



FRAP -21.02

NORA EZ Infrastructure Project Highlight Report

Project Name:	NORA EZ Infrastructure	Project Manager	Mark Fuller	Project Sponsor:	Jason Birch	Report covers period of:	Q3 2025-26
Capital Code:	C8501-4	Client Dept:		Property & Projects	Lead Designer:	NCC	
					Cost Consultant:	NCC	
Project Code:	P-21.02	End User (if applicable):	-		Contractor on Site:	Octavius	

Management Summary

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

Project Definition

Project Stage: RIBA Stage 5: Construction

Objectives: Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone

Scope: Construction of secondary road infrastructure and services on eastern side of Enterprise Zone (excludes western side of site and Active Travel Hub)

1. Overall Status (high-level summary)

Overall RAG status is RED

- NCC reporting significant overspend due to various reasons including delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.
- Contractor demobilised from site due to substantial completion of project
- Minor works from the infrastructure contract remain outstanding. Outstanding items are largely non-critical with the majority of the Kings Lynn Enterprise Park being accessible following construction of the roads. For example, works that remain outstanding include the removal of the temporary access road installed to facilitate the construction of the Health Hub and the protection slab over the high-pressure gas main to provide access to Plot C4

1.1 Decisions required by the Officer Major Projects Board

- No decision required

1.2 Achievements during this period

- No significant changes to the Q3 highlight report due to ongoing discussions with our Legal advisors. Resolution date to be advised in due course.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (0/22)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

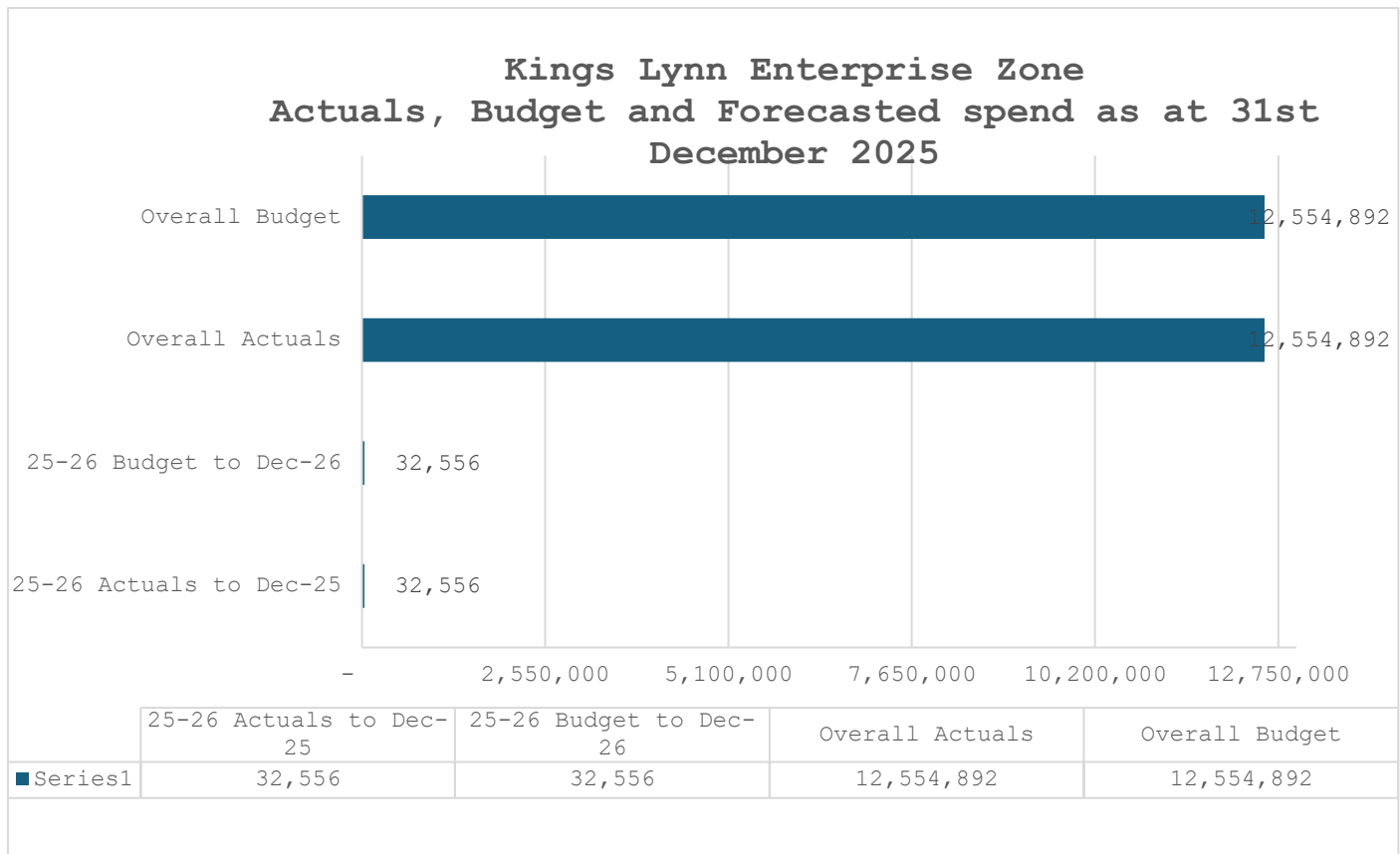


2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (2/3)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	NCC reporting contract overspend	A number of issues causing overspend, AWS, Cadent, UKPN and requirement to remove Phosphor Gypsum	R	Cost	Currently in dialogue with senior officers at NCC. Secured additional funding via Cabinet to deal with Phosphor Gypsum. Seeking independent Legal advice. Ongoing.	15.12.25 Ongoing
2/2	Contract Completion	NCC not instructing on remaining outstanding works.	A	Time	Ongoing working to seek resolution which will enable outstanding works to be instructed and completed.	15.12.25 Ongoing

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

3.1 Financial Summary



3.2 Financial Commentary

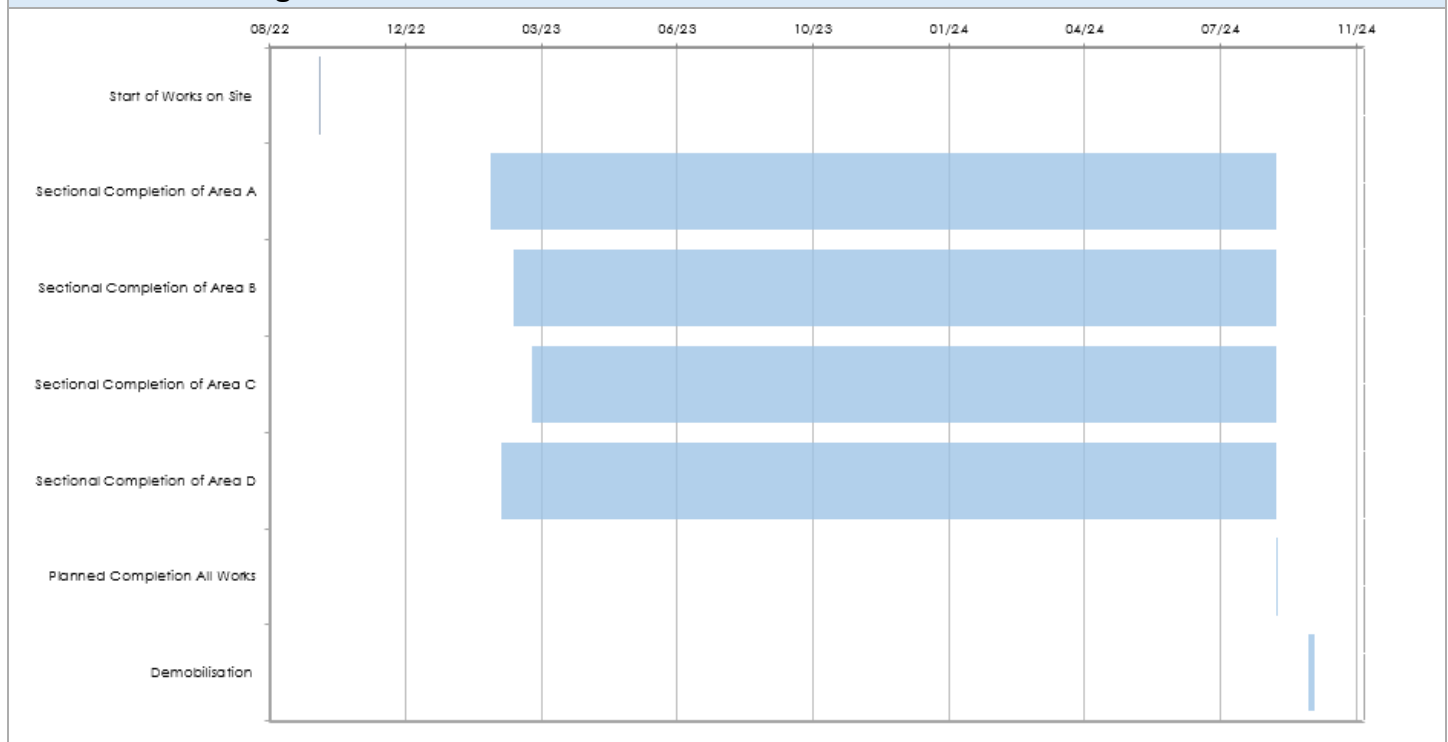
Financials current RAG is currently RED
2025-26 Actuals to 31st December 2025 £32.5k, budget to be confirmed
Overall Actuals are £12.5m, the budget to be confirmed, the actuals have been used as a placeholder for the budget.

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 current RAG status is GREEN

- Due to substantial completion of works and contractor demobilisation (30.09.24).

5. Resources Commentary

Resources current RAG status is GREEN

6. Communications and Engagement

- None

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Secondary road infrastructure to Eastern side of the Enterprise Zone		Substantially Complete
Site wide earthworks for the Eastern side of the Enterprise Zone		Complete

7.2 Outcomes

Description	Notes
Provides physical access to Phase 1 and wider Enterprise Zone development allowing disposal and development of plots	
New development and business relocation to Enterprise Zone	
New jobs and employment opportunities	



8. Other Matters

Item	Comment
General stage progress	RIBA 5 – Construction
Procurement progress	Complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	NEC 4
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Framework – Eastern Highways Alliance
Surveys Status	Complete
Statutory updates	Delays as a result of AWS and Cadent
Health and safety	No issues reported this reporting period
Local schemes / dependencies	Phase I Spec Build Units Wider disposal and development of site
Marketing of sites	Activity on site is generating interest – will engage with interested parties when there is more certainty around delivery – and commence formal marketing at the same time

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:	24.09.2019							24.09.2019
Approved by:	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Cabinet

Last approved document: Final PID, Cabinet September 2019

Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need 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 to 12 weeks less behind the critical path	G Can be managed