

Riverfront Regeneration

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



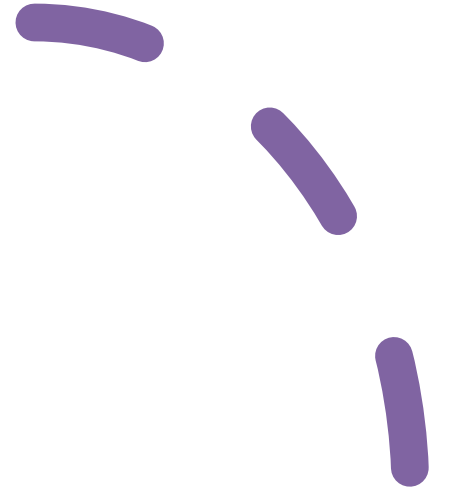
Custom House and Purfleet

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





King's Staithe Square



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



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.
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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)

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
- 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
Benefit-Cost Ratio (BCR)	2.83	2.33	2.64	1.77
Net Present Social Value (NPSV)	£11,480,054	£10,116,542	£10,247,012	£4,837,897

Commercial Case



Procurement Strategy and Approach

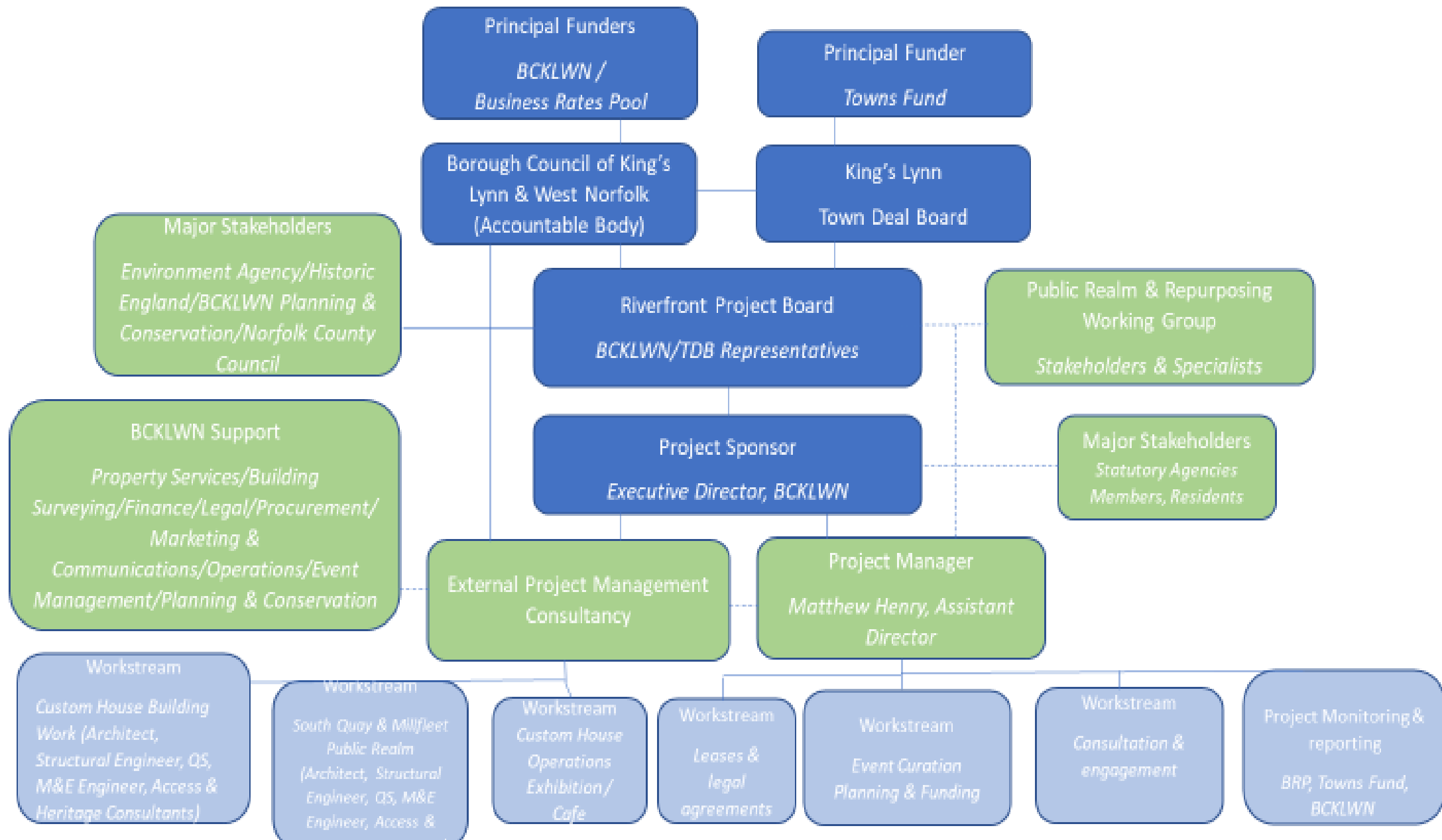
- Procurement in line with BCKLWN Contract Standing Orders
- Likely to be a number of key procurement phases:

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	Resources	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	Financial	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	Financial	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	Financial	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	Financial	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	Financial / Procurement	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	Financial / Procurement	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	Regulatory	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	Strategic	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	Stakeholder Management	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	Stakeholder / Estate Management	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
	Scope /	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?

