



| P.21-14 | | Riverfront Regeneration Project Highlight Report | | | | | |
|----------------------|-------------------------|--|----------------------------|----------------------------|---|---------------------------------|----------------|
| Project Name: | Riverfront Regeneration | Project Manager | Abigail Rawlings/ Pulse | Project Sponsor: | Duncan Hall | Report covers period of: | September 2025 |
| 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: | | | |

Management Summary

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

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 RAG Status is AMBER.

- The Devil's Alley element of the project which will now be taken forward under Plan for Neighborhoods funding as agreed by the King's Lynn Neighbourhood Board.
- A change in scope to the project in place of Devil's Alley will show a core scheme of accessibility interventions at the Custom House which will incur minimal loss of historic fabric. The dry side facility is unaffected by the change in scope.
- A Project Adjustment Request has formalised this change in project scope, outlining the outputs and allocated funding and been submitted to MHCLG. £2million will be re-allocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on the process to complete this is expected soon.
- An updated Business Plan and Economic Case has been developed to reflect the revised scope.
- A comprehensive reprogramming exercise has been undertaken to ensure the project remains aligned with the established funding timeline.
- Historical accounting issue identified which affects available remaining budget, resolution sought from wider programme underspend and value engineering.

1.1 Decisions required by the Neighbourhood Board

None

1.2 Achievements during this period

- Custom House LBC and Planning application submitted and validated, queries responded to by design team.
- Extension requested and granted for planning application covering walkway.
- Stage 4 Design for Custom House work continues.
- Tender for Dryside works ended, 7 responses received.
- Tenants of the ground floor at Custom House held their last exhibition and moved out, removing their temporary adaptations to the building.
- Custom House opened for Heritage Open Day.



2. Risks and Issues

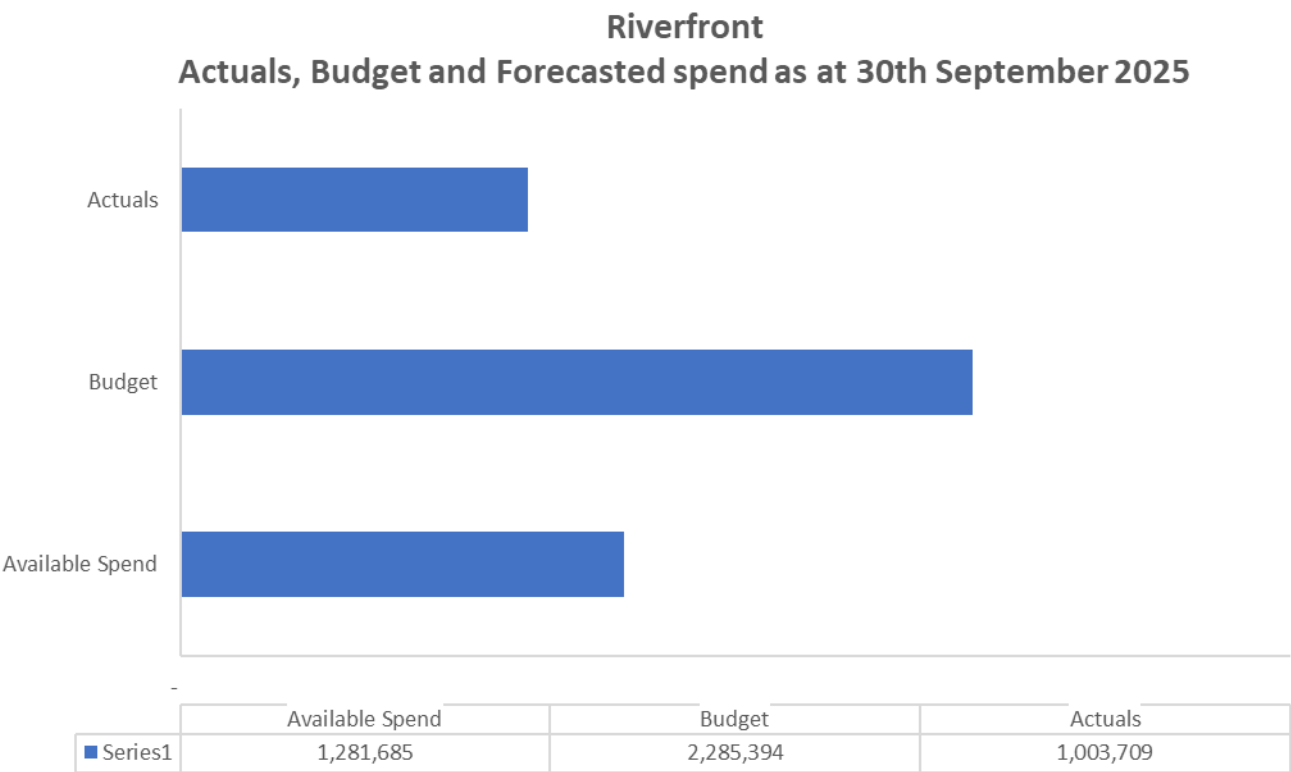
2.1 Key Risks [all red and increasing amber] – something that may happen

| Risk ID (4/61) | 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. | 27/09/25 |
| 60 | Flood Defence at Custom House | To create a second exit at the Custom House the existing southern flood defence needs to be adapted. FRAP consents from EA for this could take longer than current project timeline. | A | | Second external exit to Custom House will be submitted as a separate Planning Application, to remove the risk from the Listed Building Consent for the internal works, thus removing risk to the 'core scheme'. | 27/09/25 |
| 61 | Custom House Building Owner permissions/Lease | Building owner may not give permissions for works, current lease does not allow for changes to building/reinstatement. Lease needs to be varied. | R | | Ongoing engagement with building owner throughout the project. Owner shown plans prior to submission. Legal and Property teams to work on lease variation to allow for works. | 27/09/25 |
| 62 | Not receiving planning consent for second exit/walkway | Due to the recent inclusion of the second exit into plans, the level of statutory body engagement has not been the same as for the core works. This may lead to objections. With one exit the building capacity will remain at 60 people which still works with the preferred option in the business case but does limit event capacity. | A | | Applications have been split to project the 'core works', which can still go ahead without second exit. Business plan preferred option sets out building use at 60 capacity. | 27/09/25 |

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

| Issue ID (2/11) | Issue Title | Description | RAG Status | Issue Type | Resolution Plan | Dated Comments |
|--------------------|--|--|------------|------------|--|----------------|
| 11 | Planning objections to second exit walkway | Objections to the walkway received from Historic England, SPAB (Society for Protection of Ancient Buildings) and Historic Building and Places (HBAP). | R | | Extension requested on affected application. Further justification to be provided to objecting bodies. If objections cannot be overturned, then the application will be withdrawn, and core works will go ahead. | 27/09/25 |
| 12 | Available budget refined | Historical accounting error has been identified. After further investigation this has reduced available budget to less than required for current scheme. | R | | An underspend from another project can be redirected which along with some small areas of value engineering will bring the project funding back in line with requirements. | 27/09/25 |

3.1 Project Financials



3.2 Financial Commentary

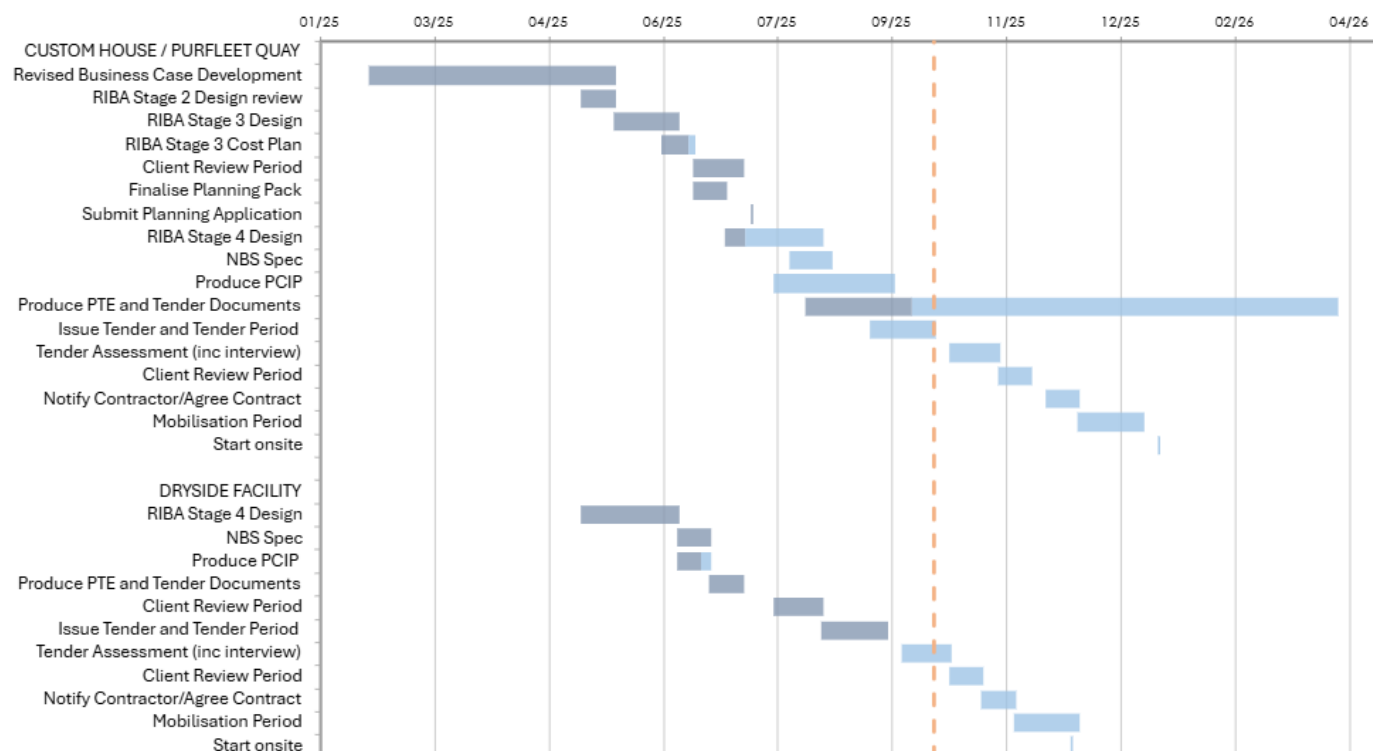
- Financials are maintained at AMBER
- Actuals and funding have both been adjusted in the month due to a review within the Unit 4 accounting system and reported, causing a reduction from £1.6m to £1m in actuals and a £3.1m to £2.3m in funding, the £0.8m funding reduction primarily relates to a historical error. Revised funding of £2.3m against forecasted costs, leaves a £0.9m funding gap, the team are actively reviewing alternative funding options and value engineering to bring the funding back in line.
 - Actuals to date are £1m against an overall budget of £2.3m with actuals primarily relating to professional fees and consultancy costs. 2025-26 actuals in this financial year are £0.2m to 30th September 25.
 - The £2m PAR transfer to the Guildhall was approved in September at the KLNb in September 2025
 - Potential future financial risks include new lease terms for the Custom House.

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 reprofiled with the new design team have been split into 2 separate work streams,
 - Custom House/Purfleet Quay and
 - Dryside Facilities.
- Confidence within the team remains that whilst the programme is tight, it is achievable especially with the lifting of the March 2026 spend deadline from MHCLG.
- Areas of programme risk relate to planning timescales and potential opposition to the scheme, tender process and unforeseen issues during the construction phase.
- Adaptation of the planning strategy has removed risk from Listed Building Consent application for internal core works.

5. Resources Commentary

Resources remain GREEN following procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

- A press release about the planning application for the Custom House went out ahead of formal submission.
- Communications went out to relevant statutory bodies (Historic England, SPAB) ahead of the planning application submission for the Custom House.
- Communications went out to key stakeholders ahead of the planning application submission for the Custom House.
- Engagement with building owner in relation to permission for works.
- Engagement with current building users over the end of their current tenancy, positive relationship with door open for possible return after works are complete.



7. Outputs and Outcomes

Outputs

| Description | Target | Full Scheme revised outputs, agreed by KLTB 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 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 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: Dry side facilities, Custom House. Consideration was given to linking to the Guildhall procurement, but it was considered high risk tying the projects together. 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 - a traditional contract for the Custom House and Dry Side facilities. |
| Proposed route to market | Use of Framework to be considered. |
| 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 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 [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 |
|--|--|---|
| <div>R</div> More than 10% over or under budget | <div>R</div> 13 weeks or more behind the critical path | <div>R</div> Need immediate attention |
| <div>A</div> Between 5% & 10% over or under budget | <div>A</div> 4 to 12 weeks behind the critical path | <div>A</div> Needs attention before next project review |
| <div>G</div> Within 5% of budget or less than £10k | <div>G</div> 4 to 12 weeks less behind the critical path | <div>G</div> Can be managed |