



**Regeneration and Development Panel**  
**Thursday, 22nd September, 2022 at 4.30 pm**  
**in the Council Chamber, Town Hall, Saturday Market  
Place, King's Lynn PE30 5DQ**

**Reports marked to follow on the Agenda and/or Supplementary  
Documents**

1. **Cabinet Report - Multi User Community Hub - Town Deal Business  
Case - Presentation (Pages 2 - 23)**
  
2. **Cabinet Report - Active and Clean Connectivity - Town Deal Business  
Case – Presentation (Pages 24 - 42)**
  
3. **Cabinet Report - Riverfront Development Plan - Town Deal Business  
Case – Presentation (Pages 43 - 60)**

**Contact**

Democratic Services  
Borough Council of King's Lynn and West Norfolk  
King's Court  
Chapel Street  
King's Lynn  
Norfolk  
PE30 1EX  
Tel: 01553 616394  
Email: [democratic.services@west-norfolk.gov.uk](mailto:democratic.services@west-norfolk.gov.uk)

# King's Lynn Multi User Community Hub

Agenda Item 8

2

Vision King's Lynn

## MUCH Business Case presentation

*Natasha Hayes, Head of Communities, Norfolk County Council*

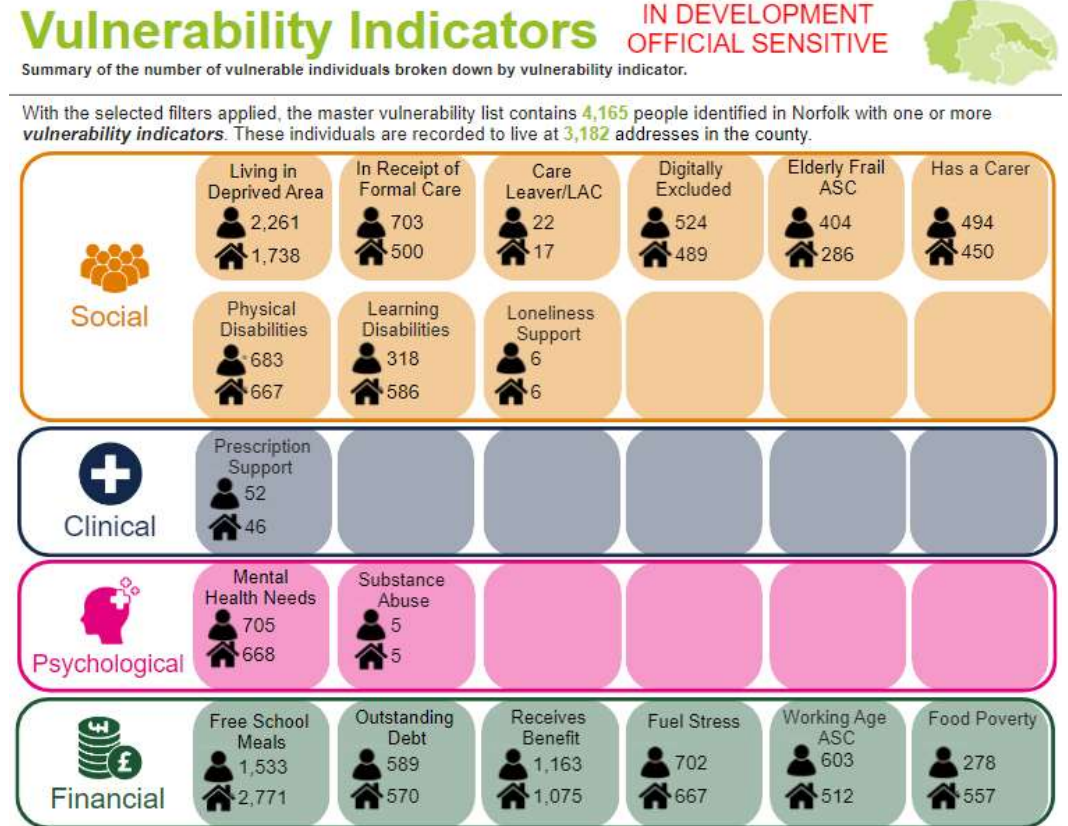
# Agenda

- **Strategic Case**
- **Economic Case**
- **Financial Case**
- **Commercial Case**
- **Management Case**

3

# Strategic Case - Case for change

- KLWN possesses a huge amount of potential but faces significant challenges. These challenges span skills and attainment, health and wellbeing, social mobility and aspiration and facilities and resources for business. In all areas KLWN lag behind local and national statistics.
- Of the 49,000 living in the town, 8.5% have been identified as having one or more 'vulnerability indicator'.
- The current Library falls well below the statutory guidelines for Library size, has significant accessibility and safeguarding issues, and attendance numbers have not recovered post-Covid.
- Analysis from Experian shows there is a high need for library and adult learning provision in King's Lynn – but low use compared with wider Norfolk

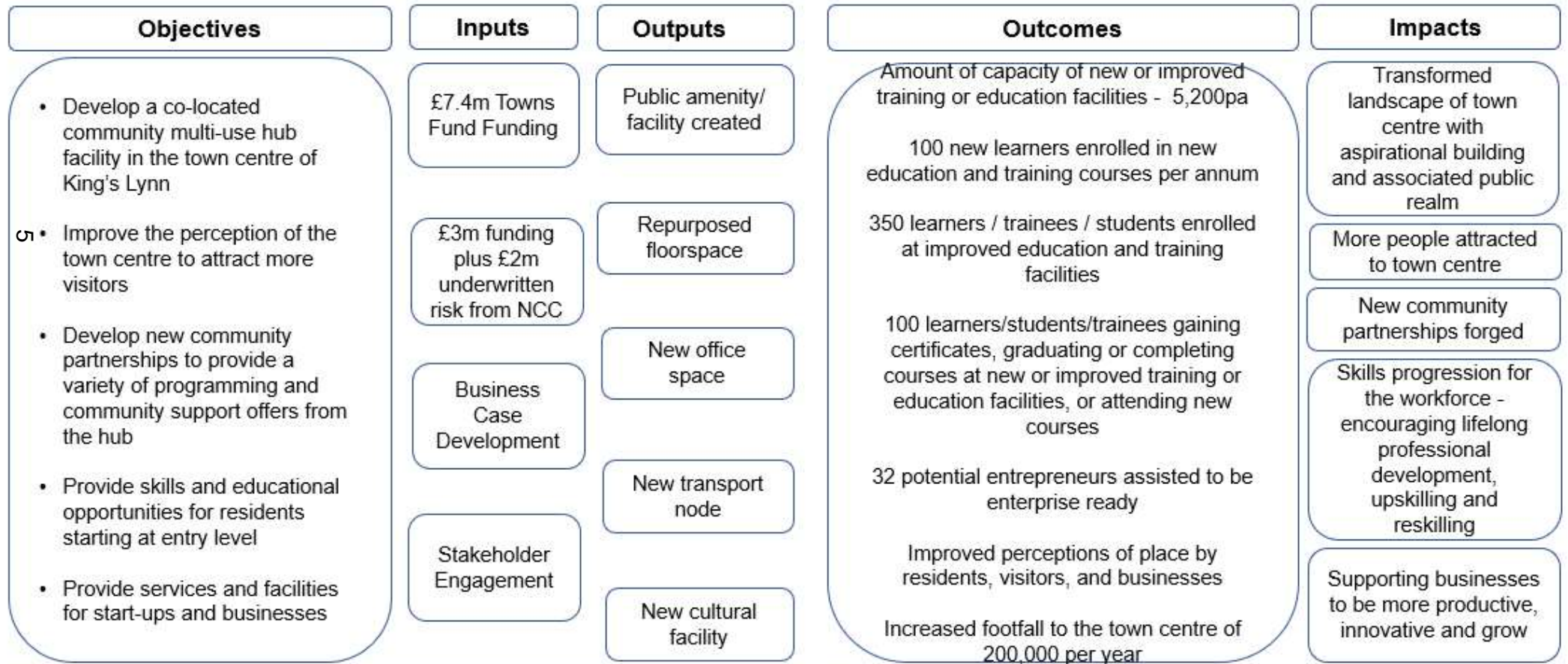


# Strategic Case - Theory of Change

## Context:

- New opportunities for skills and jobs for young people and all those affected by Covid-19
- Growing innovative businesses
- A repurposed town centre with new experiences and enterprise

**Hardship & vulnerability:** Hot spot for digital exclusion, vulnerability and unemployment  
**Skills & Attainment:** Low earnings, Low qualification levels, Less reskilling,  
**Health & Wellbeing:** Suicide, social isolation, lack of space, loneliness, drug & alcohol misuse  
**Aspirations & Social Mobility:** Smoking, unemployment, deprivation  
**Support for Business:** Lack of meeting space, 'job ready' applicants, low business start up rate



## Assumptions:

- Planning permission and building regulation approvals will be granted
- Sufficient demand from residents and visitors for the business space and learning opportunities offered

## External Factors:

- National economic uncertainty due to Covid-19 and rising cost inflation, especially impacting construction

# Strategic Case - Delivering change

INTERNAL SKETCH VIEW



EXTERNAL SKETCH VIEW



- Our vision and objectives will be delivered through **two key elements**:
  - the build, location, and facilities
  - programming and partnerships
- The hub will be a **state-of-the-art fully accessible community and learning space** in the centre of town. It will play host to not only the library and associated facilities, but a range of Norfolk County Council services and programming from Adult Learning and partners – **curated specifically to the needs of King's Lynn residents**.
- The increase in capacity will allow the facility to **match delivery of similar towns** with additional space such as Great Yarmouth, who currently offer **three times the number of courses to double the number of students**.
- This range of services will provide a core environment of well-being, skills development, learning and information - **offering the community a clear pathway to aspiration and success**

# Strategic Case – Stakeholders

## Engagement:

To create a **true hub for all the community**, thorough and meaningful **engagement with key stakeholders and the public** is essential.

Surveys, workshops, presentations have taken place from October 2021 with **over 500 participants** providing feedback. **Engagement will remain essential through the programme development.**

Plans in place include engagement with communities and Town Deal Board on **build design, programme and partnership co-design, brand and naming consultation**, site visits, local programme piloting, pop up events.

## Feedback:

Key changes to the programme have been made based on stakeholder feedback, including:

- Move to a **central location** and improve **accessibility** for disabled people, including those who are, Blind, Deaf, wheel-chair users, on the autism spectrum, have learning disabilities or a wide range of other disabilities
- Removal of the frontage of the building to **reveal the Majestic Cinema**
- An **enhanced training and facilities offer** for **businesses and entrepreneurs**  
A focus on spaces and **facilities for young people**, that can be sympathetically programmed **alongside the needs of other users**

# Economic Case

8



# Economic Case - Monetisable benefits

- **Wellbeing** benefit of library users
- Health benefits from **reduction in serious, life-limiting conditions**
- Lifetime economic benefit of people gaining **new qualifications**
- Welfare impact of supporting **re-entrants to the labour market.**
- Value of **volunteering** at the MUCH

## Targets and benefits:

All identified outcomes and benefits have been very **conservatively calculated** giving a great deal of confidence that they are deliverable and the **proposed BCR is the minimum.**

The majority assume just a 1/3 increase on current delivery, whilst the space output will increase threefold. We therefore expect to delivering this level of benefit from the very first year and exceeding targets thenceforth.

# Economic Case - BCR breakdown

The VfM assessment for MUCH shows a **BCR of 2.40**. This option therefore demonstrates **high VfM**.

	Present values (2022 prices)
<b>Economic benefits</b>	
Wellbeing benefit of library users	£12,160,181
Health benefits from reduction in serious, life-limiting conditions	£12,465,810
Lifetime economic benefits of educational attainment	£1,935,913
Welfare impact of entrants and re-entrants to labour market	£6,998,908
Value of volunteering	£254,447
<b>Total Economic Benefits</b>	<b>£33,815,259</b>
<b>Economic costs</b>	
Towns Fund	£6,804,727
Norfolk County Council match funding	£4,563,323
Total cost (excluding optimism bias)	£11,368,050
<b>Total Cost (Including optimism bias)</b>	<b>£14,096,382</b>
<b>Net Present Social Value</b>	<b>£22,447,208</b>
<b>Benefit-Cost Ratio (BCR)</b>	<b>2.40</b>

## Sensitivity analysis

- **Sensitivity Test 1: Increase in Optimism Bias from project costs reduces the BCR from 2.40 to 1.98 = medium VfM**
- **Sensitivity Test 2: Lower levels of attainment of the qualifications delivered reduces the BCR to 1.96 = medium VfM**

# Economic Case - Non-monetisable benefits

- Supporting the **mental health and wellbeing** of King's Lynn's residents
- Generating **wider land value** impacts
- **Diversifying the Town Centre offer** and delivering against Town Deal policy objectives

11

# Financial Case

# Financial Case - Operations: Overview

- As the project lead, upon completion Norfolk County Council will take over operation of the building, including all funding and associated risks. NCC have committed to **delivering the space as a Community Hub for a minimum of 10 years**
- The Community Hub does not expect significant revenue generation and will instead be **funded from existing NCC operating budgets**
- As statutory service **the library receives a revenue grant from the council annually** and all costs are funded from this grant.
- **Adult learning costs will be funded via the Department of Education Adult Education Budget** managed by the Education and Skills Funding Agency and awarded to NCCAL. Course costs include the cost of room hire.
- Norfolk CC centralises its budgets for facilities management costs; revenue **costs will be covered from a core facilities management budget**
- **Some income will be generated from space hire**, which will be reinvested into the space. However, the operating models are robust enough to ensure the secure running of all services within the build without additional revenue.

# Financial Case - Risks

Specific financial risks relating to the capital phase have been identified as follows:

Description	Impact assessment	Mitigation
<b>Unable to secure funding reallocation from Towns Fund</b>	£3m shortfall. Significant impact on ability to deliver the project in any form	Project adjustment form submitted and successful
<b>Tender process does not provide suitable candidates to appoint</b>	Increase in timeline to reissue tenders, review and possible amendments to budget and scope	Professional cost reviewers to accurately define budget, significant contingency. PIN issued in advance to test market interest early. Robust tender review process. Timeline contingency included
<b>Tenders received exceed budget tolerances</b>	Necessitates increase in budget or review of scope	Professional cost reviewers to accurately define budget, contingency included, continued review of market conditions and associated costs through phases, seeking additional funding streams to minimise risk
<b>Construction market fluctuations</b>	Necessitates increase in budget or review of scope	Inflationary costs and large contingency included. Market remains volatile
<b>Inaccurate cost estimates in budget</b>	Necessitates increase in budget or review of scope	Professional cost reviewers to accurately define budget, contingency included, continued review of market conditions and associated costs through phases
<b>Unknown risks exceed budget</b>	Necessitates increase in budget and timeline or review of scope	Appointment of contractor prior to beginning RIBA 2 to drive out delivery risk. Contingencies in both timeline and budget, clear MoSCoW on scope. Retention of floor plate to avoid foundation issues
<b>Unforeseen timeline and cost overruns</b>	Necessitates increase in budget, timeline or review of scope	Appointment of contractor prior to beginning RIBA 2 to drive out delivery risk. Contingencies in both timeline and budget and clear MoSCoW on scope
<b>Planning permission challenges</b>	Increase in timeline, possible increase in cost and scope due to changes needed to include build frontage	Working with KLWN planning team from RIBA1 to plan ahead and minimise disruption; lower risk as building outside conservation area

# Commercial Case

15

# Commercial Case – Procurement

Norfolk County Council's standard procurement practices will be followed for the procurement of contracts which are in line with government guidance for public sector organisations. Smaller contracts will be procured as demanded by the project plan as the project progresses.

- The Project and Cost Manager roles will be procured under the Crown Commercial Services Framework.
- The Clerk of Works and MMC Contracts will be procured via open tender following Norfolk County Councils strict procurement standards.
- The Main Contractor for the project will be procured under a two stage Joint Contracts Tribunal (JCT) Contract from RIBA Stage Two.

Component of Project	Procurement Route	Approvals	Interdependencies
Project Manager	CCS Framework	NCC Head of Construction and Facilities Management	Sign Off by NCC Director of Procurement
Cost Manager	CCS Framework	NCC Head of Construction and Facilities Management	Sign Off by NCC Director of Procurement
Clerk of Works	Open Tender	NCC Head of Construction and Facilities Management	Sign Off by NCC Director of Procurement
Modern Method of Construction Contract	Open Tender	NCC Head of Construction and Facilities Management	Sign Off by NCC Director of Procurement
Main Contractor	Two Stage JCT Contract	NCC Head of Construction and Facilities Management	Sign Off by NCC Director of Procurement

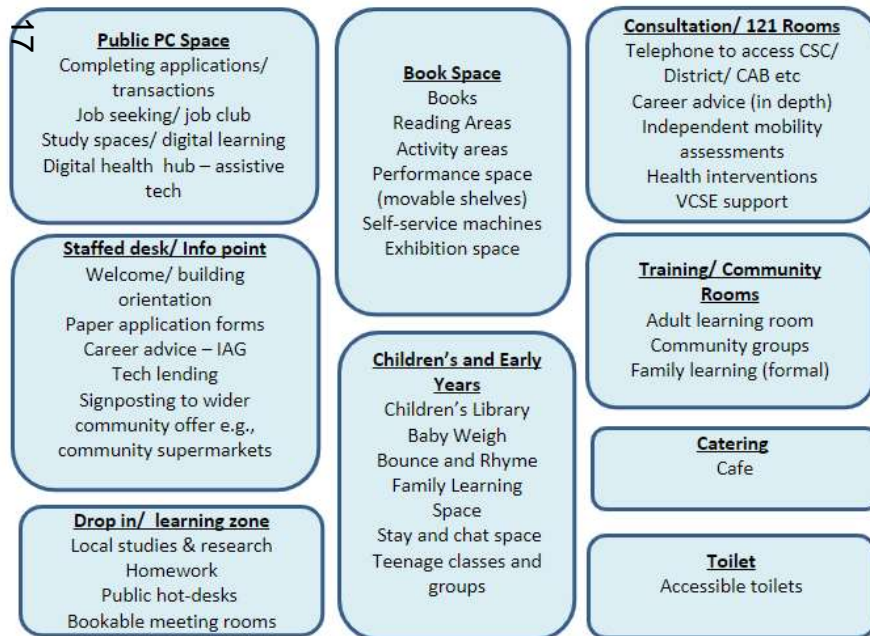


# Commercial Case - Operational models

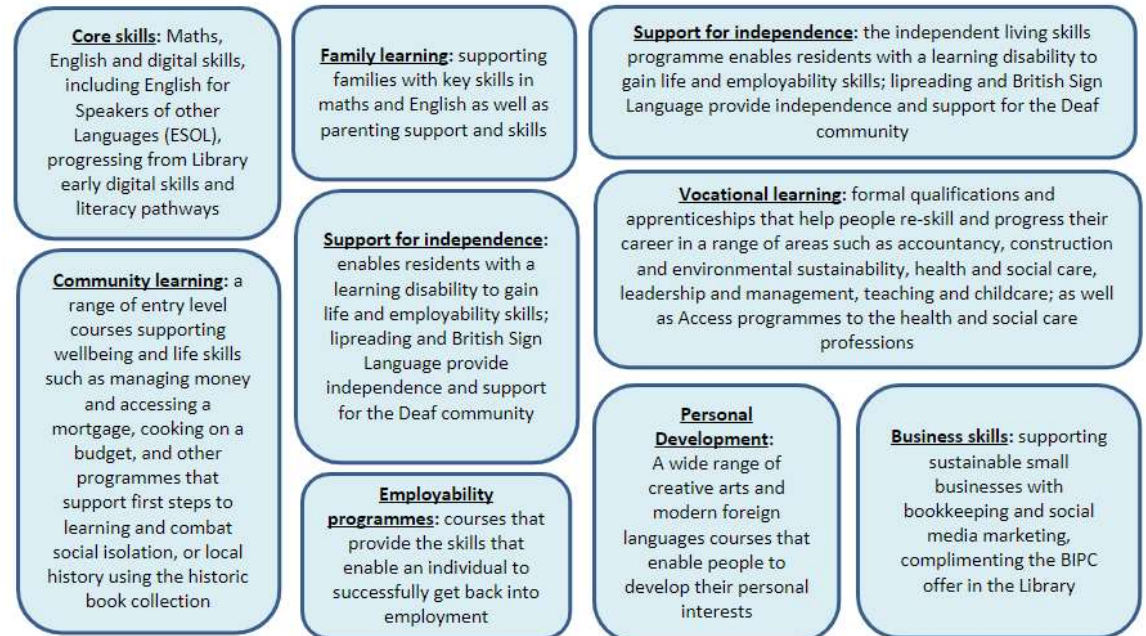
## Libraries and Adult Learning core offer:

The core offer is already in place in its entirety at various locations across the county and will be replicated at the new facility.

## Operating Model – Libraries



## Outline learning – Adult Learning



## Library model funding:

Funding for Library services will be delivered via the Revenue Support Grant – the main general funding stream for local authorities for statutory services.

## Adult Learning model funding:

Funding for courses is drawn down from ESFA Adult Education Budget and provision will be increased in line with capacity at the new site.

# Commercial Case – Partnerships and programming

## Delivering outcomes through partnerships and programming:

- The **Library and Adult Learning** offer alone deliver against all outcomes and identified areas of concern in the strategic case: spanning **skills and aspiration** (training and qualifications), **health** (groups targeting social isolation, cookery courses), **hardship** (community fridge, signposting to support services), and **business** (courses, free or low cost work and meeting facilities).
- However, the Library and Adult learning offers will not be the only services delivering these outcomes. **Partnerships** are in development, many of whom have aligned objectives and wish to hire space to deliver services:
  - Skills and attainment: The **College of West Anglia** are working with Adult Learning on a bespoke skills programme
  - Health and wellbeing: **Public Health, the NHS and MIND** are in discussions regarding basing outreach models at the MUCH
  - Hardship: **Citizens Advice Bureau** have enquired about locating a service onsite
  - Business support: Advice, mentoring and support from **Chamber of Commerce and LEP**
  - **Plus VCSE** organisations have indicated their main barrier to providing more support to KL residents is due to the lack of flexible, affordable, hireable spaces in the Town

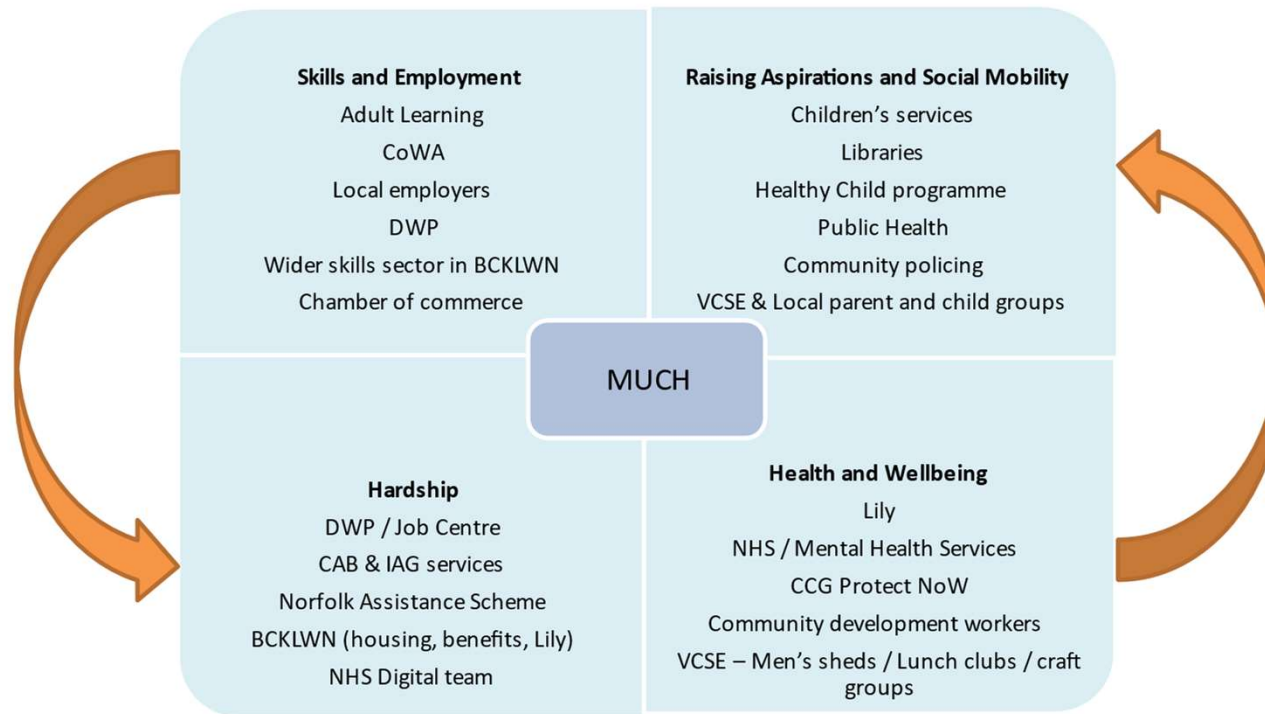
# Commercial Case – Partnerships and programming

## Partnerships and programming:

Whilst partnership and programme development will begin in earnest in 2023 (after further community engagement) a large number of the below suggested partners are either:

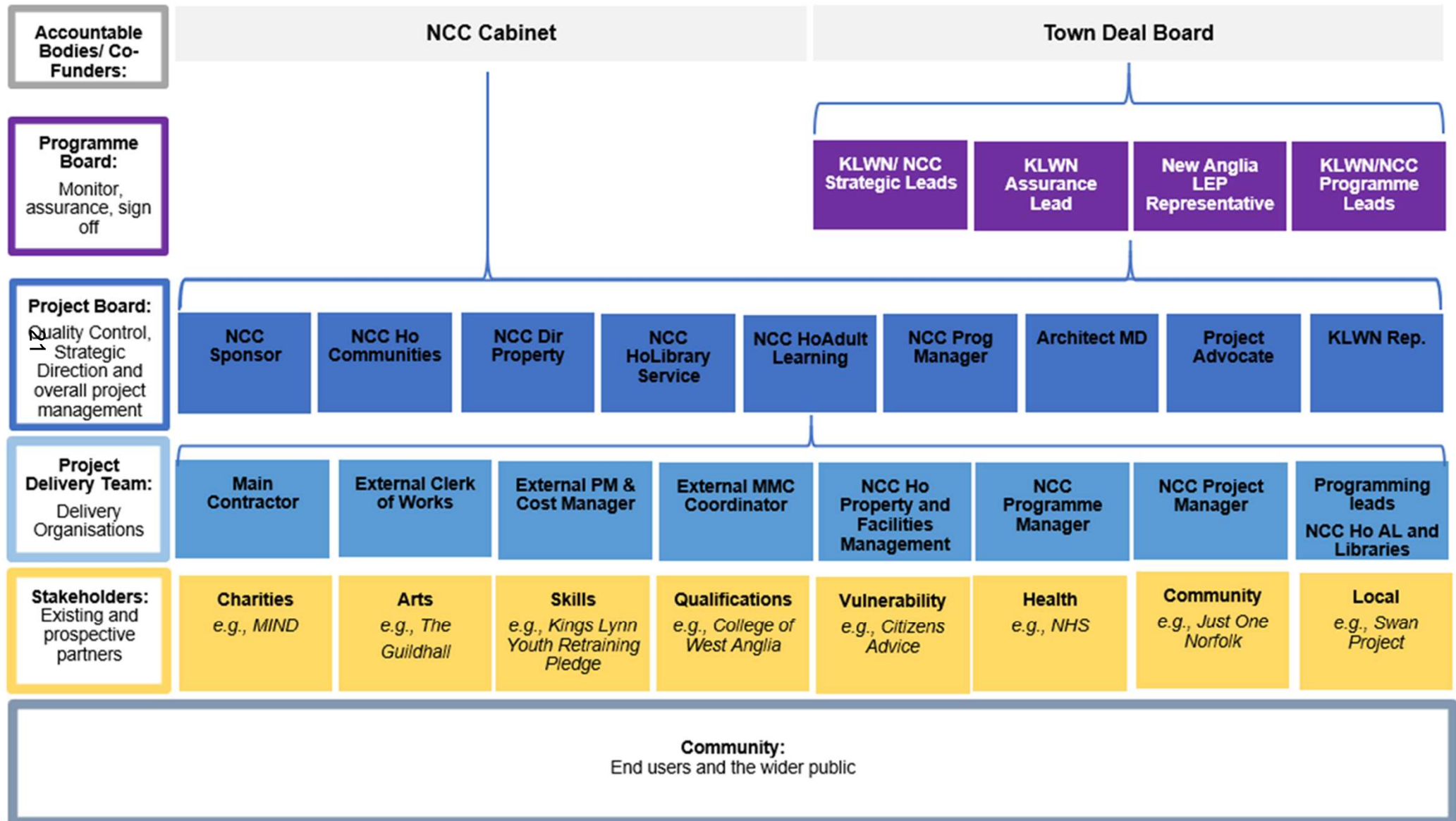
- currently operating/have previously operated at the library
- already in discussion about partnership working via the MUCH
- in partnership elsewhere in the county with an interest in partnerships in King's Lynn

19

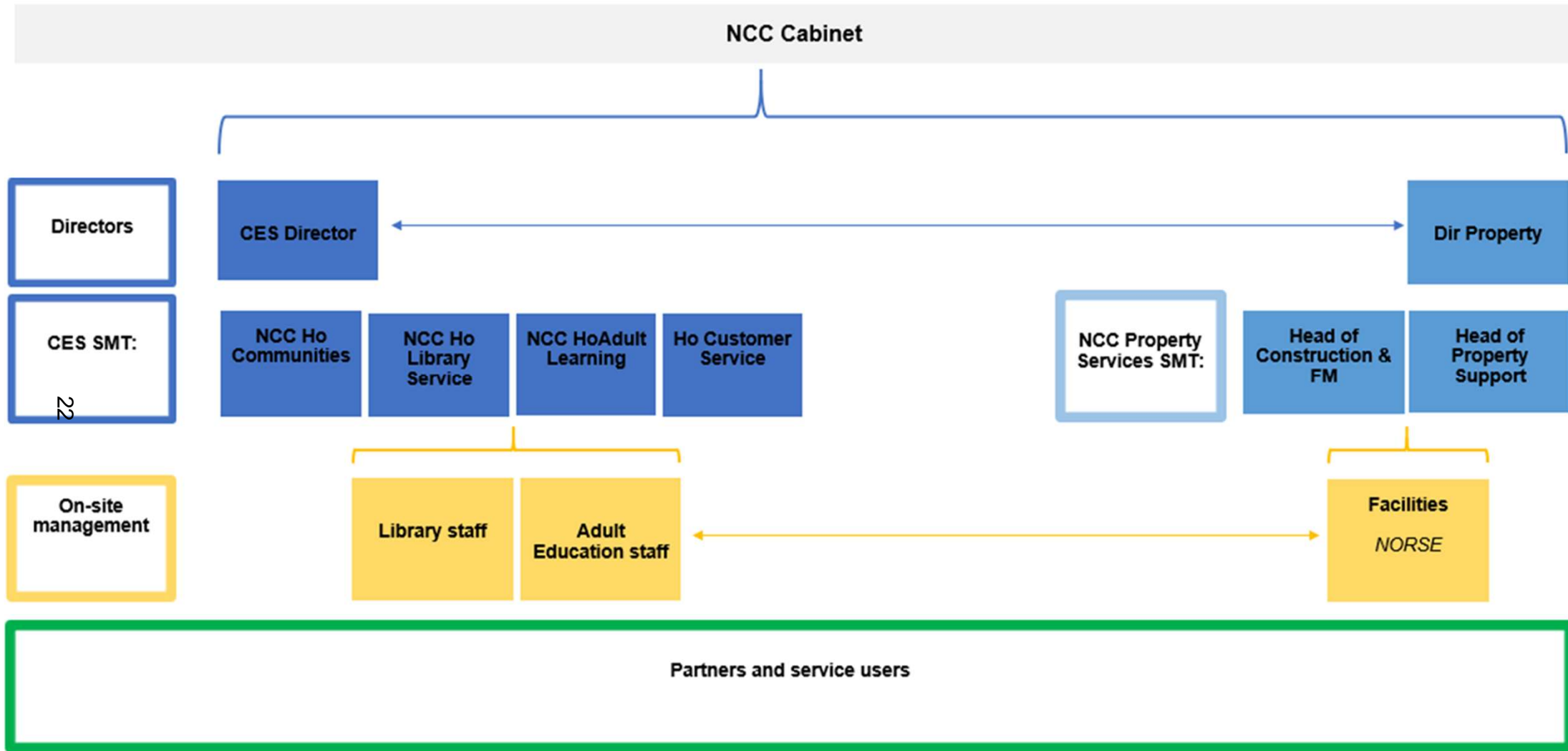


# Management Case

# Management Case - Capital project governance:



# Management Case - Operational governance:



# Management Case – Delivery plan:

Activity	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	
Business case																							
PA form					★			★															
TDF spend																							
Programming dev																							
Partnership dev																							
Governance					★				★					★			★				★		★
Monitoring																							
Build purchase																							
RIBA 1					★																		
Tendering																							
RIBA 2																							
RIBA 3																							
RIBA 4																							
23 Planning perms.																							

Activity	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	2026	2027	2028	2029	2030	
TDF spend																														
Programming dev																														
Partnership dev																														
Governance																														
Monitoring																														
RIBA 3																														
RIBA 4																														
Planning perms.																														
Demolition																														
Construction																														
Snagging																														
Library relocation																														
Contingency																														
Launch																														



# Active and Clean Connectivity

24

Vision King's Lynn

**Business Case Update**



## ***Our Vision***

***'A sustainably connected town - through reduced congestion and better connectivity between the town, its catchment area and residential growth areas, creating safer walking and cycling routes and supporting remote working.'***



# Strategic Case



# Case for Change

## Connectivity and Growth

- Developing a well connected and sustainable active travel infrastructure is imperative for the future economic and business growth of King's Lynn.
- Evidence suggests there is a continuously high 1-year survival rate of new enterprises, promoting King's Lynn as an attractive location to start a new business.
- Improved sustainable infrastructure is required to continue to attract new employees and enterprises to King's Lynn and support the growth of the town to create a greener, better connected and more prosperous town.

## Bringing people into the town cleanly and safely

- A high proportion of Kings Lynn's residents rely on the car as their primary mode of travel. Car use in King's Lynn is high, with clear pinch points for congestion, including; the A149 in the town centre, Gaywood Clock area and around the Southgate roundabout. Driving is the most common primary mode of transport to work, accounting for 69% of journeys.
- Rail usage has increased, with further improvements planned, but bus service levels are low, and business and resident perception is that local villages close to town are poorly served by public transport.
- Active travel infrastructure is currently fragmented and in parts inadequate to accommodate continuous walking and cycling routes along key corridors. The King's Lynn Walking and Cycling audit (2018), recognised the key areas in King's Lynn that were deemed unsafe or had absence of wayfinding for active travel.

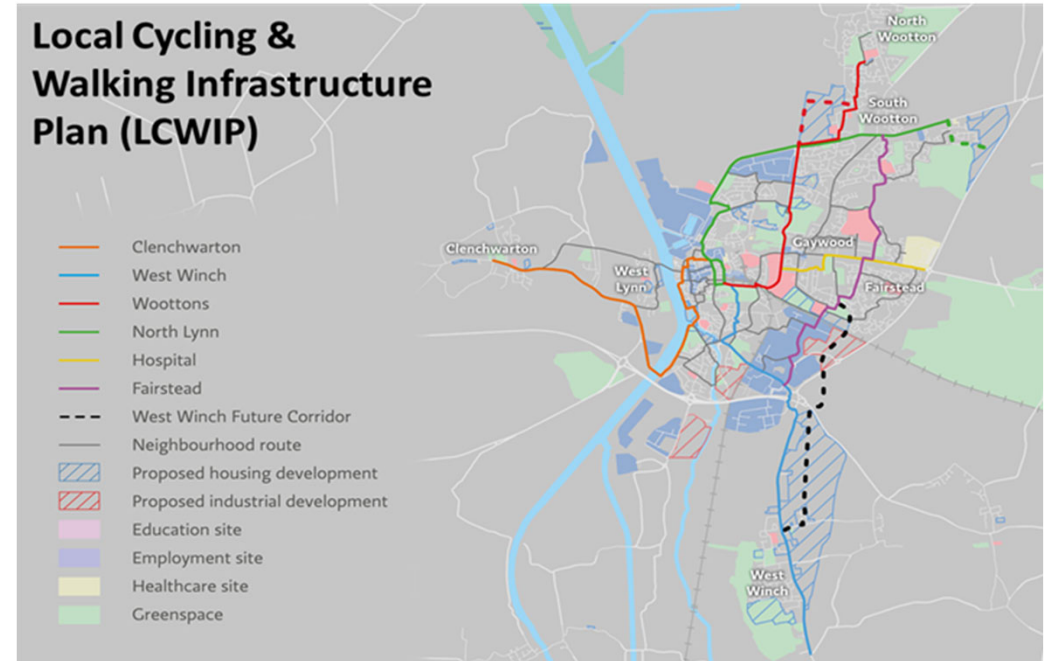
## Creating a cleaner and greener town for all

- BCKLWN declared a climate emergency in the summer of 2021, committing to net zero targets by 2035.
- Transport is the third highest emitter of CO2 in King's Lynn and West Norfolk.

# The Investment – LCWIP

Delivery of the following interventions to support the creation of the active travel network identified in the LCWIP:

- Reffley Road ,
- Fairstead Cycleway,
- Oldmeadow Road,
- Fairstead Improvements,
- Bishops Road to Gaywood Hill Drive,
- Gayton Road – toucan crossing,
- Low Road/Hall Lane – toucan crossing,
- <sup>28</sup> Tennyson Avenue – crossing point,
- Low Road/Wootton Road – toucan crossing,
- Edward Benefer Way – cycle lane connection to St Edmundsbury Road,
- Edward Benefer Way – junction with Bergen Way,
- Edward Benefer Way – toucan crossing,
- Hardwick Roundabout and St Valery Lane – cycle chicane barriers review.



# The Investment – Nar Ouse Enterprise Zone Active Travel Hub

The Nar Ouse Active Travel Hub is a multi-modal transport interchange within the Enterprise Zone. The project includes;

- Pay and display parking for a maximum of 50 spaces,
- Provision for 6 electric vehicle charging,
- Cycling infrastructure to include secure storage,
- Electric cycle charging,
- ♻ Lockers and associated facilities,
- Secure future planned infrastructure for the potential development of the Innovation & Collaboration Incubator on the adjacent site
- Bus laybys on Nar Ouse Way to provide a multi modal point for bus services.

The project is split into phases to suit growing demands and funding availability. Towns Deal funding is being sought to enable the delivery of Phase 1 only.



Increased parking resilience for the KLIC and Nar Ouse Enterprise Zone

Reduced pressure on town centre parking

Improved connectivity with public transport services

Improved air quality through increased AT uptake

Increased resilience on the local highway network

Improved public health through increased active travel

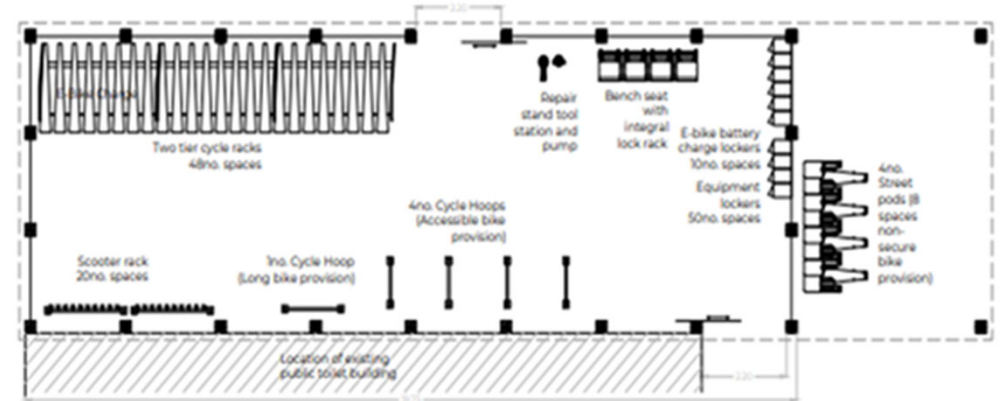
Reduced carbon footprint

# The Investment – Baker Lane Active Travel Hub

A small scale Active Travel Hub on the Baker Lane Car Park within the town centre to begin a network of secure cycle storage facilities. The proposed facility will include:

- Secure cycle storage;
- Electric cycle charging;
- Lockers and associated facilities; and
- Connection to the existing public toilet facilities.

Optioneering work is ongoing to identify the final preferred layout.



Improved attractiveness of cycling.

Increased uptake of cycling.

Reduced congestion

Improved air quality

Combatting climate change

Improved physical and mental health

# The Investment – Active Travel Plan

Alongside six local organisations, BCKLWN will support the development of bespoke Active Travel Plans:

- Identify simple steps employers can take to enable their staff to travel more sustainably (promote C2W scheme, public transport discounts, lockers, showers, cycle parking etc).
- Provide a platform for:
  - 31 ○ Conversations with employers about the importance and benefits of staff health and wellbeing and the role physical activity plays
  - Conversations with Public Transport providers to highlight key routes that staff could benefit from
- Highlight locations that would be prime for eBike/Scooter sharing/active travel hubs.
- Inform local infrastructure improvements that would have a positive impact on sustainable travel modes.

To date, the following organisations have pledged their commitment to participate in the creation of a bespoke Active Travel Plan:

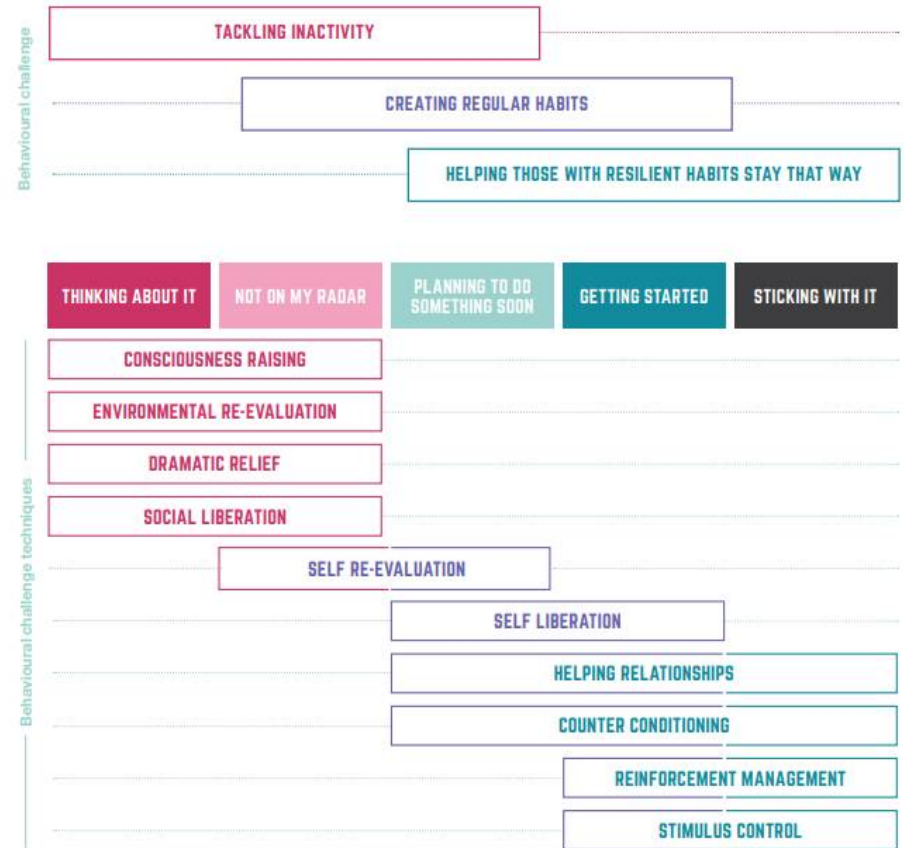


# Communications and Behavioural Change

All strands of the project will be accompanied by a comprehensive behavioural change marketing strategy which will first raise awareness of the facilities being developed or improved, highlight the reduction in some of the perceived barriers to use and target those marginal users groups which with support could begin to change their habits.

Behavioural change messaging is a long term intervention using recognised strategies to engage with individuals and community groups to influence habits and create and maintain positive behavioural change for years to come. The key drivers of time, health and safety will be used to attract potential users in to a more positive habit cycle using the facilities and opportunities offered by the Active and Clean Connectivity Project.

Diagram 2: The Transtheoretical model of behaviour change, its alignment to the Sport England behavioural challenges and the behaviour change techniques that are employed to move people through the stages of change.





# Outputs and Outcomes

## Outputs

- Total Length of 3.555km of new cycle ways.
- Total length of 5.632km of pedestrian paths improved.
- At least 6 alternative fuel charging/re-fuelling points
- Up to 50 new out of town car parking spaces
- 48 cycle parking spaces
- 2 new transport nodes with new multimodal connection points

## Outcomes

- 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

# Economic Case



## Economic Case

The approach taken to the Economic Case is based on a combination of quantitative and qualitative analysis designed to accurately reflect the proposal for the ACC programme. The quantitative assessment has been produced using the DfT's Active Mode Appraisal Toolkit (AMAT) and follows an appraisal period of 20 years.

It has been estimated that the preferred option **produces a BCR of 3.44 representing high VfM**. The benefits quantified for the scheme are conservative and utilised regularly applied methodologies.



# Commercial Case



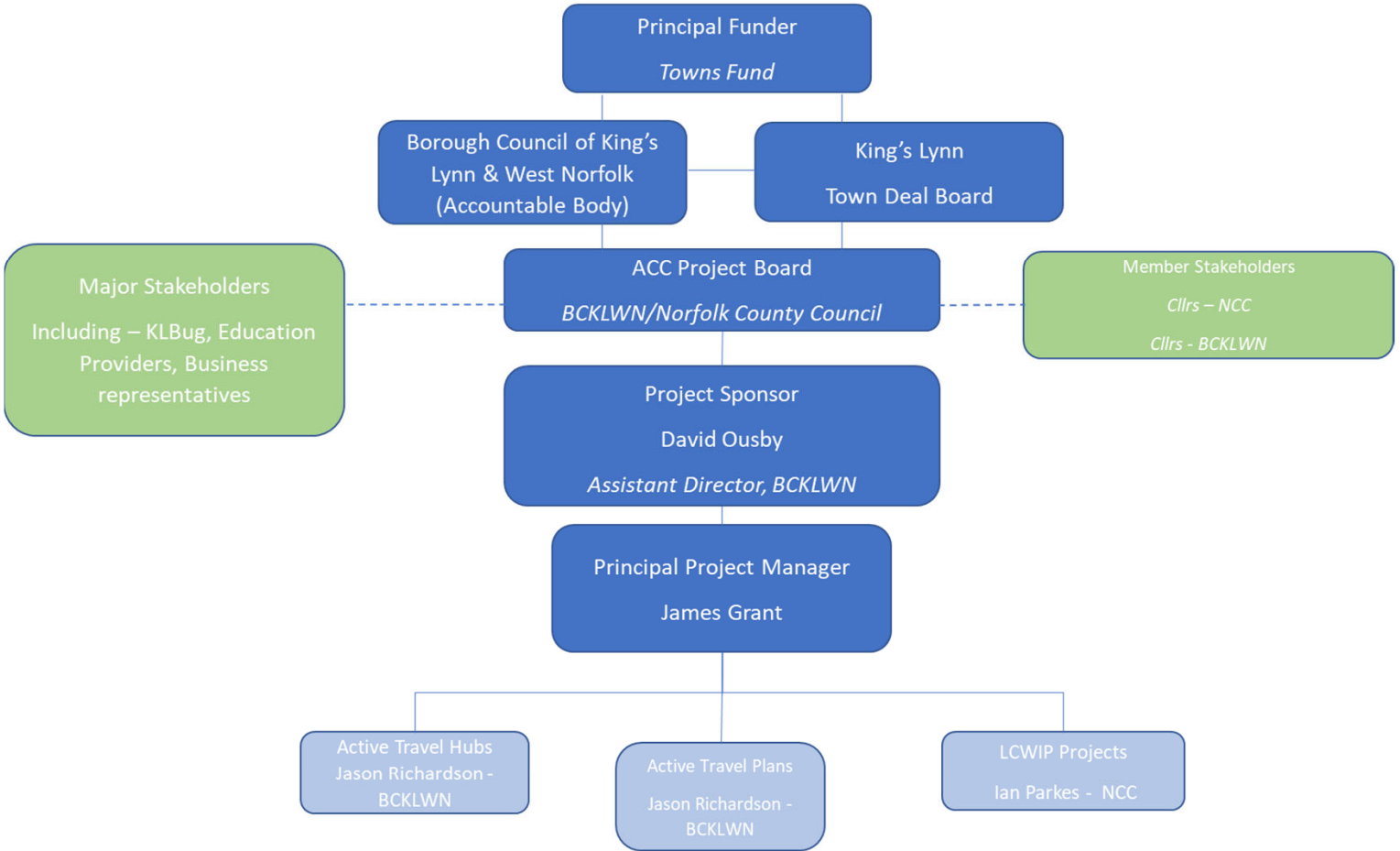
# Procurement Strategy

Project Element	Procurement process	Rationale for Selection of Preferred Procurement Option
Nar Ouse Active Travel Hub and Baker Lane Active Travel Hub	Open tender	Existing Frameworks have been deemed to be an inappropriate procurement route due to the bespoke nature of Active Travel Hubs. Open Tender offers a larger amount of flexibility as BCKLWN can determine the contractor requirements and award criteria to ensure the appointed contractor has sufficient experience in the delivery of schemes of a similar scale and complexity. A high level of competition will also lead to competitive rates and added value proposals.
LCWIP	Existing Framework	Design and Engineering Services will be delivered through NCC's Highways and Related Services Contract B. TARMAC will be appointed via NCC's existing Highways and Related Services Contract A to deliver the scheme. Appointment via the existing framework will expedite the procurement process whilst also reducing the costs which would be associated with an Open Tender procedure. The suitability of WSP and TARMAC to deliver works of this kind has been assessed prior to Framework Award. TARMAC and WSP have extensive experience in the delivery of schemes of a similar scale and complexity. TARMAC and WSP also have a demonstrable track record of the delivery of similar schemes within this geographical area.
Active Travel Plan	Direct Award via Exemption	<p>Mobilityways will be appointed via direct award to undertake travel planning work. Mobilityways are already working within the county and area on such projects with other local government organisations. Options appraisal has identified that Mobility Ways is both the most appropriate and cost-effective solution within the area for the following reasons:</p> <ul style="list-style-type: none"> <li>• Mobilityways have an established record of engaging with employers to achieve modal shift and reduce carbon emissions. Their parent company Liftshare is a recognised market leader both locally and nationally with regard to modal shift initiatives.</li> <li>• They are based in Norwich and employ local people on their staff in both Suffolk &amp; Norfolk, they also know the area well, are familiar with businesses to be engaged and understand the challenges of living and working in a rural county.</li> <li>• There is no resource or expertise to undertake this project using BCKLWN officers.</li> <li>• Project partners Norfolk County Council have approached four other organisations to assess market capability, none of these are able to provide an off the shelf carbon commuting tool available for use now and with adequate staffing levels to resource the project.</li> </ul>

# Management Case



# Governance and Reporting



Milestone	Date
<b>LCWIP</b>	
Feasibility and Surveys	Q4 2022 – Q1 2024
Scheme Design	Q2 2023 – Q1 2025
Construction	Q4 2023 – Q1 2026
Scheme Opening	Q1 2026
<b>Active Travel Hubs</b>	
Planning Application and Determination Period	03/01/2023 – 01/05/2023
Tender Period	02/05/2023 – 12/06/2023
Design	13/06/2023 – 07/08/2023
Construction	08/08/2023 – 23/01/2024
Scheme Opening	24/01/2024
<b>Active Travel Plans</b>	
Business Engagement	13/06/2022 – 31/08/2022
Business signed up and data sharing	09/01/2022 – 30/09/2022
Business Staff Travel Audit by Postcode	01/10/2022 – 31/12/2022
Results Analysis	01/12/2022 – 31/12/2022
Travel Survey	01/01/2023 – 31/01/2023
Acel Certification for each employer	31/01/2022 – 28/02/2023
Deliver personalised Travel Plans	01/03/2023 – 31/03/2023
Identify incentives with greatest impact on behavioural change	13/03/2023 – 31/03/2023
Grant funding interventions	01/04/2023 – 30/09/2023
Open grant funding process	01/04/2023 – 31/05/2023
Award Funding	01/06/2023 – 30/07/2023
Deliver Schemes	01/08/2023

# Programme Milestones



# Risk Management

Identifier	Risk Description	Category	Impact	Probability	Proximity	Lead	Action	Mitigation Measure	Current Status
1	Business Case scope agreement	Legal & Regulatory	Benefit	Low	3-6 months	BCKLWN	BCKLWN	Early engagement with NCC on proposals to secure LCWIP Scope and define projects.	No change
2	Material price increases	Economic/Financial/Market	Cost/Budget	Medium	3-6 months	BCKLWN	BCKLWN	Budgetary figures to include risk and inflationary figures. Once approved early contractor involvement to secure costings.	No change
3	Staff Resources to develop scheme as required	Organisational/Management/Human Factors	Time/Programme	Medium	3-6 months	Regeneration & Economic Development	BCKLWN	Progress with procurement process asap to build in sufficient lead in time for delivery	No change
4	Staff resources to manage scheme implementation	Organisational/Management/Human Factors	Benefit	Medium	3-6 months	Regeneration & Economic Development	BCKLWN	Progress with procurement process asap to build in sufficient lead in time for spend	No change
6	Planning regulations requirements are prohibitive to develop a deliverable	Legal & Regulatory	Cost/Budget	Low	0-6 months	Regeneration & Economic Development	BCKLWN	Consult planners early on likely conditions/requirements	No change
8	Stakeholders not consulted or engaged during scheme development, leading to adverse impact and lack of buy in	Organisational/Management/Human Factors	Quality	Low	6-12 months	Regeneration & Economic Development	BCKLWN	Early engagement of scheme underway to ensure views and issues are identified and addressed.	No change
9	Unforeseen third party involvement (new stakeholder requirements) hampers achievement of project objectives	Strategic/Commercial	Quality	Medium	6-12 months	Regeneration & Economic Development	BCKLWN	PR & Communications plan developed to ensure the public & Stakeholders are informed and the correct information is being published	No change
10	Financial pressures force project specification compromises leading to reduced capacity to deliver full benefits of the project.	Strategic/Commercial	Quality	Low	3-6 months	BCKLWN	BCKLWN	Ensure Working Group are informed of external market pressures at key stages and determine if interventions should proceed if it is compromises are not acceptable.	No change
11	External financial constraints e.g. Brexit, Inflation	Economic/Financial/Market	Cost/Budget	Medium	3-6 months	Regeneration & Economic Development	BCKLWN	Business case and financial analysis regularly reviewed	No change
12	Inappropriate procurement route chosen to deliver the project, results in adverse impact on schedule or cost	Organisational/Management/Human Factors	Cost/Budget	Low	6-12 months	Regeneration & Economic Development	BCKLWN	Procurement route for each stage discussed and assessed with Project Delivery Team to ensure right procurement route is mutually agreed	No change

# Questions



# Riverfront Regeneration

43

Vision King's Lynn

**Regeneration & Development Panel  
22 September 2022**

## Project Overview

- Project area from Outer Purfleet to Millfleet
- Focused on reviving the town's historic core and riverfront
- Enhanced leisure offer incl. new visitor facilities and improved public realm

44



## Custom House and Purfleet

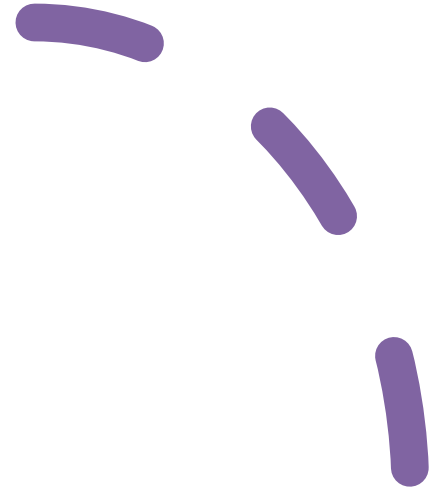
- Refurbishment / repurposing of Grade I-listed building
- Multi-functional public space
- Improved public realm and setting of the listed building

45





## King's Staithe Square



- Enhancements to public realm to create an improved pedestrian environment
- Potential for future events

46



# Land at Devil's Alley / Millfleet

Remediation of brownfield site to include:

- Observation Tower
- Pop-up events space and refreshments
- Dryside facilities for leisure boaters using visitor pontoons
- Play areas
- Green infrastructure



# South Quay

- Enhanced public realm
- New banners and lighting
- New street furniture
- Improved legibility / environment for pedestrians





# Strategic Case



## Case for Change

- Engagement has identified that town centre living is negatively impacted by lack of night-time economy, cultural, arts and music experiences
- Re-establish historic riverfront as a focal point for King's Lynn, incl. re-use of vacant building(s)
- Addresses low levels of footfall, encouraging dwell time and enhanced active travel connectivity along South Quay
- Opportunity to increase visitor numbers and proportion of overnight visitors to generate additional economic benefit.

**Town Deal Board Priority**

- A revived historic core and riverfront.

**Rationale**

- Historic waterfront is considered relatively inaccessible and seen by too many residents as not being for them. Riverfront presents a major opportunity as an attractive place to live, work and visit, surrounded by the town's historic core.

**Inputs**

- Towns Fund £4,208,943
- BCKLWN £825,080 (incl. Business Rates Pool)

51

**Outputs**

- 2 heritage buildings renovated / restored
- 3,000sqm land rehabilitated
- 7,845sqm public realm improved
- 4,000sqm commercial floorspace created
- 1 cultural facility improved
- 154 temporary jobs supported during project implementation
- 12.1 FTE jobs created during operational phase

**Outcomes**

- Enhanced outdoor space and improved wayfinding experience; rejuvenated historic riverfront for visitors and residents.

**Impact**

- Creating an attractive place to live work and visit, surrounded by character and culture
- Acting as an enabling step for future investment in residential, hospitality, leisure and culture.

# Economic Case



## Value-for-Money

- Cautious approach focused on benefits associated with:

- Events
- Employment
- Urban realm
- Conservation

- <sup>53</sup> Project shows a strong **BCR of 2.83**, representing high value-for-money

- Range of non-monetised impacts will provide wider public/community benefits

	Preferred Option	Sensitivity 1: increased OB	Sensitivity 2: 50% less jobs	Sensitivity 3: 50% less audience
<b>Benefit-Cost Ratio (BCR)</b>	<b>2.83</b>	<b>2.33</b>	<b>2.64</b>	<b>1.77</b>
Net Present Social Value (NPSV)	£11,480,054	£10,116,542	£10,247,012	£4,837,897

# Commercial Case



# Procurement Strategy and Approach

- Procurement in line with BCKLWN Contract Standing Orders
- Likely to be a number of key procurement phases:

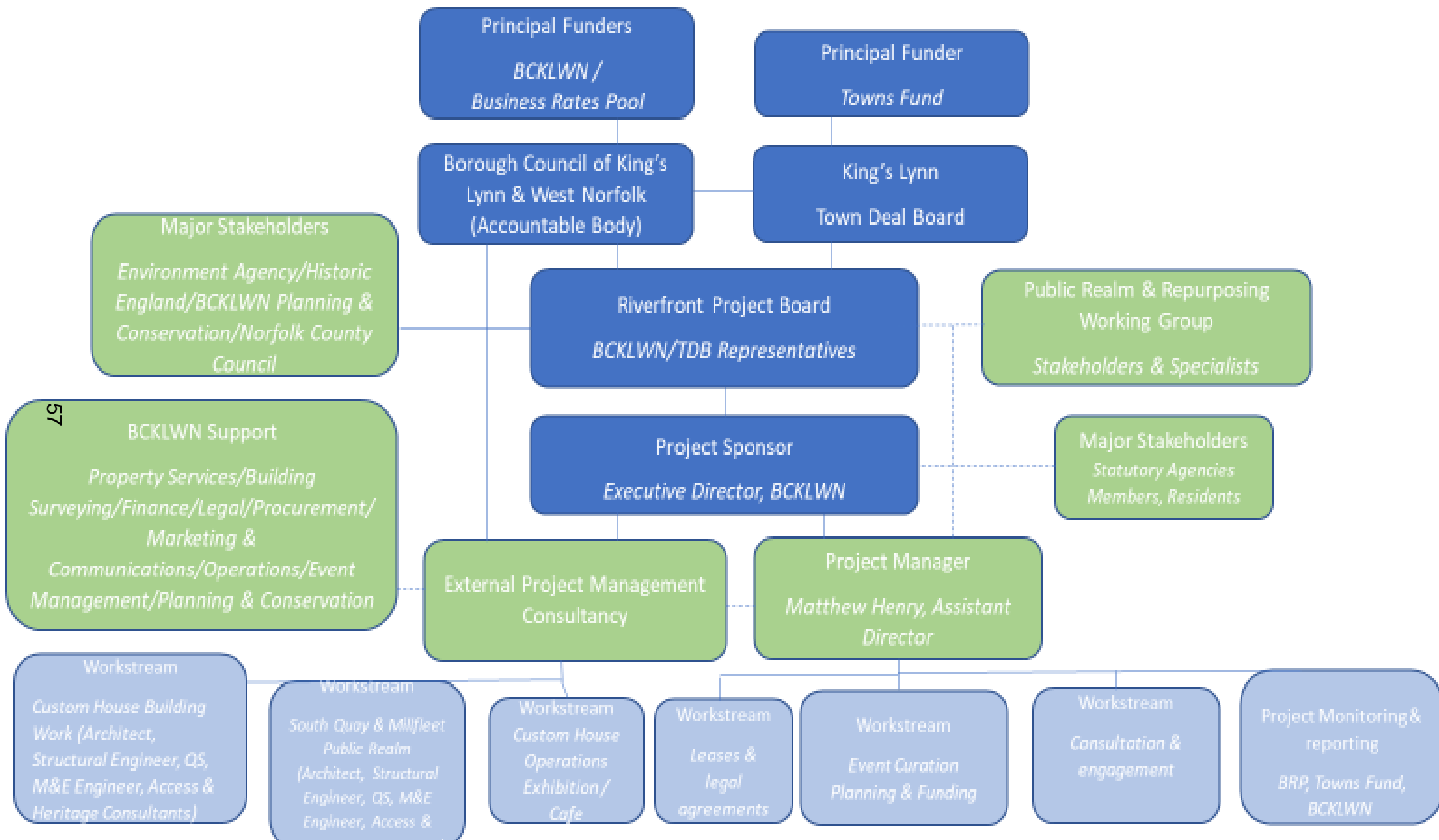
Item	Procurement Route	Anticipated Timescale
External project management	Open Tender	Q3, 2022/23
Lead Design team	Open Tender	Q4, 2022/23
Public realm	Open Tender	2023/24
Custom House	Open Tender	2023/24

# Management Case





# Riverfront Project Management Structure





1	<b>Resources</b>	Insufficient internal resources to deliver the project	Potential delays in project delivery	BCKLWN	3	4	12	Project Board in place. Plans to appoint external project management support	1	4	4
2	<b>Financial</b>	Increase in materials / construction costs	Need for additional funding / reduction in project scope	BCKLWN	5	4	20	Tender price inflation built into project costs. Programme is scalable to reflect cost and market uncertainties.	4	4	16
3	<b>Financial</b>	Inaccurate cost estimates	Need for additional funding / reduction in project scope	BCKLWN	4	4	16	Detailed cost plan prepared by QS with inflation allowance and contingency built in	2	4	8
4	<b>Financial</b>	Failure to secure Town Deal funding	Need for alternative funding / reduction in project scope	BCKLWN	2	4	8	Project accepted as part of TIP and funding allocation agreed by TD Board. Detailed business case being submitted to DLUHC	1	4	4
5	<b>Financial</b>	Failure to secure sufficient co-funding	Need for alternative funding / reduction in project scope	BCKLWN	3	4	12	BCKLWN has committed in principle to co-funding, although source TBC	3	3	9
6	<b>Financial / Procurement</b>	Tenders received exceed budget tolerances	Need for additional funding / reduction in project scope	BCKLWN	4	4	16	Tender price inflation is built into project costs. Programme is scalable to reflect cost and market uncertainties	3	4	12
7	<b>Financial / Procurement</b>	Tender process does not elicit positive responses	Delivery challenges / changes required to project scope	BCKLWN / External Project Manager	3	3	9	Detailed specification to be prepared by Project Manager and robust tender review process planned	2	3	6
8	<b>Regulatory</b>	Failure to be granted Planning and Listed Building Consents	Unable to deliver key projects within scope	BCKLWN	3	5	15	Early engagement with BCKLWN Planning and Historic England has been undertaken	2	5	10
9	<b>Strategic</b>	Lower than forecast visitor numbers	Lower than forecast benefits to economy	BCKLWN	3	4	12	Forms part of wider Events Programme and visitor marketing initiatives (incl. Sail the Wash)	2	4	8
10	<b>Stakeholder Management</b>	Key stakeholders not engaged with project	Withdrawal of political support / increased challenge to project elements	Town Deal Board	2	4	8	Early engagement with key stakeholders and local residents	1	4	4
11	<b>Stakeholder / Estate Management</b>	Customs House – failure to agree variation to lease terms for proposed uses	Unable to deliver key project	BCKLWN	3	5	15	Early and positive engagement with landowner	2	5	10
	<b>Scope /</b>	Scope creep caused by desire to meet all aspirations, resulting in	Potential for increased budget, timeline and lack of satisfaction with	Town Deal				Maintain programme of engagement with key Councillors and external			

# Questions?

