



P-21.10b

STARS scheme - Project Highlight Report

Project Name:	Southgates STARS Programme	Project Manager:	Ian Parkes (NCC)	Project Sponsor:	David Allfrey (NCC)	Report covers period of:	January to March 2025
Capital Code:	-	Client Dept:	-	Lead Designer:	NCC / WSP		
Project Code:	Southgates STARS Programme	End User (if applicable):	-	Cost Consultant:	-		
				Contractor on Site:	-		

Management Summary

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

Project Definition

Project Stage: Scheme and business case development to gain funding approval from DfT and the subsequent construction of cycling, walking and bus priority improvements including public realm enhancements to the Southgates area and the town centre Gyratory one-way system.

Objectives: To facilitate the adopted Southgates Masterplan and implement bus priority and active travel measures in line with the adopted LCWIP. In combination with the Southgates Masterplan STARS will transform King's Lynn's principal southern gateway into the town. It will also significantly transform parts of the town centre gyratory one-way system, particularly at the northern end of Railway Road where public realm is dominated by vehicular traffic and is hostile for pedestrians and cyclists. The stated objectives in the Outline Business Case will be:

- Enhance connectivity and accessibility for all within King's Lynn
- Encourage greater use of public transport in King's Lynn
- Encourage modal shift from private car to active travel in King's Lynn
- Support the delivery of planned housing growth and development in the Borough
- Protect and enhance King's Lynn's heritage and cultural environment through place-making
- Improve local air quality and King's Lynn's natural environment
- Improve road safety in King's Lynn

Scope: The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) comprises changes to two key areas of the town. The first is around the town centre Gyratory (one-way system) and will implement bus priority and active travel measures in line with the adopted King's Lynn Local Walking and Cycling Infrastructure Plan (LCWIP). The second is bus priority and active travel highway changes in the Southgates area to enable a masterplan for regeneration of this important entry point into the town devised and formally adopted by Borough Council of King's Lynn and West Norfolk.

1. Overall Status (high-level summary)

Overall RAG rating is RED.

DfT and MHCLG have confirmed they are not able to fund the inflationary cost increase since the bid submission in August 2022 and the funding gap needs to be found for the Outline Business Case to be approved. Ministerial lobbying has been undertaken by leaders of both councils, the Town Board, James Wild MP and Transport East. The government response to the Borough Council and the Town Board was that they could consider using some of their allocated Plans for Neighbourhood (PfN) £20m funding which is preapproved for such schemes.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- There have been a number of meetings between senior managers and members of both the Borough and County Councils to determine the best way forward and in particular how to bridge the funding gap.
- The economic case has been revised after discussions between officers, WSP and Department for Transport (DfT) and we have a much stronger narrative and justification why the scheme should be considered to have at least a medium and possibly a high Value for Money (VfM).
- Ministerial lobbying has been undertaken by the Leaders of both BCKLWN and NCC, the Town Board, James Wild MP and Transport East to secure the gap funding. The government response to the Borough Council and the Town Board was that they should consider using some of their allocated Plans for Neighbourhood (PfN) £20m funding which is pre-approved for such types of scheme.
- In view of these issues a report has yet to be taken to the NCC Cabinet seeking permission to formally submit the Outline Business Case to Department for Transport.
- Officers are now exploring other funding options and possible changes to the scheme to fit within the funding allocation envelope of £24.1m.

2. 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
	Funding	DfT do not agree a higher funding contribution which is required due to higher than predicted inflation since August 2022	R	Deliverability	No further government funding is available and other funding sources are being investigated	04/04/25
3	Public inquiry	Potential public inquiry required to determine more details about how the scheme's future transport operations will be considered.	A	Regulatory	Programme would be updated	04/04/25
4	Inflation and cost increases	Inflationary pressures and increases in costs will increase the overall cost of the scheme.	R	Rising costs	Appropriate inflation, optimism bias and risk to be factored into scheme costs and appraisal	04/04/25
5	Collaboration with Historic England	Ineffective or inconclusive collaboration with Historic England, meaning heritage benefits are not fully realised.	A	External Stakeholder Management	Early and ongoing engagement with Historic England required	04/04/25
6	Construction delays	Delays to construction processes and activities	A	Supply Chain Issues and Delays	Procurement approach to identify optimum suppliers. Regular monitoring and meetings with site stakeholders accompanied by careful scheduling.	04/04/25
7	Demand	There is a threat that the levels of demand for active travel do not meet the levels planned, projected or assumed	A	Poor Policy Design	Environmental teams to be involved in scheme design to offset environmental impacts from traffic, and involvement of Design team	04/04/25

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

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

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

3.1 Project Financials

Despite taking precautions and submitting the highest justifiable scheme cost at the Levelling Up Fund bid stage, **£26.8m**, increases in construction costs have seen the total scheme cost rise to **£32.20m**.

Scheme Cost Element	£m
Construction	13.04
Professional Fees	4.84
Utilities	2.08
Land	0.88
Risk	7.97
Inflation	3.39
Total	32.20

Cost Profile

Cost (£m)	Spend Pre 2024/25	2024/25	2025/26	2026/27	2027/28	Total
Construction	0.00	0.00	0.00	5.14	7.90	13.04
Professional fees	0.92	0.93	1.64	1.18	0.16	4.83
Utilities	0.00	0.00	0.25	0.65	1.19	2.09
Land	0.00	0.00	0.32	0.56	0.00	0.88
Risk	0.00	0.37	0.89	3.01	3.70	7.97
Inflation	0.00	0.02	0.19	1.19	1.99	3.39
Total	0.92	1.32	3.29	11.73	14.94	32.20

Local and DfT Contributions by Financial Year

Funding Source (£m)	Spend Pre 2024/25	2024-25	2025-26	2026-27	2027-28	Total
Local Contribution	0.33	0.00	0.23	1.17	1.49	3.22
DfT Contribution	0.59	1.33	3.06	10.56	13.44	28.98
Total	0.92	1.33	3.29	11.73	14.93	32.20
% Local contribution	36%	0%	7%	10%	10%	10%
% DfT Contribution	64%	100%	93%	90%	90%	90%

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						

3.3 Financial Commentary

RAG rating is currently AMBER

The overall local contribution is estimated to be £3.22m (10%). This includes the land contribution from BCKLWN that is currently valued at £0.88m. The County Council local contribution is therefore calculated as £2.34m.

4. Timelines – High Level Milestones

This timeline to be updated when we have a cleared idea on bridging the funding gap.

Gyratory and Southgates Elements	
LUF Funding Submission	August 2022
LUF Bid Approved by Government	January 2023
Submission of Outline Business Case	January 2025
DfT Outline Business Case Approval	Early 2025
Public Consultation	Summer 2025
Gyratory Element	
DfT Full Business Case Approval	Early 2026
Construction Start	Spring 2026
Element in Operation	Late 2026
Southgates Element	
Planning Application Submission	Early 2026
Publish Side Road Order	Spring 2026
DfT Full Business Case Approval	Autumn 2026
Construction Start	Early 2027
Element in Operation	Late 2027

4.1 Timelines Commentary

Timelines are currently RAG rated as AMBER.

5. Resources Commentary

Resources are currently RAG as GREEN.

Norfolk County Council are working collaboratively with the Borough Council and are effectively co-clients for the work WSP are undertaking to develop the scheme and business case.

6. Communications and Engagement

Consultation activities are planned in conjunction with work on the wider masterplan so we can present the combined impact of the STARS scheme and the Southgates regeneration to statutory stakeholders.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyratory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm.		

Removal of the existing signalised Southgates roundabout and a reconfigured signal controlled junction with bus priority measures and dedicated cycling and walking improvements. This includes diverting London Road to the east of the historic South Gate but retaining an active travel route under the gate to emphasise its historic role as an entry point to the town.		
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7.2 Outcomes

Description	Target	Notes
Increased levels of walking and cycling- increased living standards and well-being	2027	
Shorter and more direct journeys for pedestrians and cyclists.	2027	
Reduction in accidents and improved safety.	2027	
Improved local heritage offer.	2027	
Improved perception of place and public realm.	2027	

8. Other Matters

Item	Comment
General stage progress	On track
Procurement progress	It is envisaged that both elements can be delivered by the NCC highways service contractors. However, the current service contracts are due to expire on 31 March 2026. Work is ongoing to replace these contracts with effect from April 2026 and the re-procurement process for this has already commenced. Given the programme milestones below it is expected that the work would be undertaken under the new contracts.
Surveys Status	Topographical, drainage and GPR surveys have been completed, managed by Norse but there are issues with the supply of the drainage survey data. Geotechnical surveys are still required to be carried out for the Gyratory element of the scheme.
Local schemes / dependencies	P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/ Local Cycling and walking Infrastructure Plan (LCWIP) - Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road

9. Approved Documents [RIBA stages are not applicable to STARS]

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

N/A as standard DfT major scheme approval process is being followed rather than the Royal Institute of British Architects (RIBA) stages

Spend - Budget Variance (inc. contingency)	Milestone Delivery RAG Status	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