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:**	September 2026

Capital Code:	C9063/ 71609	**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 current activity focused on finalising and executing the KLEP construction contract, completing mobilisation arrangements with Morgan Sindall, and preparing for the prospective November 2026 start of works.
- The pre-works meeting with Morgan Sindall has been held, and contract documentation is being developed for engrossment and execution alongside confirmation of CDM duties and agreement of contract wording.
- KLEP delivery remains the immediate focus. Work is progressing to discharge pre-commencement planning conditions, including confirmation of Public Open Spaces team requirements, to support readiness for construction.
- **Baker Lane planning position:** Baker Lane remains a key programme pressure. Planning documents are being prepared for resubmission in October 2026, with determination currently forecast for February 2027.

- **Key risks and attention points:** Principal areas requiring continued project team attention are contract execution, KLEP mobilisation, discharge of pre-commencement conditions, Baker Lane resubmission, agreement of social value parameters, and the communications/marketing strategy to support user engagement following delivery.

1.1 Decisions required by the Neighbourhood Board

N/A

1.2 Achievements during this period

Active Travel Hubs

- Pre-works meeting held with Morgan Sindall, supporting progression from pre-construction into mobilisation and construction readiness for the KLEP Active Travel Hub.
- Contract documentation has continued to be developed for engrossment and execution, including refinement of contract wording and confirmation of CDM duties under the contract.
- Work has progressed to discharge KLEP pre-commencement planning conditions, including confirmation of Public Open Spaces team requirements to support the prospective November 2026 start of works.
- Baker Lane planning documents have been developed in preparation for the planning application resubmission in October 2026, alongside the review of programme implications arising from the revised planning timetable.
- Cost confirmation activity has continued for KLEP delivery and associated works, with further review between AMA and Morgan Sindall and agreement of social value parameters and communications/marketing activity identified as next steps.

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.	30/09/2026

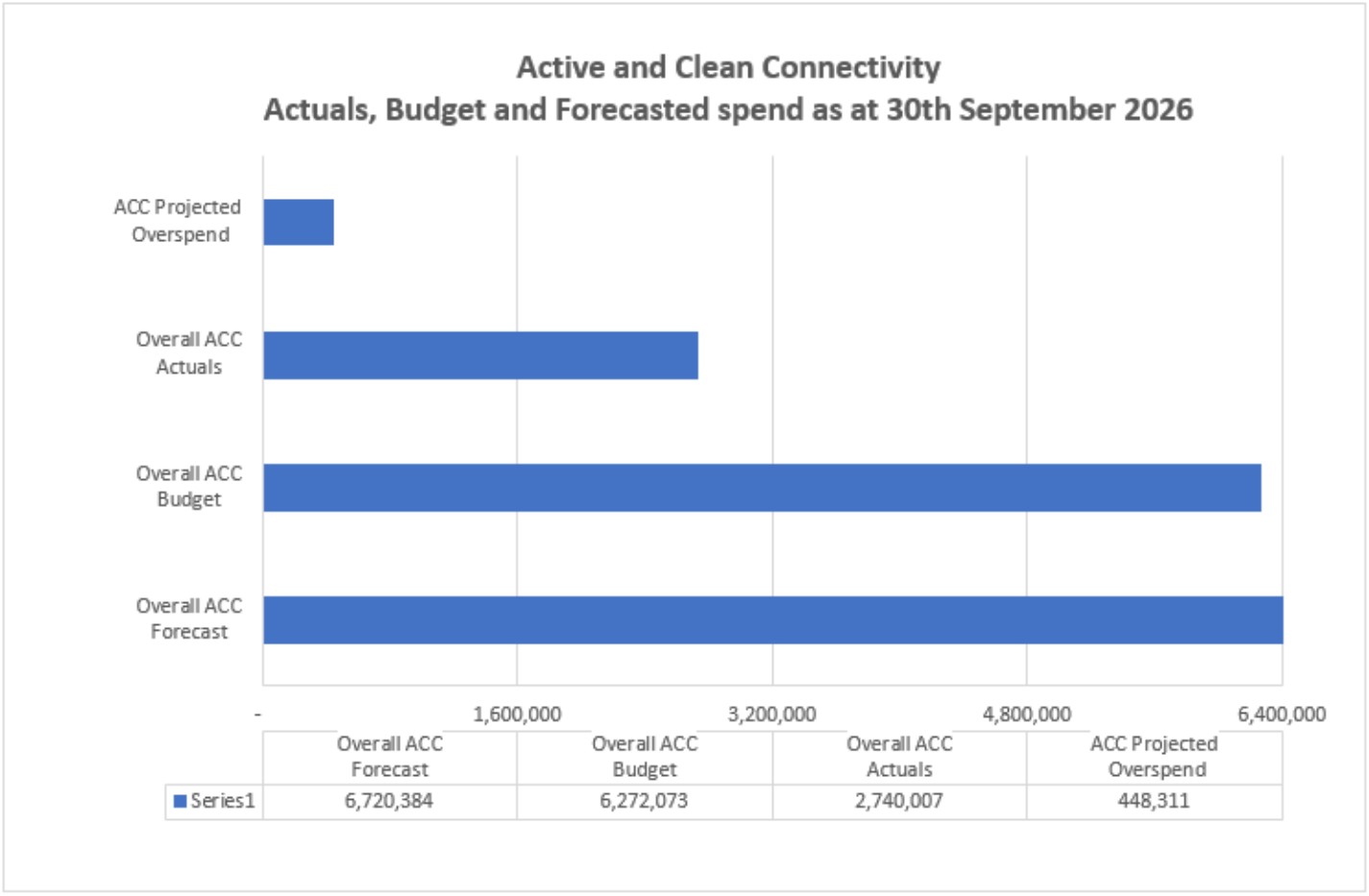
10	Early Warning Notice from Morgan Sindal -Increased spoil removal costs	Supply chain delays and unresolved contract agreements may lead to a 20–30% increase in spoil removal costs, creating budget pressure and potential need to adjust scope or funding.	R	Financial	Review cost increases with the supply 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.	30/09/2026
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.	30/09/2026

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.	30/09/26

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

3. Project Financials



3.1 Financial Commentary

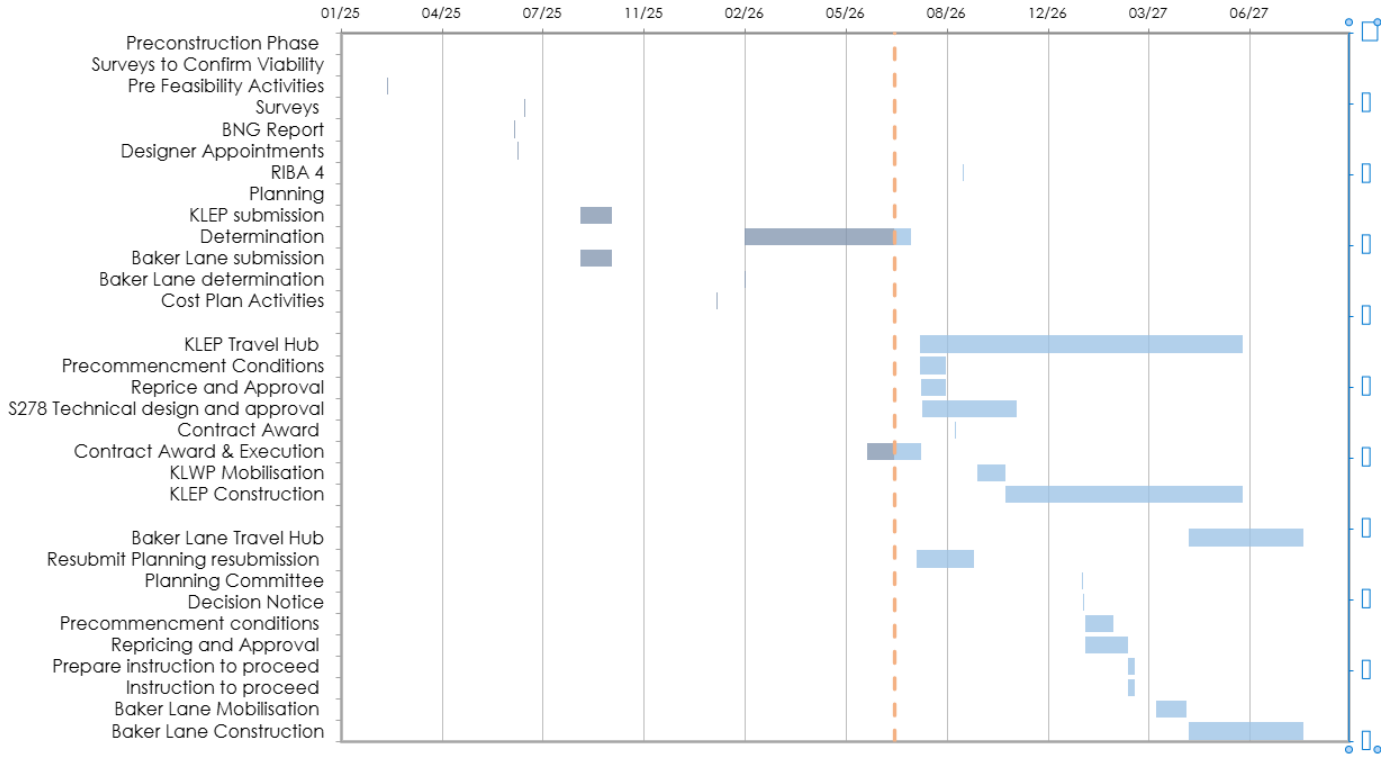
RAG rating status is currently GREEN following approval of Enterprise Zone cabinet paper of £0.6m funds for the ACC project.

- Actuals to date from inception in 2021 to 30th September 2026 are £2.7m against an overall budget of £6.3m.
- Costs in 2026-27 are £0.14m to 30th September 26.
- There is an overall projected overspend of £0.45m, 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 with unbudgeted costs also included costs for offsite credits, the drainage board and S278 cost agreement abortive costs.
- Active Travel Plans work is 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.

- The forecast contract award and execution date of 10 September 2026 was not achieved. During September, the contract documentation, remaining amendments and internal governance arrangements continued to be progressed. The September project contract award and execution was revised to 7 October 2026 and KLEP mobilisation to 8 October 2026, with construction forecast to commence in November 2026.
- A pre-start meeting with Morgan Sindall was Held this September to support mobilisation and construction readiness. Work also continued to discharge KLEP pre-commencement planning conditions.
- The Baker Lane planning application was not resubmitted in September. Planning documents were developed during the month, with resubmission moved to October 2026 and determination forecast for February 2027. Planning permission for the KLEP Active Travel Hub had already been granted by the Planning Committee on 29 July 2026, allowing the approved scheme to progress towards delivery.

5. Resources Commentary

Resources RAG rating maintains as GREEN due to the following:

- Pulse Project Management support of 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

- During September, coordination with Morgan Sindall and the consultant team supported preparations for the KLEP pre-start meeting and mobilisation. The communications requirements for the construction phase, including stakeholder updates and future publicity opportunities, were identified for further development.

- Engagement relating to Baker Lane continued while the revised planning documents were being prepared. As the application was not resubmitted in September, liaison with KLBUG, operational stakeholders and relevant council teams was carried forward into October to support the planned resubmission.
- Agreement of the Active Travel Hubs communications and marketing approach, user-engagement activity and Morgan Sindall social value proposals remained actions for the next reporting period.
- Work with Norfolk County Council's communications team to showcase the completed LCWIP schemes remained in development.

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

Borough Council of King's Lynn & West Norfolk

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