



Major Housing Programme Highlight Report

Programme:	Major Housing	Programme Manager:	James Grant	Assistant Director:	Duncan Hall	Report covers:	Q2 2026/27
Capital Code:	Various	Client Dept:	N/A	Lead Designer:	Lovell Partnerships Ltd Building Safety Act – Feilden+Mawson		
				Cost Consultant:	GC Baxters		
Project Code:	N/A – Programme	End User (if applicable):	N/A	Contractor on Site:	Lovell Partnerships Ltd		

RAG Status descriptions used throughout the report:

Spend – Budget variance (inc. Contingency) RAG Status		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 or less behind the critical path	G	Can be managed

Management Summary – current programme

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
Overall Programme	G	A	G	A	G	G

Management Summary as at end Q4 2025/26

Active Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials (Forecasted Return)	4.Timelines	5. Resources
Florence Fields (Parkway), King's Lynn	A	A	A	R	Build Completion November 2027 G	G
Taylor's Drive (Salter's Road), King's Lynn	G	G	G	G	Road Repairs Completed W/C 16.03.2026 G	G
Styleman Court (Southend Road), Hunstanton	A	A	G	A	A	G
Valentine Park (Lynnsport 1), King's Lynn	G	A	G	G	Build Completion May 2027 G	G
Occupied Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Orchard Place (Marsh Lane), King's Lynn	G	Road & Sewer Adoptions A	G	G	No fixed timeline associated with adoptions – BCKLWN responsible for maintenance A	G
Cowper Place (Lynnsport 3), King's Lynn	G		G	G		G
Dewside (Lynnsport 4/5), King's Lynn	G		G	G		G
Nar Valley Park (NORA 4), King's Lynn	G	G	G	G	G	G

Programme overview

Programme Objectives: Deliver high-quality, sustainable housing in West Norfolk to meet diverse community needs, stimulate local employment, and set new standards for design and construction.

Programme Scope:

- Build up to 1,000 modern homes using council-owned or acquired land
- Partner with Lovell Partnerships Ltd to deliver housing across various sites within the Borough
- Enhance community amenities, including new hockey pitches and tennis courts, additional car parking
- Promote modern methods of construction and environmentally friendly materials
- Support local employment opportunities and apprenticeships
- Establish higher standards of design, resource and energy efficiency standards

1. Overall Status (high-level summary)

Overall RAG Status for the programme is considered to be Green.

- **Market Environment:** The programme continues to operate in a challenging market, with slower house sales and rising construction costs. There is more interest in Shared Ownership tenure types.
- **Sales Success:** Florence Fields sees a steady flow of interest, with 9 reservations currently and 23 sales completions in total. Valentine Park now has 2 reservations and 4 completions. Styleman Court has not yet recorded any private sale completions. However, two shared ownership plots have progressed: one has completed and is now occupied, while the other is nearing completion. The 4 affordable rent units have completed having passed over to WNHC.
- **Labour Supply:** Labour remains suitable to deliver programme to dates scheduled.
- **Construction Progress:** Build activity continues to progress well.
- **Resources within the team** remain suitable to progress delivery.
- **Discussions** are ongoing between BCKLWN and the Housing Companies regarding the potential transfer of properties within the Styleman Court development. This has been passed to Broadland Housing board for consideration.

1.1 Key Programme Updates & Achievement in the period for Steering Group

- **Florence Fields (S278 & Procurement):** Section 278 agreement was prepared and initially agreed by BCKLWN. However, upon re-review, when Lovell sought to secure a bond from LABC, LABC declined on the basis that Lovell is not the developer (i.e. the party selling the plots). This represents a departure from the approach taken on previous sites. As a result, the Section 278 agreement requires redrafting. The position is under review – discussions are taking place between the Corporate Projects PPM and finance to discuss a way forward with bond options. Legal are aware and involved – alongside ongoing discussions with Lovell.
- Once final agreement is received regarding the bond agreement, road space will be booked in with NCC Highways in order for the works to commence and timescales can then be agreed.
- **Florence Fields (Tenure):** Tenure changes have been agreed with Strategic Housing and are currently being implemented.
- **Florence Fields (Sales):** 32 properties have been reserved or completed to date. Interest has slowed slightly however there is interest in the shared ownership plots with 6 now reserved.
- **Valentine Park (Sales):** 2 current reservations.
- **Salters Road:** The road has now been completed, enabling the adoption process to commence. NCC is undertaking inspections and finalising the legal agreements. Lovell is completing the remaining works required for handover to Public Open Space (POS). In accordance with the contract, two-year defect inspections of the properties are being undertaken at regular intervals, with any identified defects referred to Lovell for the necessary remedial works.
- **Styleman Court:** Purchaser has moved into the first unit to complete – a shared ownership plot. Tenure options are being reviewed at present – exploring different options to enable units to be utilised. Awaiting feedback from the Broadland Housing Board meeting to confirm their agreement. Sales values have been reviewed as suggested by the sales agents and guided by the latest red book valuation.

2. Programme Level Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A18	House price values	Income targets too ambitious – are not achieved	R	Finance	Continuously review. Review against competitors and evaluate against the market and inflation	05.10.2026

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

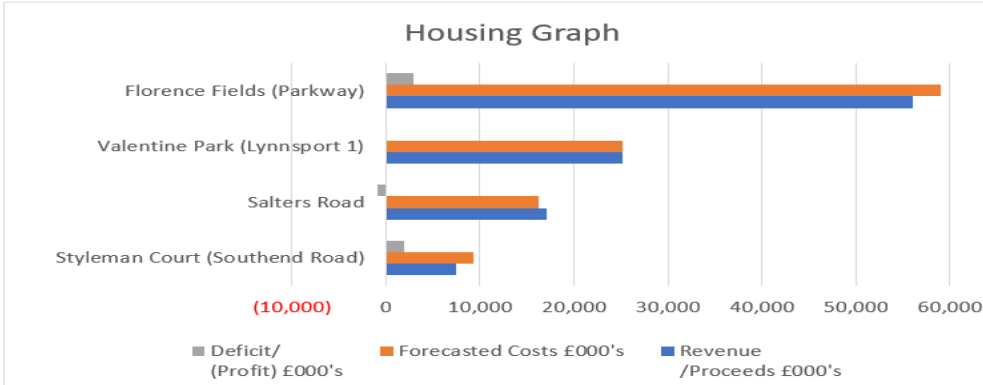
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A17	LAHF Tenure Integration & NHQB Compliance	Requirement to integrate additional LAHF units onto existing sites. Key risks include operational delays due to necessary design retrofitting (tenure suitability) and financial/reputational exposure regarding NHQB "fair selling" obligations	A	Sales	Strategic repositioning of plots to minimise the impact on existing private sales. Ensure full disclosure to adjacent private purchasers to mitigate claims of mis-selling	05.10.2026
A21	Pace of sales	Sales pace is slow – but build pace against ACP funding (on relevant sites)	R	Finance	Utilise the opportunity to adjust tenures to ensure less risk of empty properties	05.10.2026
J12	S278	S278 Bond discrepancy with Lovell on payment terms. Hard copy of the agreement will be signed once Bond has been agreed	R	Legal	To find a resolution on bond payment and get agreement signed ASAP in order for road space to be booked	05.10.2026

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

3. Programme Financials

3.1 Financial Graph & Commentary

Housing Finance Summary	Revenue /Proceeds	Forecasted Costs	Deficit/ (Profit)
	£000's	£000's	£000's
Styleman Court (Southend Road)	7,412	9,293	1,881
Salters Road	17,111	16,239	(872)
Valentine Park (Lynnsport 1)	25,144	25,147	3
Florence Fields (Parkway)	56,067	59,047	2,980
Housing Total	105,734	109,726	3,992



Styleman Court (Southend Road)

Contracted Profit was £133k, primarily due to increased procurement costs due to COVID in 2020

Salters Road

Contracted Profit expected to be £409k, current forecasted profit is £872k but further costs may adjust the profit marginally.

Valentine Park (Lynnsport 1)

Original contracted loss of £432k at inception of project, the loss has reduced to £3k due to Procurement as costs more streamlined reducing original anticipated costs from sub-contractors,

Florence Fields (Parkway)

The latest appraisal shows a £1.006m deterioration in viability, although much of this reflects improved cost certainty and a more transparent presentation of existing risks rather than entirely new costs. The main driver is the inclusion of the fixed price allowance impact (£647k), reflecting construction cost inflation that has materialised without the corresponding sales value growth assumed in the original appraisal.

A further £216k relates to a more realistic assessment of void and holding costs, with £159k arising from tenure changes and the reconciliation of historic data differences.

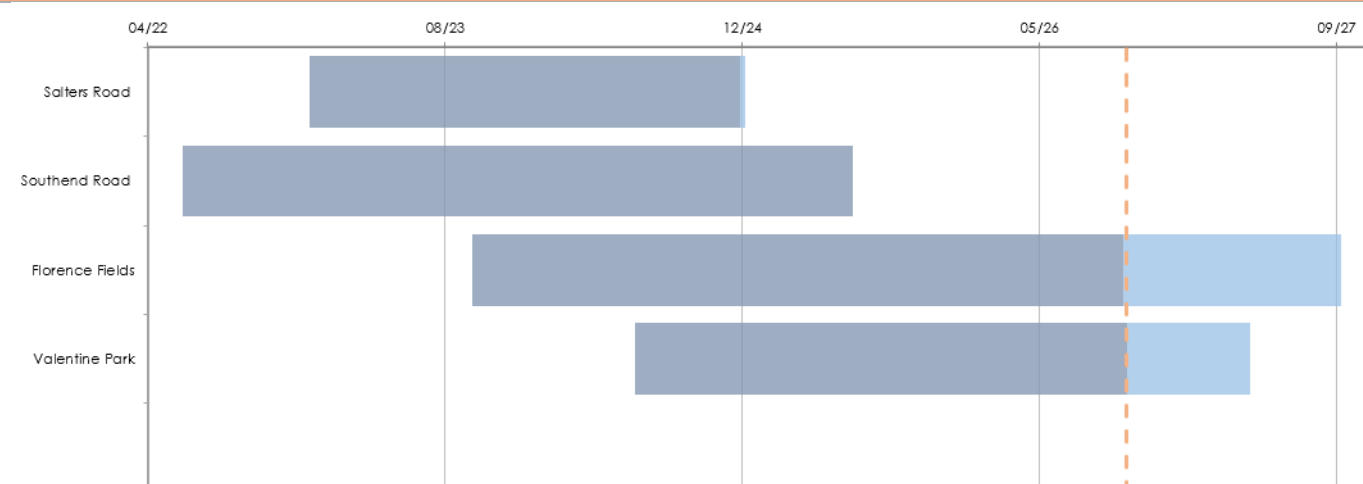
Together these account for much of the movement in the forecast deficit.

Whilst the forecast deficit has increased to £2.98m, the scheme started with an anticipated deficit of £1.34m, meaning the overall deterioration over three years is approximately £1.64m (around £7,250 per plot). We are working with Lovell to improve future reporting, including clearer cost assumptions, sensitivity analysis and enhanced visibility of the key risks and opportunities affecting the final outturn position.

3.2 Key delegated decision taken in this period

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

4. Timelines – High Level Programme timings



4.1 Timelines Commentary

The current timeline RAG rating for the programme is considered to be Green.

- Live developments remain on schedule or within manageable time and cost tolerances, despite continued pressure across the programme.

5. Resources Commentary

The RAG rating for Resources across the programme is currently Green.

- Team Capacity: The team has sufficient capacity to manage current workloads, supported by the Quantity Surveyor.
- Data & Tool Development: As the authority increasingly recognises the value of internal data for project monitoring and financial performance, the team plans to work with the wider housing team to develop new reporting tools.

6. Communications and Engagement

- September newsletters issued within period.
- A Councillor visit to Florence Fields held on 16th September.

7. Outputs and Outcomes

7.1 Programme Outputs (05.10.2026)

Delivery of units*	Private Sale		Affordable Rent		Shared Ownership		Private Rental		Total	
	Goal	Occupied / Reservations	Goal	Transferred / Occupied	Goal	Sold / Occupied	Goal	Transferred / Occupied	Goal	Total to date
Florence Fields (Parkway)	123	26	46	18	11	6 reserved	46	21	226	71
Salter's Road (Taylors Drive)	0	0	68	68	10	10	0	0	78	78
Styleman Court (Southend Road)	26	0	4	4	2	1 reserved 1 completed	0	0	32	6
Valentine Park (Lynnsport 1)	63	6	10	0	4	0	19	0	96	6
Orchard Place	110	110	14	14	6	6	0	0	130	130

(Marsh Lane)										
Cowper Place (Lynnsport 3)	27	27	7	7	2	2	18	18	54	54
Dewside (Lynnsport 4/5)	68	68	9	9	4	4	8	8	89	89
Nar Valley Park (NORA 4)	35	35	17	17	5	5	48	48	105	105
*as of report date – tenures may change on incomplete developments	452	272	175	137	44	35	139	95	810	539
Other										
Contribution of housing units towards BCKLWN 5-year housing land supply										
Delivery in accordance with agreed Accelerated Construction Programme (ACP) targets										
Delivery of Public Open Space areas										

7.2 Projected Programme Outcomes – Under Review

Description

Building Inclusive, Connected Communities:

The programme aims to create inclusive, well-connected neighbourhoods by combining mixed-tenure housing with green spaces, community facilities, sustainable design, and safe transport links to foster social interaction and long-term resilience.

Social Value targets: Social

- Apprenticeships / Trainees – 22
- School engagements – 12
- Volunteering – TBC
- Skills development – 1,040 weeks
- Staff training – 1,200 person hours
- Community engagement – 16 newsletters, 40 person hours

Social Value targets: Environmental

- Waste diverted from landfill – 95%
- Considerate Constructor Score – 42/45
- HVO Fuel – 100%
- EcoCabins – 100%

Social Value targets: Economic

- Sub-contractors
 - o Within West Norfolk – 33%
 - o Within Norfolk – 60%
 - o Within 30 miles – 40%
- Suppliers
 - o Within West Norfolk – 33%
 - o Within Norfolk – 40%
 - o Within 30 miles – 35%
- Use of SME's – 25%
- Living Wage – 100%

8. Other Matters

Item	Comment
Procurement route for Lovell	Competitive Dialogue
Form of contract (e.g. JCT, NEC, Traditional, D&B)	Development Management Agreement – June 2015

9. Approved Documents

	Cabinet Report	Project Management Plan (PMP)	Contract Ref	Post Project Evaluation
Florence Fields (Parkway), King's Lynn	Parkway Development Update 17 th January 2023	In Draft	PPC2000 Contract 24 th July 2023	TBC
Valentine Park (Lynnsport 1), King's Lynn	Lynnsport 1 (Valentine Park) 6 th February 2024	In Draft	PPC2000 Contract 19 th June 2024	TBC
Styleman Court (Southend Road), Hunstanton	Southend Road Hunstanton 16 th March 2021	N/A	PPC2000 Contract 28 th April 2022	Complete
Taylors Drive (Salter's Road), King's Lynn	Salters Road 16 th March 2021	N/A	PPC2000 Contract 9 th January 2023	Complete
Orchard Place (Marsh Lane), King's Lynn	Major Housing Development – Final Approval 3 rd February 2015	N/A	-	N/A
Cowper Place (Lynnsport 3), King's Lynn	Not yet located	N/A	PPC 2000 Contract 8 th April 2019	N/A
Dewside (Lynnsport 4/5)	Cabinet 11 th April 2017	N/A	-	N/A
Nar Valley Park 4, King's Lynn	Nar Valley Phase 4 (Traditional Build) 4 th February 2020	N/A	PPC 2000 Contract 22 nd October 2020	Post Project Evaluation Member Major Projects Board 13th May, 2024