

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:	April 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	A	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 (PiP) 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 has been reallocated from the Riverfront Regeneration to the St George's Guildhall and Creative Hub project. Updated Business Plan and Economic Case to reflect the new scope has been prepared with a preferred option for Custom House identified. A comprehensive reprogramming exercise has also been carried out to align the project timeline while keeping as close to original programme as possible. Planning permission and listed building consent granted for both the Custom House and Dryside. Works to the Dryside started in January and are due to be completed in July 2026. A historical accounting issue identified that impacted the remaining available budget, sought resolution through the wider programme underspend and funding re-allocation (£595k). Following approval, the capital project is now fully funded.

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"> Custom House works package tender received 9 returns, 8 were considered for the next round. Licence with Custom House building owner completed giving permission for works, removing re-instatement clause and widening permitted use. Cabinet gave approval to 'let' the contract for works at Cabinet meeting 23.04.26. Work continues to progress well at Dryside, with the third valuation submitted for payment. Expression of Interest for CIL funding completed, for interpretation of Custom House (separate from refurbishment package/funding). Meetings continue with Public Open Space/Property Services team to confirm operational handover for Dryside at completion. Meeting held with Norfolk Museum Services to begin process for removal of items from Custom House for duration of works.
Priorities for next period:
<ul style="list-style-type: none"> Continue to review tender returns, interview candidates (13.05.26) and progress award for works with successful bidder.

- 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 and funding sources for activation of Custom House after refurbishment works.
- Set an 'opening day' for the dryside and start arrangements for an event.

2. Risks and Issues

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

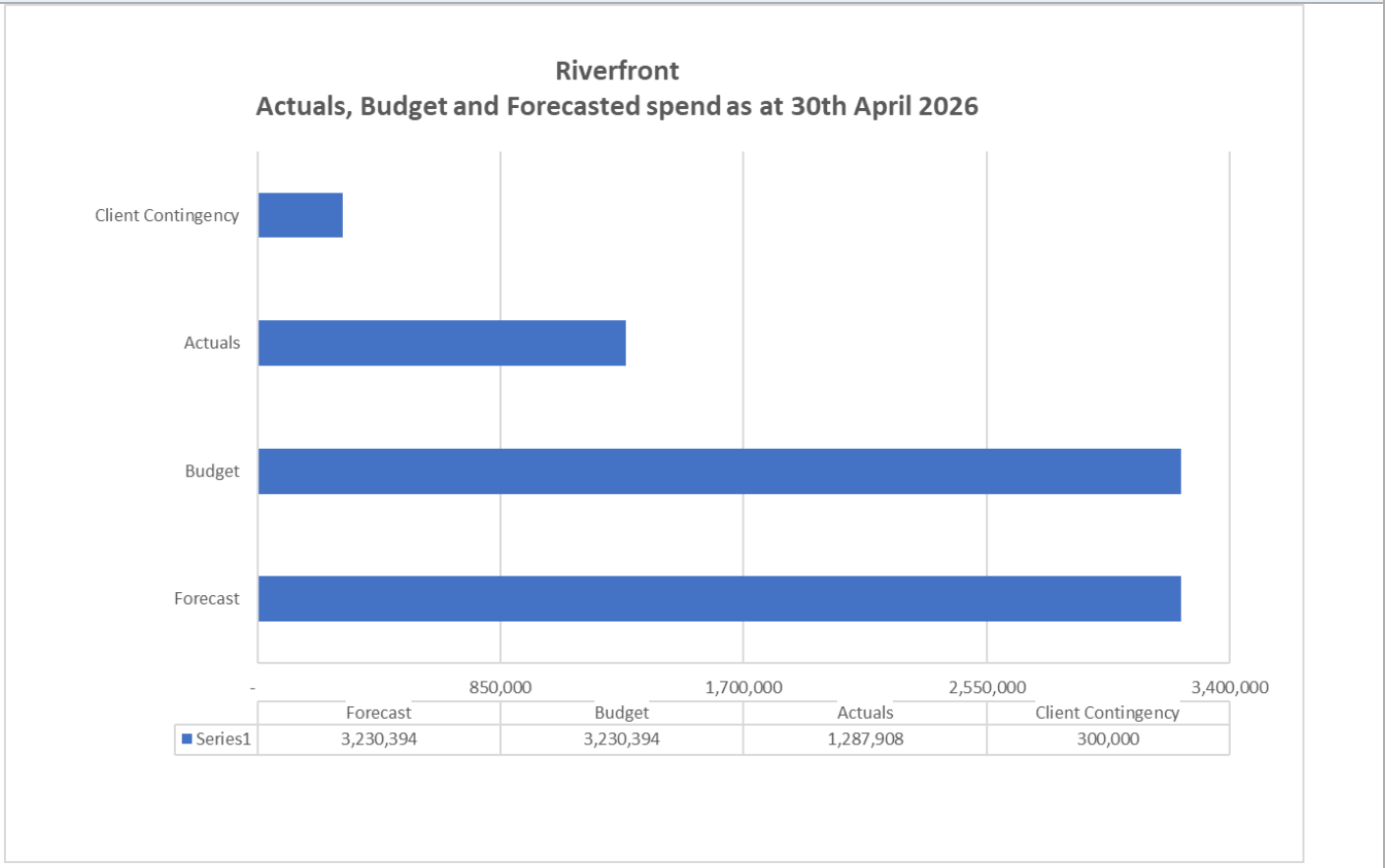
Risk ID (2/73)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
71	Site constraints at Custom House for required works compound.	The small footprint of the building, the constraints related to the flood defences and public highways could lead to difficulties for contractors to establish a site compound. This could lead to delays or increased costs.	A	Time, Cost	Early engagement with acting Public Open Space Manager about using BCKLWN owned space on King Staithe Square for the compound. Asking bidders to address the issue as part of the tender process.	05.05.26
72	Volunteering Capacity to Operate Custom house as set out in business plan	Lack of available volunteer capacity would impact opening and operation of the Custom House post works.	A	Reputational	New BCKLWN post for borough wide volunteering will include Custom House.	05.05.26

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

Issue ID (1/18)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
13	Available budget refined	Historical accounting error identified which affected available budget. While the shortfall for the core capital project has been resolved, budget for interpretation needs to be sought to activate the site.	A	Cost.	Element of issue (interpretation funding) remains open. An underspend from another project has been redirected via a Project Adjustment Request, along with some small areas of value engineering has closed the budget gap. However, this budget for capital works is not inclusive of an interpretation budget. Budget for interpretation will have to be sought independently, an application has	05.05.26

					been made to the CIL funding pot.	
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3.1 Project Financials



3.2 Financial Commentary

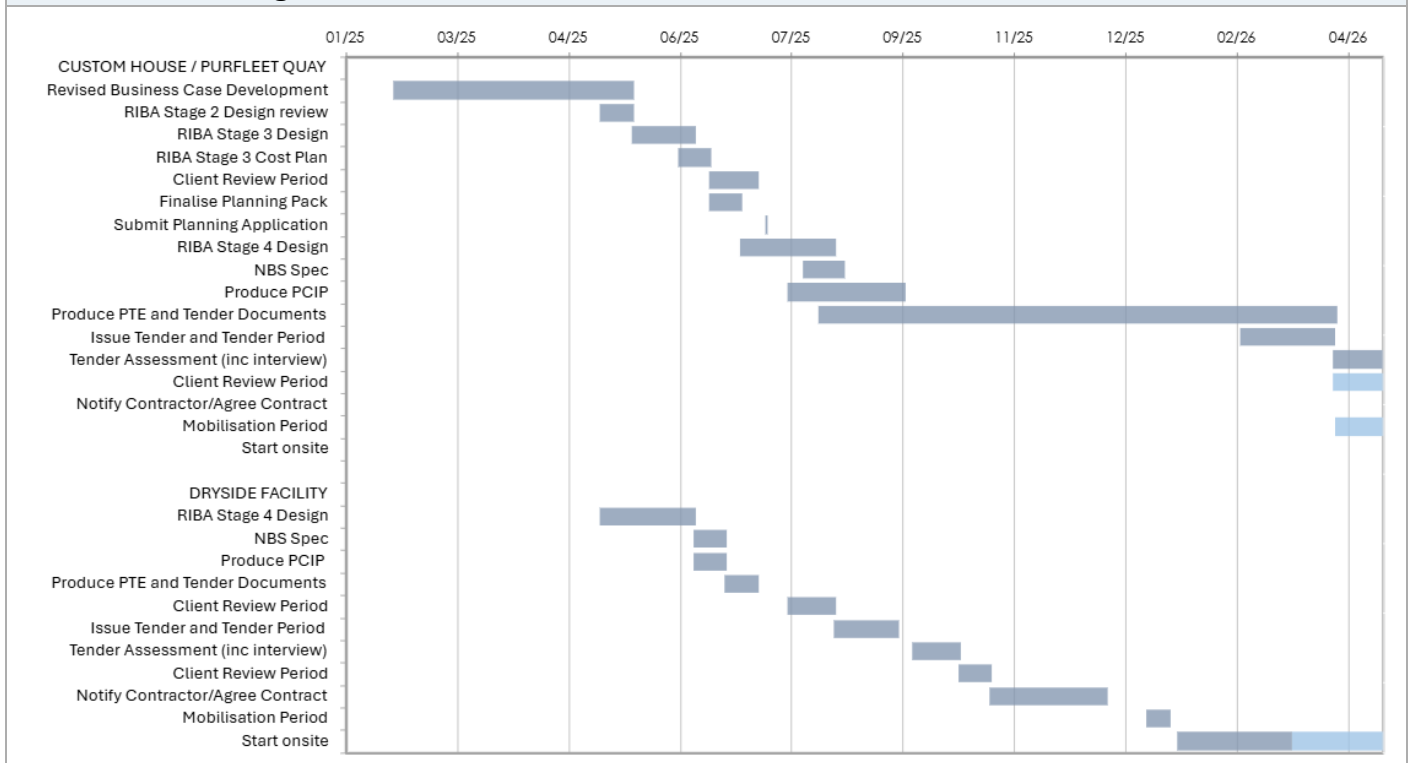
The financials RAG rating is maintained at AMBER

- Actuals to date are £1.23m against an overall forecasted projected costs of £3.2m and a budget of £3.2m.
- 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 caused by Custom House planning considerations, then appropriate approvals needing to be sought via the cabinet meeting process. 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 timeline risk include tender process and unforeseen issues during the construction phase

5. Resources Commentary

Resources RAG rating remains GREEN

- Following procurement of design team and project PM and QS mitigating risk.

Project Officer will be on maternity leave from June 2026-June 2027, which is inclusive of the construction works period, cover to be recruited. Cover post will also have focus on activation of the business plan.

6. Communications and Engagement

- Direct letter to affected resident sent ahead of start of electrical work (which causes road disruption at South Quay).

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