

.21-14		Riverfront Regeneration Project Highlight Report					
Project Name:	Riverfront Regeneration	Project Manager	Abigail Rawlings/ Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	January 2026
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	Another Kind Architects		
				Cost Consultant:	Andrew Morton Associates		
Project Code:	P.21-14	End User (if applicable)	n/a	Contractor on Site:	Dryside- E.N Suiters & Sons LTD		

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

Project Definition
Project Stage: Custom House RIBA Stage 4 Detailed Design Dryside RIBA 5 Construction
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 dry side facilities

1. Overall Status (high-level summary)
Overall RAG Status is AMBER.
<ul style="list-style-type: none"> The Devil's Alley component of the project will now proceed under the Pride in Place Programme funding. A Project Adjustment Request has been submitted to MHCLG, formalising the revised scope, outputs, and funding allocations. As part of this adjustment, £2 million will be reallocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Guidance on completing this process is expected shortly. Updated Business Plan and Economic Case to reflect the new scope has been prepared. A comprehensive reprogramming exercise has also been carried out to ensure the project continues to align with the original established funding timeline. A historical accounting issue has been identified that impacts the remaining available budget. Resolution is being sought through wider programme underspend re-allocation (595k), a request to the capital reserves and value engineering.

1.1 Decisions required by the Neighbourhood Board
<ul style="list-style-type: none"> None

1.2 Achievements during this period
<ul style="list-style-type: none"> Work started at the Dryside on 19th January. Planning Application and Listed Building consent for demolition of unsafe wall at Dryside granted. Communications for Dryside, reached a large audience through local newspapers, BBC Norfolk, BBC Radio Norfolk and social media. Pre commencement conditions discharged for Dryside works (related to Environment Agency's Flood Risk Activity Permit and Ecological bat study report). Site set up issues, relating to welfare cabin at Dryside resolved. Site visits at Dryside carried out to ensure Health and Safety/FRAP requirements being met. Fortnightly meetings set up with Public Open Space/Property Services team to confirm operational handover for Dryside at completion. Question about required cabinet approvals for Custom House works contract resolved. Drawings and Specifications completed ready for Custom House tender pack. Site meeting held with Property Services to discuss removal arrangements and storage of non-fixed and non-Museum Services items from Custom House. Meeting held with Custom House building owner's surveyor regarding Lease variation discussions.

Priorities for next period:

- Prepare cabinet paper for April 23rd meeting to seek approval to let the Custom House contract.
- Re-align tender documents to include cabinet approval dates and upload to the portal.
- Continue to progress the lease agreement with the building owner.
- Continue arrangements for removal of unfixed fittings from Custom House (liaison with Property Team and Norfolk Museum Services). Including Parliament Clock, which is on loan from Liverpool Museums.
- Continue to explore interpretation/volunteering options for Custom House after works.
- Complete the Project Adjustment Request to re-allocate some underspend to Riverfront budget.

2. Risks and Issues**2.1 Key Risks [all red and increasing amber] – something that may happen**

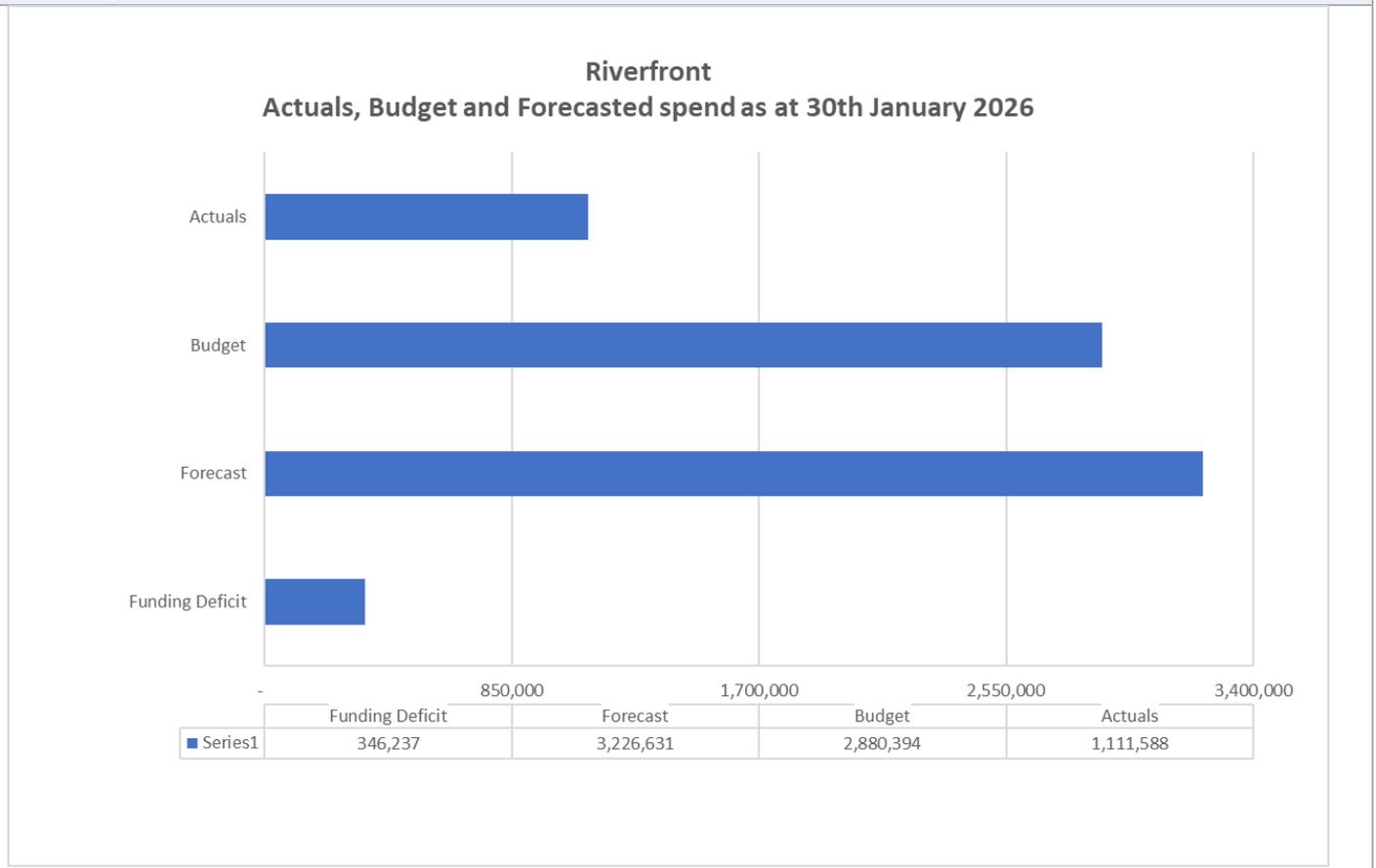
Risk ID (3/69)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
61	Custom House Building Owner permissions/Lease	Building owner may not give permissions for works, current lease does not allow for changes to building without re-instatement. Existing lease needs to be varied by negotiation.	R	Legal	Risk remains red as despite the mitigations noted below, this is the highest risk to this project. Ongoing engagement with building owner throughout the project. As per lease agreement, owner gave permission prior to submission of planning application. Legal and Property teams working on lease variation to allow for works. Project Officer and Cultural Officer have fed into these discussions to ensure variation is appropriate with potential future uses.	29.01.26
68	Failure to agree lease variation with Building Owner within project timelines.	The current lease does not allow for works to the building and needs to be varied. Project timelines are to be in contract by March 2026 (in line with previous funding deadline) but the lease variation could take longer than this, delaying the tender/contracting process, leading to additional costs.	R	Legal	Interim AD for Property and Projects chasing building owner and representatives to move process along. Call with building owner to confirm agreement. Meeting held with owner's appointed surveyor to discuss the delay and book in required schedule of condition.	30.01.26
69	Cabinet approval not given to let Custom House works contract.	Cabinet approval to let the Custom House contract is not in place, as previously thought. The next meeting the paper can go to (to follow the papers	A	Governance	Cabinet paper to set out project progress and funding allocations. Paper to go through the correct pre cabinet channels. Project Sponsor and Member to give paper.	30.01.26

		cycle and avoid the Feb budget meeting) is 23rd April, which means the contract cannot be signed until then.			
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2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (2/18)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
13	Available budget refined	Historical accounting error has been identified. After investigation this has reduced available budget to less than required for current scheme.	A	Cost.	Issue remains open. An underspend from another project will be redirected via a Project Adjustment Request. Along with some small areas of value engineering will bring the project funding back in line with requirements. However, there is still a gap to close, and this is not inclusive of an interpretation budget. The gap will be addressed via a request from capital reserves. Budget for interpretation will have to be sought independently.	30.01.26
18	Cabinet Approval required prior to letting Custom House Contract.	Cabinet approval to let the Custom House contract is not in place, as previously thought. The next meeting the paper can go to (to follow the papers cycle and avoid the Feb budget meeting) is 23rd April, which means the contract cannot be signed until then. This will have an impact on the current programme and will have associated costs.	A	Governance	Item put on the forward meeting list for the next available meeting. Draft paper being prepared, meeting set up write paper. Tender process to go ahead but with clear timelines on when the approval will be granted.	30.01.26

3.1 Project Financials



3.2 Financial Commentary

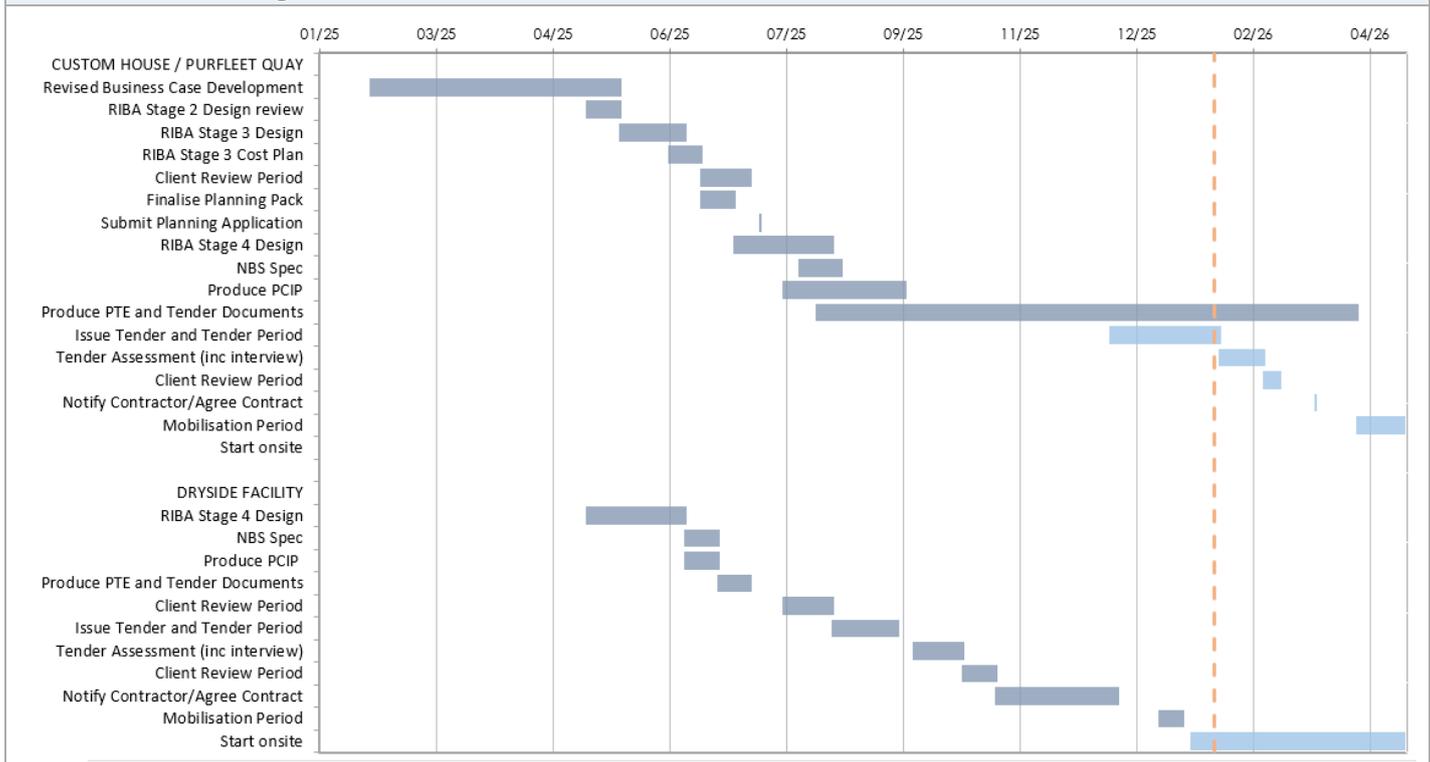
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.11m against an overall forecasted projected costs of £3.2m and a budget of £2.88m, there is a funding deficit of £0.35m which potentially will be covered by BCKLWN and is being investigated.
- Contingency of circa 10% is included within the £3.2m which the above deficit primarily relates too.
- Additional funding from Towns Deal Fund of £0.6m has been approved and funding has now increased to £2.88m leaving at £0.35m deficit, as above this is mainly due to the forecasted £0.3m of client contingency.

3.3 Project Contingency and Change Control

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

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The Timelines RAG rating is maintained at AMBER

- Timelines reprofiled with the new design team have been split into 2 separate work streams,
 - Custom House/Purfleet Quay
 - Dryside Facilities.
- Confidence remains that whilst the programme is tight, it is achievable with minor delays. Focus remains to stick to the original programme as much as possible despite the lifting of the March 2026 spend deadline from MHCLG
- Areas of programme risk such as planning timescales and potential opposition to the scheme are now resolved. Current areas of risk include Cabinet approval processes to let contract, timescale for licence to carry out works being granted from building owner, tender process and unforeseen issues during the construction phase.
- The proposed start date for works at the Custom House has been delayed by approx. 4 weeks, while the project team seek the appropriate approvals via the cabinet meeting process.

5. Resources Commentary

Resources RAG rating remains GREEN following procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

- A press release and associated video was released to mark the start of works at Dryside. This led to front page coverage in both local papers, most read article on Lynn News's website, a BBC Radio Norfolk interview, and highly viewed video across BCKLWN's social media channels.
- Engagement with building owner continues in relation to permission for works and variation of lease. Meetings between building owner and their representatives has taken place with the Interim Assistant Director of Property and Project Officer with further meetings set for early February.

7. Outputs and Outcomes		
Outputs		
Description	Target	Full Scheme revised outputs, agreed by KLNb and BCKLWN Cabinet July 2024 and 2025
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	Note
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 4 design complete. Second cycle of consultation with Historic England completed ahead of planning submission for Custom House. Dry Side Facilities planning application has been granted and works started. Devil's Alley planning submission has now been withdrawn and removed from the project scope.
Procurement progress	Professional team: Architect Led Design Team: Anotherkind Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Dryside facilities, Custom House. Consideration was given to linking to the Guildhall procurement, but it was considered high risk tying the projects together as it could be readily derailed by delays on the Guildhall which jeopardises two Town Deal projects.
Proposed form of contract	JCT - a traditional contract for the Custom House and Dry Side facilities.
Proposed route to market	Use of Framework to be considered if required.
Surveys Status	Surveys carried out at Custom House, Devil's Alley (prior to pause of this element) and Dryside.
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community.
Local schemes / dependencies	Project to align with Guildhall/Rail to River where possible for consistency of materials.

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 [RIBA 4 Design]	Final PID [pre-post tender]

Last Approved Document: PID Update March 2024

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed