

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

MEMBER MAJOR PROJECTS BOARD

Minutes from the Meeting of the Member Major Projects Board held on Wednesday, 13th December, 2023 at 11.00 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor A Beales (Chair)
Councillors A Beales, R Blunt, A Dickinson, J Moriarty, C Morley, S Ring and A Ware

Under Standing Order 34:

Councillor S Ring

Officers:

James Arrandale, Principal Lawyer (Zoom)
Jemma Curtis, Regeneration Programmes Manager
Vanessa Dunmall, Performance and Efficiency Manager
Duncan Hall, Assistant Director, Regeneration, Housing and Place
Matthew Henry, Assistant Director, Property and Projects
Abigail Rawlings, Project Support Officer
Wendy Vincent, Democratic Services Officer

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from L Gore (substitute O Judges) and M Drewery (substitute C Holland).

2 MINUTES FROM THE PREVIOUS MEETING

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Matters Arising

Deep Dive into Projects

The Chair explained that four projects had been identified at the previous meeting and advised that the Board would consider the Guildhall and the Southgates at today's meeting. NORA 4 and Southend Road, Hunstanton would be presented to a future meeting.

Members Access to Information

In response to questions from the Chair on Members Access to Information, the Principal Lawyer explained that Members had the right to access any information unless there was a specific reason why they would not be able to access information.

Guildhall Working Group

The Manager – PMO explained this would be addressed under the Agenda item – Action Log.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

5 **MEMBERS PURSUANT TO STANDING ORDER 34**

Councillors S Ring was present under Standing Order 34.

6 **PROJECT TIERING DEFINITIONS**

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The Manager – Programme Management Office (PMO) presented the report circulated with the Agenda. It was highlighted that the work planned by the S151 Officer and finance team to restructure the Capital Programme over the next few months may impact on these and the Board was informed that it was intended to align the definitions given above for Place Directorate projects, with the finance work, in due course. A further update will be brought to MMPB at the meeting in March 2024 if the finance team have completed their work on the Capital Programme.

The Chair thanked the Manager – PMO for the report and invited questions and comments from the Board, a summary of which is set out below.

In response to questions from Councillor Blunt regarding the process for getting Tier 3 projects into the process, the Manager – PMO explained that Tier 3 projects were no different from the current process of projects being identified and worked on, via Portfolio Holders and added that there was no written document setting out the process. The Manager – PMO outlined the work being undertaken by the Finance Team to align the Capital Programme and commented that this may then be able to be put in place to align with the major projects reported to MMPB.

The Assistant Director, Property and Place explained that the amendments to the Capital Programme would require Cabinet and Council approval and that ideas/proposals would be brought through the democratic process involving the Policy and Development Panels.

The Board was reminded that Cabinet decided which projects were “major projects.”

The Chair gave an example of Baxter’s Plain being a Tier 3 project. The Vice Chair advised that a presentation had been received by a Policy and Development Panel and the information was in the public domain.

Councillor Blunt expressed concern that there was no written document setting out the process of getting a Tier 3 project into the system.

Councillor Dickinson expressed concern regarding projects that have been ongoing for some time and in some cases longer than the Capital Programme and added that there was nowhere where Members could see the progress of costs. The Chair highlighted the importance of monitoring projects and gave examples of Southend Road, Hunstanton and NORA and agreed that all reports presented to the MMPB should include cost monitoring information.

The Assistant Director, Property and Projects referred to the Florence Fields project and explained that the Officer Major Projects Board (OMPB) had recently challenged the financial summary section within the Project Highlight reports template and work is being undertaken to update this. It was advised that over time it was anticipated that the reports received by the MMPB would be aligned with the capital programme in time. .

The Executive Director, Place outlined the work which was being undertaken on continuous improvement to the reporting process for MMPB.

The Assistant Director, Property and Projects informed the Board that following the recent Peer Challenge one of the recommendations was for wider engagement with stakeholders and the public and to improve shaping policies. This would be factored into the continuous improvements reviews mentioned by the Executive Director.

The Chair commented that it would be useful for MMPB to receive a definition on how, for example, Tier 3 projects could be bumped up and to receive definitions on what various projects might look like.

Councillor Parish commented that he would prefer a cautious approach going forward with proper consultation and consideration of the impact on all the people in West Norfolk.

RESOLVED: The Board noted the report.

7

MEMBER MAJOR PROJECTS BOARD - ACTION LOG

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The Assistant Director, Property and Projects explained that other internal project boards within the Council were using an action log to ensure that all points were picked up and monitored and this was now being put into place for MMPB

The action log would be updated and circulated with all future agendas.

The Manager – PMO explained that the action log itself would be updated and circulated to the MMPB in a timely way and that the log should mean officers can be more responsive over points / queries raised by Members.

Councillor Morley highlighted the importance of some correlation between the MMPB action log and the Corporate Risk Register, where relevant. In response, the Manager – PMO undertook to ensure this was addressed.

With regard to the Guildhall Working Group, which was one of the queries raised at the previous MMPB meeting, the Manager – PMO explained that the minutes and terms of reference of the group had been reviewed; and that Democratic Services had advised that the group was in the process of being disbanded.

RESOLVED: The Board noted:

- The proposal for the council's Programme Management Office (PMO) to run the Action Log approach to assist Board Members with queries/issues.
- That logs will be published with subsequent meeting papers, for information.

8

UPDATE ON THE KING'S LYNN GUILDHALL CIO

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The Board received a presentation (copy attached to the Agenda) from the Assistant Director, Regeneration, Housing and Place.

The Chair thanked the Assistant Director for the presentation and invited questions and comments from the Board, a summary of which is set out below.

The Assistant Director responded to questions and comments from Councillor Parish on the Borough Council's and CIO's income stream.

The Chair highlighted the importance of the Governance document being approved by the CIO and the Borough Council.

The Assistant Director referred to a Cabinet report in 2022 which had delegated establishment of the CIO to officers, Portfolio Holders and the Guildhall Working Group. The Assistant Director explained that thought would need to be given to work relating to the governance agreement going forward and discussions would be held with the Portfolio Holder/Cabinet.

The Chair added that the above proposal seemed sensible and discussion on appropriate delegation would follow.

Councillor Ring commented that it was key for fundraising to be included in the governance document. In response, the Assistant Director explained that discussions would be held with the CIO and Trustees on objectives which reflected fund raising arrangements.

The Principal Lawyer provided clarification on the charitable objects.

The Executive Director, Place provided an overview of the roles and responsibilities of the Trustees.

In response to questions from Councillor Blunt on who would write and approve the governance agreement, the Assistant Director explained that it would be a legal agreement drafted by the Borough Council's solicitor and the CIO would appoint their own solicitor and the mechanism for signing off the final agreement would be discussed with Cabinet.

The Chair referred to the 2022 Cabinet report and added that the delegated authority may not now be appropriate and suggested the debate should be reopened. The Chair added that it was important for the Governance Agreement to be correct for both the Borough Council and the CIO and therefore further discussions should take place.

The Executive Director, Place advised that a report would be brought back to the MMPB setting out the decision making process, etc. at the appropriate time.

In response to a comment from Councillor Moriarty on the footprint of the site, the Assistant Director confirmed it was the entire footprint of the site and undertook to circulate a plan outlining ownerships to the Board.

Councillor Ware advised that it would be usual to agree Heads of Terms prior to starting to draft the Governance Agreement. The Assistant Director explained that the Council had draft Heads of Terms in place and undertook to bring a copy to the Board.

Councillor Morley highlighted the importance of the Governance Agreement and the decision making process/approval by Cabinet/Full Council and emphasised that requirement for sustainability wording to be included within the document. Councillor Morley echoed the

comments made by the Board on objectives on fund raising being agreed by the CIO and the Borough Council and added that the draft Governance Agreement should be circulated to the Board. In response to the comments made by Councillor Morley, the Assistant Director explained that the primary role of the CIO is to operate the Guildhall and to deliver what the Council wished to achieve.

The Chair summarised that a view is held by the Board that there should be engagement with the full democratic process for the Heads of Terms and the CIO Governance Agreement.

RESOLVED: 1) A report relating to the governance process around the Governance Agreement to be presented to a future meeting. A copy of the Heads of Terms and draft Governance Agreement will be made available to the meeting.

2) The Assistant Director to circulate a site ownership plan for the entire site.

3) The Assistant Director to discuss the fund-raising objectives with the CIO/Trustees.

9 **STANDING ITEM: MAJOR PROJECTS OVERVIEW REPORT**

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The Manager – PMO presented the report as at 30 September 2023 and explained that there were 15 major projects monitored by the Board. Of the 15 major projects, the RAG ratings at that date were – 1 = red, 9 = amber and 5 = green. The report provided information on the overall status and included commentary.

The Chair thanked the Manager – PMO for the report and invited comments and questions from the Board.

There were no comments or questions from the Board or those Councillors attending under Standing Order 34.

RESOLVED: The report was noted

10 **STANDING ITEM: PROJECT HIGHLIGHTS REPORT**

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The Executive Director, Place presented the report on the following projects and explained that it was hoped that there would be more alignment in 2024 and eventually reports would only be only one month behind.

NORA EZ Development of Spec Units – Phase 1

Parkway (Florence Fields)
Salters Road
Southend Road Project
West Winch Growth Area
Southgates Programme Placemaking Project
STARS Scheme
St George's Guildhall and Creative Hub
Active and Clean Connectivity Project
Riverfront Regeneration
Rail to River – Public Realm Project
Multi-User Community Hub
Boost
3G Sports Pitch

NORA EZ Infrastructure Project

The Assistant Director, Property and Projects provided an overview of the requirement for an urgent cabinet report following consultation with the Leader of the Council.

In response to a question from the Chair, the Assistant Director, Property and Projects explained that there had been less contaminated material on site than anticipated, however the final costs were not yet known

Councillor Morley commented on the Capital Programme and stated that if the MMPB was to be efficient it needed to receive up to date information. In response, the Assistant Director, Property and Projects recognised that this presents an issue and Senior Management Team have asked officers to re-profile the capital programme and outlined the work being carried out in the Finance Team to provide a financial summary with the most up to date information.

Following comments from the Chair, the Executive Director, Place reiterated that the work currently being undertaken by the Finance Team would inform the Capital Programme and linked to the major projects reporting process.

The Chair thanked officers for the significant amount of work being carried out in relation to this project.

Florence Fields (Parkway)

The Chair informed the Board that he had recently attended a meeting on site with the Contractor and explained that although the wet weather was having an impact on the works, there was scope to catch up.

Southend Road, Hunstanton

Councillor Parish stated that this project had presented a significant challenge and explained that a discussion had taken place at the

previous meeting on the flats being available for those people with a local connection. In response, the Executive Director explained that the local condition had been added.

Multi User Community Hub

The Chair explained that Baxters Plain had been referenced as a Tier 3 project and presented to a recent Town Deal Board indicating that there had been positive public engagement and a useful design had been proposed. The Chair flagged to officers that there was no financial provision for Baxters Plain.

General Points

Councillor Moriarty commented that changes had occurred since the 30 September 2023 to the West Winch project and other projects and that at the next meeting scheduled for March the information to be presented would still be two months behind. In response, the Manager – PMO explained that the March meeting information would be received for the period October to January. The May meeting would receive information for February and March. From May onwards MMPB would be scheduled on a quarterly basis and the information presented would be more aligned.

The Executive Director – Place explained that it currently took a considerable amount of time to collate the information manually but it was hoped that in the future an automatic system could allow the data to be collected centrally and produced on a more timely basis.

The Chair responded to questions from Councillor Morley on the financial implication of the Southend Road project.

The Assistant Director, Property and Place and Financial Services Manager outlined the resources and process for recruitment to the programme management office. Completing this recruitment process was critical for the Council to make the process and reporting improvements identified.

RESOLVED: The Project Highlights Report was noted.

11

STANDING ITEM: OFFICER MAJOR PROJECT BOARD MINUTES

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The Board noted the Officer Major Project Board (OMPB) Minutes.

In response to questions from Councillor Moriarty on membership of OMPB and there being no officer present to provide updates on West Winch, the Manager – PMO confirmed the membership and terms of reference of the OMPB.

The Executive Director, Place explained that relevant officers were invited to attend when required for specific projects.

The Manager – PMO explained that the Technical Adviser who previously worked at the Council had recommended that the membership of the OMPB be reduced in order to free up officer capacity and ensure focussed input.

12 **DEEP DIVE - SOUTHGATES AREA, REGENERATION AREA AND STARS, KING'S LYNN**

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The Board received a presentation from the Regeneration Programmes Manager.

The Chair thanked the Regeneration Programmes Manager for the presentation and invited comments and questions.

There were no questions and comments from the Board.

The Board was invited to submit any comments/questions to the Regeneration Programmes Manager which would be presented to the next meeting of the MMPB.

RESOLVED: The Board noted the content of the presentation.

13 **WORK PROGRAMME**

The Manager – PMO explained that after May 2024 MMPB meetings would be scheduled on a quarterly basis.

The following items were identified:

- Response to questions/comments from the Board on the presentation on the Deep Dive presentation on the Southgates Area.
- Deep Dive - Guildhall

14 **DATE OF NEXT MEETING**

27 March 2023, 1 pm in the Council Chamber, Town Hall, King's Lynn.

The meeting closed at 1.20 pm