Borough Council of King's Lynn & West Norfolk

P.21-12 Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity	**Project Manager:**	James Grant	**Project Sponsor:**	Duncan Hall	**Report covers period of:**	August 2026

Capital Code:	C9063/7 1609	**Client Dept:**	N/A	**Lead Designer:**	LCWIP – Norfolk County Council ATH – Morgan Sindall
				Cost Consultant:	ATH – Andrew Morton Associates (AMA)
Project Code:	P-21.12	**End User (if applicable)**	BCKLWN Commercial Services	**Contractor on Site:**	LCWIP –Norfolk County Council/Tarmac ATH – Morgan Sindall TBC

Management Summary

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

Project Strands Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Active Travel Hub Enterprise Park	A	R	A	A	R	G
Active Travel Hub Baker Lane	A	A	A	A	R	G
LCWIP Interventions	G	G	G	G	G	G
Active Travel Planning	G	G	G	G	G	G

Project Definition

Project Stage: ATH - RIBA 4 / Tender, LCWIP - Delivery, ATP – Partial completion / behavioural change

Objectives: To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.

Scope: The project will deliver a package of active and clean connectivity measures, including priority schemes identified through the Local Cycling and Walking Infrastructure Plan, the KLEP Active Travel Hub and associated works including access road, spoil heap and bridge removal elements, the Baker Lane Active Travel Hub, and the Active Travel Plan Fund revenue activity.

1. Overall Status (high-level summary)

Overall RAG Status remains AMBER.

- The Active Travel Hub programme is progressing through RIBA Stage 4, with the immediate focus on completing delivery readiness for KLEP, managing Baker Lane planning constraints, and reviewing the updated tender cost and programme position with Morgan Sindall, AMA and Pulse.
- Baker Lane remains a key programme pressure, with the planning resubmission being prepared and determination currently forecast for February 2027.
- KLEP Active Travel Hub has secured planning permission following consideration by the July Planning Committee. This is a key milestone for the August reporting period and enables progression towards contract award, mobilisation and construction delivery.

- **Planning, contract and mobilisation position:** Contract document development for engrossment is complete, with contract award and execution forecast by 10 September 2026. KLEP mobilisation is programmed between August and September 2026, with construction forecast from September to October 2026. Pre-commencement planning conditions are being progressed to support readiness for construction.
- **Financial and programme management:** Updated costs remain under review following the tender return and subsequent review work with AMA and Morgan Sindall, including delay-related matters, preliminaries, access road works, spoil heaps, bridge removal and associated scope assumptions. The team is continuing to assess cost, insurance and programme splits across KLEP, bridge removal, spoil heaps, the access road and Baker Lane.
- **Baker Lane** remains the principal programme constraint. Morgan Sindall has been instructed to progress the Baker Lane planning resubmission and related design work to future-proof the scheme ahead of wider site development. The resubmission is being prepared, with determination currently forecast for February 2027, and the resulting impact on programme, cost and scope will continue to be managed through the project team.

1.1 Decisions required by the Neighbourhood Board

N/A

1.2 Achievements during this period

Active Travel Hubs

- KLEP Active Travel Hub was heard at the July Planning Committee, and planning permission was granted, enabling progression towards contract award, mobilisation and construction readiness.
- Contract document development for engrossment has been completed, with contract award and execution being progressed alongside KLEP mobilisation planning.
- Wayleaves and the build-over agreement with Anglian Water have been agreed. Morgan Sindall has also been instructed to progress the Baker Lane planning resubmission and related design work to future-proof the scheme ahead of wider site development.

2. Risks and Issues

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

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Delay to planning determination resulting in adverse financial impacts.	Escalating project costs require adjustments to the project scope and deliverables. This may prevent the programme from achieving its intended outcomes and delivering the full projected benefits.	A	Financial	Baker Lane is being progressed for resubmission, with a revised programme being developed to accommodate planning timescales. Morgan Sindall is assessing the programme and cost implications, while Borough Council project officers continue to work with the contractor to discharge pre-commencement conditions at the KLEP site, helping to maintain delivery momentum and minimise overall programme impacts.	11/08/2026

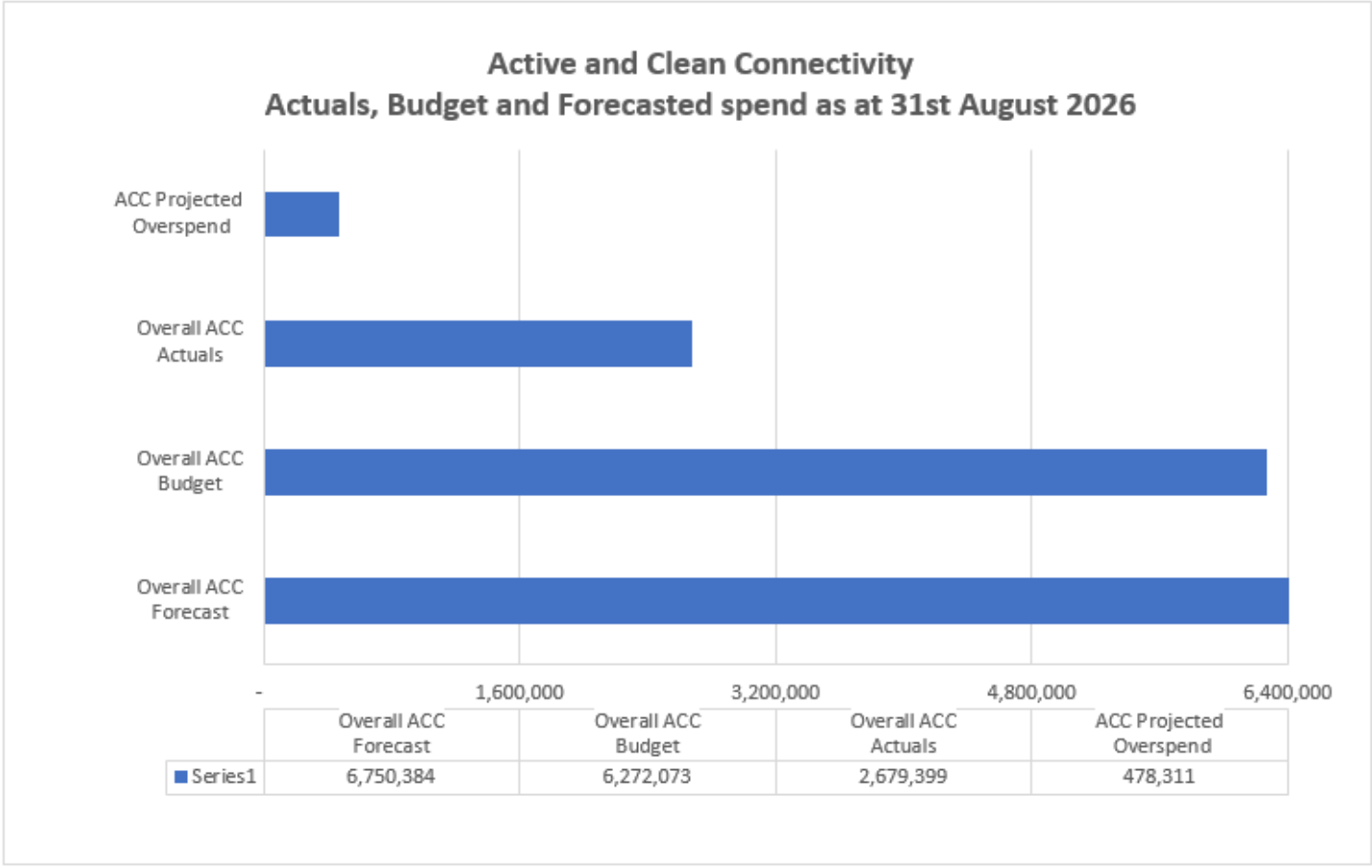
10	Early Warning Notice from Morgan Sindal - Increased spoil removal costs	Supply chain delays and unresolved contract agreements may lead to a 20–30% increase in spoil removal costs, creating budget pressure and potential need to adjust scope or funding.	R	Financial	Review cost increases with the supply chain, benchmark against market rates, validate assumptions, explore re-tendering or renegotiation, consider value engineering options, assess material reuse opportunities, and optimise scope and logistics.	11/08/2026
11	Early Warning Notice from Morgan Sindal - Constraints on bridge removal timing	Environment Agency restrictions limit bridge removal between October and June, potentially impacting programme timelines and increasing costs.	R	Environment	Engage with the Environment Agency to review constraints, hold risk reduction discussions, agree costs and contract early, and progress works ahead of restricted periods where possible.	11/08/2026

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

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
12	**Planning**	Delays in the Baker Lane planning determination.	**A**	The project timeline must be extended to accommodate the delivery of the hub at this site. Increasing project costs due to this extension are requiring changes to the project scope and deliverables, threatening the programme's ability to achieve its full outcomes and benefits.	Morgan Sindall is finalising a pricing exercise to fully assess the financial and schedule impacts of this delay.	11.08.26

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Project Financials



3.1 Financial Commentary

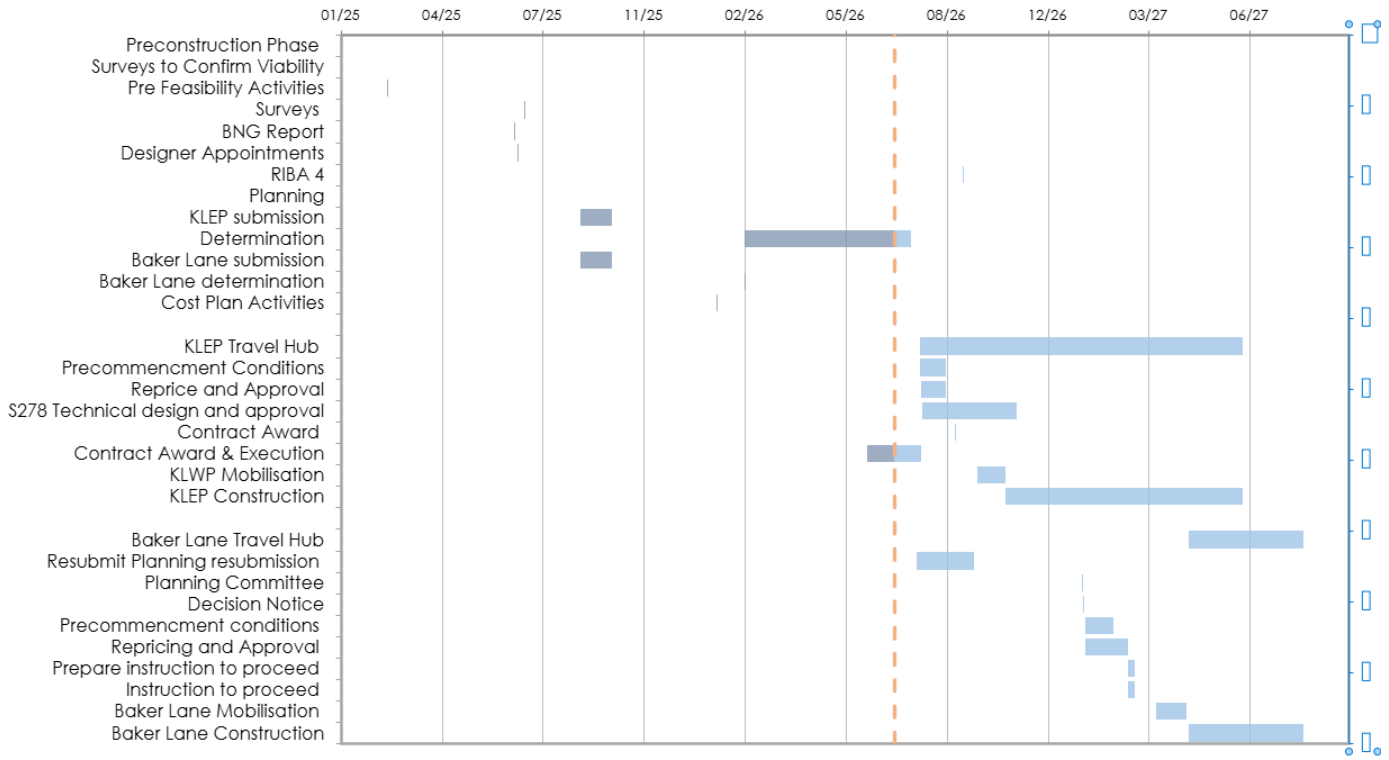
RAG rating status is currently GREEN following approval of Enterprise Zone cabinet paper of £0.6m funds for the ACC project.

- Actuals to date from inception in 2021 to 31st August 2026 are £2.7m against an overall budget of £6.3m.
- Costs in 2026-27 are £84k to 31st August 26.
- There is an overall projected overspend of £0.48m, there has been planning delays, and this has pushed back the start date of the main contractor works and therefore the end date will move into 2027-28,
- The ACC £300k client contingency has not yet been utilised
- Unbudgeted costs also included costs for offsite credits, the drainage board and S278 cost agreement abortive costs.
- Active Travel Plans - Work ongoing with CWA and QEH.

3.2 Project Contingency and Change Control

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

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline RAG rating is RED.

- KLEP mobilisation is programmed from August to September 2026, with KLEP construction forecast from September to October 2026.
- Contract award and execution are forecast by 10 September 2026, subject to finalising contract documentation, costs, insurance and programme splits. Baker Lane remains a critical programme pressure: the planning resubmission is being prepared, with determination currently forecast for February 2027. Pre-commencement planning conditions for KLEP are being progressed to protect readiness for construction.
- The programme has now identified September for the resubmission of the Baker Lane planning application, with ongoing consultation taking place with KLBUG. In contrast, a key milestone has been achieved for the Enterprise Zone Active Travel Hub, with planning permission formally approved by the Planning Committee following review and endorsement by the R&D Panel, enabling the scheme to progress towards delivery.

5. Resources Commentary

Resources RAG rating maintains as GREEN due to the following:

- Whilst Pulse Project Management support of the ACC programme has ended following completion of the LCWIP works their support extends to the Active Travel Hub element of the programme.
- James Grant (Corporate Projects) to chair programme meetings, collate reports, etc internally.
- Joshua Ojugo (Corporate Projects) undertaking Project Officer activities, working alongside Pulse.
- Morgan Sindall continue to progress the site investigation works regarding the ATH projects

6. Communications and Engagement

- Activity programmed for forthcoming months includes agreeing the communications and marketing strategy for the Active Travel Hubs, confirming social value parameters with Morgan Sindall, and continuing engagement to support user uptake following delivery.
- Liaison with KLBUG, operational stakeholders and relevant council teams remain important as Baker Lane is prepared for resubmission and as KLEP moves towards mobilisation.
- Liaison with KLBUG and Regeneration and Development Panel to overcome concerns raised at planning committees.
- Work to showcase the successful delivery of the LCWIP schemes being developed with NCC communications team.

7. Outputs and Outcomes

Outputs

Description	Target	Note
Total length of new cycle ways	3.555km	Following the stopping of Old Medow Road, the project is now expected to deliver 0.44 km of new cycle ways.
Total length of pedestrian paths improved	5.601km	7.7 km delivered
Alternative fuel charging / re-fuelling points	6	
New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	
In addition to the outputs set out in the application the project has delivered 7 schemes to provide improved connectivity through improved crossing facilities and removal of barriers		

Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

8. Other Matters

Item	Comment
General stage progress	ATH works are being progressed through RIBA Stage 4 by Morgan Sindall under the SCAPE framework. Current activity includes discharge of pre-commencement planning conditions, finalisation of contract and tender documentation, review of updated costs including delay-related matters, and mobilisation planning for KLEP. NCC delivering final LCWIP scheme in January 2026. Mobilityways delivery Travel Plans with QEH and CWA with potential to recruit additional workplaces. Option being explored if can also support delivery of ATHs.
Procurement progress	ATH – contract being progressed with Morgan Sindall via Scape Framework LCWIP – being progressed via NCC Highways Team and Service Term Contract Project Management & QS – Pulse Consult and Andrew Morton Associates appointed through Borough Councils PM and QS framework.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract NEC4

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]
Status:	Nora ATH Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a
Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

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