



P-21.14

Riverfront Regeneration Project Highlight Report

Project Name:	Riverfront Regeneration	Project Manager:	Heather Northey	Project Sponsor:	Matthew Henry	Report covers period of:	July 2023
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	Graeme Massie Architects		
Project Code:	P-21.14	End User (if applicable):	n/a	Cost Consultant:	-		
				Contractor on Site:	-		

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: RIBA Stage 3 Spatial Design

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 land surrounding Devils Alley

1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:

- We have reported previously that the programme is being stretched but still achievable overall within the timeframe set by Towns Fund protocols. The acceleration of the programme by using external frameworks for procurement has assisted in mitigating some of this programme risk however the failure of the procurement for the PM and QS has impacted the the RIBA Stage 3 process. The preferred suppliers for the framework call off contract have been selected to enable the call off process to be applied to the Riverfront project. Call off contracts are being issued for signature this week.
- In addition, with the design team on board, working up the detailed design programme with the architect has identified that the design period will need to run until November 2024 pushing the end date for construction to March 2026.
- Pressures on the budgets due to inflation, affecting construction costs, will be managed during the detailed design process through value engineering and scope management
- Assumptions made for the operating costs of the Custom House and potential event spaces – these are at risk due to increasing prices e.g. energy. The piecemeal nature of the work and lots of small elements means it may be possible to prioritise and mitigate these issues whilst still achieving the overall project outcomes.

1.1 Decisions required by the Town Deal Board

- Endorse the procurement of the Project Management Company (Pulse Consult) and Quantity Surveyor (Andrew Morton Associates)

1.2 Achievements during this period

- RIBA Stage 2 review with design team commenced.
- Production of measured survey of Custom House completed
- Procurement of Project Management and Quantity Surveying services using the call off arrangements of the BCKLWN frameworks.
- Working through information exchanges with design team.
- Finalisation of Statement of Significance for Custom House taking on board comments from Conservation Officer.

- Liasing with Historic England to agree the Pre-app works.

2. 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
4/47						
STRS K_03 5	Utility cost increases	Cost increases (fuel and energy etc).	A	Finance	Monitor and feed into financial tracker if impacts arise. Next update due following appointment of Quantity Surveyor	14/02/2023
STR SK_0 21	Budget	Budget is Exceeded	A	Finance	Ongoing contract cost monitoring to be carried out. Workshop to agree objectives and prioritise works. Value engineering workshop to follow once team in place. Start work to identify cultural/social opportunities. Next update due following appointment of Quantity Surveyor	16/02/2023
STR SK_0 46	Scope Creep	Request re revisit previous contentious works which had been reserved for a future project as part of this project review	R	Political	Raise with TD champions and if required set up separate project to deliver	18/07/2023
STR SK_0 47	Lottery Funding Obligations	Budget is affected	A	Finance	Investigation of title and covenants relating to previously funded project by Millenium Fund (National Lottery) implies a risk of request for repayment of grant	01/08/2023

2.2 Key Issues [all red and increasing amber]

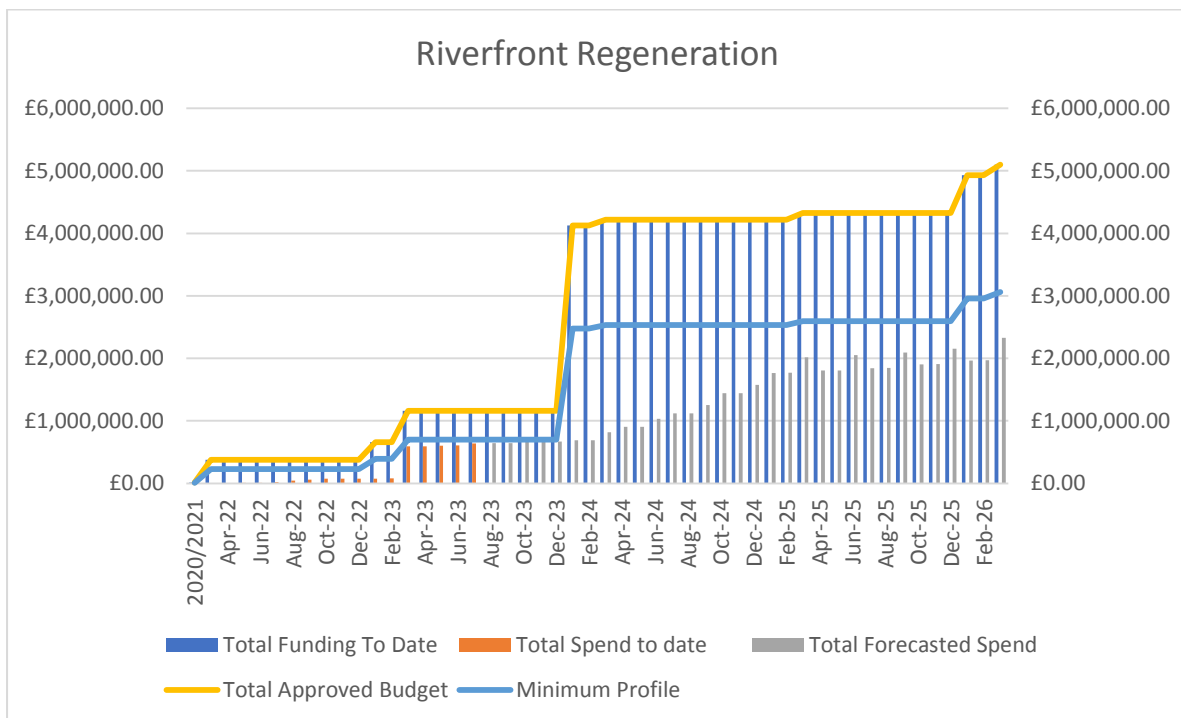
An issue is something that has happened

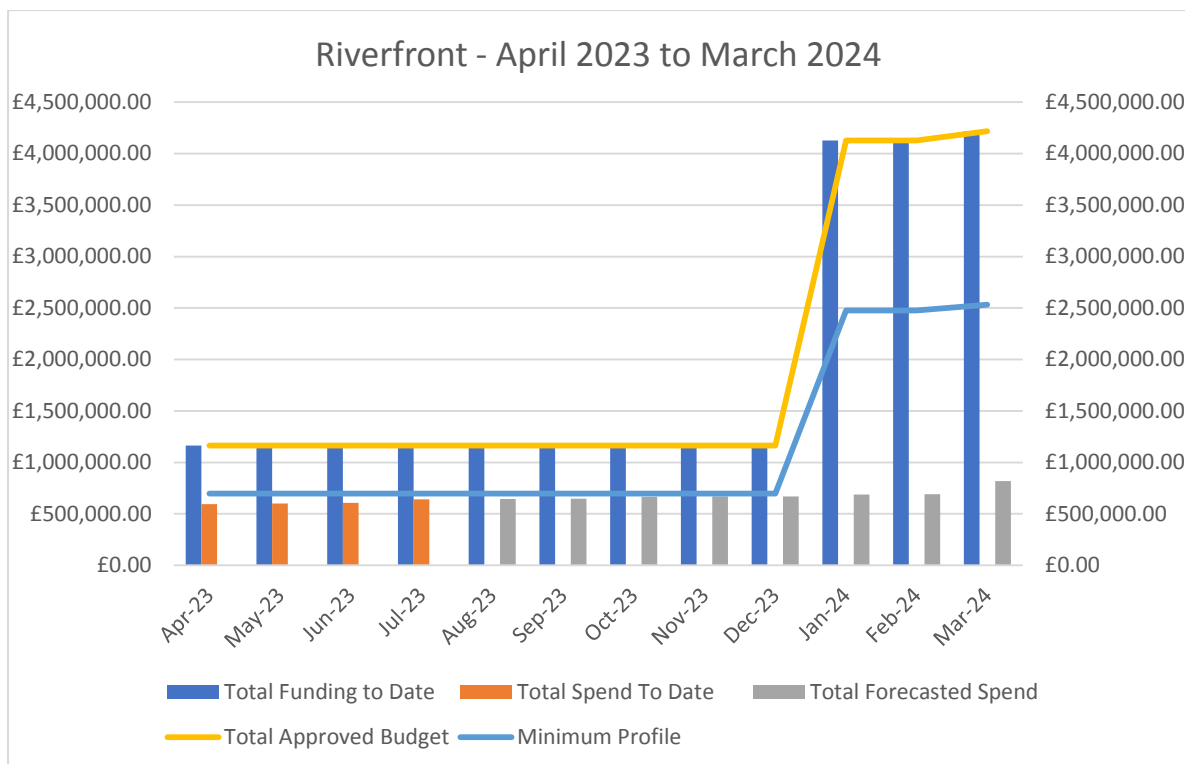
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2/5						
004	Rising Costs	Budgetary pressures due to increased professional fees	A	Financial	Undertake design review when PM and QS appointed factoring in all project costs when deciding scope/phasing	30/05/2023
005	Procurement of PM/QS	No bids received from tender on EEM framework.	A	Programme	Undertake new procurement using BCKLWN framework when in place as a call off contract. Agreed call off with AMA and Pulse as part of their works.	01/08/2023

3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
Current Month:								
Capital Expenditure	£5,097,739	£683,907	£4,413,833	£336,071	£46,892	£289,179	£0	£512,322
Revenue Expenditure	£0	£0	£0	£0	£0	£0	£0	£0
Towns Fund	£-4,178,943	£-134,087	£-4,071,121	£-244,967	£-46,892	£-198,075	£0	£0
Other Income*	£-918,796	£-549,820	£368,976	£-91,104	£0	£-91,104	£0	£512,322
Net position	0	0	(0)	0	0	0	0	512,322
Last Month:								
<i>Net position</i>	0	0	0	0	0	0	0	512,322

3.1 Project Financials





3.2 Project Contingency and Change Control

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

3.3 Financial Commentary

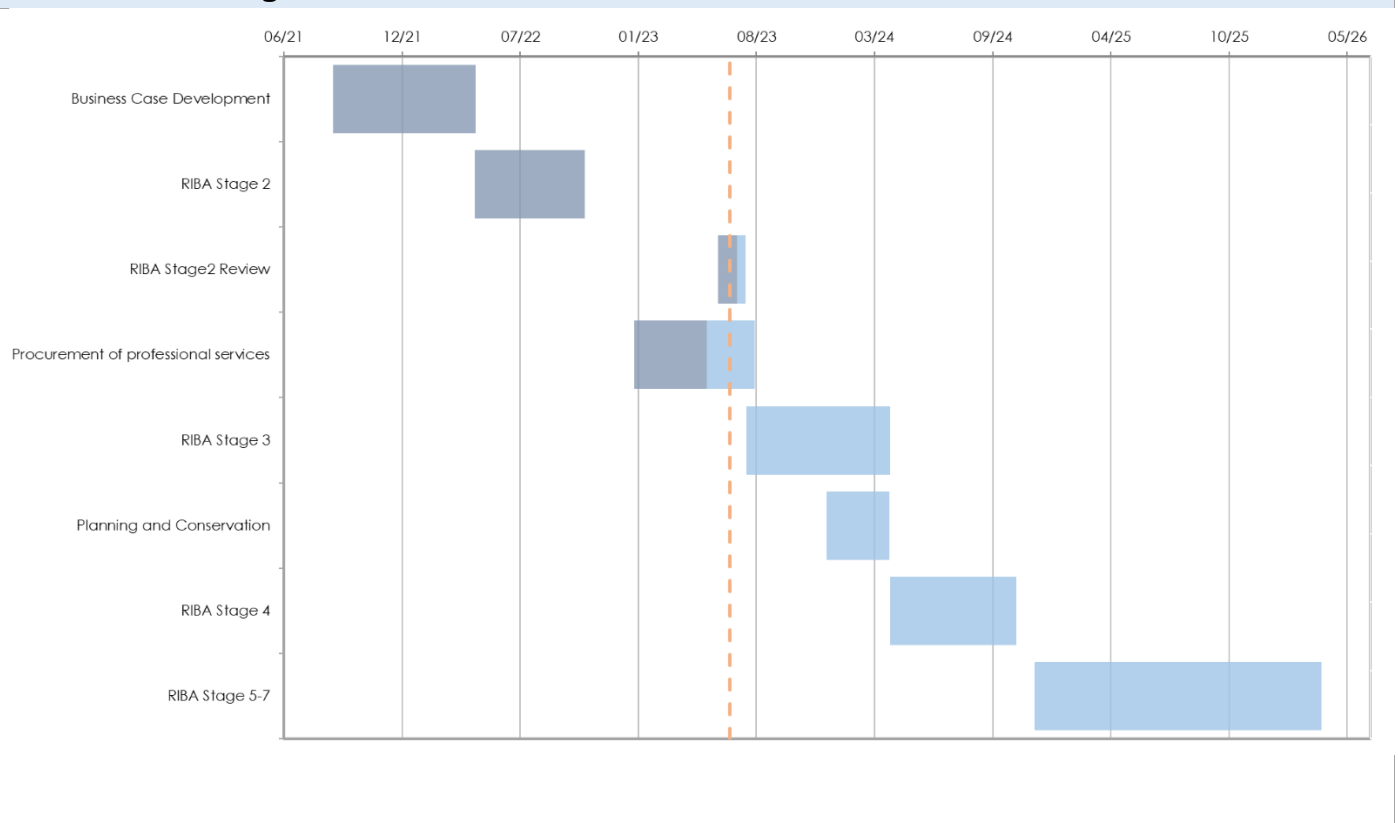
Financials currently Amber due to project being significantly behind planned target for current financial year. There is concern that there is only 3.1% contingency with potentially rising costs going forward. The spend since the previous report relates to the preparation of the Statement of Significance by Player Roberts Bell.

The fees associated with the appointment of the Architect led design team is £418,729. This is over the planned budget for fees but will be contained within the overall works project budget and will be taken into consideration when agreeing the scope of works.

The fees associated with the appointment of the project manager is £137,325, although there is potential to make savings if programme can be tightened.

The fees associated with the appointment of the quantity surveyor is within a range of £84,300 to £114,650. They have submitted 4 fixed price tenders which reflect the possible procurement strategies being considered. This fixes the price for RIBA stage 3 and gives us the opportunity to explore options and most economically advantageous outcome across the project and de-risks the design costs across all team members.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently AMBER due to revision and reprofiling of project programme accounting for change in resources and change of procurement route for appointment of professional team resulting in completion in early 2026.

5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

Stakeholder mapping taking place. Engagement with Placemaking consultant to review and advise on strategy being considered

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
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	
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7.2 Outcomes

Description	Target	Notes
Remediation and development of abandoned site		
Upgraded historic landmark site		
Improved perception of pace by residents, visitors and businesses		

8. Other Matters

Item	Comment
General stage progress	Design RIBA 2 complete
Procurement progress	Graeme Massie Architects appointed as Design Team Lead. Andrew Morton Associates as Quantity Surveyor. Pulse Consult as Project Management Lead.
Proposed form of contract	TBA - Recommendation to be considered after appointment of PQS & PM; Likely split contracts between traditional for Custom House and D&B for public Realm
Proposed route to market	Use of Framework wherever possible
Surveys Status	Topographic only to date. Measured survey undertaken and information completed. Asbestos Survey to be procured
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community for late summer consultation.
Local schemes / dependencies	Project to be aligned with Rail to River project works for consistency of materials etc.

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 [pre tender]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓			
Date Approved:					Oct 2022			
Approved by:					Cabinet/ TDB			

Last Approved Document: PID Update Oct 2022

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed