Borough Council of
King's Lynn &
West Norfolk

Member Major Projects Board

Agenda

Friday, 9th December, 2022
at 10.00 am

in the

Council Chamber
Town Hall
Saturday Market Place
King's Lynn

Available to view on:
https://www.youtube.com/user/WestNorfolkBC

Borough Council of
King's Lynn &
West Norfolk

King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

1 December 2022

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Board which will be held on **Friday, 9th December, 2022 at 10.00 am** in the **Council Chamber, Town Hall, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Apologies for Absence**

2. **Minutes from the Previous Meeting** (Pages 4 - 17)

3. **Declarations of Interest**

4. **Urgent Business under Standing Order 7**

5. **Members Present pursuant to Standing Order 34**

   Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

6. **Chair's Correspondence (if any)**

7. **Project and Programme Improvements** (Pages 18 - 45)

   a. Project Maturity Assessment

b. Project Resourcing
c. Project Reporting

8. RAG Monitoring Report - TO FOLLOW

9. Draft Schedule of Meetings 2023 (Page 46)

10. Work Programme 2023

To discuss the work programme for 2023.

11. Minutes from the Officer Major Projects Board (Pages 47 - 54)

19 October 2022
17 November 2022

12. Date of Next Meeting

To:

Member Major Projects Board: Councillors R Blunt (Chair), S Dark, A Dickinson (Vice-Chair), A Kemp, G Middleton, T Parish and A Ryves

Officers:
Michelle Drewery, Assistant Director, Resources
Vanessa Dunmall, Corporate Projects Programme Manager
Russell Eacott, interim Projects - Technical and Delivery Adviser
Lorraine Gore, Chief Executive
Matthew Henry, Assistant Director/Management Team Representative
Chris Upton, Group Accountant

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

MEMBER MAJOR PROJECTS BOARD

Minutes from the Meeting of the Member Major Projects Board held on Friday, 7th October, 2022 at 10.00 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors R Blunt, S Dark, A Dickinson, A Kemp, G Middleton and C Morley (substitute for A Ryves).

PRESENT UNDER STANDING ORDER 34: Councillor de Whalley

OFFICERS:
Vanessa Dunmall – Corporate Projects Programme Manager
Chris Upton – Project Accountant
Russel Eacott – Interim Technical and Delivery Advisor
Matthew Henry – Assistant Director, Property and Projects
Lorraine Gore – Chief Executive

1 **APPOINTMENT OF CHAIR FOR THE MUNICIPAL YEAR 2022/2023**

Click here to view the recording of this item on You Tube

RESOLVED: That Councillor Blunt be appointed Chair for the Municipal Year.

2 **APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR 2022/2023**

Click here to view a recording of this item on You Tube.

RESOLVED: That Councillor Dickinson be appointed Vice Chair for the Municipal Year.

3 **INTRODUCTIONS**

Click here to view the recording of this item on You Tube.

The Chair welcomed Russell Eacott to the meeting who was the Interim Technical and Delivery Advisor.

4 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ryves.

5 **MINUTES FROM THE PREVIOUS MEETING**

RESOLVED: The Minutes of the previous meeting were agreed as a correct record.

6 **DECLARATIONS OF INTEREST**

There was none.

7 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

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

Councillor de Whalley.

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

There was none.

10 **PRESENTATION ON RAG MONITORING DEFINITIONS**

Click here to view the recording of this item on You Tube.

Members were presented with information on RAG Monitoring Definitions. A copy of the presentation is attached.

The Board were asked to consider the proposed split into Delivery, Spend and Risk, whether the overall RAG was useful and any changes they would like to see.

The Chair thanked officers for the information and invited questions and comments from the Panel, as summarised below.

Comments were made that categories were important to highlight what had been designated a Major Project by Cabinet and what was not yet at that stage. It was noted that the delivery of Business Cases was considered as a separate project to the actual delivery of the project, and this needed to be highlighted.

The definition of a Major Project, in accordance with the Board's current Terms of Reference was a project that had been designated such by the Cabinet and the Board was reminded that any change to this approach would require a change to the Board's Terms of Reference. Councillor Dickinson suggested that it be changed to all projects over 1/4million and that took over 12 months to complete.

The Chair commented that if the Member Major Project Board felt a project did warrant consideration by the Board, but had not been designated a Major Project by Cabinet, it should come to the Board as a specific request/proposal.

Councillor Kemp commented that there was no process for post evaluation, and it was explained that this was part of the role of the Panels. She was also reminded that the Queen Elizabeth Hospital was not a project in the Council's control, although the Council would support where possible.

Councillor Morley made comments on the schedule and suggested that ongoing and un-started projects be separated out into two different schedules, bid phases and delivery phases also be separated out and additional columns be added for time, cost, scope and risk.

Councillor Middleton commented that the colour coding was required, and it should also be used to show what had been successful and celebrate the positives that the Council had achieved.

Councillor de Whalley addressed the Board under Standing Order 34. He agreed with comments made by Councillor Morley in that there should be a separate schedule for the bid phase and the delivery phase of projects. He commented that consideration needed to be given to post delivery evaluation and lessons learned. The Board was reminded that their role was not post evaluation of projects as this was a scrutiny function and would be undertaken by the relevant Panel.

Councillor Morley suggested that the Terms of Reference be brought to the Board for review.

The Assistant Director, Property and Projects commented that the Board could ask for a deeper dive of projects upon receipt of the schedule and then information could be presented to the Board.

The Chief Executive reminded the Board that only projects which had been determined as Major Projects by Cabinet were presented to the Member Major Projects Board. All others were included in the Capital Programme which fell under the remit of the Panels to monitor.

The Vice Chair, Councillor Dickinson felt that there was some information missing in the schedule to enable the Board to fulfil its role and suggested the following be included:

- Timeline for each project
- Information on any delays or project creep and impacts this had on costs.
- Delivery issues
- Risk specific to each project
- Costs and funding
- Ongoing implications e.g., resourcing issues and revenue costs.

AGREED: 1. The Chair and Vice Chair to discuss the contents and coding of the schedule, taking into consideration the comments above. 2. The Assistant Director Property and Projects to look at a system for flagging up projects for which the Board want to look at in more detail and how they are brought back to the Board in a timely manner.

11 **MONITORING REPORT**

Click here to view a recording of this item on You Tube.

Officers presented the Monitoring Report which had been updated with comments as up to the end of August.

The Chair commented that it was difficult to see the detail and asked if links could be added to the spreadsheet so that Members could drill down into more detail.

Councillor Morley referred to the NORA Enterprise Zone Road Infrastructure Project which was currently rated Amber. The Assistant Director Property and Projects explained that this had now been tendered, contractors were in place and work was ready to commence on site and this rating could be changed to green.

Councillor Kemp referred to the Library and the Multi User Community Hub and was reminded that this was a Norfolk County Council Project, but was included in the schedule as the Council was the accountable body. It was confirmed that the project was Treasury Green Book compliant and had been subject to assessment.

12 **WORK PROGRAMME**

Click here to view the recording of this item on You Tube.

The following were suggested for addition to the Work Programme:

- Guildhall Project to be added to 9th December 2022.
- Hunstanton Bus Station and Library had been previously identified for consideration at the meeting on 9th December 2022.
- Schedule of Meetings for 2023.

RESOLVED: The Work Programme was noted.

13 **MINUTES OF THE OFFICER MAJOR PROJECTS BOARD HELD ON 13 JULY 2022**

Click here to view the recording of this item on You Tube.

The Board reviewed the minutes of the Officer Major Projects Board held on 13 July 2022.

Councillor Kemp raised concerns relating to matters discussed relating to Hardings Way. The Chief Executive referred Councillor Kempt to the minutes and confirmed that this was part of an officer discussion and that in looking at the agreement in the minutes it was not one of the options which was taken forward.

Councillor Dark reminded the Board that the Officer Board was a forum for looking at a wide range of options and opportunities.

Councillor Morley asked why there had not been a meeting of the Officer Major Projects Board since July and was informed that the last meeting had been cancelled as it was during the National Mourning Period.

14 **DATE OF NEXT MEETING**

The next meeting was scheduled to take place on 9 December 2022 at 10.00am in the Town Hall, King's Lynn.

The meeting closed at 11.25 am

RAG monitoring definitions

Member Major Projects Board

7th October 2022

Borough Council of
King's Lynn &
West Norfolk

Introduction

At the MMPB meeting of 26 July an overview of the RAG ratings used on the monitoring report was requested

Today will cover

- Background to previous RAG definitions used
- Overview of those now in use
- Feedback from MMPB

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Background

- When the MMPB was first in place, a simpler RAG system was proposed*:

RED	AMBER	GREEN	BLUE	WHITE
Significant issues exist requiring consideration by Project or Programme Board and immediate action to be taken. Benefits – it is probable that the intended benefit will not be achieved	Some (actual or anticipated) variation from the project plan but actions in hand to maintain progress. Benefits - some of the intended benefit may not be achieved	On schedule – progress in line with agreed project plan Benefits – it is forecast that this benefit will be achieved	Project / Work Package / Benefit completed	Being developed - Project has been approved but is in Initiation Stage

* Cabinet report June 2019

Background

- Monitoring didn't effectively 'get off the ground' in 2019
- 2020-late 2021 Impact of Covid-19 pandemic
- November 2021 – update to Terms of Reference, brought in the definition that MMPB would review projects that Cabinet decided – ie the list of Major Projects
- Early 2022 – Project Accountant role in place, Corporate Projects Programme role updated – increased capacity to work on a monitoring report

Monitoring Report – work in progress

- The monitoring report brought to MMPB is work in progress and is being developed following feedback received at each MMPB meeting
- Following the list of defined projects, RAG definitions used have been reviewed
- More detailed ones proposed to assist the Board, the blue and white ratings not considered so relevant – for discussion today

BLUE	WHITE
Project / Work Package / Benefit completed	Being developed - Project has been approved but is in Initiation Stage

RAG definitions

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RAG definitions currently in use

- Taken from a government monitoring return – didn't want to 'reinvent the wheel' – BUT – if not what MMPB want, can adjust / change
- This is how the information is currently presented for each Major Project:

Overall RAG rating		
Amber		
Delivery	**Spend**	**Risk**
3	4	2

- Ratings are given by the project lead

RAG Definitions					
Delivery	Score	**Spend**	Score	**Risks**	Score
Major issues causing significant delays (**more than 6 months**); processes interrupted or not carried out as planned (e.g. planning permission not secured); or significant changes to project. Project likely to under-deliver on forecast outputs.	5	A variance of **over 50%** against profiled financial forecast (total expenditure) or significant changes to project finances required (increases or decreases) due to poor or delayed delivery.	5	Programme includes projects with significant risks that are both high impact and high likelihood. Risk response not yet planned.	5
Issues arising causing long delays to the timetable (**3 to 6 months**) but no significant changes required to overall project. Outputs may still be deliverable but challenging.	4	A variance of between **30% & 50%** against profiled financial forecast (total expenditure). Budget changes have been required due to issues with project delivery.	4	Programme includes projects with significant risks that are either high impact or high likelihood. Risk responses planned but not implemented.	4
Issues arising causing some short delays to the timetable (**less than 3 months**). Outputs still deliverable but require re-scheduling.	3	A variance of between **15% & 30%** against profiled financial forecast Some budget changes have been required.	3	Programme includes projects with some risks that have medium impact and/or medium likelihood. Risk responses planned and implemented.	3
Minor issues have arisen causing only small delays. Project is on track to deliver outputs.	2	A variance of between **5% & 15%** Small re-profiling changes to budget required.	2	Programme includes projects with some risks that have medium impact but low likelihood. Risk responses planned and implemented.	2
No problems. Project is on track to deliver outputs and keeping to schedule.	1	A variance of **up to 5%**. Spend is largely on track with any minor slippage expected to be picked up by end of next quarter.	1	All risks are tolerable with low impact and likelihood and do not require a response.	1

RAG definitions – questions to the Board

- Are you happy with the split into Delivery, Spend, Risk?
- Is the ‘overall RAG’ useful or should this be dispensed with?
- What changes (if any) would you like to see?

Project Maturity Assessment

MMPB

December 2022

Russell Eacott

Final

Borough Council of King's Lynn & West Norfolk

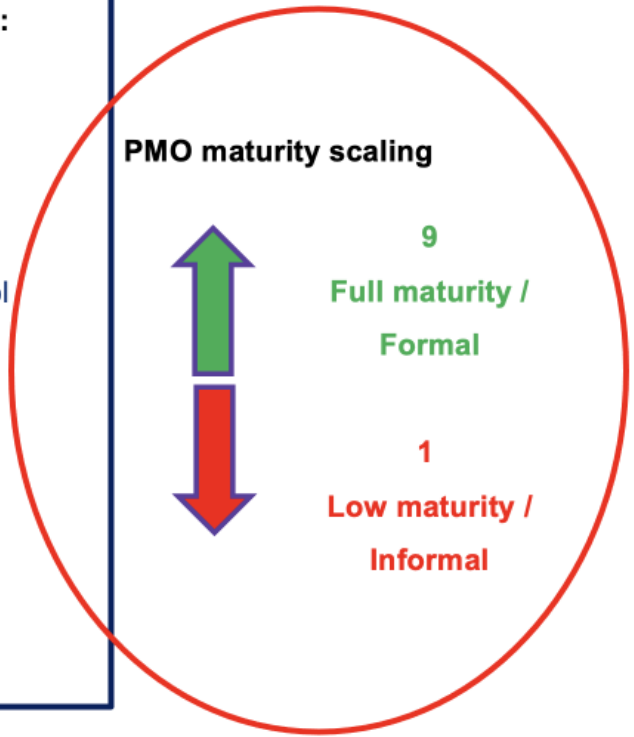
Introduction

- Methodology to identify all elements of Project and Programme Management and assess how good BCKLWN is….and wants to be.
- Methodology can be assessed externally and by audit.
- Simplified approach being proposed for assessment
- Be true where you are!! * You can be as good as you want to be!!

Criteria Assessment

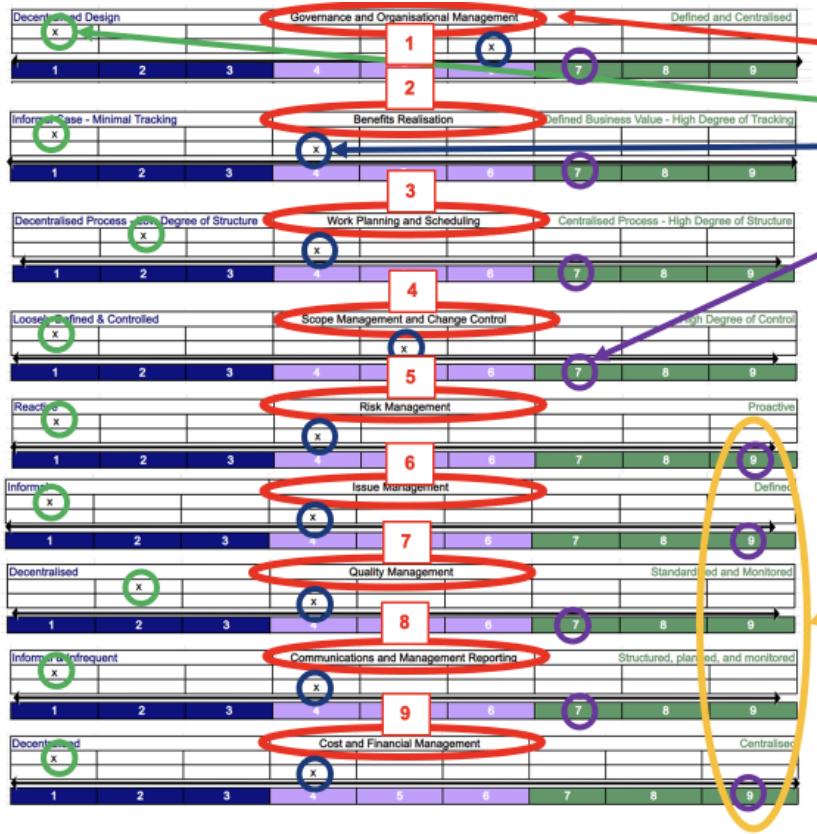
- **PM Maturity Assessment covers 9 criteria:**

1. Governance & Org. Mgmt.
2. Benefits Realisation
3. Work planning & Scheduling
4. Scope management and change control
5. Risk management
6. Issue management
7. Quality management
8. Comms. & management reporting
9. Cost and financial management



* Max Score 9x9 = 81
* Score @ Oct 22 = ?
* Target score = 69 by?

Assessment and target setting



Grading Criteria (x9) – 9x9 = 81

Score @ Oct '22 – say, 11

Score By Feb '23 – say 39

Target @ end June '23 - 69

You can choose how 'good/perfect' you want to be.

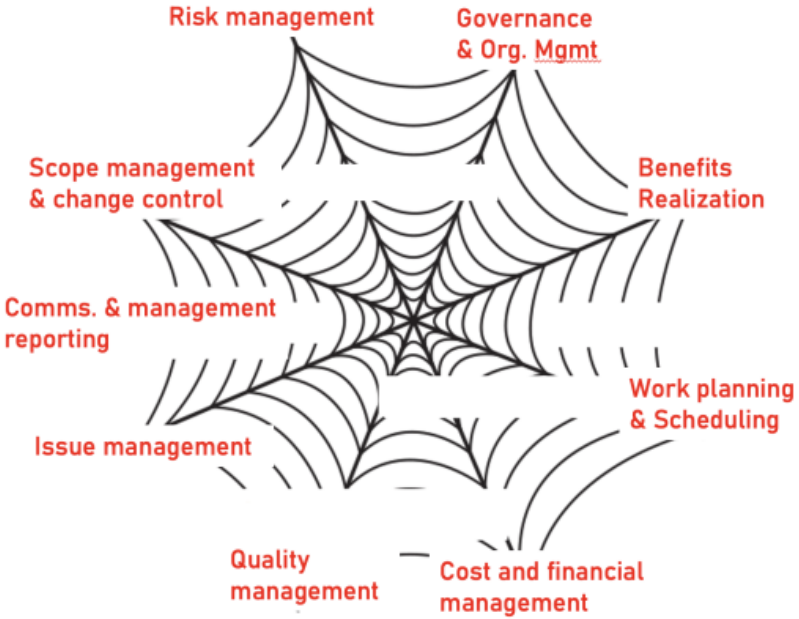
Eg. Scoring snap-shot @ Oct '22

Area	Score: Original	Score: Current	Target in 6 months
Governance and Org Management	1	6	7
Benefits Realisation	1	4	7
Work Planning and Scheduling	2	4	7
Scope management and change Control	1	6	7
Risk management	1	4	9
Issue Management	1	4	9
Quality management	2	4	7
Commas and Management Reporting	1	4	7
Cost and Financial Management	1	4	9
Total	11	39	69

Another organisation example

King's Lynn & West Norfolk

Simple Reporting



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Road Map to improvement

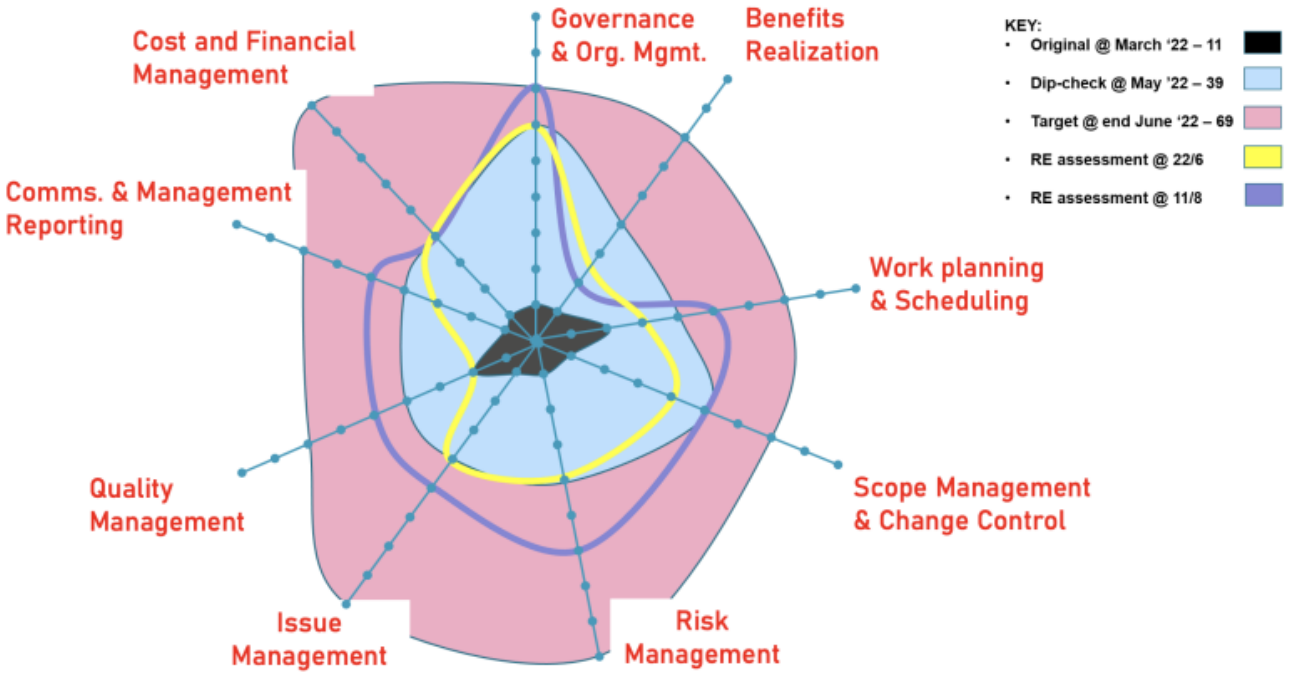
Where are we now?

What do we need to do?

1	Governance & Org. Mgmt.
Action taken	• Set up Oct '21 and now reset (June 22). • ToR agreed for Board & workstreams & Cost & Plan Group • Reviewed June '22 • Now live (August) - monitor effectiveness.
Blockages	• Resource shortages • PMO generated organogram with R&Rs clearly defined • PMO not currently at required head-count • Working relationships/integration an issue on a no. of fronts
Resolution	• Embrace new governance • Review operation in Nov'22 • Resolve resource challenges above by Autumn 22. • Use PMG to foster better working together plus workshop

Another organisation example

Mapping your progress



Another organisation example

Project Resourcing

Russell Eacott

December 2022

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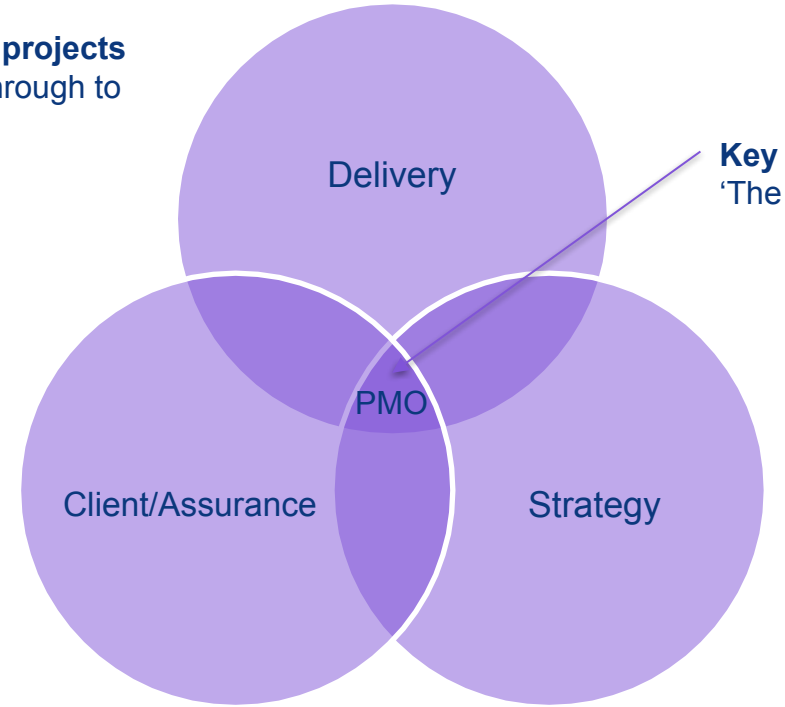
Project and Programmes

- ❖ Too many meetings/boards etc
- ❖ Mixed approached to delivery
- ❖ Limited full project skills and experience
- ❖ Lack of standardization and consistency
- ❖ Some resourcing capacity/duplication

- ✓ Some project elements there but not fully implemented
- ✓ Willingness to change
- ✓ Potentially good assurance model to challenge process
- ✓ Role of Project Accountant can greatly improve project confidence

Proposed Operating Model (WIP in draft)

Delivers (principally) all projects
From client/project brief through to handover/project closure



Key to all things Projects and Programmes
'The engine room'

Programme and Project Development
Chairs the project development group
Develops strategic case/Master planning

Provides Assurance and Client function
Chairs OMPB
Assurance 'Champion'
Chairs Gateway Process
Principal Client (but others can be client)

May involve – consultation on changes to JD's

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Next Steps for PM Maturity and Resourcing

- Undertake Project Maturity Assessment alongside Audit Project Review

- Prepare the Improvement Plan,
- identify Project Champions for each principal project activity, eg risk, PID

- Review final resourcing and training/development needs based on the improved project and programme management.

Project Highlight Reporting

Russell Eacott

December 2022

Borough Council of King's Lynn & West Norfolk

Issues

- Different reporting to different forums on projects.
- Inconsistent information and not readily available.
- Some ‘projects’ not reported and ‘lost’.
- Current Project Maturity Assessment and early views are that reporting is ‘informal and infrequent’ and not of a consistent standard.

Proposal is to create standard project reporting which links to other corporate reporting, eg Risk and performance

Proposals

- To introduce standard monthly reporting on ‘recognised’ projects

- To consider a more comprehensive Project Highlight Report (examples as handouts) – Likely for ‘major’ projects.

- Interim arrangements with Town Deal using simplified powerpoint slides (as following slides). Can also be used for ‘other ‘lost’ projects’?

The governance on where these reports go and are considered is being reviewed.

Major Project Reporting

Based around the circulated template for each of the (current) 22 projects:

- Can adapt to current reporting eg Financial from Project Accountant
- Set around RAG status
- Identification of approvals process like Gateway Reviews
- Higher level risks (and issues) identified
- Allows for decisions to be sought (or for noting)
- Can be incorporated into information on Mod Gov each month

- Project Managers would be responsible for completing and taking through Governance from Project Team/Project Boards/Programme Board (and OMPB). PMs would sign off with Project Sponsor at appropriate stage.

Interim arrangements for TDB and smaller projects

Project Highlight report

Project no.:
Project title here

Completed by: …[signature here]… [Name], Project Manager

Approved by: …[signature here]… [Name], Project Sponsor

Period covered: ???

Borough Council of King's Lynn & West Norfolk

XXX Project — **Highlight report**

Key achievements – Month 2022	Project Metrics		Overall status
• A • B • C	Spend	G	G
	Delivery	G	
	Risks	G	
Key Milestones in the next period	**Key risks/Key issues/Scope Changes**		
• A • B • C	1. A 2. B 3. C		

Spend – budget variance RAG status		Project milestone Delivery RAG status		Key Risks and Issues RAG status	
R	5% overspend	R	8 weeks or over	R	Needs immediate attention
A	Less than 5% or any underspend	A	1 week – 7 weeks over	A	Needs attention before next project review
G	Exactly on budget	G	1 week or under	G	Can be managed

Page 1

XXX Project — **Highlight report**

Financial progress as at November 2022	Comms / Engagement update
[Insert snip of a graph(s) here showing budget vs actual vs profile etc, as required]	• A • B • C
Key Decisions required at ??? meeting	
• A • B • C	

Page 2

XXX Project — **Highlight report**

Project timeline

[Gantt chart]

Page 3

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Next Steps

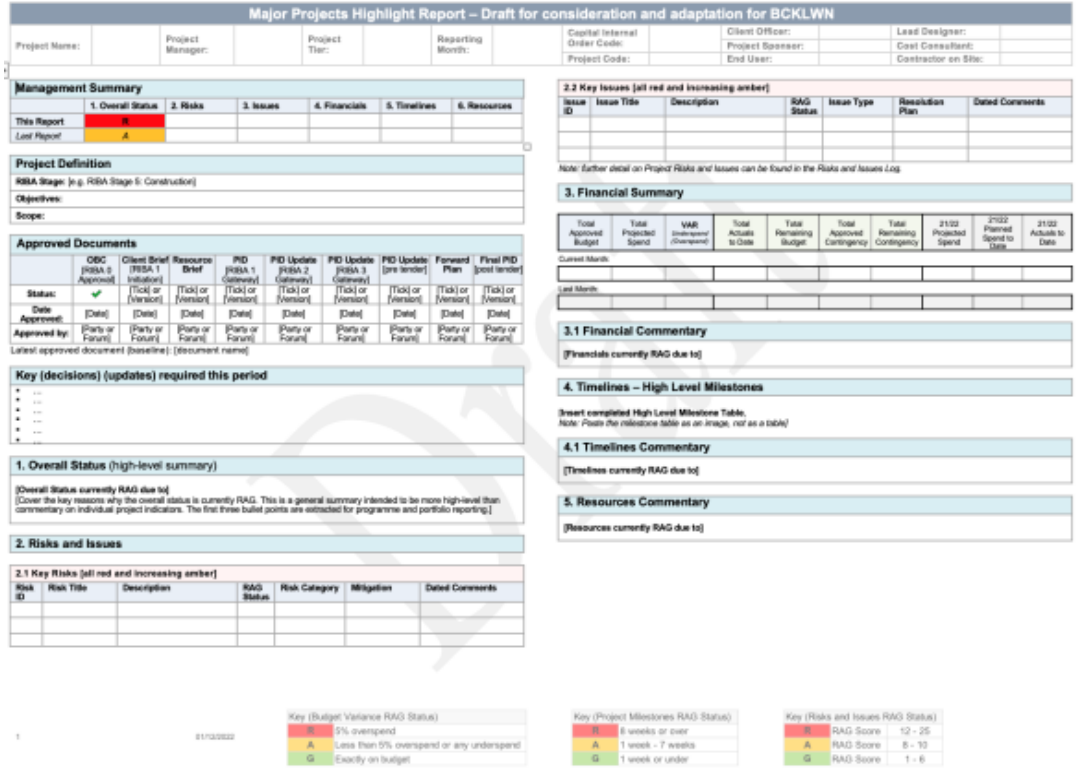
- To develop the major project highlight report ready for use in early 2023.
- To take account of comments and integrate into other council processes.
- To develop associated activities alongside as part of the project management suite of documents eg Change Control and Gateway Reviews.

Any questions or suggestions?

END

Major Projects Highlight Reports (1)

- **Draft**



Major Projects Highlight Report – Draft for consideration and adaptation for BCKLWN

Project Name: | Project Manager: | Project Tier: | Reporting Month: | Capital Internal Order Code: | Client Officer: | Lead Designer: | Project Sponsor: | Cost Consultant: | Project Code: | End User: | Contractor on Site:

Management Summary

	1. Overall Status	2. Risks	3. Issues	4. Financials	5. Timelines	6. Resources
This Report:	R					
Last Report	*A*					

Project Definition

RIBA Stage: [e.g. RIBA Stage 5: Construction]

Objectives:

Scope:

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 [pre tender]	Forward Plan	Final PID [post tender]
Status:	✔	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]
Date Approved:	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]
Approved by:	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]

Latest approved document (baseline): [document name]

Key (decisions) (updates) required this period

- ...
- ...
- ...
- ...
- ...
- ...

1. Overall Status (high-level summary)

[Overall Status currently RAG due to]

[Cover the key reasons why the overall status is currently RAG. This is a general summary intended to be more high-level than commentary on individual project indicators. The first three bullet points are extracted for programme and portfolio reporting.]

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

2.2 Key Issues [all red and increasing amber]

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

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

3. Financial Summary

Total Approved Budget	Total Projected Spend	VAR [Underspend / (Overspend)]	Total Actuals to Date	Total Remaining Budget	Total Approved Contingency	Total Remaining Contingency	21/22 Projected Spend	21/22 Planned Spend to Date	21/22 Actuals to Date
Current Month:									
Last Month:									

3.1 Financial Commentary

[Financials currently RAG due to]

4. Timelines – High Level Milestones

Insert completed High Level Milestone Table.

Note: Paste the milestone table as an image, not as a table!

4.1 Timelines Commentary

[Timelines currently RAG due to]

5. Resources Commentary

[Resources currently RAG due to]

Key (Budget Variance RAG Status)	
R	5% overspend
A	Less than 5% overspend or any underspend
G	Exactly on budget

Key (Project Milestones RAG Status)	
R	8 weeks or over
A	1 week - 7 weeks
G	1 week or under

Key (Risks and Issues RAG Status)	
R	RAG Score 12 - 25
A	RAG Score 8 - 10
G	RAG Score 1 - 6

Major Projects Highlight Reports (2)

- **Draft**

Project Contingency and Change Control					
Change Ref	**Description**	**Cost**	**Programme**	**Other**	**Status**

Other Matters	
Item	**Comment**
General stage progress	
Procurement progress	
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	
Proposed route to market (e.g. DPS, HPCS, LCP)	
Legal progress	
Legal instruction form issued? [actual / projected date]	
Surveys	
Statutory updates	
Health and safety	
ICT, FF&E update	
Stakeholder engagement (comms)	
Local schemes / dependencies	

Project Financials [Insert the 'Project Summary' from your Cash Flow including the PM Fees table. Paste as 'Picture'.]

Draft

Project Highlight report

Project no.:
Project title here

Completed by: …[signature here]… [Name], Project Manager

Approved by: …[signature here]… [Name], Project Sponsor

Period covered: ???

Borough Council of
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XXX Project

Highlight report

Key achievements – Month 2022

- A
- B
- C

Project Metrics

Spend	G
Delivery	G
Risks	G

Overall status

G

Key Milestones in the next period

- A
- B
- C

Key risks/Key issues/Scope Changes

1. A
2. B
3. C

Spend – budget variance RAG status	
R	5% overspend
A	Less than 5% or any underspend
G	Exactly on budget

Project milestone Delivery RAG status	
R	8 weeks or over
A	1 week – 7 weeks over
G	1 week or under

Key Risks and Issues RAG status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed

Borough Council of King's Lynn & West Norfolk

XXX Project

Highlight report

Financial progress as at November 2022	Comms / Engagement update
[Insert snip of a graph(s) here showing budget vs actual vs profile etc, as required]	• A • B • C

Key Decisions required at ??? meeting

- A
- B
- C

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Project timeline

[Gantt chart]

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XX - Major ProJect – Example Project Highlight Report

Logo		**Project Director:**	Russell Eacott [signed]	**Project Sponsor**	[Signed]	**Reporting Month:**	June 2022	**Capital Internal Order Code:**	XX	**Client Officer:**	TBA	**Lead Designer:**	XX
										:		**Cost Consultant:**	XX
								Project Code:	XX	**End User:**	XX Operator	**Contractor on Site:**	n/a

Management Summary

	1. Overall Status	2. Risks	3. Issues	4. Financials	5. Timelines	6. Resources
This Report	**A**	**A**	**A**	**n/a**	**n/a**	**A**
Last Report	*A*	*A*	*A*	*n/a*	*n/a*	*A*

Programme Definition

RIBA Stage: Overall Site RIBA Stage 1 with DN and use of Fi-House currently working at RIBA Stage 2+75%

Objectives: As Core Concept (April 2022) Nous Document - Strategic Design

Scope: To remodel and refurbish the Castle Meadow buildings and site to provide a digitally enabled campus by (tbc)

	BC [RIBA 0 Approval]	**Client Requirements** [RIBA 1 Initiation]	**PrID** [RIBA 1 Gateway]	**Infrastructure OBC** [RIBA 1 Gateway]	**PrID Update** [RIBA 2 Gateway]	**PrID Update** [RIBA 3 Gateway]	**PrID Update** [pre-tender]	**Final PrID & FBC** [post tender]
Status:	✓							
Date Approved:	12/10/21	Planned 10/8/22	Planned 10/8/22	Planned 11/10/22				
Approved by:	Council	CM S&D Board	CM S&D Board	Council				

Latest approved document (baseline): Council Business Case (October 2021)

Key decisions required this period

1. Agreement to the infrasturcture business case progresing to Board in July (with any comments) and appointment of design consultants (both elsewhere on your agenda)
2. Confirm that Estates Commercial can consider Heads of Terms with prospective tenannts at XX.

1. Overall Status (high-level summary)

The overall status remains **Amber** as timelines and financials are not at the level of Council expectations. Risk and Issues are at a similar level to last month with the infrastructure business case being a key paper on the Board's Agenda.

- The space requirements are agreed in principle and are included in the infrastructure business case.
- Further risk support has been provided to some workstreams and individuals.
- The OpsTeam continue to work on detailed plans ready to deal with all matters post 4 October 2022 including any TUPE matters.
- Stakeholder engagement with students will commenced on 9 June with over 300 responses (by 20 June)
- The Learning Spaces Design Guidlines (May 22) approved by the XX Committee.
- Potential tenants showing keen interest in CM. Issues over m&e being raised.
- The govenace review has been completed and is on the agenda elsewhere.
- Internal audit are proposing external assurance of the programme.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

Risk ID (updated)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
RR6	Buildings are defective	Surveys completed before sale exchange	**A**	Time & cost	Undertake surveys as soon after occupation -	Access for surveys still difficult until post October. RAG raised yellow to amber.
RR 32	Financial/Budget	Cost increases due to 'extra' inflation and insufficient budget	**A rising**	Cost	Review and validate costs	Further reviewed for the infrast business case.
			A			early and regularly	
RR38	Digital Requirements	Not meeting expectations	**A**	Quality and Cost	Workshops in progress and budget needed.	The digital requirements are included in the infr business case as a menu which can be retained or removed.

2.2 Key Issues [all red and increasing amber]

Issue ID (updated)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
IL 2	Cost - VAT on programme costs	VAT will apply to elements of project and programme costs	**A**	Cost	identify with Tax Manager build elements	VAT will apply at 20%. Impact within Cost report received 9/5/22
IL 4	Programme	No details yet on-site wide delivery programme	**A**	Time & cost	resolved the space requirements in principal and business case on the agenda	XX have provided a new programme as in the infrastructure business case.
IL 18	Delivery options	Single project delivery without site wide consideration will impact programme and cost	**A**	Time & cost	to be considered by P & D workstream - June 22	A phase approach appears likely. Assessment part of programme as above
IL 20	Site Capacity/Spatial needs	Need to identify early the options available for occupation	**A**	Time & cost	Assessment considered in the infrastructure business case	Final requirements being evaluated by Architect for 'fit' on site. Needs resolution by mid June '22

3. Financial Summary - Capital

Total Approved Budget	Total Projected Spend	**VAR** *Underspend (Overspend)*	Total Actuals to Date(inc VAT)	Total Remaining Budget (inc VAT)	Total Approved Contingency	Total Remaining Contingency	21/22 Projected Spend	21/22 Planned Spend to Date(inc VAT)	21/22 Actuals to Date
Current Month: April 22 (readjusted estimates)									
e£85m ex vat	under review		£38,862,628	£46,137,372	tbc	tbc		£38,376,976	
Last Month: March 22									
e£85m	*under review*		*£38,723,922e*	*£46,276,078e*	*tbc*	*tbc*		*£38,878,006e*	

3.1 Financial Commentary

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- The cost consultant has been assisting alongside xx with the costs included in the infrastructure business plan.
- All budgets into a single XX Revenue and Capital budget is nearly complete.
- Realignment of the MTFP for XX will be required and is also subject to consideration of the new cost indications in the business case.
- Delegated financial authority for incoming chair of the Board may need to go to Council. - Awaiting final confirmation of process

4. Timelines – High Level Milestones

Re Assessment of programme plan received 21/6/22 from xx will take place in July. Current key dates in the short term are:

- Approval of Design Team, budgets, programme and infrastructure business case at 30 June 22 Board.
- Vacant possession – 4 October 2022

Key Budget Variance Status	
R	5% overspend
A	Between 5% and 2.5% overspend
Y	Less than 2.5% or any underspend
G	Exactly on Budget

Key Project Milestones Status	
R	8 weeks or over
A	4 weeks – 7 weeks
Y	1 week to 4 weeks
G	1 week or under

The full Programme Risk and Issues are in the new format.

4.1 Timelines Commentary

The full set of key milestones over the programme lifetime is not available at present. The Council business case indicated there was a potential to deliver DN and XX (if this was subsequently agreed) in the 2023/24 financial year. An updated programme by xxwas received and dated 21/6/22. A programme is included in the infrastructure business case presented to the Board earlier on the agenda.

5. Resources Commentary

Resources are currently **amber** but improving as clarity on role and responsibilities are being established. The estates and DTS resources are now active and being coordinated. A programme finance resource has been assisting and an external candidate appointed from the 30 June 2022. The day-to-day operational requirements for campus resourcing (both estates and DTS) are being considered and implemented and clarity on TUPE/transfer of current site staff is proceeding. PMO staffing target is late Autumn 2022 for a full complement

Programme Contingency and Change Control

Change Ref	Description	Cost	Programme	Other	Status

Example of reporting changes and use of designated contingency

Delivery of Key Benefits: potential changes

Benefit Ref	Description	Change	Impact	Other	Status

Example of reporting changes and use of designated contingency

Other Matters

Item	Comment
General stage progress	Preparation of Design Brief from Client requirements being developed in more detail. Infrastructure Business Case developed for the whole site.(on agenda) with the latest brief/client requirements.
Procurement progress	Appointments for the primary design team and XX are on the Agenda (Item 4). Delegation to the future x workstream for secondary appointment of consultants.
Proposed form of contract (e.g.JCT, NEC, Traditional, D&B)	TBC.
Proposed route to market	Framework for Design Team, QS and Outside PM. TBC for Contractor(s)
Legal progress	Land purchase complete. Primarily around future and ex. tenancies and TUPE. Seeking single lease with Browne Jacobson rather than current 3
TUPE	Estates Ops team leading with legal and progressing.
Surveys	Further surveys required post 4/10/22. Some site visits now taking place.
Statutory updates	No updates.
Health and safety	The Operations Subgroup are considering post 4 October 2022 issues.
DTS, FF&E update	Network design undertaken and awaiting report and confirmation of costs.
Civic Matters	Consideration to civic dinner at CM shortly after vacant possession.
EDI	First draft EIA with Infrastructure Business Case.
Lessons Learned	PMO maturity in assessment and confirmation stage. LL being recorded as programme progressed
Workstream Summary	

Project Financials

This will follow when an overall budget is determined and agreed and will reflect as much detail as the Board requires and will be overseen by the x Group. It will summarise the spend profiles as agreed over the period of the programme and actual spend and be monitored by a project accountant.

Financial Summary - Castle Meadow Campus

Rows 4 to 37 below are to be inserted into the 'Project Financials' section at the end of the Highlight Report - you should copy and paste (special) as a picture and make sure to align in front of text

Capital Internal Order Number (Budget Code): [input]

Overall Financial Summary (annual)

Period:	21/22	22/23	23/24	24/25	25/26	26/27	Totals	Fiscal Year to Date	Comments
Approved Budget:	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	[input]
[Funding Source 1]	[input]	[input]	[input]	[input]	[input]	[input]	£0.00	[input]	[input]
[Funding Source 2]	[input]	[input]	[input]	[input]	[input]	[input]	£0.00	[input]	[input]
Actuals / Forecast:	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	[input]
Variance (£)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	[input]
RAG Status:									[input]
									[input]

Current Fiscal Year Breakdown (monthly)

Period:	Apr									Dec	Q3	Jan	Feb	Mar	Q4	Comments
Approved Budget:	£0.00									£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	[input]
Actuals / Forecast:	£0.00									£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	[input]
Variance (£)	(0.00)									(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	[input]
RAG Status:																[input]
																[input]

Example of reporting further detail of programme cost each period

Project Management Actual & Forecast Fees

Total Projected Spend (excl. Project Management Fees, Programme Management Fees and Project Contingency)	Project Management charge (fee %)	Total charge for Project Management fees	Total Projected Spend (excl. Programme Management Fees and Project Contingency)	Royal Institute of British Architects (RIBA) Work Stages							
				0	1	2	3	4	5	6	7
				Strategic Definition	Preparation and Brief	Concept Design	Detailed Design	Technical Design	Construction	Handover and Close Out	In Use
				[input] % complete	[input] % complete	[input] % complete	[input] % complete	[input] % complete	[input] % complete	[input] % complete	[input] % complete
				Hourly	10.00%	10.00%	15.00%	30.00%	30.00%	5.00%	Hourly
£0.00	N/A	£3,000.00	£3,000.00	[input fee]	£300.00	£300.00	£450.00	£900.00	£900.00	£150.00	[input fee]

Key (cell colour)
Manual input
Automatic calculation (LOCKED)
Future
Header 1 - Section
Header 2 - Heading
Header 3 - Analysis

Key (budget variance)	
R	5% overspend
A	Less than 5% overspend or any underspend
G	Exactly on budget

Values from the following table must be pasted into section 4. Financial Summary within the highlight report:

Total Approved Budget	Total Projected Spend	VAR Underspend (Overspend)	Total Actuals to Date	Total Remaining Budget	Total Approved Contingency	Total Remaining Contingency	21/22 Projected Spend	21/22 Planned Spend to Date	21/22 Actuals to Date
£0	£0	£0	0	£0				0	0

Example

Major Projects Highlight Report – Draft for consideration and adaptation for BCKLWN

Project Name:		**Project Manager:**		**Project Tier:**		**Reporting Month:**		**Capital Internal Order Code:**		**Client Officer:**		**Lead Designer:**	
								Project Code:		**Project Sponsor:**		**Cost Consultant:**	
										End User:		**Contractor on Site:**	

Management Summary

	1. Overall Status	2. Risks	3. Issues	4. Financials	5. Timelines	6. Resources
This Report	R					
Last Report	*A*					

Project Definition

RIBA Stage: [e.g. RIBA Stage 5: Construction]

Objectives:

Scope:

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 [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]	[Tick] or [Version]
Date Approved:	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]
Approved by:	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]	[Party or Forum]

Latest approved document (baseline): [document name]

Key (decisions) (updates) required this period

- …
- …
- …
- …
- …
- …

1. Overall Status (high-level summary)

[Overall Status currently RAG due to]
[Cover the key reasons why the overall status is currently RAG. This is a general summary intended to be more high-level than commentary on individual project indicators. The first three bullet points are extracted for programme and portfolio reporting.]

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

2.2 Key Issues [all red and increasing amber]

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

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

3. Financial Summary

Total Approved Budget	Total Projected Spend	VAR *Underspend (Overspend)*	Total Actuals to Date	Total Remaining Budget	Total Approved Contingency	Total Remaining Contingency	21/22 Projected Spend	21/22 Planned Spend to Date	21/22 Actuals to Date
Current Month:									
Last Month:									

3.1 Financial Commentary

[Financials currently RAG due to]

4. Timelines – High Level Milestones

[**Insert completed High Level Milestone Table**,
Note: Paste the milestone table as an image, not as a table]

4.1 Timelines Commentary

[Timelines currently RAG due to]

5. Resources Commentary

[Resources currently RAG due to]

Key (Budget Variance RAG Status)	
R	5% overspend
A	Less than 5% overspend or any underspend
G	Exactly on budget

Key (Project Milestones RAG Status)	
R	8 weeks or over
A	1 week - 7 weeks
G	1 week or under

Key (Risks and Issues RAG Status)		
R	RAG Score	12 - 25
A	RAG Score	8 - 10
G	RAG Score	1 - 6

Project Contingency and Change Control					
Change Ref	**Description**	**Cost**	**Programme**	**Other**	**Status**

Other Matters	
Item	**Comment**
General stage progress	
Procurement progress	
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	
Proposed route to market (e.g. DPS, HPCS, LCP)	
Legal progress	
Legal instruction form issued? [actual / projected date]	
Surveys	
Statutory updates	
Health and safety	
ICT, FF&E update	
Stakeholder engagement (comms)	
Local schemes / dependencies	

Project Financials [Insert the 'Project Summary' from your Cash Flow including the PM Fees table. Paste as 'Picture'.]

Draft

MEMBER MAJOR PROJECTS BOARD

SCHEDULE OF MEETINGS – 2023/2024

TO BE HELD TWO MONTHLY

Reminder to Officers	Deadline for reports	Publication of Agenda	Date	Time	Venue
30 January 2023	6 February 2023	7 February 2023	15 February 2023	10 am	Council Chamber, Town Hall
3 April 2023	10 April 2023	11 April 2023	19 April 2023	10 am	Council Chamber, Town Hall
5 June 2023	12 June 2023	13 June 2023	21 June 2023	10 am	Council Chamber, Town Hall
31 July 2023	7 August 2023	8 August 2023	16 August 2023	10 am	Council Chamber, Town Hall
2 October 2023	9 October 2023	10 October 2023	18 October 2023	10 am	Council Chamber, Town Hall
4 December 2023	11 December 2023	12 December 2023	20 December 2023	10 am	Council Chamber, Town Hall
5 February 2024	12 February 2024	13 February 2024	21 February 2024	2 pm	Council Chamber, Town Hall
1 April 2024	8 April 2024	9 April 2024	17 April 2024	10 am	Council Chamber, Town Hall

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

OFFICER MAJOR PROJECTS BOARD

Minutes of the Meeting of the above held on Wednesday, 19th October, 2022 at 11.00 am in the Microsoft Teams - Microsoft Teams

PRESENT:

Stuart Ashworth	-	Assistant Director
Jemma Curtis	-	Regeneration Programmes Manager
Michelle Drewery	-	Assistant Director
Vanessa Dunmall	-	Corporate Programmes Manager
Russell Eacott	-	Interim Projects – Technical and Delivery Adviser
Lorraine Gore	-	Chief Executive
Duncan Hall	-	Assistant Director
Geoff Hall	-	Executive Director
Matthew Head	-	Internal Auditor
Matthew Henry (Chair)	-	Assistant Director
Honor Howell	-	Assistant to the Chief Executive
Chris Upton	-	Project Accountant
D Ousby	-	Assistant Director
Robert Wiseman	-	Energy and Greenspace Officer
Wendy Vincent	-	Democratic Services Officer

		ACTION
1	**APOLOGIES** Apologies were received from A Baker and J Grant.	
2	**MINUTES FROM THE PREVIOUS MEETING** The minutes from the meeting held on the 13 July 2022 were agreed as a correct record.	
3	**TERMS OF REFERENCE - M HENRY - TO FOLLOW** **AGREED:** R Eacott to review Terms of Reference and present a draft for consideration at the next meeting.	RE
4	**GUILDHALL PID - M AUGER**	

	M Auger presented the PID and outlined the key issues, a summary of which is set out below: • Funding. • Project cost – 2 elements – securing adequate funds, progressing project through next RIBA design stages to further develop project design and more robust cost estimates. • Risk – NLFH Application included for revenue funding to help project achieve business plan projections, alternative funding will likely be needed to replace this. • Project Controls and Monitoring linked to business plan – ambitious figures for change in footfall. Training and education ambitions linked to lottery funding, need to look at activity plan and other funding streams. • Communication/Stakeholder Management Plan – key area of focus to be developed over the next stages of the project. In response to questions, M Auger confirmed that discussions to be held with the project team to ensure that resources were available for delivery of the project. D Ousby advised that the procurement information had been prepared for the Guildhall Project (and other Town Deal projects) in September 2021 but had been put on hold, it was highlighted that external resources would be required to assist in the future delivery of the project. It was noted an officer progress meeting with J Grant was scheduled for 19 October 2022. J Curtis outlined the decision making process if the OMPB agreed the PID today. J Curtis referred to the 11 April 2022 Cabinet report which approved the Business Plan and following the unsuccessful lottery bid a further Cabinet report would be required – an interim report on progress and any changes to the business plans in 2023 followed by a full report in the autumn 2023 to provide options to take the project forward based on RIBA stage 2/3 costings and exploration of alternative funding sources. The OMPB did not conclude on approval of the PID and would therefore need to be considered by the OMPB before the Autumn 2023 Cabinet report. **AGREED:** Plan and timeline to be presented to Councillors in the near future and a presentation would be required to the Regeneration and Development Panel.	JG MA
5	**EXCEPTION REPORTING: WEST WINCH RISK REGISTER - G**	

	GREAVES The West Winch Risk Register was received.	
6	**TOWNS FUND - EXCEPTION REPORTING - D HALL, J CURTIS - VERBAL UPDATE** J Curtis commented that it was useful to cover the detail at Project Board meetings and asked what was required for the OMPB. J Curtis added that parameters were required for exception report to OMPB.	
7	**KLIC FOLLOW UP REPORT (QUARTERLY MONITORING) - M HEAD - VERBAL UPDATE** M Head, provided a verbal update as set out below: • In June 2022 the board was presented with an update on the KLIC Lessons Learnt report, and the Management Action Plan regarding the Follow-Up recommendations from May 2021. There were 9 Follow-Up recommendations, all with an initial target date of the end of March 2022. • Four recommendation have now been completed; the newest being Critical documents being retained in a central file. This has been as a result of a Capital Programme audit where this was a recommendation as part of a wider project management discussions. • Three more recommendations will be completed once the OMPB Terms of Reference have been updated. • Two recommendations related to Legal Charges within projects, which are of an ongoing nature. Once it had been demonstrated that these recommendations had been implemented/being worked upon these will also be deemed to be completed. – EZ Spec Units suggested by L Gore to provide evidence that things have progressed	
8	**WORK PROGRAMME** 17 November 2022 • Final Development Briefing Southgates. • Draft Terms of Reference for Post Project Evaluation of Refit 2 – R Wiseman to confirm. • Gateway Approvals/Approval BID (M Henry to discuss with R	

	Eacott).	
9	**SCHEDULE OF MEETINGS 2023** The draft Schedule of meetings was noted and would be considered together with the Terms of Reference.	
10	**DATE OF NEXT MEETING** 17 November 2022 immediately following Project Development Group at 9.30 am, Teams.	

The meeting closed at 11.35 am

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

OFFICER MAJOR PROJECTS BOARD

Minutes of the Meeting of the above held on Thursday, 17th November, 2022 at 9.30 am on Microsoft Teams

PRESENT: Matthew Henry, Russell Eacott, Chris Upton, Matthew Head, James Grant, Geoff Hall, Jemma Curtis, Rob Wiseman, Vanessa Dunmall, Michelle Drewery and David Ousby.

		ACTION
1	**APOLOGIES** Alexa Baker, Duncan Hall and Lorraine Gore.	
2	**MINUTES OF THE PREVIOUS MEETING** The Minutes from the previous meeting were agreed as a correct record.	
3	**MATTERS ARISING - GUILDHALL REPORT TO MEMBER MAJOR PROJECTS BOARD** Russell Eacott explained that the Guildhall Project was currently going through the Town Deal Project Board and then would come to the Officer Major Project Board. It was not ready to go to the Member Major Project Board at the current time. Cabinet would also need to be briefed on the impact of the loss of the NHLF Capital and potential phasing of works. Russell Eacott to speak to the Chair of the Member Major Projects Board to reschedule the update on the Guildhall which was currently scheduled for December. **AGREED:** The Board agreed that the update on the Guildhall to the Member Major Projects Board should be delayed.	RE
4	**FINAL DEVELOPMENT BRIEFING SOUTHGATES - J CURTIS, A RAWLINGS AND EXTERNAL CONSULTANTS** The External Consultants working on the Southgates Masterplan attended the meeting for this item to provide information on the feedback on the consultation, amendments to the Masterplan and the	

	delivery aspect of the project to take it forward to Cabinet in early 2023. The Consultants provided an overview of the Masterplan, the Vision for the area and an update on activities such as stakeholder engagement and public consultation. Around 100 people had attended the public consultation, there had been 275 views of the virtual consultation and 128 questionnaire responses. Feedback had been mainly positive, and the results were included in the agenda. The Group was provided with a high-level overview of the Delivery Strategy which included Highway's work, contracts, site assembly and the delivery approach. Questions were invited and the Consultants explained that viability work had been done and showed that the site was challenging. It was noted that the project was a Regeneration Scheme and not a commercial scheme. It was explained by the consultants that work would have to be carried out by the Council to address the funding gap and look at funding opportunities such as Levelling Up, Homes England and Brownfield Sites funding. Matthew Henry commented that it was important for Cabinet to be kept up to date on any funding issues in advance of any Cabinet report being presented. David Ousby asked about timescales for delivery of the project and asked if a SPG or planning document for the site was required. The Consultants explained that it was their view that the Highways works should be completed first, which meant that development on site was unlikely until 2025. It was also explained that discussions with landowners had commenced, and a site assembly strategy would be looked at with Norfolk County Council. The Group discussed the Norfolk County Council LUF Bid, which also included the wider gyratory network. It was noted that the next stage of the process would be to present the report to Cabinet to progress to the next stage and address the funding gaps. Russell Eacott explained that this project would be ideal for the refreshed project development group and new processes for project management.	
5	**<u>DRAFT TERMS OF REFERENCE FOR POST PROJECT EVALUATION - V DUNMALL</u>** Vanessa Dunmall and Rob Wiseman would circulate the draft Terms	RW/VD

	of Reference to officers for comments prior to it being considered by the Member Major Projects Board.	
6	**TERMS OF REFERENCE - R EACOTT** The Terms of Reference would be considered once the project maturity assessment work had been completed.	
7	**GATEWAY APPROVALS/APPROVAL BID - M HENRY, R EACOTT** Russell Eacott explained that a gateway process was required to ensure reporting and endorsement of projects at the relevant stages. This would be included in the project maturity assessment work.	
8	**TOWNS FUND - EXCEPTION REPORTING - J CURTIS, D HALL** Jemma Curtis explained that the Monitoring and Evaluation return was due to Government on 16th December. This return would include reporting on the April to September outputs achieved. Clarification was also being sought on the process for deferring some spend to the next financial year.	
9	**WEST WINCH RISK REGISTER - EXCEPTION REPORTING - G GREAVES** Ged Greaves presented the October 2022 Risk Register for West Winch. He provided detail of the risks that had changed ratings. Risk 3 – Funding – the risk had been increased to 'likely'. Risk 9.b – Cost of Housing Delivery – risk had been amended to reflect inflation concerns and availability of materials. Risk 4 – Collaboration Agreement – risk rating had improved to reflect the stakeholder and landowner engagement.	
10	**SCHEDULE OF MEETINGS 2023** Matthew Henry to liaise with Wendy Vincent, Democratic Services Officer to confirm the Schedule of Meetings for 2023.	MH/WV
11	**WORK PROGRAMME** The Work Programme was noted.	
12	**DATE OF NEXT MEETING**	

	Provisionally 19th December 2022, but possibly subject to change.	

The meeting closed at 11.25 am