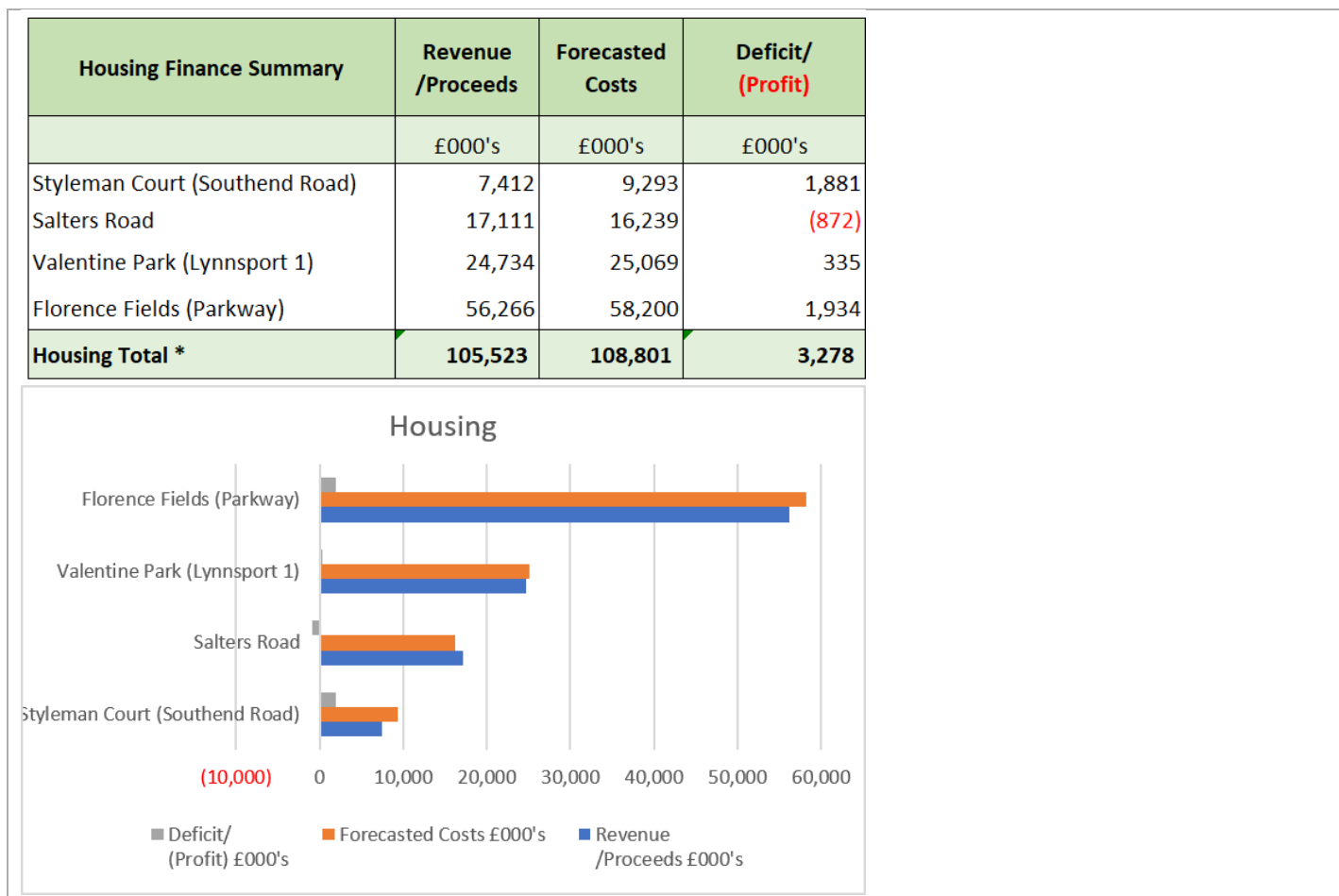
Valentine Park

- 3 reservations in total. A number of marketing events have been booked to support increased interest.

Styleman Court

- 2 shared ownership plots have been reserved. Private sales have yet to materialise however the leases for the affordable plots are nearing completion.

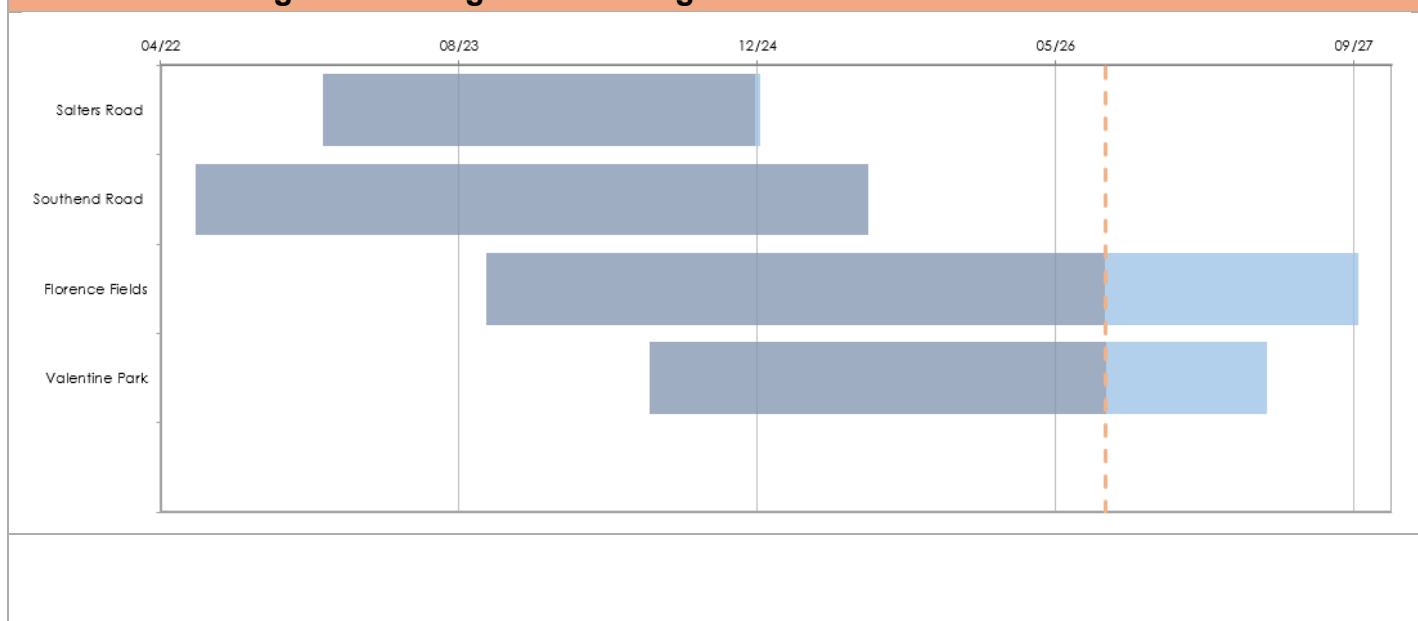
Summary: The sales landscape presents a mixed picture, with positive activity at Florence Fields contrasting with much slower movement at Styleman Court.



3.2 Key delegated decisions taken in this period

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

4. Timelines – High Level Programme timings



4.1 Timelines Commentary

The current timeline RAG rating for the programme is considered to be Green.

- The programmes are busy, working hard to maintain programme but currently live developments are on programme or within manageable margin and within cost allowances.

5. Resources Commentary

The RAG rating for Resources across the programme is currently Green.

- Team Capacity: The team is adequately resourced for current workloads, with continued support provided by the Quantity Surveyor.
- Data & Tool Development: As the authority's understanding of the value of internal data grows – particularly regarding project monitoring and financial performance – the team is keen to collaborate with colleagues in the wider housing team to develop new reporting tools.

6. Communications and Engagement

- Currently drafting the September newsletters to be issued next month.
- A Councillor visit to Florence Fields is being arranged for 16th September. A Creating Communities event will tie into this, inviting residents of the site.
- No specific letters issued within period.

7. Outputs and Outcomes

7.1 Programme Outputs (10.07.2026)

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)	123	26	46	7	11	4 reserved	46	21	226	58
Salter's Road (Taylors Drive)	0	0	68	68	10	10	0	0	78	78
Styleman Court (Southend Road)	26	0	4	0	2	2 reserved	0	0	32	0
Valentine Park (Lynnsport 1)	63	5	10	0	4	0	19	0	96	5
Orchard Place (Marsh Lane)	110	110	14	14	6	6	0	0	130	130
Cowper Place (Lynnsport 3)	27	27	7	7	2	2	18	18	54	54
Dewside (Lynnsport 4/5)	68	68	9	9	4	4	8	8	89	89
Nar Valley Park (NORA 4)	35	35	17	17	5	5	48	48	105	105
*as of report date – tenures may change on incomplete developments	427	260	175	127	43	27	139	92	972	506 (52%)

Other

Contribution of housing units towards BCKLWN 5-year housing land supply

Delivery in accordance with agreed Accelerated Construction Programme (ACP) targets

Delivery of Public Open Space areas

7.2 Projected Programme Outcomes – Under Review

Description

Building Inclusive, Connected Communities:

The programme aims to create inclusive, well-connected neighbourhoods by combining mixed-tenure housing with green spaces, community facilities, sustainable design, and safe transport links to foster social interaction and long-term resilience.

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

Social Value targets: Environmental

- Waste diverted from landfill – 95%
- Considerate Constructor Score – 42/45
- HVO Fuel – 100%
- EcoCabins – 100%

Social Value targets: Economic

- Sub-contractors
 - o Within West Norfolk – 33%
 - o Within Norfolk – 60%
 - o Within 30 miles – 40%
- Suppliers
 - o Within West Norfolk – 33%
 - o Within Norfolk – 40%
 - o Within 30 miles – 35%
- Use of SME's – 25%
- Living Wage – 100%

8. Other Matters

Item	Comment
Procurement route for Lovell	Competitive Dialogue
Form of contract (e.g. JCT, NEC, Traditional, D&B)	Development Management Agreement – June 2015

9. Approved Documents

	Cabinet Report	Project Management Plan (PMP)	Contract Ref	Post Project Evaluation
Florence Fields (Parkway), King's Lynn	Parkway Development Update 17 th January 2023	In Draft	PPC2000 Contract 24 th July 2023	TBC
Valentine Park (Lynnsport 1), King's Lynn	Lynnsport 1 (Valentine Park) 6 th February 2024	In Draft	PPC2000 Contract 19 th June 2024	TBC
Styleman Court (Southend Road), Hunstanton	Southend Road Hunstanton 16 th March 2021	N/A	PPC2000 Contract 28 th April 2022	Complete
Taylor's Drive (Salter's Road), King's Lynn	Salter's Road 16 th March 2021	N/A	PPC2000 Contract 9 th January 2023	Complete
Orchard Place (Marsh Lane), King's Lynn	Major Housing Development – Final Approval 3 rd February 2015	N/A	-	N/A
Cowper Place (Lynnsport 3), King's Lynn	Not yet located	N/A	PPC 2000 Contract 8 th April 2019	N/A
Dewside (Lynnsport 4/5)	Cabinet 11 th April 2017	N/A	-	N/A

Nar Valley Park 4, King's Lynn	Nar Valley Phase 4 (Traditional Build) 4 th February 2020	N/A	PPC 2000 Contract 22 nd October 2020	Post Project Evaluation Member Major Projects Board 13th May, 2024
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P-25.08 Hunstanton Coastal Defence Works Project Highlight Report

Project Name:	Hunstanton Coastal Defence Works	Project Manager:	Jade Kite	Project Sponsor:	Stuart Ashworth	Report covers period of:	Q1 2026/27
Capital Code:	CO 607	Client Dept:	N/A	Lead Designer:	Jacobs / Fairhurst		
				Cost Consultant:	-		
Project Code:	P-25.08	End User (if applicable):	N/A	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	R
Last Report	R	R	A	R	A	A

Project Definition

Project Stage: Initial Works

Objectives: 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 July 2027

1. Overall Status (high-level summary)

Overall RAG status is Red due to

- Financial Position and risks
- Potential need for further Emergency Works
- Public and stakeholder interest remains high, with the potential for increased scrutiny if progress is delayed or key milestones are not achieved.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Additional surveys and monitoring implemented to allow informed decision for emergency works and outline design.
- PSC contract being progressed with Balfour Beatty and Jacobs for optioneering, outline design and completion of OBC for RFCC.
- Application for RFCC Local Levy funding to support initial works and surveying works has been successful for full amount requested of £510,000
- Completion of onsite window sampling
- In contract with RPA Ltd to complete economic assessment for OBC
- Successful CIL bid for £2.75m

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/2)	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	ongoing

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.	08/07/2026
3	Financial	RFCC for Flood Defence Grant in Aid for capital works – cost £35M with a minimum of 10% (£3.5m) 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 in July 2027. Potential further CIL funding bids.	08/07/2026
4	LGR	Move to new Authority may impact project delivery and timescales	R	4	Early engagement with Shadow Authority	08/08/2026
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.	08/07/2026

2.2 Key Issues [all red and increasing amber]

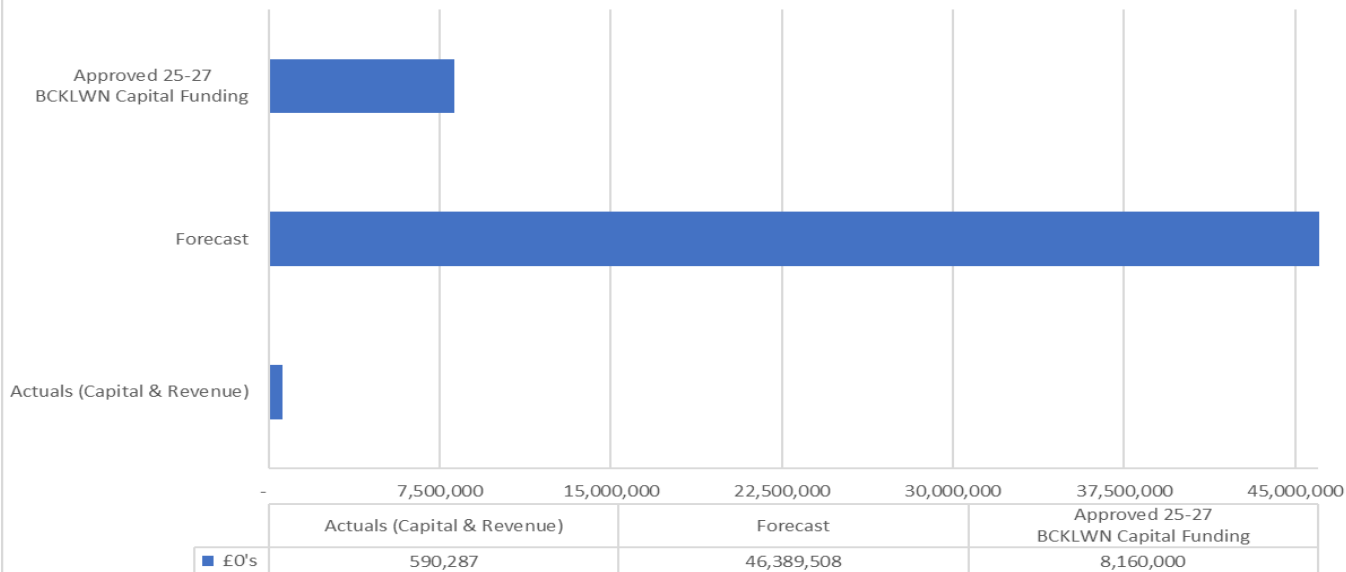
An issue is something that has happened

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1	Emergency Works	Stability of existing sections of defences are being routinely surveyed and monitored for any sign of structural weakness	R		Complete emergency works as and when required	08/07/2026

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

3.1 Financial Summary

Hunstanton Coastal Project Actuals, Budget and Forecasted spend as at 30th June 2026



3.2 Financial Commentary

Financials current RAG is currently Red.

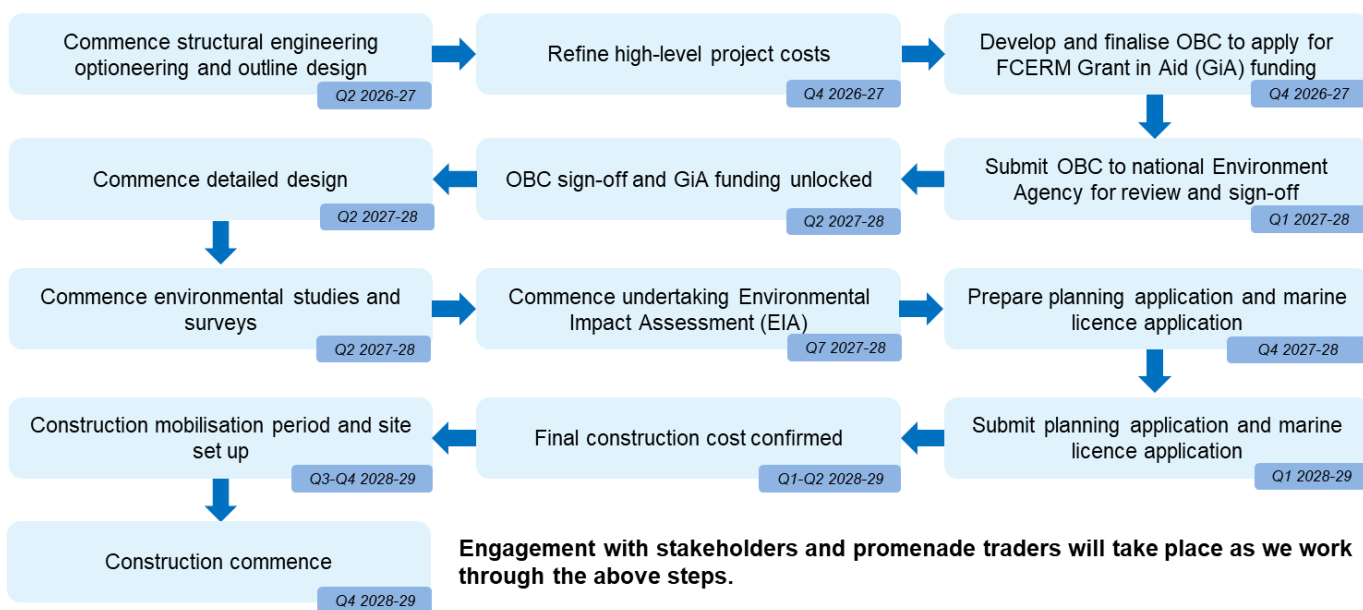
- Actuals as of 30th June are £0.6m, forecasted costs are c£46.4m where up to c£40m can be requested from the Environment Agency (GIA) which is circa 90% of the costs excluding revenue and internal (capitalised) staff costs.
- Funding has been approved for £8.2m from BCKLWN funds to cover immediate emergency works for Section E, F and G and these costs include design and construction aspects.
- Further emergency works may be required at any time up to start of the main capital works.
- Subject to a successful bid for national GiA funding, project build is over 2 years and is expected to start from Sept 2027 to 2029 with major costs split between the two years.

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

The project planning phase is anticipated to take 12-18 months to complete and will include the following high level steps: -



4.1 Timelines Commentary

Timelines current RAG status is Green due to

- PSC discussions ongoing with Balfour Beatty/Jacobs for optioneering, outline design and completion of OBC for RFCC.
- In contract with RPA Ltd for economic assessment

5. Resources Commentary

Resources current RAG status is Red.

- Workload is high with current staff at capacity, need to consider extra support going forward
- Additional work due to need to monitor for emergency works to Section E and Section F&G

6. Communications and Engagement

- Further stakeholder engagement meetings planned throughout project
- All Member briefing carried out on 4th June 2026
- Email updates have been sent out to all stakeholders
- Dedicated webpage set up and update regularly.
- FAQ's on Section E weight limit review sent out 3rd July 2027
- Sea front trader update email sent out via Property Services and Resort Services

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
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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 optioneering, outline design and completion of OBC for RFCC.
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 September 2026, Window Sampling for geological boreholes to be arranged, Beach Level Monitoring every 2 weeks
Statutory updates	Main capital works project will require planning permission and MMO Marine Licence. Environmental constraints need to be followed.
Health and safety	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	Mike Auger / Dan Mason / Liam Bacon	Project Sponsor:	Duncan Hall	Report covers period of:	June 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.

Cabinet and Town Board approved the scheme to proceed in July 2025. Focus continues to find and deliver further funding for the project. An external fundraising consultant has been appointed and are receiving their on-boarding instructions.

- **Main Contract Works** – MCL are continuing to make good progress and are undertaking the repair works to the Red Barn roof and Guildhall roof. These works, being undertaken in accordance the structural engineer's report will address the essential structural repairs and ensure the roof's ongoing integrity. At the Riverside Restaurant, the existing roof coverings have been fully stripped, and the area is now awaiting inspection by the design team to confirm the scope and requirements for the replacement roof solution. Progress continues at Shakespeare Barn, where excavation works for the new drainage runs are currently underway, supporting the next phase of building works.
- **Fundraising** - Final payment from historic England (£295k) has now been received and the documentation is being compiled to evidence how the funding was spent against the specified activities through to the end of June 2026. Discussions continuing with Historic England to explore future funding opportunities.
- **Party wall** – Positive progress has been made in resolving party wall matters with the scaffold licence agreed with Wetherspoons has now been signed by all relevant parties and the final party wall pack has been issued to 2 & 3 Ferry Lane and is currently



awaiting signature. It is anticipated that this will be received in the coming days, which will unlock access to this area of the site and enable MCL to progress the planned works in accordance with the programme.

- **Interpretation Works** – Interpretation design is underway with Four Agency and PLB working together to further develop the interpretation proposals. An early focus of the work is to establish the technical and spatial requirements needed to support the interpretation elements across the project allowing the containment requirements to be finalised and issued to the contractor in the coming weeks. This will enable MCL to ensure this workstream is fully coordinated with the wider construction programme.
- **King Street public realm** – The King Street Public Realm planning application has now been submitted and is currently under review by the Local Planning Authority. This represents a key milestone for the project and enables the planning determination process to commence. The team will continue to monitor progress and engage with the planning authority as required throughout the review period. Approval of the application will allow the public realm works to progress in line with the wider project programme.
- **Crown Post Truss** - The Crown Post Truss package has now been formally instructed to Robinson's Preservation, providing certainty over delivery and enabling the works to proceed in line with MCL's programme. The appointment of a specialist heritage contractor will ensure the repair and conservation works are undertaken in accordance with the project's conservation objectives. A further positive milestone has been achieved with the receipt of Listed Building Consent discharge approval from the Borough Council of King's Lynn & West Norfolk (BCKLWN) for these works. This approval removes a key constraint and allows the specialist repair works to progress as planned, supporting the overall programme for the heritage restoration works.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- MCL have started roof repair works to both the Red Barn and Guildhall; including plywood installation and essential timber repairs in accordance with Momentum's structural engineers' recommendations.
- The scaffold license with Wetherspoons has fully executed by all parties and is now considered closed. Final pack has also been sent to 2&3 Ferry Lane with signature expected soon.
- Robinson's preservation has been instructed to undertake the restoration work for the Crown Post Truss.
- King Street Public Realm application has been formally submitted to the planning authority.
- Riverside Restaurant Roof has been stripped.

Priorities for Next Period:

- The brick works need to be finalised and costed for instruction this is vital for maintaining programme.
- Gain the requirements for containment for the interpretation works.
- Instruct the new roof to the Restaurant to ensure works keep to programme and timings for scaffold license.
- Submit the lightning protection pack to the relevant authorities.

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
089	Material	There is a risk that extended lead times for specialist materials, heritage components, or key construction products may impact planned procurement activities and delay the commencement or completion of associated work packages. Any delays in material availability could have a knock-on effect on critical programme activities, potentially affecting project milestones, sequencing of works, resource allocation, and overall project completion dates.	A	Construction	Work closely with the design team to ensure that all design information, specifications, approvals, and technical details are developed and issued in accordance with the project's information release schedule. Regular design coordination meetings will be held to identify potential delays at an early stage, resolve outstanding queries, and maintain visibility of upcoming information requirements. This proactive approach will enable the contractor to place material orders at the earliest opportunity, reducing the risk of procurement delays and minimising any potential	30/06/2026



					impact on the construction programme.	
90	Interpretation	The interpretation team are yet to provide their requirements for containment for their specific needs for that workstream. As the MEP design develops there is a risk that the correct requirement isn't provided.		Immersive	Interpretation team now onboard and initial workstreams focusing on level of containment required so Wady's are able to incorporate it into the design before it develops too far.	30/06/2026
29	Discovery Unidentified conditions	Unforeseen building works	A	Programme	New lift pit excavation will be likely to impact sensitive archaeology - access expected through July 2026 following changes to scaffolding following Shakespeare Barn demolition. Guildhall roof timbers appear in reasonable condition. Restaurant conversely appear poor and will require a design/scope update as they cannot be left as found.	30/06/2026
44	Programme	Construction Contract programme is 30 months. Post Contract it's expected that Client Fitout/ Interpretation/ Immersive experience needs considering formally.	A	Financial	Regular programme reviews with the main contractor to ensure optimal scheme in place. Next review meeting planned for July 2026.	30/06/2026
18	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Impacts to additional cost	A	Hazardous substance	Refurbishment and Demolition (R&D) 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 & minor discovery finds have been instructed / expected to be complete shortly. The most recent discoveries of asbestos have now been removed.	30/06/2026
79	Planning & LB 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. Now the design team continue working to discharge other conditions to minimise any delay to programme.	30/06/2026
61	Historic Timber (structural/ degradation status	Guildhall site timber in roof structures 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 one MCL have installed crash deck to guildhall area.	30/06/2026



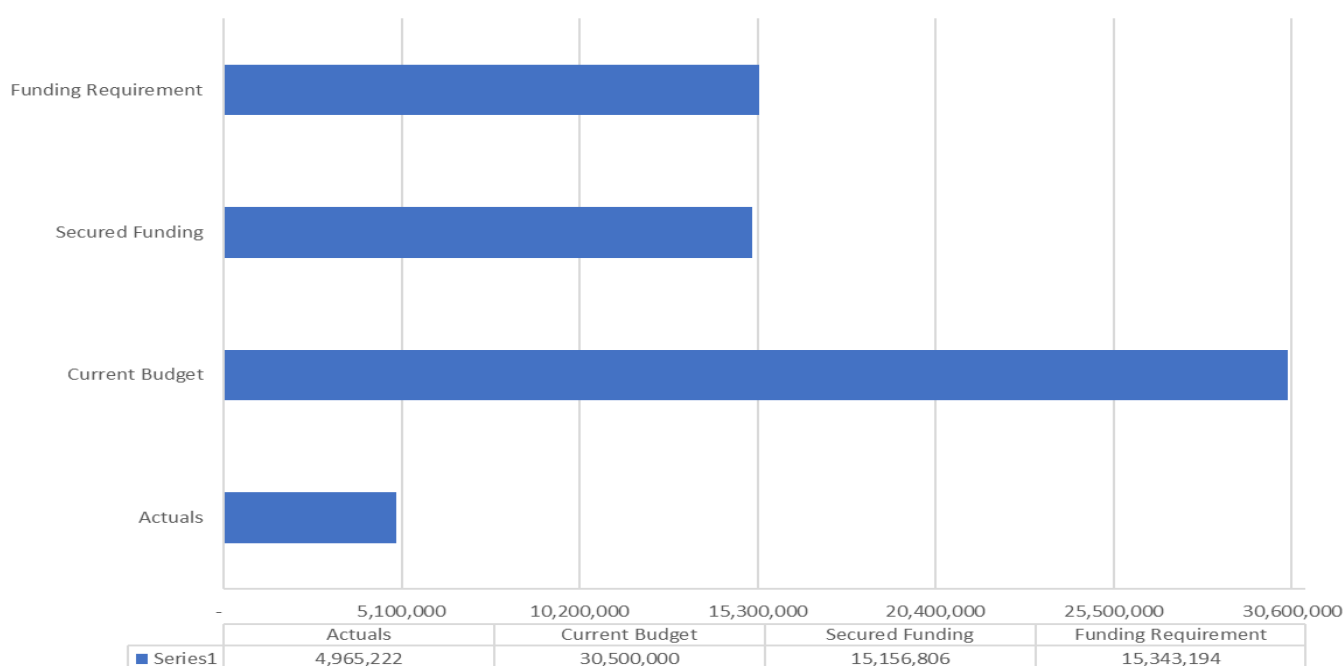
				Specialist areas are also under review by timber specialist. Degradation levels in Guildhall main historic floor timbers are greater than first thought. Design review and potential amendments to scheme to protect/ provide on-going future access under consideration at what could be additional costs. Works have now begun on the Guildhall roof timbers.	
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2.2 Key Issues [all red and increasing amber] – something that has happened

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

3. Project Financials

St Georges Guildhall & Creative Hub
Actuals, Budget and Forecasted spend as at 30th June 2026



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals including year-end accruals as of 30th June 2026 are £5m with the current project budget of £30.5m.
- Funding is £15.1m of secured funding as the £2.5m pride in place funding has been confirmed and has moved from unsecured to secured funding
- The current funding requirement is £15.4m, where work is ongoing to locate further funding for the project.
- The revenue funding is £0.75m (within the £30.5m).
- Actuals primarily relate to professional and consulting costs, including project management, quantity surveyor, and architect costs, with the main contractor costs to date are £1.5m.

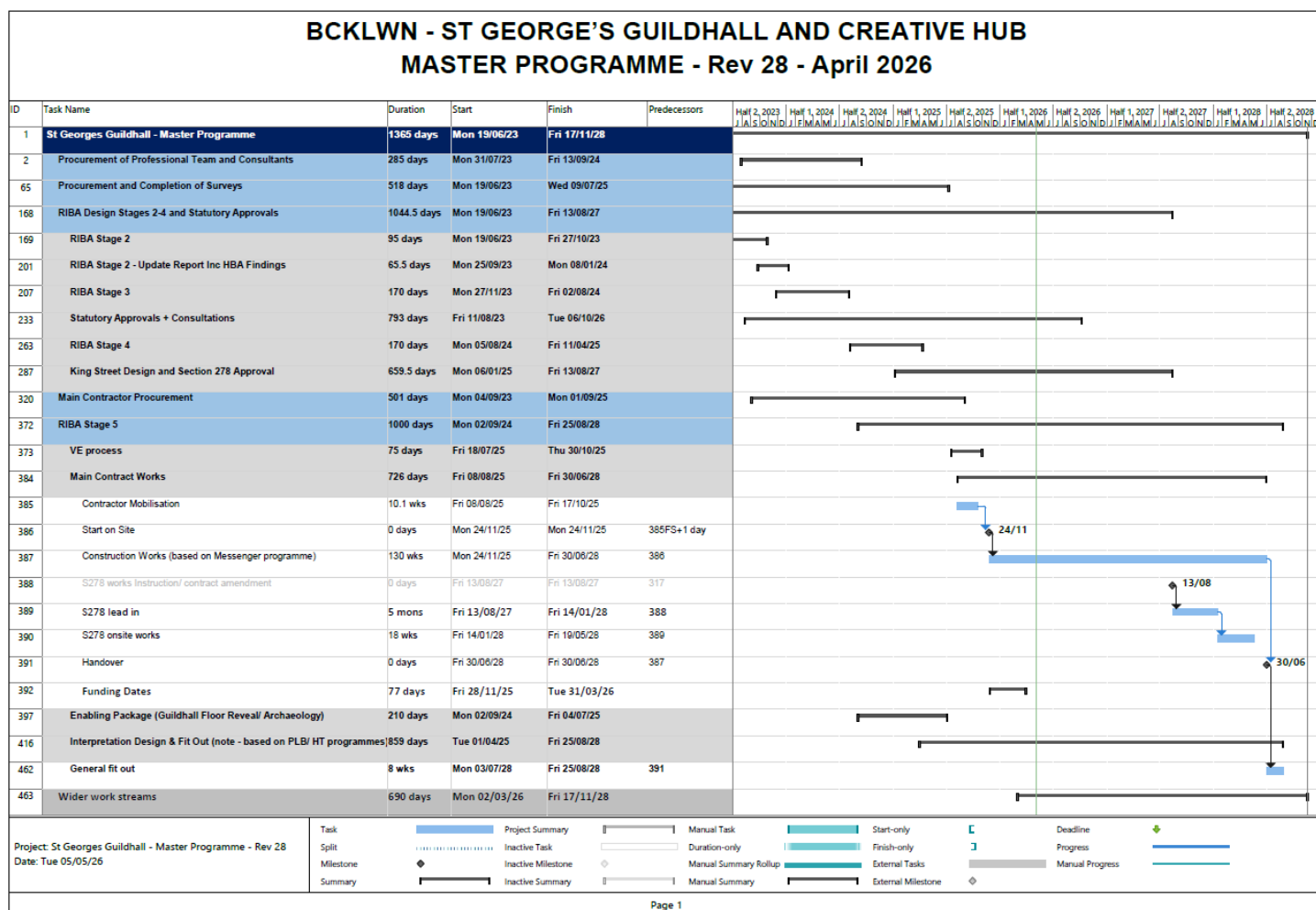


3.2 Project Contingency and Change Control

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

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

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline RAG rating is GREEN.

- Following contractor advising of potential delay in last period (due to scaffolding/ Party wall issues as noted elsewhere) they have now been able to erect the scaffolding in this area and delays period is being reviewed. They are obliged to issue notice and then validate agree details over the coming weeks/ month.
- Updated programme expected from Contractor in July 2026 with workshop planned with design team to review and understand updates.
- 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 RAG rating this month is AMBER.

- Fundraising consultant appointment Cause4 action plan signed off.



- Education Officer new role advert being prepared for publication.
- Heritage Volunteer coordination appointed.
- Historic England Award requirements continue.
- Wider Programme workstream governance requirements review completed. Proposed approach (Programme key areas broken into x5 Workstreams) update to internal roles/ reporting underway from April.

6. Communications and Engagement

- Dates and planned events identified until March 2027
- Monthly Newsletter established with first issue circulated
- Volunteer co-ordinator reports that volunteers are in a good place and feel well informed
- Education and Outreach officer delivering Shakespeare Week in schools across the Borough in partnership with Shakespeare Birthplace Trust (Stratford upon Avon). In KLWN Shakespeare Week runs over 2 weeks due to popularity. This year we will engage with over 700 children and young people within the Borough. This year we have added secondary school engagement.
- 1000+ children engaged in Shakespeare's Birthday celebrations (23rd April)
- No. 29 King Street Visitor Centre continues to operate as normal under Messenger's guardianship and their legal duty to care to control space.
- Main contractor – Messenger Social Value outputs/KPI's include local spend target of £2.5m, site talks, visits to colleges/schools, CWA links, Apprentices.

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	RIBA 04 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.



reference to its exceptional historical value and Shakespearian connection	
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, lightening protection requirements continue to be under review. Ecologist and Construction Management plans focus to discharge ahead of start on site
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

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

Latest approved document: PID July 2025

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





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

Project Name:	Active & Clean Connectivity	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	June 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 – Morgan Sindall TBC		

Management Summary

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

Project Strands Summary

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

- Both the Local Cycling & Walking Infrastructure Plan (LCWIP) interventions and the Active Travel Planning initiatives are now essentially complete, with pedestrian pathway delivery successfully exceeding original targets. Consequently, the programme's overall status is held at Amber as management focus pivots entirely toward navigating the outstanding planning and financial pressures facing the Active Travel Hubs (ATH).
- **Planning Bottlenecks & Schedule Misalignment** The timeline for the remaining ATH workstreams is flagged as Red due to simultaneous planning delays. The Baker Lane application is currently paused awaiting a required resubmission, while the Enterprise Zone ATH determination has been deferred pending a Regeneration and Development Panel review. Managing these two disconnected, shifting timelines is creating logistical friction and presents a distinct risk that final project scopes and deliverables may need to be adjusted to accommodate the extensions.



- **Financial Risks & Resource Management** Budget pressures are rising following Early Warning Notices from Morgan Sindall regarding a projected 20–30% increase in spoil removal costs and strict seasonal restrictions on bridge removal. Project teams are actively evaluating value engineering options to mitigate these financial impacts. Resourcing remains stable; following the wind-down of the completed LCWIP works, Pulse Project Management and internal Borough Council project officers have successfully consolidated their capacity to focus exclusively on progressing the remaining ATH elements through RIBA Stage 4.

1.1 Decisions required by the Neighbourhood Board

- The Neighbourhood Board has instructed a resubmission of Baker Lane Active Travel Hub
- Progression of KLEP ATH subject to planning approval

1.2 Achievements during this period

Active Travel Hubs

- Prepared material necessary for 22nd July 2026: Regeneration & Development Panel meeting (*rescheduled from 15th July*) and 27th July 2026: Planning Committee meeting in response to previous deferral.

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Delay to planning determination resulting in adverse financial impacts.	Escalating project costs require adjustments to the project scope and deliverables. This may prevent the programme from achieving its intended outcomes and delivering the full projected benefits.	A	Financial	Due to the Baker Lane planning refusal and need to resubmit, and Enterprise Zone application decision deferral. the project timeline must be extended. Morgan Sindall is currently assessing the financial and schedule impacts of this change.	07/07/2026
10	Early Warning Notice from Morgan Sindal -Increased spoil removal costs	Supply chain delays and unresolved contract agreements may lead to a 20–30% increase in spoil removal costs, creating budget pressure and potential need to adjust scope or funding.	R	Finance	Review cost increases with the supply chain, benchmark against market rates, validate assumptions, explore re-tendering or renegotiation, consider value engineering options, assess material reuse opportunities, and optimise scope and logistics.	07/07/2026
11	Early Warning Notice from Morgan Sindal - Constraints on bridge removal timing	Environment Agency restrictions limit bridge removal between October and June, potentially impacting programme timelines and increasing costs.	R	Environment	Engage with the Environment Agency to review constraints, hold risk reduction discussions, agree costs and contract early, and progress works ahead of restricted periods where possible.	07/07/2026



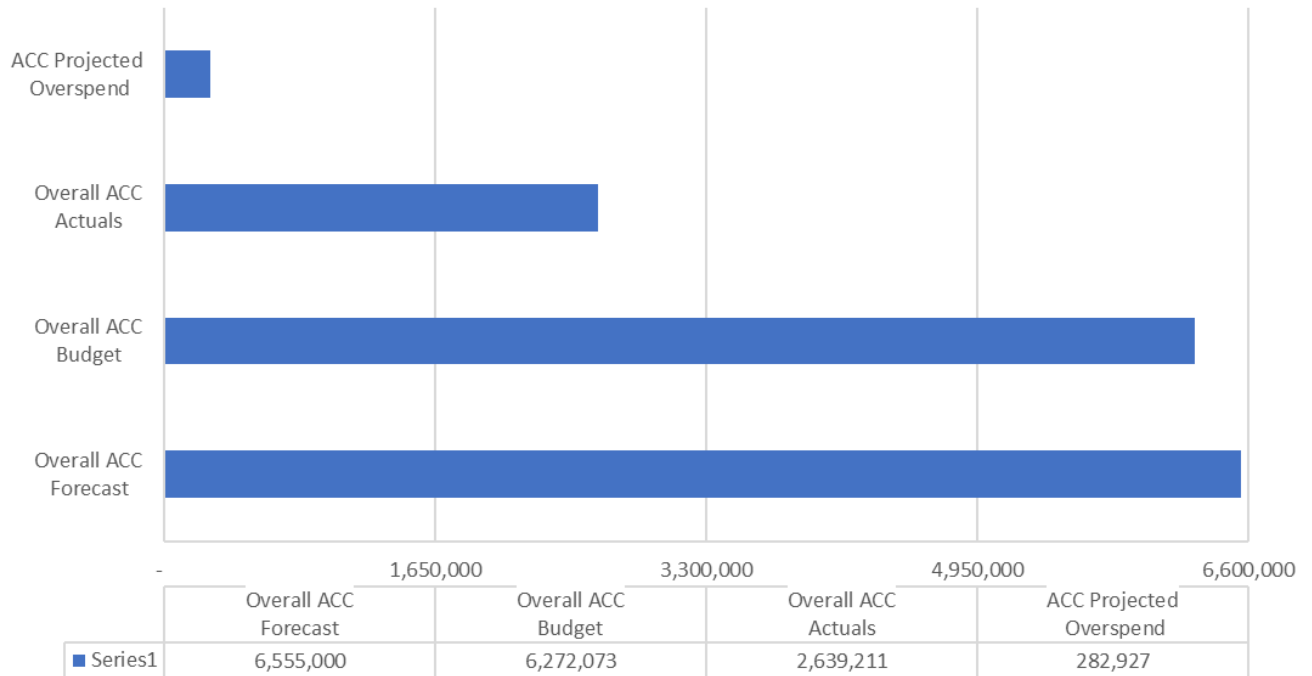
2.2 Key Issues [all red and increasing amber] – An issue something that has happened						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
12	Planning	Delays in the Baker Lane planning determination.	A	The project timeline must be extended to accommodate the delivery of the hub at this site. Increasing project costs due to this extension are requiring changes to the project scope and deliverables, threatening the programme's ability to achieve its full outcomes and benefits.	Morgan Sindall is finalising a pricing exercise to fully assess the financial and schedule impacts of this delay.	07.07.26
	Planning	The Planning Committee's decision to defer the Enterprise Zone Active Travel Hub determination pending a Regeneration and Development Panel review.	A	This deferral causes a critical misalignment between the timelines of the Baker Lane and Enterprise Zone projects. Managing two major, shifting timelines independently creates severe logistical and financial friction for the overarching programme.	Current Status: The implications of the deferral and the resulting timeline mismatch are currently being evaluated.	07.07.26

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 30th June 2026



3.1 Financial Commentary

RAG rating status is currently GREEN following approval of Enterprise Zone cabinet paper of £0.6m funds for the ACC project.

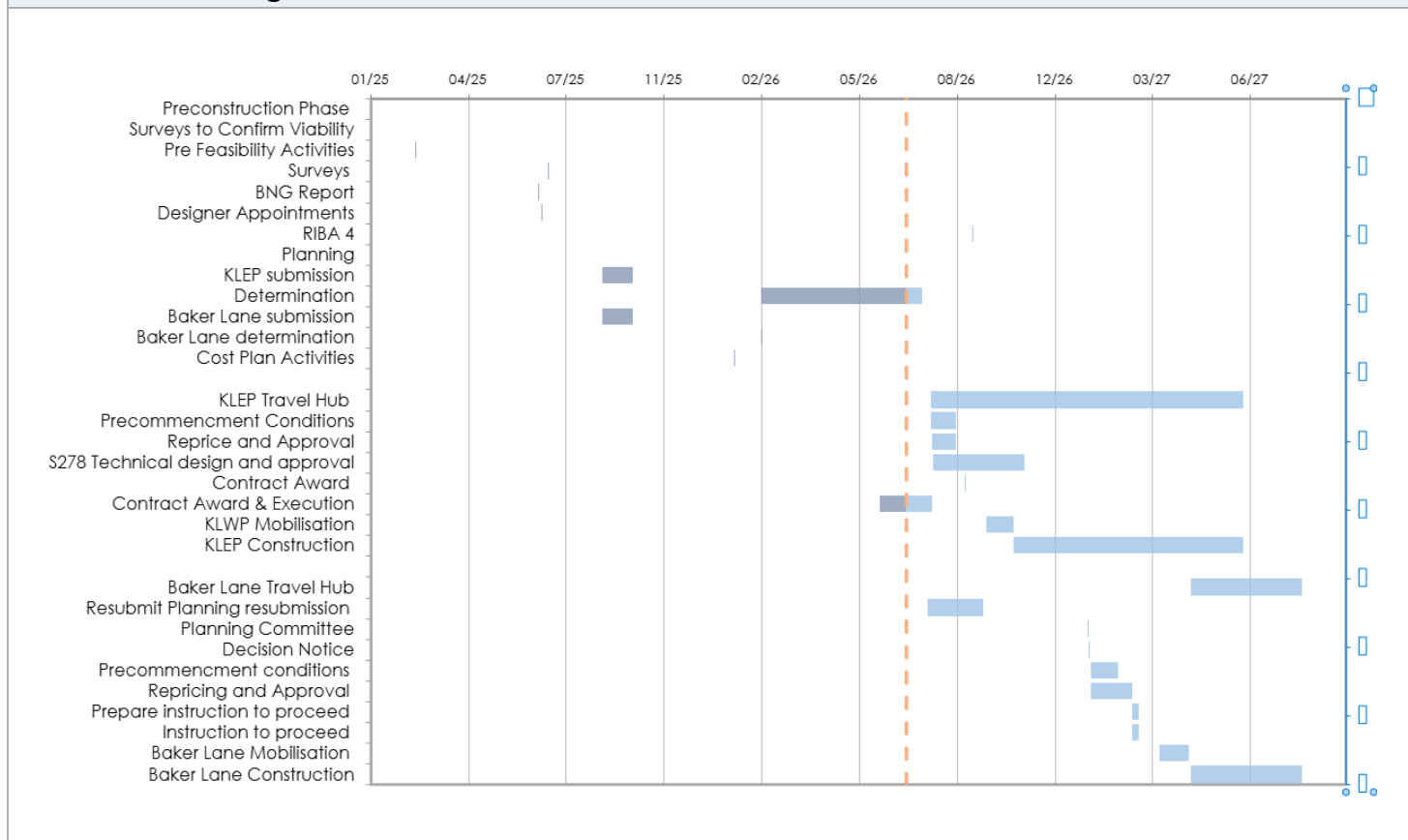
- Actuals to date from inception in 2021 to 30th June 2026 are £2.64m against an overall budget of £6.3m.
- Costs in 2026-27 are £43k to 30th June 26.
- There is an overall projected overspend of £0.28m, partly related to the delay in planning, delaying the project start date and offsite credits, the drainage board and S278 cost agreement abortive costs, the £0.3m contingency is being discussed as to how much will be utilised to reduce the deficit.
- Active Travel Plans - Work ongoing with CWA and QEH.
- Financial impact of Planning Delays is under review.

3.2 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

The current timeline RAG rating is RED.

- The programme is facing planning delays across both major sites. The Baker Lane application remains paused awaiting resubmission following consultation with KLBUG, while the Enterprise Zone Active Travel Hub determination was officially deferred by the Planning Committee pending a Regeneration and Development Panel review.
- These simultaneous delays have caused a severe timeline misalignment between the two projects. Managing two fluid, disconnected schedules is creating heavy logistical friction, driving up project costs, and potentially changes to the overall project scope and deliverables.

5. Resources Commentary

Resources RAG rating maintains as GREEN due to the following:

- Pulse Project Management support of the ACC programme has ended following completion of the LCWIP works. Pulse commission now extends to supporting only the Active Travel Hub Element of the programme.
- James Grant (Corporate Projects) to chair programme meetings, collate reports, etc internally.
- Joshua Ojugo (Corporate Projects) undertaking Project Officer activities, working alongside Pulse.
- Appointment of Morgan Sindall to progress the site investigation works to progress the ATH projects

6. Communications and Engagement

Activity programmed for forthcoming months:

- Liaison with KLBUG and Regeneration and Development Panel to overcome concerns raised at planning committees.
- Work to showcase the successful delivery of the LCWIP schemes being developed with NCC communications team.

7. Outputs and Outcomes

Outputs

Description	Target	Note
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Total length of new cycle ways	3.555km	Following the stopping of Old Meadow 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	James Grant/Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	June 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	A	A	A	A	G
Last Report	A	A	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.
The project remains rated AMBER due to a number of delivery and operational risks that require ongoing management, including finalisation of contractual arrangements, securing building owner approvals, development of long-term operational plans for the Custom House, and maintaining effective stakeholder communications.
- The Project continues to make positive progress across both the Dryside Facilities and the Custom House elements, with key design, planning and procurement milestones achieved. - Construction of the Dryside Facilities remains on programme and is expected to complete in July 2026. - A preferred contractor has been appointed for the Custom House and contract finalisation is nearing completion ahead of an anticipated start on site later this year. - Recent changes to project staffing following the Project Officer's maternity leave have also created short-term resource pressures, although interim management arrangements are in place and permanent cover is due to commence shortly. - A comprehensive review of the project Risk Log has been undertaken to improve transparency and stakeholder visibility as the project transitions between officers. Whilst the number of recorded risks has increased, this reflects improved risk identification and reporting rather than a deterioration in the project's underlying health. - Communications planning for both the Custom House works and Dryside Facilities opening is progressing, with engagement underway with internal teams and external partners to support successful project delivery and maximise future community use of the facilities. - Overall, the project remains viable and continues to progress towards its regeneration objectives, although focused management attention is required over the coming period to maintain programme momentum, conclude contractual arrangements, strengthen communications, and develop operational plans for the Custom House following completion of the works.

1.1 Decisions required by the Neighbourhood Board
None

1.2 Achievements during this period
Dryside Facilities Progress: Works are ongoing, on programme, and expected to be completed in July.

- Operations & Events: Held initial conversations with the Tourism Team to discuss the opening event and further progress plans for building operations.

Custom House

- Contractor Update: The main contractor has been selected, and the contract is currently being drafted for signing. Final negotiations regarding the start date are underway, with works expected to begin on 24 June 2026.
- Site Preparation: Final preparations to ready the Custom House for works are ongoing. This includes the clearance and storage of key items, coordinated in partnership with the Norfolk Museums Service.
- Communications: Drafting the works communication strategy in collaboration with the Communications Team.

2. Risks and Issues

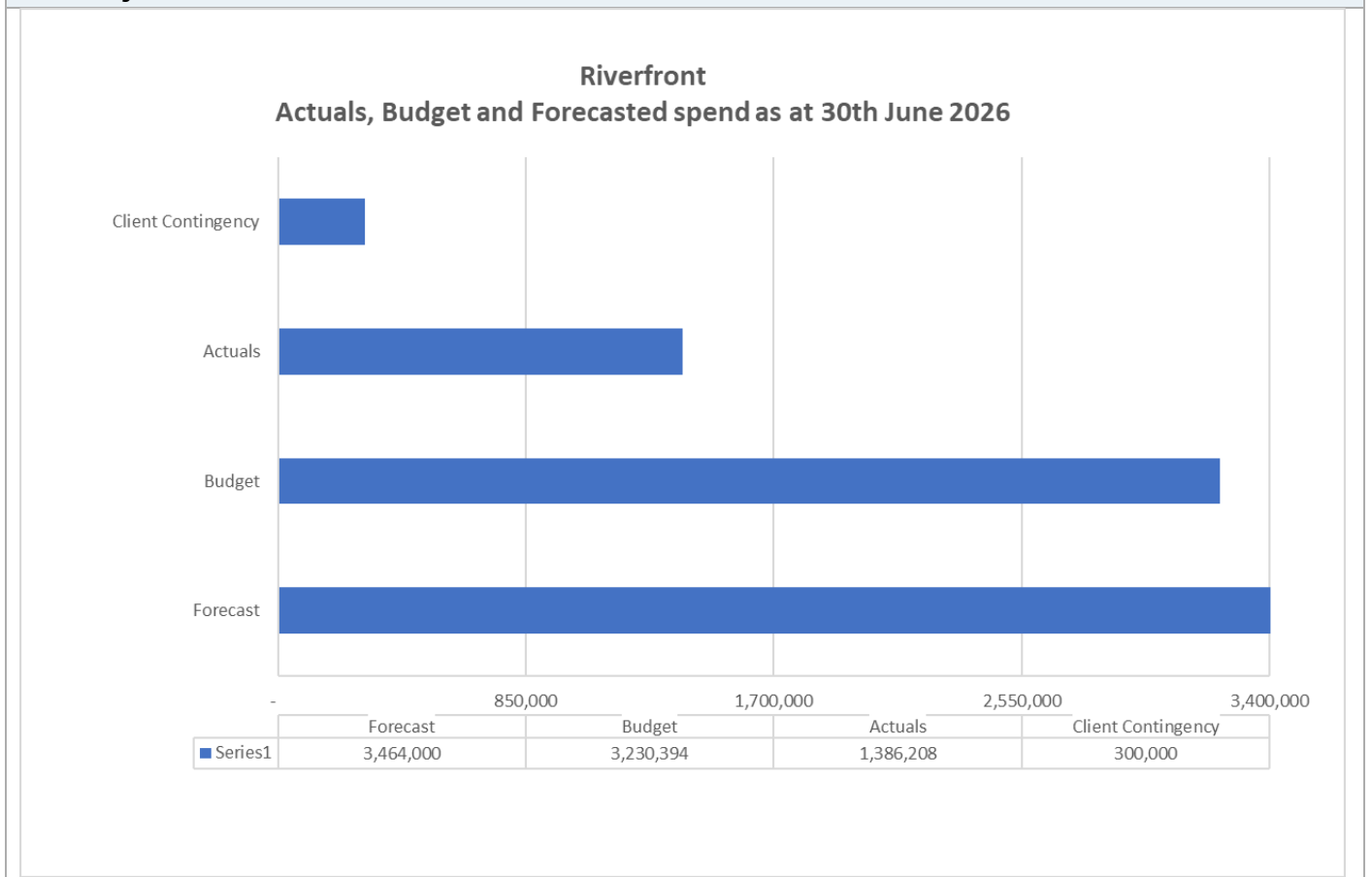
2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID (4/98)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
85	Delay due to Landowner Approval	Project at the Custom House may be delayed due to lack of prior approval from the building owner, impacting progress and potential delivery outcomes.		Stakeholder	Improve communication with the building owner, confirm key contact, provide regular updates, and arrange meetings including site visits to discuss planned works.	07/07/2026
97	Compliance Risk Related to Fire Safety Processes	Information provided to Building Control on fire safety processes may not be consistently followed during operations, potentially leading to non-compliance with approvals.		User Safety	Ensure full handover of fire safety processes and requirements to the building manager as part of transition to business-as-usual operations.	07/07/2026
84	Delay in Contract Finalisation	Delay in entering into the JCT contract may postpone project commencement and impact overall delivery timelines.		Contract	Maintain close coordination between BCKLWN, Pulse, AMA, and the contractor, with early engagement of the legal team to review the JCT contract where required.	07/07/2026
89	Lack of confirmed operational plan for the Custom House	Absence of long-term operational proposals may delay use of the building after project completion, limiting delivery of outcomes and affecting public perception.		Operations	Project team to work closely with the Alive Team to develop and confirm operational arrangements for the building.	07/07/2026

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

Issue ID 2/98	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
82	Launch of Dryside facility	Lack of awareness among stakeholders about the Dryside facility opening may lead to a poorly delivered launch event and reputational impact for the Council.		Reputation	Develop and implement a detailed event plan and assign clear responsibilities to project team members for delivery.	07/07/2026
90	Insufficient project communication for the Custom House	Limited communication on project progress may reduce public awareness and engagement, missing opportunities to build interest ahead of commencement / operation		Communication	Develop a communications plan including updates, discoveries, and opening plans, and consider a joint strategy with Guildhall.	07/07/2026

3.1 Project Financials



3.2 Financial Commentary

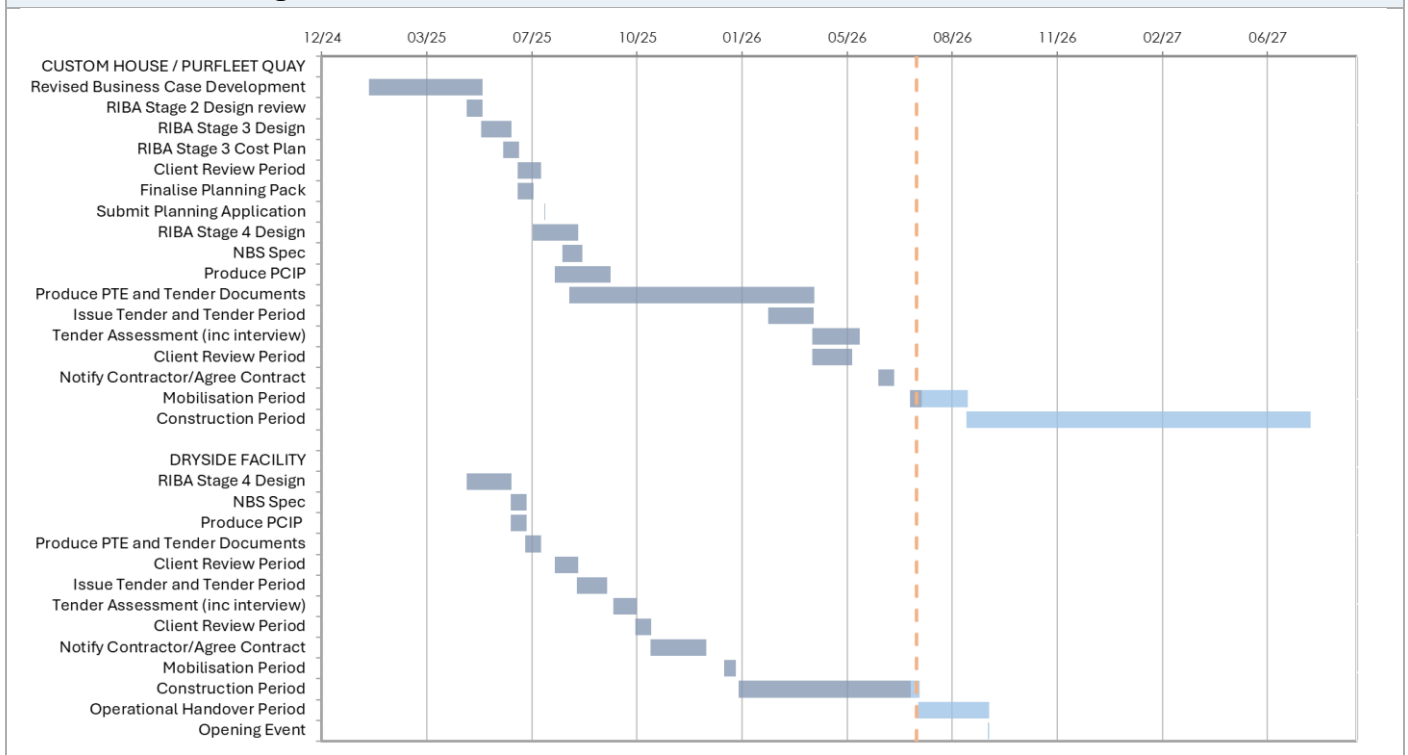
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.36m against an overall forecasted projected costs of £3.4m and a budget of £3.2m,
- £0.2m deficit due to Riverfront project tender coming in higher than budgeted and the start date of works being delayed, causing additional Project Manager and Quantity Surveyor costs for a longer period of time (and other associated costs)
- The project will now complete in 2027-2028, instead of 2026-2027.
- 2026-27 costs were £0.16m primarily due to dry side and consultancy 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 RAG rating is maintained at AMBER

- BCKLWN and the consultant team are currently in negotiation with King & Co to agree a project commencement date. The anticipated start date is 24 August 2025. While this will extend the overall programme, it provides additional time to plan effective pre-commencement discussions and undertake a thorough review of the contract terms.
- Review of the opening date for the Dryside facility. A proposal to align this with the Harrage Open Day will be presented to the Project Board.

5. Resources Commentary

Resources RAG rating is GREEN

- The Project Officer responsible for this project has commenced maternity leave. Cover for the post is due to start on 13 July 2026.
- The Principal Project Manager is providing interim cover where possible while the post is temporarily vacant.

6. Communications and Engagement

- Communications strategy for the Custom House has been drafted. Working closely with King & Co to deliver an effective strategy during the works.
- Plans for the use of the Custom House following the works, including consultation with local interest groups, will resume once the Project Officer replacement is in post. This will incorporate learning from recent projects and involve engagement with a wider group of internal and external stakeholders.
- Opening event and communications for the Dryside facility are ongoing.

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. Custom House listed building application granted. 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:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	June 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	A
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.

- Although Pop Up spaces were opened for hire in March 2025, promotional activity was temporarily halted due to street-level scaffolding restricting access. In the meantime, some interim community uses still took place. The Pop Ups are now available to hire once again.
- Artwork, seating, fingerposts, and a digital wayfinding sign have all been installed successfully.
- Fourteen trees, along with bespoke planters, have been installed across Purfleet Street, New Conduit Street, and Broad Street.
- Responsibility for managing the Pop Ups has transferred to the Operations Team, while the Marketing and Communications Team now oversee the digital signage.
- The only remaining element is the Purfleet Street Arch. Progress was put on hold due to fire damage to the building where installation was intended, along with delays in securing the necessary licence. An options paper considering whether to proceed with installation or explore alternatives has been included in the Post Project Evaluation.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Staffing:** The secondment post for interim maternity cover has been successfully appointed, and a commencement date is to be ascertained.
- Stakeholder Engagement:** The Chair of the King's Lynn Neighbourhood Board has drafted a letter to Boots on behalf of the board highlighting the significance of installing the Purfleet Arch and emphasising the importance of completing this remaining project output.
- Marketing & Branding:** Updating marketing collateral (website, advertisements, leaflets, etc.) with refreshed copy, imagery, and the new logo. Ready — awaiting email address confirmation to launch.



2. Risks and Issues

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

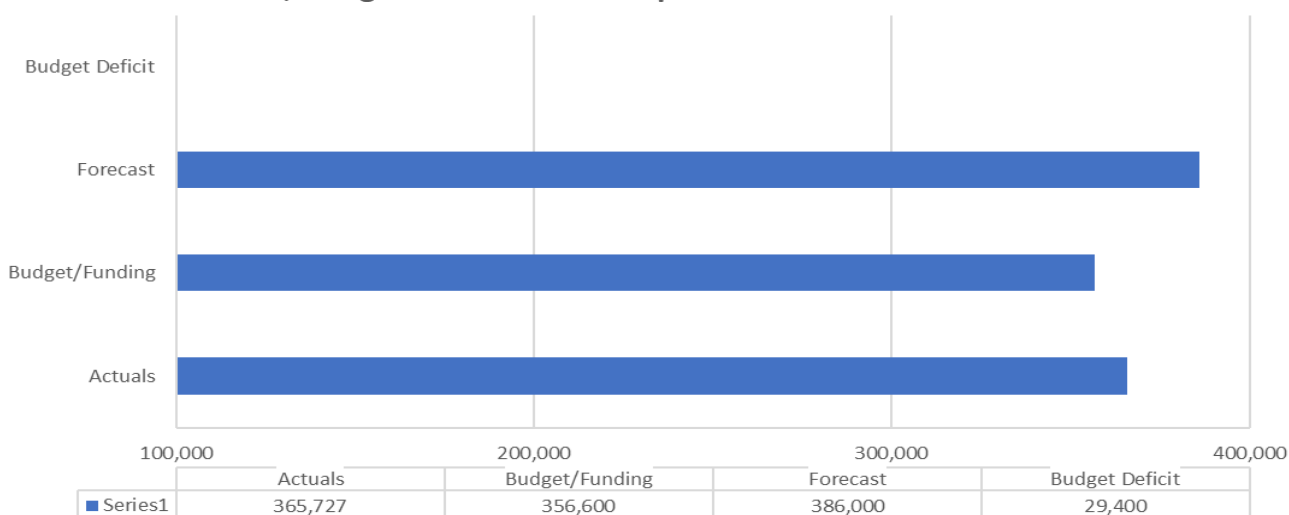
Risk ID (1/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
23	No response or suitable responses to RfQ for Purfleet Street Arch	Failure to get suitable responses to RfQ for the Purfleet Street arch would result in this element of the project not taking place.	A	Low	Previous 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>	30.06.2026

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.	30.06.2026

3.1 Project Financials

Rail to River
Actuals, Budget and Forecasted spend as at 30th June 2026





3.2 Financial Commentary

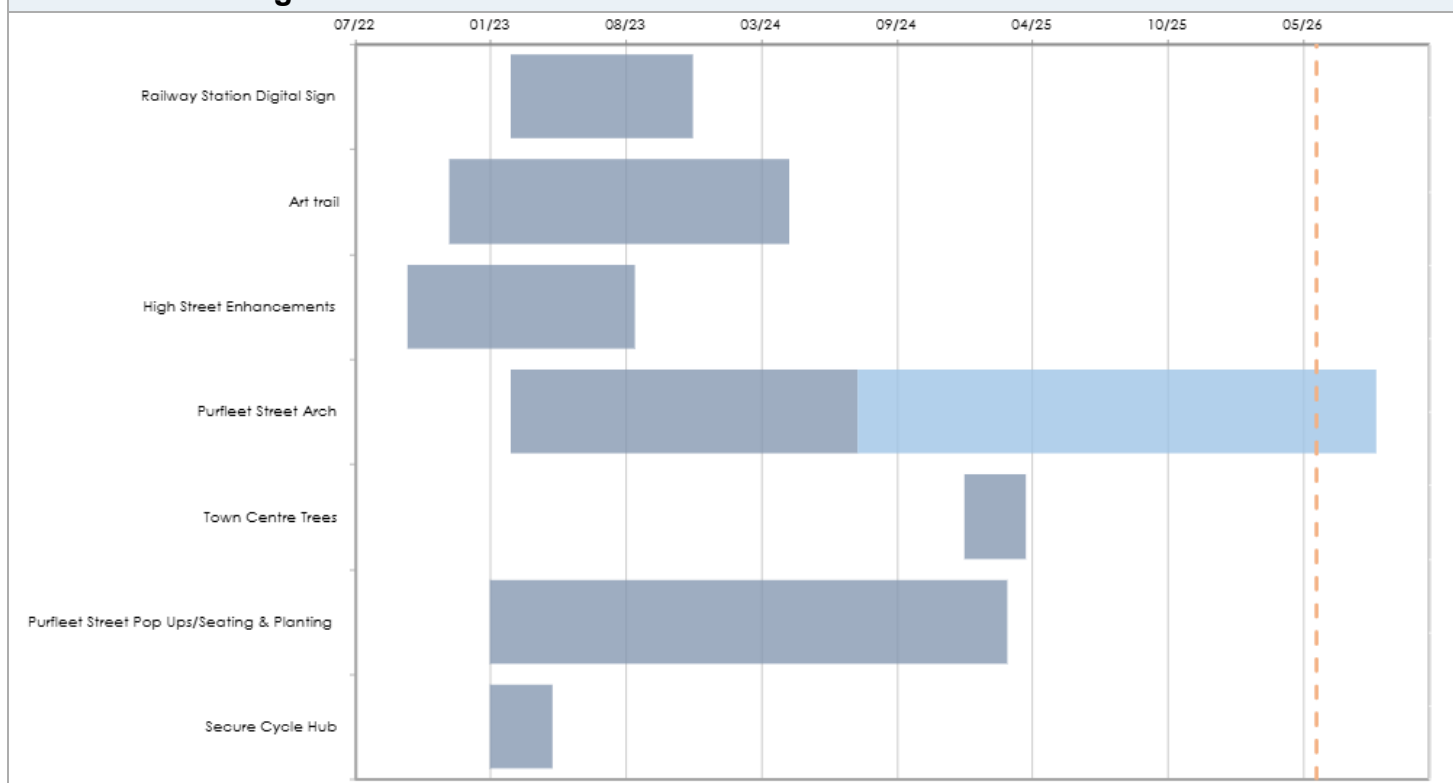
Financials RAG Status maintained at GREEN

- As of 30th June 2026, forecasted costs are £0.39m against a budget of £0.36m, at present the Arch has not been completed.
- Forecasted cost include £20k for the Arch, with the additional Archway costs the deficit would be circa £29k.

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 AMBER.

- Work on the programme has largely been paused due to the Project Officer commencing maternity leave.
- A secondment has since been arranged to provide cover during this period.
- This reallocation of resource will be required to complete the arch/artwork element of the project, should a decision be made to proceed, and to support delivery through to project closure.

6. Communications and Engagement

▪



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 6 businesses throughout the project.
No of trees planted	5	14 trees planted
Number of Finger post installations	30	29 installed
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

Major Projects Financial Summary 2026-27 Quarter One

As at: 30th June 2026

Summary of Projects	Full Project Actuals & Budget			2026-27 Current Year Budget to 30-Jun-26	2025-26 Current Year Actuals vs Budget <i>Period:- 1st Apr-25-31st Mar-26</i>			Forecasted Project Variance		
Projects	Overall Actuals	Overall Budget	Budgeted Funds Remaining	CY 26-27 12 Month Budget	26-27 Budget to Jun-26	26-27 Actuals to Jun-26	25-26 Variance Over/(Under) Budget	Project Budget	Project Forecast at Jun-26	25-26 Deficit or (Under Budget / Housing Profit)
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Boost (£8k) & Towns Centre Repurposing (£480k)	488	488	-	-	-	-	-	488	488	-
Active Clean and Connectivity Travel Hub	60	88	28	37	5	(5)	0	88	88	-
Rail to River	366	357	(9)	-	-	-	0	357	386	29
Riverfront Regeneration	1,386	3,230	1,844	1,995	214	163	(51)	3,230	3,464	234
Active Clean and Connectivity	2,639	6,272	3,633	3,409	41	43	2	6,272	6,555	283
Kings Lynn Library	17,302	17,300	(2)	-	-	-	0	17,300	17,300	-
St George's Guildhall and Creative Hub	4,965	30,500	25,535	8,742	701	556	(145)	30,500	30,500	-
Programme Mgmt	521	514	(7)	-	-	6	6	514	626	112
Towns Fund Total	27,727	58,749	31,021	14,183	951	764	(187)	58,749	59,407	658
Styleman Court (Southend Road)	8,861	7,412	(1,449)	800	200	11	(189)	7,412	9,293	1,881
Salters Road	16,176	17,111	935	8	2	39	37	17,111	16,239	(872)
Valentine Park (Lynnsport 1)	15,728	24,734	9,006	8,806	2,201	2,363	162	24,734	25,069	335
Florence Fields (Parkway)	43,861	56,266	12,405	15,983	3,996	4,489	493	56,266	58,200	1,934
Housing Total *	84,626	105,523	20,897	25,597	6,399	6,902	503	105,523	108,801	3,278
West Winch	1,432	1,180	(252)	-	-	(1)	1	1,180	1,468	288
NORA Remediation (£100k) Nora Phase 5 (£345k)	100	445	345	345	86	-	86	100	100	0
Southgates	556	630	74	73	-	-	-	630	630	0
KL Enterprise Zone - Western Access Road****	-	4,398	4,398	4,398	367	-	(367)	4,398	4,398	0
EZ Development of Spec Units - Phase 1**	7,332	7,332	(1)	-	-	1	1	7,332	7,332	0
Kings Lynn Enterprise Zone (NORA) **	12,578	12,578	-	-	-	1	1	12,578	TBA	TBA
Hunstanton Coastal Defence***	391	10,946	10,556	7,859	265	90	(175)	10,946	10,946	0
Other Major Projects Total	22,389	37,509	15,120	12,675	718	89	(628)	37,164	24,874	288
Towns Fund Total	27,727	58,749	31,021	14,183	951	764	(187)	58,749	59,407	658
Housing Total ***	84,626	105,523	20,897	25,597	6,399	6,902	503	105,523	108,801	3,278
Other Major Projects Total	22,389	37,509	15,120	12,675	718	89	(628)	37,164	24,874	288
Grand Total	134,742	201,780	67,038	52,455	8,068	7,755	(313)	201,436	193,083	4,225

Summary of Projects		Full Project Actuals & Budget			2026-27 Current Year Budget to 30-Jun-26	2025-26 Current Year Actuals vs Budget <i>Period:- 1st Apr-25-31st Mar-26</i>		Forecasted Project Variance			
Projects		Overall Actuals	Overall Budget	Budgeted Funds Remaining	CY 26-27 12 Month Budget	26-27 Budget to Jun-26	26-27 Actuals to Jun-26	25-26 Variance Over/((Under) Budget	Project Budget	Project Forecast at Jun-26	25-26 Deficit or (Under Budget / Housing Profit)
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
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									

Towns Deal Comments	Active Clean and Connectivity has a £234k deficit vs funded budget, this is due to additional costs due to planning delays which has impacted the start date with the main contractor, discussions with the main contractor (Morgan Sindall) has crytalsised the loss which includes costs for Project delays, Compensation evenets, recosting and additional professional fee's as the project will complete later, due to starting late. The ACC Active Travel Hub £300k client contingency has not yet been utilised. Please be aware that the Morgan Sindall contract is a combined MS project which includes the KL Enterprise Zone, Western Access Road, Spoil Heap and Bridge removal.		
	Riverfront Regeneration has a £283k deficit aganist the funded project budget and the forecasted costs, the deficit is in relation to higher main contractor costs (£125k) when tendered and a delay in the main works commencing, causing additional project manager, quantity surveyor and other associated costs as the project will complete in early 2027-28 instead of 2026-27. Since this report and as of 31st August 26, the deficit has been cleared with reductions in the forecast and c£152k of the £300k client contingency being utilised, leaving £148k of client contingency remaining.		
	Rail to River has a £29k deficit aganist the funded project budget and the forecasted costs, the deficit is in relation to £9k of higher consultancy costs and £20k forecasted for an Archway which the cost and type has not yet been confirmed.		
	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 further minor costs may adjust the profit marginally		
* Housing Comments	Valentine Park (Lynnsport 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 anticpated 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, a tenure change will be calculated to understand if there is any impact on the loss.		
	EZ Budgets to be confirmed, actuals used as a placeholder		
** EZ / NORA			
*** Hunstanton Coastal	Hunstanton Coastal - A funding claim will be submitted with the Environmental Agency (EA) for GIA (Grant in Aid) funding, funding is upto 90% of eligible costs of the project, total project costs are estimated to be circa £46.9m and funded costs total £10.9m relating to £8.2m from BCKLWN and £2.78m from the 26-27 approved CIL allocation, these costs are primarily for immediate 25-26 and 26-27 emergency works (rock armour etc.). Additional funding will be applied for in 26-27 from the Environment Agency Grant in Aid.		

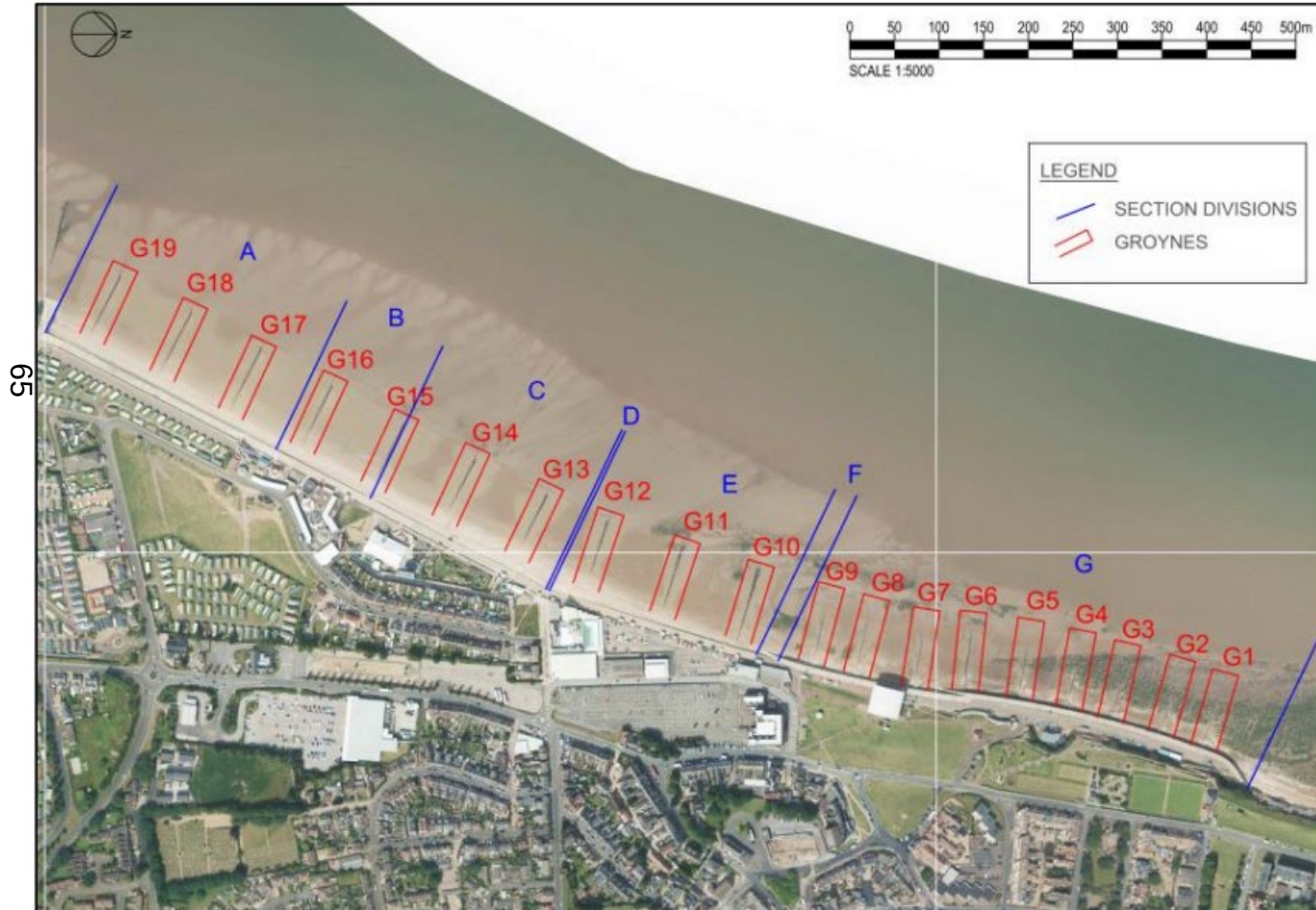
Hunstanton Coastal Defences Member Major Project Board Update

Jade Kite & Stuart Ashworth
Friday 9 October 2026

Borough Council of
King's Lynn &
West Norfolk



Hunstanton Town Coastal Defences



Workstreams



Concurrent Work Streams

67

Wash East Coastal
Management Strategy
(WECMS) review

Hunstanton routine
repairs works

Hunstanton monitoring
and surveying

Hunstanton Interim
Works

Hunstanton Capital
Works

Tie in with Hunstanton
Masterplan



Wash East Coastal Management Strategy (WECMS) Review



N

Legend

- Unit End Points
- SMP = PDZ

Unit A

Unit B

Unit C

BCKLWN Frontages

Environment Agency Frontage

Old Hunstanton

Heacham

Snettisham

Ingoldisthorpe

Dersingham

Sandringham

Fritcham

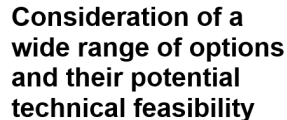
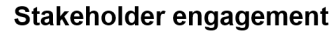
Hillington

Castle Rising

0 0.5 1 2 3 4 5 Kilometers

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

- reco



Outcomes of WECMS

The outcomes of the WECMS Review will inform the medium- to long-term management of the coast between Hunstanton and Snettisham by the Environment Agency and the Borough Council.

The WECMS Review will consider:

- 70 – How the Shoreline Management Plan will be delivered over the medium to long term
- The impact of changes in coastal processes (e.g. longshore drift) and how they influence coastal management measures, such as groynes and beach management
- The impact of climate change and sea-level rise on coastal management
- Alignment with the Local Plan

Outcomes of WECMS

71



Outcomes of the WECMS Review will replace the existing Hunstanton Coastal Management Plan, informing what medium to long term coastal management measures are required and potential costs.



Outputs will inform future investment required to maintain the standard of protection provided by the Hunstanton Coastal Defences for the medium to long term following completion of the Hunstanton Capital Works.

Coastal Trends



Cause? Nearshore channel moving north

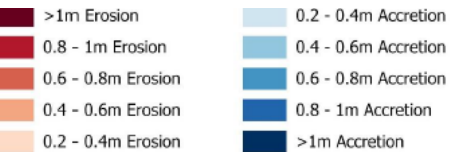
Two processes meet and act as a barrier to sediment movement towards Hunstanton through longshore drift



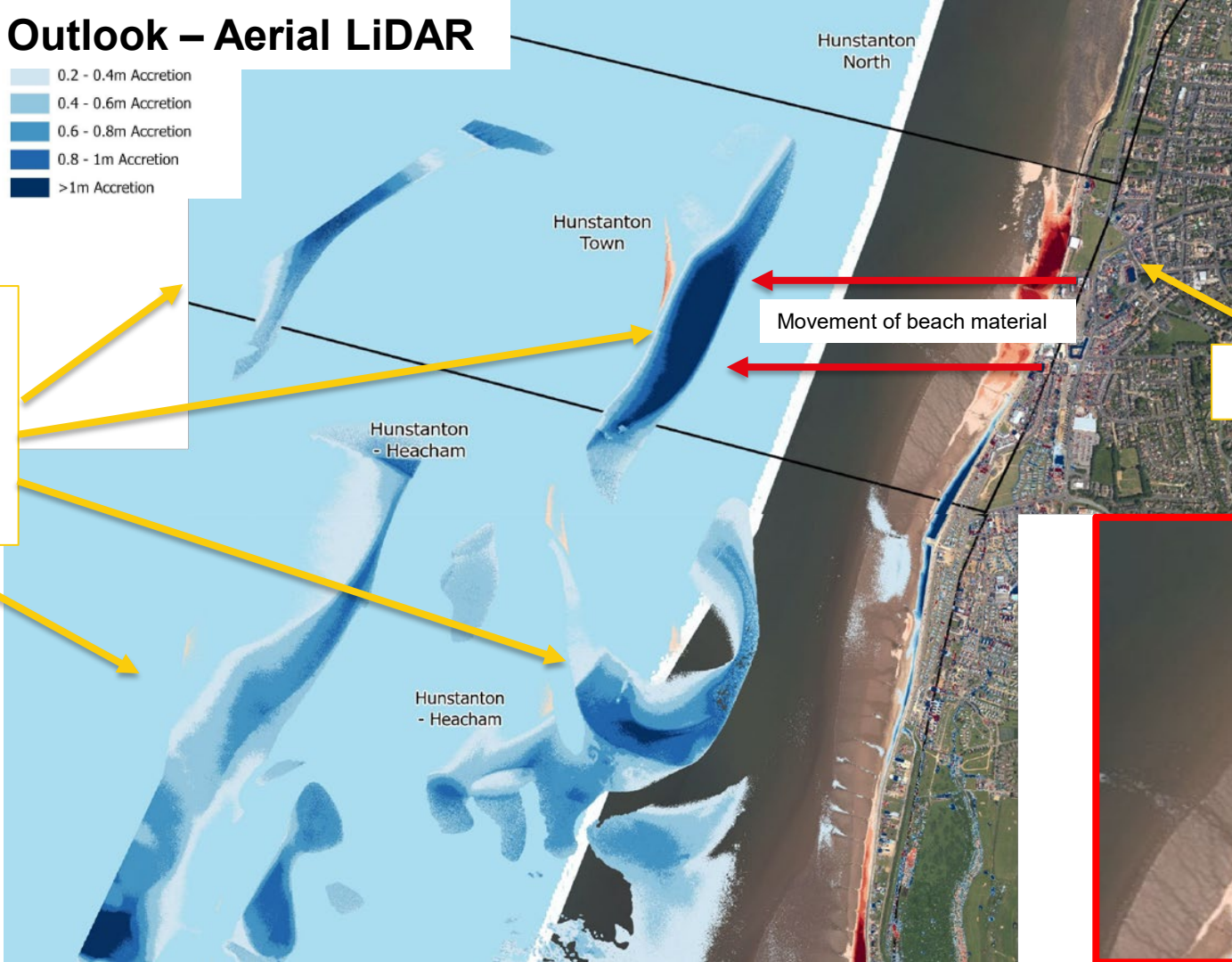
Longshore drift: sediment moves parallel to the coast

Cross-shore movement: sediment moves up and down the beach with incoming and outgoing tides

2025 Data Outlook – Aerial LiDAR



Significant new sandbanks are growing offshore from Hunstanton as a result of cross-shore sediment movement

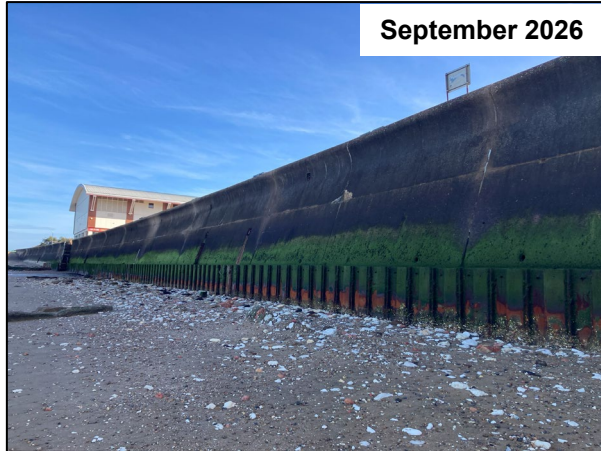


Movement of beach material

Erosion of Hunstanton beach material



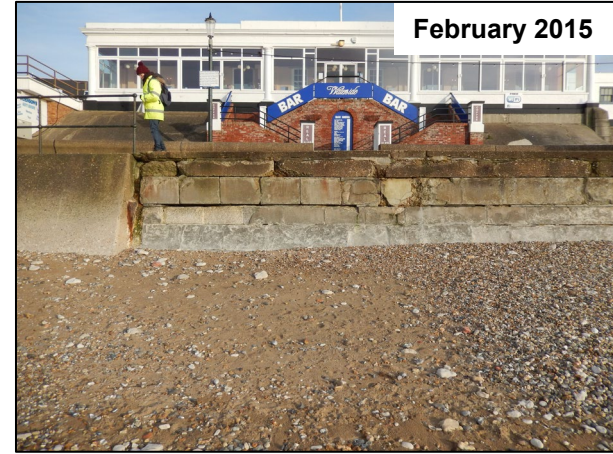
Section G (2015 vs 2026)



Section F (2015 vs 2026)



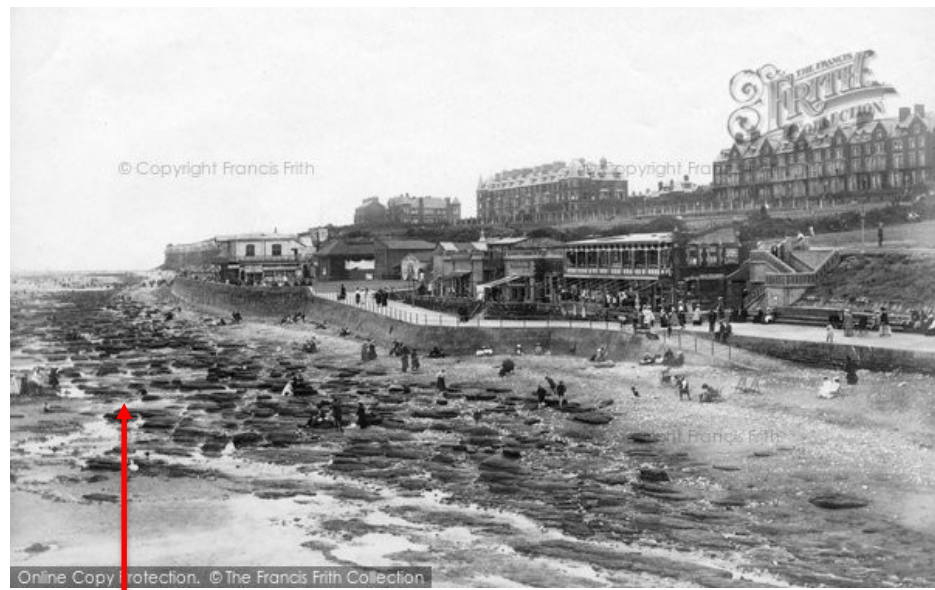
Section E (2015 vs 2026)



Hunstanton in 1893 and 1907 – similar beach conditions to today



Hunstanton in 1893



Hunstanton in 1907

Widespread Carstone exposure and limited beach cover are evident

Beach conditions between 1893 and 1907 look very similar to those today

Routine Repairs



Routine Repairs

Routine repairs and maintenance to defects on concrete coastal defences, floodgates and H&S works to groynes are completed on an annual basis.

Annual budget £180k

Works completed or scheduled this financial year include: -

- Summer 2026 repair package £81.8k
- Floodgate health check £6.2k
- Autumn 2026 repair package £156.6k

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Monitoring & Surveying



Monitoring & Surveying

Various forms of repeat and ad hoc monitoring of the coastal defences are undertaken to support all workstreams, including:

- Weekly visual inspections
- 2-weekly beach level monitoring
- Monthly structural stability monitoring
- Quarterly ground penetrating radar surveys
- One-off window (core) sampling was completed in May 2026

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Beach Level Monitoring

Section G Beach Levels (2015 average & 2026)



Interim Works



Location



Summary

- Interim works are required in Sections F and G to prevent structural failure of the coastal defences
- Structural stability monitoring in June 2026 detected movement in the sea wall and promenade deck
- Beach erosion has continued over the summer, and at least 1 m of sheet piling is now exposed along its entire length — a trigger point for structural instability
- Recent visual signs of cracking in the sea wall and concrete pads show that movement is occurring



Interim Works Required – Rock Armour

Temporary installation of **granite rock armour at the base of the sea wall toe** to provide sufficient mass to prevent further structural movement and failure until a permanent solution can be designed and constructed as part of the Hunstanton Coastal Defence capital works project.

Rock armour dimensions: 200 m (L) × 9 m (W) × 2–3 m (H)
The primary rock layer will comprise 3-tonne rocks

∞ 10,000 tonnes of rock will be required

HGVs will deliver 300 tonnes of rock per day to the site compound

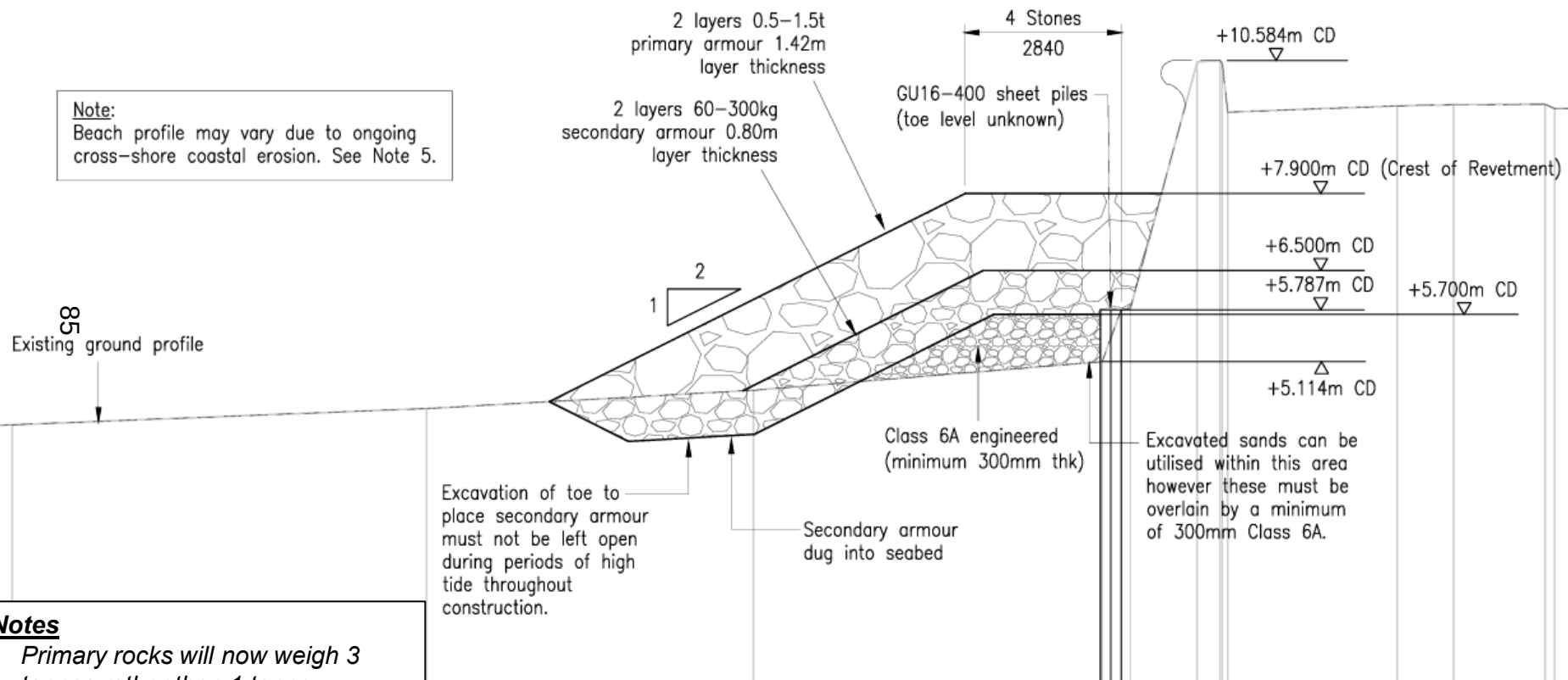
Estimated works programme: 10–12 weeks

Construction to be completed by Southbay Civil Engineering Ltd
Structural engineering and design by Fairhurst UK Ltd



Rock Armour Design

Note:
Beach profile may vary due to ongoing cross-shore coastal erosion. See Note 5.



Notes

- Primary rocks will now weigh 3 tonnes rather than 1 tonne
- Increased Class 6A engineering fill will be needed due to the lower beach levels on site



Next Steps

- Work has started with Fairhurst to prepare the planning permission and marine licence applications.
- Habitat and intertidal surveys required to support the applications have started.
- ✂ The timeline for preparing and submitting the applications is Q3 2026-27
- The works start date will depend on permissions but is likely to be in late Q4 2026-27 or early Q1 2027-28
- Estimated cost: approximately £2m, plus a risk contingency

Hunstanton Capital Works



Geotechnical Investigation

- Excavation of 25 trial pits along the base of the sea wall to expose the condition of the sea wall foundations, which are normally buried beneath beach material.
- A ground-penetrating radar survey to assess the internal condition of the promenade deck
- A falling-weight deflectometer to test the material strength of the concrete promenade deck
- On-site investigations were completed in autumn 2024, and the final report was received in July 2025



Geotechnical Investigations – Outcomes

Final report received on 31 July 2025.

Outcomes: -

- The concrete promenade deck is in poor structural condition, has voids beneath it and requires replacement.
- Sea wall Section E is at risk of being undermined if beach levels fall further. It requires the installation of toe protection (sheet piling) and refacing to mitigate the future risk of undermining.
- Sea wall Sections F and G are at risk of structural failure if beach levels fall further. They require the installation of toe protection (sheet piling) and refacing to mitigate the future risk of structural failure.

We now need to move away from a ‘patch and mend’ approach towards a capital rebuild of parts of the coastal defences to ensure that they continue to provide their intended standard of protection.



Indicative Costs (detailed design & build)

- Capital rebuild (like for like) = £22.6m + risk £18.4m = total £41.1m (current estimate)
- The first £3m will be 100% funded through Flood Defence Grant in Aid (GiA) if the bid is successful.
- Up to 90% of the remaining costs over £3m will be funded by GiA if the bid is successful.
BCKLWN will need to contribute an estimated minimum of 10% of those costs
- BCKLWN's minimum 10% contribution towards costs over £3m = £3.81m

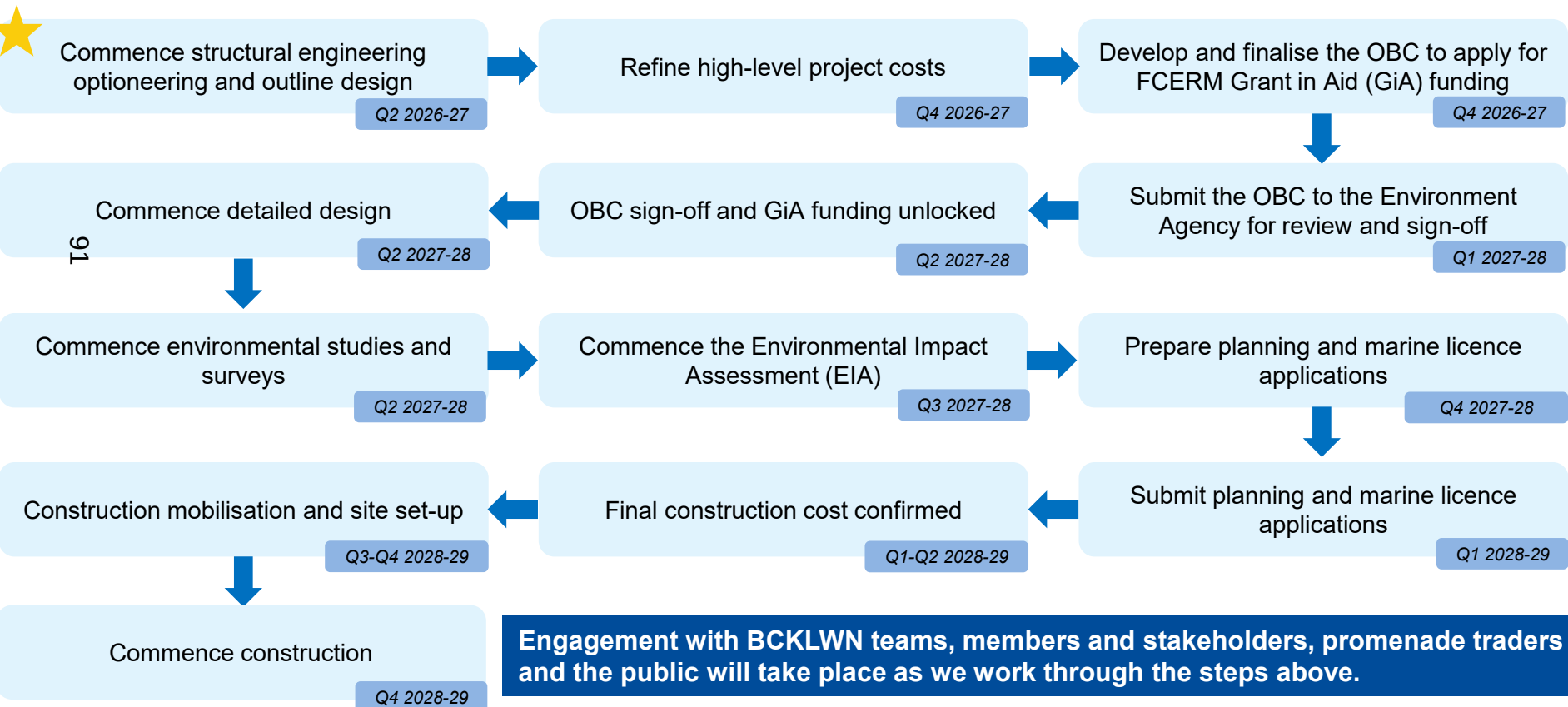
Costs are estimates and will be updated when the Outline and Detailed Designs have been completed (March 2026)

£2.08m has been secured from CIL towards BCKLWN's contribution to the capital works



Project Planning – Next Steps & Timeline

The project planning phase is anticipated to take 12–18 months to complete and will include the following high-level steps:



Phase 1 – March 2026 to July 2026

The initial works phase of the capital works project was completed between March 2026 and July 2026 and included the following high-level workstreams:



Completion of window
(core) sampling



Economic assessment
to support outline
business case (OBC)



Procurement of a
design contractor



Lessons learnt and
knowledge sharing
from other schemes



Engagement with key
stakeholders



Phase 2 – August 2026 to March 2027

Phase 2 of the capital works project is now under way and will include the following high-level workstreams:

- Optioneering
- High-level outline designs
- Production of an Outline Business Case for submission to the Regional Flood and Coastal Committee (RFCC) to secure GiA funding

Outcomes of Phase 2 will include:

- ✓ Preferred option identified and high-level design completed
- ✓ Updated cost estimates
- ✓ Submission of an OBC to the RFCC
- ✓ GiA funding bid for the next phases of the project



Phase 3 – Summer 2027 onwards

Phase 3 of the capital works project will commence following approval of the OBC. Phase 3 is anticipated to commence in late summer 2027 and will include the following high-level workstreams:

- Production of a detailed design
- Application for planning permission and a marine licence, with associated environmental impact assessments
- Construction delivery planning

Outcomes of Phase 3 will include:

- ✓ Completion of a final detailed design for construction
- ✓ Final construction cost
- ✓ Submission of permissions required for construction
- ✓ Construction-ready project



Outline Design vs Detailed Design

OUTLINE DESIGN (phase 2)

- Focuses on the coastal defence structure — its performance, form, alignment, footprint and standard of protection.
- The chosen coastal defence structure must demonstrate feasibility and flood/erosion risk benefits.
- Produces outline drawings, a programme and indicative whole-life costs needed to support the business case and GiA funding.
- Wider public-realm elements that do not provide flood/erosion protection sit outside the scope of outline design.

DETAILED DESIGN (phase 3)

- Turns the approved coastal defence option into a coordinated, construction-ready solution.
- Enables the preparation and submission of applications for the required permissions
- This is the point where wider aspirations can be integrated — access, street furniture, public realm and regeneration, subject to funding being secured.
- The Flood Defence GiA sought for detailed design and construction will fund only elements that deliver flood and erosion defence benefits; wider enhancements require separate funding to be identified.



Summary



Summary

- **Urgent action is required.** Ongoing coastal erosion is now affecting the structural stability of parts of the Hunstanton coastal defences. Interim works must progress at pace to reduce the risk of structural failure before the capital works commence.
- **Capital works must follow without delay.** The defences are at the end of their design life. Interim rock armour buys time; it does not replace the permanent works, which must also progress at pace to rebuild the defences.
- **Significant investment is under way—but it is not the end.** The Hunstanton capital works are an initial step in a wider coastal programme, not a one-off intervention. Further Borough Council investment will be required.
- **The WECMS Review will define the next phase.** Its outputs will shape the medium- to long-term approach and priorities for coastal management, requiring sustained external funding and future BCKLWN contributions.



Any Questions?



Member Major Projects Board meeting – 9th October 2026

Housing Developments Steering Group – update

Update as at end August 2026

Since the last update to the Member Major Project Board, the Housing Development Steering Group has met formally in June, July and August. The main areas of focus have been:

Governance, reporting and assurance

- The Group's Terms of Reference are now in place, and Members and officers have shared access to the meeting documents.
- Major Housing Programme Highlight Reports have continued to be reviewed at each meeting, with Members noting improvements in the clarity and structure of the reporting.
- Governance around property disposals and sales releases has been reviewed.

Programme delivery and key risks

- Delivery progress has continued across the programme, including first occupations at Valentine Park, private rental sector plots are being prepared for occupation and piling completion at Florence Fields.
- Taylor's Drive and Greenpark Avenue adoption matters have continued to be monitored, with remaining legal and handover issues being worked through.
- Sales rates remain a key discussion point for the group.

Styleman Court and tenure strategy

- Styleman Court, Hunstanton, remains a focus regarding sales and tenure strategy.
- Progress has been made on disposal of units to the wholly owned Housing Companies
- Members of the Steering Group continue to balance financial cost, social value, occupation risk and future flexibility when considering tenure changes.

Data

- A housing delivery plots dashboard is in development.

Community engagement

- The Florence Fields Councillor tour / Creating Communities event took place on 2nd October 2026.

Duncan Hall, Assistant Director, Regeneration, Housing & Place

OFFICER MAJOR PROJECTS BOARD

MEETING NOTES

Borough Council of
King's Lynn &
West Norfolk



Date: 11 September 2026			Location: Via MS Teams		
Time: 11:00am			Chair: Michelle Drewery (MD),		
Board Attendees					
Michelle Drewery (MD)	Carl Holland (CH)				
Optional Attendees					
Sarah Parker (SP)	Vanessa Dunmall (VAD)	Michelle Mclean (MM)	Stuart Ashworth (SA)	Dave Robson (DR)	James Grant (JG)

1.	Apologies: James Arrandale	
2.	Action Log The Board reviewed the OMPB Action Log.	
3.	Notes from the previous meeting Notes from the previous OMPB meeting were agreed.	
4.	Project Highlight Reports Project Highlight Reports covering Q1 2026/27 as follows were reviewed: a. P-21.02 NORA EZ – Road Infrastructure - Report agreed. The Board proposed that regular reporting to MMPB in this format be paused until there is material progress; there is little value in continuing regular updates at this time. <u>ACTION:</u> Propose at the next MMPB meeting that NORA EZ – Road Infrastructure reporting be paused until there is further substantive activity to report on. b. P-21.09 West Winch Growth Area - The Board requested this be the last report as all BCKLWN actions have now been completed. Subject to requested change, report agreed. A post-project evaluation will come to a future OMPB and MMPB meeting c. P-25.08 Hunstanton Coastal Defence Works - Board requested amendments to the highlight report around stakeholder meetings, secured CIL funding and requested that a map be added to the end of the report identifying the defence sections. Subject to these changes, the report was agreed. The Board noted that - Project Highlight Reports covering Town Deal projects for June 2026 were reviewed and agreed at the Town Deal Programme Board held on 14.06.2026. - The Major Housing Programme Highlight Report to end of Q1 was reviewed and agreed at the Housing Developments Steering Group held on 19.08.2026.	CH
5.	Q1 Financial Report The Board reviewed the report that included additional columns for clarity. Amends were requested and the report was agreed subject to the changes requested: Add explanatory notes for the revised forecast and Towns Fund figures.	

OFFICER MAJOR PROJECTS BOARD MEETING NOTES

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



5.	Hunstanton Coastal Defence Works- Deep dive presentation for MMPB The project leads presented the Hunstanton Coastal Defence Works presentation put together as requested by MMPB. The Board requested updates to the presentation to including • expand the acronyms • verify elements of the financial information shown and • add a concluding summary covering parallel workstreams and additional budget requirements.	
6.	Agenda items for the MMPB meeting to be held on 09.10.2026 (moved from 14.09.26) Noted. <u>Standing items:</u> - Action log - OMPB minutes (for information) - Overview report for projects (taken from overall summary sections) - Project Highlight reports – covering Q1 2026/27 (as agreed at item 4) - Major Projects Financial Summary - Update report from the Housing Developments Steering Group <u>Other items:</u> - Hunstanton Coastal Defence project – Proposed deep dive presentation for MMPB <u>Items to be programmed:</u> - Styleman Court Post Project Evaluation to be deferred - Guildhall update	
7.	AOB The Board reviewed other projects in the pipeline and agreed that the Padel Courts project should appear in reporting to MMPB wef Q2 2026/27.	
Date of next meeting: Thursday 15 October 2026 @ 09:30 via Teams		

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		
	Major Projects Financial Summary 2025 – 2026 Q4	Standing Item	Carl Holland		
102	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
9 th October 2026				30 th September 2026	1 st October 2026

	Major Projects Financial Summary 2026 – 2027 Q1	Standing Item	Carl Holland		
	Deep Dive Presentation on Hunstanton Coastal Defence Project	Presentation	Stuart Ashworth		
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
103	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	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		
	West Winch Update	Update	Nikki Patton David Alfrey		
	Guildhall Update	Update	Robin Lewis		
	Styleman Court Post Project Evaluation	Update	James Grant		
	Action Log	Standing Item	Vanessa Dunmall		
104	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		
	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
105	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			