

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

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on Wednesday, 31st March, 2021 at 4.30 pm in the Remote Meeting on Zoom and available for the public to view on WestNorfolkBC on You Tube - Zoom and You Tube**

**PRESENT:** Councillors J Moriarty (Chair), B Ayres, P Beal, J Collop, I Devereux, A Dickinson, C Hudson, H Humphrey, S Spikings (substitute for C Manning), S Nash, C Rose and D Tyler.

**PRESENT UNDER STANDING ORDER 34:** Councillors J Rust, A Holmes, C Morley, A Ryves, C Joyce and A Kemp.

**MEMBERS OF THE REGENERATION AND DEVELOPMENT PANEL FOR CP214:** Councillors J Collingham, M de Whalley, B Jones, D Whitby and T Parish.

**OFFICERS:**

Becky Box – Assistant Director Central Services  
Dale Gagen – Assistant Director Companies and Housing Delivery  
Ged Greaves – Senior Policy and Performance Officer  
Matthew Henry – Assistant Director Property and Projects.

CP205            **WELCOME AND INTRODUCTION**

The Chair apologised for the delayed start to the meeting.

The Chair welcomed those present to the meeting and informed them that the meeting was being streamed live on You Tube.

[Click here to view the recording of the meeting.](#)

CP206            **APPOINTMENT OF VICE-CHAIR FOR THE MEETING**

[Click here to view the recording of this item on You Tube.](#)

**RESOLVED:** Councillor Dickinson was appointed Vice Chair for the meeting.

CP207            **APOLOGIES**

Apologies for absence were received from Councillor Manning.

CP208            **MINUTES**

**RESOLVED:** The minutes from the previous meeting were agreed as a correct record.

CP209            **DECLARATIONS OF INTEREST**

There was none.

CP210            **URGENT BUSINESS UNDER STANDING ORDER 7**

[Click here to view the recording of this item on You Tube.](#)

The Chair provided the Panel with information received the Minister of State for Regional Growth and Local Government which set out how virtual meetings would not be permitted beyond May 6<sup>th</sup> 2021. The Chair felt that it was important for the Panel to discuss the consequences of this and the way forward.

The Senior Policy and Performance Officer provided additional information on the legislation and explained that officers were currently looking at the way forward and this would be discussed with Members.

Councillor Kemp addressed the Panel under Standing Order 34 and asked the Panel to make strong recommendations to the Government to encourage virtual meetings to continue, as requiring officers and Councillors to come 'back into the room' presented many risks.

Councillor Ryves addressed the Panel under Standing Order 34 and stated that he hoped that meetings, either virtually, or in person, would continue to be recorded and available for the public to view online. Councillor Moriarty stated that this was on the Work Programme for the Panel to consider.

Councillor Beal commented that if the necessary precautions were taken, then meetings should be able to resume in person, especially now that vaccinations were being rolled out.

Councillor Humphrey stated that he preferred virtual meetings and would be comfortable with virtual meetings extending, but consideration would need to be given to dates of meetings, public participation and venues.

Councillor Dickinson reminded those present that not all officers and Members will have had their second vaccination by the time the provision for virtual meetings ended.

Councillor Joyce addressed the Panel under Standing Order 34. He referred to the statistics available on the amount of people vaccinated, and the risks associated with bringing meetings back 'in person'. He suggested that the Council lobby government to say that the provision should be extended, to include statistics and data. He also explained

that if meetings were held back in the room, they would have to be open to the public.

Councillor Rust addressed the Panel under Standing Order 34 and stated that public and Member participation in meetings had increased since they were held virtually. She also indicated that she would like to see a blended approach to meetings, where some Members were in the room and others could join virtually. She also made reference to large venues in the Borough which could be used to host meetings.

The Leader of the Council Councillor Long explained that officers would be looking at measures to ensure that council meetings were compliant with the Law and accessible. He explained that his priority was the safety of all of those involved in meetings.

The Chair also indicated that he would be calling a special Corporate Performance Panel meeting in due course to discuss further the implications for 'in person' meetings.

Councillor Morley addressed the Panel under Standing Order 34 and commented that any response to the government should highlight the amount of Members who were in the vulnerable category and the efficacy of the vaccine.

Councillor Parish commented that hybrid meetings would be a good first step in transitioning back into in person meetings.

**RESOLVED:**

Following the request from the Local Government Association, the Corporate Performance Panel requested that the Chief Executive and Monitoring Officer respond to Government highlighting that the change to physical meetings after 6<sup>th</sup> May is premature.

CP211            **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors Holmes, Kemp, Morley, Joyce, Ryves and Rust.

CP212            **CHAIR'S CORRESPONDENCE**

There was none.

CP213            **CALL-IN**

CP214            **PROJECTS UNDER PORTFOLIO HOLDER FOR PROJECT DELIVERY**

[Click here to view the recording of this item on You Tube.](#)

The Assistant Director provided the Panel with an update on Major Projects. A copy of the presentation is attached.

Members of the Regeneration and Development Panel had been invited to the meeting for this item.

The Chair thanked the Assistant Director for his presentation and invited questions and comments from those present, as summarised below.

Councillor Morley addressed the Panel under Standing Order 34 and referred to the contract with Lovells and the Assistant Director provided detail of the procurement of the project and the contracts required.

In response to a question from Councillor Devereux, the Assistant Director outlined environmental technology, maintenance, and cost of units.

Councillor Beal referred to the Southend Road development and the Assistant Director outlined how the project was in line with the Hemingway report for Hunstanton development.

Councillor Ryves addressed the Panel under Standing Order 34. He referred to land values and the Assistant Director outlined the profit share mechanisms within the contract. Councillor Ryves also asked about risk management and the clerk of works and the Assistant Director outlined the role of the clerk of works, which was part of the conditions of the scheme.

The Leader of the Council, Councillor Long provided detail of the commercial developments carried out by the Council, the green spaces made available as part of the development and other additional benefits.

Councillor Gidney, the Portfolio Holder for Project Delivery outlined the importance of the Council delivering these types of projects and the benefits to them.

Councillor Joyce addressed the Panel under Standing Order 34. He made reference to the private rented sector, so that they could be an exemplar landlord. He also made reference to the type of properties available to rent and covenants. The Assistant Director provided detail of viability assessments, the properties available and explained that properties were not subsidised, but were made available to local people 'off plan', then placed on the open market.

Councillor Morley addressed the Panel under Standing Order 34 and asked about conflicts between the Council being a Local Planning Authority.

Councillor Ryves addressed the Panel under Standing Order 34 and the Assistant Director explained that a lot of other Councils were leading in development.

**RESOLVED:** The update was noted.

At 6.42pm the Panel had a five minute comfort break.

The Panel reconvened at 6.47pm and the Democratic Services Officer conducted a roll call.

CP215

**Q3 2020-2021 CORPORATE RECOVERY PERFORMANCE INDICATORS**

[Click here to view the recording of this item.](#)

The Senior Policy and Performance Officer presented the report and outlined the indicators which were on target, or underperforming. He provided details of the indicators which were below target.

The Chair thanked the Senior Policy and Performance Officer for the report and invited questions and comments from the Panel, as summarised below.

The Chair referred to the recycling targets and the end of the collection of food waste. He also noted the drop in Lily referrals and the Senior Policy and Performance Officer highlighted the additional support put in place because of the Coronavirus Pandemic and it may be worth the Panel receiving more information on this in the future.

Councillor Kemp addressed the Panel under Standing Order 34 and referred to the food waste targets and asked when food waste collections would continue. The Senior Policy and Performance Officer agreed to send the Panel further information on this.

Councillor Beal made reference to retail and the grants available to them. The Senior Policy and Performance Officer explained that lots of work and support was available to retail. The Assistant Director, Property Services explained the system in place for dealing with rent arrears and hardship requests.

Councillor Morley addressed the Panel under Standing Order 34 and made reference to climate change and asked what indicators would be incorporated for this. He also felt that changes should be made to the financial indicators. The Senior Policy and Performance Officer explained that a yearly review of indicators was carried out and comments of the Panel would be considered.

Councillor Dickinson reminded the Panel that the Audit Committee would carry out budget monitoring.

**RESOLVED:** The Panel reviewed and noted the council's performance indicators for Q3 of the 2020/2021 financial year. The Panel noted that the performance against these targets would continue to be reported to the Corporate Performance Panel via periodic update.

CP216            **CABINET FORWARD DECISIONS LIST**

Councillor Dickinson made reference to the Major Projects Board Terms of Reference.

**RESOLVED:** The Cabinet Forward Decisions List was noted.

CP217            **PANEL WORK PROGRAMME**

**RESOLVED:** The Panels Work Programme was noted.

CP218            **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel would take place on 2<sup>nd</sup> June 2021.

CP219            **EXCLUSION OF PRESS AND PUBLIC**

[Click here to view the recording of this item.](#)

**RESOLVED:** That under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.

CP220            **EXEMPT REPORT: KLIC REPAYMENT PLAN**

The Assistant Director, Property and Projects, provided the Panel with an update on the KLIC Repayment Plan and responded to questions from the Panel.

**RESOLVED:** The update was noted.

**The meeting closed at 7.26 pm**

# Major Housing Project

Dale Gagen  
Assistant Director – Companies & Housing Delivery

# Background on The Major Housing Project

1. When was the Major Housing project conceived
2. Why was the Project was started
3. How was the Project developed
- 4.<sup>1766</sup> What was the procurement route
5. How does the contract work
6. Who is the Developer
7. How is risk managed

# Current Delivery

1767

Site	Property Numbers	Completion Date	Notes	Contractor
NORA Phase 1		2015	JV with NCC	Carters
NORA Phase 2		2017	JV with NCC	Carters
NORA Phase 3		2019	JV with NCC	Lovell
Orchard Place		2019	Major Housing Contract	Lovell
Dewside		2020	Major Housing Contract	Lovell
Cowper Place		2021	Major Housing Contract	Lovell
NORA Phase 4		Ongoing	Major Housing Contract - Piling Starts April 2021	Lovell



# Parkway

379 units over 12 phases



A development of 379 new homes together with associated roads and infrastructure, and a new vehicular bridge over the sand line rail line providing pedestrian, cycle and vehicular links from the Hardwick Industrial Estate

# Parkway – funding the scheme

Project Cost	£88,771,000
Income	
Open Market Sales	£44,890,000
Private Rental Sector	£22,071,000
Affordable Units	£6,330,000
Grants	£10,113,000
Land Receipts	£5,937,000
Surplus	£570,000

1769

Fund	Claim
Business Rates Pool - 035	£200,000
Business Rates Pool - 034	£1,878,000
Homes England - Accelerated Construction Programme	£3,035,000
Towns Investment Plan	£5,000,000

# Parkway – partners

## **Lovell Partnerships**

House and road build

## **Fielden & Maswon Architects**

Scheme design

## **Mott MacDonald**

Ecology

Bridge design

Air quality / noise surveys / traffic modelling

Ground conditions

## **Norfolk County Council**

Bridge and road build

## **Royal Haskoning DHV**

Estate Road engineering

Estate drainage and sewers design

## **IDB**

Stantec modelling

1770



# Parkway – planning

Committee 31<sup>st</sup> March 2021

232 public comments and petition

The site measures approximately 19.5 hectares

Multi Use Games Area and play areas

Homes will have air source heat pumps and, where house type and plot orientation allow, will be fitted with solar panels. All garages will include electric charging 3 points

1771

Tenure	1bed house	2bed house	3bed house	4bed house	1bed flat	2bed flat	Total
Affordable Rent	11	9	8	2	0	9	39
Open Market	0	56	88	45	0	0	189
Private Rent (PRS)	0	33	47	4	26	24	134
Shared Ownership	0	8	9	0	0	0	17
<b>Total</b>	<b>11</b>	<b>106</b>	<b>152</b>	<b>51</b>	<b>26</b>	<b>33</b>	<b>379</b>



# Parkway Development – Ecology

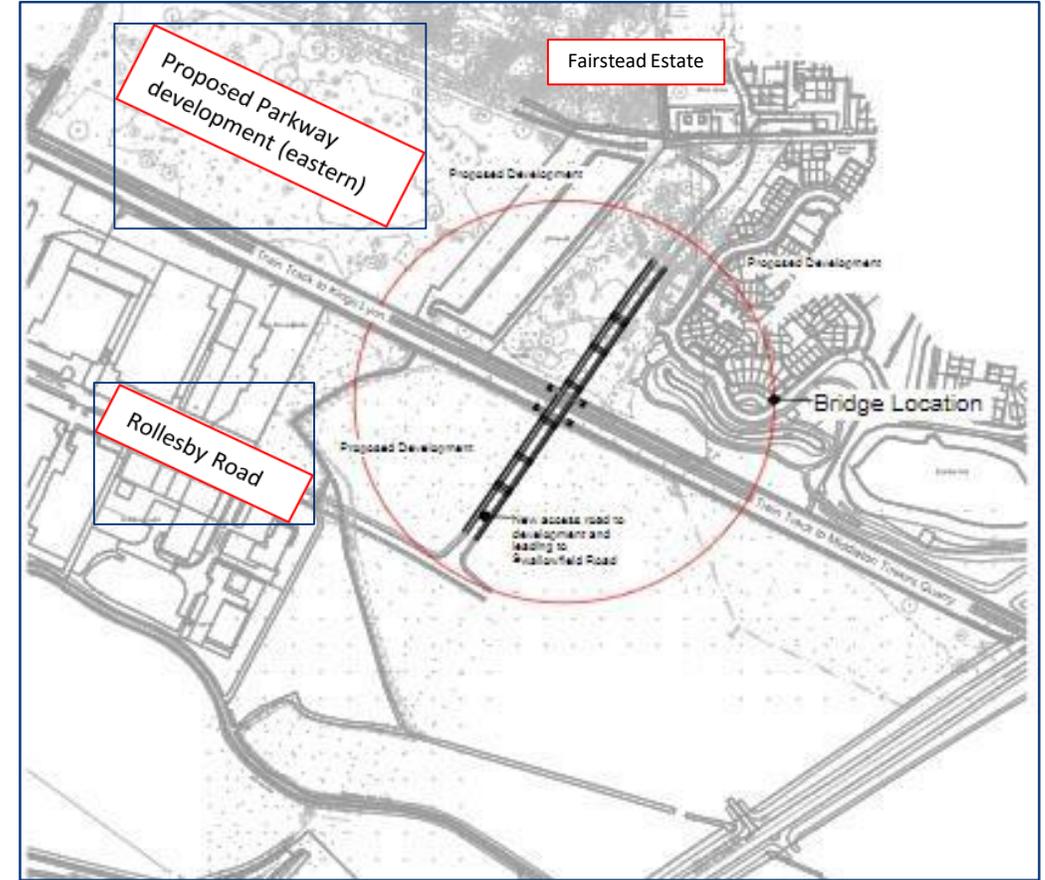
Ecology supporting statements undertaken by Mott MacDonald including:-

- Reptile Report
- Bat Report
- Breeding Bird Report
- Great Crested Newt Report
- Reptile Fencing Methodology
- Noise – impact from railway & industrial estate
- Traffic & air quality assessment
- Water Vole Report & Licence Application

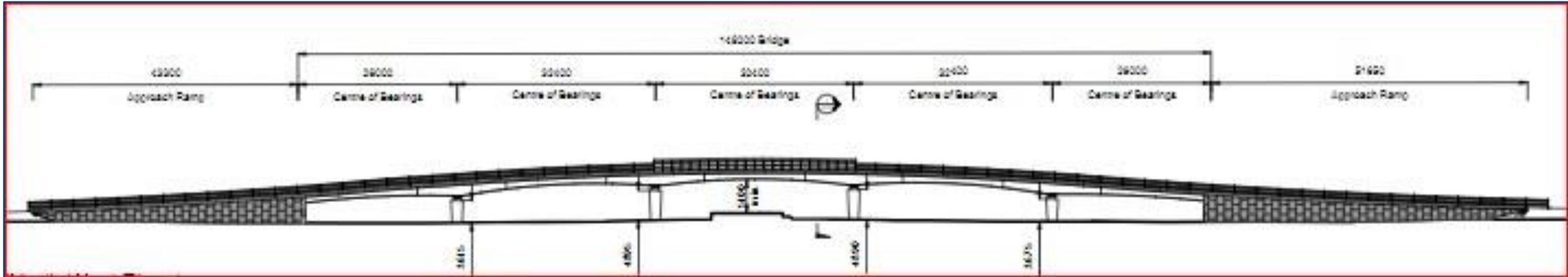
# Parkway Bridge Project

Road bridge over rail line linking Parkway development with Fairstead & Hardwick

1773



# Parkway Development - Bridge



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- NCC to design and deliver bridge and infrastructure works in partnership with BCKL&WN
- Spans Network Rail line from Kings Lynn to Leziate sand pits (Sibelco UK)
- Provides traffic route from Parkway development south to Hardwick industrial area
- Provides emergency access & footway/cycle link north to Fairstead housing
- Five spans a total of 150m long excluding approach ramps
- 6.0m carriageway
- 3.0m combined footway/cycleway
- 2.0m footway

# Salters Road

## 78 units, Freebridge

Homes England Accelerated  
Construction Programme funding -  
£2,000,000

### Lovell Partnerships

House and road build

**Saunders Boston Architect**  
Scheme design

### Freebridge Community Housing

Purchase the whole site once build complete

Remaining plots over 15% policy will be affordable

**Committee before April 2021**

**Policy CS09 – 15% affordable housing**

12 units – 8 rent, 4 shared ownership

**Electric Vehicle (‘EV’) charging points will be installed as part of  
the development to 29 of the 78 dwellings**

**Ground conditions - difficult**

Milestone	GFA Date
Start Date	January 2019
Project Completion Date	31 <sup>st</sup> December 2022
Completion of the Development Works	30 <sup>th</sup> June 2021
Start on site of housing development	30 <sup>th</sup> April 2021
Start on site of first housing unit (foundations laid)	30 <sup>th</sup> June 2021
Practical completion (Building Control sign-off final housing unit).	31 <sup>st</sup> December 2022



# NORA 4



Tenure	2-bed house	3-bed house	Total
Affordable Rent	6	5	11
Open Market	18	19	37
Private Rent (PRS)	26	26	52
Shared Ownership	2	3	5
<b>Total</b>	<b>52</b>	<b>53</b>	<b>105</b>

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# NORA 4: cont. – Milestones and Project Profile

What	When	Status
Planning Submission	May 2020	Completed
Contract Signature	October 2020	Completed
Start on Site	October 2020	Completed
Planning Approval	November 2020	Completed
S106 Agreement	November 2020	Completed
Ground Stabilisation	October 2020 - April 2021	In Progress
Piling	April - July 2021	Scheduled
Plot Completion	November 2021 - May 2023	Scheduled

- Part of the Major Housing Project, with Lovell Partnerships Limited;
- Part of the Accelerated Delivery Programme;
  - Homes England's grant (£1,340,000) to be spent by 31<sup>st</sup> March 2021 (secured);
  - Pace of 7-8 units/ week;
- Part of the Millennium Communities Programme:
  - 31 units (c. 30%) to have Photovoltaic Panels;
  - Extra 29 units 'EV ready'.



# NORA 4: cont. – Budget

Item	Original* Aug-2018	Contract Commencement Oct-2020
Revenue	14,503,000	18,966,000
Costs	14,090,000	18,512,000
Profit/ <b>Loss</b>	<b>-37,000</b>	454,000
Lovell's 10%	-	45,000
Land Value Adjustment	1,403,000	1,229,000
Net Surplus	1,365,000	1,728,000

1778

\*95 units originally (modular) – 105 units currently (traditional)

# Lynnsport 1



**Viability: March 2021**  
**Planning: April 2021**  
**Decision & Start on Site:**  
**November 2021**

Tenure	1-bed house	2-bed house	3-bed house	4-bed house	Total
Affordable Rent	6	4			10
Open Market		13	28	22	63
Private Rent (PRS)		10	9		19
Shared Ownership		2	2		4
<b>Total</b>	<b>6</b>	<b>29</b>	<b>39</b>	<b>22</b>	<b>96</b>

# Bus Station / Library Site

- Redevelopment of Bus Station / Former NCC Library
- Delivery of new flats, retail unit, public toilets & library
- <sup>1780</sup>Erection of new high quality on-street bus shelters
- Refurbishment of Valentine Road office to house temporary library for duration of works



<u>Property Numbers</u>	
Private	38
Affordable	9
Total Units	47
<u>Revenue</u>	
Homes England Grant	799,680
Retail unit	96,750
Private	8,900,000
Affordable	963,000
Total Receipts	10,759,430
<u>Costs</u>	
Build Costs - Housing Units	8,791,853
Library	254,162
Retail Unit	20,505
Public Toilet	59,696
Shelters	75,000
Other Costs	77,912
Development Expenses	554,801
Sales & Marketing	116,875
Land Payment	283,910 Based on 3.19% of sales
CIL/S106	210,000
Finance costs	140,417
Total costs	10,585,131
<u>Profit / (Loss)</u>	174,299
Land value adjustment	371,600
	Line 18 plus Freehold value of site
Net Surplus	545,899
Rate of return	5.30%



# Southend Road Carpark

- Redevelopment of Borough Council Carpark (100 spaces)
- Delivery of 32 x new flats
- Reconfiguration of adjacent carpark / coach park to mitigate parking impact.



Description	Appraisal	Notes
	£	
<b>Property Numbers</b>		
Private	26	
Affordable	6	
<b>Total Units</b>	<b>32</b>	
<b>Revenue</b>		
Homes England Grant	520,000	
Private	6,135,000	
Affordable	617,000	
<b>Total Receipts</b>	<b>7,272,000</b>	
<b>Costs</b>		
Build Costs -		
Housing Units	5,737,133	
Other Costs	51,650	
Development Expenses	386,845	
Sales & Marketing	80,438	
Land Payment	195,710	
		Based on 3.19% of sales
CIL/S106	206,216	
Finance costs	88,384	
<b>Total costs</b>	<b>6,746,376</b>	
<b>Profit / (Loss)</b>	<b>525,624</b>	
Land value adjustment	255,710	
		Line 18 plus Freehold value of site
<b>Net Surplus</b>	<b>781,334</b>	
<b>Rate of return</b>	<b>11.93%</b>	



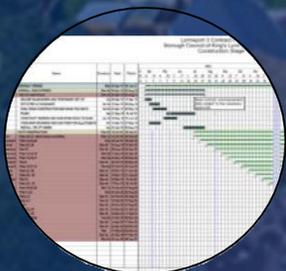
# **CLERK OF WORKS**

**“THE ROLE IS PRIMARILY TO REPRESENT THE INTERESTS OF THE CLIENT IN REGARD TO ENSURING THAT THE QUALITY OF BOTH MATERIALS AND WORKMANSHIP ARE IN ACCORDANCE WITH THE DESIGN INFORMATION SUCH AS SPECIFICATION AND ENGINEERING DRAWINGS, IN ADDITION TO RECOGNIZED QUALITY STANDARDS.”**

**WE ARE THE EYES AND EARS OF THE DEPARTMENT ON SITE !**



**COMMUNICATION WITH OTHER CONSTRUCTION STAFF, SUCH AS CONTRACTORS, ENGINEERS AND SURVEYORS IS ESSENTIAL USING OUR TECHNICAL UNDERSTANDING**



**COORDINATE PROJECT TIMESCALES, INFORMATION, S106, BUDGETS TO ASSIST THE PROJECTS OFFICERS IN MEETING IMPORTANT DEADLINES.**

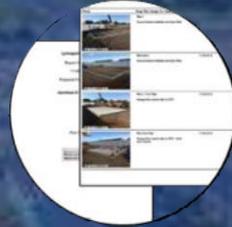
# CLERK OF WORKS contd.



**INSPECTION OF STAGES OF THE CONSTRUCTION, LOOKING AT MEASURING AND SAMPLING BUILDING MATERIALS TO CHECK THEIR QUALITY**



**KEEPING UP TO DATE WITH NHBC STANDARDS ALLOWS US TO MAINTAIN A GOOD QUALITY ON SITE**



**WE ENSURE AN AUDIT TRAIL OF REPORTING FROM ALL THE CONSTRUCTION PHASES, RECORDING ALL WORKS PROGRESS, ISSUES OR GOOD PRACTISE WITH OUR REPORTING SOFTWARE - SNAGBRICKS**



**WHEN ISSUES AND DEFECTS ARE IDENTIFIED WE WORK WITH THE CONTRACTOR AND DESIGNERS TO SUGGEST WAYS TO CORRECT THEM AND OVERCOME ANY ISSUES**



**TO ANSWER QUERIES FROM DEVELOPERS, INTERNAL DEPARTMENTS, MEMBERS OF THE PUBLIC AND ANY OTHER RELEVANT AGENCIES IN RELATION TO THE ONGOING PROJECTS**



# Project Support

The role covers various aspects, including but not limited to:

- Management of emails and calendar for Assistant Director
- Assistance to the Assistant Director and wider team with the production of reports, presentations etc
- Note-taking in meetings and distribution of said notes
- Oversight of the Corporate Projects filing system
- Responsibility for the payment of invoices and recording of the same
- Administration of the Help To Buy scheme (under Kiley's Management)
- Reconciliation of income – house sales monies, help to buy monies and deposits/inspirations
- Producing and updating the web pages for our projects
- Arranging for the signing/sealing of sales contracts
- Liaison with Gateley (our solicitors) and Lovell for house sales
- Checking the Land Registry for any ownership/boundary queries for our sites
- Dealing with queries from Members, members of the public and other Council departments



# Help To Buy 2021 -2023

Help To Buy is a Government initiative first introduced in 2013 to assist home buyers with up to 20% of the purchase price of their home by way of an equity loan which is interest free for the first 5 years. From April 2021 there is a 'new' 2 year scheme (extension).

The main features of the 'new' scheme are:

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That the buyer MUST be a first time buyer and never have owned property of any kind, anywhere in the world. (This was not the case prior to April 2021)

An equity loan price cap of £407,000 for the East of England.

To be eligible for the Help To Buy scheme the Borough Council has signed an agreement with Homes England and has stipulated Gateley Legal as our solicitors.

We have submitted an annual forecast to Homes England for Help To Buy funding for 2021-2022 and are required to complete 2 forecasts per month to confirm ongoing funding requirements. Additionally, the annual forecast can be updated to request more or less funding depending on changes to the market/Council strategy.

We have had the following H2B take up to March 2021:

NORA (1,2,3) – 59% = £3,158,600.20 funding  
Marsh Lane – 69% = £3,327,405.00 funding  
Lynnsport 4/5 – 81% = £2,433,400.00 funding  
Lynnsport 3 – 96% = £1,003,480.00 funding

TOTAL = £9,922,885.20 across 242 house sales

