



P-21.14 Riverfront Regeneration Project Highlight Report

Project Name:	Riverfront Regeneration	Project Manager:	Abigail Rawlings/Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	December 2024
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	Graeme Massie Architects		
Project Code:	P-21.14	End User (if applicable):	n/a	Cost Consultant:	Andrew Morton Associates		
				Contractor on Site:			

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	R	A	A	G
Last Report	A	A	R	A	A	G

Project Definition

Project Stage: RIBA Stage 3 Spatial Coordination

Objectives: Development of the design to enable the Riverfront area to become an attractive destination space increasing footfall, promoting day and night time 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 had been split into three packages, The Custom House, Devils Alley enabling works, and Devils Alley Public Realm plus Dry Side Facilities. The contract works for the Devils 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.
- Custom House: pre-app feedback from Historic England and BCKLWN Conservation team opposed to some elements of the RIBA 3 designs. The second round of Pre-App advice with Historic England (HE) has been undertaken to work toward an agreed design. Further meetings have been held and the Project Board had given authority to make further changes to suit the consultees. A core scheme focusing on accessibility interventions with minimal loss of historic fabric will be submitted.
- Following concerns raised by members, Conservation and Public Open Space/Safety stakeholders which have not been resolved with re-design, it is proposed to pause the Devil's Alley element of the project. This element will instead be brought forward under Long Term Plan for Towns, which will allow the time required to address existing concerns and widen the project to include the South Quay and connection through to Southgates.

1.1 Decisions required by the Town Board

- None for purposes of this report. See separate report on agenda.

1.2 Achievements during this period

- Consultation with members, chair of Town Board and Project Champion on proposal to pause Devil's Alley element.
- Consultation with Conservation and Planning teams.
- Dry side facilities RIBA 4 design co-ordination continues with tender pack to be prepared in the New Year.
- Fee claim from GM Architects settled.
- CCTV drainage survey at Custom House.
- Request for Quotes for new Business Planning exercise, resulted in successful bid. Inception meeting will take place in first week of January.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID 3/57	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
51	Costs	Increase of costs in the ground in Devil's Alley plus increased materials costs	A	Financial	Preparation of enabling works package to derisk 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, efforts made to de-risk costs as far as possible. Risk to be removed	24/12/24
56	Planning	Planners seeking approval of works to demolish the cellars	A	Programme	Ensuring expert advisors have fully documented cellars and significance along with recording works. Archaeology watching brief/recording to form part of the works. Risk to be removed	24/12/24
59	Planning	Internal issues raised over Devil's Alley planning application delaying validation. Delays to planning application – will affect enabling works and programme. Reputational risk of an internal objection.	A	Programme	Meetings held with internal stakeholders to discuss issues raised. Changes made to design prior to validation where possible. Further meetings held with subsequent design changes made. Risk to be removed	24/12/24

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID 3/10	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
8	Devils 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. Principal Project Manager to assist with issue. Risk to be removed	24/12/24
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 & Cost	Negotiation with planning authority bringing feedback from public consultation. Additional cycle of consultation with Historic England has taken place, the outcome of which will determine the plans that will be taken forward for planning consent. Planning application and LBC to cover a core scheme with minimal loss of historic fabric.	24/12/24
10	Custom House Works	Some public opposition to the scheme at the Custom House.	R	Communications	Discussions held with objectors. Planning application and LBC will cover a core scheme with minimal loss of historic fabric	24/12/24

3. Financial Summary

Riverfront	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2023/24	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£

Current Month:

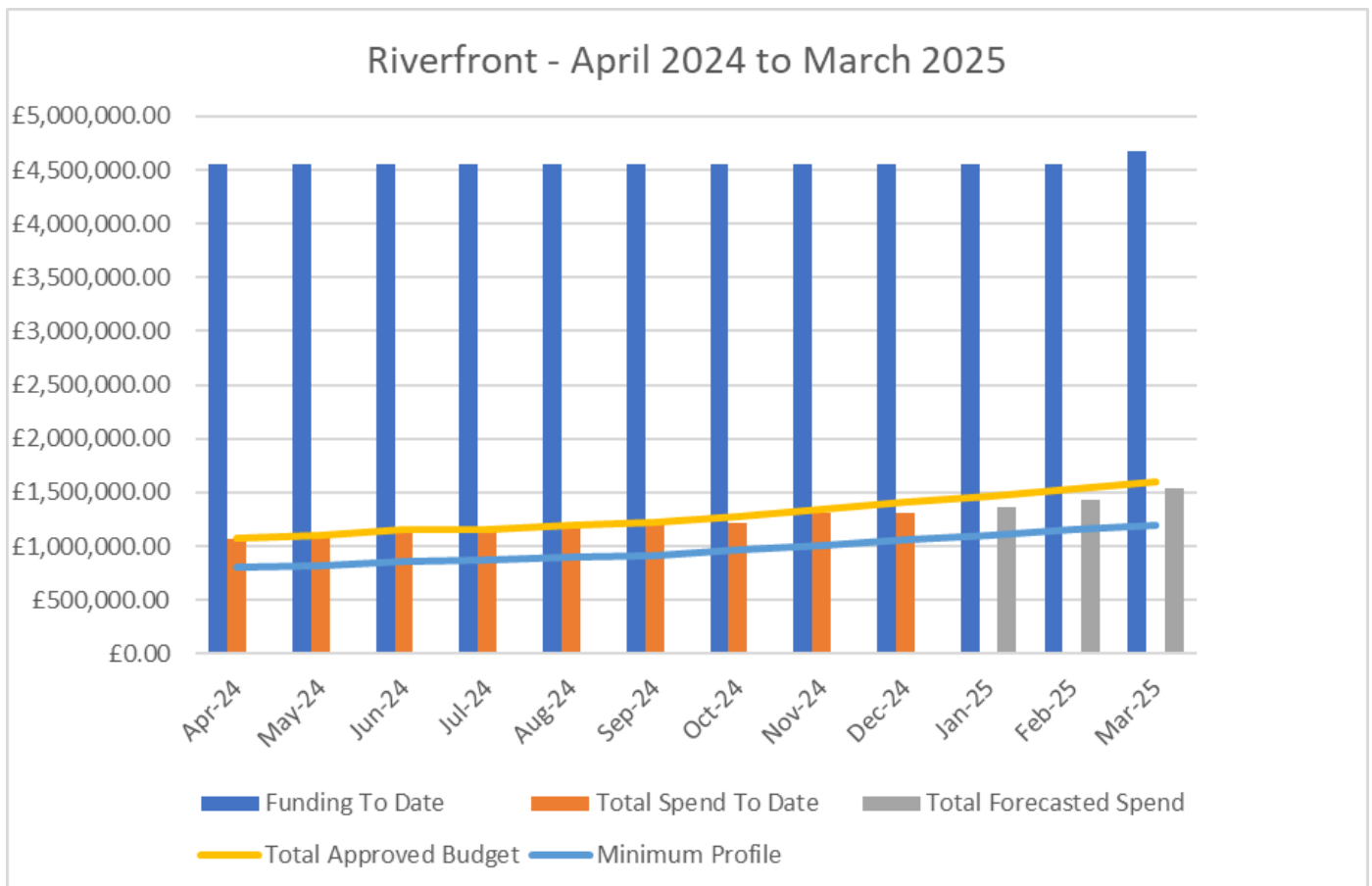
Capital Expenditure	565,945	283,066	565,945	0	5,097,739	1,314,860	5,097,739	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-394,886	-283,066	-394,886	0	-4,178,943	-735,919	-4,178,943	0
Other Income*	-171,059	0	-171,059	0	-918,796	-578,941	-918,796	0

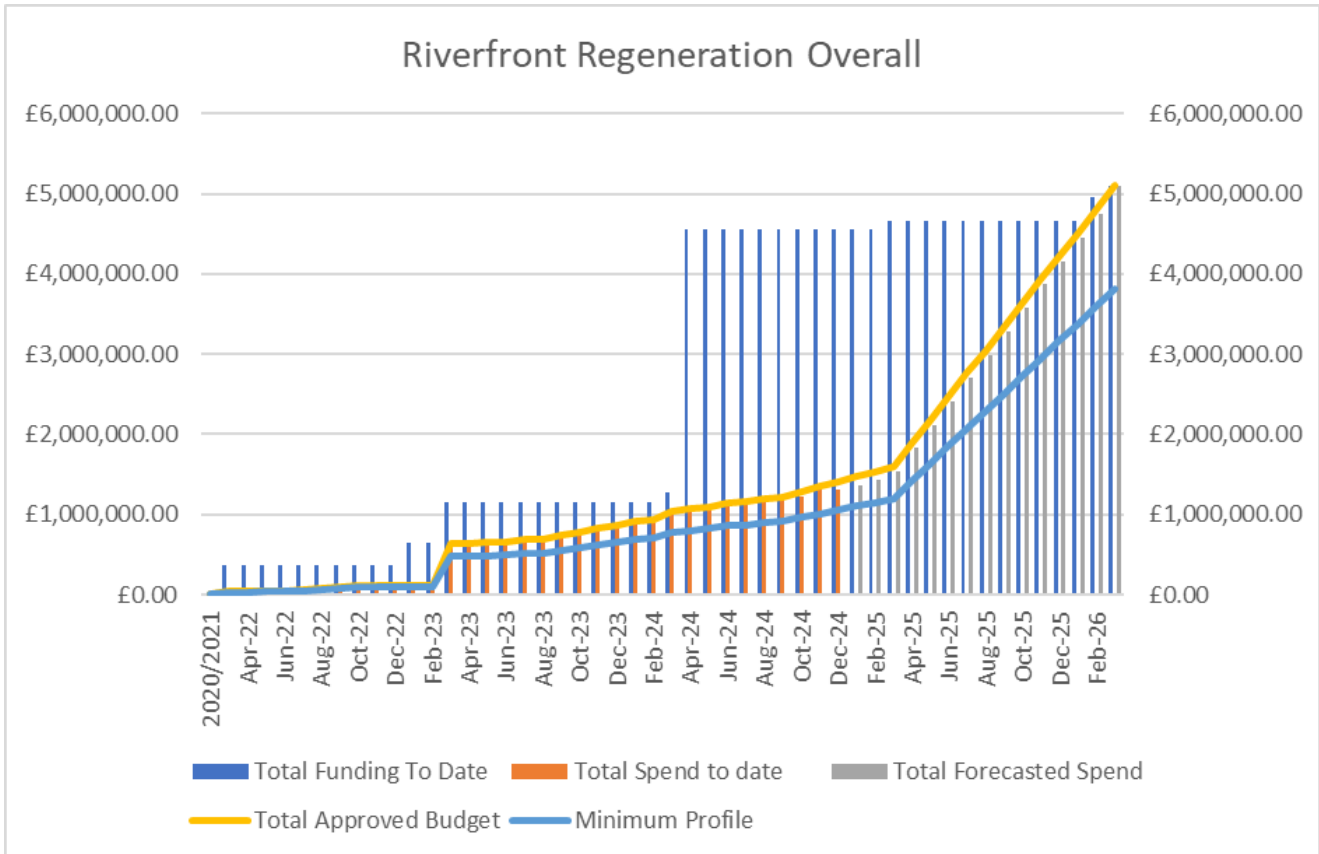
Net position	0	0	0	0	0	0	0	0
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Last Month:

Net position	0	0	0	0	0	0	0	0
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*will vary for each project





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						

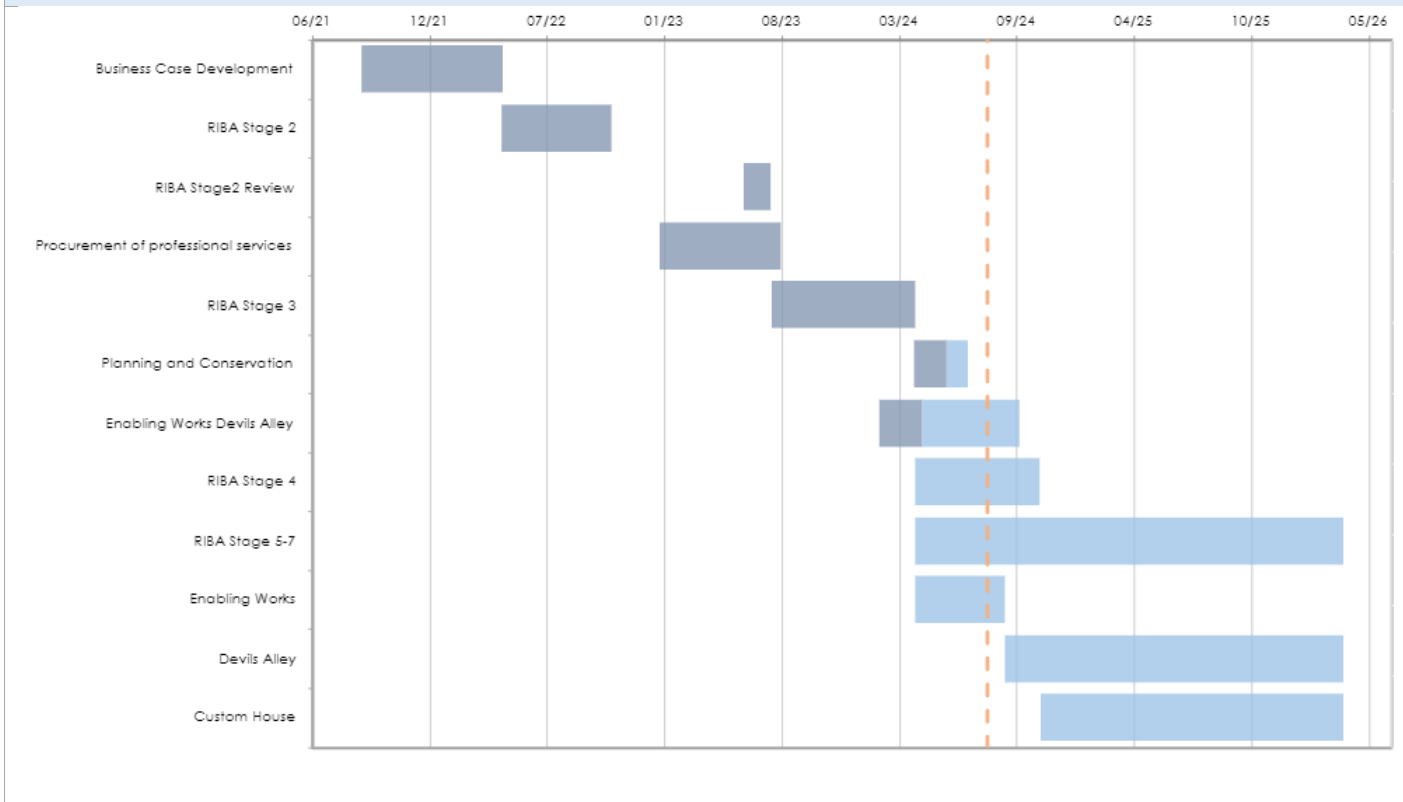
3.3 Financial Commentary

Financials are maintained at AMBER.

As previously reported, significant value engineering and options appraisals have been undertaken to bring the project into budget. A value engineering workshop took place 14th October 2024. Several value engineering options were considered and graded. A reduced core scheme will see the capital costs for Custom House reduce slightly, a full cost exercise for this core scheme will take place in January.

Potential future financial risks include new lease terms for the Custom House.

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 which is within the required Town Deal timescales.

Programme risk relates to planning timescales and opposition to scheme from planning and conservation team. Now that a firm position on the design for Custom House is confirmed, a full reprogramming exercise will take place.

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

Licence for temporary closure of Devil's Alley now in place.
 Press release to be prepared prior to the planning application for Custom House.
 Press release to be prepared for the pause on Devil's Alley element of the project.

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. second cycle of consultation with Historic England complete ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted. Devil's Alley planning submission validation was delayed due to new legislation around Biodiversity Net Gain. Devil's Alley planning application has now been submitted and validated with initial determination set for 10 th September. An EOT had been agreed to February to allow decision to be made around pausing the scheme.
Procurement progress	Professional team: Architect Led Design Team: Graeme Massie Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Procurement strategy had been developed with three contracts. <ul style="list-style-type: none"> - an enabling and de-risking package for Devil's Alley – O'Connell's appointed under a framework contract - a public realm project and - a separate specialist contract for the Custom House. 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 Town Deal projects.
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	Intrusive Asbestos survey in Custom House carried out in September. CCTV survey of drainage at Custom House carried out in December.
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community including the consultation for 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]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:					Oct 2022	March 24		
Approved by:					Cabinet/ TDB	TDB		

Last Approved Document: PID Update March 2024

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