

P.21-14 Riverfront Regeneration Project Highlight Report								
Project Name:	Riverfront Regeneration		Project Manager	James Grant/Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	June 2026
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:		Dryside - E.N Suiters & Sons LTD	

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

Project Definition
Project Stage: Custom House RIBA Stage 4 Detailed Design Dryside RIBA 5 Construction
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 project remains rated AMBER due to a number of delivery and operational risks that require ongoing management, including finalisation of contractual arrangements, securing building owner approvals, development of long-term operational plans for the Custom House, and maintaining effective stakeholder communications.
- The Project continues to make positive progress across both the Dryside Facilities and the Custom House elements, with key design, planning and procurement milestones achieved. - Construction of the Dryside Facilities remains on programme and is expected to complete in July 2026. - A preferred contractor has been appointed for the Custom House and contract finalisation is nearing completion ahead of an anticipated start on site later this year. - Recent changes to project staffing following the Project Officer's maternity leave have also created short-term resource pressures, although interim management arrangements are in place and permanent cover is due to commence shortly. - A comprehensive review of the project Risk Log has been undertaken to improve transparency and stakeholder visibility as the project transitions between officers. Whilst the number of recorded risks has increased, this reflects improved risk identification and reporting rather than a deterioration in the project's underlying health. - Communications planning for both the Custom House works and Dryside Facilities opening is progressing, with engagement underway with internal teams and external partners to support successful project delivery and maximise future community use of the facilities. - Overall, the project remains viable and continues to progress towards its regeneration objectives, although focused management attention is required over the coming period to maintain programme momentum, conclude contractual arrangements, strengthen communications, and develop operational plans for the Custom House following completion of the works.

1.1 Decisions required by the Neighbourhood Board
None

1.2 Achievements during this period
Dryside Facilities Progress: Works are ongoing, on programme, and expected to be completed in July.

- Operations & Events: Held initial conversations with the Tourism Team to discuss the opening event and further progress plans for building operations.

Custom House

- Contractor Update: The main contractor has been selected, and the contract is currently being drafted for signing. Final negotiations regarding the start date are underway, with works expected to begin on 24 June 2026.
- Site Preparation: Final preparations to ready the Custom House for works are ongoing. This includes the clearance and storage of key items, coordinated in partnership with the Norfolk Museums Service.
- Communications: Drafting the works communication strategy in collaboration with the Communications Team.

2. Risks and Issues

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

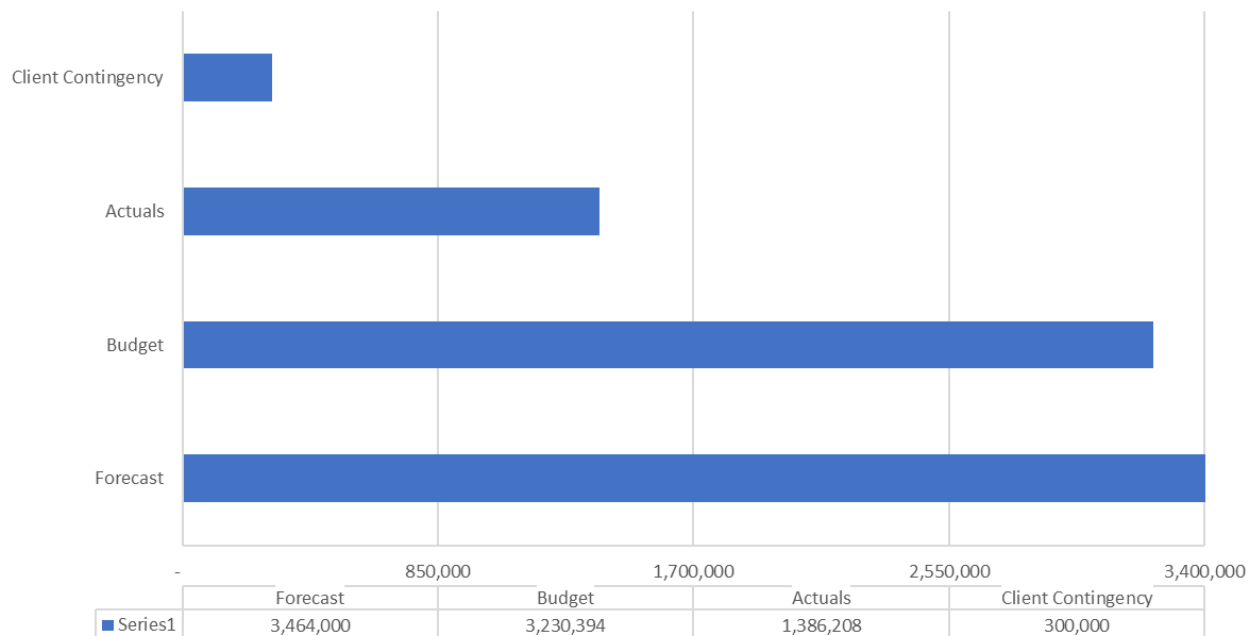
Risk ID (4/98)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
85	Delay due to Landowner Approval	Project at the Custom House may be delayed due to lack of prior approval from the building owner, impacting progress and potential delivery outcomes.		Stakeholder	Improve communication with the building owner, confirm key contact, provide regular updates, and arrange meetings including site visits to discuss planned works.	07/07/2026
97	Compliance Risk Related to Fire Safety Processes	Information provided to Building Control on fire safety processes may not be consistently followed during operations, potentially leading to non-compliance with approvals.		User Safety	Ensure full handover of fire safety processes and requirements to the building manager as part of transition to business-as-usual operations.	07/07/2026
84	Delay in Contract Finalisation	Delay in entering into the JCT contract may postpone project commencement and impact overall delivery timelines.		Contract	Maintain close coordination between BCKLWN, Pulse, AMA, and the contractor, with early engagement of the legal team to review the JCT contract where required.	07/07/2026
89	Lack of confirmed operational plan for the Custom House	Absence of long-term operational proposals may delay use of the building after project completion, limiting delivery of outcomes and affecting public perception.		Operations	Project team to work closely with the Alive Team to develop and confirm operational arrangements for the building.	07/07/2026

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

Issue ID 2/98	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
82	Launch of Dryside facility	Lack of awareness among stakeholders about the Dryside facility opening may lead to a poorly delivered launch event and reputational impact for the Council.		Reputation	Develop and implement a detailed event plan and assign clear responsibilities to project team members for delivery.	07/07/2026
90	Insufficient project communication for the Custom House	Limited communication on project progress may reduce public awareness and engagement, missing opportunities to build interest ahead of commencement / operation		Communication	Develop a communications plan including updates, discoveries, and opening plans, and consider a joint strategy with Guildhall.	07/07/2026

3.1 Project Financials

Riverfront
Actuals, Budget and Forecasted spend as at 30th June 2026



3.2 Financial Commentary

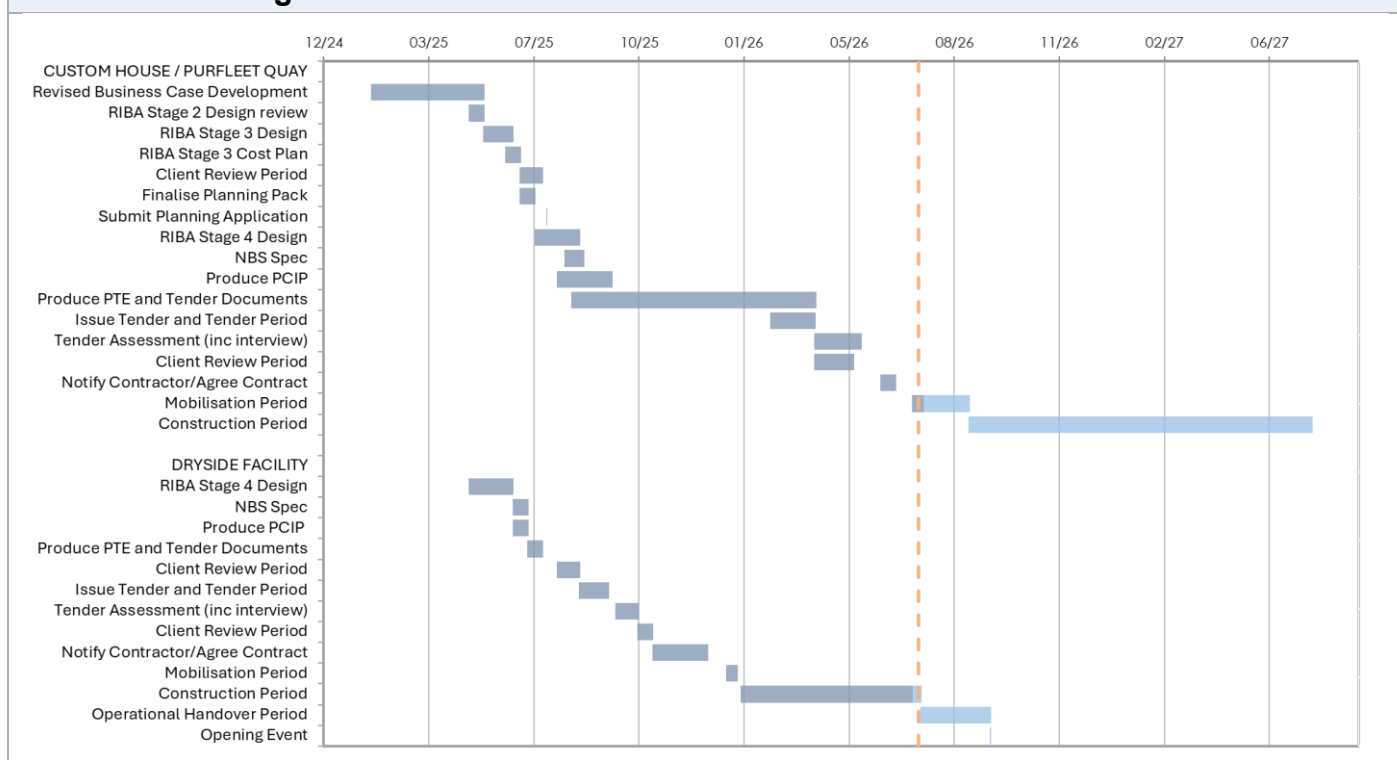
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.36m against an overall forecasted projected costs of £3.4m and a budget of £3.2m,
- £0.2m deficit due to Riverfront project tender coming in higher than budgeted and the start date of works being delayed, causing additional Project Manager and Quantity Surveyor costs for a longer period of time (and other associated costs)
- The project will now complete in 2027-2028, instead of 2026-2027.
- 2026-27 costs were £0.16m primarily due to dry side and consultancy costs

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 RAG rating is maintained at AMBER

- BCKLWN and the consultant team are currently in negotiation with King & Co to agree a project commencement date. The anticipated start date is 24 August 2025. While this will extend the overall programme, it provides additional time to plan effective pre-commencement discussions and undertake a thorough review of the contract terms.
- Review of the opening date for the Dryside facility. A proposal to align this with the Harrage Open Day will be presented to the Project Board.

5. Resources Commentary

Resources RAG rating is GREEN

- The Project Officer responsible for this project has commenced maternity leave. Cover for the post is due to start on 13 July 2026.
- The Principal Project Manager is providing interim cover where possible while the post is temporarily vacant.

6. Communications and Engagement

- Communications strategy for the Custom House has been drafted. Working closely with King & Co to deliver an effective strategy during the works.
- Plans for the use of the Custom House following the works, including consultation with local interest groups, will resume once the Project Officer replacement is in post. This will incorporate learning from recent projects and involve engagement with a wider group of internal and external stakeholders.
- Opening event and communications for the Dryside facility are ongoing.

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 complete. Second cycle of consultation with Historic England completed ahead of planning submission for Custom House. Custom House listed building application granted. Dry Side Facilities planning application has been granted and works started. 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 as it 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