



## P-21.14 Riverfront Regeneration Project Highlight Report

<b>Project Name:</b>	Riverfront Regeneration	<b>Project Manager:</b>	Abigail Rawlings/Pulse	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	March 2025
<b>Capital Code:</b>	C9066	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Graeme Massie Architects		
<b>Project Code:</b>	P-21.14	<b>End User (if applicable):</b>	n/a	<b>Cost Consultant:</b>	Andrew Morton Associates		
				<b>Contractor on Site:</b>			

### Management Summary

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

### Project Definition

**Project Stage:** RIBA Stage 3 Spatial Coordination

**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 Status is AMBER.

- Following agreement by the Town Board to pause the Devil's Alley element of the project (which will now be taken forward under Plan for Neighborhoods funding) and progress a core scheme of accessibility interventions with minimal loss of historic fabric at the Custom House, the project has changed in scope.
- The change came after concerns were raised during the planning process about the proposed design for the public realm at Devil's Alley which could not be resolved with design changes that the funding timeframe allows. The dry side facility is unaffected by the change in scope and will go ahead as planned.
- A Project Adjustment Request is being prepared to formalise the change in project scope, outputs and allocated funding. £2million will be re-allocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. A full reprogramming and re-costing exercise is taking place to ensure value for money and alignment with the funding timeframe.
- A revised Business Case is being prepared to reflect the change in scope, some of the content of this (i.e. BCR) will inform the Project Adjustment Request.
- A new design team has been appointed to take the project forward. The new team have previous experience of working on King's Lynn Riverfront, including the Custom House and the dry side building.

#### 1.1 Decisions required by the Town Board

- None

#### 1.2 Achievements during this period

- Town Board approved the draft Project Adjustment Request (PAR) to reallocate funding to the Guildhall.
- Financial annex completed on the draft PAR.
- Business Planning draft Option Paper was presented to the Project Board (03.03.25), with agreement to progress option 2 (interpretation centre).
- Stage 4 report for Dry side building received.
- Contract with design team officially terminated via legal letter.
- Appointment of new design team (via direct award).

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

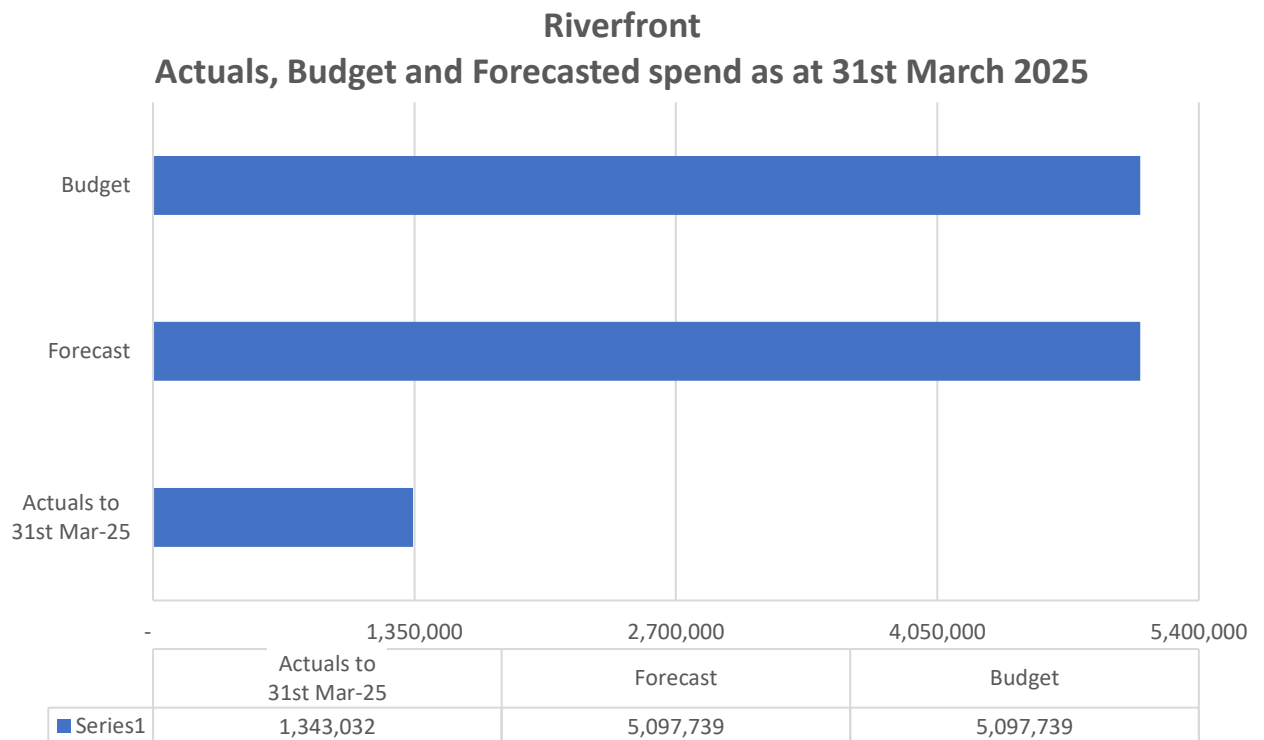
Risk ID 1/59	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
59	New Design Team	A new design team unable to deliver the project scope within the timescales and budget.	A		New design team has been selected based on their extensive experience and qualifications, not just best value. A clear induction process will establish project brief and programme.	28/03/25

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID 2/11	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
9	Custom House Works	Opposition by planners and conservation officers/Historic England to the previous design (opening of the arcades in the Custom House to revert to Henry Bell design).	A	Programme & Cost	Additional cycle of consultation with Historic England has taken place, the outcome of which will determine the plans that will be taken forward for planning consent. A new design team to be appointed to progress planning application and LBC to cover a core scheme with minimal loss of historic fabric, working closely with Conservation Officer.	28/03/25
10	Custom House Works	Some public opposition to the proposed scheme at the Custom House.	A	Communications	Discussions held with objectors. Planning application and LBC will cover a core scheme with minimal loss of historic fabric. Stakeholder engagement will take place around the new scheme to minimise chance of opposition.	28/03/25

### 3. Financials



### 3.3 Financial Commentary

Financials are maintained at AMBER.

As previously reported, significant value engineering and options appraisals have been undertaken to bring the project into budget. Several value engineering options were considered and graded. A reduced core scheme will see the capital costs for Custom House reduce slightly, a full cost exercise for this core scheme will take place once we have cost information from Design team (received 03.02.24).

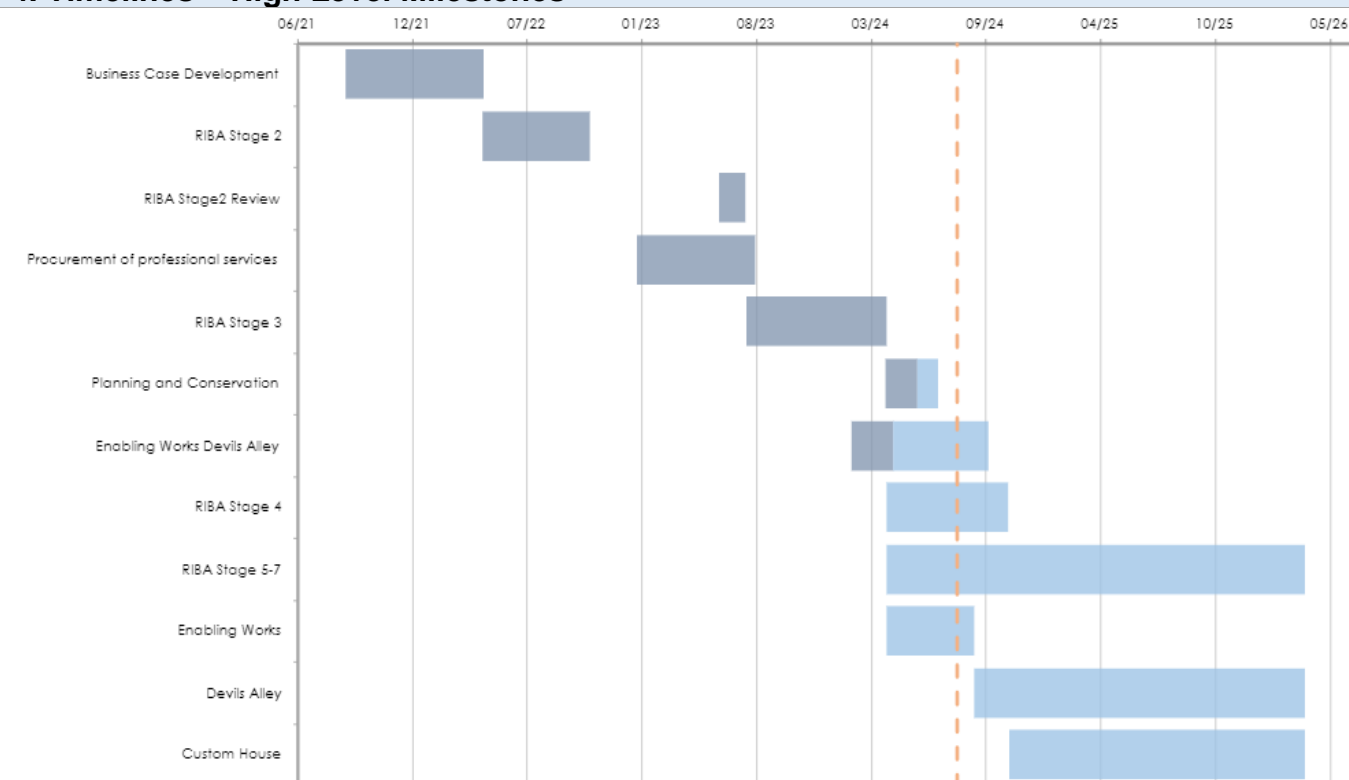
Potential future financial risks include new lease terms for the Custom House.

As of 31<sup>st</sup> Mar 2025, actuals to date are £1.3m against an overall budget of £5.1m with actuals primarily relating to Professional fees and Consultancy costs. 2024-25 actuals in this financial year are £0.3m. A PAR has been raised to transfer Towns Fund funding of £2m funding transfer from the Riverfront Towns fund Project to the Guildhall reducing the uncommitted funding within the Guildhall, to do this Devils Alley has been taken out of the current Riverfront project and the 24-25 budget will be reduced. The overall revised budget will be £3.1m.

### 3.2 Project Contingency and Change Control

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

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently AMBER due to revision and reprofiling of project programme accounting for change in resources and change of procurement route for appointment of professional team resulting in completion in early 2026 which is within the required Town Deal timescales.

Programme risk relates to planning timescales and opposition to scheme from planning and conservation team. Now that a firm position on the design for Custom House is confirmed, a full reprogramming exercise will take place during April with the new design team.

### 5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk.

### 6. Communications and Engagement

Press release prepared for the Project Adjustment Request, this involves another Towns Fund project- the St George's Guildhall and Creative Hub, as the funds are being moved to that scheme.

Press release to be prepared prior to the planning application for Custom House.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
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	Notes
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 3 design progressing with public consultation complete. second cycle of consultation with Historic England completed ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted. Devil's Alley planning submission has now been withdrawn.
Procurement progress	Professional team: Architect Led Design Team: Graeme Massie Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Dry side facilities, Custom House.  Consideration was given to linking to the Guildhall procurement but in was considered too high a risk tying the projects together and that the heritage part of the riverfront contract would be subservient and could be readily derailed by delays on the Guildhall which jeopardises two Town Deal projects.
Proposed form of contract	JCT - Recommendation being considered includes an enabling works package for the below ground infrastructure at Devil's Alley, a traditional contract for the Custom House and a traditional contract with specialist contractor design for the remaining public realm works.
Proposed route to market	Use of Framework wherever possible.
Surveys Status	Surveys carried out at Custom House and Devil's Alley.
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community including the consultation for the events programme
Local schemes / dependencies	Project to be aligned with Rail to River project works for consistency of materials etc.

## 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:					Oct 2022	March 24		
Approved by:					Cabinet/ TDB	TDB		

Last Approved Document: PID Update March 2024

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed