

Salters Road

Post Project Evaluation

Borough Council of
**King's Lynn &
West Norfolk**



Photos

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Outputs and Outcomes

	1 Bed	2 Bed	3 Bed	Total
Affordable Rent	15	32	21	68
Shared Ownership	0	6	4	10
Total	15	38	25	<u>78</u>



Outputs and Outcomes

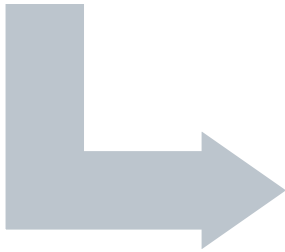
- Strengthened relationship with Freebridge Community Housing
- Financial Return to BCKLWN
- 78 Affordable Homes
 - 10 Shared Ownership
 - 62 Affordable Rent
- Social Value – Construction Relationship
 - 7.48m spent through Local Micro, Small, and Medium Enterprises (MSMEs)
 - 211 Weeks of apprenticeships, level 2, 3 or 4
- Social Value - Project
 - Environmental Regeneration
 - Housing Support



Project Overview

FCH

- Sought Independent Funding to support investment
- Borough Council of King's Lynn and West Norfolk's Client
- Managed contractual relationship with external support



BCKLWN

- Gained Planning Approval
- Accelerated Construction Programme Funding
- Delivered Housing Major Housing Programme
- Retained Project Risk
- Bespoke Delivery Agreement with FCH (including Golden Brick Mechanism)



LPL

- Managed construction process
- Traditional PPC 2000 Relationship with BCKLWN



Financial Review

Description		Evidence of delivery			
		Business Case (Cabinet Report)	To-date (A)	Expected Future (B)	Total (A+B)
Income	FCH	£13,878,000	£16,045,637	£0	£16,045,637
	Homes England ACP Grant	£1,065,550	£1,065,547	£0	£1,065,547
Costs		£14,843,570	£16,363,492	£62,013	£16,425,505*
Profit/ (Loss)		£100,000	N/A		£685,679
Profit Share Payment **		£10,000	N/A		£68,570
Nett Surplus / (Deficit)		£90,000	N/A		£617,111



Ongoing Works

- Defects Liability (Back-to-back relationship with FCH & Lovell)
- External Adoptions (Highways and Utility Adoptions)
- Internal Adoptions (Public Open Space – Including Lagoon)
- Homes England Review



Lessons Learnt

Area of work	Description of lesson learned	Recommendation / Action
Golden Brick	The financial and legal structure proved highly complex to manage and execute within the project timeline.	Carefully evaluate the necessity of this structure for future schemes. The Principal Project Manager must be consulted on any Golden Brick arrangement prior to initiation.
Boundary Management	Discrepancies between physical site boundaries and registered titles must be identified early to ensure designs are based on actual ownership.	<ol style="list-style-type: none"> 1. Undertake detailed topographical surveys at the earliest stage. 2. Instruct solicitors to perform thorough title searches to identify potential conflicts.
Due Diligence	Early identification of complex legal and physical issues is essential for timely resolution.	Ensure comprehensive due diligence is initiated at the project's inception to allow for legal and technical mitigation.
Design Integration	<ol style="list-style-type: none"> 1. Levels where new gardens met existing Losinga Road properties required better integration. 2. Maintenance access for on-site SuDS and drainage was identified too late. 	Increase stakeholder involvement during the initial design phase to set core principles before the fundamental layout is finalised.
Programme Pace	Houses were rushed to meet ambitious dates promised to FCH, leading to quality pressure.	<ol style="list-style-type: none"> 1. Ensure the main contractor (Lovell) allows sufficient contingency in the programme. 2. Negotiate realistic handover dates that the project team agrees are achievable.



Lessons Learnt – Continued

Area of work	Description of lesson learned	Recommendation / Action
Sub-Contractor Insolvency	The failure of a major subcontractor (e.g., groundworkers) significantly impacts performance, regardless of the main contractor's stability.	<ol style="list-style-type: none"> 1. Implement quarterly credit checks on major subcontractors. 2. Conduct a detailed analysis of a subcontractor's capacity and past performance before appointment.
Site Logistics	Developing a site often requires temporary space exceeding the project boundary for welfare, parking, and storage.	Space requirements for temporary facilities must be secured early, ideally during the drafting of the Pre-Construction Information (PCI) package.
Legal Support	Complex schemes often require specialist legal advice that may not be fully foreseen at project initiation.	The project contingency budget must include a specific allowance for specialist legal advice, based on an initial complexity analysis.
Partnership Communication	The involvement of multiple partners (FCH, AECOM, Longhurst) and independent Clerks of Works added layers of oversight.	Establish clear lines of communication at the outset. The project team must have a defined contact matrix for all circumstances.



Any Questions?

Thank you for your time

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