



**Member Major Projects Board**  
**Wednesday, 20th July, 2022 at 3.00 pm**  
**in the Council Chamber, Town Hall, Saturday Market  
Place, King's Lynn PE30 5DQ**

**Reports marked to follow on the Agenda and/or Supplementary  
Documents**

1. **Minutes of the Previous Meeting - TO FOLLOW (Pages 2 - 7)**

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**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**MEMBER MAJOR PROJECTS BOARD**

**Minutes from the Meeting of the Member Major Projects Board held on  
Wednesday, 29th June, 2022 at 3.00 pm in the Council Chamber, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor Mrs A Dickinson (Chair)  
Councillors R Blunt, M de Whalley (sub for Cllr Parish), A Kemp and  
C Morley (sub for Cllr Ryves)

**Officers:**

Alexa Baker, Assistant Director & Monitoring Officer  
Michelle Drewery, Assistant Director, Resources  
Vanessa Dunmall, Corporate Projects Programme Manager  
Lorraine Gore, Chief Executive  
Matthew Henry, Assistant Director, Property & Projects/Management  
Team Rep

1 **APOLOGIES**

Apologies for absence had been received from Councillor Dark, Long,  
Middleton, Ryves, Parish

2 **MINUTES FROM THE PREVIOUS MEETING**

The minutes of the meeting held on 11 April 2022 were agreed as a  
correct record subject to page 7 second paragraph be amended to  
read reviewed rather than revised.

3 **DECLARATIONS OF INTEREST**

Councillor Kemp declared a non-pecuniary interest as a County  
Councillor and Norfolk County Council were the lead on the Multi-User  
Community Hub.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

5 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There were no Members attending pursuant to Standing Order 34.

6 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was no Chair's correspondence.

7 **MAJOR PROJECTS PROGRAMME AS AT 10 JUNE 2022**

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The Assistant Director, Property & Projects presented the report and explained that a variety of briefings had been held which had been open to all Members on the identified major projects. Following that it had been requested that more information be provided, and therefore a Red Amber Green (RAG) rating had been devised. All project leads had been asked to RAG rate their projects on Delivery, Spend and Risk. At the end of the section there were definitions of what the RAG elements were and the numbering. As the MMPB evolved consideration could be given to whether exception reporting was looked at and he explained how the MMPB might want to be involved.

The Corporate Projects Programme Manager had listed the identified projects by Cabinet, and it was hoped that this would help build knowledge and understanding of the projects and also help Members identify the projects they might wish to look at going forward.

The Chair added that this was an evolving process so changes would occur and provided an excellent direction of where the Council was with each major project. It was hoped that further information could be included around money and possibility some additional ratings in addition to RAG, blue for projects which had been completed and white for projects that were being developed. She explained that she did not envisage the MMPB focus too much on projects that were nearing completion or had been completed.

She invited the MMPB to identify projects for consideration at the next meeting.

Councillor de Whalley welcomed the RAG rating for the projects and added that this was a good way to select projects to be considered by the MMPB. He felt that it was still important for the green rated projects to be considered by the MMPB but not so frequently. He did consider though that de-briefs from completed projects were vital.

The Chair added that the idea was that every Board meeting would receive an overview so that the MMPB knew what was happening with all projects.

Councillor Kemp stated that it was important to have information regarding the risk of overspend and why the cost of projects had increased. She also raised the issue of perception of projects.

Councillor Morley suggested some further amendments to the RAG rating and also stated that the risk registers needed to be consistent. He also added that it was beneficial for the projects to roll on to make sure that the benefits and outcomes were achieved.

The Chair explained that there was the corporate risk register, and each project had its own risk register. She suggested that it might be useful for the Project Board to see these at a future meeting.

The Corporate Projects Programme Manager agreed with the comments made by Councillor Morley in relation to the amendments to the RAG ratings and undertook to make amendments.

The Chief Executive advised that liaison would be carried out with the Senior Policy & Performance Officer with regards to the risk registers for each project which should culminate with the overall risk register.

Councillor Blunt suggested that a separate section be created for completed projects and culminated with a list of new projects. He added that the role of the MMPB was monitoring and reviewing and did not want to override functions of other parties. He added that the focus should be on the projects now, not what had happened in the past or what could happen in the future.

The Assistant Director outlined what measures had been taken to improve the process to ensure that information was more readily available.

The Chief Executive explained that in response to comments raised by Councillor de Whalley about post project reviews and the next item on the agenda dealt with that. Councillor Kemp raised an issue regarding a project which came under the Towns Fund and as explained by Councillor Blunt there are some other entities within the process so there was an assurance framework around the Towns Fund that they had to feed into the Council's democratic process. There was a process for feeding these projects in and then for the MMPB to look at these projects once they had been through the relevant process,

The Chair added that it was inevitable that there would be some overlap with the MMPB and other Council bodies but would prefer to avoid unnecessary duplication.

**RESOLVED:** That amendments be made to the Major Projects Programme as suggested in the meeting.

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## **DETERMINING THE COUNCIL'S PROCESS ON POST MAJOR PROJECT REVIEWS/EVALUATIONS**

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The Corporate Projects Programme Manager explained that the purpose was for the Council to strengthen its post-project review process and explained the differences to what had happened before. She outlined the process to the MMPB. Included within the agenda was a draft template but it did need slight amendments to the language used within it.

It was confirmed that there was a named project sponsor for each project. The different types of project sponsor were explained, which was dependant on the type of project.

Councillor Kemp asked that when a project was reviewed if residents could be asked if it has contributed to their quality of life.

The Corporate Projects Programme Manager explained that the project would look at outputs and outcomes of the project and were outward looking.

Councillor Blunt added that projects evolved and what was started with was not always what you ended up with.

The Assistant Director explained that any changes to the project should be documented, and it was important to get the framework and documents in place to be able to measure performance at the end of the project.

The Chief Executive added that it was the role of the MMPB to monitor projects and if there was any scope creep it was up to the sponsor / officer to make the MMPB aware.

The Chair added that there could be standard item on the agenda to report any changes to the projects.

The Assistant Director, Resources advised that officers would need to give some consideration to what the criteria would be for major project creep.

Councillor de Whalley added that in relation to the draft template which gave the impression that it was more for capital works, but the other part was the operational phase was the other half of the project which was important to ensure that the project was sustainable, and the outcomes had been achieved.

The Chair outlined the other issues which needed to be considered as part of the project citing delivery, risk, cash flow, financing and revenue or other implications as examples.

The Assistant Director, Resources added that the nature of the projects some of those would determine the timescales of where those outputs and objectives would be met, whether it was Year 1, Year 2, etc. Also, the template did have a section for Forward Actions and that might be

an appropriate area where future reviews were required, 6 or 12 months and brought back to the MMPB.

Councillor Morley asked whether there should be template covering the interim phase.

The Corporate Projects Programme Manager explained the Town Deal Board projects there was a very robust monitoring and evaluation programme in place already and there was a requirement to monitor 3 years post-delivery and that supplemented what Councillor de Whalley had asked. She agreed that Section 7 could be used. She added that there must be an end to projects.

The Assistant Director asked the MMPB to let officers if they had any suggestions / good ideas that could help to improve the process,

**RESOLVED:** That further consideration be given to how project creep would be reported to the MMPB.

9 **MMPB TO IDENTIFY PROJECTS FOR NEXT MEETING**

The MMPB had been asked to identify projects that it would like to look in more detail at the next meeting.

The following projects were identified to be considered:

Meeting scheduled for 20 July 2022

Overview of West Winch Strategic Growth Area.

Meeting scheduled for 28 September 2022

Hunstanton Bus Station and Library

10 **MINUTES FROM THE OFFICER MAJOR PROJECTS BOARD**

11 **OFFICER MAJOR PROJECTS BOARD 21 MARCH 2022**

The MMPB noted the minutes.

12 **OFFICER MAJOR PROJECTS BOARD 22 APRIL 2022 - CANCELLED**

13 **OFFICER MAJOR PROJECTS BOARD - 16 MAY 2022**

The MMPB noted the minutes.

14 **DATE OF NEXT MEETING**

The next meeting was scheduled for **Wednesday 20 July 2022** at **3pm** in the Council Chamber, Town Hall, King's Lynn.

15      **EXCLUSION OF PRESS AND PUBLIC**

16      **NAR OUSE UPDATE**

The Assistant Director gave an update to the MMPB on the Nar Ouse Development.

**The meeting closed at 5.17 pm**