



P.21-12 Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	June 2026
Capital Code:	C9063/71609	Client Dept:	N/A	Lead Designer:	LCWIP – Norfolk County Council ATH – Morgan Sindall		
				Cost Consultant:	ATH – Andrew Morton Associates (AMA)		
Project Code:	P-21.12	End User (if applicable):	BCKLWN Commercial Services	Contractor on Site:	LCWIP –Norfolk County Council/Tarmac ATH – Morgan Sindall TBC		

Management Summary

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

Project Strands Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Active Travel Hub Enterprise Park	A	R	A	A	R	G
Active Travel Hub Baker Lane	A	A	A	A	R	G
LCWIP Interventions	G	G	G	G	G	G
Active Travel Planning	G	G	G	G	G	G

Project Definition

Project Stage: ATH - RIBA 4 / Tender, LCWIP - Delivery, ATP – Partial completion / behavioural change

Objectives: To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.

Scope: The project will deliver a package of measures including

- Priority schemes identified in the Local Cycling & Walking Infrastructure Plan (LCWIP),
- King's Lynn Enterprise Zone Active Travel Hub (EZ ATH)
- Baker Lane Active Travel Hub
- Active Travel Plan Fund (revenue)

1. Overall Status (high-level summary)

- Both the Local Cycling & Walking Infrastructure Plan (LCWIP) interventions and the Active Travel Planning initiatives are now essentially complete, with pedestrian pathway delivery successfully exceeding original targets. Consequently, the programme's overall status is held at Amber as management focus pivots entirely toward navigating the outstanding planning and financial pressures facing the Active Travel Hubs (ATH).
- **Planning Bottlenecks & Schedule Misalignment** The timeline for the remaining ATH workstreams is flagged as Red due to simultaneous planning delays. The Baker Lane application is currently paused awaiting a required resubmission, while the Enterprise Zone ATH determination has been deferred pending a Regeneration and Development Panel review. Managing these two disconnected, shifting timelines is creating logistical friction and presents a distinct risk that final project scopes and deliverables may need to be adjusted to accommodate the extensions.



- **Financial Risks & Resource Management** Budget pressures are rising following Early Warning Notices from Morgan Sindall regarding a projected 20–30% increase in spoil removal costs and strict seasonal restrictions on bridge removal. Project teams are actively evaluating value engineering options to mitigate these financial impacts. Resourcing remains stable; following the wind-down of the completed LCWIP works, Pulse Project Management and internal Borough Council project officers have successfully consolidated their capacity to focus exclusively on progressing the remaining ATH elements through RIBA Stage 4.

1.1 Decisions required by the Neighbourhood Board

- The Neighbourhood Board has instructed a resubmission of Baker Lane Active Travel Hub
- Progression of KLEP ATH subject to planning approval

1.2 Achievements during this period

Active Travel Hubs

- Prepared material necessary for 22nd July 2026: Regeneration & Development Panel meeting (*rescheduled from 15th July*) and 27th July 2026: Planning Committee meeting in response to previous deferral.

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Delay to planning determination resulting in adverse financial impacts.	Escalating project costs require adjustments to the project scope and deliverables. This may prevent the programme from achieving its intended outcomes and delivering the full projected benefits.	A	Financial	Due to the Baker Lane planning refusal and need to resubmit, and Enterprise Zone application decision deferral. the project timeline must be extended. Morgan Sindall is currently assessing the financial and schedule impacts of this change.	07/07/2026
10	Early Warning Notice from Morgan Sindal -Increased spoil removal costs	Supply chain delays and unresolved contract agreements may lead to a 20–30% increase in spoil removal costs, creating budget pressure and potential need to adjust scope or funding.	R	Finance	Review cost increases with the supply chain, benchmark against market rates, validate assumptions, explore re-tendering or renegotiation, consider value engineering options, assess material reuse opportunities, and optimise scope and logistics.	07/07/2026
11	Early Warning Notice from Morgan Sindal - Constraints on bridge removal timing	Environment Agency restrictions limit bridge removal between October and June, potentially impacting programme timelines and increasing costs.	R	Environment	Engage with the Environment Agency to review constraints, hold risk reduction discussions, agree costs and contract early, and progress works ahead of restricted periods where possible.	07/07/2026



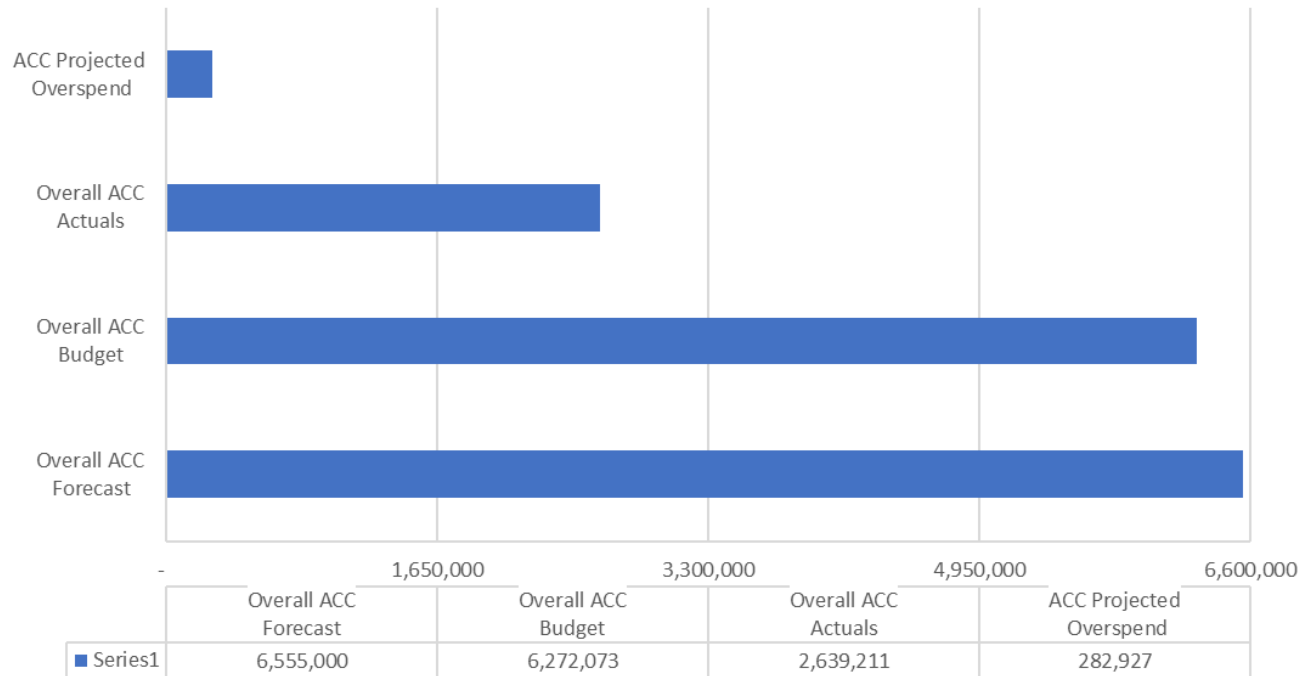
2.2 Key Issues [all red and increasing amber] – An issue something that has happened						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
12	Planning	Delays in the Baker Lane planning determination.	A	The project timeline must be extended to accommodate the delivery of the hub at this site. Increasing project costs due to this extension are requiring changes to the project scope and deliverables, threatening the programme's ability to achieve its full outcomes and benefits.	Morgan Sindall is finalising a pricing exercise to fully assess the financial and schedule impacts of this delay.	07.07.26
	Planning	The Planning Committee's decision to defer the Enterprise Zone Active Travel Hub determination pending a Regeneration and Development Panel review.	A	This deferral causes a critical misalignment between the timelines of the Baker Lane and Enterprise Zone projects. Managing two major, shifting timelines independently creates severe logistical and financial friction for the overarching programme.	Current Status: The implications of the deferral and the resulting timeline mismatch are currently being evaluated.	07.07.26

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



3. Project Financials

Active and Clean Connectivity Actuals, Budget and Forecasted spend as at 30th June 2026



3.1 Financial Commentary

RAG rating status is currently GREEN following approval of Enterprise Zone cabinet paper of £0.6m funds for the ACC project.

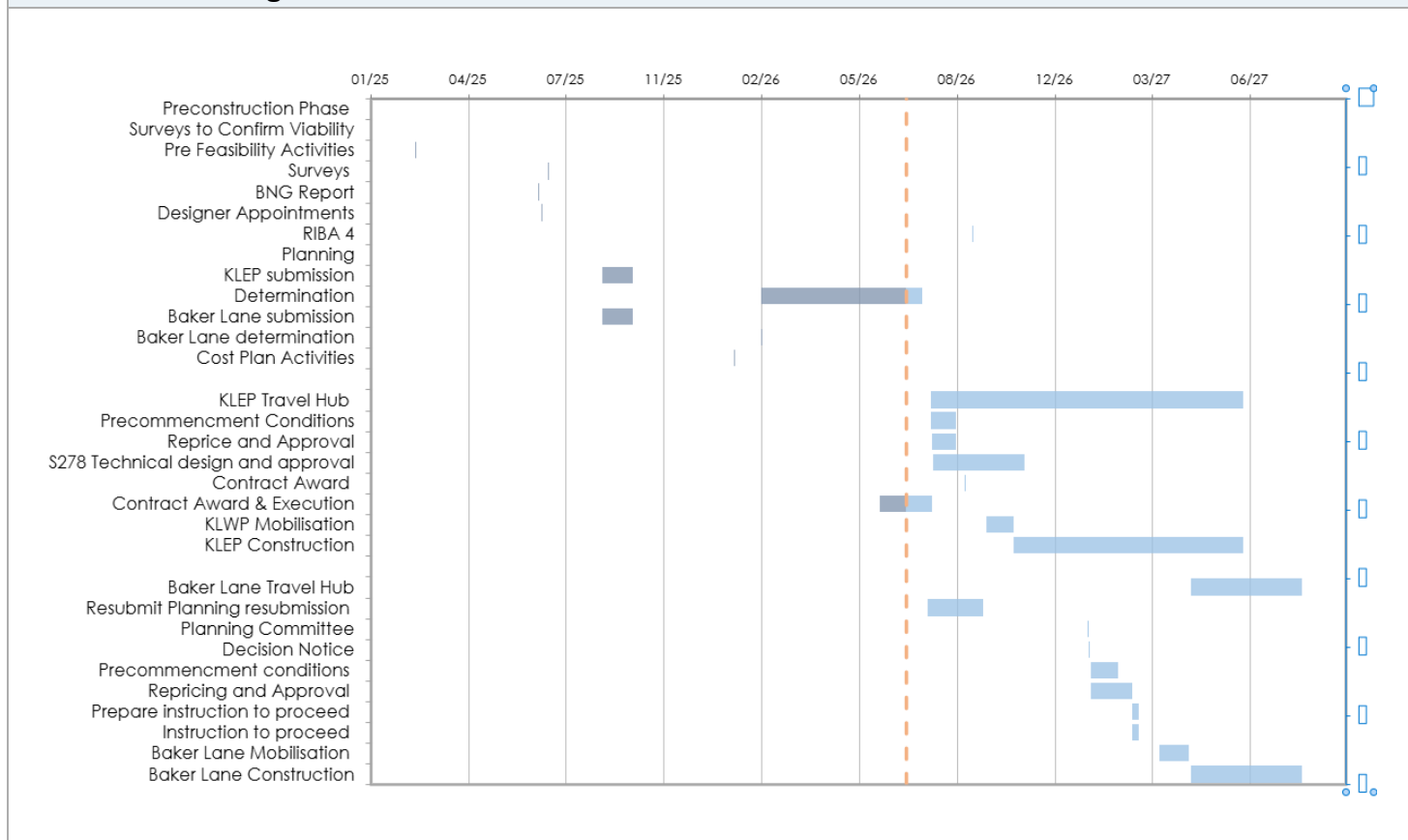
- Actuals to date from inception in 2021 to 30th June 2026 are £2.64m against an overall budget of £6.3m.
- Costs in 2026-27 are £43k to 30th June 26.
- There is an overall projected overspend of £0.28m, partly related to the delay in planning, delaying the project start date and offsite credits, the drainage board and S278 cost agreement abortive costs, the £0.3m contingency is being discussed as to how much will be utilised to reduce the deficit.
- Active Travel Plans - Work ongoing with CWA and QEH.
- Financial impact of Planning Delays is under review.

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change



4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline RAG rating is RED.

- The programme is facing planning delays across both major sites. The Baker Lane application remains paused awaiting resubmission following consultation with KLBUG, while the Enterprise Zone Active Travel Hub determination was officially deferred by the Planning Committee pending a Regeneration and Development Panel review.
- These simultaneous delays have caused a severe timeline misalignment between the two projects. Managing two fluid, disconnected schedules is creating heavy logistical friction, driving up project costs, and potentially changes to the overall project scope and deliverables.

5. Resources Commentary

Resources RAG rating maintains as GREEN due to the following:

- Pulse Project Management support of the ACC programme has ended following completion of the LCWIP works. Pulse commission now extends to supporting only the Active Travel Hub Element of the programme.
- James Grant (Corporate Projects) to chair programme meetings, collate reports, etc internally.
- Joshua Ojugo (Corporate Projects) undertaking Project Officer activities, working alongside Pulse.
- Appointment of Morgan Sindall to progress the site investigation works to progress the ATH projects

6. Communications and Engagement

Activity programmed for forthcoming months:

- Liaison with KLBUG and Regeneration and Development Panel to overcome concerns raised at planning committees.
- Work to showcase the successful delivery of the LCWIP schemes being developed with NCC communications team.

7. Outputs and Outcomes

Outputs

Description	Target	Note
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Total length of new cycle ways	3.555km	Following the stopping of Old Meadow Road, the project is now expected to deliver 0.44 km of new cycle ways.
Total length of pedestrian paths improved	5.601km	7.7 km delivered
Alternative fuel charging / re-fuelling points	6	
New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	

In addition to the outputs set out in the application the project has delivered 7 schemes to provide improved connectivity through improved crossing facilities and removal of barriers

Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

8. Other Matters

Item	Comment
General stage progress	ATH works being progressed through RIBA Stage 4 by Morgan Sindall procured through SCAPE framework NCC delivering final LCWIP scheme in January 2026. Mobilityways delivery Travel Plans with QEH and CWA with potential to recruit additional workplaces. Option being explored if can also support delivery of ATHs.
Procurement progress	ATH – contract being progressed with Morgan Sindall via Scape Framework LCWIP – being progressed via NCC Highways Team and Service Term Contract Project Management & QS – Pulse Consult and Andrew Morton Associates appointed through Borough Councils PM and QS framework.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract NEC4

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]
Status:	Nora ATH Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a
Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

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