

Borough Council of
**King's Lynn &
West Norfolk**



Member Major Projects Board

Agenda

**Wednesday, 29th June, 2022
at 3.00 pm**

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**

Available to view on

<http://www.youtube.com/user/WestNorfolkBC>



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
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29 June 2022

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Board which will be held on **Wednesday, 29th June, 2022 at 3.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Apologies**
2. **Minutes from the Previous Meeting** (Pages 6 - 11)
3. **Declarations of Interest**
4. **Urgent Business under Standing Order 7**
5. **Members Present Pursuant to Standing Order 34**
6. **Chair's Correspondence (if any)**
7. **Major Projects Programme as at 10 June 2022** (Pages 12 - 17)
8. **Determining the Council's process on post major project reviews/evaluations** (Pages 18 - 26)

9. **MMPB to identify projects for next meeting**

10. **Minutes from the Officer Major Projects Board**

To receive the minutes from the Officer Major Projects Board:

- 21 March 2022
- 22 April 2022 – MEETING CANCELLED
- 16 May 2022

11. **Officer Major Projects Board 21 March 2022** (Pages 27 - 29)

12. **Officer Major Projects Board 22 April 2022 - CANCELLED**

13. **Officer Major Projects Board - 16 May 2022** (Pages 30 - 36)

14. **Date of Next Meeting**

20 July 2022, 10 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

15. **Exclusion of Press and Public**

To consider passing the following resolution:

“That under Section 100(A)(4) 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 paragraph 3 of Part 1 of Schedule 12A to the Act”.

16. **Nar Ouse Update** (Pages 37 - 43)

To:

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

Officers

Alexa Baker, Monitoring Officer

Michelle Drewery, Assistant Director Resources

Vanessa Dunmall, Corporate Programmes Manager

Lorraine Gore, Chief Executive

Matthew Henry, Assistant Director/Management Team Representative

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

MEMBER MAJOR PROJECTS BOARD

Minutes from the Meeting of the Member Major Projects Board held on Monday, 11th April, 2022 at 9.30 am in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor S Dark (Chair
Councillors R Blunt, C Hudson (substitute for Councillor A Kemp), G Middleton,
J Moriarty (substitute for Councillor A Ryves) and T Parish

Present under Standing Order 34:

Councillor M de Whalley (in person)
Councillor A Ryves (Zoom)

Officers:

Michelle Drewery, Assistant Director, Resources
Matthew Henry, Assistant Director, Property and Projects/Management
Team Representative
Wendy Vincent, Democratic Services Officer

1 **APOLOGIES**

Apologies for absence were received from Councillors Mrs A Dickinson, A Kemp and A Ryves, A Baker, S Clifton, V Dunmall and L Gore.

2 **MINUTES FROM THE PREVIOUS MEETING**

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The minutes from the meeting held on 3 December 2021 were agreed as a correct record.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

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

Councillors M de Whalley and Councillor A Ryves (Zoom) were present under Standing Order 34.

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

There was no Chair's correspondence.

7 **FOLLOW UP FROM MEMBER BRIEFINGS - TO SET THE WORK PROGRAMME**

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The Chair commented that the Member Briefings had been useful to bring Councillors up to the same level of understanding.

The Chair explained that the purpose of the Member Briefings was to enable the MMPB to determine their forward work programme over the coming months and identify out of those briefings the ones which the Board felt were most pressing and more of "deep dive" into the projects.

Councillor Moriarty made a comment regarding briefings. He stated that they were briefings and questions were not allowed they would be taken a later date there is a clear distinction between briefings and scrutiny. In response, the Chair advised that this was the forum to have a detailed question and answer session.

The Chair asked if Councillors had had the chance to look at the list of projects. The Assistant Director, Property and Projects advised that the list of projects previous presented at the MMPB on 3 December 2021 was also attached to the recent Cabinet report.

The Assistant Director, Property and Projects informed those present that the Member Briefings had been opened up to all Councillors and had been well attended and had worked well in bringing Members up to date with the projects. Questions were asked and answered which were placed in the chat function. The briefings would help to formulate the work programme of the MMPB going forward. It was noted that there was a list of 11 projects and the next stage would be for the MMPB to prioritise the order of projects to be presented to each meeting. The Assistant Director, Property and projects explained that the relevant project officer would attend the meeting and give a presentation, Members would then have the opportunity to ask questions, and if were commercially sensitive could be answered in exempt session.

The Chair referred to page 9 of the minutes of 3 December regarding the frequency of MMPB meetings and it had been determined meetings would be held on a two monthly basis and MMPB would prioritise the list of projects and identify order of specific projects to be considered at each meeting to determine its future work programme. The project officer would attend and give a detailed presentation.

The Chair referred to the list of projects previously presented and invited the MMPB to look at the list over the coming week and email to himself/support and the projects would be placed on the agenda in the appropriate sequence.

Councillor Blunt highlighted the importance of stating the reasons as to why the MMPB should look at a specific project and explained it was necessary for the officers to have time to prepare for that discussion.

Councillor Moriarty commented about the order of projects to be considered and allowing timing for scrutiny/decision required and a guidance on timing would be appreciated. In response, the Chair explained that it would be useful for a timeline of major decisions points to be circulated to the MMPB.

Under Standing Order 34, Councillor de Whalley commented that there would be urgent matters that would need to be looked at. Councillor de Whalley expressed concern with regard to the timeline for the Towns Fund Bids and added that there was a lot of detail still missing and whether two monthly meetings would be enough to keep up with the pace of the Towns Fund work. In response, Councillor Blunt that this issue had been discussed at a recent Towns Fund Board and explained that as things were moving at a pace it was important to keep Councillors involved in the process and added that he would liaise with the Chair of the Regeneration and Development Panel to see if a standing item on the Towns Fund update could be given at each meeting. In conclusion, Councillor Blunt explained that not all projects were Borough Council ones and suggested that a standing item on the Towns Fund be placed on future agendas of the MMPB.

The Chair added that it would be useful to have the Towns Fund Update as a standing item on future agendas of the MMPB.

The Assistant Director, Property and Projects reminded Members that the MMPB was a sub-committee of Cabinet and was therefore not a decision making or scrutiny body and the role of the Board was to monitoring projects to be delivered.

RESOLVED: 1) MMPB to forward comments over the coming week on the order of projects were to be presented at each meeting.

2) Officers to circulate a timeline of major decisions points to the MMPB.

3) Towns Fund Update to be placed as a standing item on future agendas of the MMPB.

The next meeting would be held on 25 May 2022 at 10 am in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.

9 **FOR INFORMATION ONLY - MINUTES FROM THE OFFICER MAJOR PROJECTS BOARD**

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The Assistant Director, Property and Projects explained that there had been queries from Members as to whether certain items should be considered in open or exempt session.

The Assistant Director, Property and projects advised that he had revised the Officer Major Projects Board (OMPB) minutes with the Monitoring Officer and it had been concluded that the majority of the minutes did not contain exempt information and suggested that the OMPB be discussed in open session unless there was any commercially sensitive or detailed questions which required the Board to go into exempt session. It was explained that therefore that the OMPB minutes could be split into two sections – open and exempt (if required) and invited the view of the MMPB.

Councillor Hudson commented that as much of the OMPB minutes should be considered in open session to ensure openness and transparency.

Councillor Middleton welcomed the approach outlined by the Assistant Director and if required to go into exempt session to discuss commercially sensitive projects, etc. Councillor Middleton also commented that it was crucial for the Monitoring Officer to attend MMPB meetings to provide legal advice when required.

Councillor Dark concurred with the comments made by Councillors Hudson and Middleton.

The Assistant Director, Property and Projects explained that all Members had access to exempt information.

Councillor Moriarty commented asked why the minutes of the OMPB meeting held on 21 March 2022 were not available. In response, the Democratic Services Officer advised that were currently in draft form and were to be approved by Management Team on 12 April 2022 following which would be published on InSite and be available for all Members to view and added that they could be circulated to the Board following approval by Management Team. The Assistant Director, Property and Projects advised the meeting was held but that he was not in attendance for the whole meeting and provided an overview of the subjects discussed.

The Chair explained that he understood the issues raised by Councillor Moriarty and commented that the timing of the OMPB sits well within the MMPB to coincide, so the Board received the recent set of minutes.

Councillor Middleton added that there would always be a cut off point and that the OMPB met more frequently than the MMPB to receive the minutes. Whilst the MMPB could have been presented with the draft OMPB minutes not the best idea as there may be an amendment. Councillor Middleton stated that going forward it would be beneficial if the MMPB received the recent minutes of the OMPB to ensure Members received the most up to date information and align meetings as best as possible.

Councillor Blunt explained that the Chapel Street project had been discussed at the Heritage Action Zone meetings and a lessons learnt exercise undertaken and following discussions with Historic England the decision had been not to progress the project.

With regard to the OMPB minutes of 29 November 2021, matters arising and co-investment opportunities with the Borough Council and Norfolk County Council, the Assistant Director advised that a response would be given in exempt session.

RESOLVED: 1) OMPB minutes would be discussed in open session unless there was a requirement to exclude the press and public to consider items of a commercial sensitive nature, etc.

2) OMPB of 21 March 2022 be circulated to the MMPB following approval by Management Team.

10 **EXCLUSION OF PRESS AND PUBLIC**

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

RESOLVED: That under Section 100(A)(4) 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 Paragraph 3 of Part 1 of Schedule 12A to the Act.

11 **OFFICER MAJOR PROJECTS BOARD 29 NOVEMBER 2021**

Officers present responded to questions and comments from the Board.

12 **OFFICER MAJOR PROJECTS BOARD 13 DECEMBER 2021 - CANCELLED**

13 **OFFICER MAJOR PROJECTS BOARD 19 JANUARY 2022**

Officers present responded to questions and comments from the Board.

14 **OFFICER MAJOR PROJECTS BOARD 21 FEBRUARY 2022**

Officers present responded to questions and comments from the Board.

The meeting closed at 11.22 am

Major Projects Programme – as at 10 June 2022

[NB RAG guidance used is on final page]

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	RAG ratings as at end May 2022 (see definitions at end of report)		
1	Carbon Reduction Strategy	RE:Fit Scheme	Phase 1 – energy efficiency schemes – streetlighting to be completed Phase 2 – carbon reduction schemes - funded by grant of £3.8m from Public Sector Decarbonisation Scheme (PSDS), covers various works over 9 sites.	- Part of Climate Change Strategy & Action Plan to Cabinet Sept 2021 - Grant funding accepted	21 September 2021	Environment	Stuart Ashworth	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	1	2
2	NORA & Enterprise Zone	Road infrastructure and utilities	Infrastructure – roads and services. Funded via Business Rates - deal with LEP and other Norfolk LA's via Business Rates scheme. Site commencement anticipated early 2022.	- Helps deliver strategic employment development land - Contractually committed	24 September 2019	Development & Regeneration	Matthew Henry	Overall RAG rating		
								Amber		
								Delivery	Spend	Risk
								3	4	2
3A	NORA & Enterprise Zone	Development of spec units	Phase 1 - Spec Build Units Will deliver 2no. 5,000 sqft. Offices and 2no. 10,000 sqft. light industrial units. LEP Funding Agreement in place.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24 September 2019	Development & Regeneration	Matthew Henry	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	1	2
3B	NORA & Enterprise Zone	Development of spec units	Phase 2 - Spec Build Units 2no. 10,000 sqft. light industrial units – subject to LEP funding (TBC). Out to tender Autumn 2021.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24 September 2019	Development & Regeneration	Matthew Henry	Overall RAG rating		
								Amber		
								Delivery	Spend	Risk
								4	1	2

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	RAG ratings as at end May 2022 (see definitions at end of report)		
4	Major Housing	NORA 4	Mixed tenure scheme total 105 dwellings. First units on this development being delivered December 2021. Completion anticipated May 2023.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	4 February 2020	Development & Regeneration	David Ousby	Overall RAG rating		
								Green		
								Delivery	Spend	Risk
								1	1	1
5	Major Housing	Parkway, Western side, KL	New development of mixed housing. Currently awaiting determination by planning.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	15 June 2021	Development & Regeneration	David Ousby	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	2	3
6	Major Housing	Salters Road, King's Lynn (also known as Columbia Way)	Development of 78 units. Works have commenced on site.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	16 March 2021	Development & Regeneration	David Ousby	Overall RAG rating		
								Amber		
								Delivery	Spend	Risk
								3	3	3
7	Major Housing	Bus Station and NCC Library Site (St Edmunds Terrace), Hunstanton	Development of 47 units and a new library site. Scheme will also include a 'changing place' as part of the accessible toilet (public conveniences). Planning achieved earlier in 2021.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	2 February 2021	Development & Regeneration	David Ousby	Overall RAG rating		
								Amber to red		
								Delivery	Spend	Risk
								5	4	4

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	RAG ratings as at end May 2022 (see definitions at end of report)		
8	Major Housing	Southend Road coach / car park, Hunstanton - potential new development of mixed housing.	Potential for 32 units, 15% of which need to be affordable. Planning achieved earlier in 2021.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	16 March 2021	Development & Regeneration	David Ousby	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	2	2
9 12	West Winch Growth Area	West Winch. 3,500 units allocated in local plan.	BCKLWN leading in an overall collaboration agreement with the multiple owners of the land identified within the Local Plan Allocation to deliver a strategic housing allocation. Significant infrastructure requirements. Working with NCC and Homes England.	- This Growth Area is the main allocation for housing in the Local Plan	13 November 2018	Development & Regeneration	Duncan Hall	Overall RAG rating		
								Amber to Red		
								Delivery	Spend	Risk
								4	2	4
10	Regeneration	South Gate area regeneration	Redevelopment of gateway site into King's Lynn. Includes potential acquisition of sites, master-planning, road scheme and infrastructure. Cabinet agreement to progress summer 2020. Links to NCC Levelling Up Fund application for the roundabout.	- Within the Town Investment Plan (TIP). - Forms part of HAZ programme - Funding secured for master-planning from BRP	15 June 2021	Development & Regeneration	Duncan Hall	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	2	3

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	RAG ratings as at end May 2022 (see definitions at end of report)		
11	Town Deal*	St George's Guildhall & Creative Hub	Refurbishment of the Guildhall and provision of co-working & studio space in the White Barn <i>NB rating is on Business Case development at this stage</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	Duncan Hall	Overall RAG rating		
								Full green		
								Delivery	Spend	Risk
								2	1	2
12	Town Deal*	Active & Clean Connectivity	Package of measures to support active & clean connectivity including priority schemes from the Local Cycling & Walking Infrastructure Plan inc Active Travel Hub and Travel Plan Fund <i>NB rating is on Business Case development at this stage</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	David Ousby	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	1	2
13	Town Deal*	Town Centre Repurposing	Repurposing vacant units into leisure/business/living spaces <i>NB rating is on Business Case development at this stage</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	David Ousby	Overall RAG rating		
								Not applicable at this stage – Cabinet agreed 08.06.22 for BCKLWN to seek alternative funding.		
								Delivery	Spend	Risk
								5	n/a	n/a
14	Town Deal*	Riverfront Regeneration	First phase, including Outer Purfleet and Custom House exhibition space, 'Sail the Wash' dry side infrastruct., South Quay public realm <i>NB rating is on Business Case development at this stage</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	Geoff Hall	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	1	3

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	RAG ratings as at end May 2022 (see definitions at end of report)		
15	Town Deal*	Public Realm – ‘Rail to River’	Improve the perception of the town centre ‘Rail to River’ route to create a distinctive and quality public realm <i>NB this project is in the delivery phase</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	David Ousby	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	2	2
16	Town Deal*	Multi-User Community Hub <i>(accountable body role only)</i>	New town centre ‘one-stop-shop’ for a range of services inc relocated library, to provide skills and training opportunities <i>NB rating is on Business Case development at this stage</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	Duncan Hall	Overall RAG rating		
								Amber		
								Delivery	Spend	Risk
								2	3	3
17 14	Town Deal*	Youth & Retraining Pledge <i>(accountable body role only)</i>	A package of support for youth skills and adult retraining provision for the immediate and short-term impact of Covid-19 <i>NB this project is in the delivery phase</i>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage	Duncan Hall	Overall RAG rating		
								Full Green		
								Delivery	Spend	Risk
								1	1	1
18	Sports Facilities	3G pitch	Development of additional 3G pitch to provide extra capacity for football provision	- Assist with community cohesion and social engagement through sport	16 November 2021	People & Communities	Neil Gromett (Alive WN)	Overall RAG rating		
								Green to Amber		
								Delivery	Spend	Risk
								2	1	3

***NB All Town Deal projects are reported here assuming that the project prioritisation changes submitted to government in June will be agreed**

RAG Guidance					
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

Note to Officer Major Projects Board – 15 June 2022

Post Project Review process for designated ‘Major Projects’

Background

- It was agreed at the Cabinet meeting on 16 November 2021 that projects Cabinet designated as a ‘Major Project’ would be monitored by the Member Major Projects Board (MMPB), as a sub-committee of Cabinet. The current list of ‘Major Projects’ is shown below:

No.	Heading	Scheme
1	Carbon Reduction Strategy	RE:Fit Scheme
2	NORA & Enterprise Zone	Road infrastructure and utilities
3	NORA & Enterprise Zone	Development of spec units
4	Major Housing	NORA 4
5	Major Housing	Parkway, Western side, KL
6	Major Housing	Salters Road, King's Lynn (also known as Columbia Way)
7	Major Housing	Bus Station and NCC Library Site, Hunstanton
8	Major Housing	Southend Road coach / car park, Hunstanton
9	West Winch Growth Area	West Winch.
10	Regeneration	South Gate area regeneration
11	Town Deal	St George's Guildhall Complex
12	Town Deal	Active and clean connectivity
13	Town Deal	Town centre repurposing
14	Town Deal	Riverfront regeneration
15	Town Deal	Public realm
16	Town Deal	Multi-User Community Hub (accountable body role only)
17	Town Deal	School of Nursing (accountable body role only)
18	Town Deal	Youth and Retraining Pledge (accountable body role only)
19	Sports facilities	3G pitch

- As part of the resources available to the council due to being a ‘Town Deal’ town, a Project Closedown template has been drawn up, to help evaluate Town Deal projects. This template is provided at Appendix 1.

Facts

- It is believed that this new evaluation template could be a useful addition to strengthen the Council’s Major Projects processes and governance, and therefore this is being brought to the Officer Major Project Board (OMPB) for consideration.
- The internal process within which the Council will undertake Post Project Reviews, also needs to be strengthened to ensure Members have the opportunity to contribute prior to the evaluation being undertaken.

Proposal

- The proposed process is to confirm the precise Terms of Reference (TOR) of a post project review (core terms already being established)
 - Towards the end stages of a designated Major Project, the Project Manager will write a brief TOR for the Post Project review. This will capture project specific issues and nuances, and propose who/which function will undertake the evaluation.
 - The TOR will be taken through the Officer Major Projects Board
 - for input
 - a decision on who/which function will undertake the evaluation¹, and
 - to also consider the appropriate time frame for the review to take place².
 - The TOR will then be taken to the MMPB to confirm the precise TOR for a post project review (core terms already being established). This will mean scrutiny panels can, if they wish, call-in the TOR, and propose specific additions or amendments.
 - Once the Terms of Reference has been agreed, the Post Project Review will be undertaken by the nominated person/team/function, to the timescales determined.
 - On completion, the Post Project Review will be taken through the Officer Major Projects Board initially, then on to the MMPB. After considering the Project Closedown Report, the MMPB will report to Cabinet, with recommendations (if any) and propose to remove the project from the 'Major Projects' list. Any further scrutiny/reviews of the project will be dealt with under the normal democratic processes, under existing terms of references.
 - Once Cabinet has considered the MMPB recommendations, the Officer Major Projects Board will record the Cabinet agreed changes/lessons learnt that will be adopted for current and/or future Major Projects, as applicable.
- The draft template (not yet 'liveried' into BCKLWN style) needs to be considered and agreed as appropriate.

¹ This may be another relevant project officer within the council, the internal audit team, or an external person, as determined on a case-by-case basis

² Although some of the evaluation should commence shortly after the project has been delivered, to adequately assess the quality of the implementation and complete the process, it may be appropriate to wait long enough for the changes caused by the project to take effect.¹ This will be determined on a case-by-case basis.

Decision required

The Officer Major Projects Board is asked to :

1. Agree the process to be used for Post Project Reviews of the designated Major Projects
2. Agree the proposed template is used as a basis for the reviews undertaken

Vanessa Dunmall

10th June 2022

Appendix 1 – Proposed draft template for Post Project Reviews

[Please note that this document is still subject to minor alterations]

PROJECT CLOSE OUT REPORT

Purpose

This template is an example of a document used in the project closure phase of a project. The project close out report draws on all the documents and logs used during the project lifecycle. The project team should also contribute to the report content however, ultimate responsibility rests with the project manager or person appointed to undertake the review.

Sections may be added, removed or amended to suit the project and project methodology.
All italic text should be removed prior to using the template for your own purpose.

PROJECT NAME:

PROJECT MANAGER: *named individual who is managing the project delivery for the town.*

SPONSOR: *named individual with ultimate accountability for delivery of the project and benefits.*

Version control

Draft will commence 0.1 until final first live is confirmed at 1.0 – incidental changes 1.1, 1.2 etc, major changes 2.0. The person making the changes should track them and write a brief description of what has changed – or see track changes if major changes. The version with the track changes should be saved before any are accepted or rejected. Once saved it will be the next version up.

Version	Date	Description of change	Author

Contributors/Reviewers

Name	Role	Date

Authorisation/Approval

Date	Version	Approved by	Role/Organisation

*The report will require approval and sign off by the Sponsor / Senior Responsible Officer.
Note: you don't need an actual signature, but you should have an email agreement or an alternative method of audit trail to refer to.*

Distribution

Role	Name	Organisation/Dept

It is recommended to include the following individuals (as a minimum) on the distribution list to this report:

Town Deal Board

Programme Lead

S151 Officer

Central Lessons Learned Lead (if applicable)

Head of Programme / Project Management (if applicable)

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1. PURPOSE

The purpose of this report is to assess the project, provide evidence that the outcomes defined in the Business Case have been achieved and that the project has been successfully handed over. It is also an opportunity to capture and derive any lessons learned and best practices to be applied to future projects. This report should be endorsed by governance through a final decision gate approval.

Note that the contents of this report should be proportional to the nature of the Programme / Project being reported on. Lower value / less complex packages of delivery are not expected to require the same level of input and detail as those on the opposite end of the spectrum (barring any exceptional circumstances).

2. SCOPE AND SUMMARY OF APPROACH

Outline the scope of the project. Has the project scope materially changed from the initial approval to project closure? Include a high-level summary of how the project was carried out, e.g. what PM tools and methodologies were used, procurement route etc.

3. PROJECT MANAGER'S SUMMARY

Summary of the project's performance and team performance (recognition for good performance) and any other key points of note that the Project Manager would like to communicate.

4. IMPACTS

Review of how the project's impacts have been delivered as defined in the Business Case.

Impact	Commentary	Achieved
		Yes / No

5. OUTCOMES

If the project has delivered outputs that contribute towards the realisation of outcomes defined in the Business Case, these should be captured in this section. Where Programmes or Projects have delivered benefits directly, these should be captured as well making a clear distinction between the two.

5.1 OUTCOMES ACHIEVED

Outcome Description	Evidence of realisation	Date

5.2 OUTCOMES NOT ACHIEVED

Outcome Description	Reason not achieved	Impact

5.3 RESIDUAL OUTCOMES EXPECTED

Outcome Description	Evidence of realisation	Date Expected

6. RISKS AND ISSUES

Provide information on the top (five) risks and issues and how they were resolved, or if they remain open what the next steps are (see examples given).

Risk or issue	Outcome	Status
Two departments did not meet the deadline with content (HR & ICT)	If they require further information to be included on the website apart from what was migrated a cost will be incurred. As the project came in under budget, it should be possible to hold a contingency fund until the year end.	Closed Department heads aware
As more users come on board extra storage space will be required	As there is sufficient space to meet current demands, ICT have taken a forward action to engage with the service provider and obtain prices and a work schedule.	Forward action / open

7. FORWARD ACTIONS

Provide a list of forward actions including the management of the expected benefits – how benefits realisation and monitoring will be taken forward by the business, and any outstanding actions required to transition the project outputs to business-as-usual ways of working (e.g. end user training, documenting new processes, any other activities to take the product to the next stage of its life)

Area	Description	Owner	Status	Delivery date
ICT	Provide additional storage space	J Doe, Infrastructure	With supplier for pricing	By end March

8. PERFORMANCE AGAINST PLAN

	Estimated	Actual	Comment
Costs	750,000	670,000	There may be a requirement for additional updates as not all departments contributed before the deadlines (estimated £50,000 – see issues)
Staff Resource	2 IT, 1 HR, 1 CS 1 Marcoms, 1 Purchasing	1 IT, 0 HR, 2 marcoms 2 CS, 1 Pur	IT were stuck for resource due to unplanned sick leave. Marcoms felt they should have more input. CS stepped in with their HR rep.
Timescales	18 months	20 months	The IT tasks were staggered more than was planned due to their lack of resource.

9. LESSONS LEARNED

Provide details of the main lessons learned and any forward actions as a result. For a large project, it should be possible to provide a link to the lessons learned log or send as appendices.

Area of work	Description of lesson learned	Recommendation / Action	Responsibility

10. POST PROJECT REVIEW

To agree a date for a review of the project and an outline agenda. Usual practice of approximately 6 months following the closure.

Examples of what the agenda should include:

- Open issues
- Forward actions.
- Benefits measurement
- Resource management
- Training and documentation review
- Costs – were there further costs incurred following closure
- Supplier relationship (if applicable)
- Internal or external SLA (service level agreement) (if applicable)

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**OFFICER MAJOR PROJECTS BOARD**

**Minutes of the Meeting of the above held on Monday, 21st March, 2022
at 2.00 pm in the Microsoft Teams - Microsoft Teams**

PRESENT:

Michelle Drewery	- Assistant Director
Lorraine Gore	- Chief Executive
James Grant	- Principal Project Manager
Ged Greaves	- Senior Policy and Performance Officer
Duncan Hall	- Assistant Director
Geoff Hall	- Executive Director
Matthew Henry	- Assistant Director
David Ousby	- Assistant Director
Jason Richardson	- Regeneration Project Officer

APOLOGIES:

Jemma Curtis	- Regeneration Programmes Manager
Vanessa Dunmall	- Corporate Project Manager
Debbie Gates	- Executive Director
Matthew Head	- Auditor

		<u>ACTION</u>
1	<p><u>MINUTES OF THE PREVIOUS MEETING</u></p> <p>The Minutes of the meeting held on 21 February 2022 were agreed.</p> <p>The delegated decision regarding Chapel Street was still outstanding. The proposed amended Terms of Reference of the Group were still to be circulated.</p> <p>The action re the KLIC update to be carried forward - V Dunmall to send through to M Head the Project Confirmation sheets.</p>	<p>DH</p> <p>VD</p>
2	<p><u>ICI - D HALL/ J RICHARDSON</u></p> <p>James Kinnersly from SQW gave a presentation on the King's Lynn</p>	

	<p>Innovation and Collaboration Incubator. The had carried out a stage 1 – demand assessment with options and stage 2 – revenue model.</p> <p>He set out the following next steps:</p> <p>Key workstreams/decisions:</p> <ol style="list-style-type: none"> 1) Feedback re. Stage 2 report 2) Soft market testing with local businesses – particularly around forms of potential business support 3) Soft market testing with potential operators 4) Design development – interface with KLIC, mobility hub to NE and Puny Drain 5) Decision-making re. integration of KLIC and ICI 6) Presentation to Town Deal Board 7) Develop delivery programme (procurement strategy?) 8) Funding strategy <p>It was noted that the work had been carried out in order to prepare a business case ready scheme should funding be made available through the levelling up programme.</p>	DH
3	<p><u>EXEMPT - PROPOSED DEVELOPMENT - A BAKER</u></p> <p>It was agreed that this item be considered with Alexa present</p>	
4	<p><u>WORK PROGRAMME OMPB</u></p> <p>It was noted that PID Town Centre Repurposing – Potential acquisition of 21/22 High Street was not for consideration any longer.</p> <p>Future items were suggested as ICI, NORA 5 (residential) a pre brief to be prepared.</p> <p>CIPFA Prudential Code – It was agreed that M Drewery purchase the guidance from CIPFA in order that the changes in borrowing arrangements could be understood fully.</p> <p>D Hall explained that the Town Deal group looking at the Custom House project had invited the Chair of KLACC and R&D Chair to participate.</p> <p>J Grant was requested to bring as a reminder the detail of the Stoke Ferry self build proposal.</p>	DH/DO MD DH JG
5	<p><u>WORK PROGRAMME MMPB</u></p> <p>The meeting scheduled for 23 March was due to look at the briefings given to members and seek feedback.</p>	DH

	NB: the 23/3 meeting was postponed.	
6	<u>DATE OF NEXT MEETING</u> 22 April 2022	

The meeting closed at 3.45 pm

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

OFFICER MAJOR PROJECTS BOARD

**Minutes of the Meeting of the above held on Monday, 16th May, 2022
at 2.00 pm in the Microsoft Teams - Microsoft Teams**

PRESENT:

Alexa Baker	-	Assistant Director
Michelle Drewery	-	Assistant Director
Vanessa Dunmall	-	Corporate Projects Programme Manager
Lorraine Gore	-	Chief Executive
James Grant	-	Principal Project Manager
Ged Greaves	-	Corporate Performance Manager
Duncan Hall	-	Assistant Director
Geoff Hall	-	Executive Director
Matthew Head	-	Internal Auditor
Matthew Henry (Chair)	-	Assistant Director
Robert Wiseman	-	Energy Efficiency/Greenspace Officer
David Ousby	-	Assistant Director

		<u>ACTION</u>
1	<p><u>APOLOGIES</u></p> <p>Apologies for absence were received from J Curtis and D Gates.</p>	
2	<p><u>MINUTES FROM PREVIOUS MEETING</u></p> <p>The minutes from the meeting held on 21 March 2022 were agreed as a correct record.</p> <p><u>Matters Arising</u></p> <ul style="list-style-type: none"> Exempt Proposed Development – it was agreed that this would be considered later in the meeting. 	
3	<p><u>UPDATE REFIT 2 - R WISEMAN</u></p> <p>R Wiseman provided a verbal update, a summary of which is set out below:</p>	

	<ul style="list-style-type: none"> • Majority of works on track to be completed end June 2022. • Outstanding areas of concern – control and metering; impact of global shortage of materials. • Meters – may be scope with local partnership to authorise payment prior to arrival (funding agreed with Salix). It was noted that it was not usual practice for the council to authorise payment of goods before delivery. R Wiseman to clarify. • St James – slight issue with electricity supply, being chased. <i>Since the meeting, confirmation had been received of an appointment to energise the meter at Alive St James (25th May), so now fully confident that this will be resolved in a timely manner.</i> • Legionella Control all sites – Ameresco working on control strategy. Until strategy available water to be kept at 60 degrees. Heating of water currently reliant on immersion heaters rather than heat pumps. • Noise and Vibration Transmission, King’s Court – to be resolved with additional control measures. As an interim measure the boilers would be used in King’s Court until the issue was resolved. <p><u>Outstanding Works (information received following the meeting)</u></p> <p><i>Discussions being held with Local Partnerships (who manage the Re:Fit framework) to agree a way forward on those works at risk of extending beyond end June deadline. Likelihood is that all works to be funded from PSDS fund will need to be paid for before 30th June, so trying to find an approach that is agreeable to both the PSDS funding criteria and BCKLWN internal governance.</i></p> <p><i>Ameresco have been asked to confirm additional project costs (i.e. those outside the PSDS grant envelope), although I have provided Michelle the figures from which I am working (and which I expect to be correct), as well as providing a copy of the latest valuation/payment application form which confirms spend to date.</i></p> <p>AGREED: R Wiseman to forward a financial update on spend to date, remaining costs, additional costs, etc to M Drewery.</p>	RW
4	<p><u>WEST WINCH RISK REGISTER - G GREAVES</u></p> <p>The Corporate Performance Manager presented the West Winch Risk Register – March 2022 and drew attention to the following:</p> <p><u>Red Risks</u></p> <ul style="list-style-type: none"> • 4 - Collaboration Agreement – Score 16 – momentum initially stalled. Actions noted. 	

	<ul style="list-style-type: none"> • 13 – Capacity – Score 16 - The capacity of the project team is affected leading to delays in project delivery and an impact upon stakeholder management. Action – Joint meeting with NCC/BCKLN to consider programme resourcing – a key area of focus given future project phases. <p><u>Actions to Update</u></p> <ul style="list-style-type: none"> • 2a - Planning Application for the Road – Outcome of SOBC anticipated from Department of Transport. • 2b – Functionality of the road – ongoing dialogue with Norfolk County Council and Parish Councils. <p>AGREED: For future meetings the red risks only to be presented to the Officer Major Projects Board.</p>	GG
5	<p><u>UPDATE: CUSTOM AND SELF BUILD - STOKE FERRY - J GRANT</u></p> <p>The Principal Project Manager presented the report circulated with the agenda and outlined the two available options set out below:</p> <ul style="list-style-type: none"> • Option A: That the scheme be reviewed and, if still viable and in accordance with the objectives of the PID, the scheme is presented to Cabinet for final approval to the appointment of a consultant to support and work with the council to deliver the scheme. • Option B: That the scheme is paused or aborted, and the land is otherwise disposed of or utilised in co-ordination with the Property Services section. <p>It was noted that in advance of drafting a report to Cabinet, J Grant and K Patterson presented to the Regeneration and Development Panel on 7 December 2021, with the following outcome:</p> <ol style="list-style-type: none"> 1. The Cabinet consider the comments made by the Regeneration and Development Panel on the Custom and Self Build Proposals for Council owned sites. 2. The Regeneration and Development Panel supported that a report be presented to Cabinet seeking delegated authority to procure the services of a Custom Build enabler to project manage the delivery of the site as custom and self-build housing. The project to be reviewed at a certain point prior to any construction work being carried out to ensure that delivery of the site is viable. <p>The OMPB were invited to considered how they wished the scheme to be taken forward and that it remained aligned with wider council</p>	

	<p>goals and priorities.</p> <p>AGREED: To be presented to Policy and Development Panels prior to Cabinet on 20 September 2022.</p>	
<p>6</p>	<p><u>TOWNS FUND UPDATE - J GRANT, D HALL</u></p> <p>J Grant/D Hall provided a verbal update, a summary of which is set out below:</p> <ul style="list-style-type: none"> • High Street Update – it was noted that the stone had been delivered and there had been an exchange of emails with the contractor. A site meeting would be scheduled with Norfolk County Council to take the project forward. Legal opinion was being sought – J Grant to discuss with A Baker. • Town Deal Board 13 May – prioritisation of projects. Town Centre repurposing removed – other alternative ways to be looked at for this project. Riverfront Project de-scoped (Boal Quay removed), focus to be placed on King’s Staithe Square and the Custom House. Clean and Active Connectivity de-scoped, gyratory removed. The Guildhall and Multi-User Hub had been included. • Revised submission dates: <ul style="list-style-type: none"> ➤ Guildhall and Creative Hub – July 2022. ➤ Multi-User Hub – September 2022 ➤ Active and Clean Connectivity – September 2022. ➤ Riverfront Regeneration – October 2022. • Other aspects of the decision making process would need to go the Regeneration and Development Panel (June 2022) and Cabinet. <p>In response to a question on the High Street as to whether the Heras fencing and temporary light/generator could be removed for the summer season. <i>Following the meeting it had been confirmed that the reason the generator and temporary light were there was that there was a minimum requirement for lighting lux levels in that area, which can only be achieved by having some form of temporary lighted, until such time as the highways works were completed and the permanent lighting reinstated.</i></p>	
<p>7</p>	<p><u>UPDATE ON ALL MAJOR HOUSING PROJECT SCHEMES - D OUSBY</u></p> <p>D Ousby presented an interim report on the progress of the Major Housing Projects as set out below.</p> <p><u>NORA 4</u></p>	

	<p>Delays due to supply issues. First units completed Mar 2022. 94 Units to be completed this financial year (2022/23). 8 properties reserved, 25 properties with early bird interest (50-70% of early birds expected to progress to reservations). Difficulty discharging pre-occupation condition relating to Morston Drift is delaying completion of open market sales properties. It was noted that the Highway was adopted and that the drains beneath required adoption. AWA had confirmed in writing that they will adopt the drains, but until the adoption the Borough Council could consider undertaking the management and maintenance to enable the sale of the properties.</p> <p>AGREED: Clarification of the Borough Council’s financial liability and risk to be sought.</p> <p><u>Parkway</u></p> <p>Planning approval received. Discharging pre-commencement conditions. Expected start on site July 2022.</p> <p><u>Salters Road</u></p> <p>Groundworks nearing completion. Contract negotiations with Freebridge near completion. Commencement of main works –May 2022.</p> <p><u>Lynnsport1</u></p> <ul style="list-style-type: none"> • Planning approval received, awaiting S106 and pre-commencement financial viability appraisal (June 2022) • Works to commence Summer/Autumn 2022. <p><u>Hunstanton Southend Road</u></p> <p>Enabling works complete. Started on site May 2022. Reviewing option to deliver scheme as Build to Rent in lieu of policy compliant Open Market Sale.</p> <p><u>Hunstanton Bus Station</u></p> <ul style="list-style-type: none"> • Review ongoing to overcome fire safety design issues, which has impacted on viability. Other pre-commencing works on hold until review complete. • Revised scheme planning application target Aug 2022. • Commencement of construction activities 2023. • Enabling works to relocate bus station/stops ongoing. <p><u>Waveney Road</u></p>	<p>DO</p>
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	<p>Pre-app April 2022. Awaiting local planning authority response.</p> <p><u>NORA 5</u></p> <ul style="list-style-type: none"> • Initial Design, Open Market Housing and Specialist Extra Care housing being considered. • Initial site investigations and due diligence ongoing. • Local Housing Market analysis to inform design ongoing. <p>Other projects:</p> <p><u>Heacham Toilets</u></p> <ul style="list-style-type: none"> • Refurbishment works commenced w/c 4/4/22 • On target to complete w/c 23/05/2022 • Target opening prior to Jubilee weekend <p>Forthcoming Activities and Developments</p> <ul style="list-style-type: none"> • Aug 2022 submit revised planning – Hunstanton Bus Station • Q3 2022, Parkway and Lynnsport 1 Commencement on site (subject to planning and viability review). <p>AGREED: Future monthly reports to include the financial commitment to the major housing project schemes.</p>	DO
8	<p><u>MEMBER MAJOR PROJECTS BOARD - 25 MAY 2022</u></p> <p>It was noted that only one response had been received from the MMPB identifying projects to be considered at future meetings.</p> <p>AGREED: L Gore to discuss with the Leader if the meeting was to go ahead or be deferred to an alternative date.</p>	
9	<p><u>WORK PROGRAMME 2022</u></p> <p>The following items were identified:</p> <ul style="list-style-type: none"> • 21/22 The High Street, King’s Lynn – date to be advised. • Corn Exchange Cinema – June meeting prior to being presented to the Corporate Performance Panel in July (Chair’s request) • Corn Exchange Cinema – Request from Councillor Morley separate issue. Decision required as to what officer would draft a report for the Corporate Performance Panel. 	
10	<p><u>ANY OTHER BUSINESS</u></p>	

	<p><u>Reviewing the Norfolk Strategic Infrastructure Delivery Plan for 2022</u></p> <p>The Borough Council had received an email from NCC.</p> <p>AGREED: The Borough Council confirmed the Infrastructure Delivery Plan 2-22 with the consideration of the A149 being included as the key route for tourism into West Norfolk. To be discussed further at Management Team on 17 May 2022.</p> <p><u>Southgates</u></p> <p>Consultation being undertaken with both internal and external stakeholders.</p> <p>NCC had suggested/proposed that this project being included in the Levelling Up Fund Bid. Consultants to work with the Borough Council to shape the project.</p>	
11	<p><u>EXEMPT - PROPOSED DEVELOPMENT - A BAKER</u></p> <p>A Baker that there had been a number of issues had been raised by Councillors. It was explained that under para 9 of Schedule 12A of the LGA1972 that the Council should be interpreting “proposed development” quite strictly – in most cases where Cabinet had determined the development a Major Project - as until then it is not formally “proposed”. This assumed Cabinet’s determination as a Major Project came before a planning application then the exemption would apply until the point that planning permission was submitted.</p>	
12	<p><u>DATE OF NEXT MEETING</u></p> <p>15 June 2022, 9.30 am, Microsoft Teams.</p>	

The meeting closed at 3.50 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 16

Document is Restricted