

APPENDIX A – POLICY ALIGNMENT: RIVERFRONT REGENERATION

Policy document	Description	Alignment with Riverfront Regeneration project
National policy		
HM Government Build Back Better High Streets (2021)	<p>Sets out five priorities to support places to achieve the vision of creating local areas which promote people’s health, happiness and well-being while reducing rates of shop vacancy and disrepair:</p> <ul style="list-style-type: none"> • Breathing new life into empty buildings • Supporting High Street Businesses • Improving the public realm • Creating safe and clean spaces • Celebrating pride in local communities • Successful outcomes will include increased trade and investment alongside increased footfall and activity rooted in community pride, while ensuring that people and public services can recover from the impacts of Covid-19. <p>Details plans to support councils to take proactive approaches to placemaking through land assembly and compulsory purchase reform. Proposed improvements to the public realm include: Accessibility, green infrastructure, safer spaces for Active Travel, car park management reform, creating safer and cleaner spaces, celebrating pride in local communities (including heritage of the built environment)</p>	<ul style="list-style-type: none"> • The project will regenerate and re-purpose existing historic buildings, bringing new life into important assets in the historic core of Kings Lynn. • The creation of enhanced public realm at King’s Staithe Square and a new riverside route will create a continuous public landscape from the Outer Purfleet quayside to Devils Alley and the Millfleet. This will enhance leisure, recreation and civic space, attracting and supporting local businesses through increased visitor numbers and helping to create safe and clean spaces for our communities. • The project is a critical aspect of the wider placemaking ambition of the Town Deal, seeking to take control of historic assets of considerable importance to bring new activity to the waterfront and build upon community and business ambitions to make the most of such an under-utilised asset.
Levelling Up White Paper (2022)	<p>The Levelling Up White Paper sets out five pillars that underpin 12 ‘missions’ designed to reduce geographical inequality within the UK. The White Paper is focused on:</p> <ul style="list-style-type: none"> • boosting productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging • spreading opportunities and improving public services, especially in those places where they are weakest • restoring a sense of community, local pride and belonging, especially in those places where they have been lost, and • empowering local leaders and communities, especially in those places lacking local agency. 	<ul style="list-style-type: none"> • A key focus for the project is to restore a sense of community and local pride within the historic riverfront area. Building a stronger, reimagined visitor offer centred on King’s Lynn’s historic identity will create new cultural opportunities, create sustainable jobs and build an enhanced community and ethos. • The project will also support the local visitor economy through enhanced hospitality and leisure facilities, creating and safeguarding jobs through an increased year-round visitor offer.
Local and Regional policy		
New Anglia LEP – Norfolk and Suffolk Unlimited Economic	<p>The Economic Strategy builds on the LEP’s COVID-19 Economic Recovery Restart Plan and sets out a vision for Norfolk and Suffolk to be:</p>	<ul style="list-style-type: none"> • The project is primarily focused on enhancing the culture and leisure offer along King’s Lynn riverfront. This placemaking emphasis is critical

<p>Strategy (2022)</p>	<ul style="list-style-type: none"> • A higher performing, clean, productive and inclusive economy • An inclusive economy with an appropriate and highly skilled workforce, where everyone benefits from clean economic growth • The place where high growth businesses with aspirations choose to be • A well-connected place, locally, nationally and internationally • An international-facing economy with high value exports • A centre for the UK's clean energy sector • A place with a clear, defined, ambitious offer to the world. <p>The vision is underpinned by nine key sectors and maximising sectoral growth opportunities is a key focus for the strategy.</p>	<p>to attracting visitors – and their attendant spend in the local economy – but also in attracting people to live and work in King's Lynn. This fits strongly within the 'clear, defined, ambitious offer' identified.</p> <ul style="list-style-type: none"> • The Riverfront Regeneration project will help to maintain and grow the local visitor economy (one of the nine key sectors identified) through provision of new visitor facilities and attractions and an enhanced riverfront environment.
<p>Borough Council of King's Lynn & West Norfolk Local Plan Review</p>	<p>The Local Plan Review (2016-36) was approved by Full Council in July 2021 and has subsequently been out for statutory (Regulation 19) public consultation, with a submission to the Secretary of State for Levelling Up, Housing and Communities in March 2022 for examination before the end of 2022.</p> <p>The draft – underpinned by a robust evidence base - seeks to provide a comprehensive planning document that identifies where development will take place, how new jobs will be supported and how the environment of the Borough will be protected and enhanced, maintaining the natural beauty and heritage of West Norfolk.</p> <p>In particular, the draft submission notes that <i>“King's Lynn is underperforming in terms of services, the economy, housing and tourism given its role as a significant sub-regional centre”</i>, and that <i>“some areas of King's Lynn town centre appear uncared for and unsafe”</i>.</p>	<ul style="list-style-type: none"> • The Riverfront Regeneration project accords with emerging Local Plan policies as set out in the Review. In particular, Policy 9.1.5 E1.KLR which sets out the Council's policy to regenerate the riverfront. The policy recognises the potential to create a high-quality waterfront area that will support the town's day and night-time economies, enhancing the town's appeal to visitors as well as existing and new residents. • The repurposing of a key historic landmark is a vital step in delivering such a policy, providing new attractions and public funding as an enabler to unlock further private sector investment
<p>King's Lynn Public Realm Action Plan</p>	<p>The Public Realm Action Plan (PRAP) sets out a vision for a public realm that provides better connections across the town and creates high quality public spaces for people to enjoy.</p> <p>Developed in tandem with the Town Investment Plan, the PRAP creates a number of areas of focus including improving walking routes and the pedestrian environment; expand cycling infrastructure; increasing green infrastructure; and enhancing the night-time environment.</p>	<ul style="list-style-type: none"> • The project forms a key part of the Town Investment Plan, with specific PRAP recommendations focused on enhancing the public realm, active travel and improving the links from the town centre through to the natural landscape south of the town. • The PRAP highlights that the Outer Purfleet quayside provides a physical trace of the town's seafaring and mercantile history. The re-purposing of the historic Custom House will create a positive new riverfront focus showcasing the town's history and linking to an enhanced public realm and network of wayfinding and active travel routes to create a

<p>King's Lynn Heritage Action Zone</p>	<p>Kings Lynn was one of the first 10 Heritage Action Zones (HAZ) chosen by Historic England. The HAZ is focused on breathing new life into neglected historic buildings and sites and encouraging regeneration in areas that are rich in uncelebrated heritage.</p> <p>The Kings Lynn HAZ will identify sites and buildings with development potential and historic importance to ensure that refurbishment or new development reflects the local character. This includes looking creatively at new economic uses for underused historic buildings.</p>	<p>stronger sense of place.</p> <ul style="list-style-type: none"> • The project will bring a landmark site of historic importance back into use, ensuring its sustainable future through reimagining and re-purposing for new economic activity. • The conversion of the Custom House building, along with public realm enhancements will improve perceptions of the place and help to attract more visitors and users to the waterfront. This in turn is likely to attract further private sector investment in residential and leisure opportunities.
<p>King's Lynn Transport study and Strategy</p>	<p>The Transport Strategy has been developed by BCKLWN working with Norfolk County Council and seeks to support sustainable economic growth in King's Lynn by improving travel choices for all whilst also bettering air quality and protecting historic areas.</p> <p>The study has several identified objectives:</p> <ul style="list-style-type: none"> • provide a safe environment for travel by all modes • encourage town centre accessibility by all modes, whilst conserving and enhancing King's Lynn's rich historic environment • support sustainable housing and economic growth • reduce the need to travel by car through development planning • manage traffic congestion in King's Lynn • increase active travel mode share for short journeys • promote and encourage the use of public transport • reduce harmful emissions and air quality impacts. 	<ul style="list-style-type: none"> • The regeneration of the historic riverfront will help to unlock sites for residential and economic growth that will deliver greater future private investment. • Moreover, the project will create new linear routes for walking and cycling along the waterfront that will help to reduce vehicle use for shorter journeys and promote town centre accessibility. • The creation of enhanced public realm and a new riverside route will create a continuous public landscape from the Outer Purfleet quayside southwards. This will enhance leisure, recreation and civic space, attracting and supporting local businesses through increased visitor numbers and helping to create safe and clean spaces for our communities.
<p>The Local Cycling and Walking Infrastructure Plan (LCWIP)</p>	<p>The Borough Council of King's Lynn and West Norfolk has worked with Norfolk County Council to produce a LCWIP that seeks to identify and prioritise cycling and walking network improvements which can be implemented in the short, medium and long-term.</p> <p>The priority schemes identified in the Plan have a core objective to improve the King's Lynn cycling and walking network for everyone, with an overall aim to encourage more people to choose active travel methods for making shorter journeys, bringing greater health and wellbeing benefits.</p>	<ul style="list-style-type: none"> • The development of a new riverside route through Purfleet, King's Staithe Square and Millfleet will provide new active travel routes to better connect the riverfront and historic core with surrounding open spaces. The reimagination of the riverfront as a leisure destination will help to create clear, legible and engaging routes that bring a sense of pride & ownership and create permeability between spaces and routes, making it easy, safe, convenient and attractive for people to find their way around and spend time there. • The project is identified within several of the LCWIP's recommendations including PR-12

		(Purfleet Bridge). The project will therefore support delivery of key recommendations within the LCWIP.
West Norfolk Tourism Development Plan (TDP) (2022-2026)	<p>The East of England region has a well-developed visitor economy, focused primarily on domestic tourism. In 2019, tourism was worth £5.5billion in Norfolk and Suffolk – supporting employment for 115,000 people.</p> <p>The emerging TDP has identified 6 aims that the West Norfolk tourism department wishes to exert a positive influence on:</p> <ul style="list-style-type: none"> • Employment • Sustainable tourism • Innovation • Accessibility • Experiential tourism • Developing the product. <p>Although at a relatively early stage in its development, the TDP has identified areas of focus to further develop the local visitor economy over the medium-term.</p>	<ul style="list-style-type: none"> • The Riverfront Regeneration project will strongly support the emerging TDP and its identified aims. • In particular, the redevelopment of the Custom House building is likely to directly generate new employment opportunities. The wider investment in public realm improvements and new visitor facilities will also help to create new employment – both directly and indirectly – as well as providing an enhanced waterfront. • Such investment is likely to increase visitor dwell time, helping to increase the local economic benefits of tourism and further develop the local offer. • The proposed public realm improvements will encourage active travel and better link the riverfront and historic core with natural landscapes to the south of the town, thereby contributing to enhanced accessibility of the town centre as well as offering new sustainable tourism opportunities linked to the river – helping to create an enhanced visitor experience.
BCKLWN Climate Change Strategy and Action Plan (2021-24)	<p>Climate change is recognised as a key priority for the Council and an Action Plan has been developed setting out SMART objectives being supported either locally or nationally (or both).</p> <p>The Council's climate change policy is actively targeted at reducing the borough's carbon footprint and accords with the net zero 2035 target set out in the Corporate Plan. The Action Plan seeks to undertake activities to bring the net zero target forward to 2030 and is split into two core phases:</p> <ul style="list-style-type: none"> • Phase 1 – Reducing BCKLWN emissions • Phase 2 – Reducing district emissions. <p>The Action Plan sets out 52 Actions in each Phase, with an initial focus on Phase 1 – direct actions the Council can take to reduce emissions.</p>	<ul style="list-style-type: none"> • The project primarily adheres to Phase 2 of the Climate Change Strategy and Action Plan, through the delivery of new and enhanced public realm to drive sustainable tourism in King's Lynn. • The project will help to regenerate and breathe new life into the riverfront, creating a new sustainable and historic quarter adjacent to the town centre.

<p>BCKLWN King's Lynn Riverfront Delivery Plan (2017)</p>	<p>The Delivery Plan sets out the vision for the riverfront that was developed following stakeholder and community consultation. The Plan identified eight principles to guide future development of key riverfront sites:</p> <ol style="list-style-type: none"> 1. Focus on the water 2. Repair and extend the town's historic street pattern 3. Create a network of public realm to link the waterfront quarter to the town 4. Create proper streets, places, homes and workspaces 5. The scale and height of development should be appropriate to its setting 6. Create opportunities for different types of development and uses, each with their own qualities 7. Ensure a developed masterplan can be completed in phases 8. The location, close to the town centre, should promote sustainable transport, including walking, cycling and use of public transport. The levels of car parking provision should reflect this. 	<ul style="list-style-type: none"> • The project will provide an enhanced public realm and new facilities / attractions that will help to link the riverfront to the town centre and beyond. • The proposed public realm improvements will also encourage active travel and better link the riverfront and historic core with natural landscapes to the south of the town, thereby contributing to enhanced accessibility of the town centre as well as offering new sustainable tourism opportunities linked to the river through the provision of dryside facilities for the nearby visitor pontoons. • The project will create a range of facilities and attractions designed to strengthen the visitor economy as well as provide an enhanced environment for local residents and businesses. The development of an Observation Tower will help to re-connect the town with the water.
<p>BCKLWN St Margaret's Area Conservation Area Character Statement (revised 2008)</p>	<p>The Character Statement sets out the Council's commitment to the protection and enhancement of the local historic built environment. It sets a broad conservation objective to protect and reinforce the established special character of the Conservation Area and its setting. This will be achieved by:</p> <ul style="list-style-type: none"> • Encouraging the retention and maintenance of buildings which contribute to the overall character of each conservation area • Ensuring that new development is sympathetic to the special qualities and character of each conservation area • Protecting the setting of the conservation area from development which adversely affects views into or out of the area • The retention, maintenance and locally appropriate new planting of trees • Maintaining and enhancing local features and details which contribute towards an area's local distinctiveness • Working with the community to prepare schemes of enhancement • Encouraging the removal of detractors to the special character of each conservation area. 	<ul style="list-style-type: none"> • The project has been developed with engagement from key stakeholders including Historic England and the BCKLWN Conservation Officer. It is focused on enhancing the existing riverfront environment, including cost allocations for tree planting and public realm improvements. • Riverfront Regeneration seeks to bring historic vacant and underutilised buildings back into active use to create a vibrant waterfront quarter, respecting their setting to add value to the existing conservation character.

APPENDIX B: RISK REGISTER

Score	Impact	Likelihood
1	Insignificant	Rare
2	Minor	Unlikely
3	Moderate	Possible
4	Significant	Probable
5	Extreme	Almost Certain

Risk Score	
1 – 6	Low
7 – 15	Moderate
16 – 25	High

Risk No.	Risk Type	Description of Risk	Impact of Risk	Risk Owner	Likelihood of Occurrence	Impact	Score	Risk Mitigation	Adjusted Likelihood of Occurrence	Adjusted Impact	Residual Impact Score
1	Resources	Insufficient internal resources to deliver the project	Potential delays in project delivery	BCKLWN	3	4	12	Project Board in place. Plans to appoint external project management support	1	4	4
2	Financial	Increase in materials / construction costs	Need for additional funding / reduction in project scope	BCKLWN	5	4	20	Tender price inflation built into project costs. Programme is scalable to reflect cost and market uncertainties.	4	4	16
3	Financial	Inaccurate cost estimates	Need for additional funding / reduction in project scope	BCKLWN	4	4	16	Detailed cost plan prepared by QS with inflation allowance and contingency built in	2	4	8
4	Financial	Failure to secure Town Deal funding	Need for alternative funding / reduction in project scope	BCKLWN	2	4	8	Project accepted as part of TIP and funding allocation agreed by TD Board. Detailed business case being submitted to DLUHC	1	4	4
5	Financial	Failure to secure sufficient co-funding	Need for alternative funding / reduction in project scope	BCKLWN	3	4	12	BCKLWN has committed in principle to co-funding, although source TBC	3	3	9
6	Financial / Procurement	Tenders received exceed budget tolerances	Need for additional funding / reduction in project scope	BCKLWN	4	4	16	Tender price inflation is built into project costs. Programme is scalable to reflect cost and market uncertainties	3	4	12
7	Financial /	Tender process	Delivery	BCKLWN	3	3	9	Detailed	2	3	6

	Procurement	does not elicit positive responses	challenges / changes required to project scope	/ External Project Manager				specification to be prepared by Project Manager and robust tender review process planned			
8	Regulatory	Failure to be granted Planning and Listed Building Consents	Unable to deliver key projects within scope	BCKLWN	3	5	15	Early engagement with BCKLWN Planning and Historic England has been undertaken	2	5	10
9	Strategic	Lower than forecast visitor numbers	Lower than forecast benefits to economy	BCKLWN	3	4	12	Forms part of wider Events Programme and visitor marketing initiatives (incl. Sail the Wash)	2	4	8
10	Stakeholder Management	Key stakeholders not engaged with project	Withdrawal of political support / increased challenge to project elements	Town Deal Board	2	4	8	Early engagement with key stakeholders and local residents	1	4	4
11	Stakeholder / Estate Management	Custom House – failure to agree variation to lease terms for proposed uses	Unable to deliver key project	BCKLWN	3	5	15	Early and positive engagement with landowner	2	5	10
12	Scope / Stakeholder Management	Scope creep caused by desire to meet all aspirations, resulting in an undeliverable project	Potential for increased budget, timeline and lack of satisfaction with final project delivered	Town Deal Board	3	4	12	Maintain programme of engagement with key Councillors and external stakeholders to manage expectations	2	4	8

APPENDIX C: DETAILED COST BREAKDOWN BY PROJECT

REDACTED

