



## P-21.14 Riverfront Regeneration Project Highlight Report

<b>Project Name:</b>	Riverfront Regeneration	<b>Project Manager:</b>	Heather Northey	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	March 2024
<b>Capital Code:</b>	C9066	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Graeme Massie Architects		
<b>Project Code:</b>	P-21.14	<b>End User (if applicable):</b>	n/a	<b>Cost Consultant:</b>	Andrew Morton Associates		
				<b>Contractor on Site:</b>			

### 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 south of Devil's Alley

### 1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:

- Programme: RIBA stage 3 report issued for comment and review. Public consultation has taken place and feedback incorporated into the plans.
- Contract Works: the project has been split into three packages, The Custom House, Devil's Alley enabling works, and Devil's Alley Public Realm plus Dry Side Facilities. The contract works for the Devil's Alley enabling works have been procured via the Procure Partnerships East of England Framework enabling detailed scopes to be worked up, measured and costed.
- Budgets: The current RIBA stage 3 scheme has been subject to a value engineering exercise to meet the project budget. Further work is ongoing to refine the scheme as it is projected to exceed budget by 2-3%. This is part of the design development process. This projected budget is inclusive of a 10% project contingency.

#### 1.1 Decisions required by the Town Deal Board

- Sign off of design for Custom House and Devil's Alley to enable planning applications to be made.

#### 1.2 Achievements during this period

- Undertook Pre-Application meeting with planners and conservation officer for Devil's Alley.
- Incorporated changes into RIBA 3 plans to reflect feedback from planners, Historic England and the public consultation.
- Obtained consent from NCC to temporarily close Devil's Alley; undertook resident engagement.
- Prepared RIBA 3 proposals for sign off by project board and town deal board.
- Arranged public consultation/workshop on events strategy.
- Historic England feedback on Custom House PreApp received – opposed to opening arcades.

## 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
2/57						
51	Costs	Increase of costs in the ground in Devil's Alley plus increased materials costs	A	Financial	Preparation of enabling works package to de-risk the site. Changes to materials and curation of the area will assist to meet cost plan. Large underground chamber affecting options for piling and planting	30/11/23
56	Planning	Planners seeking approval of works to demolish the cellars	A	Programme	Ensuring expert advisors have full documented cellars and significance along with recording works	26/01/24

### 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

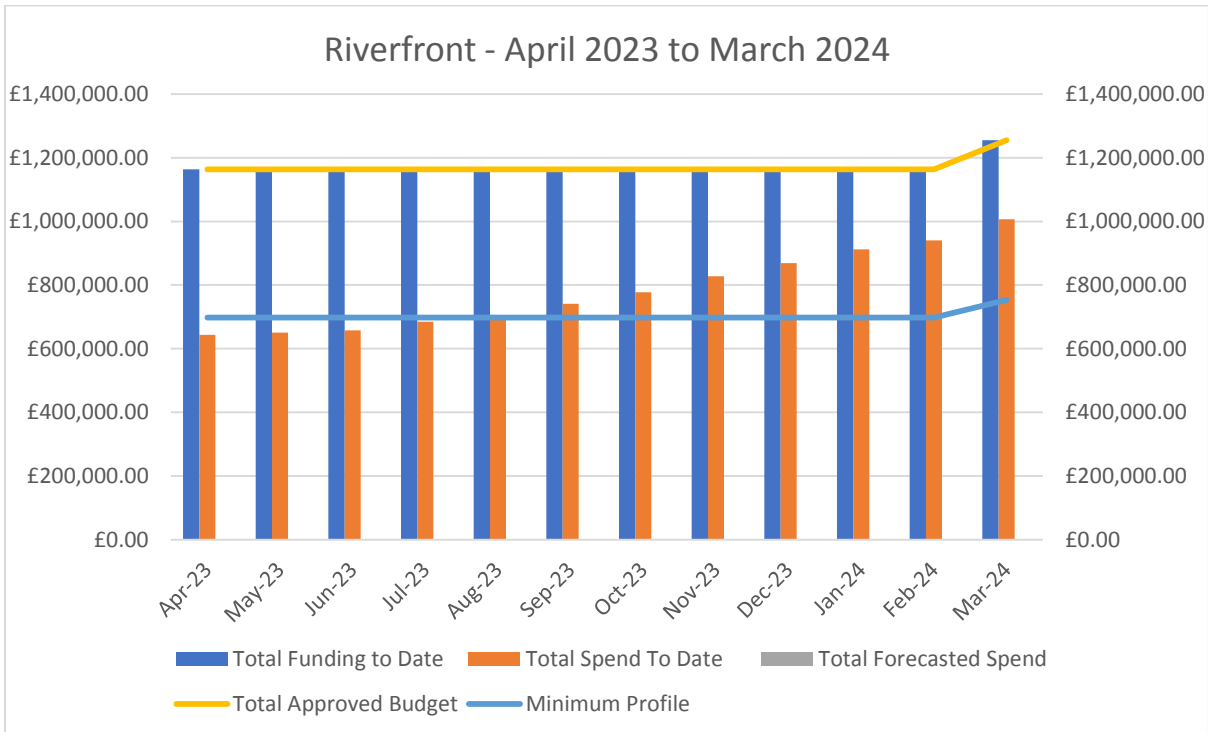
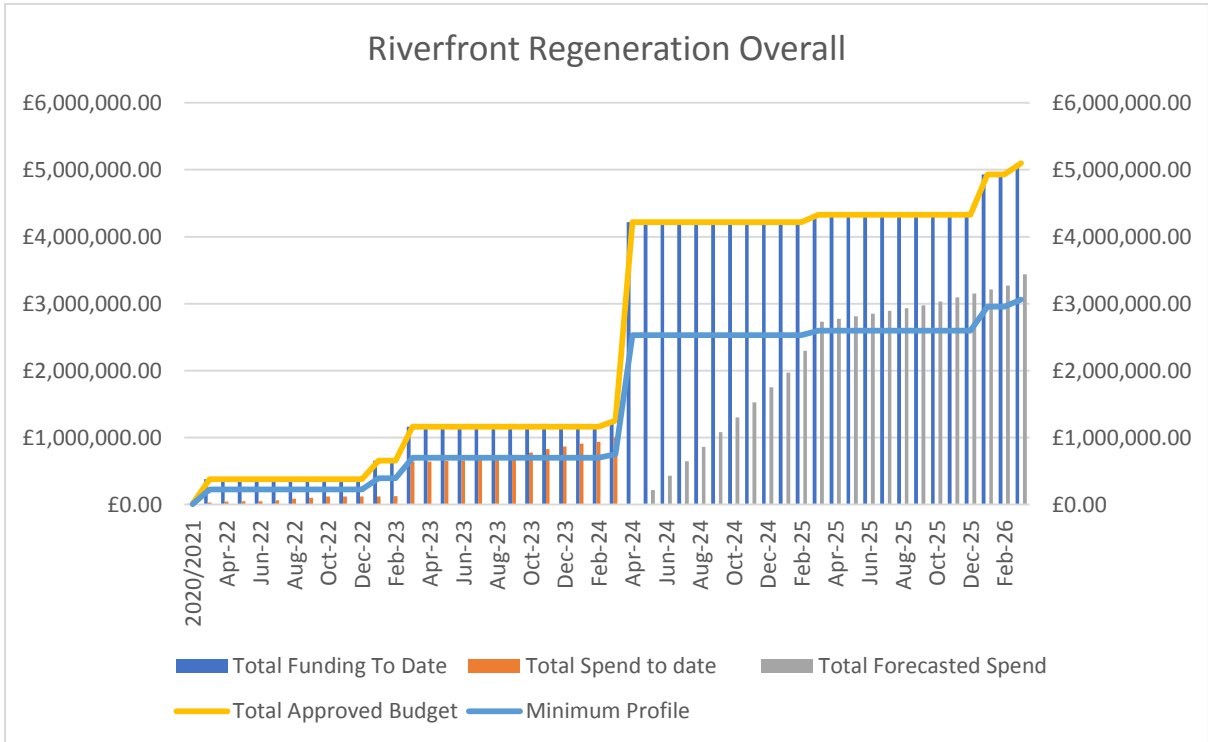
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3/10						
8	Devil's Alley Vehicles	Closure of Devil's Alley being opposed by resident who has garage access from Devil's Alley	A	Programme & Cost	Source alternative provision for parking. Determine users rights prior to closure. Liaison with NCC regarding ownership.	26/01/24
9	Custom House Works	Opposition by planners and conservation officers/Historic England to the opening up of the arcades in the Custom House to revert to Henry Bell design	R	Programme and Cost	Negotiation with planning authority bringing feedback from public consultation.	26/01/24
10	Custom House Works	Public opposition by Simon Thurley to the scheme at the Custom House	R	Communications	Cllrs Beales and Ring to meet ST	22/03/24

## 3. Financial Summary

Riverfront	Total approved budget (Includes contingency)	Total spend to date	Total variance to date Underspend (Overspend)	Approved budget 2023/24	Total spend 2023/24	Current year forecast 2024/25	Current year variance between budget and forecast	Total remaining contingency budget
	£	£	£	£	£	£	£	£
<b>Current Month:</b>								
Capital Expenditure	5,097,739	876,159	4,221,580	336,071	334,395	336,071	0	512,322
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-4,178,943	-326,339	-3,852,604	-244,967	-232,612	-244,967	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
<b>Last Month:</b>								
Net position	0	0	0	0	0	0	0	0

\*Note: will vary for each project.

### 3.1 Project Financials



### 3.2 Project Contingency and Change Control

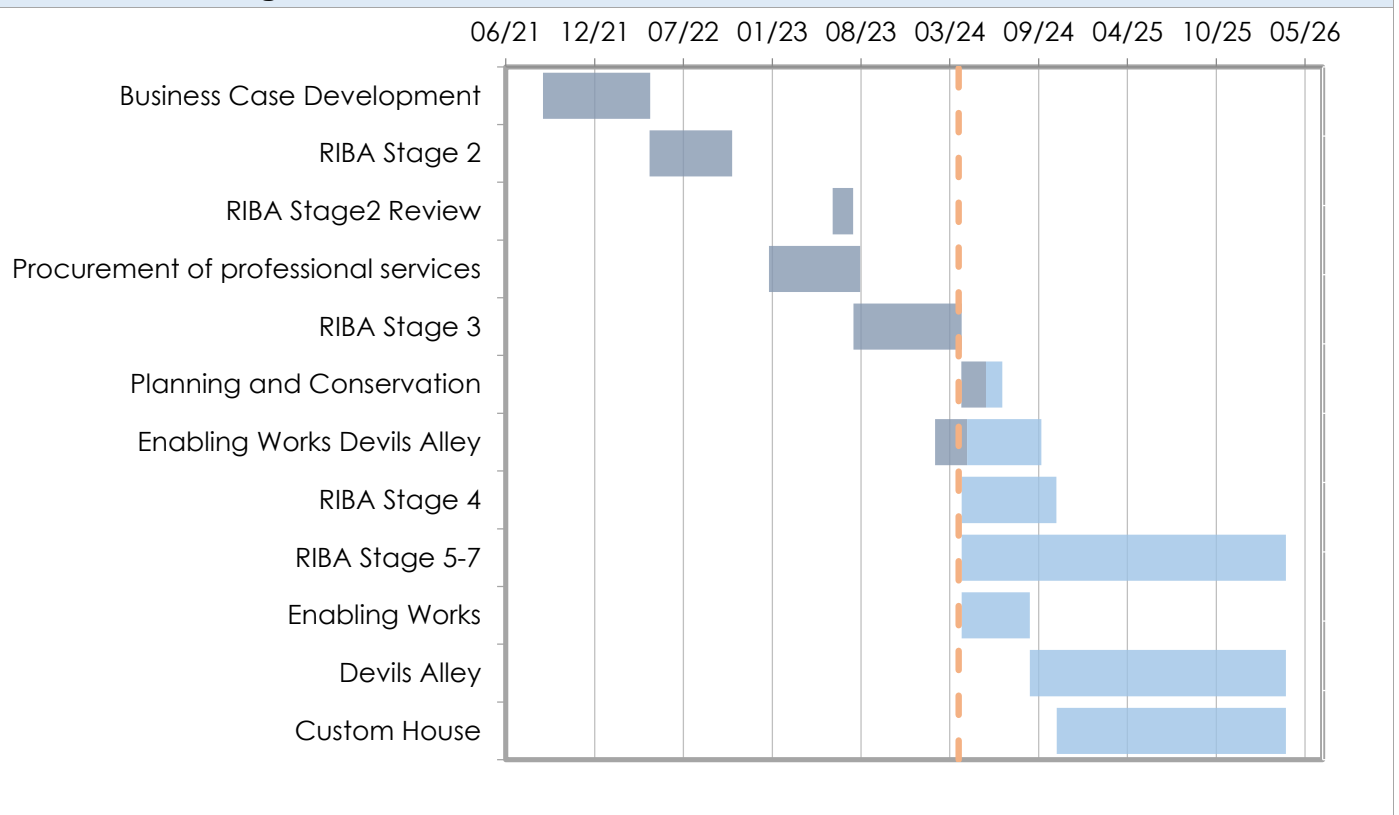
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

Financials are maintained at AMBER

Significant value engineering and options appraisals have been undertaken and decisions made to remove the observation tower from the scope of works at Devil's Alley, whilst still providing the covered walkway, flexible public realm for events and public use, enhancing the green infrastructure in the area, provision of the dryside facilities, and Custom House rejuvenation. Potential future financial risks include new lease terms for Custom House and temporary closure of Devil's Alley.

### 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. Works all planned to be completed within the required Town Deal. Programme risk relates to potential opposition to scheme from planning and conservation team. This has been mitigated as preapp planning negotiations continue.

### 5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk. Abigail Rawlings has now taken over as project manager following handover process.

### 6. Communications and Engagement

Stakeholder mapping has been completed and a list of invitees to focus groups compiled. The workshop has been set for the 16<sup>th</sup> April at The Place.

We are Placemaking have also assisted in setting some of the survey questions associated with the main works to gather background information and influences. The feedback has been shared and is being included in our response to the consultation

Further to resident engagement relating to the closure of Devil's Alley further meetings have been held with the garage owner Mr Pearce who is accessing the garage by driving along the footpath.

## 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	

### 7.2 Outcomes

Description	Target	Notes
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 3 design progressing with public consultation complete ready for planning submission in March 24
Procurement progress	<p>Professional team:            Architect Led Design Team: Graeme Massie Architects            Quantity Surveyor: Andrew Morton Associates            Project Managers: Pulse</p> <p>Contract works: Procurement strategy has been developed with three contracts.</p> <ul style="list-style-type: none"> <li>- an enabling and de-risking package for Devil's Alley – O'Connell's appointed under a framework contract</li> <li>- a public realm project and</li> <li>- a separate specialist contract for the Custom House.</li> </ul> <p>Consideration was given to linking to the Guildhall procurement but in was considered too high a risk tying the projects together and that the heritage part of the riverfront contract would be subservient and could be readily derailed by delays on the Guildhall which jeopardises two TD projects.</p>
Proposed form of contract	JCT - Recommendation being considered includes an enabling works package for the below ground infrastructure at Devil's Alley, a traditional contract for the Custom House and a traditional contract with specialist contractor design for the remaining public realm works.
Proposed route to market	Use of Framework wherever possible
Surveys Status	<p>Next surveys procured include</p> <ul style="list-style-type: none"> <li>• CCTV surveys of drainage around Custom House</li> <li>• Intrusive Asbestos survey in custom house where opening up taking place</li> <li>• Mapping cellars as part of demolition of Devil's Alley – end May 24</li> </ul>

Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community for late summer consultation including the inclusion of the consultation of the events programme
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]
<b>Status:</b>	✓	✓	✓	✓	✓	✓		
<b>Date Approved:</b>					Oct 2022	March 24		
<b>Approved by:</b>					Cabinet/ TDB	TDB		

Last Approved Document: PID Update Oct 2022

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

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

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