



P-21.10a Southgates Programme Placemaking Project Highlight Report

Project Name:	Southgates Programme Placemaking	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	Q2 2025-26
Capital Code:	C8173	Client Dept: Regeneration & Economic Development	Regeneration & Economic Development	Lead Designer:	-	Cost Consultant:	-
Project Code:	Southgates Programme Placemaking	End User (if applicable):	-	Contractor on Site:	-		

Management Summary

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

Project Definition

Project Stage: RIBA stage 2 (Concept Design) - Development. RIBA Stage 3 (Spatial Design) - Landscaping

Objectives: Transformation of King's Lynn's principal gateway through placemaking, preservation and enhancement of heritage assets, active travel, redevelopment of brownfield sites, highway and public realm improvements to support placemaking.

Scope: To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping with RIBA Stage 3; including further site investigations viability and cost assessments for remediation and demolition. Working in partnership with NCC/STARS to ensure separate STARS project aligns with wider placemaking objectives of the masterplan.

1. Overall Status (high-level summary)

The overall status is AMBER as:

- Change in direction of the STARS project to focus on the delivery of the Gyratory improvements and not deliver the proposed improvements to the Southgates junction. Therefore, STARS has been re-scoped and the Southgates element has moved status from RED to AMBER. NCC has noted its continued support for the Masterplan scheme and are continuing to work with the project team to explore opportunities for delivery of the Southgates Masterplan proposals.
- Greyfriars Project Management appointed to identify smaller scale measures that can be brought forward to improve setting of Southgates and surrounding area to help de-risk Masterplan proposals.
- Uncertainty over Masterplan proposals following refocusing of STARS project in terms of timescales and funding.
- RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP.
- Planning Strategy for Masterplan proposals developed by BDP.
- Updated viability assessment for Masterplan proposals completed by LSH.

1.1 Decisions required by the Officer Major Projects Board

- n/a

1.2 Achievements during this period

- Appointment of Greyfriars Project Management to investigate improvements at Southgates that can be brought forward to enhance setting of Southgates and surrounding area and help to de-risk Masterplan proposals.
- NCC has noted its continued support for the Masterplan scheme and are continuing to work with the project team to explore opportunities for delivery of the Southgates Masterplan proposals.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (1/29)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Funding	Funding to fulfil full ambition of masterplan not secure	A	Funding	Following STARS realignment, alternative funding opportunities and delivery options being investigated. Alongside this, short term/smaller scale opportunities being investigated that could be brought forward to and help to de-risk Masterplan proposals, improve Southgates setting and achieve outcomes set out in Masterplan.	14/10/2025

2.2 Key Issues [all red and increasing amber]

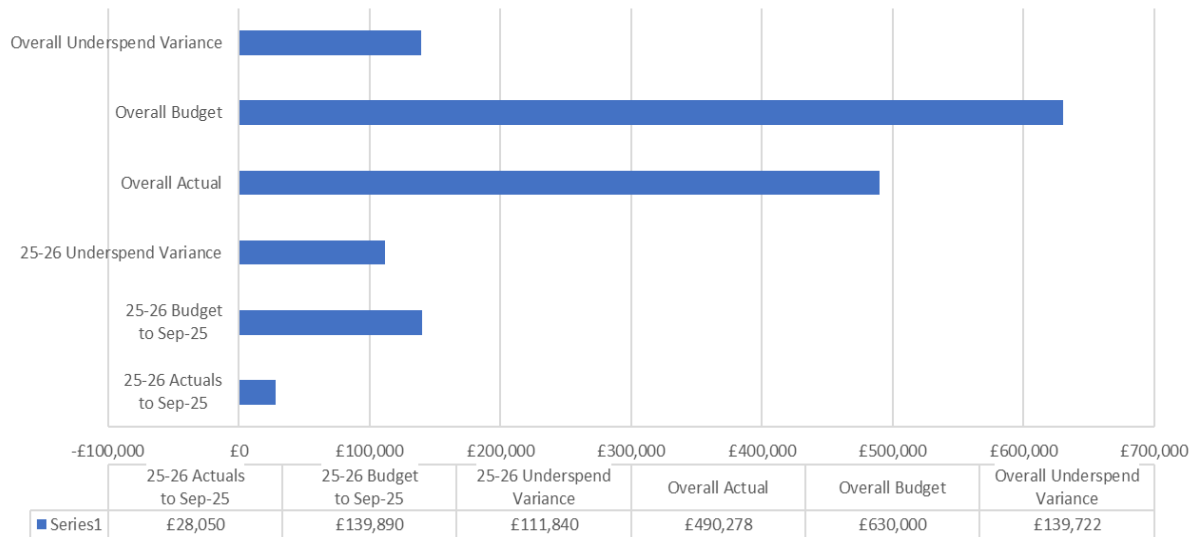
An issue is something that has happened

Issue ID (0/1)	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. Project Financials

**Southgates Programme Placemaking
Actuals and Budgeted Costs as at 30th September 2025**



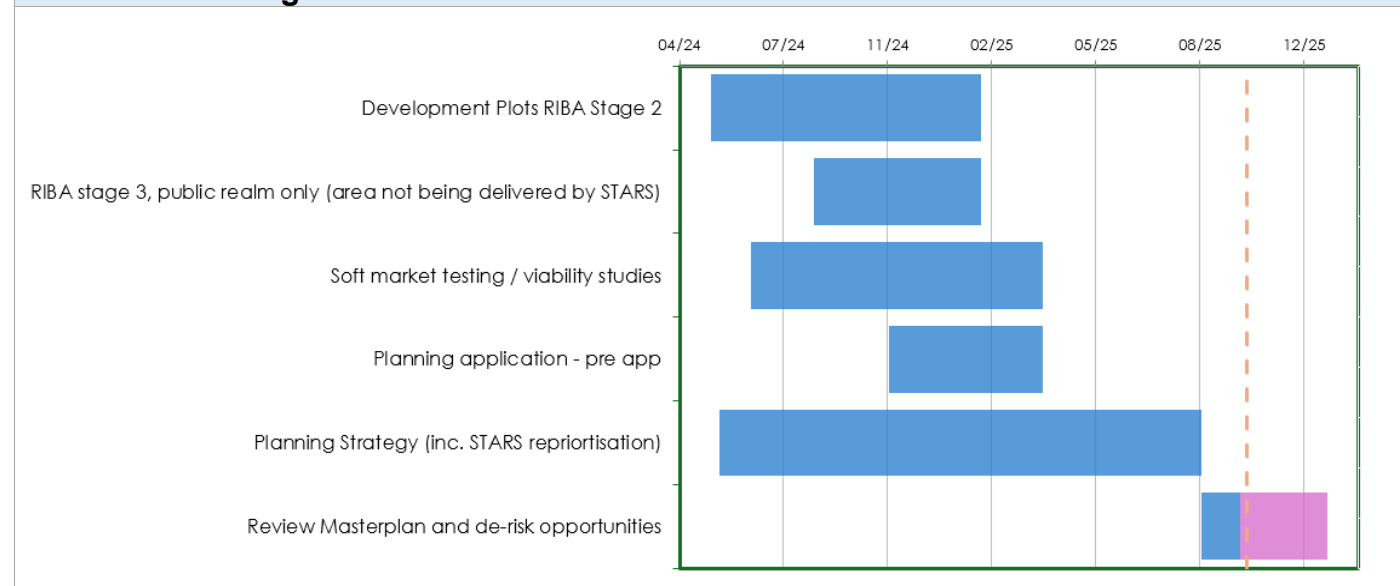
3.1 Financial Commentary

- As of 30th September 2025, Southgates actuals for entire project are £490k against a budget of £630k. In 2025-26 current year actuals are £28k for the final Southgates masterplan (professional fee's) against a budget of £140k to date.
- The budget in 2025-26 will be £180k which is the remaining budget available.

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

Current key dates in the short term are:

- Completion of study into short term/small scale opportunities that can be brought forward to de-risk Masterplan Dec-25
- Timelines are RAG rated as AMBER following the delay to the progression of the STARS Outline Business Case and determination of the scope of scheme to be included in the submission to Dft.
- Following decision by NCC to refocus project, project team now focussing preparing update to Cabinet in Autumn 2025 to set out options and next steps for delivering the Masterplan going forward. This will include the updated Planning Strategy, BDP design work and development strategy.

5. Resources Commentary

Resources are currently RAG rated GREEN as clarity on role and responsibilities have been established.

- Governance set out in Officer level project resource
- Greyfriars Project Management now appointed to complete review Masterplan and identify opportunities to de-risk following completion of BDP and Pulse work developing of Landscape and Development proposals set out in previous PID stage.

6. Communications and Engagement

- Comms & engagement work being co-ordinated with NCC to complement coverage of STARS project realignment.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Housing Units	115	*RIBA 2 design indicates 92 units
Active Travel infrastructure delivered		TBC
Public Realm Improved		TBC
Improved historic asset	1	

7.2 Outcomes		
Description	Target	Notes
Improved perception of place		
Increased public transport, walking and cycling use		To be incorporated into wider masterplan delivery following STARS realignment
Increase in visitors		Full assessment required

8. Other Matters

Item	Comment
General stage progress	<ul style="list-style-type: none"> RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP. Planning Strategy for Masterplan proposals developed by BDP. Updated viability assessment for Masterplan proposals completed by LSH. Change in focus of the STARS project to focus on the delivery of the Gyratory improvements and not deliver the proposed improvements to the Southgates junction Alternative funding opportunities and delivery options being investigated to bring forward Masterplan alongside Masterplan review to identify opportunities to de-risk <p>Work to lead into Strategic Outline Case to cover:</p> <ul style="list-style-type: none"> External funding strategy. Procurement of Development partner Progression of Planning Application Progression of required legal/land agreements for land required.
Procurement progress	<p>Greyfriars appointed to undertake review of Masterplan and opportunities to derisk BDP appointed by NCC and BC to assist with co-ordination of planning strategy for the STARS and the wider Masterplan. BDP appointed to provide addendum to Planning Strategy following recent STARS project realignment.</p> <p>BDP appointed to undertake detailed feasibility and RIBA 1-3 on development sites.</p> <p>LSH appointed to undertake market assessment and viability assessment</p> <p>Project management support appointed via project management framework with Pulse.</p> <p>Procurement of site investigations via NCC Framework</p>
Surveys Status	<p>WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &, Arboriculture, Ecological surveys – complete.</p> <p>Ground Investigations completed by WSP.</p>
Local schemes / dependencies	<p>STARS gyratory scheme. P-21.10b</p> <p>Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals.</p> <p>BSIP – NCC funding to improve bus infrastructure</p> <p>West Winch – traffic modelling includes assumptions around growth area in future model.</p>

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:	✓	✓	n/a	Draft	Draft			
Date Approved:	15/06/21	April 2021						
Approved by:	Cabinet	OMPB						

Latest approved document – Client Brief April 2021

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