

P.21-14		Riverfront Regeneration Project Highlight Report					
<b>Project Name:</b>	Riverfront Regeneration	<b>Project Manager</b>	Abigail Rawlings/Pulse	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	February 2026
<b>Capital Code:</b>	C9066	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Another Kind Architects		
				<b>Cost Consultant:</b>	Andrew Morton Associates		
<b>Project Code:</b>	P.21-14	<b>End User (if applicable)</b>	n/a	<b>Contractor on Site:</b>	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
<b>Project Stage:</b> Custom House RIBA Stage 4 Detailed Design Dryside RIBA 5 Construction
<b>Objectives:</b> 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.
<b>Scope:</b> 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"> <li>The Devil's Alley component of the project will now proceed under the Pride in Place (PiP) Programme funding.</li> <li>A Project Adjustment Request has been submitted to MHCLG, formalising the revised scope, outputs, and funding allocations.</li> <li>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.</li> <li>Updated Business Plan and Economic Case to reflect the new scope has been prepared with a preferred option for Custom House identified.</li> <li>A comprehensive reprogramming exercise has also been carried out to align the project timeline while keeping as close to original programme as possible.</li> <li>Planning permission and listed building consent granted for both the Custom House and Dryside.</li> <li>Works to the Dryside started in January.</li> <li>A historical accounting issue identified that impacted the remaining available budget has sought resolution through the wider programme underspend and funding re-allocation (£595k).</li> </ul>

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

1.2 Achievements during this period
<ul style="list-style-type: none"> <li>Custom House works package tender went live, closing 30 March 2026.</li> <li>Contractor site visit day for bidders planned for 11<sup>th</sup> March.</li> <li>Work continues to progress at Dryside, with the first valuation submitted for payment and drainage connection issues resolved.</li> <li>Site visits at Dryside carried out to ensure Health and Safety/Flood Risk Activity Permit (FRAP) requirements are being met.</li> <li>Fortnightly meetings continue with Public Open Space/Property Services team to confirm operational handover for Dryside at completion.</li> <li>Meeting with former harbour master to advise on sailing specific information that should be displayed and where the facilities should be promoted within the Dryside building.</li> <li>Site visits from Custom House building owner's surveyor and agent relating to lease variation discussions.</li> <li>Contact made with Liverpool Museum regarding treatment of the Parliament Clock during works.</li> <li>Project Adjustment Request to re-allocate underspend to Riverfront budget completed.</li> </ul>

**Priorities for next period:**

- Ongoing preparation for the cabinet paper for 23 April 2026 meeting (paper due 5<sup>th</sup> March) to seek approval to “let” the Custom House contract and provide a business plan update.
- Continue to progress the lease agreement with the building owner. Licence required to give permission for works.
- Continue arrangements for removal of unfixed fittings from Custom House (liaison with Property Team and Norfolk Museum Services). Including Parliament Clock, on loan from Liverpool Museums.
- Continue to explore interpretation/volunteering options for Custom House after works.

**2. Risks and Issues**

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

Risk ID (4/69)	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 ahead of works starting/contract being let.	R	Legal	<b>Risk remains red as despite the mitigations noted below, this is the highest risk to this project.</b> 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.	26.02.26
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. staff resource issue as the Interim AD for Property	R	Legal	<b>Risk remains red as despite the mitigations noted below, this is the highest risk to this project.</b> Interim AD for Property and Projects chasing building owner and representatives to move process along. Call with building owner to informally re-confirm agreement	26.02.26

		and Projects who is leading the discussions is leaving the council at the end of March.			for works verbally. Meeting held with owner's appointed surveyor to discuss the delay and book in required schedule of condition.	
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 cycle and avoid the Feb budget meeting) is 23rd April, which means the contract cannot be signed until then.	A	Governance	Cabinet paper to set out project progress and funding allocations to go through the correct pre cabinet channels. Project Sponsor and Member to give paper.	26.02.26
70	Tender responses for Custom House Works come in higher than expected.	Tender responses to Custom House Works package may come in higher than anticipated, resulting in a funding gap or changes to scope.	A	Cost	Responses reviewed with Quantity Surveyor.	26.02.26

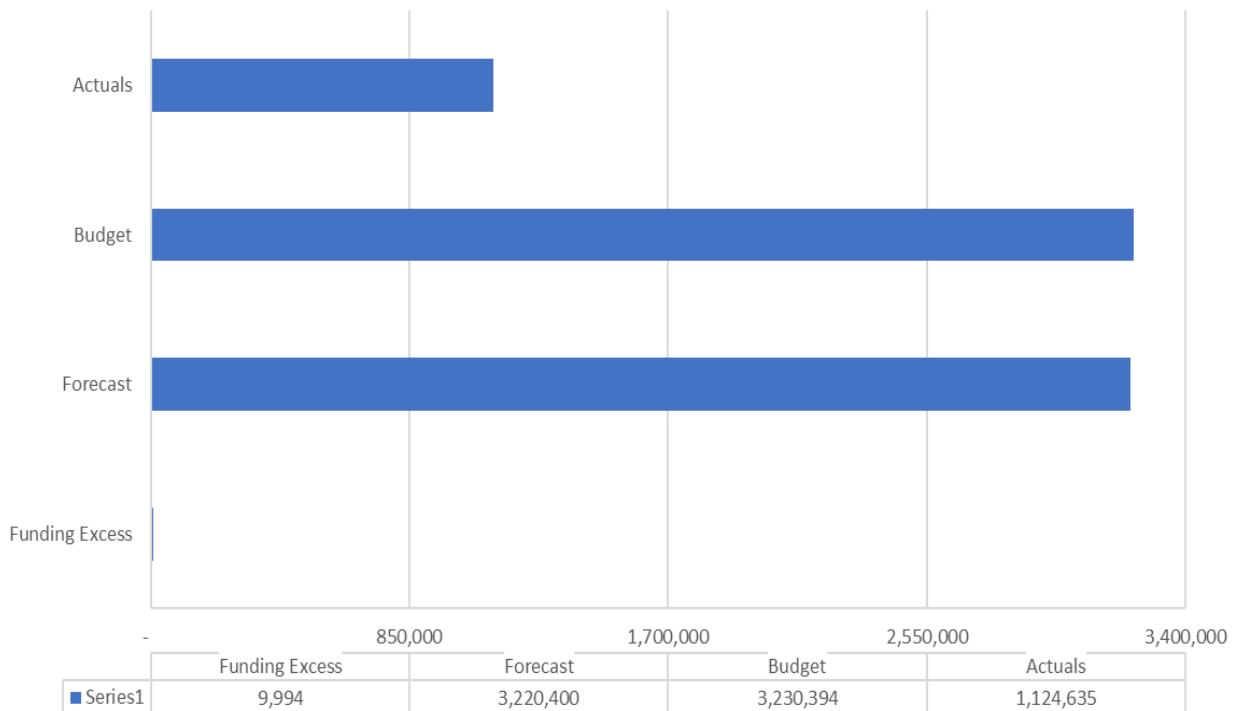
## 2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (3/18)	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.	<b>Issue remains open.</b> An underspend from another project will be redirected via a Project Adjustment Request, along with some small areas of value engineering. 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. Which is due to be approved in Feb. Budget for interpretation will	26.02.26

					have to be sought independently.	
19	Dryside, drainage connection	Dryside- drainage is not in expected position and requires the drainage calculations to be re-done. Until this is resolved the contractor will not be able to progress.	A	Construction - Programme	Civil engineer looking into new calculations based on measurements taken on site.	26.02.26
20	Dryside- Accessible shower room layout	Building Control have raised an issue with the position between toilet and shower in the accessible shower room. The position may need to be changed to allow for a fuller turning circle, this will have a knock-on effect on the floor gullies and the drainage.	A	Construction- Programme	Design team working with BCKLWN Access Officer to amend design if required. This will be fed back to the contractor ASAP to minimise programme delay.	26.02.26

### 3.1 Project Financials

**Riverfront**  
**Actuals, Budget and Forecasted spend as at 28th February 2026**



### 3.2 Financial Commentary

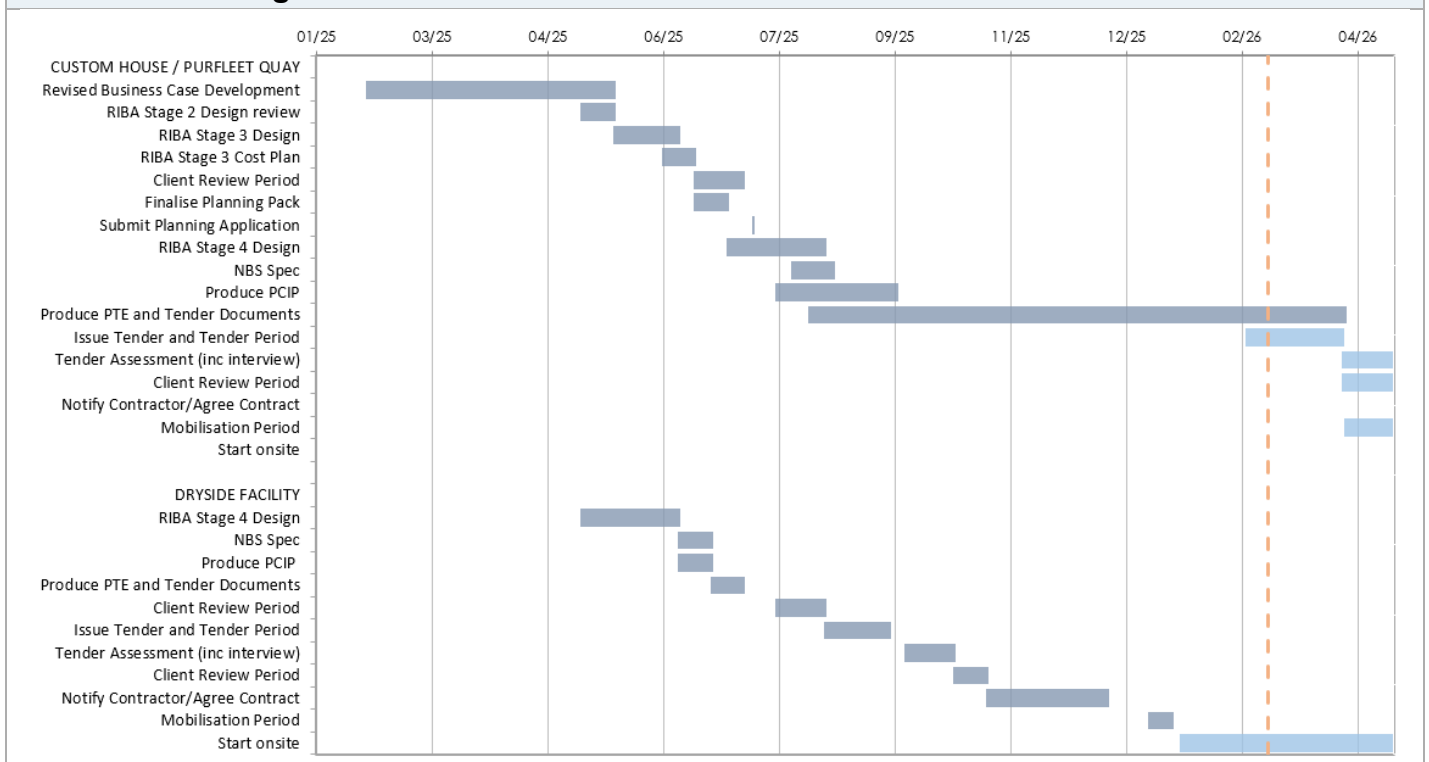
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.11m against an overall forecasted projected costs of £3.2m and a budget of £3.2m, with an additional approved of £0.35m on February 26<sup>th</sup> at full council from BCKLWN.
- Contingency of circa 10% is included within the £3.2m of £0.3m.

### 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 the programme 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.
- Current areas of risk include Cabinet approval processes to "let" the 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 has been delayed by approx. 4 weeks at the Custom House while the project team seek 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 video were released to mark the start of works at Dryside.
- Front page coverage in both local papers was achieved, resulting in being the most read article on the 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	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Need immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 to 12 weeks less behind the critical path	<b>G</b>	Can be managed