

.21-14		Riverfront Regeneration Project Highlight Report					
Project Name:	Riverfront Regeneration	Project Manager	Abigail Rawlings / Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	December 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	A	A	A	G
Last Report	A	R	R	A	A	G

Project Definition

Project Stage: RIBA Stage 4 Detailed Design

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 component of the project will now proceed under the Pride in Place Programme funding.
- A Project Adjustment Request has been submitted to MHCLG, formalising the revised scope, outputs, and funding allocations. As part of this adjustment, £2 million will be reallocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on completing this process is expected shortly.
- Updated Business Plan and Economic Case to reflect the new scope has been prepared.
- A comprehensive reprogramming exercise has also been carried out to ensure the project continues to align with the original established funding timeline.
- A historical accounting issue has been identified that impacts the remaining available budget. Resolution is being sought through wider programme underspend and value engineering with £595k identified to go toward the gap.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Listed Building Consent granted for Custom House Works.
- Environment Agency Flood Risk Activity Permit granted for Dryside works.
- Prestart meeting held with Dryside Contractor and start date for Dryside works agreed- 19th Jan.
- Planning Application and Listed Building consent applied for demolition of unsafe wall at Dryside, applied for and validated. Site visit carried out with Conservation Officer and Planner.
- Final Business Rates Pool Funding claim approved (£350,000 claimed under BRP South Quay which made up the original budget with BCKLWN Match Funding and Town Deal Funding)

Priorities for next period:

- Design team to complete drawings/specifications for tender pack for Custom House work.
- Progress the new lease agreement with the building owner to allow works to proceed.
- Begin process to clear unfixed fittings from Custom House (liaison with Property Team and Norfolk Museum Services).
- Works to start at dryside on Monday 19th January.
- Continue to explore interpretation/volunteering options for Custom House after refurbishment.
- Liaison with Public Open Space Team ahead of operational handover at Dryside at completion.
- Complete the Project Adjustment Request to re-allocate some underspend to Riverfront budget.
- Plan communications for start of dryside works.

2. Risks and Issues

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

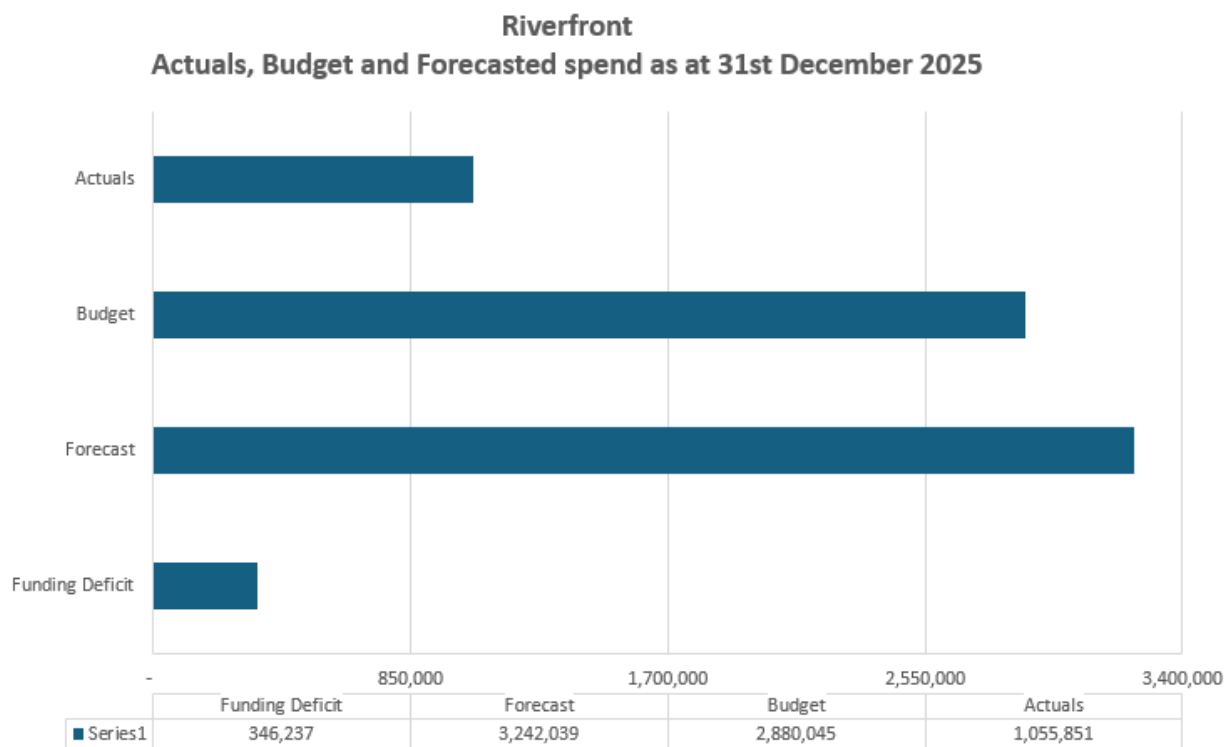
Risk ID (2/66)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
61	Custom House Building Owner permissions/Lease	Building owner may not give permissions for works, current lease does not allow for changes to building without re-instatement. Existing lease needs to be varied by negotiation.	R	Legal	Risk remains red as despite the mitigations noted below, this is the highest risk to this project. Ongoing engagement with building owner throughout the project. As per lease agreement, owner gave permission prior to submission of planning application. Legal and Property teams working on lease variation to allow for works. Project Officer and Cultural Officer have fed into these discussions to ensure variation is appropriate with potential future uses.	05.01.25
65	Planning consent for unsafe dryside wall	Permission may not be granted or planning delays may occur. This would delay the programme for the Dryside works as the unsafe wall needs to be demolished before works can begin.	A	Planning	Close engagement with Planning and Conservation team have led to confidence that consent will be granted, subject to no unforeseen external factors.	05.01.26

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

Issue ID (1/15)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
13	Available budget refined	Historical accounting error has been identified. After investigation this has reduced available	A	Cost.	An underspend from another project will be redirected via a Project	05.01.26

		budget to less than required for current scheme.		Adjustment Request. Along with some small areas of value engineering will bring the project funding back in line with requirements, however there is still a gap to close and this is not inclusive of an interpretation budget.	
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3.1 Project Financials



3.2 Financial Commentary

Financials are maintained at AMBER

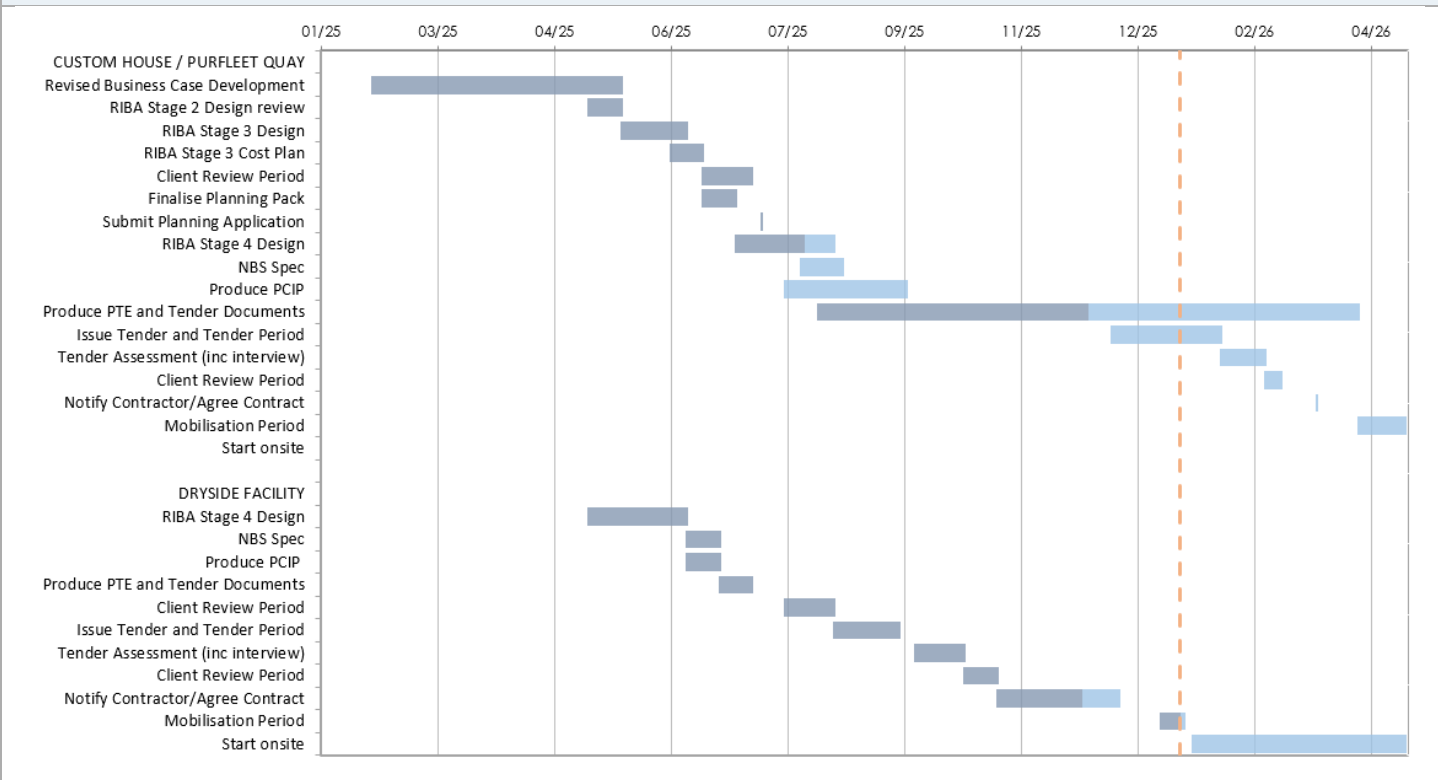
- Actuals to date are £1.1m against an overall budget of £2.88m with actuals primarily relating to professional fees and consultancy costs. 2025-26 actuals in this financial year are £0.35m to 31st December 2025.
- Additional funding from Towns Deal Fund of £0.6m has been approved and funding has now increased to £2.88m leaving at £0.36m deficit, the second walkway has been taken out, but the deficit is the same. This is due to including in the forecasted £0.3m of client contingency

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
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	N/A						
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4. Timelines – High Level Milestones



4.1 Timelines Commentary

- Timelines are maintained at AMBER
- Timelines reprofiled with the new design team have been split into 2 separate work streams,
 - Custom House/Purfleet Quay
 - Dryside Facilities.
 - Confidence within the team remains that whilst the programme is tight, it is achievable. While there has been the lifting of the March 2026 spend deadline from MHCLG, the project would still like to achieve the original programme as much as possible.
 - Areas of programme risk relate to planning timescales and potential opposition to the scheme, FRAP application processes, tender process and unforeseen issues during the construction phase.
 - Adaptation of the planning strategy 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 and associated video was released when the Listed Building Consent was granted.
- Article in KL Magazine about the proposed Custom House works.
- Engagement with building owner continues in relation to permission for works and variation of lease. Meetings between building owner and their representatives has taken place with Assistant Director of Property.

7. Outputs and Outcomes

Outputs		
Description	Target	Full Scheme revised outputs, agreed by KLNB 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 4 design progressing. 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: Dryside 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 if required.
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.

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
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