



P-21.10a

## Southgates Programme Placemaking Project Highlight Report

<b>Project Name:</b>	Southgates Programme Placemaking	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	Q4 2025
<b>Capital Code:</b>	C8173	<b>Client Dept:</b>	Regeneration & Economic Development			<b>Lead Designer:</b>	-
<b>Project Code:</b>	Southgates Programme Placemaking	<b>End User (if applicable):</b>	-			<b>Cost Consultant:</b>	-
						<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	A	A	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 currently AMBER as:

- Changes 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
- Uncertainty over Masterplan proposals following refocusing of STARS project in terms of timescales and funding
- Greyfriars Project Management investigating improvements at Southgates that can be brought forward to enhance setting of Southgates and surrounding area and help to de-risk Masterplan proposals.

#### 1.1 Decisions required by the Officer Major Projects Board

- N/A

#### 1.2 Achievements during this period

- Greyfriars Project Management appointed to identify smaller scale measures that can be brought forward improve setting of Southgates and surrounding area and help to de-risk Masterplan proposals following completion of BDP and Pulse work, developing landscape and development proposals set out in previous reports.

### 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	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.	06.01.2026

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

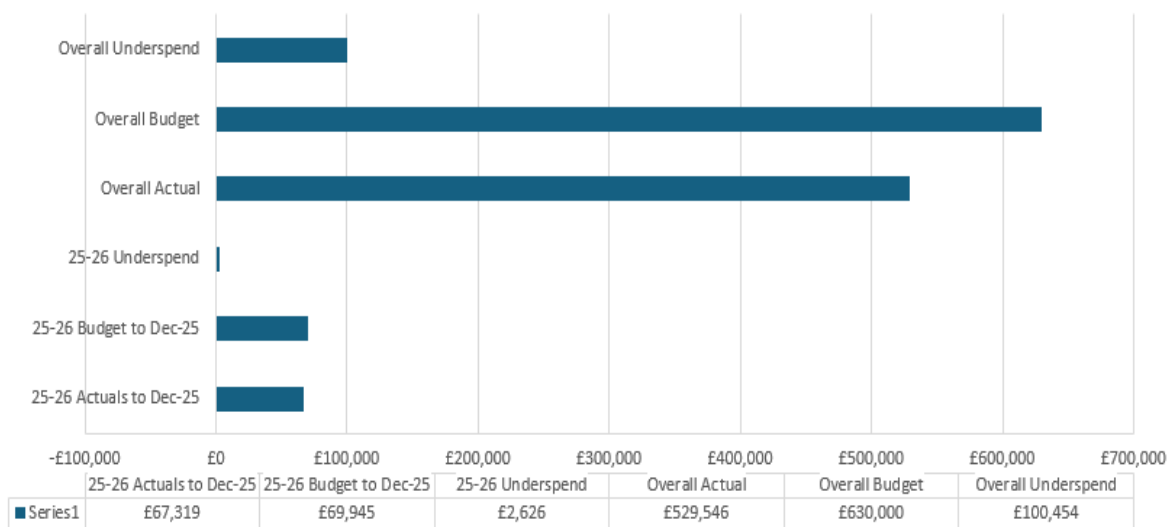
*An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
N/A						

*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 31st December 2025**



## 3.1 Financial Commentary

- As of 31<sup>st</sup> December 2025, Southgates actuals for entire project are £530k against a budget of £630k. In 2025-26 current year actuals are £67k against a 25-26 full year budget of £180k.

## 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

- Timelines and High-Level Milestones will be added once decisions have been taken over the work that will now be completed.

## 4.1 Timelines Commentary

Timelines are RAG rated as AMBER as:

- 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 Dept for Transport, a study is underway into short term/small scale opportunities that can be brought forward to de-risk Masterplan.

## 5. Resources Commentary

- Resources are currently RAG rated GREEN as clarity on roles and responsibilities have been established.
- Greyfriars Project Management now appointed to complete review of 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 to be prepared following completion of short term/opportunities study to provide update on strategy for Southgates following 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"> <li>RIBA Stage 2 (Concept Design) – Development and RIBA Stage 3 (Spatial Design) – Landscaping completed by BDP.</li> <li>Planning Strategy for Masterplan proposals developed by BDP.</li> <li>Updated viability assessment for Masterplan proposals completed by LSH.</li> <li>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</li> <li>Alternative funding opportunities and delivery options being investigated to bring forward Masterplan alongside Masterplan review to identify opportunities to de-risk</li> </ul> <p>Work to lead into Strategic Outline Case to cover:</p> <ul style="list-style-type: none"> <li>External funding strategy.</li> <li>Procurement of Development partner</li> <li>Progression of Planning Application</li> <li>Progression of required legal/land agreements for land required.</li> </ul>
Procurement progress	<p>Greyfriars appointed to undertake review of Masterplan and opportunities to de-risk. 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. LSH appointed to undertake market assessment and viability assessment</p> <p>Project management support appointed via project management framework with Pulse. Procurement of site investigations via NCC Framework</p>
Surveys Status	<p>WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &amp;, 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	OMP						

Latest approved document – Client Brief April 2021

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed